

**Taking the lead via
“Vorsprung durch Technik”**



Axel Strotbek
CFO, Member of the Board, AUDI AG



1,092,411
Deliveries to customers

EUR 35.4 billion
Revenues

EUR 3.3 billion
Operating profit

9.4 %
Operating margin



EUR 2.1 billion
Total capital investments

EUR 13.4 billion
Net liquidity

59,500
Workforce

38
Models

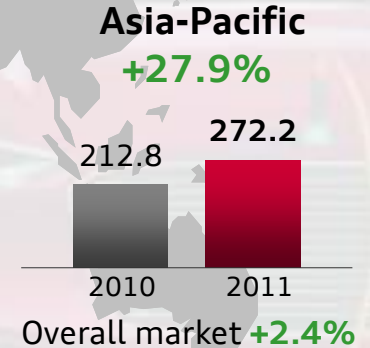
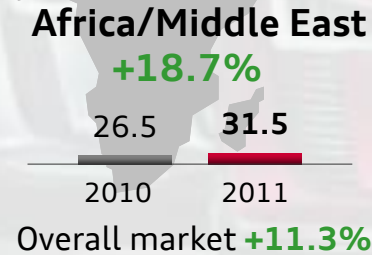
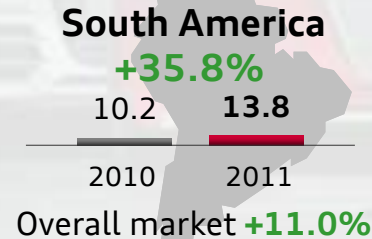
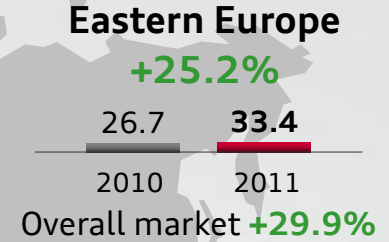
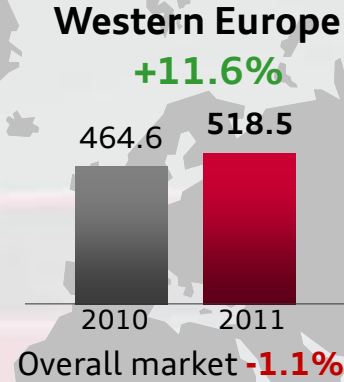
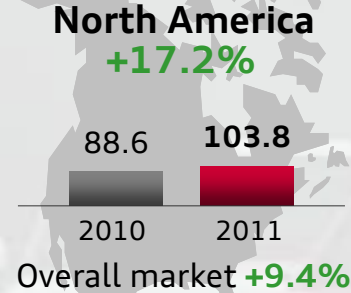
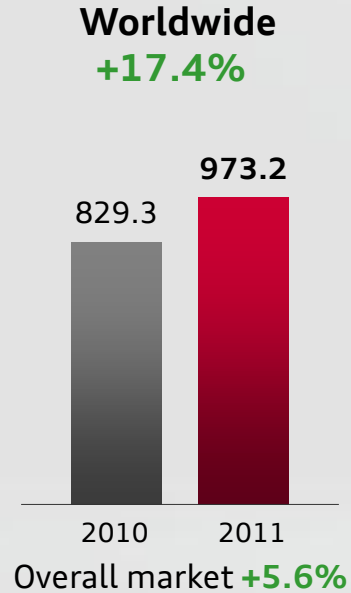
Audi: A German premium brand that builds on a worldwide production system



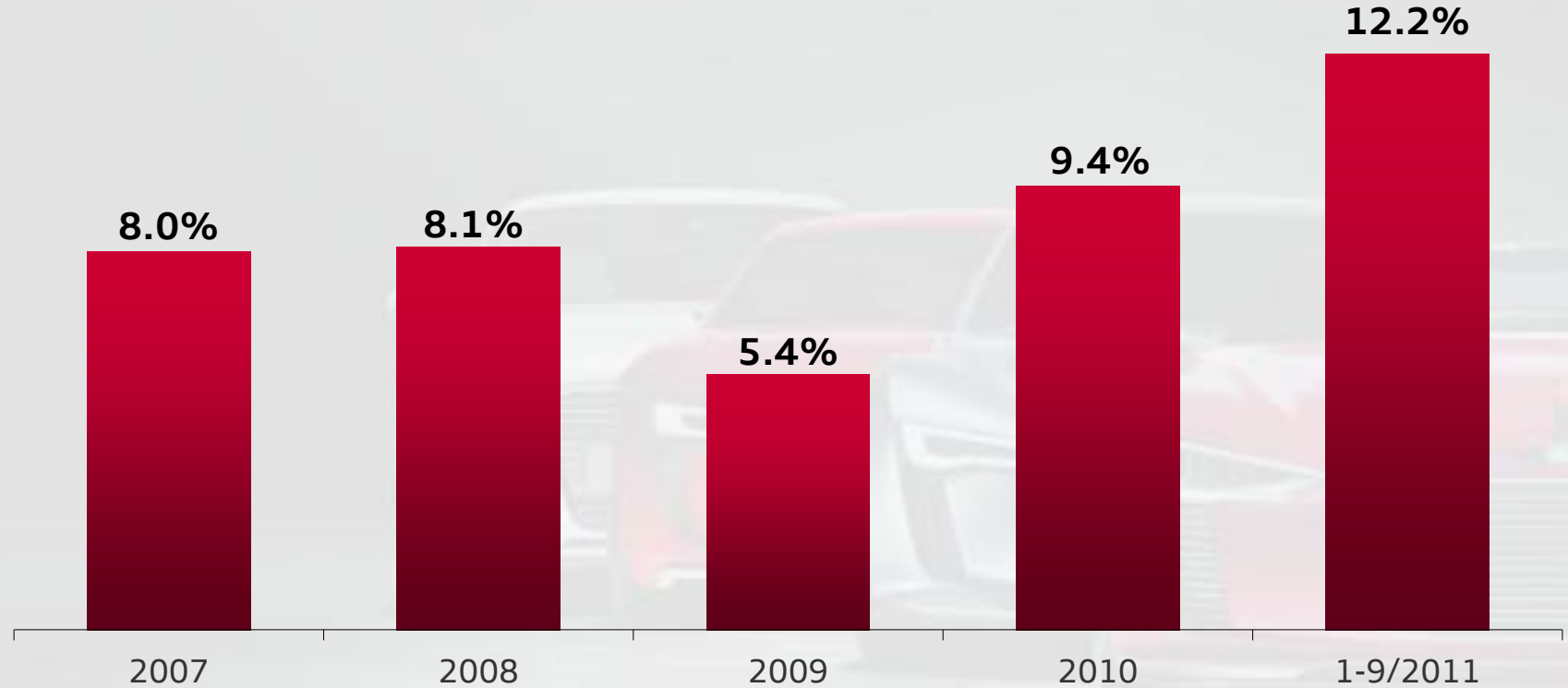
The Audi brand serves a worldwide customer base



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



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



Resources



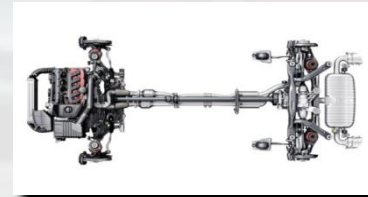
Mega-Cities



Values



Technology



Audi is pursuing a clear strategy of sustainable mobility



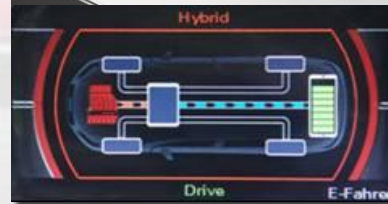
Optimization of conventional drive systems and alternative fuels



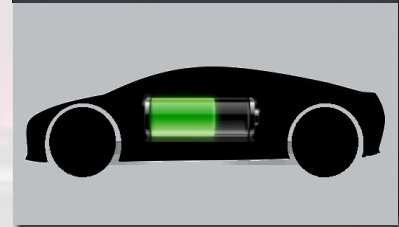
Lightweight / Reversal of the weight spiral



Hybrid



Electric vehicles





- ▶ **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*)

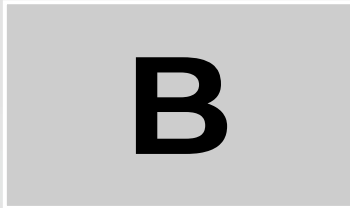




Audi Q5 hybrid quattro



Audi A8 hybrid



Audi A6 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**





Vision

1
(000)

Audi: the premium brand

We define innovation

Mission

We live
responsibility

**We
delight
customers worldwide**

We create
experiences

We shape Audi

Goals

Superior
financial
strength

Continuous
growth

Global image
leader

Attractive
employer
worldwide



Axel Strotbek
CFO, Member of the Board, AUDI AG



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.