



FY2020  
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# Financial Results

Investor Relations Conference Call & Webcast  
Markus Duesmann, CEO

March 19, 2021



Audi e-tron S Sportback: combined electric power consumption<sup>1</sup> in kWh/100 km: 27.6-27.5; combined CO<sub>2</sub> emissions<sup>1</sup> in g/km: 0

## Disclaimer

The following presentations contain forward-looking statements and information on the business development of the Audi Group. These statements may be spoken or written and can be recognized by terms such as “expects”, “anticipates”, “intends”, “plans”, “believes”, “seeks”, “estimates”, “will” or words with similar meaning. These statements are based on assumptions, which we have made on the basis of the information available to us and which we consider to be realistic at the time of going to press. These assumptions relate in particular to the development of the economies of individual countries and markets, the regulatory framework and the development of the automotive industry. Therefore the estimates given involve a degree of risk, and the actual developments may differ from those forecast. The Audi Group currently faces additional risks and uncertainty related to pending claims and investigations in a number of jurisdictions in connection with findings of irregularities relating to exhaust emissions from diesel engines in certain Audi vehicles. The degree to which the Audi Group may be negatively affected by these ongoing claims and investigations remains uncertain. The recent outbreak of COVID-19 (commonly referred to as coronavirus) has negatively impacted and may continue to impact economic and social conditions in some of Audi's primary markets, including China and Europe, as public, private, and government entities implement containment and quarantine measures. The continued spread of COVID-19 may cause shortages of necessary materials and parts from suppliers directly or indirectly affected by the outbreak and may cause operational disruptions and interruptions at Audi's production facilities, leading to significant production downtimes

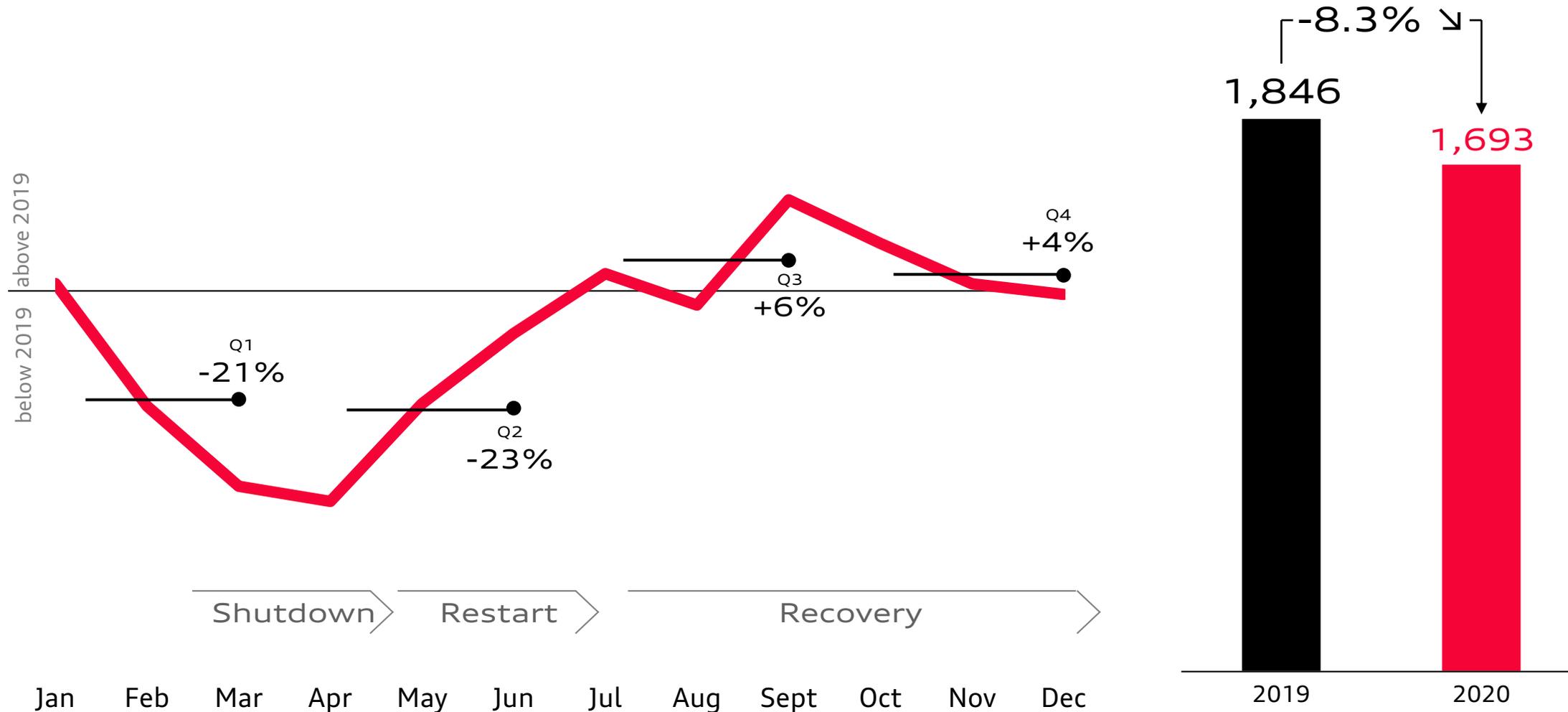
A negative development relating to ongoing claims or investigations, the continuation of COVID-19, an unexpected fall in demand or economic stagnation in our key sales markets, such as in Western Europe (and especially Germany) or in the USA, Brazil or China, and trade disputes among major trading partners 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. If any of these or other risks occur, or if the assumptions underlying any of these statements prove incorrect, the actual results may significantly differ from those expressed or implied by such statements. We do not update forward-looking statements retrospectively. Such statements are valid on the date of publication and can be superseded.

This information does not constitute an offer to exchange or sell or an offer to exchange or buy any securities.

The pandemic marked the sales volume trend: Audi's strong second half-year limited the drop to -8% – better than the overall market.

## Deliveries to customers

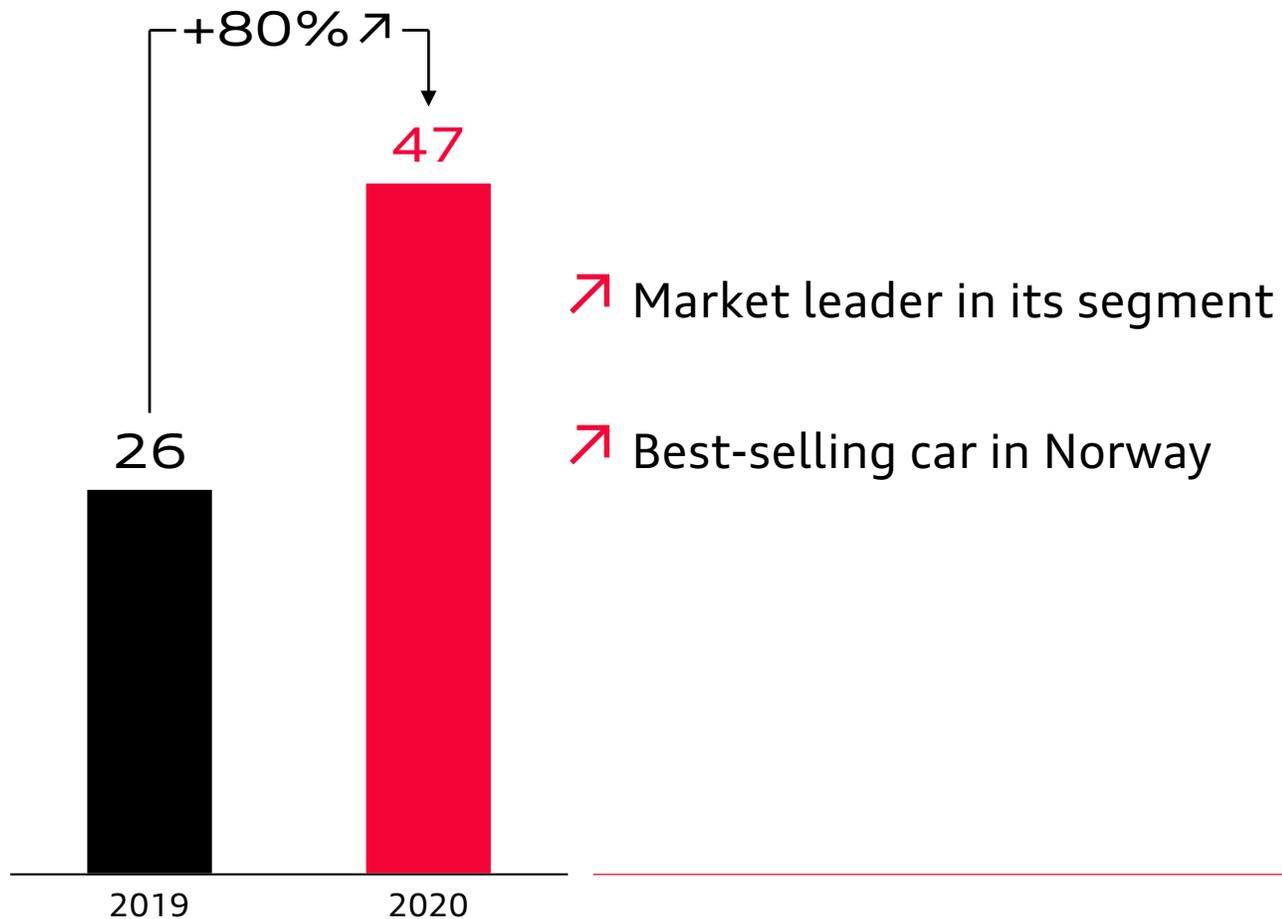
Audi Brand, in k units, 2020, monthly Δ to 2019



Roadmap E gains momentum: over 47k customers chose an Audi e-tron in 2020.

## Audi e-tron family deliveries to customers

in k units



Audi e-tron:  
combined electric power consumption<sup>1</sup> in kWh/100 km: 23.1 – 21.0;  
combined CO<sub>2</sub> emissions<sup>1</sup> in g/km: 0

Audi's BEV family grows: the Q4 e-tron family makes electric mobility more accessible and the e-tron GT will shape our brand.



Audi RS e-tron GT: combined electric power consumption<sup>1</sup> in kWh/100 km: 20.2–19.3; combined CO<sub>2</sub> emissions<sup>1</sup> in g/km (g/mi): 0

## Next steps in our strategy in China.

**Audi FAW  
New Energy Vehicle  
Company**

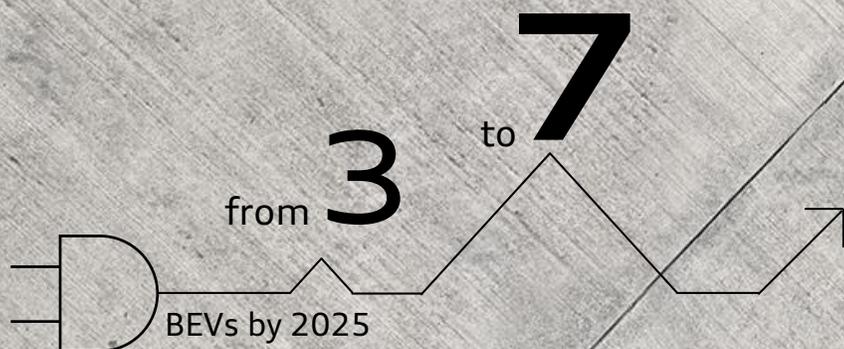
Changchun

**FAW Audi  
Sales Company**

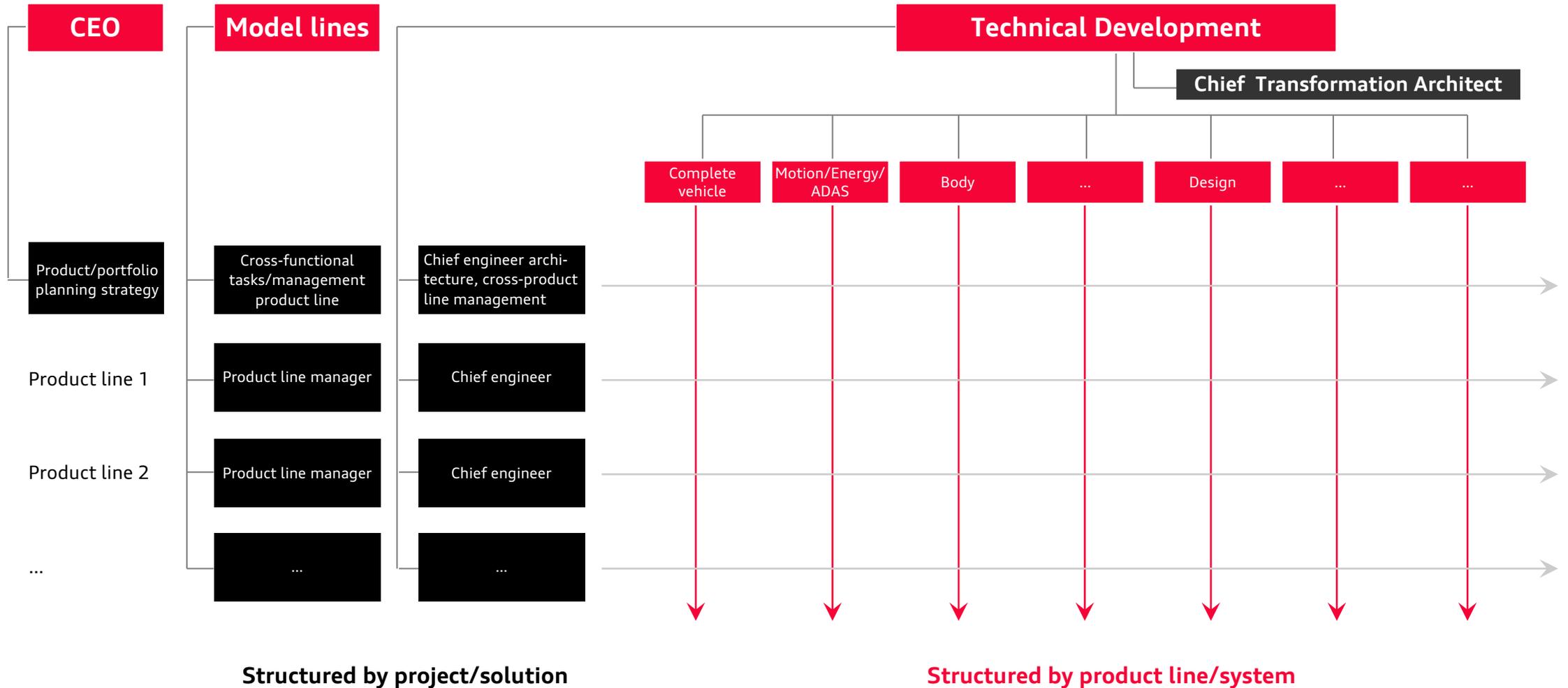
Hangzhou

**SAIC  
Partnership**

Shanghai



# Restructuring of the technical development area: matrix structure enables efficient, delivery-oriented development processes.



Artemis Project concluded the concept phase of the new generation high-performance model.

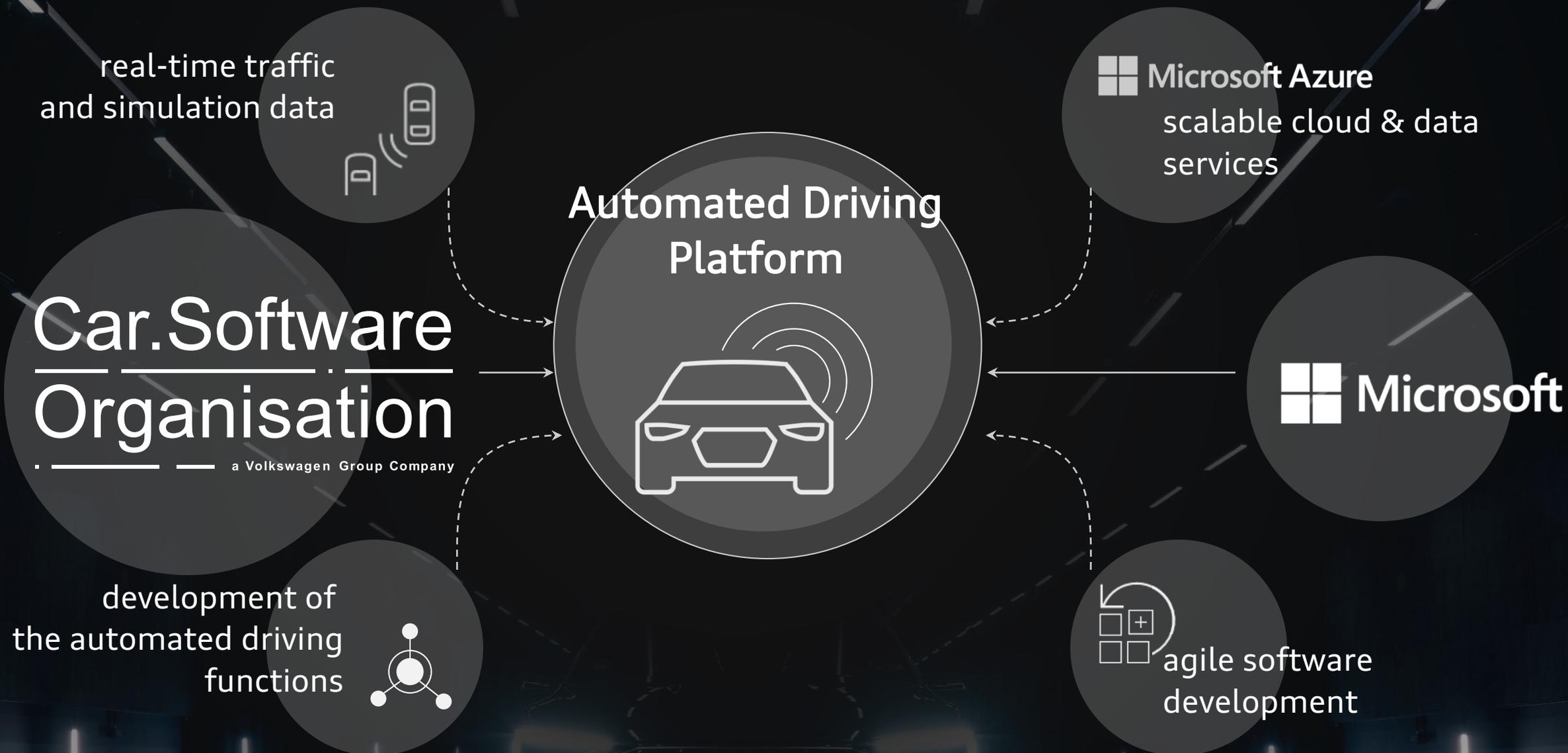
# ARTEMIS PROJECT

PPE-based high-end model



- accelerated development
- new technology for electric, highly automated driving
- ecosystem around the car with business model
- blueprint for future agile development
- know-how integration of entire VW Group & Car.Software Organisation

Car.Software Organisation starts co-operation with Microsoft to accelerate development of highly automated driving.



# Audi takes over management responsibility for Bentley.



Bentley Flying Spur V8: combined fuel consumption<sup>1</sup> in l/100 km 16.5. - 8.8; combined CO<sub>2</sub> emissions<sup>1</sup> in g/km: 270 g/km



Audi RS e-tron GT: combined electric power consumption<sup>1</sup> in kWh/100 km: 20.2–19.3; combined CO<sub>2</sub> emissions<sup>1</sup> in g/km (g/mi): 0



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**FY2020**

# Financial Results

Investor Relations Conference Call & Webcast

Dr. Arno Antlitz, CFO | March 19, 2021

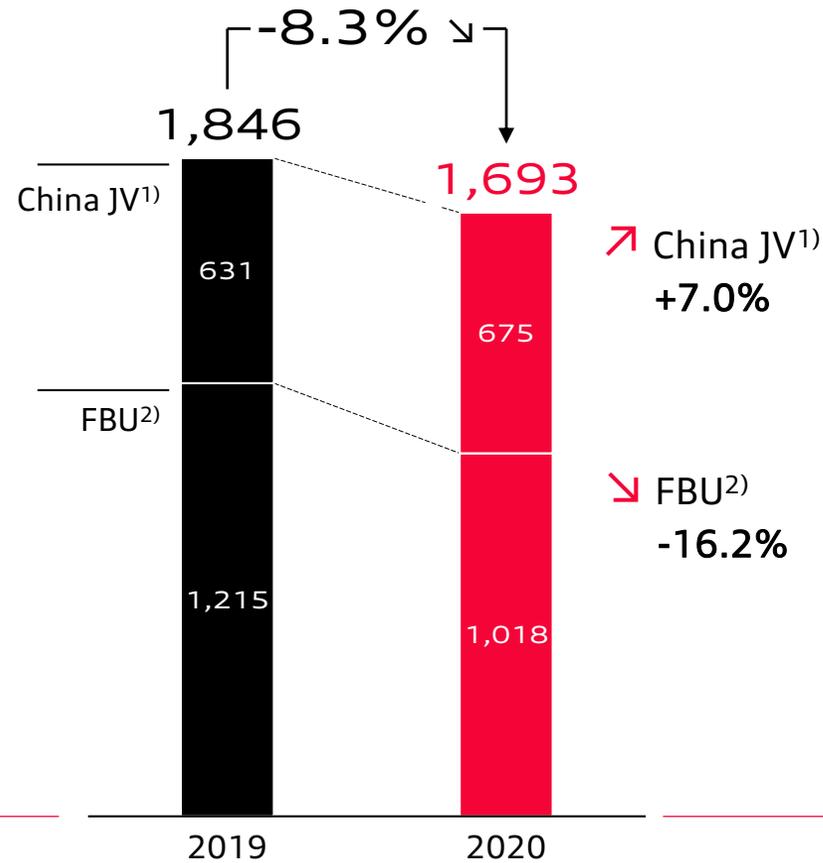


Audi e-tron S Sportback: combined electric power consumption<sup>1</sup> in kWh/100 km: 27.6-27.5; combined CO<sub>2</sub> emissions<sup>1</sup> in g/km: 0

# Fall in deliveries due to the pandemic and higher share of local production in China led to revenue decline of 10%.

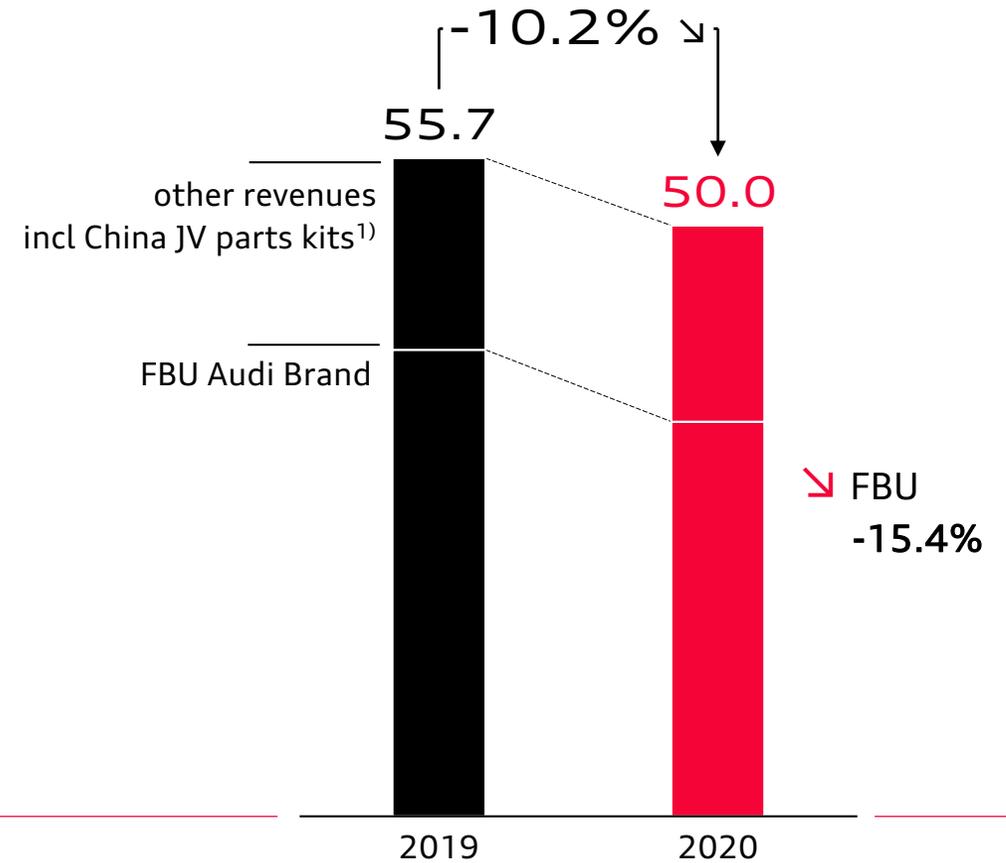
## Deliveries to customers

Audi Brand, in k units, in% of total



## Revenue

in €bn



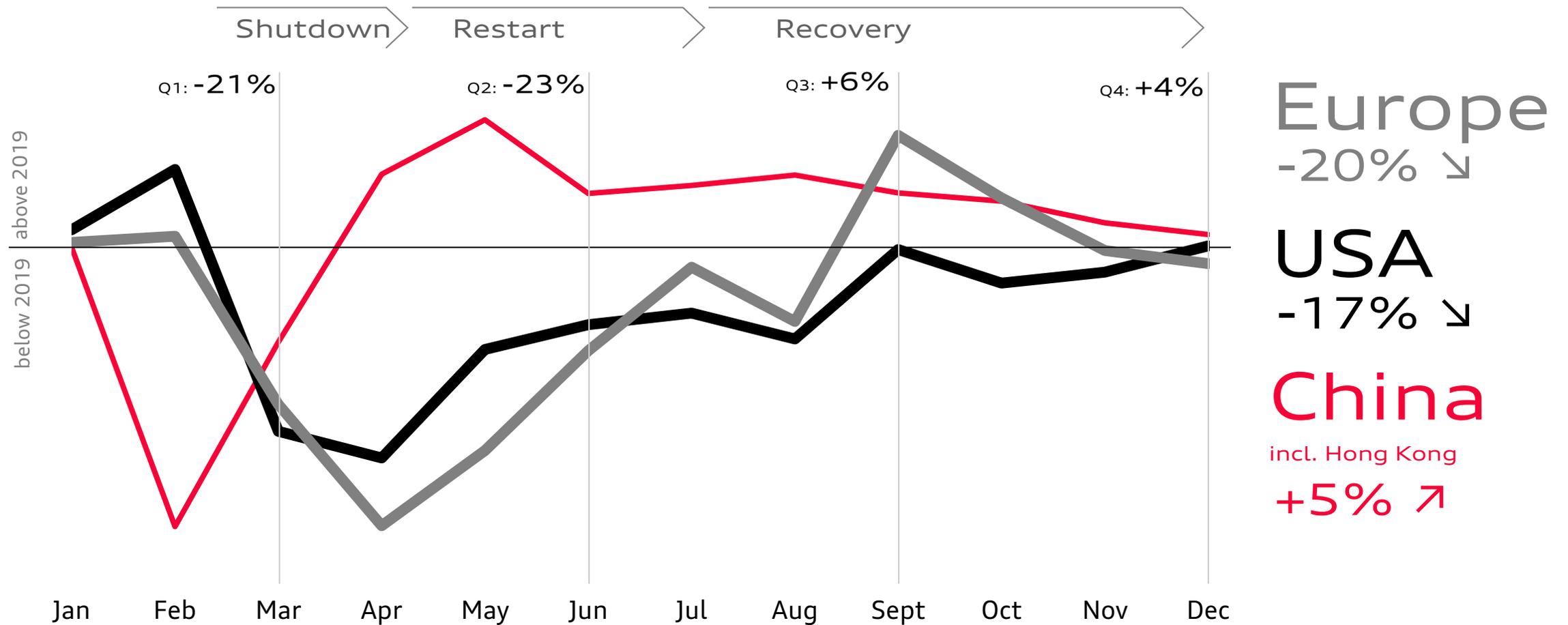
1) vehicles locally produced by / parts kits sold to FAW-Volkswagen Automotive Company, Ltd., Changchun (China) 2) total deliveries to customers minus vehicles locally produced by FAW-Volkswagen Automotive Company, Ltd.

Affected by the pandemic, sales development and regional mix influenced operating performance.

## Deliveries to customers

Audi Brand, in k units, 2020, monthly Δ to 2019

● USA ● Europe ● China (incl. Hong Kong)

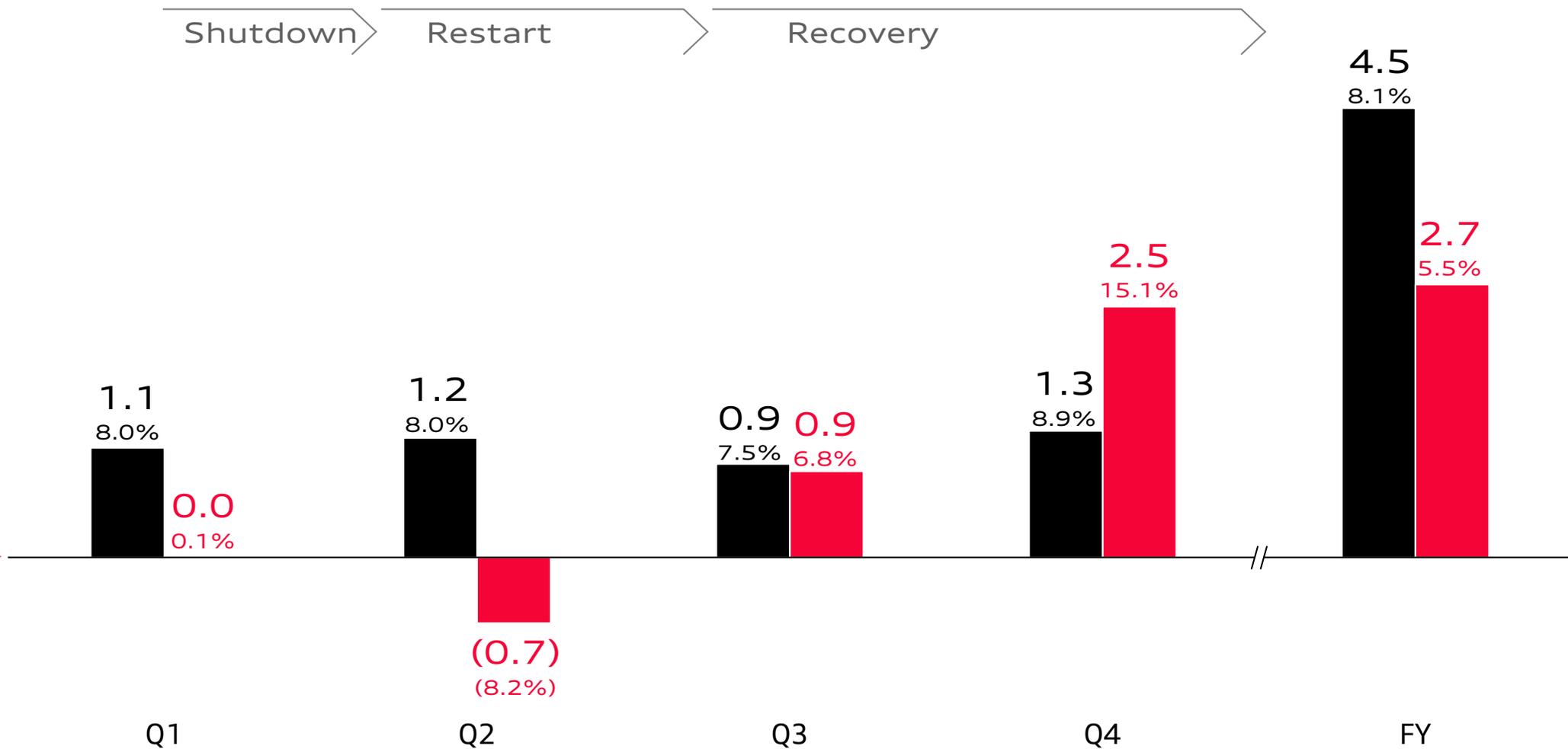


Quarterly operating profit mostly reflects sales volume decline in H1 and market recovery in H2.

## Operating profit

Audi Group, before special items, in €bn, in % of revenue

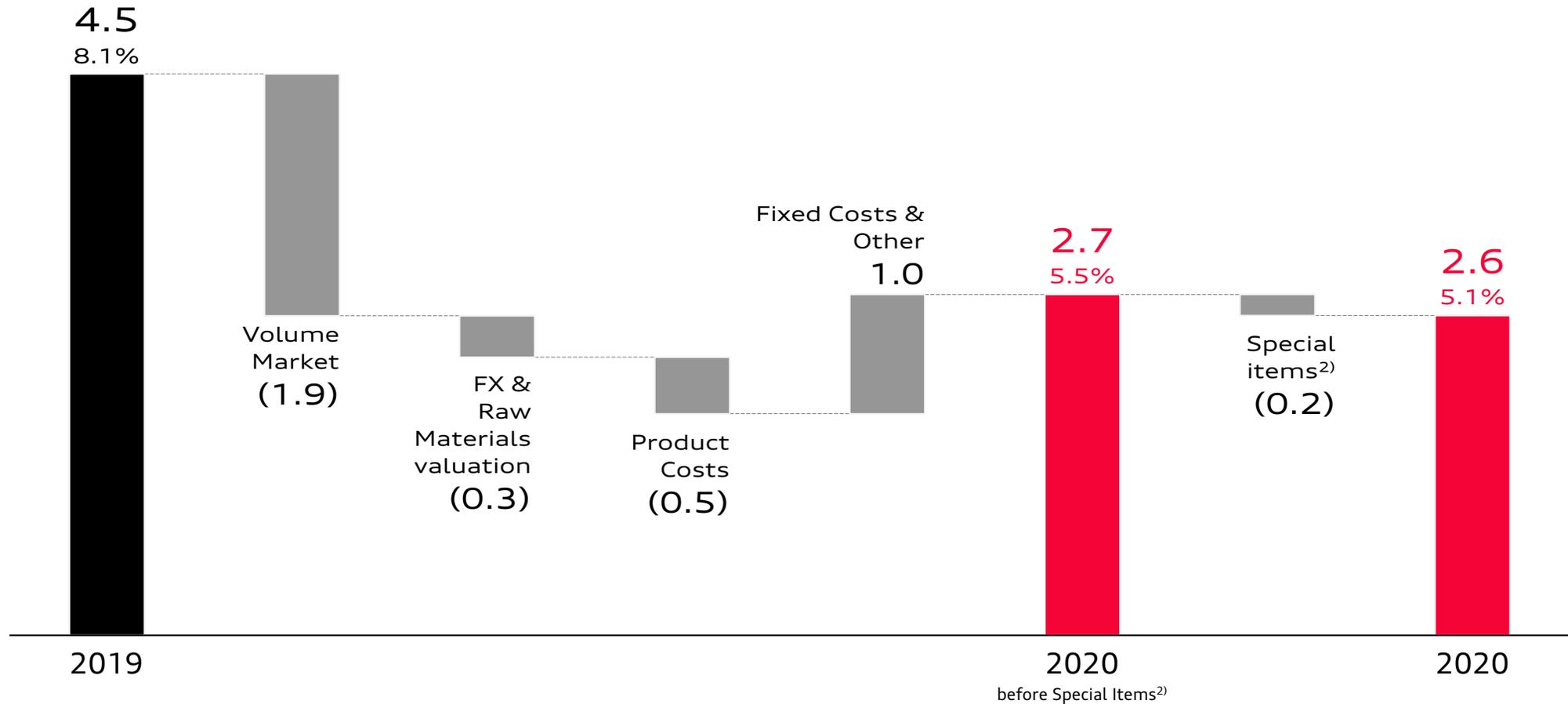
● 2019 ● 2020



# Extensive cost measures only partly offset overall fall in sales volume.

## Operating profit

in €bn / in % of revenues<sup>1)</sup>



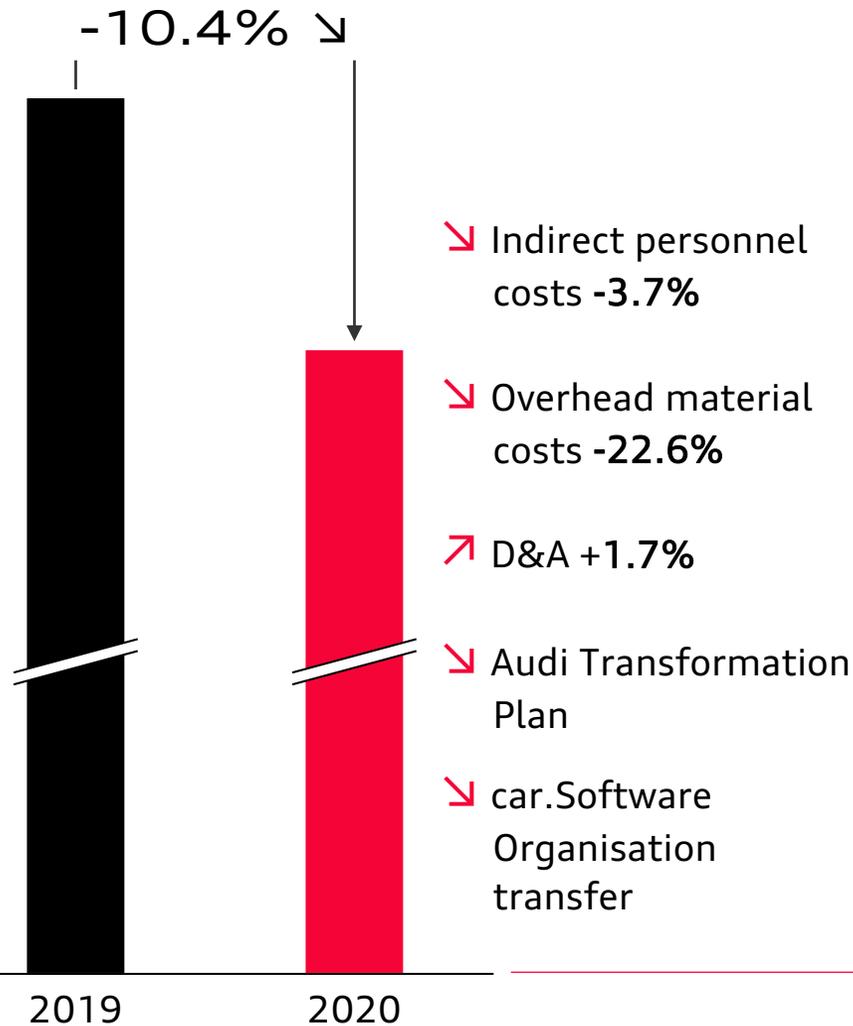
1) all figures rounded individually, small deviations possible if added up, small adjustments to the classification of the items have been made compared to Q3/2020 presentation.

2) in connection with diesel issue

Strict cost discipline in the face of the pandemic was supported by continuous implementation of Audi.Zukunft und Audi Transformation Plan.

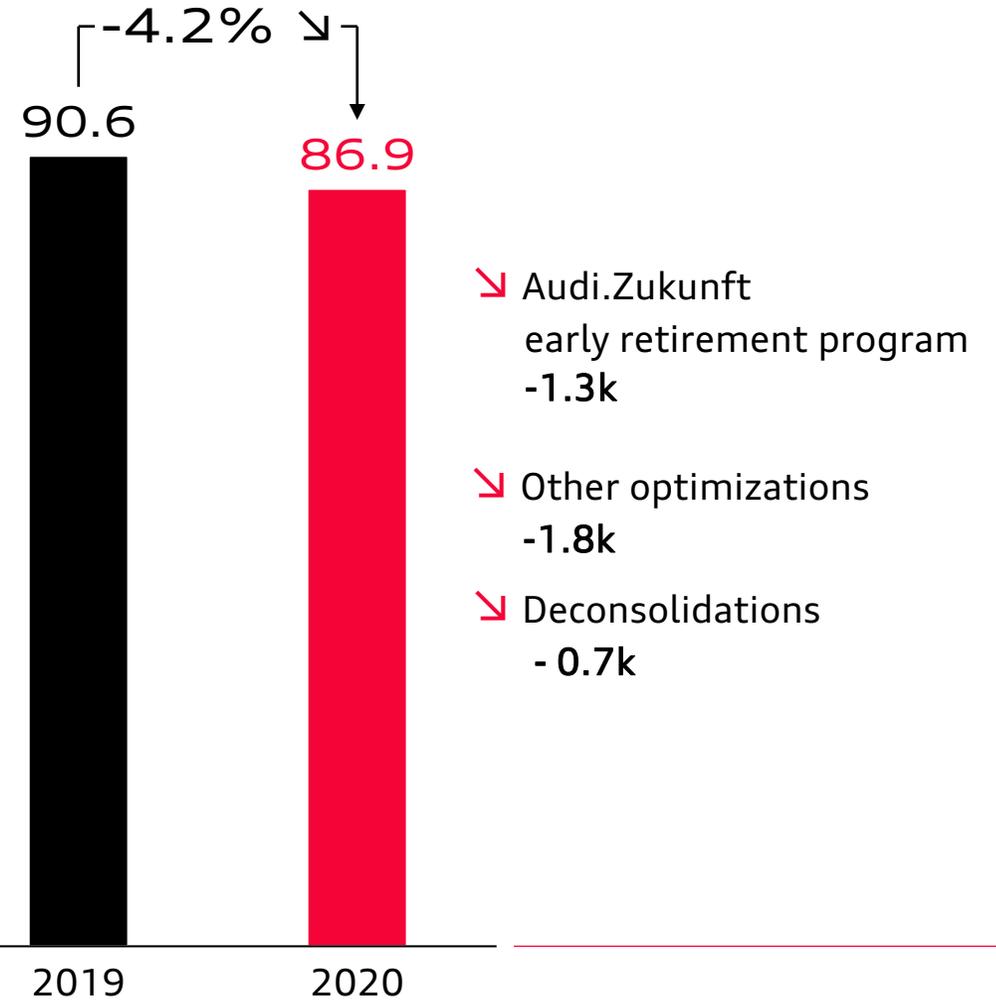
### Fixed costs

in €bn / Δ in %



### Headcount

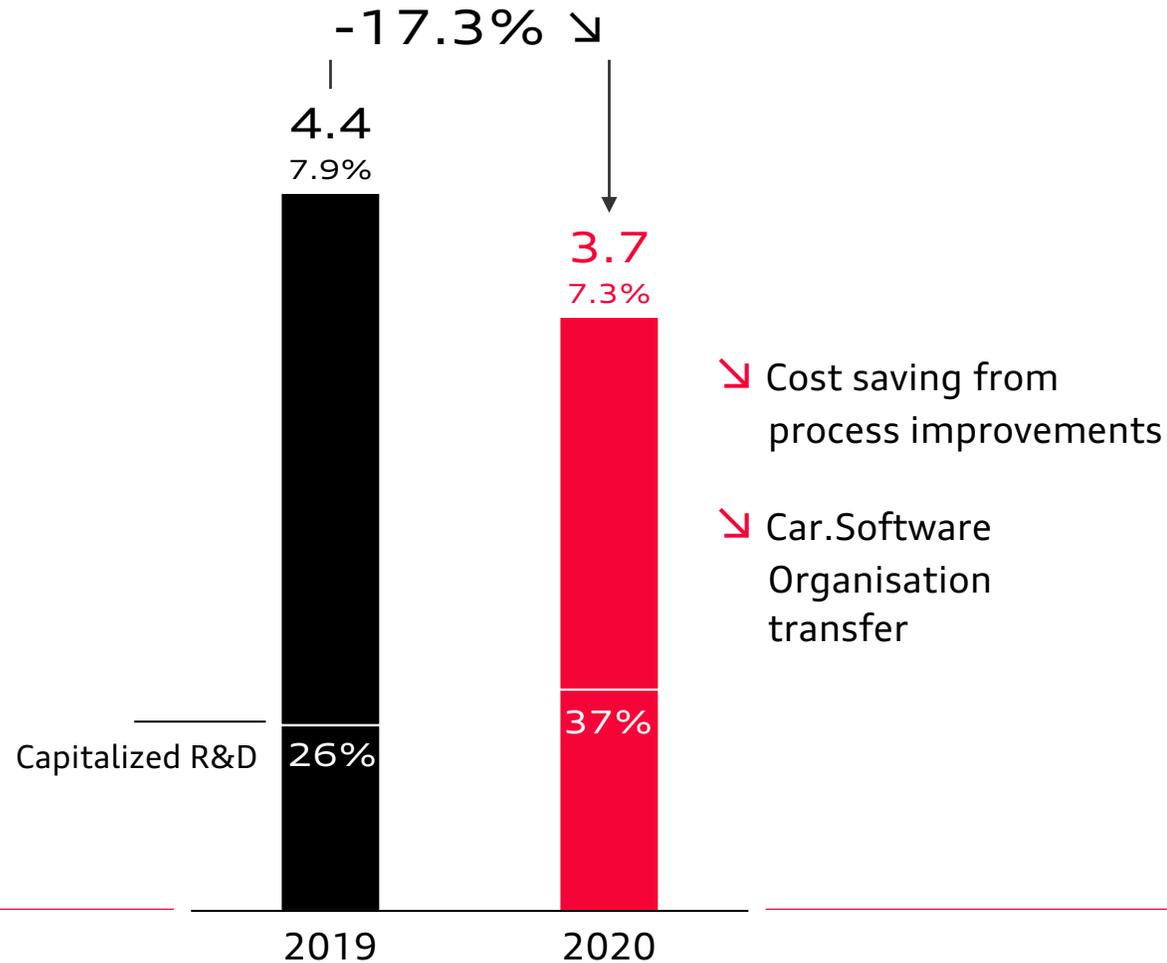
in k employees / Δ in %



Better focus and improved processes led to lower R&D.

## Cash Research & Development

in €bn / in % of revenues, capitalization rate in % of cash R&D

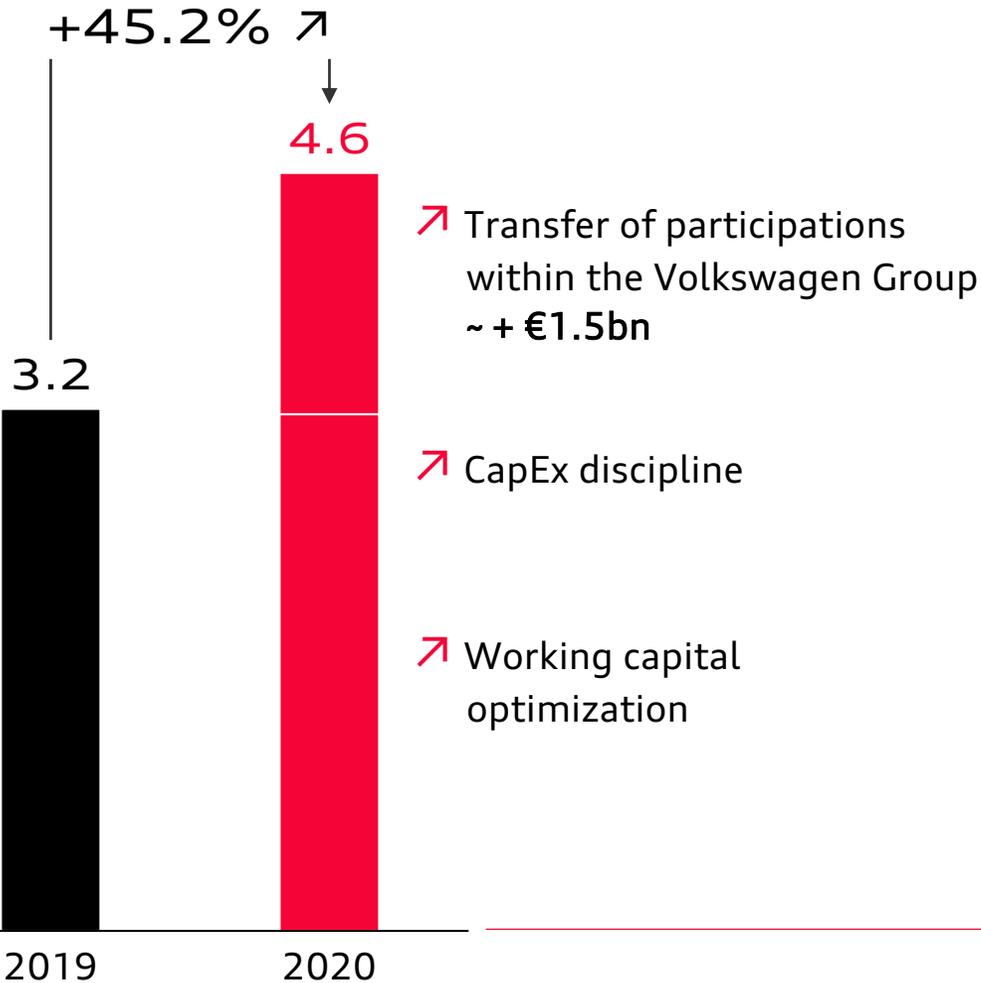


Audi e-tron GT quattro:  
combined electric power consumption<sup>1</sup> in kWh/100 km: 19.6-18.8;  
combined CO<sub>2</sub> emissions<sup>1</sup> in g/km: 0

Alongside CapEx discipline, inventories management played a pivotal role in securing liquidity in the face of the pandemic.

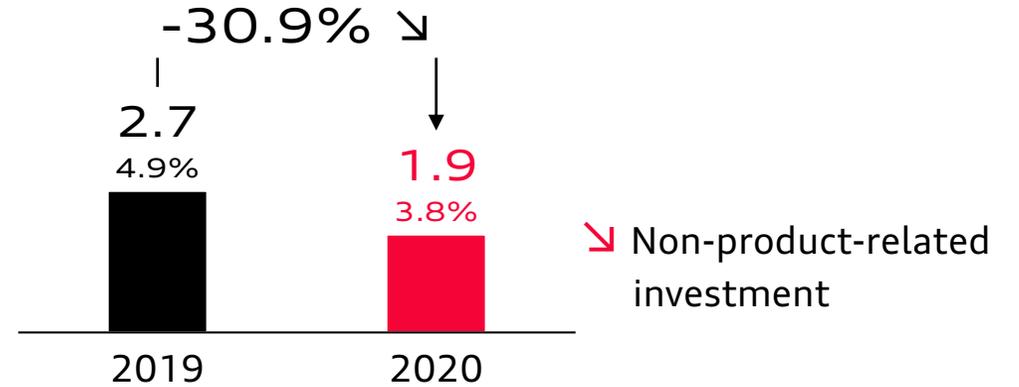
### Net cash flow

in €bn



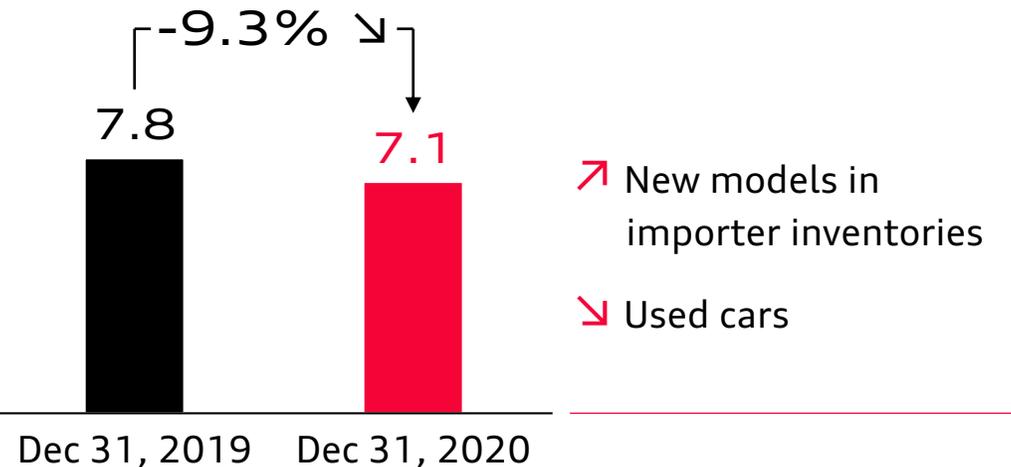
### Capital expenditure

in €bn / in % of revenue



### Inventories

in €bn



Our business in 2021 will still be influenced by the uncertainty due to COVID-19.  
Guiding operating return on sales of 7 to 9%.

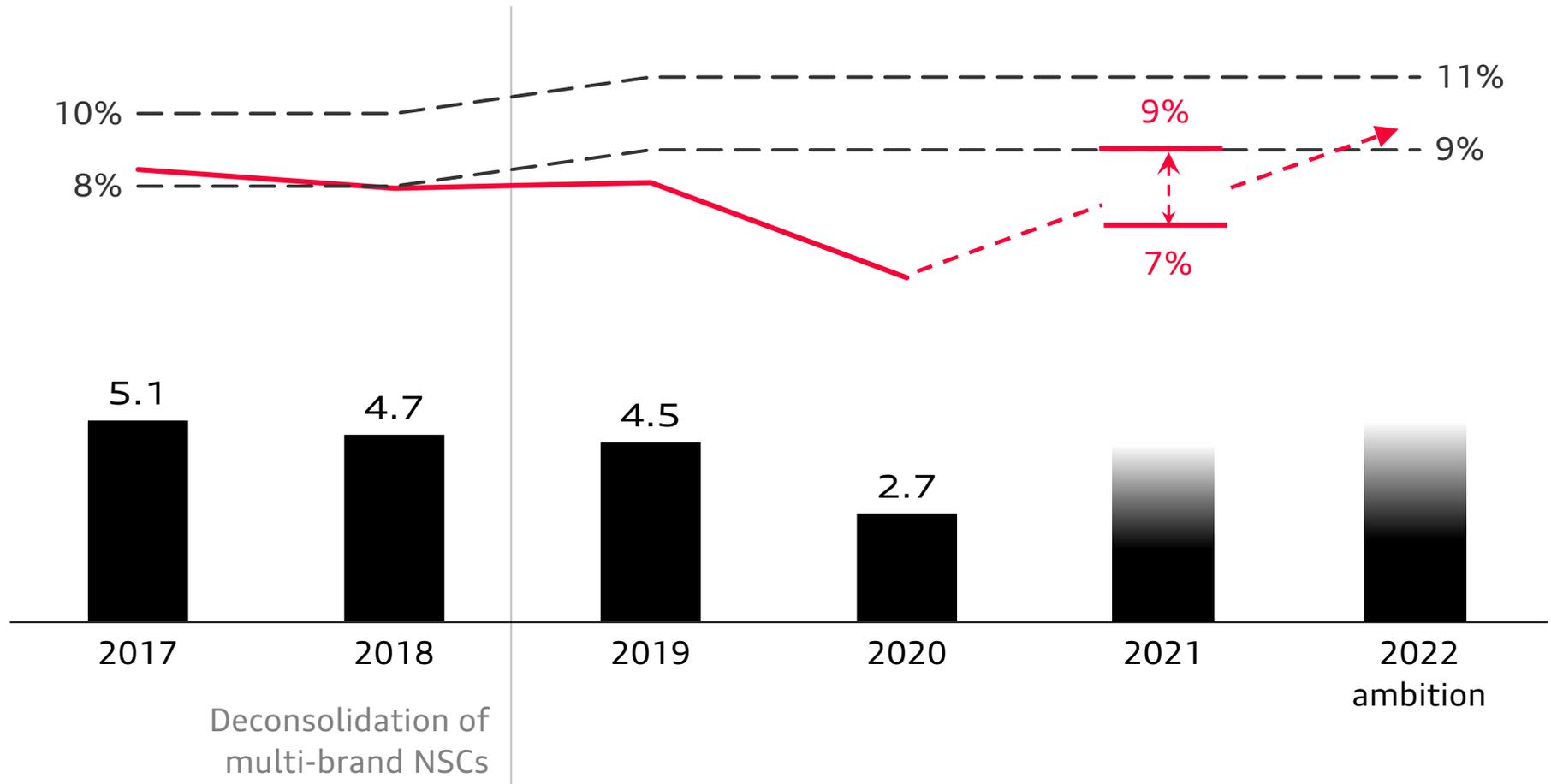
	2019	2020	2021 guidance	
 <b>Deliveries to customers</b> Audi brand, in k units	1,846	1,693 -8.3% ↓	<b>significantly above 2020</b>	↗
 <b>Revenue</b> in €bn	55.7	50.0 -10.2% ↓	<b>significantly above 2020</b>	↗
 <b>Operating return</b> in % of revenues	8.1%	5.1% -3.0 ppt. ↓	<b>between 7 and 9%</b> strategic target corridor: 9-11%	↗
 <b>Cash R&amp;D ratio</b> in % of revenues	7.9%	7.3% -0.6 ppt. ↓	<b>within the adjusted strategic target corridor of 6-7%</b>	↘
 <b>Capex ratio</b> in % of revenues	4.9%	3.8% -1.1 ppt. ↓	<b>within the adjusted strategic target corridor of 4-5%</b>	↗
 <b>Net cash flow</b> in €bn	3.2	4.6 +45.2 ↗	<b>between €3.5bn and €4.5bn</b>	↘
 <b>Return on investment</b> in %	12.7%	7.4% -5.3 ppt. ↓	<b>between 12 and 15%</b> strategic target: above 21%	↗

# Attractive product portfolio and strict cost discipline drive ambitions for post-corona recovery.

## Operating profit

Audi Group, before special items, in €bn, in % of revenue

● Operating result ● Operating return on sales



Audi is committed to the long-term financial targets and implements its integrity programs consistently.

## CFO Agenda

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- product transformation
- digitalization
- synergies
- cost structure & efficiency
- brand
- integrity & values

Operating   
return on sales **9-11%**





Audi e-tron S Sportback: combined electric power consumption<sup>1</sup> in kWh/100 km: 27.6-27.5; combined CO<sub>2</sub> emissions<sup>1</sup> in g/km: 0



## Financial Publications FY2020/Q42020

 [Audi Report 2020](#)

 [Audi Quarterly Update](#)

 [Audi Fact Pack](#)

Audi e-tron S Sportback: combined electric power consumption<sup>1</sup> in kWh/100 km: 27.6-27.5; combined CO<sub>2</sub> emissions<sup>1</sup> in g/km: 0

<sup>1</sup> The specified fuel consumption and emission data have been determined according to the measurement procedures prescribed by law. Since 1st September 2017, certain new vehicles are already being type-approved according to the Worldwide Harmonized Light Vehicles Test Procedure (WLTP), a more realistic test procedure for measuring fuel consumption and CO<sub>2</sub> emissions. Starting on September 1st 2018, the New European Driving Cycle (NEDC) will be replaced by the WLTP in stages. Owing to the more realistic test conditions, the fuel consumption and CO<sub>2</sub> emissions measured according to the WLTP will, in many cases, be higher than those measured according to the NEDC. Therefore, the usage of CO<sub>2</sub> emission values measured according to WLTP for vehicle taxation from 1st September 2018 on can cause changes in this regards as well. For further information on the differences between the WLTP and NEDC, please visit [www.audi.de/wltp](http://www.audi.de/wltp).

We are currently still required by law to state the NEDC figures. In the case of new vehicles which have been type-approved according to the WLTP, the NEDC figures are derived from the WLTP data. It is possible to specify the WLTP figures voluntarily in addition until such time as this is required by law. In cases where the NEDC figures are specified as value ranges, these do not refer to a particular individual vehicle and do not constitute part of the sales offering.

They are intended exclusively as a means of comparison between different vehicle types. Additional equipment and accessories (e.g. add-on parts, different tyre formats, etc.) may change the relevant vehicle parameters, such as weight, rolling resistance and aerodynamics, and, in conjunction with weather and traffic conditions and individual driving style, may affect fuel consumption, electrical power consumption, CO<sub>2</sub> emissions and the performance figures for the vehicle.

For further information on the official fuel consumption and official specific CO<sub>2</sub> emissions of new cars, please refer to the "Guide to the fuel and energy consumption and CO<sub>2</sub> emissions of new cars", which is available free of charge at all points of sale and from Deutsche Automobil Treuhand GmbH, Hellmuth-Hirth-Str. 1, D-73760 Ostfildern or under [www.dat.de](http://www.dat.de).

<sup>1</sup> Die angegebenen Verbrauchs- und Emissionswerte wurden nach den gesetzlich vorgeschriebenen Messverfahren ermittelt. Seit dem 1. September 2017 werden bestimmte Neuwagen bereits nach dem weltweit harmonisierten Prüfverfahren für Personenwagen und leichte Nutzfahrzeuge (Worldwide Harmonized Light Vehicles Test Procedure, WLTP), einem realistischeren Prüfverfahren zur Messung des Kraftstoffverbrauchs und der CO<sub>2</sub>-Emissionen, typgenehmigt. Ab dem 1. September 2018 wird der WLTP schrittweise den neuen europäischen Fahrzyklus (NEFZ) ersetzen. Wegen der realistischeren Prüfbedingungen sind die nach dem WLTP gemessenen Kraftstoffverbrauchs- und CO<sub>2</sub>-Emissionswerte in vielen Fällen höher als die nach dem NEFZ gemessenen. Dadurch können sich ab 1. September 2018 bei der Fahrzeugbesteuerung entsprechende Änderungen ergeben. Weitere Informationen zu den Unterschieden zwischen WLTP und NEFZ finden Sie unter [www.audi.de/wltp](http://www.audi.de/wltp).

Aktuell sind noch die NEFZ-Werte verpflichtend zu kommunizieren. Soweit es sich um Neuwagen handelt, die nach WLTP typgenehmigt sind, werden die NEFZ-Werte von den WLTP-Werten abgeleitet. Die zusätzliche Angabe der WLTP-Werte kann bis zu deren verpflichtender Verwendung freiwillig erfolgen. Soweit die NEFZ-Werte als Spannen angegeben werden, beziehen sie sich nicht auf ein einzelnes, individuelles Fahrzeug und sind nicht Bestandteil des Angebotes. Sie dienen allein Vergleichszwecken zwischen den verschiedenen Fahrzeugtypen. Zusatzausstattungen und Zubehör (Anbauteile, Reifenformat usw.) können relevante Fahrzeugparameter, wie z. B. Gewicht, Rollwiderstand und Aerodynamik verändern und neben Witterungs- und Verkehrsbedingungen sowie dem individuellen Fahrverhalten den Kraftstoffverbrauch, den Stromverbrauch, die CO<sub>2</sub>-Emissionen und die Fahrleistungswerte eines Fahrzeugs beeinflussen. Weitere Informationen zum offiziellen Kraftstoffverbrauch und den offiziellen spezifischen CO<sub>2</sub>-Emissionen neuer Personenkraftwagen können dem „Leitfaden über den Kraftstoffverbrauch, die CO<sub>2</sub>-Emissionen und den Stromverbrauch neuer Personenkraftwagen“ entnommen werden, der an allen Verkaufsstellen und bei der DAT Deutsche Automobil Treuhand GmbH, Hellmuth-Hirth-Str. 1, D-73760 Ostfildern oder unter [www.dat.de](http://www.dat.de) unentgeltlich erhältlich ist.