Taking the lead via “Vorsprung durch Technik”

Axel Strotbek
CFO, Member of the Board, AUDI AG
2010 – A record-breaking year for Audi

- Deliveries to customers: 1,092,411
- Revenues: EUR 35.4 billion
- Operating profit: EUR 3.3 billion
- Operating margin: 9.4%
- Total capital investments: EUR 2.1 billion
- Net liquidity: EUR 13.4 billion
- Workforce: 59,500
- Models: 38
Audi: A German premium brand that builds on a worldwide production system
The Audi brand serves a worldwide customer base.

[Audi deliveries by region January - September in thousand vehicles]

- **Worldwide**: +17.4%
  - 2010: 829.3
  - 2011: 973.2
  - Overall market: +5.6%

- **North America**: +17.2%
  - 2010: 88.6
  - 2011: 103.8
  - Overall market: +9.4%

- **Western Europe**: +11.6%
  - 2010: 464.6
  - 2011: 518.5
  - Overall market: -1.1%

- **Eastern Europe**: +25.2%
  - 2010: 26.7
  - 2011: 33.4

- **Asia-Pacific**: +27.9%
  - 2010: 212.8
  - 2011: 272.2
  - Overall market: +2.4%

- **South America**: +35.8%
  - 2010: 10.2
  - 2011: 13.8
  - Overall market: +11.0%

- **Africa/Middle East**: +18.7%
  - 2010: 26.5
  - 2011: 31.5
  - Overall market: +11.3%
High average operating margin of 8.8%* proves sustainable and profitable growth

* Calculated on a quarterly basis for the five-year period Q4/2006 – Q3/2011
The automotive industry faces historical challenges

- **Politics**
- **Markets**
- **Climate**
- **Mega-Cities**
- **Values**
- **Resources**
- **Technology**
Audi is pursuing a clear strategy of sustainable mobility

- Optimization of conventional drive systems and alternative fuels
- Lightweight / Reversal of the weight spiral
- Hybrid
- Electric vehicles
Efficiency today

- 83 Audi model variants with emissions of less than 140 grams CO₂/kilometer (225.31 g/mile)
- 22 Audi model variants with emissions of less than 120 grams CO₂/kilometer (193.12 g/mile)
- 3 Audi model variants with emissions of less than 100 grams CO₂/kilometer (160.93 g/mile)
Efficiency tomorrow

Audi Q5 hybrid quattro

Audi A6 hybrid

Audi A8 hybrid
The Audi way to an electrical future

- e-performance **project house**
- new development and testing **center** for electric drive systems
- e-performance **research project**
Audi: the premium brand

We live responsibility
We define innovation
We shape Audi
We create experiences

We delight customers worldwide

Goals:
- Superior financial strength
- Continuous growth
- Global image leader
- Attractive employer worldwide
Axel Strotbek
CFO, Member of the Board, 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 rinminbi.

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 superceded.