

BMW Group. Annual Accounts Press Conference.



BMW Group

Rolls-Royce
Motor Cars Limited



BMW Group. Channel Configuration.

Channel	Language	Translation Channel	Translation Language
1	German	Kanal	Deutsch
2	English	Channel	English
3	Italian	Canale	Italiano
4	Spanish	Canal	Espanol
5	Mandarin	声道	中文

BMW Group.
Annual Accounts Press Conference.

Dr. Norbert Reithofer
Chairman of the Board of Management of
BMW AG

March 18, 2009

BMW Group

Rolls-Royce
Motor Cars Limited



BMW Group.
Fortune Magazine Ranking:
World's Most Admired Companies.

CNNMoney.com News | Markets | Technology | Personal Finance | Small Business | CNN.com

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BASF

Disney

Two years in a row:
Number One in the Category Motor Vehicles

BMW Group.
Business Year 2008.

- 1. What is important to consider in the current situation?**
- 2. How does Strategy Number ONE secure our future success?**
- 3. How do we view the business development for the rest of the year?**

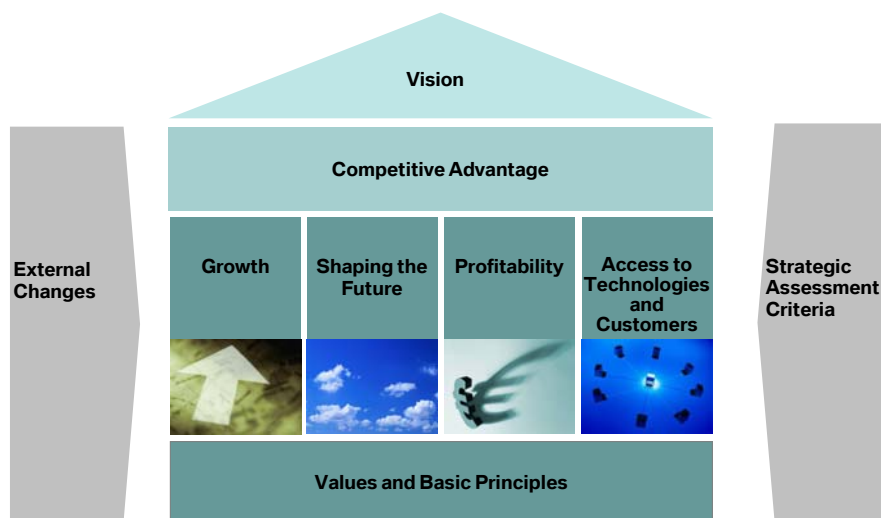
BMW Group.
Business Year 2008.

- EBIT of €921 million.**
- Group liquidity of €8.1 billion.**
- Reduced costs and investments, as well as capital expenditure per vehicle.**
- Reduced inventories in the fourth quarter 2008.**

BMW Group. Business Year 2008.

- **Second-best sales result in the company's history.**
- **Industry leader in terms of CO₂ emission reductions.**
- **Targets in personnel reductions exceeded. New jobs for engineers.**
- **Profit-sharing bonus reduced in line with company performance.**





BMW Group. Strategy Number ONE Structure.



BMW Group Strategy. The Four Pillars of Our Strategy.

Growth	Shaping the Future	Profitability	Access to Technologies and Customers
			
<p>Growth with existing and potential additional brands</p> <p>Attracting new customer groups</p> <p>Tapping into new markets</p>	<p>Change as a growth opportunity</p> <p>New concepts for individual mobility</p>	<p>Reduce costs, capital expenditure and capital employed per unit</p> <p>Realize economies of scale</p> <p>Minimize risks arising from currency exchange rates</p> <p>Improve performance</p>	<p>Secure access to technologies and customer groups</p> <p>Strategic partner management</p>

BMW Group Strategy. Growth.

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BMW Group.
The New MINI Convertible.



BMW Group.
The New BMW X1.



BMW Group.
The New BMW 7 Series.







BMW Group.
The New BMW 5 Series Gran Turismo.



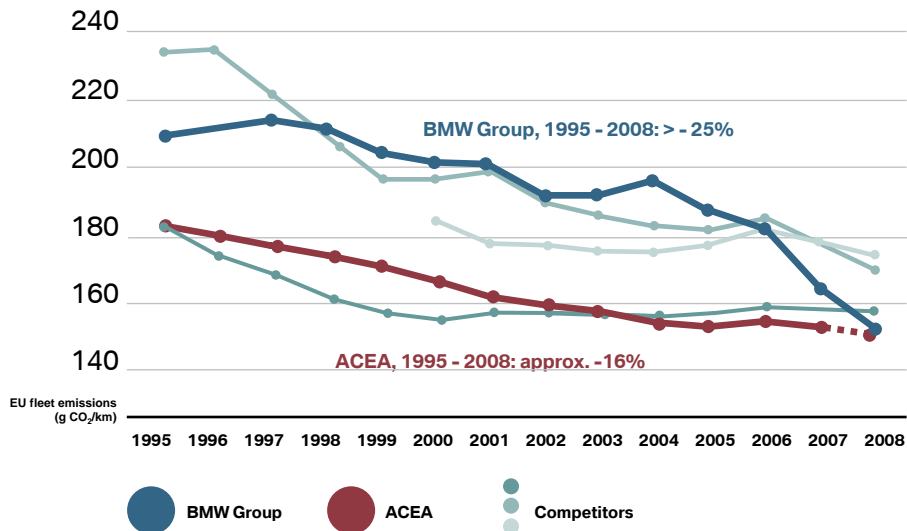
BMW Group. The New BMW Z4.



BMW Group Strategy. Shaping the Future.

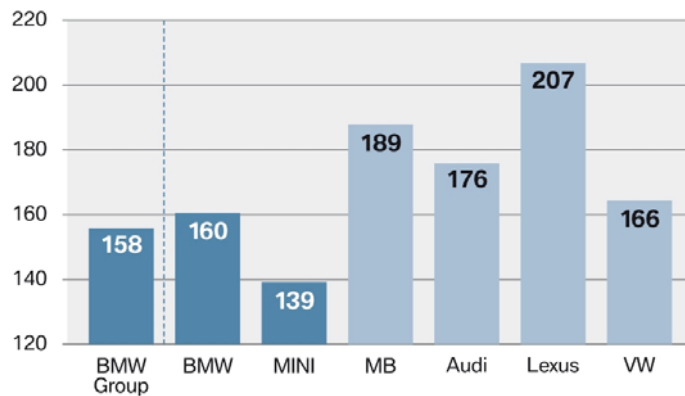
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BMW Group. ACEA Voluntary Commitment Exceeded.



BMW Group. Competitive Advantage: Efficient Dynamics.

CO₂ emissions of new cars registered in Germany in 2008



Source: recent study, Federal Motor Transport Authority

BMW Group.
BMW 118d –
World Green Car of the Year 2008.



BMW Group.
New BMW 116d. Fuel Consumption:
4.4 Liters, CO₂ Emissions: 118 Grams.



BMW Group. 49 Models Complying with EU5 Standard.

The BMW "EU5/EU6 fleet":

In spring 2009, a total of 49 BMW models comply with the emission standard EU5.

BMW 730d: 7,2 l/192 g	BMW 730Li: 7,3 l/194 g	BMW 750i: 11,4 l/266 g	BMW 750Li: 11,4 l/266 g	BMW 740i: 9,9 l/232 g	BMW 740Li: 10,0 l/235 g	BMW 520d: 5,1 l/136 g
BMW 520d Touring: 5,3 l/140 g	BMW 330d: 5,7 l/152 g	BMW 330d Touring: 5,9 l/155 g	BMW 330d Coupé: 5,7 l/152 g	BMW 330d Cabrio: 6,1 l/162 g	BMW 330d: 5,7 l/152 g*	BMW 320d: 4,8 l/128 g
BMW 320d Touring: 4,9 l/129 g	BMW 320d Coupé: 4,8 l/128 g	BMW 320d Cabrio: 5,3 l/140 g	BMW 318d: 4,7 l/123 g	BMW 318d Touring: 4,8 l/123 g	BMW 320i: 6,5 l/150 g	BMW 320i Touring: 6,5 l/150 g
BMW 320i Coupé: 6,7 l/154 g	BMW 320i Cabrio: 6,9 l/159 g	BMW 318i: 6,4 l/149 g	BMW 318i Touring: 6,4 l/149 g	BMW 125d 5-Türer: 5,2 l/138 g	BMW 125d 3-Türer: 5,2 l/138 g	BMW 125d Coupé: 5,2 l/138 g
BMW 125d Cabrio: 5,4 l/144 g	BMW 120d 5-Türer: 4,8 l/128 g	BMW 120d 3-Türer: 4,8 l/128 g	BMW 120d Coupé: 4,8 l/128 g	BMW 120d Cabrio: 5,1 l/134 g	BMW 118d 5-Türer: 4,5 l/119 g	BMW 118d 3-Türer: 4,5 l/119 g
BMW 118d Cabrio: 4,9 l/129 g	BMW 120i 5-Türer: 6,7 l/155 g	BMW 120i 3-Türer: 6,7 l/155 g	BMW 120i Cabrio: 6,9 l/159 g	BMW 118i 5-Türer: 6,2 l/143 g	BMW 118i 3-Türer: 6,2 l/143 g	BMW 118i Cabrio: 6,6 l/153 g
BMW 116 3-Türer: 6,2 l/143 g	BMW X6 xDrive50i: 12,8 l/299 g	BMW X6 xDrive35i: 11,1 l/262 g	BMW X3 xDrive20d: 6,5 l/172 g	BMW Z4 xDrive23i: 8,5 l/199 g	BMW Z4 xDrive30i: 8,5 l/199 g	BMW Z4 xDrive35i: 9,4 l/219 g

Fuel consumption in liters/100 km in the EU test cycle, carbon emissions in g/km. * EU6 emission performance standards with BluePerformance 01/2009





BMW Group. BMW X6 and 7 Series as ActiveHybrid.







BMW Group. New Technologies: MINI E.



BMW Group Strategy. Profitability.

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BMW Group Strategy. Access to Technologies and Customers.

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Growth with existing and potential additional brands Attracting new customer groups Tapping into new markets	Change as a growth opportunity New concepts for individual mobility	Reduce costs, capital expenditure and capital employed per unit Realize economies of scale Minimize risks arising from currency exchange rates Improve performance	Secure access to technologies and customer groups Strategic partner management

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