

BMW Group.

Press Conference on the Company's Strategic Realignment.

September 27th, 2007



BMW Group

Rolls-Royce
Motor Cars Limited



BMW Group.

Strategic Realignment.

Profitability and value growth

Long-term growth

Shareholders to benefit to a greater extent

Efficiency-enhancement program

New technologies for future mobility

Even stronger focus on the customer

Success and independence of BMW Group



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Acting from a Position of Strength.

Sales Leadership



Strong Brands



**Attractive
Employer**



Sustainability



EfficientDynamics



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Challenges of the Future.

Adverse currency effects

**Rising raw material prices and
depletion of fossil fuels**

Stricter regulatory conditions

Stronger environmental awareness within society

Ageing population

Mobility boundaries in growing urban areas







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Strategic Objective.

The BMW Group is the leading provider of premium products and premium services for individual mobility.

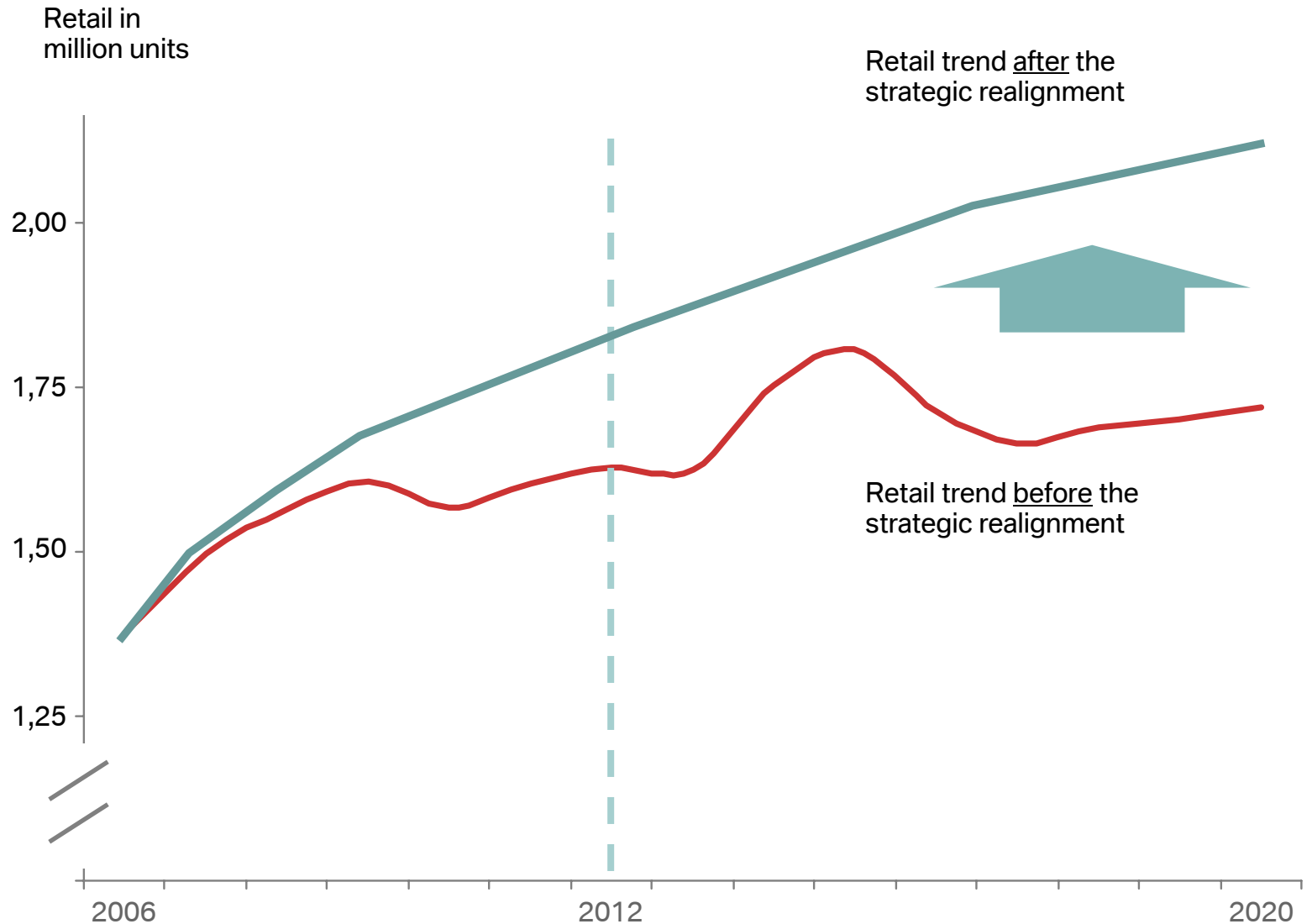
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Key Figures - The BMW Group in 2012.

BMW Group	2006	2012	2020
Automobile retail (in thousands)	1,374	1,800	
Motorcycle retail (in thousands)	100	150	
Automobile Segment			
RoCE (%)	21.7	26	
Return on Sales (%)	6.3	8 - 10	

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BMW Group Retail Sales Trend - Automobiles.



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Program to tap into efficiency potential.

Less Input:

- **At least 5% annual productivity growth**
- **Cost structures**
- **Costs, capital expenditure and capital employed per vehicle**
- **Economies of scale through co-operations**
- **Standardization of processes**
- **Measures to counter adverse currency effects**

**EUR 6 bn
efficiency
potential
by 2012**

More Output:

- **Earnings potential by expanding operations and launching new activities**
- **Consistent premium positioning**
- **Product initiative**
- **Market initiative**

Growth with current personnel level

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Acquisition of Husqvarna Motorcycle.



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Growth with New Models.

Expansion of BMW X model series with BMW X1

BMW Gran Turismo based on the CS Concept

BMW Progressive Activity Sedan

Rolls-Royce Phantom Coupe

Expansion of Rolls-Royce range with smaller model

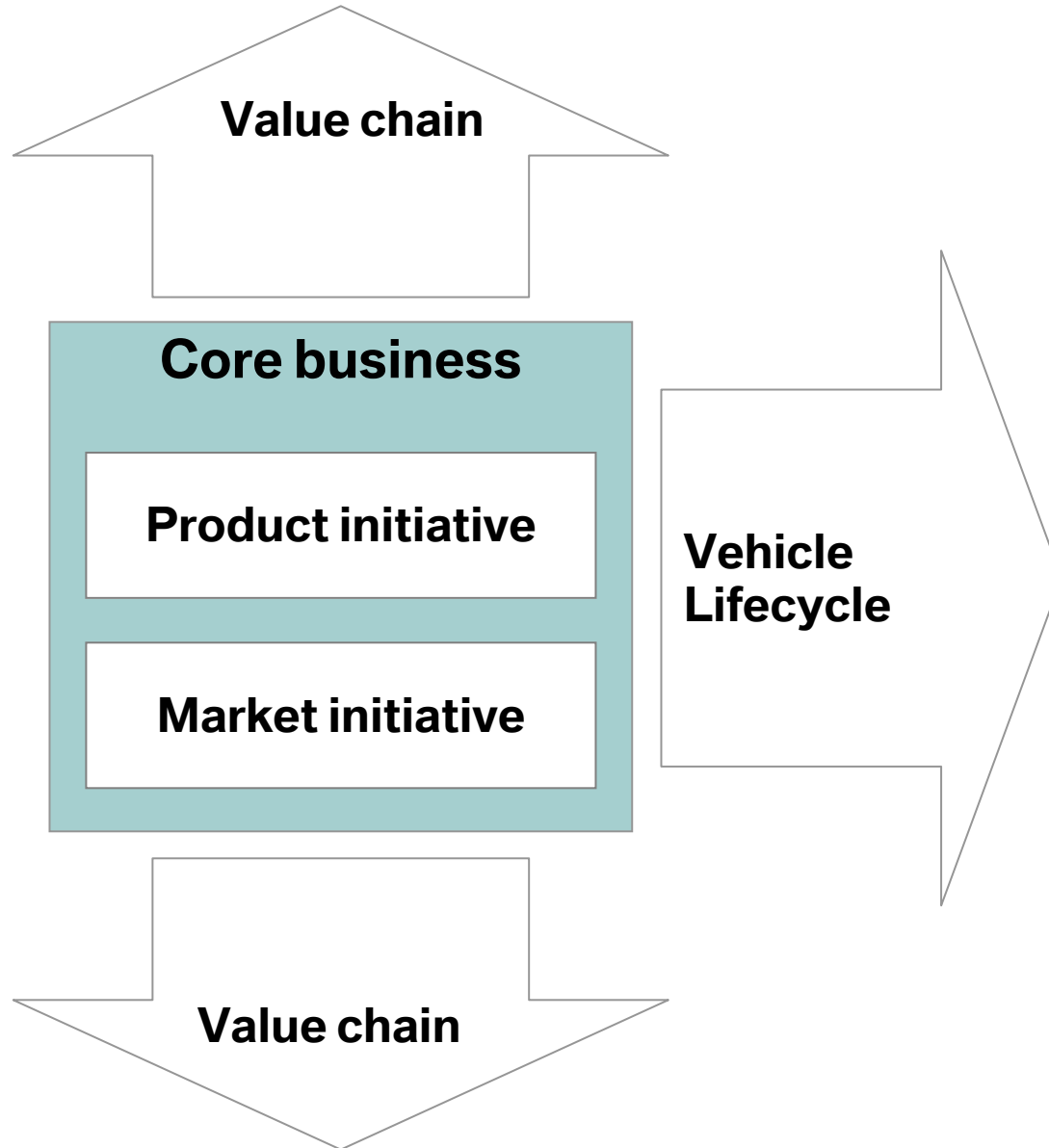
MINI Sports Activity Vehicle

**Product range expansion of BMW Motorrad and
Husqvarna Motorcycles**



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Growth in the Core Business and Beyond.



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Investing in the Future.

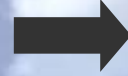
The BMW Group will invest substantially in future technologies with the goal of developing entirely new individual mobility solutions. This applies to design, concept and drive systems.



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The BMW Group assumes responsibility:

1. for its products



**Zero-emissions driving
EfficientDynamics**

**2. as an industrial
enterprise**



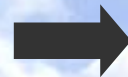
**Responsible use of
natural resources**

**3. as an active
corporate citizen**



**Corporate social
responsibility**

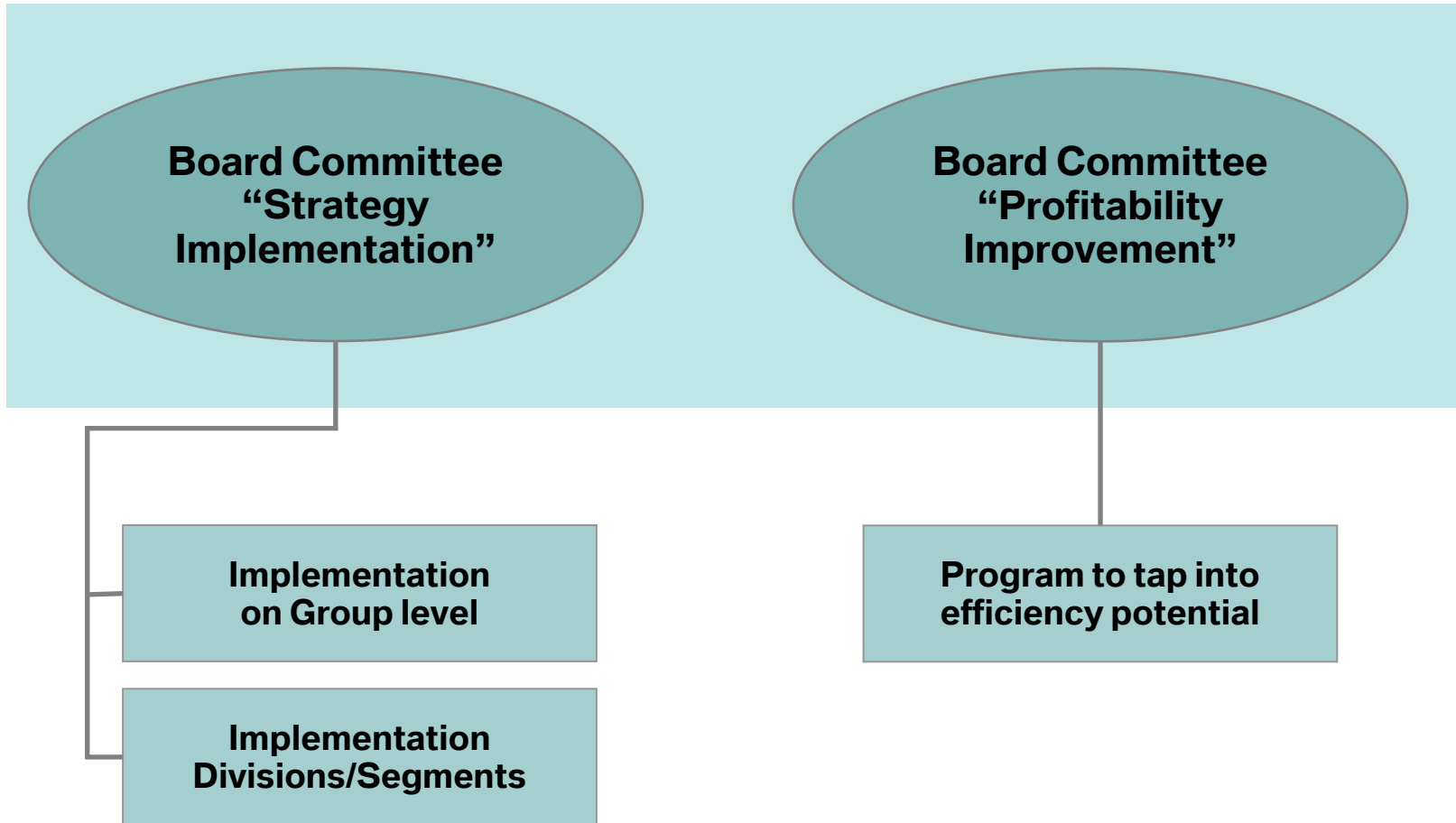
**4. within the
organization**



Basic principles

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Implementation of Strategic Realignment.



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Board of Management BMW AG.



**Dr.-Ing. Norbert
Reithofer**
Chairman of the
Board



Frank-Peter Arndt
Production



Ernst Baumann
Human Resources,
Industrial Relations
Director



Dr. Herbert Diess
Purchasing and
Supplier Network



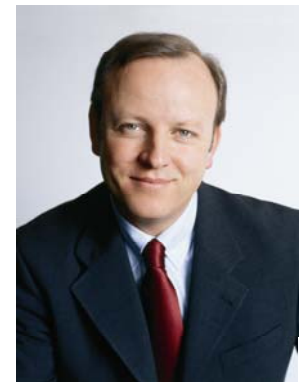
Dr.-Ing. Klaus Draeger
Development



Dr. Friedrich Eichiner
Corporate and
Brand Development



Dr. Michael Ganal
Finance



Stefan Krause
Sales and
Marketing