



**ELECTRIC HAS GONE BRUSSELS
KEPLER CHEUVREUX FIELDTRIP**

Brussels, June 13, 2019

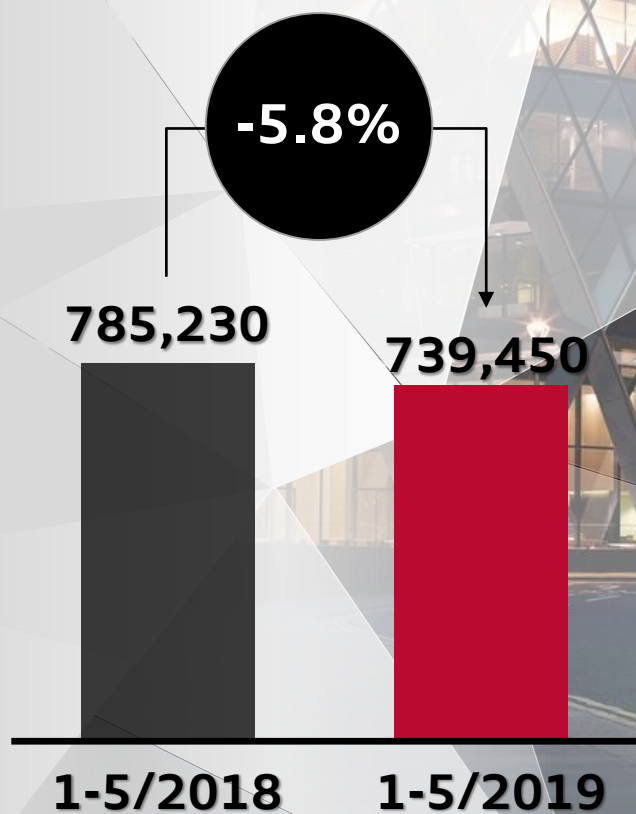


START TO 2019:

EFFECTS FROM WLTP & MODEL CHANGEOVERS

DELIVERIES

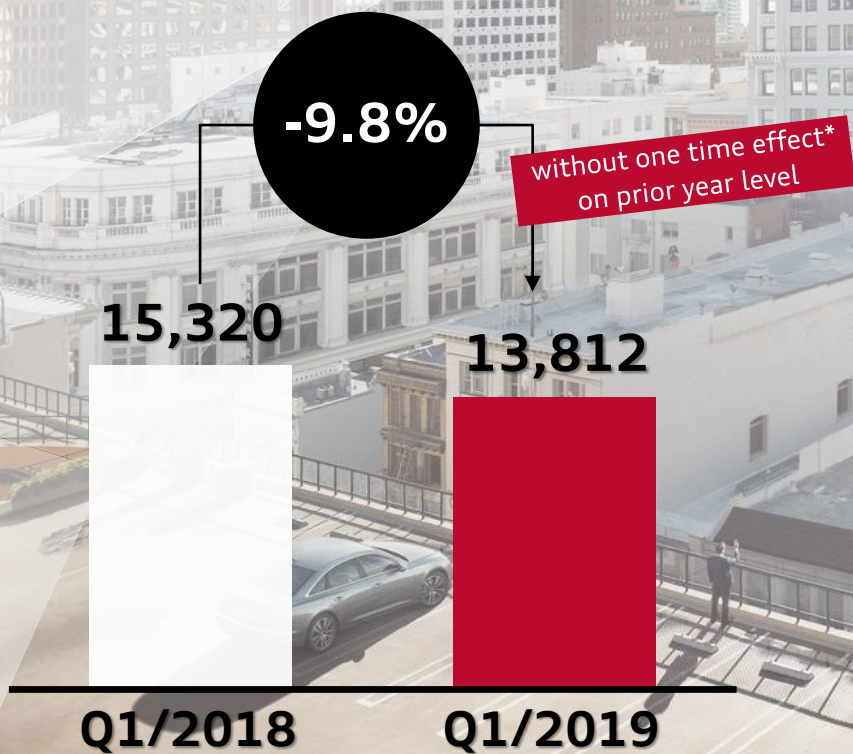
Audi brand, in units



ROBUST DEVELOPMENT IN FIRST QUARTER

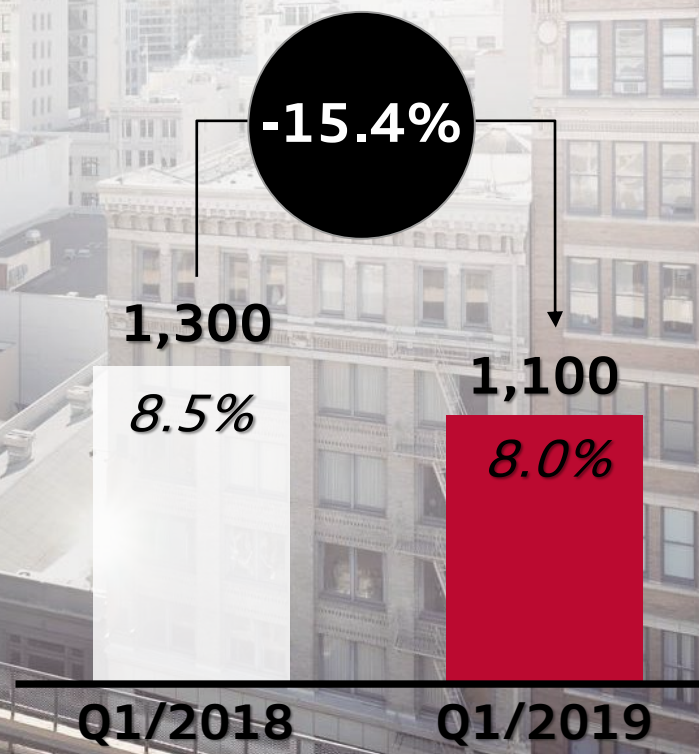
REVENUE

in m euros



OPERATING PROFIT

in m euros, in percent



* deconsolidation of multinational sales companies

STRENGTHEN FINANCIAL POWER

IN A CHALLENGING ENVIRONMENT

NET CASH FLOW

One time effect* from
deconsolidation

1,207 bn euros

(31. 3. 2018: 1,919**)

NET LIQUIDITY

20,058 bn euros

(31. 3. 2018: 20,210**)



* deconsolidation of multinational sales companies

** prior year figure with positive impact from due to inflows from changes in participations



FORECAST 2019 CONFIRMED

ENVIRONMENT REMAINS CHALLENGING

DELIVERIES

moderate increase

REVENUE

slight increase

OPERATING

RETURN ON SALES

7.0 % to 8.5 %

NET CASH FLOW

2.5 to 3.0 bn euros

OUR VISION

Unleash the **beauty**
of sustainable
mobility



BRAND POSITIONING

MOST PROGRESSIVE PREMIUM BRAND

best

customer experience

exciting customer-relevant

innovations

breath taking

design



OUR VISION

CO₂-neutral mobility with strongest range of **electric models** amongst the premium competitors

increasing **expectations** for plug-in hybrids and electric cars to **40%** of unit sales

reducing **CO₂ footprint** of Audi fleet over its entire lifecycle **by 2025**

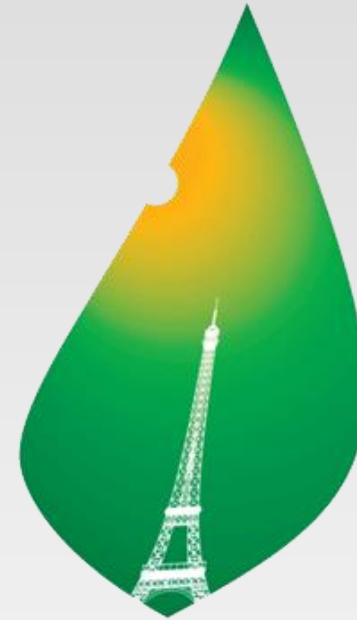
in the long-term perspective, **to manage without CO₂ emissions** throughout the company



2050: CO₂-NEUTRAL WITHIN THE VW GROUP



COP21 • CMP11
PARIS 2015
UN CLIMATE CHANGE CONFERENCE



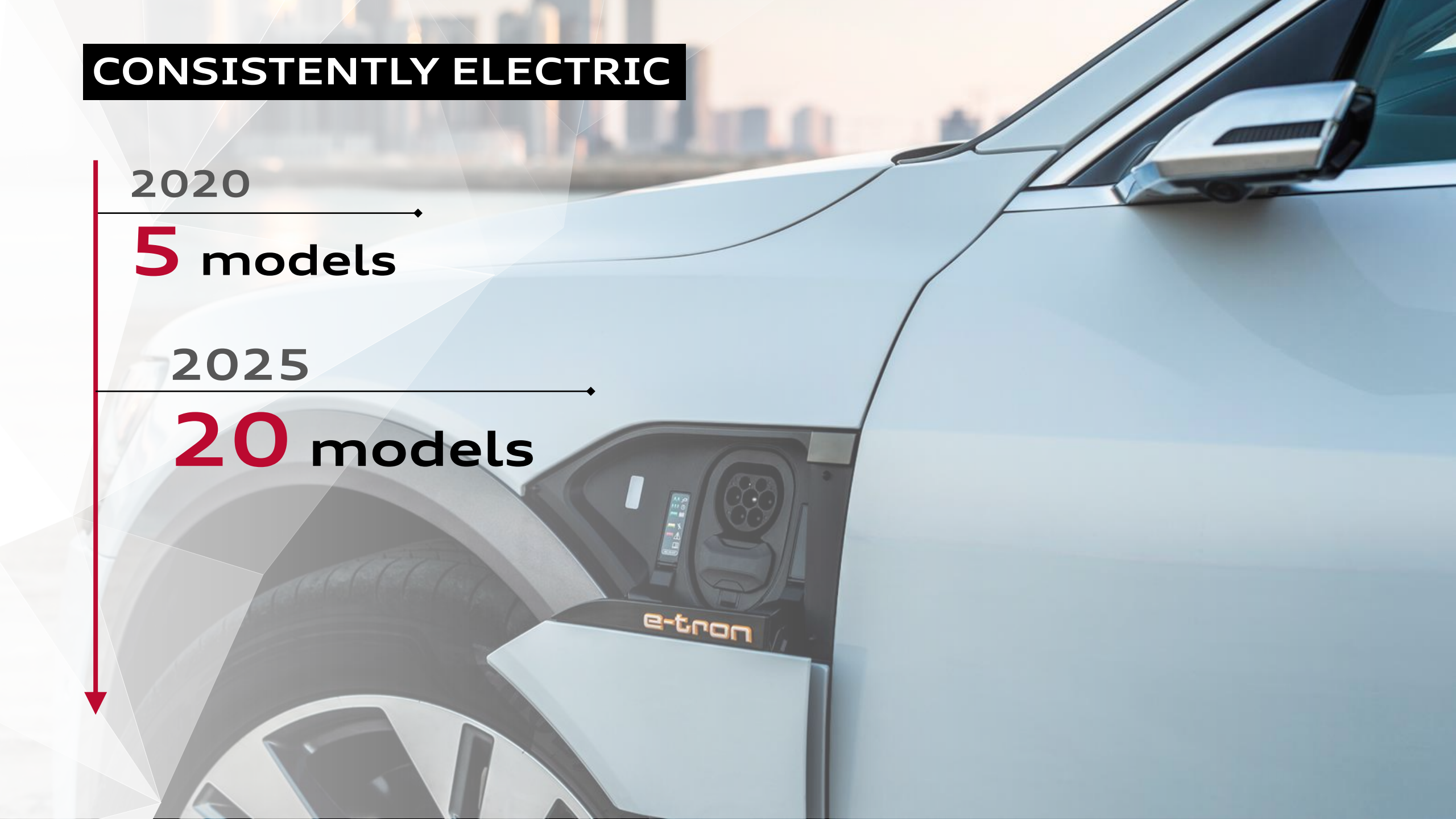
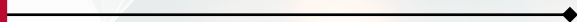
CONSISTENTLY ELECTRIC

2020

5 models

2025

20 models



AMBITIONS E-ROADMAP AHEAD



SUV based on PPE flat floor sportback based on PPE



MORE TO COME



Geneva
Q4 e-tron



MORE TO COME

dedicated BEV platforms



Geneva
A8e A6e Q5e
A7e

PHEV

2018

2025...

>30 electrified models by 2025

Q5 TFSIe





e-tron

e-tron

Sportback (concept)



Q4 e-tron

(concept)



e-tron GT

(concept)



AUDI POSITIONS ITSELF FOR THE FUTURE

& CAPEX
Research & Development expenditure

40 bn euros

until 2023*

* total projected expenditure according to planning round

TRANSFORMATION PLAN

FREES UP RESOURCES FOR THE FUTURE

INCREASED TARGET

15 bn euros

by the end of 2022

NEW MINDSET

profit zone prior
to comfort zone

CONCRETE MEASURES

for 70%
of the target



AUDI.ZUKUNFT TACKLES LONGTERM COMPETITIVENESS

A close-up photograph of a person's hands wearing white work gloves, adjusting a multi-faceted, chrome headlight on a dark-colored car. The background is blurred, showing an industrial setting.

VALUE CHAIN

**core activities
& distribution of tasks**

examined

ON THE TEST STAND

**benefits not covered
by collective wage agreements**

ENTREPRENEURIAL FLEXIBILITY

**future-proof
shift system**

CONSISTENTLY PROFITABLE

- **return on investment after CO₂ of more than 21%**
- **operating return on sales of between 9 and 11%**
- **significantly increased enterprise value**



CONSISTENTLY SUSTAINABLE



Brussels plant
CO₂-neutral location

successively in all plants
100% green electricity

Győr plant 2020
CO₂-neutral

heat supply in Germany
biogas

all plants by 2025
CO₂-neutral

additional measures
closed water cycle
targeted reuse of resources

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Consequently, a negative impact relating to ongoing claims or investigations, any unexpected fall in demand or economic stagnation in our key sales markets, such as in Western Europe (and especially Germany) or in the USA, Brazil or China, will have a corresponding impact on the development of our business. The same applies in the event of a significant shift in current exchange rates in particular relative to the US dollar, sterling, yen, Brazilian real, Chinese renminbi and Czech koruna.

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