KEY FACTS AND FIGURES

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Explanatory notes on key facts and figures

This section contains the key sustainability indicators of the BMW Group.

The sustainability key figures include the following production sites of the BMW Group: Berlin, Dingolfing, Eisenach, Landshut, Leipzig, Munich, Regensburg (all in Germany), Steyr (Austria), Goodwood, Hams Hall, Oxford, Swindon (all in the UK), Rosslyn (South Africa), Spartanburg (USA), Araquari assembly plant (Brazil), Rayong assembly plant (Thailand), Chennai assembly plant (India) and BMW Brilliance Shenyang (China).

The indicators are arranged according to the chapter structure of the SVR 2014 – Sustainable corporate management, Product responsibility, Group-wide environmental protection, Supplier management, Employees and Corporate Citizenship. The main indicators of each chapter are summarised and complemented by further topic-specific indicators.

Within the chapters the topics are no longer organised by subheadings. The order in which the indicators are presented is largely based on the GRI. To avoid redundancies, performance indicators that are shown in charts are not repeated in the form of tables.

Financial figures

in € million

	10	11	12	13	**14**	Change in %
Capital expenditure	3,263	3,692	5,240	6,711	**6,100**	–9.1
Revenues	60,477	68,821	76,848	76,059	**80,401**	5.7
Profit before financial result	5,111	8,018	8,275	7,978	**9,118**	14.3
Profit before tax	4,853	7,383	7,803	7,893	**8,707**	10.3
Income taxes	1,610	2,476	2,692	2,564	**2,890**	12.7
Net profit	3,243	4,907	5,111	5,329	**5,817**	9.2

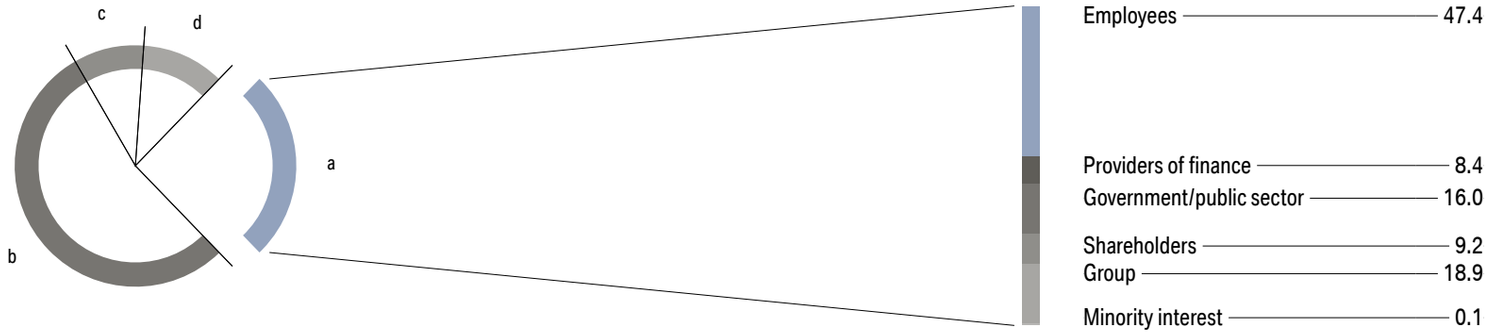
In the 2014 financial year, Group revenues rose by 5.7% to €80,401 million compared to 2013*. Despite considerable investment in future technologies, increased intensity of competition and higher personnel costs, profit before tax rose significantly year on year 10.3% to €8,707 million.

* The previous year's figures were adjusted in accordance with IAS 8; see note number [9] in the Notes to the Group Financial Statements in the BMW Group Annual Report 2014.

GRI G3 **Indicator EC1**

BMW Group value added

in %



a) Net value added 25.3 b) Cost of materials 54.1 c) Depreciation and amortisation 9.5 d) Other expenses 11.1

Net value added results from the value of work performed less the value of work bought in during the financial year including depreciation. At €20,620 million (2013*: €19,217 million) it has remained at a constant high level. The bulk of the net value added (47.4%) is applied to employees (2013*: 46.9%). The proportion applied to providers of finance fell to 8.4% year on year, mainly due to lower refinancing costs in the financial services business on international capital markets. The government/public sector (including deferred tax expense) accounted for 16.0%. The proportion of net value added applied to shareholders, at 9.2%, was higher than in the previous year. Other shareholders take a 0.1% share of net value added. The remaining share of net value added (18.9%) will be retained in the Group to finance future operations.

* The previous year's figures were adjusted in accordance with IAS 8; see note number [9] in the Notes to the Group Financial Statements in the BMW Group Annual Report 2014.

GRI **Indicator EC6**

Comparison of forecasts for 2014 with actual business performance in 2014

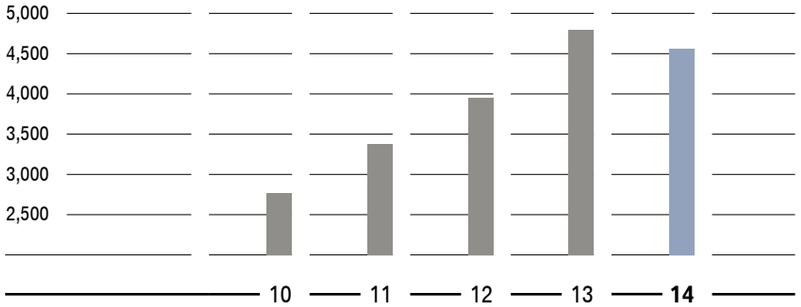
	Forecast for 2014 in Annual Report 2013	In-year adjustments		**Actual Business performance in 2014**
BMW Group				
Profit before tax	significant increase		€ million	**8,707 (+10.3%)**
Employees at the end of the year	solid increase			**116,324 (+5.4%)**
Automotive segment				
Sales volume[1]	significant increase	Q3: solid increase	Units	**2,117,965 (+7.9%)**
Fleet emissions[2]	moderate decline	Q3: slight decrease	g CO_2/km	**130 (–2.3%)**
Revenues	significant increase	Q2: solid increase	€ million	**75,173 (+6.4%)**
EBIT margin	target corridor of 8–10%		%	**9.6%**
Return on capital employed	significant decrease		%	**61.7 (–1.3%p)**
Motorcycles segment				
Sales volume	slight increase	Q3: solid increase	Units	**123,495 (+7.2%)**
Return on capital employed	on the previous year's level		%	**21.8 (+5.4%p)**
Financial Services segment				
Return on equity	slight decrease		%	**19.4 (–0.6%p)**

1 including joint venture BMW Brilliance Automotive Ltd., Shenyang (2014: 275,891 automobiles).
2 EU-28.

The table shows the key financial and non-financial performance indicators that are used for internal management of the company. Operating performance is managed primarily at the level of the segments. Additional key indicators in the management system at Group level are for purposes of calculation and management of long-term business development.
In the Automotive segment, the number of vehicles sold, and thus revenues, increased significantly, in particular due to the introduction of new models as well as the dynamic market environment in North America and China. The EBIT margin, at 9.6%, was within the target range of 8–10%. RoCE in this segment decreased slightly to 61.7% due to extensive strategic investments (2013*: 63.0%). Thanks to increasingly efficient drivetrain systems, fleet emissions in 2014 dropped again slightly to 130 g of CO_2/km (2013: 133 g of CO_2/km).
* The previous year's figures were adjusted in accordance with IAS 8; see note number [9] in the Notes to the Group Financial Statements in the BMW Group Annual Report 2014.

Research and development expenditure

in € million and € per employee



	10	11	12	13	**14**
€ million	2,773	3,373	3,952	4,793	**4,566**
€ per employee[1]	31,181	36,998	41,275	47,939	**43,180**

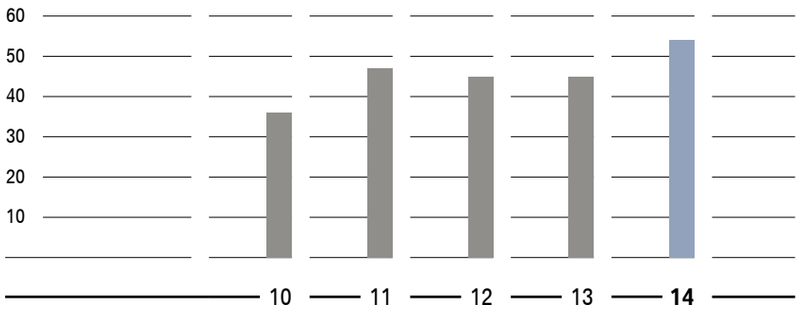
1 Based on the average number of people employed during the financial year (not including trainees and students gaining work experience).

In the reporting period, expenditure on research and development, at €4,566 million, remained on the high level of the previous year (2013*: €4,793 million). It accounted for 5.7% of revenues (2013: 6.3%).

* The previous year's figures were adjusted in accordance with IAS 8; see note number [9] in the Notes to the Group Financial Statements in the BMW Group Annual Report 2014.

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

in € million

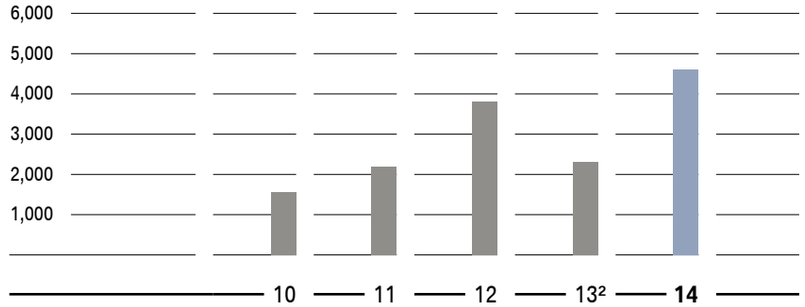


	10	11	12	13	**14**
	36	47	45	45	**54**

As in the previous years, public sector grants consisted of two parts in 2014. First, production costs were reduced by €54 million due to public subsidies in the form of reduced taxes on assets and consumption-based taxes (2013: €45 million). Second, other operating income at the BMW Group also includes allowances from public institutions of €73 million (2013: €73 million).

Pension provisions

in € million



	10	11	12	13[2]	**14**
	1,563	2,183	3,813[1]	2,303	**4,604**

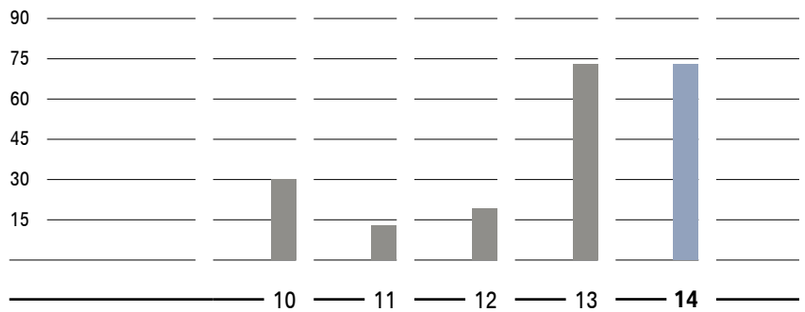
1 The previous year's figures were adjusted to comply with the amended IAS 19.
2 The previous year's figures were adjusted in accordance with IAS 8; see note number [9] in the Notes to the Group Financial Statements in the BMW Group Annual Report 2014.

The bulk of the agreed pension benefits were funded or covered by accounting provisions. Plan assets rose to €15,861 million in 2014 (2013: €13,461 million). Pension provisions rose to €4,604 million (2013: €2,303 million). This was mainly due to a reduction in the discount rate used to calculate pension obligations in Germany from 3.50% to 2.10%. From a legal perspective, the BMW Group's plan assets are managed in trusts, separately from its corporate assets.

GRI **Indicators EC1 and EC3**

Public sector grants: allowances from public institutions

in € million



	10	11	12	13	**14**
	30	13	19	73	**73**

Vehicle production of the BMW Group by plant in 2014

in units

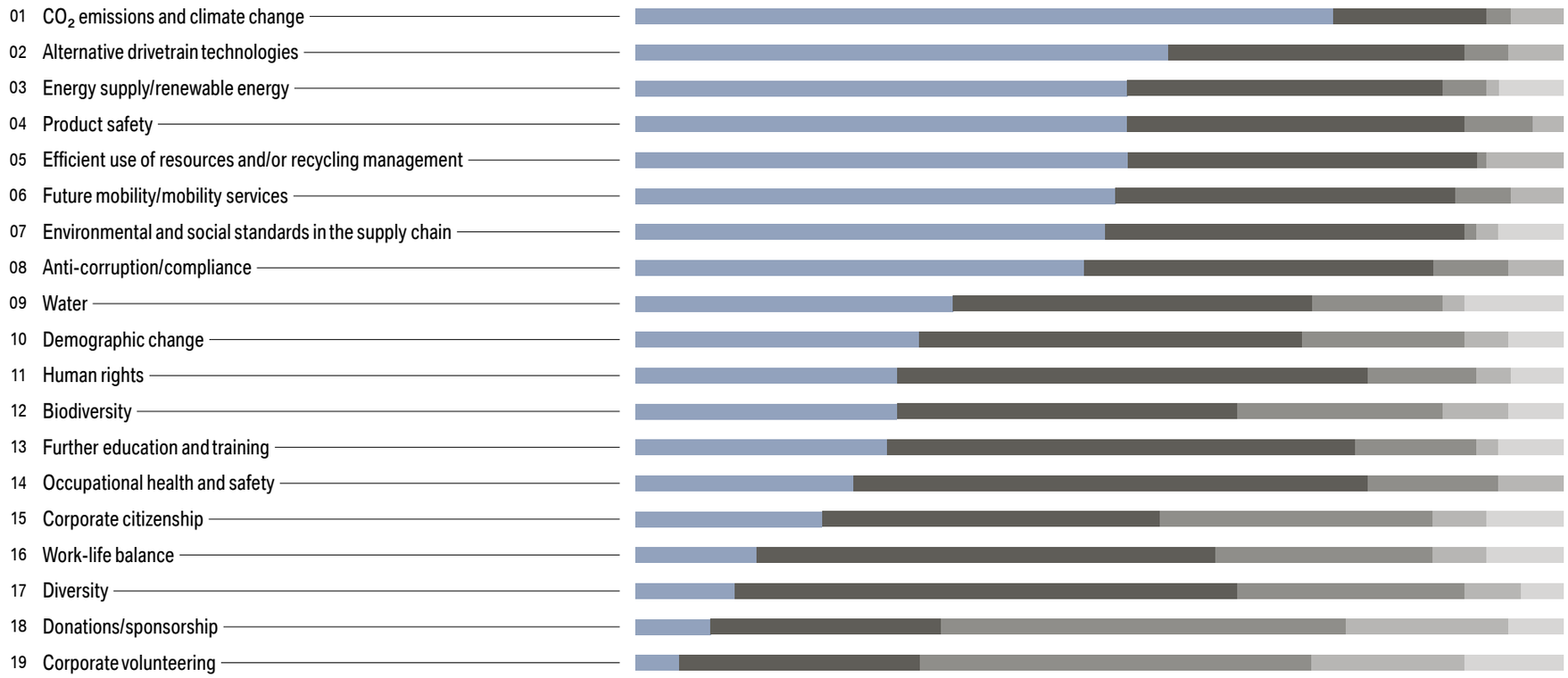
	14	13	Change in %	Production share in %
Dingolfing	**369,027**	342,629	7.7	17.0
Spartanburg	**349,949**	297,326	17.7	16.2
Regensburg	**272,015**	295,417	–7.9	12.6
Munich	**228,126**	247,330	–7.8	10.5
Leipzig	**211,434**	186,695	13.3	9.8
Oxford	**179,318**	175,986	1.9	8.3
Dadong[1]	**143,390**	126,888	13.0	6.6
Tiexi[1]	**144,076**	88,032	63.7	6.7
Rosslyn	**68,771**	65,646	4.8	3.2
Graz (Magna Steyr)[2]	**113,401**	125,559	–9.7	5.2
Born (VDL Nedcar bv)[2]	**29,196**	–	–	1.3
Goodwood	**4,495**	3,354	34.0	0.2
Assembly plants	**52,368**	51,504	1.7	2.4
BMW Group	**2,165,566**	**2,006,366**	**7.9**	**100.0**

1 BMW Brilliance Automotive Ltd., Shenyang, China (joint venture).
2 Contract production.

The production volume of the three corporate brands BMW, MINI and Rolls-Royce amounted to 2,165,566 vehicles in the year under report (2013: 2,006,366 vehicles/+7.9 %). The BMW Group's production network was further expanded: the first vehicles were assembled at the new BMW Group car production plant in Araquari (Brazil) in autumn 2014. This plant will be fully completed by September 2015. Its production portfolio will include the MINI Countryman, BMW 1 Series 5-door, BMW 3 Series Sedan, BMW X1 and X3. In addition, Dutch carmaker VDL Nedcar bv, Born began contract production of MINI vehicles in July 2014.

GRI G3 **Indicator EC9**

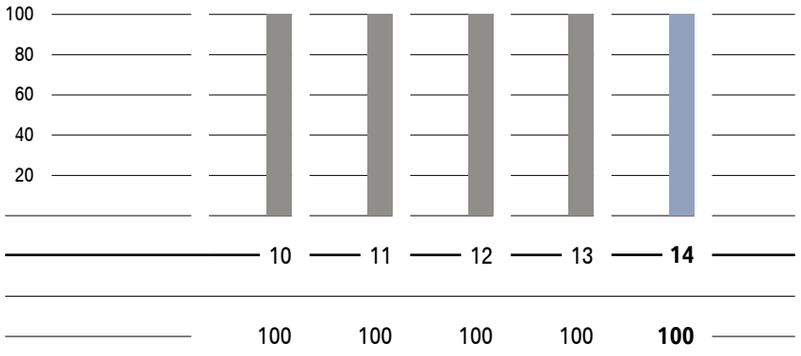
BMW Group stakeholder survey 2013[1]



1 In August and September 2012, an online stakeholder survey was carried out with a total of 88 stakeholders (mainly sustainability experts). In 2013, the results of the 2012 online stakeholder survey were reviewed and expanded based on telephone interviews with 12 selected experts from different regions and a range of focal areas (e.g. NGOs, universities, companies). No quantitative survey was carried out to update the above chart in 2014.

Coverage rate of the production locations with quality and environmental management systems

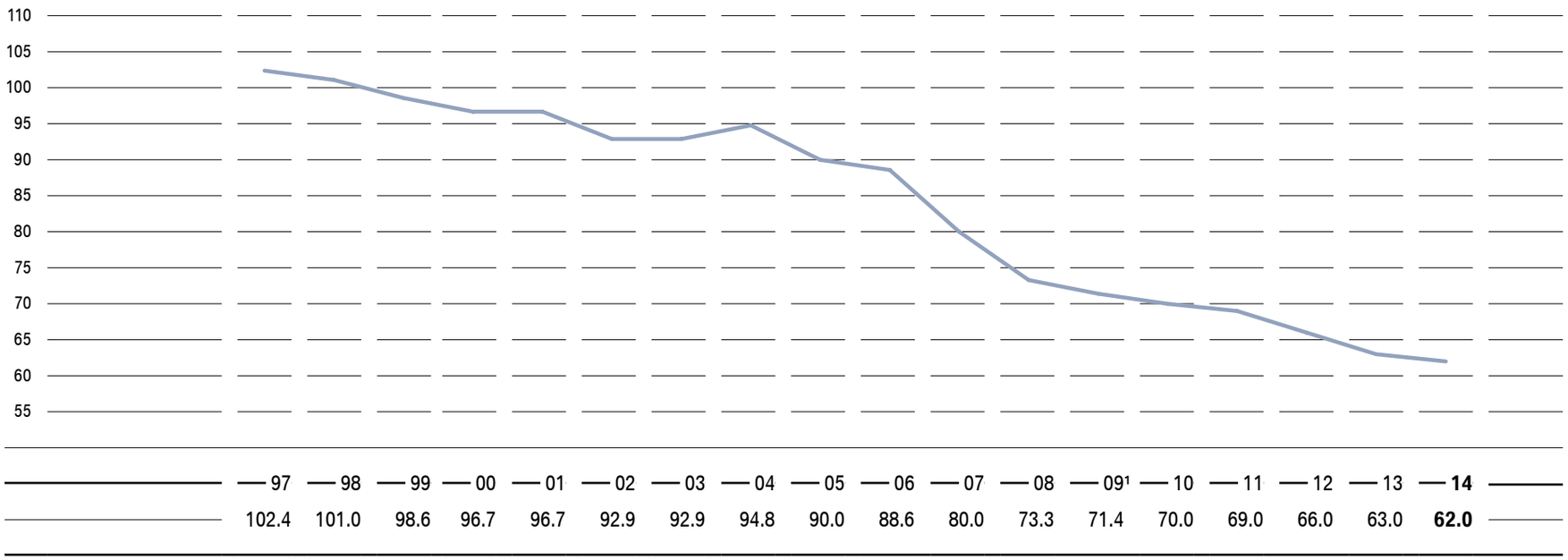
as a % of production location workforce



GRI **Product responsibility management approach**

Development of CO_2 emissions of BMW Group cars in Europe

(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 self-commitment)



1 Measured only on EU-27 basis from 2009 onwards and on EU-28 basis from 2014 onwards.

The BMW Group reduced CO_2 emissions of newly sold cars in Europe by around 38% between 1995 and 2014. In 2014, our European vehicle fleet achieved an average fuel consumption of 4.9 litres of diesel/100 km, 6.0 litres of petrol/100 km and average CO_2 emissions of 130 g/km (internal calculation). We also lead the field in Germany, with CO_2 emissions from our vehicle fleet of 136 g/km. This also applies to the premium segment. Efficient Dynamics gives us a competitive advantage, in particular in markets with a CO_2-based vehicle tax. Our goal is to reduce CO_2 emissions of our vehicle fleet by at least a further 25% between 2008 and 2020.

GRI **Indicator A7 (Sector supplement)**

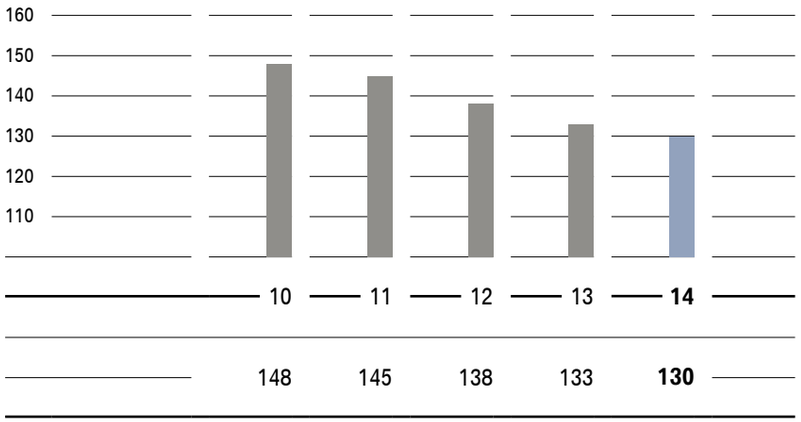
Fuel savings of BMW Group vehicles sold in the US (according to CAFE[1])

1 CAFE: Corporate Average Fuel Economy.
2 mpg: miles per gallon.
3 BMW forecast, not yet officially confirmed.

The Corporate Average Fuel Economy (CAFE) figure represents the sales-weighted fuel consumption of a manufacturer's fleet of vehicles weighing less than approximately 3,850 kilograms (10,000 pounds) and manufactured for sale in the USA. If a manufacturer falls below the specified lower limit, penalties must be paid to the government. Current Environmental Protection Agency (EPA) legislation is valid until 2016. The subsequent legislation will cover the period from 2017 to 2025, with a review in 2021 to verify its viability.
The BMW Group's Efficient Dynamics Strategy calls for fuel economy technologies to be made available to all customers worldwide as soon as possible.

GRI **Indicator A7 (Sector supplement)**

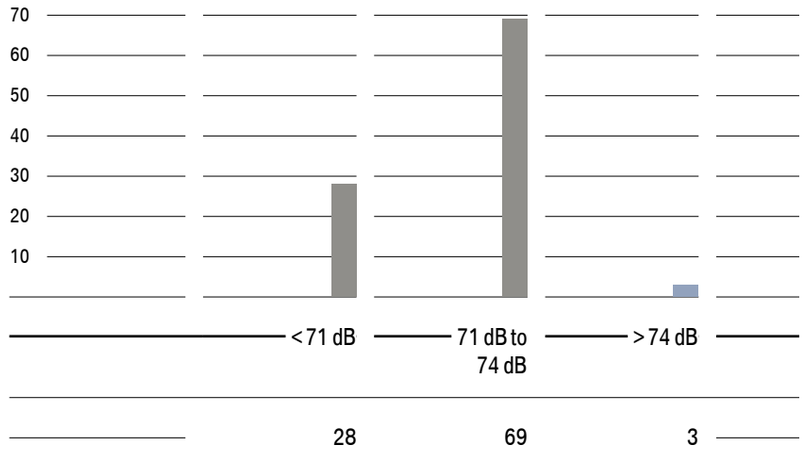
CO_2 emissions of BMW Group automobiles (EU-28)



In 2014, the vehicle fleet achieved an average fuel consumption in Europe (EU-28) of 4.9 litres of diesel/100 km, 6.0 litres of petrol/100 km and average emissions of 130 g/km of CO_2.

GRI **Indicator A7 (Sector supplement)**

Average noise emissions of BMW Group vehicles[1]



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

GRI **Indicator A8 (Sector supplement)**

Fuel consumption and CO_2 emissions of the most efficient and best-selling models in 2014[1]

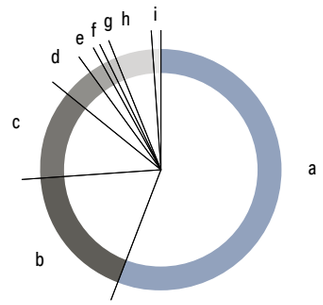
	l/100 km Manual transmission (combined)	l/100 km Automatic transmission (combined)	g CO_2/km Manual transmission	g CO_2/km Automatic transmission	kWh/100 km
Most efficient models worldwide					
MINI One D	3.4 – 3.5	–	89 – 92	–	–
MINI Cooper D	3.5 – 3.6	3.7 – 3.8	92 – 95	98 – 99	–
BMW i8	–	2.1	–	49	11.9[2]
BMW i3 (with range extender)	–	0 (0.6)	–	0 (13)	12.9 (13.5)[3]
Best-selling models in Germany					
BMW 116i	5.4 – 5.6	5.6 – 5.8	125 – 131	129 – 134	–
BMW 320d Touring	4.7 – 4.8	4.7	124 – 125	123 – 124	–
Best-selling models in EU-28					
BMW X3 xDrive20d	5.2 – 5.6	5.0 – 5.4	136 – 146	131 – 141	–
BMW X1 sDrive18d	4.9	5.0	128	132	–

As at December 2014. Further, regularly updated information on the vehicles referred to in this publication can be found at www.bmw.com, www.mini.com and www.rolls-roycemotorcars.com.
1 Fuel consumption is determined in accordance with the ECE driving cycle.
2 Combined electricity consumption (in addition fuel consumption).
3 Average total energy consumption.

GRI **Indicators A6, A7 (Sector supplement)**

Average distribution of materials in BMW Group vehicles[1]

in %



a)	Steel and iron	56	f)	Textile	1
b)	Non-ferrous metals	18	g)	M.O.N.[3]	1
c)	Thermoplastic resins	12	h)	Other	5
d)	Elastomers[2]	4	i)	Operating fluids	1
e)	Duromers	2			

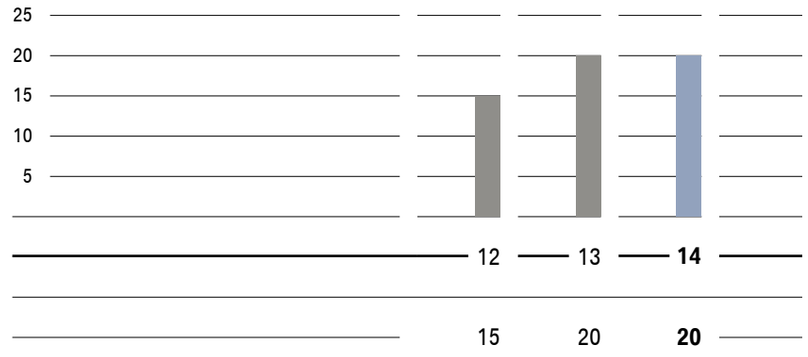
1 Calculation of representative vehicles includes: BMW 1 Series, BMW 3 Series, BMW 5 Series, BMW 7 Series, BMW X1, BMW X5, MINI Hatchback, MINI Countryman, RR, i3, i8.
2 Such as tyres and seals.
3 Modified organic natural materials.

Steel and iron still make up the largest proportion by weight of materials used in BMW Group vehicles. The percentage share of each material is not comparable with the figures for 2013 due to a refinement of the calculation method. Weighting of the representative vehicles by number of units began this year. We also increased the number of representative vehicles, e.g. by adding MINI and BMW i models. The influence of materials used in Project i is not yet measurable due to the small number of units produced so far.

GRI **Indicators EN1, EN2, A10 (Sector supplement)**

Share of plastic recyclates in vehicles[1]

in %



1 Recyclate share in thermoplastic materials. The vehicle with the highest share of recyclates is shown.

In the area of polymers in particular, importance is placed on securing complete material cycles. In the case of thermoplastic resins, for example, up to 20% of the materials used come from secondary sources. The share of thermoplastic resins used in vehicle production has increased considerably in recent years (from 8% to 17%), and, with it, the absolute volume of recyclates used.

GRI **Indicator EN2**

BMW Group input/output assessment for 2014 vehicle production

Input		Output	
Raw materials[1]		Vehicles	
Steel	2,398,898 t	BMW Group vehicles produced in Tsd.	2,023
Plastics	531,687 t	Vehicles produced (contracted) in Tsd.	142
Aluminium	551,293 t	Total waste	727,079 t
Magnesium	7,161 t	of which recyclable	716,740 t
Operating fluids[2]	69,475 t	of which waste for disposal	10,339 t
Water	4,434,595 m³	Total wastewater	2,965,615 m³
Energy	4,867,094 MWh	CO_2 emissions (Scope 1 and 2)	1,369,877 t
		Volatile organic compounds (VOC)	2,607 t
		NO_X	581 t
		CO	375 t
		SO_2	6 t
		Particulates, dust	59 t

1 Due to the fact that internal reporting has a different scope, this figure excludes BMW Brilliance (China) but includes Magna Steyr.
2 Operating fluid for products (e.g. engine and gear oil, brake and cooling fluid, cooling agent, fuel for production refuelling). As the data is captured via the central purchasing system, this figure excludes BMW Brilliance (China) and Magna Steyr.

We reduce our environmental impact and the level of resources we consume by integrating environmental management into our production processes. We see this as a continuous improvement process that aims to achieve CO_2-free energy supply for the BMW Group locations. Our goal is to reduce our consumption of resources and emissions per vehicle produced by an average of 45% by 2020 (compared to 2006). The parameters we use to measure this are energy, water, process wastewater, waste for disposal and solvent emissions. We have been able to achieve this for the first time in the current financial year. Compared to the previous year, we improved resource efficiency by an average of 6.7%.

GRI **Indicators EN1, EN3, EN4, EN8, EN16, EN20, EN21, EN22**

Certified environmental management systems in production facilities of the BMW Group

Site	Environmental management systems	Most recent year of certification
Berlin plant, Germany	ISO 14001/EMAS	January 2015
Dingolfing plant, Germany	ISO 14001/EMAS	January 2015
Eisenach plant, Germany	ISO 14001/EMAS	January 2015
Goodwood plant, UK	ISO 14001	January 2015
Hams Hall plant, UK	ISO 14001	January 2015
Landshut plant, Germany	ISO 14001/EMAS	January 2015
Leipzig plant, Germany	ISO 14001/EMAS	January 2015
Munich plant, Germany	ISO 14001/EMAS	January 2015
Oxford plant, UK	ISO 14001	January 2015
Regensburg plant, Germany	ISO 14001/EMAS	January 2015
Rosslyn plant, South Africa	ISO 14001	January 2015
Spartanburg plant, USA	ISO 14001	January 2015
Steyr plant, Austria	ISO 14001/EMAS	January 2015
Swindon plant, UK	ISO 14001	January 2015
Wackersdorf plant, Germany	ISO 14001/EMAS	January 2015
Araquari plant, Brazil	ISO 14001	Planned 2016
Chennai plant, India	ISO 14001	January 2015
CKD plant, Jakarta, Indonesia	ISO 14001	May 2013
CKD plant, Cairo, Egypt	ISO 14001	October 2014
CKD plant, Kaliningrad, Russia	ISO 14001	July 2014
CKD plant, Kulim, Malaysia	ISO 14001	November 2013
CKD plant, Manaus, Brazil	National standard	Introduced
Rayong plant, Thailand	ISO 14001	January 2015
BMW Brilliance Automotive, Shenyang, China (joint venture)	ISO 14001	December 2012
SGL Automotive Moses Lake, USA (joint venture)	ISO 14001	Planned 2015
SGL Automotive Wackersdorf, Germany (joint venture)	ISO 14001	January 2015
Magna Steyr Fahrzeugtechnik Graz, Austria (contract production)	ISO 14001/EMAS	July 2012
VDL Nedcar, Born, the Netherlands (contract production)	ISO 14001	October 2014

Environmental management systems are in place at all BMW Group production facilities worldwide as well as in the central planning departments. With the exception of the Manaus plant, these systems are certified in accordance with ISO 14001. The German and Austrian sites have undergone additional external audits and meet EMAS standards. The environmental management system in accordance with ISO 14001 is currently being introduced at the Araquari plant. Certification is planned for 2016.

Energy consumption in detail

in MWh

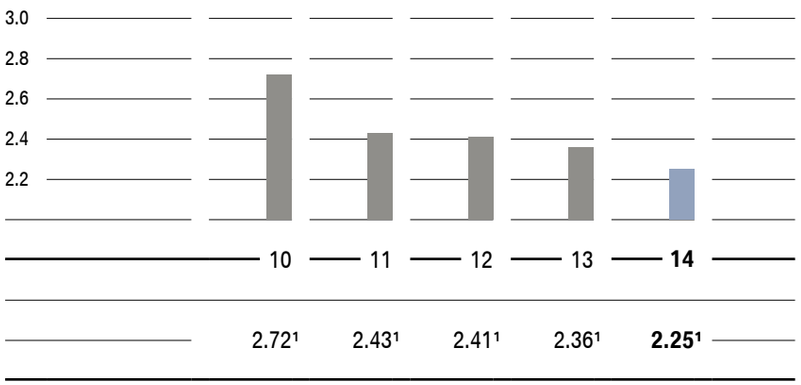
	10	11	12	13	**14**
Total energy consumption (upper heating value in case of fossil fuels)					
Total energy consumption	4,072,217	4,278,582	4,549,788	4,721,174	**4,867,094**
Total energy consumption in detail (upper heating value in case of fossil fuels)					
Electricity (external source)	1,654,956	1,702,157	1,790,534	1,910,065	**2,141,222**
Community heating	319,270	200,808	249,123	316,532	**281,216**
from renewable energy sources in %[1]	18	28	36	48	**51**
Fossil fuels					
Fuel oil	43,828	12,176	12,622	14,023	**7,459**
Natural gas	1,756,760	2,034,529	2,169,059	2,165,362	**2,198,202**
of which CHP losses	110,511	211,680	210,514	191,840	**210,740**
Non-fossil fuels					
Biogas (landfill gas)	288,402	328,912	328,450	315,192	**238,654**
of which CHP losses	86,100	91,600	103,422	94,486	**73,638**
Regenerative fuels					
Solar energy (photovoltaics)	3	0[2]	114[3]	142	**341**

1 Conservative calculation from the country-specific shares. Method adapted for Germany and Austria by using the transparency data in supplier invoices since 2012.
2 No contribution to energy supply due to maintenance work.
3 Commissioning of a new system in 2012. Further systems planned.

We plan to further reduce energy consumption per vehicle by 2020 – by 45% compared to 2006. In 2014 we were able to further reduce our energy consumption per vehicle produced to 2.25 MWh (–4.7% compared to 2013). This is an improvement of 34.2% compared to the base year 2006 and corresponds with a comparatively lower increase in overall energy consumption (3.1%) relative to production volume (7.6%).

GRI **Indicators EN3, EN4, EN5**

Energy consumption per vehicle produced

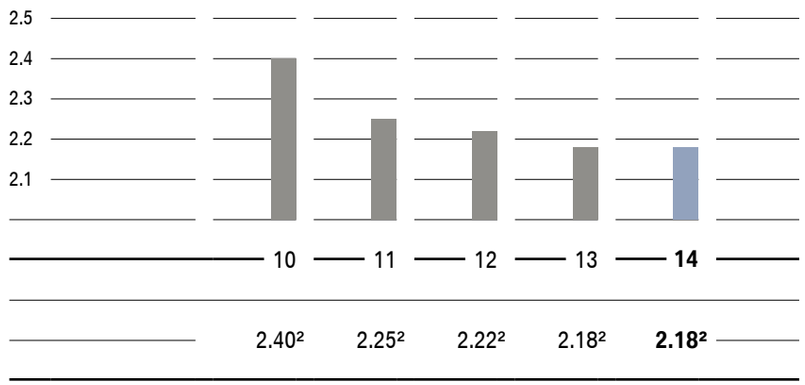


1 This row of numbers is not directly comparable with those published in 2012. Efficiency indicator = energy consumption minus CHP losses divided by the total number of vehicles produced, not including the vehicles from the Magna Steyr contract production plant.

Improved energy efficiency led to a further reduction in energy consumption per vehicle produced to 2.25 MWh (–4.7%).

GRI **Indicator EN3**

Water consumption per vehicle produced[1]



1 These figures refer to the production sites of the BMW Group.
2 This row of numbers is not directly comparable with those published in 2012. Efficiency indicator = water consumption divided by the total number of vehicles produced, not including the vehicles from the Magna Steyr contract production plant.

In spite of construction of several water facilities (e.g. at Tiexi, Dingolfing and Regensburg) as well as the start of production at the new Araquari plant in Brazil, water consumption per vehicle produced, at 2.18 m³, was maintained at the previous year's level.

GRI **Indicator EN8**

Water consumption[1]

	10	11	12	13	**14**
Water consumption in m³	3,418,816	3,678,738	3,910,923	4,105,937	**4,434,595**
of which drinking water in %	91	88	88	86	**87**
of which groundwater in %	9	12	12	14	**13**
of which surface water in %	0	0	0	0	**0**
of which rainwater in %	0	0	0	0	**0**

1 These figures refer to the production sites of the BMW Group.

GRI **Indicator EN8**

BMW Group CO_2 footprint

in t CO_2

	10	11	12	13	14
Total emissions[1]	1,961,348	2,715,364	61,603,503	64,019,874	**66,913,264**
Scope 1: Direct greenhouse gas emissions					
Total emissions	409,911	450,828	484,612	492,798	**494,931**
Emissions of company-owned production sites	340,131	370,241	395,012	399,473[2]	**403,810[2]**
Company vehicles	65,974	76,120	84,633	88,695	**85,695**
Company-owned planes	3,806	4,468	4,966	4,630	**5,426**
Scope 2: Indirect greenhouse gas emissions					
Total emissions	933,097	858,785	862,214	922,843[2]	**966,067[2]**
Electricity/heat purchased by company-owned production sites	933,097	858,785	862,214	922,843[2]	**966,067[2]**
Scope 3: Indirect greenhouse gas emissions					
Total emissions	618,340	1,405,751	60,256,678	62,604,233	**65,452,266**
Logistics[3]	466,027	1,195,887	1,247,100	1,383,774	**1,518,304**
Business trips[3]	48,450	108,492	111,971	113,388	**137,601**
Employees' commuter traffic[4]	103,863	101,372	113,505	122,584	**121,428**
Upstream chain[5]	–	–	12,592,090	13,274,865	**14,331,118**
Utilisation phase[6]	–	–	45,251,958	46,696,786	**48,239,470**
Disposal[5]	–	–	940,054	1,012,836	**1,104,345**

1 Addition of emissions from employee's commuter traffic as well as from 2012 onwards emissions from supply chain, utilisation phase and disposal.
2 Currently applicable VDA emissions factors applied.
3 Emissions figures from 2011 onwards are not directly comparable to previous years due to refinement of the calculation method.
4 Extrapolation from the table "Means of transport used by BMW employees and indirect CO_2 emissions from employees' commuter traffic".
5 Emissions from supply chain and disposal processes are calculated based on the carbon footprints of representative vehicles from the product lines.
6 The fleet emissions are extrapolated from the average fleet emissions of the main sales markets of the BMW Group. The calculation was based on an average mileage of 150,000 km.

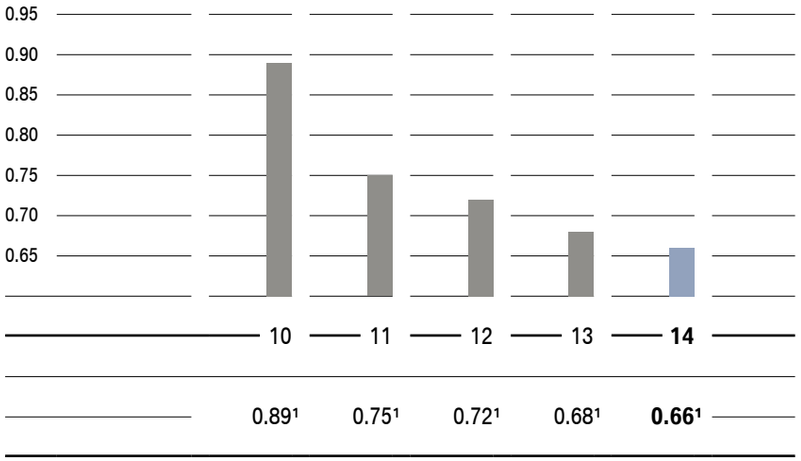
Some of the main measures taken in this process are continuous increases in energy efficiency, use of highly efficient combined heat and power systems (CHP) as well as the use of electricity supplied from renewable sources. In spite of an increase in the number of vehicles produced (comparison of vehicle production not including contract production at Magna Steyr and Nedcar) of 7.6%, this led to an increase in CO_2 emissions from vehicle production of just 3.6% (Scope 1 and Scope 2 including emissions from CHP losses, not including company cars and company-owned airplanes).

In addition, we fulfil our responsibilities along the entire value chain. With Efficient Dynamics, we are continuously reducing CO_2 emissions of our new vehicles we sell worldwide. As a result, we were able to further reduce average fleet emissions per kilometre in 2014. Global sales volume rose by 7.9% in the year under review. Through the application of Efficient Dynamics, the increase in emissions caused by this rise in volume was limited to just 3.3%. Upstream emissions also make a considerable contribution towards Scope 3 emissions. For this reason, we collaborate with our suppliers to identify and lever resource efficiency potential. For instance, in 2013, we joined the Supply Chain programme of the Carbon Disclosure Project (CDP) in order to achieve greater transparency with regard to resource efficiency and to work together to derive CO_2 savings potential.

GRI **Indicators EN16, EN18**

CO_2 emissions per vehicle produced

in t/vehicle



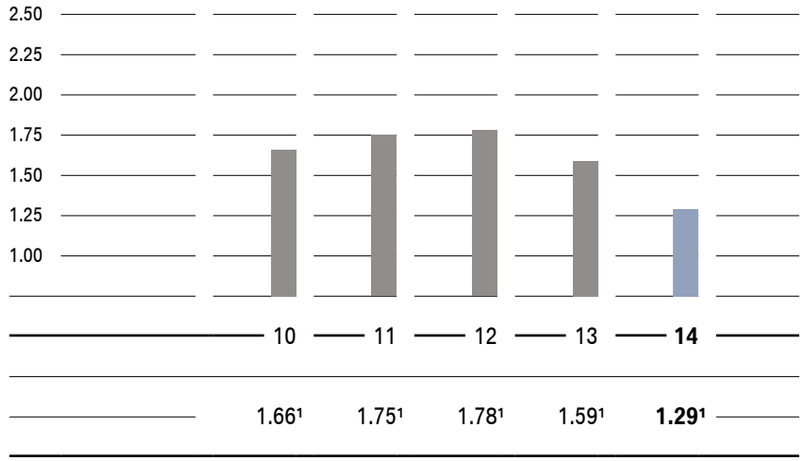
1 This row of numbers is not directly comparable with those published in 2012. Efficiency indicator = CO_2 emissions minus combined heat and power (CHP) losses divided by the total number of vehicles produced, not including the vehicles from the Magna Steyr and Nedcar contract production plants.

Improved energy efficiency, the use of highly efficient and environmentally sustainable combined heat and power systems (CHP) as well as renewable energy led to a reduction in CO_2 emissions per vehicle produced in the reporting period of 2.9% to 0.66 tonnes (2013: 0.68).

GRI **Indicators EN16, EN18**

Solvent emissions per vehicle produced

in kg/vehicle



1 This row of numbers is not directly comparable with those published in 2012. Efficiency indicator = VOC emissions divided by the total number of vehicles produced, not including the vehicles from the Magna Steyr and Nedcar contract production plants.

In 2014, solvent emissions decreased significantly by 18.9% to 1.29 kg per vehicle produced. This is mainly due to the retrofitting of the paint shop in the Chinese Dadong plant with an exhaust air purification system. This had a full-year effect in the 2014 financial year (the system was installed during 2013).

GRI **Indicator EN20**

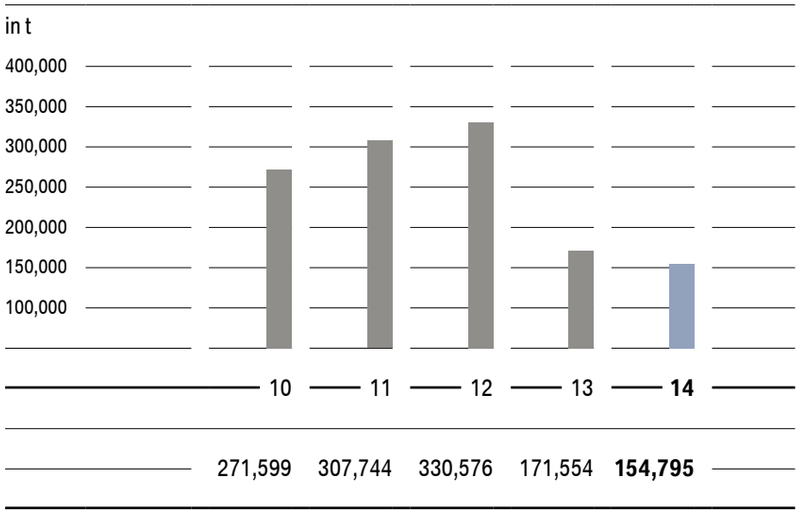
Emissions

in t

	10	11	12	13	**14**
Nitrogen oxide (NO_x)	457	592	617	598	**581**
Particulates, dust	25	56	60	60	**59**
Sulphur dioxide (SO_2)	8	17	9	7	**6**
Carbon monoxide (CO)	243	372	354	380	**375**
Volatile organic compounds (VOC)	2,374	2,869	3,119	2,992	**2,607**

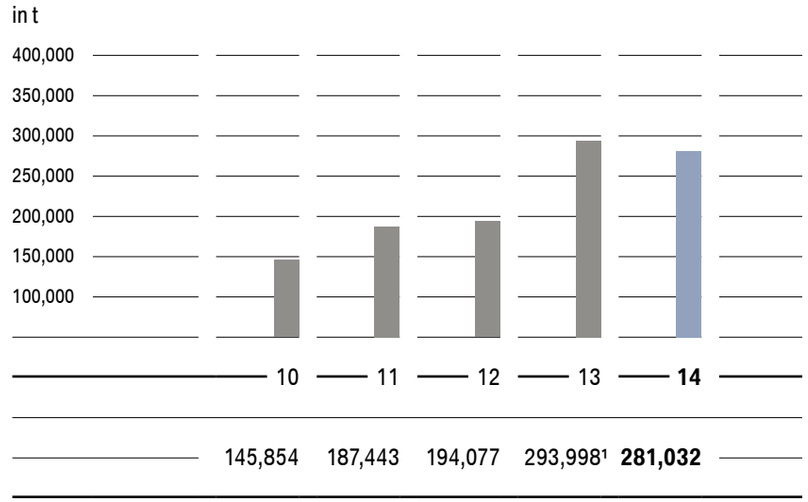
GRI **Indicator EN20**

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



In the 2nd period (2013 – 2020) allocation, free emissions allowances were strongly reduced compared to the previous period. From 2013 onwards, only usable heat volumes can receive allowances, electricity generation is no longer included in free allowances. In addition, free allocations as part of the EU Emissions Trading System are being reduced during the commitment period from 80% in 2013 to 30% in 2020.

CO_2 emissions of locations participating in the EU Emissions Trading System



1 4,201 tonnes of emissions relevant for EU emissions trading from operation of BMW-owned planes are included in this figure as of 2013.

The energy savings measures taken were one of the main reasons for the 4.4% reduction.

Wastewater[1]

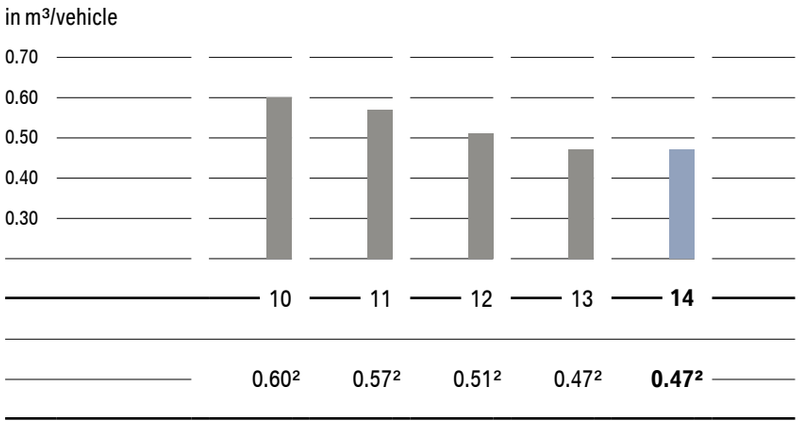
	10	11	12	13	14
Total wastewater m³	2,427,754	2,557,493	2,535,980	2,825,825	**2,965,615**
of which process wastewater in m³	854,013	935,750	896,137	882,978	**949,601**
of which wastewater from sanitary facilities in m³	1,573,741	1,621,743	1,639,843	1,942,847	**2,016,015**
Total heavy metals and heavy metal compounds in kg	322	463	474	465	**492**
COD[2] in kg	1,442,109	1,681,776	1,617,183	1,770,577	**2,081,473**
AOX[3] in kg	69	81	77	79	**74**

1 The key performance indicator “Process wastewater” is measured after wastewater treatment in BMW Group plants has taken place. Together with the wastewater from sanitary facilities at the plants, this is the figure for total wastewater. Due to factors such as evaporation, water input does not correspond to total wastewater.
2 COD = Chemical Oxygen Demand.
3 AOX = Adsorbable Organic Halides in water.

Materials input into wastewater should be limited to volumes that will not overtax natural decomposition processes. At all of our plants, we have introduced our own BMW-specific wastewater standards, which exceed local regulations in many cases.

GRI **Indicator EN21**

Process wastewater per vehicle produced[1]

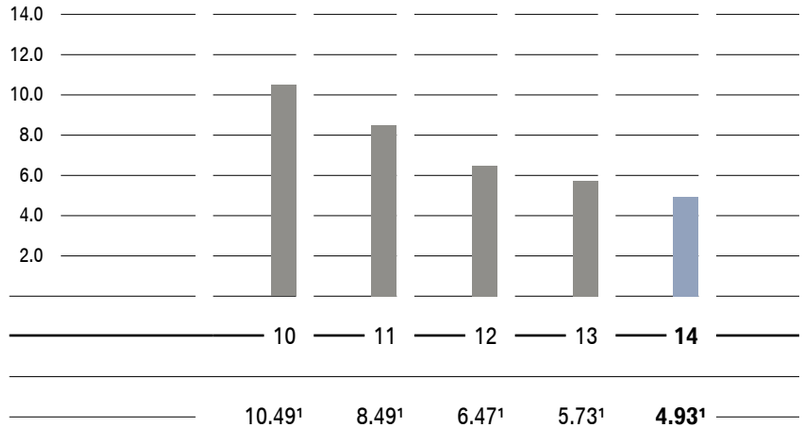


1 The indicators refer to production wastewater.
2 This row of numbers is not directly comparable with those published in 2012. Efficiency indicator = process wastewater divided by the total number of vehicles produced, not including the vehicles from the Magna Steyr contract production plant.

In spite of challenges such as the start of production of the new plant in Brazil and the ramp-up curve of the BMW i vehicles, process wastewater per vehicle produced (0.47 m³) remained at the previous year's level (0.47 m³).

GRI **Indicator EN21**

Waste for disposal per vehicle produced



1 This row of numbers is not directly comparable with those published in 2012. Efficiency indicator = waste for disposal divided by the total number of vehicles produced, not including the vehicles from the Magna Steyr contract production plant.

Non-recyclable production waste was reduced in 2014 to 4.93 kg per vehicle produced. This is a decrease of 14.0% compared to 2013 (5.73 kg per vehicle). A large number of measures contributed to this reduction, e.g. the new method of treating washing water as waste for disposal at the vehicle brake disc production line in the Berlin plant.

GRI **Indicator EN22**

Waste

in t

	10	11	12	13	**14**
Total waste	564,117	594,791	664,752	680,299	**727,079**
Hazardous waste for recovery	14,987	18,413	19,979	21,884	**28,503**
Hazardous waste for disposal	9,772	8,720	8,127	7,668	**7,439**
Non-hazardous waste for recovery	534,188	562,482	633,394	647,725	**688,237**
Non-hazardous waste for disposal	5,171	5,176	3,252	3,022	**2,900**
Materials for recycling	549,175	580,895	653,373	669,609	**716,740**
Metals for recycling (scrap)	428,175	449,900	494,894	500,589	**525,812**
Waste for disposal	14,943	13,896	11,379	10,690	**10,339**

The BMW Group aims to avoid waste. Unavoidable waste by-products are tested for reuse, material recycling and other applications. Recycling of waste is always given priority over waste disposal. Waste for disposal was reduced to 10,339 tonnes in 2014 (2013: 10,690). This is an overall reduction of 3.3% in spite of a 7.6% rise in production. At the same time, the proportion of materials for recycling or reuse increased again in 2014, reaching 99% (rounded-up figure) of total waste volume.

GRI **Indicator EN22**

Land development

	10	11	12	13	**14**
Size of property in m²	28,524,493	28,666,818	29,421,179	29,268,154	**33,129,255**
Land development in %	18.8	18.8	19.0	19.7	**22.2**

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

	11[1]		12[2]		13[3]		**14[4]**	
	in %	in t CO_2	in %	in t CO_2	in %	in t CO_2	in %	in t CO_2
Cars	45	43,008	47	53,036	50	59,882	51	60,009
Public transport	16	4,947	17	3,738	17	3,914	16	3,461
Plant bus	33	12,867	30	15,869	27	13,432	26	14,244
Bicycle/on foot	6	0	6	0	6	0	7	0
Total	**100**	**60,823**	**100**	**72,643**	**100**	**77,228**	**100**	**77,714**

1 Headquarters, including Research and Innovation Centre Munich; the Munich, Dingolfing, Regensburg and Berlin plants account for 60% of employees of the BMW Group and 81% of employees in Germany.
2 Headquarters, including Research and Innovation Centre Munich; the Munich, Dingolfing, Regensburg Landshut, Leipzig and Berlin plants account for 64% of employees of the BMW Group and 90% of employees in Germany.
3 Headquarters, including Research and Innovation Centre Munich; the Munich, Dingolfing, Regensburg, Landshut, Leipzig and Berlin plants account for 63% of employees of the BMW Group and 90% of employees in Germany.
4 Headquarters, including Research and Innovation Centre Munich; the Munich, Dingolfing, Regensburg, Landshut, Leipzig and Berlin plants account for 64% of employees of the BMW Group and 92% of employees in Germany.

Mobility patterns changed slightly in 2014 compared to 2013. Current reports on plant bus utilisation and a survey carried out by the FIZ Research and Innovation Centre as well as in Landshut indicate that driving distances to work have decreased slightly and that car use has increased moderately at the FIZ. However, this increase was more than compensated for by a reduction in specific CO_2 car emissions in accordance with the current portfolio mix. Therefore, the overall average CO_2 emissions per employee and day of production of (4.5 kg) was lower than the previous year's level. Total emissions rose slightly due to an increase in workforce numbers.

GRI **Indicators EN7, EN17, EN29, A9 (Sector supplement)**

Logistics: Carriers and CO_2 emissions[1]

	10	11	12	13	**14**
Inbound (material provision of the plants and spare parts delivery)					
Transport capacity in million tkm	3,810	9,072	10,703	11,560	**12,682**
CO_2 emissions in t	320,526	518,157	547,049	580,616	**630,215**
Outbound (distribution vehicles and spare parts)					
Transport capacity in million tkm	15,088	18,854	20,195	22,226	**24,537**
CO_2 emissions in t	145,501	677,730	700,051	803,158	**888,089**
Total (inbound and outbound)					
Transport capacity in million tkm	18,898	27,926	30,898	33,786	**37,219**
CO_2 emissions in t	466,027	1,195,887	1,247,100	1,383,774	**1,518,304**

Percentage share of carriers in total (inbound and outbound) in terms of transport volume and CO_2 emissions

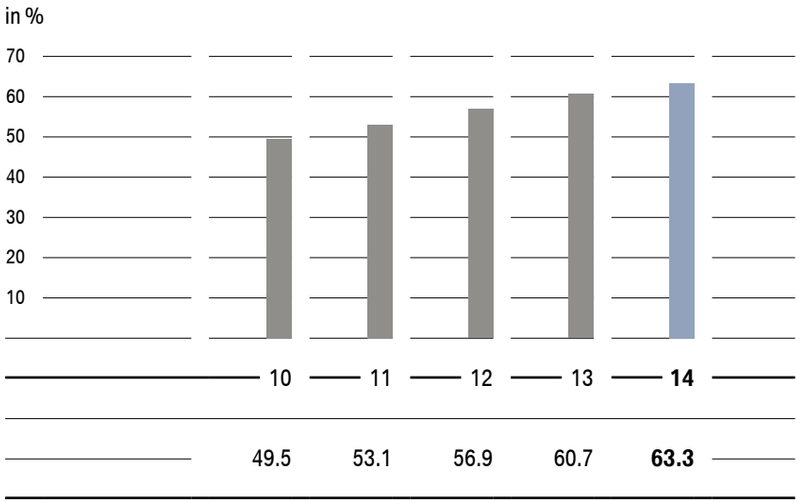
	tkm	g CO_2	tkm	g CO_2	tkm	g CO_2	tkm	g CO_2	tkm	g CO_2
Sea	79.9	14.1	78.9	51.3	79.2	53.1	78.9	51.6	**77.8**	**50.1**
Road	13.3	61.2	11.9	24.2	10.7	20.2	12.4	23.1	**13.5**	**24.3**
Rail	6.3	7.3	8.2	5.5	8.9	4.6	7.5	3.8	**7.3**	**2.7**
Air	0.5	17.4	1.0	19.0	1.2	22.1	1.2	21.5	**1.4**	**22.9**

1 Figures refer to BMW and MINI, excluding Rolls-Royce automobiles. CO_2 emissions calculated in accordance with DIN EN 16258. Since the 2011 financial year, the scope has expanded significantly and currently comprises: inbound volumes (material supplies to plants and spare parts delivery) for BMW and MINI vehicles in Germany, the UK, the USA, South Africa, China, Thailand, India and CKD/SKD locations as well as for delivery of spare parts to the parts supply centre ZTA in Dingolfing (Germany). Outbound volumes (distribution of vehicles and spare parts) are included up to arrival at the distribution centres in the markets worldwide as well as for some markets up to arrival at the dealerships.

Compared to 2013, transport volume increased by 10.2%. This is due on the one hand to an increase of around 7.9% in the number of BMW and MINI vehicles produced and shipped. On the other hand, system limits for collecting data were extended by adding additional transport volumes. For example, since 2014 additional inbound air and sea transports have been included in the figures. The scope for shipping of spare parts was also expanded considerably. Not including the new volumes, the increase was 7.3%. This correlates with the increase in the number of vehicles produced and shipped. Total CO_2 emissions rose by 9.7% compared to the previous year (excluding new volumes the increase was 5.6% and correlates with the increase in transport volume). Shifts in the ratios of modes of transport used can likewise be attributed mainly to the extension of the system limits for data capture.

GRI **Indicators EN16, EN29, A9 (Sector supplement)**

Share of vehicles shipped by rail from BMW Group plants[1]

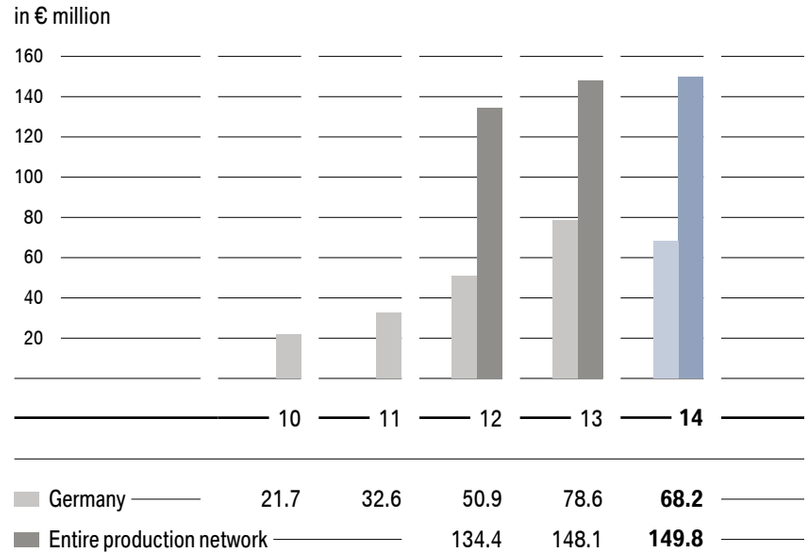


1 Excluding Rolls-Royce automobiles.

An increase in the share of exports led to a further increase in the average volume of rail transport of BMW Group vehicles from the plants to 63.3%.

GRI **Indicators EN29, A9 (Sector supplement)**

Investment in environmental protection[1]



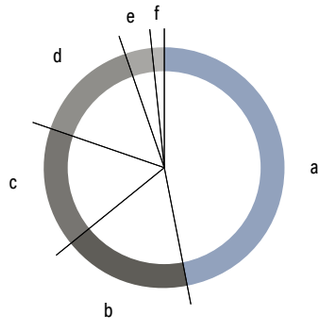
Figures for production sites.
1 Calculation of integrated environmental investments according to VDA standard.

Investment by the BMW Group in environmental protection in the reporting period was at the same level as in 2013. In 2014, we expanded our production structures for new launches and for extra capacity for production of BMW, MINI and Rolls-Royce vehicles and we invested in our production plants for BMW i. One example of this is the new production plant in Araquari (Brazil). An important aspect in all investment decisions was to take into account environmental considerations with a view to increasing resource efficiency.

GRI **Indicators EN7, EN17, EN29, A9 (Sector supplement)**

Regional mix of BMW Group purchase volumes in 2014

in %, basis: production material

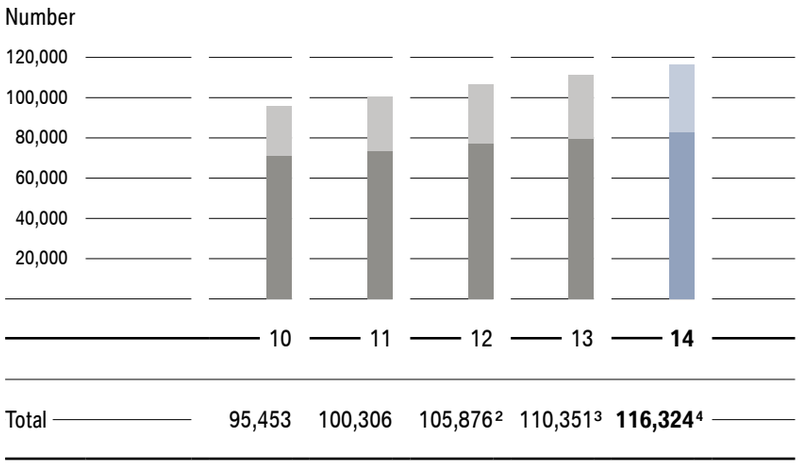


a) Germany	47.2	d) NAFTA	14.5
b) Eastern Europe	17.2	e) Asia/Australia	3.7
c) Rest of Western Europe	15.9	f) Africa	1.5

In the reporting period, the company announced construction of a new plant in San Luis Potosí (Mexico) with a planned annual capacity of 150,000 units. This is in line with the company's strategy of balanced global growth. For the BMW Group, this means a further increase in purchase volume in the NAFTA region in the coming years. This will also make an important contribution in terms of currency hedging. In view of these developments, the decentralised organisation within NAFTA will be reinforced and realigned. Here, too, local suppliers were selected according to the BMW Group sustainability requirements.

GRI **Indicator EC6**

BMW Group employees at end of year[1]

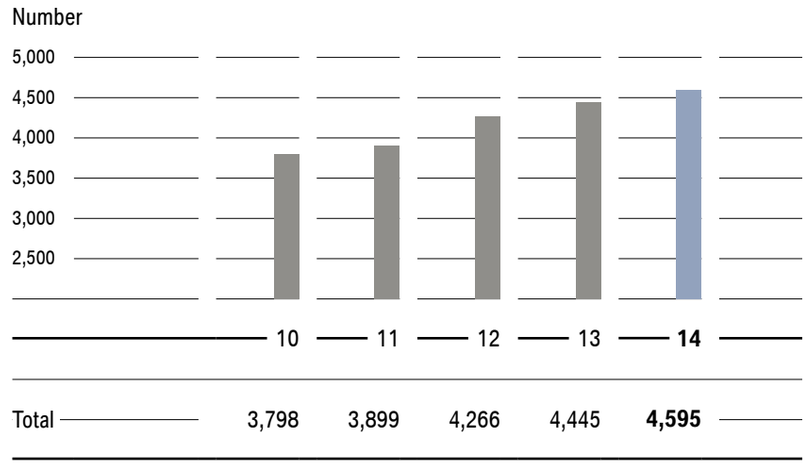


1 Figures exclude suspended contracts of employment, employees in the non-work phases of pre-retirement arrangements and low income earners.
2 Of whom 35.2% are tariff-bound production employees of the BMW Group.
3 Of whom 35.1% are tariff-bound production employees of the BMW Group.
4 Of whom 36.1% are tariff-bound production employees of the BMW Group.

The number of employees in the BMW Group had increased worldwide by the end of 2014 to a total of 116,324 (2013: 110,351 employees/+5.4%). This increase was mainly due to the expansion of our international production network as well as our increasing focus on innovation and future technologies. Additional engineers and experts were recruited for this purpose.

GRI **Indicator LA1**

BMW Group apprentices as at 31 December



Around 1,500 young people began their vocational training at the BMW Group in 2014, 1,200 of whom were located in Germany. The company has thus expanded its training activities worldwide (2013: 1,363 vocational trainees worldwide).
On the reporting date, the company employed a total of 4,595 young people in vocational training and young talent programmes worldwide.

GRI **Indicator LA1**

BMW Group employees

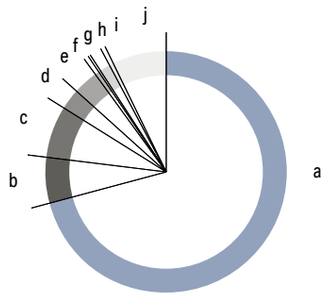
	10	11	12	13	**14**
Workforce according to segment					
Automotive	88,468	91,517	96,518	100,682	**106,064**
Motorcycles	2,814	2,867	2,939	2,726	**2,894**
Financial Services	4,053	5,801	6,295	6,823	**7,245**
Other	118	121	124	120	**121**
Share of employees with fixed-term contracts[1] in %	2.0	3.1	3.8	3.9	**4.2**

1 Excluding vocational trainees, interns and students.

GRI **Indicator LA1**

Share of employees per country with production site(s) in 2014

in %



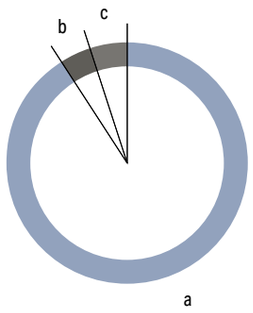
a) Germany	71.0	f) India	0.6
b) UK	6.2	g) Thailand	0.3
c) USA	6.7	h) China	1.4
d) Austria	3.0	i) Brazil	0.6
e) South Africa	3.2	j) Other countries	7.0

Nearly three-quarters of employees at the BMW Group work in Germany, followed by the USA with 6.7% and the UK with 6.2%.

GRI **Indicator LA1**

Share of employees at BMW AG from Europe (not including Germany) and from non-EU countries

in %



a) From Germany	91.1
b) Europe (not including Germany)	4.0
c) Non-EU countries	4.9

As at 31 December 2014, employees from 108 different countries worked for BMW AG.

Share of women in the workforce per country with production site(s) in 2014

in %

a) Germany	15.4	
b) UK	14.3	
c) USA	24.5	
d) Austria	10.8	
e) South Africa	20.0	
f) India	8.2	
g) Thailand	36.7	
h) China	45.4	
i) Brazil	26.5	
j) Other countries	34.6	

The share of women in the workforce varies strongly in the different functional areas: the share of women in production-related activities is less than 10%, while it is over 20% in sales-related activities.
The employee share and share of women is therefore lower in production-intensive countries.

GRI **Indicator LA13**

BMW AG employees according to age group divided into functions and gender[1]

in %

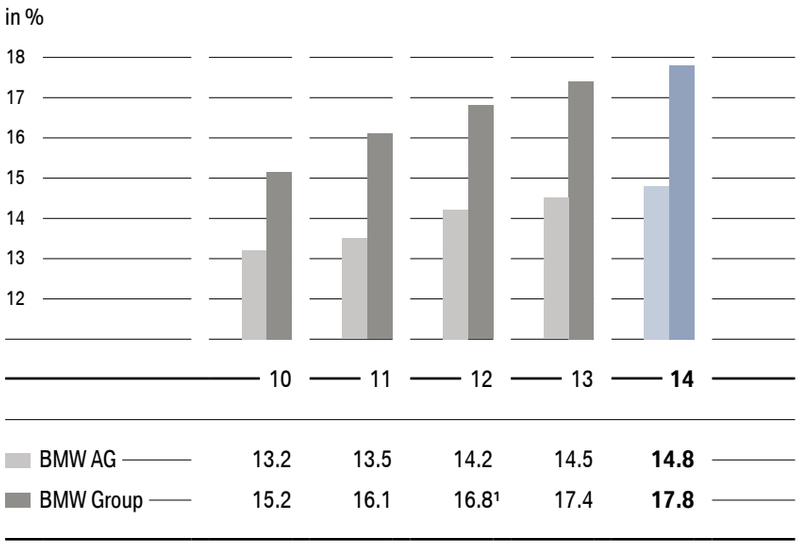
	< 30 years old	30 – 50 years old	> 50 years old
2012 total	10.9	65.3	23.8
2013 total	12.5	64.1	23.5
2014 total	12.5	62.0	25.5
direct[2]	15.1	58.8	26.1
indirect[3]	10.8	64.2	25.1
male	11.3	62.1	26.6
female	20.4	61.6	18.0

1 Figures refer to employees with permanent contracts.
2 Clock-controlled production employees.
3 All employees without clock control.

Demographic change in an aging workforce is also reflected in the age structure at BMW AG. While the share of employees under 30 remained constant year on year and the share of employees between 30 and 50 slightly decreased, the share of over 50-year-old employees increased.

GRI **Indicator LA13**

Share of female employees in total workforce of BMW AG/BMW Group



1 Figures for 2012 adjusted due to data cleansing.

Social diversity at the BMW Group is an integral part of our sustainability strategy and makes an important contribution towards the company's performance. With this in mind, the BMW Group's Diversity Concept has an important role to play in the company's strategic direction, in which providing opportunities for women is one of the three dimensions of diversity (along with an international workforce and a good age mix).
The share of women in the overall workforce continued to increase. The share of women at BMW AG, for example, rose from 14.5 to 14.8% and at the BMW Group from 17.4 to 17.8%.

GRI **Indicator LA13**

Share of female employees in management positions at BMW AG/BMW Group

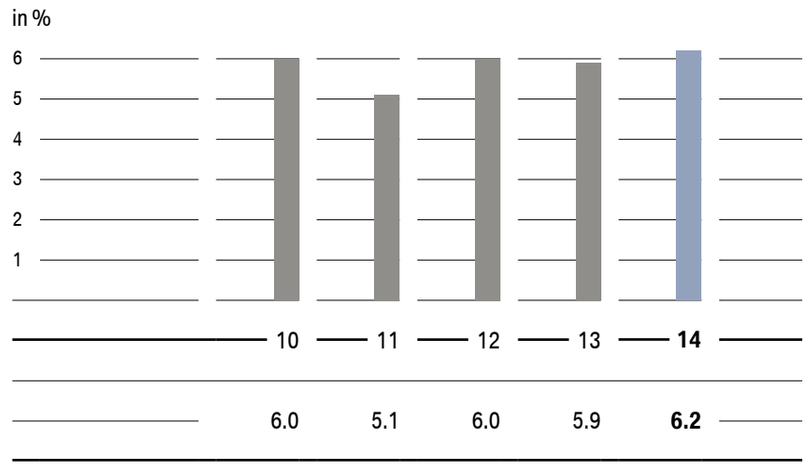
in %	12	13	**14**
Supervisory Board	20.0	20.0	**25.0**
Board of Management	12.5	12.5	**12.5**
Non-tariff employees			
BMW AG	10.0	10.9	**11.4**
BMW Group	12.7¹	13.8	**14.2**

1 Figures for 2012 adjusted due to data cleansing.

The term "non-tariff employees" primarily refers to managers, which is why it is listed here as the third category of management positions. The share of women also increased in the non-tariff area in 2013. At BMW AG, the share of women rose by 4.6%, at the BMW Group by 2.9%.

GRI **Indicator LA13**

Share of employees with severe disabilities at BMW AG



The figure for severely disabled employees is based on the statutory requirements in accordance with the German Social Insurance Code (SGB IX). In addition, the BMW Group awarded contracts amounting to around €30 million to workshops for the severely disabled in 2014. Around €7 million of this figure can be written off in accordance with the compensatory levy act. The order volume increased by around 1 million compared to the previous year.

GRI **Indicator LA13**

Share of local employees in management positions at major company locations

in %

	11	12	13	**14**
Munich plant, Germany	99.2	98.8	98.8	**98.9**
Dingolfing plant, Germany	99.7	99.7	99.7	**99.7**
Berlin plant, Germany	100.0	100.0	100.0	**100.0**
Landshut plant, Germany	100.0	100.0	99.2	**100.0**
Leipzig plant, Germany	100.0	100.0	98.2	**99.2**
Regensburg plant, Germany	100.0	100.0	100.0	**100.0**
UK	92.5	92.5	89.3	**85.2**
USA	90.9	91.2	89.0	**86.8**
Austria	88.8	83.0	84.7	**86.2**
South Africa	91.5	89.2	89.0	**89.9**
China[1]	43.3	28.4	63.0	**50.6**
India	56.0	54.8	59.5	**61.8**
Thailand	70.4	68.0	75.0	**61.3**

1 Including employees of the joint venture BMW Brilliance Automotive, which is not consolidated in the BMW Group.

"Local" refers to managers with local contracts. Persons deployed to work at the location who do not have a local employment contract are not included. Such persons are reflected in the difference from 100% in each case.

GRI **Indicator EC7**

Share of employees represented by a trade union or falling under collective agreements[1]

in %

	10	11	12	13	**14**
Germany[3]	100	100	100	100	**100**
UK[2]	75	94	86	86	**86**
China (plant)	100	100	100	100	**100**
Austria[3]	100	100	100	100	**100**
South Africa	46	51	61	61	**60**
USA (no collective agreements exist)	0	0	0	0	**0**

1 Figures from the UK, China and South Africa only available from 2010 onwards.
2 In 2012, all employees from central functions as well as the Goodwood plant were included in the calculation. The figure for the UK is therefore not directly comparable with those of previous years. If the same method were applied, the share would also be 86% in 2011.
3 Excluding executives.

At the BMW Group, institutionalised operational co-determination is implemented Group-wide according to the applicable national regulations. At all BMW AG plants and branches as well as in Austria and the UK, elected works councils observe co-determination for the employees. In China and South Africa, employees are represented by local workers' representatives, while at the company locations in the USA no collective agreements exist.

GRI **Indicator LA4**

Average weekly working time by country[1]

in hours

	10	11	12	13	**14**
Germany					
Industry-wide collective agreement for the Bavarian metal and electronics industries	35.0	35.0	35.0	35.0	**35.0**
Industry-wide collective agreement for commercial workers and employees of the Saxony metal and electronics industries	38.0	38.0	38.0	38.0	**38.0**
Non-tariff employees	40.0	40.0	40.0	40.0	**40.0**
Austria (Steyr plant)	38.5	38.5	38.5	38.5	**38.5**
USA (Spartanburg plant)	40.0	40.0	40.0	40.0	**40.0**
UK (Oxford plant)	37.0	37.0	37.0	37.0	**37.0**
South Africa (Rosslyn plant)	40.0	40.0	40.0	40.0	**40.0**

1 Usual weekly working time according to employment contract, without part-time work.

The average weekly working time in Germany is 40 hours for non-tariff employees, and up to five hours less in Bavaria and Saxony due to the provisions of collective agreements there. At BMW Group plants abroad the weekly working time is similar to Germany.

Alternative work forms at BMW AG[1]

Number of employees

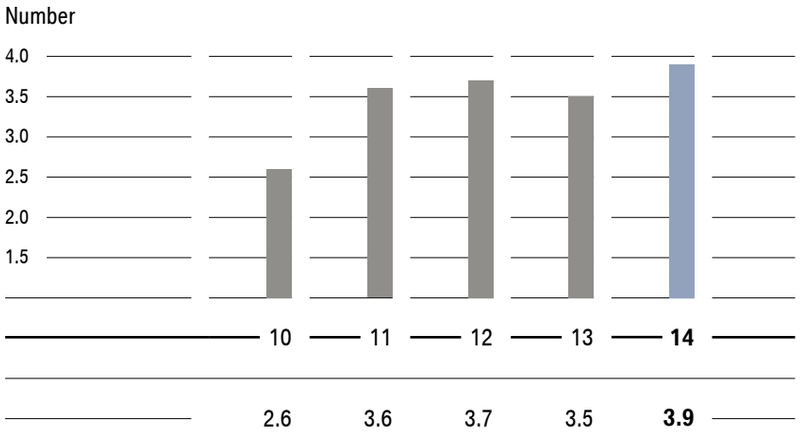
	10	11	12	13	**14**
Part-time employees	3,709	3,825	3,948	3,966	**3,739**
in % of total number of employees	5.3	6.0	5.8	5.7	**5.1**
Teleworking positions[3]	9,209	11,717	15,235	18,094	**22,297[2]**
in % of total number of employees	13.2	16.4	22.5	25.9	**49.9**
Sabbaticals	498	450	514	511	**516**
in % of total number of employees	0.7	0.6	0.8	0.7	**0.7**
Parental leave	1,600	1,513	1,674	1,968	**2,271**
in % of total number of employees	2.3	2.1	2.5	2.8	**3.1**

1 Figures refer to employees with permanent and part-time contracts.
2 Reporting logic was adapted when teleworking was introduced in 2014. In the past, reporting was based on the technical possibility of teleworking; since 2014, the number of employees is reported who actually engaged in teleworking.
3 Administrative positions.

Part-time work is an important part of the flexible work time instruments at the BMW Group, particularly in view of the increasing demand for structures that allow for a good work-life balance as well as models adapted to different life phases. The number of part-time employees remained almost unchanged. The number of employees on teleworking models is increasing steadily.

GRI **Indicator LA1**

Average days of further training per BMW Group employee[1]

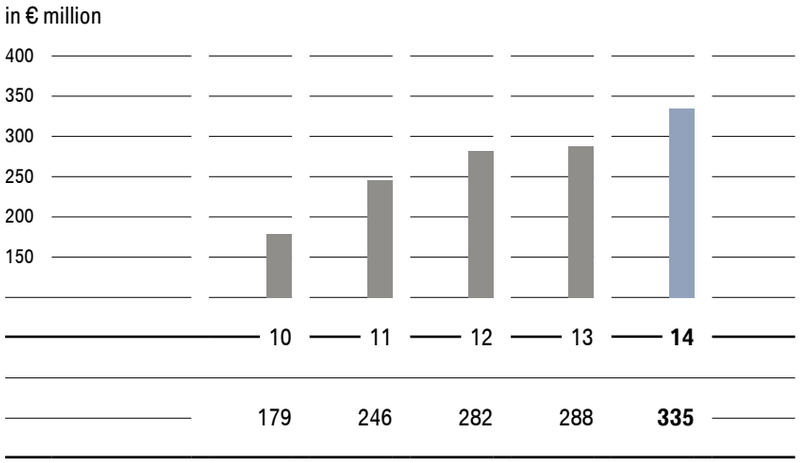


1 Data retrieved by direct capture of the number of participants as well as a small share by qualified extrapolation.

In 2014, the BMW Group increased expenditure on further education and training to €335 million (+16,3% compared to the previous year). Average days of further education and training per BMW Group employee increased significantly.

GRI **Indicator LA10**

Investment in further education and training[1] at the BMW Group



1 BMW Group investments are dependent on current further education and training requirements, which may lead to year-on-year fluctuations.

The BMW Group sees targeted employee training as an investment in the future. For this purpose, investment in education and further training was increased by 16,3% in 2014. Building and maintaining skills expertise within the Group's workforce are key aspects of strategic corporate governance in this area.

Average training hours at the BMW AG Academy, by employee category[1]

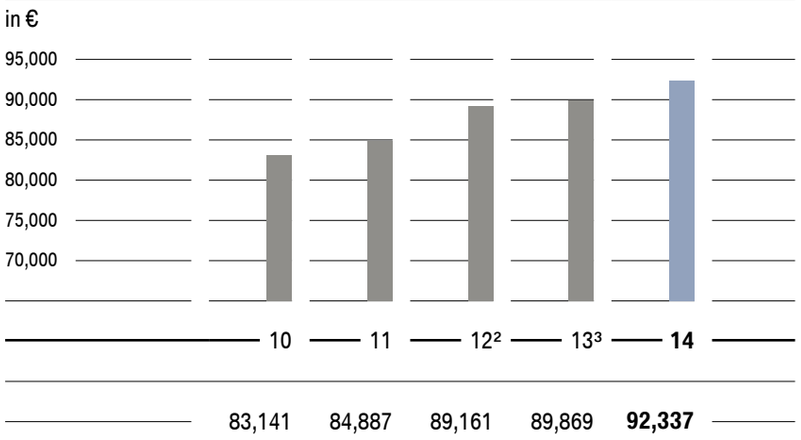
Number of employees	12	13	**14**
Non-tariff employees	27.1	31.2	**30.5**
"Meister" (master craftsmen)	32.5	40.7	**35.0**
Tariff[2]	16.2	17.0	**17.5**
Days of further training for managers in the BMW Group			
Number	16,123	18,843	**18,920**

1 Until 2008: BMW AG Performance Centres.
2 (w/o "Meister") + vocational trainees + other.

The BMW Academy founded in 2009 coordinates vocational training and further training for all company locations in Germany and the UK under one roof. This facilitates the coordination of training courses and generates synergies through the use of shared resources. The BMW Group's training offensive was able to build on its figures from 2014. Both the average amount of time spent on training as well as expenditure were at a similar level to the previous year. This trend can be observed throughout the whole company. In addition to classical training courses and e-learning, brand new education programmes were launched, such as bachelor's and master's degrees in cooperation with universities. The BMW Group invests continuously in training its managers worldwide.

GRI **Indicator LA10**

BMW Group personnel costs per employee[1]



1 Figures exclude suspended employment contracts, employees in non-work phases of pre-retirement part-time arrangements, trainees, students and low income earners.
2 Adapted in accordance with the revised version of IAS 19; see note [7] in the Notes to the Group Financial Statements of the BMW Group Annual Report 2013.
3 The previous year's figures were adjusted in accordance with IAS 8; see note number [9] in the Notes to the Group Financial Statements in the BMW Group Annual Report 2014.

Maintaining a competitive level of expenditure on personnel plays a major role in the success of the BMW Group. In addition to focusing on cost, the aim is also to increase efficiency at all levels of the business. The high degree of motivation amongst employees and the positive corporate approach towards the workforce are maintained and underscored by a combination of rewards determined individually on the basis of performance and success.

GRI **Indicator LA10**

Share of performance-related compensation in BMW AG salaries, by employee category[1]

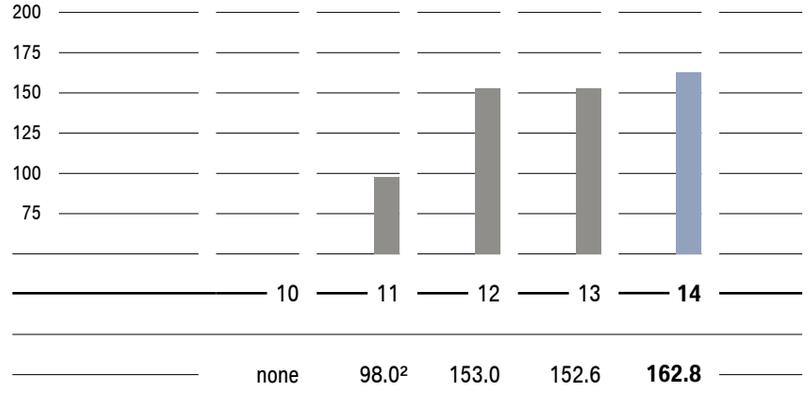
in % of salary group

	12	13	**14**
Upper management	54 – 70	53 – 69	**53 – 72**
Middle management	37 – 40	37 – 40	**37 – 41**
Lower management	10	10	**10**

1 The definition focuses on the target value and has thus changed compared to the previous years.

Performance-based remuneration comprises a personal bonus and a corporate earnings-related bonus. The amount of the personal bonus depends on personal performance as well as achievement of the individual's targets. The amount of the corporate bonus depends on the company's performance. The variable part of remuneration increases as more responsibility is taken within the company.

Profit-sharing scheme at BMW AG by year of payment[1]

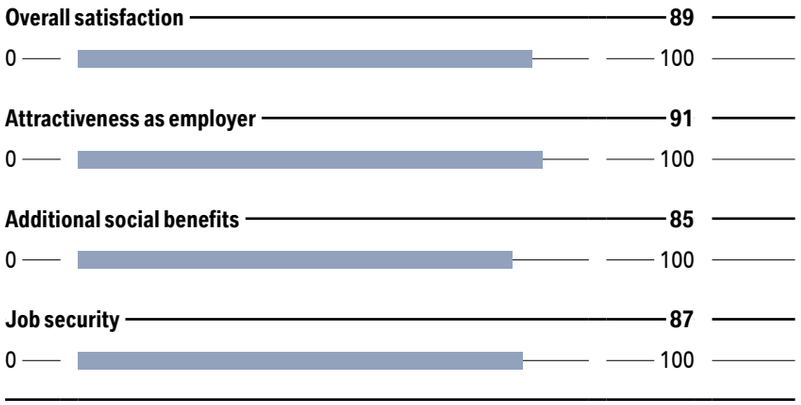


Due to the significant decline in profits, in 2009 and 2010 BMW AG employees did not receive any bonuses for 2008 and 2009.
1 New employees receive full bonuses after four years of employment.
2 New bonus system from 2011 based on personal base value.

Since the 2010 financial year (payout in 2011), bonuses at BMW AG have been determined according to a uniform system across all hierarchical levels. Starting in the 2011 financial year (payout in 2012) this system was also introduced for employees worldwide as a standardised corporate success component in nearly all BMW Group companies. The consistency of this component is thus ensured both hierarchically (from production worker to board member) and geographically (worldwide). This portion of the bonus depends on the earnings performance of the BMW Group and is accordingly calculated according to these three parameters: Group earnings after tax, after-tax return on sales, and dividends. Including the post-tax return on sales in the calculation of bonuses (including for the Board of Management and the upper executives) in particular ensures an orientation towards the profitable, and hence sustainable, growth of the BMW Group.

Group-wide BMW Group employee survey in 2013

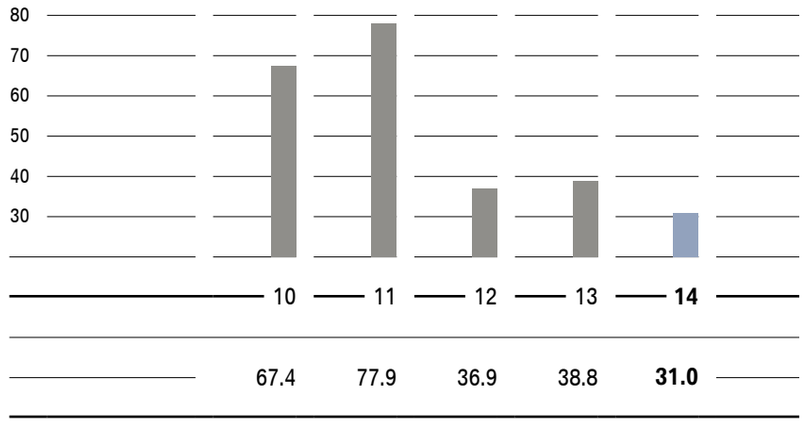
in %



A Group-wide employee survey is conducted every two years. In 2013, the survey was conducted on the basis of a representative sample. 89% of those surveyed were satisfied on the whole with the BMW Group. Very positive ratings were also given to attractiveness as an employer (91%), social benefits (85%) and job security (87%). The next Group-wide survey will take place in the summer of 2015. The results will be available online.

Savings for BMW Group resulting from suggestions for improvement

in € million



In 2014, around 7,700 ideas were implemented, leading to savings of €31 million. In general, strong fluctuation in savings is possible as certain ideas may make a larger contribution to the savings achieved in some years than in others.

To further bolster idea management, the modernised IT system used at BMW AG since 2012 was gradually introduced at international locations. In 2014, the locations in the UK as well as the Steyr plant (Austria) were integrated into the idea management system. The system will continue to be introduced internationally in 2015, with integration at the Spartanburg (USA) and Rosslyn (South Africa) plants.
Internal measures to motivate even more employees to participate are also introduced on an ongoing basis. For example, the Idea Management Award was introduced for the first time in 2014.

Occupational health and safety management systems at BMW Group sites

Plant occupational health and safety certification	Occupational health and safety management system	Most recent year of certification
Berlin plant, Germany	OHSAS 18001	December 2014
Dingolfing plant, Germany	OHRIS	May 2012
Eisenach plant, Germany	OHSAS 18001	Planned 2015
Goodwood plant, UK[1]	HS(G) 65[3]	Introduced
Hams Hall plant, UK[1]	HS(G) 65[3]	Introduced
Landshut plant, Germany	OHRIS	October 2012
Leipzig plant, Germany	OHRIS	March 2013
Munich plant, Germany	OHRIS	April 2012
Oxford plant, UK[1]	HS(G) 65	Introduced
Regensburg plant, Germany	OHRIS	June 2012
Rosslyn plant, South Africa	OHSAS 18001	December 2014
Spartanburg plant, USA	OHSAS 18001	February 2013
Steyr plant, Austria	OHSAS 18001	December 2012
Swindon plant, UK[1]	HS(G) 65[3]	Introduced
Wackersdorf plant, Germany[4]	OHRIS	June 2012
Araquari plant, Brazil	OHSAS 18001	Planned 2016
Chennai plant, India	OHSAS 18001	January 2013
CKD production Jakarta, Indonesia	OHSAS 18001	January 2014
CKD production Cairo, Egypt	OHSAS 18001	October 2014
CKD production Kaliningrad, Russia[5]	National standard	Introduced
CKD production Kulim, Malaysia	OHSAS 18001	December 2012
CKD production Manaus, Brazil	National standard	Introduced
CKD production Rayong, Thailand	OHSAS 18001	January 2013
BMW Brilliance Automotive, Shenyang, China[2] (joint venture)	OHSAS 18001	January 2013
SGL Automotive Moses Lake, USA (joint venture)	OHSAS 18001	Planned 2015
SGL Automotive Wackersdorf, Germany (joint venture)	OHSAS 18001	Planned 2015
Magna Steyr Fahrzeugtechnik Graz, Austria (contract production)	OHSAS 18001	July 2012
VDL Nedcar, Born, the Netherlands (contract production)	Based on OHSAS 18001	Not planned

1 OHSAS certification planned 2015.
2 Includes the Dadong, Tiexi and Powertrain plants.
3 HS(G) 65, Successful health and safety management, British Government guidelines on safety at the workplace. Does not require certification.
4 Jointly certified with BMW Regensburg plant.
5 GOST (state standard specification) 12.0230-2007 SSBT. Does not require certification.

At present, OHRIS- and OHSAS-certified occupational health and safety management systems are in place at 19 of our 30 production plants (including joint ventures and contract production in Jakarta, Cairo, Kaliningrad, Kulim, Manaus and Graz). Seven additional facilities work with systems that meet national standards. OHSAS certification was introduced at the Indonesia plant in January 2014. Certification of the Eisenach plant and the plants in the UK is planned in 2015. The same goes for the joint venture locations SGL Automotive Moses Lake and Wackersdorf, where certification was postponed to Q4 2015 due to plant expansion work.

GRI **Indicator LA8**

Occupational safety at BMW AG/BMW Group[1]

Number/number of participants	10	11	12	13	**14**
Total accidents BMW AG (number)	4,458	3,941	4,128	4,413	**4,481**
Accidents BMW AG with days absent from work[2] (number)	913	744	639	539	**667**
Accident frequency rate[3] BMW AG	9.7	7.9	6.6	5.3	**5.8**
Accident frequency rate[3] BMW Group	9.1	7.1	5.8	4.8	**5.1**
Safety training by BMW AG occupational safety association	1,419	1,059	4,315	2,387	**2,750**
Web-based training in occupational safety at BMW Group[4]			11,935	15,902	**17,180**
Other training courses in occupational safety at BMW Group[4]			16,513	10,892	**10,984**
—— Employees at BMW Group (number)			10,626	9,611	**6,941**
—— Employees of third-party companies (number)			5,887	1,281	**4,043**
BMW Group risk assessments[5]	19,967	21,612	26,040	26,462	**27,300**

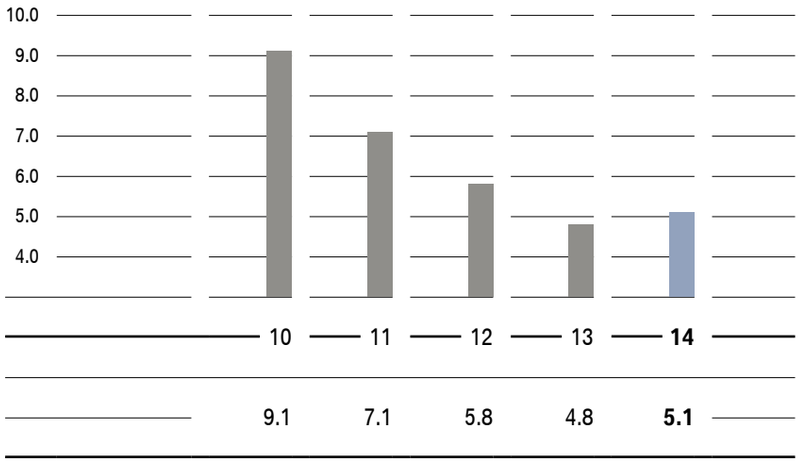
1 Figures for BMW AG including dealerships as of 2014.
2 Occupational accidents with at least one day of absence from work.
3 Number of occupational accidents per one million hours worked with at least one day of absence from work.
4 Training courses captured in 2012 for the first time.
5 Safety assessments of workplaces, including with regard to possible ergonomic and health strains (ABATech method). Figures are cumulative and apply to the BMW Group.

There have been no fatal accidents at the BMW Group for the last nine years. Continuous improvements in workplace safety and special safety training are bearing fruit. In addition to training by the occupational safety association, a large number of internal training courses is carried out, data on which has been captured since 2011. A total of 10,984 employees of the BMW Group as well as employees of third-party companies took part in safety training. In addition 4,888 people underwent training in first aid in Germany alone.

GRI **Indicators LA7, LA8**

Accident frequency rate at BMW Group[1]

per one million hours worked



1 Number of occupational accidents per one million hours worked with at least one day of absence from work.

Occupational safety takes absolute priority at the BMW Group and is firmly anchored in all work processes in production.
In the reporting period, dealerships of BMW AG were included in accident frequency calculations for the first time. Implementation and optimisation of the certified occupational safety management safety system in accordance with OHSAS 18001 led to a significantly lower accident frequency rate at the dealerships of the sales organisation in Germany compared to the industry average.
Within the new system limits (around 88% of BMW Group employees captured in data), the accident frequency rate is 5.1; based on the system limits of the 2013 financial year, the figure is 4.4 (improvement of 8.3%).

GRI **Indicator LA7**

Accident frequency rate at BMW Group by region[1]

per one million hours worked

	Accident frequency
Germany (BMW AG excluding dealerships)	5.8
North America[2]	1.5
South Africa[3]	2.3
UK[4]	4.8
Austria[5]	6.1

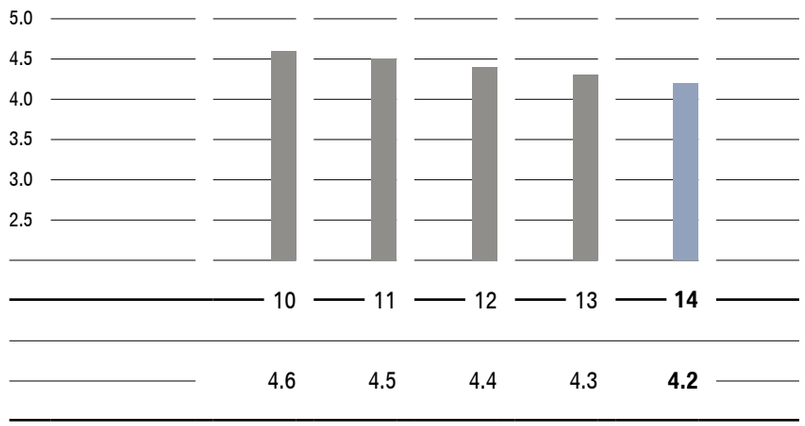
1 Occupational accidents with at least one day of absence from work per one million hours worked.
2 Spartanburg plant, Financial Services, dealerships.
3 Rosslyn plant, Financial Services, dealerships.
4 Oxford plant, Swindon, Hams Hall, Goodwood, Financial Services, dealerships.
5 Steyr plant.

Occupational accidents at BMW AG are currently captured on a region-specific basis as well as in the regions of our production sites. Gradual application to other BMW Group locations (e.g. regions with CKD plants) is planned over the coming years.

GRI **Indicator LA7**

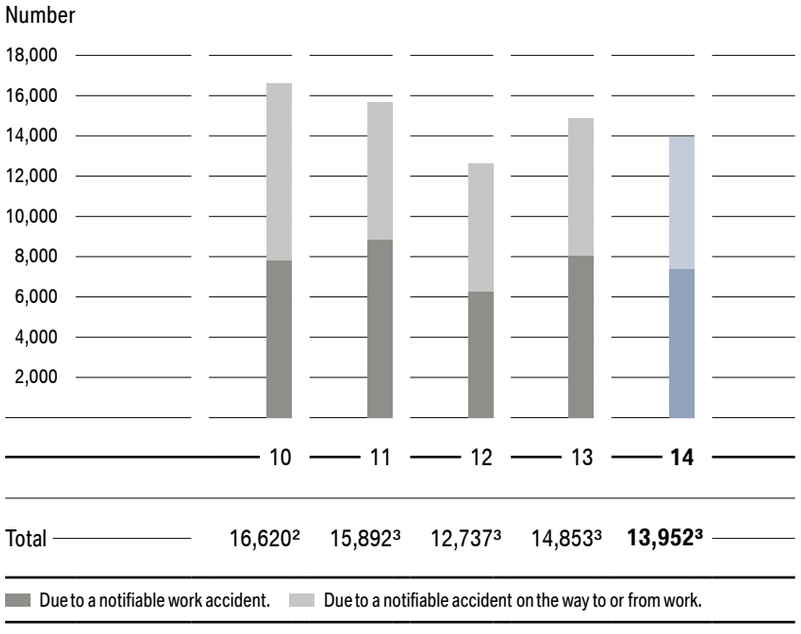
Sickness rate at BMW AG

in %



The sickness rate at BMW AG (4.2%) is again lower than the previous year's level (4.3%). The sickness rate was thus reduced for the fourth consecutive time.

Total days of work missed at BMW AG[1]

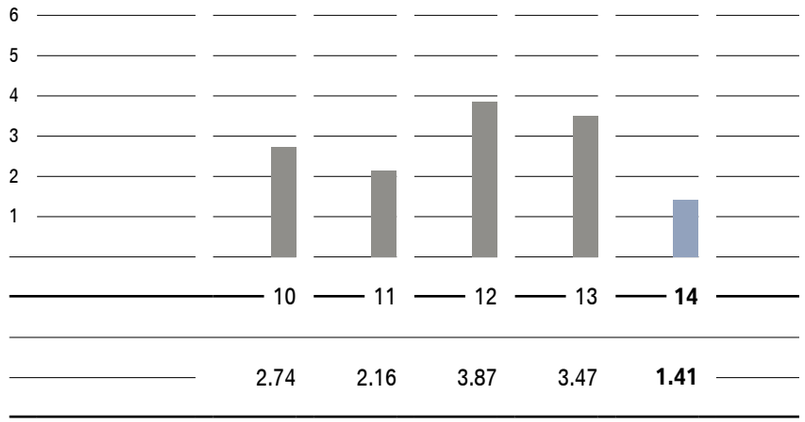


1 Figures for BMW AG, including dealerships.
2 Days of absence from work due to notifiable occupational accidents and/or accidents on the way to or from work (> 3 days of absence from work).
3 Days of absence from work due to notifiable occupational accidents and/or accidents on the way to or from work with at least one day of absence from work.

The number of occupational accidents with days absent from work dropped by 7.8% in 2014 compared to the previous year. The correlating decrease in days absent from work was 6.1%. The average duration of absence from work per occupational accident was 12.7 days, the figure for the previous year was 14.9 days.

GRI **Indicator LA7**

Employee attrition rate BMW AG[1]

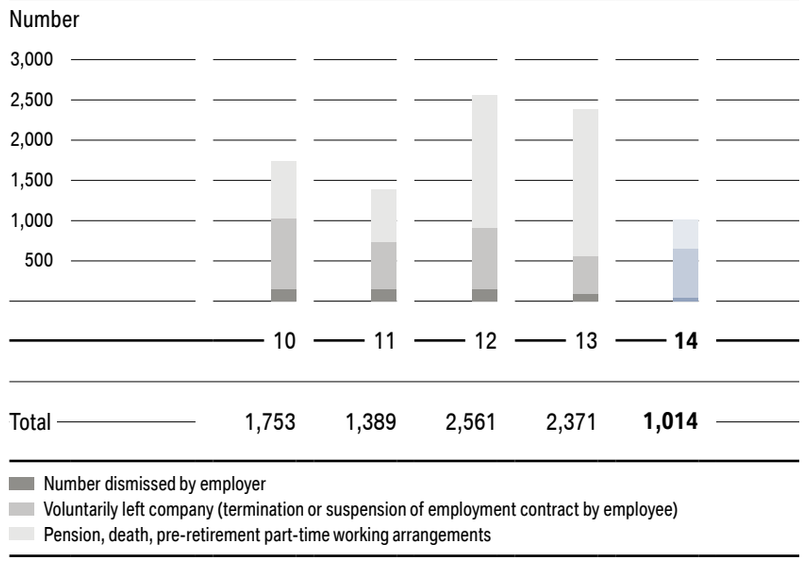


1 Number of employees on unlimited employment contracts leaving the company.

At 1.4%, the attrition rate was slightly lower in 2014 than in 2013. A lower retirement rate is the primary reason for this. If retirement figures are excluded, the attrition rate remains very low, demonstrating the effectiveness of the proven programmes and measures of the BMW Group geared toward positioning itself as an attractive employer.

GRI **Indicator LA2**

Total number of employees leaving BMW AG, by reason for leaving[1]



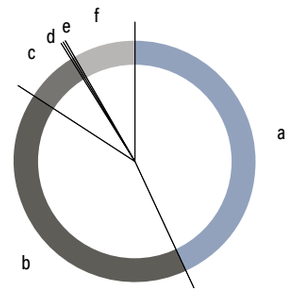
1 Figures refer to employees with permanent contracts.

The sharp drop in the number of people leaving the company for age-related reasons (retirement, pre-retirement part-time working arrangements) led to a decrease in the overall figure. The share of women in the total number of people leaving the company (1,014) was 17.5% in 2014. By contrast, the share of women among newly recruited employees was 20.5%.

GRI **Indicator LA2**

BMW Group donations worldwide in 2014

in %, total amount €10,199,438[1]



a) Science/education	43.1	d) Politics	0.3
b) Society/community	41.3	e) Environment/sustainability	0.3
c) Culture	6.9	f) Sport	8.1

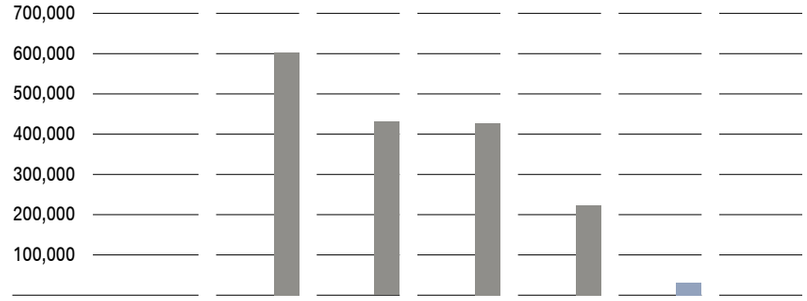
1 The sum indicated here does not include either cause-related marketing or sponsorship and does not contain the projects and activities carried out in the context of the company's social and cultural commitment.

The BMW Group focuses its activities in the area of donations on society and the community as well as science and education, providing targeted support of projects connected with the company's core competencies and activities. Donations made by the BMW Group in 2014 were approximately 20% higher than in 2013.

GRI **Indicators EC1, SO6**

Donations in the field of politics

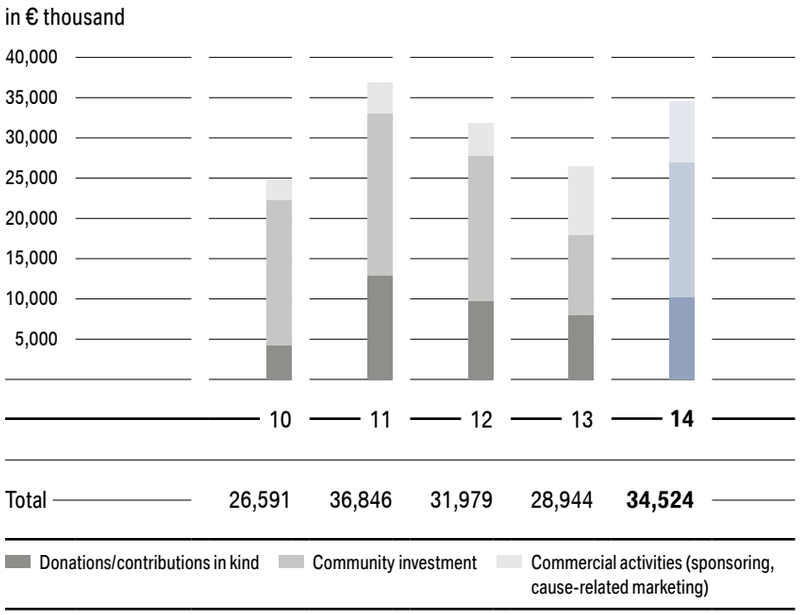
in €



Since 2014, the BMW Group has supported the work on social policy carried out by the democratic parties in Germany solely through theme-based partnerships that are subject to the clear sponsoring regulations of the BMW Group. In 2013 the procedure for supporting political parties was successively changed. In the past, the BMW Group primarily donated vehicles for use free of charge. The parties provided the BMW Group with confirmation of receipt of a donation by stating the corresponding value or rental rate. In 2013, this procedure was temporarily continued for the CSU. This led to a final settlement for vehicle transfer in 2014. All BMW Group donations above €10,000 for each year are published by name in the accounts included in the party financing report of the President of the German Federal Parliament. International political donations by the BMW Group are only made in clearly defined and exceptional cases which are subject to the respective legal framework conditions. Expenditure on international political donations in 2014 amounted to around 0.6% (previous year: 0.9%) of total expenditure on international donations.

GRI **Indicator SO6**

Amount of expenditure on corporate citizenship, by type of activity



The activities of the BMW Group in the area of corporate citizenship are divided into three main areas. Firstly: monetary donations and donations in kind. Secondly: community investment. Community investment refers to investment in project initiatives conceived in-house, cooperative endeavours and partnerships as well as corporate volunteering by BMW Group employees. And thirdly: commercial activities, i.e. sponsorship and cause-related marketing. Total expenditure on corporate citizenship activities of the BMW Group decreased compared to the 2013 financial year. The main reasons for this were individual lighthouse projects that were expanded in the 2014 financial year, for example the Intercultural Innovation Award and Junior Campus. In addition, new legislation in some countries has led to an increase in CSR activities in order to meet requirements.

GRI **Indicator EC1**

Fuel consumption and CO_2 emissions ratings for the vehicles referred to in this report

Model	Urban (l/100 km)	Extra-urban (l/100 km)	Combined (l/100 km)	CO_2 emissions combined (g/km)
BMW ActiveHybrid 3	– [5.5]	– [6.2]	– [5.9]	– [139]
BMW ActiveHybrid 5	– [6.1 – 6.7]	– [6.6 – 7.2]	– [6.4 – 7.0]	– [149 – 163]
BMW ActiveHybrid 7	– [6.0]	– [7.2]	– [6.8]	– [158]
BMW 116i	7.0 – 7.3 [7.2 – 7.4]	4.5 – 4.7 [4.6 – 4.8]	5.4 – 5.6 [5.6 – 5.8]	125 – 131 [129 – 134]
BMW 320d Touring	5.9 – 6.0 [5.7]	4.0 [4.1]	4.7 – 4.8 [4.7]	124 – 125 [123 – 124]
BMW X1 sDrive18d	5.7 [5.6]	4.4 [4.7]	4.9 [5.0]	128 [132]
BMW X3 xDrive20d	5.9 – 6.3 [5.4 – 5.8]	4.7 – 5.1 [4.8 – 5.1]	5.2 – 5.6 [5.0 – 5.4]	136 – 146 [131 – 141]
MINI Cooper D	4.3 – 4.4 [4.2 – 4.3]	3.1 – 3.2 [3.5]	3.5 – 3.6 [3.7 – 3.8]	92 – 95 [98 – 99]
MINI One D	3.9 – 4.0	3.1 – 3.2	3.4 – 3.5	89 – 92

Model	Urban (l/100 km)	Extra-urban (l/100 km)	Combined (l/100 km)	CO_2 emissions combined (g/km)	Average total energy consumption (kWh/100 km)
BMW i3 (Range Extender)	omitted	omitted	– [0.6]	– [13]	– [13.5]
BMW i3	omitted	omitted	– [0]	– [0]	– [12.9]

Model	Urban (l/100 km)	Extra-urban (l/100 km)	Combined (l/100 km)	CO_2 emissions combined (g/km)	Electricity consumption combined (in addition to fuel consumption) (kWh/100 km)
BMW i8	omitted	omitted	[2.1]	– [49]	– [11.9]
BMW X5 xDrive40e[1]	omitted	omitted	– [3.3 – 3.4]	– [77 – 78]	– [15.3 – 15.4]

1 Provisional data.

Figures in brackets apply to automatic transmission. Fuel consumption and CO_2 emissions are dependent on wheel and tyre size. Fuel consumption is determined in accordance with the ECE driving cycle. Valid for vehicles with a European country specification. All engines comply with at least Euro 5 emissions standards. Further information on the official fuel consumption, specific official CO_2 emissions and power consumption of new passenger vehicles can be found in the "Guideline for fuel consumption, CO_2 emissions and electric power consumption of new passenger vehicles", available free of charge from all sales outlets, the Deutsche Automobil Treuhand GmbH (DAT), Hellmuth-Hirth-Straße 1, 73760 Ostfildern – Scharnhauser Park, Germany and at http://www.dat.de/angebote/verlagsprodukte/leitfaden-kraftstoffverbrauch.html.

As at December 2014.
Further, regularly updated information on the vehicles referred to in this publication can be found at www.bmw.com, www.mini.com and www.rolls-roycemotorcars.com.