—— Challenge the present.
Let your visions
define your actions.
Never stop being a pioneer.

Contents

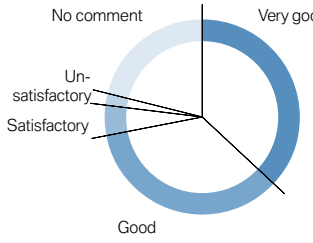
Key facts and figures

01 Sustainability management

01.2 Stakeholder dialogue

Evaluation of BMW Group sustainability activities* (telephone survey)

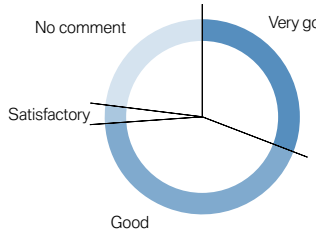
in %



Very good	37
Good	35
Satisfactory	5
Unsatisfactory	2
No comment	21

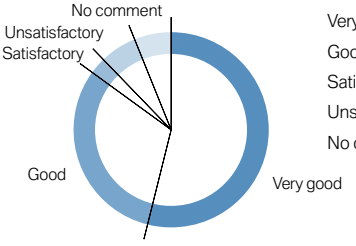
The evaluation is based on stakeholder statements concerning the BMW Group's activities in the areas of sustainability management, product responsibility, environmental protection in production, employees and corporate social responsibility. Multiple answers were permitted. 100 % refers to the combined number of mentions for all topics.

Sustainability management



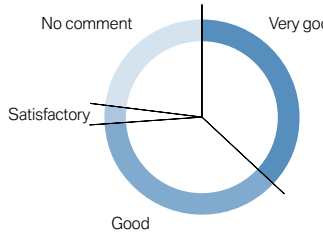
Very good	31
Good	43
Satisfactory	3
Unsatisfactory	0
No comment	23

Product responsibility



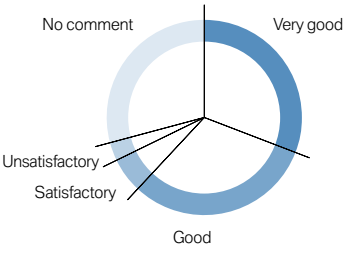
Very good	54
Good	31
Satisfactory	3
Unsatisfactory	6
No comment	6

Environmental protection in production



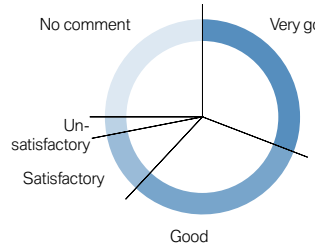
Very good	37
Good	37
Satisfactory	3
Unsatisfactory	0
No comment	23

Employees



Very good	31
Good	31
Satisfactory	6
Unsatisfactory	3
No comment	29

Corporate social responsibility

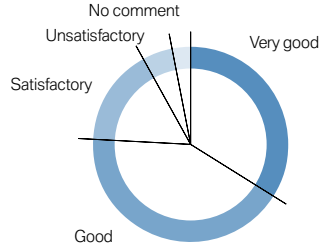


Very good	31
Good	31
Satisfactory	10
Unsatisfactory	3
No comment	25

* International stakeholder survey (via telephone) in winter 2008/2009 among 32 stakeholders from seven countries

Evaluation of BMW Group sustainability activities* (online survey)

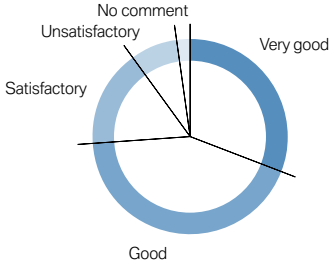
in %



Very good	34
Good	42
Satisfactory	16
Unsatisfactory	5
No comment	3

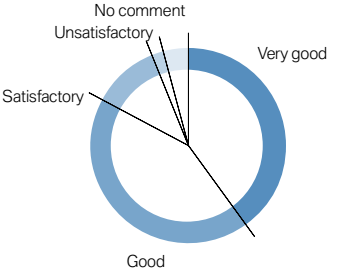
The evaluation is based on the participants' statements concerning the BMW Group's activities in the areas of climate protection and alternative drives, environmental protection in production, employees and corporate social responsibility. Multiple answers were permitted. 100 % refers to the combined number of mentions for all topics.

Climate protection and alternative drives



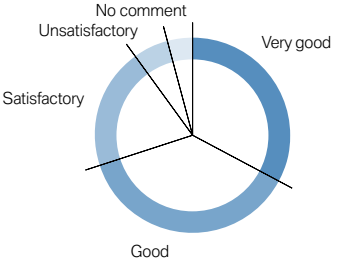
Very good	31
Good	43
Satisfactory	16
Unsatisfactory	8
No comment	2

Environmental protection in production



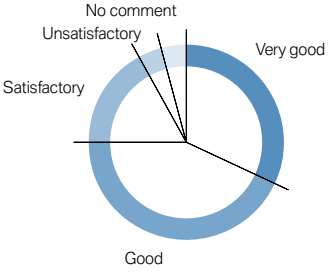
Very good	40
Good	43
Satisfactory	11
Unsatisfactory	2
No comment	4

Employees



Very good	33
Good	37
Satisfactory	20
Unsatisfactory	6
No comment	4

Corporate social responsibility



Very good	32
Good	43
Satisfactory	17
Unsatisfactory	4
No comment	4

* Online survey in winter 2008/2009 among 238 participants

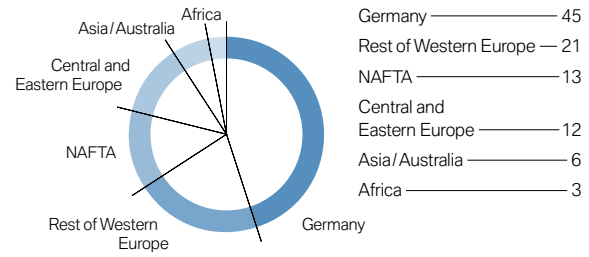
1 —— Sustainability management

01.3 Sustainability in the supply chain

GRI G3 Indicator EC6

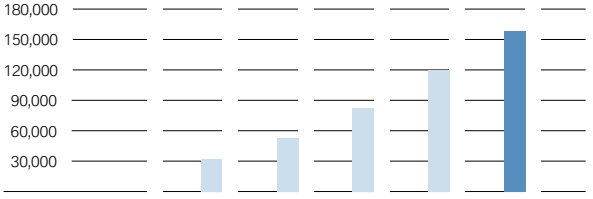
Regional mix of BMW Group purchase volumes 2008

in %, basis: production material



Information on environmental compatibility of components

Number of technical data sheets for purchased parts (accumulated)



04	05	06	07	08
32,231	52,856	82,260	119,731	**158,600**

The BMW Group continuously manages and optimises the environmental impact of components in the supply chain. In 2008 alone, about 39,000 data records for series parts were transferred and assessed. Information on materials used is requested and evaluated for vehicle homologation. Recyclability is thus assessed without the need to dismantle the car. Instead, the process is carried out by means of virtual cars, following a certified procedure. The BMW Group's purchasing conditions furthermore define the requirements regarding the environmental impact of supplied components. These requirements are detailed further in performance specifications as well as material and component tests. As soon as development scopes are commissioned or purchased parts developed, involved parties are advised of the obligation to take certain environmental standards – such as component recyclability – into consideration. In this way, the BMW Group guarantees that the strict standards are adhered to and met at all stages of the product development process. The working group "Substances" assesses risks arising from the use of certain materials in advance and manages the selection process and development activities accordingly. But not only series parts undergo a strictly defined validation process, the same applies to all substances and materials necessary for production, such as paints and adhesives. The existing processes are a key prerequisite for mastering the challenges involved in implementing further environmental laws and bans of certain substances. An important example in this context is the EU's REACH directive that also applies to suppliers. By adopting and enforcing these rules, the BMW Group fulfils its obligations as a carmaker, importer and downstream user.

Status of objectives in the area of sustainability management*

Strategic objectives	Measures	Deadline	Status
Strategy and organisation			
Further development of BMW Group sustainability management	Further development of the sustainability strategy and increased coordination of individual divisions worldwide	2008	Sustainability strategy developed cross-functionally. Adopted in July 2009. Sustainability Circle and Sustainability Board established.
	Further development of the sustainable value approach to corporate sustainability controlling	2009	Further development of sustainable value approach and specific implementation of wastewater-free production at the Steyr plant as well as monetary evaluation/costs of environmental resources
Investor relations			
Integration of sustainability issues in investor relations activities	Socially responsible investment (SRI) roadshows, conference calls, in 2006 approximately 5 % of all IR contacts specifically on SRI, 2008 target: 10 % of roadshows on SRI issues and alternative/environmentally-friendly drives	2008	SRI roadshows hosted in Zurich, Paris and London in November 2008. In addition, numerous conference calls with investors and analysts on the BMW Group's sustainability concepts and programmes carried out. Specific implementation details are included in the standard investor relations presentation.
Stakeholder dialogue			
Extend stakeholder dialogue	Strengthen integration of stakeholder surveys and events	2009	Online survey and second phone survey in winter 2008/2009 completed. First Stakeholder Roundtable on sustainable mobility hosted in February 2009.
Sustainability in the supply chain			
Integration of ecological and social standards in processes between purchasing and suppliers/partners	Increase random sampling tests on compliance with social and ecological standards at suppliers through frequent visits	2009	Further development of the questionnaire for the supplier selection process and self-assessment as well as definition of exclusion criteria and escalation scheme. The company's purchasing conditions, revised and updated in autumn 2009, require direct suppliers and sub-suppliers (so-called Tier 2 suppliers) to commit themselves to and implement the same social and ecological standards.
	Develop suitable indicators to identify deviations and room for improvement early on	2009	Revised questionnaire for self-assessment of suppliers includes an evaluation matrix with exclusion criteria from the fields of environmental protection, social standards and product development. Suppliers are requested to provide information about materials and substances used in the form of technical data sheets as well as on REACH requirements.

* Previously published in the Sustainable Value Report 2007/2008

New objectives in the area of sustainability management

Strategic objectives	Measures	Deadline
Sustainability management		
Further development of BMW Group sustainability management	Integration of sustainability strategy in subsidiaries and retail organisations worldwide	2010
	Extending the risk management system to include ecological and social factors	2010
	Top listings in external sustainability ratings	annually –
Stakeholder dialogue		
Continuation of stakeholder dialogue	Host further Stakeholder Roundtables in 2009 and 2010	2009/2010
Sustainability in the supply chain		
Efficient supply chain that applies the same ambitious sustainability standards worldwide and at all steps of value creation	Establish assessment processes at suppliers' locations and take sustainability aspects into consideration at all steps of value creation already in the concept phase of new vehicle projects	2010 et seq.
	Raise awareness among purchasers for the importance of ecological and social standards and validate supplier partners	2010 et seqq.

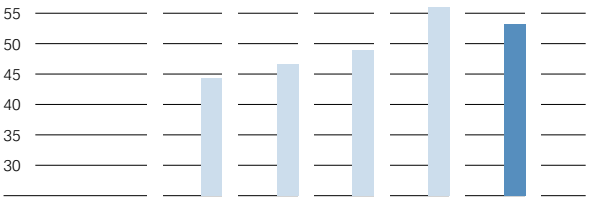
02 —— Economics

02.1 The year 2008

GRI G3 Indicator EC1

Revenues

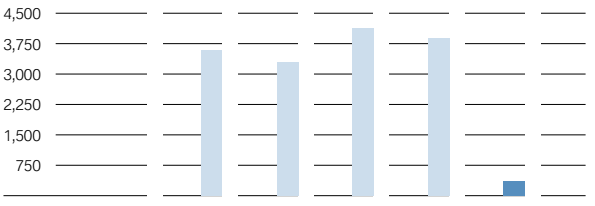
in euro billion



44.3	46.7	49.0	56.0	**53.2**

Profit before tax

in euro million



3,583	3,287	4,124	3,873	**351**

* adjusted for new accounting treatment of pension obligations

GRI G3 Indicator EC1

Financial figures

in euro million

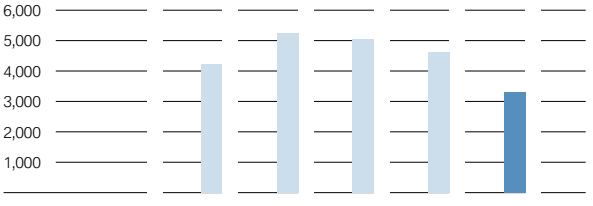
	2004	2005	2006	2007	**2008**	Change in %
Revenues	44,335	46,656	48,999	56,018	**53,197**	–5.0
Capital expenditure	4,347	3,993	4,313	4,267	**4,204**	–1.5
Depreciation and amortisation	2,672	3,025	3,272	3,683	**3,670**	–0.4
Operating cash flow*	6,157	6,184	5,373	6,246	**4,471**	–28.4
Profit before financial result (EBIT)	3,774	3,793	4,050	4,212	**921**	–78.1
Profit before tax	3,583**	3,287	4,124	3,873	**351**	–90.9
Net profit	2,242**	2,239	2,874	3,134	**330**	–89.5

* reported in the cash flow statement up to 2006 as cash inflow from operating activities of Industrial Operations and from 2007 as cash inflow from operating activities of the Automobiles segment.
** adjusted for new accounting treatment of pension obligations

GRI G3 Indicator EC3
(chart on the left)
GRI G3 Indicator LA1
(chart on the right)

Pension provisions

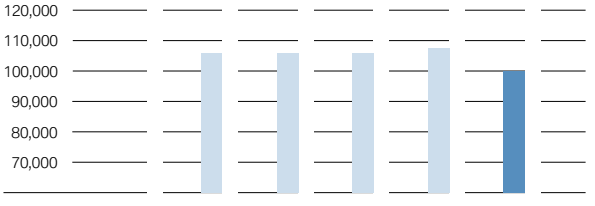
in euro million



4,224	5,255	5,017	4,627	**3,314**

* adjusted for new accounting treatment of pension obligations
The fluctuations in pension provisions result from the changes to the actuarial calculation parameters, in particular discounting rates. In turn, these are in principle guided by the applicable current market interest rates.

BMW Group Employees at end of year*



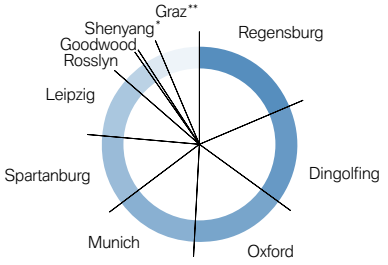
105,972	105,798	106,575	107,539	**100,041**

* Figures exclude suspended contracts of employment, employees in the non-work phases of pre-retirement part-time arrangements and low income earners.

GRI G3 Indicator EC9

Automobile production of the BMW Group by plant in 2008

in 1,000 units



Regensburg	274.0	Leipzig	150.0
Dingolfing	241.3	Rosslyn	48.0
Oxford	235.0	Goodwood	1.4
Munich	202.9	Shenyang*	33.7
Spartanburg	170.7	Graz (Magna Steyr)**	82.9

* Joint venture
** Contract production

GRI Indicator A4
(Sector Supplement)

BMW Group Deliveries to customers by vehicle

	2004	2005	2006	2007	**2008**
BMW	1,023,583	1,126,768	1,185,088	1,276,793	1,202,239
MINI	184,357	200,428	188,077	222,875	232,425
Rolls-Royce	792	796	805	1,010	1,212
Total automobiles	**1,208,732**	**1,327,992**	**1,373,970**	**1,500,678**	**1,435,876**
Motorcycles*	92,266	97,474	100,064	102,467	101,685

* excluding Husqvarna Motorcycles (13,511 motorcycles)

GRI Indicator A4
(Sector Supplement)

BMW Group Deliveries of automobiles by region and market

in 1,000 units

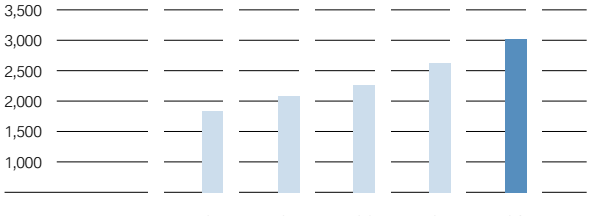
	2004	2005	2006	2007	**2008**
Rest of Europe	299.7	350.8	375.0	443.6	**432.2**
North America	315.9	329.0	337.4	364.0	**331.8**
Germany	283.6	295.9	285.3	280.9	**280.9**
Asia	106.4	125.7	142.2	159.5	**165.7**
United Kingdom	145.3	156.2	154.1	173.8	**151.5**
Other markets	57.8	70.4	80.0	78.9	**73.8**
Total	**1,208.7**	**1,328.0**	**1,374.0**	**1,500.7**	**1,435.9**

2 —— Economics

GRI G3 Indicator EC6
(chart on the right)

Contract portfolio of BMW Group Financial Services

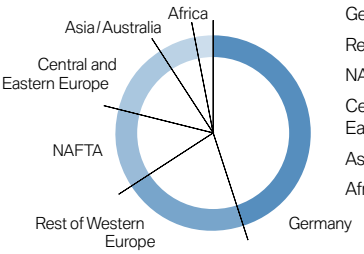
in 1,000 units



	04	05	06	07	08
	1,843	2,087	2,271	2,630	**3,032**

Regional mix of BMW Group purchase volumes 2008

in %, basis: production material

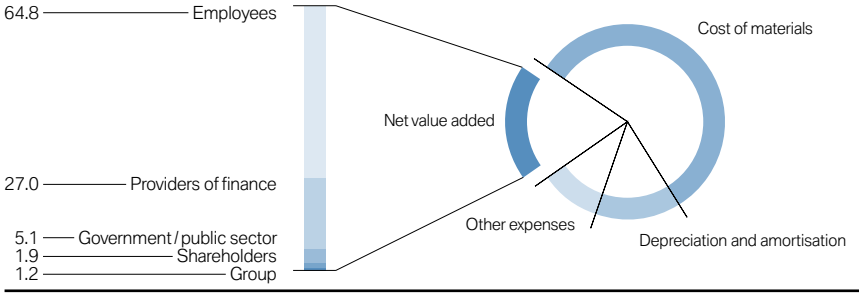


Germany	45
Rest of Western Europe	21
NAFTA	13
Central and Eastern Europe	12
Asia/Australia	6
Africa	3

GRI G3 Indicator EC1

BMW Group Value added 2008

in %

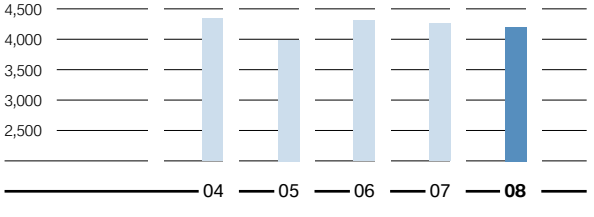


Net value added	19.3
Cost of materials	56.5
Depreciation and amortisation	14.1
Other expenses	10.1

GRI G3 Indicator EC1

BMW Group Capital expenditure

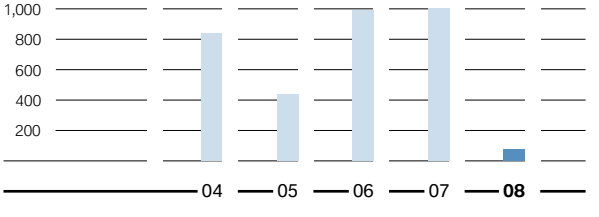
in euro million



	04	05	06	07	08
	4,347	3,993	4,313	4,267	**4,204**

Current tax expense

in euro million



	04	05	06	07	08
	841	437	993	1,002	**75**

GRI G3 Indicator EC1

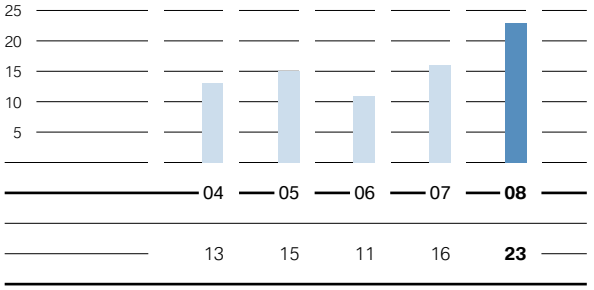
Return on Capital Employed

	Earnings for ROCE purposes in euro million		Capital employed in euro million		Return on Capital Employed in %	
	2008	2007	**2008**	2007	**2008**	2007
BMW Group	**639**	4,193	**28,315**	27,321	**2.3**	15.3
Automobiles	**690**	3,450	**14,056**	13,953	**4.9**	24.7
Motorcycles	**60**	80	**432**	444	**13.9**	18.0

GRI G3 Indicator EC4

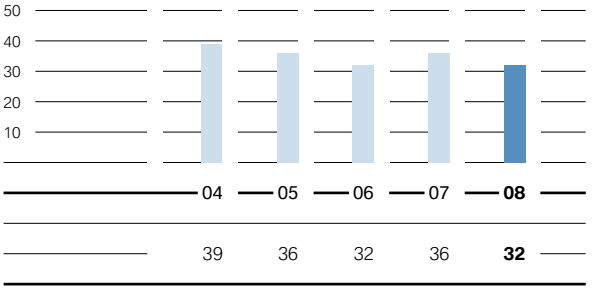
Public sector grants: Public subsidies in the form of reduced taxes on assets and consumption-based taxes

in euro million



Public sector grants: Allowances from public sector institutions

in euro million



Status of objectives in the area of economics*

Strategic objectives	Measures	Deadline	Status
Economics			
Most successful premium manufacturer	Sales target as established in Strategy Number ONE	2012	1.4 million units (2008)

* Previously published in the Sustainable Value Report 2007/2008

New objectives in the area of economics

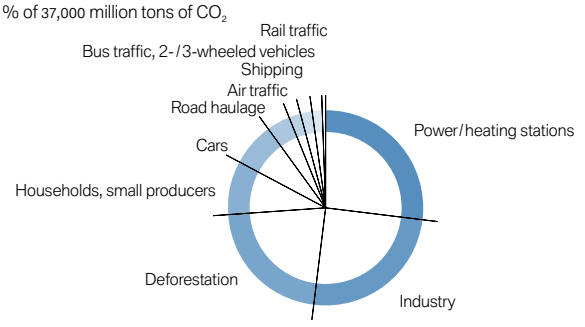
Strategic objectives	Measures	Deadline
Result/profitability and sustained value creation		
Most successful premium manufacturer	Reduction in cost of material of 4 billion euros	2012
	Return on Capital Employed (ROCE) in excess of 26% as well as an EBIT margin of 8–10% in the automobile segment	2012
Compliance and anti-corruption		
Continuous optimisation of compliance organisation	Complete the implementation of the compliance organisation at BMW AG, BMW Bank GmbH and other German subsidiaries	2009
	Continue the rollout of compliance processes in business units at BMW Group in Germany and abroad, including the completion of the second phase of the compliance training rollout for an additional 3,000 executives at all international group companies	2009
	Translation of the Legal Compliance Code into seven additional languages to complement the German and the English versions	2009

03 —— Product responsibility

03.1 Understanding and embedding

Share of traffic sector in worldwide CO_2 emissions in 2004

in % of 37,000 million tons of CO_2



Power/heating stations	27.0
Industry	25.0
Deforestation	22.0
Households. small producers	9.0
Cars	7.0
Road haulage	4.0
Air traffic	2.0
Shipping	2.0
Bus traffic, 2-/3-wheeled vehicles	1.5
Rail traffic	0.5

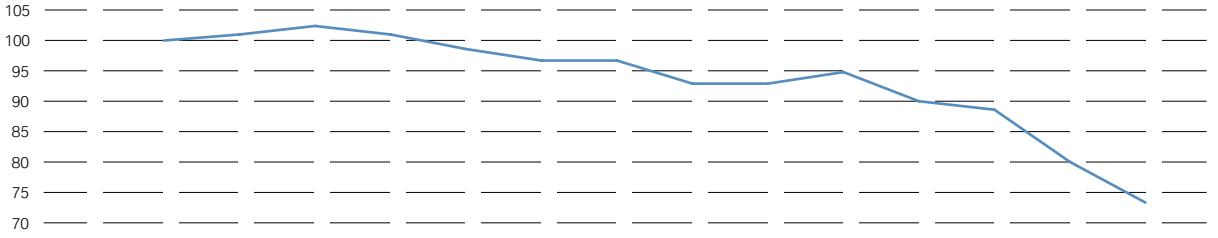
Sources: IPCC Fourth Assessment Report, WG III, 2007. World Business Council for Sustainable Development, 2004. Figures rounded.

03.2 Technologies for sustainable mobility

GRI Indicator A7
(Sector Supplement)

Development of CO_2 emissions of BMW Group cars in Europe (EU-15)

(Index: 1995 = 100; Basis: fleet consumption of newly registered cars in Europe (EU-15) measured on the basis of the New European Driving Cycle in accordance with the ACEA commitment)



95	96	97	98	99	00	01	02	03	04	05	06	07	**08***
100.0	101.0	102.4	101.0	98.6	96.7	96.7	92.9	92.9	94.8	90.0	88.6	80.0	**73.3**

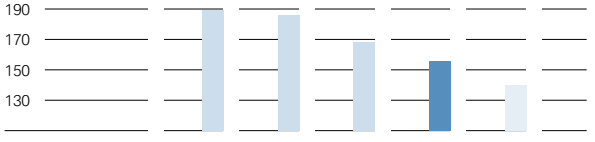
* CO_2 emissions of newly registered cars in Europe for 2008 stood at 154 grams CO_2 per kilometre driven (EU-15) and 156 grams CO_2 per kilometre driven (EU-27).

GRI Indicator A7
(Sector Supplement)

CO_2 emissions of BMW Group vehicles (EU-27)

Fleet consumption of newly registered vehicles in Europe (EU-15/EU-27) in the New European Driving Cycle

in grams CO_2/km



05*	06*	07	**08**	15
189	186	168	**156**	< 140**

* Values for 2005 and 2006 refer to EU-15.
** The target is based on long-term production planning. The target for the introductory period 2012 to 2014 is to meet the EU's CO_2 emissions performance standards for passenger cars.

GRI Indicators A6, A7
(Sector Supplement)

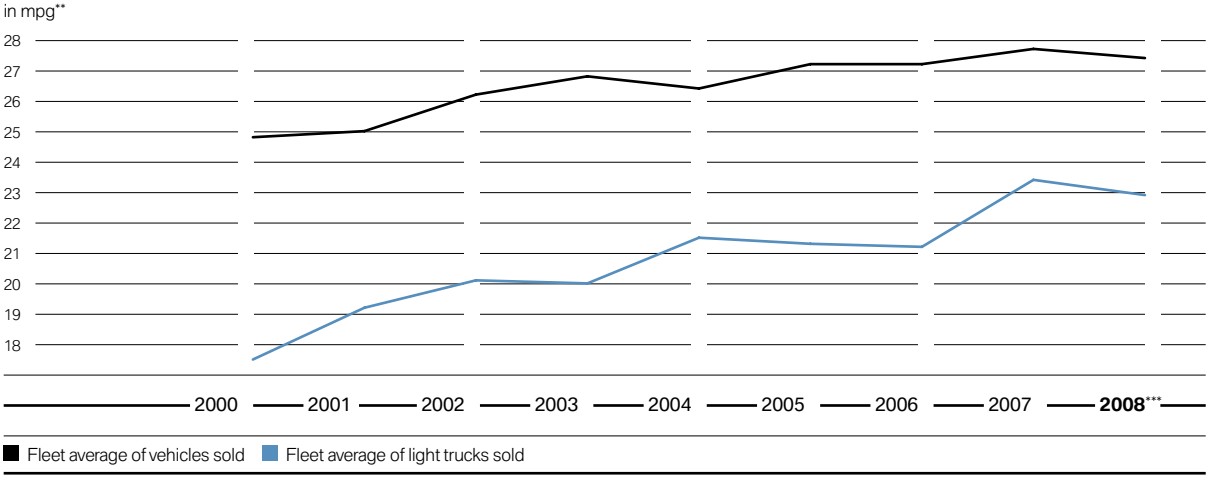
Fuel efficiency and CO_2 emissions of the most efficient and best-selling models in 2008*

	Combined in l/100 km	CO_2 emissions in grams CO_2/km
Most efficient model:		
MINI Cooper D**	3.9	104
Best-selling models in Germany:***		
1st BMW 320d Touring	4.9 (5.8)	130 (150)
2nd BMW 118d	4.5 (5.5)	119 (146)
Best-selling models in the EU:***		
1st BMW 118d	4.5 (5.5)	119 (146)
2nd BMW 320d Touring	4.9 (5.8)	130 (150)

* Values measured in accordance with the New European Driving Cycle (EU Directive; 80/1268/EEC in the relevant applicable version). Valid for vehicles with a European country specification.
** manual transmission
*** Figures in brackets refer to automatic transmission.

GRI Indicator A6
(Sector Supplement)

Fuel savings of BMW Group vehicles sold in the US (according to CAFE*)



* CAFE: Corporate Average Fuel Economy
** mpg: miles per gallon
*** preliminary figures

3 —— Product responsibility

GRI Indicators A6, A7
(Sector Supplement)

Consumption and emissions data of BMW Group vehicles

Values measured in accordance with the New European Driving Cycle (EU Directive: 80/1268/EEC in the relevant applicable version). Valid for vehicles with a European country specification.

Model*	Urban (l/100 km)	Extra-urban (l/100 km)	Combined (l/100 km)	CO_2 emissions (g/km)
BMW				
116i 3-door[4]	7.9 (8.7)	5.1 (5.4)	6.1 (6.6)	143 (154)
116i 3-door[4,6]	7.9 (8.9)	5.1 (5.5)	6.1 (6.8)	143 (158)
118i 3-door[4]	7.9 (8.7)	5.1 (5.4)	6.1 (6.6)	143 (154)
120i 3-door[4]	8.6 (8.9)	5.4 (5.3)	6.6 (6.6)	153 (155)
130i 3-door[4]	12.4 (12.5)	6.3 (6.2)	8.5 (8.5)	199 (199)
116d 3-door[1]	**5.3**	**3.9**	**4.4**	**118**
118d 3-door[4]	**5.4 (6.9)**	**4.0 (4.5)**	**4.5 (5.4)**	**119 (144)**
120d 3-door[4]	**6.1 (7.2)**	**4.1 (4.4)**	**4.8 (5.4)**	**128 (144)**
123d 3-door[4]	**6.5 (7.3)**	**4.4 (4.6)**	**5.2 (5.6)**	**138 (148)**
116i 5-door[4]	7.9 (8.7)	5.1 (5.4)	6.1 (6.6)	143 (154)
116i 5-door[4,6]	7.9 (8.9)	5.1 (5.5)	6.1 (6.8)	143 (158)
118i 5-door[4]	7.9 (8.7)	5.1 (5.4)	6.1 (6.6)	143 (154)
120i 5-door[4]	8.6 (8.9)	5.4 (5.3)	6.6 (6.6)	153 (155)
130i 5-door[4]	12.4 (12.5)	6.3 (6.2)	8.5 (8.5)	199 (199)
116d 5-door[1]	**5.3**	**3.9**	**4.4**	**118**
118d 5-door[4]	**5.4 (6.9)**	**4.0 (4.5)**	**4.5 (5.4)**	**119 (144)**
120d 5-door[4]	**6.1 (7.2)**	**4.1 (4.4)**	**4.8 (5.4)**	**128 (144)**
123d 5-door[4]	**6.5 (7.3)**	**4.4 (4.6)**	**5.2 (5.6)**	**138 (148)**
120i Coupé[4]	8.6 (8.9)	5.4 (5.3)	6.6 (6.6)	153 (155)
125i Coupé[4]	11.9 (11.7)	6.0 (6.2)	8.2 (8.2)	190 (190)
135i Coupé	13.0 (13.2)	7.0 (6.9)	9.2 (9.2)	220 (221)
118d Coupé[4]	**5.4 (6.9)**	**4.0 (4.5)**	**4.5 (5.4)**	**119 (144)**
120d Coupé[4]	**6.1 (7.2)**	**4.1 (4.4)**	**4.8 (5.4)**	**128 (144)**
123d Coupé[4]	**6.5 (7.3)**	**4.4 (4.6)**	**5.2 (5.6)**	**138 (148)**
118i Convertible[4]	8.5 (9.2)	5.5 (5.7)	6.8 (7.0)	159 (164)
120i Convertible[4]	8.8 (9.4)	5.6 (5.6)	6.6 (6.8)	158 (163)
125i Convertible[4]	12.1 (11.9)	6.2 (6.4)	8.4 (8.4)	195 (195)
135i Convertible	13.3 (13.5)	7.1 (7.0)	9.4 (9.4)	224 (225)
118d Convertible[4,7]	**5.8 (7.3)**	**4.4 (4.9)**	**4.9 (5.8)**	**129 (152)**
120d Convertible[4,7]	**6.4 (7.6)**	**4.3 (4.7)**	**5.1 (5.8)**	**134 (152)**
123d Convertible[4]	6.7 (7.6)	4.6 (4.9)	5.4 (5.9)	144 (154)
316i Sedan[4]	8.1 (8.9)	5.3 (5.5)	6.3 (6.8)	146 (159)
318i Sedan[4]	8.1 (8.7)	5.3 (5.4)	6.3 (6.6)	146 (155)
320i Sedan[4]	8.3 (9.3)	5.3 (5.3)	6.4 (6.8)	148 (159)
325i Sedan[4]	9.8 (10.0)	5.7 (5.9)	7.2 (7.4)	168 (174)
325i xDrive Sedan[4]	11.0 (11.1)	6.4 (6.5)	8.1 (8.2)	188 (192)
330i Sedan[4]	10.0 (10.2)	5.9 (5.9)	7.4 (7.5)	173 (175)
330i xDrive Sedan[4]	11.1 (11.2)	6.5 (6.6)	8.2 (8.3)	191 (193)
335i Sedan	13.2 (13.1)	6.7 (6.9)	9.1 (9.2)	218 (221)
335i xDrive Sedan	14.1 (13.8)	7.1 (7.3)	9.7 (9.7)	232 (232)
316d Sedan[1,4]	**5.4**	**4.0**	**4.5**	**118**
318d Sedan[4,7]	**5.7 (7.3)**	**4.1 (4.6)**	**4.7 (5.6)**	**123 (148)**
320d Sedan[4,7]	**6.0 (7.3)**	**4.1 (4.6)**	**4.8 (5.6)**	**128 (148)**
320d xDrive Sedan	6.7 (7.9)	4.6 (4.8)	5.4 (5.9)	143 (156)
325d Sedan	7.6 (8.1)	4.6 (5.1)	5.7 (6.2)	153 (164)
330d Sedan[4]	7.3 (8.0)	4.8 (5.2)	5.7 (6.2)	152 (164)
330d xDrive Sedan[4]	8.3 (8.8)	5.5 (5.7)	6.5 (6.8)	171 (178)
335d Sedan[2]	9.1	5.3	6.7	177
M3 Sedan[3]	17.9 (17.0)	9.2 (9.0)	12.4 (11.9)	295 (285)
316i Touring[1,4]	8.1	5.3	6.3	147
318i Touring[4]	8.1 (8.9)	5.3 (5.6)	6.3 (6.8)	147 (159)
320i Touring[4]	8.3 (9.5)	5.3 (5.5)	6.4 (7.0)	149 (164)
325i Touring[4]	9.9 (10.2)	5.8 (6.1)	7.3 (7.6)	170 (178)
325i xDrive Touring[4]	11.1 (11.2)	6.5 (6.6)	8.2 (8.3)	190 (194)
330i Touring[4]	10.2 (10.7)	6.1 (6.2)	7.6 (7.9)	177 (184)

Model*	Urban (l/100 km)	Extra-urban (l/100 km)	Combined (l/100 km)	CO_2 emissions (g/km)
BMW				
330i xDrive Touring[4]	11.2 (11.3)	6.6 (6.7)	8.3 (8.4)	193 (195)
335i Touring	13.4 (13.2)	6.9 (7.0)	9.3 (9.3)	222 (223)
335i xDrive Touring	14.2 (13.9)	7.2 (7.4)	9.8 (9.8)	235 (235)
318d Touring[4,7]	**5.8 (7.5)**	**4.2 (4.8)**	**4.8 (5.8)**	**125 (150)**
320d Touring[4,7]	**6.1 (7.5)**	**4.2 (4.8)**	**4.9 (5.8)**	**130 (150)**
320d xDrive Touring	6.9 (8.0)	4.8 (4.9)	5.6 (6.0)	146 (159)
325d Touring	7.8 (8.2)	4.8 (5.2)	5.9 (6.3)	155 (165)
330d Touring[4]	7.5 (8.1)	5.0 (5.3)	5.9 (6.3)	155 (165)
330d xDrive Touring[4]	8.4 (8.9)	5.6 (5.8)	6.6 (6.9)	174 (181)
335d Touring[2]	9.2	5.4	6.8	178
316i Coupé[1,4]	8.1	5.3	6.3	146
320i Coupé[4]	8.6 (9.3)	5.4 (5.3)	6.6 (6.8)	154 (159)
325i Coupé[4]	9.8 (10.0)	5.7 (5.9)	7.2 (7.4)	168 (174)
325i xDrive Coupé[4]	11.0 (11.1)	6.4 (6.5)	8.1 (8.2)	188 (192)
330i Coupé[4]	10.0 (10.2)	5.9 (5.9)	7.4 (7.5)	173 (175)
330i xDrive Coupé[4]	11.1 (11.2)	6.5 (6.6)	8.2 (8.3)	191 (193)
335i Coupé	13.2 (12.5)	6.7 (6.7)	9.1 (8.8)	218 (210)
335i xDrive Coupé	14.1 (13.8)	7.1 (7.3)	9.7 (9.7)	232 (232)
320d Coupé[4,7]	**6.0 (7.4)**	**4.1 (4.7)**	**4.8 (5.7)**	**128 (149)**
320d xDrive Coupé	6.7 (7.9)	4.6 (4.8)	5.4 (5.9)	143 (156)
325d Coupé	7.6 (8.1)	4.6 (5.1)	5.7 (6.2)	153 (164)
330d Coupé[4]	7.3 (8.0)	4.8 (5.2)	5.7 (6.2)	152 (164)
330d xDrive Coupé[4]	8.3 (8.8)	5.5 (5.7)	6.5 (6.8)	171 (178)
335d Coupé[2]	9.1	5.3	6.7	177
M3 Coupé[3]	17.9 (17.0)	9.2 (9.0)	12.4 (11.9)	295 (285)
320i Convertible[4]	8.8 (9.8)	5.6 (5.8)	6.8 (7.3)	159 (169)
325i Convertible[4]	10.2 (10.6)	5.9 (6.3)	7.5 (7.9)	176 (185)
330i Convertible[4]	10.5 (11.1)	6.2 (6.5)	7.8 (8.2)	182 (190)
335i Convertible	13.6 (12.8)	7.1 (7.0)	9.5 (9.1)	226 (217)
320d Convertible[4,7]	**6.9 (7.7)**	**4.3 (5.0)**	**5.3 (6.0)**	**140 (157)**
325d Convertible	8.0 (8.3)	5.0 (5.3)	6.1 (6.4)	162 (170)
330d Convertible[4]	7.7 (8.2)	5.2 (5.4)	6.1 (6.4)	162 (170)
M3 Convertible	18.7 (17.3)	9.6 (9.4)	12.9 (12.3)	309 (293)
520i Sedan	9.2 (9.4)	5.4 (5.4)	6.7 (6.9)	162 (164)
523i Sedan	10.4 (10.6)	5.8 (6.0)	7.5 (7.7)	177 (181)
525i Sedan	10.6 (10.7)	5.8 (6.0)	7.6 (7.7)	179 (182)
525i xDrive Sedan	11.6 (11.5)	6.4 (6.4)	8.3 (8.3)	196 (196)
530i Sedan	11.2 (11.0)	6.0 (5.8)	7.9 (7.7)	186 (182)
530i xDrive Sedan	11.9 (11.9)	6.4 (6.2)	8.4 (8.3)	198 (196)
540i Sedan	15.8 (14.4)	7.4 (6.9)	10.5 (9.7)	250 (232)
550i Sedan	16.6 (15.5)	7.6 (7.2)	10.9 (10.3)	260 (246)
520d Sedan[5]	**6.5 (7.5)**	**4.3 (4.6)**	**5.1 (5.6)**	**136 (149)**
525d Sedan	8.2 (8.5)	5.0 (5.3)	6.2 (6.5)	165 (172)
525d xDrive Sedan	8.8 (9.1)	5.4 (5.6)	6.7 (6.9)	179 (183)
530d Sedan	8.6 (9.1)	5.1 (5.2)	6.4 (6.6)	170 (176)
530d xDrive Sedan	9.2 (9.6)	5.5 (5.5)	6.9 (7.0)	183 (186)
535d Sedan[2]	9.0	5.4	6.7	178
M5 Sedan[3]	21.7	10.2	14.4	344
520i Touring	9.4 (9.5)	5.6 (5.5)	6.9 (7.0)	166 (167)
523i Touring	10.9 (10.9)	6.1 (6.2)	7.9 (7.9)	186 (186)
525i Touring	11.1 (11.0)	6.0 (6.1)	7.9 (7.9)	186 (186)
525i xDrive Touring	12.0 (11.8)	6.6 (6.7)	8.6 (8.6)	203 (204)
530i Touring	11.5 (11.4)	6.1 (5.9)	8.1 (7.9)	191 (187)
530i xDrive Touring	12.3 (12.4)	6.6 (6.4)	8.7 (8.6)	205 (204)
550i Touring	17.0 (16.1)	7.8 (7.5)	11.2 (10.7)	267 (254)
520d Touring[5]	**6.7 (7.7)**	**4.5 (4.7)**	**5.3 (5.8)**	**140 (154)**

Model *	Urban (l/100 km)	Extra-urban (l/100 km)	Combined (l/100 km)	CO_2 emissions (g/km)
BMW				
525d Touring	8.4 (8.6)	5.2 (5.4)	6.4 (6.6)	171 (176)
525d xDrive Touring	9.1 (9.2)	5.6 (5.7)	6.9 (7.0)	184 (187)
530d Touring	8.8 (9.3)	5.3 (5.3)	6.6 (6.8)	176 (180)
530d xDrive Touring	9.6 (9.9)	5.8 (5.6)	7.2 (7.2)	192 (192)
535d Touring[2]	9.2	5.6	6.9	182
M5 Touring[3]	21.7	10.5	14.6	348
535i Gran Turismo[2, 4]	12.3	6.9	8.9	209
550i Gran Turismo[2, 4]	16.2	8.3	11.2	263
530d Gran Turismo[2, 4]	8.1	5.6	6.5	173
630i Coupé	11.2 (11.0)	6.0 (5.8)	7.9 (7.7)	188 (184)
650i Coupé	17.8 (15.9)	8.1 (7.4)	11.7 (10.5)	279 (249)
635d Coupé[2]	9.2	5.6	6.9	183
630i Convertible	11.8 (11.6)	6.3 (6.0)	8.3 (8.1)	198 (192)
650i Convertible	19.2 (16.5)	8.8 (7.7)	12.6 (10.9)	299 (258)
635d Convertible[2]	9.6	5.8	7.2	190
M6 Coupé[3]	21.4	10.2	14.3	342
M6 Convertible[3]	22.0	10.6	14.7	352
740i[2, 4]	13.8	7.6	9.9	232
740Li[2, 4]	14.0	7.7	10.0	235
750i[2, 4]	16.4	8.5	11.4	266
750Li[2, 4]	16.4	8.5	11.4	266
750i xDrive[2, 4]	17.1	8.9	11.9	278
750Li xDrive[2, 4]	17.1	8.9	11.9	278
760i[2, 4]	18.8	9.5	12.9	299
760Li[2, 4]	18.9	9.6	13.0	303
730d[2, 4]	9.0	5.5	6.8	178
730Ld[2, 4]	9.1	5.6	6.9	180
740d[2, 4]	9.0	5.7	6.9	181
X1 xDrive28i[2, 4]	13.0	7.3	9.4	219
X1 sDrive18d[1, 4]	**6.1**	**4.7**	**5.2**	**136**
X1 xDrive18d[1, 4]	6.7	5.1	5.7	150
X1 sDrive20d[1, 4]	**6.4**	**4.7**	**5.3**	**139**
X1 xDrive20d[4]	7.0 (7.7)	5.1 (5.4)	5.8 (6.2)	153 (164)
X1 sDrive23d[2, 4]	7.8	5.5	6.3	167
X3 xDrive20i[1]	12.6	6.9	9.0	215
X3 xDrive25i	12.8 (13.1)	7.3 (7.4)	9.3 (9.5)	224 (228)
X3 xDrive30i	13.4 (13.3)	7.3 (7.6)	9.5 (9.7)	229 (233)
X3 xDrive18d[4]	7.9	5.2	6.2	165
X3 xDrive20d[4]	8.2 (8.3)	5.5 (5.8)	6.5 (6.7)	172 (178)
X3 xDrive30d	9.7 (9.9)	6.0 (6.4)	7.4 (7.7)	196 (206)
X3 xDrive35d[2]	9.7	6.7	7.8	208
X5 xDrive30si[2]	13.8	8.3	10.3	247
X5 xDrive48i[2]	17.0	9.3	12.1	289
X5 xDrive30d[2]	10.4	7.0	8.2	217
X5 xDrive35d[2]	10.5	7.1	8.3	220
X5 M[2, 4]	19.3	10.8	13.9	325
X6 xDrive35i[2, 4]	14.9	8.9	11.1	259
X6 xDrive50i[2, 4]	17.7	9.9	12.8	299
X6 xDrive30d[2]	10.4	7.0	8.2	217
X6 xDrive35d[2]	10.5	7.1	8.3	220
ActiveHybrid X6[2, 4]	10.8	9.4	9.9	231
X6 M[2, 4]	19.3	10.8	13.9	325
Z4 sDrive23i[4]	12.4 (11.8)	6.2 (6.1)	8.5 (8.2)	199 (192)
Z4 sDrive30i[4]	12.4 (11.9)	6.2 (6.2)	8.5 (8.3)	199 (195)
Z4 sDrive35i[4]	13.5 (12.6)	7.0 (6.9)	9.4 (9.0)	219 (210)
MINI				
MINI One (55 kW/70 kW)	6.8 (9.0)	4.4 (5.0)	5.3 (6.5)	128 (155)
MINI One D	4.7	3.5	3.9	104
MINI Cooper	6.9 (9.1)	4.5 (5.0)	5.4 (6.5)	129 (156)
MINI Cooper D	4.7 (6.5)	3.5 (4.2)	3.9 (5.0)	104 (134)
MINI Cooper S[4]	7.9 (9.5)	5.5 (5.7)	6.4 (7.1)	149 (165)
MINI John Cooper Works[1]	9.2	5.6	6.9	165
MINI Cooper Convertible	7.4 (9.3)	4.7 (5.2)	5.7 (6.7)	137 (161)
MINI Cooper S Convertible[4]	8.1 (9.7)	5.7 (5.9)	6.6 (7.3)	153 (170)
MINI John Cooper Works Convertible[1]	9.3	5.8	7.1	169
MINI One Clubman	6.9 (9.1)	4.5 (5.1)	5.4 (6.6)	130 (158)
MINI Cooper Clubman	7.1 (9.2)	4.5 (5.1)	5.5 (6.6)	132 (159)
MINI Cooper D Clubman	4.9 (6.6)	3.6 (4.2)	4.1 (5.1)	109 (136)
MINI Cooper S Clubman[4]	7.9 (9.6)	5.5 (5.8)	6.4 (7.2)	150 (168)
MINI John Cooper Works Clubman[1]	9.3	5.7	7.0	167
Rolls-Royce				
Rolls-Royce Phantom[2]	23.2	11.3	15.7	377
Rolls-Royce Phantom extended Wheelbase[2]	23.3	11.4	15.8	380
Rolls-Royce Phantom Drophead Coupé[2]	23.2	11.3	15.7	377
Rolls-Royce Phantom Coupé[2]	23.2	11.3	15.7	377
Rolls-Royce Ghost	20.5	9.6	13.6	317

* Vehicles with average CO_2 emissions of below/maximum 140 grams CO_2/km are highlighted.

Figures in brackets only valid for automatic transmissions.
[1] only available with manual transmission
[2] only available with automatic transmission
[3] only with SMG Drivelogic, 7-speed
[4] EU-5 series equipment
[5] EU-5 series equipment for left-hand drive vehicles
[6] variant with 1.6-litre cubic capacity
[7] Consumption values for models with automatic transmission in right-hand drive vehicles vary.

Further information and constantly updated data for the vehicles is available on the Internet at www.bmw.com, www.mini.com and www.rolls-roycemotorcars.com.

As of September 2009

Values measured in accordance with the New European Driving Cycle (EU Directive: 80/1268/EEC in the relevant applicable version). Valid for vehicles with a European country specification.

3 —— Product responsibility

GRI G3 Indicator EN26

Fuel efficiency enhancing technologies incorporated into BMW Group vehicles in Europe

(model-specific variations possible – as of September 2009)

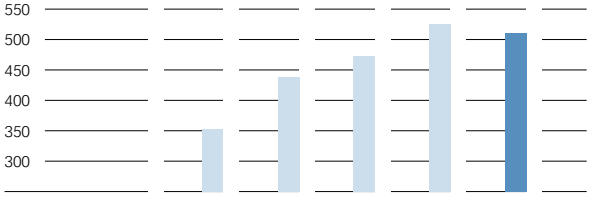
	BMW 1 Series	BMW 3 Series	BMW 5 Series	BMW 6 Series	BMW 7 Series	BMW X1	BMW X3	BMW X5	BMW X6	BMW Z4	MINI
High Precision Injection with lean operation	■	■	■								
Fully variable valve train (VALVETRONIC in BMW models)	■	■	■	■			■	■	■	■	■*
TwinPower turbo technology	■	■	■	■	■	■	■	■	■		
Eight-speed automatic transmission			■		■						
Auto Start Stop function (only for 4-cylinder manual transmission)	■	■									■
Brake Energy Regeneration	■	■	■	■	■	■	■	■	■	■	■
Electric steering assistance	■	■	■							■	■
Active aerodynamics (e.g. air flap control)	■	■	■	■	■	■	■	■	■	■	
Gear shift indicator (only for manual transmission)	■	■	■	■		■				■	■
Reduced rolling resistance tyres	■	■	■	■	■	■	■	■	■	■	■
Demand-controlled fuel, coolant and oil pump	■	■	■	■	■	■	■	■	■	■	

* System comparable to VALVETRONIC

GRI Indicator A4
(Sector Supplement)

Deliveries of BMW diesel automobiles

in 1,000 units and as a percentage of total volume



	04	05	06	07	**08**
units	352.5	438.3	472.7	525.9	**511.2**
as a percentage of total volume	34	39	40	41	**43**

GRI Indicator A5
(Sector Supplement)

Compliance with emissions performance standards (as of autumn 2009)

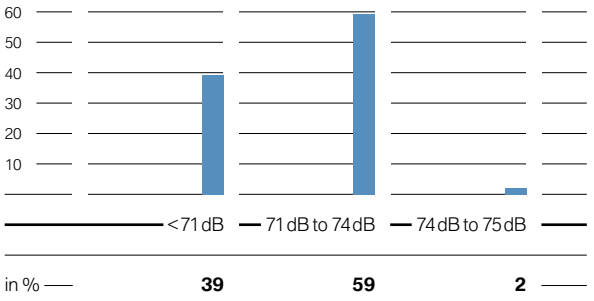
Standard	Mandatory as of	Number of models	Degree of coverage
Euro 4 (EU-4)	1 Jan 2005	185	100
Euro 5 (EU-5)	1 Sept 2009*/1 Jan 2011**	90	about 48.6
Euro 6 (EU-6)	1 Sept 2014*/1 Sept 2015**	2***	about 1.1

* mandatory for new type approvals
** mandatory for all new vehicle registrations
*** The BMW 330d with optional BMW BluePerformance technology and the BMW 730d BluePerformance (from September 2009) already comply with the EU-6 emissions performance standard.

GRI Indicator A8
(Sector Supplement)

Average noise emissions of BMW Group vehicles*

Share of models in % (of passenger cars sold in Germany in 2008)



All BMW Group vehicles comply with the legal requirements in dB(A) (referring to test procedures of the EG Directive 92/97/EG).

* Weighted market average for noise emissions (logarithmic average) for noise produced by accelerating while passing (values of type evaluation; in accordance with EU Directive 92/97/EG).

GRI G3 Indicator SO5

Cooperation among all stakeholders within the integrated approach

	Automotive industry and suppliers	Petroleum industry	Politics / Infra-structure	Customer
Further develop efficient vehicle technologies and increase market share	■	▪	▪	▪
Increase percentage of alternative fuels (blending)	▪	▪	▪	
Implement driver assistance systems, e. g. gear shift and efficiency indicators	■		▪	▪
Improve fuel efficiency	▪	▪	■	■
Enhance reduced rolling resistance tyres and increase market share	■		▪	
Tyre pressure control systems	■	▪	▪	▪
Guarantee consistent legislation			■	
Improve traffic infrastructure / management	▪		■	
Support research and development of new technologies	▪	▪	■	
Support CO_2-based motor vehicle tax and CO_2 labelling	▪		■	▪

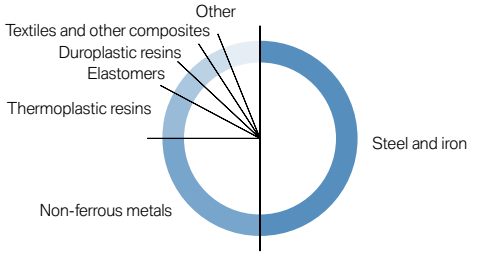
■ Responsibility ▪ Support / cooperation

03.5 Recycling

GRI G3 Indicators EN1, EN2
GRI Indicator A10
(Sector Supplement)

Average distribution of materials in BMW Group vehicles

in % of total vehicle weight



Steel and iron	50
Non-ferrous metals	25
Thermoplastic resins	8
Elastomers*	4
Duroplastic resins	4
Textiles and other composites	3
Other	6

* such as tyres, seals

3 —— Product responsibility

Status of objectives in the area of product responsibility*

Strategic objectives	Measures	Deadline	Status
Innovative technologies			
Reduction of CO_2 emissions as the BMW Group's contribution to reducing CO_2 emissions in the ACEA fleet average (i.e. of all European carmakers) to 140 grams CO_2/km for 2008	Introduction and refinement of innovative drive concepts based on the Efficient Dynamics concept: – consumption-optimised combustion engine technology with High Precision Injection in BMW 4-cylinder and 6-cylinder engines – Auto Start Stop function in large-scale BMW and MINI models – Brake energy regeneration in large-scale BMW and MINI models	2008	From 1995 to 2008, the CO_2 emissions of new BMW Group vehicles sold in Europe (EU-15) fell by close to 27%, which means that the BMW Group exceeded the target of the ACEA voluntary commitment. The average CO_2 emissions of newly registered BMW Group vehicles in Europe (EU-27) were 156 grams CO_2/km in 2008.
	Hybrid drive cooperation with GM and Daimler	ongoing	The BMW ActiveHybrid X6 and BMW ActiveHybrid 7 will make their world debut at the 2009 IAA.
Diesel vehicles in the US/Canada	Introduction of diesel vehicles with SCR technology (Selective Catalytic Reduction) in the US/Canada	2008	In December 2008, the BMW Group launched diesel vehicles in the US and in Canada.
Promotion of biofuels	Contribution to introducing increased system-compatible amounts of biofuels in traffic	ongoing	All BMW Group vehicles can process the increased share of biofuels according to E10 and B7.
	Contribution to initiatives to evaluate biofuels by applying sustainability criteria in an international context	ongoing	Supporting the creation of minimum standards and internationally accepted certification procedures for sustainably produced biofuels.
Development of hydrogen infrastructure	Partnerships on global introduction of hydrogen as an energy source: both for technology and hydrogen infrastructure – Participation in demo projects to prove that hydrogen can be used safely in road traffic and that renewable energy sources can be used – Continued participation in the Clean Energy Partnership (CEP) project in Berlin	ongoing	The BMW Group successfully proved the BMW Hydrogen 7's technical maturity and the safety of the vehicle concept in customer operations and as a part of the Clean Energy Partnership (CEP).
Product safety			
Increase in vehicle safety thanks to a wide range of driver assistance systems	Driver assistance systems providing high levels of safety, such as lane departure warning and Night Vision in a number of models	ongoing	With the launch of the new 7 Series, the BMW Group has expanded its active safety and driver assistance systems, thus making a major contribution to reducing the accident rate. Systems introduced in the new BMW 7 Series in winter 2008: Lane Departure Warning and Collision Warning, Side View, extended Night Vision system, which warns the driver of potential collisions with pedestrians, especially in the dark.
Product recycling			
Recovery of end-of-life vehicles	Continue to refine recovery systems	2008	No change in 2008
Environmental protection in service			
Reduction of products' environmental impact at each stage of the life cycle	Establish and enhance recovery systems for end-of-life parts from maintenance and repair in service garages in Western Europe and optimise recovery paths	2008	Completed in Italy and the Czech Republic
	Develop methods for a streamlined life cycle assessment approach, i.e. comprehensive assessment of material groups for a more efficient and faster accounting of entire vehicles	2009	Will probably be delayed to 2010, as data acquisition turned out to be a demanding process
	Determine the ideal product life cycle of vehicles with regard to technological, economical, ecological and legal criteria	2008	Project completed in 2009

* Previously published in the Sustainable Value Report 2007/2008

Status of objectives in the area of product responsibility*

Strategic objectives	Measures	Deadline	Status
Environmental protection in the service sector			
Inform markets about product responsibility requirements in accordance with environmental laws	Promote cooperation in matters of environmental protection in the retail organisations and expand the network of environmental officers in the individual sales markets	2008	Environmental officers appointed in all markets, training material developed to be sent out in the third quarter 2009.
	Global introduction to the dealer and service operations of one of the market-specific shop disposal systems that are recommended by the BMW Group as well as integration of related requirements in importer contracts	2008	Completed in Italy and the Czech Republic

* Previously published in the Sustainable Value Report 2007/2008

New objectives in the area of product responsibility

Strategic objectives	Measures	Deadline
Innovative technologies		
Compliance with the EU's CO_2 emissions performance standards (average CO_2 emissions of new cars sold in the EU of max. 140 grams CO_2/km) for 2015	– Further development of Efficient Dynamics technologies such as the thermoelectric generator or Auto Start Stop function in automatic-transmission models – Reduction in fuel consumption of up to 20 % compared to vehicles with combustion engines by applying hybrid technology	2012 2010 2010
Advancement in alternative drive technologies	Development of a series-produced electric car, the so-called Megacity Vehicle, in the context of project i	first half of the next decade
Product safety		
Increase vehicle safety by integrating active and passive safety systems	Development of preventive measures, particularly for passenger, partner and pedestrian protection	2015
Traffic management and mobility research		
Identify strategic challenges and develop options for guaranteeing future sustainable mobility	Completion and publication of the study "Future of Mobility – Scenarios for 2030" (follow-up study based on "Future of Mobility – Scenarios for 2025")	2010
Development and implementation of measures to increase traffic efficiency	– Operation and assessment of the second stage of the dynamic progressive signal system in Munich – Development of best-practice examples in cooperation with partners in the public sector; objectives: reduce traffic congestion, stoppages and fuel consumption by guaranteeing smoother traffic flow for all drivers	2009
Product recycling		
Use of recyclates in vehicles	Further determination of suitable components to be used as recyclates. At present, the percentage of approved plastic recyclates used currently accounts for up to 15 %.	ongoing

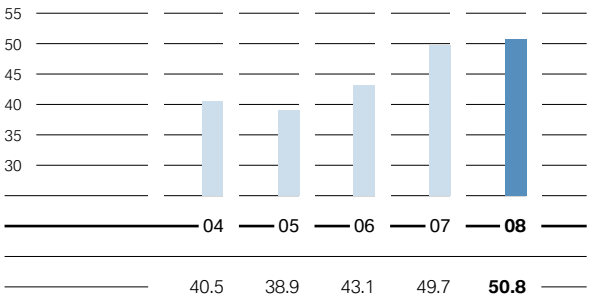
04 Group-wide environmental protection

04.1 Resource management and environmental protection

GRI G3 Indicator EN30

Ongoing expenditure on environmental protection

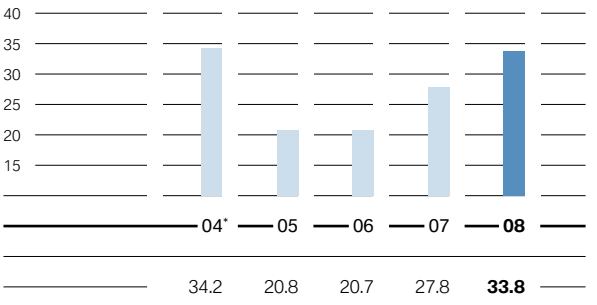
in euro million



Figures for German production sites

Investment in environmental protection

in euro million



Information refers to German production sites of BMW AG
* including BMW plant Leipzig from 2004 on.

Environmental management systems at BMW Group sites

Plant	Environmental management system	Year of initial certification
Berlin plant	ISO 14001/EMAS	1997
Dingolfing plant	ISO 14001/EMAS	1999
Eisenach plant	ISO 14001/EMAS	2002
Goodwood plant, UK	ISO 14001	2003
Hams Hall plant, UK	ISO 14001	2001
Landshut plant	ISO 14001/EMAS	1997
Leipzig plant	ISO 14001/EMAS	2005
Munich plant	ISO 14001/EMAS	1997
Oxford plant, UK	ISO 14001	1997
Regensburg plant	ISO 14001/EMAS	1997
Rosslyn plant, South Africa	ISO 14001	1999
BMW Brilliance Automotive Ltd., Shenyang, China	ISO 14001	2006
Spartanburg plant, USA	ISO 14001	1997
Steyr plant, Austria	ISO 14001/EMAS	1998
Swindon plant, UK	ISO 14001	1996
Wackersdorf plant*	ISO 14001	1997
Husqvarna Motorcycles S. r. l., Cassinetta di Biandronno, Italy	national standard	2007
Contract production Magna Steyr Fahrzeugtechnik, Austria	ISO 14001/EMAS	1998/1999
CKD production Cairo, Egypt	ISO 14001	2005
CKD production Chennai, India	ISO 14001	2008
CKD production Jakarta, Indonesia	ISO 14001	2004
CKD production Kaliningrad, Russia	ISO 14001	2008
CKD production Kulim, Malaysia	ISO 14001	2004
CKD production Rayong,Thailand	ISO 14001	2004

* Joint certificate with BMW plant Regensburg

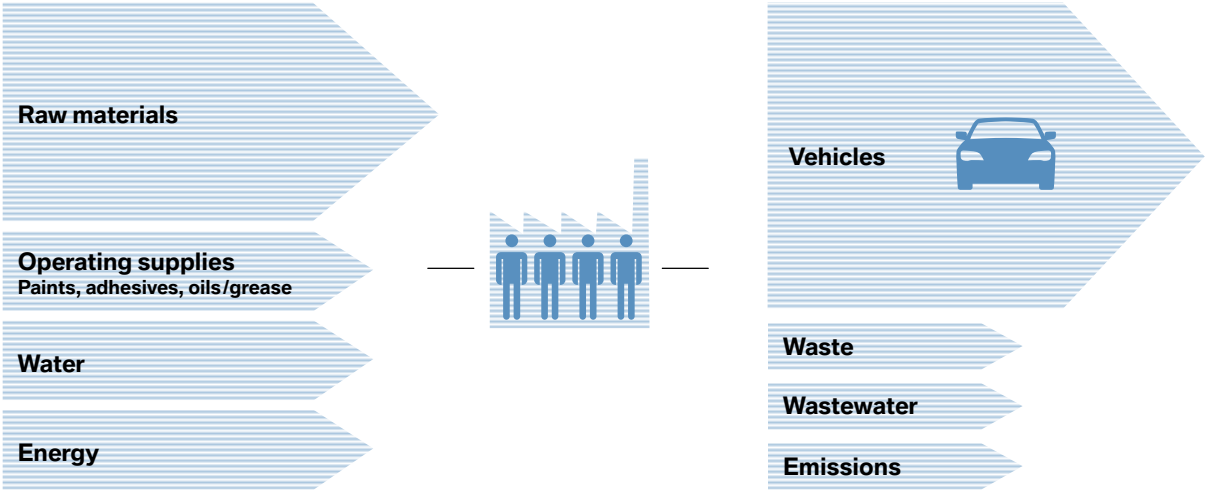
Land development

		2003	2005	2007	**2008**
Land development*	in %	21.5	24.7	17.6	**17.4**
Size of property	in m²	15,746,127	15,278,584	27,505,189	**28,500,467**

* Percentage of developed and undeveloped space; reported annually since 2007 (before: every two years). Until 2005, only production sites recorded; since 2007, entire BMW Group recorded. The figures for 2007 have been adjusted accordingly.

GRI G3 Indicators EN1, EN3–4, EN8, EN16, EN20–22

BMW Group input/output assessment 2008



Input	
Raw materials	
— Steel	1,798,000 t
— Plastics	365,700 t
— Aluminium	338,700 t
— Magnesium	5,800 t
Water	3,682,420 m³
Energy	4,034,442 MWh

Output	
Vehicles	
— BMW Group vehicles produced	1,439,918
— Motorcycles*	101,685
Waste	519,353 t
— thereof recyclable	497,988 t
— thereof non-recyclable	21,365 t
Wastewater	2,454,760 m³
CO_2 emissions	1,183,641 t
— Volatile organic compounds (VOC)	2,827 t
— NO_X	491 t
— CO	428 t
— SO_X	10 t
— Particulates, dust	27 t

* from 2006 including BMW G 650 X assembled by Piaggio S.p.A., excluding Husqvarna Motorcycles (14,232 motorcycles)

4 Group-wide environmental protection

04.2 Energy consumption and emissions

BMW Group key figures include the following production sites worldwide: Dingolfing, Landshut, Leipzig, Munich, Regensburg, Rosslyn (South Africa), Spartanburg (USA), Steyr (Austria); since 2002 Oxford (UK); since 2003 Hams Hall (UK); since 2007 Berlin (brake disc production), Eisenach, Swindon (UK), Goodwood (UK), Rayong assembly plant (Thailand), Chennai assembly plant (India) and BMW Brilliance Shenyang (China).

GRI G3 Indicators EN3, EN4, EN5

Energy consumption in detail

in MWh

	2004	2005	2006	2007	**2008**
Total energy consumption	3,672,212	3,861,253	3,959,908	4,283,922	**4,034,442**
Energy consumed per vehicle produced	2.94	2.94	2.90	2.78	**2.80**
Electricity (external source)	1,586,457	1,671,928	1,667,122	1,853,961	**1,700,828**
Electricity (produced in-house)	127,981	125,229	125,414	125,182	**136,963**
Community heating	187,418	180,403	295,245	328,998	**320,645**
Share of electricity (external source) from renewable energy sources in %*				14.40 %	**14.85 %**
Fossil fuels					
Fuel oil**	17,008	14,021	14,364	56,012	**67,949**
Natural gas	1,881,329	1,994,901	1,983,177	1,722,337	**1,601,342**
Coal	0	0	0	0	**0**
Mineral oil	0	0	0	0	**0**
Non-fossil fuels					
Biogas (landfill gas)				322,610	**343,675**
Regenerative fuels					
Solar energy (photovoltaics)				4	**4**

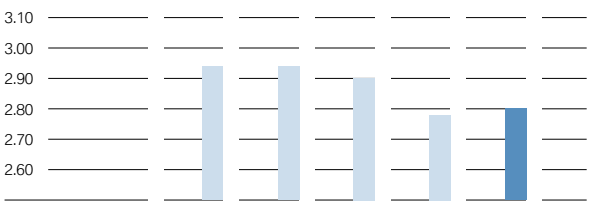
* Conservative calculation based on country-specific shares

** 2007 figure adjusted. The values increased due to the fact that the data sources were expanded in 2007 from ten to 17 locations.

GRI G3 Indicator EN3
(chart on the left)
GRI G3 Indicators EN16, EN18
(chart on the right)

Energy consumed per vehicle produced

in MWh/vehicle

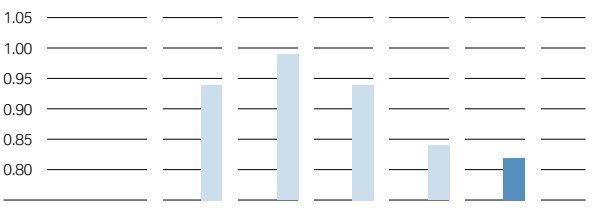


04	05	06	07*	**08**
2.94	2.94	2.90	2.78	**2.80**

* Basis for data expanded in 2007 from ten to 17 locations.

CO_2 emissions per vehicle produced

in t/vehicle



04	05*	06	07**	**08**
0.94	0.99	0.94	0.84	**0.82**

* The increase is attributable to a change in the energy mix.

** Basis for data expanded in 2007 from ten to 17 locations.

GRI G3 Indicators EN16, EN18, EN20

Emissions

in t

		2004	2005	2006	2007	**2008**
Total CO_2 emissions*	in t	1,169,786	1,304,971	1,280,639	1,298,863	**1,183,641**
thereof CO_2 direct**	in t		408,034	349,927	354,617	**308,605**
thereof CO_2 indirect***	in t		896,938	930,711	944,246	**875,036**
Total CO_2 emissions per vehicle produced	in t/vehicle	0.94	0.99	0.94	0.84	**0.82**
Nitrogen oxide (NO_x)	in t	559	546	586	756	**491**
Particulates, dust****	in t	43	35	35	38	**27**
Sulphur dioxide (SO_2)	in t	10	8	9	10	**10**
Carbon monoxide (CO)	in t	399	397	561	608	**428**
Volatile organic compounds (VOC)	in t	2,817	2,726	2,783	3,634	**2,827**
Volatile organic compounds (VOC) per vehicle produced	in kg/vehicle	2.26	2.07	2.04	2.36	**1.96**

According to the Greenhouse Gas (GHG) Protocol, other emissions in CO_2 equivalents (e.g. CH_4, N_2O, SF_6, PFCs, HFCs) account for < 1% of total CO_2 equivalent emissions and are thus not reported.

* including CO_2 emissions from external power generation

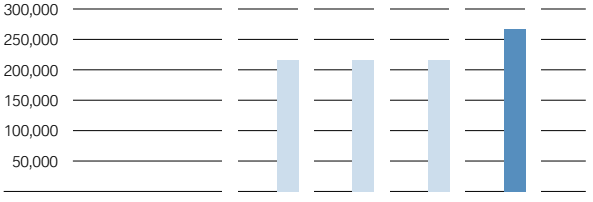
** Emissions from BMW Group sources that arise from generating own energy from fuels (e.g. combined heat and power generation)

*** Emissions from external sources (e.g. energy providers). Indirect emissions arise due to the generation of energy, heat or steam, which are provided to the BMW Group.

**** Calculated based on the VDA's emissions factors, including dust from external power generation.

Number of CO_2 emissions allowances allocated by the EU Emissions Trading System

in t

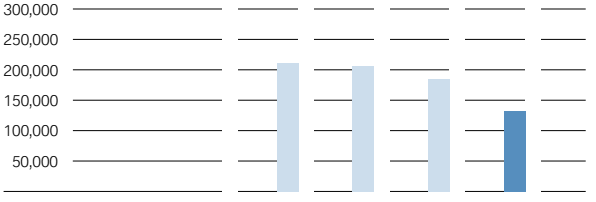


05	06	07	**08**
216,741	216,741	216,741	**267,789**

The rise in the number of emissions allowances from 2007 to 2008 is due to the change in the application process from the first period (2005 – 2007) to the second (2008 – 2012) period.

CO_2 emissions of locations participating in the EU Emissions Trading System

in t



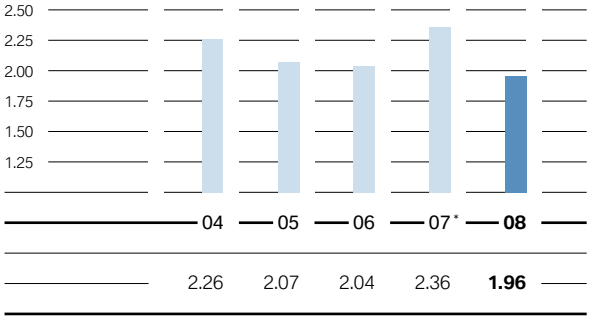
05	06	07	**08**
211,658	206,179	185,284	**132,009**

4 —— Group-wide environmental protection

GRI G3 Indicator EN20

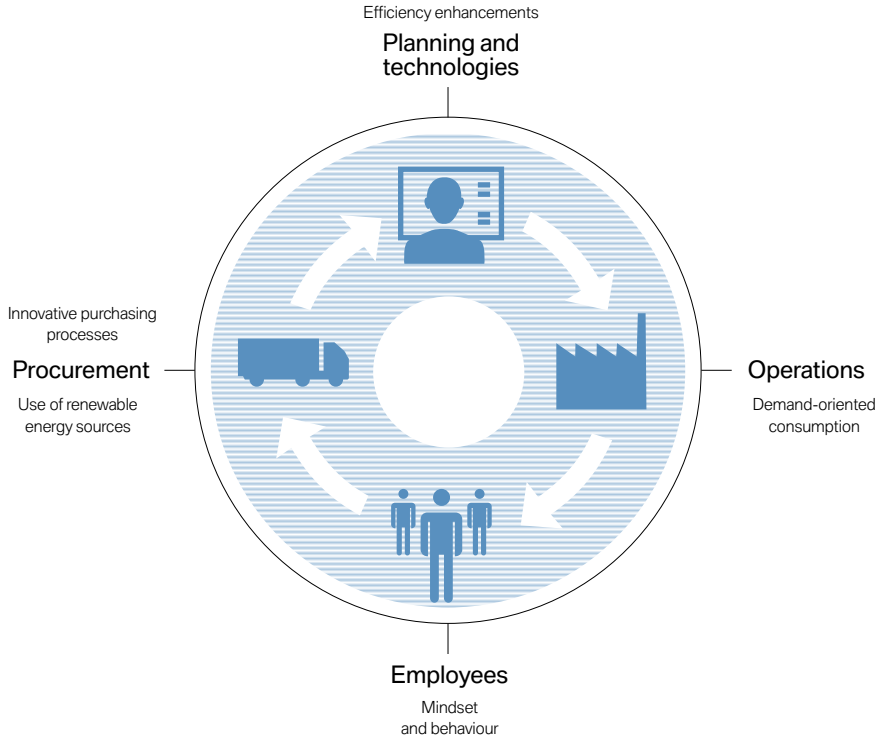
Volatile organic compounds (VOC) per vehicle produced

in kg/vehicle



* Basis for data expanded in 2007 from ten to 17 locations.

BMW Group energy strategy



04.3 Materials use and waste management

BMW Group key figures include the following production sites worldwide: Dingolfing, Landshut, Leipzig, Munich, Regensburg, Rosslyn (South Africa), Spartanburg (USA), Steyr (Austria); since 2002 Oxford (UK); since 2003 Hams Hall (UK); since 2007 Berlin (brake disc production), Eisenach, Swindon (UK), Goodwood (UK), Rayong assembly plant (Thailand), Chennai assembly plant (India) and BMW Brilliance Shenyang (China).

GRI G3 Indicator EN1

Amount of raw materials used

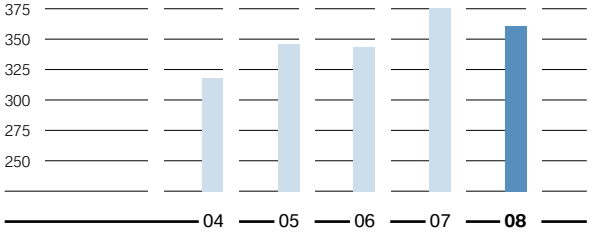
in t

	2007	**2008**
Steel	1,890,650	**1,798,000**
Plastics	371,000	**365,700**
Aluminium	342,300	**338,700**
Magnesium	6,000	**5,800**

GRI G3 Indicator EN22

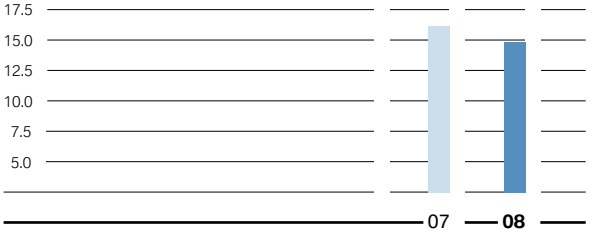
Waste for disposal per vehicle produced

in kg/vehicle



Waste for disposal per vehicle produced*

in kg/vehicle



* "Waste for disposal per vehicle produced" became a performance indicator in 2007 and has been reported since then.

GRI G3 Indicator EN22

Waste

		2004	2005	2006	2007	**2008**
Total waste	in t	397,151	454,821	469,691	580,010	**519,353**
Total waste per vehicle produced	in kg/vehicle	318	346	344	376	**361**
Materials for recycling	in t	375,924	438,436	450,165	555,087	**497,988**
Scrap	in t	344,746	366,347	383,301	408,755	**433,580**
Waste for disposal	in t	21,227	16,385	19,526	24,923	**21,365**
Waste for disposal per vehicle produced*	in kg/vehicle				16.17	**14.84**

* The key performance indicator "Waste for disposal per vehicle produced" has been reported as a control parameter since 2007.

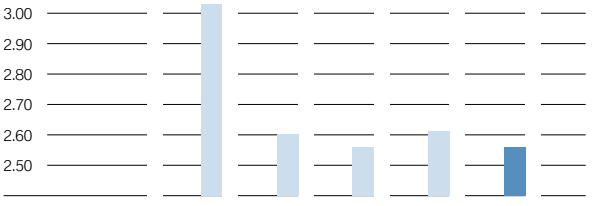
4 Group-wide environmental protection

04.4 Water and wastewater

GRI G3 Indicator EN8 (chart on the left)
GRI G3 Indicator EN21 (chart on the right)

Water consumption* per vehicle produced

in m^3/vehicle

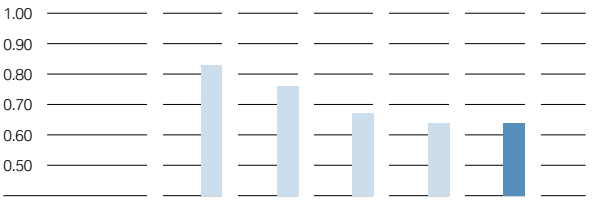


04	05	06	07	08
3.03	2.60	2.56	2.61	**2.56**

* The water consumption includes the process water input for the production as well as the general water consumption, e. g. for sanitation facilities.

Process wastewater per vehicle produced

in m^3/vehicle



04	05	06	07*	08
0.83	0.76	0.67	0.64	**0.64**

Process wastewater parameters refer to wastewater from production activities.
* Basis for data expanded in 2007 from ten to 17 locations.

GRI G3 Indicator EN8

Water*

in m^3

	2004	2005	2006	2007	2008
Water consumption	3,789,703	3,417,341	3,500,197	4,017,541	**3,682,420**

* The water consumption includes the process water input for the production as well as the general water consumption, e. g. for sanitation facilities.

GRI G3 Indicator EN21

Wastewater*

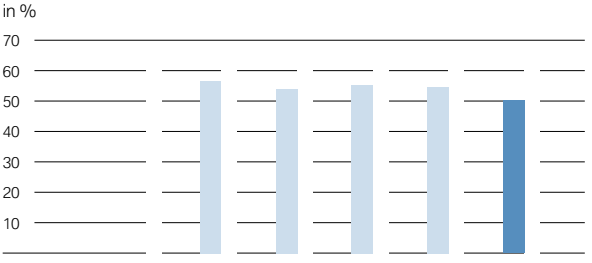
		2004	2005	2006	2007	2008
Total wastewater	in m^3	2,239,646	2,139,322	2,271,729	2,649,640	**2,454,760**
Process wastewater	in m^3	1,041,526	1,000,938	911,386	992,845	**924,558**
Process wastewater per vehicle produced	in m^3/vehicle	0.83	0.76	0.67	0.64	**0.64**
Total heavy metals and heavy metal compounds	in kg	439	239	354	370	**279**
CSB**	in kg				1,209,741	**1,210,919**
AOX***	in kg				95	**80**

* The key performance indicator "Process wastewater" is measured by the wastewater treatment in BMW Group plants. Together with the wastewater from sanitary facilities at the plants, this is the figure for total wastewater. Due to factors such as evaporation, the water input does not correspond to total wastewater.
** CSB: chemical oxygen demand
*** AOX: absorbable organic halides in water

04.5 Efficient transport logistics

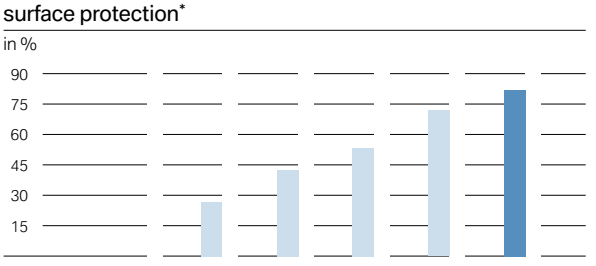
GRI G3 Indicator EN29
GRI Indicator A9
(Sector Supplement)
(chart on the left)
GRI G3 Indicator EN27
(chart on the right)

Share of vehicles shipped by rail from BMW Group plants*



04	05	06	07	**08**
56.6	54.1	55.4	54.8	**50.3**

Share of vehicles delivered without surface protection*



04	05	06	07	**08**
26.7	42.5	53.4	72.4	**81.6**

Due to volume shifts to markets that cannot be supplied by rail, the share of rail traffic decreased slightly from 2007 to 2008
* excluding Rolls-Royce automobiles

GRI G3 Indicators EN 16, EN29
GRI Indicator A9
(Sector Supplement)

Carriers and CO_2 emissions*

Inbound (material provision of the plants in Germany, UK, South Africa, US)	2004	2005	2006	2007	**2008**
Transport capacity (in million tkm)	3,500	3,637	3,710	3,927	**3,586**
CO_2 emissions (in t)	258,646	257,419	248,312	285,283	**232,818**

Outbound	2004	2005	2006	2007	**2008**
Transport capacity (in million tkm)	9,241	10,025	10,005	12,766	**12,163**
CO_2 emissions (in t)	91,794	101,519	101,780	142,228	**126,712**

Total (inbound and outbound)	2004	2005	2006	2007	**2008**
Transport capacity (in million tkm)	12,741	13,662	13,715	16,693	**15,749**
CO_2 emissions (in t)	350,440	358,938	350,092	427,511	**359,530**

Total (inbound and outbound)	2004		2005		2006		2007		**2008**	
in %	tkm	CO_2	tkm	CO_2	tkm	CO_2	tkm	CO_2	**tkm**	**CO_2**
Sea	79.0	12.5	77.6	12.9	76.9	13.1	76.8	13.1	**79.1**	**15.1**
Road	14.7	74.7	15.1	71.1	15.7	73.3	16.1	72.8	**14.5**	**71.9**
Rail	6.1	6.8	7.1	8.3	7.2	8.4	6.9	7.9	**6.3**	**7.9**
Air	0.2	6.0	0.2	7.7	0.2	5.2	0.2	6.2	**0.1**	**5.1**

* Figures refer to BMW and MINI, excluding Rolls-Royce automobiles. Conversion factor for CO_2 emissions according to Tremod.

4 Group-wide environmental protection

GRI G3 Indicators EN7, EN17, EN29
GRI Indicator A9
(Sector Supplement)

Means of transport used by BMW Group employees and indirect CO_2 emissions from employees' commuter traffic

	2007*		2008**	
	in %	in t CO_2	in %	in t CO_2
Cars	47	52,360	**43**	**46,086**
Public transport	10	2,860	**17**	**5,113**
Plant bus	38	21,180	**37**	**14,793**
Bicycle/on foot	5	0	**3**	**0**
Total	**100**	**76,400**	**100**	**65,992**

Calculation basis for 2007 was only employees' journeys to work, not from work. 2008 figures are based on journeys to and from work. Furthermore, updated consumption figures for vehicles were used. Excluding data from the Leipzig plant.
* Research and Innovation Centre Munich as well as plants in Munich, Dingolfing, Regensburg and Leipzig. Corresponds to 59% of BMW Group employees.
** Research and Innovation Centre Munich as well as plants in Munich, Dingolfing and Regensburg. Corresponds to 59% of BMW Group employees.

Status of objectives in the area of Group-wide environmental protection*

Strategic objectives	Measures	Deadline	Status
Environmental protection management			
Environmental management	Further development of the central environmental strategy for the entire BMW Group	2008	Environmental strategy integrated into the revised sustainability strategy, adopted in July 2009.
	Definition of breakthrough goal of a 30% reduction in energy consumption as well as VOC, water, process wastewater and waste per vehicle produced between 2006 and 2012	2012	The following developments were achieved from 2007 to 2008: – Energy consumption: rise by 0.7%, from 2.78 to 2.80 MWh/vehicle – VOC emissions: reduction by 17.0%, from 2.36 to 1.96 kg/vehicle – Water consumption: reduction by 1.9%, from 2.61 to 2.56 m^3/vehicle – Process wastewater: no change from 2007 level (0.64 m^3/vehicle) – Waste: reduction by 4.0%, from 376 to 361 kg/vehicle The energy efficiency index shows that overall resource efficiency enhancements are in the agreed target range.
Energy consumption and emissions			
Implementation of the energy strategy, reduction in energy consumption	Reduction in relative energy consumption per vehicle in 2008 by about 5% – by further optimising the operation of buildings and production facilities (combined heat and power generation, optimised control of ventilation units) – by increasing the implementation of innovative alternative concepts for energy generation	2008	From 2007 to 2008, energy consumption per vehicle produced increased slightly due to the drop in automotive production volumes, from 2.78 to 2.80 MWh. Total energy consumption has decreased by 1.1 million MWh.
Conservation of resources			
Introduction of waste management worldwide	Introduction of ABIS at the plants in Goodwood (UK), Rayong (Thailand) and Chennai (India)	2008	The Chennai plant introduced the waste information system ABIS in 2008.
Efficient transport logistics			
Reduction in environmental impact of surface protection materials for new vehicle transport	Conversion of vehicle distribution to exclude surface protection (by the start of 2008, 95% of BMW Group vehicles were to be delivered without extra surface protection)	2008	Last wax coating facility in the BMW Group production network switched off. The goal of delivering 95% of vehicles without surface protection by early 2008 had to be revised downwards due to delivery problems for the closed wagons needed for transportation. In 2008, 82% of new cars were delivered without surface protection.

* Previously published in the Sustainable Value Report 2007/2008

New objectives in the area of Group-wide environmental protection

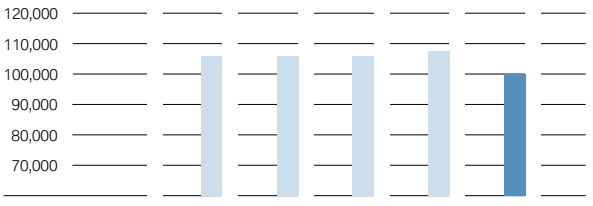
Strategic objectives	Measures	Deadline
Resource and environmental protection management		
Breakthrough goal of a 30 % reduction in energy consumption as well as VOC, water, process wastewater and waste per vehicle produced between 2006 and 2012 (5 % per year)	– Further measures to raise employee awareness of energy saving potential	2010
	– Integration of findings from the pilot project on consumption structures and energy flows in Munich in 2008 into all German locations	2009 / 2010
	– Full implementation of odour-free foundry at the Landshut plant by 2010 with the subsequent further reduction in VOC emissions	2010
	– Decrease in potable water consumption as a result of recycling in production and the use of other water categories such as near-surface ground water	ongoing
Increased application of renewable energies	Evaluate and promote the option of using wind and geothermal power at various locations	2010
Waste management	Integrate the locations Goodwood and Rayong into the BMW Group waste information system	2011
Nature conservation and biodiversity	Develop a biodiversity indicator for the entire BMW Group	2011
Efficient transport logistics		
Increase percentage of low-emissions transport usage	Development of supply concepts from global procurement sources to BMW Group production sites under consideration of sustainable, environmentally-friendly transport concepts	2009
Optimisation of transport volumes	Development of concepts on traffic reduction (capacity utilisation) and traffic relocation to more environmentally-friendly carriers	2009

05 — Employees

05.1 Attractive employer

GRI G3 Indicator LA1

BMW Group Employees at end of year*



The reduction in headcount at BMW Group by 7.0 % compared with the previous year is primarily due to the implementation of the announced staff reductions as well as the sale of non-core activities of the company in 2008.

* Figures exclude suspended contracts of employment, employees in the non-work phases of pre-retirement part-time arrangements and low income earners.

GRI G3 Indicator LA1

BMW Group Employees

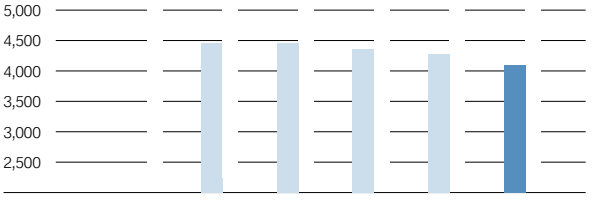
	2004	2005	2006	2007	**2008**
Employees at end of year*	105,972	105,798	106,575	107,539	**100,041**
thereof in Germany	80,005	80,020	79,896	80,128	**73,916**
thereof abroad	25,967	25,778	26,679	27,411	**26,125**
Workforce according to segment					
Automobiles	99,043	98,260	98,505	98,548	**92,924**
Motorcycles	2,918	2,838	2,782	2,989	**2,917**
Financial Services	2,841	3,093	3,478	4,097	**4,077**
Other	1,170	1,607	1,810	1,905	**123****
Apprentices	4,464	4,464	4,359	4,281	**4,102**

* Figures exclude suspended contracts of employment, employees in the non-work phases of pre-retirement part-time arrangements and low income earners.
** Reduction in staff numbers due to the sale of the majority interest in the IT consulting company Cirquent

05.2 Perfect conditions for the number one success factor

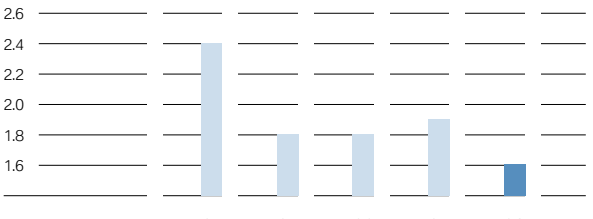
GRI G3 Indicator LA1

BMW Group Apprentices at 31 December



GRI G3 Indicator LA10
(chart on the left)

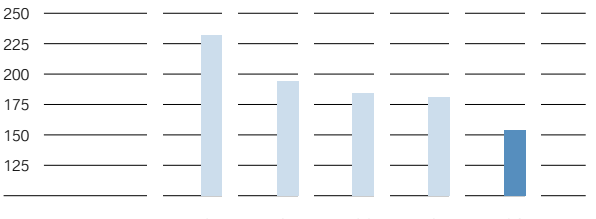
Average days of further training per BMW Group employee



04	05	06	07	**08**
2.4	1.8	1.8	1.9	**1.6**

Investment in further education and training* at BMW Group

in euro million



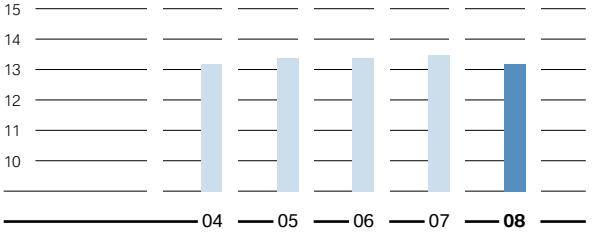
04	05	06	07	**08**
232	194	184	181	**154**

* BMW Group investments are dependent upon the current need for further education and training, which may lead to fluctuations compared year-on-year.

GRI G3 Indicator LA13

Share of women in the total workforce of BMW AG

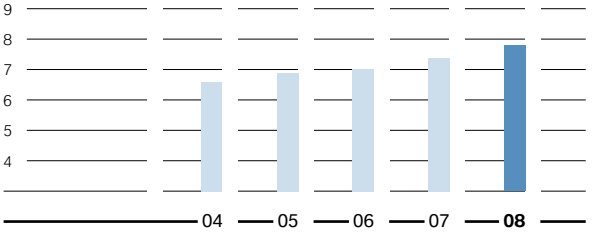
in %



04	05	06	07	**08**
13.2	13.4	13.4	13.5	**13.2**

Share of women in management positions at BMW AG

in %



04	05	06	07	**08**
6.6	6.9	7.0	7.4	**7.8**

GRI G3 Indicator LA1

Alternative work forms at BMW AG

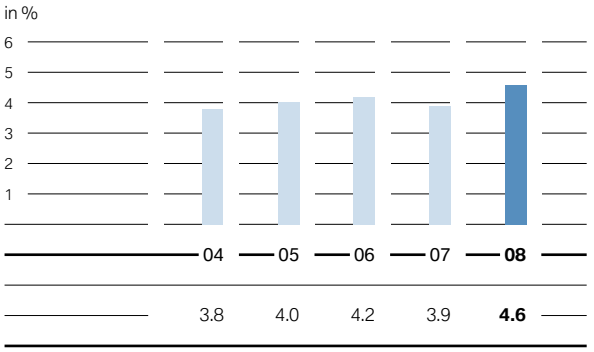
	2004	2005	2006	2007	**2008**
Part-time employees at BMW AG	2,800	2,909	3,070	3,068	**2,778**
in % of total number of employees*	4.0	4.2	4.4	4.5	**4.2**
Teleworking positions at BMW AG	3,936	4,276	4,836	6,149	**7,702**
in % of total number of employees*	5.6	6.2	7.0	8.9	**11.7**
Sabbaticals	915	1,559	1,401	1,033	**1,366**
in % of total number of employees*	1.3	2.2	2.0	1.5	**2.1**

* Employees with permanent contracts

5 —— Employees

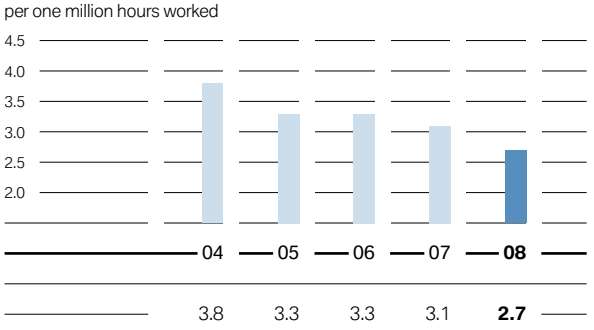
GRI G3 Indicator LA13

Share of employees with disabilities at BMW AG



GRI G3 Indicator LA7

Accident frequency at BMW Group



Shows the number of reportable industrial accidents per one million hours worked.

Definition of industrial accident in accordance with the German Social Code: Industrial accidents are accidents involving insured individuals and resulting from the pursuit of their insured activity on the industrial site. Accidents are events of limited duration that impact the body externally, leading to damage to health or death.

GRI G3 Indicators LA7, LA8

Occupational safety at BMW Group

		2004	2005	2006	2007	**2008**
Total accidents	Quantity	479	413	409	380	**346**
Accident frequency*		3.8	3.3	3.3	3.1	**2.7**
Fatal accidents	Quantity	0	1	0	0	**0**
Only refers to BMW AG						
Courses on occupational safety						
Occupational safety courses	Quantity	2,001	1,982	1,799	1,766	**2,239**
Risk assessments**	Quantity	5,625	3,044	1,426	2,293	**1,908**

* Number of notifiable industrial accidents per one million hours worked.
** Assessment of workplaces and sub-processes with regard to possible ergonomic and health strains (ABATECH method).

GRI G3 Indicator LA8

Occupational health and safety management systems at BMW Group sites

Site	Occupational health and safety management system	Year of certification
Berlin plant	OHSAS 18001	2004
Dingolfing plant	OHRIS*	2003
Eisenach plant	OHRIS	not certified**
Goodwood plant, UK	OHSAS 18001	planned 2009/10***
Hams Hall plant, UK	HS(G) 65****	2001
Landshut plant	OHRIS*	2003
Leipzig plant	OHRIS*	2006 (OHSAS 2003)
	OHSAS 18001	2003
Munich plant	OHRIS*	2003
Oxford plant, UK	OHSAS 18001	planned 2009/10***
Regensburg plant	OHRIS*	2001
Rosslyn plant, South Africa	OHSAS 18001	1999
BMW Brilliance Automotive Ltd., Shenyang, China	OHSAS 18001	2008
Spartanburg plant, USA	OHSAS 18001	planned 2009/10***
Steyr plant, Austria	OHRIS*	planned 2009/10***
Swindon plant, UK	OHSAS 18001	planned 2009/10***
Wackersdorf plant*****	OHRIS*	2001
Husqvarna Motorcycles S. r. l., Cassinetta di Biandronno, Italy	national standard	2007
Contract production Magna Steyr Fahrzeugtechnik, Austria	OHSAS 18001	2005
CKD production Cairo, Egypt	OHSAS 18001	2005
CKD production Chennai, India	OHSAS 18001	end of 2008
CKD production Jakarta, Indonesia	national standard	introduced
CKD production Kaliningrad, Russia	national standard	1999
CKD production Kulim, Malaysia	national standard	introduced
CKD production Rayong,Thailand	OHSAS 18001	planned 2009/10***

* OHRIS includes OHSAS

** OHRIS is used as occupational safety management system; however, the site is not certified.

*** Certification offers are available and expenditure planned for 2010.

**** HS(G) 65, successful health and safety management, British government guideline on safety at the workplace

***** jointly certified with BMW Regensburg plant

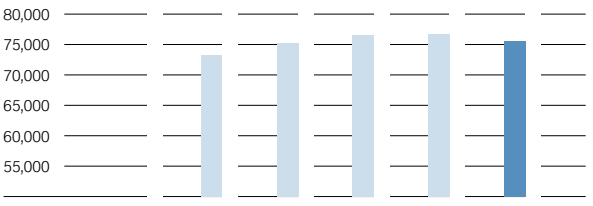
5 —— Employees

05.3 Performance and reward

GRI G3 Indicator EC1
(chart on the left)

BMW Group personnel costs per employee*

in euros

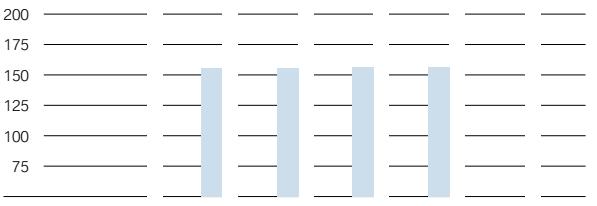


04	05	06	07	**08**
73,241	75,238	76,621	76,704	**75,612**

* Figures exclude suspended contracts of employment, employees in the non-work phases of pre-retirement part-time arrangements and low income earners.

Profit-sharing scheme at BMW AG by year of payment*

in % of monthly salary



05	06	07	08	**09**
155.9	156.8	156.3	156.3	**none**

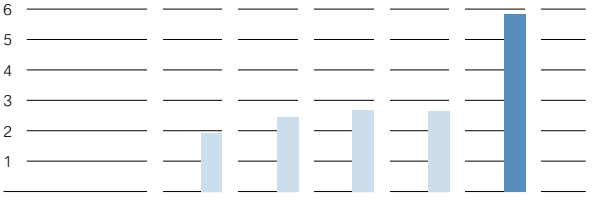
* New employees receive full bonuses after four years of employment. Due to the significant decline in profit, in 2009, BMW AG employees did not receive any bonuses for 2008.

05.4 Shaping change flexibly

GRI G3 Indicator LA2

Employee fluctuation ratio BMW AG*

as a percentage of the workforce



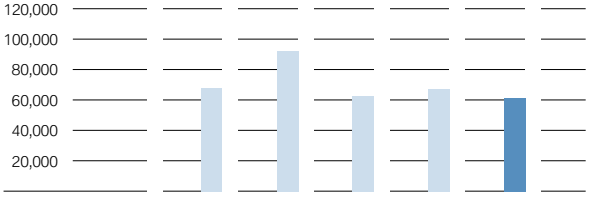
04	05	06	07	**08**
1.91	2.45	2.68	2.66	**5.85****

* Number of employees on unlimited employment contracts leaving the company
** after implementation of previously reported measures to reduce the size of the workforce

05.5 Cooperation and appreciation

Savings for BMW Group resulting from suggestions for improvement

in euro thousand



04	05	06	07	**08**
67,855	92,374	63,045	67,202	**60,914**

Status of human resource objectives*

Strategic objectives	Measures	Deadline	Status
Attractive employer (internal and external image)			
Promote personal responsibility of apprentices with new work structures	Further development of the Junior Company concept and rollout at further sites; at Oxford site by 2008	2008	Completed: Independent Junior Company at the Oxford site; regular exchange between Steyr and Dingolfing
Joining BMW Group			
Balanced proportion of female apprentices in technical professions and integration into the hiring departments	Further development of the concept of hiring after apprenticeship is completed	ongoing	20 % of apprentices in technical professions are female (as of 2008).
Lifelong learning			
Develop the training academies	Establishment of a training centre for aftersales in China	2009	Opened in May 2009
Deepened and expanded implementation of essential elements of long-term HP policy (LPP) worldwide	Creating the conditions for the specific stages of life and individual safeguarding of professional and private obligations and interests of the employees within the long-term human resources policy.	ongoing	In the course of the strategic realignment of the company, the human resources strategy was derived and the basic principles were defined as the foundation for cooperation.
	Further development of the human resources systems on the basis of the long-term human resources policy worldwide	ongoing	Human resources restructuring in 2009
Healthy employees			
Occupational safety	Introduction of a new IT-supported accident management system in conjunction with BMW Group Health Service	2007	The new system was seamlessly incorporated into the former system, the handling is improved with ongoing release.
Combating HIV/Aids	HIV retesting campaign with the slogan “Vision of Life” at BMW South Africa	2008	A second retest was completed at BMW South Africa. 86 % of employees participated by the end of 2008.

* Previously published in the Sustainable Value Report 2007/2008

New objectives in the area of human resources

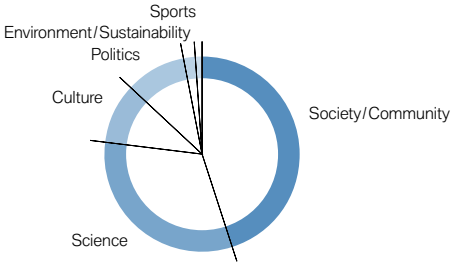
Strategic objectives	Measures	Deadline
Ideal conditions for the most important success factor		
Employee recruitment and training Adaptation of the apprenticeship to meet new technical requirements	Expand the apprenticeship to include future technologies (keyword: project i)	by 2010
Further education and lifelong learning Maintenance and target-oriented further development of skills in the company	– Establish systematic competence management – Redesign executive qualification scheme	from 2009 2009
Diversity and equal opportunities Promote diversity at the company (also other aspects of diversity apart from the advancement of women)	– Develop strategic fields of action and targets in the area of diversity – Raise awareness at the company for diversity issues	2010 2010
Occupational health and safety protection and promotion Company-wide coverage by occupational safety management systems	Introduce occupational safety management systems at all BMW Group sites: – Introduce occupational safety management systems in accordance with OHSAS at British, US and Thai sites – Certification of Steyr plant according to OHRIS	2010 2010 2010
Shaping change flexibly – demographic change		
Increase and maintenance of the productivity and employability of BMW Group employees and enabling of flexible, demand-oriented retirement	– Implement the new partial retirement regulation – Develop standards for the creation of age-appropriate work systems in production	2009 2010
Cooperation and appreciation – leadership		
Further development of the leadership model	Measure excellent leadership by means of High Performance Organization Index	2010

06 — Society

GRI G3 Indicators EC1, SO6

BMW Group donations worldwide in 2008*

in %, total sum: 5,706,696 euros



Society/Community	45
Science	32
Culture	10
Politics	10
Environment/Sustainability	2
Sports	1

* The sum indicated here does not include either cause-related marketing or sponsorship and does not contain the projects and activities carried out in the context of the company's social and cultural commitment.

Status of objectives in the area of society*

Strategic objectives	Measures	Deadline	Status
Road safety projects			
Internationalisation	Further internationalisation of road safety projects at BMW Group sites	2009	In April 2009, BMW's children's road safety training celebrated its fifth anniversary at the Beijing Children's Palace.
Education and intercultural understanding			
Focus on education projects	Increased integration of BMW Group competences into educational projects in the field of natural sciences	2008	– Implemented in the Junior Campus at BMW Welt and the educational programme at the BMW Museum as well as in the updated version of "H_2 – Mobility of the Future" – Revision of the concept of the Award for Intercultural Commitment
HIV/Aids commitment in society			
Expansion of activities to fight HIV/Aids to other sites	Transfer the programme from South Africa, e.g. to China, Russia and Thailand	ongoing	Financial aid for the "Baan Gerda" Children's Village for HIV-infected orphans in Thailand. Voluntary HIV/Aids testing in China
	Expand HIV/Aids programme from BMW South Africa to include local dealerships	2011	Several dealerships have adopted the programme, in full or in part. The Dealer HIV/Aids project in South Africa lays the foundation for HIV programmes in the vicinity of BMW dealerships through social network mapping.

* Previously published in the Sustainable Value Report 2007/2008

New objectives in the area of society

Strategic objectives	Measures	Deadline
Social commitment		
Further development of communities at the international locations using BMW Group core competences	Improve educational opportunities in the communities at the Indian plant in Chennai	2010
Road safety projects		
Internationalisation	International road safety and mobility portal for road users of all ages	2010/2011
Education and intercultural understanding		
Implementation of the new concept for the BMW Group Award for Intercultural Engagement	Combine the company's experience and its award-winning projects with a corporate volunteering programme	2009/2010
Foundations		
Expansion of project work and transfer of experiences to other areas in need of social action	Eberhard von Kuenheim Foundation Focus on new concepts for education management Constructive integration of community involvement into specific projects	2009/2010
	BMW Foundation Herbert Quandt Development and advancement of new interdisciplinary and innovative solutions for socio-political problems (integration, education, social cohesion, globalisation, etc.)	2009
	More intensive communication of key messages to the target group (young managers from all industries) with the aim of entering into strategic, interdisciplinary collaborations with innovative partners and making a lasting contribution for the benefit of all members of society	2009