

BMW GROUP STRATEGY NUMBER ONE



GLOBAL CHALLENGES REQUIRE NEW SOLUTIONS



Market volatility



Legislation



Paradigm shift



Megacities

BMW GROUP GOALS

2016 – more than two million vehicles sold.

Long-term – EBIT margin in the automobile segment in the range of 8 to 10 per cent.

2020 – to be the leading provider of premium products and premium services for individual mobility.

BMW GROUP KEY FIGURES – FINANCIAL YEAR 2011

In bn €	2011	2010	Change in %
Group revenues	68.82	60.47	+13.8
Pre-tax Group result	7.38	4.83	+52.1
Net profit	4.9	3.24	+51.3
EBIT margin in the Automobile segment	11.8	8.0	+47.5

BMW GROUP 2011 SALES FIGURES BRANDS AND MOTORCYCLES



1,380,000

+ 12.8 %



285,000

+ 21.7 %



3,538

+ 30.5 %

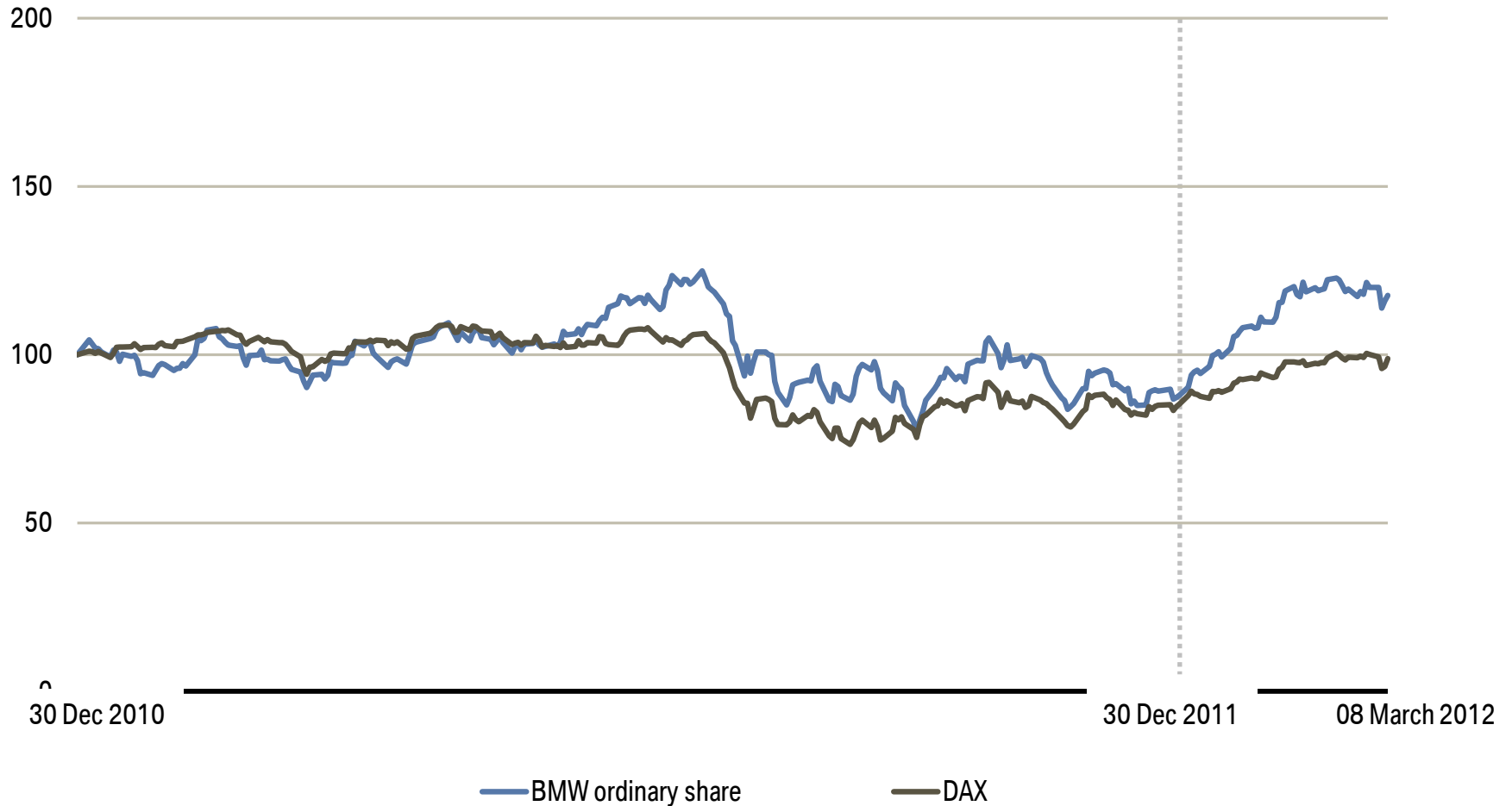


113,500

+ 3.1 %



DEVELOPMENT OF BMW ORDINARY SHARE 2011 – BEST DAX STOCK IN 2011



BMW GROUP 2012 TARGETS

Record sales on Group level.

All-time highs for all three automobile brands.

Record in pre-tax Group result.

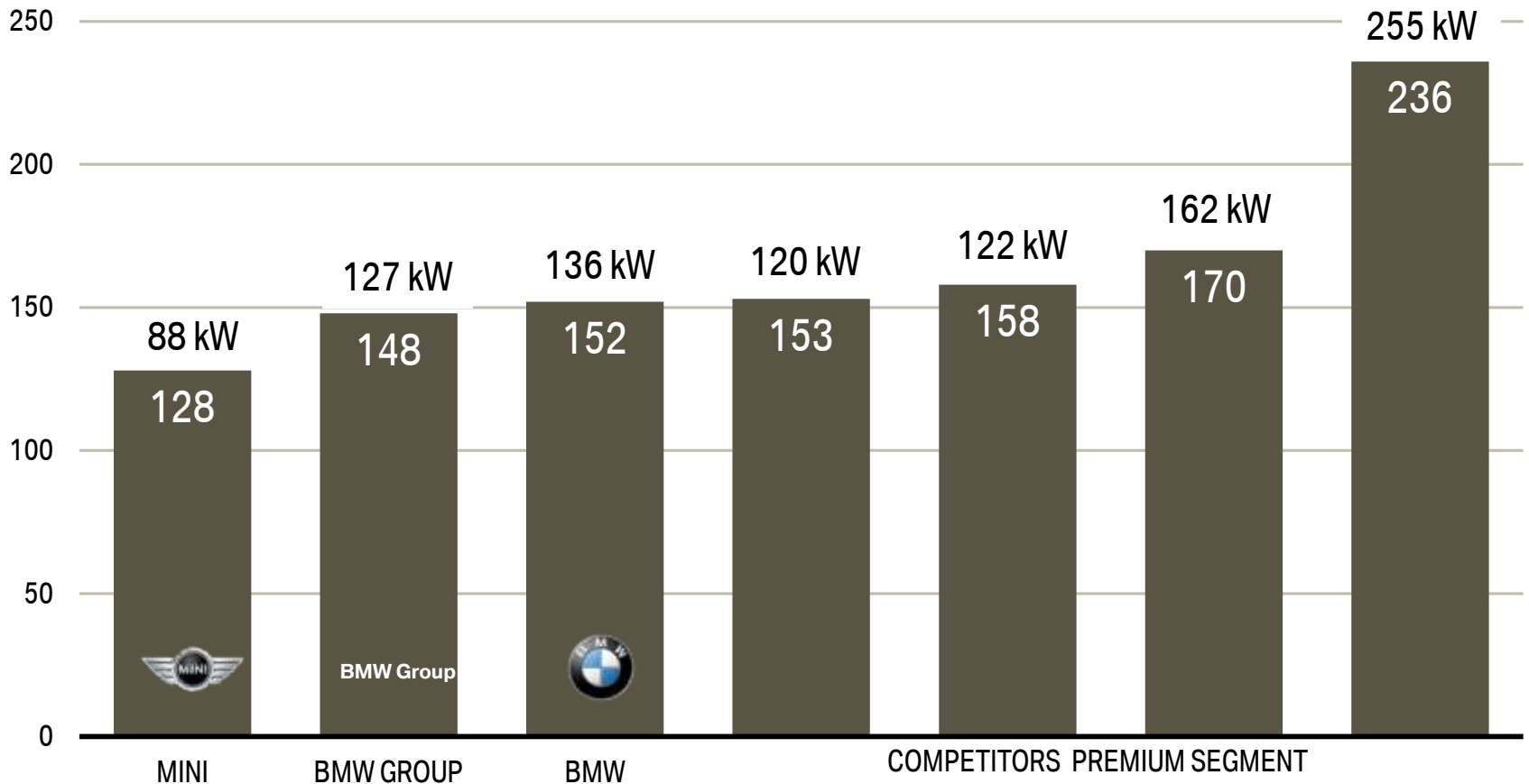
EBIT margin in the automobile segment in the range of 8 to 10 per cent.

BMW GROUP THE NEW BMW 3 SERIES



BMW GROUP – THE PREMIUM AUTOMAKER WITH THE LOWEST CO₂ EMISSIONS IN THE EU

Ø CO₂ g/km



Source: 2010 AAA for EU-23; NEDC

BMW GROUP 50 PER CENT REDUCTION IN CO₂ EMISSIONS 1995-2020



The chart features three blue bars of decreasing height from left to right, set against a background of a bright blue sky with white clouds and a sunburst in the top left. A large, dark blue arrow points from the top of the first bar down to the top of the third bar, indicating a downward trend. The text for each bar is centered below it.

**BMW GROUP
FLEET 1995**
Ø > 200 CO₂ g/km

**BMW GROUP
FLEET TODAY**
Ø 148 CO₂ g/km

**TARGET
EU 2020**
Ø 95 CO₂ g/km

BMW GROUP STATE-OF-THE-ART BMW ACTIVE HYBRID TECHNOLOGY

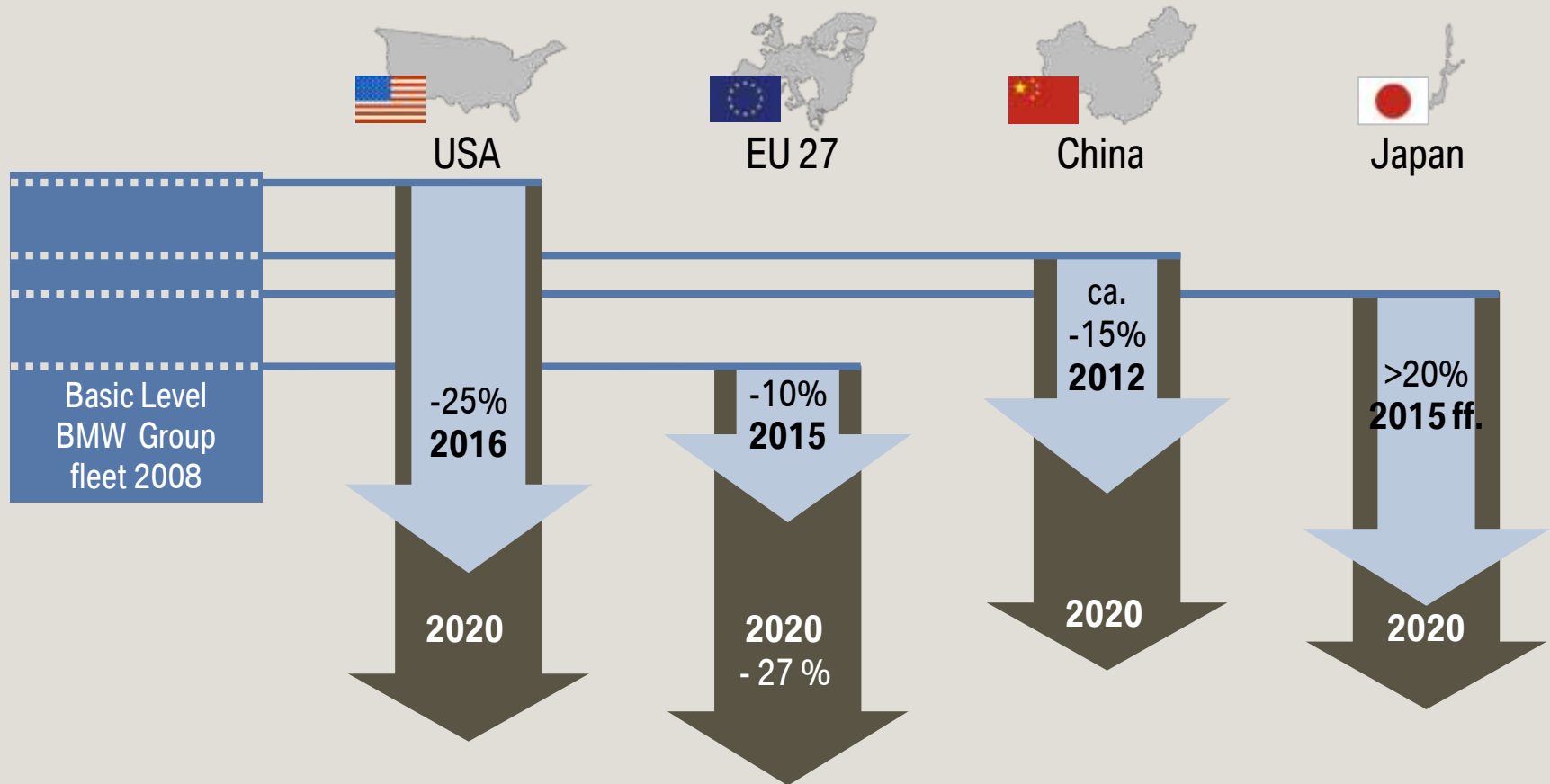


BMW ActiveHybrid 3



BMW ActiveHybrid 5

BMW GROUP DEMANDING CO₂ REQUIREMENTS WORLDWIDE



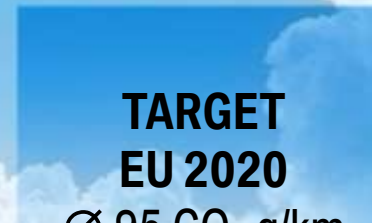
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BMW GROUP BUSINESS MODEL PREMIUM – NEXT LEVEL

Innovations and sustainable production.

Balanced market presence.

Strategic alliances.

Safeguarding expertise and internal structures.

BMW GROUP THE NEW BMW i FAMILY



BMW i3



BMW i8

BMW GROUP THE WORLD'S MOST SUSTAINABLE CAR COMPANY



BMW GROUP ATTRACTIVE MOBILITY SERVICES



BMW GROUP GROWTH IN THE BRIKT MARKETS 2011



BMW GROUP STRATEGIC ALLIANCES



SGL Group



PSA Peugeot Citroën



Toyota Motor Corporation

BMW GROUP SAFEGUARDING EXPERTISE

More than 4,000 new associates in 2011.

Approx. 3,900 apprentices as of the end of 2011.

Approx. 87,000 participants in training programs in 2011.



BMW GROUP NEW BMW MODELS 2012



BMW GRAN COUPE



BMW X6 UPDATE



BMW M6 COUPE



BMW M6 CONVERTIBLE

BMW GROUP

BMW M PERFORMANCE MODELS 2012



BMW M 550d xDRIVE TOURING



BMW X5 M 50d



BMW X6 M 50d



BMW M 550d xDRIVE SEDAN

BMW GROUP MINI CLUBVAN CONCEPT



BMW GROUP ROLLS-ROYCE PHANTOM SERIES II

