2018 Figures

1.812 million automobiles

3.5 billion euros after special items

6.0%
2018 – biggest launch program
2018 was challenging...
...but we are well prepared TO GET BACK ON TRACK
Market launches in 2019

20

9 S models
3 R / RS models
94,000
DELIVERED AUDI SPORT MODELS IN 2018
WE WANT TO FUNDAMENTALLY CHANGE THIS COMPANY FOR THE BETTER.
5 Priorities

- Securing China
- Setting the Benchmark
- Sharpening the Brand
- Forming the Organization
- Deciding on the Right Technologies
Consistently Audi
DELIVERIES TO CUSTOMERS

WORLDWIDE
Audi brand, '000 units

-3.5%

1,878
1,812

2017
2018
DELIVERIES TO CUSTOMERS

Western Europe
Audi brand, ’000 units
-13.9%
805 → 693
2017 → 2018

USA
Audi brand, ’000 units
-1.4%
227 → 223
2017 → 2018

China
Audi brand, ’000 units
+10.9%
598 → 663
2017 → 2018
REVENUE AT PRIOR YEAR LEVEL

DESPITE CHALLENGES

in million euros

-0.9%

59,789  59,248

2017  2018
LAMBORGHINI SCALES UP ITS BUSINESS

+51%  
5,750 deliveries to customers

+41%  
1,316 m euros of revenues

profitability push
Operating Profit* in million euros

- 2017: 4,671 million euros (including special items of 387 m euros)
- 2018: 3,529 million euros (including special items of 1,176 m euros)

Operating Return on Sales** in percent

- 2017: 7.8%
- 2018: 6.0%

* Operating Profit before special items: 4,705 (5,058) m euros
** RoS before special items: 7.9 (8.5) %
EXPENDITURE FOR THE FUTURE WITH IMPACT ON COST RATIOS

in euros million

R&D expenses & R&D ratio

<table>
<thead>
<tr>
<th>Year</th>
<th>R&amp;D Expenses</th>
<th>R&amp;D Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>3,809</td>
<td>6.4%</td>
</tr>
<tr>
<td>2018</td>
<td>4,178</td>
<td>7.1%</td>
</tr>
</tbody>
</table>

+9.7%

Capex & Capex ratio

<table>
<thead>
<tr>
<th>Year</th>
<th>Capex</th>
<th>Capex Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>3,872</td>
<td>6.5%</td>
</tr>
<tr>
<td>2018</td>
<td>3,493</td>
<td>5.9%</td>
</tr>
</tbody>
</table>

-9.8%
FUNDING THE FUTURE THROUGH STRONG CASH GENERATION

**net cash flow**

2,141 m euros  
(2017: 4,312)

**net liquidity**

20,442 m euros  
(2017: 20,788)
CHALLENGING YEAR 2019 AHEAD

DELIVERIES
moderate increase

REVENUE
slight increase

OPERATING
RETURN ON SALES
7.0 % to 8.5 %

NET CASH FLOW
2.5 to 3.0 bn euros
DECONSOLIDATION OF MULTIBRAND NATIONAL SALES COMPANIES*

NEW REPORTING STRUCTURE

* Volkswagen Group Italia S.p.A., Audi Volkswagen Korea Ltd., Audi Volkswagen Middle East FZE, Audi Volkswagen Taiwan Co. Ltd.

management focus on core business

better comparability to competitors

more transparent reporting structure

ADJUSTED KPIs

RoS STRATEGIC CORRIDOR

9 to 11%
AUDI TRANSFORMATION PLAN FREES UP RESOURCES FOR THE FUTURE

NEW MIND SET
profit zone
prior to comfort zone

INCREASED TARGET
15 bn euros
by 2022

CONCRETE MEASURES
for 70% of the target
Tackling cost and revenue potentials along the value chain

- Purge portfolio at the backdrop of take rate analysis
- Push from rejuvenated C/D models
- Profitable electric vehicles
- China market initiative
- More virtual prototypes – instead of physical ones
- Strong target cost-focus from early design stage
- Utilize natural personnel turnover
- Tackling cost and revenue potentials along the value chain
AUDI E-TRON KICKS OFF ELECTRIC VEHICLE INITIATIVE

30 electrified models by 2025

Economies of scale through electric architectures

MEB & PPE
FURTHER VORSPRUNG IN CHINA

- local R&D cooperations
- China-only products
- 12 models from local production by 2022
- > 1m deliveries
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