

BMW Group.

Annual Accounts

Press Conference.

18 March 2008

BMW Group

Rolls-Royce
Motor Cars Limited



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Dr. Norbert Reithofer

**Chairman of the Board of Management
of BMW AG**

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Rolls-Royce
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BMW Group.

Business Year 2007.

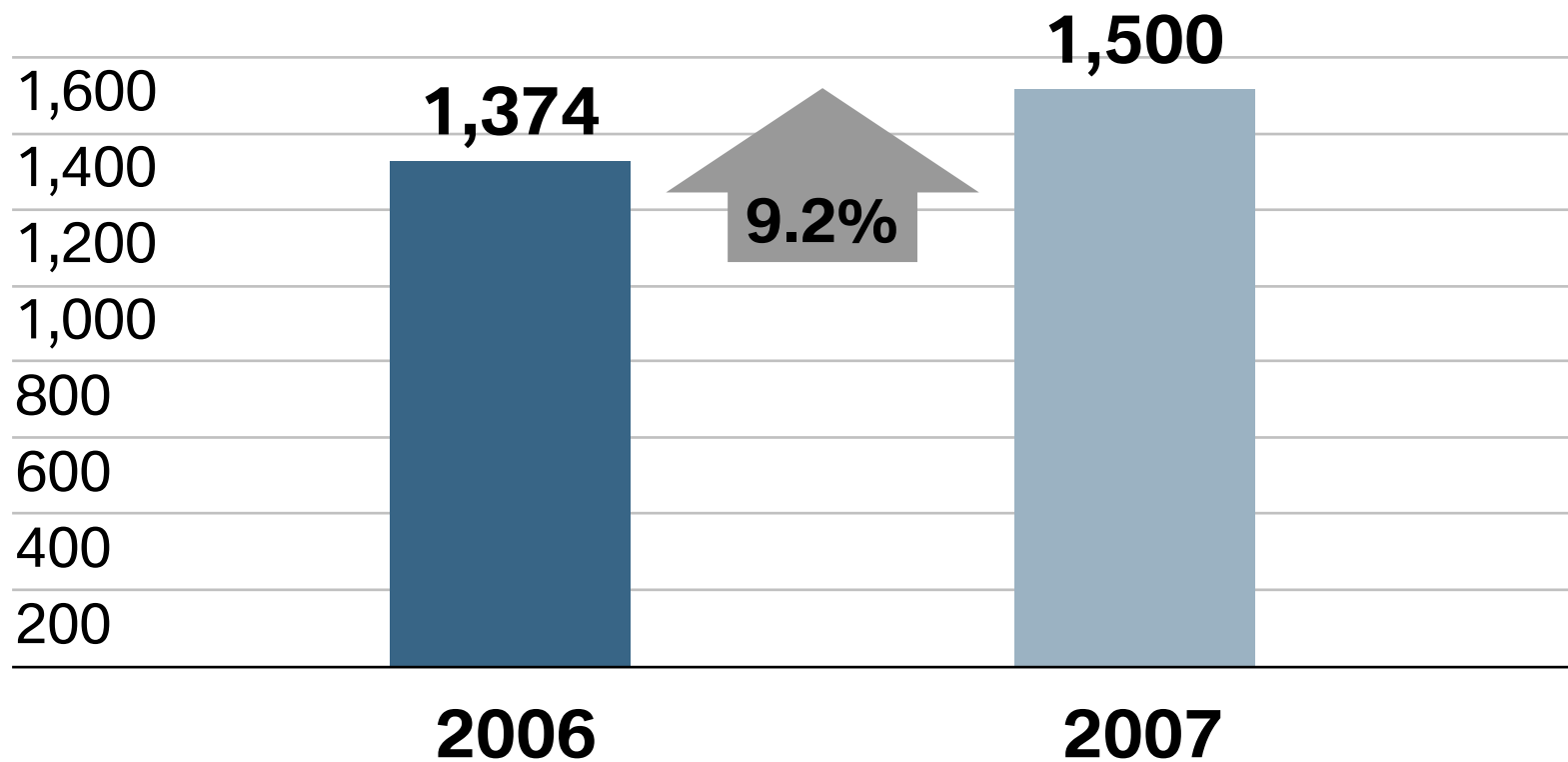
2007 was a good business year for the BMW Group:

- **Retail highs for all three brands**
- **Record revenues**
- **Best earnings before interest and taxes (EBIT)**
- **Best profit before taxes**
- **Improved return on capital employed in the automobile segment**
- **Leading premium car manufacturer**

Business Year 2007.

BMW Group Automobile Retail.

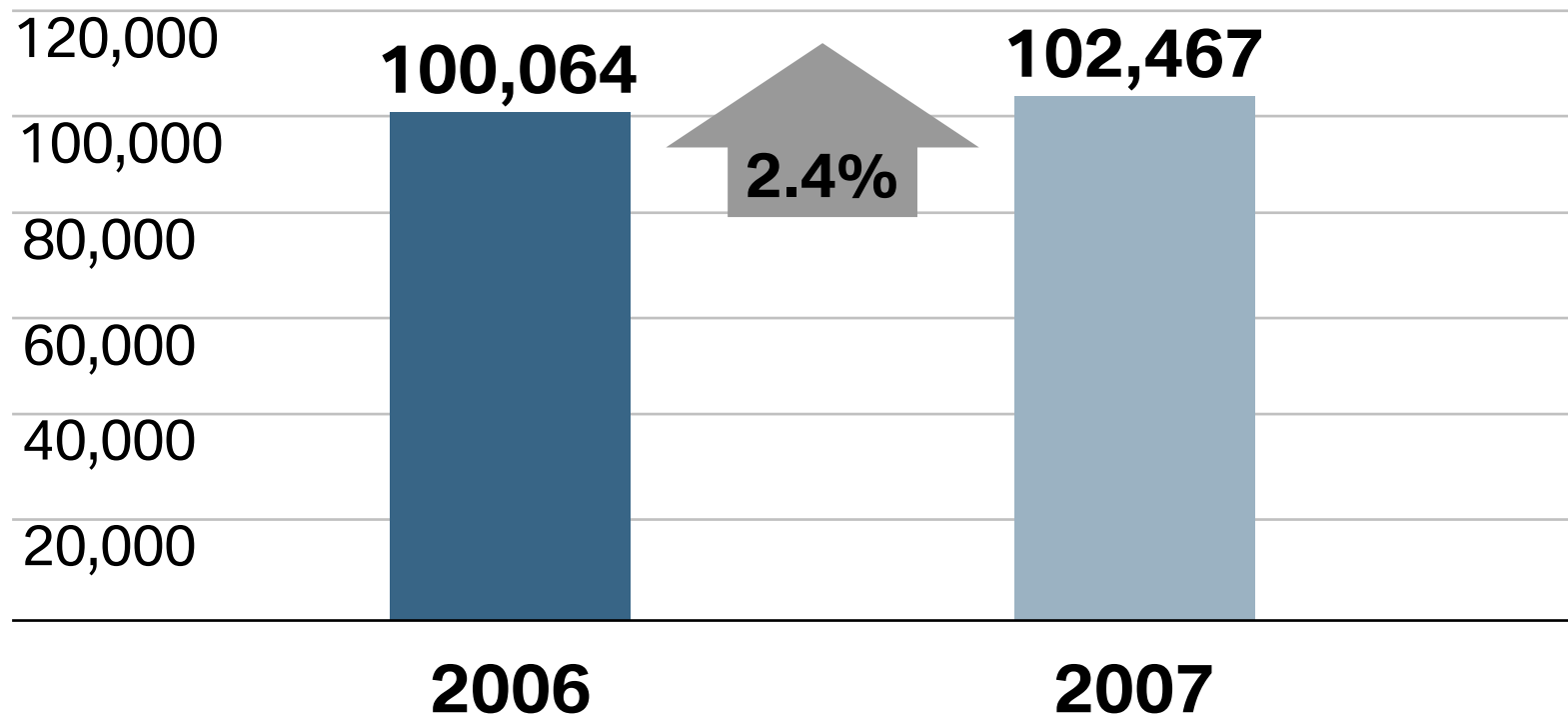
in k units



Business Year 2007.

Deliveries BMW Motorrad.

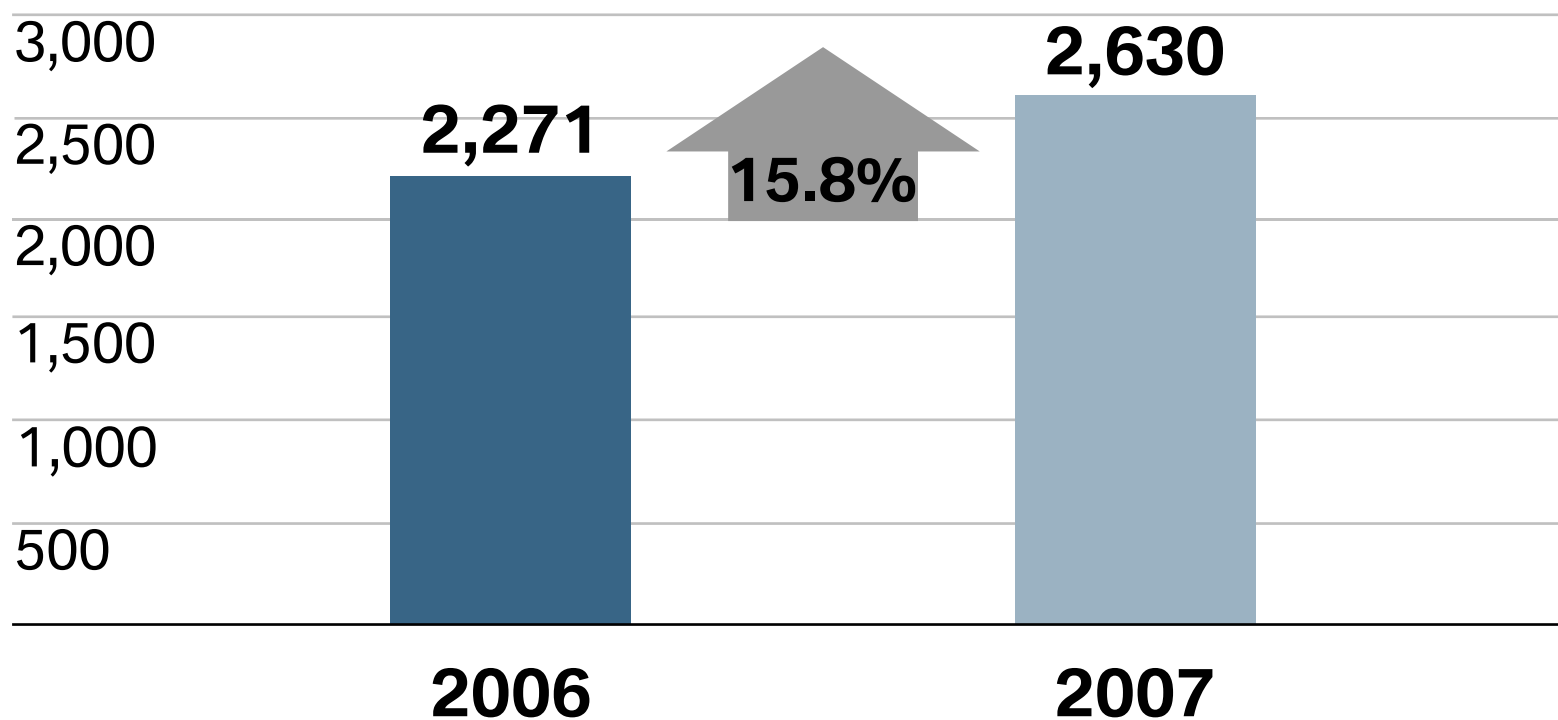
in k units



Business Year 2007.

Financial Services.

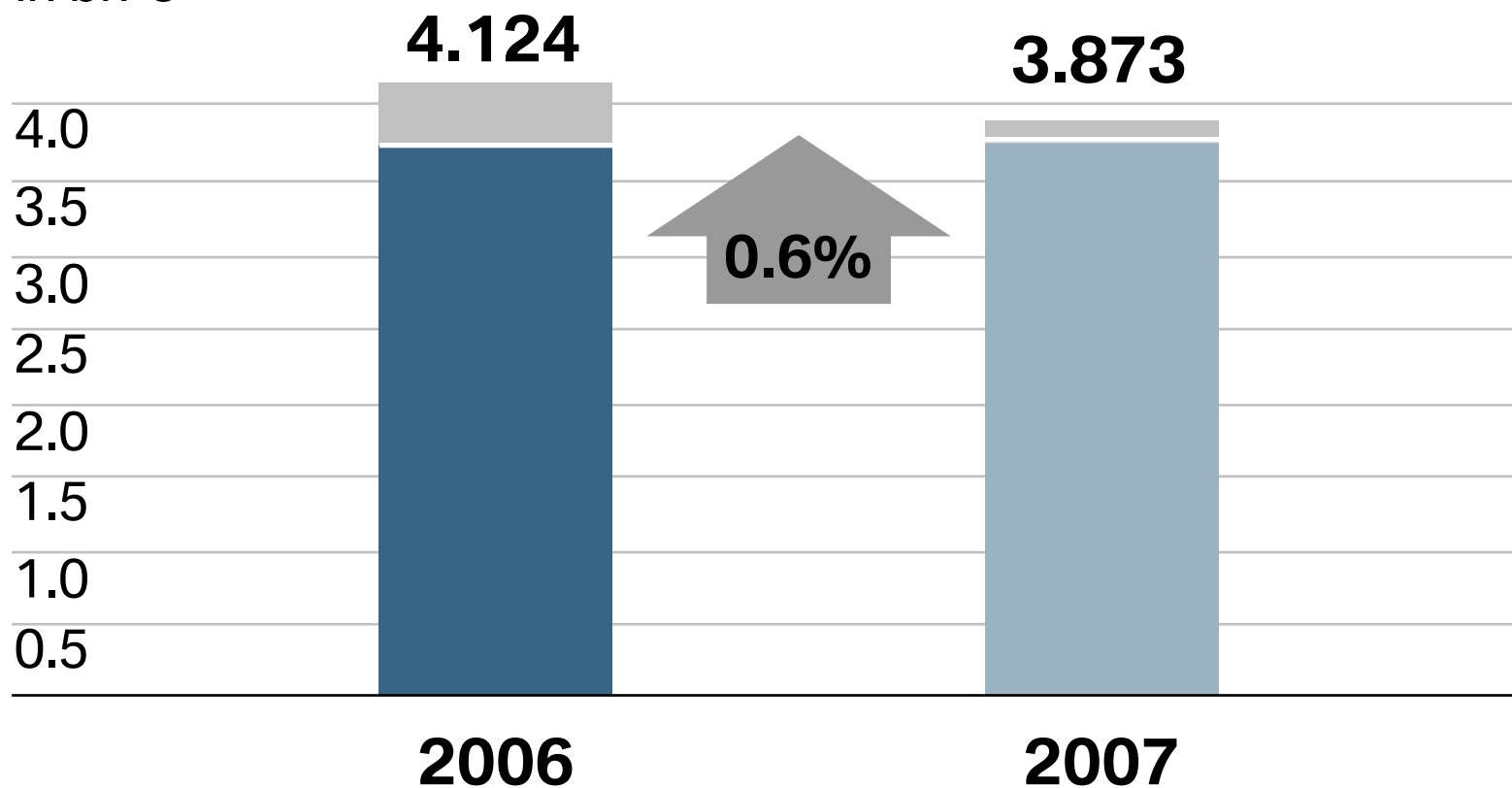
Number of leasing and
financing contracts in k units



Business Year 2007.

Pre-Tax Profit.

in bn €

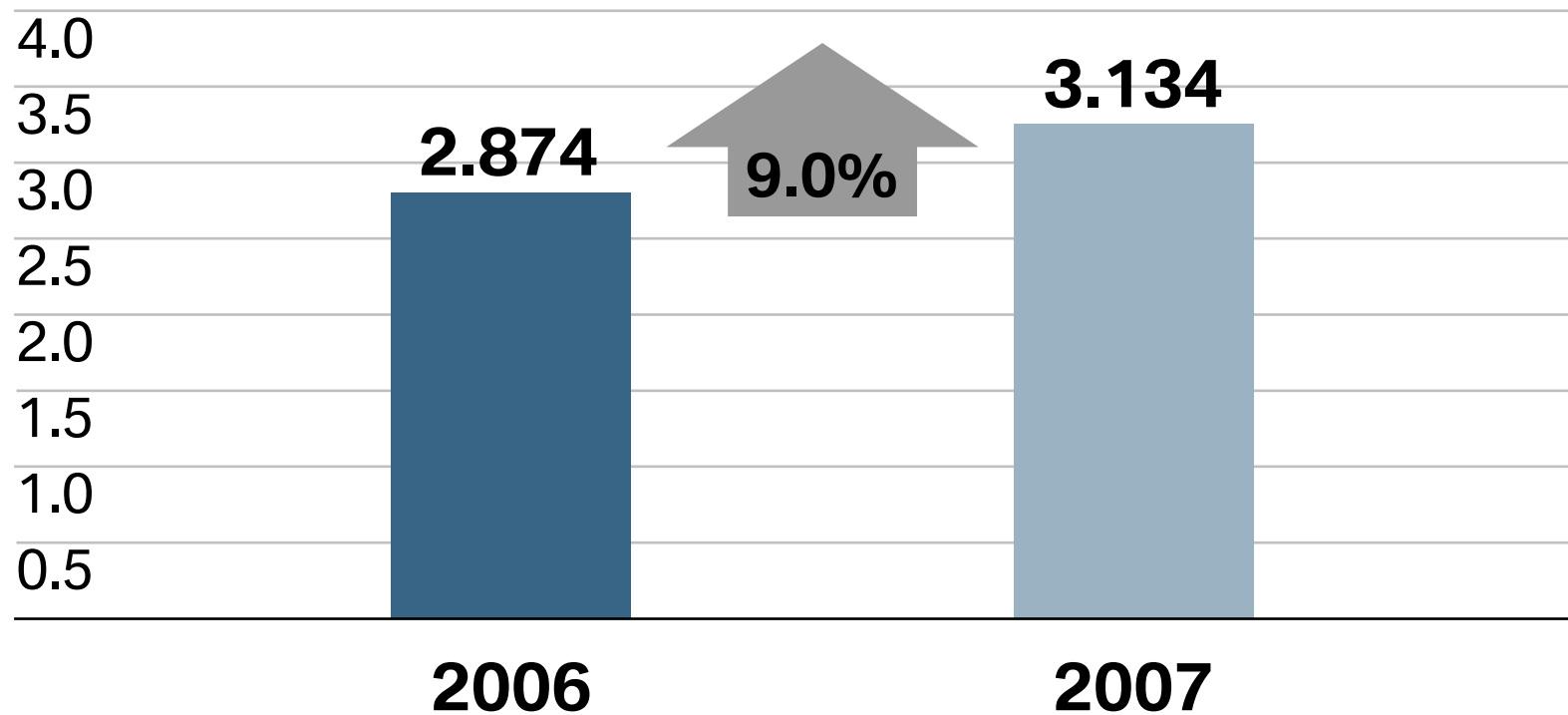


Positive effect from the exchangeable bond in shares of Rolls-Royce plc, London.

Business Year 2007.

Net Profit.

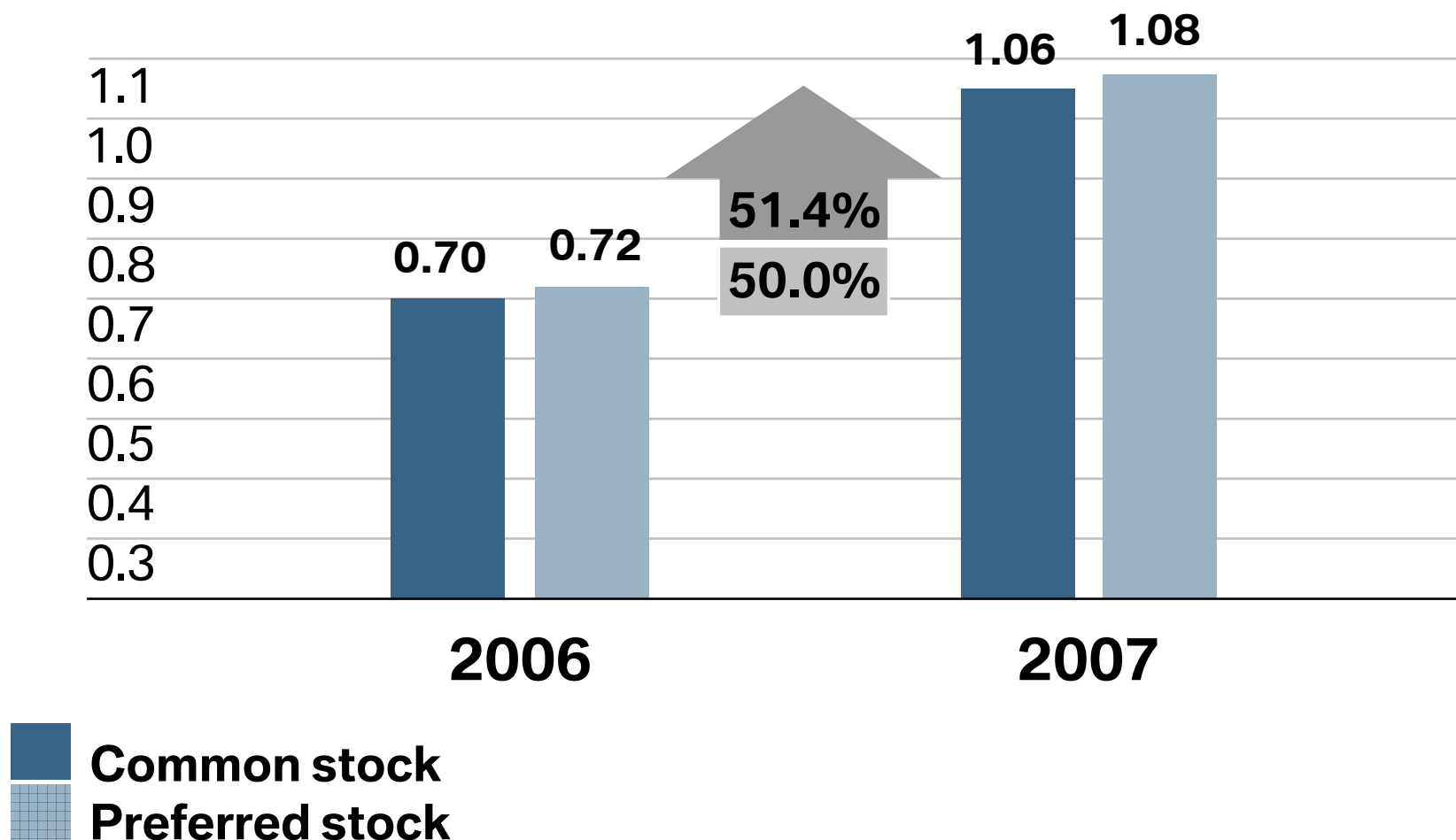
in bn €



Business Year 2007.

Development of the Dividend.

Dividend per share in €



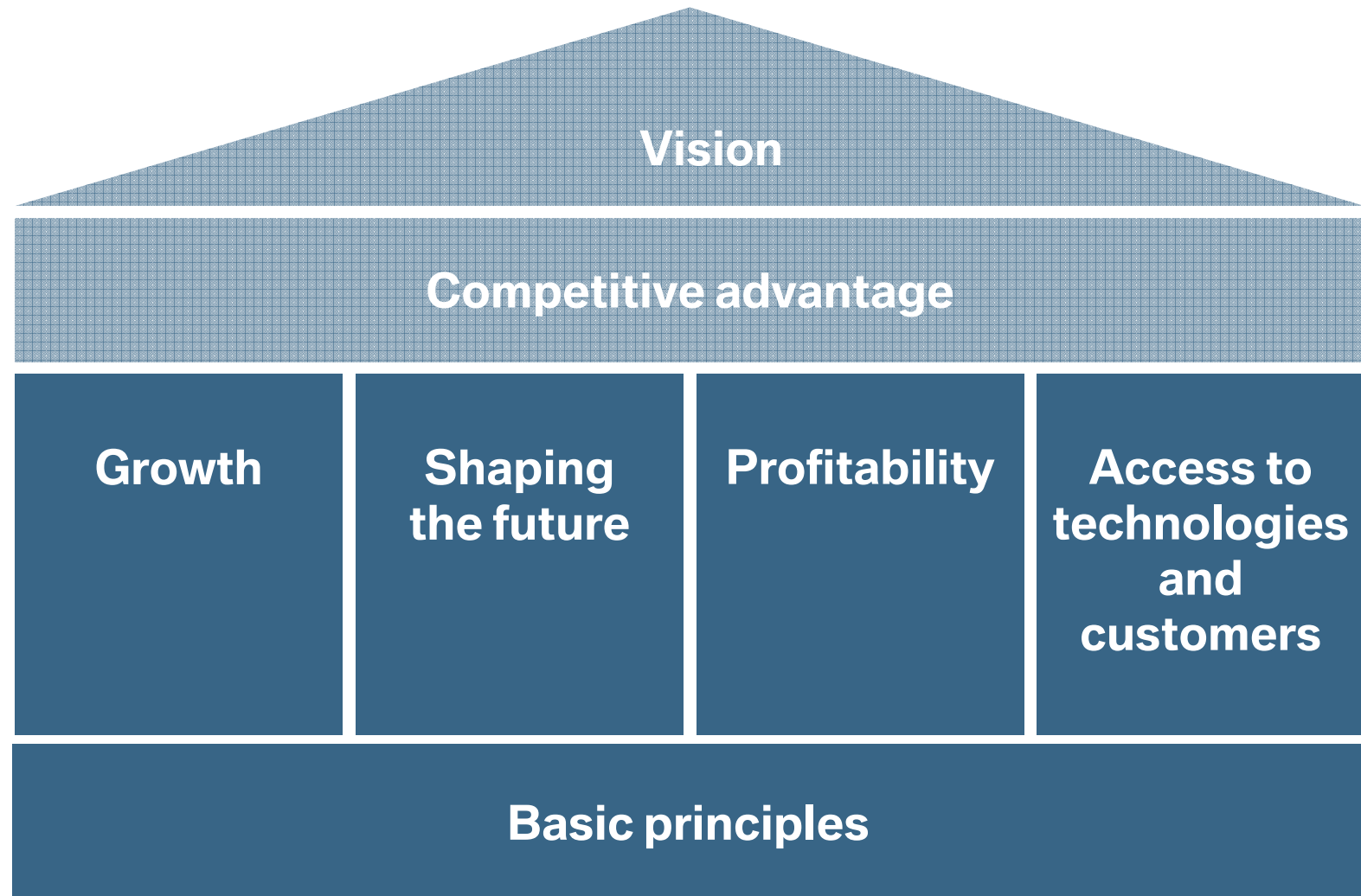
Business Year 2007.

Challenges 2008.

- **Stricter emission standards.**
- **Negative impact of currency exchange rates.**
- **Further increase of raw material prices.**

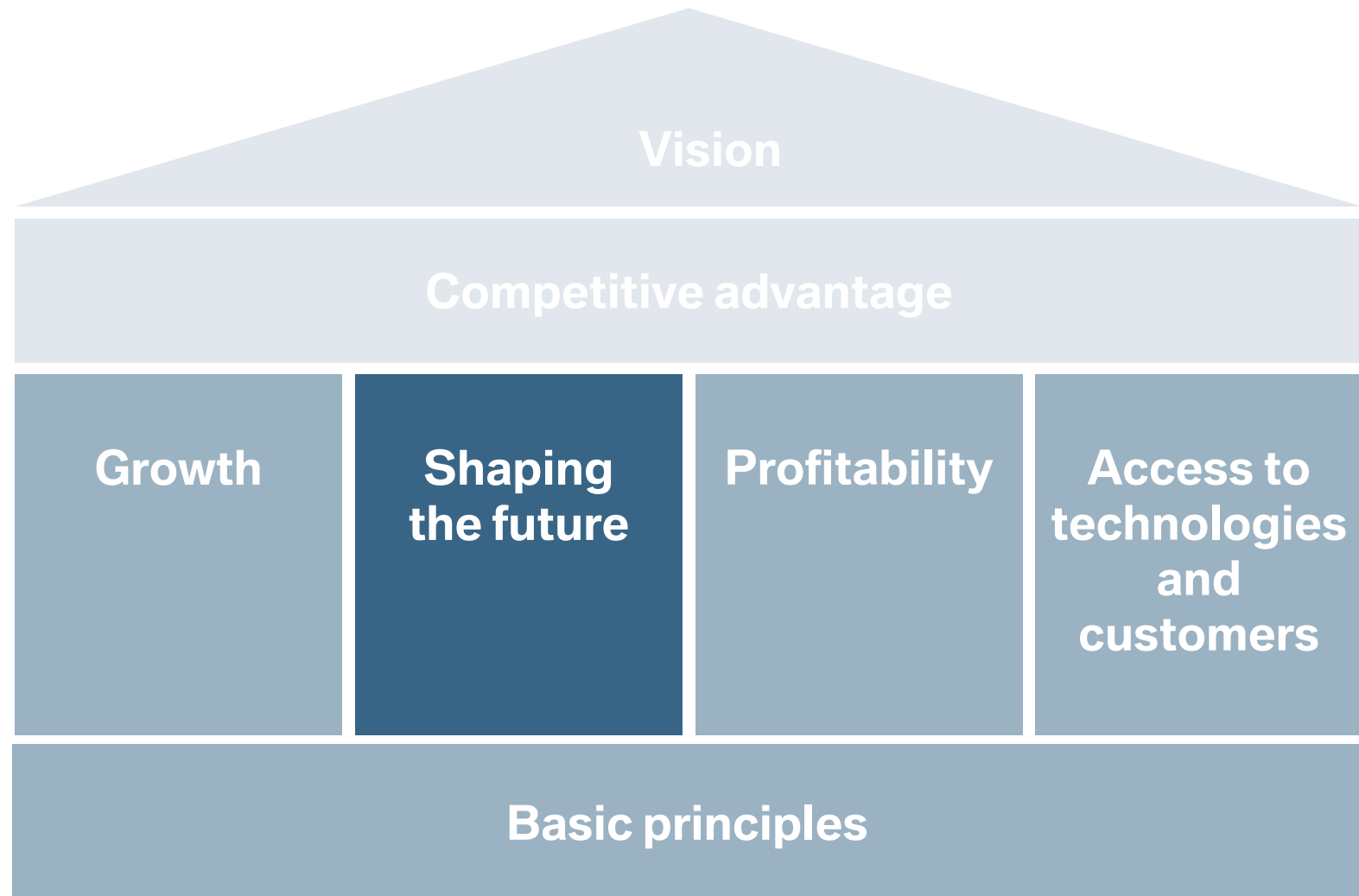
BMW Group.

House of Strategy.



BMW Group.

House of Strategy.



BMW Group.

27 models emit a maximum of
140g CO₂/km.

**BMW 5/3 Series
Hydrogen7**
8 models

<140g



BMW 1 Series
14 models

<140g



MINI
5 models

<140g



BMW Group.

EfficientDynamics makes an impact.

**A reduction
of 150 million
liters of fuel.**



**373,000 tons
less CO₂.**

BMW Group.

Diesel market launch in the USA in 2008.



BMW Group.
MINI Cooper D: 104 grams of CO₂/km.



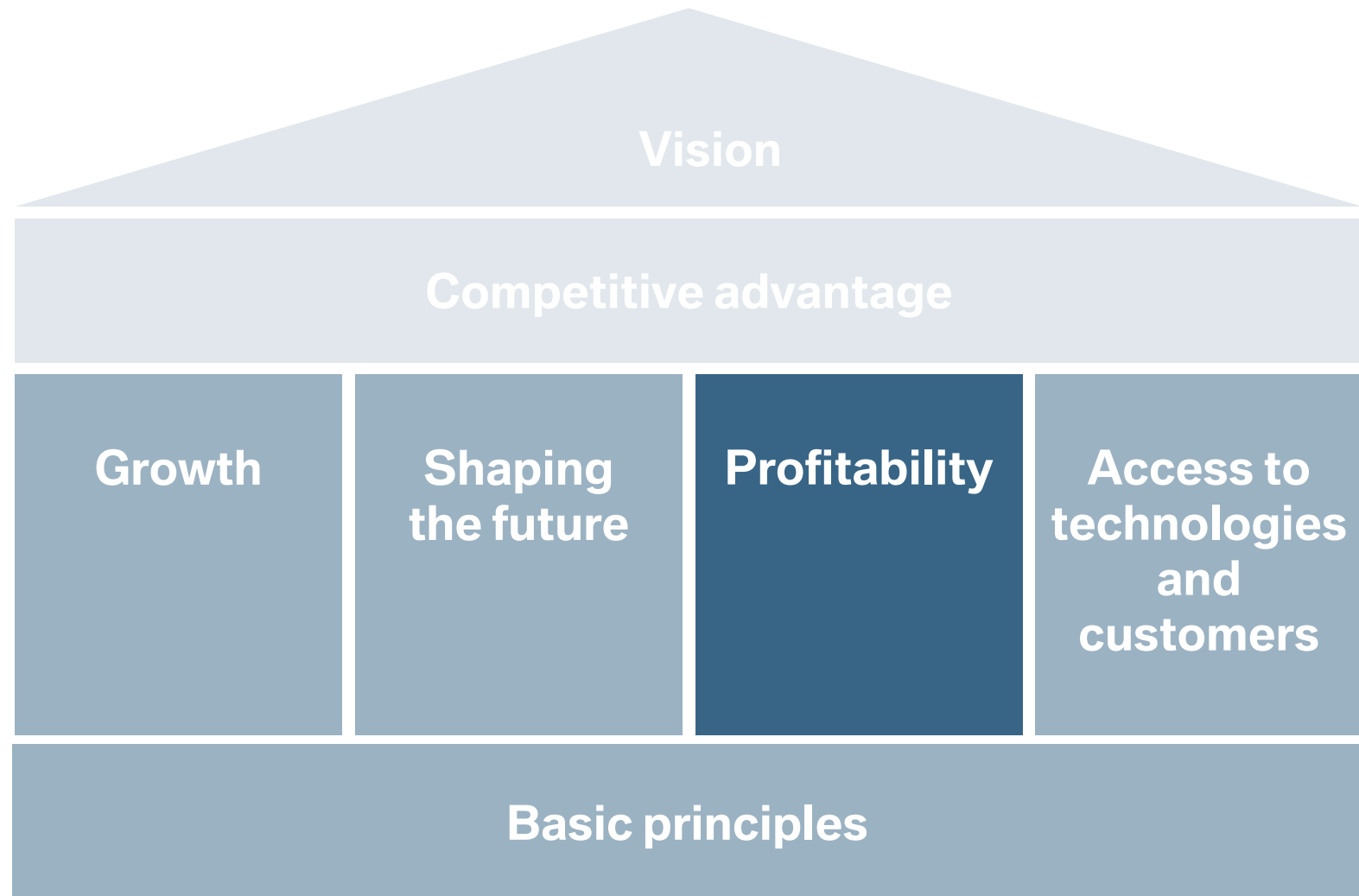
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BMW Concept X6 ActiveHybrid.



BMW Group.

House of Strategy.



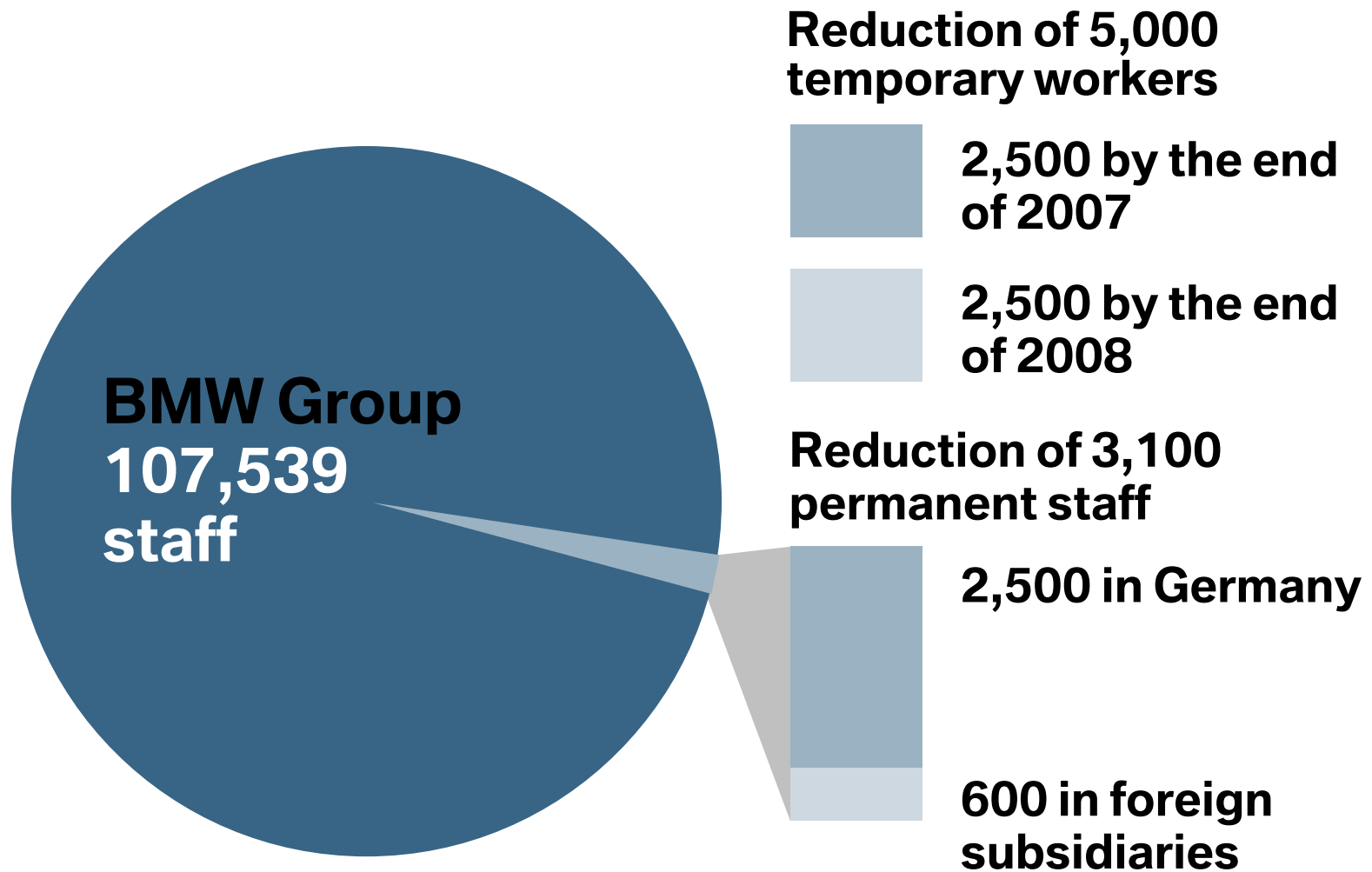
BMW Group.

Efficiency Improvements in the Production Network.



BMW Group.

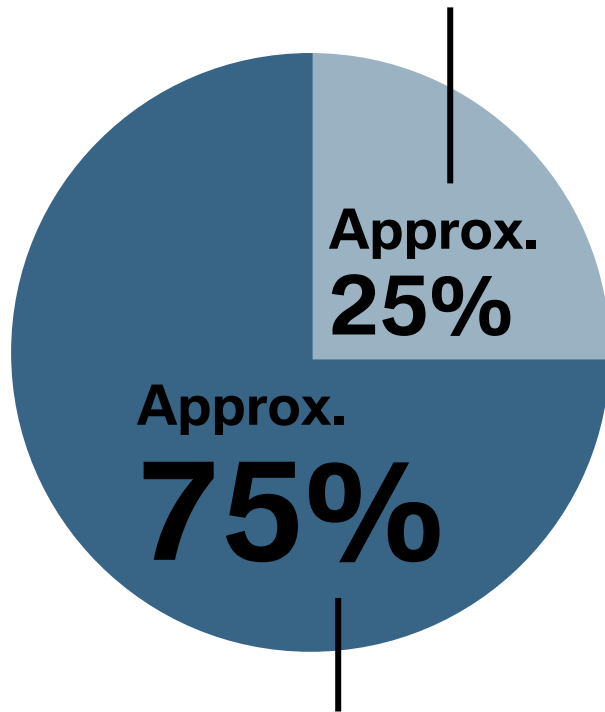
Details on Personnel Reductions.



BMW Group.

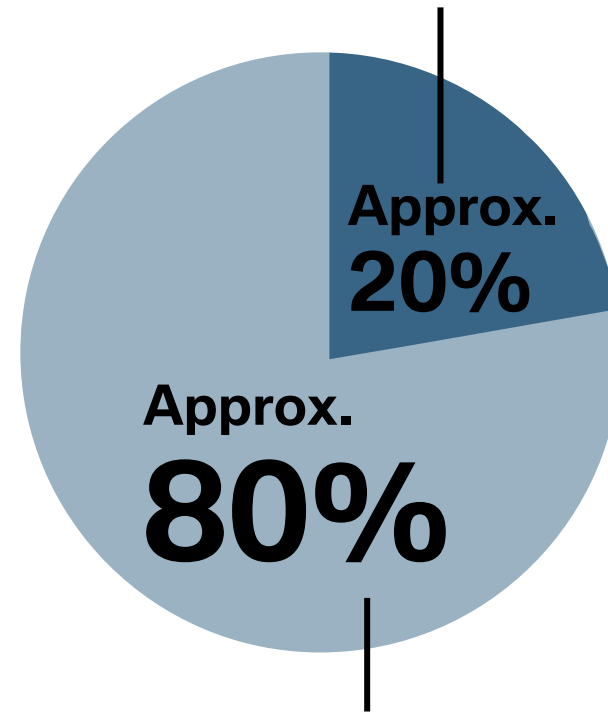
International Success – Rooted in Germany.

Staff outside Germany.



Staff in Germany.

Sales in Germany.



Sales outside Germany.

BMW Group.

Outlook Business Year 2008.

Continuing the successful business development:

- **Record sales for all three automobile brands.**
- **Earnings before taxes above last year's level—adjusted for the book gain from the Rolls-Royce exchangeable bond in 2007.**
- **Improved earnings quality.**

BMW Group.

Goals 2012.

- **Return on capital employed of 26 percent in the automobile segment.**
- **EBIT-based return on sales of 8 to 10 percent in the automobile segment.**

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