



Audi



BENTLEY



Brand Group Progressive



# FY 2023

## Investor Relations Conference Call & Webcast

March 20, 2024 | 09:00 – 10:00 CET

**Audi Q6 e-tron quattro:**

Power consumption  
(combined): 19.4 -17.0  
kWh/100 km; CO<sub>2</sub> emissions  
(combined): 0 g/km;  
CO<sub>2</sub>-class: A

**Audi SQ6 e-tron:**

Power consumption  
(combined): 18.4 -17.5  
kWh/100 km; CO<sub>2</sub> emissions  
(combined): 0 g/km;  
CO<sub>2</sub>-class: A

# Disclaimer



The following presentations as well as remarks/comments and explanations in this context contain forward-looking statements on the business development of the Audi Group. These statements are based on assumptions relating to the development of the economic, political and legal environment in individual countries, economic regions and markets, and in particular for 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 entail a degree of risk, and actual developments may differ from those forecast. All figures are rounded, so minor discrepancies may arise from addition of these amounts.

At the time of preparing these presentations, it is not yet possible to conclusively assess the specific effects of the latest developments in the Russia-Ukraine conflict on the Audi Group's business, nor is it possible to predict with sufficient certainty to what extent further escalation of the Russia-Ukraine conflict will impact on the global economy and growth in the industry in fiscal year 2024.

Any changes in significant parameters relating to our key sales markets, or any significant shifts in exchange rates, energy and other commodities or the supply with parts relevant to the Audi Group will have a corresponding effect on the development of our business. In addition, there may also be departures from our expected business development if the assessments of the factors influencing sustainable value enhancement and of risks and opportunities presented develop in a way other than we are currently expecting, or if additional risks and opportunities or other factors emerge that affect the development of our business.

We do not update forward-looking statements retrospectively. Such statements are valid on the date of publication and can be superseded.

This information does not constitute an offer to exchange or sell or an offer to exchange or buy any securities.

**Audi RS e-tron GT:**  
Power consumption  
(combined): 22.5–20.6  
kWh/100 km; CO<sub>2</sub> emissions  
(combined): 0 g/km;  
CO<sub>2</sub>-class: A

# In a challenging environment, the Brand Group Progressive achieved a solid performance and made strategic progress



**Macroeconomic challenges and geopolitical conflicts**



**Increased competition, especially in EV**



**Effects of the improved parts supply impeded by logistics constraints**



**Supply issues**



**Strategic priorities set**



**Performance Program successfully initiated**



**Record sales performance achieved**

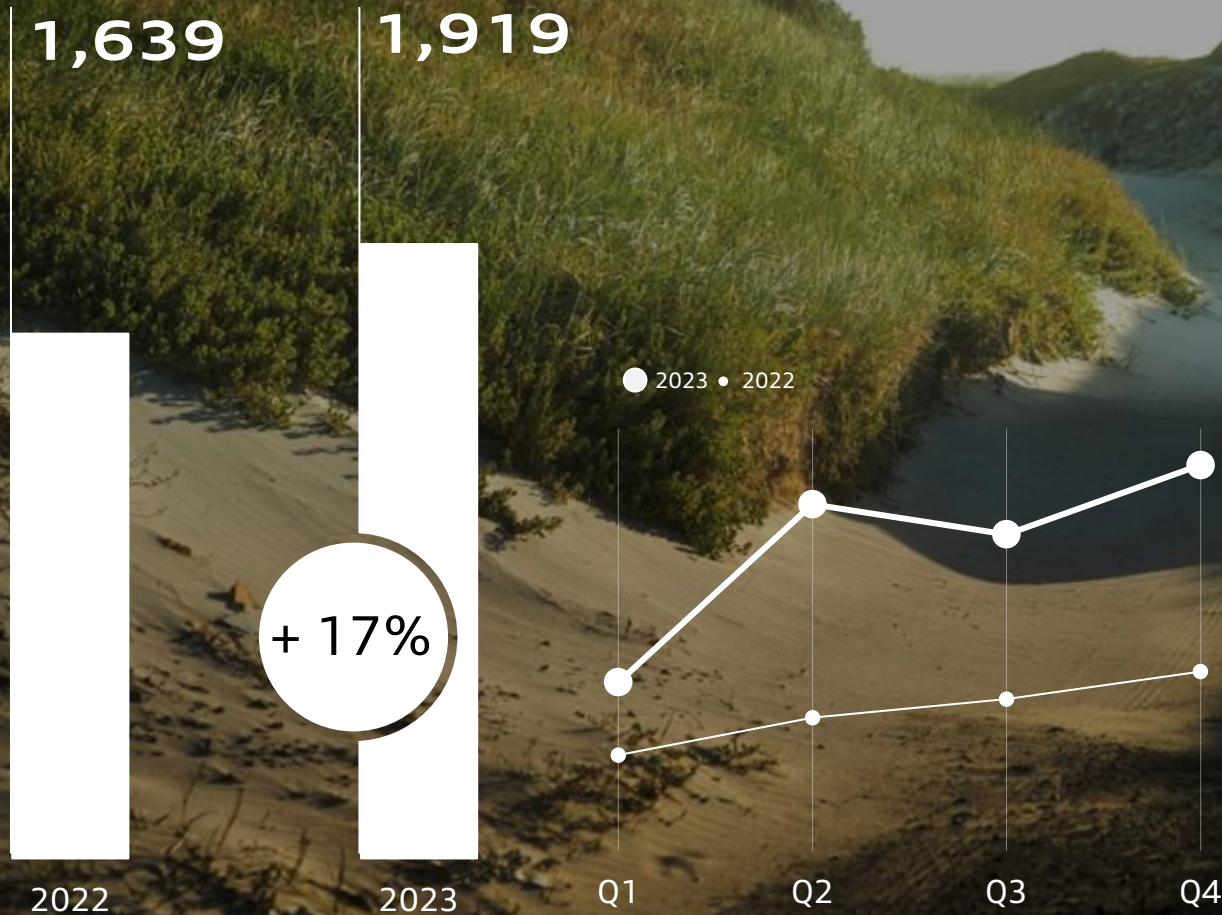


**Strong 2023 performance despite negative raw material hedge effects**

# Deliveries to customers of cars of the Audi Group reached record 1.9 million units – slightly ahead of the guidance



## DELIVERIES TO CUSTOMERS cars, in k units



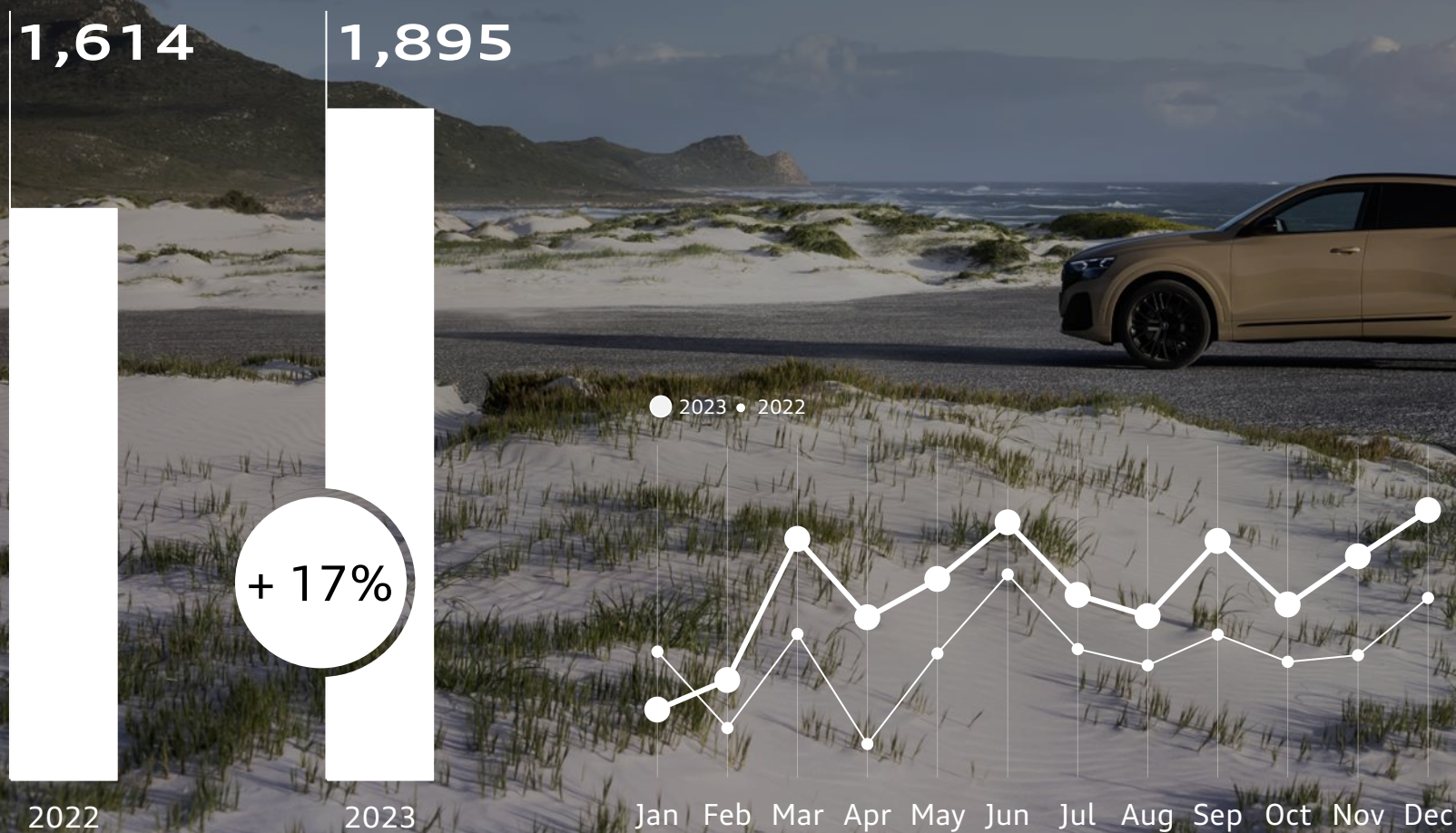
2023 GUIDANCE:  
between  
**1.8m**  
and  
**1.9m** ✓

# Deliveries to customers of the Audi Brand increased by 17%, supported by the strong year-end sales performance



## DELIVERIES TO CUSTOMERS

Audi Brand, in k units



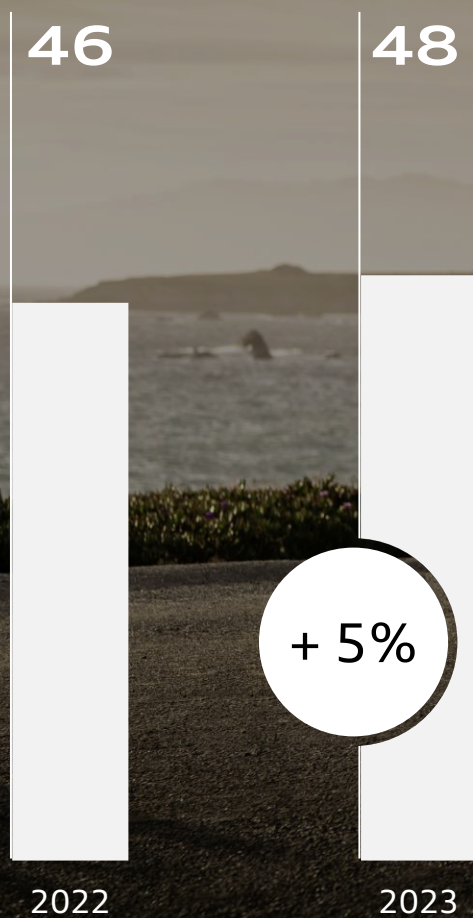
**Audi Q8:**  
 Fuel consumption  
 (combined): 11.4-8.0 l/100  
 km; CO<sub>2</sub> emissions  
 (combined): 260-210 g/km;  
 CO<sub>2</sub>-class: G

# Sporty models of the Audi Brand enjoy solid demand



R / RS

Deliveries, in k units<sup>1</sup>



<sup>1</sup> R, RS models, e-tron GT model lines

**Audi RS 7 Sportback 4.0 TFSI quattro performance:**

Fuel consumption (combined): 12.6–12.1 l/100 km; CO<sub>2</sub> emissions (combined): 285–272 g/km; CO<sub>2</sub>-class: G



# Sales in Europe grew substantially driven by the fulfillment of the strong order book

## EUROPE

Deliveries, Audi Brand, in k units



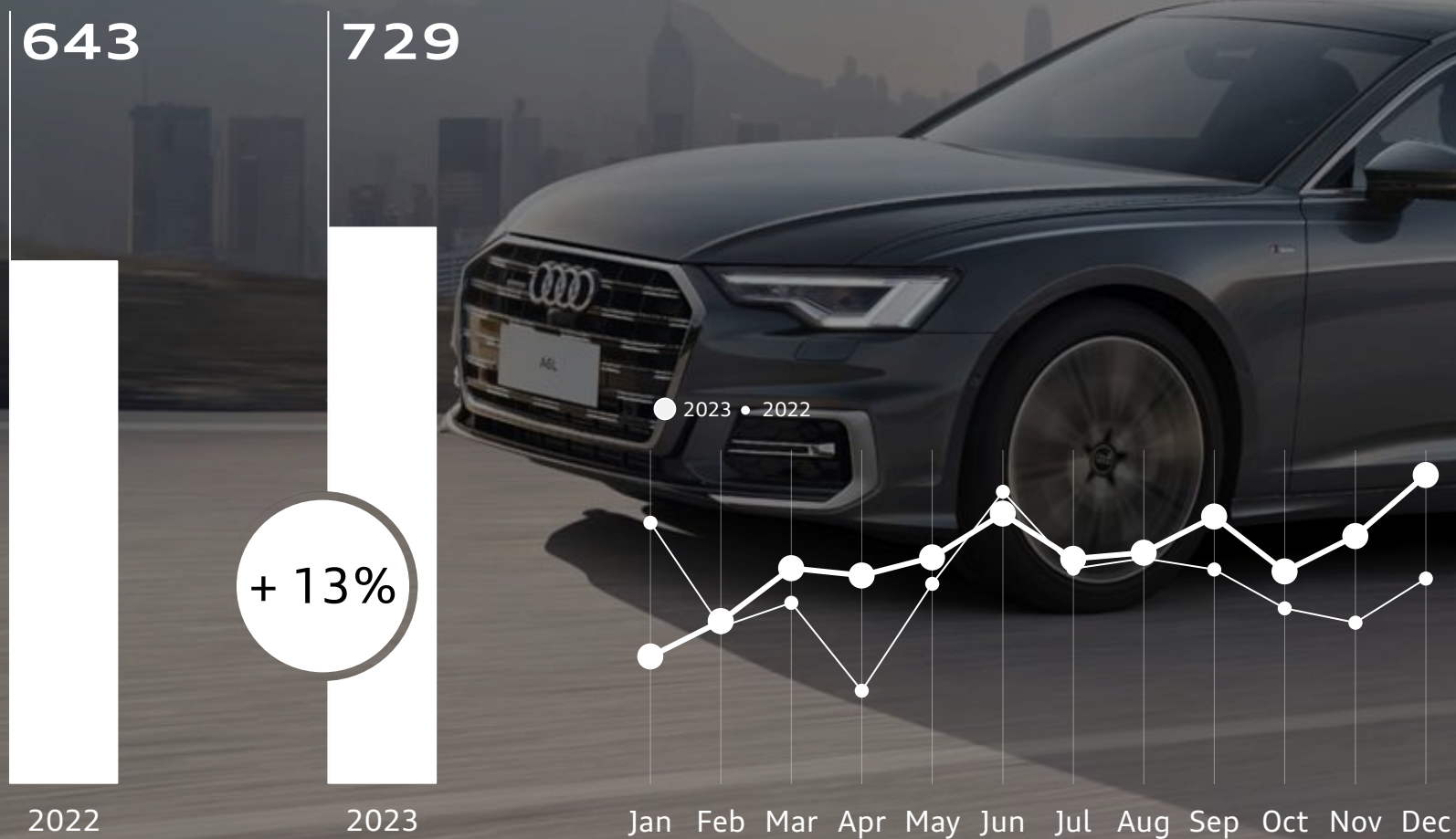
**Audi RS 3 Sportback:**  
 Fuel consumption  
 (combined): 8.8 – 8.3 l/100  
 km; CO<sub>2</sub> emissions  
 (combined): 201 – 190 g/km;  
 CO<sub>2</sub>-class: G

# Deliveries to customers in China surpassed the prior-year level by 13%



## CHINA INCL. HK

Deliveries, Audi Brand, in k units



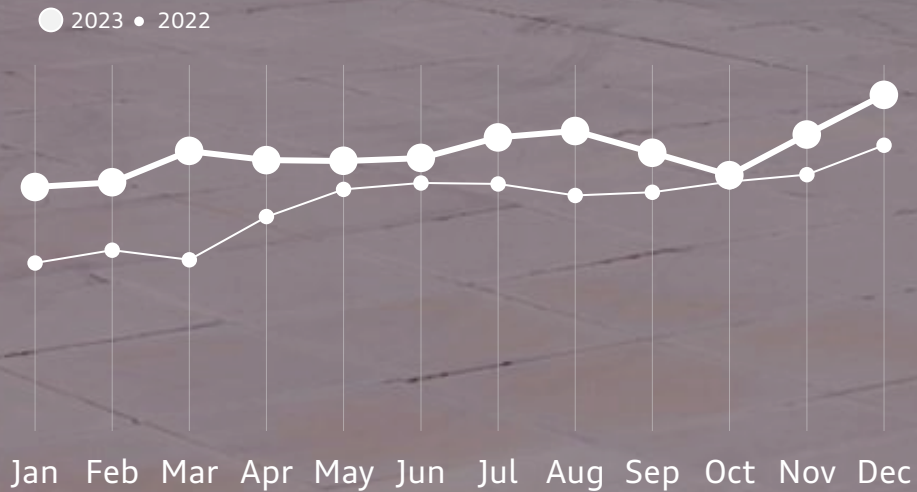
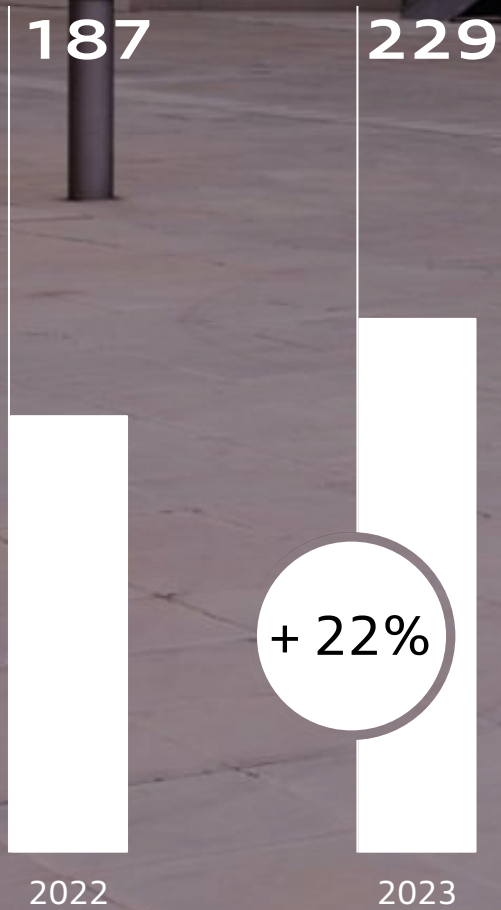
**Audi A6 L:**  
Model only available for sale  
in China.



# USA sales were supported by improved product availability and solid customer demand



USA  
Deliveries, Audi Brand, in k units



**Audi Q5 40 TDI:**  
Fuel consumption (combined): 5.4-5.3 l/100 km; CO<sub>2</sub> emissions (combined): 143-139 g/km; CO<sub>2</sub>-class: E

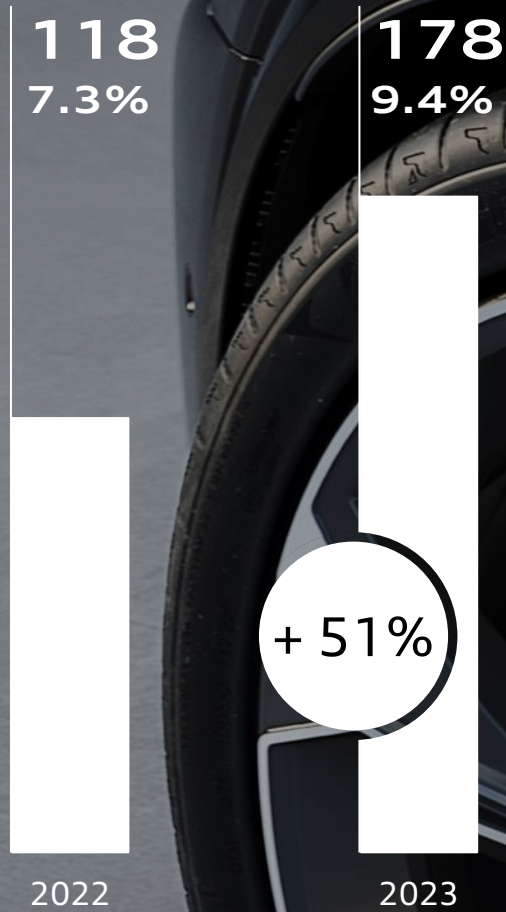


# BEV deliveries grew by 51%, driven mainly by the Q4 e-tron family



## BEV

Deliveries, in k units, in % of Audi Brand deliveries<sup>1</sup>

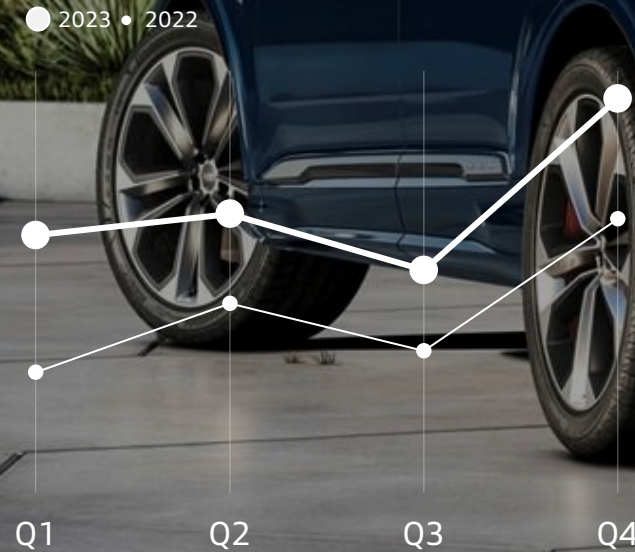


<sup>1</sup> BEV share of cars segment  
9.3% (7.2%)

**Audi SQ8 e-tron:**  
Power consumption  
(combined): 28.0-24.6  
kWh/100 km; CO<sub>2</sub> emissions  
(combined): 0 g/km;  
CO<sub>2</sub>-class: A

# Revenue increase is driven primarily by volume, pricing is a slight headwind

## REVENUE Audi Group, in €m



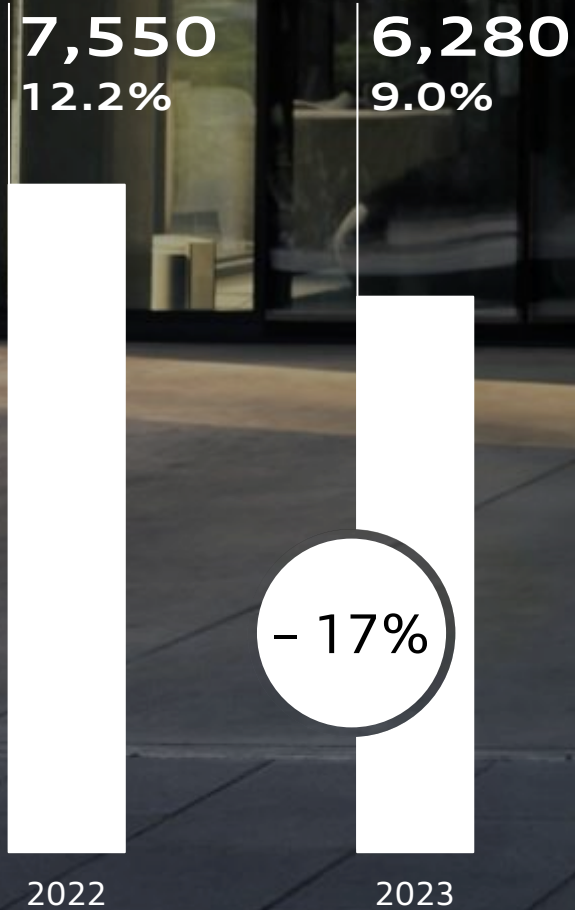
2023 GUIDANCE:  
between  
**€69bn**  
and  
**€72bn** ✓

Audi Q7:  
Fuel consumption  
(combined): 8.5–7.8 l/100  
km; CO<sub>2</sub> emissions  
(combined): 222–204 g/km;  
CO<sub>2</sub>-class: G

# Operating profit was strongly impacted by raw material hedges and a decline in residual values – underlying performance improved

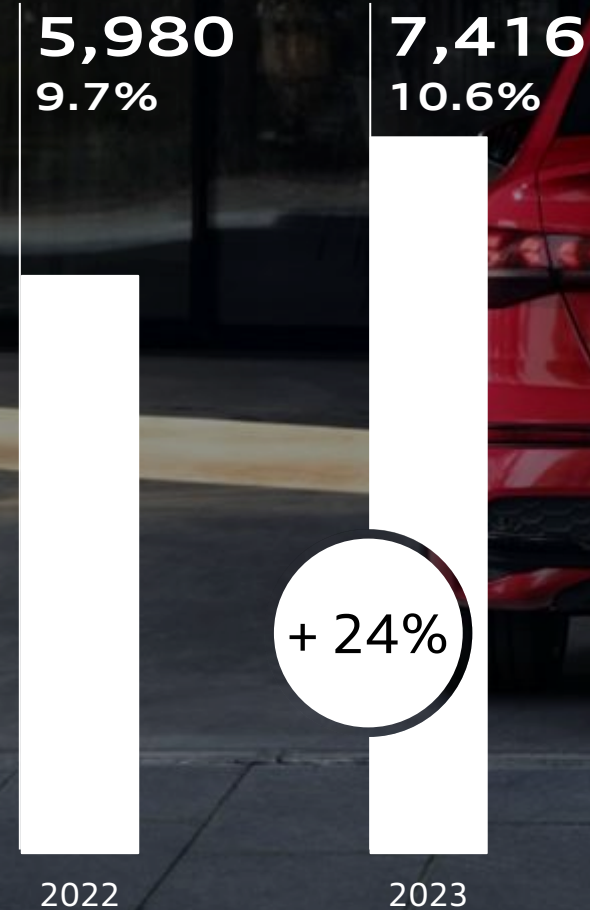
## OPERATING PROFIT

Audi Group, in €m, in % of revenue



## ADJ. OPERATING PROFIT

Audi Group, in €m, in % of revenue, adjusted for raw material hedges and residual value effects<sup>1</sup>

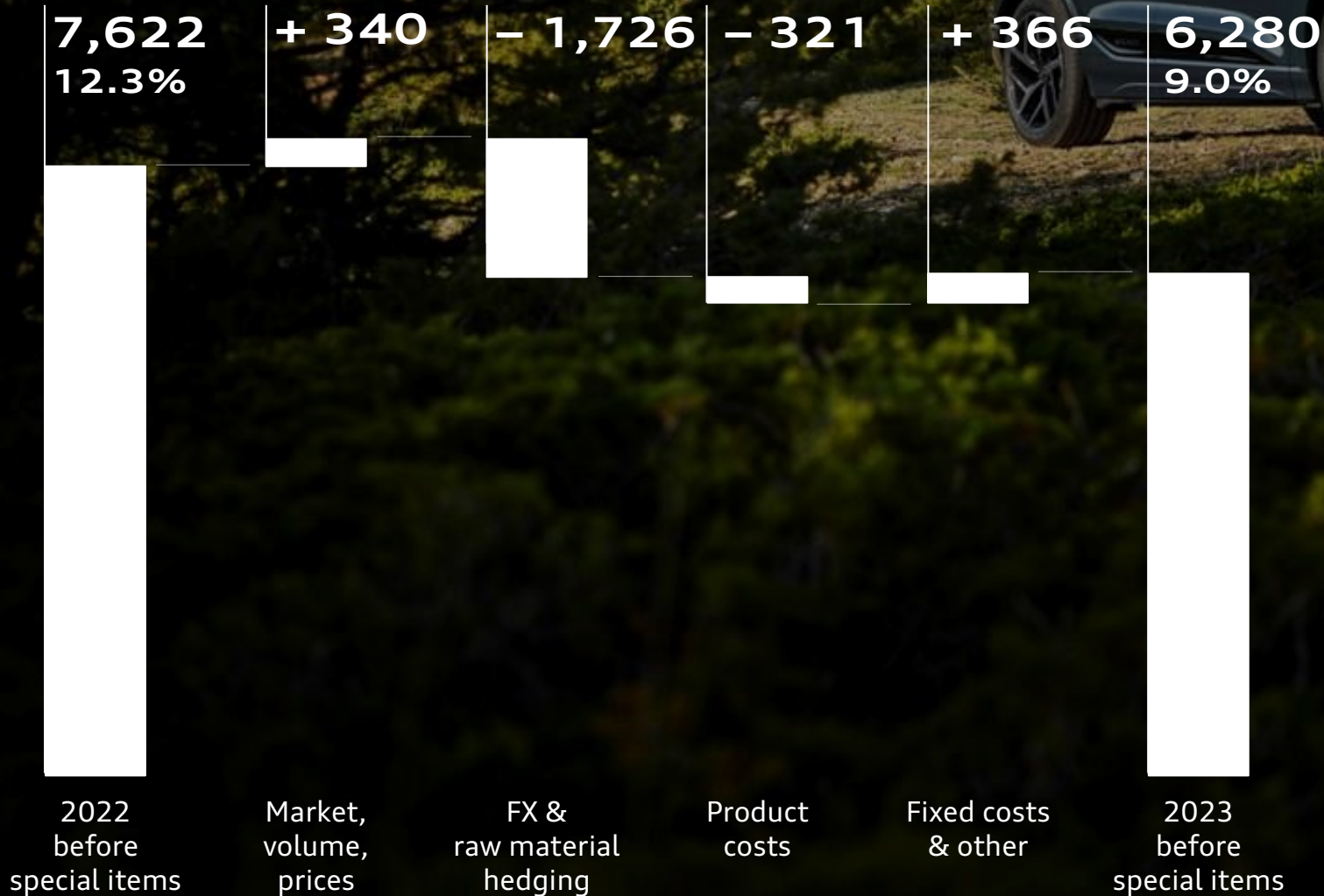


<sup>1</sup> special items: – (€-71m); adjustments: raw material hedge effects: €-943m (€793m); residual value effects: €-193m (€777m)

Underlying operating profit was supported by volume and improved fixed costs, product costs were a headwind

### OPERATING PROFIT BRIDGE

Audi Group, in €m<sup>1</sup>



RESULT FROM  
**CHINA**  
BUSINESS<sup>2</sup>  
**€915m**  
**(€1,153m)**

<sup>1</sup> 2022 special items in connection with the diesel issue amounted to €-71m

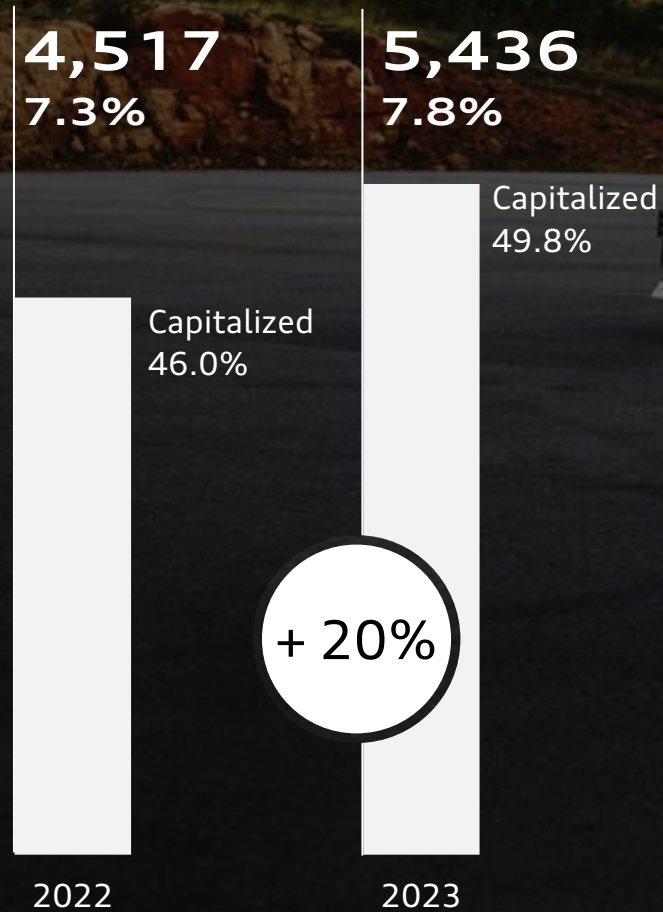
<sup>2</sup> reported in financial result

**Audi Q6 e-tron quattro:**  
Power consumption (combined): 19.4 -17.0 kWh/100 km; CO<sub>2</sub> emissions (combined): 0 g/km; CO<sub>2</sub>-class: A

# Investment was at a high level in preparation of multiple new model launches

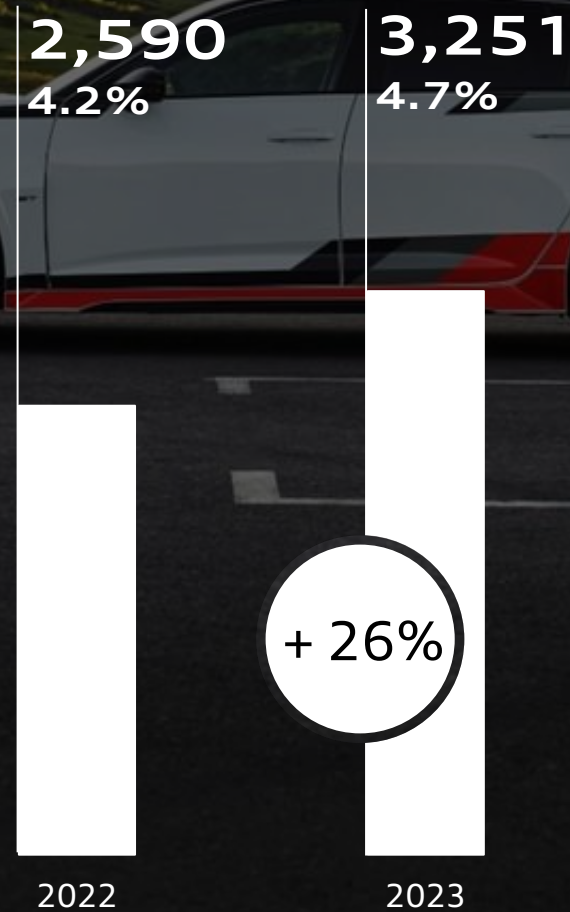
## CASH R&D

Audi Group, in €m, in % of revenue



## CAPITAL EXPENDITURE

Audi Group, in €m, in % of revenue

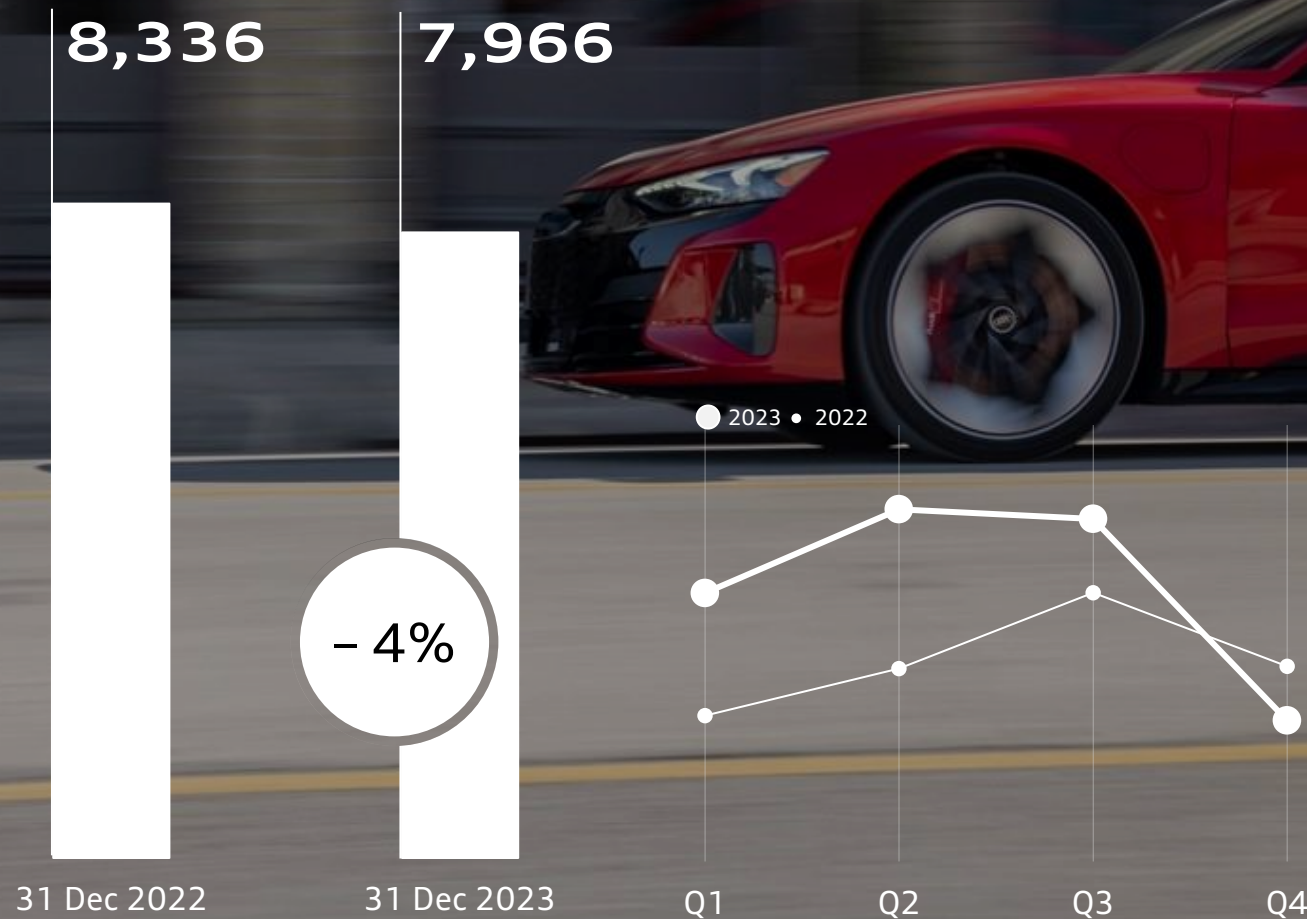


**Audi RS 6 Avant GT:**  
Fuel consumption (combined): 12.7-12.2 l/100 km; CO<sub>2</sub> emissions (combined): 289-277 g/km; CO<sub>2</sub>-class: G

# Ambitious year-end sales program successfully realized – inventories reduced to the target level

## INVENTORIES

Audi Group, in €m

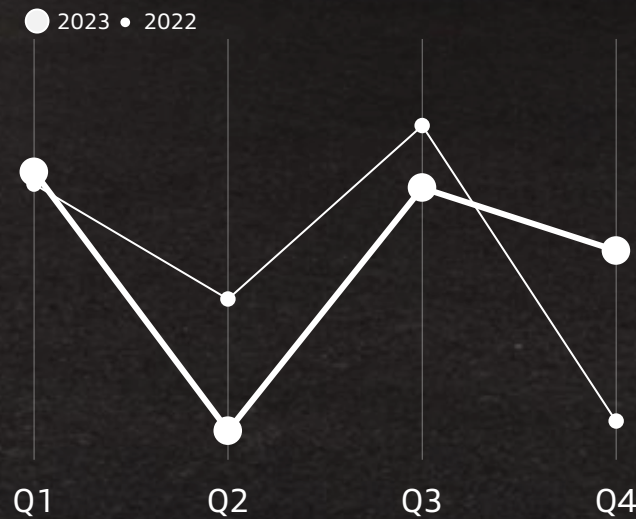
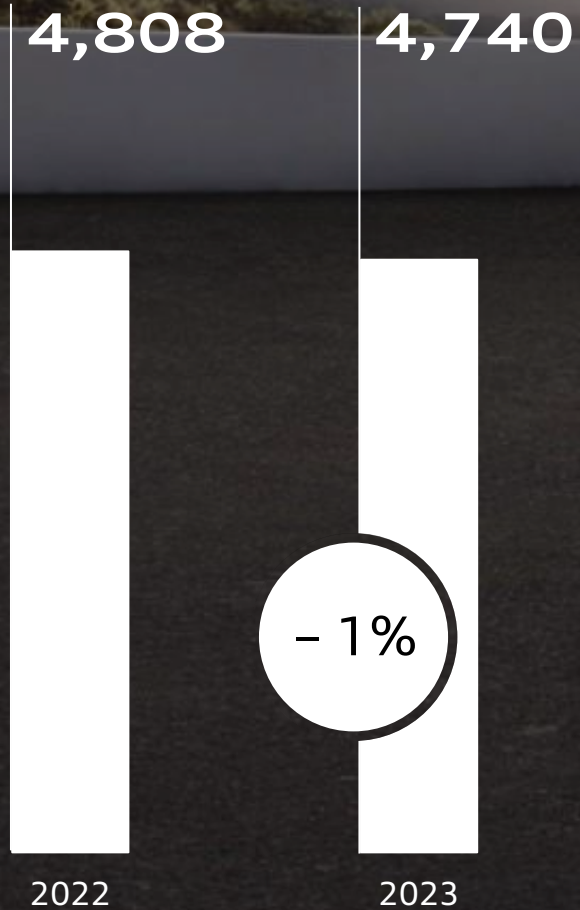


**Audi RS e-tron GT:**  
Power consumption (combined): 22.1–19.8 kWh/100 km; CO<sub>2</sub> emissions (combined): 0 g/km; CO<sub>2</sub>-class: A

# Net cash flow remained stable, driven by solid operating performance and supported by working capital tailwinds

## NET CASH FLOW

Audi Group, in €m



2023 GUIDANCE:  
between  
**€4.5bn**  
and  
**€5.5bn** ✓

**Audi A6 Avant:**  
Fuel consumption  
(combined): 8.5-5.3 l/100  
km; CO<sub>2</sub> emissions  
(combined): 193-138 g/km;  
CO<sub>2</sub>-class: G-F

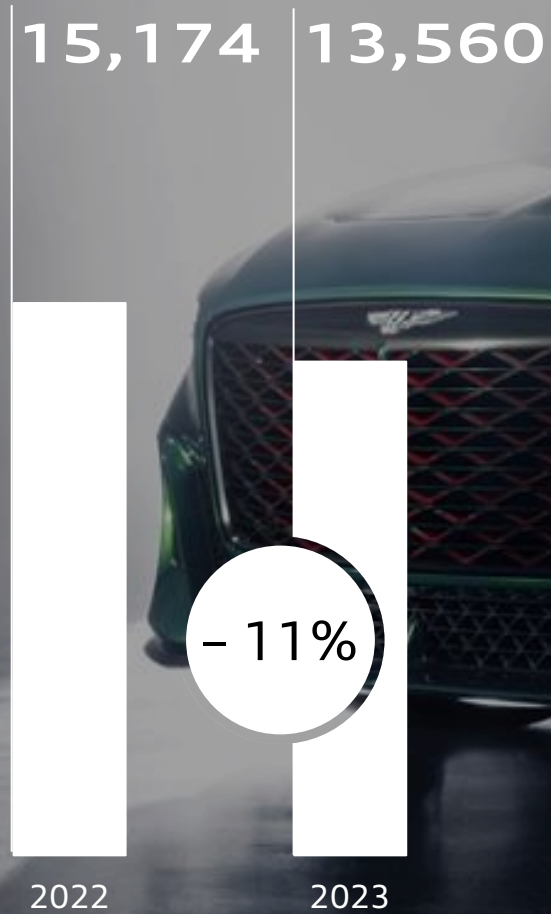




# Bentley achieved solid performance, despite being at a challenging point in the product lifecycle

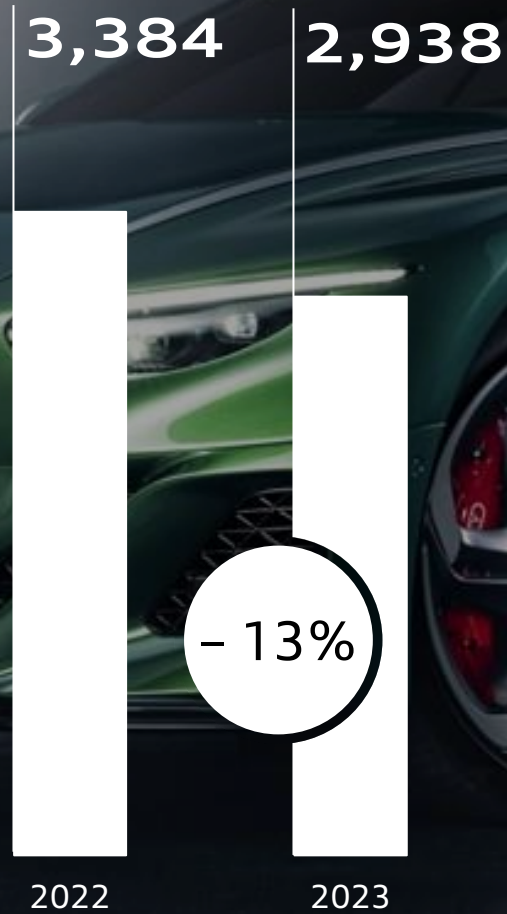
## DELIVERIES

Bentley, in units



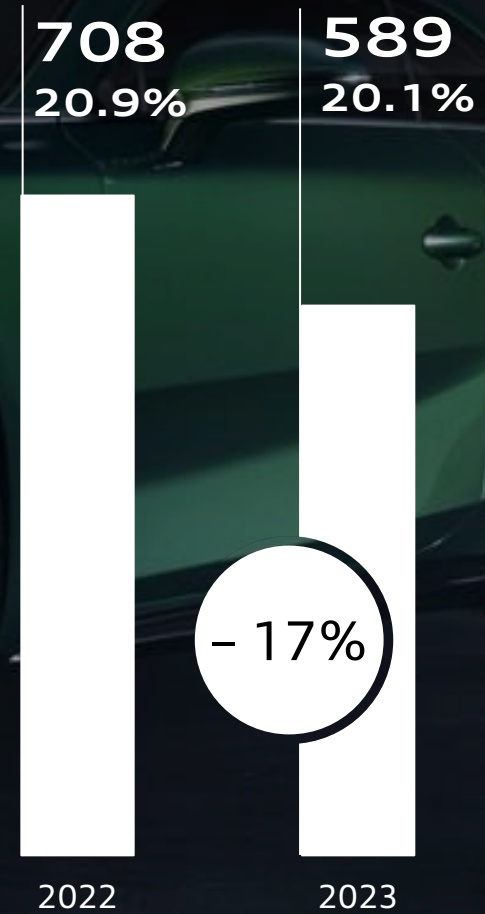
## REVENUE

Bentley, in €m



## OPERATING PROFIT

Bentley, in €m

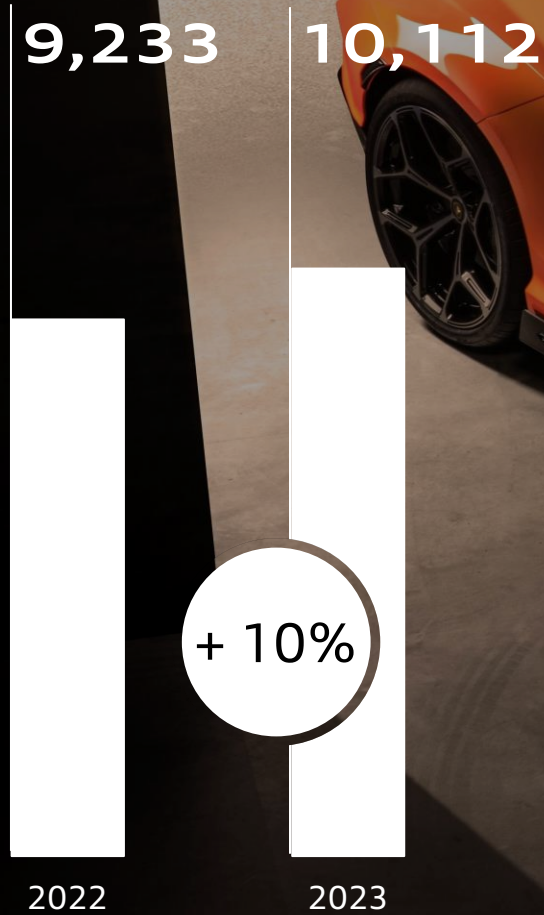


Bentley Batur:  
Limited edition vehicle, sold out.

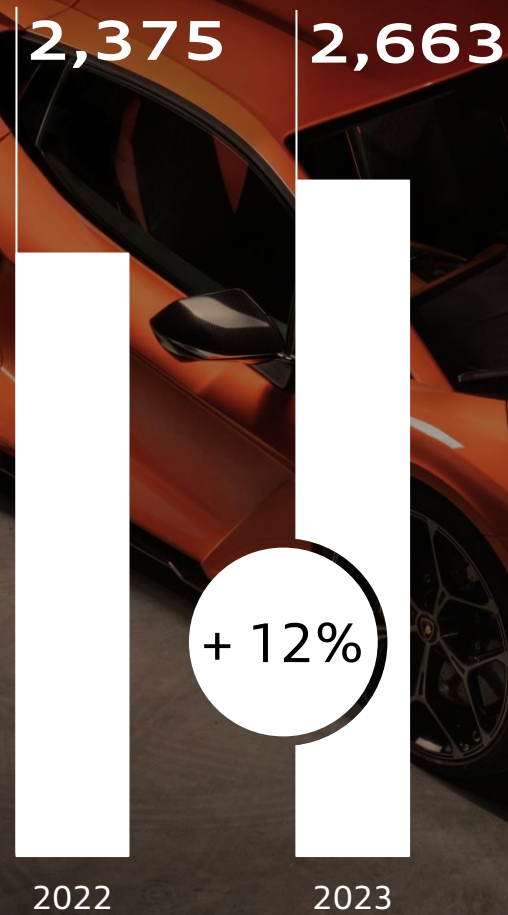


# Lamborghini once again achieved record performance in 2023 – the brand reaches a historic milestone of 10,000 cars

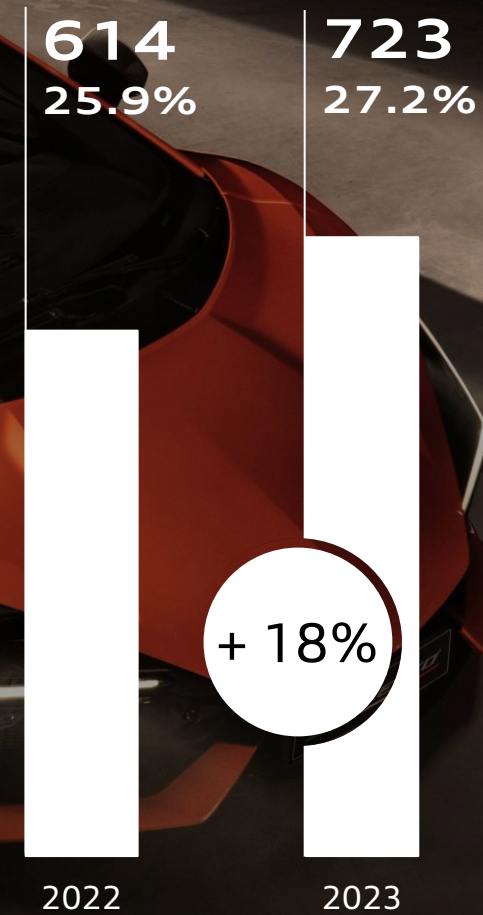
**DELIVERIES**  
Lamborghini, in units



**REVENUE**  
Lamborghini, in €m



**OPERATING PROFIT**  
Lamborghini, in €m



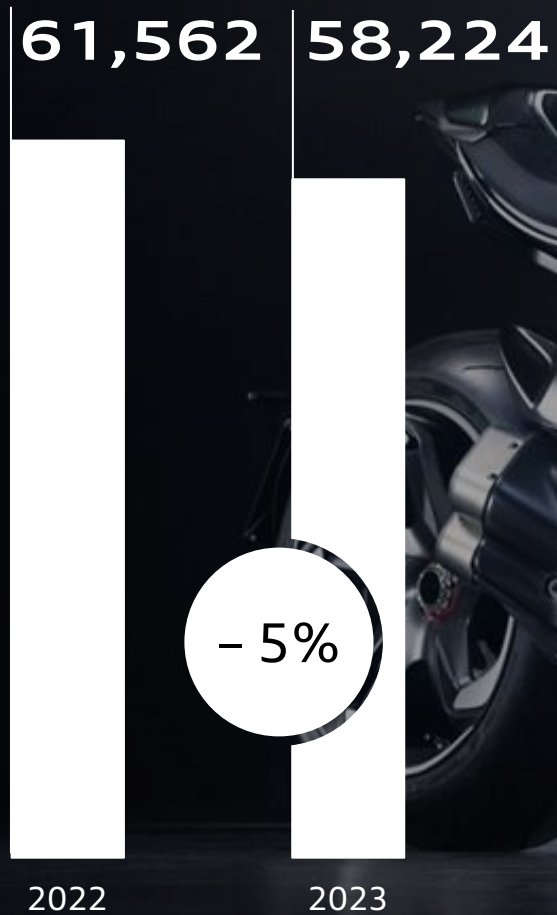
**Lamborghini Revuelto:**  
Fuel consumption (weighted combined): 11.9 l/100 km;  
Electric power consumption (weighted combined): 10.1 kWh/100 km;  
CO<sub>2</sub> emissions (weighted combined): 276 g/km;  
CO<sub>2</sub>-class (weighted combined): G;  
Fuel consumption with empty battery (combined): 17.8 l/100 km;  
CO<sub>2</sub>-class with empty battery: G

# Ducati improved earnings quality, successfully implementing premiumization strategy



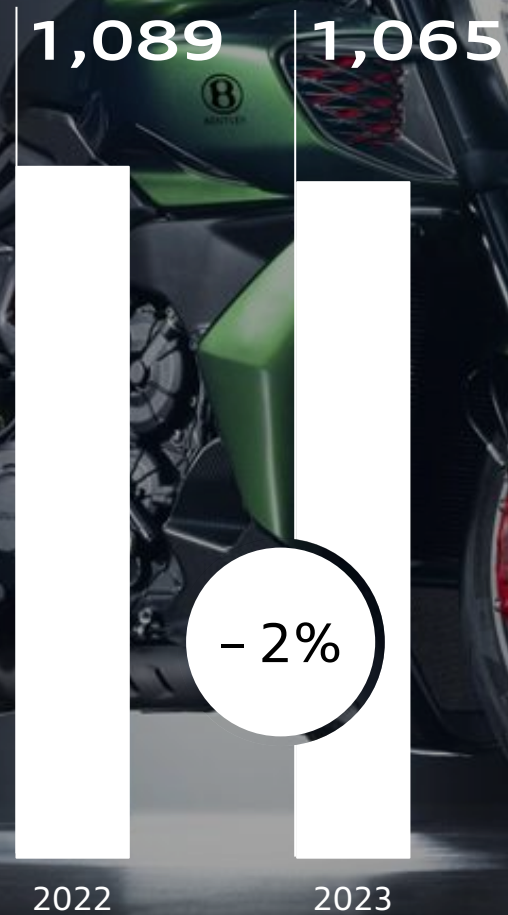
## DELIVERIES

Ducati, in units



## REVENUE

Ducati, in €m



## OPERATING PROFIT

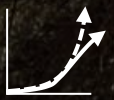
Ducati, in €m



# 2024 is a transitional year: multiple model changeovers in important segments lay foundation for future performance



Challenging macroeconomics and geopolitical situation



EV adoption curve below expectations



Increased competition



Multiple new model introductions (e.g. Audi Q6 e-tron, Audi A5, Audi Q5)



Supply issues weighing on mix

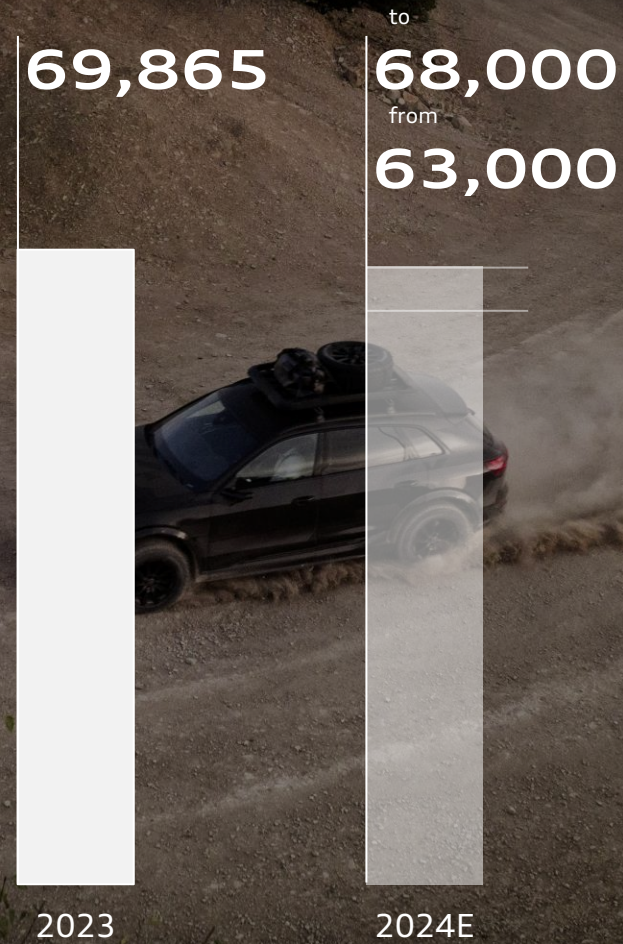


# 2024 outlook reflects slightly cooling demand: deliveries of cars expected between 1.7m and 1.9m, revenue expectation reflects volume, mix and pricing

**DELIVERIES TO CUSTOMERS**  
cars, in k units



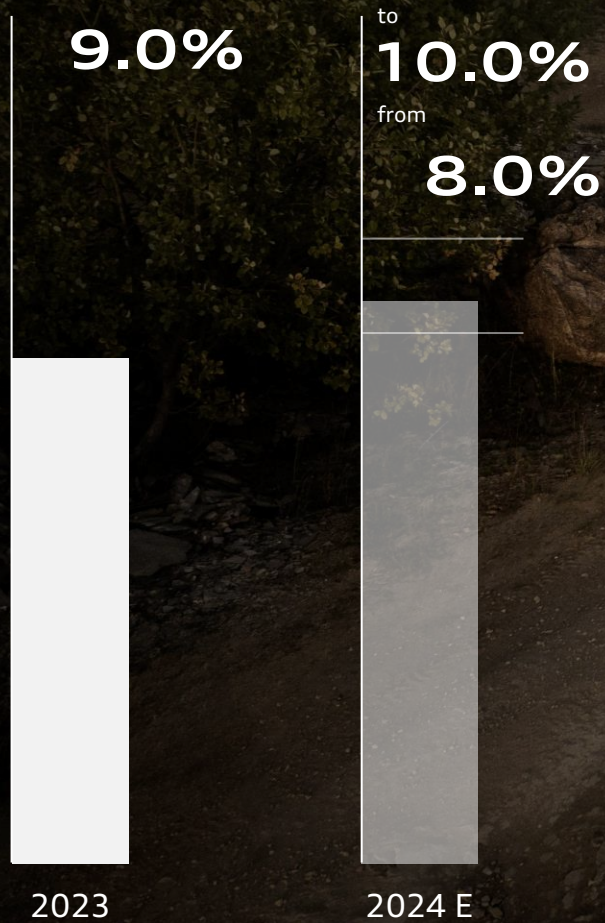
**REVENUE**  
Audi Group, in €m



**Audi Q8 e-tron edition Dakar:**  
Power consumption (combined): 25.1-24.7 kWh/100 km (with summer tires, without roof rack); CO<sub>2</sub> emissions (combined): 0 g/km; CO<sub>2</sub>-class: A

# Investment expected to remain elevated in 2024 in support of the ambitious product launch cadence

INVESTMENT RATIO<sup>1</sup>  
Audi Group, in % of revenue



<sup>1</sup> Cash R&D and Capex combined

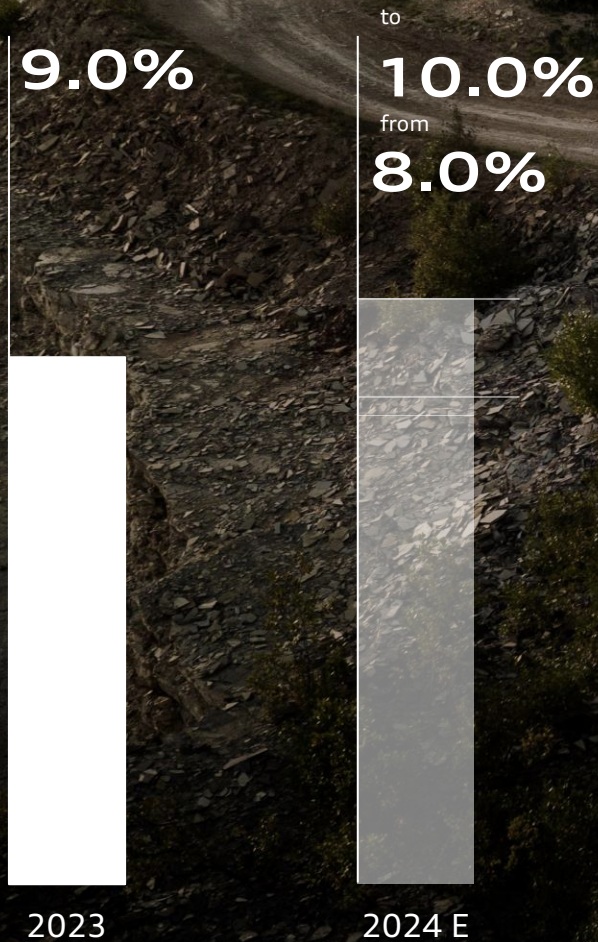
**Audi Q8 e-tron edition Dakar:**

Power consumption (combined): 25.1–24.7 kWh/100 km (with summer tires, without roof rack); CO<sub>2</sub> emissions (combined): 0 g/km; CO<sub>2</sub>-class: A

Operating return on sales of 8% to 10% is expected – impacted by volume and mix; expected net cash flow decline additionally driven by working capital

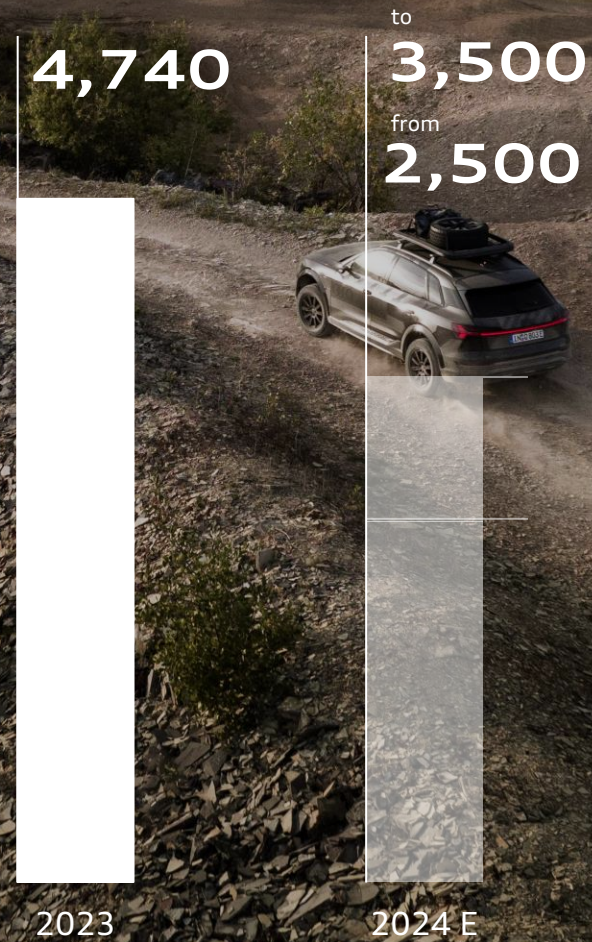
### OPERATING RETURN ON SALES

Audi Group, in % of revenue



### NET CASH FLOW

Audi Group, in €m



**Audi Q8 e-tron edition Dakar:**  
Power consumption (combined): 25.1-24.7 kWh/100 km (with summer tires, without roof rack); CO<sub>2</sub> emissions (combined): 0 g/km; CO<sub>2</sub>-class: A

# Overall 2024 performance influenced by multiple model changeovers alongside challenging market and supply situation



**DELIVERIES TO CUSTOMERS**  
Automobiles, in k units

**2023**

**1,919**

**2024 guidance**

**between 1.7m and 1.9m**



**REVENUE**  
in €bn

**69.9**

**between €63bn and €68bn**



**OPERATING RETURN**  
in % of revenue

**9.0%**

**between 8.0% and 10.0%**



**INVESTMENT RATIO<sup>1</sup>**  
in % of revenue

**12.4%**

**between 11.0% and 13.0%**



**NET CASH FLOW**  
in €bn

**4.7**

**between €2.5bn and €3.5bn**

<sup>1</sup> Cash R&D and Capex combined

**Audi Q8 e-tron edition Dakar:**  
Power consumption (combined): 25.1–24.7 kWh/100 km (with summer tires, without roof rack); combined CO<sub>2</sub> emissions (combined): 0 g/km; CO<sub>2</sub>-class: A



# Audi Agenda is put in place to reestablish Audi as the leading premium carmaker

COURSE

## Target picture

Financial baseline & targets

Team / organization, steering & committees

CORE TOPICS

PRODUCT

TECH

BRAND

CHINA  
& NAR

Matrix organisation & Product creation

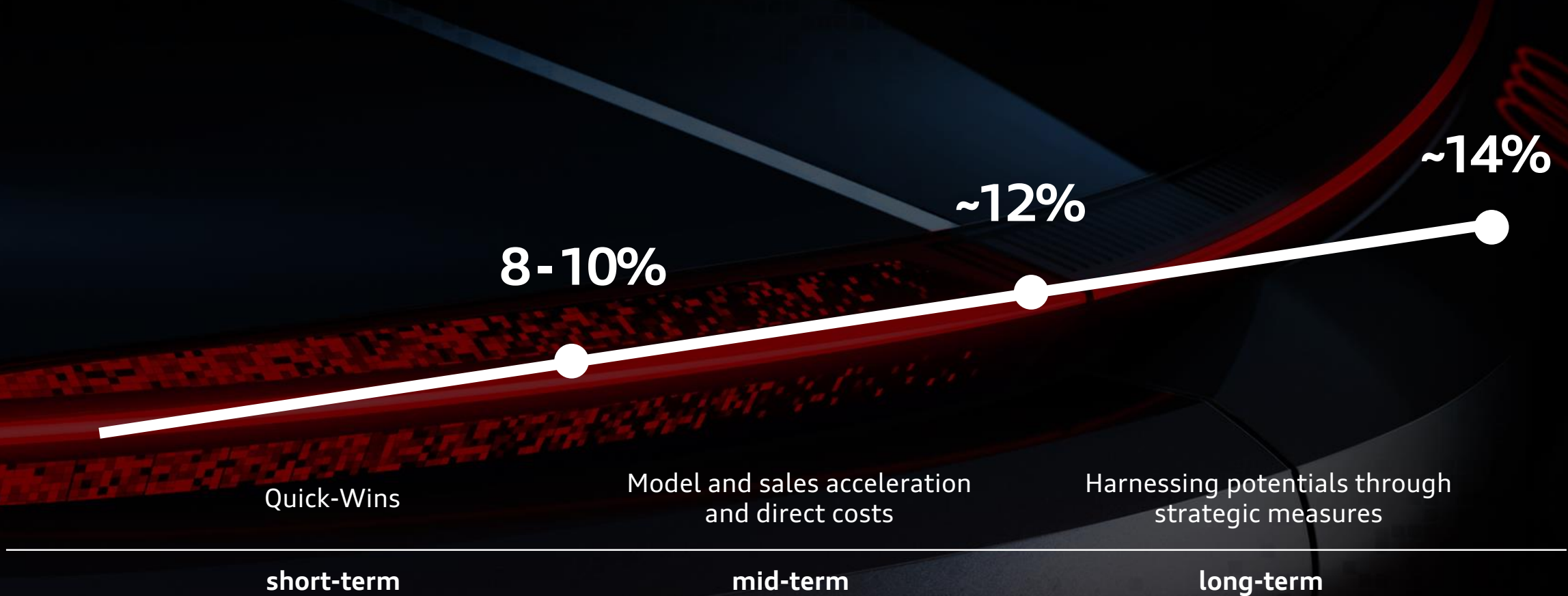
BASE

Sales initiatives

Product- & fixed costs

**Audi Q6 e-tron quattro:**  
Power consumption  
(combined): 19.4 -17.0  
kWh/100 km; CO<sub>2</sub> emissions  
(combined): 0 g/km;  
CO<sub>2</sub>-class: A

With the Performance Program 14 we ensure achievement of our ambitious targets implementing measures along the whole value chain



# Investment plan reflects market development and ensures future competitiveness

## CAPEX & CASH R&D 2024-2028

Audi Group, in €bn, (2023-2027)

28%

€11.5bn

ICE, PHEV & Other

72%

€29.5bn

BEV & Digitalization

€41.0bn

(€42.6bn)

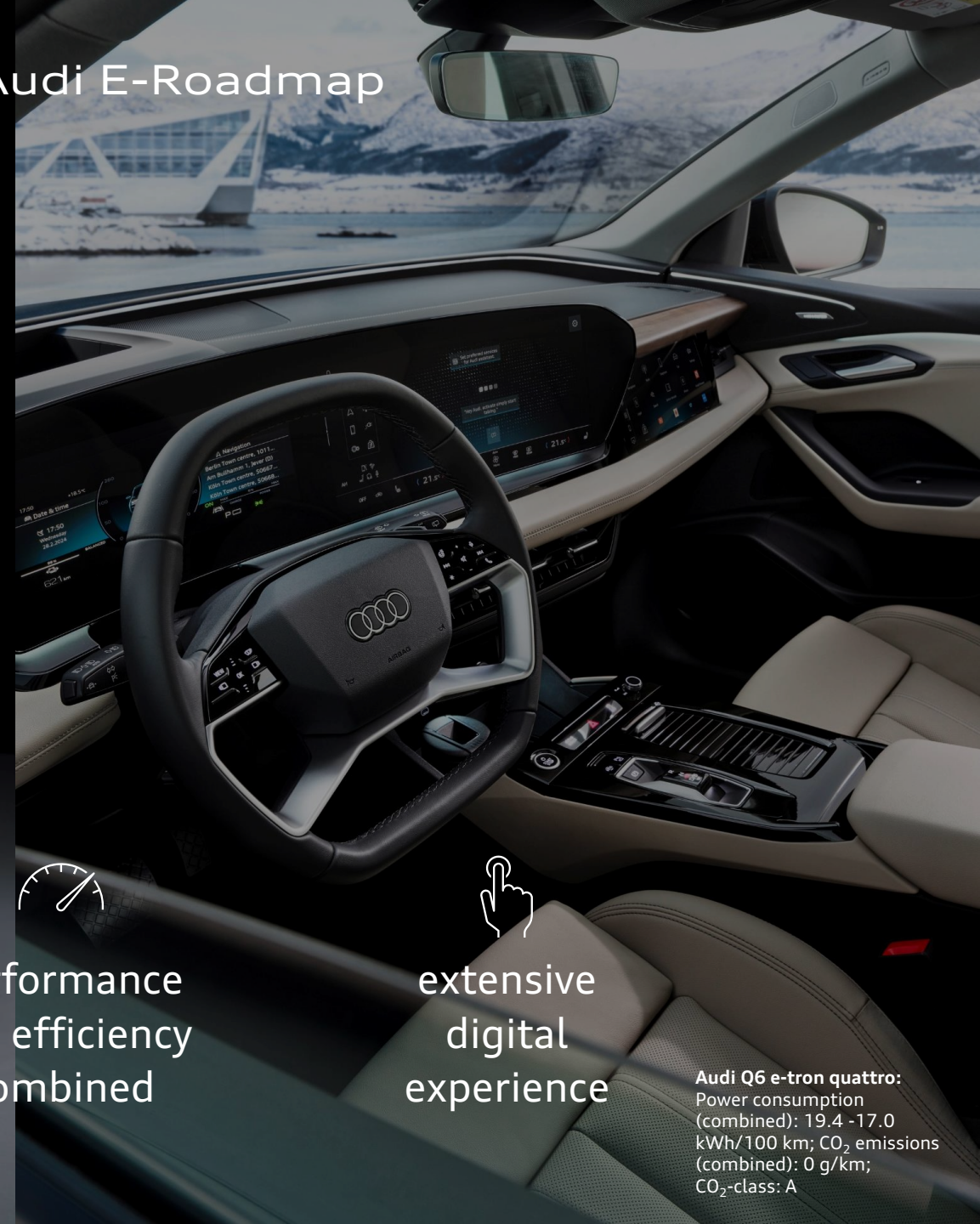


# Q6 e-tron unveiled – a major milestone in Audi E-Roadmap



fresh and progressive design

innovative light technology and driver assistance systems



performance and efficiency combined

extensive digital experience

**Audi Q6 e-tron quattro:**  
Power consumption (combined): 19.4 -17.0 kWh/100 km; CO<sub>2</sub> emissions (combined): 0 g/km; CO<sub>2</sub>-class: A

## DAT Notice



The stated consumption and emission values were determined in accordance with the legally prescribed measurement procedures. On 1 January 2022, the WLTP test cycle completely replaced the NEDC test cycle, so that no NEDC values are available for newly type-approved vehicles after this date.

The information does not refer to an individual vehicle and does not form part of the offer, but is intended solely for comparison purposes between the different types of vehicles. Additional equipment and accessories (add-on parts, tires, etc.) can change relevant vehicle parameters such as weight, rolling resistance and aerodynamics and, in addition to weather and traffic conditions as well as individual driving behavior, influence a vehicle's fuel consumption, power consumption, CO<sub>2</sub> emissions and mileage values.

Due to the more realistic test conditions, the fuel consumption and CO<sub>2</sub> emission values measured according to the WLTP are in many cases higher than those measured according to the NEDC. As a result, there may be corresponding changes in vehicle taxation since 1 September 2018. For more information on the differences between WLTP and NEDC, see [www.audi.de/wltp](http://www.audi.de/wltp).

Further information on the official fuel consumption and the official specific CO<sub>2</sub> emissions of new passenger cars can be found in the "Guide on the fuel consumption, CO<sub>2</sub> emissions and power consumption of new passenger cars", which is available free of charge at all sales outlets and from DAT Deutsche Automobil Treuhand GmbH, Hellmuth-Hirth-Str. 1, D-73760 Ostfildern or by calling [www.dat.de](http://www.dat.de).

**Audi RS e-tron GT:**  
**Audi RS e-tron GT:**  
Power consumption  
(combined): 22.5–20.6  
kWh/100 km; CO<sub>2</sub> emissions  
(combined): 0 g/km;  
CO<sub>2</sub>-class: A