



March 13, 2012

ANNUAL ACCOUNTS PRESS CONFERENCE

**BMW
GROUP**



Rolls-Royce
Motor Cars Limited

BMW GROUP STRATEGY NUMBER ONE

Vision

Competitive Advantage

Growth



Shaping the Future



Profitability



Access to
Technologies and
Customers



Values and Basic Principles

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 %

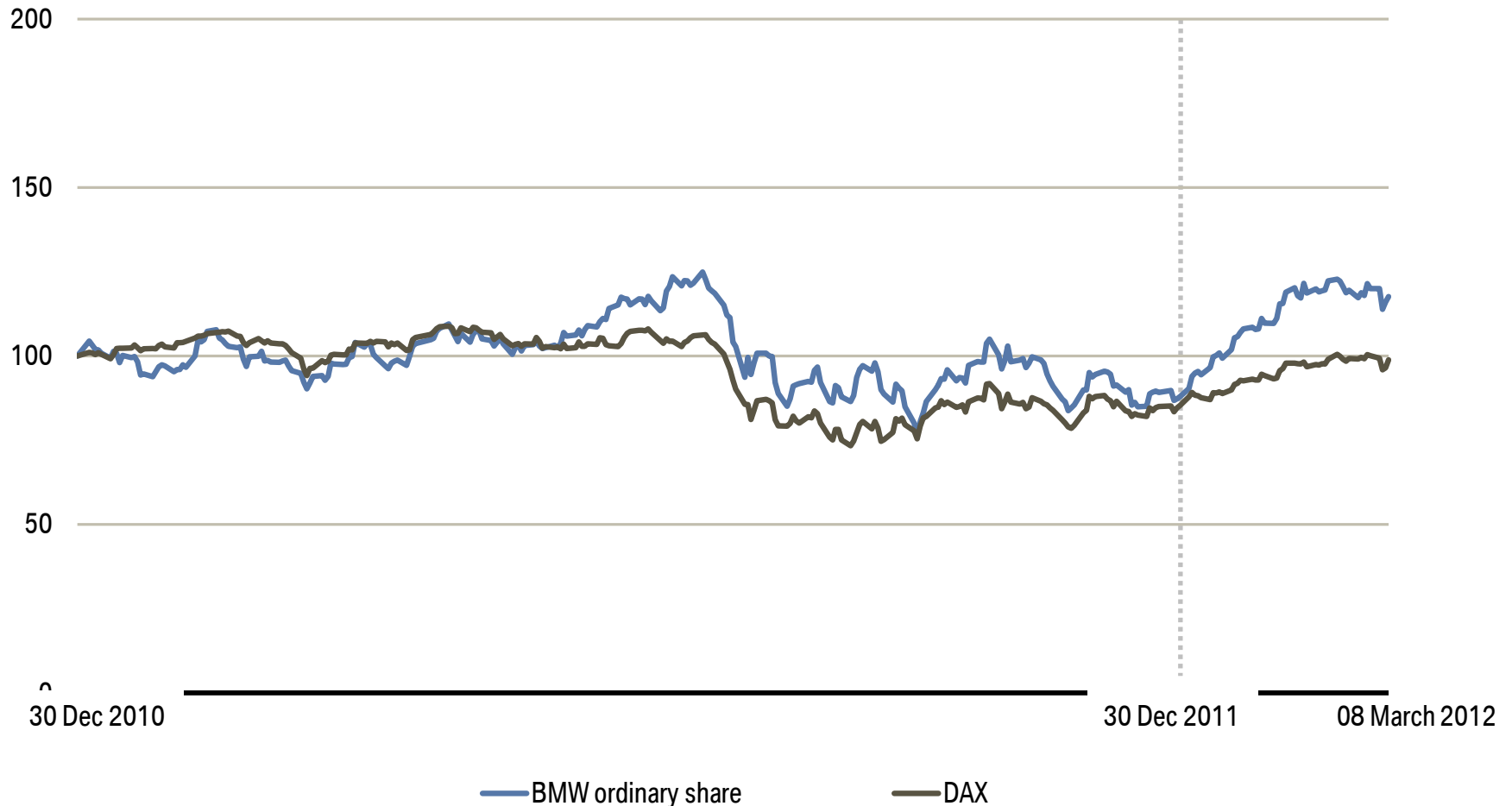


113,500

+ 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.

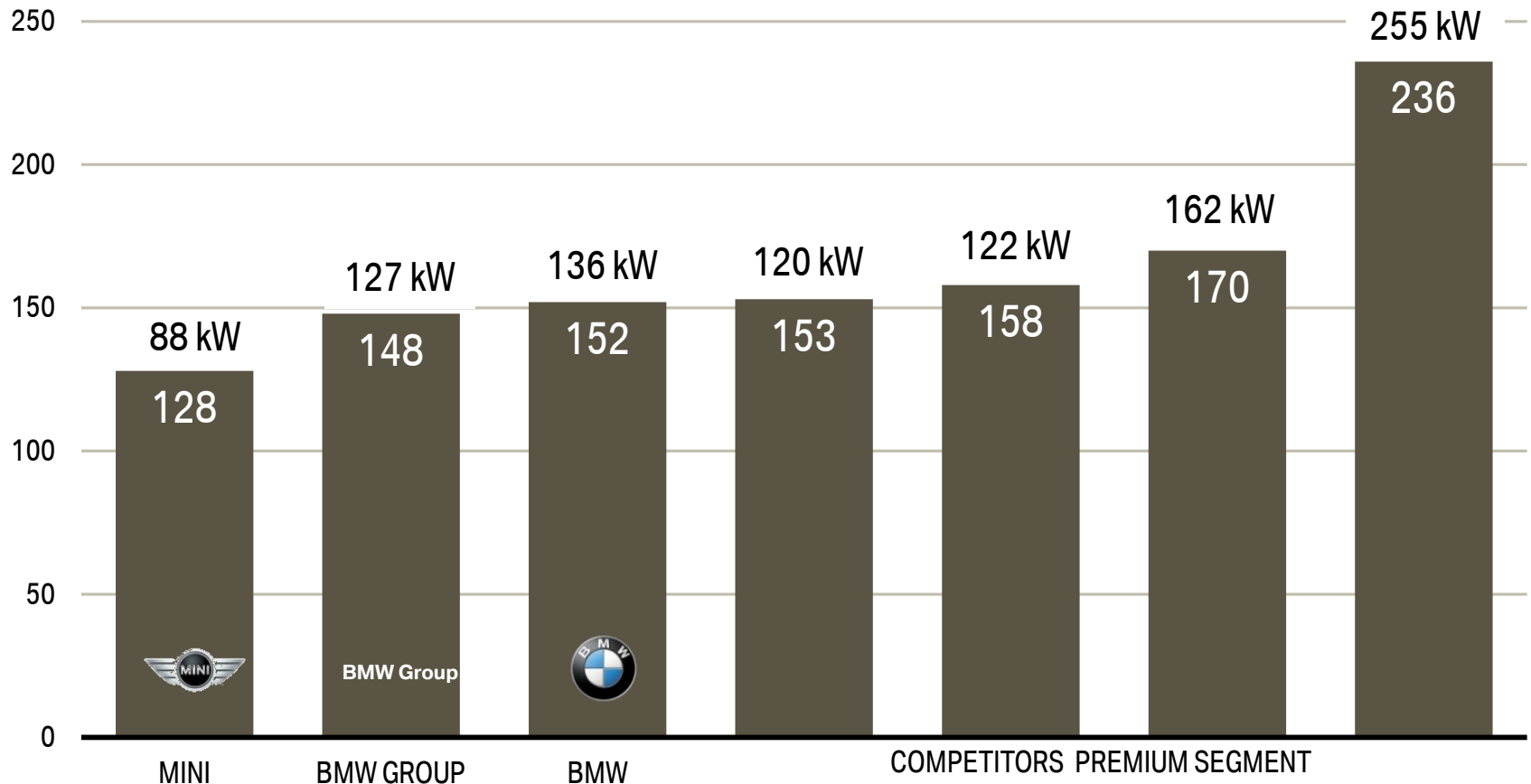
EBIT margin in the automobile segment in the range of 8 to 10 per cent.

BMW GROUP THE NEW BMW 3 SERIES



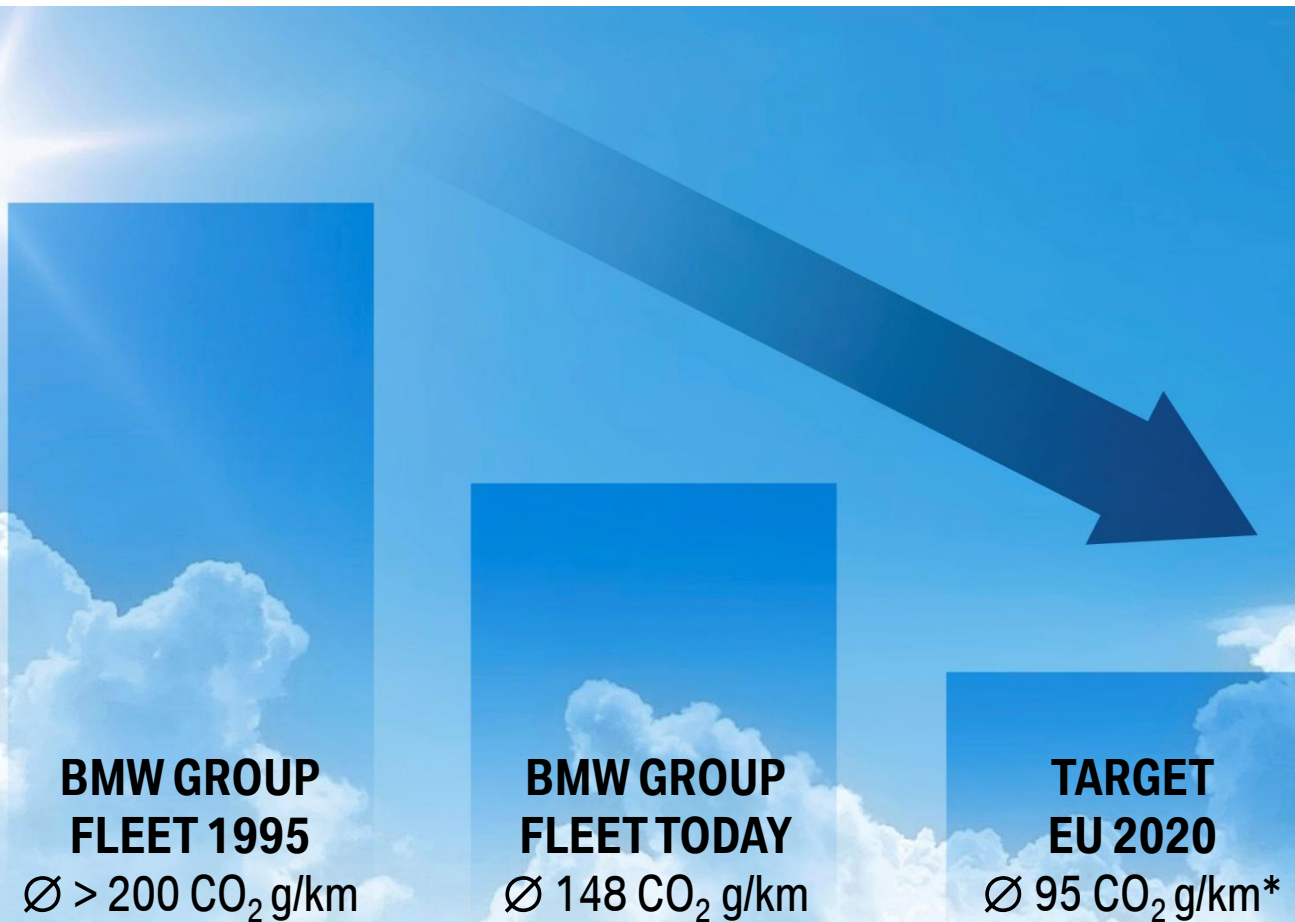
BMW GROUP – THE PREMIUM AUTOMAKER WITH THE LOWEST CO₂ EMISSIONS IN THE EU

Ø CO₂ g/km



Source: 2010 AAA for EU-23; NEDC

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



*Value for the BMW Group fleet Ø 101 CO₂ g/km

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

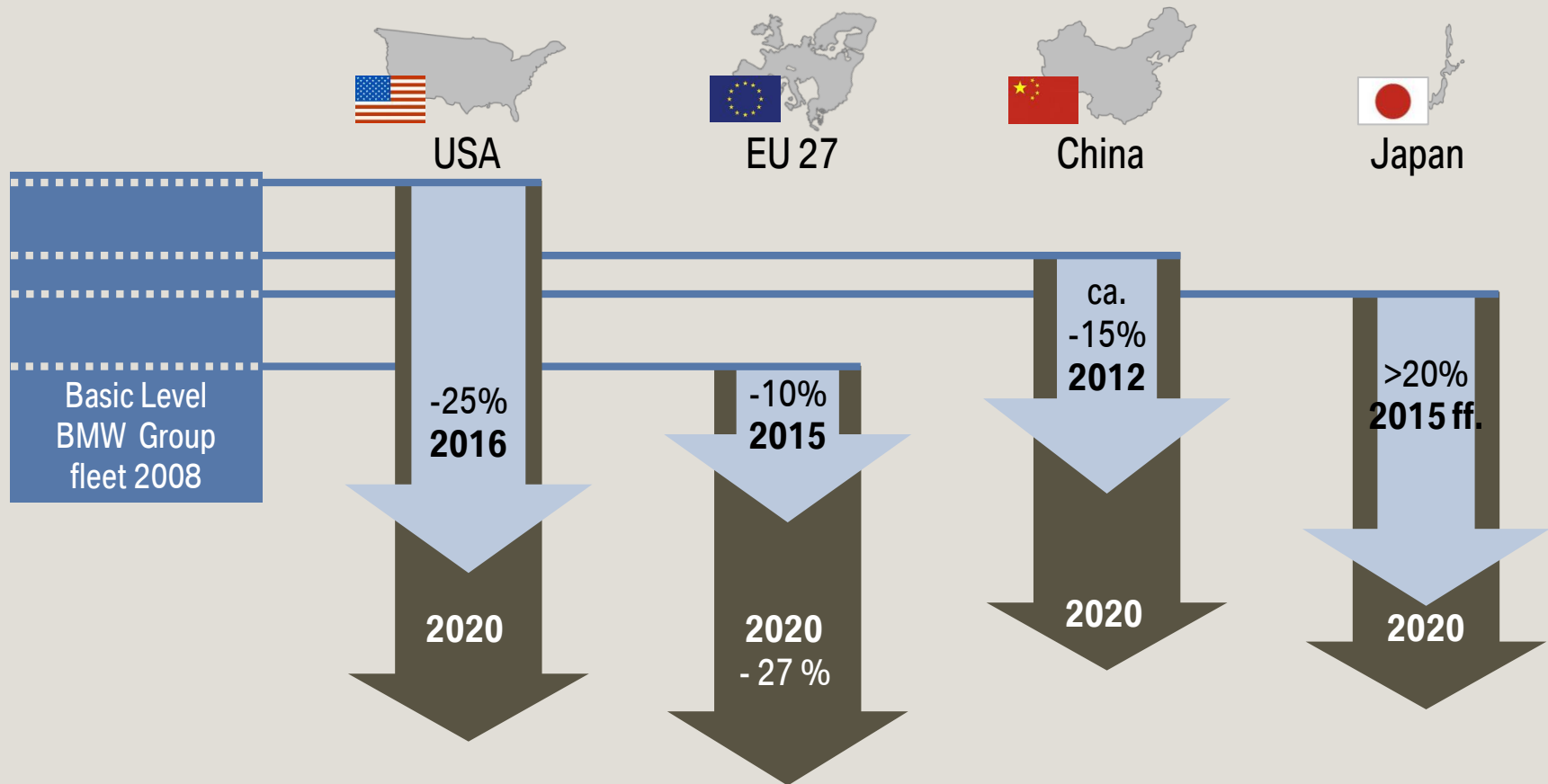


BMW ActiveHybrid 3

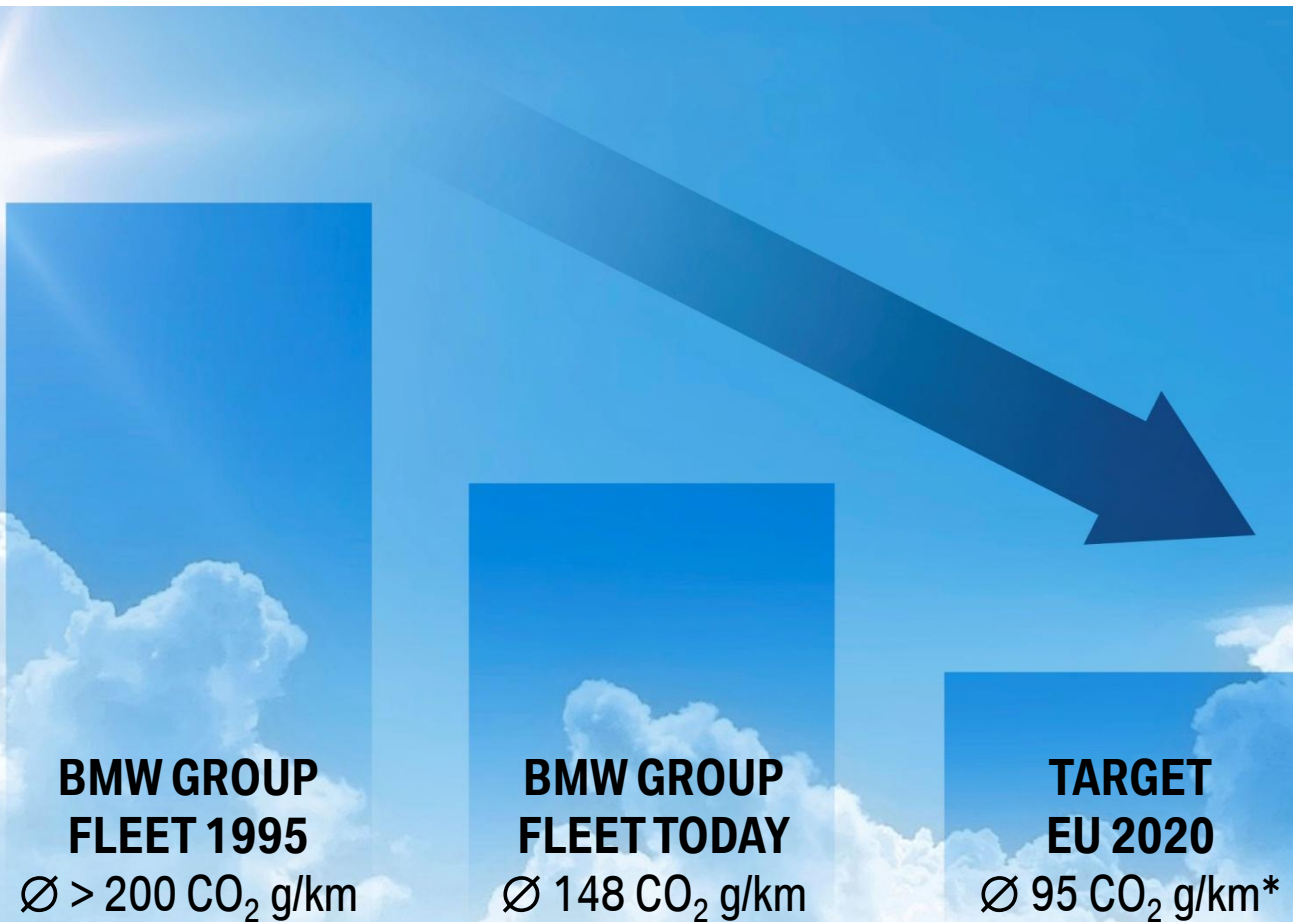


BMW ActiveHybrid 5

BMW GROUP DEMANDING CO₂ REQUIREMENTS WORLDWIDE



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



*Value for the BMW Group fleet Ø 101 CO₂ g/km

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



**Dow Jones
Sustainability Indexes**
Member 2010/11

CARBON DISCLOSURE PROJECT

**BMW
GROUP**



Rolls-Royce
Power Systems

MEET THE REBEL WHO WANTS THE WORLD UNCHANGED.

POWERING FACTORIES SOLELY ON RENEWABLE ENERGY. IT'S WHAT'S NEXT FOR US.

Cleve Boufford is all for unconventional ideas – as long as they help him achieve his target of manufacturing a car more sustainably. Cleve sees beyond using sun, wind, and water as sources of renewable energy. He's also looking at a nearby landfill. Gas turbines at BMW's Spartanburg plant convert methane gas, which is emitted from the landfill, into power and hot water. This steps 92,000 tons of CO₂ emissions from entering the atmosphere and currently accounts for more than 70 percent of the plant's total energy requirements. Cleve and his team are especially proud their concept has been implemented in other BMW plants.

The BMW Group is the world's most sustainable car company for the seventh consecutive year. Find out more about the Dow Jones Sustainability Index sector leader at

www.bmwgroup.com/whatsnext



BMW GROUP ATTRACTIVE MOBILITY SERVICES



BMW GROUP GROWTH IN THE BRIKT MARKETS 2011



BMW GROUP STRATEGIC ALLIANCES



SGL Group



PSA Peugeot Citroën



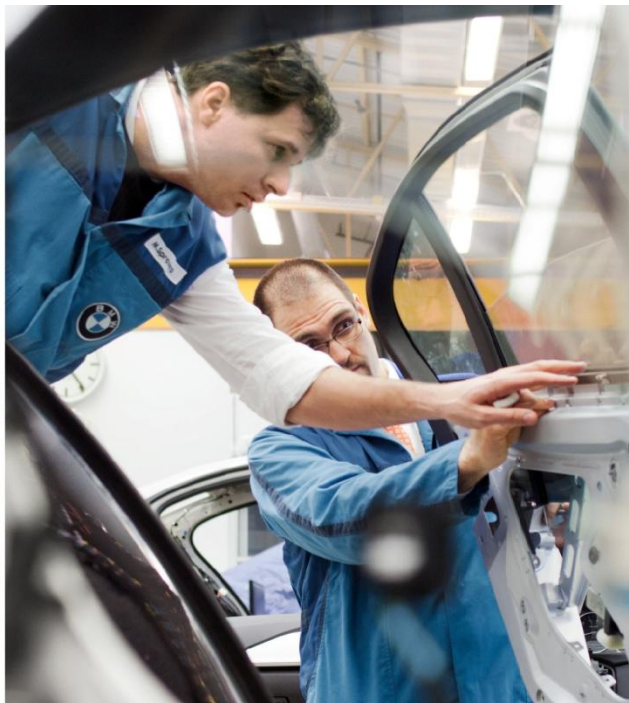
Toyota Motor Corporation

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

