

**Luxury FirstLook: Strategy 2013**

A **Luxury Daily** event



**BENTLEY**

The Definitive Luxury Brand

Christophe Georges  
President & COO – Bentley Motors Inc.



# Company Overview



- Founded in 1919 by W.O. Bentley
- Based on Pym's Lane, Crewe, since 1939
- Acquired by VW Group in 1998
- 4,000 people employed worldwide (as of July 2012)
- Operating in 55 countries (as of July 2012)
- Over 110,000 customers worldwide (as of July 2012)



**We will become the  
world's **most successful**  
luxury car company.**

# No. 1 in the Worldwide Luxury Segment



\* Based on market share of Direct Competitor Set (YTD 2012)

# Mission



- We are the definitive British luxury car company
- We will develop, craft and sell the world's most desirable luxury cars
- We stand for powerful, exquisite, individual

# Extraordinary People in Extraordinary Teams



4,000 colleagues.  
One vision.



# Extraordinary Cars for Extraordinary Customers

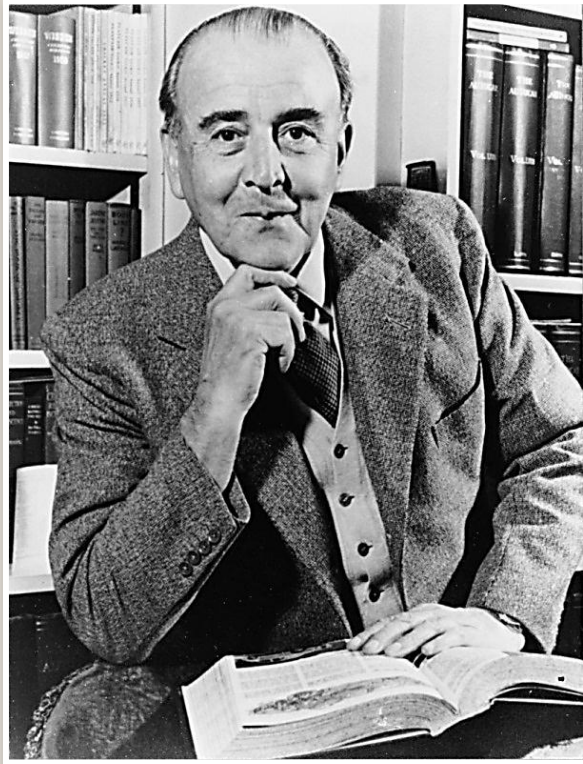


- From the Queen of England to Le Mans 24 hour racing ...and everything in between
- A **fusion of extremes**: from the ultimate grand tourer Mulsanne to the Continental Supersports Convertible Ice Speed Record





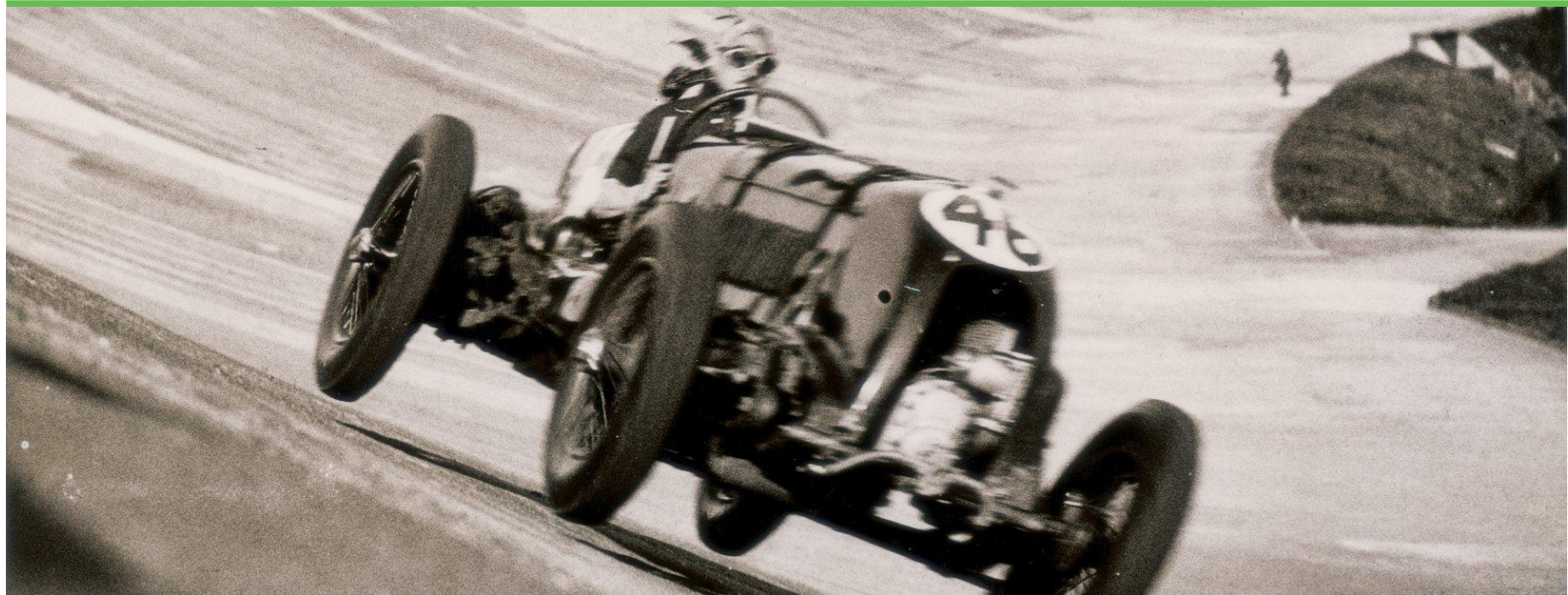
# W.O. Bentley



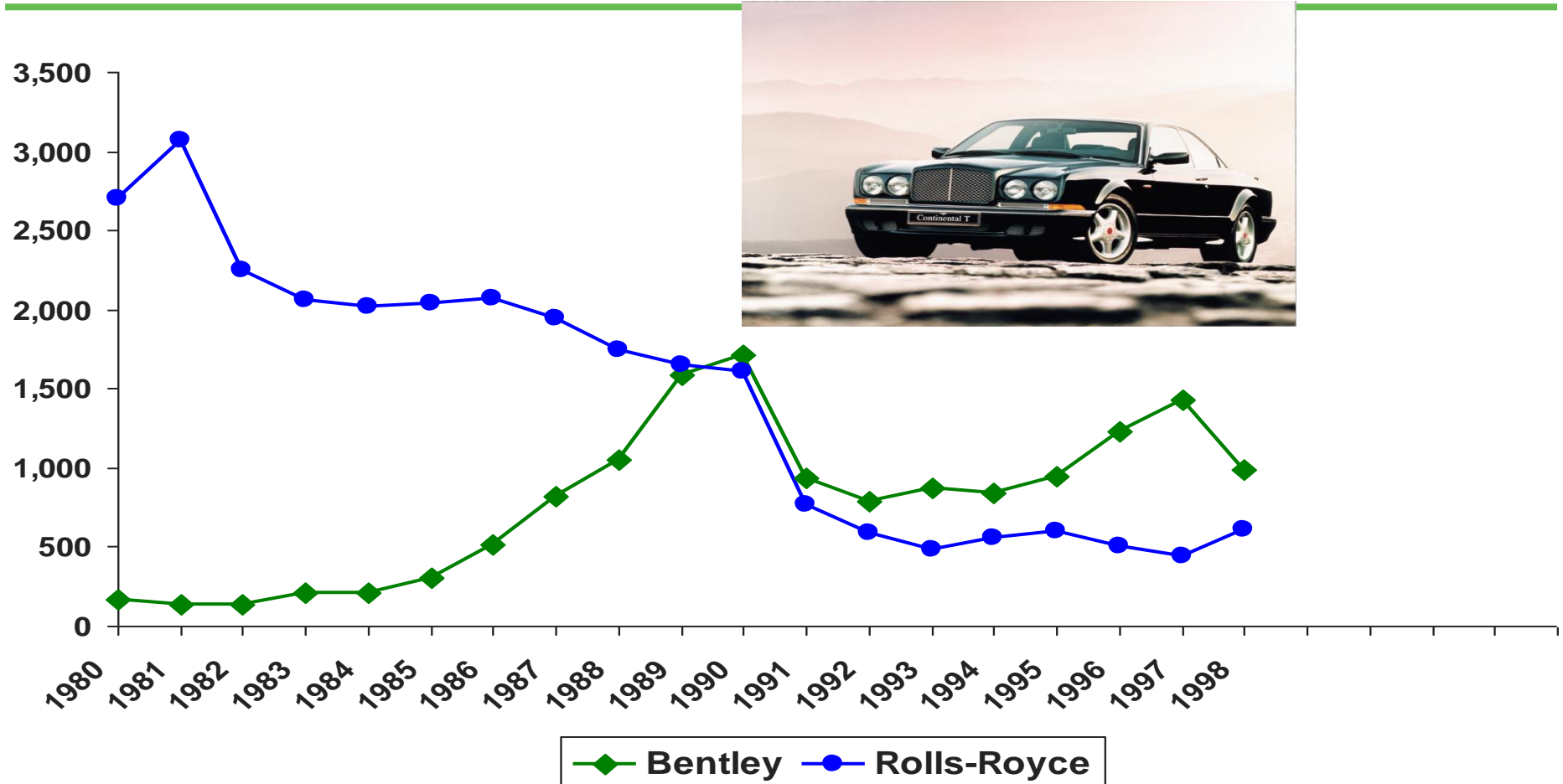
- A born engineer with great flair for innovation and a natural curiosity about mechanics
- Established Bentley Motors in 1919
- Driven by the philosophy to create:  
**“a fast car, a good car, the best in its class...”**



BENTLEY



# Bentley vs Rolls-Royce Sales 1980-1998





**Dr Winterkorn** (Chairman of the Board of Management of Volkswagen AG)

**Dr Piech** (Chairman of the Supervisory Board of Volkswagen AG)

- **July 1998:** Volkswagen AG completes the purchase of Bentley for £480 million
- Bentley and Rolls-Royce separate after 67 years together
- **October 1998:** Volkswagen AG begins a £500 million investment in the Bentley brand, the factory and an all-new model

# Investment in People



- Recruitment of 1,800 employees including 450 engineers



- Styling team expanded from 4 employees to 40

# Investment in Product and Factory



- ➔ 750 Mio. € investment in product development and production
- ➔ 80 Mio. € in assembly line and leather and veneer facilities

# But Some Things Never Change!





Bentley Arnage Limousine by Bentley Mulliner

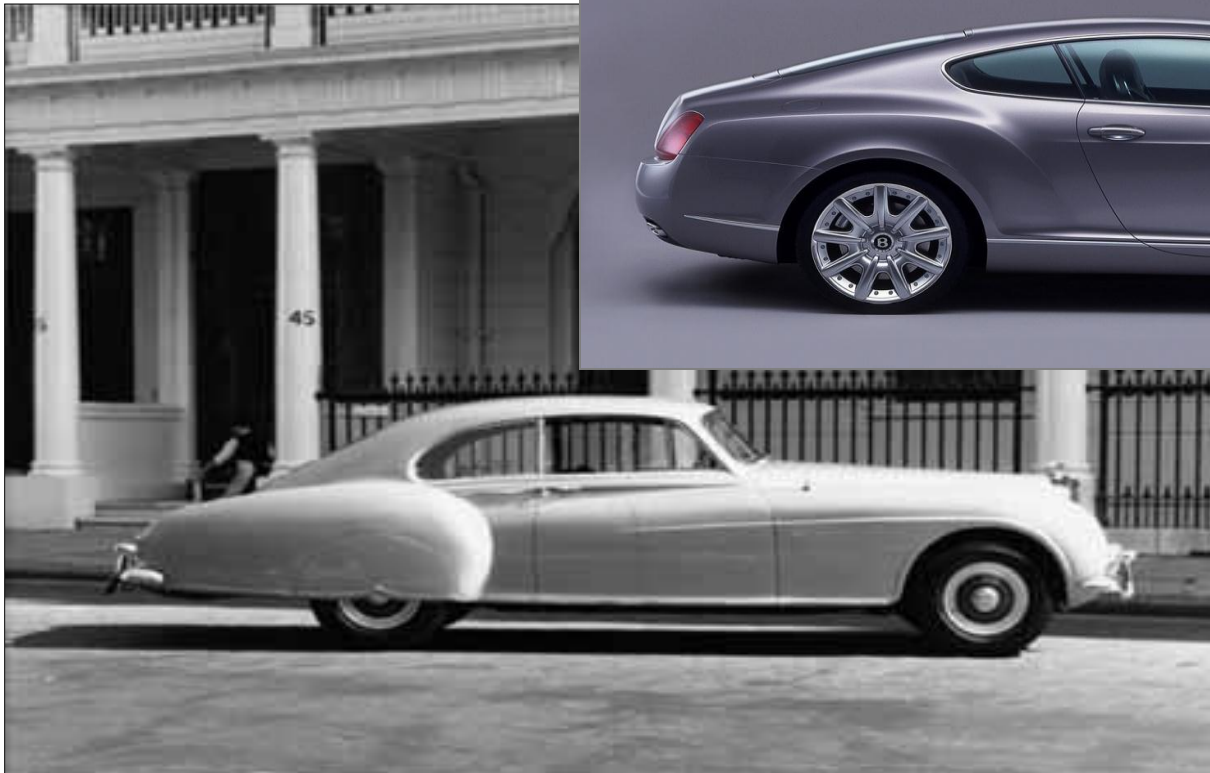


# Le Mans

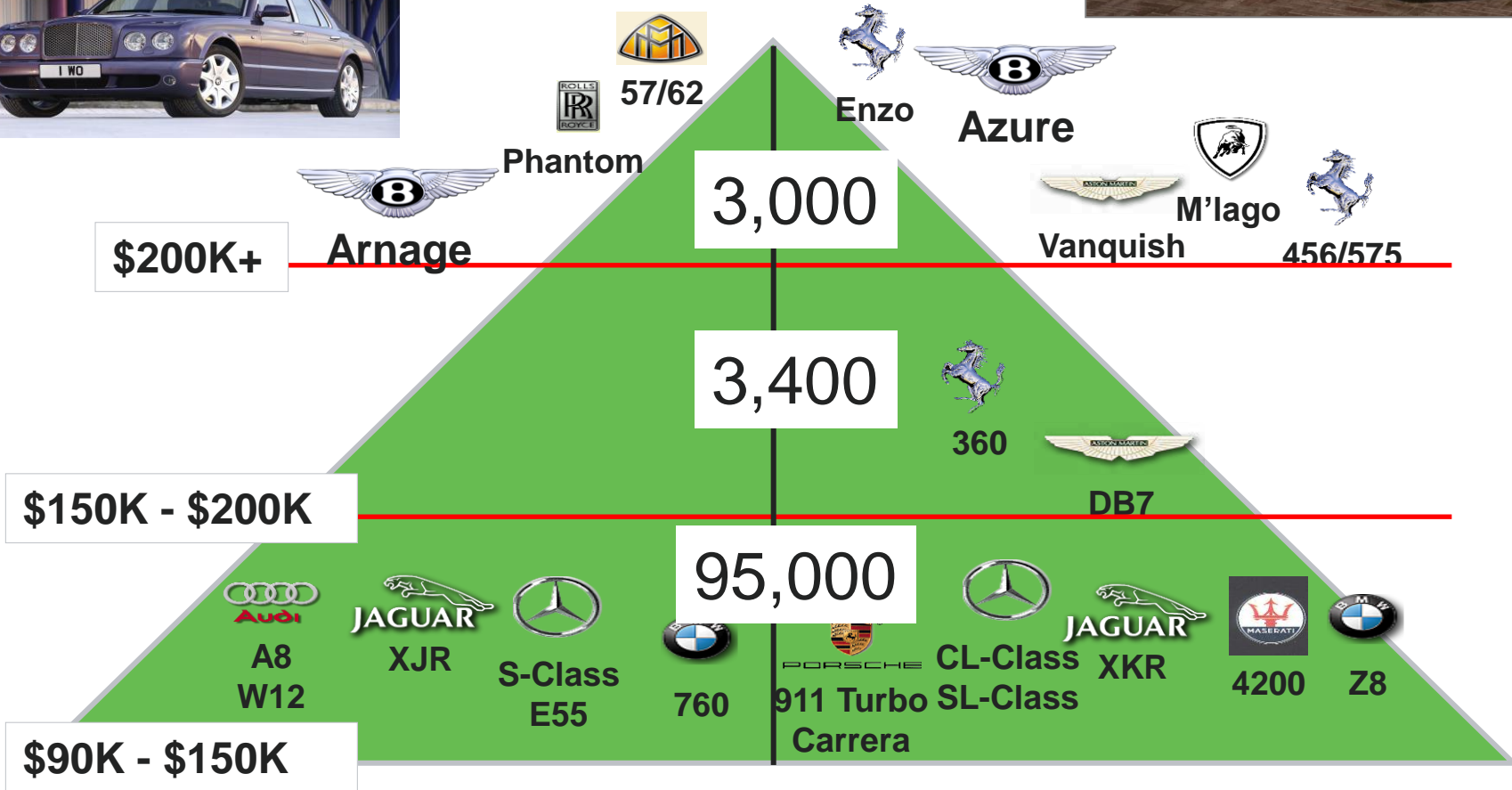


# Continental GT

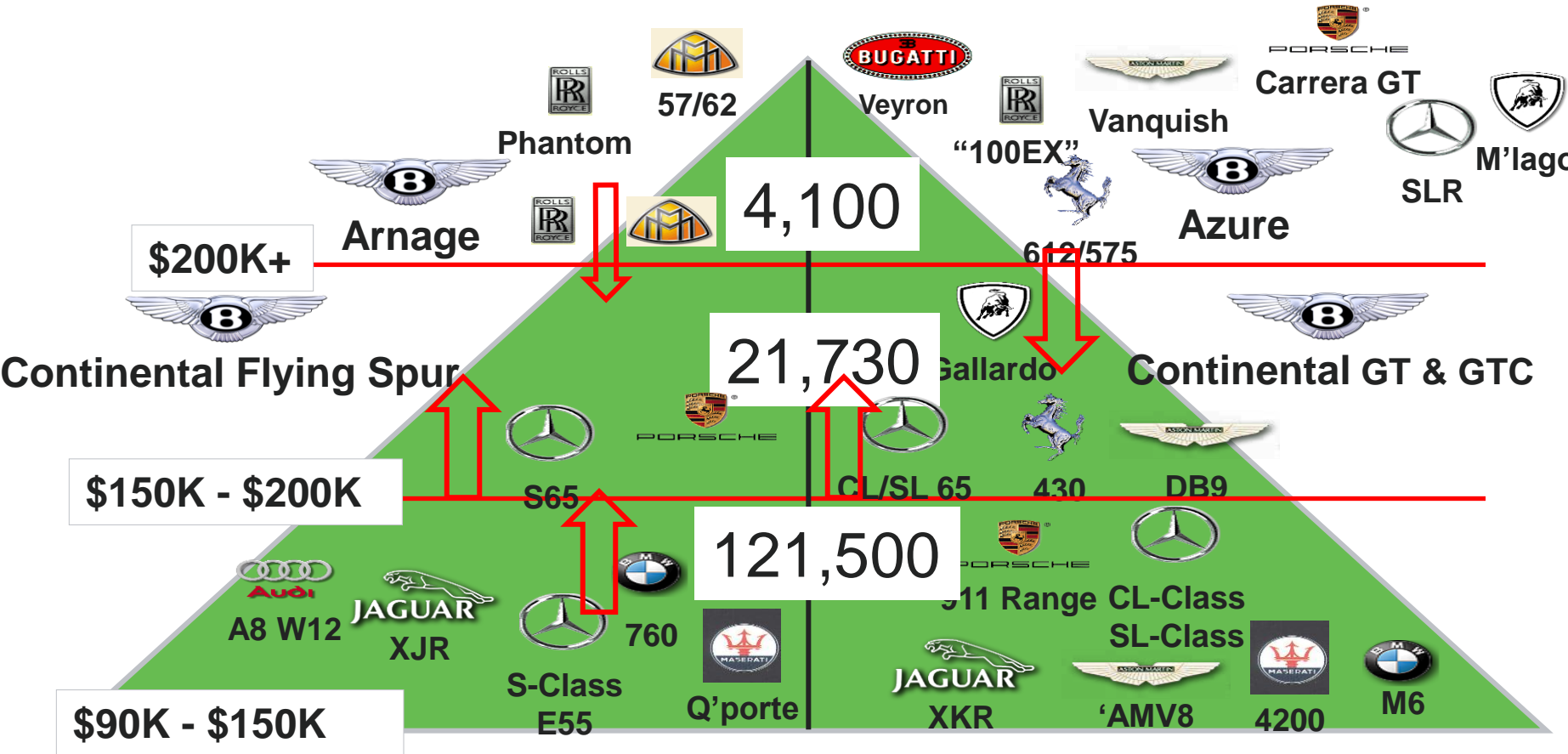
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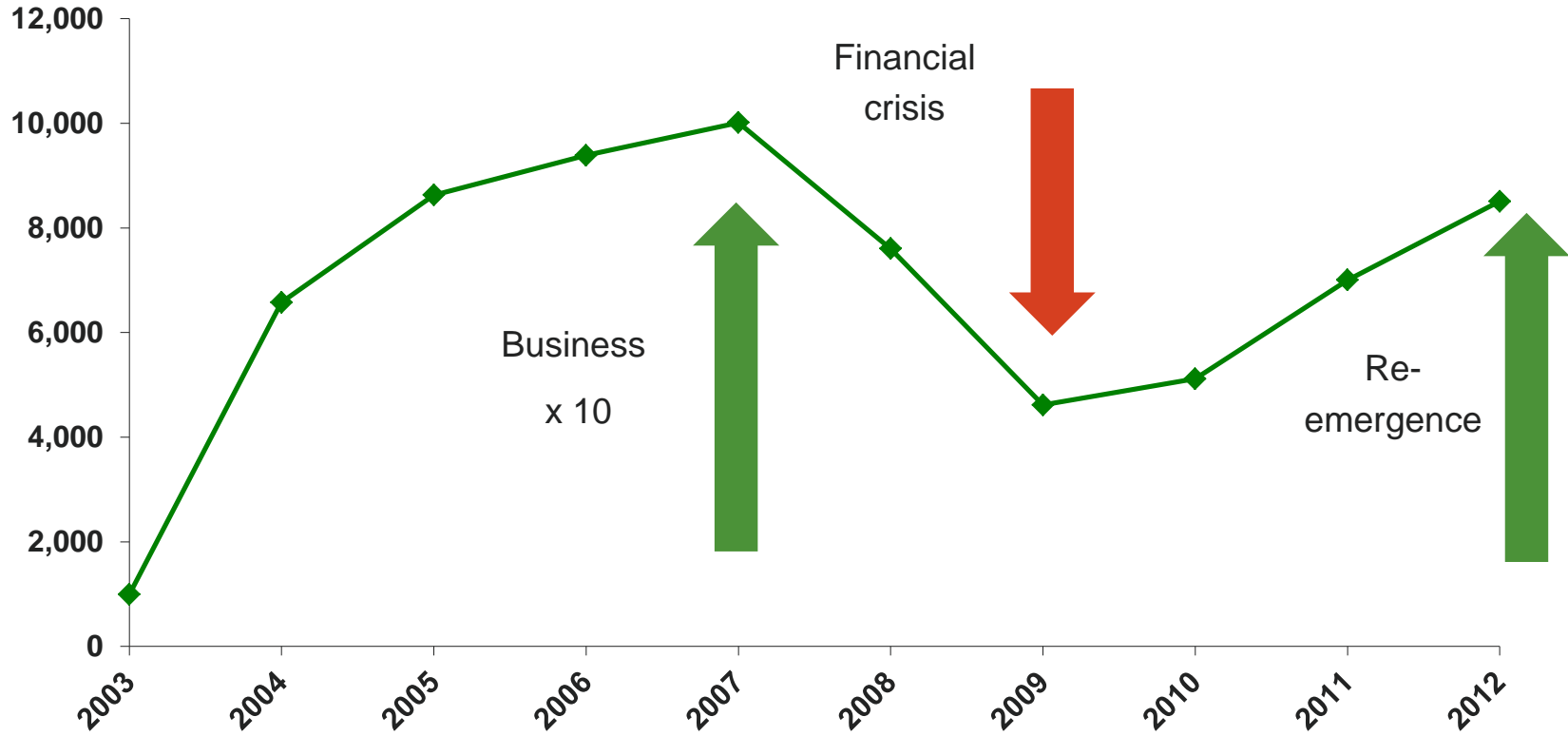
# Bentley's World - 2003



# Bentley's World - 2008



# Sales Development



# Maintaining Relevance in a Changing World

## Yesterday



Technology and Cars  
Perceived as „The  
Enemy“

## Today



Environmentally  
Compatible Technology  
Looked Upon as Symbol  
of Status/Lifestyle

# Four Product Pillars



Continental GT



EXP 9 F



Mulsanne



Flying Spur



# Bentley SUV Project



## The pinnacle luxury performance SUV

- Taking the Bentley values of design, craftsmanship and engineering excellence to a new level
- EXP 9 F SUV concept revealed in March 2012. Over 2,000 purchase intents received as of September 2012
- Bentley's SUV business case remains positive





# Continuous Development

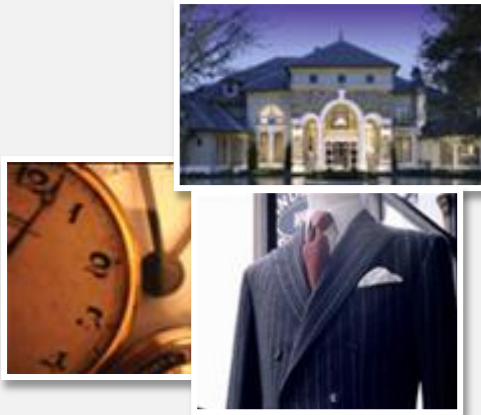
Products continually developed with our customers in mind...



# Broad Customer Appeal



## Classic Luxury



## Flamboyant Luxury



## New Luxury



SOURCE: SIGMA Sensor Study 2008 & 2010



Film: Mulsanne Visionaries

# Racing Pedigree Continues...



- Bentley has a true pedigree for racing:  
“We set records and we win races”
- 5 Le Mans victories in the 20<sup>th</sup> century and 1 in the 21<sup>st</sup> century
- Bentley Continental GT3 Concept racer revealed at Paris Motor Show 2012
- Future motorsport strategy under development...



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Film: GT3 Concept Racer

# Extending the Bentley Brand



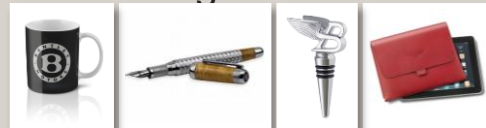
Extension of the Bentley Brand into other products - reach out to a huge global audience:



Licensing



Lifestyle & enthusiast goods



Branded Goods connected to cars and driving





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Film: The Bentley Suite at The St.Regis New York

# Brand-Customer Interface



## Ownership



## Media



## Collateral



## Motor shows & exhibitions



## Factory



## Social Media



## Events



## Dealership



## Digital Assets

