

J.P. Morgan Fieldtrip

March 31, 2016



Dietrich Brassler

Vice President Finance and Accounting / Risk Management, AUDI AG

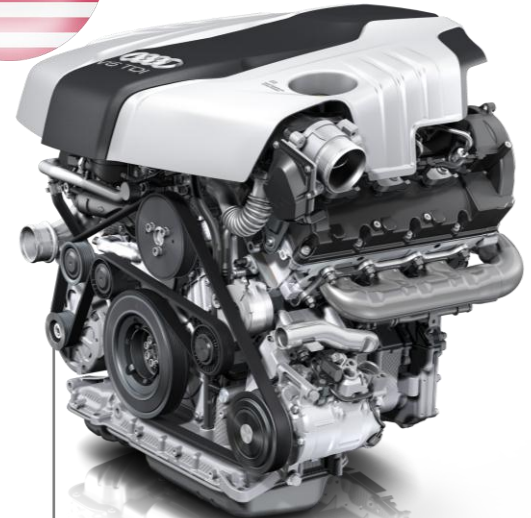
Status Diesel



2.0 TDI



1.6 TDI



3.0 TDI

Markets



Financials

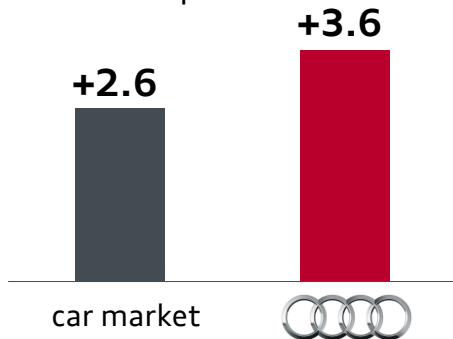


Strategy



In 2015 Audi outperformed the overall car market – although the model offensive has just begun

World car market and Audi deliveries
2015 vs. 2014 (percent)



Audi will launch numerous new products

we plan to expand our product portfolio by 2020 to different models

60



60%

of our portfolio in China will be renewed by summer 2016

→ the ø portfolio age will substantially decrease

Q7

+14.5%



Q5

+7.9%



A3 family

+20.3%



TT car line

+87.0%



drivers of increase in Audi deliveries in 2015



Continuous growth based on our global strategy

Audi deliveries to customers

USA



+11.1%

182,011

2014

202,202

2015

Western Europe



+6.0%

702,964

2014

745,049

2015

China



-1.4%

578,932

2014

570,889

2015

World

+3.6%

1,741,129

2014

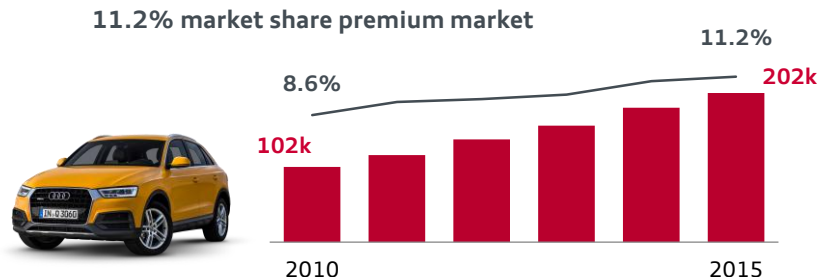
1,803,246

2015

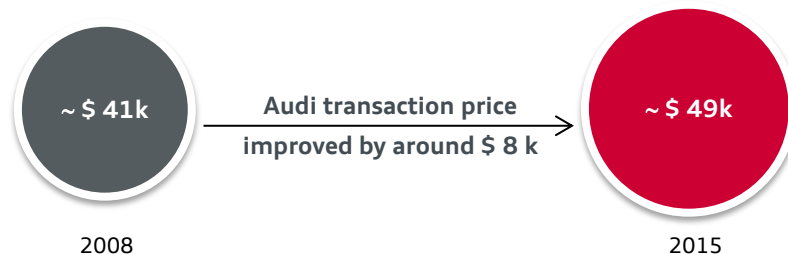


Audi's U.S. success story as a benchmark for qualitative growth

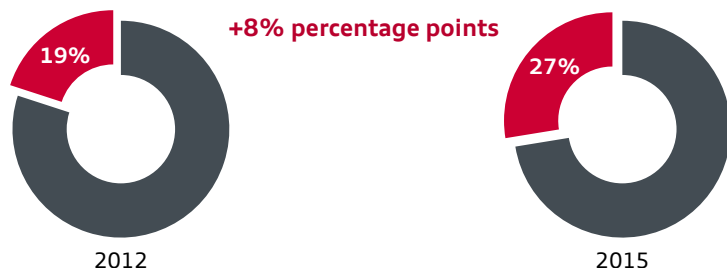
Audi sales doubled within five years



Audi continues to deliver high-quality growth



Growth in high end models (C/D mix %)



Local footprint will further boost Audi's development in the North American Region



- ▶ new plant in **San José Chiapa, Mexico**, for the **world production** of the Q5 starting in **2016**
- ▶ Audi sets **focus on local suppliers**:
▶ **>65% local content** planned
→ **medium-term**: approx. **90%**
- ▶ **investment total** of approx. **EUR 1 bn.**

Source: Autodata (U.S. Market), J.D. Power, Maritz NVCS, IHS Automotive

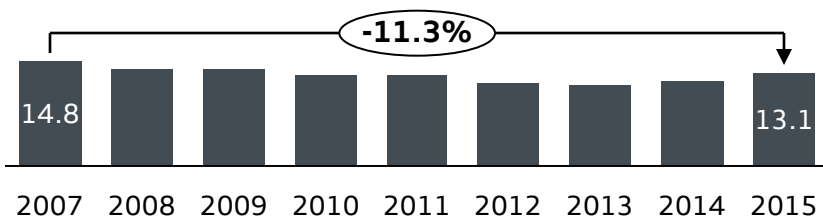
Premium competitive set: BMW, Mercedes, Lexus, Land Rover, Volvo, Jaguar, Acura, Infiniti, Porsche, MINI

12-month rolling average transaction price

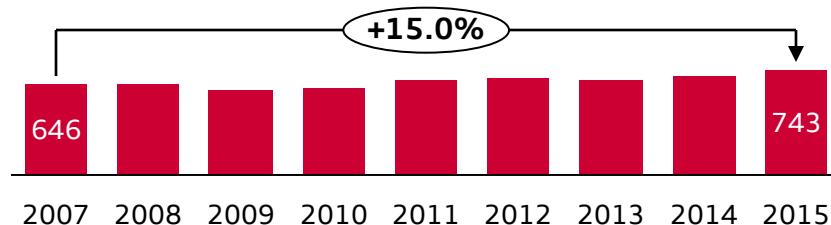
Western Europe: Audi confirmed its premium leadership

While the European overall market has lost 11% since 2007, Audi registrations rose by 15%

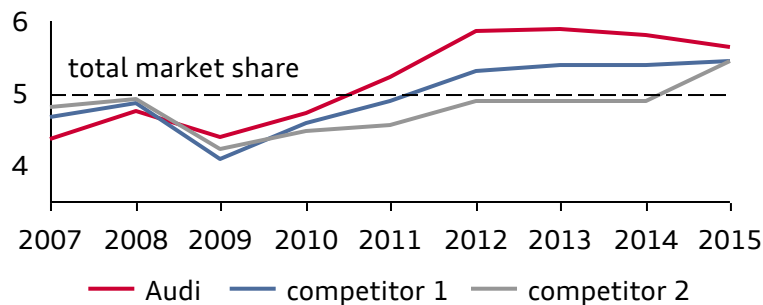
Western European overall market,
registration of new passenger cars (in million)



Western Europe: Audi registrations (in thousand cars)



Audi market leader in the premium segment



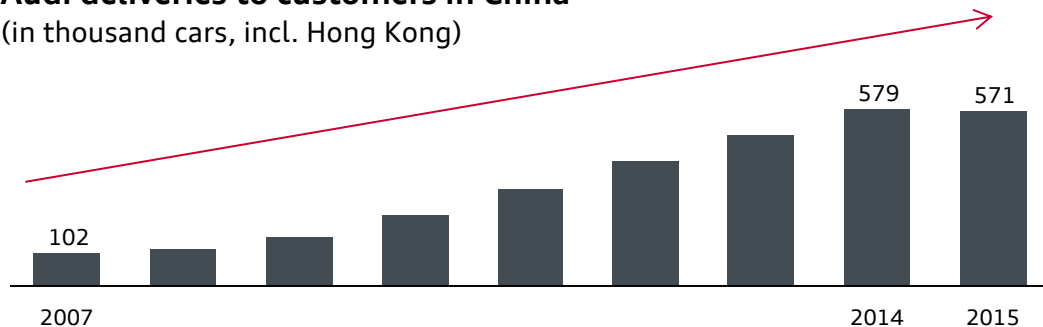
Development Top 5 markets (Audi deliveries)

	2014	2015	Change
Germany	255,582	270,063	+5.7%
United Kingdom	158,829	166,817	+5.0%
France	57,214	60,216	+5.2%
Italy	49,022	54,054	+10.3%
Spain	38,277	44,587	+16.5%

China: Audi remains market leader in 2015 – from 2007 deliveries increased nearly six-fold

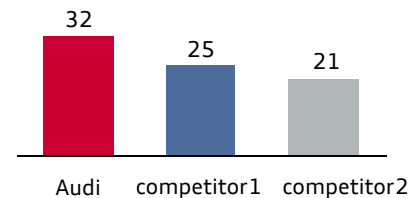
Audi deliveries to customers in China

(in thousand cars, incl. Hong Kong)



Premium market share

(in percent, competitor data estimated)



2015: premium market in China with weaker performance compared to the overall market



premium market

Models to further strengthen our business

export



Q7

local



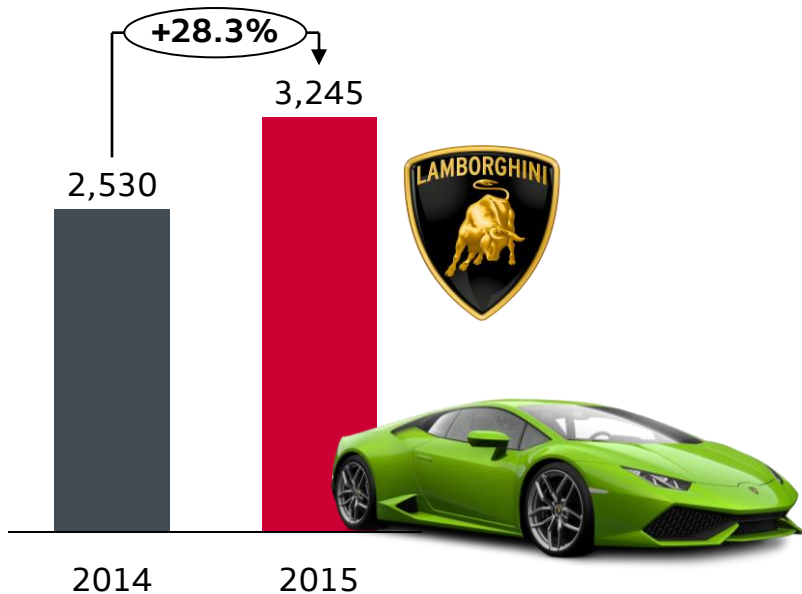
A4 L



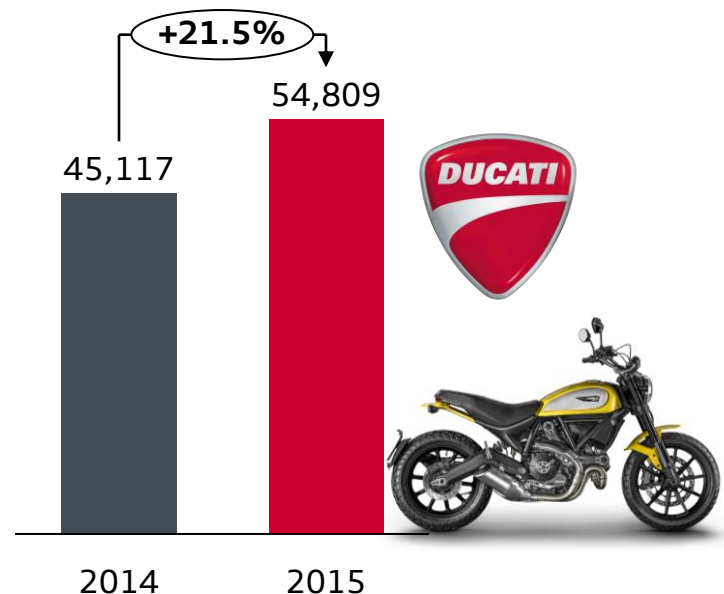
A6 L

Adding value to the Audi Group – strong business performance of Lamborghini and Ducati

Lamborghini deliveries to customers



Ducati deliveries to customers



Markets



Financials



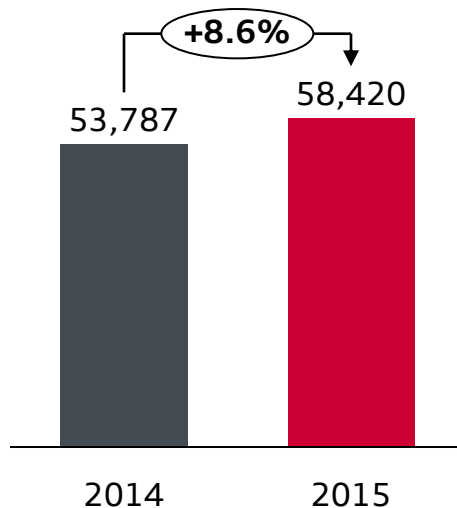
Strategy



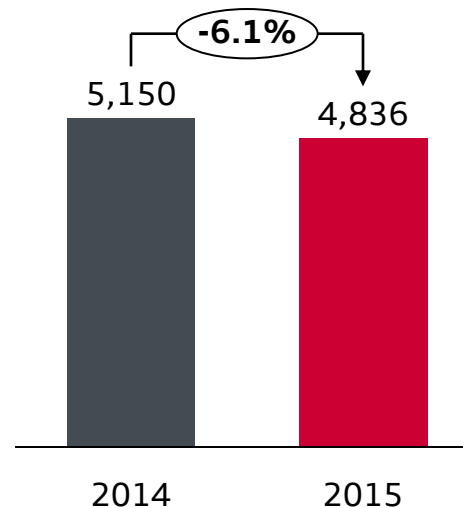
2015: Audi Group achieved a sound financial performance

EUR million

Revenue

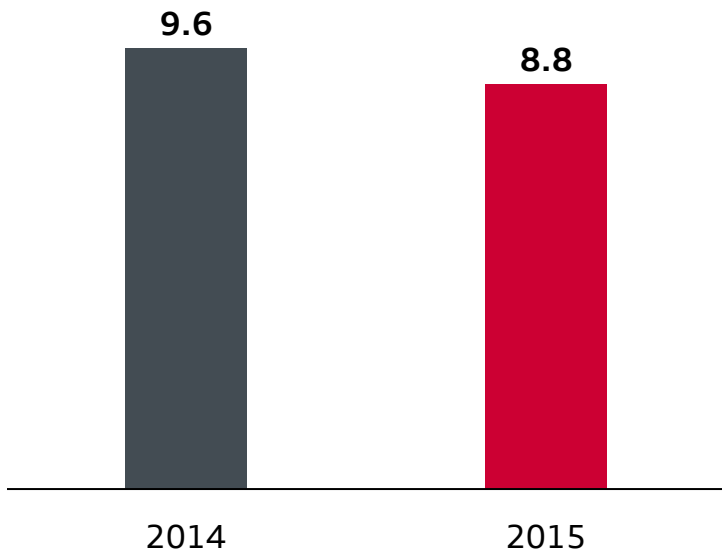


Operating profit

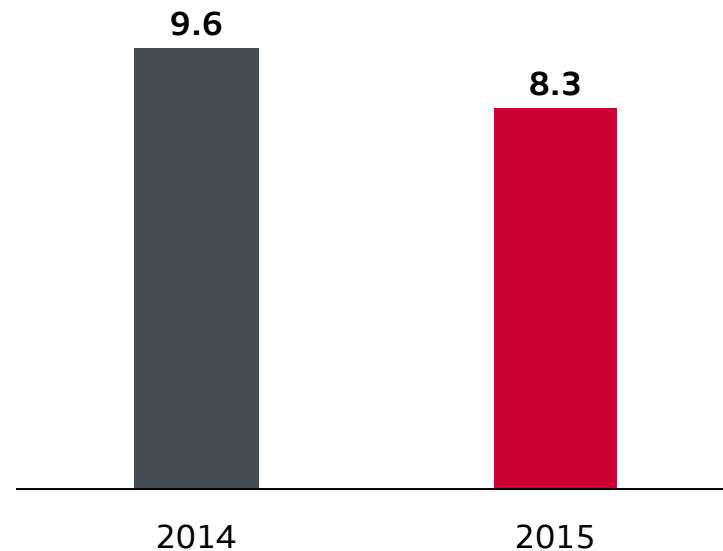


Audi Group: Operating return on sales in percent

Operating return on sales before special items



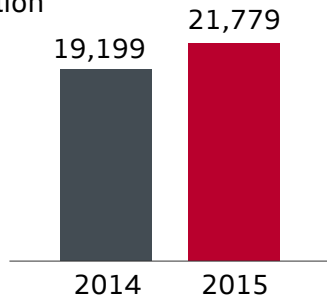
Operating return on sales



Audi with strong ability to generate funds internally

Equity

EUR million



Equity ratio

38.4%
(37.8%)

Net cash flow

EUR million

1,627*
(2,970)

Net liquidity

EUR million

16,420
(16,328)

* incl. EUR 668 million proportional cash-effective purchase price for the HERE transaction

Forecast 2016

Deliveries of cars of the Audi brand to customers	Revenue	Operating profit/ Operating return on sales
moderate increase	moderate increase	within the strategic target corridor of 8 to 10 percent

Outlook

Return on investment (ROI)	Net cash flow	Ratio of capex*
between 16 and 18 percent and thus significantly above our minimum rate of return of 9 percent	between EUR 2.0 and 2.5 billion	within the strategic target corridor of 5.0 to 5.5 percent

* investments in property, plant and equipment, investment property and other intangible assets (without capitalized development costs)

Ongoing high investment to strengthen the brand position and for future growth

Complexity

Efficiency

Synergies



Capital expenditure (capex*):

> EUR 3 billion

2016

* investments in property, plant and equipment, investment property and other intangible assets (without capitalized development costs)

Successful start in 2016: balanced growth in our global pillars

Audi deliveries to customers

USA



+2.5%

22,996

1-2/2015

23,568

1-2/2016

Western Europe



+7.9%

109,330

1-2/2015

117,968

1-2/2016

China



+4.2%

84,959

1-2/2015

88,554

1-2/2016

World

+3.6%

260,215

1-2/2015

269,656

1-2/2016



Markets



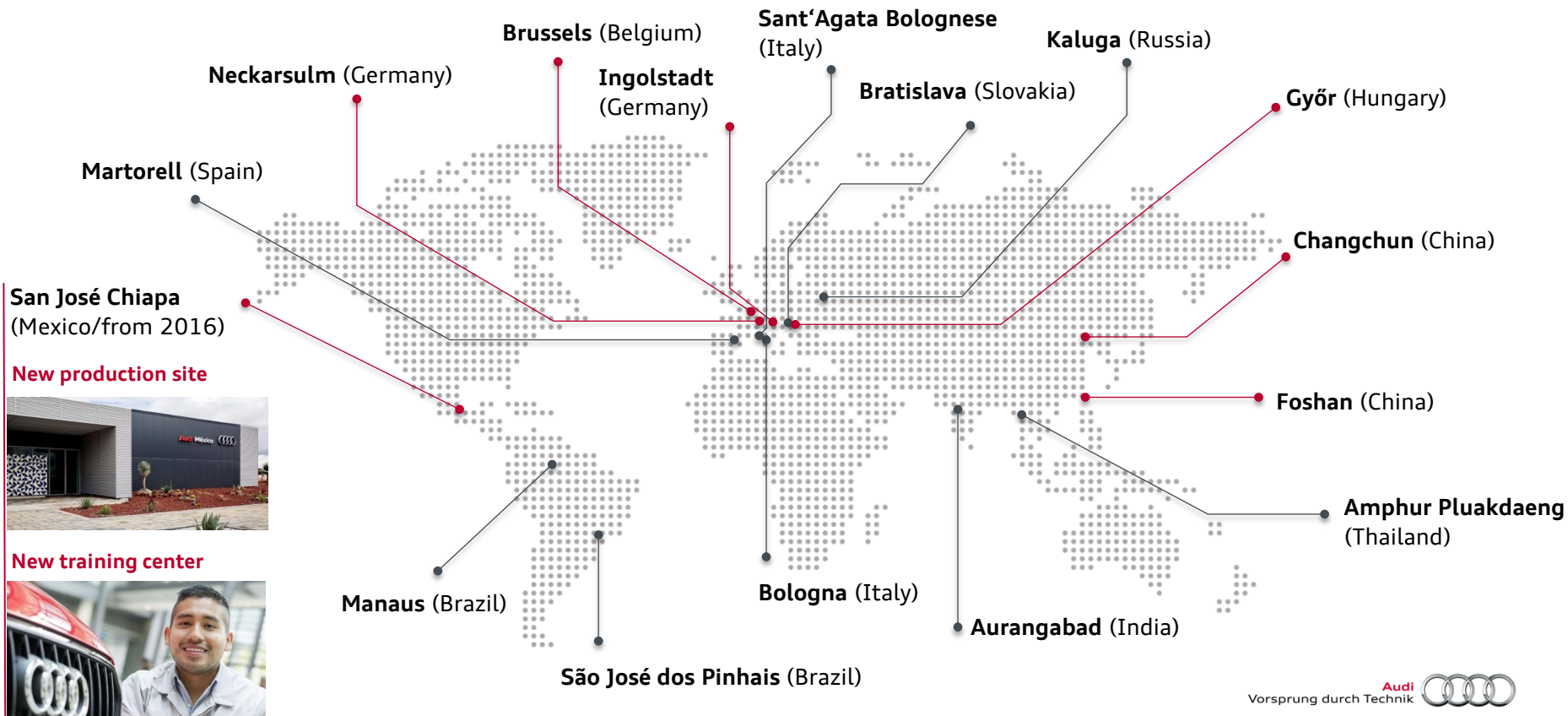
Financials



Strategy



Audi's global production network as a key element for our ambitious growth plans



Products 2016: more than 20 models coming to market

Audi RS Q3 performance

Audi SQ7 TDI

Audi S4 Avant

Audi R8 Spyder

Audi A5 Coupé

Audi TT RS Roadster

Audi Q7 e-tron

Audi Q2

Audi S5 Coupé

Audi TT RS Coupé

Audi A4 allroad quattro

Audi S4 Limousine

...

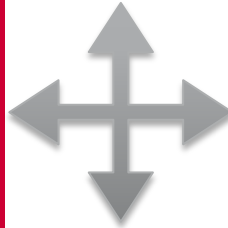


Premium of the future – three strategic milestones for Audi 2025

VORSPRUNG ...

Digitalization

leverage the
potential
of **digitization**



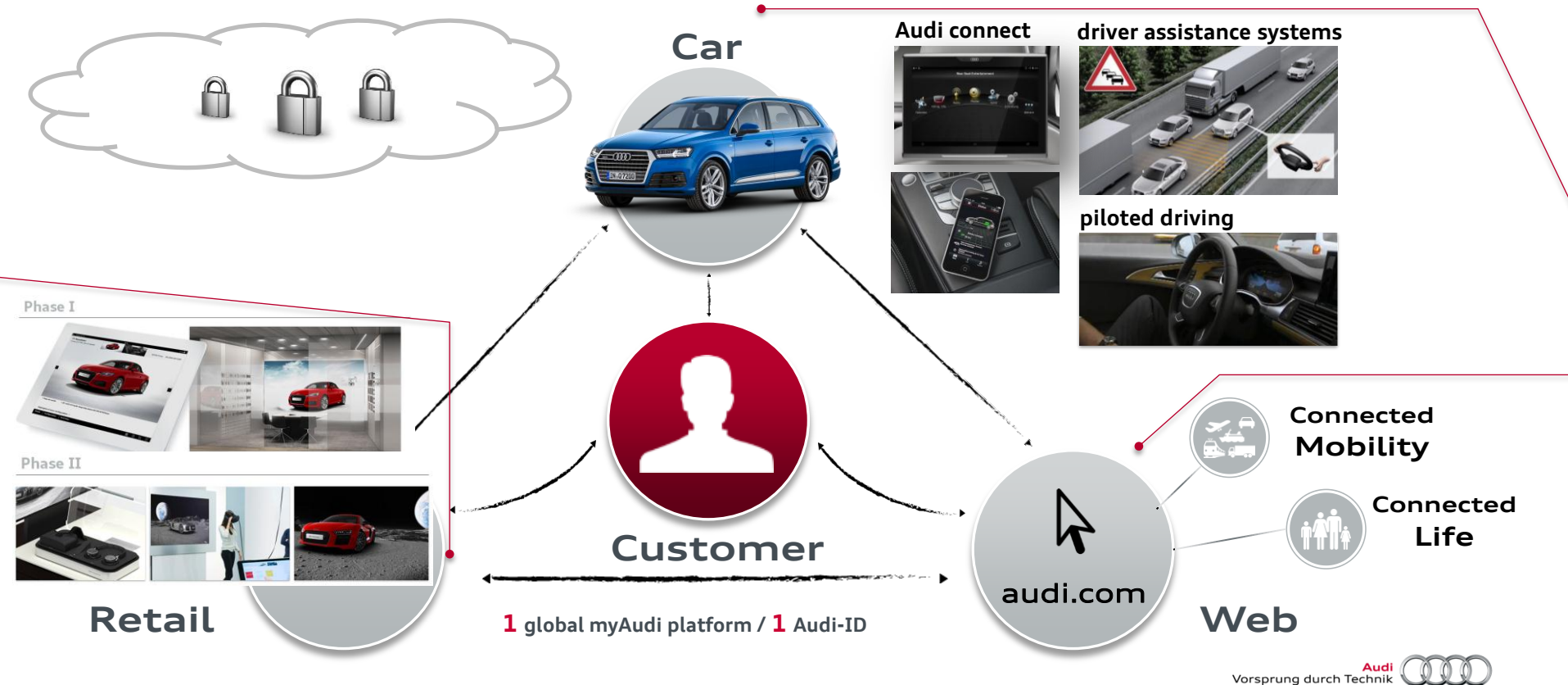
Urbanization

understand
urban centers
and their **logic**

Sustainability

shape
premium solutions
for **electro mobility**

Audi evolves to a digital car company – 1 central digital platform



Sustainability – the future of mobility is emission-free



**Audi h-tron quattro concept:
fuel cell technology with sporty performance**

**power from gas:
the new Audi A4 Avant g-tron**



**Audi e-tron quattro concept:
electric driving pleasure with no compromises**



Urbanization – individual mobility will be connected with the city of the future

» Premium sharing: “An Audi – when I want and where I want”

Audi **select**



Private leasing concept
for more than
one model

Audi **shared fleet**



Company fleet with
additional value for
employees

Audi **on demand**



Rental concept for
desired Audi
on demand

Audi. Vorsprung.

J.P. Morgan Fieldtrip

March 31, 2016



Dietrich Brassler

Vice President Finance and Accounting / Risk Management, AUDI AG

Disclaimer

This presentation contains 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 relating to the development of the economies of individual countries, and in particular of the automotive industry, 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. The estimates given involve a degree of risk, and the actual developments may differ from those forecast.

Consequently, any unexpected fall in demand or economic stagnation in our key sales markets, such as in Western Europe (and especially Germany) or in China or the USA, 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 relative to the US dollar, sterling, yen and Chinese renminbi.

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.