Taking the lead via “Vorsprung durch Technik”

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

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

- Brussels (Belgium)
- Neckarsulm (Germany)
- Martorell (Spain)
- Sant’Agata Bolognese (Italy)
- Győr (Hungary)
- Bratislava (Slovakia)
- Changchun (China)
- Aurangabad (India)
Development in Audi deliveries to customers

[in thousand vehicles]
The Audi brand serves a worldwide customer base

[Audi deliveries by region in thousand vehicles]

- **Worldwide**
  - **2010**: 1,092.4
  - **2011**: 1,302.7
  - Overall market: **+5.1%**
  - Growth: **+19.2%**

- **North America**
  - **2010**: 121.5
  - **2011**: 142.5
  - Overall market: **+17.3%**
  - Growth: **+9.3%**

- **Western Europe**
  - **2010**: 611.9
  - **2011**: 682.3
  - Overall market: **+11.5%**
  - Growth: **+11.3%**

- **Eastern Europe**
  - **2010**: 35.7
  - **2011**: 44.0
  - Overall market: **+23.2%**
  - Growth: **+26.1%**

- **South America**
  - **2010**: 13.4
  - **2011**: 19.1
  - Overall market: **+42.7%**
  - Growth: **+6.7%**

- **Africa/Middle East**
  - **2010**: 33.7
  - **2011**: 41.0
  - Overall market: **+21.8%**
  - Growth: **+11.3%**

- **Asia-Pacific**
  - **2010**: 276.2
  - **2011**: 373.7
  - Overall market: **+35.3%**
  - Growth: **+2.5%**
### Audi Group posts new record profit in the first nine months 2011

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<tbody>
<tr>
<td><strong>Audi deliveries</strong> [vehicles]</td>
<td>829,281</td>
<td>973,211</td>
<td>+ 17.4%</td>
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<tr>
<td><strong>Revenue</strong> [EUR million]</td>
<td>25,998</td>
<td>32,394</td>
<td>+ 24.6%</td>
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<tr>
<td><strong>Operating profit</strong> [EUR million]</td>
<td>2,271</td>
<td>3,960</td>
<td>+ 74.4%</td>
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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

- Climate
- Mega-Cities
- Values
- Technology
- Politics
- Markets
- Resources
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

- 102 Audi model variants with emissions of less than 140 grams CO₂/kilometer (225.31 g/mile)
- 32 Audi model variants with emissions of less than 120 grams CO₂/kilometer (193.12 g/mile)
- 5 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*
Strategy 2020

Audi – the premium brand

Vision

Mission

We define innovation

We shape Audi

We live responsibility

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

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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.

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