

# 10-YEAR OVERVIEW

		2008	2009	2010
<b>Production</b>				
Automotive segment	Cars <sup>2)</sup>	1,029,041	932,260	1,150,018
	Engines	1,901,760	1,384,240	1,648,193
Motorcycles segment	Motorcycles	-	-	-
<b>Deliveries to customers</b>				
Automotive segment	Cars	1,223,506	1,145,360	1,293,453
Audi brand <sup>5)</sup>	Cars	1,003,469	949,729	1,092,411
Lamborghini brand	Cars	2,430	1,515	1,302
Other Volkswagen Group brands	Cars	217,607	194,116	199,740
Motorcycles segment	Motorcycles	-	-	-
Ducati brand	Motorcycles	-	-	-
<b>Workforce</b>	Average	57,822	58,011	59,513
<b>From the Income Statement</b>				
Revenue	EUR million	34,196	29,840	35,441
Cost of materials	EUR million	23,430	18,512	21,802
Personnel costs	EUR million	3,709	3,519	4,274
Personnel costs per employee <sup>6)</sup>	EUR	64,467	60,964	72,172
Depreciation and amortization	EUR million	1,908	1,775	2,170
Operating profit	EUR million	2,772	1,604	3,340
Profit before tax	EUR million	3,177	1,928	3,634
Profit after tax	EUR million	2,207	1,347	2,630
<b>From the Balance Sheet (Dec. 31)</b>				
Non-current assets	EUR million	9,537	9,637	10,584
Current assets	EUR million	16,519	16,913	20,188
Equity	EUR million	10,328	10,632	11,310
Liabilities	EUR million	15,728	15,918	19,462
Balance sheet total	EUR million	26,056	26,550	30,772
<b>From the Cash Flow Statement</b>				
Cash flow from operating activities	EUR million	4,338	4,119	5,797
Investing activities attributable to operating activities	EUR million	2,412	1,798	2,260
Net cash flow	EUR million	1,926	2,321	3,536
Net liquidity (Dec. 31)	EUR million	9,292	10,665	13,383
<b>Financial ratios</b>				
Operating return on sales	Percent	8.1	5.4	9.4
Return on sales before tax	Percent	9.3	6.5	10.3
Return on investment (ROI)	Percent	19.8	11.5	24.7
Ratio of capex <sup>11)</sup>	Percent	5.6	4.2	4.1
Research and development ratio	Percent	6.4	7.0	7.1
Equity ratio (Dec. 31)	Percent	39.6	40.0	36.8
<b>Audi share</b>				
Share price (year-end price) <sup>12)</sup>	EUR	480.00	501.67	635.00
Compensatory payment	EUR	1.93	1.60	2.20

1) Financial figures were adjusted to take account of the revised IAS 19.

2) Since 2011, including vehicles built in China by the associated company FAW-Volkswagen Automotive Company, Ltd., Changchun (China)

3) The figure has been adjusted to reflect the amended counting method.

4) Since acquisition of the Ducati Group in July 2012

5) Including delivered vehicles built locally by the associated company FAW-Volkswagen Automotive Company, Ltd., Changchun (China)

6) Calculated on the basis of employees of Audi Group companies

7) Taking into account special items, in particular in connection with the diesel issue

2011	2012 <sup>1)</sup>	2013	2014	2015	2016	2017
1,302,981	1,469,205	1,608,048	1,804,624	1,828,683 <sup>3)</sup>	1,903,259	1,879,840
1,884,157	1,916,604	1,926,724	1,974,846	2,023,618	1,927,838	1,966,434
-	15,734 <sup>4)</sup>	45,018	45,339	55,551	56,978	56,743
1,512,014	1,634,312	1,751,007	1,933,517	2,024,881	2,088,187	2,105,084
1,302,659	1,455,123	1,575,480	1,741,129	1,803,246	1,867,738	1,878,105
1,602	2,083	2,121	2,530	3,245	3,457	3,815
207,753	177,106	173,406	189,858	218,390	216,992	223,164
-	16,786 <sup>4)</sup>	44,287	45,117	54,809	55,451	55,871
-	16,786 <sup>4)</sup>	44,287	45,117	54,809	55,451	55,871
62,806	67,231	71,781	77,247	82,838	87,112	90,402
44,096	48,771	49,880	53,787	58,420	59,317	60,128
28,594	30,265	32,491	36,024	37,583	40,596	40,370
5,076	5,069	5,543	6,068	6,602	6,761	7,219
81,189	75,759	77,596	78,921	80,071	77,990	80,234
1,793	1,937	2,071	2,455	2,665	3,159	3,593
5,348	5,365	5,030	5,150	4,836 <sup>7)</sup>	3,052 <sup>7)</sup>	4,671 <sup>7)</sup>
6,041	5,951	5,323	5,991	5,284 <sup>7)</sup>	3,047 <sup>7)</sup>	4,783 <sup>7)</sup>
4,440	4,349	4,014	4,428	4,297 <sup>7)</sup>	2,066 <sup>7)</sup>	3,479 <sup>7)</sup>
12,209	18,044	19,943	22,538	25,963	28,599	29,469
24,811	22,357	25,214	28,231	30,800	32,403	33,846
12,903	15,092	18,565	19,199	21,779	25,321	28,171
24,117	25,309	26,592	31,570	34,985	35,685	35,509
37,019	40,401	45,156	50,769	56,763	61,090	63,680
6,295	6,144	6,778	7,421	7,203	7,517	6,173
2,905	6,804 <sup>8)</sup>	3,589	4,450	5,576 <sup>9)</sup>	5,423	1,861 <sup>10)</sup>
3,390	-660 <sup>8)</sup>	3,189	2,970	1,627 <sup>9)</sup>	2,094	4,312 <sup>10)</sup>
15,716	13,396 <sup>8)</sup>	14,716	16,328	16,420 <sup>9)</sup>	17,232	20,788 <sup>10)</sup>
12.1	11.0	10.1	9.6	8.3 <sup>7)</sup>	5.1 <sup>7)</sup>	7.8 <sup>7)</sup>
13.7	12.2	10.7	11.1	9.0 <sup>7)</sup>	5.1 <sup>7)</sup>	8.0 <sup>7)</sup>
35.4	30.8	26.4	23.2	19.4 <sup>7)</sup>	10.7 <sup>7)</sup>	14.4 <sup>7)</sup>
5.1	4.8	4.8	5.5	6.0	5.7	6.4
6.4	7.0	8.0	8.0	7.3	7.5	6.3
34.9	37.4	41.1	37.8	38.4	41.4	44.2
549.00	525.10	638.05	649.95	678.00	631.00	725.95
3.00	3.50	4.00	4.80	0.11	2.00	X <sup>13)</sup>

8) Taking into account the acquisition of participations in Volkswagen Group Services S.A./N.V., Brussels (Belgium), and in Ducati Motor Holding S.p.A., Bologna (Italy)

9) Taking into account the participation in There Holding B.V., Rijswijk (Netherlands), in connection with the HERE transaction

10) Taking into account the transfer of the minority participations in Volkswagen Group Services S.A./N.V., Brussels (Belgium), to Volkswagen AG, Wolfsburg

11) Investments in property, plant and equipment, investment property and other intangible assets (without capitalized development costs) according to Cash Flow Statement in relation to revenue

12) Year-end price of the Audi share on trading venue Xetra of the Frankfurt Stock Exchange

13) In accordance with the resolution to be passed by the Annual General Meeting of Volkswagen AG, Wolfsburg, for the 2017 fiscal year on May 3, 2018