ELECTRIC HAS GONE BRUSSELS
KEPLER CHEUVREUX FIELDTRIP
Brussels, June 13, 2019
START TO 2019:

EFFECTS FROM WLTP & MODEL CHANGEOVERS

DELIVERIES
Audi brand, in units

-5.8%

785,230
739,450

1-5/2018
1-5/2019
ROBUST DEVELOPMENT IN FIRST QUARTER

**Revenue**
- Q1/2018: 15,320 m euros
- Q1/2019: 13,812 m euros
- Change: -9.8%

**Operating Profit**
- Q1/2018: 1,300 m euros, 8.5%
- Q1/2019: 1,100 m euros, 8.0%
- Change: -15.4%

*deconsolidation of multinational sales companies*
STRENGTHEN FINANCIAL POWER IN A CHALLENGING ENVIRONMENT

**NET CASH FLOW**

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: CO$_2$-NEUTRAL WITHIN THE VW GROUP
CONSISTENTLY ELECTRIC

2020

5 models

2025

20 models
AMBICTIONS E-ROADMAP AHEAD

PPE

MEB

dedicated
BEV
platforms

PHEV

SUV based on PPE

flat floor sportback based on PPE

Audi e-tron

Audi e-tron sportback

J1 e-tron GT

Q4 e-tron

Q5e

A6e

A8e

A7e

made in Brussels asset light approach

Geneva

MORE TO COME

MORE TO COME

>30 electrified models by 2025
Q5 TFSIe
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

VALUE CHAIN

core activities & distribution of tasks
examined

ON THE TEST STAND

benefits not covered by collective wage agreements

ENTERPRENEURIAL 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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