Challenging year 2018

**DELIVERIES**
Audi brand, thousand units

- 2017: 1,878
- 2018: 1,812

Change: -3.5%

**REVENUE**
EUR million

- 2017: 59,789
- 2018: 59,248

Change: -0.9%

**OPERATING PROFIT**
EUR million

- 2017: 5,058
- 2018: 4,707

Special items:
- 2017: 4,671 (operating return on sales 7.8%)
- 2018: 3,529 (operating return on sales 6.0%)
Market launches 2019

20 models
2018: CASH GENERATING ABILITY CONFIRMED

NET CASH FLOW

2.1 bn euros
incl. cash outflows of 1.2 bn euros due to special items
START TO 2019 WITH EFFECTS FROM WLTP & MODEL CHANGEOVERS

DELIVERIES
Audi brand, in units

624,634
-5.9%
587,550

1-4/2018
1-4/2019
ROBUST DEVELOPMENT IN FIRST QUARTER

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

**Operating Profit**
- Q1/2018: €1,100
- Q1/2019: €1,300
- Change: -15.4%

*Deconsolidation of multinational sales companies*
STRENGTHENED 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 inflows due to changes in participations
A4
Product update available for order in Europe
A6 L
China-only
S7 and more to come...
FORECAST CONFIRMED IN A CHALLENGING ENVIRONMENT

**DELIVERIES**
- moderate increase

**REVENUE**
- slight increase

**OPERATING RETURN ON SALES**
- 7.0 % to 8.5 %

**NET CASH FLOW**
- 2,5 bis 3,0 bn euros
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
IN CHINA FOR CHINA

strengthened Research & Development

LOCALE PRODUCTION

12 models by the end of 2022

AMBITIOUS TARGET
double deliveries
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
INCREASE EFFICIENCY OF OUR INVESTMENTS

RETURN ON INVESTMENT

TARGET

2018: 10%

2019: 11% to 14%

TARGET 2019

PROJECT MARGIN

incl. CO$_2$ contribution

at least 21% in the mid term
Thank you!
Our vision

Unleash the beauty of sustainable mobility
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
Brand positioning
most progressive premium brand

best

customer experience

exciting customer-relevant

innovations

breathtaking
design
Consistently Audi

What:

- Consistently customer
- Consistently electric
- Consistently connected
- Consistently sustainable
Consistently customer

customer advisory committee
Enhancing the board

Hildegard Wortmann
Consistently customer

Sportback

Q models
Consistently electric

2020

5 models

2025

20 models
Consistently connected
Consistently connected digital ecosystem

online updates

data protection and security
Function on demand

2019 in 23 markets
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
Together4Integrity

- Speak-up Environment
- Risk Management
- Strategy
- Culture of Integrity
- Resolute Accountability
Consistently Audi

How:

- Consistently team
- Consistently focused
- Consistently synergetic
- Consistently profitable
Consistently team
Consistently focused
Audi TT quantum gray edition

Fuel consumption combined in l/100 km: 7.0; CO₂-emissions combined in g/km: 161
Consistently synergetic
Consistently profitable

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