Audi e-tron S Sportback: combined electric power consumption in kWh/100 km: 27.6-27.5; combined CO₂ emissions in g/km: 0
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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

```
2019  26
2020  47
```

↗ Market leader in its segment

↗ Best-selling car in Norway

Audi e-tron:
combined electric power consumption¹ in kWh/100 km: 23.1 – 21.0;
combined CO₂ emissions¹ 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\(^1\) in kWh/100 km: 20.2–19.3; combined CO\(_2\) emissions\(^1\) 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

Audi e-tron: combined electric power consumption\(^1\) in kWh/100 km: 24.3 – 21.4; combined CO\(_2\) emissions\(^1\) in g/km: 0
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.

- 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.

- real-time traffic and simulation data
- Microsoft Azure scalable cloud & data services
- development of the automated driving functions
- agile software development

Automated Driving Platform
Audi takes over management responsibility for Bentley.

Bentley Flying Spur V8: combined fuel consumption in l/100 km 16.5 - 8.8; combined CO₂ emissions in g/km: 270 g/km
Audi RS e-tron GT: combined electric power consumption1 in kWh/100 km: 20.2–19.3; combined CO₂ emissions1 in g/km (g/mi): 0
Audi e-tron S Sportback: combined electric power consumption¹ in kWh/100 km: 27.6-27.5; combined CO₂ emissions¹ 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

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliveries (Audi Brand)</td>
<td>1,215</td>
<td>1,018</td>
<td>-16.2%</td>
</tr>
<tr>
<td>China JV 1)</td>
<td>631</td>
<td>675</td>
<td>+7.0%</td>
</tr>
<tr>
<td>FBU 2)</td>
<td>584</td>
<td>343</td>
<td>-41.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue (Audi Brand)</td>
<td>55.7</td>
<td>50.0</td>
<td>-10.2%</td>
</tr>
<tr>
<td>other revenues incl China JV parts kits 1)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FBU Audi Brand</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FBU 2)</td>
<td></td>
<td></td>
<td>-16.2%</td>
</tr>
</tbody>
</table>

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 ∆ to 2019

- **USA**
- **Europe**
- **China** (incl. Hong Kong)

**Europe**
- Q1: -20%
- Q2: -17%
- Q3: +6%
- Q4: +4%

**USA**
- Q1: -21%
- Q2: -23%
- Q3: +6%
- Q4: +4%

**China**
- Q1: +5%

Shutdown → Restart → Recovery
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

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>FY</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>1.1</td>
<td>1.2</td>
<td>0.9</td>
<td>1.3</td>
<td>2.5</td>
</tr>
<tr>
<td>2020</td>
<td>8.0%</td>
<td>8.0%</td>
<td>7.5%</td>
<td>8.9%</td>
<td>15.1%</td>
</tr>
</tbody>
</table>

**Shutdown**

**Restart**

**Recovery**

### Key Points:
- **Shutdown** (Q1) showed a decline of 8.2%.
- **Restart** (Q2) began to recover with a 7.5% profit.
- **Recovery** (Q3 & Q4) saw a strong improvement, with Q4 reaching 15.1%.
- Full Year (FY) saw a significant recovery to 5.5%.
Extensive cost measures only partly offset overall fall in sales volume.

Operating profit
in €bn / in % of revenues\(^1\)

\begin{align*}
\text{2019:} & \quad 4.5 \quad 8.1
green \quad \text{Volume Market} \\
\quad \quad & \quad (1.9)
green \quad \text{FX & Raw Materials valuation} \\
\quad \quad & \quad (0.3)
green \quad \text{Product Costs} \\
\quad \quad & \quad (0.5)
\text{2020 before Special Items}\(^2\): & \quad 2.7 \quad 5.5
\text{red} \quad \text{Fixed Costs & Other} \\
\quad \quad & \quad 1.0
\text{Special Items}\(^2\): & \quad 2.6 \quad 5.1
\text{red} \quad \text{Special items}\(^2\) \\
\quad \quad & \quad (0.2)
\end{align*}

\(^1\) 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

<table>
<thead>
<tr>
<th>Year</th>
<th>Fixed Costs (€bn)</th>
<th>Δ in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>90.6</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>86.9</td>
<td>-4.2%</td>
</tr>
</tbody>
</table>

- Indirect personnel costs -3.7%
- Overhead material costs -22.6%
- D&A +1.7%
- Audi Transformation Plan
- car.Software Organisation transfer

### Headcount

<table>
<thead>
<tr>
<th>Year</th>
<th>Headcount (k employees)</th>
<th>Δ in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>90.6</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>86.9</td>
<td>-4.2%</td>
</tr>
</tbody>
</table>

- Audi.Zukunft early retirement program -1.3k
- Other optimizations -1.8k
- Deconsolidations -0.7k
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

-17.3% ↓

<table>
<thead>
<tr>
<th>Year</th>
<th>Cash R&amp;D (€bn)</th>
<th>Cash R&amp;D (% of Revenues)</th>
<th>Capitalized R&amp;D (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>4.4</td>
<td>7.9%</td>
<td>26%</td>
</tr>
<tr>
<td>2020</td>
<td>3.7</td>
<td>7.3%</td>
<td>37%</td>
</tr>
</tbody>
</table>

↘ Cost saving from process improvements
↘ Car.Software Organisation transfer

Audi e-tron GT quattro:
combined electric power consumption\(^1\) in kWh/100 km: 19.6–18.8;
combined CO\(_2\) emissions\(^1\) 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

<table>
<thead>
<tr>
<th>Year</th>
<th>Net cash flow in €bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>3.2</td>
</tr>
<tr>
<td>2020</td>
<td>4.6</td>
</tr>
</tbody>
</table>

- $+45.2\%$ \uparrow

- $\uparrow$ Transfer of participations within the Volkswagen Group ~ + €1.5bn
- $\uparrow$ CapEx discipline
- $\uparrow$ Working capital optimization

**Inventories**
in €bn

<table>
<thead>
<tr>
<th>Year</th>
<th>Inventories in €bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec 31, 2019</td>
<td>7.8</td>
</tr>
<tr>
<td>Dec 31, 2020</td>
<td>7.1</td>
</tr>
</tbody>
</table>

- $-9.3\%$ \downarrow

- $\downarrow$ New models in importer inventories
- $\downarrow$ Used cars

**Capital expenditure**
in €bn / in % of revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Capital expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>2.7 4.9%</td>
</tr>
<tr>
<td>2020</td>
<td>1.9 3.8%</td>
</tr>
</tbody>
</table>

- $-30.9\%$ \downarrow

- $\downarrow$ Non-product-related investment

- $\uparrow$ Transfer of participations within the Volkswagen Group ~ + €1.5bn
- $\uparrow$ CapEx discipline
Our business in 2021 will still be influenced by the uncertainty due to COVID-19. Guiding operating return on sales of 7 to 9%.

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating result</th>
<th>Operating return on sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>5.1</td>
<td>8%</td>
</tr>
<tr>
<td>2018</td>
<td>4.7</td>
<td>10%</td>
</tr>
<tr>
<td>2019</td>
<td>4.5</td>
<td>10%</td>
</tr>
<tr>
<td>2020</td>
<td>2.7</td>
<td>7%</td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td>9%</td>
</tr>
</tbody>
</table>

Deconsolidation of multi-brand NSCs
Audi is committed to the long-term financial targets and implements its integrity programs consistently.

**CFO Agenda**

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

Operating return on sales **9-11%**
Audi e-tron S Sportback: combined electric power consumption¹ in kWh/100 km: 27.6-27.5; combined CO₂ emissions¹ in g/km: 0
Financial Publications FY2020/Q42020

Audi e-tron S Sportback: combined electric power consumption$^{1}$ in kWh/100 km: 27.6-27.5; combined CO$_2$ emissions$^{1}$ in g/km: 0
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 CO₂ 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 CO₂ emissions measured according to the WLTP will, in many cases, be higher than those measured according to the NEDC. Therefore, the usage of CO₂ 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.

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, CO₂ emissions and the performance figures for the vehicle.

For further information on the official fuel consumption and official specific CO₂ emissions of new cars, please refer to the "Guide to the fuel and energy consumption and CO₂ 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.