2024

Combined Annual and Sustainability Report

Audi RS e-tron GT: electric power consumption (combined): 21.1–18.4 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Dear Readers,

Our 2024 annual and sustainability report is being published at a time when Germany and Europe are viewing their international competitiveness with a degree of apprehension. As an economic driver and one of the largest employers, the automotive industry is particularly in the spotlight – in terms of responsibility, too. The Audi Group's business performance in the past year also reflects the difficult overall situation.

Although I share this critical assessment, there is also good news. The entry of new competitors into the automotive market shows how attractive it remains to build cars. The value customers place on premium quality and design is undiminshed. At the same time, the innovation potential of the relatively new technology of electric mobility is far from exhausted – especially when it comes to efficiency. The development of in-car digital features and innovative software also offers us completely new opportunities. With its brand core "Vorsprung durch Technik," Audi is ready to embrace these opportunities for itself and its customers.

We already started on this journey in 2024, when we successfully launched our model initiative with the backing of an impressive team performance. The total number of new models will exceed 20 by the end of 2025 – half of which will be electric. The Audi Q6 e-tron and Audi A6 e-tron mark milestones in the efficiency of electric powertrains. In addition, the new future-proof software architecture will bring digital features and connectivity in our models to the next level. With the Audi A5, A6 and Q5 models, we launched a completely new generation of combustion engine vehicles and plug-in hybrids in parallel. We have therefore positioned ourselves robustly and flexibly for the transition to an all-electric product range.

Apart from rejuvenating our portfolio, we also embarked on a fundamental renewal program in the company. With streamlined processes and faster decisions, we are picking up the pace in the face of intensifying global competition. We are fundamentally changing the way we develop cars, because the cars of the future need different structures than we had in the past. The reorganization of our Technical Development and our product lines as of January 1, 2025, represents a paradigm shift toward software-centered development, in other words the software-defined vehicle, and therefore the launching pad for wide-reaching changes throughout the company.

We are also upping the pace through strategic cooperations and new forms of collaboration. With the launch of the new AUDI sister brand for electric models in China, we were a pioneer again in the Chinese market and have taken a bold and progressive step together with our joint venture partner SAIC toward reaching tech-savvy target groups. In addition, at the end of 2024 we began producing electric models specifically for the Chinese market at our new plant in Changchun together with partner First Automotive Works (FAW). And to help us to get ahead faster in the area of software-defined vehicles, the Volkswagen Group founded a joint venture with US electric car manufacturer Rivian. The cooperation – in which Audi is playing a leading role – will help Audi gather speed in this competition-defining discipline. Together we will develop high-performance software architectures quickly, efficiently and cost-effectively.

All of these steps show that Audi has the right answers to the new realities. The entire team is shaping the future with a high degree of willingness to change.

Our overriding goal in this respect is sustainable development. We take responsibility beyond our own sphere of action – for employees and their families, for suppliers and partners and also for future generations and our home base in Germany as well as our international production locations.

For me, our business performance in 2024 is therefore the result of major changes and our starting point toward a new era of strength. Above all, however, it motivates us to continue to accelerate our program of renewal. We will continue our model initiative in 2025 and, by the end of the year, will have the youngest portfolio in our competitive segment. With the courage to forge new paths and trust in our traditional strengths, we will continue to set technological standards.

Sincerely, Gernot Döllner

Chairman of the Board of Management of AUDI AG

GRI 2-2, 2-3, 2-4, 2-5

About this report

The combined annual and sustainability report of the Audi Group (hereinafter referred to as the Audi Report) provides information on material business and sustainability activities in 2024. The Audi Report is available in PDF format on the official Audi website at audi.com and in the Audi MediaCenter; it contains links to further online information. In addition, Audi provides a Quarterly Update and Fact Pack to download from the website at audi.com. These documents contain key financial figures.

The information and data for the Audi Report 2024 were compiled to the best of the company's knowledge and belief and are free from material errors. In those cases where insufficient data was available, a corresponding explanation of omission was included in accordance with GRI Standards.

The information in the report refers to the Audi Group.[1] If the report refers to individual companies, sites or brands only, this is noted accordingly. Unless indicated otherwise, key figures for employees are as of the end of the respective year. All EUR figures are rounded off, which may lead to minor deviations when added up.

The report is available in German and English. In the event of any deviations between the two versions, the German document shall prevail.

Editorial deadline: February 20, 2025
Publication: March 18, 2025
Publication date of last report: March 19, 2024
Report cycle: annual

ESG reporting standard

Since 2024, the Corporate Sustainability Reporting Directive (CSRD) has governed the sustainability reporting requirements for companies in the EU.[2] Companies now have to provide a detailed report of non-financial information on environmental, social and governance issues in their management reports. As with financial reporting, sustainability reports should focus on meaningful information and topics that are relevant and assessable for stakeholders.[3] This limitation is referred to as materiality. The Sustainability Reporting standard of the Global Reporting Initiative (GRI) also imposes this requirement on companies' ESG reporting.

Audi voluntarily publishes an annual and sustainability report that combines financial and ESG aspects. The Audi Report is based on the internationally established GRI standard and also takes up aspects of the European CSRD, including in particular the required key figures, and addresses the material topics specified by the GRI and CSRD.

Restatement of information

The materiality analysis that AUDI AG conducted in 2024 was the first to be carried out in accordance with the CSRD guidelines. This approach also meets the GRI Standards for materiality analyses.

In addition, selected sustainability key figures in the Audi Report 2024 were reported in accordance with CSRD requirements for the first time. If similar key figures were already reported in previous years for which the basis for calculation or reporting scope has changed as a result of the new requirements, this is indicated accordingly with a footnote. No comparative figures are provided for key figures recorded for the first time in 2024.

Auditor's reports on ESG reporting

The Audi Group reports on the period from January 1, 2024, to December 31, 2024, in accordance with the GRI Standards. The information in this report was chosen on the basis of the materiality analysis performed in 2024. For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.[3] The German version of the Audi Report was used for this review and awarded the GRI quality seal.

In addition, Audi commissioned an audit of selected sustainability key figures in the Audi Report 2024. The audited key figures are identified by a red check mark (✓). The selected sustainability key figures for the reporting period from January 1 to December 31, 2024, were subjected to a limited assurance engagement.

Contacts for the Audi Report

Robert Schwarzl
Head of Financial Communication/Analytics,
Investor Relations AUDI AG
Email: ir@audi.de
Website: audi.com/investor-relations

[1] The Audi Group is equivalent to the Brand Group Progressive with the brands Audi, Bentley, Lamborghini and Ducati. The terms "Audi Group" and "Brand Group Progressive" are used synonymously below. Material consolidated companies can be found in the Audi Fact Pack.

[2] Only certain corporations and commercial partnerships where all partners have limited liability are affected by the reporting obligation. The requirements will initially apply to a limited circle of companies for fiscal years commencing from January 1, 2024, and will then be gradually extended. The CSRD had not yet been transposed into national law in Germany by the editorial deadline. The Audi Group nevertheless reports voluntarily on ESG topics. It is likely to remain exempt from any reporting obligation in the future too because it is covered by the reporting obligations of the Volkswagen Group as its parent company.

[3] Audi regards material stakeholder groups as internal and external groups of individuals that are affected directly or indirectly by the company's business activities. The selection of the respective stakeholders is fundamentally based on their expertise and their ability to influence Audi. Audi differentiates the stakeholders according to different groups: customers, analysts and investors, press and media, business partners, employees, neighbors and local residents, politics and associations as well as employees' organizations, science and sustainability experts as well as non-governmental organizations (NGOs) and other groups. The basis for determining and selecting stakeholders is the Stakeholder Engagement Standard AccountAbility 1000 (AA1000SES) and its associated principles of inclusivity, materiality and responsiveness.

Content

Audi Report 2024
Combined Annual and Sustainability Report

Audi A6 Avant e-tron: electric power consumption (combined): 17.5–14.4 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Strategy & Company

Finance

ESG

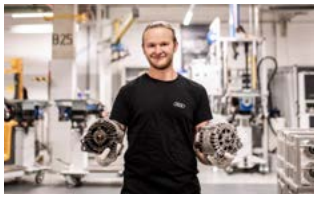
Appendix

Top 4 online topics

Recycling: Audi is increasingly relying on the circular economy in the early development phase **audi.com**

Road safety: A visit to the Audi experts for active safety functions **audi.com**

Sustainable mobility: Felix Neureuther and Rüdiger Recknagel in interview **audi.com**



Audi Genuine Exchange Parts: Recycling parts with the aid of industrial remanufacturing **audi.com**

Photos: AUDI AG

Strategy & Company

Photo: AUDI AG

Audi SQ6 e-tron: electric power consumption (combined): 18.6–17.2 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Overview of sites for 2024

Brief portrait

The Audi Group worldwide: active in more than 100 markets

22 production sites

13 countries

The Brand Group Progressive[1] with the Audi, Bentley, Lamborghini and Ducati brands stands for outstanding performance, pioneering technologies, fascinating design and powerful emotions. With vehicles from the premium, luxury and super sports segments, the Audi Group has been making individual mobility a unique experience for decades. Always with the focus on customer satisfaction, premium quality as well as ecological, social and economic sustainability.

The Audi Group's business model covers the development, production and selling of vehicles and the associated services. The Brand Group Progressive[1] is managed by AUDI AG.

As of December 31, 2024, 88,604 employees were working for the Audi Group all over the world, 56,428 of them in Germany. The head office of the Audi Group is located in Ingolstadt.

With its sales partners, the Brand Group Progressive[1] is present in more than 100 markets around the world and operated at 22 sites[3] in 13 countries in 2024 with its production partners.

Overview of deliveries to customers 2024[2]

Audi	BENTLEY		
1,671,218 (1,895,240)	**10,643** (13,560)	**10,687** (10,112)	**54,495** (58,224)

GRI 2-1, GRI 2-6

[1] The Brand Group Progressive describes the Audi Group with the brands Audi, Bentley, Lamborghini and Ducati. The terms "Audi Group" and "Brand Group Progressive" are used synonymously below. Material consolidated companies can be found in the Audi Fact Pack.

[2] The figures for fuel/electric power consumption and CO_2 emissions: see pages 161–162. The allroad, PHEV and CNG (g-tron) models are not declared specifically.

[3] Sites as of December 31, 2024. The production site in Map Yang Phon (Ducati Motor (Thailand) Co., Ltd.) is a new addition in the reporting period. The production site in Amphur Pluakdaeng is no longer included.

Illustration: C3 Visual Lab

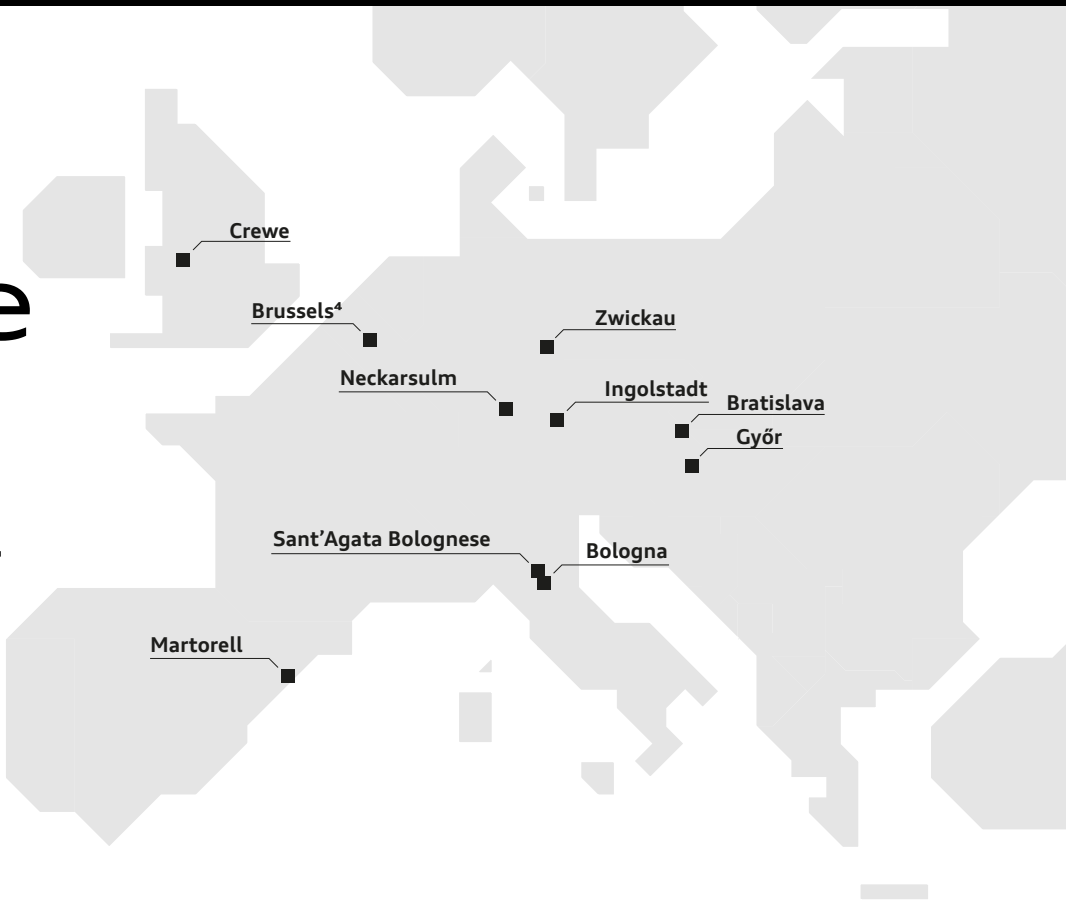
Europe

Cars produced:

930,302

Motorcycles produced:

49,857



■■□□□

11,224

Crewe, United Kingdom
Bentley Motors Ltd.
Bentayga
Continental GT,
Continental GTC
Flying Spur

■■□□□

15,212

Brussels, Belgium
AUDI BRUSSELS S.A./N.V.[4]
Q4 SUV e-tron
Q8 SUV e-tron, SQ8 SUV e-tron
Q8 Sportback e-tron,
SQ8 Sportback e-tron

■■■□□

135,307

Neckarsulm, Germany
AUDI AG, Audi Sport GmbH
A4 Sedan
A5 Avant, S5 Avant
A5 Cabriolet, S5 Cabriolet
A5 Sedan, S5 Sedan
A6 allroad quattro
A6 Avant, S6 Avant, RS 6 Avant
A6 Sedan, S6 Sedan
A7 Sportback, S7 Sportback,
RS 7 Sportback
A8, S8, A8 L, S8 L
e-tron GT quattro, S e-tron GT,
RS e-tron GT
R8 Coupé, R8 Spyder

■■■□□

86,507

Zwickau, Germany
Volkswagen AG
Q4 SUV e-tron, Q4 Sportback e-tron

■■■■□

336,783

Ingolstadt, Germany AUDI AG
A3 allstreet
A3 Sedan, S3 Sedan,
RS 3 Sedan
A3 Sportback, S3 Sportback,
RS 3 Sportback
A4 allroad quattro
A4 Avant, S4 Avant, RS 4 Avant
A4 Sedan, S4 Sedan
A5 Coupé, S5 Coupé, RS 5 Coupé
A5 Sportback, S5 Sportback,
RS 5 Sportback
A6 Avant e-tron, S6 Avant e-tron
Q2 SUV, SQ2 SUV
Q6 SUV e-tron, SQ6 SUV e-tron

■■■□□

103,070

Bratislava, Slovakia
VOLKSWAGEN SLOVAKIA, a.s.
Q7 SUV, SQ7 SUV
Q8 SUV, SQ8 SUV, RS Q8 SUV

■■■■□

161,985

Győr, Hungary, Audi Hungaria Zrt.
Q3 SUV, RS Q3 SUV
Q3 Sportback, RS Q3 Sportback

■■□□□

12,200

Sant'Agata Bolognese, Italy
Automobili Lamborghini S.p.A.
Huracán Coupé, Huracán Spyder
Revuelto Coupé
Urus

■■□□□

49,857

Bologna, Italy
Ducati Motor Holding S.p.A.
DesertX, Diavel, Hypermotard,
Monster, Multistrada,
Panigale (Superbike), Scrambler,
Streetfighter, SuperSport

■■■□□

68,014

Martorell, Spain, SEAT, S.A.
A1 allstreet, A1 Sportback
RS 3 Sedan

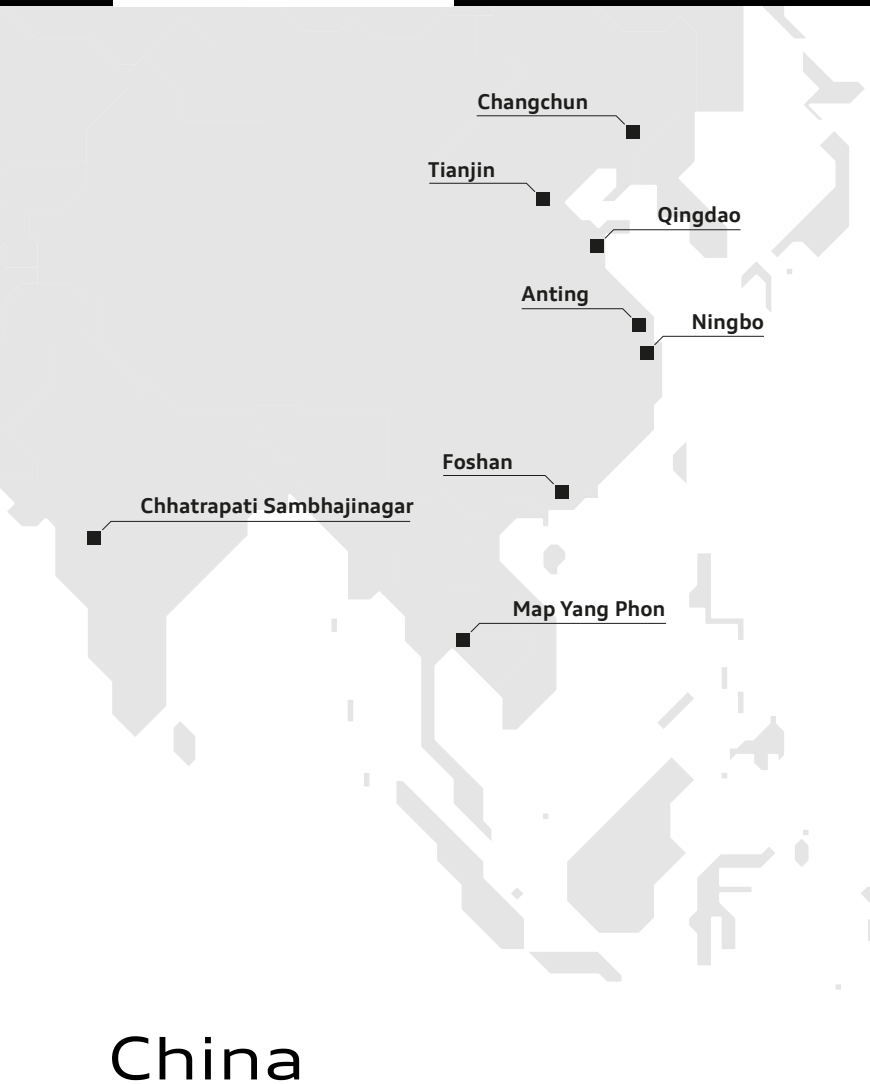
Key

Vehicles produced in 2024

■■■■■ — **450,001 to 700,000**
■■■■□ — **150,001 to 450,000**
■■■□□ — **50,001 to 150,000**
■■□□□ — **10,001 to 50,000**
■□□□□ — **0 to 10,000**

[4] Production at the Brussel plant was discontinued at the end of February 2025.

Illustration: C3 Visual Lab



Asia

Cars produced:

615,853

Motorcycles produced:

4,481

China

■■■■■

608,536

Changchun, China
FAW-Volkswagen Automotive Co., Ltd.
A4 L Sedan
A6 L Sedan
Q5 L SUV
Q5 L Sportback

Qingdao, China
FAW-Volkswagen Automotive Co., Ltd.
A3 L Sedan
A3 Sportback

Ningbo, China
SAIC Volkswagen Automotive Co., Ltd.
Q6

Tianjin, China
FAW-Volkswagen Automotive Co., Ltd.
Q3 SUV
Q3 Sportback

Anting, China
SAIC Volkswagen Automotive Co., Ltd.
A7 L Sedan
Q5 e-tron

Foshan, China
FAW-Volkswagen Automotive Co., Ltd.
Q2 L SUV
Q4 SUV e-tron

■□□□□

4,481

Map Yang Phon, Thailand
Ducati Motor (Thailand) Co., Ltd.
DesertX, Diavel, Hypermotard, Monster, Multistrada, Panigale (Superbike), Scrambler, Streetfighter, SuperSport

■□□□□

7,317

Chhatrapati Sambhajinagar, India
ŠKODA AUTO Volkswagen India Private Limited
A4 Sedan
A6 Sedan
Q3 SUV, Q3 Sportback
Q5 SUV
Q7 SUV

Key

Vehicles produced in 2024

■■■■■ — **450,001 to 700,000**
■■■■□ — **150,001 to 450,000**
■■■□□ — **50,001 to 150,000**
■■□□□ — **10,001 to 50,000**
■□□□□ — **0 to 10,000**

Illustration: C3 Visual Lab

North and South America

Cars produced:

145,997

Motorcycles produced:

1,618

■■■□□

144,638

San José Chiapa, Mexico
Audi México S.A. de C.V.
Q5 SUV, SQ5 SUV
Q5 Sportback, SQ5 Sportback

■□□□□

1,359[5]

São José dos Pinhais, Brazil
Audi do Brasil Indústria e Comércio de Veículos Ltda.
Q3 SUV
Q3 Sportback

■□□□□

1,080

Manaus, Brazil
DUCATI DAFRA da Amazônia Indústria e Comércio de Motocicletas Ltda.
DesertX, Diavel, Multistrada, Panigale (Superbike), Scrambler, Streetfighter

■□□□□

538[6]

Córdoba, Argentinia
Volkswagen Argentina S.A.
DesertX, Multistrada, Scrambler

Key

Vehicles produced in 2024

■■■■■ — **450,001 to 700,000**
■■■■□ — **150,001 to 450,000**
■■■□□ — **50,001 to 150,000**
■■□□□ — **10,001 to 50,000**
■□□□□ — **0 to 10,000**

[5] Production of semi-knocked-down (SKD) vehicles. With this procedure, the cars are completely assembled to start with. Then they are partially dismantled and transported as kits to São José dos Pinhais. Assembly is carried out in accordance with the technical and quality specifications of AUDI AG.
[6] Production of completely knocked-down (CKD) vehicles. In this process, the motorcycles are disassembled into parts kits in their country of origin, Italy, and then assembled in Córdoba after being transported to Argentina.

Illustration: C3 Visual Lab

Audi on the offensive

With a host of new models and innovative technologies unveiled in 2024, Audi clearly demonstrated what goal the company is pursuing: unique products and uncompromising quality. At the same time, Audi is undergoing the most significant transformation in its history. With the Audi Agenda, the Board of Management team has taken important steps to ensure the company's success into the future. Following the program's initial successes in 2024, the focus will be firmly on its implementation in 2025.

Photo: AUDI AG

Audi A6 Avant e-tron: electric power consumption (combined): 17.5–14.4 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

As the second model family based on the Premium Platform Electric (PPE), all variants of the Audi A6 e-tron draw on the familiar product strengths of the PPE in terms of performance, range, efficiency and charging: Audi A6 Sportback e-tron performance,[1] Audi A6 Avant e-tron performance[2] and Audi S6 Sportback e-tron[3] (from right to left).

Photo: AUDI AG

Electrifying elegance"[4] was how the trade press described the new Audi A6 e-tron models, lauding them as "business class with the winning combination of high battery capacity and powerful charging performance."[5] For Audi, the unveiling of the new Audi A6 e-tron models in July 2024 represented another important milestone in its large-scale model initiative. They show what Audi stands for: emotional design, quality, sporty performance, driving dynamics and comfort as well as a digital customer experience.

Audi Agenda: pressed ahead at speed

Innovative and inspiring vehicles are one of the four pillars of the Audi Agenda. The transformation and strategy program launched by the Board of Management in 2023 supports the entire Audi team in tackling important issues in the short and long term: The Audi Agenda centers on products, technologies, the brand and the core markets of North America and China. "Audi is undergoing the largest transformation in its history," says Audi CEO Gernot Döllner. "With the Audi Agenda, we began this transformation in good time and are pressing ahead at speed with its implementation."

Sustainability is also playing an increasingly important role in this context. "We want customers to experience this in our vehicles: with an electrified portfolio, efficient and high-performance drive systems, powerful batteries and practical charging performance." Audi is also looking beyond the utilization phase. For example, the circularity of the materials used and the subsequent recyclability of vehicle parts are already being considered in the first vehicle projects as early as the development stage.

Audi A6 e-tron sets new standards

The new Audi A6 Sportback e-tron[6] is a prime example of future Audi models. Its design not only highlights the progressive brand image, it also boosts efficiency. With its exceptionally low drag coefficient of 0.21, the Audi A6 Sportback e-tron[6] is, in terms of aerodynamics, the best Audi of all time and currently the best vehicle in the Volkswagen Group. This also makes it incredibly efficient. With a range of up to 756 kilometers (WLTP), the Audi A6 Sportback e-tron performance[1] is the strongest model in its segment in this discipline. ›

The Audi Agenda

In the spotlight: product, technology, strong brand and the China and North America markets

With the Audi Agenda, the company is focusing on what is important for customers: product, technology and brand. While that applies worldwide, the priorities for the core markets of Europe, China and North America differ. In Europe, the company wants to consolidate its established position among premium competitors. As regards China, Audi has positioned itself strongly with the partner companies SAIC and FAW, and is working with other partners on the ground to develop vehicles and functions specifically for customers locally. On the North American market, Audi wants to benefit in coming years from the numerous model launches and is currently looking into further localization options. The Audi Agenda serves as the roadmap here for the entire Audi team and addresses challenges in the short and long term. Specific work packages and responsibilities have been defined for each field of action. And there are already signs of success: The world premiere of the Audi Q6 e-tron in March 2024 marked the start of the largest model initiative in the company's history.

[1] Audi A6 Sportback e-tron performance: electric power consumption (combined): 15.9–14.0 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[2] Audi A6 Avant e-tron performance: electric power consumption (combined): 17.0–14.8 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[3] Audi S6 Sportback e-tron: electric power consumption (combined): 16.7–15.7 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[4] Source: auto-medienportal.net: Audi A6 e-tron: Electrifying elegance. (in German only)

[5] Source: n-tv.de: Ultraefficient, ultrafast: On tour with the new Audi A6 e-tron – will it surprise? (in German only)

[6] Audi A6 Sportback e-tron: electric power consumption (combined): 16.7–13.6 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

An innovation from Audi: the virtual exterior mirrors,[7] here on the Audi A6 Avant e-tron performance.*

This is also accounted for by the high-performance and highly efficient electric motors, a newly developed, lighter and especially powerful high-voltage battery, the improved ability to recuperate energy and the powerful charging performance. The sophisticated thermal management of the high-voltage battery, the 800-volt electrical system and its ecosystem ensure a charging performance suitable for everyday use. For example, the Audi A6 Sportback e-tron performance[1] only needs 10 minutes at a fast-charging terminal to generate a range of up to 310 kilometers (WLTP) with a maximum charging capacity of 270 kW.[8] In just 21 minutes, the high-voltage battery can be charged from 10 to 80 percent.[8] The media was quick to praise the Audi A6 Sportback e-tron,[6] describing it as the "Bavarian Miles Master."[9]

According to the trade press, the new model series sets "new standards"[10] in terms of dynamic handling and comfort, too. Following initial road tests, journalists praise the Audi A6 e-tron as "impressively good on bends"[10] and are enthusiastic about its "incredible power"[10] and excellent driving and noise quality.[11] A precisely defined strategy for tuning the suspension has long since been part of the Audi DNA. In addition, the air suspension with controlled damping[7] gives the vehicle a wide range between a high level of ride comfort and sporty handling. The new and efficient Audi A6 e-tron family thus shows its everyday and long-distance capability and its ability to handle confidently in all driving situations. It therefore appeals to many different customer segments. ›

"Audi is undergoing the most significant transformation in its history. With the Audi Agenda, we began this transformation in good time and are pressing ahead at speed with its implementation."

Gernot Döllner Chairman of the Board of Management of AUDI AG

* Audi A6 Avant e-tron performance: electric power consumption (combined): 16.3 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[1] Audi A6 Sportback e-tron performance: electric power consumption (combined): 15.9–14.0 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[6] Audi A6 Sportback e-tron: electric power consumption (combined): 16.7–13.6 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[7] This function can be configured optionally and is available for an extra charge.

[8] Battery charging time and power can vary depending on various factors such as ambient and battery temperature, use of other country-specific plugs, use of the preconditioning function (e.g., remote-controlled air conditioning of the vehicle), power availability at the charging terminal, charge status and age of the battery. The charging power decreases as the charge status increases. Charging losses are included.

[9] Source: autoflotte.de: Audi A6 Sportback e-tron: Bavarian Miles Master. (in German only)

[10] Source: efahrer.com: Electric full-size class sets new standards. (in German only)

[11] Source: autozeitung.de: Hopes pinned on the A6 e-tron: Test drive summary for the Audi S6 Avant. (in German only)

Photos: AUDI AG

>20 new models

are being presented by Audi in 2024 and 2025. There is still much to do until the new models start to impact volume and profit globally. The Performance Program 14 is all the more important in order to keep Audi on track financially.

Photos: AUDI AG

Audi A6 Avant: fuel consumption (combined): 9.1–5.1 l/100 km; CO_2 emissions (combined): 206–133 g/km; CO_2 class: G–D.

Jürgen Rittersberger
Member of the Board of Management of AUDI AG, Finance, Legal Affairs and IT

Economic performance as the basis for future viability

Economic development deteriorated further in the regions in 2024, especially in Germany. Additional challenges such as intensified competition and tighter legislation were a strain on the automotive industry. As a result, numerous car manufacturers and suppliers had to adjust their profit forecasts and introduce structural measures. At the same time, Audi launched the biggest model initiative in its history – an enormous task for the entire organization. Despite this difficult environment, we managed to keep Audi on track and achieved a robust financial performance in 2024.

The main steps in the coming years will include future-proofing Audi in the face of increased global competition. With the Audi Agenda, we have defined a clear plan and are setting about the right tasks. We are continuing to pursue our unprecedented model initiative and focusing increasingly again on “Vorsprung durch Technik,” quality and design as our brand core. And we are realigning our business model in China together with our partners. All of this requires extensive financial resources. To free up these resources, we launched the Performance Program 14. The program establishes the foundation for necessary investments and secures our profitability. Since the program was launched in 2023, we have already been able to achieve significant progress. I am well aware, however, that further difficulties lie ahead and we must remain consistent in order to achieve our profitability targets in the long term.

This is why we are driving the fundamental transformation of Audi with full force: We are streamlining structures and processes and reducing complexity wherever we can. Together we will seize the opportunity and embrace the necessary changes so we can take Audi to the top again.

The models in the Audi Q6 family combine everyday usability, strong emotionality and driving pleasure thanks to sporty powertrains.

Test winner: The Audi SQ6 SUV e-tron[12] was awarded “German Car of the Year” in the New Energy Vehicle category in 2025.

Technical innovations in areas such as performance, charging and digitalization are thanks, among other reasons, to the new Premium Platform Electric (PPE). Developed specifically for electric models, its architecture allows for use of a flat-shaped battery and therefore ideally fulfills requirements for an especially sporty design. A completely new drive system and a new, powerful and modular high-voltage battery were developed for the PPE.
The vehicle platform offers a great deal of flexibility so that both low-floor models, such as the Audi A6 e-tron, and high-floor models, such as the Audi Q6 e-tron, are possible in the midsize and full-size segments. The platform strategy enables Audi to offer innovative products and leverage synergies at the same time. This means that the company can focus to a greater extent on the product features that set Audi apart, including progressive design and premium handling characteristics.

New electronics architecture creates rich digital customer experience

In March 2024, the Audi Q6 e-tron was the first high-floor model based on the PPE to be unveiled by Audi. The Audi A6 e-tron and Audi Q6 e-tron models not only share the same vehicle architecture, they also have the same electronics architecture (E³ 1.2). ›

Photos: AUDI AG

[12] Audi SQ6 e-tron: electric power consumption (combined): 18.6–17.2 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

The MMI panoramic display featuring a curved design and OLED technology consists of the 11.9-inch Audi virtual cockpit and the 14.5-inch MMI touch display. Together with the 10.9-inch MMI front passenger display, it forms a visually well-defined digital stage.

This completely new architecture is scalable and used by several brands in the Volkswagen Group. The individual software components were customized by Audi for each specific model. The core elements of the new E³ 1.2 are five high-performance computers, which cover all vehicle functions – from the drive and assist systems to the infotainment and convenience systems through to the safety systems and backend networking. All five computers are designed to accommodate future functional and system enhancements. In addition, the new electronics architecture is equipped for future over-the-air updates.

Among other features, the E³ 1.2 offers a fully connected digital interior. For example, a learning intelligent voice assistant (Audi assistant[13]) in Audi A6 e-tron models can control a large number of vehicle functions, learn from the driver's behavior and actions and make predictive suggestions adapted to the situation. The Audi assistant[13] is augmented by the integrated ChatGPT function,[14] which can read content while driving and allows interaction with the car in natural language. A further highlight is the new augmented reality head-up display.[15] It gives drivers the impression that the elements displayed, such as navigation instructions, are hovering up to 200 meters away and interacting directly with the environment. The displays can be understood quickly, without irritating or distracting the driver – a great help, especially in poor visual conditions.

The front passenger benefits too, thanks to a separate display with privacy mode. They can enjoy entertainment content on the optional front passenger display during the journey, for example, they can watch movies or stream series without distracting the driver. Thanks to the third-party store for apps, users can install many of their favorite apps directly in the car and use them on the vehicle display. It is also possible in part to interact with these apps via voice input. Customers can also order new vehicle functions, such as driver assist systems or sound functions, in the usual manner as part of the functions on demand offering. "The digital customer experience must be simple, intuitive and innovative – just like quattro drive," says Gernot Döllner. "The foundation for this is high-end technology that offers customers maximum driving pleasure and comfort."

Being flexible counts: Attractive combustion engine models complement the BEV portfolio

Audi customers can also experience the innovations in the area of digitalization and the new interior in combustion engine models. In addition to extending the all-electric portfolio, Audi is launching a new generation of models with efficient combustion engines. The Audi A5 family in the Sedan and Avant body styles were the first models to be presented in July 2024. ›

[13] This function is available optionally for an extra charge. Availability is dependent on vehicle model and model year. Part of Audi connect navigation & infotainment (IT3). Language availability is country-specific. For information on country and language availability, please contact an Audi Partner or visit the Audi configurator at www.audi.de (in German only). Further information on the Audi assistant at www.audi.de/technologie (in German only).

[14] Part of Audi connect navigation & infotainment (IT3). Language availability is country-specific. For information on country and language availability, please contact an Audi Partner or visit the Audi configurator at www.audi.de (in German only). Further information on the Audi assistant at www.audi.de/technologie (in German only). ChatGPT is provided via Microsoft Azure® OpenAI Service. Microsoft, Azure and their logos are registered trademarks of Microsoft Corporation in the United States of America and/or other countries. The name "OpenAI" and the brand ChatGPT are the property of OpenAI. For technological reasons, the provision of incorrect information by AI systems cannot be completely ruled out. On matters relating to the vehicle, always consult the Owner's Manual in case of doubt.

[15] This function can be configured optionally and is available for an extra charge. Further information in the Audi configurator at www.audi.de (in German only).

Photos: AUDI AG

400
EUR million

were invested by Audi in employee training and development in 2022, 2023 and 2024

Photos: AUDI AG

Xavier Ros
Member of the Board of Management of AUDI AG, Human Resources

We are driving the transformation within the Audi team

Geopolitical uncertainties, turbulent financial markets and an unprecedented level of competition. The automotive industry is facing massive challenges. At Audi we are currently tackling what is probably the largest transformation in the company's history. And it is not just about new products and technologies, rather the consistent realignment of the entire organization. The goal and the direction are clear: if we want to successfully compete in the future, Audi needs to be faster and more effective. With this in mind, we have made important structural changes. Our focus is a streamlined organization with flat hierarchies and clear responsibilities, fast decision-making processes and competitive cost structures. The transformation of Technical Development and the product lines toward a matrix organization acted as the launching pad for reorganizing all of the divisions. 2025 will then focus entirely on its implementation.

Topics such as electric mobility, digitalization and sustainability are also fundamentally changing our working world and entire professions. We have established clear target visions for transformation of the workforce based on our corporate strategy, which precisely define the direction we want to take. They highlight the task areas that will cease to apply and also the areas where we want to increase personnel and build expertise. With this in mind we will develop new key competences and invest strategically in training and development for our employees – around EUR 400 million in 2022, 2023 and 2024 alone. We know that as a company we can only continue to evolve if the people who work for us join us on this path. Our corporate values – trust, responsibility, courage and enthusiasm – guide us on this path while the extended job security up until the end of 2033 provides sound prospects.

I am aware that major challenges lie ahead for the entire Audi team, which will involve significant changes for many employees. The Audi spirit is paramount for me in this respect. To ensure a successful transformation, it is crucial that all employees are committed and identify with Audi. We will overcome the challenges ahead and achieve our goals together within the Audi team.

Audi is taking a further step toward electrifying its combustion engine models. With the Premium Platform Combustion (PPC), MHEV plus technology is being used for the first time in the Audi A5 family. It offers customers partially electric driving with a powertrain generator.

The new Audi Q5[16] and Audi SQ5[17] models impress with their dynamic design and modern technology. All available drive systems use the MHEV plus mild-hybrid system.

They dazzled the trade press with their “impressive performance and optimized handling.”[18] The new Audi Q5 models made their debut later in the year, while the new Audi A6 Avant[19] is set to premiere in March 2025.

The new combustion engine models are based on the Premium Platform Combustion (PPC). What sets them apart is the exceptional driving pleasure and a technologically advanced drive system. The partly electrified, enhanced mild hybrid powertrains improve responsiveness and enable partially electric driving, for example, when maneuvering into a parking space. This reduces CO_2 emissions. Plug-in hybrids will be added to the Audi A5 and Audi Q5 family in 2025. The Audi A3, Audi Q7 and Audi Q8 were already presented as plug-in hybrids in 2024.

Audi will continue to expand the fully electric model range in parallel. The company already had 10 BEVs (battery electric vehicles) model in its portfolio in the year under review, six of which were presented in 2024 alone. As well as the Audi A6 e-tron and Audi Q6 e-tron family, these include new Audi e-tron GT models. CEO Döllner confirms: “We are continuing to work consistently on electrifying our model range.” He adds: “By the end of 2025, we will have tackled the largest model initiative in the history of Audi and then have the youngest portfolio in our competitive segment.” ›

Photo: AUDI AG

[16] Audi Q5 SUV: fuel consumption (combined): 8.8–5.9 l/100 km; CO_2 emissions (combined): 200–148 g/km; CO_2 class: G–E.

[17] Audi SQ5 SUV TFSI: fuel consumption (combined): 8.8–8.1 l/100 km; CO_2 emissions (combined): 200–185 g/km; CO_2 class: G.

[18] Source: motor1.com: Audi A5 and S5 (2025) put to the test: Does it really have what it takes to be a bestseller? (in German only)

[19] Audi A6 Avant: fuel consumption (combined): 8.0–5.0 l/100 km; CO_2 emissions (combined): 181–130 g/km; CO_2 class: G–D.

"Monstrous performance and velvety-smooth driving experience. Two seemingly irreconcilable souls co-exist. In short: the pure essence of the Gran Turismo."[20] This was the trade press conclusion after test driving the Audi RS e-tron GT performance.[21] With this model, Audi is offering its customers a progressive sports car and, at the same time, a four-seater touring sedan with long-distance capability thanks to a charging capacity of 320 kW.[8]

> "We continue to offer our customers highly competitive combustion engine, plug-in hybrid and electric models."
>
> **Gernot Döllner** Chairman of the Board of Management of AUDI AG

At the same time, the company is facing increasingly volatile customer demand for BEV models and intense competition in many markets. As further electric models are introduced, the company is anticipating that BEV models will make up an additional portion of vehicle sales. Nonetheless, Audi is still in a transition period and therefore remains flexible in the medium term as regards its powertrain strategy. This means that the response to different customer requirements and regulatory constraints will vary on a regional basis and that production of the last combustion engine models will be managed in line with global market trends. "We continue to offer our customers highly competitive combustion engine, plug-in hybrid and electric models," Döllner summarizes.

All-electric: the product portfolio of the future

The company laid important groundwork for future Audi models in 2024. The focal point will be all-electric low-floor and high-floor models in the core Audi midsize and full-size segments. In addition, Audi plans to launch iconic models on the market – cars that drive "Vorsprung durch Technik" to new highs, are unique in their segment and will also remain desirable for a long time. As was the case in the past with the Audi R8, the Audi TT or currently with the Audi RS e-tron GT.[22] The next icon will be an electric entry-level model in the A segment with impressive efficiency. "Regardless of the model, emotional design, quality, sporty performance, driving dynamics and comfort as well as a digital customer experience – this is what sets an Audi apart."

Brand core: technology that impresses

Audi needs a strong brand in addition to an attractive product portfolio. For Audi, "Vorsprung durch Technik" means challenging the status quo with inspiring technologies.

This can also be seen in the world of motorsport: Audi won the legendary Dakar Rally with the Audi RS Q e-tron[23] in early 2024, thus making motorsport history. The racing car combines an electric powertrain with an energy converter system based on the TFSI engine and a generator. It became the first car to win the legendary desert race with this type of drive system.

When Audi joins the top tier of motorsport in 2026, it will face its most challenging task yet in terms of the combination of sustainability, innovation and maximum performance. Formula 1 is a rapidly growing racing series, which offers significant potential for the brand owing to ›

[8] Battery charging time and power can vary depending on various factors such as ambient and battery temperature, use of other country-specific plugs, use of the preconditioning function (e.g., remote-controlled air conditioning of the vehicle), power availability at the charging terminal, charge status and age of the battery. The charging power decreases as the charge status increases. Charging losses are included.
[20] Source: topgearitalia.com: Audi RS e-tron GT performance test – a grand tourer with flair. (in Italian only)
[21] Audi RS e-tron GT performance: electric power consumption (combined): 20.8–18.7 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.
[22] Audi RS e-tron GT: electric power consumption (combined): 22.1–18.4 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.
[23] Audi RS Q e-tron: This vehicle is the Dakar Rally race car; it is not available for purchase.

Photo: AUDI AG

82,000 customers

on average are supported every day by the global Audi service partner network

Photo: AUDI AG

Marco Schubert
Member of the Board of Management of AUDI AG, Sales and Marketing

The importance of our dealership network: present and future perspectives

For Audi, 2024 marked the beginning of a transition period – this is also reflected in our delivery figures. That said, I remain firmly convinced that we will achieve our long-term goals. We are consistently rejuvenating our product portfolio – with more than 20 new models in 2024 and 2025. By focusing on the three key aspects of electric cars, plug-in hybrids and combustion engine models, we are in a strong position for the future and can offer our customers a wide range of premium vehicles globally.

Our global dealerships play a key role in this forward-looking approach. They are the backbone of our sales and distribution and are critical for market penetration in more than 110 countries. Our dealerships are the key interface to our customers, whether in relation to sales and consultancy services or after sales services such as maintenance and repairs.

The entire automotive industry is in the midst of an extensive transformation driven by technological progress and changing customer preferences. Digitalization will continue to significantly impact the dealer network, with increasingly more digital offers coming on stream. The dealership is a crucial asset in the context of such change. Our dealerships are the very backbone of our sales and are critical for ensuring customer satisfaction. Our global service partner network supports more than 82,000 customers every day, with more than 20 million vehicles passing through the workshops globally in 2024. At the heart of this is a consistently premium customer experience at all points of contact and across the entire usage phase of the vehicle. Thanks to this personal contact and individual consultancy, our service partners strengthen customer retention, generate enthusiasm and inspire brand loyalty. This gives Audi a competitive edge and allows us to sustainably strengthen our global market position.

Flat hierarchies, clear responsibilities, faster decision-making processes for enhanced collaboration – these are the goals of the reorganization taking place. The transformation of Technical Development, the product lines and participating interface partners toward a matrix organization acted as the launching pad for reorganizing all of the divisions.

its continued global expansion, huge popularity with fans and the enormous marketing opportunities. During the past year, Audi assembled its factory team for Formula 1, laying the groundwork for future sporting successes.

Internal transformation under way

The transformation toward a manufacturer of all-electric and fully connected vehicles is the most significant change in the company's history. At the same time, economic conditions are becoming increasingly tough. Competitive pressure and political uncertainty are posing unprecedented challenges for the company. "We can no longer develop and produce cars using the same processes as 20 years ago," says Döllner. "We therefore must and will make Audi more efficient, more competitive and more resilient for the future."

Already in 2024, the company reduced the number of committees, accelerated processes and began to extensively reorganize corporate structures. The goals are clear: flat hierarchies, clearly defined responsibilities, fewer interfaces, faster decisions. The transformation of Technical Development, the product lines and participating interface partners toward a matrix organization acted as the launching pad for reorganizing all of the divisions. The new collaboration model minimizes interfaces, accelerates decision-making processes and therefore also vehicle development, and promotes innovation.

Audi will continue to stand for emotional design in the future. Responsibility for achieving this was placed in the hands of Massimo Frascella and his team on June 1, 2024. Organizationally too, Audi Design has been strengthened. As a brand-building unit of strategic relevance, it reports directly to the Chairman of the Board of Management.

To free up the resources needed for its transformation, Audi launched the Performance Program 14. It addresses central cost and revenue potential and therefore provides the financial basis for implementing the company's strategy.

In parallel, the company initiated further far-reaching changes in 2024. These include the premature end of production of the Audi Q8 e-tron[24] and the termination of production in Brussels. Company management and the Works Council began joint negotiations in the year under review to ensure that the German sites are well positioned for the future. These talks focused on content-driven changes to the structural reorganization of the company.[25] ›

Photos: AUDI AG

[24] Audi Q8 e-tron: electric power consumption (combined): 28.0–19.5 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[25] Negotiations had not been completed by the editorial deadline of the Audi Report on February 20, 2025.

Geoffrey Bouquot
Member of the Board of Management of AUDI AG, Technical Development

Reinforcing “Vorsprung durch Technik” and innovative strength

More than 20 new Audi models will celebrate their world premiere in 2024 and 2025. This product initiative presents many technical highlights, especially in the areas of efficiency, range, performance and driving dynamics. The new Audi A6 Sportback e-tron[6] is a shining example of this. With a drag coefficient of 0.21, it is the most aerodynamic Audi of all time. The Audi Q6 e-tron features a world innovation with the active digital light signature. This sets new standards in lighting technology, enables Car-to-X communication and can increase safety in road traffic.

The plan for the future is to continue to build on established Audi strengths such as design, chassis construction and the quattro all-wheel drive system. At the same time, we want to give our promise of “Vorsprung durch Technik” a broader perspective. We will increase investment in innovations and focus on delivering a holistic customer experience: from drive efficiency and driving dynamics to the digital ecosystem through to highly connected driver assist systems. In addition, we will offer vehicles that are developed uncompromisingly around software and digital efficiency – these are referred to as software-defined vehicles (SDV). To achieve this goal, we need efficient and competitive development processes. We have already made considerable progress with the introduction of the matrix organization as well as the transformation of Technical Development and the product line organization. Moreover, we have defined an ambitious innovation roadmap – with a clear promise: simple, intuitive solutions for our customers. That’s innovation. That’s “Vorsprung durch Technik.”

[6] Audi A6 Sportback e-tron: electric power consumption (combined): 16.7–13.6 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Photos: AUDI AG

10
BEVs

were in the Audi portfolio in 2024

The AUDI E concept[26] showcar is the first concept vehicle from the new AUDI sister brand.

China market: two partners, twice the strength

The Chinese market is an excellent example of how Audi is upping the pace at present. As early as 1988, Audi demonstrated its pioneering status in China as the first premium automotive brand. In 2024, the company showed its courage once more and its pioneering spirit, when Audi became the first global car manufacturer to launch a premium brand for intelligent and interconnected e-vehicles, specifically tailored to the Chinese premium market. The AUDI sister brand and its first AUDI E concept[26] showcar debuted at the Guangzhou Motor Show. Positioned in and tailored to China, the brand and the car represent the best of both worlds – the unmistakable Audi DNA combined with innovations from China. The public response was also very positive, with the product launch of the AUDI E concept[26] proving extremely successful in terms of media reach.

The company is developing further new models under the new sister brand AUDI together with its partner SAIC. Audi deliberately founded the brand in order to tap into younger, tech-savvy Chinese customer groups. The joint venture combines the traditional strengths of Audi in the area of design and driving dynamics with SAIC's speed of innovation and expertise in China-specific digital features.

The series-production version of the AUDI E concept[26] is due to be unveiled as early as April 2025 – a midsize model featuring the latest charging technology, a smart cockpit and advanced driver assist systems. It will go on sale in the same year. In collaboration with SAIC, Audi was able to reduce the development time for the model by 30 percent. The company plans to introduce two additional AUDI models in the C segment onto the market within the next two years – an SUV and a Sportback. ›

The front and rear design of the AUDI E concept[26] are radically new, iconic and charismatic. At the same time, AUDI – without the Four Rings logo, but written in capital letters – signals the connection to and differentiation from the sister brand.

Photos: AUDI AG

[26] The vehicle mentioned is a concept vehicle that is not available as a series-production vehicle. All possible uses of the technical systems and functions described represent only a possible concept and are dependent on the respective legal regulations in the relevant country.

Gerd Walker
Member of the Board of Management of AUDI AG,
Production and Logistics

Future production is flexible and sustainable.

In December 2024, we reached an important milestone for Audi in China with the start of production in the new Audi FAW NEV Company. The new production site in Changchun, which we will operate together with our long-standing partner FAW, sets new standards in the Audi production network thanks to its cutting-edge, digitalized and net carbon-neutral[27] production. The first vehicle to roll off the production line here will be the Audi Q6 e-tron model that was specifically developed for China, to be followed later on by the Audi A6 e-tron. Producing market-specific models locally was always the key to our success in China. And proximity to our customers will also become more important in terms of the global perspective – especially in politically uncertain times. That is why we are focusing even more on market-based production in the three core regions of Europe, North America and China.

As well as our focus on location, we are adopting a holistic approach with the 360factory strategy, by modernizing and transforming our production sites. To secure the competitiveness of Audi in the long term, we want to significantly reduce our factory costs by 2033 – for example, by reducing complexity, increasing automation and pushing ahead with the digitalization of production.

We also want to minimize our carbon footprint in production and logistics. Since January 1, 2025, production operations at all Audi production sites worldwide have been net carbon-neutral.[27] But decarbonization is not our only focus. We are also committed to the efficient use of resources, economical water usage and protection of biodiversity. I am aware that these are ambitious goals that we can only achieve together with a top team. And that is why we want to further increase our attractiveness as an employer, for example through more flexible working hours, also for employees who work fixed-cycle shifts.

Since January 1,
2025

production operations at all Audi production sites have been net carbon-neutral[27]

Photos: AUDI AG

[27] Audi regards net carbon neutrality as a state in which, following the exhaustion of other possible measures aimed at reducing the still remaining CO_2 emissions caused by the products or activities of Audi and/or currently unavoidable CO_2 emissions within the scope of the supply chain, manufacturing and recycling of Audi vehicles, at least quantitative compensation is provided through voluntary and globally conducted compensation projects. Throughout the utilization phase of a vehicle, meaning from when a vehicle is delivered to a customer, CO_2 emissions produced are not taken into account.

Model illustrated: Audi A6 Sportback e-tron: electric power consumption (combined): 16.7–13.6 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Since the end of December 2024, the Audi Q6 L e-tron[28] has been produced exclusively for the Chinese market by Audi FAW NEV Company, a cooperation project between Audi and FAW.

Another important milestone in the strategy for the Chinese market: the start of production of the Audi Q6 L e-tron[28] family in Changchun in collaboration with First Automotive Works (FAW) at the end of 2024. The new production site is the first in China to exclusively produce fully electric Audi models based on the PPE.

The Audi Q6 L e-tron family will be the first to roll off the production line here, followed later by a market-specific version of the Audi A6 e-tron. The new models stand out not only in relation to the traditionally longer wheelbase, but also offer additional design features and digital experiences tailored to Chinese customers.

"The start of production in Changchun represents a significant step forward in our electrification strategy. We are therefore upholding our commitment to the Chinese market," explains Gernot Döllner. "The models produced here will play a crucial role in our local portfolio and strengthen our position in this key market." With its state-of-the-art, fully digitally integrated and eco-friendly production, the plant is setting new standards across the entire Audi production network, and contributing to Mission:Zero, the global environmental program for all Audi production sites. Production at the plant is planned to be net carbon-neutral[27] from the beginning with an annual capacity of more than 150,000 vehicles. ›

As a combustion engine model specially for the Chinese market, the Audi A5 L[29] is based on the Premium Platform Combustion (PPC).

[27] Audi regards net carbon neutrality as a state in which, following the exhaustion of other possible measures aimed at reducing the still remaining CO_2 emissions caused by the products or activities of Audi and/or currently unavoidable CO_2 emissions within the scope of the supply chain, manufacturing and recycling of Audi vehicles, at least quantitative compensation is provided through voluntary and globally conducted compensation projects. Throughout the utilization phase of a vehicle, meaning from when a vehicle is delivered to a customer, CO_2 emissions produced are not taken into account.

[28] Audi Q6 L e-tron: This vehicle is manufactured locally by associated companies and available and sold exclusively in China.

[29] Audi A5 L: This vehicle is manufactured locally by associated companies and available and sold exclusively in China.

Photos: AUDI AG

Photos: AUDI AG

Audi A6 Avant e-tron performance: electric power consumption (combined): 17.0–14.8 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Renate Vachenauer
Member of the Board of Management of AUDI AG, Procurement

Robust and sustainable supply chains

Our supply chain is long and globally spread. We are currently working with more than 12,400 suppliers in over 60 countries. This requires responsible and intelligent supply chain management – especially in challenging times when geopolitical crises and a weak economy are putting automotive markets and supply chains under pressure. Added to this are other disruptive factors such as the increased risk of decoupled trade relations as well as site-specific pressures such as strikes and natural disasters.

All the more important in this context is an end-to-end procurement strategy, which focuses on creating value for Audi. Our primary goal is to procure the right parts in the right quality at the right time – and under the best possible economic conditions and in close collaboration with the Volkswagen Group. We focus above all on innovative strength in addition to certainty of supply in the supply chain. In close coordination with Technical Development, we are focusing even more strongly on long-term collaboration with highly innovative suppliers. This helps us to implement our ambitious technology roadmap and bring vehicles to market that offer the best possible benefit for customers.

In addition, we want to increase sustainability in our supply chain together with our partner companies. Audi has implemented various processes, guidelines and measures here in order to continually improve and enhance standards in the supply chain. For example, suppliers have to successfully complete the Sustainability Rating (S-Rating) on a risk basis in the areas of environment, social issues and integrity before we begin the contract award process. Another concern in terms of reducing our ecological footprint is the responsible handling of resources, focusing on the circular economy and the use of recycled materials in our vehicle parts. In this respect, we are pushing ahead with the reuse of aluminum, steel, glass, plastic and batteries.

“Our previous achievements give me reason to be confident. Now it’s about staying the course, acting consistently and putting Audi back on top again.”

Gernot Döllner Chairman of the Board of Management of AUDI AG

California Dreamin’: The Audi RS 6 Avant GT[30] represents the pinnacle of its model series. Now in its fourth generation, it enjoys cult status in the US.

US market: foundation laid for future success

Besides China, it is above all the US market that will drive global demand for premium cars for the foreseeable future. Audi is underscoring its commitment in the region of North America and is currently looking into further localization options, including potential for cooperation as part of the Volkswagen Group’s North America strategy – also in areas such as battery production and charging infrastructure. The switch to BEVs presents a unique opportunity in North America. And this opportunity must be seized systematically. Audi is working intensively to set the right strategic course in order to maximize market penetration. Attractive models will be available for customers in the USA in upcoming months with the model families of the Audi A6 e-tron, Audi Q6 e-tron, Audi A5, Audi Q5 and Audi A6.

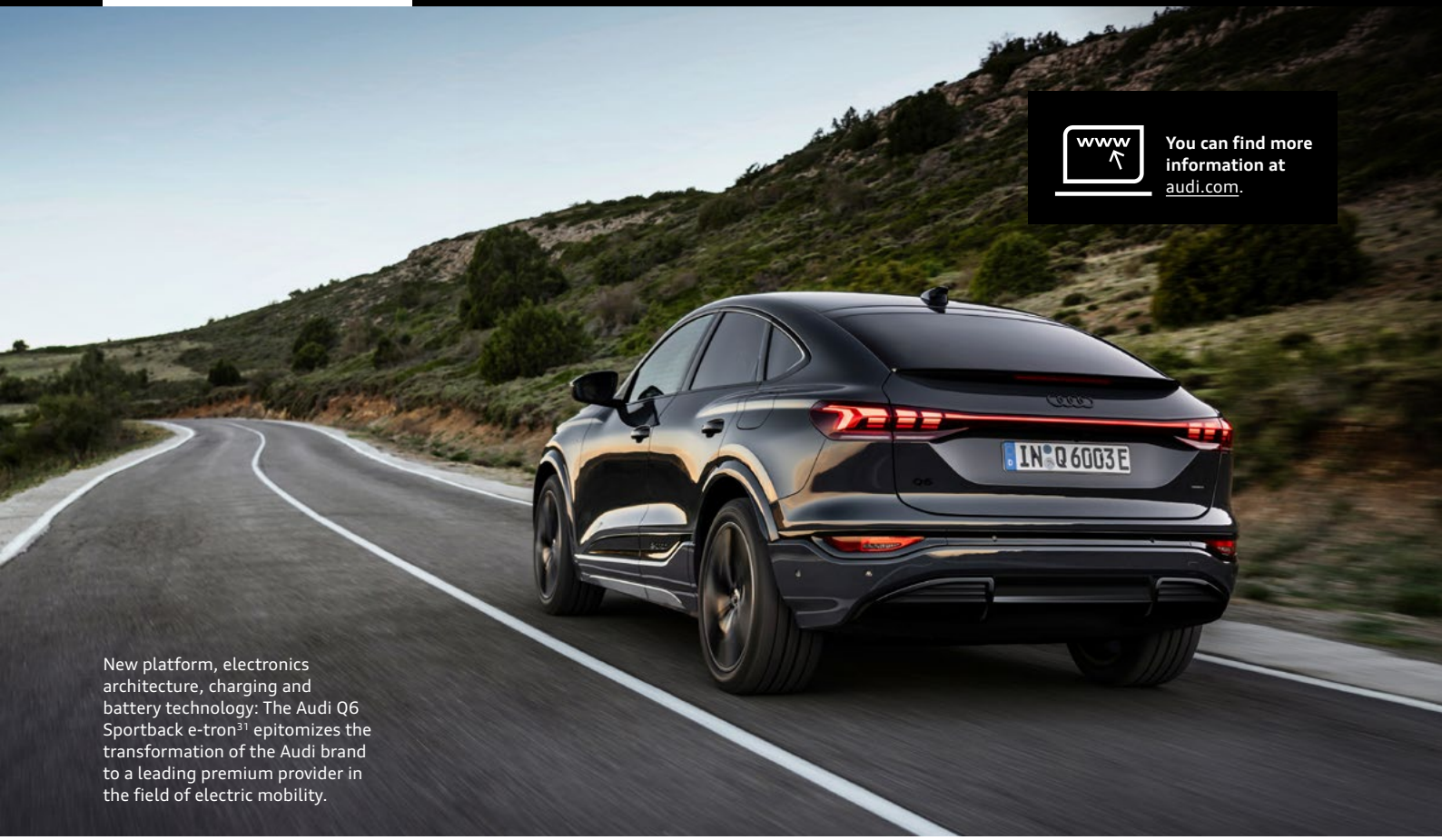
Focus on software

A core element of the Audi Agenda is the systematic acceleration of development work through the introduction of a matrix organization. This involves a paradigm shift toward integral development of vehicles with software as a leading element – so-called software-defined vehicles. The focus is shifting to include software functions in the development process in addition to hardware components such as the body, powertrain and suspension. Software and electronics are set to become the primary drivers of innovation in the future.

With this in mind, a separate “Innovation and Software-Defined Vehicle” division was established in the year under review under the leadership of Geoffrey Bouquot, which was then integrated into Technical Development on January 1, 2025. Geoffrey Bouquot took over responsibility for the combined division from this date, too. ›

Photos: AUDI AG

[30] Audi RS 6 Avant GT: fuel consumption (combined): 12.7–12.2 l/100 km; CO_2 emissions (combined) 289–277 g/km; CO_2 class: G.



You can find more information at audi.com.

New platform, electronics architecture, charging and battery technology: The Audi Q6 Sportback e-tron[31] epitomizes the transformation of the Audi brand to a leading premium provider in the field of electric mobility.

Strong partnerships globally

Strong partnerships are also an important success factor on the path to the software-defined vehicle (SDV). With the joint venture between the Volkswagen Group and Rivian, Audi now has a clear roadmap for the future. The Volkswagen Group and Rivian are bundling the innovative strength of both companies in the newly founded company and plan to jointly develop a new electronics architecture for the SDV. Rivian's software and electrical hardware technology complements the global presence and competence of the Volkswagen Group in the area of vehicle platforms. This should reduce development costs and help to scale new technologies faster. The architecture will enable over-the-air updates and offer scalability across all segments. The first cars featuring the new architecture will be introduced onto the market in 2027. Audi is playing a leading role in this respect, with teams from Audi and Rivian having already demonstrated the technological potential of the joint endeavor in the form of a roadworthy demonstration model of the Audi Q6 e-tron.

Audi also benefits from other partnerships in the Group, such as with Mobileye for developing autonomous driving functions for Europe and North America, or with Horizon Robotics in China. The company develops infotainment functions with Cariad in the European and North American market and with ThunderSoft in China. This means that Audi can offer tailored solutions for its customers in different markets. According to Döllner: "Working with strong partners we can improve our products, reduce costs and increase the pace of development."

> "With the Audi Agenda, we have defined a clear plan. We are a strong team and are tackling the challenges together."
>
> **Gernot Döllner** Chairman of the Board of Management of AUDI AG

Audi on the offensive

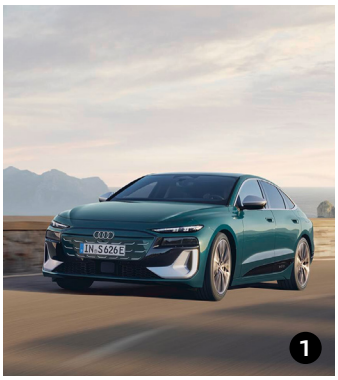
The political and overall economic situation along with strong competitive pressure, especially in the core markets of Europe, China and the US, pose major challenges for Audi. At the same time, the company is facing an unprecedented internal transformation. "We are facing the future with confidence," says Döllner. "With the Audi Agenda, we have defined a clear plan. We are a strong team and are tackling the challenges together." Courage, pioneering spirit and innovative strength are values that characterize the Audi team – and have already allowed it to celebrate success in 2024. "Our previous achievements give me reason to be confident. Now it's about staying the course, acting consistently and putting Audi back at the top again."

Photo: AUDI AG

[31] Audi Q6 Sportback e-tron: electric power consumption (combined): 18.9–15.6 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Brand Group Progressive

Perfect partnership: Bentley, Lamborghini and Ducati are powering their way to an electric future



❶ **Audi S6 Sportback e-tron:** electric power consumption (combined): 16.7–15.7 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.
❷ **Bentley Flying Spur Speed:** fuel consumption (weighted combined): 1.4 l/100 km; electric power consumption (weighted combined): 29.3 kWh/100 km; CO_2 emissions (weighted combined): 33 g/km; CO_2 class (weighted combined): B; fuel consumption with empty battery (combined): 10.7 l/100 km; CO_2 class with empty battery: G.
❸ **Lamborghini Revuelto:** fuel consumption (weighted combined): 11.9 l/100 km; electric power consumption (weighted combined): 10.1 kWh/100 km; CO_2 emissions (weighted combined): 276 g/km; CO_2 class (weighted combined): G; fuel consumption with empty battery (combined): 17.8 l/100 km; CO_2 class with empty battery: G.
❹ **Ducati DesertX**

[1] Audi Q7: fuel consumption (weighted combined): 12.7–1.2 l/100 km; electric power consumption (weighted combined): 29.1–27.8 kWh/100 km; CO_2 emissions (weighted combined): 289–28 g/km; CO_2 class (weighted combined): G–B; fuel consumption with empty battery (combined): 10.5–9.8 l/100 km; CO_2 class with empty battery: G.

[2] Audi Q8: fuel consumption (weighted combined): 13.6–1.2 l/100 km; electric power consumption (weighted combined): 30.4–27.7 kWh/100 km; CO_2 emissions (weighted combined): 310–27 g/km; CO_2 class (weighted combined): G–B; fuel consumption with empty battery (combined): 10.9–9.8 l/100 km; CO_2 class with empty battery: G.

[3] Lamborghini Urus: fuel consumption (weighted combined): 14.9–2.1 l/100 km; electric power consumption (weighted combined): 39.5 kWh/100 km; CO_2 emissions (weighted combined): 320–51.3 g/km; CO_2 class (weighted combined): G–B; fuel consumption with empty battery (combined): 12.9 l/100 km; CO_2 class with empty battery: G.

[4] Audi e-tron GT: electric power consumption (combined): 21.1–18.0 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[5] Lamborghini Temerario: Data on CO_2 emissions and fuel consumption for EU27 are still pending, subject to EU type approval.

With Audi, Bentley, Lamborghini and Ducati, the Brand Group Progressive combines strong and independent brands from the premium, luxury and supersport segments. What unites the four brands is their absolute commitment to high-class products in their respective segments as well as a clear and unconditional focus on customer expectations. Audi, Bentley, Lamborghini and Ducati are positioned differently in the market, with each having its own strategic focus.

The key parameters for this collaboration are defined by the Volkswagen Group and brand group management at Audi. Audi not only assumes responsibility within the Supervisory Board of the respective brands, but also draws on the personal networking between managers. For example, the Audi Board of Management meets the boards of the respective brands locally twice a year to discuss their strategic and operational focus.

All four manufacturers collaborate transparently, where useful and expedient – for example, in relation to the transfer of key technologies, the shared use of platforms and architectures and the bundling of services. This not only increases efficiency, but ultimately also benefits the customer. They profit from products that reflect the expertise of the entire company group, with synergies sought at each stage of the value chain.

For example, the Audi Q7,[1] Audi Q8,[2] Bentley Bentayga and Lamborghini Urus[3] models share the modular longitudinal matrix (MLB) as a platform. This in turn enables greater differentiation in customer-relevant fields such as display and operating concept, driving dynamics and design. Information is also shared on a regular, needs-driven basis in relation to key technology and product matters such as electrification technologies and customization strategies for vehicle models. Wherever reasonably possible, the brands also strive to achieve synergies in production. In the year under review, not only did the sports car production facility at Böllinger Höfe in Neckarsulm construct the Audi e-tron GT[4] models, the team in the body shop also worked simultaneously on the body of the Lamborghini Temerario.[5]

In the area of procurement, the brands bundle their demand for carry-over parts in numerous fields, procure these parts collectively and thus benefit from better terms and conditions. Advances in ESG factors can also be achieved in the supply chain thanks to the use of a Group-wide sustainability rating for suppliers. ›

Sustainability is a top priority

Bentley Continental GT Convertible:[8] The ultimate combination of supercar performance, handcrafted luxury and everyday suitability.

In the year under review, Bentley presented its Beyond 100+ strategy roadmap. The roadmap provides for a new plug-in hybrid model or battery electric vehicle every year up to 2035. The first battery-electric Bentley will be launched in 2026 – and is set to establish a new segment as the world's first real luxury SUV for urban living. At the same time, the British luxury brand is extending the life cycle of its plug-in hybrid models, before all-electric vehicles are to be exclusively offered from 2035.

In addition, Bentley is investing sustainably in its "Dream Factory" in Crewe, where it is developing a flexible, digital plant for high-quality next-generation products.

Since July 2024, responsibility for implementing the Beyond100+ strategy has been in the hands of the new Chairman and CEO Frank-Steffen Walliser, who succeeds Adrian Hallmark.

Defining premieres in 2024

Two new vehicles were launched by the luxury car manufacturer in the year under review. With the new Bentley Flying Spur,[6] the brand presented the most powerful Bentley four-door of all times – now in its fourth generation. At the heart of the new Flying Spur, which will debut first as the performance-oriented Speed model, is Bentley's new Ultra Performance Hybrid powertrain with 782 PS and 1,000 Nm of torque. The vehicle also has a range of up to 76 kilometers (in the WLTP driving cycle) in all-electric mode – ideal for green zones or city traffic.

Read more about sustainability in the Bentley Sustainability Report 2023.

The fourth generation of the two-door Continental GT Speed[7] also celebrated its debut. It continues the 21-year tradition of the Continental GT product line and redefines the synthesis of supercar performance, handcrafted luxury and everyday use. Outstanding performance is guaranteed thanks to the new Ultra Performance Hybrid powertrain. The result is acceleration from 0 to 100 km/h in 3.2 seconds, an all-electric range of 81 kilometers and a total range of 859 kilometers (in the WLTP driving cycle). The Cabriolet (GTC[8]) is set to be launched at the same time as the Coupé (GT[7]). ›

[6] Bentley Flying Spur Speed: fuel consumption (weighted combined): 1.4 l/100 km; electric power consumption (weighted combined): 29.3 kWh/100 km; CO_2 emissions (weighted combined): 33 g/km; CO_2 class (weighted combined): B; fuel consumption with empty battery (combined): 10.7 l/100 km; CO_2 class with empty battery: G.

[7] Bentley Continental GT Speed: fuel consumption (weighted combined): 1.3 l/100 km; electric power consumption (weighted combined): 27.7 kWh/100 km; CO_2 emissions (weighted combined): 29 g/km; CO_2 class (weighted combined): B; fuel consumption with empty battery (combined): 10.3 l/100 km; CO_2 class with empty battery: G.

[8] Bentley Continental GTC Speed: fuel consumption (weighted combined): 1.4 l/100 km; electric power consumption (weighted combined): 27.9 kWh/100 km; CO_2 emissions (weighted combined): 31 g/km; CO_2 class (weighted combined): B; fuel consumption with empty battery (combined): 10.6 l/100 km; CO_2 class with empty battery: G.

Photos: Bentley Motors Ltd.

Pure emotions with sustainable vision

Automobili Lamborghini's mission is to inspire and encourage others to tackle modern-day challenges. During the year under review, the brand demonstrated just how important sustainable visions are. Lamborghini refined its Direzione Cor Tauri strategy, which acts as the brand's basis for delivering a pact to future generations. The strategy aims to take another significant step forward in the company's growth, further improve profitability and maintain the brand's strong position compared with the competition, while also acting as a roadmap for innovation and sustainable progress. The end of the decade heralds the start of the era of all-electric Lamborghini vehicle models:

A fourth product line will debut based on the Lamborghini Lanzador[9] concept car, followed by the first all-electric Super SUV.

Lamborghini Temerario:[5] The first Lamborghini supercar with a twin-turbo V8 in combination with three electric motors and a total output of 920 PS.

During the year under review, the hybridization of all three product lines marked the first milestone on the path toward electrification of the fleet. Following the Lamborghini Revuelto,[10] the brand presented its second High Performance Electrified Vehicle (HPEV) model with the Lamborghini Temerario.[5] The hybrid powertrain combines a completely new twin-turbo V8 powertrain with three electric motors, which deliver a total output of 920 PS (676 kW). The V8 is the first and only series-production engine of any supercar to reach an rpm of 10,000. The maximum speed is more than 340 km/h; acceleration from 0 to 100 km/h takes just 2.7 seconds. The Lamborghini Urus SE[11] is the brand's first plug-in hybrid Super SUV. The hybrid system incorporates a 4.0-liter twin-turbocharged V8 engine paired with an electric motor, giving it a total output of 800 PS and 950 Nm of torque (fuel consumption (weighted combined): 2.08 l/100 km; electric power consumption (weighted combined): 39.5 kWh/100 km; CO_2 emissions (weighted combined): 51.25 g/km; CO_2 class (weighted combined): B; fuel consumption with empty battery (combined): 12.9 l/100 km; CO_2 class with empty battery: G).

Finally, the Lamborghini Revuelto Opera Unica[10] series continued its journey with the unveiling of its second masterpiece in Shanghai. Following the debut of the European edition in Porto Cervo in early August 2024, the Shanghai edition, thoughtfully tailored to resonate with the Chinese market, highlights Lamborghini's unwavering commitment to art, craftsmanship and innovation. With the V12 plug-in hybrid PHEV (fuel consumption (weighted combined): 11.9 l/100 km; electric power consumption (weighted combined): 10.1 kWh/100 km; CO_2 emissions (weighted combined): 276 g/km; CO_2 class (weighted combined): G; fuel consumption with empty battery (combined): 17.8 l/100 km; CO_2 class with empty battery: G), the brand is accentuating its Ad-Personam customization program.

The decarbonization of Lamborghini's fleet aligns seamlessly with the introduction of its new models. The commitment to reducing CO_2 emissions extends across the entire product life cycle, encompassing supply chains, production processes, logistics and the utilization phase of each vehicle. With this comprehensive approach, Automobili Lamborghini is aiming to achieve net carbon neutrality[12] by 2050.[13] ›

[5] Lamborghini Temerario: Data on CO_2 emissions and fuel consumption for EU27 are still pending, subject to EU type approval.

[9] Lamborghini Lanzador: The vehicle mentioned is a concept vehicle that is not available as a series-production vehicle. All possible uses of the technical systems and functions described represent only a possible concept and are dependent on the respective legal regulations in the relevant country.

[10] Lamborghini Revuelto: fuel consumption (weighted combined): 11.9 l/100 km; electric power consumption (weighted combined): 10.1 kWh/100 km; CO_2 emissions (weighted combined): 276 g/km; CO_2 class (weighted combined): G; fuel consumption with empty battery (combined): 17.8 l/100 km; CO_2 class with empty battery: G.

[11] Lamborghini Urus SE: fuel consumption (weighted combined): 2.1 l/100 km; electric power consumption (weighted combined): 39.5 kWh/100 km; CO_2 emissions (weighted combined): 51.3 g/km; CO_2 class (weighted combined): B; fuel consumption with empty battery (combined): 12.9 l/100 km; CO_2 class with empty battery: G.

[12] Audi regards net carbon neutrality as a state in which, following the exhaustion of other possible measures aimed at reducing the still remaining CO_2 emissions caused by the products or activities of Audi and/or currently unavoidable CO_2 emissions within the scope of the supply chain, manufacturing and recycling of Audi vehicles, at least quantitative compensation is provided through voluntary and globally conducted compensation projects. Throughout the utilization phase of a vehicle, meaning from when a vehicle is delivered to a customer, CO_2 emissions produced are not taken into account.

[13] To achieve net carbon neutrality, clearly defined interim targets have been outlined that depend heavily on market developments and the pace at which electric mobility is expanded. Volatile markets and the uncertain economic and political climate stand in the way of making reliable statements about interim targets up to the year 2050.

Photo: Automobili Lamborghini S.p.A.

Dominance as standard

Ducati Panigale V2: With the lightest model that Ducati has ever built.

The technical superiority of Ducati continued in 2024 in the world of on-road motorcycle racing, while the brand also made its debut in off-road racing:

Ducati claimed victory for the third successive time in the MotoGP (World Motorcycle Championship). But winning the world championship rider's title was by no means the end of the story: Ducati riders also claimed second, third and fourth spots. In the WorldSBK (World Superbike Championship), Ducati lifted the manufacturer and team title, and in the WorldSSP (Supersport World Championship), Ducati also came out on top in the rider and manufacturer rankings. With the prototype of the off-road Desmo450 MX motocross bike, the motorcycle manufacturer shone in national motocross competitions on its debut, while the new Ducati DesertX Rally prevailed in the twin-cylinder category in the prestigious Erzbergrodeo.

From racetrack to road

Unbelievably fast in electric mode too: In its second season as the sole official supplier of bikes competing in the FIM Enel MotoE World Championship, Ducati illustrated the standards it expects of its future electric motorcycles. The company's commitment to the race series is part of its roadmap to electrification.

Premiere celebrations in Italy

Not only was victory on the racetrack celebrated in 2024, customers were also treated to the biggest launch of new models in the company's history.

With the all-new Panigale V4, Ducati is adding a new dimension to the performance of its supersport motorcycles: new solutions for chassis, electronics, aerodynamics and ergonomics and an improved engine – all in an unmistakable sporty Italian look. The fastest Panigale ever. Its "stripped" version, the Streetfighter V4, is the most powerful Streetfighter of all times and also offers new solutions in relation to design, aerodynamics, ergonomics, suspension and electronics. More efficient, more comfortable, more powerful: the new Multistrada V4, V4 S and V4 Pikes Peak are lining up in 2025 to dominate the maxi-adventure category. A new twin-cylinder engine, the lightest ever in Ducati history, powers all three models. The completely redesigned Multistrada V2, thanks to an optimized chassis and an impressive weight reduction, guarantees balanced, comfortable and precise handling while traveling. Thanks to a manic search for weight reduction, the new Panigale V2 and its roadster version, the Streetfighter V2, are both the lightest ever made by Ducati and have an impressive power-to-weight ratio in their category. The Scrambler family is expanding with the Icon Dark and the new Full Throttle. The "10° Anniversario RIZOMA EDITION" is a limited and numbered edition, intended for collectors to celebrate this milestone of 10 years of Scrambler history. With the Hypermotard 698 Mono, Ducati is presenting its first single-cylinder road supermotard, while the Panigale V2 Superquadro Final Edition is being launched as a limited-edition collector's item to celebrate the racing legacy of this glorious engine. Customers can unleash their adventurous spirit on the new Ducati DesertX Rally und DesertX Discovery and in the travel enduro category. /

Photo: Ducati Motor Holding S.p.A.

Finance

Photo: AUDI AG

Audi A6 Avant: fuel consumption (combined): 8.0–5.0 l/100 km; CO_2 emissions (combined): 181–130 g/km; CO_2 class: G–D.

Financial highlights

Brand Group Progressive 2024

Deliveries

1.7 million cars

↘ **–11.8%**

Decline due to challenging economic conditions, a highly competitive market environment and limited supply ability

Operating profit

EUR **3.9** billion

↘ **–37.9%**

Heavily influenced by restructuring expenses in connection with the termination of production at the Brussels site

Net cash flow

EUR **3.1** billion

↘ **–35.2%**

Down in particular due to lower profit and negative development in working capital

Revenue

EUR **64.5** billion

↘ **–7.6%**

Decrease mainly due to lower sales – partly as a result of model changes and product launches

ROS (return on sales)

6.0%

↘ **–3.0 ppt.**

Operating return on sales reflects challenging fiscal year, also impacted by numerous launches of new models

Investment ratio

12.5%

↗ **+0.1 ppt.**

Investments continue to include high upfront expenditure on new models and technologies

↗ ↘ Year-on-year change

To the outlook: fiscal year 2025 →

Outlook: fiscal year 2025

Anticipated development in the key performance indicators of the Brand Group Progressive

Deliveries

1.7 to **1.8** million cars

Revenue

EUR **67.5** to **72.5** billion

Return on sales

7 to **9%**

Net cash flow

EUR **3** to **4** billion

Investment ratio[1]

10 to **12%**

[1] The investment ratio describes research and development activities and capital expenditure as a proportion of revenue.

All of the key financial figures in the Finance chapter are based on the Audi consolidated financial statements prepared voluntarily in accordance with IFRS. These consolidated financial statements are included in the consolidated financial statements of Volkswagen AG. The figures in brackets represent the respective prior-year figures. The amendments to the IFRS in 2024 had no material impact on the Audi Group's net worth, financial position and financial performance.

Internet sources refer to the status as of February 15, 2025.

The following section on the financial situation and the forecast contains statements on expected developments. These statements are based on current assessments and are by their nature subject to risks and uncertainties. Actual outcomes may differ from those predicted in these statements. AUDI AG has made use of the option under Section 289b. Para. 2 and Section 315b. Para. 2 of the German Commercial Code (HGB) exempting it from submission of a non-financial declaration and non-financial Group declaration and refers readers to the combined separate non-financial report of Volkswagen AG for the 2024 fiscal year, which will be available on the Internet in German and English by no later than March 30, 2025. Additional information on production, delivery and financial figures can be found in the Audi Fact Pack available for download on the Audi Investor Relations website.

← Key figures at a glance

Markets & volume

Economic environment

The global economy continued to see solid growth in fiscal year 2024 with clear regional differences. Worldwide demand for vehicles slightly exceeded the prior-year level. The world and the core regions in detail:

Growth in the gross domestic product, car markets and deliveries of the Brand Group Progressive in selected countries/regions[2]

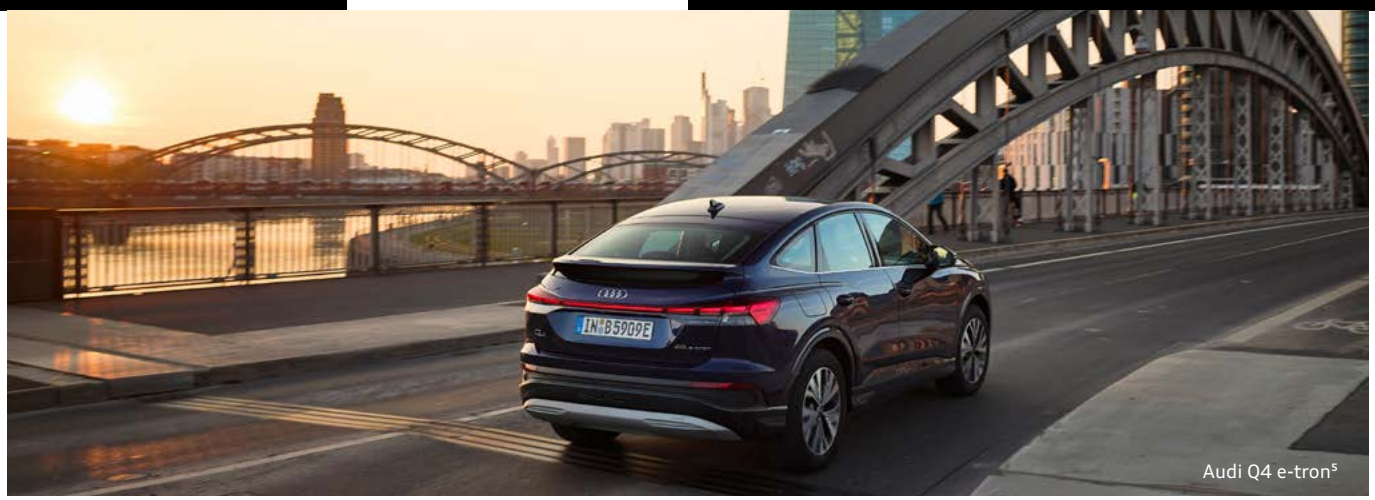
	Real GDP growth in %		**Car markets** in vehicles			**Deliveries to customers of the Brand Group Progressive** in cars		
	2024	**2023**	**2024**	**2023**	**Δ in %**	**2024**	**2023**	**Δ in %**
Europe	1.0	0.7	14,294,580	13,901,608	2.8	670,859	754,549	–11.1
of which Germany	–0.2	–0.1	2,817,331	2,844,609	–1.0	200,009	253,920	–21.2
China[3]	5.0	5.3	23,411,007	22,340,281	4.8	653,016	732,893	–10.9
USA[4]	2.8	2.9	16,041,352	15,619,226	2.7	202,969	235,178	–13.7
Worldwide	**2.7**	**2.8**	**79,181,505**	**77,044,347**	**2.8**	**1,692,548**	**1,918,912**	**–11.8**

[2] The prior-year figures may have changed as a result of updated data; provisional figures for 2024.

[3] Chinese car market including Hong Kong.

[4] Sales figures for passenger cars and light commercial vehicles (up to 6.35 t).

Photo: shutterstock


Audi Q4 e-tron[5]

Europe

Economy

- Growth slightly positive overall, but below average in historical comparison; slightly above the previous year's level
- Another decline in gross domestic product in Germany with development even slightly weaker than in the previous year
- Inflation rates falling; four key interest rate cuts by the European Central Bank since June 2024

Car market

- Increase in new car registrations in the reporting year; largely positive development in the major individual markets for passenger cars
- Number of new car registrations in Germany at previous year's level
- End of subsidies for battery electric vehicles in Germany at the end of 2023 with a dampening effect on the development of new registrations for fully electric vehicles

China

Economy

- Growth in economic output remains at a very high level compared with the rest of the world, but with declining momentum – due in particular to structural growth obstacles in China's domestic market
- GDP development in the reporting year therefore slightly weaker than in the previous year

Car market

- Slight overall increase year on year in the number of new registrations, with electrified vehicles performing strongly; comprehensive purchase incentives and intensive price competition as the main drivers

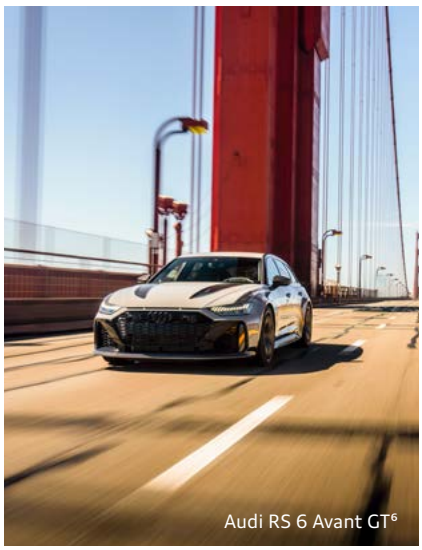
World

Economy

- Global economy continues to grow at a slightly slower pace compared with the previous year
- Similar development in both advanced economies and emerging markets
- Economic development remains subdued in many places due to declining, but in some cases still relatively high core inflation rates combined with an increasingly loose, but still restrictive monetary policy on the part of major central banks

Car market

- Global passenger car market volume slightly above the previous year's level
- Positive development in most regions
- Further normalization of the supply situation coupled with an improvement in the affordability of vehicles in some regions around the world


Audi RS 6 Avant GT[6]

USA

Economy

- Surprisingly robust development of gross domestic product in the US in the reporting year; growth rate only slightly down on the strong previous year
- Greater focus on maintaining a restrictive monetary policy by the US Federal Reserve until the first interest rate cut in September 2024 due to more persistent inflation by global standards and a tight labor market

Car market

- Sales figures for passenger cars and light commercial vehicles (up to 6.35 t) on a par with the previous year; availability and affordability of new vehicles improved on average

Photos: AUDI AG

[5] Audi Q4 e-tron: electric power consumption (combined): 19.2–16.1 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

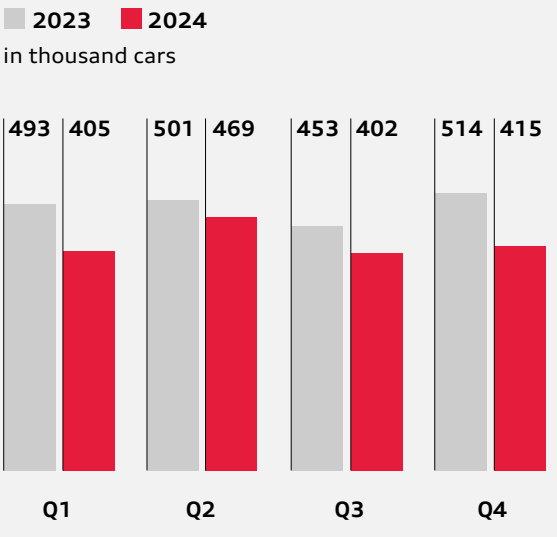
[6] Audi RS 6 Avant GT: fuel consumption (combined): 12.7–12.2 l/100 km; CO_2 emissions (combined): 289–277 g/km; CO_2 class: G.

Production

The Brand Group Progressive significantly scaled back its production in 2024 compared with the previous year. The reduction was mainly due to challenging market conditions, new model ramp-ups and temporary supply constraints.

In the reporting period, the Brand Group Progressive manufactured 1,692,152 (1,960,442) cars, a decline of 13.7 percent compared with the previous year.
The Audi brand built 1,668,728 (1,937,187) vehicles and therefore 13.9 percent fewer than in the year before. This figure includes 608,536 (669,902) Audi vehicles manufactured locally by associated Chinese companies, a decrease of 9.2 percent. Lamborghini produced 12,200 (10,014) supercars and super SUVs and closed 2024 with a significant increase of 21.8 percent on the previous year. The Lamborghini Revuelto[7] also made a major contribution to this. The Bentley luxury brand produced 11,224 (13,241) vehicles in the period under review, a decline of 15.2 percent compared with 2023. Ducati produced 55,956 (55,226) motorcycles, a slight increase of 1.3 percent.

Production of the Brand Group Progressive, quarterly trend



Total 2024
1,692,152 –13.7%

Total 2023
1,960,442

Production of fully electric vehicles (battery electric vehicles, BEVs) fell sharply in 2024. In the reporting year, 158,343 (196,761) BEVs were manufactured, a decrease of 19.5 percent. The share of fully electric vehicles as a percentage of total car production of the Brand Group Progressive thus amounted to 9.4 (10.0) percent. The decline was due mainly to a challenging overall market environment, tougher competition and significantly lower overall demand for fully electric vehicles. In the year under review, the number of plug-in hybrids (PHEVs) produced was down by 19.1 percent to 77,144 (95,401) vehicles.

Production at global sites in 2024

In 2024, a total of 558,597 (667,753) vehicles were produced at the German sites, a significant decline of 16.3 percent compared with the previous year. The model ramp-ups for the Audi A5, Audi A6 e-tron and Audi Q6 e-tron in the reporting year had a negative impact on production volume. 336,783 (403,874) vehicles were manufactured at the Ingolstadt site. The Audi brand produced 135,307 (162,734) premium models in Neckarsulm. During the reporting period, a total of 86,507 (101,145) fully electric models of the Audi Q4 e-tron line were produced at the Volkswagen multi-brand site in Zwickau.

In Europe, production at the Bratislava site was also down by 15.1 percent to 103,070 (121,418) vehicles. In the first half of the year, supply constraints with V6 and V8 engines severely impacted the production volume of Audi premium SUVs at the Volkswagen multi-brand site. A total of 15,212 (53,555) fully electric models were built at the Audi site in Brussels in the 2024 reporting year. This sharp drop was due to necessary production adjustments for the Audi Q8 e-tron[8] as a result of declining incoming orders. Production at the Brussels site was discontinued at the end of February 2025.

The plant in Győr, Hungary, produced 161,985 (176,338) Audi vehicles, a decrease of 8.1 percent, partly due to the end of production of the Audi TT.

At the Mexican plant in San José Chiapa, the brand group manufactured 144,638 (175,626) vehicles of the Audi Q5 product line, with production down 17.6 percent and therefore well below the previous year's level. This reduction in production volume was due to the model ramp-up of the Audi Q5.

In China, the associated companies FAW-Volkswagen and SAIC Volkswagen produced a total of 608,536 (669,902) Audi brand vehicles in 2024. The year-on-year decline of 9.2 percent reflected the fiercer competitive environment on the Chinese market.

Illustration: C3 Visual Lab

[7] Lamborghini Revuelto: fuel consumption (weighted combined): 11.9 l/100 km; electric power consumption (weighted combined): 10.1 kWh/100 km; CO_2 emissions (weighted combined): 276 g/km; CO_2 class (weighted combined): G; fuel consumption with empty battery (combined): 17.8 l/100 km; CO_2 class with empty battery: G.

[8] Audi Q8 e-tron: electric power consumption (combined): 28.0–19.5 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Deliveries

Deliveries by the Brand Group Progressive fell due to challenging economic conditions, a highly competitive market environment and limited supply ability.

In fiscal year 2024, the Brand Group Progressive delivered a total of 1,692,548 (1,918,912) cars, a decline of 11.8 percent compared with the previous year. Deliveries of the Audi brand amounted to 1,671,218 (1,895,240) vehicles, also a decline of 11.8 percent. A difficult macroeconomic environment, intense competition and temporary supply difficulties, especially in connection with V6/V8 engines, were all negative factors. The delivery figures in the reporting year were also influenced by a large number of model changes and model launches, as new models will only gradually impact volumes in the markets. These included the fully electric Audi Q6 e-tron and Audi A6 e-tron models, the new Audi A5 and the new Audi Q5. The past year was therefore part of a transition phase towards a new product portfolio. With a clear product and technology roadmap, the Audi brand is rejuvenating its product portfolio with over 20 new Audi models in 2024 and 2025.

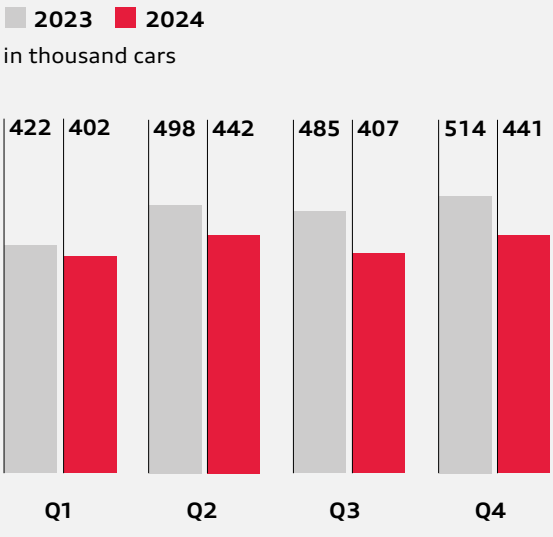
Lamborghini continued the strong development of recent years and posted another record year with 10,687 (10,112) vehicles delivered and growth of 5.7 percent. The Lamborghini Revuelto[7] contributed to this successful development with 1,406 units in the year of its market launch. Under challenging market conditions and likewise impacted by model changes, the Bentley brand delivered 10,643 (13,560) luxury cars to customers, 21.5 percent fewer than in the previous year. With 54,495 (58,224) motorcycles delivered, Ducati saw a decline of 6.4 percent.

The Brand Group Progressive delivered 164,480 (178,429) fully electric Audi models (BEVs) to customers in the reporting year, 7.8 percent fewer than in the previous year. Nevertheless, fully electric vehicles increased their share of deliveries from the Brand Group Progressive from 9.3 percent to 9.7 percent. The best-selling fully electric model line was again the Audi Q4 e-tron with 107,697 (111,735) vehicles. A total of 14,991 units of the new Audi Q6 e-tron were handed over to customers in 2024, with the market launch taking place in the third quarter of 2024. A total of 88,148 plug-in hybrids (PHEVs) were also delivered, bringing the share of electrified vehicles to 14.9 percent in the reporting year.

Deliveries of high-performance models from Audi Sport GmbH fell by 13.7 percent to 41,227 (47,768) vehicles in the 2024 reporting year. Besides model changes, which will only gradually affect volumes, the limited availability of parts for individual product lines also had a negative impact on delivery figures.

In the SUV segment, the brand group delivered a total of 851,212 (943,548) vehicles to customers, 9.8 percent fewer than in the previous year. The SUV share rose slightly compared with the previous year to 50.3 (49.2) percent. At 297,912 (331,928) vehicles, the Audi Q5 was once again the best-selling Audi model in the reporting year despite the model change.

Deliveries of the Brand Group Progressive, quarterly trend



Total 2024

1,692,548 ↘ **–11.8%**

Total 2023

1,918,912

Overview of delivery figures in the core regions

In Europe, the Brand Group Progressive delivered 670,859 (754,549) vehicles, a decrease of 11.1 percent compared with the previous year. Deliveries in the German domestic market fell substantially by 21.2 percent to 200,009 (253,920) units. Deliveries also fell in major Western European markets including the UK (–10.9 percent to 124,255 vehicles), France (–3.2 percent to 48,599 vehicles) and Spain (–4.2 percent to 39,215 vehicles), while Italy (+1.1 percent to 67,837 vehicles) recorded a slight increase. In the US automotive market, deliveries were down by 13.7 percent to 202,969 (235,178) vehicles.

In China – the world's largest single market – the brand group ended 2024 with 653,016 (732,893) vehicles delivered. This decline of 10.9 percent was due in particular to the intensive competitive situation. The above figure includes 598,778 (664,607) vehicles manufactured locally by associated Chinese companies.

Illustration: C3 Visual Lab

[7] Lamborghini Revuelto: fuel consumption (weighted combined): 11.9 l/100 km; electric power consumption (weighted combined): 10.1 kWh/100 km; CO_2 emissions (weighted combined): 276 g/km; CO_2 class (weighted combined): G; fuel consumption with empty battery (combined): 17.8 l/100 km; CO_2 class with empty battery: G.

Car deliveries to customers by model series[9, 10]

	2024	2023	Δ in %
Audi A1	59,363	72,221	–17.8
Audi Q2	71,637	90,823	–21.1
Audi Q2 L e-tron[11]	18	250	–92.8
Audi A3	197,622	234,547	–15.7
Audi Q3	215,174	221,398	–2.8
Audi Q4 e-tron	107,697	111,735	–3.6
Audi TT	1,826	9,233	–80.2
Audi A4	193,780	236,744	–18.1
Audi A5	71,817	77,474	–7.3
Audi Q5	297,912	331,928	–10.2
Audi Q5 e-tron[11]	6,002	5,207	15.3
Audi Q6 e-tron	14,991	462	X
Audi Q6[11]	5,300	4,561	16.2
Audi A6	243,364	266,932	–8.8
Audi A7	38,314	32,910	16.4
Audi Q8 e-tron[8] / Audi e-tron[12]	28,216	49,001	–42.4
Audi e-tron GT[13]	7,097	11,203	–36.7
Audi Q7	57,262	72,396	–20.9
Audi Q8	36,983	43,760	–15.5
Audi A8	14,955	20,293	–26.3
Audi R8	1,429	1,591	–10.2
Vehicles before market introduction	459	571	–19.6
Audi brand	**1,671,218**	**1,895,240**	**–11.8**
Bentley Continental	3,741	4,215	–11.2
Bentley Flying Spur	2,544	3,405	–25.3
Bentley Bentayga	4,358	5,940	–26.6
Bentley brand	**10,643**	**13,560**	**–21.5**
Lamborghini Urus	5,662	6,087	–7.0
Lamborghini Huracán	3,609	3,962	–8.9
Lamborghini Aventador	10	63	–84.1
Lamborghini Revuelto[7]	1,406	0	X
Lamborghini brand	**10,687**	**10,112**	**5.7**
Total cars	**1,692,548**	**1,918,912**	**–11.8**

Fully electric vehicles (BEV)

[7] Lamborghini Revuelto: fuel consumption (weighted combined): 11.9 l/100 km; electric power consumption (weighted combined): 10.1 kWh/100 km; CO_2 emissions (weighted combined): 276 g/km; CO_2 class (weighted combined): G; fuel consumption with empty battery (combined): 17.8 l/100 km; CO_2 class with empty battery: G.

[8] Audi Q8 e-tron: electric power consumption (combined): 28.0–19.5 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[9] Detailed figures for fuel/electric power consumption and emissions can be found on page 161.

[10] The table includes deliveries of 598,778 (664,607) vehicles manufactured locally by Chinese associated companies and available and sold exclusively in China.

[11] Vehicle is/was manufactured locally by associated companies and available and sold exclusively in China.

[12] The Audi e-tron is no longer offered for sale as a new passenger car on the German market.

[13] Audi e-tron GT: electric power consumption (combined): 21.1–18.0 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Financial situation

Operating profit of the Audi Group down in a difficult market environment, due in part to restructuring expenses; net cash flow at a solid level.

Financial performance

The revenue of the Audi Group declined to EUR 64,532 (69,865) million in the 2024 fiscal year. This 7.6 percent decline year on year is primarily due to lower vehicle sales – also influenced by temporary supply constraints, a large number of model changes and model launches – as well as intense competition.

Revenue from the sale of cars of the Audi brand dropped to EUR 41,577 (49,091) million, with the fully electric Audi Q8 e-tron[8] in particular recording a sharp decline due to the early termination of production at the Brussels site and the Audi Q5 underperforming as a result of the model changeover. Conversely, the new Audi Q6 e-tron made a positive contribution to the overall figure. The Lamborghini brand once again increased its revenue from the vehicle business in the reporting period, achieving growth of 15.5 percent to EUR 2,848 (2,466) million. The Bentley brand recorded a drop in revenue from the sale of automobiles to EUR 2,422 (2,772) million.

With revenue of EUR 840 (888) million, the motorcycle business of the Ducati brand suffered a slight decline.

Other revenue of the Audi Group amounted to EUR 16,450 (14,853) million, an increase of 10.7 percent. Within this figure, parts deliveries for local production in China increased substantially, while the genuine parts business continued the positive trend of previous years with further revenue growth.

Revenue by region showed a heterogeneous picture in the year under review. The Audi Group posted a decline in revenue of 5.5 percent in Europe, to EUR 32,925 (34,836) million. Revenue in the US also fell noticeably by 16.0 percent to EUR 12,511 (14,892) million. In China,[14] on the other hand, revenue grew slightly by 2.9 percent to EUR 11,767 (11,430) million.

The cost of goods sold fell by almost the same percentage as a result of the lower sales volume. This figure also includes lower material and purchase costs.

›

Condensed income statement, Audi Group

EUR million	2024	2023	Δ in %
Revenue	64,532	69,865	–7.6
Cost of goods sold	–54,419	–58,576	–7.1
Gross profit from sales	**10,113**	**11,289**	**–10.4**
Distribution expenses	–3,352	–3,377	–1.5
Administrative expenses	–762	–771	–1.2
Other operating result	–2,123	–860	146.8
Operating profit	**3,903**	**6,280**	**–37.9**
ROS (return on sales) in %	**6.0**	**9.0**	**–3.0 ppt.**
Financial result	1,097	1,423	–22.9
Profit before tax	**5,000**	**7,703**	**–35.1**
Income tax expense	–811	–1,443	–43.8
Profit after tax	**4,189**	**6,260**	**–33.1**

[8] Audi Q8 e-tron: electric power consumption (combined): 28.0–19.5 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[14] As well as the revenue from Audi vehicles exported to China (FBU), this line item also includes revenue from deliveries of parts to China. Other income from the China business is reported in the financial result.

Both distribution expenses and general administrative expenses remained almost unchanged compared with the previous year.

The other operating result decreased very significantly compared with the previous year. This was mainly due to the expenses incurred in connection with restructuring following the termination of production at the Brussels site in February 2025. Increased residual value risks as a result of falling prices on the used car market also had a negative impact compared with the previous year. By contrast, currency effects had a positive impact.

Valuation effects from commodity hedging were of minor importance in the reporting year, as commodity futures were put into a hedging relationship in the current financial year and therefore transferred to hedge accounting. The effects of changes in fair value are now mainly recognized in equity.

Operating profit marked by restructuring expenses

At EUR 3,903 (6,280) million, the operating profit of the Audi Group was well below the previous year's figure. The operating return on sales amounted to 6.0 (9.0) percent. Restructuring expenses of around EUR 1.6 billion in connection with the termination of production at the Brussels site, as described above, were the largest negative factor here. In addition to early depreciation and amortization, expenditure from a change in production methods and legal and consulting costs, this figure also includes employee-related provisions such as social plans.

Key figures for research and development

EUR million	2024	2023	Δ in %
Research and development activities	4,603	5,436	–15.3
⊖ Capitalized development costs	2,141	2,705	–20.8
⊕ Amortization of and impairment losses on capitalized development costs	1,683	1,292	30.2
= Research and development expenditure	**4,144**	**4,024**	**3.0**

Key figures for research and development in the Audi Group

The research and development ratio[15] in the year under review was 7.1 (7.8) percent. Research and development activities declined significantly. This was due, among other things, to fewer allocations within the Volkswagen Group for new platforms and modular systems due to vehicle ramp-ups that had already taken place.

The capitalization ratio[16] of 46.5 (49.8) percent was slightly below the prior-year level. The ratio reflects the present product life cycle of the model range and also demonstrates the ability of the future product portfolio to retain its value. The slight decrease in the ratio is due to the largely completed development of the PPE (Premium Platform Electric) and PPC (Premium Platform Combustion). Amortization of and impairment losses on capitalized development costs rose sharply by 30.2 percent due to the new model ramp-ups in the reporting year. Overall, research and development expenditure was therefore slightly up on the previous year. ›

[15] This ratio shows research and development activities relative to revenue.

[16] This ratio expresses capitalized development costs in relation to research and development activities.

Financial result of the Audi Group

The financial result of the Audi Group decreased to EUR 1,097 (1,423) million in the past fiscal year. This was driven by the decline in the net interest result. Increased interest expenses due to the compounding of non-current provisions were not offset by higher interest income. In addition, the profit from participations accounted for using the equity method also fell, mainly due to ramp-up losses recognized on a pro rata basis for Audi FAW NEV Co. in Changchun, China, which started production in December 2024. The other financial result, mainly comprising the brand settlement[17] agreed with Volkswagen AG for the China business, also decreased slightly.

The Chinese business included in the financial result amounted to EUR 651 (915) million in 2024.

Financial result, Audi Group

EUR million	2024	2023	Δ in %
Result from investments accounted for using the equity method	1	173	–99.7
Net interest result	395	464	–14.9
Other financial result	701	785	–10.8
Financial result	**1,097**	**1,423**	**–22.9**
of which China business[18]	651	915	–28.8

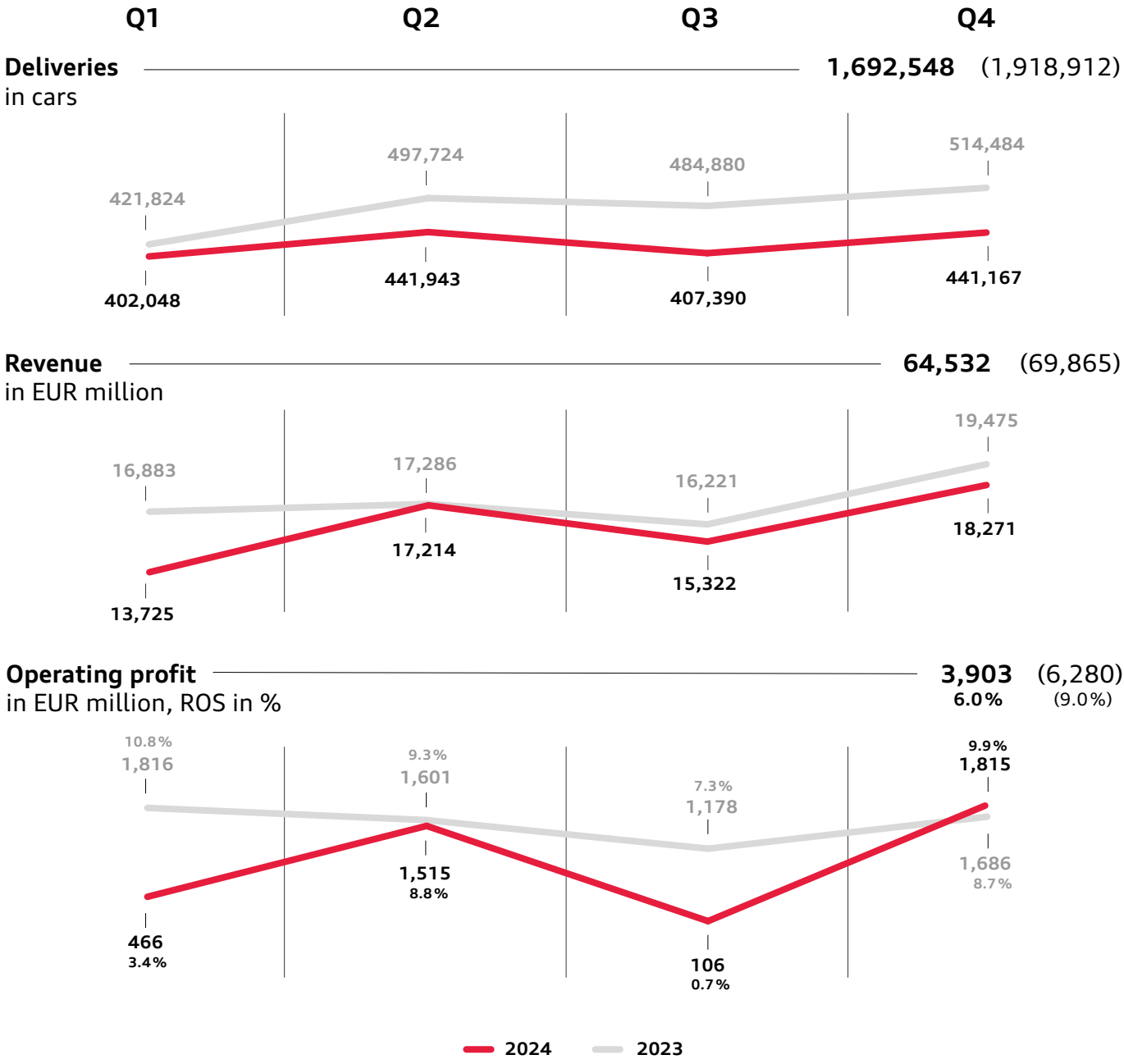
Profit after tax considerably lower than in the previous year

In the 2024 fiscal year, the Audi Group posted a profit before tax of EUR 5,000 (7,703) million. The return on sales before tax was 7.7 (11.0) percent. Profit after tax came to EUR 4,189 (6,260) million.

[17] Financial brand settlement agreed between AUDI AG and Volkswagen AG and performance-related income for China business in connection with associated companies.

[18] Includes the result from investments accounted for using the equity method: FAW-Volkswagen Automotive Co., Ltd., Volkswagen Automatic Transmission (Tianjin) Co., Ltd., SAIC Volkswagen Automotive Co., Ltd., Audi FAW NEV Co., Ltd., and brand settlement for China business.

Quarterly development



Q1

- Supply difficulties, particularly for high-margin V6/V8 engines, logistics delays in the US and strike at the Mexico plant
- BEV deliveries declining in Europe, partly due to cancellation or reduction of subsidy programs for fully electric vehicles

Q2

- Further increase in residual value risks for used vehicles
- Improved supply situation leads to first positive mix effects

Q3

- Deliveries impacted by model changes and product launches
- Operating profit adversely impacted by substantial restructuring expenses for Brussels site

Q4

- Strong year-end with best quarterly result in 2024
- Deliveries stabilizing thanks to improved model availability

Illustration: C3 Visual Lab

Net worth

Total assets of the Audi Group as of December 31, 2024, were down to EUR 73,097 (73,447) million.

The non-current assets of the Audi Group remained virtually unchanged. The increase in property, plant and equipment and intangible assets was offset by decreases in investments accounted for using the equity method and lower other financial assets.

Current assets were down slightly as of December 31, 2024. While cash and cash equivalents decreased substantially and inventories were slightly lower, trade receivables recorded a noticeable increase.

Equity ratio remains high

As of December 31, 2024, the equity of the Audi Group increased to EUR 35,882 (33,839) million, giving an equity ratio of 49.1 (46.1) percent. Profit after tax had a positive effect on retained earnings.

Non-current liabilities decreased significantly at the end of 2024, mainly due to lower non-current provisions.

Current liabilities fell mainly as a result of reduced liabilities from profit and loss transfers and performance-related remuneration as well as a decrease in trade payables. This was offset by a marked increase in provisions, primarily in connection with the termination of production at the Brussels site.

Condensed balance sheet, Audi Group

EUR million	Dec. 31, 2024	Dec. 31, 2023	Δ in %
Non-current assets	35,318	35,230	0.3
Current assets	37,703	38,199	–1.3
of which inventories	7,837	7,966	–1.6
of which trade receivables	5,932	5,598	6.0
of which cash and cash equivalents	12,229	13,436	–9.0
Assets held for sale	76	18	X
Total assets	**73,097**	**73,447**	**-0.5**
Equity	35,882	33,839	6.0
Liabilities	37,215	39,608	-6.0
of which non-current liabilities	14,332	15,228	–5.9
of which current liabilities	22,884	24,380	–6.1
of which trade payables	8,275	8,839	–6.4
Total equity and liabilities	**73,097**	**73,447**	**–0.5**

Audi Q6 Sportback e-tron: electric power consumption (combined): 18.9–15.6 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Financial position

In the 2024 fiscal year, the Audi Group generated cash flow from operating activities of EUR 8,674 (11,135) million.

In addition to the decline in profit before tax, the year-on-year decrease was also due to the negative development of working capital in the reporting year.

This was primarily attributable to a very steep fall in liabilities, partly as a result of reduced production at the end of the year. The previous year saw an increase in liabilities. Receivables also increased noticeably compared with the beginning of 2024, whereas this item had virtually no impact on working capital in 2023.

By contrast, a marked increase in provisions had a positive effect, particularly in connection with the termination of production at the Brussels site. The previous year saw a decline in this area. The modest reduction in inventories, which had already fallen slightly in the previous year, also had a positive effect on working capital in the reporting year.

Capital expenditure impacted by upfront expenditure for future models

Investing activities attributable to operating activities came to EUR –5,602 (–6,395) million in the year under review. Capital expenditure rose noticeably to EUR –3,487 (–3,251) million. This rise was primarily due to licenses acquired within the Volkswagen Group in the fourth quarter for the future use of the Rivian software architecture. The capex ratio in the year under review was 5.4 (4.7) percent.

The investment ratio of the Audi Group, which describes research and development activities as well as capital expenditure as a proportion of revenue, was 12.5 (12.4) percent in the year under review.

Additions to capitalized development costs in the reporting period were down, partly due to the current product life cycle of the model range and the many product launches. At the same time, investments in participations were also lower than in the previous year.

Net cash flow remains solid and net liquidity high

Net cash flow of the Audi Group in the year under review came to EUR 3,072 (4,740) million, which was clearly below the strong prior-year level.

Cash flow from investing activities totaled EUR –5,994 (–2,799) million and, in addition to the investing activities attributable to operating activities described above, included the investment of fixed-term deposits. In the previous year, this item was primarily impacted by the proceeds from maturing fixed-term deposits.

Cash flow from financing activities amounted to EUR –4,099 (–4,312) million. It mainly comprised the profit transfer to Volkswagen AG of EUR –3,831 million for 2023.

As of the reporting date, cash funds were down to EUR 12,229 (13,436) million. The net liquidity of the Audi Group as of December 31, 2024, was EUR 22,847 (23,554) million.

Net cash flow

EUR **3,072** million

↘ **–35.2%**

Photo: AUDI AG

Condensed cash flow statement, Audi Group

EUR million	2024	2023	Δ in %
Cash and cash equivalents as of January 1	13,436	9,599	40.0
Cash flow from operating activities	**8,674**	**11,135**	**–22.1**
Investing activities attributable to operating activities	–5,602	–6,395	–12.4
of which capital expenditure[19]	–3,487	–3,251	7.3
of which additions to capitalized development costs	–2,141	–2,705	–20.8
of which change in participations	–22	–504	–95.6
of which disposal of fixed assets	48	64	–25.1
Net cash flow	**3,072**	**4,740**	**–35.2**
Change in cash deposits and loans extended	–392	3,596	X
Profit transfer to the Volkswagen Group	–3,831	–3,546	8.0
Lease payments, change in miscellaneous financial liabilities	–268	–767	–65.0
Change in cash and cash equivalents due to changes in exchange rates	213	–186	X
Change in cash and cash equivalents	**–1,207**	**3,838**	**X**
Cash and cash equivalents as of December 31	**12,229**	**13,436**	**–9.0**
Net liquidity as of December 31	**22,847**	**23,554**	**–3.0**
Cash flow from investing activities	**–5,994**	**–2,799**	**114.2**
Cash flow from financing activities	**–4,099**	**–4,312**	**–4.9**

[19] Capital expenditure includes investments in property, plant and equipment, investment property and other intangible assets according to the cash flow statement.

Brand Group Progressive

Comparison of deliveries, revenue, operating profit and return on sales: key performance indicators 2024

Audi

Deliveries
1,671,218
↘ –11.8%

Revenue
EUR million
58,129
↘ –8.4%

Operating profit
EUR million
2,654
↘ –45.3%

Return on sales (ROS)
4.6%
↘ –3.0 ppt.

Bentley

Deliveries
10,643
↘ –21.5%

Revenue
EUR million
2,648
↘ –9.9%

Operating profit
EUR million
373
↘ –36.6%

Return on sales (ROS)
14.1%
↘ –6.0 ppt.

Lamborghini

Deliveries
10,687
↗ +5.7%

Revenue
EUR million
3,095
↗ +16.2%

Operating profit
EUR million
835
↗ +15.5%

Return on sales (ROS)
27.0%
↘ –0.2 ppt.

Ducati

Deliveries
54,495
↘ –6.4%

Revenue
EUR million
1,003
↘ –5.8%

Operating profit
EUR million
91
↘ –18.4%

Return on sales (ROS)
9.1%
↘ –1.4 ppt.

↗ ↘ Year-on-year change

EU taxonomy

The EU taxonomy makes sustainable business operations measurable and comparable. Audi makes voluntary disclosures in accordance with the EU Taxonomy Regulation.

Audi Q5 Sportback: fuel consumption (combined): 8.8–5.9 l/100 km; CO_2 emissions (combined): 199–148 g/km; CO_2 class: G–E.

The European Union (EU) is increasing its focus on climate change mitigation. The "European Green Deal" and the goal of becoming climate-neutral by 2050 are an expression of the EU's great ambition and provide the framework for a broad package of measures. The EU taxonomy represents the next logical step on this path and, at the same time, is one of the central measures in the aforementioned package. Its goal is to redirect capital to sustainable investments while fostering transparency and the long term in financial and economic activity. To this end, the EU Taxonomy Regulation and the associated delegating acts define criteria to make companies' sustainable business operations uniformly measurable and comparable. At the same time, the EU taxonomy goes beyond the climate change mitigation aspect to require additional compliance with social aspects, for example. The Audi Group is committed to the Paris Climate Agreement and aligns its activities with the 1.5-degree goal. The company plans to be net carbon-neutral by 2050.

Voluntary reporting by the Audi Group[1]

The Audi Group is a fully consolidated Volkswagen Group company and is therefore not required to provide a separate report in accordance with EU taxonomy criteria. Since fiscal year 2021, the Audi Group has been fostering transparency by publishing a voluntary report of the key figures relating to the EU taxonomy, thus reflecting the priority the brands give to ESG (Environmental, Social and Governance) criteria. Sustainability has a central role for the Audi Group and this is to be demonstrated visibly.

Photo: AUDI AG

[1] For more detailed information on the EU taxonomy, please also read the Annual Report of the Volkswagen Group for 2024.

What makes an economic activity EU taxonomy-eligible or EU taxonomy-aligned?

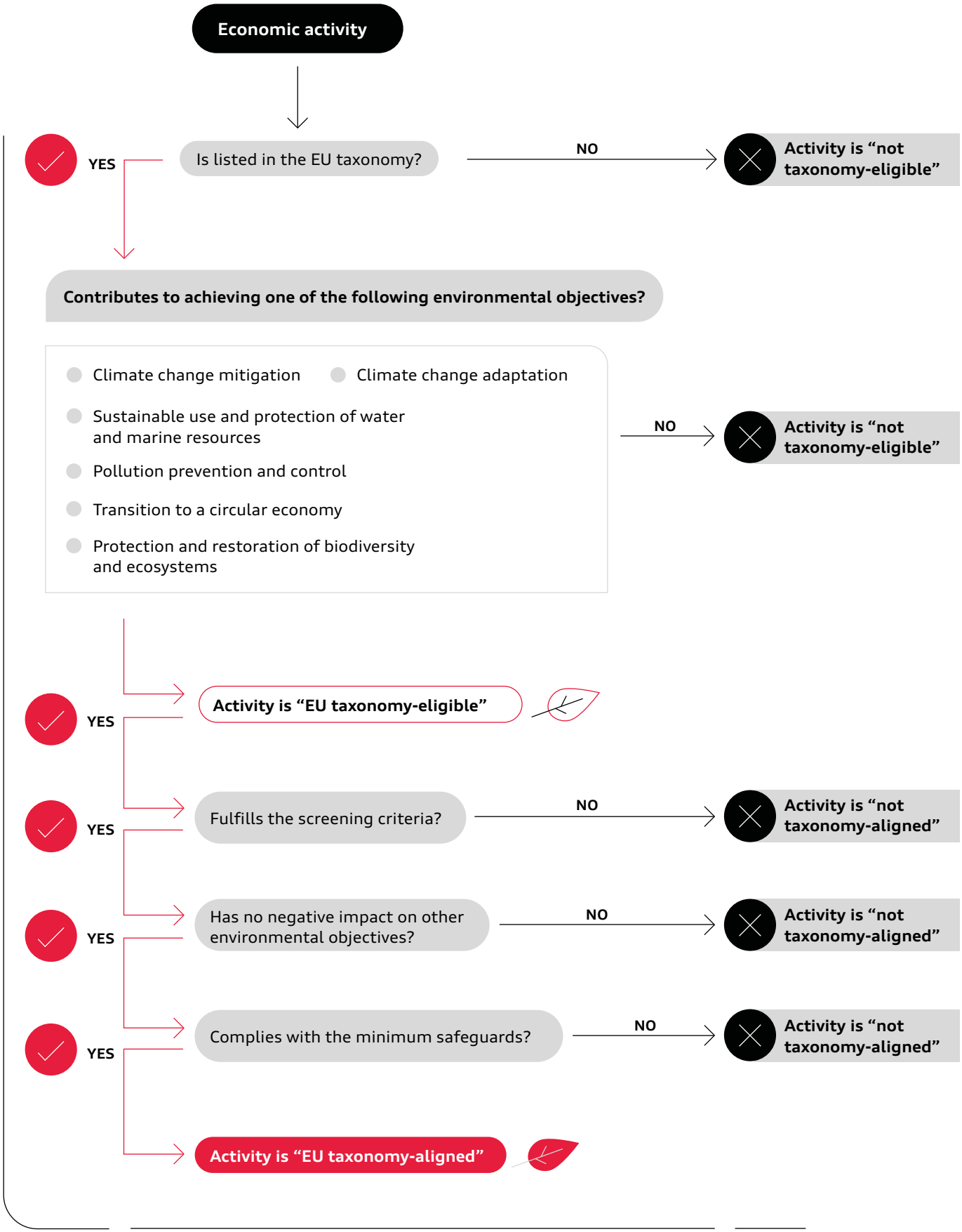
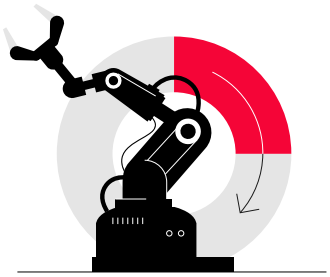


Illustration: C3 Visual Lab



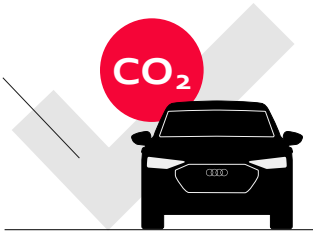
1 Taxonomy-eligible

- **Contribution to the environmental goal of climate change mitigation**
- **Manufacture of low-carbon technologies for transport**
- **Manufacture of automotive and mobility components**

The Audi Group's business model covers the development, production and selling of vehicles and the associated activities.

Within the meaning of the EU Taxonomy Regulation, activities in these areas are suited to making a substantial contribution to the environmental goal of climate change mitigation through the expansion of clean or climate-neutral mobility. Under the "climate change mitigation" environmental objective, the Audi Group allocates all the itemized activities to the economic activities "Manufacture of low-carbon technologies for transport" and "Manufacture of automotive and mobility components." These apply to all cars and motorcycles produced, irrespective of their drive technology, and also cover genuine parts. The second economic activity permits the consideration of components as well because these play a key role in reducing greenhouse gas emissions. This relates in particular to the sale to third parties of produced engines and powertrains for fully electric vehicles.

In the Audi Group's current estimation, hedging transactions and individual activities of subordinate importance, which are reported as other sales revenue in Audi's consolidated financial statements, should not be assigned to an economic activity and are therefore not deemed in the first instance to be taxonomy-eligible. Other activities which are directly connected with the aforementioned vehicle-related business and, in Audi's estimation, should also be assigned to these economic activities, are currently classified as not taxonomy-eligible. On the basis of the requirements published by the EU, it was not clear which economic activity they should be assigned to in accordance with the EU taxonomy. These activities particularly include the sale of other engines and powertrains, as well as parts deliveries and production under license by third parties, which are also reported as other sales revenue.



2 Fulfillment of screening criteria

- **Vehicle CO_2 emissions**
- **BEV = 0 g/km CO_2 and PHEV < 50 g/km CO_2 by 2025**

The key performance indicator for fulfilling the screening criteria is the CO_2 emissions of the vehicles produced by the Audi Group. For this reason, CO_2 emissions in our vehicle-related business have been analyzed in accordance with WLTP by model and powertrain type. In this way, those vehicles have been identified among all of the taxonomy-eligible vehicles that meet the screening criteria and with which the substantial contribution to climate change mitigation is measured. Until December 31, 2025, a threshold value of < 50 g/km CO_2 (WLTP) will apply.

These vehicles include the Audi Group's fully electric vehicles (BEV):
- Audi Q4 e-tron, Audi e-tron[2]/Audi Q8 e-tron,[3] Audi e-tron GT,[4] Audi Q6 e-tron and Audi A6 e-tron

In addition, most of the plug-in hybrids (PHEV) produced by the Audi Group generally fulfill the screening criteria:
- Vehicles of the model lines Audi A3, Q3, A6, A7 and most of the Audi Q5, Q7, Q8 and A8 model lines as well as the Bentley Continental

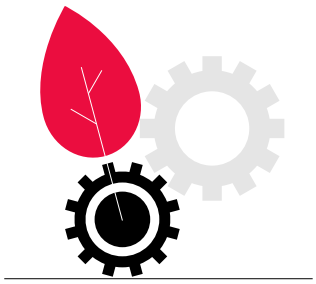
For fulfilling the screening criteria, a CO_2 threshold of 0 g/km already applies to motorcycles. None of the motorcycles in the Ducati product range met this requirement. At the same time, development activities for fully electric motorcycles also took place in the 2024 fiscal year.

[2] The Audi e-tron is no longer offered for sale as a new passenger car on the German market.

[3] Audi Q8 e-tron: electric power consumption (combined): 28.0–19.5 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[4] Audi e-tron GT: electric power consumption (combined): 21.1–18.0 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Illustration: C3 Visual Lab



3 Compatibility with other environmental objectives

(Do No Significant Harm, DNSH)

- **No significant harm to the other environmental objectives**
- **Central Volkswagen assessment: requirements fulfilled for fully electric Audi models**

Ecologically sustainable economic activities within the meaning of the EU taxonomy must not only contribute to at least one of the defined environmental objectives but may also have no negative impact on the other environmental objectives. The DNSH (Do No Significant Harm) criteria for economic activities define the minimum requirements which must be fulfilled in order to exclude any significant harm to any of the other environmental objectives. In the year under review, the DNSH criteria for the economic activities “Manufacture of low-carbon technologies for transport” and “Manufacture of automotive and mobility components” for the Audi Group were analyzed to the greatest possible extent at the higher level of the Volkswagen Group. For the vehicle-related business, the analysis was performed at the level of the individual production sites which manufacture or will in the future manufacture Audi vehicles that fulfill the screening criteria named under step 2 above or will do so in the future in accordance with the five-year plan. The Volkswagen Group’s Annual Report presents the key interpretations and analyses used by the Volkswagen Group to examine whether any substantial harm has been done to the other environmental objectives. The result of these assessments is that the Audi Group’s vehicle-producing sites as well as the fully electric vehicles produced there and their components fulfilled the DNSH criteria in the year under review.

4 Minimum safeguards

- **Upholding human rights and meeting minimum social standards**
- **Central Volkswagen assessment: criteria fulfilled by Audi**

The minimum safeguards consist of the OECD Guidelines for Multinational Enterprises, the United Nations Guiding Principles on Business and Human Rights, the Fundamental Conventions of the International Labour Organization (ILO) and the International Bill of Human Rights.

The Audi Group is aware of its corporate responsibility for human rights, is committed to these conventions and declarations and affirms its acceptance of the content and principles specified therein. The Volkswagen Group has carried out and completed human rights risk assessments for all Audi Group companies. This also includes all sites reviewed as part of the DNSH criteria. This risk analysis took account of the results and risk assessments from the previous year.

For the risks identified in the analysis, the companies received risk-specific measures which had to be implemented. The Group constantly monitors the status of implementation of these measures. The result of these assessments is that the requirements of the minimum safeguards were fulfilled in the year under review.

Illustrations: C3 Visual Lab

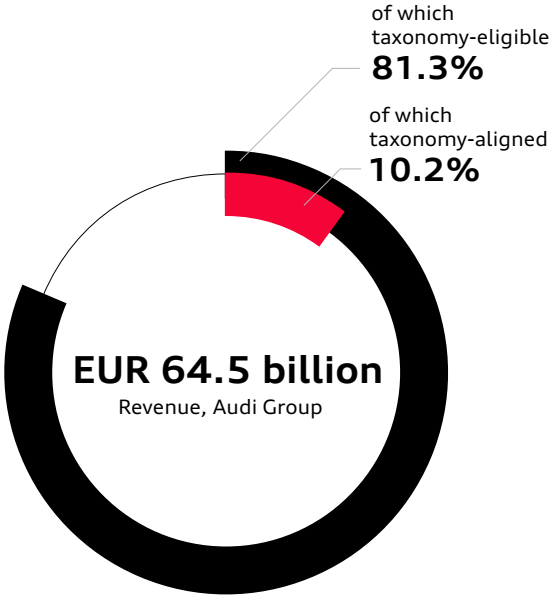
Audi Group key figures in accordance with the EU taxonomy[5]

Audi S e-tron GT: electric power consumption (combined): 19.7–18.0 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Revenue

Revenue of the Audi Group in 2024 totaled EUR 64.5 (69.9) billion (see page 33). Of this amount, EUR 52.5 (59.3) billion, or 81.3 (84.9) percent, was attributable to the economic activities "Manufacture of low-carbon technologies for transport" and "Manufacture of automotive and mobility components" and is therefore classified as taxonomy-eligible. This mainly includes the sales revenue from new and used vehicles, including motorcycles, from genuine parts, from extended warranties, and from the rental and lease business.

Of this amount, EUR 6.6 (11.4) billion, or 10.2 (16.3) percent, fulfilled the screening criteria. Because it satisfies the DNSH criteria and minimum safeguards, this proportion of sales revenue can be classified as taxonomy-aligned.[6]



[5] The EU taxonomy contains wording and terms which are still subject to interpretation. Their later clarification by the EU may result in reporting changes. There is a risk that key figures reported as taxonomy-aligned might need to be assessed differently. The Audi Group's interpretation is shown below.

[6] In the reporting year, the focus of the DNSH audit was on fully electric vehicles (BEV) and associated automotive components. As a result of the extensive changes to the requirements, it was no longer possible to provide evidence for PHEVs.

Photo: AUDI AG | Illustration: C3 Visual Lab

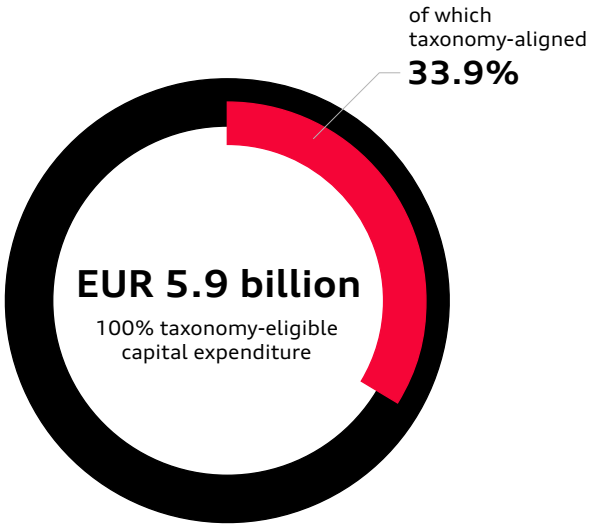
Capital expenditure

In accordance with the EU taxonomy, capital expenditure covers additions to intangible assets, property, plant and equipment as well as leasing and rental assets. All capital expenditure attributable to the vehicle-related business was associated with the economic activity “Manufacture of low-carbon technologies for transport.” No substantial capital expenditure was assigned to the other activities in the vehicle-related business (especially engines, powertrains, parts deliveries and franchises) that were initially not included.

In fiscal year 2024, additions in the Audi Group amounted to

- EUR 3.1 (3.3) billion from property, plant and equipment
- EUR 2.7 (3.0) billion from intangible assets
- EUR 0.1 (0.1) billion from leasing and rental assets

Taxonomy-eligible capital expenditure thus totaled EUR 5.9 (6.4) billion or 100 percent. Capital expenditure relating to vehicles that meet the screening criteria amounted to EUR 2.0 (2.8) billion. Taking into account the DNSH criteria and minimum safeguards, 33.9 (43.2) percent of total capital expenditure was taxonomy-aligned in 2024. The percentage decrease is largely attributable to the lower investments in fully electric vehicles.



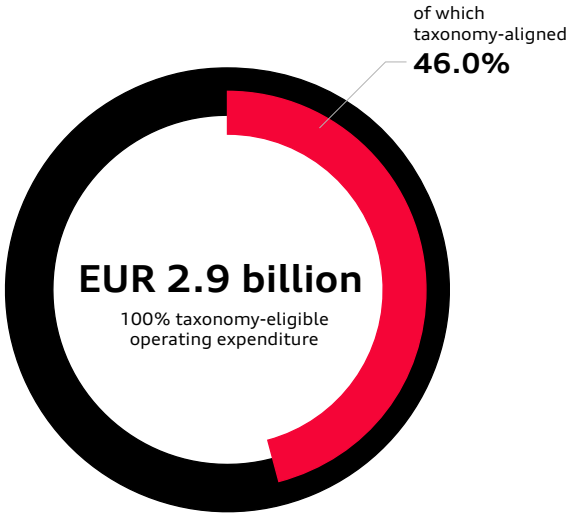
Operating expenditure

In accordance with the EU taxonomy, operating expenditure covers non-capitalized research and development costs, expenditure for maintenance and repair, and short-term leases. All operating expenditure attributable to the vehicle-related business is associated with the economic activity “Manufacture of low-carbon technologies for transport” and was therefore classified as taxonomy-eligible.

Thus, of the Audi Group’s total operating expenditure:

- taxonomy-eligible operating expenditure: EUR 2.9 (3.1) billion or 100 (100) percent
- taxonomy-aligned operating expenditure: EUR 1.4 (1.3) billion or 46.0 (41.0) percent

The slight increase in taxonomy-aligned operating expenditure – both absolute and proportionate – is attributable to the growing number of environmentally sustainable projects in accordance with the EU taxonomy.



Illustrations: C3 Visual Lab

Report on expected developments

The global economy is expected to grow at a slightly slower pace in 2025 than in the reporting year. Global demand for passenger cars is likely to develop unevenly from region to region and be slightly above the previous year's level. Audi expects another challenging fiscal year in 2025 in an environment that remains volatile and challenging.

Audi RS Q8 SUV performance: fuel consumption (combined): 13.6–13.1 l/100 km; CO_2 emissions (combined): 310–297 g/km; CO_2 class: G.

Photo: AUDI AG

The Audi Group assumes that, overall, global economic output will grow with slightly less momentum in 2025 than in 2024. Declining inflation in key economic regions and the resulting easing of monetary policy should have a positive effect on private demand. Audi continues to see risks in the increasing fragmentation of the global economy and protectionist tendencies, as well as in turbulence on the financial markets and structural deficits in individual countries. Growth prospects will also be adversely affected by ongoing geopolitical tensions and conflicts, with risks in particular from the Russia-Ukraine conflict, the disputes in the Middle East and uncertainties in connection with the political direction of the US. The Audi Group assumes that both advanced economies and emerging markets will be slightly less dynamic on average than in the reporting year.

Development in the automotive industry is closely tied to the course of the global economy. Audi expects the intensity of competition in the international automotive industry to continue ›

to rise. Crisis-related disruptions of the global supply chain and the resulting effects on vehicle availability could have a negative impact on new registrations. Sudden or escalating geopolitical tensions and conflicts could also result in rising material prices and falling energy availability in particular.

The Audi Group expects passenger car markets to develop at different rates in the various regions in 2025 but that this development will be largely positive. Overall, global sales volumes for new vehicles are likely to be slightly higher than those of the previous year.

In Europe, the Brand Group Progressive expects new registrations in the overall passenger car market in 2025 to be noticeably above the level of the year under review. In view of challenging CO_2 regulations, increased competitive pressure is to be expected for electrified vehicles. For the German passenger car market, it is expected that the volume of new registrations will slightly exceed the prior-year level.

In the markets for passenger cars and light commercial vehicles (up to 6.35 t) in the US, sales volumes in 2025 are expected to be on a par with the previous year. Models in the SUV and pickup segments are likely to stay the main focus of demand. In addition, it is to be expected that new registrations of fully electric vehicles will see very significant growth.

The brand group continues to anticipate that the market volume in China will be on a par with the 2024 figure. Demand for fully electric vehicles is expected to continue and for long-range plug-in hybrid models to grow. Weaker economic development and heightened geopolitical tensions could have a negative impact. In particular, the trade conflict between China and the US will likely continue to weigh on business and consumer confidence unless a solution emerges.

Outlook for 2025

Subject to the expected development of the economic environment, the Audi Board of Management currently anticipates that the key performance indicators for the 2025 fiscal year will develop as follows: Deliveries of Brand Group Progressive cars to customers are expected to be between 1.7 and 1.8 million vehicles. The Audi Group expects revenue in the range of EUR 67.5 to 72.5 billion. The operating return on sales (ROS) is likely to be between 7 and 9 percent. The Audi Group is anticipating a net cash flow corridor of EUR 3 to 4 billion. In addition, an investment ratio[2] of between 10 and 12 percent is forecast for fiscal year 2025.

The Audi management and the Works Council have agreed on key points for the future-oriented realignment of the German sites. This agreement for the future has created the conditions for a sustainable improvement in efficiency and profitability. Audi is now working with the social partners on the concrete implementation. A financial assessment of all components of the agreement is not possible at this time; the matter is therefore not included in the forecast of the key performance indicators.

Anticipated development in the key performance indicators of the Audi Group

	Actual 2024	Forecast 2025
Deliveries of cars of the Brand Group Progressive to customers[1]	1.7 million cars	between 1.7 and 1.8 million cars
Revenue	EUR 64.5 billion	between EUR 67.5 and 72.5 billion
Operating return on sales (ROS)	6.0%	between 7 and 9%
Net cash flow	EUR 3.1 billion	between EUR 3 and 4 billion
Investment ratio[2]	12.5%	between 10 and 12%

[1] This includes delivered Audi models produced locally by associated companies in China and available and sold exclusively in China.

[2] The investment ratio describes research and development activities and capex as a proportion of revenue.

Report on risks and opportunities

Early detection and management of risks and opportunities are decisive factors for ensuring the sustained success of the Audi Group. A comprehensive Risk Management System (RMS) and an Internal Control System (ICS) provide the basis for this.

Audi Q7 SUV TFSI e: fuel consumption (weighted combined): 1.4–1.2 l/100 km; electric power consumption (weighted combined): 29.1–27.8 kWh/100 km; CO_2 emissions (weighted combined): 33–28 g/km; CO_2 class (weighted combined): G–B; fuel consumption with empty battery (combined): G.

Photo: AUDI AG

Risk Management System in the Audi Group

Addressing risks and opportunities constructively and openly is vital for the Audi Group in order to ensure the lasting success of its entrepreneurial activities. The purpose of an effective risk management system is to:

- safeguard the company's strategic, operational and financial goals over the long term,
- stabilize and develop the company in accordance with the wishes of its interest groups,
- protect long-term viability and competitiveness,
- fulfill the company's far-reaching duty of care with respect to how it handles risks and
- fulfill legal requirements, especially the establishment of an early warning system.

The Audi Group's responsible and transparent approach to risks is reflected, among other things, in the formulation of ambitious corporate goals that are based comprehensively on risk/return considerations. These are synchronized both within the Brand Group Progressive and with the Volkswagen Group. In addition to the RMS, the ICS ensures that processes within the Audi Group are compliant and stable and is continuously developed. The ICS covers all material risk-carrying business processes including associated control activities across division boundaries. The effectiveness of the control activities is verified regularly.

Operating principle of the Risk Management System

The Risk Management System of the Audi Group is based on the internationally recognized standard of the Committee of Sponsoring Organizations of the Treadway Commission (COSO). Risks are ›

to be identified, evaluated and appropriately managed by those responsible. They are communicated to the people responsible in each division and to the Audi Board of Management in a transparent, appropriate and timely manner. All divisions and material subsidiaries of Audi are integrated into the Risk Management System in order to satisfy both corporate and statutory requirements. Changes in the legal framework with respect to risk management are also continually monitored and accordingly implemented promptly in the company's RMS as well as the ICS.

Central tasks of risk management

The central tasks of risk management are to identify and analyze risks, ensure transparent reporting of these risks and improve their controllability using suitable risk management tools. Risks are generally reported quarterly through the quarterly risk process, which maps the current risk situation in the Audi Group. In accordance with the COSO framework, risk-appropriate internal controls are also defined along the entire value chain and their implementation is monitored within the ICS. The Audi Group promotes the further development of the RMS/ICS through cross-divisional and cross-company projects. The priority here is to interlink the system closely with corporate financial planning and management, as well as with accounting. In view of its high strategic relevance, the regulatory framework for the RMS/ICS is firmly established both in an internal Corporate Policy of AUDI AG and in a Brand Group Policy to be implemented by material subsidiaries.

To systematically structure its risk management architecture, the Audi Group follows the "Three Lines" model – a recommendation of the European Confederation of Institutes of Internal Auditing (ECIIA). On this basis, the RMS/ICS of the Audi Group features three lines that are intended to protect the company against the occurrence of material risks.

The risk early warning system that is part of the RMS and the RMS/ICS for accounting are subject to scrutiny by the independent auditor of the consolidated financial statements.

The "Three Lines" model

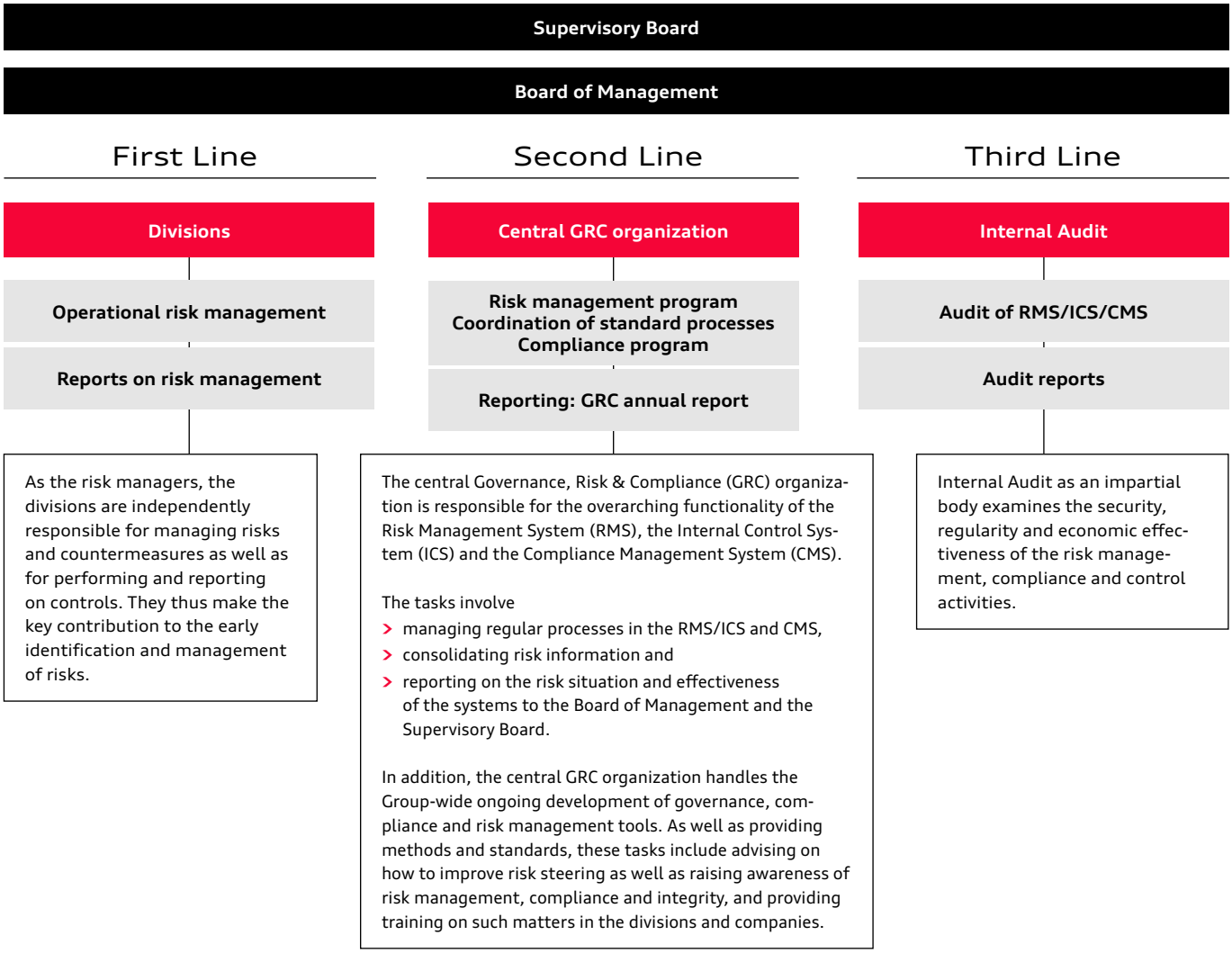


Illustration: C3 Visual Lab

Operating principle of opportunities management

In addition to managing risks effectively, it is necessary in all long-term corporate decisions to identify and use opportunities in order to secure the sustained success of the Audi Group. Opportunities management – which includes such aspects as optimizing revenue and costs and improving products – is integrated into the operational and organizational structure of the Audi Group and is closely aligned with our strategic objectives. To that end we continuously analyze the international context for potential impacts on the business model in order to identify trends and industry-specific key factors early on. Relevant developments are studied in detail with the help of scenario analyses, which are used to estimate possible effects on the Audi Group. This work is performed in conjunction with Strategic Corporate Planning, the divisions affected and the Controlling area. The long-term competitiveness and future viability are to be safeguarded through the corporate strategy as well as through, among other things, efficiency and opportunities initiatives such as the Performance Program 14, and ad hoc through benchmarking. In addition, the divisions identify and operationalize medium- and short-term potential opportunities on an ongoing basis.

Risks and opportunities of the Audi Group

The main operative risks and opportunities for the Audi Group are described below. Based on current assessments, these have been categorized as materially relevant to future development and may lead to negative or positive deviations from the key performance indicators forecast.

The most significant risks at present relate to the implementation of the ambitious product program, which could subsequently lead to delays in the ramp-up of new vehicle models and thus result in negative financial effects. These risks are largely related to the introduction of new platforms for electric and combustion models and to the growing complexity of the software architecture. In addition, significant supply and logistics risks remain and could impact production volumes at the sites in 2025 as well. Other risks are associated with the legal requirements relating to products and services, such as planned legislation on prohibited substances (including PFAS) and cybersecurity regulations.

Moreover, general economic risks may arise that could prevent positive growth in global economic output. From Audi's perspective, these could derive from a further increase in geopolitical tensions. Turbulence on the financial, energy and commodity markets, increasingly protectionist tendencies and structural deficits may also jeopardize the development of individual advanced economies and emerging markets.

In connection with the agreement for the future, short-term financial burdens may impact the financial figures of the Audi Group; in the medium term, the company expects a substantial improvement in its cost base and thus a strengthening of its competitiveness.

Material opportunities may arise from a more lively global economy, declining inflation and an easing of the general supply situation. In addition, further synergies may develop within the Volkswagen Group and in particular within the Audi Group. These synergy effects relate above all to the areas of development, procurement and production. A further improvement in the positioning of the brands of the Audi Group represents an additional opportunity.

Overall risk situation of the Audi Group

Compared with the previous year, the overall risk situation of the Audi Group has grown slightly in terms of the number and aggregate assessment of the risks, especially in light of the demanding ramp-up situations for new models in the years ahead. On the basis of the information available at present, however, there continue to be no risks that could pose a threat to the Audi Group and material Group companies as going concerns. ›

Sustainability in the spotlight

Sustainability is a global issue and therefore plays an important role throughout the entire automotive value chain. For this reason, the Audi Group has deeply embedded sustainability in its strategy and in the management of the whole company group. For example, sustainability aspects are taken into account in important decision-making processes. Audi therefore also considers CO_2 effects when making product decisions. The decarbonization index (DCI[1]), the BEV share and key figures in line with the EU taxonomy all contribute significantly to managing the company in accordance with sustainability criteria. Risks and opportunities in connection with climate change are also identified and assessed. Activities relating to a holistic ESG risk management system were further intensified in the year under review. The material medium- and long-term opportunities and risks associated with climate change are explained below.

The Audi A5 model family: fuel consumption (combined): 8.0–4.8 l/100 km; CO_2 emissions (combined): 182–125 g/km; CO_2 class: G–D.

The challenge facing car manufacturers is to comply with differing and constantly changing global regulations and legislation such as those relating to vehicle emissions, the use of materials and supply chains. This results, for example, in a risk for Audi, too, that it will fail to meet the average target for CO_2 fleet emissions in various regions of the world. In addition, there are risks in connection with the speed of the general shift to electric mobility, particularly with regard to the heterogeneous development of demand for electric models in the different regions. This results from, among other things, the slow development of the charging infrastructure for electric vehicles, as well as from the respective price and subsidy policies and the associated low acceptance of electric mobility. At the same time, the supply of electric vehicles is still at a high level. In addition, there are challenges in establishing a sustainable circular economy, especially in relation to the production and disposal of high-voltage batteries for fully electric vehicles.

Electrification and the technologies of the future as opportunities

The consistent development of fully electric drive concepts is a pillar of the corporate strategy and long-term success of the Audi Group. The market introduction of the Audi Q6 e-tron in 2024 marks the start of a major model initiative for fully electric vehicles. The opportunities from the electrification of the product portfolio can be found, for example, in a more stable supply situation, an improved cost position, advances in battery technology and the systematic expansion of the global charging infrastructure.

The development of highly automated drive systems can help to increase vehicle safety and allow the more efficient use of vehicles. Moreover, the deployment of artificial intelligence and automation can optimize production times and thus, among other things, also reduce CO_2 emissions from production.

Sustainable Development Goals

The following SDGs are at the focus of this company commitment:

Further information on Audi and the UN sustainability goals can be found on page 160.

[1] The internal decarbonization index (DCI) is a key performance indicator (KPI) with which the Volkswagen Group records and manages CO_2 emissions along the entire automotive value chain. It describes the average emissions (measured in CO_2 equivalents) over the entire life cycle of the Audi passenger car portfolio in the regions of Europe (EU 27, United Kingdom, Norway and Iceland), China (FBU, fully built up) and USA and is stated in metric tons of CO_2 equivalents per vehicle. The DCI includes the direct and indirect emissions that are produced at the individual production sites (Scope 1 and 2) as well as further direct and indirect emissions that occur over the life cycle of Audi vehicles (Scope 3). The utilization phase, as part of the life cycles of Audi vehicles, is calculated over 200,000 kilometers and with reference to legal requirements for fleet values in the sales regions. The CO_2 intensity of the charging current for electrified and partly electrified vehicles is also calculated on the basis of region-specific electricity mixes. The basis for calculating supply chain and recycling emissions is provided by verified vehicle life cycle assessments (according to standards ISO 14040 and ISO 14044, see life cycle assessments: Documents & Policies | audi.com).

ESG

Photo: AUDI AG

The 15 most important sustainability topics

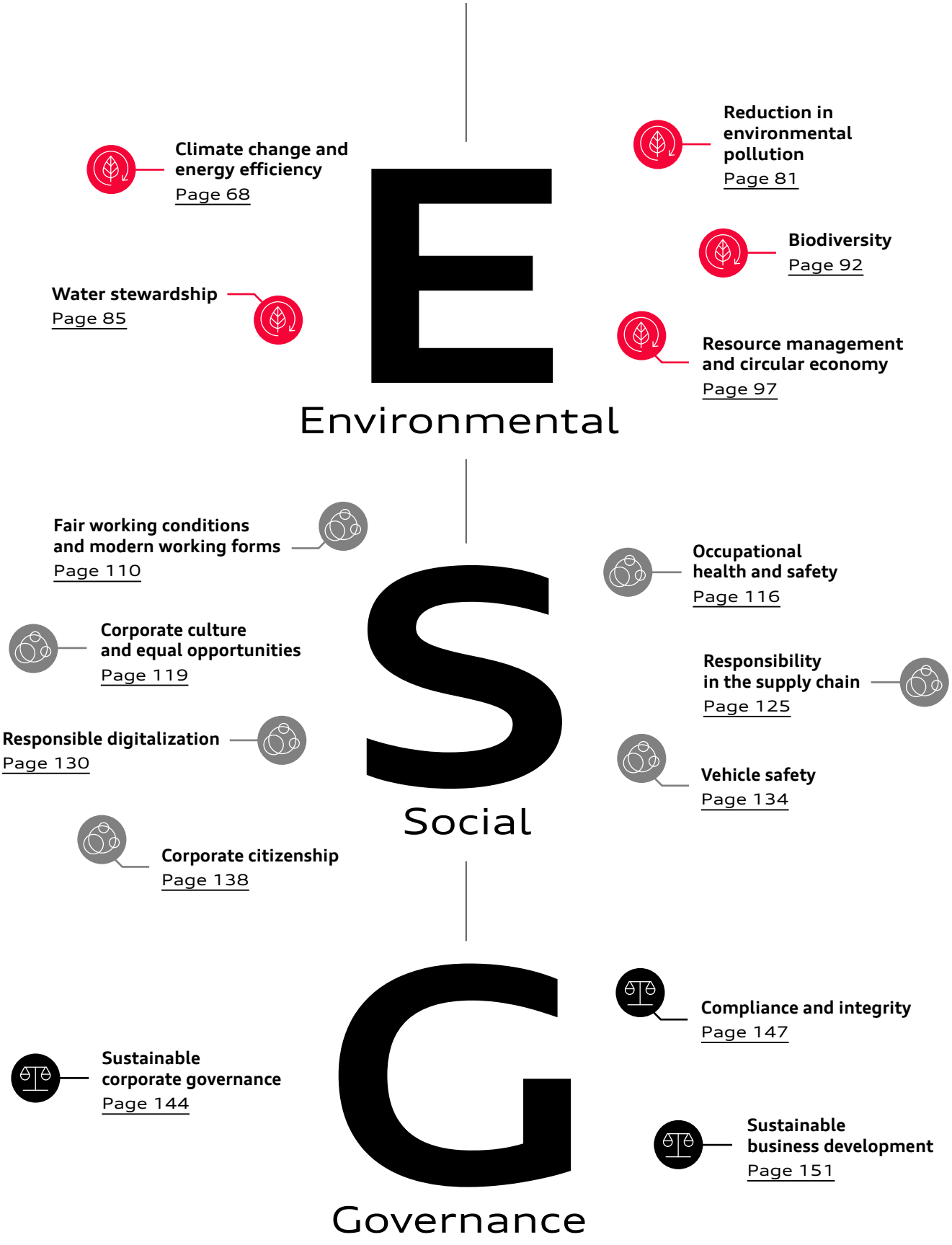


Illustration: C3 Visual Lab

The new materiality analysis of AUDI AG

What impact does Audi make on the environment and society? Which environmental and social issues influence the company's financial performance? And how do external stakeholders assess these two topic areas? Audi's new materiality analysis provides the answers. The premium car manufacturer draws important impulses for its sustainability efforts from this analysis.

As a global company, AUDI AG operates in a complex environment – a continuous review of its own ESG and corporate goals is essential for worldwide success. It is important to the company to keep an eye on the opportunities and risks of its actions in order to strengthen its positive influences on the environment and society and to keep negative impacts on the company to a minimum.

Since 2024, the Corporate Sustainability Reporting Directive (CSRD) has governed the sustainability reporting requirements for companies in the EU.[1] Companies now have to provide detailed non-financial information on environmental, social and governance issues in their management reports. The CSRD provides the regulatory framework for this reporting. The content to be reported and the report structure are defined by the European Sustainability Reporting Standards (ESRS). As with financial reporting, sustainability reports should focus on meaningful information and topics that are relevant and assessable for stakeholders.[2] This limitation is referred to as materiality. The sustainability reporting standard of the Global Reporting Initiative (GRI) also requires ESG reporting to be organized by material topics.

Audi voluntarily publishes a report that combines financial and ESG aspects. The Audi Report is based on the internationally established GRI Standard, but also takes up aspects of the European CSRD, including in particular the required key figures, and addresses the material topics specified by the GRI and CSRD.

The materiality analysis that Audi has been conducting for over 11 years serves to determine these topics, since it creates transparency on relevant ESG topics in the context of sustainability. A significant change in the reporting year is the introduction of the concept of double materiality. This principle requires companies to consider the materiality of sustainability topics from two perspectives. The inside-out perspective (impact materiality) is used to determine the actual and potential positive and negative impacts of the company's activities on various sustainability topics. The outside-in perspective (financial materiality) is used to determine the opportunities and risks that sustainability topics pose for the company's financial performance.

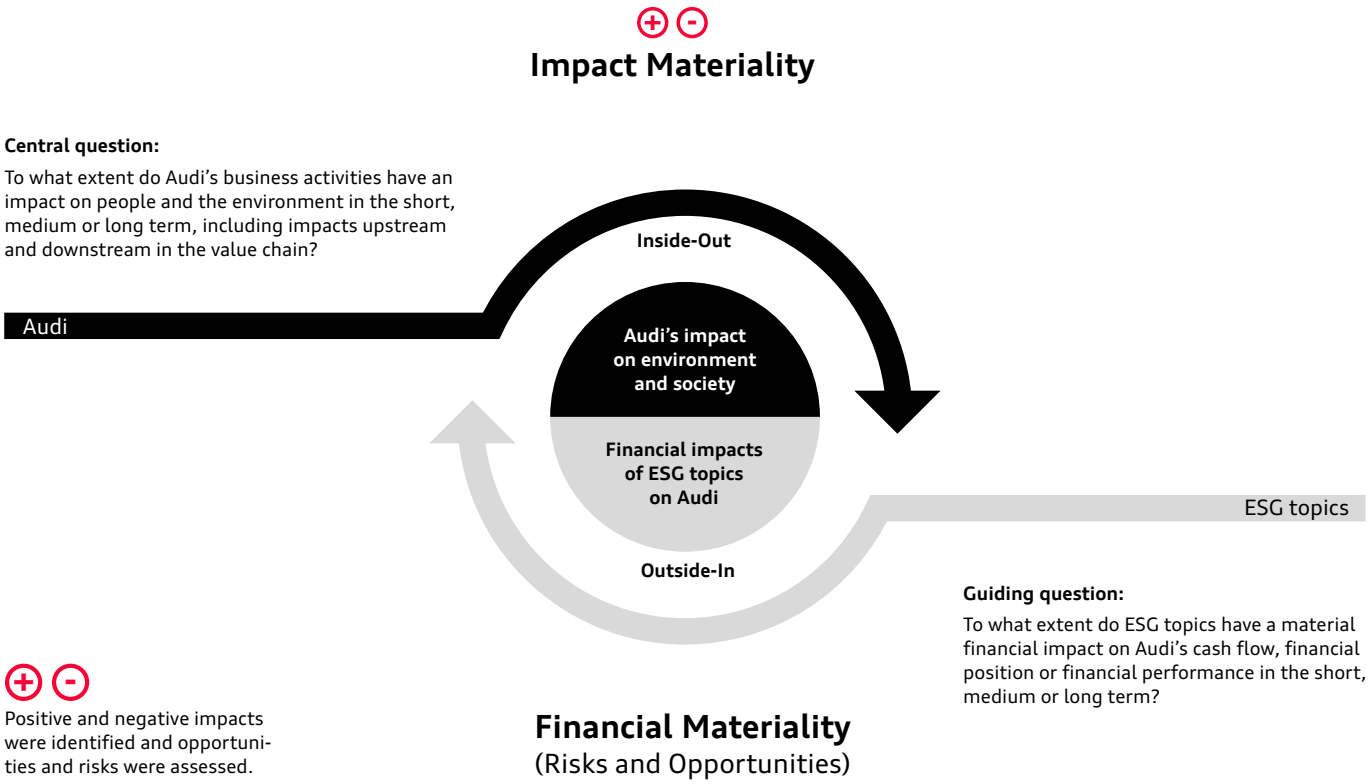
Audi uses the double materiality analysis as a strategic tool. It makes a contribution to the regular review of objectives and resource management and therefore to the further development of the company. It provides an even better understanding of the interaction between economic success and sustainable action, thereby helping to mesh these two aspects more closely. The idea is as follows: If the company is aware of its impacts and can manage accordingly, it can act optimally both with regard to risk minimization and opportunity maximization as well as resource allocation.

Double materiality analysis for more transparency

The materiality analysis that AUDI AG conducted in 2024 was the first to be carried out in accordance with the CSRD guidelines. This approach also meets the GRI requirements for materiality analyses. In terms of the materiality analysis's content, Audi took its lead from the ESRS and the Volkswagen Group's requirements. ›

[1] Only certain corporations and commercial partnerships where all partners have limited liability are affected by the reporting obligation. The requirements will initially apply to a limited circle of companies for fiscal years commencing from January 1, 2024, and will then be gradually extended. The CSRD had not yet been transposed into national law in Germany by the editorial deadline. The Audi Group nevertheless reports voluntarily on ESG topics. It is likely to remain exempt from any CSRD reporting obligation in the future too because it is covered by the CSRD reporting obligations of the Volkswagen Group as the parent company.

[2] Audi regards material stakeholder groups as internal and external groups of individuals that are affected directly or indirectly by the company's business activities. The selection of the respective stakeholders is fundamentally based on their expertise and their ability to influence Audi. Audi differentiates the stakeholders according to different groups: customers, analysts and investors, press and media, business partners, employees, neighbors and local residents, politics and associations as well as employees' organizations, science and sustainability experts as well as non-governmental organizations (NGOs) and other groups. The basis for determining and selecting stakeholders is the Stakeholder Engagement Standard AccountAbility 1000 (AA1000SES) and its associated principles of inclusivity, materiality and responsiveness.



The double materiality analysis covers the company's impacts on the environment and society (impact materiality, inside-out) as well as the opportunities and risks for the company arising from environmental and societal impacts (financial materiality, outside-in), taking into account the perspectives of both internal and external stakeholders.

Four-step approach

The ESRS are divided into 37 subtopics, which form the basis for the company's materiality analysis. During the reporting year, the company also carried out a comparison with the topics used by competitors and the Volkswagen Group as well as those found in external ESG frameworks and ESG ratings. Two additional topics were derived from this comparison that go beyond the ESRS: social commitment and sustainable business development.

As a second step, stakeholder interviews[3] were conducted to identify potential positive and negative impacts of Audi business activities on the environment and society for each subtopic (impact materiality). In addition, opportunities and risks for the company were identified for each subtopic (financial materiality).

The third step was to have the subtopics evaluated by internal experts. One example: The inside-out analysis (impact materiality) for the topic "Working conditions – own workforce" (ESG topic area: social) identified the opportunity "Modern forms of work lead to a higher quality of life for employees" and the risk "Insufficient work instructions for new employees lead to a risk to life and limb, for example in the context of hazardous materials or safety requirements" and rated them both as important. The outside-in analysis (financial materiality) for the topic "Working conditions – own workforce" identified the opportunity "Guaranteeing the health and safety of our own workforce can reduce employee fluctuation, which saves costs for recruitment and induction training" and the risk "Reputational and legal risks in the event of child and forced labor." An evaluation of these factors, among other things, led to the assessment "very important" for the success of AUDI AG. Topics that fell short of the "informative" threshold in terms of both financial and impact materiality were deemed immaterial by the Audi experts in the course of the analysis. This was the case for the nine topics of pollution of soil, pollution of living organisms and food resources, substances of concern, marine resources, economic, social and cultural rights of communities, civil and political rights of communities, rights of indigenous peoples, social inclusion of end users and animal welfare.

In a fourth step, the results of the Audi materiality analysis were synchronized within the Volkswagen Group and approved by the Board of Management of AUDI AG. The Audi Strategy team then assigned the 39 material topics to a total of 17 topic clusters and the three fields of environmental, social and governance (ESG).

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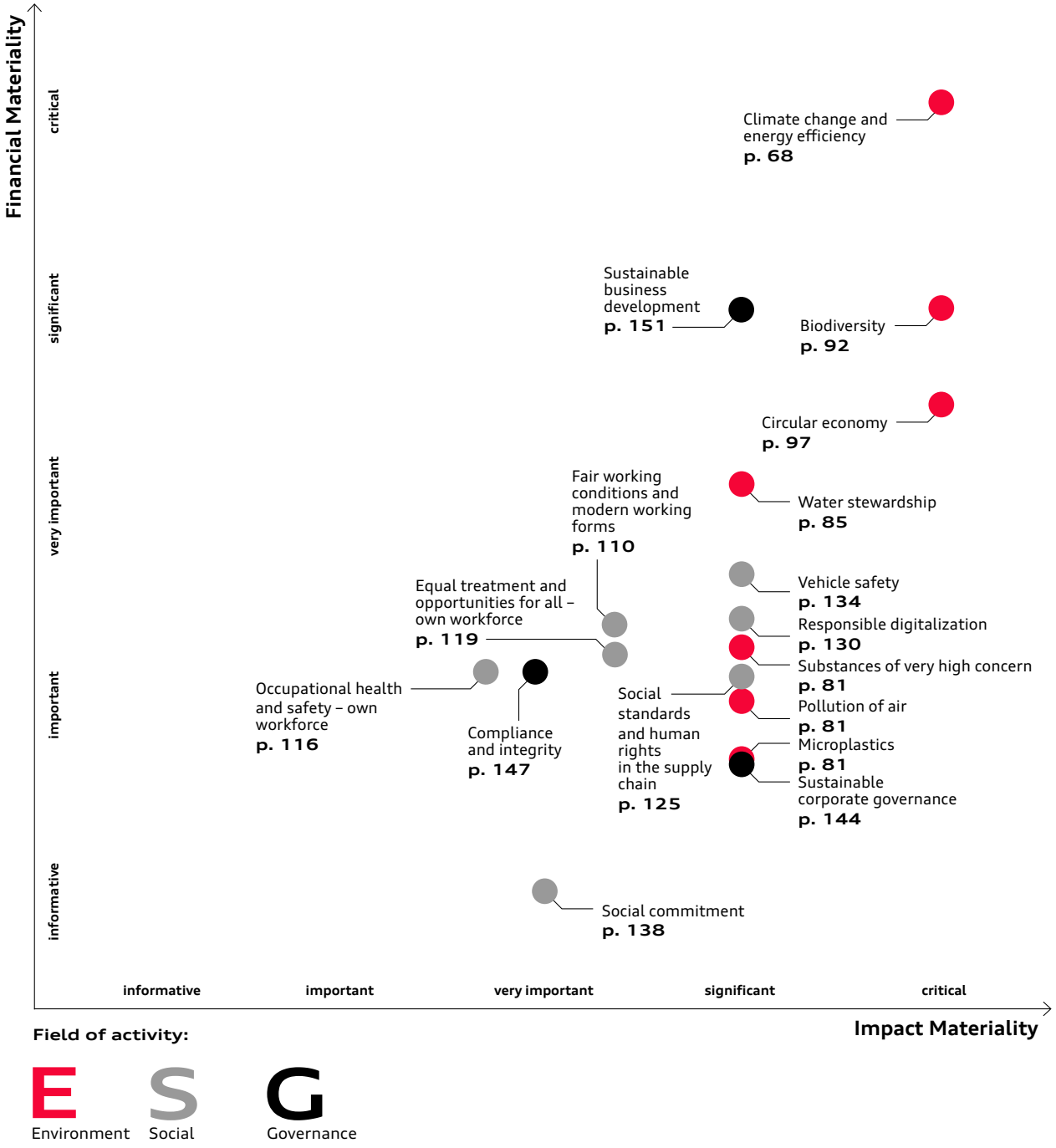
[3] For the stakeholder interviews, the company identified a total of 11 relevant stakeholder groups, prioritized them based on the dimensions of "stakeholder influence on the company" and "stakeholder dependency on the company," and then conducted qualitative one-on-one interviews.

Illustration: C3 Visual Lab

Audi materiality matrix

The matrix visualizes how the 17 relevant topic clusters are evaluated in terms of the impact of the company's activities on the environment and society (impact materiality, x-axis) as well as in terms of their opportunities and risks for the company's financial position (financial materiality, y-axis).



The matrix is based on the following four-stage process:

First stage: context analysis and topic collection
An internal team of Audi experts drew on the ESRS to identify 37 sustainability topics that are relevant to the company and added two further topics.

Second and third stages: collection and evaluation of impacts, risks and opportunities
A stakeholder survey was carried out to identify the environmental and social impacts of the company's activities (impact materiality, inside-out) as well as the opportunities and risks for Audi (financial materiality, outside-in) with regard to the 39 topics. A team of internal experts evaluated and weighted these opportunities, risks and impacts.

Fourth stage: validation of the results and clustering
The results of the Audi materiality analysis were coordinated with the Volkswagen Group and approved by the Board of Management of AUDI AG. The team of Audi experts then assigned the 39 topics to 17 topic clusters. ›

Illustration: C3 Visual Lab

Assignment of topics

The 17 topic clusters of the materiality analysis are addressed in the following chapters of the Audi Report:

E
Environment

1. Climate change and energy efficiency

2. Reduction in environmental pollution

- Pollution of air
- Substances of very high concern
- Microplastics

3. Water stewardship

4. Biodiversity

5. Resource management and circular economy

- Circular economy

S
Social

6. Employees

6.1 Fair working conditions and modern working forms

6.2 Occupational health and safety

- Occupational health and safety – own workforce

6.3 Corporate culture and equal opportunities

- Equal treatment and opportunities for all – own workforce

7. Responsibility in the supply chain

- Social standards and human rights in the supply chain

8. Customers

8.1 Responsible digitalization

8.2 Vehicle safety

9. Corporate citizenship

- Social commitment

G
Governance

10. Corporate governance

10.1 Sustainable corporate governance

10.2 Compliance and integrity

11. Sustainable business development

1 Environmental

2

Photo: AUDI AG

Photo: AUDI AG

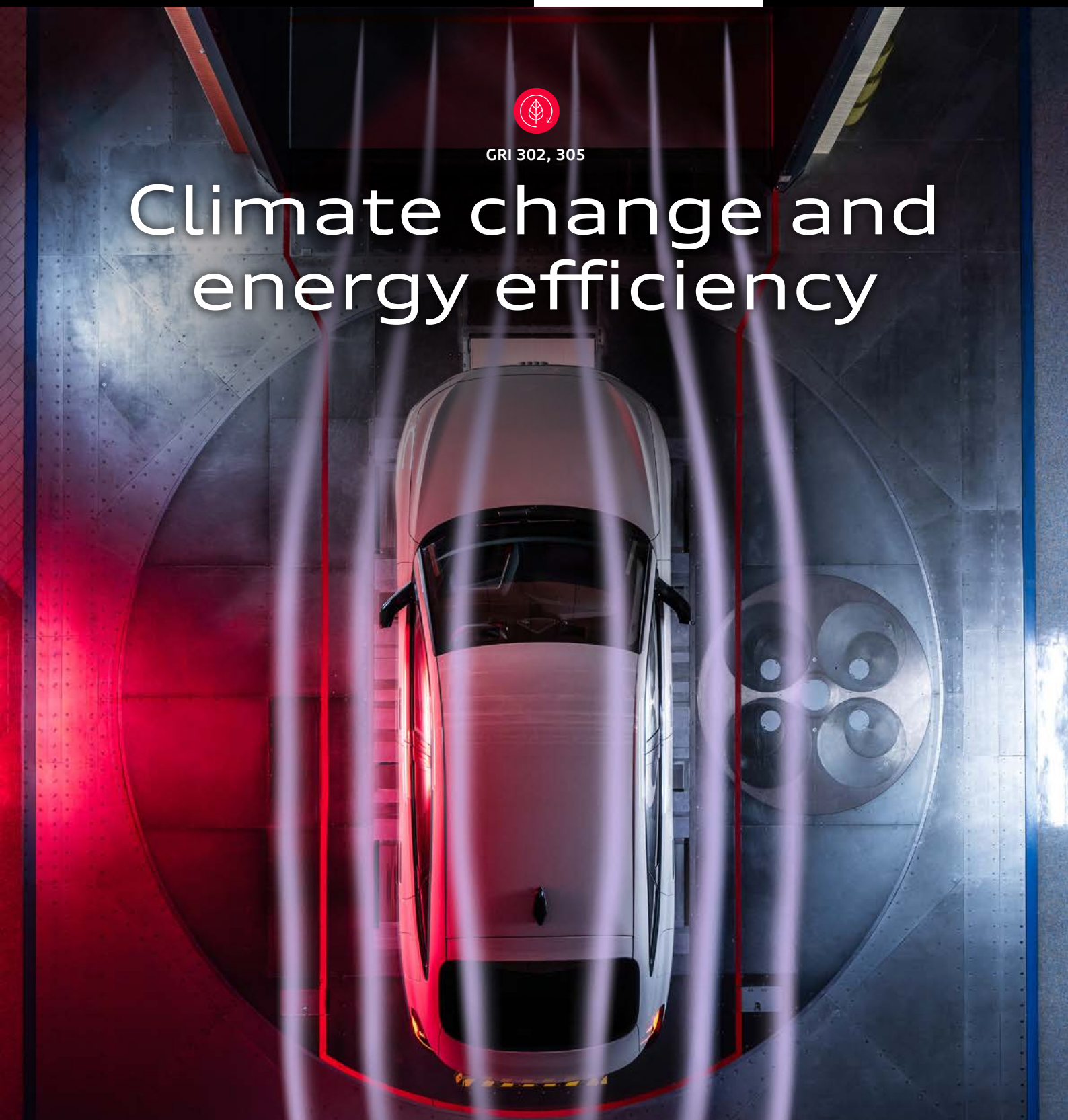
Audi A6 Sportback e-tron performance: electric power consumption (combined): 16.7–13.6 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

E

Content

GRI 302, 305

Climate change and energy efficiency



By 2050[1] at the latest, the Audi Group aims to achieve net carbon neutrality[2] across the entire value chain. Production at all Audi sites[3] has been net carbon-neutral[2] since January 1, 2025.

[1] To achieve net carbon neutrality, Audi has defined a transformation pathway with clearly defined interim targets that depend heavily on market developments and the pace at which electric mobility is expanded. Volatile markets and the uncertain economic and political climate stand in the way of making reliable statements about interim targets up to the year 2050.

[2] Audi regards net carbon neutrality as a state in which, following the exhaustion of other possible measures aimed at reducing the still remaining CO_2 emissions caused by the products or activities of Audi and/or currently unavoidable CO_2 emissions within the scope of the supply chain, manufacturing and recycling of Audi vehicles, at least quantitative compensation is provided through voluntary and globally conducted compensation projects. Throughout the utilization phase of a vehicle, meaning from when a vehicle is delivered to a customer, CO_2 emissions produced are not taken into account.

[3] Audi production sites in Ingolstadt and Neckarsulm (Germany), Brussels (Belgium), Győr (Hungary), San José Chiapa (Mexico). Production at the Brussels plant was discontinued at the end of February 2025.

Photo: AUDI AG

Climate change is one of the greatest challenges of the present time. Audi is conscious of the impacts of its products and business operations on the environment and society. Greenhouse gas (GHG) emissions occur at all stages of the automotive value chain and may have negative environmental impacts.

The company is committed to the Paris Climate Agreement and its goals. Audi is a member of the United Nations Global Compact (UNGC), the world's largest initiative for sustainable corporate governance, and promotes the implementation of the UN Sustainable Development Goals (SDGs) within this framework. The decarbonization of the entire value chain is an integral part of the regenerate+ sustainability strategy and the Volkswagen Group's goTOzero environmental mission statement. The targets set in this connection are aligned with the requirements of the Science Based Targets initiative (SBTi), which develops climate pathways for various industry sectors on the basis of scientific findings with the goal of making the ambitions of the Paris Climate Agreement measurable and of implementing these ambitions in each sector.

The statement on the Common Corporate Policy of AUDI AG applies for all products, services and activities. The Audi Code of Conduct for Audi Group employees identifies environmental protection as one of the key issues for the organization. On the basis of the Code of Conduct for Business Partners, Audi also requires its suppliers to implement suitable measures to reduce emissions into the air that represent a hazard to the environment and health – including GHG emissions. In the context of environmental management, the company uses its Environmental Compliance Management System to identify, evaluate and control environmental risks and in this way ensures compliance with environmental protection guidelines. In its environmental declarations, AUDI AG reports annually on continuous improvements in environmental management.

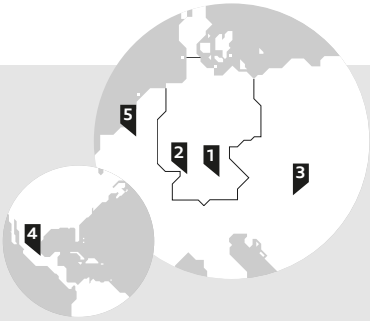
Sustainable Development Goals

The following SDGs are at the focus of this company commitment:

Further information on Audi and the UN sustainability goals can be found on page 160.

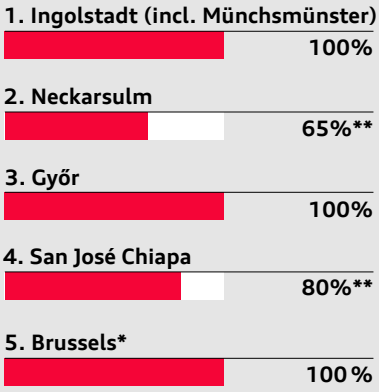
Reducing GHG emissions along the entire value chain

GHG emissions are generated along the entire automotive value chain. They can be divided into five phases: supply chain, production, logistics, utilization phase and end of life. Audi strives to reduce GHG emissions in all phases of the value chain in order to achieve effective decarbonization. By 2050[1] at the latest, the Audi Group aims to achieve net carbon neutrality[2] across the entire value chain. Progress is measured using the decarbonization index (DCI),[4] with measurements performed for the individual Volkswagen Group brands and the Group as a whole.
The DCI[4] is a strategic indicator on the path to net carbon neutrality.[2] With the aid of the DKI,[4] Audi calculates the average emissions of CO_2 and CO_2 equivalents[5] over the entire life cycle of its passenger car portfolio and states them in metric tons of CO_2 per vehicle. The DCI includes both ›



Net carbon-neutral[2] Audi sites[3] (2024)

Looking back at 2024, Audi already had net carbon-neutral[2] production operations in Ingolstadt, Győr and Brussels. The reported figures in the diagram establish the amount of GHG emissions already saved at the sites by using renewable and low-GHG energy sources in relation to theoretical maximum GHG emissions based on an energy supply that relies solely on fossil energy sources.



* Production at the Brussels plant was discontinued at the end of February 2025.

** Since January 1, 2025, production at the Neckarsulm and San José Chiapa sites has been net carbon-neutral[2] (100%).

[1] To achieve net carbon neutrality, Audi has defined a transformation pathway with clearly defined interim targets that depend heavily on market developments and the pace at which electric mobility is expanded. Volatile markets and the uncertain economic and political climate stand in the way of making reliable statements about interim targets up to the year 2050.

[2] Audi regards net carbon neutrality as a state in which, following the exhaustion of other possible measures aimed at reducing the still remaining CO_2 emissions caused by the products or activities of Audi and/or currently unavoidable CO_2 emissions within the scope of the supply chain, manufacturing and recycling of Audi vehicles, at least quantitative compensation is provided through voluntary and globally conducted compensation projects. Throughout the utilization phase of a vehicle, meaning from when a vehicle is delivered to a customer, CO_2 emissions produced are not taken into account.

[3] Audi production sites in Ingolstadt and Neckarsulm (Germany), Brussels (Belgium), Győr (Hungary), San José Chiapa (Mexico). Production at the Brussels plant was discontinued at the end of February 2025.

[4] The internal decarbonization index (DCI) is a key performance indicator (KPI) with which the Volkswagen Group records and manages CO_2 emissions along the entire automotive value chain. It describes the average emissions (measured in CO_2 equivalents) over the entire life cycle of the Audi passenger car portfolio in the regions of Europe (EU 27, United Kingdom, Norway and Iceland), China (FBU, fully built up) and USA and is stated in metric tons of CO_2 equivalents per vehicle. The DCI includes the direct and indirect emissions that are produced at the individual production sites (Scope 1 and 2) as well as further direct and indirect emissions that occur over the life cycle of Audi vehicles (Scope 3). The utilization phase, as part of the life cycles of Audi vehicles, is calculated over 200,000 kilometers and with reference to legal requirements for fleet values in the sales regions. The CO_2 intensity of the charging current for electrified and partly electrified vehicles is also calculated on the basis of region-specific electricity mixes. The basis for calculating supply chain and recycling emissions is provided by verified vehicle life cycle assessments (according to standards ISO 14040 and ISO 14044, see life cycle assessments: Documents & Policies | audi.com).

[5] CO_2 equivalents (CO_2e) are a unit of measurement used to standardize the climate impact of various greenhouse gases. Greenhouse gas emissions are converted into CO_2 equivalents and summarized.

Illustration: C3 Visual Lab

direct and indirect GHG emissions at individual production sites (Scopes 1[6] und 2[7]), as well as all other direct and indirect GHG emissions over the life cycle of the vehicles (Scope 3[8]).

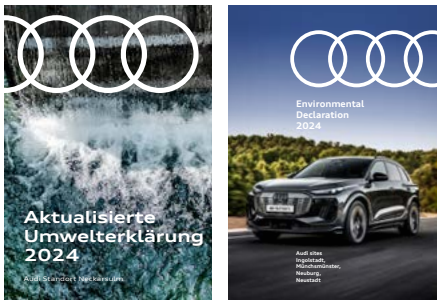
DCI[4] target values are relevant to the remuneration of the members of the Board of Management of AUDI AG. In this way, the company underscores the relevance of GHG reduction measures.

One approach to identifying reduction potential for the environmental impacts of vehicles is the life cycle assessment.[9] This examines the environmental impacts of selected vehicles throughout their entire life cycle (cradle-to-grave), with all steps along the value chain for each individual part being considered in the generic life cycle assessment. Based on this assessment, GHG reduction measures and optimization potential are identified, evaluated and implemented across the entire life cycle. Using this process, it was possible to reduce the carbon footprints of the Audi Q6 55 e-tron quattro[10] and Audi A6 Avant e-tron[11] by 35 percent, for example. A substantial contribution came from GHG-reducing measures in the production and the use of green electricity in the utilization phase. In the reporting year, Audi published GHG savings in the production phase in the life cycle assessment for the first time. The results are also included in the DCI.[4]

Phase 1: Decarbonization of the supply chain

The proportion of GHG emissions in the supply chain is increasing due to the consistent electrification of the Audi vehicle portfolio.[12] To counter this increase, the Audi CO_2 program was launched in 2018. In cooperation with supplier companies, it identifies CO_2 mitigation measures and optimization potential throughout the entire production process for materials and components. So-called hotspots are used to identify specific materials or components in the company that are expected to offer the greatest savings potential. The biggest emissions driver in the supply chain for an electric vehicle is the high-voltage battery, followed by parts made of aluminum and steel. All of the components in these three areas together are generally responsible for approximately 70 percent of the carbon footprint in the supply chain of an electric vehicle.

In the future, Audi plans to increase the proportion of raw material loops and the use of recycled materials in vehicle projects. An example of this is the Aluminum Closed Loop, which has been implemented since 2017. Aluminum sheet offcuts that are produced in the press shop are sent straight back to the suppliers. The suppliers recycle these into aluminum sheets of equal quality, which Audi then uses again in production. Compared with production of primary aluminum, the energy requirement is reduced by up to 95 percent, with a corresponding reduction in CO_2 emissions. Like the press shops in Ingolstadt, Neckarsulm and Győr, the plant at the Münchsmünster site has been part of the Aluminium Closed Loop since 2024. Moreover, the recertification of the Ingolstadt, Neckarsulm and Győr sites in the reporting year demonstrated the responsible handling of aluminum. The Chain of Custody certificate awarded by the Aluminium Stewardship Initiative was bestowed again in 2024. The Performance Standard was recertified in 2025. Audi Hungaria received the Effekt 2030 Award for its Aluminum Closed Loop project. This award recognizes companies in Hungary that set standards in the environmental, social and ›



Environmental declarations of the Audi Ingolstadt and Neckarsulm sites for 2024

[2] Audi regards net carbon neutrality as a state in which, following the exhaustion of other possible measures aimed at reducing the still remaining CO_2 emissions caused by the products or activities of Audi and/or currently unavoidable CO_2 emissions within the scope of the supply chain, manufacturing and recycling of Audi vehicles, at least quantitative compensation is provided through voluntary and globally conducted compensation projects. Throughout the utilization phase of a vehicle, meaning from when a vehicle is delivered to a customer, CO_2 emissions produced are not taken into account.

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[5] CO_2 equivalents (CO_2e) are a unit of measurement used to standardize the climate impact of various greenhouse gases. Greenhouse gas emissions are converted into CO_2 equivalents and summarized.

[6] Scope 1: direct CO_2 emissions. This figure is made up of CO_2 emissions generated by the use of fuel at the plant and CO_2 emissions produced by the operation of test rigs. These emissions account for a significant portion of Scope 1 according to the GHG Protocol.

[7] Scope 2: indirect CO_2 emissions. This figure measures the CO_2 emissions generated during the production of purchased energy (electricity, heating, cooling). These emissions account for a significant portion of Scope 2 according to the GHG Protocol.

[8] A distinction is made in Scope 3 between upstream and downstream activities. Upstream activities relate, for example, to emissions generated on the supplier side (from manufacturing the product from raw materials up to the point of delivery to Audi, so-called cradle-to-gate). Business trips and waste produced are also included in this scope category. Downstream activities include, for example, emissions from transporting products sold and those generated by end customers in the use phase of sold goods.

[9] Audi prepares a life cycle assessment (LCA) when it commences production of a new vehicle model. This assessment is a standardized, systematic analysis of the environmental impact of a product over its entire life cycle in accordance with the international ISO 14040ff. series of standards. The life cycle includes all conceivable impacts, from the required raw materials to logistics to production, from the first to the last kilometer on the road, from de-registration to recycling.

[10] Audi Q6 55 e-tron quattro: electric power consumption (combined): 19.6–17.0 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

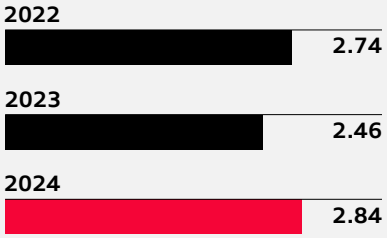
[11] Audi A6 Avant e-tron: electric power consumption (combined): 17.5–14.4 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[12] Whereas an average of about 20 percent of GHG emissions in the life cycle of an Audi model with combustion engine are attributable to production, in other words the phases supply chain, production and logistics (assuming production in the EU), and roughly 80 percent to the utilization phase, this ratio changes with Audi BEV (battery electric vehicle) models. In this case, an average of around 50 percent of GHG emissions are attributable to production (assuming production in the EU) and roughly 50 percent to the utilization phase (assuming the average electricity mix in the EU). This is one reason why the carbon footprint has to be improved in the supply chain.

Audi Hungaria: photovoltaic system on the roofs of the two logistics halls.

Energy intensity of the Audi Group – Automotive segment* in MWh/veh.

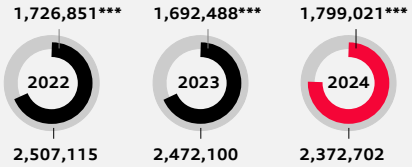
The energy intensity of the Audi Group relating to automotive production including component manufacturing was 2.84 MWh per vehicle* (MWh/veh.) for the year under review. Compared with the previous year, the energy intensity has increased per vehicle. This is due to the reduction in the number of units produced. However, a range of effective energy-saving measures led overall to lower energy consumption compared with the previous year.



* The energy intensity indicated refers to automotive production (including component manufacturing). This is calculated by dividing the overall energy consumption of car and component plants by the number of cars built at the sites.

Energy consumption within the Audi Group, total by type** in MWh

Due to energy-saving measures and the reduction in the number of units produced, the total energy consumption within the Audi Group fell slightly. The percentage of energy from renewable sources increased significantly, for example, due to the use of biogas. The prior-year figures for 2023 were adjusted in accordance with the final data status.



** Total energy consumption: This key figure is made up of electricity and heat consumption as well as the use of fuel gases for production processes and externally supplied refrigeration at the plant.

*** From renewable energy sources.

governance (ESG) areas with sustainable and innovative solutions. In 2024 alone, the Aluminum Closed Loop process as well as other measures delivered net savings in the supply chain of approximately 350,000 metric tons of CO_2e.[5] These measures include the use of CO_2e[5]-reduced materials and the use of green electricity in the production of high-voltage battery cells.

Phase 2: Decarbonization of production

The Mission:Zero environmental program combines all the company's initiatives for reducing the ecological footprint in production and logistics. There are four action areas: water usage, biodiversity, resource efficiency and decarbonization. The goal of the decarbonization action area, to achieve net carbon-neutral production[2] at all Audi production sites[3] from January 1, 2025, was reached. Since January 1, 2025, production at the plants in Neckarsulm (Germany) and San José Chiapa (Mexico) – and thus all Audi production sites[3] – has been net carbon-neutral.[2] The other sites had already achieved this goal in previous years: Ingolstadt (Germany) in 2024, Győr (Hungary) in 2020 and Brussels (Belgium) in 2018. Net carbon-neutral[2] production includes GHG emissions generated directly at the site (Scope 1),[6] and indirect GHG emissions from energy purchased through external utilities (Scope 2).[7] External auditing companies are called on annually to verify and certify the net carbon neutrality[2] of the Audi production sites.[3]

The net carbon neutrality[2] of the Audi production sites[3] was achieved with the following steps:

1. Increase energy efficiency
2. Produce own renewable energy
3. Purchase renewable energy
4. Offset the currently unavoidable GHG emissions through climate action projects

Increase energy efficiency

In order to increase energy efficiency, plant- and site-related energy management is an integral part of the business processes at the production sites.[3] Energy management is monitored and continuously improved using a structured energy and compliance management system (EnCMS) in accordance with statutory requirements and the requirements of the globally applicable ISO 50001 standard. This ensures ›

[2] Audi regards net carbon neutrality as a state in which, following the exhaustion of other possible measures aimed at reducing the still remaining CO_2 emissions caused by the products or activities of Audi and/or currently unavoidable CO_2 emissions within the scope of the supply chain, manufacturing and recycling of Audi vehicles, at least quantitative compensation is provided through voluntary and globally conducted compensation projects. Throughout the utilization phase of a vehicle, meaning from when a vehicle is delivered to a customer, CO_2 emissions produced are not taken into account.

[3] Audi production sites in Ingolstadt and Neckarsulm (Germany), Brussels (Belgium), Győr (Hungary), San José Chiapa (Mexico). Production at the Brussels plant was discontinued at the end of February 2025.

[5] CO_2 equivalents (CO_2e) are a unit of measurement used to standardize the climate impact of various greenhouse gases. Greenhouse gas emissions are converted into CO_2 equivalents and summarized.

[6] Scope 1: direct CO_2 emissions. This figure is made up of CO_2 emissions generated by the use of fuel at the plant and CO_2 emissions produced by the operation of test rigs. These emissions account for a significant portion of Scope 1 according to the GHG Protocol.

[7] Scope 2: indirect CO_2 emissions. This figure measures the CO_2 emissions generated during the production of purchased energy (electricity, heating, cooling). These emissions account for a significant portion of Scope 2 according to the GHG Protocol.

Photo: AUDI AG

compliance with all relevant energy legislation, standards and commitments. Audi has set itself an annual energy-saving target of at least two percent compared with the consumption values from the previous year. In the year under review, the company cut energy consumption at the production sites[3] by just under 73,000 megawatt hours compared with the previous year. This is equivalent to a CO_2 reduction of more then 7,700 metric tons and cost savings of around EUR 8.4 million. As a result, achievement of the energy-saving target was 108 percent in 2024. The basis for this was over 470 implemented efficiency measures from the Mission:Zero program.

One such efficiency measure was the partially refurbished paint shop in Neckarsulm. The new drying and paint separation process can result in savings of as much as 190 kilowatt hours of energy per vehicle. In addition, an AI solution is being tested to reduce energy losses in the drying process.

In the course of restructuring the paint shop at the Ingolstadt site, a new top coat line was deployed in series production in the year under review. Previously, gas dryers were used to cure the coating. This has now been replaced with an electric dryer powered by electricity from renewable sources. As a result, annual gas consumption will likely by reduced by more than 30 gigawatt hours. The new top coat line also uses cardboard filters instead of a water curtain to collect overspray. It is estimated that this will reduce water consumption by 31,700 cubic meters per year compared with the old technology. In addition, the air circulation and innovative paint separation technology, coupled with an exhaust air cleaning system, will greatly reduce emissions of air pollutants (volatile organic compounds or VOCs).

Produce own renewable energy

At the following production sites,[3] Audi expanded capacities to produce its own renewable energy:

- **Győr:** The Audi plant in Hungary so far has a photovoltaic facility that covers an area of around 160,000 square meters. 36,000 solar cells deliver a peak output of 12 megawatts. This will now be expanded. Just under 85,000 square meters of solar modules will be installed on the vehicle assembly building and around 75,000 square meters of solar modules on part of the site's green space. The new photovoltaic facility is expected to deliver a peak output of 18 megawatts. In addition, there is a geothermal plant. The production site is the largest user of industrial geothermal energy in Hungary and has covered more than 80 percent of its thermal energy requirement with geothermal energy since 2015. This system currently supplies at least 82,000 megawatt hours of thermal energy to the site annually and even supplies the neighboring city of Győr via a district heating pipeline. At the HVG Green Leaders Awards in 2024, Audi Hungaria received the special environmental prize in the REC (Renewable Energy Certificate) rate category for covering an extremely large proportion of the company's energy needs through renewable energy sources.
- **Ingolstadt:** The existing photovoltaic surface at the Ingolstadt plant is around 23,000 square meters. Roughly 41,000 square meters are currently under construction or at the planning stage.
- **Neckarsulm:** Several photovoltaic facilities are currently under construction at the site. They currently cover a surface of around 35,000 square meters and have an output of some 3.2 megawatts.
- **San José Chiapa:** A photovoltaic facility with an output of 5.2 megawatts is currently under construction. More than 8,400 solar panels are being installed on an area of 67,000 square meters.

Purchase renewable energy

When purchasing energy, Audi ensures that it comes from renewable sources. Since 2021, all Audi production sites[3] have used electricity from renewable energy sources only. The Ingolstadt production site, for example, switched to green electricity back in 2012.

Offset the currently unavoidable emissions through climate action projects

Despite the large number of measures implemented, GHG emissions remain that have been unavoidable until now due to technical, process-related or economic limitations. This is the case, for example, for the operation of test rigs on which diesel and gasoline engines are tested. The company offsets these GHG emissions by purchasing offset certificates for GHG emissions from external climate action projects, which have to fulfill strict quality standards.

Phase 3: Decarbonization of logistics

Measures to reduce GHG emissions in logistics are likewise part of the Audi Mission:Zero environmental program. In collaboration with Volkswagen Group Logistics, the company is following a long-term roadmap to organize transport to and from the plant in such a way that as little CO_2 as possible is emitted.

The following measures contribute to achieving this goal: By using smart control methods to consolidate shipments, Audi is able to avoid transport operations. In addition, capacity utilization and routes are optimized continuously to reduce transport operations and CO_2 emissions. As a way of achieving further savings, Audi uses more climate-friendly forms of transport such as rail. The combination of different forms of transport, such as rail and road, allows the most varied logistics requirements to be addressed flexibly and more efficiently. In April 2024, Audi commenced operation of its first block train between Regensburg and Lébény (Hungary) in combination with upstream and downstream transportation by truck. This train links the Ingolstadt and Neckarsulm plants as well as the vehicle and engine plant in Győr. Thanks to the use of innovative wagon handling technology, the block train can be operated independently of the equipment that is usually necessary at the terminals. This has reduced truck transportation by around 185,000 kilometers per week, which will make it possible to reduce CO_2 emissions by up to 11,500 metric tons per year in the future.

In close collaboration with truck manufacturing companies, fuel producers and forwarding agents, Audi is deliberately focusing on biogenic fuels, such as bio-LNG and HVO100, as important bridging technology. These fuels generate up to 85 percent fewer CO_2 emissions compared with the use of diesel in road transport. Truck transportation in Germany upstream and downstream of the block train has already been switched to the use of HVO100 biogenic fuel. With its Green Deal Day event in March 2024, Audi created a dialogue platform for freight carriers, fuel producers and truck manufacturers aimed at promoting the use of biogenic ›

[3] Audi production sites in Ingolstadt and Neckarsulm (Germany), Brussels (Belgium), Győr (Hungary), San José Chiapa (Mexico). Production at the Brussels plant was discontinued at the end of February 2025.

fuel in the supply chain. This resulted in more than 120 further transport routes switching to biogenic fuel. In addition, use of Battery Electric Trucks (BET) is being piloted in inbound logistics (procurement and production logistics). At the start of 2025, BETs were introduced on two test routes and cover a total distance of some 120,000 kilometers each year. The goal is to prepare for the deployment of BETs in series production at other Audi locations.

Overseas transport represents the largest single lever for decarbonizing finished vehicle logistics. Step by step, Audi is increasingly focusing here on alternative drive systems such as ships that run on LNG (liquefied natural gas).

Phase 4: Decarbonization in the utilization phase

A significant proportion of GHG emissions that a vehicle emits over its life is generated at the utilization phase, in other words by actually driving the vehicle. Electric cars are operated without causing any local GHG emissions and can therefore contribute significantly to reducing GHG emissions. And if they are also charged with green electricity, this improves the carbon footprint over the entire life cycle of the vehicle. Audi is successively expanding its e-portfolio. In the year under review, the company already had 10 BEVs in its portfolio, six of which were presented in 2024. In addition, fully electric vehicles will become more efficient. For example, vehicles based on the new Premium Platform Electric (PPE) are up to 30 percent more efficient in terms of energy consumption than the Audi e-tron[13] (first generation). This is due to the use of cutting-edge technologies and systematic optimization of the entire system, consisting of electric motor, transmission and power electronics as well as improved aerodynamics. Compared with the electric drive systems that have been developed and installed to date, all the PPE drive components are more compact and more efficient. The PPE electric motors need around 30 percent less space and their weight is some 20 percent lower than the powertrains in existing electric models. With high-performance, compact and highly efficient electric motors, a newly developed lithium-ion battery consisting of 12 modules and 180 prismatic cells with a total gross capacity of 100 kilowatt hours (94.9 net kilowatt hours), the Audi Q6 e-tron,[15] for example, is the first PPE series-production model with a range of up to 625 kilometers according to WLTP. With a drag coefficient of 0.21, the Audi A6 Sportback e-tron[16] is the most aerodynamic Audi vehicle ever and in this regard also tops its segment within the Volkswagen Group as a whole.

With a drag coefficient of 0.21, the Audi A6 Sportback e-tron[14] is writing Audi history.

In terms of Audi combustion engine models, DIN-compliant synthetic fuels can be used to fill all Audi vehicles. The process of validating technological compatibility was successfully completed in the year under review and contributes to decarbonizing the product portfolio. The first fuel suppliers, such as Repsol, have started to introduce low-CO_2 alternative fuels in selected markets. This measure will enable an additional reduction in CO_2 in the existing fleet, too.

Moreover, virtually all engines in Audi models[17] were examined retroactively to the 2015 model year to determine further levels of development with respect to alternative fuels (ethanol content up to 20 percent (E20)), although this has not yet been standardized. The percentage of engines also suitable for E20 in relation to the total volume of Audi models produced is expected to remain above 99.1 percent up to 2030. ›

[13] The Audi e-tron is no longer offered for sale as a new passenger car.

[14] Audi A6 Sportback e-tron: electric power consumption (combined): 16.7–13.6 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[15] Audi Q6 SUV e-tron: electric power consumption (combined): 19.7–17.0 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[16] Audi A6 Sportback e-tron: electric power consumption (combined): 16.7–13.6 kWh/100 km, CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[17] An exception is the powertrain in the Audi S3 (EA888 Gen.3 and evo4).

Photo: AUDI AG

Photo: AUDI AG

At Audi, one key lever for reducing CO_2 emissions is the electricity used to charge the company's electric fleet. Even today, for example, Audi customers can use green electricity offered by the Volkswagen subsidiary Elli (Electric Life) for charging at home. Meanwhile, the charging network operated by Ionity supplies green electricity for charging on the road. The joint venture, of which the Volkswagen Group is a member with the Porsche and Audi brands, operates more than 4,500 charging points in 24 European countries, making it the largest pan-European high-power charging network with a charging capacity of more than 250 kW that is available for all electric vehicle brands. In addition, Audi offers customers a service for charging at public charging terminals with Audi charging.[18] Audi drivers therefore have access to around 700,000 charging points in 29 countries in Europe. The Audi network of fast-charging stations, or Audi charging hubs as they are known, was expanded in 2024. In addition to the charging points in Berlin, Munich, Nuremberg, Salzburg and Zurich, others in Bremen, Frankfurt and Tokyo came into operation during the reporting period. A second Audi charging hub in Tokyo and others in Germany are already planned.

Audi is supporting the expansion of renewable energies. In cooperation with VW Kraftwerk GmbH, Audi is co-funding various projects aimed at developing renewable energy such as photovoltaics or wind power – all told some 26 green electricity projects in nine European countries. Since this voluntary initiative was launched in 2021, these green electricity projects have fed around 1.8 terawatt hours into the European electricity grid. VW Kraftwerk GmbH is driving the expansion of renewable energy across Europe. Support is currently being provided for 18 photovoltaic facilities and eight wind farms in Finland, Germany, Italy, the Netherlands, Poland, Portugal, Spain, Sweden and the United Kingdom. This support is intended to be long term, usually lasting 10 years. The projects contracted up to and including 2024 now continuously produce around one terawatt hour of green electricity annually.

Audi is also pushing for a reduction in CO_2 emissions in retail together with the Volkswagen Group. The Volkswagen Group dealership network for all brands is present in more than 150 markets worldwide with over 17,000 dealer and service locations that generate a corresponding amount of CO_2 emissions. For this reason, a number of Volkswagen Group brands initiated the goTOzero RETAIL project in 2021. The vision is a dealer and service network with a minimum of negative environmental impacts. To this end, the ›

[18] The Audi Charging Service is available from Volkswagen Group Charging GmbH (Elli), Mollstrasse 1, 10178 Berlin, Germany. Further information on the number of charging points as well as current price plans and contract information can be found at audi.co.uk. AUDI AG assumes no warranty for the operation, availability, charging capacity and/or other features of the charging infrastructure in question. Access to the Audi Charging Service Portal is only possible with a myAudi account. Depending on the individual mobile data plan, additional fees may be charged by the respective mobile phone provider.

Audi charging hub in Bremen: Audi is setting a new milestone in the expansion of its urban charging infrastructure.

Volkswagen Group has set its global dealer and service network ambitious targets for reducing its carbon footprint. Starting from the first measurement in 2020, which gave a baseline value of 3.22 metric tons of CO_2 emissions, the aim is to reduce the carbon footprint by at least 30 percent by 2030, at least 55 percent by 2040 and, lastly, at least 75 percent by 2050. Unavoidable CO_2 emissions will be offset. Training courses and manuals are made available to the businesses to help them identify and successfully implement essential decarbonization measures. In addition, an assessment system was developed called "goTOzero RETAIL certification." It is based on the ISO 14001 standard and on requirements of certification institutes for buildings and ESG rating agencies such as MSCI, ISS and Sustainalytics. The "goTOzero RETAIL certification" has now been rolled out in 18 markets worldwide and has been performed successfully at 67 dealers. A total of four levels (bronze, silver, gold and platinum) are possible and reflect the level of compliance with the underlying list of requirements. The first platinum certificate was awarded to a dealer in France.

Whereas the "goTOzero RETAIL" initiative has the goal of supporting the global dealer and service locations on their path to reducing CO_2 emissions, the Audi-specific "e-Readiness check" is a comprehensive assessment of the current status of the charging infrastructure offered by a dealer or service partner. Each participating dealership is provided with an individual implementation plan to help achieve its goals, such as improving charging capacity. It was introduced in 2023 and has been implemented successfully in 13 markets and more than 650 dealerships across Europe. Other markets in Europe as well as in Central America and the Middle East will follow in the course of 2025.

Phase 5: Decarbonization in the end of life: circular economy and second life

AUDI AG is also optimizing the last phase of the life cycle of a vehicle by returning some materials to the value chain following the utilization phase of the vehicles. This should allow key resource cycles to be closed gradually. In terms of electric cars, the lithium-ion battery is one part that is of particular importance with regard to recycling. High-voltage batteries can continue to be used meaningfully even after many years of service on the road. Audi is pursuing three possible reuse objectives in cooperation with the Volkswagen Group: firstly remanufacturing, which involves using recycled high-voltage batteries again in electric vehicles. The second involves so-called second-life concepts, which give batteries a second life for years outside of an electric vehicle – for instance in the fast-charging stations of an Audi charging hub. And the third is efficient recycling. This is done in Germany, for example, at a Volkswagen pilot plant in Salzgitter. /

Impact Points method

The Impact Points method has been used since 2023 to demonstrate the environmental performance of the sites as a whole, taking account of all the different environmental aspects. Seven quantifiable environmental aspects – primary energy consumption, CO_2 equivalents, air pollutants, local water consumption, water pollutants, volume of waste and power plant emissions – are used to categorize and weight the environmental impacts. Through the use of the Impact Points method, the Volkswagen Group aims to reduce the negative environmental impacts of its production sites compared with 2018. Audi has set itself the target of halving these negative environmental impacts by 2030 compared with the base year of 2018. In 2025, this target will replace the environmental impact of production (UEP).

Photo: AUDI AG

Key figures
Climate change and energy efficiency

Energy	Unit	2024[1]	2023[2]	2022
Reduction in energy consumption as a direct consequence of energy-saving and energy-efficiency initiatives	MWh	88,261	81,858	–
Electricity	MWh	43,207	34,046	–
Heat	MWh	18,780	13,287	–
Natural gas	MWh	26,274	34,248	–
Oil	MWh	0	277	–

[1] Figures refer to the Ingolstadt, Münchsmünster, Neustadt proving ground, Neuburg an der Donau driving experience center, Neckarsulm, Brussels (partially), Győr, San José Chiapa, Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Map Yang Phon (Ducati) and Crewe (Bentley) (included since 2024) sites.

[2] Figures refer to the Ingolstadt, Münchsmünster, Neustadt proving ground, Neuburg an der Donau driving experience center, Neckarsulm, Brussels, Győr, San José Chiapa, Sant'Agata Bolognese (Lamborghini), Bologna (Ducati) and Amphur Pluakdaeng (Ducati) sites.

Key figures[3]
Climate change and energy efficiency

Energy	Unit	2024	2023	2022
Total energy consumption[4]	MWh	2,396,033	2,472,100	2,507,115
Automotive segment (incl. components)	MWh	2,372,702	2,449,544	2,482,612
	MWh/veh.	2.84	2.46	2.74
of which from renewable energy sources	MWh	1,799,021	1,692,488	1,724,326
Automotive segment (incl. components)	MWh/veh.	1.70	1.70	1.90
Electricity	MWh	1,426,448	1,464,670	1,448,444
Automotive segment (incl. components)	MWh	1,409,272	1,448,563	1,431,628
	MWh/veh.	1.69	1.46	1.58
Heating (incl. district heating)	MWh	656,547	669,480	712,403
Automotive segment (incl. components)	MWh	650,536	663,031	704,716
	MWh/veh.	0.78	0.67	0.78
of which district heating	MWh	303,649	236,826	339,333
Automotive segment (incl. components)	MWh	303,566	236,303	338,766
	MWh/veh.	0.36	0.24	0.37
Combustion gases for production processes	MWh	312,888	337,809	346,006
Automotive segment (incl. components)	MWh	312,744	337,809	346,006
	MWh/veh.	0.37	0.34	0.38
Refrigeration (externally sourced)	MWh	150	141	262
Automotive segment (incl. components)	MWh	150	141	262
	MWh/veh.	0.0002	0.0001	0.0003
Exported energy	MWh	3,499	1,563	2,733
Automotive segment (incl. components)	MWh	3,301	1,302	1,858
	MWh/veh.	0.0040	0.0013	0.0020

[3] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels, Győr, San José Chiapa, Crewe (Bentley) since 2022, Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024) sites. Only car-producing sites including component manufacturing are considered for the specific key figures. The environmental key figures for the current year are data as of February 4, 2025. The figures may contain estimates if, for example, they are based on statements from energy suppliers that were not available when data was collected. If deviations between the actual values and the reported data are identified in the following year, the data is updated. The individual key figures for 2023 were updated in this report using the actual values for 2023.

[4] This key figure is made up of electricity and heat consumption as well as the use of fuel gases for production processes and externally supplied refrigeration at the plant.

Key figures[3]
Climate change and energy efficiency

Fuels	Unit	2024	2023	2022
Total fuel use	MWh	950,169	1,031,624	950,334
Automotive segment (incl. components)	MWh	919,780	1,000,759	916,236
	MWh/veh.	1.1	1.01	1.01
of which from renewable energy sources	MWh	635,781	217,649	239,303
Automotive segment (incl. components)	MWh	635,614	217,649	239,303
	MWh/veh.	0.76	0.22	0.26
Natural gas	MWh	223,779	581,884	562,873
Automotive segment (incl. components)	MWh	195,449	552,821	530,883
	MWh/veh.	0.23	0.56	0.59
Biomethane	MWh	635,614	217,649	239,303
Automotive segment (incl. components)	MWh	635,614	217,649	239,303
	MWh/veh.	0.76	0.22	0.26
Heating oil	MWh	3,915	142,096	55,188
Automotive segment (incl. components)	MWh	3,915	142,096	55,188
	MWh/veh.	0.005	0.143	0.061
Diesel (test rigs)	MWh	12,764	14,342	14,481
Automotive segment (incl. components)	MWh	12,764	14,342	14,481
	MWh/veh.	0.02	0.01	0.02
Gasoline (test rigs)	MWh	73,898	73,898	77,923
Automotive segment (incl. components)	MWh	72,005	73,109	75,815
	MWh/veh.	0.09	0.07	0.08

[3] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels, Győr, San José Chiapa, Crewe (Bentley) since 2022, Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024) sites. Only car-producing sites including component manufacturing are considered for the specific key figures. The environmental key figures for the current year are data as of February 4, 2025. The figures may contain estimates if, for example, they are based on statements from energy suppliers that were not available when data was collected. If deviations between the actual values and the reported data are identified in the following year, the data is updated. The individual key figures for 2023 were updated in this report using the actual values for 2023.

Key figures[3]
Climate change and energy efficiency

Emissions[5]	Unit	2024	2023	2022
Greenhouse gas emissions (Scope 1 and 2)[6, 7]	t CO_2e	162,177	253,035	230,488
Automotive segment (incl. components)	t CO_2e	156,288	247,431	224,676
	kg CO_2e/veh.	187	249	248
Greenhouse gas emissions (Scope 1)[7]	t CO_2e	115,525	218,513	186,232
Automotive segment (incl. components)	t CO_2e	111,060	213,983	181,580
	kg CO_2e/veh.	133	215	200
Greenhouse gas emissions (Scope 2)[8]	t CO_2e	46,652	34,523	44,256
Automotive segment (incl. components)	t CO_2e	45,228	33,449	43,096
	kg CO_2e/veh.	54	35	48
CO_2 reductions in logistics	t CO_2e	–[9]	8,744	9,622
CO_2 emissions of the European (EU 27+2) fleet of new passenger cars for the Audi brand; EU excl. UK from 2021 onwards[10]	g CO_2/km (WLTP)	121.16 ✓	122.59	120.76

[3] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels, Győr, San José Chiapa, Crewe (Bentley) since 2022, Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024) sites. Only car-producing sites including component manufacturing are considered for the specific key figures. The environmental key figures for the current year are data as of February 4, 2025. The figures may contain estimates if, for example, they are based on statements from energy suppliers that were not available when data was collected. If deviations between the actual values and the reported data are identified in the following year, the data is updated. The individual key figures for 2023 were updated in this report using the actual values for 2023.

[5] The process of selecting relevant emissions and the emission factors applied are anchored – like the entire key figure collection process – in the Volkswagen standard 98000. Generally, Audi uses the real emission factors of the energy suppliers. If this is not possible, calculations are made on the basis of the VDA's standard factors. Note: This footnote does not relate to the key figure for "CO_2 reductions in logistics."

[6] GHG emissions (Scope 1 and 2) in the Automotive segment (incl. components) per vehicle; corresponds to the intensity quotient for greenhouse gas emissions shown in previous reports.

[7] CO_2 emissions for the purchased biomethane certificates were calculated in accordance with the requirements of the internationally recognized Greenhouse Gas Protocol. Scope 2 was calculated on a market-related basis.

[8] Calculated according to the Greenhouse Gas Protocol. Scope 2 was calculated on a market-related basis.

[9] Since 2020, the key figure "CO_2 reductions in logistics" has only been reported in the following year. The reason for this is the change in the reporting process, as a result of which the key figure cannot be evaluated by the publication date at present.

[10] Subject to the official data of the European Commission in the annual CO_2 fleet monitoring report of the Volkswagen emissions pool.

Extended environmental key figures for all sites at which models of the Audi brand are produced[11, 12, 13]

Climate change and energy efficiency

	Unit	2024	2023	2022
Total energy consumption[4]	MWh	3,246,992	3,549,439	3,416,092
of which from renewable energy sources	MWh	1,946,099	–	–
Total energy consumption (specific)	MWh/veh.	1.95	1.83	2.02
Gas consumption (not from renewable sources)	MWh	581,629	–	–
Total GHG emissions (Scope 1 and 2)[14]	t CO_2e	628,425	771,261	734,438
Total GHG emissions (Scope 1 and 2, specific)	t CO_2e/veh.	0.38	0.40	0.43

[4] This key figure is made up of electricity and heat consumption as well as the use of fuel gases for production processes and externally supplied refrigeration at the plant.

[11] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels, Győr and San José Chiapa (Audi), Martorell (Seat), Chhatrapati Sambhajinagar, Bratislava (Škoda), São José dos Pinhais and Zwickau (Volkswagen Passenger Cars), Anting and Ningbo (SAIC VW), Changchun, Tianjin, Qingdao and Foshan (FAW-Volkswagen sites. Only car-producing sites including component manufacturing are considered for the specific key figures.

[12] Calculation of the key figures was adjusted for the reporting year as well as for the prior-year figures.

[13] The underlying key figures for each site are calculated on a pro rata basis according to the number of units of the Audi brand produced at the site.

[14] The process of selecting relevant emissions and the emission factors applied are anchored – like the entire key figure collection process – in the Volkswagen standard 98000. Calculated according to the Volkswagen CSRD Handbook. Scope 2 was calculated on a market-related basis.

GRI 305

Reduction in environmental pollution

During production and in the use of its vehicles, Audi is committed to improving air pollution control and to reducing the occurrence of microplastics and substances of very high concern (SVHCs).

Photo: AUDI AG

Reducing environmental pollution is one of the major challenges of the present time. A clean environment is the basis for a high quality of life and biodiversity. Illnesses and chronic damage to health can be prevented by reducing emissions of air pollutants and the discharge of microplastics and substances of very high concern into the environment. The global relevance of environmental protection is also evidenced by the United Nations Sustainability Goals. Moreover, the significance of the issue is underscored by the European Union's Zero Pollution Action Plan.

Air pollutants include, for example, nitrogen oxides (NO_x), particulate matter, sulfur dioxide (SO_2) and ozone. NO_x, SO_2 and particulate matter are produced by the combustion processes in engines, among other things. Particulate matter is also discharged into the air as the result of the abrasion of brake pads and disks. This results in the risk of health impacts.

Microplastics are tiny particles formed by the abrasion or decomposition of plastics. They are found all over the world and accumulate in food products, water, the air and soil. Vehicle tire abrasion also increases the amount of microplastics in the environment.

Substances of very high concern (SVHCs) – like the phthalates used as plasticizers in plastics – may have irreversible effects on human health and the environment. For this reason, their use is strictly regulated. ›

Sustainable Development Goals

The following SDGs are at the focus of this company commitment:

Further information on Audi and the UN sustainability goals can be found on page 160.

Modernized paint shop in Ingolstadt.

Regulations to reduce environmental impacts

Audi views environmental protection as an element of its corporate responsibility. Regulatory requirements and voluntary commitments in this regard apply to all Audi products, services and operations. Complying with ethical and statutory requirements is a matter of course and the minimum that Audi can do. The company takes various approaches in fulfilling its responsibility to reduce environmental pollution in production and during the use of the vehicles it manufactures. It does so independently of the available technical options and legal requirements.

To minimize the negative impacts of its business operations on the environment, the Audi Group has adopted an extensive range of rules and regulations based on the corresponding legislation. In the Audi Code of Conduct (CoC), for example, the Group commits to protecting the environment. Contributions to this come from its efforts to control air pollution and avoid the discharge of microplastics, pollutants and hazardous materials. Also applicable are the Audi Statements of Principle, which focus on sustainable corporate governance. Their provisions include the requirement that vehicle development and production must be based on a comprehensive analysis of potential environmental impacts. A further contribution comes from the Common Corporate Policy, which gives high priority to the measures aimed at reducing environmental impacts. In order to implement regulatory requirements and voluntary commitments and monitor compliance, Audi has established a validated Energy and Environmental Compliance Management System. Measures to improve environmental protection relate to the supply chain and logistics, the production of vehicles and the phase of utilization by customers.

Reduction in environmental pollution in the supply chain and logistics

Audi requires its suppliers to comply with the Code of Conduct for Business Partners (CoCBP). This also relates to measures for reducing air emissions that represent a hazard to the environment and health as well as to measures aimed at entirely avoiding the use of substances and materials with detrimental impacts on the environment or health.

Pollutants may be emitted into the air when transporting goods using trucks with internal combustion engine, ships or aircraft. This applies both to supplies to Audi and to the delivery of Audi vehicles. A well-designed logistics system can therefore reduce harmful air emissions. Audi is committed to avoiding transport operations. In those cases where this is not possible, environmental compatibility must be considered when selecting the mode of transport and transport operations should be shifted from road to rail, for example. Intelligent logistics management helps steer necessary transport operations. Further information can be found in the chapter Climate change and energy efficiency.

Reduction in environmental pollution in production

In its production processes, Audi ensures compliance with all statutory requirements in respect of the emission of air pollutants. As far as possible, it also seeks to minimize the emission of air pollutants from production. The company monitors emissions by way of regular measurement to ensure compliance with the thresholds defined by authorities and create the ability to intervene in and optimize processes at an early stage. Documentation obligations require that the quantities of refrigerants, nitrogen oxides (NO_x), particulate matter (PM), sulfur dioxide (SO_2) and volatile organic compounds (VOC) are recorded in addition to greenhouse gas emissions.

During vehicle painting operations, VOCs are released in the paint booth. High concentrations of particles in the overspray can trigger respiratory illnesses or allergic reactions, for example.

In order to reduce the emission of paint particles and VOCs into the air, Audi uses modern separation processes in the paint shops in Ingolstadt and Neckarsulm. As part of the paint shop modernization in Ingolstadt, the company is installing a new top coat unit with two parallel painting lines. The first line will be commissioned in the first quarter of 2025, with the second line set to follow in 2027.

In the modernized paint shops, the paint separation process is being switched from water to an air filter technology which captures the overspray in cardboard filters. The purified exhaust air is returned to the spray booth via an air circulation system. This technology makes it possible to reuse more than 90 percent of the process air and results in an improved water, energy and waste balance overall.

The concentrated VOC-contaminated exhaust air from the spray booth is purified in a regenerative thermal oxidation process, which uses high temperatures to break down the VOCs. The process is virtually self-sufficient in energy: The heat from the treated exhaust air is transferred to a regenerator, which in turn heats the untreated exhaust air.

Reduction in SVHCs in Audi vehicles

The use of substances of very high concern (SVHCs) is governed by the European Union's REACH Regulation (1907/2006). This regulates the registration, evaluation, authorization and restriction of chemical substances in the EU member states. SVHCs are included in the Candidate ›

Photo: AUDI AG

List of substances requiring authorization, which contained 247 substances or substance groups as of the reporting date. Substances on the Candidate List are eligible for possible authorization in accordance with REACH Annex XIV. A company may only use Annex XIV substances if it has received authorization to do so from the European Chemicals Agency (ECHA). As of the reporting date, Annex XIV included 59 substances or substance groups.

As a matter of principle, Audi wants to reduce SVHCs in its products and its own production processes. The basis for this are Volkswagen Group standards VW 91101 "Environmental Standard for Articles – Material and Chemical Conformity," which applies to all component suppliers, and VW 50156 "Conditions for Verification and Release of Chemicals," which applies for chemical substances.

In accordance with Article 33 of the REACH Regulation, Audi provides its customers on request with information about which SVHCs may be present in a vehicle.

The main obligations imposed on the company by the REACH Regulation have also been incorporated into the Audi REACH Handbook and the Audi Corporate Regulations. To ensure compliance with the requirements, a working group has been established under the leadership of the head of Chemical Safety (REACH manager). Also represented in the working group are Procurement, Legal Affairs, Quality Assurance, Development, Sales and Environmental Protection. The working group has identified key tasks and pressed ahead with their execution. At Audi production facilities, all chemical products are tested in-house and may only be used once they have been released. Hazards to people and the environment can be largely avoided if these substances are used for their intended purpose.

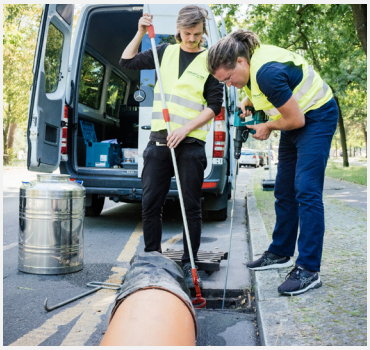
The SVHCs include substances that are carcinogenic, mutagenic or toxic to reproduction (CMR1 substances) such as lead or cadmium compounds. Audi has committed to not using CMR1 substances in vehicle production. These substances may only be used in justified exceptional cases and taking account of the principle of substitution.

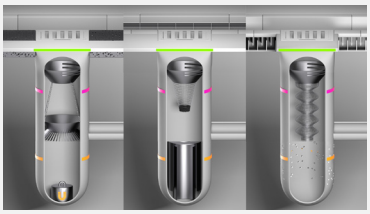
Reduction in environmental pollution in the utilization phase

Air pollutants – mainly nitrogen oxides (NO_x) and particulate matter – are produced during the utilization of vehicles powered by fossil fuels. Advances in internal combustion engines and the use of modern filter technologies to purify exhaust gases reduce the emission of air pollutants during the utilization phase as well. In diesel vehicles, a multi-stage purification process is used, combining AdBlue additive and an oxidation catalyst (NSC). This type of exhaust gas treatment ›

URBANFILTER

A project funded by the Audi Environmental Foundation and TU Berlin: During four years of research, laboratory and field tests demonstrate the efficiency of the filter system in keeping microplastics out of gullies.





You can find more information at audi-umweltstiftung.de.

Photos: AUDI AG, DNM Dreinullmotion GmbH

reduces nitrogen oxide emissions from TDI engines, for example. Gasoline vehicles are equipped with a gasoline particulate filter to purify the exhaust gases.

Reduction in microplastics

In addition to the air pollutants described above, emissions to the environment also include microplastics resulting from brake and tire abrasion. Each year, tire abrasion on German roads alone generates around 110,000 metric tons of microplastics.

Audi aims to reduce environmental pollution with microplastics resulting from the use of vehicles.

A current project on the topic of microplastics is being supported by the Audi Environmental Foundation, which has been committed to research into environmental protection technologies for more than 15 years. It is supporting scientists at the Technical University of Berlin (TU Berlin) in developing a filter system for road gullies. This is aimed at reducing the amount of pollutant particles that enter the sewer system or aquatic environment together with rainwater. The project has been named URBANFILTER. The system consists of up to nine modules, enabling the filter to be adapted to the respective location and capture microplastics before they can enter the water cycle. The filter is subsequently emptied and the particles disposed of properly. The URBANFILTER has already been tested successfully at an ADAC (German Automobile Club) site and in real conditions on a busy Berlin street. The filter used in these tests captured up to 97 percent of solid matter and 66 percent of particulate matter, even during heavy rain. The first practical application of a near-production prototype outside Germany started in Copenhagen (Denmark) in November 2024. Following this pilot phase, the system is to be rolled out in several stages and its performance assessed and validated scientifically by TU Berlin and the URBANFILTER SUSTAINABILITY HUB.

Key figures[1]
Reduction in environmental pollution

Emissions[2]	Unit	2024	2023	2022
VOC emissions[3]	t	708	672	977
Automotive segment (incl. components)	kg/veh.	0.85	0.68	1.08
Direct NO_x emissions[4]	t	180	195	189
Automotive segment (incl. components)	kg/veh.	0.22	0.19	0.21
Sulfur dioxide	t	1.42	1.69	0.96
Automotive segment (incl. components)	kg/veh.	0.002	0.002	0.001
Total dust	t	37	44	47
Automotive segment (incl. components)	kg/veh.	0.04	0.04	0.05

[1] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels, Győr, San José Chiapa, Crewe (Bentley) since 2022, Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024) sites. Only car-producing sites including component manufacturing are considered for the specific key figures. The environmental key figures for the current year are data as of February 5, 2025. The figures may contain estimates if, for example, they are based on statements from energy suppliers that were not available when data was collected. If deviations between the actual values and the reported data are identified in the following year, the data is updated. The individual key figures for 2023 were updated in this report using the actual values for 2023.

[2] The process of selecting relevant emissions and the emission factors applied are anchored – like the entire key figure collection process – in the Volkswagen standard 98000.

[3] This key figure consists of emissions from paint shops, test rigs and other facilities.

[4] This key figure consists of NO_x emissions caused by plant boiler houses, paint shops and the operation of test rigs.

GRI 303

Water stewardship

Audi is committed to the responsible use of water as a resource: Ecologically weighted water consumption[1] at the Audi production sites[2] is to be cut by around half by 2035 compared with the baseline year 2019.

Clean drinking water is one of our most valuable resources. It is the basis for human life and promotes biodiversity. As a resource, water is characterized by its scarcity and inequitable availability globally. It must therefore be handled responsibly. Even though more than two-thirds of our planet is covered by water, less than one percent of this is readily accessible fresh water. Inefficient water management, increasing pollution and events such as droughts and extreme fluctuations in precipitation as a result of climate change are leading in many regions to rising levels of water stress. Access to clean water is therefore regarded as one of the 17 global sustainability goals of the United Nations.

The careful use of natural resources, including water, is set out in the Volkswagen Group's regenerate+ sustainability strategy. Building on this, the Volkswagen Group regulates support for closed water loops at its production sites in the goTOzero ›

Sustainable Development Goals

The following SDGs are at the focus of this company commitment:

Further information on Audi and the UN sustainability goals can be found on page 160.

Photo: AUDI AG

[1] Ecologically weighted water consumption makes it possible for AUDI AG to compare absolute water requirements at all Audi sites worldwide, while taking into account the prevailing local water stress factors and the use of rainwater. This allows the company to prioritize savings in areas where water availability is particularly short.

[2] Audi production sites in Ingolstadt and Neckarsulm (Germany), Brussels (Belgium), Győr (Hungary), San José Chiapa (Mexico). Production at the Brussels plant was discontinued at the end of February 2025.

environmental mission statement. The Group's environmental mission statement also sets out to protect ecosystems by reducing the discharge of pollutants via wastewater. The Zero Impact Factory strategy for the production sites of the Volkswagen Group aims to reduce fresh water extraction, promote the efficient use of water and minimize the discharge of substances hazardous to water, while also ensuring that the ecological and chemical quality of the waterways into which the water flows does not deteriorate. The Impact Points method has been used since 2023 to show the environmental performance of the Volkswagen sites as a whole, taking account of all the different environmental aspects. Seven quantifiable environmental aspects are used to categorize and weight the environmental impacts, including local water consumption and the discharge of pollutants via wastewater. Further information on the methodology can be found in the section "Climate change and energy efficiency."

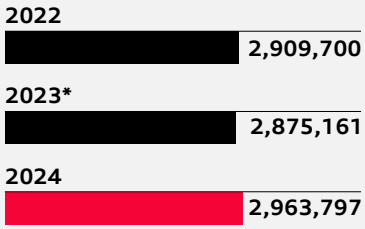
With its Mission:Zero environmental program, AUDI AG addresses a number of fields of action,[3] including the responsible use of water. Further key guidelines for Audi are the Common Corporate Policy and the Booklet of Policies. The careful use of natural resources is also an integral part of the Audi Code of Conduct, which is binding for all employees. Through the Code of Conduct for Business Partners, Audi also places obligations on its suppliers with respect to the responsible use of water. The company uses its Environmental Compliance Management System to identify, evaluate and control environmental risks and in this way helps to ensure compliance with environmental protection guidelines.

In addition to strategic alignment and compliance with statutory and in-house requirements, Audi fosters relationships with its stakeholders and actively involves them in striving to meet its sustainability objectives. In 2023, Audi became the first premium car manufacturer to become a member of the Alliance for Water Stewardship (AWS). This global network of companies, NGOs and public-sector bodies is committed to the responsible use of water resources across the value chain. The AWS standard is an internationally applicable set of rules for companies and organizations aiming to use water as efficiently as possible and with due consideration of all relevant interest groups in the respective catchment area. In 2023, the production facility in San José Chiapa (Mexico) was the first car manufacturing plant in the world to be certified by the AWS for its considerate use of the resource water.[4] In 2018, Audi became the automotive industry's first premium manufacturer worldwide to produce vehicles without any wastewater in Mexico.

Fresh water consumption in the Audi Group in m³ and in m³/veh.

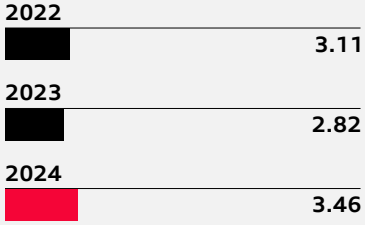
Careful use of resources such as water is a key component of the Audi Mission: Zero environmental program. Parallel operation of water-consuming facilities (for example, paint shops) due to the modernization of production equipment resulted in a temporary increase in water consumption compared with the previous year. In the year under review, this – in combination with lower unit volumes – resulted in higher fresh water requirements per vehicle.

Total fresh water consumption in m³



* The prior-year figure was adjusted in accordance with the final data status.

Fresh water consumption, Automotive segment (incl. components) in m³/veh.



Water use in the supply chain

Regional differences in the availability of clean water are particularly challenging when it comes to developing a water strategy for the supply chain. Audi therefore pursues a risk-based approach that takes regional availability into account. This approach was piloted in Mexico in the year under review, a region with a high level of water stress. Based on an analysis of the material groups and components that require a significant amount of water to manufacture, Audi identified relevant suppliers with local production operations. These suppliers were offered a series of training measures on the topic of sustainable water management that were developed and implemented in order to raise awareness of the topic and to build know-how locally. Down the line, these suppliers were surveyed on their water consumption and the measures they had already taken. Based on the results of this survey, Audi chose suppliers it believed offered specific potential to jointly develop solutions. Audi is conducting in-depth discussions and workshops with these suppliers with a view to developing additional measures for sustainable water management.

Five levers for improving water protection at the Audi production sites[2]

Water is indispensable in automotive production, for example in the paint shop or when testing for leaks. On average, it currently takes around two to three cubic meters of water to produce a vehicle. Reducing the amount of water used in production is therefore one of the focal points of the Audi Mission:Zero environmental program. The responsible use of water helps to increase security of supply in the surrounding regions and preserve the ›

Illustration: C3 Visual Lab

[2] Audi production sites in Ingolstadt and Neckarsulm (Germany), Brussels (Belgium), Győr (Hungary), San José Chiapa (Mexico). Production at the Brussels plant was discontinued at the end of February 2025.

[3] The action areas of Mission:Zero comprise decarbonization, resource efficiency, water management and the promotion of biodiversity.

[4] The Alliance for Water Stewardship (AWS) standard is an internationally applicable set of rules for companies and organizations aiming to use water as efficiently as possible (water management) and with due consideration of all relevant interest groups in the respective catchment area (responsibility for water resources). Further information on the AWS standard can be found here.

quality of drinking water. By 2035, Audi intends to reduce ecologically weighted water consumption[1] at its production sites[2] by around 50 percent compared with 2019.

The company sources water from water supply companies or extracts it itself from rainwater, surface water and groundwater. Already today, water is recycled following its first use in Audi production processes and reused multiple times in the cycle. Wastewater produced that cannot be re-used internally within the plant is properly discharged. This generally takes place indirectly via a municipal wastewater disposal company. All legal requirements regarding wastewater load are complied with; these are based on national and local legislation in the countries and regions in which Audi has Audi production sites.[2] Audi is not aware of any negative impacts due to the discharge of wastewater. Any such impacts would be identified in the course of discussions with stakeholders such as authorities, for example.

The company's strategic approach to water management concentrates on five key levers:

1. Process optimization: Water that is not needed does not have to be sourced in the first place. Audi therefore wants to optimize all production processes in terms of water consumption.

2. Expansion of water cycles: Reusing wastewater reduces fresh water consumption and the discharge of wastewater. Audi production sites[2] are committed to closed water loops in order to minimize environmental impact.

3. Drinking water-free production: Drinking water is a very high-quality and therefore valuable resource. Initiatives have therefore been rolled out at the production sites[2] to reduce the use of drinking water in production and thus make the use of drinking water the exception rather than the rule.

4. Use of rainwater: Rainwater should primarily be able to re-enter the groundwater. Where this is not possible, Audi aims to collect and reuse rainwater.

5. Reducing pollution loads:[5] Pollutants should be prevented from entering the water in the first place. Audi complies with the statutory requirements relating to the discharge of pollutants into water at its production sites[2] and furthermore strives to minimize such discharge.

With all levers, the company takes not only water consumption into account in production, but also regional differences such as water scarcity in the respective region. It establishes in which regions water is particularly precious and prioritizes the implementation of new measures there.

In the year under review, Audi implemented measures at the following production sites aimed at ensuring sustainable water management: ›

Photo: AUDI AG

[1] Ecologically weighted water consumption makes it possible to compare absolute water requirements at all Audi sites worldwide, while taking into account the prevailing local water stress factors and the use of rainwater. This allows the company to prioritize savings in areas where water availability is particularly short.

[2] Audi production sites in Ingolstadt and Neckarsulm (Germany), Brussels (Belgium), Győr (Hungary), San José Chiapa (Mexico).

[5] Pollution loads are constituents in the water that arise, for example, as a result of essential process steps in vehicle production and development. These constituents are reduced through water treatment up to the legally required limit before being discharged into the sewer system or drainage channel.

Neckarsulm

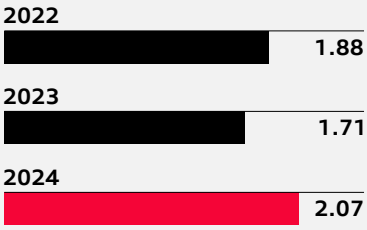
Audi is building a new waterworks system at its site in Neckarsulm, which is due to go into operation in 2025. The shell of the building was already completed in the year under review. The new facility enables a closed water cycle with the wastewater treatment plant of the "Unteres Sulmtal" wastewater association adjacent to the plant. Water that has been purified by the wastewater treatment plant is further processed for production with the help of filter systems and membranes. After being used in production processes, the resulting wastewater is returned to the wastewater treatment plant. The resulting water cycle should then reduce total fresh water consumption at the Neckarsulm site by up to 70 percent (baseline year 2010).

Water consumption in the painting process is particularly high compared with other sub-processes in the production of vehicles. For this reason, the paint shop at the Neckarsulm site is being equipped with the very latest, water-efficient technology. This technology is expected to consume around 20 percent less energy and water compared with current levels. The new primer facility was launched, for example, in the year under review. Thanks to a sophisticated treatment process, rinse waters can be re-used here many times. Two-fold bath agitation and different maintenance measures, such as bag and magnetic filters, ensure that the 600,000 liters can be reused multiple times in the cathodic dip-painting tank. In the area of the top coat line too, the company has already carried out restructuring work. A new paint separation process using filters instead of water has been introduced, which allows Audi to make energy savings of roughly 50 kilowatt hours per vehicle. The overspray is collected by modern filters as a result of the change. Up to now, any particles that did not end up on the car body were absorbed in water and disposed of. The change has resulted in an improved waste balance and a significant reduction in the amount of fresh water used.

Total volume of wastewater discharge of the Audi Group in m³/veh.

The volume of wastewater is approximately at the prior-year level. At the same time, the volume of wastewater per vehicle is increasing due to the parallel operation of production facilities as a result of modernization measures.

Volume of wastewater, Automotive segment (incl. components) in m³/veh.



Following thorough cleaning, a disused refrigerant tank now acts as a rainwater storage tank in Neckarsulm. It can collect 25 cubic meters of water from the roofs of the neighboring production hall by means of newly installed pipework. If needed, the stored rainwater is taken by tanker trucks provided by site services and used to water the green spaces on the plant premises. In this way, Audi is reducing the amount of treated process water it uses. In addition, re-use of the former refrigerant tank prevents the need for scrapping and thus saves resources.

Ingolstadt

The construction of a new treatment plant for rainwater and cooling tower wastewater began in the year under review. The plan is for it to replace the old plant from the first quarter of 2027, when it will be used to generate around 300,000 cubic meters of process water a year. The use of more modern technology improves the quality of the process water, thus expanding the range of possible uses to additional production areas.

Various optimizations were carried out at the process water supply center (commissioned in 2019) – for example, a wastewater line was re-routed and changes were made to the circuitry in the process water storage tank. AUDI AG is now saving roughly 60,000 cubic meters of fresh water annually as a result.

San José Chiapa

Concentrated wastewater is dried and thickened in an evaporation pond until the residual materials can be disposed of. In 2024, an additional cleaning stage was installed upstream of the evaporation pond (reverse osmosis) to reduce the load on the evaporation pond. Some 15,000 cubic meters of process water can now also be generated per year and supplied to production and for irrigation.

Győr

In Győr, the water consumption of the cooling towers was optimized in the year under review. The measure is expected to save up to 1,000 cubic meters of fresh water per year in the future. /

Illustration: C3 Visual Lab

Key figures[1]
Water stewardship

Water	Unit	2024	2023	2022
Total fresh water extraction[2]	m³	2,963,797	2,875,161[3]	2,909,700
of which in regions with an extreme risk of water stress[4]	m³	66,660	58,349	83,430
of which in regions with a high risk of water stress[4]	m³	359,964	122,096	432,938
of which in regions with a medium risk of water stress[4]	m³	1,752,430	1,946,305	1,680,720
of which in regions with a low risk of water stress[4]	m³	784,743	749,838	712,613
of which in regions with an extreme risk of water stress[4]	Percent	2	2	3
of which in regions with a high risk of water stress[4]	Percent	12	4	15
of which in regions with a medium risk of water stress[4]	Percent	59	68	58
of which in regions with a low risk of water stress[4]	Percent	26	26	24
Total fresh water consumption[2]	m³	2,963,797	2,875,161[3]	2,909,700
of which in Europe	m³	2,790,819	2,653,985	2,726,602
of which in North America	m³	157,407	216,201	178,056
of which in Asia	m³	15,571	6,402	5,042

[1] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels, Győr, San José Chiapa, Crewe (Bentley) since 2022, Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024) sites.

[2] All purchased and produced fresh water can be assigned to the category "fresh water (≤1000 mg/l total dissolved solids)."

[3] The prior-year figures were adjusted in accordance with the final data status.

[4] Information on the water stress risk according to the Maplecroft Water Stress Index.

Key figures[1]
Water stewardship

Wastewater recirculation[2]	Unit	2024	2023	2022
Total wastewater	m³	1,742,577	1,716,377	–
of which recirculation to surface water	m³	13,199	8,519	–
of which recirculation to sea water	m³	0	0	–
of which recirculation to other organization	m³	1,729,378	1,707,858	–
Total wastewater	m³	1,742,577	1,716,377	–
of which recirculation to regions with an extreme risk of water stress[3]	m³	19,369	14,766	–
of which recirculation to regions with a high risk of water stress[3]	m³	180,928	96,861	–
of which recirculation to regions with a medium risk of water stress[3]	m³	924,627	1,005,358	–

Water[2]	Unit	2024	2023	2022
Total fresh water consumption	m³	2,963,797	2,875,161[4]	2,909,700
Automotive segment (incl. components)	m³	2,881,566	2,810,410	2,821,228
	m³/veh.	3.46	2.82	3.11
Fresh water consumption, internal catchment	m³	1,884,144	1,743,941	1,716,820
Automotive segment (incl. components)	m³	1,836,294	1,701,838	1,648,922
	m³/veh.	2.2	1.71	1.82
Precipitation used	m³	175,771	130,755	157,608
Surface water from lakes, rivers, oceans	m³	591,598	583,577	543,445
Groundwater	m³	1,116,775	1,029,609	1,015,767
Fresh water consumption, externally sourced	m³	1,079,654	1,131,289	1,192,880
Automotive segment (incl. components)	m³	1,045,273	1,108,641	1,172,306
	m³/veh.	1.25	1.11	1.29

[1] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels, Győr, San José Chiapa, Crewe (Bentley) since 2022, Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024) sites. If deviations between the actual values and the reported data are identified in the following year, the data is updated. The individual key figures for 2023 were updated in this report using the actual values for 2023.

[2] All purchased and produced fresh water can be assigned to the category "fresh water (≤1000 mg/l total dissolved solids)."

[3] Information on the water stress risk according to the Maplecroft Water Stress Index.

[4] The prior-year figures were adjusted in accordance with the final data status.

Key figures[1]
Water stewardship

Wastewater	Unit	2024	2023	2022
Volume of wastewater	m³	1,742,577	1,716,552	1,723,787
Automotive segment (incl. components)	m³	1,722,706	1,716,377	1,705,373
	m³/veh.	2.07	1.71	1.88
Direct discharge[2]	m³	13,199	8,519	4,711
Indirect discharge[2]	m³	1,729,378	1,707,858	1,719,076
Wastewater load				
Chemical oxygen demand	kg	677,473	548,815	441,125
Total phosphorous content as phosphorous (P)	kg	8,000	7,297	6,661
Total nitrogen as nitrogen (N)	kg	74,223	65,836	62,054
Zinc	kg	480	478	536

Extended environmental key figures for all sites at which models of the Audi brand are produced[3, 4]
Water stewardship

	Unit	2024	2023	2022
Total fresh water consumption[5, 7]	m³	4,480,088	5,107,946	4,966,447
Total fresh water consumption (specific)[5, 6]	m³/veh.	2.68	2.64	2.94
Total volume of wastewater[7]	m³	2,833,152	3,034,827	2,781,079
Total volume of wastewater (specific)[7]	m³/veh.	1.70	1.57	1.64

[1] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels, Győr, San José Chiapa, Crewe (Bentley) since 2022, Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024) sites. If deviations between the actual values and the reported data are identified in the following year, the data is updated. The individual key figures for 2023 were updated in this report using the actual values for 2023.

[2] Direct dischargers: Münchsmünster site; indirect dischargers: Ingolstadt, Münchsmünster, Neckarsulm, Brussels, Győr, Crewe (Bentley), Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Map Yang Phon (Ducati) sites.

[3] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels, Győr and San José Chiapa (Audi), Martorell (Seat), Chhatrapati Sambhajinagar and Kaluga (up to 2022) (Skoda), Bratislava, São José dos Pinhais and Zwickau (Volkswagen Passenger Cars), Anting and Ningbo (SAIC VW), Changchun, Tianjin, Qingdao and Foshan (FAW-VW) sites. Only car-producing sites including component manufacturing are considered for the specific key figures.

[4] The underlying key figures for each site are calculated on a pro rata basis according to the number of units of the Audi brand produced at the site.

[5] All purchased and produced fresh water can be assigned to the category "fresh water (≤1000 mg/l total dissolved solids)."

[6] Calculation of the key figure was adjusted for the year under review as well as for prior-year figures.

[7] Key figure is being reported for the first time in the year under review.

GRI 304

Biodiversity

Photo: AUDI AG

Biodiversity is a key element of sustainability efforts at Audi: The company is committed to preserving biodiversity along the entire value chain.

Biodiversity refers to the diversity of all living organisms, their genetic variation and their habitats. It is one of the foundations of human life on earth. People's quality of life and health depend on it. Protecting biodiversity, genetic variation and ecosystem diversity therefore safeguards the long-term basis for human life and the needs of present and future generations. Only if biodiversity is successfully preserved can nature provide vital ecosystem services for humans. These include, for instance, ensuring clean air and water, providing resources and food and regulating climate and weather events.

The automotive industry impacts biodiversity worldwide through its products and manufacturing processes as well as the associated effects along the entire value chain. Examples here include carbon dioxide and nitrogen oxide emissions or extraction of mineral resources such as metals and rare earths – often in regions that are regarded as biodiversity hotspots. The Audi Group also has an influence on the environment along the entire value chain through the production and operation of vehicles and through services. ›

Sustainable Development Goals

The following SDGs are at the focus of this company commitment:

Further information on Audi and the UN sustainability goals can be found on page 160.

The business activities of Audi require, for example, the construction and use of production facilities that have an impact on local biodiversity.

Biodiversity plays a key role in the regenerate+ sustainability strategy of the Volkswagen Group. Through its goTOzero environmental mission statement and the Biodiversity Commitment, the Volkswagen Group is committed to protecting, preserving and promoting biodiversity and pursues this aim additionally in its strategic vision for the Zero Impact Factory. At all Volkswagen Group sites where passenger cars and light commercial vehicles are produced, this vision provides the framework for continuously reviewing the implementation status of 143 environmental criteria using the Site Checklist – including projects and measures aimed at preserving biodiversity. In 2024, the Volkswagen Group introduced the Biodiversity Land Use Indicator (BLI) in order to measure the effectiveness of biodiversity measures and the progress made toward improving biodiversity. The BLI provides information on the percentage share and quality of natural open spaces at the site. The total surface area used at a site is compared with natural open spaces that have been created by the site. The enhanced areas can be located on the plant premises or within a radius of up to 30 kilometers around the site. They have to be owned or managed by the site and primarily serve to promote biological diversity. Areas that are managed in cooperation with partners can also be considered, provided that the scope of joint management is clearly defined. The first Group-wide recording of the BLI in 2024 produced a result of approximately 30 percent, taking into account the quality of the areas. A target value for the BLI in the Volkswagen Group is currently being defined. Furthermore, the Volkswagen Group intends to launch a biodiversity fund of up to EUR 25 million annually for external projects from 2025. The selection of projects for funding will be managed by an independent decision-making committee. With its Mission:Zero environmental program, AUDI AG addresses a number of fields of action, including the conservation of biodiversity. Further key guidelines for Audi are the Common Corporate Policy and the Booklet of Policies. Environmental protection is also an integral part of the Audi Code of Conduct, which is binding for all employees. The company's suppliers are also obliged to observe the Code of Conduct for Business Partners. This includes protection of natural ecosystems and endangered wildlife habitats as well as sustainable use of natural resources. The company uses its Environmental Compliance Management System to identify, evaluate and control environmental risks and in this way ensures compliance with environmental protection guidelines.

Promoting biodiversity

The United Nations has declared the years 2021 to 2030 the Decade on Ecosystem Restoration. Audi welcomes the efforts to create a global framework to enable effective protection of biodiversity, also including the involvement of economic stakeholders. As early as in the run-up to the UN Biodiversity Conference (CBD COP 15), which took place in 2022, Audi committed itself to promoting biodiversity at its production sites[1] worldwide.

To measure the company's commitment to maintaining biodiversity at its production sites,[1] Audi has developed a biodiversity index together with the Volkswagen Group. The index covers around 50 biodiversity parameters. Audi uses these key figures that are specific to the environment to evaluate its production sites[1] and define binding targets. This allows the effectiveness of measures to be assessed and progress to be recorded more easily. The following questions, for example, play a role: Are there green facades or roofs? How are the outdoor areas landscaped? Are employees made aware of the issue, for example through training? This allows the company to determine, on the one hand, the extent to which its production sites[1] promote biodiversity and follow a strict plan for a better environmental footprint and, on the other hand, the index measures its implementation. The goal is to raise the biodiversity index for the production sites[1] on average by 25 percentage points in the baseline year 2020 to 60 percentage points by the end of 2025. The original target value of 50 percentage points was raised following a reassessment, with more ambitious goals being defined. With this in mind, Audi is actively involved in the following three areas:

Design of natural open spaces and buildings

Audi is carrying out a number of measures at its plants in Ingolstadt and Neckarsulm (Germany), Győr (Hungary) and San José Chiapa (Mexico) aimed at actively promoting biodiversity. These measures range from conversion of repetitive grass areas to biodiverse flowering meadows through to integration of dead wood as a nesting aid for inspects and renaturation of formerly developed areas.

Ingolstadt

In 2024, Audi implemented a number of measures at its headquarters in Ingolstadt including vertical greening or creation of further natural open spaces. The concept and measures on the incampus, around eight kilometers south-east of the headquarters, are particularly noteworthy. Over an area of 75 hectares, it offers space for innovative companies and partners in the field of mobility, digitalization and sustainability – such as Audi, Cariad and the Technical University of Ingolstadt. Opened in 2023 following successful remediation, it provides a perfect example of land recycling. Up until 2008, petroleum products were still being produced on the former refinery site. Revitalizing the former brownfield site involved excavating and washing 600,000 metric tons of earth, cleaning more than 22 hectares of ground and extensively processing the groundwater. More than 900 metric tons of heavy oil, 200 metric tons of benzine and 100 kilograms of toxic chemicals had to be removed. 15 hectares of land will remain undeveloped permanently and designed as natural open spaces. Thanks to its forward-looking approach, the incampus was honored in the year under review with the Brownfield[2] Award, winning Gold for its particularly sustainable reactivation of industrial wasteland. The incampus technology park scooped first prize in the "Best Commercial and Industrial Project" category. The Brownfield ›

[1] Audi production sites in Ingolstadt and Neckarsulm (Germany), Brussels (Belgium), Győr (Hungary), San José Chiapa (Mexico).

[2] Brownfield projects involve repurposing or redesigning previously developed land, while a greenfield project involves the construction of a new building on land not previously developed.

Award is considered one of the most prestigious awards for sustainable land revitalization in Germany. It is awarded by Brownfield24 in cooperation with the German Brownfield Association.

As part of the Natur auf Zeit (Temporary Nature) project of the Federal Ministry for the Environment and the Federal Agency for Nature Conservation, Audi is temporarily turning over unused areas of the incampus to nature, thus creating valuable habitats for flora and fauna. While 15 hectares of land are permanently protected, 40 hectares at the incampus are to be set aside for biologically diverse natural habitats, such as low-nutrient meadows and hedge and tree structures, until the areas are needed for construction projects in the course of further development of the site. Even though these 40 hectares at the incampus are only to be temporarily turned over to nature until they are built on, Audi is making an important contribution to promoting biodiversity with the project. If the underlying concept of "Natur auf Zeit" is considered on a national level, it is clear how effective it can be: The more players involved, the more temporary natural areas that are created nationwide. And while these areas will eventually be built on, new temporary protected spaces are continually being created on existing industrial sites. This is an important boost for pioneer species, in particular, which are highly adaptable to dynamic habitat changes. The end result is an overall increase in the available natural habitats. Representatives of IN-Campus GmbH, a subsidiary of AUDI AG, together with the government of Upper Bavaria and the city of Ingolstadt signed a cooperative contract in the year under review, which legally protects the "Natur auf Zeit" project on the incampus. This ensures that the unused areas on the site will be available as natural habitats until such time as they are needed for future construction projects.

Münchsmünster

The Audi Münchsmünster site is situated around 25 kilometers to the east of the Ingolstadt site and is a center of excellence for high-tech chassis parts, aluminum structural components and pressed parts. Roughly six hectares of land have already been temporarily set aside here for biodiversity measures since 2019 as part of the "Natur auf Zeit" project.

In 2024, ephemeral streams as they are known were created on the site. These are special water structures without vegetation, which can dry up during hot summers. Such temporary areas of water have become rare and are used as spawning waters for particularly endangered amphibian species. In addition, a pond was created and planted with vegetation, which offers ideal habitats for flora and fauna.

Neckarsulm

At the Neckarsulm site, the roofs of the smoker booths and the shuttle bus shelters within the factory premises were planted with hardy sedum plants and native flowering plants. The plants serve a variety of purposes: They act as a source of food and shelter for insects and therefore have a positive effect on biodiversity. In addition, they absorb fine dust and CO_2, store rainwater, acts as a heat shield in summer and cushion noise. A similar effect is achieved with moss mats, which are used for planting on the roofs of parking garages.

Győr

Some areas of the site were renaturalized in the year under review and habitats created for insects and birds in a variety of ways, such as the planting of wild shrub hedges, integration of dead wood and dry-stone walls as a habitat for different animal species, maintenance and repair of a swallow house and the installation of bird and bat boxes as well as more than 20 insect hotels. In addition, the number of invasive trees was successfully reduced.

San José Chiapa

A raft of measures were also introduced at the Audi production site in Mexico to promote biodiversity. These included reforestation measures and workshops on making nesting aids for insects.

Cooperations with science, research, associations and NGOs

Audi promotes exchanges with external stakeholders in the context of its memberships of networks and initiatives in order to collectively minimize the impact on biodiversity along the entire value chain. Biodiversity thrives on a clean environment, which is why Audi strives to reduce environmental pollution. By joining the Alliance for Water Stewardship, Audi is demonstrating its further commitment to responsible handling of water as a resource. Audi has been involved in the Aluminium Stewardship Initiative since 2013 in a bid to minimize production waste.

AUDI AG has been a member of the German Biodiversity in Good Company initiative since 2015 and promotes the preservation of biodiversity as part of its membership. As a signatory to the associated leadership declaration, the company is committed to the three goals of the international agreement on biological diversity: the conservation of biological diversity, the sustainable use of its components and the fair and equitable sharing of the benefits arising from the use of genetic resources. Within the scope of its membership, Audi publishes a Progress Report every two years, which provides transparency in relation to its commitment to promoting biodiversity.

In Peru, the Audi Environmental Foundation supported a biodiversity monitoring project in the year under review. While a wealth of data is available ›

Audi Environmental Foundation

Through the Audi Environmental Foundation, the company has been actively involved in numerous biodiversity projects for more than 15 years, also beyond its factory gates. Audi Stiftung für Umwelt GmbH – the Audi Environmental Foundation – is a not-for-profit company that actively promotes research in new technologies and scientific methods for a livable future. Its declared aim is to help protect the environment and to create and promote opportunities for sustainable action. The foundation focuses in particular on the promotion and development of environmentally compatible technologies, on educational measures for environmental topics and on the protection of the natural resources for humans, animals and plants. It was established by AUDI AG in 2009 as a wholly owned subsidiary and is part of its social and environmental commitment.

You can find more information here.

Space for nature: Audi is temporarily setting aside unused areas of the incampus for nature.

on the species diversity on the forest floor of the rainforest, the upper layers remain virtually unexplored even though a large proportion of the biodiversity can be found here. In cooperation between the Wilderness International foundation and scientists at the Environmental Robotics Lab of ETH Zurich, the project involves taking DNA samples from the treetops of the Peruvian rainforest using drone technology. The species inventory carried out as part of the pilot project provides insights into the biodiversity in the difficult-to-reach treetops of the rainforest, with the aim of identifying the different native animal and plant species. Every organism leaves behind traces in its environment. A DNA analysis of these traces allows the respective animal and plant species to be determined. Thanks to the use of drones, the process is minimally invasive and precise. In addition, the drones allow unexplored regions to be accessed to take samples, thus closing research gaps. Information on biodiversity can therefore be gathered quickly and relatively inexpensively. The Audi Environmental Foundation contributed to the project costs and also financed solar panels for the research and forest ranger stations in the Peruvian rainforest. Generators were previously used here to produce electricity. Now, thanks to the solar panels, roughly 3,500 liters of gasoline is saved annually.

Communication and creating awareness

Audi offers a range of different initiatives and programs at all of its locations to increase awareness among its employees of the need for comprehensive biodiversity protection. These include themed weeks, employee participation programs such as joint planting initiatives, urban gardening promotions, communication and awareness campaigns and training offers.

Under the motto “MachMIT!” (Join in), AUDI AG employees can apply to sponsor an environmental project with a non-profit partner. The Audi Environmental Foundation offers funding of 75 percent of project costs up to a maximum of EUR 2,009, which commemorates the year in which the Foundation was established (2009). To date, 46 external projects have been carried out, including several wild bee colonies, flower meadows, raised beds and planting campaigns.

Ingolstadt

The topic of environmental protection and climate action has been an intrinsic part of training at Audi for many years – for instance during Environment Days, when young Audi employees get to explore the topic in theory and practice. In the AzuBioTop project, 1.24 hectares of land outside the Ingolstadt factory gates have been the primary focus of around 1,400 Ingolstadt apprentices since 2022. A new habitat for endangered animal and plant species was developed here, with the creation of orchard and flower meadows, for example, as well as a substitute habitat for sand lizards. In 2024, the apprentices planted Benjes hedges (hedges made of dead wood), designed a nature trail and created a maintenance concept for the vegetation with the support of scientists.

In addition, awareness-raising talks were given by Audi biodiversity experts for the first time in 2024 to raise awareness at schools in the region.

Neckarsulm

On the initiative of the Audi Environmental Foundation, a project was launched with the Heidelberg University of Education, the city of Neckarsulm and Audi apprentices at the Neckarsulm site. Under the title Preserving and designing orchard meadows together, this project contributes to conserving biodiversity. Orchard meadow stands have become increasingly endangered in the Neckarsulm region over recent decades, for reasons including urban sprawl and more intensive agricultural practices. Moreover, management of ›

Photo: AUDI AG

Biodiversity project supported by Audi in Neckarsulm: Drones are used to monitor the health of the orchard trees.

orchard meadows is increasingly unprofitable in comparison with large fruit plantations. As a result of these developments, habitats for animal and plant species are becoming endangered. Scientists at the university want to conserve the orchard tree stands and, with this in mind, are examining the health, vitality and potential diseases in orchard trees.

Apprentices at Audi are assisting with the project and, for example, supporting the use of drones to monitor the health of the orchard trees. The aim here is to raise awareness among the apprentices of the importance of protecting valuable cultural landscapes and to arouse their interest in the topic of sustainability – even beyond their apprenticeship.

Győr

In the year under review, a wide range of awareness-raising measures were introduced in Győr, including, for example, integration of the topic of biodiversity into the apprentices' training schedule, the construction of nesting boxes or the joint collection of waste on an external nature trail by Audi employees.

Key figures
Biodiversity

Production site[3]	Size in m²	Region	Directly adjacent protected regions		Protected regions within a radius of 4,500 meters	
			Number	Size in ha	Number	Size in ha
Ingolstadt, DE	2,859,883	Europe	0	0	4	2,094,409
Neckarsulm, DE	1,422,125	Europe	0	0	4	3,485,633
Győr, HU	5,161,158	Europe	1	2,881	1	17,182
Brussels, BE	560,413	Europe	0	0	3	401,757
San José Chiapa, MX	995,495	North America	0	0	0	0
Crewe, UK	551,074	Europe	0	0	1	160
Sant'Agata Bolognese, IT	500,660	Europe	0	0	2	36,843
Bologna, IT	116,495	Europe	0	0	2	124,914
Amphur Plukdaeng, TH	96,226	Asia	0	0	0	0
Audi		**Global**	**1**	**2,881**	**17**	**6,160,899**

[3] The data relates to the 2024 fiscal year. No information is available at this time for the Münchsmünster, Neuburg and Neustadt sites. The database was updated for 2024.

Photo: AUDI AG

GRI 301, 306

Resource management and circular economy

Sustainable Development Goals

The following SDGs are at the focus of this company commitment:

Further information on Audi and the UN sustainability goals can be found on page 160.

Photo: AUDI AG

The Earth's resources are finite, necessitating their efficient use and recycling. For this reason, Audi is seeking to integrate the principles of the circular economy into the automotive value chain.

The circular economy contrasts with the traditional linear economy, which focuses primarily on easily accessible primary raw materials. Linear in this context means that raw materials are processed once and disposed of following use. In the circular economy, on the other hand, parts and materials are reused through maintenance and repair, remanufacturing or recycling. The paradigm shift toward a functioning circular economy therefore offers potential from a social, economic and ecological point of view. This means, for example, that climate change and other global challenges, such as the loss of biodiversity, raw material wastage and environmental pollution, can be mitigated. It also provides many opportunities for the economy. For example, by reusing valuable resources, it is possible to cut dependency on critical primary raw materials, reduce the carbon footprint of products and develop new business models.

Reducing the consumption of primary raw materials is also a focus of the Volkswagen Group's regenerate+ sustainability strategy. Likewise, the circular economy is a core aspect of the Volkswagen Group's goTOzero environmental mission statement. Moreover, the ›

strategic vision of the Zero Impact Factory concentrates on resource-friendly production across the entire Volkswagen Group.

For Audi, the Common Corporate Policy, Audi Code of Conduct and Code of Conduct for Business Partners are key internal company policies in respect of the circular economy. AUDI AG also addresses resource efficiency as an important field of action in its Mission:Zero environmental program.

In 2023, internal target values for the proportion of secondary material and post-consumer secondary material at whole vehicle level were anchored in the company for future vehicle generations. Additionally, AUDI AG adopted a binding company process standard to ensure the achievement of the target values it has set for itself. Since 2024, the company has applied the process to set voluntary, self-imposed environmental targets in vehicle projects. The standard defines these target values for secondary materials (minimum content) and CO_2 (threshold values) in vehicle projects, broken down for the suppliers of relevant components and materials. Audi worked with the respective suppliers to develop the target values for materials and components. They are binding for suppliers to AUDI AG in the context of the tender process and an integral part of the contract documents. Audi does not award contracts unless the prescribed targets values for CO_2 and secondary materials are fulfilled. This process is applied for the key materials aluminum, steel, plastic, glass and the raw materials for manufacturing high-voltage batteries.

Rethink, reduce, reuse, recycle – the circular economy at Audi

The responsible handling of raw materials is a cornerstone of forward-looking automotive production for Audi. The company is committed to reducing the use of primary materials and closing resource cycles both internally and externally. Audi adopts a holistic approach in this respect in line with the principles of rethink, reduce, reuse and recycle. This means considering factors such as resource efficiency and the recyclability of components during the development phase (rethink), producing vehicles in a resource-friendly manner (reduce) and either reutilizing usable components at the end of the product life cycle (reuse) or recycling them in the optimal way (recycle). ›

Rethink: Design for Circularity

Audi is committed to the responsible use of resources along the value chain. The company therefore wants to ensure that the principles of the circular economy are also increasingly applied in the early stages of product development, for seat upholstery, for example. A visit to the Audi experts who consider disassembly, repair, maintenance and recycling from the start.

You can find more information at audi.com.

Total weight of waste by disposal method in t

Wherever possible, the Audi Group closes material cycles in order to reduce waste. The total volume of waste (excluding scrap) has decreased compared with the previous year. In the 2024 reporting year, 278,751 metric tons of metallic waste were generated throughout the Group, all of which is destined for recycling. This is down on the previous year due, for example, to the number of units produced and delays in collection by disposal companies. The reduction in disposable waste can be attributed to the absence of ad hoc waste fractions that arose in the previous year (e.g., tank cleaning, asbestos from building demolition, etc.).

Metallic waste
(scrap; completely recyclable)

2022	274,558
2023	302,817
2024	278,751

Total volume of waste
(excluding scrap)

2022	193,038
2023*	155,054
2024	142,988

Recyclable waste

2022	187,841
2023*	140,648
2024	140,641

Disposable waste

2022	5,197
2023*	14,406
2024	2,348

* The prior-year figures were adjusted in accordance with the final data status.

Photo: AUDI AG | Illustration: C3 Visual Lab

Rethink: Thinking about the end right from the start

The rethink principle is applied in the early phase of product development. Parts that are developed according to this principle already consider later recyclability as early as their design phase. This resource-friendly approach to the development of components creates the basis for the subsequent principles. The following features are at the forefront of the rethink principle:

- Reparability with the goal of ensuring longevity (the condition for reduce)
- Suitability for disassembly, upgrade, update and maintenance (the condition for reuse)
- Recyclability (the condition for recycle)

A range of measures have been deployed to anchor the rethink principle within the company. Design is of particular importance in the early phase of product development. The Audi designers have therefore developed an internal handbook on sustainable design including best practices. This describes, for example, how parts can be produced with fewer resources and how simpler disassembly makes it easier to return components to the circular economy. Audi developers have an equally large influence on the recyclability of a vehicle's selected components. Detailed material-specific guidelines support them in selecting more recycling-friendly materials or joining techniques – for example through the use of monomaterials, composite materials that can be separated easily or joining techniques that enable non-destructive dismantling. A web-based training program and a guideline, for example, were created in collaboration with polymer experts on the recycling-friendly product development of plastic parts. This guideline is also available to suppliers and provides suggestions and information for the recycling-friendly design of components. Moreover, the plan is to make it possible to quantify and compare the recyclability of parts and vehicles in the future. Thanks to this methodology, Audi could then optimize the recyclability of new vehicles and the parts used in them in a second step.

Reduce: Reducing the need for primary materials, extending the utilization phase

The reduce principle involves measures during both the production process and the downstream utilization phase. There are essentially two aspects to consider here: firstly, the efficient use of materials, and secondly, the extension of the product life cycle, for example, by repairing vehicles.

Material efficiency: The reduce principle is applied in vehicle production among other areas. It is implemented, for example, on the basis of the Audi Mission:Zero environmental program in the action area of resource efficiency.

Audi Logistics implements the following measures:

- Packaging is avoided whenever possible. If packaging material has to be used, it is preferable to use recyclable and/or renewable resources. From 2030, the goal is to increase the proportion of recyclable packaging materials in new vehicle projects to more than 90 percent. With this in mind, Audi is already focusing on sustainable packaging concepts in the early planning phase of new vehicle projects. To ensure these are optimized comprehensively, requirements are incorporated in the product specifications for suppliers. Contracts with suppliers define, for example, that no polystyrene should be used and that packaging should be designed to be recyclable.
- In the year under review, a program was initiated to provide support in avoiding the use of packaging materials. The database-supported application documents optimized packaging solutions by providing examples of best practices. Integrated photographic documentation of the situation before and after implementation enables the program to search for efficient packaging concepts. This ensures cross-site sharing of best practice solutions in order to leverage synergies. For Audi PPE (Premium Platform Electric) models, it was possible to reduce the plastic packaging for a defined range of parts by almost 50 percent. In the future, the program is to be used for other vehicle projects to calculate the potential savings in packaging at the parts level. For new vehicle projects, a key figure has been defined to describe and monitor the proportion of plastic in the packaging for selected vehicle parts.

The Audi Genuine Sustainable Parts program offers customers a reliable and ›

The circular economy in practice

For the benefit of customers: Audi Genuine Exchange Parts are a resource-friendly alternative to new parts – ensuring optimal quality in compliance with approved Audi standards. The company has decades of experience in remanufacturing parts. They are an example of how AUDI AG is turning ideas for the circular economy into reality.

You can find more information at audi.com.

Photo: AUDI AG

inexpensive way of maintaining their vehicles with reusable parts. Alongside Audi Genuine Parts Repair, which is based on the reduce principle, Audi Genuine Exchange Parts and Audi Genuine Used Parts are two further pillars that satisfy the reuse principle.

Individual repair of Audi Genuine Parts – Audi Genuine Parts Repair: Audi sets the highest standards for the quality and longevity of the parts used. If a defect occurs nevertheless, infotainment systems, displays in the dashboard area and diesel particulate filters can be refurbished in a one-to-one repair. Once the Audi dealer has removed the defective part correctly, it is sent to the repair service for reconditioning within five working days. The repaired part is then returned and reinstalled by the dealer. Customers also benefit from a two-year warranty on the repair (with the exception of diesel particulate filters).

Reuse: Enabling continued use

The reuse principle is based on the reuse of parts, either on the basis of remanufacturing or use in a new function.

Industrial remanufacturing of defective Audi Genuine Parts – Audi Genuine Exchange Parts: In 89 markets, owners of an Audi model are offered resource-friendly Audi Genuine Exchange Parts with a two-year warranty as an alternative to new parts during the routine service process. Audi Genuine Exchange Parts are Audi Genuine Parts that are no longer functional and have been remanufactured. The defective part is removed and sent to an internal remanufacturing center. In return, the customer receives a part that has already been remanufactured. If it is not directly possible to remanufacture old parts as part of the Audi Genuine Exchange Parts program, they are replaced with new parts (Audi Genuine Parts). Remanufacturing makes it possible to reuse many of the still functioning individual items in a part, thereby prolonging the utilization phase of originally defective Audi Genuine Parts and saving resources. For this reason, Audi Genuine Exchange Parts are 20 percent less expensive on average than new parts (Audi Genuine Parts) and are usually available immediately. One example: For more than 70 years, powertrains have been remanufactured at the Audi plant in Ingolstadt. What is new is that, since 2024, Audi has been remanufacturing electric motors as well as generators, starters and mechatronics in Ingolstadt. The goal is to remanufacture around 5,000 electric motors at the company's main site each year, enabling them to be used as Audi Genuine Exchange Parts. Some 81 kilograms of material goes into the production of a new electric motor. By contrast, remanufacturing requires only around 2.47 kilograms of additional material. Remanufacturing reuses the material-intensive housing, rotor and stator but replaces items such as seals, screws and bearings.

Used and functioning Audi Genuine Parts without remanufacturing – Audi Genuine Used Parts: Audi Genuine Used Parts are an inexpensive and reliable option for customers who want to replace body, lighting, engine, transmission, suspension, interior or electronic components. They also use fewer resources than new parts. The parts originate from, for example, test vehicles or vehicles that have reached the end of their life cycle. In order to guarantee their quality, the parts are checked in specialist centers by trained experts in accordance with Audi guidelines. Moreover, there is a two-year warranty on Audi Genuine Used Parts. Accident repairs are an important use case in this respect. Replacing all defective parts in a damaged vehicle with new parts is often no longer economically viable. However, a repair may make economic sense if less expensive used parts can be used. This means that vehicles that would otherwise be treated as a write-off can continue to be used.

The reuse principle is especially important with electric vehicles, particularly when it comes to the lithium-ion battery. Even after many years of use, high-voltage batteries can continue to be used before recycling. Within the Volkswagen Group, Audi is pursuing two possible reuse objectives ›

Volume of raw materials processed by Audi in vehicles in 2024

Diagram is based on the production figures of AUDI AG in 2024 and current disassembly studies for selected models in the various product lines. All vehicle segments were considered; figures may not add up due to rounding.

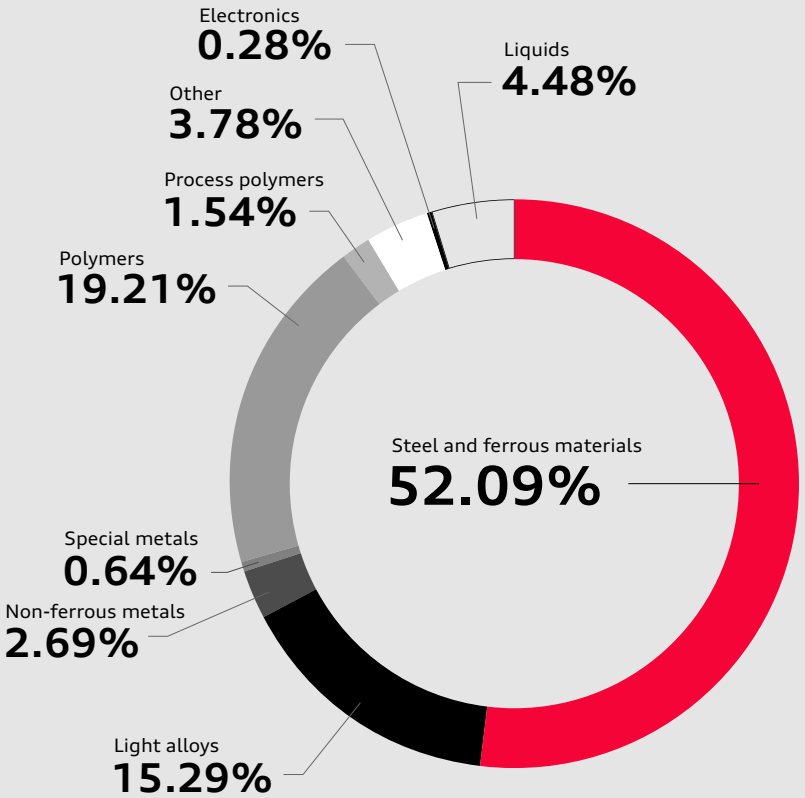


Illustration: C3 Visual Lab

in the future: firstly remanufacturing, which involves continuing to use high-voltage batteries in electric vehicles. And secondly, second-life concepts, which allow batteries to have a second life for years outside of an electric vehicle – for instance in the fast-charging stations of an Audi charging hub.

Recycle: The end as a new beginning

The recycle principle involves measures concerning both the production of a vehicle and the phase following its end of life, if reuse of the vehicle as a whole or its individual components is no longer possible. The motto is: reuse as many materials as possible, including from end-of-life vehicles, in the form of secondary materials and avoid downcycling as much as possible. The quality of a new product produced from recycled material is not as high in the case of downcycling as that of the original product.

The company is following two approaches in respect of the recycle principle:

- Recovery of high-quality post-consumer secondary materials from end-of-life vehicles at the end of the utilization phase (end-of-life recycling): disassembly of vehicles into individual components and subsequent remanufacturing of used raw materials, ideally without any loss of quality.
- Use of secondary material in new vehicles: secondary materials – preferably from a post-consumer source – should be used wherever technically feasible, environmentally sound and economically justifiable.

AUDI AG carried out a number of projects to test the product maturity of post-consumer material cycles for steel, aluminum, plastic, glass and batteries. These materials are in the spotlight because, in some cases, they play a special role in existing and future legislation and in internal requirements and make up a high percentage of the overall weight of the vehicle. Findings from these projects are used to increase the use of secondary materials in new vehicle generations.

- **Steel:** In the Audi Q6 e-tron, a proportion[1] of the steel used for the exterior roof section is scrap steel from post-consumer sources.[2] Such materials are also used for selected parts (for example, the roof frame) of the Audi A6 e-tron.
- **Aluminum:** The aluminum for selected parts of the Audi A6 e-tron contains a proportion[1] of recycled post-consumer secondary material. It is used, for example, to produce the outer section of the aluminum front flap. Apart from recycling post-consumer materials, post-industrial materials are also recycled. From as early as 2017, AUDI AG has demonstrated its commitment to the responsible handling of aluminum through the Aluminium Closed Loop project. Aluminum sheet offcuts that are produced in the press shop are returned to the material cycle. Compared with the production of primary aluminum, recycling aluminum waste allows savings of up to 95 percent in terms of the energy needed to produce the aluminum.
- **Plastics:** In the Audi A6 e-tron, plastic parts such as the frunk (luggage compartment under the front hood) and the adjacent covers in the front end of the vehicle are made partly[1] from recycled material. Other parts made from recycled plastic include the sound generators and the water container for the air conditioning fresh air intake at the front of the vehicle. As was the case for models in the Audi Q6 e-tron product line, a previously used conventional sheet metal component has been replaced by plastic components containing a large proportion of secondary material.
- **Glass:** GlassLoop is a project in collaboration with Reiling Glas Recycling, Saint-Gobain Glass and Saint-Gobain Sekurit in which Audi demonstrates how material cycles can be implemented in series production. Together the companies tested how to produce new windshields from defective automotive glass. Since September 2023, windshields made from recycled material are being used in the series production of the Audi Q4 e-tron. The windshield in the Audi Q4 e-tron uses glass with a recycled content[1] of up to 30 percent recovered from car windows that can no longer be repaired. Audi is the first premium manufacturer to have established such a glass cycle in the automotive industry together with partner companies.
- **Battery:** Volkswagen AG is working on a recycling concept for batteries within the Group. Volkswagen is also exploring strategic partnerships with a number of stakeholders in the battery value chain to close the loop comprehensively for the Group. The goal is the industrialized recovery of valuable raw materials ›

Global Battery Alliance

Through its involvement in the Global Battery Alliance, Audi is clearly committed to the values of the Global Battery Alliance of the World Economic Forum. The alliance was founded in 2017 and consists of public and private-sector partners from along the entire battery supply chain. Its goal is to ensure that both social and ecological sustainability aspects are taken into account in the value chain for the raw materials used in batteries. The Global Battery Alliance is working on issues such as the conditions for mining raw materials, sustainable recycling concepts in the spirit of a circular economy and innovations that promote battery sustainability. Audi has been a member of the cooperation platform since it was founded in 2017.

[1] The material originates from a production process in which a proportion of secondary materials from a post-consumer source is used. Secondary materials are added to the process in such quantities that the source material used to produce the relevant part contains an average post-consumer recycled content (mass balance approach). However, this means that the actual percentage used in the individual part may also be lower.

[2] The proportion of post-consumer steel used in steel production for this part averages up to 15 percent (mass balance approach based on currently planned production figures).

Photo: AUDI AG

Recycled monomaterial seat covers can be used to make new yarn.

such as lithium, nickel, manganese and cobalt in a closed loop as well as aluminum, copper and plastic. It is planned to make the Salzgitter site the battery center for the Volkswagen Group. Here, Volkswagen is operating a pilot plant for the recycling of high-voltage vehicle batteries.

- **MaterialLoop:** In 2023, Audi took a further step toward closing material loops in the future with MaterialLoop program. Together with 15 partner companies from research, the recycling sector and the supply industry, the project examined the possibility of reusing post-consumer materials from 100 end-of-life vehicles to produce new vehicles. Attention focused on materials such as steel, aluminum and plastic, among others, in terms of their recyclability. After confirming the technical feasibility, the focus in 2024 was on assessing and implementing an economically sound concept. As a result, Audi has developed the first economically feasible concept for recovering steel recyclate from end-of-life vehicles, which it has implemented in partnership with TSR Resource. In this way, the scrap steel from these vehicles is remanufactured into high-quality post-consumer secondary material for reuse in the automotive supply chain. From 2025, as part of the first phase, Audi will provide several thousand pre-series vehicles for steel recycling. These will be broken down by TSR Resource to recover high-quality recycling raw materials for further use by the automotive industry. In return, Audi will receive access to the secondary steel material obtained from these vehicles. This will be credited to a digital material account, which can be drawn on by potential material and parts suppliers during a tender process. In this way, Audi contractual partners receive exclusive access to high-quality recycled steel. In the future, the process will be rolled out to other materials and vehicles. It could be applied to all raw materials for which Audi currently specifies a binding content of recycled material for its vehicles – or intends to do so in the future. The recovery concept makes the company less dependent on market-related price fluctuations when procuring these raw materials. At the same time, Audi is fostering high-quality recycling and sustainable vehicle production of consistent high quality.

- **Recycling plastics from end-of-life vehicles:** In practice, the plastics from end-of-life vehicles are recycled only to a limited extent, restricted mainly to the polypropylene (PP) used in bumpers, for example. Since 2021, AUDI AG has been working with various partners to develop innovative sorting and recycling technologies that make it possible to recover high-quality raw materials ›

from mixed and often contaminated plastic waste like that found in end-of-life vehicles. To ensure that the recycling process can deliver high quality, the shredded material mix must be sorted into recyclable material groups. This makes it possible to leverage the potential for recycling other types of plastic. In the year under review, a pilot project with the Fraunhofer Institute for Process Engineering and Packaging (IVV) succeeded in sorting other types of plastic[3] and remanufacturing them using the physical recycling process. The plastics are dissolved in solvents and separated from other solids. The advantage is that this preserves the basic polymer structure and thus the processing energy it contains. The solvents used are then recovered by evaporation and reused. The end result following drying is a very pure plastic granulate of a similar quality to new goods. On a pilot scale, it was possible for the first time to recover high-purity polycarbonate/acrylonitrile-butadiene-styrene (PC/ABS) – a thermoplastic polymer composite – from shredded end-of-life vehicles using the physical recycling process. For demonstration purposes, this material was used to produce trim frames that were tested successfully in the quality laboratory. The pilot project proved that the material produced using the physical recycling process is also suitable for reuse in vehicle interiors. Once it is available on a industrial scale, the tested process could contribute to closing future plastic loops. /

Glossary

- **Downcycling**
  The qualitative properties of a new product made from recycled material are lower in the case of downcycling than those of the original product. For example: steel from end-of-life vehicles is reused as structural steel. This process contrasts with upcycling where materials are converted to a higher-value product.
- **Post-consumer**
  Post-consumer material refers to recycled materials from products that have already been used by the end user for one product cycle and then disposed of.
- **Post-industrial (alternative: Pre-consumer)**
  Post-industrial material denotes recycled materials that originate from industrial production waste and that arise during the production process, e.g., offcuts.
- **Primary raw material**
  A primary raw material is a natural, untreated raw material, which is obtained directly from the environment and without prior processing (e.g., metal ores).
- **Remanufacturing**
  Remanufacturing involves in-depth reworking and reconditioning of used parts. The objective is that the resulting quality is the same as that of a new replacement part.
- **Recycled material or secondary material**
  Materials recovered either from recycling a product used by an end customer (post-consumer recycled material) or by recycling production waste (post-industrial recycled material). Recycled metal materials include aluminum offcuts, for example, which are collected, remelted and transformed into new raw material.
- **Second use/second life**
  Second use is a concept that aims to extend the value of products by reusing them in a new context. This gives them a second life.

Photo: AUDI AG

[3] The following material groups were sorted: polypropylene, polyamide (PA6 and PA66) and polycarbonate including PC+ABS, ABS, ASA.

Key figures[1]
Resource management and circular economy

Recyclable waste[2] (waste diverted from disposal)	Unit	2024	2023	2022
Recyclable waste	t	140,641	140,648	187,841
of which other recyclable waste	t	53,336	58,521	–
of which substitute raw materials and preparation for reuse	t	13,441	16,169	–
of which recycling following mechanical pre-treatment	t	18,292	18,246	–
of which recycling following physicochemical pre-treatment	t	10,450	11,452	–
of which thermal recovery	t	10,763	12,267	–
of which backfilling	t	391	387	–
of which hazardous recyclable waste	t	38,572	38,170	–
of which substitute raw materials and preparation for reuse	t	2,965	3,476	–
of which recycling following mechanical pre-treatment	t	12,458	9,354	–
of which recycling following physicochemical pre-treatment	t	16,187	17,348	–
of which thermal recovery	t	6,302	7,229	–
of which backfilling	t	659	762	–
of which non-production-specific recyclable waste	t	48,733	43,661	–
of which substitute raw materials and preparation for reuse	t	11,912	5,263	–
of which recycling following mechanical pre-treatment	t	35,503	37,479	–
of which recycling following physicochemical pre-treatment	t	89	47	–
of which thermal recovery	t	1,229	873	–
Metallic waste	t	278,178	302,817	–
of which internal recycling	t	110,680	14,421	–
of which external recycling	t	168,063	287,893	–

[1] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels, Győr, San José Chiapa, Crewe (Bentley) since 2022, Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024) sites. If deviations between the actual values and the reported data are identified in the following year, the data is updated. The individual key figures for 2023 were updated in this report using the actual values for 2023.

[2] All waste was generally treated outside the company sites.

Key figures[3]
Resource management and circular economy

Disposable waste[2] (waste diverted from disposal)	Unit	2024	2023	2022
Disposable waste	t	2,348	14,402	–
of which other disposable waste	t	1,206	1,086	–
of which thermal disposal	t	829	820	–
of which landfill	t	377	266	–
of which hazardous disposable waste	t	438	587	–
of which thermal disposal	t	438	587	–
of which landfill	t	0	0	–
of which non-production-specific disposable waste	t	703	12,728	–
of which thermal disposal	t	69	522	–
of which landfill	t	634	12,206	–

Key figures[4]
Circular economy and resource management

Waste	Unit	2024	2023	2022
Total volume of waste (excluding scrap)	t	142,988	155,054	193,038
Automotive segment (incl. components)	t	141,893	153,930	191,449
	kg/veh.	170.13	154.64	211.11
Recyclable waste	t	140,641	140,648	187,841
Automotive segment (incl. components)	t	139,576	139,570	186,312
	kg/veh.	167.36	140.22	205.45
Other recyclable waste	t	53,336	58,521	53,566
Automotive segment (incl. components)	t	52,453	57,640	52,183
	kg/veh.	62.89	57.91	57.54

[2] All waste was generally treated outside the company sites.

[3] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels, Győr, San José Chiapa, Crewe (Bentley) since 2022, Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024) sites.

[4] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels, Győr, San José Chiapa, Crewe (Bentley) since 2022, Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024) sites. Only car-producing sites including component manufacturing are considered for the specific key figures. The environmental key figures for the current year are data as of February 4, 2025. The figures may contain estimates if, for example, they are based on statements from energy suppliers that were not available when data was collected. If deviations between the actual values and the reported data are identified in the following year, the data is updated. The individual key figures for 2023 were updated in this report using the actual values for 2023.

Hazardous recyclable waste	t	38,572	38,219	35,673
Automotive segment (incl. components)	t	38,442	38,088	35,582
	kg/veh.	46.09	38.27	39.24
Non-production-specific recyclable waste	t	48,733	43,888	98,602
Automotive segment (incl. components)	t	48,680	43,842	98,547
	kg/veh.	58.37	44.05	108.67
Disposable waste	t	2,348	14,406	5,197
Automotive segment (incl. components)	t	2,318	14,359	5,136
	kg/veh.	2.78	14.43	5.66
Other disposable waste	t	1,206	1,086	898
Automotive segment (incl. components)	t	1,206	1,086	890
	kg/veh.	1.45	1.09	0.98
Hazardous disposable waste	t	438	587	942
Automotive segment (incl. components)	t	409	548	890
	kg/veh.	0.49	0.55	0.98
Non-production-specific disposable waste	t	703	12,732	3,357
Automotive segment (incl. components)	t	703	12,726	3,356
	kg/veh.	0.84	12.78	3.70
Metallic waste (scrap; completely recyclable)	t	278,751	302,817	274,558
Automotive segment (incl. components)	t	278,178	302,313	273,952
	kg/veh.	333.54	303.72	302.09

Extended environmental key figures for all sites at which models of the Audi brand are produced[5,6]

Resource management and circular economy

	Unit	2024	2023	2022
Total waste (production-specific)[7]	t	109,250	111,999	121,973
Total recyclable waste (production-specific)[7]	t	105,068	104,385	114,342
Total disposable waste (production-specific)[8]	t	4,182	7,614	7,631
Total waste (production-specific, specific)[7]	t/veh.	0.065	0.058	0.072

[5] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels, Győr and San José Chiapa (Audi), Martorell (Seat), Chhatrapati Sambhajinagar and Kaluga (up to 2022) (Skoda), Bratislava, São José dos Pinhais and Zwickau (Volkswagen Passenger Cars), Anting and Ningbo (SAIC VW), Changchun, Tianjin, Qingdao and Foshan (FAW-VW) sites. Only car-producing sites including component manufacturing are considered for the specific key figures.

[6] The underlying key figures for each site are calculated on a pro rata basis according to the number of units of the Audi brand produced at the site.

[7] Key figure is being reported for the first time in the year under review.

[8] Recording of the key figure was adjusted for the year under review as well as for prior-year figures.

Extended key figures within the scope of ESRS reporting[1]

	Unit	2024	2023	2022
Total energy consumption in connection with own business activities[2]	MWh	2,734,897.72 ✓	–	–
Total energy consumption of which from renewable energy sources	MWh	2,062,797.98 ✓	–	–
GHG emissions (Scope 1+2)[3]	tCO_2e	289,023.46 ✓	–	–
VOC emissions[4]	t	780.5 ✓	–	–
Direct NO_x emissions[5]	t	182.99 ✓	–	–
Total water consumption[6]	m^3	1,220,561.30 ✓	–	–
Total amount of pollutants emitted into water[7]	kg	232,040.44 ✓	–	–
Total amount of waste	t	421,739.47 ✓	–	–
Total amount of recycled waste	t	371,730.41 ✓	–	–

[1] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels, Győr, San José Chiapa, Crewe (Bentley) since 2022, Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024) sites. The environmental key figures for the current year are data as of February 5, 2025. The figures may contain estimates if, for example, they are based on statements from energy suppliers that were not available when data was collected. Recording of the key figures was changed in 2024 due to new reporting criteria (ESRS).

[2] The key figure also includes mobile systems and comprises energy use rather than energy consumption.

[3] Calculated according to the Volkswagen CSRD Handbook. Scope 2 was calculated on a market-related basis.

[4] This key figure consists of emissions from paint shops, test rigs and other facilities.

[5] This key figure consists of NO_x emissions caused by plant boiler houses, paint shops and the operation of test rigs.

[6] Water consumption is calculated on the basis of fresh water usage less wastewater and results, for example, from evaporation, seepage, delivery to the product.

[7] Key figure includes nickel, chemical oxygen demand, fluoride.

2 Social

Photo: AUDI AG

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Content

Photo: AUDI AG

GRI 401, 402, 404

Fair working conditions and modern working forms

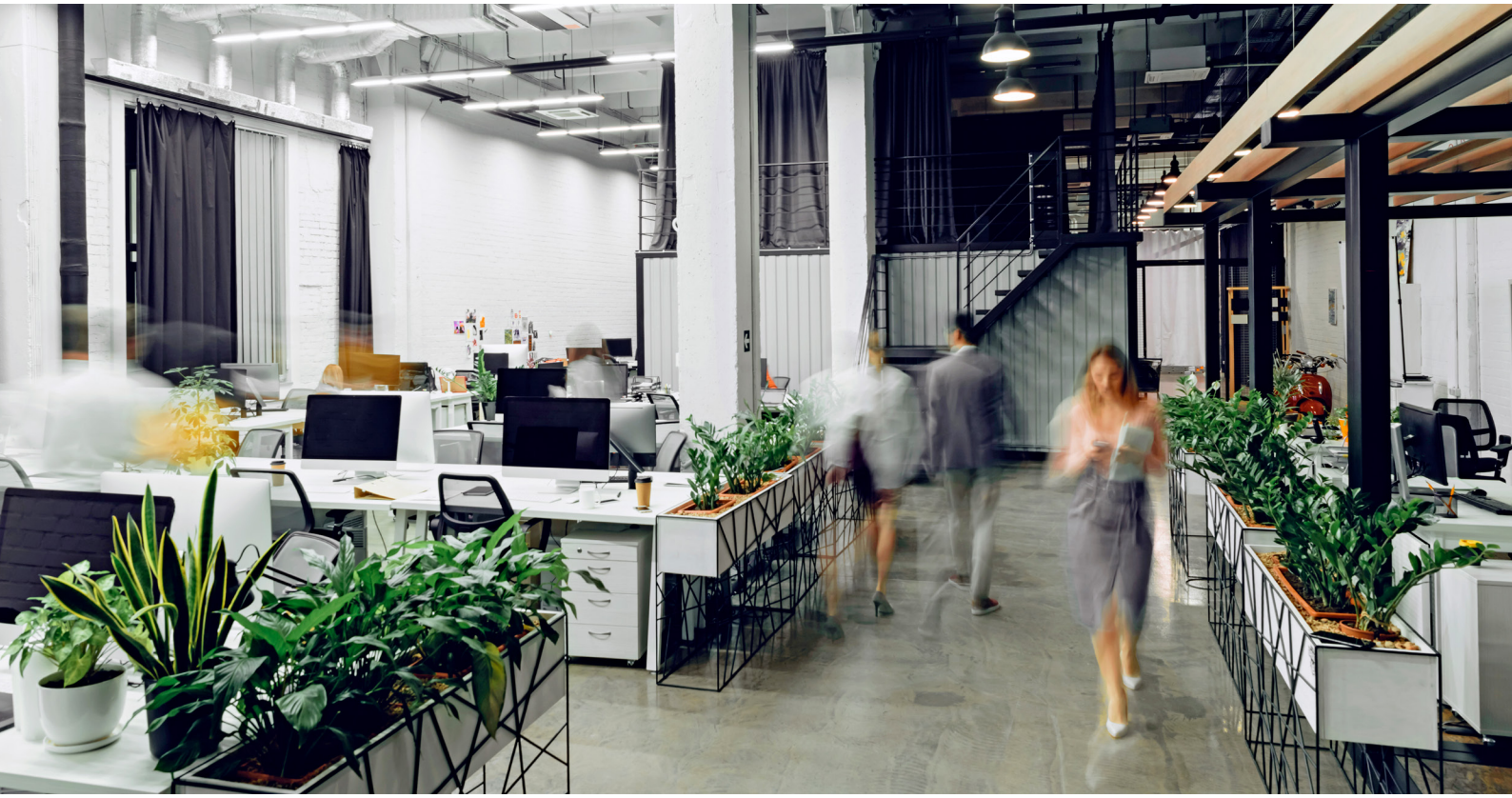


Photo: Getty Images

At the heart of the AUDI AG working world are its employees. Fair working conditions and modern working forms lay the foundation for high job satisfaction.

Fair working conditions, modern working forms and a corporate culture based on shared values all make a significant contribution to employee satisfaction. They are an important prerequisite for retaining productive and qualified employees in the long term, despite the shortage of skilled workers and international competition. Qualified, high-performing and motivated employees can have an impact on the company's productivity, financial success, ability to innovate and thus ultimately on customer satisfaction and the company's image. Excessive staff turnover, on the other hand, could lead to production downtime or a loss of important expertise, for example.

AUDI AG is therefore continuously developing measures to provide an attractive working environment for its employees. These measures include flexible working time models and a wide range of training and development opportunities. ›

Sustainable Development Goals

The following SDGs are at the focus of this company commitment:

Further information on Audi and the UN sustainability goals can be found on page 160.

In principle, guidelines and policies, such as the Audi Code of Conduct or various corporate policies and works agreements, govern the internal employment and working conditions at Audi. For example, the "Training" works agreement that came into force in 2023 emphasizes the significance of learning within the company and offers flexible opportunities for advanced training. But the Audi Group also champions these causes outside the company: The Code of Conduct for Business Partners, for example, lays down rules for employment and working conditions in the supply chain.

Boost in employer attractiveness

Audi has committed unequivocally to electric mobility. However, this transformation requires more than just technological innovation. The company also needs to retain experts and attract new specialists and talent. For this reason, AUDI AG introduced measures in the year under review that specifically target talented individuals. These include networking events and direct interaction with experts from the technology industry. In the long term, AUDI AG aims to position itself as a top tech employer in order to actively meet the challenges of the future.

To boost its attractiveness as an employer, AUDI AG offers a wide range of company benefits in addition to those provided for by collective agreements. Examples include retirement benefits, partial retirement, medical care, leave funded from the time asset bond[1] and attractive leasing and purchase offers for new and near-new used Audi vehicles. These company benefits are available to all full-time and part-time employees of AUDI AG who are covered by a collective wage agreement.

Within AUDI AG, which includes all of the company's German sites, there is an employment guarantee until 2033 and terminations for operational reasons are ruled out. In addition, employment contracts at AUDI AG are essentially permanent.[2] The company also pledges to inform employees about operational changes, such as business restructuring, at an early stage. In the case of the terminations for operational reasons in Brussels, the company is providing comprehensive offers that go well beyond what is legally required. For example, employees affected by the closure of the Audi Brussels plant are being offered additional payments and access to support services such as coaching programs.

Training and development

Additional opportunities for AUDI AG to boost its attractiveness as an employer lie in training and development as well as in modern working forms.

The Audi Akademie plays a central role in training and development at Audi, bundles all of the company's training activities – from vocational training to dual study programs and further training.

The company has expanded its range of digital training formats in order to make learning opportunities as accessible as possible. For example, the Audi Learning Experience (Audi LXP) platform introduced in 2023 as the central digital entry point for all learning opportunities was further expanded in 2024. Audi LXP combines over 25,000 such opportunities. There is a wide range of formats, including live online training (LOT), e-learning and self-motivated learning on one of the various learning platforms, such as LinkedIn Learning, Speexx and, since 2024, Haufe Akademie. Employees can select their individual skills and find the courses that are relevant to them. In addition, there are a number of curated learning plans for selected topics. Since 2024, the company has offered its employees a web-based training (WBT) course called "Introduction to ESG at Audi" via the Audi LXP. The WBT course covers the fundamentals of sustainability in the context of the premium car manufacturer, thus helping to raise awareness of the topic among the company's employees.

Developing its workforce is a key priority for AUDI AG. At least once a year, therefore, staff and their supervisors sit down to discuss professional development opportunities and other training options as part of the employee development dialogue. This is true for employees with variable, performance-based pay as well as for employees not covered by collective wage agreements. Moreover, AUDI AG offers its workforce various transformation training measures that are designed to prepare employees for the challenges of the future. The focus here is on strategic areas of expertise such as digitalization and electrification. Since 2019, more than 50 topic-specific and needs-based transformation training programs have already prepared several thousand employees for the future. The individual programs offered measures ranging from WBT courses to on-site training and on-the-job coaching. In 2024 alone, employees completed over 200,000 hours of training. For example, the year under review saw employees at the main plant in Ingolstadt receiving training and further qualifications in battery production in order to meet the requirements of the transformation in the field of powertrain technology.

Promoting privately organized further education (usually in the form of studies) also plays an important role for AUDI AG in the context of employee retention. The company supports its employees in a number of ways, including educational leave, temporary employment termination with a guarantee of reinstatement or Audi employee scholarships. AUDI AG offers the latter for accredited courses of study in the areas of digitalization, technology and engineering or interdisciplinary ›

Transformation-related training

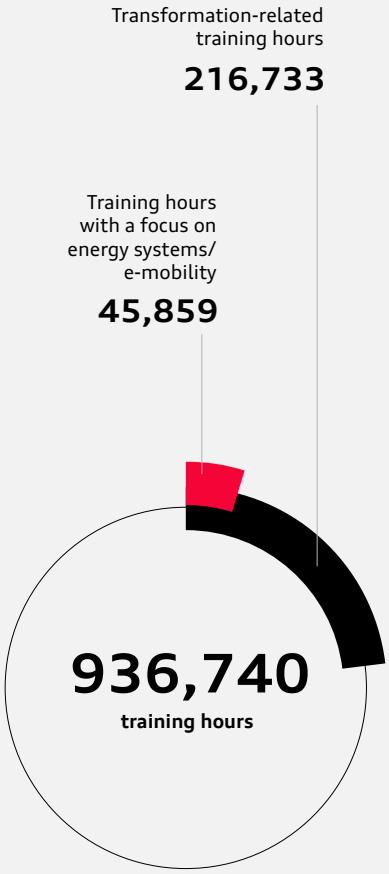


Illustration: C3 Visual Lab

[1] The time asset bond gives employees the option of foregoing payment of salary components above the collective agreement pay scale in favor of a reduction in working life.

[2] Exceptions may apply to certain positions, such as student employees.

functions, such as law or procurement management.

Programs that combine an apprenticeship with a high-school diploma, work-study degree programs, the trainee program and vocational training at AUDI AG are constantly being adapted to the topics of the future and the strategic alignment of the company. In 2024, a total of around 650 young people started their vocational training at the AUDI AG sites in Ingolstadt and Neckarsulm, for example as digitalization management specialists or production mechanics. Professions in the field of digitalization already account for more than 25 percent of the total training on offer. Additionally, more than 150 students began a dual study program at AUDI AG in 2024, including future-oriented courses of study such as artificial intelligence or robotics.

Through the Audi Global Graduate Program, AUDI AG recruits highly qualified junior staff for strategically important areas of the company from colleges and universities all over the world. Among the main focal points are AI-supported software development or UI/UX development. The English-language program thus plays a significant role in the company's transformation and promotes a diverse range of perspectives.

Modern working forms

Audi is convinced that modern working forms are a major factor in how attractive an employer is and also help strengthen the long-term loyalty of employees. Options for family care, collaboration and mobile working not only make it easier to strike a healthy work-life balance, they can also boost employee motivation, productivity and job satisfaction.

Family care options

In the context of work-life balance, reliable and logistically straightforward childcare is especially important for many employees who have children. For this reason, AUDI AG already provides around 280 places in several daycare centers close to the Ingolstadt and Neckarsulm sites.

The company offers a range of information and support options to make life easier for employees who act as carers. Employees can take advantage of individual care advice, year-round online presentations and dialogue formats as well as regular awareness-raising and prevention campaigns. The Ingolstadt site also supports

employees by providing places in a care facility for their relatives if they need short-term relief from caring for them at home. In addition, AUDI AG goes beyond the legal requirements by enabling employees to take a full or partial leave of absence for up to three years to care for family members. They also have the option of extending their leave of absence by up to four additional years with a guarantee of reinstatement if they wish to care for relatives or prolong their parental leave.

Flexible working

Another factor that contributes significantly to a good work-life balance and thus to an employer's attractiveness is flexible working. For some tasks – in particular work on vehicle projects – collaborating in a team and therefore on site offers many advantages: speed, efficiency and, last but not least, the fun of working together. In the 2024 reporting year, AUDI AG set up modern project houses in Ingolstadt that are specifically designed to promote productive teamwork. As well as flexible office spaces, these project houses offer customizable concept rooms that can be used for both presentations and collaborative workshop-style working methods thanks to their state-of-the-art equipment and furnishings. The houses' location right in the middle of Technical Development as well as the proximity of the rooms to each other foster synergies in project work, enabling teams to develop solutions quickly and efficiently, even across divisions. Thanks to the flexible design of the rooms, spaces can be easily adapted to the requirements of both short- and long-term projects. This enables projects to progress quickly while also allowing for continuous collaboration. And for tasks that can be easily completed from home – for example, because they do not require extensive coordination with the team – there is the additional option of mobile working. AUDI AG thus offers the best of both worlds: the dynamics of effective collaboration in the office and the flexibility of working from home.

During the year under review, a pilot project at the Ingolstadt site led to the development and successful implementation of measures to also make working hours more flexible for employees who work fixed-cycle shifts. These employees now have the option of starting their shifts later or finishing earlier, all while remaining firmly integrated in the shift system. Following successful implementation at the paint shop in Ingolstadt, the concept was also rolled out to part of the body shop during the year under review, with further rollouts planned for 2025.

Moreover, a number of rooms at the Ingolstadt and Neckarsulm sites were refurbished during the year under review, with new furniture and an attractive color scheme producing a more pleasant environment for employees. On top of this, around 700 IT points were set up for staff working in production, thereby creating additional personalized access options to the digital ecosystem of AUDI AG.

Photo: AUDI AG

Key figures
Fair working conditions and modern working forms

Workforce, Audi Group[1, 2]	Unit	2024	2023	2022
Audi Group	Number	88,604 ✓	–	–
Domestic companies	Number	56,428	–	–
AUDI AG	Number	55,413	–	–
Foreign companies	Number	32,176	–	–
Audi Brussels S.A./N.V.	Number	2,855	–	–
Audi Hungaria Zrt.	Number	11,431	–	–
Audi México S.A. de C.V.	Number	5,660	–	–
Automobili Lamborghini S.p.A.	Number	2,872	–	–
Bentley Motors Ltd.	Number	4,254	–	–
Ducati Motor Holding S.p.A.	Number	1,862	–	–
Structural data, Audi Group				
Female employees	Number	14,978	–	–
Male employees	Number	73,625	–	–
Other employees	Number	1	–	–
Number of permanent employees	Number	86,611 ✓	–	–
Female employees	Number	14,565	–	–
Male employees	Number	72,046	–	–
Other employees	Number	0	–	–
Number of temporary employees	Number	1,993[1] ✓	–	–
Female employees	Number	413	–	–
Male employees	Number	1,579	–	–
Other employees	Number	1	–	–
Number of full-time employees	Number	81,718	–	–
Female employees	Number	11,217	–	–
Male employees	Number	70,500	–	–
Other employees	Number	1	–	–

[1] Recording of the key figures was changed in 2024 due to new reporting criteria (ESRS).

[2] As of December 31 of the year under review.

Key figures
Fair working conditions and modern working forms

Structural data, Audi Group	Unit	2024	2023	2022
Number of part-time employees[2]	Number	6,886	–	–
Female employees	Number	3,761	–	–
Male employees	Number	3,125	–	–
Other employees	Number	0	–	–
Number of employees without guaranteed working hours	Number	0	–	–
Female employees	Number	0	–	–
Male employees	Number	0	–	–
Other employees	Number	0	–	–
New hires	Number	4,585	4,662	4,575
Turnover	Number	2,760	–	–
Number of turnovers due to voluntary leave	Number	1,304	–	–
Number of turnovers due to dismissal	Number	398	–	–
Number of turnovers due to retirement	Number	964	–	–
Number of turnovers due to death	Number	94	–	–
Turnover rate	Percent	3.13[1]	–	–
Number of non-employees	Number	3,997	–	–
Number of employees earning below the reference value for an adequate wage[2, 3]	Number	0	–	–
Percentage of employees earning below the reference value for an adequate wage[2, 3]	Percent	0	–	–

[1] Recording of the key figure was changed in 2024 due to new reporting criteria (ESRS).

[2] As of December 31 of the year under review.

[3] In countries with a statutory minimum wage, the statutory minimum wage is used as the reference value for an adequate wage.

Key figures
Fair working conditions and modern working forms

Structural data, AUDI AG	Unit	2024	2023	2022
New hires	Number	1,261	2,047	925
Audi profit share per employee[4]	EUR	5,310	8,840	8,510
Number of employees covered by collective bargaining agreements	Number	51,934	–	–
Percentage of employees covered by collective bargaining agreements	Percent	93.8	–	–
Training figures, AUDI AG[1]				
Number of training hours offered to and completed by employees	Hours	936,740 ✓	–	–
Female employees	Hours	155,782	–	–
Male employees	Hours	780,958	–	–
Average training time per employee	Hours	16.93	–	–
Female employees	Hours	16.51	–	–
Male employees	Hours	17.01	–	–
Production employees	Hours	13.12	–	–
Non-production employees	Hours	21.16	–	–
Employees in management positions	Hours	13.63	–	–

[1] Recording of the key figures was changed in 2024 due to new reporting criteria (ESRS).

[4] Payment in the following year; average figure for a skilled worker at AUDI AG.

GRI 403

Occupational health and safety

AUDI AG believes that motivated and high-performing employees are the key to sustainable success. A comprehensive system for occupational health and safety makes a critical contribution towards achieving this goal and is therefore a high priority for the company.

Photo: AUDI AG

Sustainable Development Goals

The following SDGs are at the focus of this company commitment:

Further information on Audi and the UN sustainability goals can be found on page 160.

Occupational health and safety plays an important role in today's working world. After all: More than ever, employees expect their employer to provide a safe and healthy working environment. If this is not provided, the company may not succeed in attracting and retaining the required qualified skilled workers. Satisfied, healthy and therefore productive employees, on the other hand, can reach their full potential, stay with the company for longer and therefore contribute to the long-term success of a company. Occupational health and safety is therefore an important pillar of sustainable corporate governance. This applies in particular to industrial manufacturing companies such as AUDI AG where part of the workforce performs physically strenuous tasks and faces particular dangers, for example when working with hazardous substances or on highly automated machines. ›

The absence of protective measures or insufficient instructions would endanger the health of the employees.

AUDI AG therefore takes its responsibility for occupational health and safety very seriously, which is reflected in various guidelines that apply to all company employees, such as the Audi Code of Conduct, the Statement of Principle on Occupational Health and Safety, specific operating and work instructions and in the corporate policies "Occupational Safety" and "Occupational Health/Corporate Health." Clear requirements have also been defined for external firms that work in the operational areas of AUDI AG sites. The Board of Management is responsible for compliance with the regulations. Furthermore, each operations supervisor is responsible for occupational safety in their supervisory and functional area. The supervisors are assisted in their task by more than 1,300 safety officers.

Continuous development of occupational health and safety is essential for AUDI AG. Therefore, important KPIs are monitored regularly and, if required, measures are developed. Moreover, the Works Council,[1] management, HR and the employees are involved in the continuous enhancement of the company's occupational health and safety standard.

To ensure a high level of safety within AUDI AG, employees wear special protective clothing in some areas of production.

Occupational safety

At AUDI AG, all measures and regulations that help to prevent accidents, injuries and other health impairments are consolidated in the area of occupational safety.

A key element of this is the systematic assessment of hazards, including mental stress factors. Hazards are assessed for all work stations and activities. New machines or production equipment are also subjected to a risk assessment prior to their introduction. They are inspected regularly to ensure they remain in a safe condition. In addition, employees are instructed regarding the risk situation at their particular work station and the associated protective measures, as the need arises but at least once per year.

In addition to clear regulations, which are required for risk assessments, for example, AUDI AG strives for a safety culture in which every member of staff pays attention to safety in their environment on their own initiative. For instance, the company's employees have access to several channels for reporting ideas, suggestions or even potential safety risks. Audi places great value on informing and training all employees. This is why, for example, the program "du.bist.sicher@audi" (you.are.safe@audi) was launched just under three years ago. It aims to deepen the understanding of occupational safety and to motivate employees to behave in a more safety-conscious manner. As part of the campaign, podcasts and videos illustrating best practice examples, among other things, were published in 2024. In these, employees report on situations in which they were able to protect others against harm or changed their safety awareness through personal experiences. The objective of these formats is to encourage people to reflect on their own safety behavior and thus contribute to a long-term change in behavior.

The ergonomic design of work stations represents another pillar of occupational safety.[2] This includes measures to reduce physical strain (for example, through mechanical support) and mental stress (for example, through more diverse activities) as well as to increase employee satisfaction (such as through more flexible working hours for employees working shifts).

The success of efforts in the area of occupational safety was also clear to see in 2024: There has not been a single fatal industrial accident within AUDI AG for six years.[3]

Occupational health

Promoting the health of employees, helping them to maintain that health or to recover from health issues is a top priority for AUDI AG. Building on occupational health medicals and the support of the company medical service, the company has established a comprehensive prevention program. This extends from the Audi Checkup and mental health care to programs for a healthy lifestyle. In this context, a modular program was offered for all employees and managers in 2024, for example, in which internal and external experts explained the factors influencing the maintenance and improvement of mental health. ›

[1] Members of the Works Council and/or employees are represented in committees and working groups. Additionally, the Works Council exercises its rights in accordance with the Labor Management Relations Act and organizes itself by location into its own committees on occupational health and safety and environmental protection.

[2] AUDI AG understands ergonomics as the adaptation of working conditions to people.

[3] Workplace accidents involving temporary workers or employees of external companies are not included in the reported "accident frequency" figure for reasons of confidentiality and data protection.

Photo: AUDI AG

Participants benefited above all from the experts' practical advice and from exchanging ideas with each other.

The Audi Checkup, which has been offered since 2006 and allows employees to obtain a comprehensive overview of their health at regular intervals and using the most modern diagnostics, helps to detect both acute and also any developing illnesses as quickly as possible. In addition, employees can also take advantage of the Mental Health Checkup. In consultation with psychologists and psychotherapists, interested parties can reflect on their own mental health. The aim is to be able to detect psychological stresses and anomalies at an early stage and to help those affected by providing them with recommendations and resources. The Mental Health Checkup was developed by experts at AUDI AG. An ongoing research project with Düsseldorf University Hospital aims to investigate the long-term health effects of this service in order to further develop the Checkup.

2,763

first-aiders

received basic and further training in 2024.

In the case of acute medical problems, the range of services offered has been rounded off with the acute care provided by the medical service and the Audi emergency service. The company has its own emergency vehicles, which are available both for internal emergencies and also for external use to provide peak coverage. Thanks to the good rescue service infrastructure and well-organized processes, an Audi emergency vehicle in Ingolstadt, for example, generally requires just three minutes to reach the scene of an emergency within the Audi plant. Alongside professional rescue specialists, AUDI AG attached considerable importance to the training and development of first-aiders; in 2024 alone, 2,763 first-aiders received basic and further training.

Key figures
Occupational health and safety

Key figures, Audi Group	Unit	2024	2023	2022
Number of employees covered by health and safety management system	Number	87,849	–	–
Number of recordable work-related accidents for employees	Number	1,335[4]	–	–
Rate of work-related accidents for own workforce (TRIR)	Events/ million h	10.5[4, 5] ✓	–	–
Number of fatalities as a result of work-related injuries of employees	Number	1	–	–
Number of fatalities as a result of work-related injuries of non-employees	Number	0	–	–
Number of fatalities as a result of work-related injuries of other workers working at the company's sites	Number	0	–	–

[4] Recording of the key figure was changed in 2024 due to new reporting criteria (ESRS).

[5] Only own employees are included in the key figure for 2024.

Photo: AUDI AG

GRI 405, 406-1

Corporate culture and equal opportunities

Shared values and the Audi Team Spirit are the foundation of the corporate culture at AUDI AG. The company is committed to diversity and integration, equal opportunities and protection from discrimination as well as to responsible leadership principles.

Photo: AUDI AG

In today's business world, corporate culture and equal opportunities are crucial to a company's entrepreneurial and economic success. Companies that promote a positive corporate culture and equal opportunities for all can benefit from higher productivity and an enhanced image. They create an inclusive working environment – one in which all employees, regardless of personal characteristics such as gender, have the same opportunities to contribute their skills and talents. This increases employee satisfaction and promotes innovation. Neglecting these issues, on the other hand, can lead to dissatisfaction, causing the company to lose employees along with their expertise, innovative strength and productivity. Another risk is that the potential offered by diverse and integrative teams is not utilized – with negative effects on a company's economic success. What's more, ignoring these topics also carries a legal risk.

Sustainable Development Goals

The following SDGs are at the focus of this company commitment:

Further information on Audi and the UN sustainability goals can be found on page 160.

That is why corporate culture and equal opportunities play a particularly important role for an international company like AUDI AG. More than 55,000 people with different backgrounds, different views, and abilities, people of different genders and ages as well as different sexual orientations work at Audi in Germany alone. They are all united by a common understanding of the company's culture and values. These values and principles are enshrined in various guidelines – including in the Volkswagen Group Essentials, the Audi Code of Conduct, the Statement of Principle on Diversity & Inclusion and in other corporate policies.

The Audi corporate values

The Audi corporate values – trust, responsibility, courage and enthusiasm – form the backbone of the corporate culture at Audi. They guide both ›

employees and managers in their daily work and describe what living a modern and successful corporate culture looks like at Audi:

- **Trust** is the foundation for fruitful collaboration – whether internally within a team or in dealings with customers and business partners. Trust means communicating openly and transparently and honoring the agreements we make. It creates an environment in which each of us can show initiative, take responsibility, rise above ourselves and be courageous.

- Taking **responsibility** and being reliable: AUDI AG strives to apply its innovative strength to actively contribute to the well-being of people and nature. The topic of sustainability is therefore given special consideration in many decisions. But AUDI AG also feels a sense of responsibility to the company itself as well as its employees. An entrepreneurial mindset focused on performance is therefore essential and ensures the company's future viability. For this, the company needs to show persistence and be open to addressing even uncomfortable topics, as well as to take initiative when new opportunities, challenges or risks arise.

- **Courage** has led Audi to many groundbreaking innovations and iconic models. And that same courage is now helping to shape the company's future. Part of this is the courage to try out new things, to address issues openly and to fight for one's ideas, along with the courage to make quick decisions, to collaborate across the Group and to foster an open culture in which mistakes can be admitted without shame. After all, only those who are not afraid of failure can break new ground.

- **Enthusiasm** for products, services and the brand has long been a driving force at Audi when it comes to progress, innovation, design and quality. This enthusiasm ignites a pioneering spirit and motivates employees to find innovative solutions – and to always give their best.

Leadership culture

Managers play a crucial role in anchoring the corporate values in the day-to-day work at AUDI AG. By embracing and upholding these values, they set a positive example for all employees.

Managers at Audi see themselves primarily as enablers: They create scope for employees to make their own decisions within their area of responsibility. In addition, managers cultivate a working environment in which everyone acts on an equal footing, different opinions are welcome and calculated risks can be taken. Mistakes are viewed as opportunities to learn, grow and develop. In this way, superiors encourage employees to realize their individual potential.

AUDI AG is strengthening its leadership culture with a number of initiatives, such as the Role Model Program. This program offers managers a wide range of activities, including various workshops and review meetings, to further strengthen the culture of dialogue and collaboration in their teams. In addition, managers are given the opportunity to reflect on and develop their own leadership style, for example through formats such as leadership feedback, where managers receive input from their employees, colleagues and superiors.

Feedback culture and personal initiative

AUDI AG seeks to create an environment in which all employees can bring their respective strengths to the fore. Promoting an open speak-up and feedback culture is a central pillar for this. For example, Audi regularly conducts surveys to find out what its employees think about relevant company issues or specific events or processes.

What's more, employees of AUDI AG have access to several (anonymous) grievance channels, including the anonymous whistleblower system. Employees are urged to report potential misconduct since the company does not tolerate misconduct of any kind, whether it be workplace harassment or other improper behavior. All reported concerns are investigated and appropriate solutions sought, regardless of the reporting channel used.

Finally, Audi consistently encourages employees to show initiative. The Audi Ideas Program (AIP) is a way for employees ›

Photo: AUDI AG

to contribute their ideas – including, since 2023, in the new category of sustainability. In the 2024 reporting year, the AIP celebrated its 30th anniversary in its current form with an impressive record: More than one million ideas have been submitted, of which more than half a million have been implemented, generating measurable benefits for the company of around EUR 1.7 billion. A single idea for reducing transport costs resulted in savings of more than EUR 1.1 million in the first year alone. Launched in the 1960s as the Company Suggestion Scheme, the program continues to contribute to the company's progress.

Equal opportunities

AUDI AG is committed to ensuring that all employees – regardless of gender, origin or other personal characteristics – have the same opportunities to develop their talents and abilities. This commitment to equal opportunities is not just a matter of fairness, but also a key factor of innovation, creativity and ultimately corporate success.[1]

With this in mind, Audi is pursuing a holistic approach to diversity and inclusion (D&I). AUDI AG has already established many measures on its way to becoming an inclusive company: The Human Resources division, for example, has had its own D&I team since March 2017, which deals with a wide range of topics. Among other things, it organizes training and awareness-raising formats, reviews HR processes, cooperates with international diversity initiatives and develops New Work projects. Three measures were particularly notable in the 2024 reporting year:

- **We.Together – International Diversity & Inclusion Days 2024:** Employees from across the Group took part in this international campaign week to jointly promote diversity and openness. The event offered 60 digital sessions in eight languages, including lectures, workshops, networking events and panels. Around 7,500 international participants explored the question of what role diversity and inclusion can play in overcoming the current challenges in the automotive industry. For example, the participants discussed issues such as protection against bullying and psychological safety as a driver for team performance.

- **Audi inclusion survey:** Another inclusion survey was conducted in the 2024 reporting year. The aim of the Group-wide survey was to measure progress compared with the previous year's survey and to identify further potential for improving inclusion within the company. Some 11,500 employees took part in the survey – an increase of more than 2,500 over the previous year.
- **Anti-Discrimination Office:** In response to the results of the 2023 inclusion survey, a new point of contact was set up for anti-discrimination issues. This office supplements the existing points of contact within the company and is intended to help create a discrimination-free environment. By means of preventive and educational measures, the Anti-Discrimination Office helps ensure that the principles of non-discrimination are upheld throughout the company.

Another important goal of the human resources work at AUDI AG lies in the inclusion of people with severe disabilities. In this context, the company has put in place a systematic and transparent approach that uses various measures (for example, workplace adjustments, training) to enable severely disabled people to realize their full potential. The measures are developed individually for each employee, tracked and reviewed annually by an interdisciplinary committee of experts.

Proportion of women

An important aspect of equal opportunities is the appointment of women to leadership positions. Essential levers here include setting targets and linking management remuneration to the extent to which these targets are met. Regular discussions are held within the Board of Management as well as at the management levels ›

Photo: AUDI AG

[1] McKinsey study: Diversity matters even more: The case for holistic impact (2023).

regarding the degree of target achievement and any further measures that may be required. The Supervisory Board's target for 2025 is for women to make up 30 percent of its members. This target is to be met individually on the shareholder and employee sides. As of December 31, 2024, the proportion of women on the Supervisory Board was 35 percent. The Supervisory Board has set a target of two women on the Board of Management by 2026. There was one woman on the Board of Management of AUDI AG at the end of 2024. Audi also aims to increase the proportion of women at the lower levels of management: At the first level below the Board of Management, the proportion of women is to increase to 12 percent by the end of 2025. The target for the second management level is 20 percent.

AUDI AG is taking a variety of measures to increase the proportion of women, including job sharing in leadership positions, better opportunities for reconciling work and family life and programs such as "Sie und Audi," an orientation program for young female talent. In addition, the company offers training for managers and employees on avoiding unconscious bias. As the name suggests, this refers to prejudices people have about the abilities and skills of individuals or groups that arise from unconscious thought patterns associating people with certain stereotypes. Audi also offers training on many other topics in the area of diversity and inclusion, either in person or via an interactive, digital online platform.

To be able to objectively measure the progress made in implementing its diversity, equity and inclusion, Audi regularly submits to external evaluations – for example, by means of the Germany-wide Women's Career Index (FKi). This index examines to what extent companies promote equal opportunities in the workplace. Among other things, it takes into account the framework conditions for reconciling work and family life as well as opportunities for personal development. In the 2024 reporting year, AUDI AG was ranked among the 10 best companies that took part in the FKi.

Sending a message for more diversity in the supply chain

Audi also promotes diversity in terms of sexual orientation and gender identity in the supply chain. In 2023, the company became the first German company to join the European LGBTIQ+ Chamber of Commerce (EGLCC). AUDI AG has also joined the WEConnect International network, which campaigns for better opportunities for women in business. By joining this network, Audi wants to make it easier for suppliers with diverse leadership to gain access to the company.

Read more about the topic of responsibility in the supply chain here.

Photo: AUDI AG

Key figures
Corporate culture and equal opportunities

Workforce, Audi Group[2, 3]	Unit	2024	2023	2022
Workforce	Number	88,604	–	–
Production employees	Percent	47.0	–	–
Non-production employees	Percent	50.1	–	–
Number of apprentices	Number	2,585	–	–
Average age	Years	42.0	–	–
Employees under 30 years old	Percent	15.03	–	–
Employees between 30 and 50 years old	Percent	57.84	–	–
Employees over 50 years old	Percent	27.12	–	–
Management, Audi Group[3]				
Number of top management employees	Number	82	–	–
Female employees	Number	10	–	–
Percentage of female employees	Percent	12.2	–	–
Male employees	Number	72	–	–
Percentage of male employees	Percent	87.8	–	–
Other employees	Number	0	–	–
Percentage of other employees	Percent	0	–	–

[2] Recording of the key figures was changed in 2024 due to new reporting criteria (ESRS).

[3] As of December 31 of the year under review.

Key figures
Corporate culture and equal opportunities

Proportion of women, Audi Group[2, 3]	Unit	2024	2023	2022
Audi Group	Percent	16.9	–	–
AUDI AG	Percent	17.1	–	–
Audi Brussels S.A./N.V.	Percent	7.9	–	–
Audi Hungaria Zrt.	Percent	13.0	–	–
Audi México S.A. de C.V.	Percent	16.6	–	–
Automobili Lamborghini S.p.A.	Percent	20.6	–	–
Bentley Motors Ltd.	Percent	19.8	–	–
Ducati Motor Holding S.p.A.	Percent	18.1	–	–
Incidents of discrimination and remedial measures taken, Audi Group				
Number of incidents of discrimination and remedial measures taken	Number	20[4]	–	–
AUDI AG Ideas Program				
Total benefit	EUR million	59.7	68.8[5]	80.1
Implementation quota	Percent	56.6	58.0	59.2

Persons in the organization's governance bodies from each of the following diversity categories:[3]

Illustration: C3 Visual Lab

[2] Recording of the key figures was changed in 2024 due to new reporting criteria (ESRS).

[3] As of December 31 of the year under review.

[4] There was one case concerning discrimination and harassment in the reporting period that was categorized as a potentially serious regulatory violation. There were no confirmed cases of serious regulatory violations in the reporting period. In addition, 20 cases relating to discrimination/bullying/stalking and harassment were recorded in the disciplinary statistics and sanctioned in the reporting period.

[5] Statistical recognition of the total benefit was changed in 2023. With the change, ideas with a total benefit of > EUR 30,000 are not statistically recognized until after the first year of use, when the total benefit of the idea has actually been realized, rather than as before in the month following completion of the idea.

GRI 204, 308, 414

Responsibility in the supply chain

Responsibility does not end at the factory fence. The Audi Group systematically promotes more sustainable supply chains and has set itself the goal of going beyond mere compliance with statutory requirements. The aim is to uphold human rights and meet both environmental and social standards.

Companies not only bear responsibility for their own employees, society and the environment; together with their suppliers and business partners, they are committed to ensuring fair working conditions for all and to protecting the environment – throughout the entire supply chain.

Audi[1] currently works with more than 12,400 suppliers in 62 countries. Vehicle production is based on global and widely branched supply chains. Various situations may arise that violate the principles of the Audi Group[2] with regard to social, labor and environmental issues and could thus potentially harm the company's reputation.

In recent years, regulations have been introduced at several political levels to enshrine this responsibility in law. The German Supply Chain Due Diligence Act, which entered into force in 2023, focuses on protecting human rights and the environment. On May 24, 2024, the Council of the European Union adopted the Corporate Sustainability Due Diligence Directive (CSDDD). Besides environmental and human rights aspects, it also sets out requirements for climate change mitigation. ›

Sustainable Development Goals

The following SDGs are at the focus of this company commitment:

Further information on Audi and the UN sustainability goals can be found on page 160.

Photo: AUDI AG

[1] Global production sites of Audi vehicles.

[2] AUDI AG and selected subsidiaries, defined by internal policies.

The provisions of the German Supply Chain Due Diligence Act will therefore have to be extended, resulting in further obligations for companies.

The Audi Group[2] seeks to achieve a more sustainable economy in which business success is based on corporate values, compliance and integrity. Strong partners along the supply chain are crucial to successfully reaching the defined environmental, human rights and due diligence targets.

Three fields of action in the Audi Group[2]

To fulfill its responsibility in the supply chain, the Audi Group[2] has established appropriate structures and is working on measures in three fields of action: environment, innovation and people.

All aspects of the first field of action can be found in the Environment chapter of this report. Measures in the "Innovation" field of action are aimed at improving transparency – for example of violations of the Code of Conduct for Business Partners (CoCBP) in the complex global supply chains – through increased integration of new technologies and proactively promoting cooperation with suppliers. Specifically, AUDI AG – for instance as part of the Act4Impact sustainability initiative – has built a network together with suppliers to work on joint solutions for a more sustainable supply chain. The Act4Impact Playbook provides information and specific starting points for sustainable improvements: It is divided into several modules that familiarize suppliers with basic theory on the topics of people, the environment and innovation, and give them the tools they need to make their own processes more sustainable. In the 2024 reporting year, for example, in-depth supplier training was offered in the areas of circular economy, decarbonization and water. Audi also offers suppliers further learning formats such as workshops, training courses, seminars and train-the-trainer sessions.

You can find more information in the Volkswagen Group Sustainability Report 2024.

Principles of cooperation

Certain basic requirements must be fulfilled for collaboration with the Volkswagen Group – and thus with AUDI AG and selected subsidiaries.

Risk assessment

First, a risk analysis is carried out. This is based on a multi-stage process that initially considers industry-specific risks in relation to protected human rights and natural resources. In this way, higher-risk industries are identified. By combining the industry risk with a country risk, suppliers can be assigned to a low, medium or high sustainability risk category.

This risk assessment, which is updated annually or whenever there is cause to do so, serves as the basis for a series of standard and more in-depth measures:

Code of Conduct for Business Partners

The sustainability requirements of the Volkswagen Group – and thus also the expectations of the Audi Group[2] – with respect to partner companies are summarized in the CoCBP. It governs the obligations of suppliers with regard to environmental protection, human and labor rights, business ethics and sustainability requirements to ensure responsible supply chains.

The obligations are based in particular on the following national and international standards and conventions:

- Ten Principles of the United Nations (UN Global Compact)
- UN Guiding Principles on Business and Human Rights
- OECD Guidelines for Multinational Enterprises
- OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas
- Conventions of the International Labour Organization (ILO), in particular the fundamental labor rights
- Guiding Principles of the Drive Sustainability Initiative

By working with the Audi Group,[2] business partners agree to comply with the CoCBP and thus, for example, to treat all employees equally and recognize labor-related rights such as freedom of association, occupational health and safety, and legally prescribed working hours. In addition, the CoCBP condemns all forms of modern slavery and child labor and prohibits all forms of discrimination, whether based on age, origin, gender or other aspects.

Reporting channels for potential violations

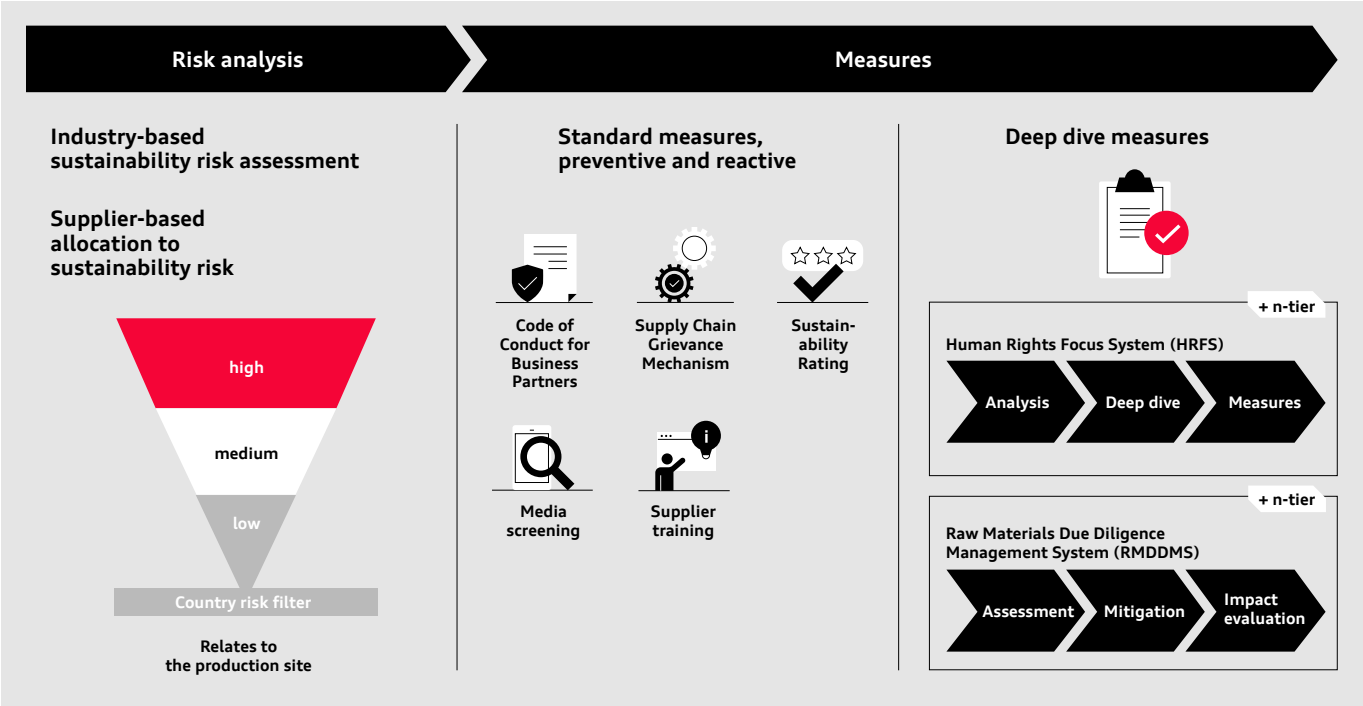
All stakeholders – including employees of supplier companies or members of civil society – can report potential violations of the CoCBP through various reporting channels. With the help of the Supply Chain Grievance Mechanism (SCGM), reports can be submitted to the Audi Group at any time – also anonymously if desired – through various channels: by email, via an online reporting channel and, since November 2024, also by telephone voice message and via the "SpeakUp – Listen for a change" app. The reporting channels can be accessed via the Audi web page on the Whistleblower System. Additionally, an ombudsperson is available as an external reporting point.

The procedural principles of the Audi Group's grievance mechanism specify, among other things, that reports of violations must be treated confidentially and that whistleblowers must be protected from discrimination and reprisals. During the reporting period, the SCGM was used to process 213 reports of violations within the Volkswagen Group.

Sustainability Rating

One of the main risk-based tools for checking whether suppliers are complying with the Audi Group's[2] sustainability requirements is the Sustainability Rating, also known as the S-Rating. The S-Rating is a standardized tool of the Volkswagen Group that is used to assess the sustainability performance of relevant suppliers in the areas of the environment, social issues and integrity and, in further stages, to mitigate the associated risks. It is directly relevant to the awarding of contracts. The result of the S-Rating is divided into three categories: suppliers with an A or B rating fulfill the requirements of the Volkswagen Group to a sufficient extent and are therefore eligible for being awarded contracts. If a supplier company does not meet the ›

[2] AUDI AG and selected subsidiaries, defined by internal policies.



requirements (C rating), it is generally not eligible to be awarded a contract. There is therefore a direct incentive for suppliers to improve their sustainability performance.

The rating is based on a self-assessment questionnaire (SAQ) – a standardized questionnaire that was developed together with several automotive partner companies as part of the Drive Sustainability initiative. The aim is to identify shortcomings and encourage suppliers to make improvements by giving them specific pointers. It is the suppliers' responsibility to actively eliminate any deviations from the required standards. In the SAQ, suppliers must provide specific information on management systems and company guidelines and policies. For example: Any supplier with manufacturing operations employing more than 100 employees at a single site must provide evidence of a certified environmental management system.

If the evaluation of the SAQ – possibly in combination with a country risk score – indicates an increased risk, the supplier may be subjected to an on-site audit. Such an audit takes about eight hours and covers various key audit areas, including child labor, supply chain management, working hours and handling of hazardous materials. In matters of wages, an auditor checks – for example by examining documents and interviewing employees – whether workers in the supply chain receive a record of their wage payments, whether there are any unlawful deductions from their wages or whether overtime pay regulations are being disregarded.

Once the audit has been completed, a final report – the Corrective Action Plan (CAP) – is drawn up and signed by the audited supplier and the auditor. The corrective actions set out in the CAP must be implemented within a specified period of time. Implementation must be documented and, in the case of more serious violations, verified by means of re-audits. If the corrective actions prove unsuccessful, the business relationship with the supplier in question may be terminated as a last resort. Further information can be found in the S-Rating Info Hub.

To supplement these on-site audits, AUDI AG and a number of other automotive companies have joined forces under the umbrella of the Responsible Supply Chain Initiative (RSCI) and developed an additional industry-wide audit standard. These third-party on-site audits are gradually being implemented at AUDI AG and within the Volkswagen Group and are intended to replace the existing on-site audits in the long term.

Between the introduction of the S-Rating and the end of the reporting period, more than 19,000 direct suppliers of the Volkswagen Group had completed an SAQ. According to their feedback, 8,093 suppliers have been able to improve their sustainability performance through targeted corrective actions.

Media screening and supplier training

Alongside the measures mentioned, the Audi Group[2] uses media screening as a standard measure to monitor suppliers with a medium or high risk profile and identify any risks that may arise. The catalog of measures is rounded off by training for direct suppliers on sustainability standards in the supply chain, covering topics such as human rights and environmental issues.

Systematic approach to due diligence in the upstream supply chain

In addition to the standard measures designed to ensure a responsible supply chain – such as the CoCBP, the S-Rating, media screening and the Supply Chain Grievance Mechanism – there are more deep dive measures for both direct ›

Illustration: C3 Visual Lab

[2] AUDI AG and selected subsidiaries, defined by internal policies.

suppliers and upstream (n-tier) suppliers in the globally distributed supply chains. These deep dive measures include, in particular, the Human Rights Focus System (HRFS) and the Raw Materials Due Diligence Management System (RMDDMS).

Human Rights Focus System (HRFS)

The HRFS is a specific management approach to identify systematic issues in the supply chain – by using internal data from the S-Rating, SCGM or on-site audits, as well as by evaluating external information from studies and NGOs. It serves to pinpoint and address human rights and environmental risks that require more in-depth analysis. In 2023, this approach led to the identification of three focus topics for the Volkswagen Group, which were followed up more closely during the year under review: forced labor, living wages and supplier management. The basic approach to dealing with these focus topics always starts with a structured investigation of the causes, in order to develop and then implement corrective actions based on the results.

AUDI AG and Volkswagen are working together on the focus topic of living wages. The CoCBP calls on suppliers to pay their employees an adequate wage. This wage should at least cover the basic needs of the employees so that they and their families can make a decent living – including adequate food, clothing and accommodation, as well as a steady improvement in their living conditions. In 2024, the Group developed a method for calculating living wages in the supply chain. It also analyzed which industry- or country-specific risks stand in the way of a living wage. Step by step, the findings of this analysis are to be integrated into the standard procurement processes by means of suitable measures. One example of this would be to take living wages as the lower limit in wage calculations.

Focus on human rights

The Audi Group has considered respect for and compliance with human rights to be part of its corporate responsibility for many years. This is enshrined in the binding Audi Code of Conduct as well as in the Compliance Management System and the sustainability requirements for its global supply chains. At Audi, the topic of business and human rights is overseen by the Compliance department – with many interfaces to experts and specialist areas throughout the company.

Since 2023, the Audi Group Human Rights Officer has been responsible for monitoring respect for human rights within the Group and along the supply chain. He and his team review, analyze and monitor all activities of the Audi Group that are relevant to human rights.

The company comprehensively updated its Statement of Principle: Respect for and Observance of Human Rights to reflect the requirements of the German Supply Chain Due Diligence Act as early as 2023. Since then, the content has been reviewed annually. Moreover, AUDI AG published its first Report on the Fulfillment of Due Diligence Obligations (in German only) in accordance with the German Supply Chain Due Diligence Act in June 2024. In addition, Audi publishes a statement annually on the company's website in relation to the measures taken and management approaches for avoiding forms of modern slavery (Slavery and Human Trafficking Statement).

Other human rights-related activities include a "Human Rights Expert Group" comprising one representative each from the fields of science, business and supranational institutions, which was set up by the Human Rights Officer. The group meets at least four times a year, advising the company on selected aspects of the Audi human rights strategy and its implementation, as well as on specific issues and challenges. During on-site visits, the Human Rights Officer verifies that the obligations arising from the German Supply Chain Due Diligence Act are being met at the respective sites. In the year under review, the Human Rights Officer visited Audi México and Audi Hungaria, for example. Employees of the Audi Group learn about respect for human rights through a self-study program and a mandatory online training course. An exchange with stakeholders takes place in various forms, including the annual Human Rights Stakeholder Dialogue.

You can find more information at audi.com.

Raw Materials Due Diligence Management System (RMDDMS)

The RMDDMS is used to address human rights and environmental risks in raw material supply chains. Certain raw materials are extracted and processed under conditions that pose a particularly high risk of violating the Audi sustainability standards, whether through discrimination or inadequate occupational safety precautions. The Volkswagen Group has identified 18 raw materials as being particularly risk-prone, including cobalt, copper and aluminum, and these are dealt with specifically in the RMDDMS. The due diligence process is based on the five steps of the OECD Due Diligence Guidance for Responsible Business Conduct and the requirements of the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas. In addition, risk-based audits are also carried out at n-tier suppliers.

Within the Volkswagen Group, AUDI AG bears responsibility for the raw materials aluminum and copper – and thus for analyzing the risks associated with these raw materials throughout the Group and for devising measures to minimize those risks. In view of its responsibility for the raw material aluminum, AUDI AG has joined the Aluminium Stewardship Initiative (ASI), which was formed from an alliance of various stakeholders in the aluminum industry. Its goal is to promote responsible ›

[2] AUDI AG and selected subsidiaries, defined by internal policies.

extraction, processing and use of aluminum. Audi is the first car manufacturer worldwide to have been certified according to both the ASI Performance Standard (2018) and the ASI Chain of Custody Standard (2021).

The current status, progress and targets of the RMDDMS are reported annually in the Responsible Raw Materials Report. This report also details the company's involvement in various industry initiatives, such as the ASI and The Copper Mark.

These standard and more in-depth measures, when used in combination, can help identify and appropriately address human rights and environmental risks.

Procurement with Purpose for diverse supply chains

Through Procurement with Purpose, the Audi Group[2] seeks to support diverse supply chains. Potential new partners are identified on the basis of two criteria. First: They can create added value at the social level by offering solutions for social or ecological challenges (social businesses). And second: They are run by members of groups that are underrepresented in the business world (minority-owned businesses), such as women, people with disabilities or members of the LGBT_IQ[3] community.

The company's needs are screened against what the suppliers offer by means of a matching process in order to identify potential for collaboration. In 2024, the Audi Group[2] awarded contracts to social businesses internationally, for example at Audi Hungaria, Italdesign or Lamborghini.

Further impetus for Procurement with Purpose in the year under review came from the company's membership in the European LGBTIQ+ Chamber of Commerce, which promotes sexual and gender diversity in a procurement context, and the WEConnect International network, which is committed to creating more equal opportunities for women in business.

Key figures
Responsibility in the supply chain

	Unit	2024	2023	2022
Self-assessment questionnaire (SAQ): direct suppliers with completed SAQ[4]	Number	> 19,000	> 14,900	> 16,000
Self-assessment questionnaire (SAQ): percentage of new suppliers that were screened using social and environmental criteria[4]	Percent	20	26	12
S-Rating: revenue share of direct suppliers with a positive S-Rating (A and B rating) of the total procurement volume[4]	Percent	83	79	75
Audits (on-site): number of audits carried out in the course of the S-Rating[4]	Number	85	89	252
Training and certification: direct suppliers that received training on the subject of sustainability[4]	Number	> 9,800	> 7,700	> 2,900
Training and certification: Procurement employees of AUDI AG who participated in training on the subject of sustainability	Number	305	621[5]	–

[2] AUDI AG and selected subsidiaries, defined by internal policies.

[3] Lesbian, gay, bisexual, transgender, intersex, queer. The underscore in LGBT_IQ symbolizes the range of transgender people.

[4] Within the Volkswagen Group.

[5] Training for Procurement employees at AUDI AG has been offered since 2019. This key figure was included for the first time in the Audi Report 2023.

GRI 418

Responsible digitalization

Audi is driving digitalization forward in a systematic and responsible manner – in the vehicle and the customer experience as well as in production and in company processes.

Digitalization and networking influence the daily lives of billions of people and affect all links in the value chain. They drive technological advances and help to create efficient work processes.

The increasing digitalization of services and functions in the vehicle not only enables new offerings and useful equipment elements, it also makes mobility smarter and more personal. Customers are increasingly keen for digital services and functions to be tailored to their personal needs – this is an important factor in their purchasing decision. In addition, digitalization can help reduce the risk of accidents, for example through assisted, semi-automated and, in the future, fully automated driving, as well as through the increasingly close networking of vehicles with their environment. Digitalization also makes it easier to design efficient work processes, such as in production and logistics.

Sustainable Development Goals

The following SDG is at the focus of this company commitment:

Further information on Audi and the UN sustainability goals can be found on page 160.

Across the entire value chain, increasing digitalization means an increasing exchange of data. Handling data responsibly is therefore a top priority for Audi.

Digitalization of services and functions in the vehicle

The connected models of the Audi brand offer customers a wide range of digital services that can provide greater convenience and safety. Four examples from the year under review:

› Audi has significantly expanded voice control and made it even more convenient with the Audi assistant,[1] a ›

[1] Availability is dependent on vehicle model and model year. Part of Audi connect navigation & infotainment (IT3). Language availability is country-specific. For information on country and language availability, please contact an Audi Partner or visit the Audi configurator at www.audi.de (in German only). Further information on the Audi assistant at www.audi.de/technologie (in German only).

Photo: AUDI AG

self-learning voice assistant that is available in both current and future models.[2] Vehicle occupants can interact with the car in natural language, control the infotainment, navigation and climate control systems, or ask general knowledge questions.[1] To do this, they activate the assistant as usual by saying "Hey Audi" or by pressing the push-to-talk button on the steering wheel, and then ask any question they like. The Audi assistant[1] automatically recognizes whether the occupant wants to activate a vehicle function, search for a destination or access a weather forecast, for example. As an option, it can be proactive and learn from the user's behavior: Certain recurring operating sequences can be recognized and automated, such as the use of seat ventilation above a certain outside temperature. The Audi Q6 e-tron, Audi A6 e-tron and new Audi A5, as well as all future models based on the E³ 1.2 electronics architecture, also feature a direct link to ChatGPT[3] – an artificial intelligence (AI)-based chatbot solution – as an extension of the Audi assistant.[1] If the Audi system is unable to answer general knowledge questions, for example, they are forwarded to ChatGPT.[3] And because all the functions are integrated into the Audi assistant,[1] this happens seamlessly and imperceptibly for the driver and passengers. ChatGPT[3] is also available for Audi models equipped with the third-generation modular infotainment matrix (MIB 3) and produced from model year 2021 onward.[4]

› Thanks to the new E³ 1.2 electronics architecture, Audi customers can experience digitalization in the vehicle more directly than ever before. A new introduction in the year under review was the second-generation augmented reality head-up display AR-HUD),[5] as featured in the Audi Q6 e-tron.[6] The technology gives drivers the impression that the elements displayed in the AR-HUD are hovering up to 200 meters away and interacting directly with elements in the environment. This enables them to quickly take in information such as navigation instructions, driver assist systems or song titles. From a technical perspective, this effect is achieved by means of a tilted image plane and a large virtual image distance.

› Smart technology is becoming more and more prevalent, not only in assist and infotainment systems but also in battery management. The smart thermal management system for high-voltage (HV) batteries that Audi has developed for vehicles on the Premium Platform Electric, such as the Audi Q6 e-tron, plays a major role in optimizing charging performance and extending the service life of the HV battery. The system works predictively – in other words, it reacts in advance. It uses data from the departure timer, the navigation input, the route being driven and the Audi customer's usage behavior to prepare the HV battery for the charging process. When the vehicle reaches the charging terminal, the HV battery is at the ideal temperature, enabling short charging times. In addition, the thermal management system monitors the temperature of the HV battery throughout its lifetime and maintains the battery in the optimal temperature range, even when the ›

AR HUD[6] in the Audi Q6 e-tron: The displays can be understood quickly without distracting the driver.

[1] Availability is dependent on vehicle model and model year. Part of Audi connect navigation & infotainment (IT3). Language availability is country-specific. For information on country and language availability, please contact an Audi Partner or visit the Audi configurator at www.audi.de (in German only). Further information on the Audi assistant at www.audi.de/technologie (in German only).

[2] Further information can be obtained from an Audi Partner or via the Audi configurator at www.audi.de (in German only).

[3] Part of Audi connect navigation & infotainment (IT3). Language availability is country-specific. Please contact an Audi partner or visit the Audi configurator at www.audi.de (in German only) for information on country and language availability. Further information on the Audi assistant is available at www.audi.de/technologie (in German only). ChatGPT is provided via Microsoft Azure® OpenAI Service. Microsoft, Azure and their logos are registered trademarks of Microsoft Corporation in the United States of America and/or other countries. The name "OpenAI" and the brand ChatGPT are the property of OpenAI. For technological reasons, the provision of incorrect information by AI systems cannot be completely ruled out. On matters relating to the vehicle, always consult the Owner's Manual in case of doubt.

[4] ChatGPT is integrated automatically in all Audi models from model year 2021 onward that are equipped with the third-generation modular infotainment matrix (MIB 3) and have a valid license for Audi connect navigation & infotainment (plus) (IT3). No action is required by Audi customers. Further information can be obtained from an Audi Partner or via the Audi configurator at www.audi.de (in German only).

[5] Polarized sunglasses restrict the use of the head-up display.

[6] This function may be optionally configured for the Audi Q6 e-tron model line and is available for an extra charge. Further information is available via the Audi configurator at www.audi.de (in German only).

Photo: AUDI AG

vehicle is stationary, to ensure a longer service life – for example, when it is very hot or very cold outside.

- The dynamic interaction light (IAL[6]), which is available in the Audi Q6 e-tron, among other models, supports interaction between the vehicle and its occupants. The light strip, made up of 84 LEDs, extends around the interior and cockpit and offers three functions: It enhances safety by additionally visualizing the turn signal inside the vehicle. Furthermore, it indicates how much battery power is left and how far an ongoing charging process has progressed. And finally, it accentuates the interior with a welcome function and lights up when the vehicle is locked and unlocked.

Responsible use of AI

In the 2024 reporting year, Audi established a new organizational unit called Data Driven Enterprise. This unit is in charge of fine-tuning the company's digital and transformation strategy and has central control over the data and AI strategy program at Audi. Its responsibilities include laying down strategic guidelines and managing compliance with statutory requirements for the use of data and AI in the company's various divisions. In addition, the organizational unit is the central point of contact and driving force for the compliant use of data and AI within the company.

To support employees in their day-to-day work with AI, Audi has also issued a Statement of Principle on the responsible use of AI. The three guiding principles it contains – "Respect," "Security" and "Transparency" – are aligned with the European Union's Ethics Guidelines for Trustworthy AI. These guidelines have been incorporated into business practice through internal regulations and effective management systems. Further information can be found in the chapter Compliance & Integrity.

Transformation to a software-centric organization

Electric, autonomous and highly connected driving all play an increasingly important role in the automotive industry. In addition, there is growing demand among customers for digital services and functions that are tailored to their personal needs. Consequently, more and more software-based elements are finding their way into vehicles, making it necessary to reconsider the vehicle development process: The focus is shifting from hardware components such as the body, powertrain and suspension to customer functions. That is why the development of a software-defined vehicle (SDV) starts with the software and digital functionalities and then works its way up to the hardware.

To speed up the development process and sharpen the focus on software, Audi has reorganized its structure. The transformation of Technical Development at AUDI AG is a clear sign that the company is forging ahead with its reorientation as a software-centric organization. As another step in this direction, the new "Innovation and Software-Defined Vehicle" division established during the year under review was incorporated into Technical Development under the leadership of Geoffrey Bouquot on January 1.

Beyond that, AUDI AG will benefit from the Volkswagen Group's joint venture with US car manufacturer Rivian. Together, the partners will accelerate software development and engineer the next generation of software-defined vehicle architectures that can be used by different brands of the Volkswagen Group. The aim is to maximize customer benefit through innovation, scalable architectures and cost-saving potential for both sides, as well as to increase cost efficiency in research and development. In addition, Rivian's software and electronics hardware technology ideally complement the global reach and vehicle platform expertise of the Volkswagen Group.

Cariad will remain an important partner for Audi within the Volkswagen Group but will focus much more strongly on the development of cross-brand software solutions in the areas of autonomous driving, infotainment, cloud-based services, connectivity and data.

Use of AI in business processes

Artificial intelligence is a key technology that can help optimize processes and reduce complexity in various areas of the company. More than 100 use cases for AI have been identified in Production and Logistics alone, with their maturity levels ranging from the idea stage to testing all the way to series operation. But AI is also used in administrative areas.

- IRIS (Intelligent Recognition and Inspection System) uses an image-processing AI during vehicle assembly to ensure that labels have been correctly applied to the relevant vehicle parts, for example to inform customers where to mount a child seat. While a camera takes pictures of the stickers, the AI in the background evaluates whether the label is stuck on the correct part and whether the content and language are appropriate for the vehicle's destination country. Previously, the labels had to be checked manually by workers on the production line, which was more ›

IRIS: The camera system with image-processing AI saves valuable production time.

Photo: AUDI AG

[6] This function may be optionally configured for the Audi Q6 e-tron model line and is available for an extra charge. Further information is available via the Audi configurator at www.audi.de (in German only).

time-consuming. IRIS is expected to save about one minute of production time per vehicle. At present, IRIS is being integrated and tested in production operations in Ingolstadt and Neckarsulm, with plans to deploy it in series production soon.

- For administrative departments at AUDI AG, a modular system for chatbots has been developed, known as LLM[7] Blueprints. An LLM Blueprint consists of programming modules that can be used in a variety of individual chatbots. Thanks to this approach, certain functions, such as connectors to data sources, do not have to be created from scratch every time a new chatbot is developed. Instead, developers can build on what already exists. The LLM Blueprints thus provide a universal solution for customized, efficient and easily scalable chatbots in the specialist areas. A number of subject-specific chatbots based on these LLM Blueprints are already in use: For example, the Audi Service Desk Chatbot assists employees in matters of IT, while the Corporate Regulations Chatbot offers support by drawing on a variety of documents related to Audi Corporate Regulations.

Obligations and guidelines for data protection and data security

Whether customer, vehicle or company data: It is part of the corporate responsibility of AUDI AG to handle data with care, and this is anchored in its corporate policies and the Audi Code of Conduct. The focus here is on information security and data privacy.

With respect to information security, Audi meets high quality standards, continuously enhances its security systems and relies on a high level of security awareness among its workforce.

By these means, the company seeks to prevent attacks on its IT landscape as far as possible, to recognize such attacks at an early stage and to minimize their consequences. This is enshrined in an IT security strategy and underpinned by targets. In doing so, Audi complies fully with legal requirements.

Audi is bound by international information security standards – for example, the ISO/IEC 27000 series, on the basis of which Audi has implemented an effective Information Security Management System (ISMS). The ISMS is designed to ensure information security within the organization through suitable technical and organizational measures. AUDI AG operates an ISMS for all of its divisions and sites. Additionally, an ISMS has been established at all sites of the Brand Group Progressive.

Audi builds high-frequency center

New cars nowadays are fully connected and communicate with other vehicles and their surroundings. A wide range of technologies, including Wi-Fi, Bluetooth and 5G, means that some vehicles may have more than 30 antenna systems and a large number of state-of-the-art control units. Functions such as autonomous driving or over-the-air (OTA) updates also rely heavily on radio systems. The task of employees at the new high-frequency center, which Audi has been building on the Technical Development site in Ingolstadt since October 2024, will be to test and optimize these systems, to ensure that they are optimally aligned with one another and to guarantee their immunity to interference in an electromagnetic environment.

And AUDI AG has also defined and contractually anchored requirements for the supply chain with regard to the implementation of information security and an appropriate ISMS. As a result, the company can rely on effective and verifiable control and monitoring mechanisms in the area of information security at all times.

An equally essential aspect for Audi is to protect its vehicles against cybersecurity threats. AUDI AG has implemented an Automotive Security Management System (ASMS) and thus complies with all applicable regulations. The aim of the ASMS is to minimize cybersecurity risks to vehicles throughout their life cycle and to enable secure and comprehensibly documented software updates. The ASMS is divided into the Cybersecurity Management System (CSMS) and the Software Update Management System (SUMS).

To ensure that personal data is protected, Audi has introduced a Data Protection Management System (DPMS). Any processing of personal data is permanently recorded by the Data Protection Management System and evaluated to ensure compliance with data protection law. If necessary, technical and organizational measures are implemented to protect personal data. Audi is continuously developing the DPMS. Elements of the DPMS include, for example, maintaining a directory of procedures, implementing internal reporting processes in the event of data protection violations, ensuring the rights of data subjects and establishing appropriate risk management processes.

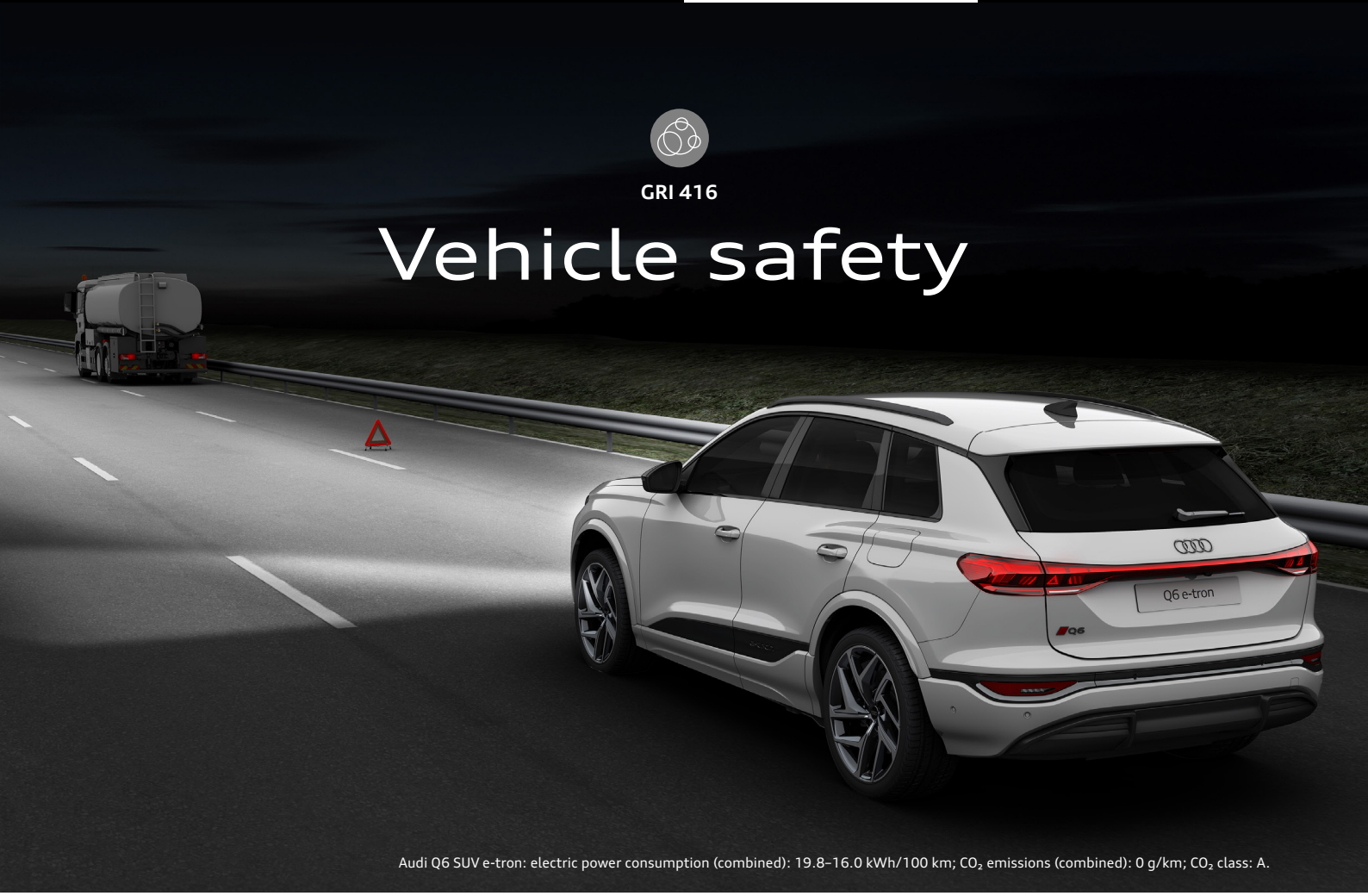
Legal certainty is a crucial factor: The company fulfills the statutory requirements in terms of transparency, self-determination and data minimization, in particular when dealing with personal data.[8] As in the previous year, AUDI AG did not receive any valid complaints in 2024 regarding infringements of customer data protection.

[7] LLMs are large language models that are trained using vast amounts of data. They provide the technological basis for many modern chatbots, such as ChatGPT or Microsoft Copilot. LLMs are powerful AI models designed to understand and generate human language and images.

[8] Transparency means that Audi informs its customers in a suitable manner regarding the use of their personal data. This includes, in particular, which personal data is collected and processed, what purposes underly processing of the data and whether the data is transferred to third parties. Transparency also includes informing customers what personal data about them is held by Audi. Naturally, personal data is subject to data secrecy. Audi collects, stores, transfers and uses personal data solely as permitted by legal provisions. As a matter of principle, personal data is only processed for the specific purposes for which it was originally collected and for the purpose defined by the customer. Self-determination means that Audi customers can always determine by themselves which data may be used for which purpose. Further, Audi follows the principle of data minimization: The company only processes the personal data that is necessary for a specific legitimate purpose. In addition, AUDI AG employs mechanisms for anonymizing or pseudonymizing personal data.

GRI 416

Vehicle safety



Audi Q6 SUV e-tron: electric power consumption (combined): 19.8–16.0 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Photo: AUDI AG

Audi is committed to improving overall road safety. That is why the company is investing in the development of new and improved vehicle safety features and working to high standards with the aim of protecting vehicle occupants and other road users.

Mobility of people and goods is an essential element of a functioning economic system and shapes the prosperity and quality of life of all of us. At the same time, it harbors risks. When it comes to individual passenger transport, this includes risks that arise from or are influenced by the general traffic conditions, as well as those that are caused by the particular means of transport itself.

According to the World Health Organization (WHO), approximately 1.2 million people worldwide die in road traffic accidents and between 20 and 50 million people suffer non-fatal injuries each year.[1]

Vehicle safety can help protect the lives and physical integrity of road users and thus increase overall road safety. Car buyers also appreciate this. For many, safety standards are an important criterion when purchasing a vehicle.

AUDI AG invests in the development of new and improved vehicle safety features and works to high standards with the aim of protecting vehicle occupants and other road users. The company's active and passive safety technologies[2] can make a significant contribution to reducing the risk of accidents and injuries. In the field of active vehicle safety, this is to be achieved by the wide range and continuous new and further development of predictive assistance and safety systems[3] at one ›

Sustainable Development Goals

The following SDGs are at the focus of this company commitment:

Further information on Audi and the UN sustainability goals can be found on page 160.

[1] Source: WHO: Road-traffic-injuries.

[2] Experts define "active safety" as all the elements of a vehicle that can help avoid an accident. In addition to the suspension, tires, braking system and lighting technology, such elements include assistance functions that provide early warning of potential hazards, issue a warning in the event of acute danger and, if the driver does not react in time, automatically initiate emergency braking or an emergency steering maneuver. "Passive safety" involves elements that can reduce the risk of injury or eliminate it entirely, for example: seat belts, airbags, stable passenger compartments and energy-dissipating vehicle structures.

[3] Assist systems can only assist the driver in the task of driving within the respective system limits. The driver is always responsible for driving the vehicle and is required to be attentive at all times.

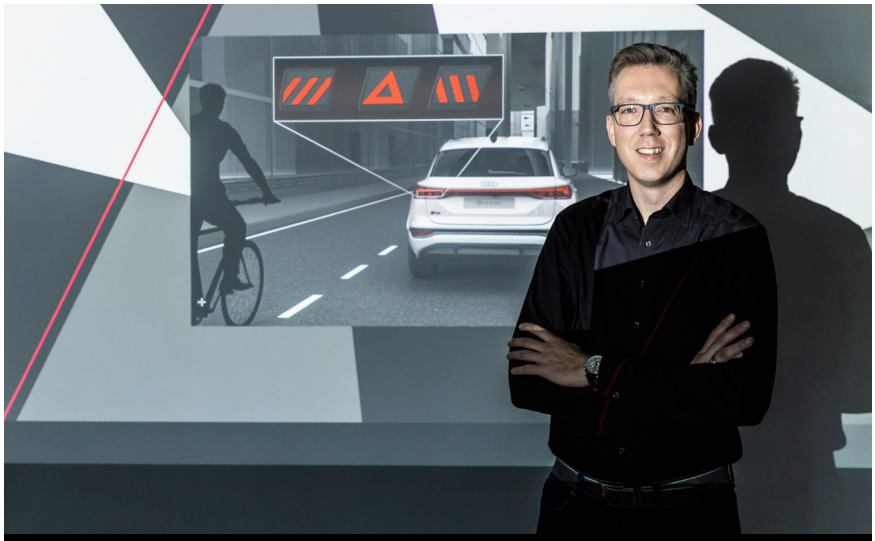
end of the scale through to automated and autonomous driving[4] at the other end. In the field of passive safety, around 220 specialists perform more than 800 elaborate crash tests and around 20,000 virtual accident simulations every year, while also working continuously on new and enhanced safety functions.

Increasing road safety for all road users

Vehicle safety is a high priority at Audi: With the Audi model families presented in the year under review, including the Audi Q6 e-tron and the Audi A5, the company has introduced several new developments and advancements in the field of automotive safety systems.[5]

The second generation of digital OLED rear lights[6] extends the range of functions offered by Audi and enables targeted communication with the immediate surroundings: The proximity indication[7] function already familiar from other Audi models is being extended in the Audi Q6 e-tron, among others, to include the communication light. It warns other road users of accidents and breakdowns. In addition to the regular taillight design, the communication light in the digital OLED rear light displays a specific static taillight signature with integrated warning symbol in advance in critical driving or traffic situations. In other words, this assist system[3] does not help the Audi driver directly, but warns road users traveling behind.

In the interior, the dynamic interaction light (IAL)[6] offers a range of communication functions and thus supports interaction between the vehicle and its occupants. In addition, the second-generation augmented reality head-up display,[6] which can be found in the Audi Q6 e-tron, among other models, allows the driver to see information such as navigation instructions or entertainment information more quickly. Both functions can reduce distractions and enable drivers to concentrate even better on the road.



Active safety functions: driver assist systems of the future

Automatic emergency braking or emergency steering, early notification of potential hazards and warnings in the event of acute danger: digitalization, networking and new technologies are major drivers of active vehicle safety. Four experts from Technical Development talk about challenges, advancements and the reasons why and how all road users benefit.

You can find more information at audi.com.

With regard to driver assist systems,[3] Audi offers a wide range of functions that can increase road safety for all road users by helping to prevent accidents or reduce accident severity. Current Audi models such as the Audi Q6 e-tron and the Audi A5 can be optionally configured with adaptive cruise assist plus. Alongside various sensors, including radars and a front camera to continuously monitor the vehicle surroundings, the assist system[3] also uses high-resolution map data and cloud-calculated swarm data from other vehicles. This data is generated anonymously by several hundred thousand vehicles from the Volkswagen Group. The vehicle fleet collects mapping material with specific road environment features – such as boundary lines and traffic signs – and automatically transmits them to a cloud. From there, the data is customized and sent to the participating Audi vehicles that are currently driving on the corresponding sections. The large number of vehicles ›

[3] Assist systems can only assist the driver in the task of driving within the respective system limits. The driver is always responsible for driving the vehicle and is required to be attentive at all times.

[4] At the moment, piloted/automated driving is not legally approved for use on public roads in most countries. It should be noted in general that assist systems can only assist the driver in the task of driving within the respective system limits. The driver is always responsible for driving the vehicle and is required to be attentive at all times.

[5] Some system and functions can be configured optionally and are available for an extra charge.

[6] This function can be configured optionally and is available for an extra charge.

[7] If a road user approaches a stationary Audi from behind to within less than two meters, all OLED segments activate to warn the driver. When the Audi starts up again, the original light signature automatically appears. The systems work only within system limits and assist with driving. The driver remains responsible for driving the vehicle and is required to be attentive at all times.

Photo: AUDI AG

results in an ever-growing database, which the system uses to assist with acceleration, maintaining speeds and distances, and lane guidance, among other things.

Awards from consumer protection organizations

In the field of vehicle safety, Audi endeavors at all times to achieve the best possible endorsement from external consumer protection organizations in the various core markets (e.g., IIHS (USA), China NCAP, Euro NCAP). The awards received are testament to the success achieved through decades of experience, research and development: In the Euro NCAP (European New Car Assessment Programme), almost all Audi models tested since 2009 – including all electric models – have received a five-star rating and thus the top score.[8] This success story continued in the 2024 reporting year with the Audi Q6 e-tron and the Audi A5: Euro NCAP awarded both models its highest five-star rating. The vehicles were rated in the categories of adult occupant protection, child safety, vulnerable road user protection and standard safety assist systems.[9]

With a rating of 92 percent in the child safety category, the Audi Q6 e-tron scored the highest among all vehicles from the years 2023 and 2024 that were tested in this category.[10] This result is also due to functions that go beyond legal and consumer protection requirements: The front passenger seat in the Audi Q6 e-tron automatically deactivates the front passenger airbag when a rear-facing child seat is used. Essentially, the car thinks along with the driver, helping to ensure the best possible protection for children of all sizes.

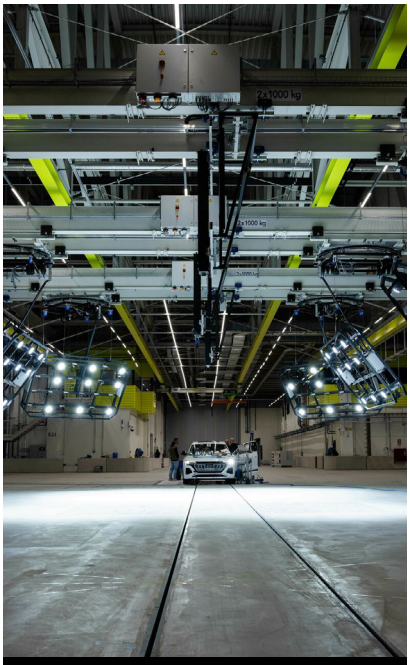
Audi also performed well on the American continent: In the 2024 reporting year, the Audi Q4 SUV e-tron[11] and Audi Q4 Sportback e-tron[12] were recognized in the "Midsize Luxury SUV" category, while the Audi Q7 SUV, Audi Q8 SUV e-tron[13] and Audi Q8 Sportback e-tron[14] received the IIHS TOP SAFETY PICK Award from the US Insurance Institute for Highway Safety (IIHS) in the "Large SUV" category. Aspects tested included crash performance, but also other categories such as pedestrian protection and lighting technology.[15]

Audi Accident Research Unit

Audi supports the "Vision Zero" strategy of road safety organizations in many countries around the world to continually enhance the safety of Audi customers and other road users globally. It is a vision that is also pursued by the United Nations, the WHO, the EU and the German Road Safety Council (DVR). The primary goal is to eliminate all traffic fatalities and severe injuries.[16] In addition to the new and further development of its active and passive vehicle safety systems, AUDI AG also contributes actively to accident research as part of an interdisciplinary research project in collaboration with the University Medical Center in Regensburg. The Audi Accident Research Unit (AARU) is committed to better understanding causes, circumstances and consequences of accidents in order to develop proposals and measures to enhance road safety. Audi shares these findings with authorities and public organizations and uses them to progressively develop new models.

Internal regulations and management systems

Audi places very strict quality demands on vehicle safety. It focuses primarily on customer requirements, on statutory and official stipulations and on the company's own binding regulations and code of conduct. Every Audi model fulfills strict internal standards, including the Audi Code of Conduct, the Quality Management Statement of Principle and internal corporate policies on, among other things, Product Safety and Product Conformity and on Automotive Security. ›



Systematic improvement of passive safety

The investment in the new Vehicle Safety Center (AFZ) in Ingolstadt is paying off: Since November 2023, several models have already been or are being homologated here, including the Audi A5, the Audi Q6 e-tron and the Audi A6 e-tron. The AFZ is one of the most important Audi development facilities in the field of passive safety. Established teams of experts carry out one to two crash tests per day, five days a week.

You can find more information in the Audi MediaCenter.

[8] Source: Euro NCAP: Euro NCAP | Latest Safety Ratings.

[9] Source: Euro NCAP: Euro NCAP test results for the Audi Q6 e-tron and Audi A5.

[10] Source: Euro NCAP: Euro NCAP | Latest Safety Ratings.

[11] Audi Q4 e-tron: electric power consumption (combined): 19.2–16.1 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[12] Audi Q4 Sportback e-tron: electric power consumption (combined): 18.7–15.5 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[13] Audi Q8 SUV e-tron: electric power consumption (combined): 28.0–20.1 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[14] Audi Q8 Sportback e-tron: electric power consumption (combined): 27.3–19.5 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[15] Source: IIHS: 2024 TOP SAFETY PICKs.

[16] Source: DVR: Vision Zero | German Road Safety Council.

Photo: AUDI AG

In general, it can be said that all divisions formulate their quality requirements in goals, manage these based on key figures, are subject to independent controls and therefore contribute to the achievement of corporate goals. In relation to vehicle safety, this means that all product categories are reviewed in the context of quality controls regarding their impact on health and safety before they are delivered to customers. And Audi continues to keep an eye on its products even after they have been delivered – in line with the product monitoring obligations incumbent on a car manufacturer.

In addition to interfaces to the Environmental Compliance Management System (ECMS), the Product Compliance Management System (PCMS) and the Committee for Product Safety (APS), the interface to the Compliance Management System (CMS) should also be highlighted, in particular, in terms of continually optimizing the response to the effects of products and services on health and safety.

The goals of interdisciplinary collaboration include exchanging information on process weaknesses, initiating improvement measures when necessary and therefore minimizing compliance risks related to product safety and product conformity.

Intuitively recognizable warning symbol on the communication light of the Audi Q6 e-tron.[17]

Audi has firmly established the PCMS in the company as a regulatory framework for guaranteeing product compliance and continues to develop this permanently. Every employee plays their part in ensuring that product compliance risks are minimized, by observing regulations in specific corporate policies. Audi also monitors its products after they have been placed on the market.

If this results in indications of potential deviations in the required product safety or conformity, the Committee for Product Safety (APS) sees to the requisite clarification of facts and initiates necessary measures, among other things, in coordination with the relevant authorities where applicable. This includes any necessary product corrections. /

Key figures
Vehicle safety

Vehicle safety at AUDI AG[18]	Unit	2024	2023	2022
Percentage of relevant product and service categories where the impact on health and safety was checked with respect to opportunities for improvement	Percent	3.7	–	–
Total number of regulatory violations and/or breaches of voluntary codes of conduct in connection with the impact of products and services on health and safety in the 2024 reporting period:				
Regulatory violations that resulted in a fine or a sanction	Number	0	–	–
Regulatory violations that resulted in a warning	Number	0	–	–

[17] Audi Q6 SUV e-tron: electric power consumption (combined): 19.8–16.0 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[18] Recording of data as of December 5, 2024.

Photo: AUDI AG

Corporate citizenship

AUDI AG considers itself to be a responsible member of society. For this reason, the company supports social causes in a variety of ways, such as through education and training projects, social interaction or charitable and humanitarian aid.

Photo: AUDI AG

Sustainable Development Goals

The following SDGs are at the focus of this company commitment:

Further information on Audi and the UN sustainability goals can be found on page 160.

Customers and investors are attaching more and more importance to corporate citizenship, i.e., whether a company donates money, materials or human resources to support projects with social or environmental goals. And employees, suppliers and society, too, have an interest in companies helping to solve social challenges. As such, actively doing something for the common good is a key factor in building long-term relationships. It shows that the company is living up to its responsibilities and working to bring about positive change in society. Participating in voluntary social activities, for example, also makes employees feel that they are part of a community. If a company demonstrates little or no social commitment, on the other hand, this can have a negative impact on its reputation and expose it to additional financial risks. ›

Corporate citizenship has therefore been a major concern of AUDI AG for many years. The company's activities in this area are based on the Audi Code of Conduct, the Support Guidelines for Corporate Citizenship and the Audi donation policy.

Guiding principles of the Audi commitment

To ensure that the company's activities make a measurable contribution to society, all corporate citizenship initiatives at AUDI AG and its production sites[1] adhere to three guiding principles: Engage, Educate and Empower.

Engage encompasses sponsorship, events and cooperation with non-profit organizations. Some notable examples from the year under review are the Audi Summer Concerts, a cultural event that attracted more than 20,000 visitors, and the company's support for regional amateur and professional sports. The latter included sponsoring the Heilbronn Trollinger Marathon and the Győri Audi ETO KC handball club in Hungary.

In addition, AUDI AG organized various donation campaigns under the motto "Engage" during 2024. Apart from the traditional Christmas appeal, which saw the company top up the workforce donation of EUR 490,716 to a total of EUR 1 million, one project worthy of special mention during the year under review was the "Team spirit – cultural diversity" campaign. A total of EUR 100,000 went to 58 clubs and associations in the Ingolstadt and Neckarsulm regions that promote social integration and international understanding and stand up against racism. The donations were presented to the recipients in July 2024 at the Festival of Cultures in Ingolstadt and at the Audi Forum Neckarsulm.

After floods hit southern Germany in mid-2024, the company and its workforce donated over EUR 1 million to 56 non-profit organizations that had provided assistance during the summer floods or had suffered damage themselves in the area around the German production sites.[2] Employees donated a total of around EUR 285,000, which the company topped up to EUR 750,000.

Educate unites all training and education programs that are offered or supported by Audi. A good example: Audi Hungaria staff can take part in a volunteer program and choose from five main focus areas, including #care4environment or #helptoimprove. The latter sees Audi employees helping out at events like children's summer camps or tutoring students during the school year. Thanks to the commitment of these employees, the participating children benefit from long-term and sustainable improvements in their education. Apart from local projects like these, AUDI AG also works with a number of national and international universities to help shape progress in research and teaching – for example, by funding endowed professorships. Among other things, the company is currently funding a professorship at the Technical University of Ingolstadt on the topic of artificial intelligence in production.

Empower refers to all measures where AUDI AG acts as an amplifier. Through various projects, the company supports multipliers such as employees, customers or other stakeholders. These groups are actively encouraged by Audi to advocate sustainable practices and lifestyles – for example through volunteering or social activities. AUDI AG is particularly keen to get young talent involved at an early stage: For example, to mark World Refugee Day 2024, Audi apprentices in Ingolstadt built two refugee housing units designed by the UN that offer refugees in crisis areas emergency shelter. Anyone who was interested had the opportunity to take a look at the accommodation at Audi in Ingolstadt and learn more about how it works and about the living conditions of refugees in crisis areas.

In addition, apprentices working for the company were involved in the "Schanzen-Geber-Camp" during the year under ›

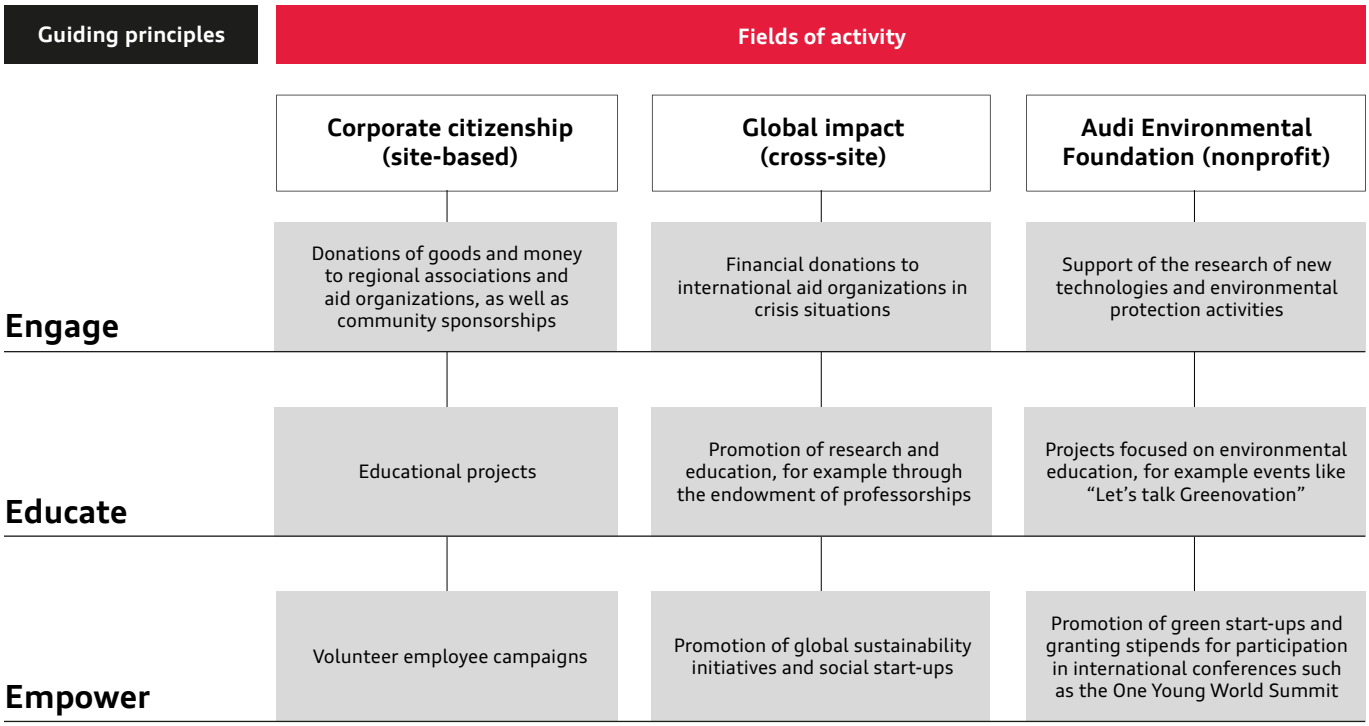


Illustration: C3 Visual Lab

[1] Audi production sites in Ingolstadt and Neckarsulm (Germany), Brussels (Belgium), Győr (Hungary), San José Chiapa (Mexico).

[2] Production sites of AUDI AG in Ingolstadt and Neckarsulm (Germany).

Team spirit campaign: Audi supports employees who engage in volunteer work.

review, a soccer vacation camp for children with and without special needs. This camp is regularly organized by FC Ingolstadt, a soccer club sponsored by Audi, along with the Audi Schanzer Football School, the St. Vinzenz Caritas Center, the City of Ingolstadt and Audi. The company also makes a point of continuously promoting the volunteer work of its employees. In 2024, nearly 1,000 employees at the German production sites[2] alone got involved in around 100 team projects benefiting social institutions in Ingolstadt and Neckarsulm. Audi not only provides the platform for employees to organize and participate in these activities, but also makes a donation for each initiative, which can then be used, for example, to purchase the necessary materials. The number of team activities in 2024 was double that of the previous year.

Fields of activity of the Audi commitment

All projects relevant to corporate citizenship that are pursued by AUDI AG and its production sites[1] can be assigned to at least one of the three guiding principles of "Engage," "Educate" and "Empower." Three fields of activity are relevant for implementing the projects.

Corporate citizenship: Corporate citizenship bundles all activities at the AUDI AG production sites.[1] And because each site has its own specific needs, it also has its own corporate citizenship officers. These officers ensure that the help and support provided goes exactly where it is most urgently needed at the site in question.

Global impact: This field of activity relates to activities outside of the Audi production sites.[1] One highlight worth mentioning here is the collaboration with the Social Impact Start-up Academy (SISTAC e. V.), which organizes learning partnerships between companies and social start-ups. In the context of such a partnership, Audi employees provided consulting services to eWAKA Mobility Limited, an African start-up that offers electric last-mile transport of goods and people in Kenya and Rwanda. The Audi team analyzed the start-up's business model over an extended period of time and, based on their findings, developed a concept for a B2B platform that enables drivers and customers to connect with each other as quickly and easily as possible. The project came to a successful conclusion in 2024.

+100%

of employees

volunteered at social institutions in Ingolstadt and Neckarsulm compared with the previous year

Audi Environmental Foundation:
The Audi Environmental Foundation was established as a charitable organization in 2009 to expand the company's social and, in particular, environmental commitment. It sponsors research into new technologies and scientific methods for a future worth living. In doing so, it opens up new avenues for acting sustainably and shows how technology, environmental protection and social commitment can complement ›

Photo: AUDI AG

[1] Audi production sites in Ingolstadt and Neckarsulm (Germany), Brussels (Belgium), Győr (Hungary), San José Chiapa (Mexico).

[2] Production sites of AUDI AG in Ingolstadt and Neckarsulm (Germany).

Audi Environmental Foundation, Audi do Brasil and Litro de Luz bring solar lighting to remote villages in Brazil.

each other. One example of this is the partnership between the Brazilian NGO Litro de Luz, Audi do Brasil and the Audi Environmental Foundation. Litro de Luz supports people living in remote areas without electricity by providing them with access to solar lighting. The collaboration kicked off in 2022 with an initiative for three settlements in the Amazon region. The installation of 30 solar poles and more than 150 solar lamps benefited over 600 people in the communities of Nova Canaã, Nova Jerusalém and Lindo Amanhecer. In 2023 and 2024, the initiative provided further villages with energy-efficient, sustainable lighting solutions – most recently in the Lower Xingu indigenous reserve in the Brazilian state of Mato Grosso. Here, 20 indigenous communities, 140 families and over 600 residents were provided with solar lighting in 2024 alone. Working with locals and volunteers from Audi do Brasil, Litro de Luz was able to install 170 compact lighting and energy solutions. /

Key figures
Corporate citizenship

	Unit	2024	2023	2022
Employee donations[3]	EUR	1,237,156	953,815	968,386
Expenditure on corporate citizenship	EUR million	40.0	46.8	50.5

[3] Includes AUDI AG Christmas donation, flood donation, "Last Cents" campaign and special donations.

Photo: AUDI AG

2

3

Governance

Photo: AUDI AG

Audi S6 Sportback e-tron: electric power consumption (combined): 16.7–15.7 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Photo: AUDI AG

Audi S6 Sportback e-tron: electric power consumption (combined): 16.7–15.7 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

G

Content

GRI 2-12, 2-13

Sustainable corporate governance

Ecological, social and economic sustainability has a significant influence on the strategic alignment of Audi. The ESG (environmental, social and governance) criteria are a key foundation for decision-making.

Audi views sustainability as the creation of long-term value on the basis of responsible innovation, thereby minimizing negative impacts on the environment, society and the economy. To achieve this, the company applies ESG criteria to assess and manage its activities and performance in respect of environmental impact, social responsibility and corporate governance.

Sustainable corporate governance is an integrated and holistic approach that translates this concept into suitable guiding principles. This is particularly important, on the one hand, because statutory requirements are growing and becoming increasingly stringent, a process that is expected to continue in the future. On the other hand, stakeholders more frequently measure companies by their commitment to sustainability and the way they implement this. For example, consumers increasingly value sustainably produced goods when making their purchase decisions and implicitly expect companies to not only promise but also actively promote action on climate and environmental protection. On the capital market as well, sustainability plays an important role alongside economic factors in decision-making by investors and analysts.

Sustainable corporate governance therefore not only contributes to the future viability of society but also has positive effects for companies themselves. Companies that are managed sustainably are more likely to be successful and innovative in the long term and are better able to manage their risks and operate efficiently. For Audi, a focus on sustainability criteria is crucial to the company's future viability and offers the opportunity to position itself more strongly with respect to its customers and the competition, thereby tapping into additional market potential. ›

Sustainable Development Goals

The following SDGs are at the focus of this company commitment:

Further information on Audi and the UN sustainability goals can be found on page 160.

Photo: AUDI AG

Anchoring sustainability within the company

Sustainable corporate governance at Audi is based on statutory provisions and requirements as well as on clear, self-imposed guidelines and obligations – for example, internal policies on sustainability management.

For Audi, complying with ethical principles as well as statutory requirements is a matter of course and the minimum it can do. The company has set itself the goal of integrating sustainability effectively and efficiently into its management structures and decision-making processes.

Implementing sustainability

The three ESG fields – environmental, social and governance – are considered extensively in corporate governance at the Audi Group. To ensure that the organization has the best possible impact on the environment, people and the economy, the Board of Management has created suitable structures and participates in the pursuit of the goals that are set. This is aimed at incorporating effective measures into the corporate strategy and integrating them into the company's business operations. In this way, Audi not only complies with regulatory requirements but also focuses specifically on the following aspects:

Efficiency: At Audi, vehicle efficiency has long been a key topic that customers can experience directly in the product. As an example, the new fully electric Audi Q6 e-tron and Audi A6 e-tron models on the Premium Platform Electric (PPE) set standards for efficiency, range and charging speed. The main contributors to this efficiency are the 800-volt architecture, an innovative powertrain and modern battery and charge management. At the same time, Audi launched a new generation of efficient internal combustion engines in the year under review. Its advanced MHEV plus mild hybrid technology improves response characteristics and, because it allows drivers to cover longer distances electrically, can help reduce CO_2 emissions from vehicle operation. Further information can be found in the article Audi on the offensive.

Circular economy/resource efficiency: Audi is working on many projects that foster the transition to the circular economy, both within the company and by customers – for example, with guidelines for recycling-friendly product development, internal targets for the proportion of secondary material in future vehicle generations and Audi Genuine Exchange Parts, which represent a resource-friendly alternative to new parts. In light of the forecast shortage of raw materials for primary and secondary materials, the company is committed not only to early, forward-looking planning but also to the efficient use of materials. Further information can be found in the article entitled Resource management and circular economy.

Decarbonization: The company aims to reduce the CO_2 emissions throughout the life cycle of its models and along the entire value chain. This is to be achieved above all through the net carbon neutrality[1] of all production sites[2] as well as the electrification of the model portfolio. Audi aims to be net carbon-neutral[1] by 2050 at the latest.[3]

Biodiversity: Audi supports various initiatives to preserve biodiversity. One of these is the Alliance for Water Stewardship (AWS), which works toward the sustainable use of local water resources. The AWS standard is an internationally applicable set of rules for companies and organizations aiming to use water as efficiently as possible and with due consideration of all relevant interest groups in the respective catchment area. To measure commitment to biodiversity at its production sites,[2] Audi has developed a biodiversity index together with the Volkswagen Group. This index covers around 50 parameters. This allows the effectiveness of measures to be assessed and progress to be recorded more easily. Further information can be found in the article entitled Biodiversity.

Human rights: Compliance with human rights is an integral part of responsible corporate governance, not only within the company itself but also across the supply chain and in relation to business partners. The company requires its suppliers and business partners to respect human rights and performs risk-based audits in this regard. The sustainability requirements of the Volkswagen Group are summarized in the Code of Conduct for Business Partners (CoCBP). Important aspects of this include prohibiting child labor and all forms of discrimination and ensuring occupational safety and fair remuneration. Further information can be found in the article entitled Responsibility in the supply chain.

Diversity & inclusion: AUDI AG is committed to ensuring that all employees – regardless of gender, origin or other personal characteristics – have the same opportunities to develop their talents and abilities. Appointing women to leadership positions is one of the main levers in reinforcing equal opportunities. ›

Advertising and communication principles

Sustainable corporate governance at Audi also includes the area of marketing. The Booklet of Policies, which consolidates all the company's statements of principle in respect of sustainable and ethical corporate governance, also includes the advertising and communication principles. These reinforce the implementation of respectful communication by outlining the expectations AUDI AG has of its employees and business partners when providing advertising and communication services for the company. The requirements set out in this guideline are consistent with the ethical standards and corporate values of AUDI AG. Further information can be found here.

[1] Audi regards net carbon neutrality as a state in which, following the exhaustion of other possible measures aimed at reducing the still remaining CO_2 emissions caused by the products or activities of Audi and/or currently unavoidable CO_2 emissions within the scope of the supply chain, manufacturing and recycling of Audi vehicles, at least quantitative compensation is provided through voluntary and globally conducted compensation projects. Throughout the utilization phase of a vehicle, meaning from when a vehicle is delivered to a customer, CO_2 emissions produced are not taken into account.

[2] Audi production sites in Ingolstadt and Neckarsulm (Germany), Brussels (Belgium), Győr (Hungary), San José Chiapa (Mexico).

[3] To achieve net carbon neutrality,[1] Audi has defined a transformation pathway with clearly defined interim targets that depend heavily on market developments and the pace at which electric mobility is expanded. Volatile markets and the uncertain economic and political climate stand in the way of making reliable statements about interim targets up to the year 2050.

Management remuneration is tied to the associated targets and their achievement. Regular discussions are held within the Board of Management as well as at the management levels regarding the degree of target achievement and corresponding measures. Further information can be found in the article entitled Corporate culture and equal opportunities.

Managing sustainability

Audi uses the Sustainability Steering Model (SSM) to manage sustainability topics on the basis of targets. The model fosters regular dialogue between the Sustainability department and specialist areas, serving as the basis for integrating sustainability matters in processes.
The central instance of the SSM is the Sustainability Council, which is chaired by the Sustainability Strategy department. The Council organizes the flow of information, ensures interaction between different sustainability projects, assigns additional budget resources and prepares decisions for higher-level instances. Its other tasks include the systematic analysis and anticipation of future regulatory developments – known as regulatory foresight.

The SSM is being constantly refined, the effectiveness of the measures reviewed and processes adapted as required. In this way, Audi ensures that the measures taken not only have a positive impact in the short term, but also contribute to long-term sustainable development.

Special focus on human rights

In the year under review, stakeholder dialogue focused on human rights. As a global company in the automotive industry, Audi closely examines the human rights risks and challenges at various stages of the supply chain with the goal of understanding and improving the human rights situation. In a moderated panel discussion, the company and various stakeholders discussed which mechanisms to involve stakeholder groups are already successful and where there are still barriers that prevent the sustained participation of potential persons of interest. The event in Berlin in November 2024 brought the Human Rights Officer of AUDI AG together with representatives of the Federal Ministry for Economic Cooperation and Development, the UN Global Compact and non-governmental organization Germanwatch e.V. This dialogue demonstrates that Audi – as a responsible enterprise – is actively shaping sustainability topics. Progress is communicated transparently to stakeholders and the resulting feedback enables Audi to successfully implement solutions in the context of specific projects, regions and persons of interest.

Collaboration with stakeholders

It takes the collaboration of all stakeholders – within and outside the company – to make progress in the aforementioned focus topics. That is why Audi fosters good relationships with its stakeholders, encouraging their active participation. To ensure effective stakeholder management, relevant internal and external stakeholders are identified and suitable sustainability dialogue formats arranged. Audi communicates the progress achieved, continuously and transparently. In this way, the company is able to consider the different interests of stakeholders in its decision-making and strategy processes.

In 2024, Audi organized more than 35 stakeholder dialogue events attended by more than 21,000 people and participated in existing events such as the German government initiative concerning the respect of human rights in the supply and value chains of the German automotive industry and the Greentech Festival in Berlin.
The top issues addressed were: climate-neutral mobility and the transition to electric mobility, sustainability in the supply chain and human rights and the circular economy and resource-friendly materials. The company also contributes to initiatives aimed at achieving progress in environmental, economic and social issues. /

Key figures
Sustainable corporate governance

	Unit	2024	2023	2021
Trust value of external stakeholders[4]	Percent	74	74	–

[4] The value is calculated from the Trust & Like Score. Various stakeholders are asked to what extent they value and trust the company.
In the reporting year, Audi reached a score of 71 percent for the German market among 10,502 people surveyed (international: 74 percent among 31,595 people surveyed).

GRI 2-16, 205, 206

Compliance and integrity

At Audi, compliance and integrity are an integral part of all business processes and decisions. The focus here is on anti-corruption, human rights and fair competition.

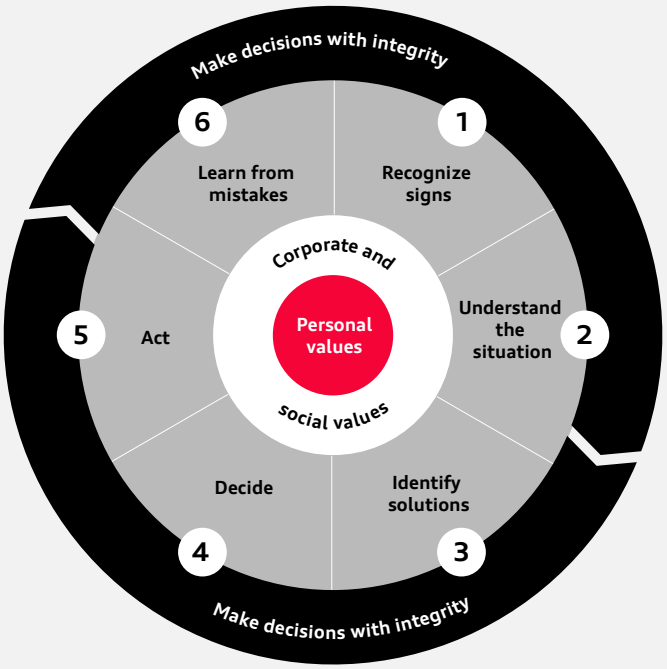
Compliance in a legal sense means observance of legal provisions, requirements of regulatory authorities, internal company policies and voluntary commitments by the company, its bodies and employees. The risks that can potentially arise as a result of legal and regulatory violations are varied and can damage a company from an economic, ecological and social perspective. For example, failure to comply with laws may result in human rights violations, or violations of environmental regulations may increase the concentration of CO_2 in the atmosphere – both scenarios could result in reputation loss for companies, as well as legal and financial consequences, such as fines.

If no specific rules are in place, companies are often faced with a dilemma. To stand firm in these situations, regardless of economic or social pressure, requires integrity – in other words, responsible and entrepreneurial action geared toward values and principles that are recognized in society and agreed on within the company.

Compliance and integrity together are therefore an important foundation for companies and have a positive impact on the reputation of a brand, the confidence of customers and business partners, the well-being of employees and not least on sustained economic success.

Compliance and integrity in the Audi Group mean combining entrepreneurial action with applicable rules and legislation as well as with social and company-specific values. To this end, Audi specifies binding compliance regulations and also places clear demands on its suppliers and business partners. Compliance and integrity are anchored in the business processes and are revised continually.

Six steps to integrity in decision-making



Principles of cooperation

The Audi Group commits its employees and business partners to comply with the binding Audi Code of Conduct (CoC) or the Volkswagen Code of Conduct for Business Partners (CoCBP). These documents set out the duties of care of companies and business partners, among other things. They also include the commitment to equal opportunities and equality, to respecting human rights and to compliance with environmental protection and occupational health and safety. On January 1, 2024, an updated version of the CoC was published, with additions covering topics such as artificial intelligence and a commitment to values-based leadership. In addition, the Volkswagen Social Charter applies in the Audi Group. This declaration on social rights, industrial relations and economic ›

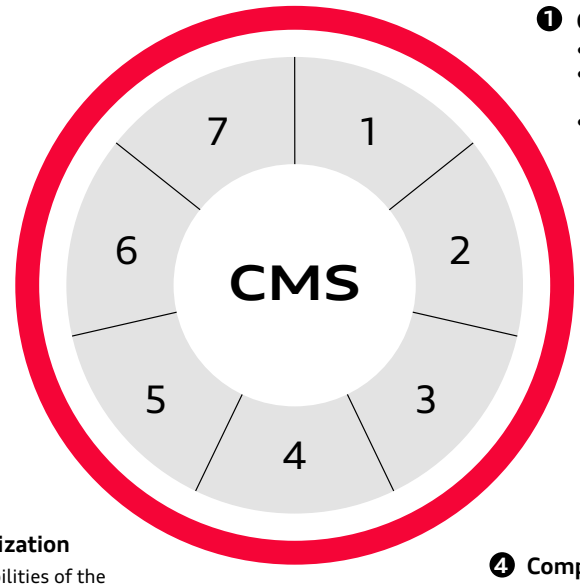
Sustainable Development Goals

The following SDGs are at the focus of this company commitment:

Further information on Audi and the UN sustainability goals can be found on page 160.

Illustration: C3 Visual Lab

Compliance Management System



1 Compliance and integrity culture
- Integrity management
- Preparation/communication of the Code of Conduct
- Promotion of a tone from the top and a tone from the middle

2 Compliance goals
- Preventive advisory function as the Second Line

3 Compliance risks
- Recording and evaluation of compliance risks in the company
- Development and review of countermeasures

4 Compliance programs and processes
- Risk prevention in compliance focal areas through target group-specific and needs-oriented consulting, communication and training measures

5 Compliance organization
- Roles and responsibilities of the compliance and integrity functions
- Structure of the compliance organization within AUDI AG as well as at relevant subsidiaries

6 Compliance communication
- Defined reporting lines to the Audi Board of Management, the Group Board of Management and the Group Chief Integrity & Compliance Officer
- Risk-based compliance, communication and training measures

7 Compliance monitoring/ improvement
- Monitoring of compliance measures within the divisions and at subsidiaries
- Continuous and lasting improvement of the CMS

Illustration: C3 Visual Lab

and human rights represents a further commitment to corporate responsibility.

A shared sense of integrity

In 2018, the Volkswagen Group launched the global integrity and compliance program Together4Integrity (T4I). The aim was to raise employee awareness of integrity and compliance across all Group companies. By 2024, the program had achieved its goals and was transitioned into the integrity and compliance activities of the departments and companies of the Volkswagen Group.

Regular, dialogue-oriented communication measures and comprehensive training and participation formats help instill value-focused ways of thinking and acting in employees and managers. One example is the Integrity Summits, a series of events for managers that features external speakers to promote a change of perspective and discussion of ethical issues. Monthly internal dialogue events on topics such as artificial intelligence, ESG, human rights, governance or business ethics pursue the same goal.

Regular training sessions and workshops, for example on dealing with dilemma situations or on ethical leadership, also impart important knowledge and competences for a modern success culture. A network of around 100 integrity ambassadors works across hierarchies to promote integrity in the divisions, for example by offering opportunities for dialogue, mediating between employees and managers or providing advice on questions and uncertainties related to integrity.

Regular online training sessions on integrity issues, some of them mandatory and some voluntary, create a common understanding and the basis for ethically and legally sound behavior. During the reporting period, 99.50 percent of the workforce completed the web-based training on the Audi Code of Conduct and 99.78 percent completed the training on anti-corruption and dealing with public officials.

Control and management systems

At Audi, corporate governance is underpinned by extensive management systems and processes. In accordance with the provisions of company law, the Board of Management of AUDI AG has set up specific management systems: a Risk Management System (RMS) including a risk early warning system, a Quality Management System (QMS) and a Compliance Management System (CMS). All of these systems ensure that the company is able to identify and assess risks, comply with quality requirements and adhere strictly to laws and regulations. They are operationalized through corporate and brand group policies, processes and work instructions.

Among the management systems, the CMS plays a particularly important role in effectively and sustainably implementing compliance and integrity within the Audi Group and thus meeting legal and ethical requirements. Since September 2024, Audi has been exploring options for combining the existing compliance management systems. For this purpose, the company has established the Policies, Compliance and Integrity (PCI) committee. The PCI works across divisions to advance the development of the compliance and integrity management systems and to ensure that these systems are appropriate and effective when used together. Another goal is to place an even greater focus on user benefits.

Analysis of compliance risks

Compliance risks are analyzed with the help of the Internal Compliance Risk Assessment (ICRA). This is a standard process of the Volkswagen Group for identifying, evaluating and documenting compliance risks in the categories of corruption, money laundering and terrorism financing, as well as fraud and embezzlement. Each Audi Group company participating in the ICRA was required to implement its own package of compliance measures by January 31, 2025. Every package of measures is structured to reflect the seven process steps of the CMS (see graphic). The individual packages comprised up to 35 individual measures. The assessment is repeated every three years.

In 2024, the Integrity, Compliance, Risk Management department at AUDI AG ›

successfully passed an external audit. Within the framework of an independent, risk-based review, 15 measures from the ICRA Compliance Measure Set were used to assess whether the goals, requirements and standards of the Volkswagen Group are effectively met. The auditors confirmed that AUDI AG maintains a CMS that is effectively anchored within the company and that it has a well-developed compliance culture. Audits of this kind are part of the Volkswagen Group's regular monitoring and improvement process and a corporate governance tool.
In addition, the Automated Compliance Risk Analysis (ACRA) serves to identify division-specific compliance risks within the Audi Group. It received a comprehensive update in the year under review to ensure that it is fit for practical use in 2025. This analysis targets top management and, in addition to traditional compliance topics such as anti-corruption, outsourcing, human rights and business partner due diligence, has also covered new topics such as working hours (HR compliance) since 2024. Far-reaching changes made during the reporting year, such as a modular structure that makes it easy to add new topics, are aimed at further increasing the efficiency and effectiveness of the ACRA and improving the identification, assessment and management of compliance risks. By standardizing the risk assessment, adequate risk mitigation measures can be planned in the departments using a risk-based approach. The process is accompanied by dialogue formats with the division coordinators for the topics of compliance and integrity.
In addition to system queries, the data basis also includes inventory data and systemic anomalies from the compliance organization, such as feedback from training courses or analyses of serious regulatory violations. The ACRA is carried out every one to three years, depending on the risk and hazard potential.

The compliance and integrity activities also include regular targeted communication. Regular and ad-hoc reporting by the Chief Compliance Officer to the Board of Management and Audit Committee of the Supervisory Board of AUDI AG, to the Group Chief Integrity & Compliance Officer of the Volkswagen Group and, where needed, other management positions at Audi and Volkswagen ensures a continual flow and exchange of information. This communication includes the "Governance, Risk & Compliance" annual report and reporting on the Whistleblower System.

In the spotlight: uniform rules for AI and data access/use

Using artificial intelligence (AI) and data of any kind in a business environment presents great opportunities, but also risks. In its Statement of Principle on Artificial Intelligence, AUDI AG pledges to use AI, one of the key technologies of our time, responsibly. The company has set itself three guiding principles for trustworthy AI, which are based on the European Union's "Ethics guidelines for trustworthy AI:" respect, security and transparency.

With these principles in mind, Audi is working on a cross-divisional project aimed at developing a holistic data and AI strategy that will enable it to exploit the opportunities offered by the digital transformation while taking ethical and cultural aspects into account in the design of its IT systems and processes. One particular concern is to meet the new regulatory requirements. These include, for example, two pieces of legislation from the European Union: the EU AI Act[1] and the EU Data Act.[2]

Reports of potential violations

The Whistleblower System is an independent and unbiased tool for reporting and receiving specific leads on potential misconduct by employees of the Audi Group. Potential violations of the CoCBP, including serious risks as well as human rights and environmental violations by direct and indirect suppliers, can be reported to the Audi Investigation Office – confidentially and, if required, anonymously. Reports can be submitted by email, via the online reporting channel and, since November 1, 2024, also by telephone voice message or via the "SpeakUp – Listen for a change" app – 24 hours a day, seven days a week and in over 65 languages. In addition, an ombudsperson is available as an external reporting point. The procedural principles of the Audi Group's grievance mechanism specify, among other things, that reports of violations must be treated confidentially and that whistleblowers must be protected from discrimination and reprisals.

Qualified and experienced employees of the Audi Investigation Office review the information provided to determine whether potential regulatory violations have occurred. If so, appropriate action is taken. In 2024, AUDI AG received 907 reports of possible regulatory violations. This represents an increase compared with the previous year when there were 556 reported violations. In addition to reports of suspicious activity, the number of reports received also includes further concerns from customers and dealers covering a wide range of topics.

Strict measures against corruption

Internationally active companies like AUDI AG are continually exposed to corruption risks in their everyday business. Not only can the occurrence of such risks lead to significant financial losses, but also to reputation damage. Acting with integrity and engaging in fair competition are therefore a fundamental pillar of the long-term success of the Audi Group – beyond all country borders. Corruption and bribery therefore have no place at Audi.
The company has firmly embedded these principles in the Audi Code of Conduct, which is binding for all employees, and in its guidelines on the avoidance of conflicts of interest and corruption. ›

[1] The EU AI Act is designed to create awareness among companies for the conscious, ethical use and implementation of AI applications. It calls for employees to receive appropriate training and for AI systems to be classified on the basis of four defined risk classes and handled according to their classification. For example, all data used to train an AI must be documented transparently, while AI-generated responses by chatbots must be marked accordingly. Source: Regulation - EU - 2024/1689 - EN - EUR-Lex (europa.eu) (Dec. 18, 2024).

[2] The EU Data Act focuses on the rights of customers and third parties. It gives customers the right to request a copy of all data generated by connected services in and around the vehicle, for example when charging at a wallbox. This also includes the customer's right to forward this data to third parties, such as an insurance company. Source: Regulation - EU - 2023/2854 - EN - EUR-Lex (Dec. 18, 2024).

Photo: AUDI AG

The Compliance unit provides the specialist departments with extensive advice on all corruption-related topics – with digital support from the Audi guide, an IT tool that employees can use to evaluate gifts and benefits themselves. In addition, training measures also constitute part of the preventive avoidance of corruption. 99.78 percent of non-production employees as well as the Board of Management of AUDI AG successfully completed the specially designed web-based training (WBT) on anti-corruption and dealing with public officials in the period under review. A broad and continually evolving portfolio of target group-specific communication and training measures strengthens awareness in the Group of the significance of compliance and integrity as a success factor for responsible corporate governance.

Suspected cases of corruption are handled by the Audi Investigation Office in coordination with the Internal Audit department; measures are systematically derived and implemented. In the year under review, one report of potential corruption was submitted. In the year under review, two investigations due to suspected corruption took place as one report had been submitted at the end of 2023. The proper implementation of measures is verified as part of on-site inspections and through external audits. There were no on-site inspections or audits due to suspected corruption in 2024.

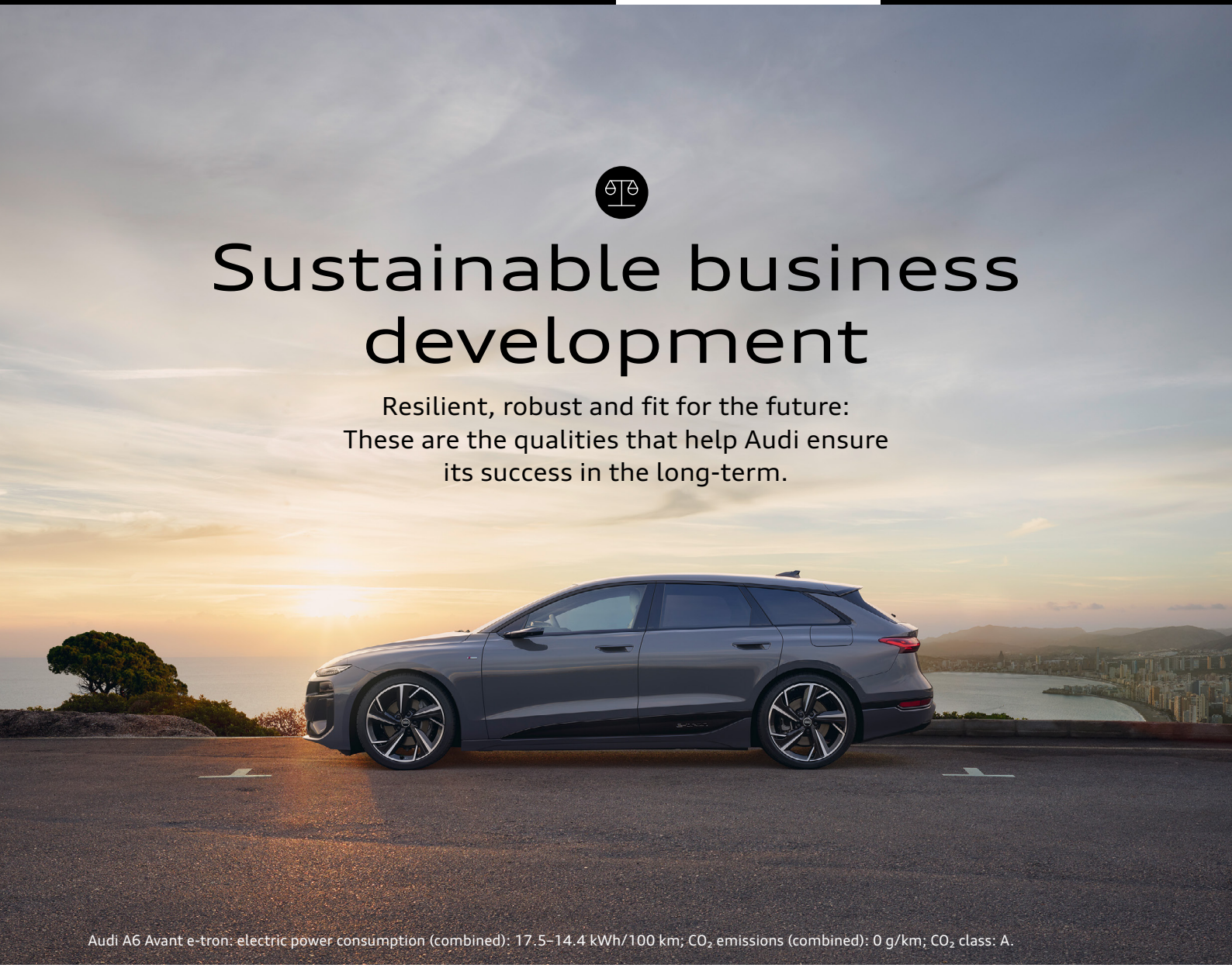
Furthermore, a total of 68 national and international majority participations were supported in the area of anti-corruption in the course of consultancy inquiries, the implementation of policies and the execution of training programs. Fundamentally, all those entities where the Audi Group holds a majority interest or has management responsibility are included in the process.

Another key topic in the area of compliance is antitrust law. Compliance with antitrust regulations is vital to the company's success. The company therefore expressly requires its employees to observe antitrust law, as stated in the CoC and in internal company regulations. Training courses as well as specialized legal consultants of AUDI AG help employees to recognize situations relevant to antitrust law and to act in accordance with the rules. /

Compliance and Integrity at audi.com

Audi has made a clear commitment to responsible corporate governance. The company's understanding of compliance and integrity is publicized on the Audi website, among other places. The multilingual content is regularly updated and accessible to all Audi employees and external stakeholders at all times.

You can find more information at:
audi.com.



Sustainable business development

Resilient, robust and fit for the future: These are the qualities that help Audi ensure its success in the long-term.

Audi A6 Avant e-tron: electric power consumption (combined): 17.5–14.4 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

To stay successful in the market over the long term, companies need to keep transforming themselves. The foundation of sustainable business development for the Audi Group is a healthy economic performance: Stable profits and positive cash flows allow the company to finance the necessary investments and ensure its future viability.

Among the guiding principles for sustainable business development are the 17 Sustainable Development Goals of the United Nations (UN). In an effort to combat climate change and achieve the two-degree goal, national governments, industrial enterprises, research institutions and non-governmental organizations (NGOs) are also working to transform the global economy. For automotive companies, the transformation of mobility is of particular importance: Continuing urbanization, digitalization and, last but not least, the already tangible and anticipated impacts of climate change are causing a shift in user needs and expectations. On top of this come existing and increasingly stringent laws on issues such as CO_2 emissions. The development and implementation of future-proof and sustainable business models are firmly anchored in the strategic initiatives of the Audi Group (including in the Audi Agenda, the Common Corporate Policy, the AUDI AG Environmental and Energy Policy and internal policies on sustainability management), the management of the entire brand group and the corporate strategy of the Volkswagen Group.

On the offensive with a strengthened product portfolio

The key elements of the Audi business model are innovative vehicles and services that offer customers worldwide more sustainable mobility and deliver on the brand promise of "Vorsprung durch Technik." During the year under review, a number of new Audi models gave customers the opportunity to experience what it feels like when a brand promise turns into a tangible reality. ›

Sustainable Development Goals

The following SDGs are at the focus of this company commitment:

Further information on Audi and the UN sustainability goals can be found on page 160.

Photo: AUDI AG

Audi on the offensive

These models made their debut in 2024.

Numerous new electric models

The Audi Q6 e-tron was launched as the first vehicle on the new platform for all-electric vehicles (Premium Platform Electric, PPE). It was followed later in the year by the Audi Q6 Sportback e-tron.[1] Following in 2025 is the Audi Q6 L e-tron[2] model, which was developed specifically for the Chinese market. With the Audi Q6 e-tron models, the company wants to set new standards in the premium midsize SUV segment with respect to performance, range, charging, dynamic handling and design. Another innovation is the E³ 1.2 electronics architecture, which takes digitalization to a new level in Audi vehicles, for example through the new Audi Assistant[3] with an integrated interface to ChatGPT.[4]

In the upper midsize class, the new Audi A6 Sportback e-tron[5] and the Audi A6 Avant e-tron[6] demonstrate the versatility of the PPE: They are the first models with low-floor concept on this platform. Powerful, compact and efficient electric motors, coupled with a lithium-ion battery developed specially for the PPE as well as outstanding aerodynamics, give the cars a range of up to 756 kilometers.[7]

[1] Audi Q6 Sportback e-tron: electric power consumption (combined): 18.9–15.6 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[2] This vehicle is manufactured locally by associated companies and available and sold exclusively in China.

[3] Availability is dependent on vehicle model and model year. Part of Audi connect navigation & infotainment (IT3). Language availability is country-specific. For information on country and language availability, please contact an Audi Partner or visit the Audi configurator at www.audi.de (in German only). Further information on the Audi assistant at www.audi.de/technologie (in German only).

[4] Part of Audi connect navigation & infotainment (IT3). Language availability is country-specific. For information on country and language availability, please contact an Audi Partner or visit the Audi configurator at www.audi.de (in German only). Further information on the Audi assistant at www.audi.de/technologie (in German only). ChatGPT is provided via Microsoft Azure® OpenAI Service. Microsoft, Azure and their logos are registered trademarks of Microsoft Corporation in the United States of America and/or other countries. The name "OpenAI" and the brand ChatGPT are the property of OpenAI. For technological reasons, the provision of incorrect information by AI systems cannot be completely ruled out. On matters relating to the vehicle, always consult the Owner's Manual in case of doubt.

[5] Audi A6 Sportback e-tron: electric power consumption (combined): 16.7–13.6 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[6] Audi A6 Avant e-tron: electric power consumption (combined): 17.5–14.4 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

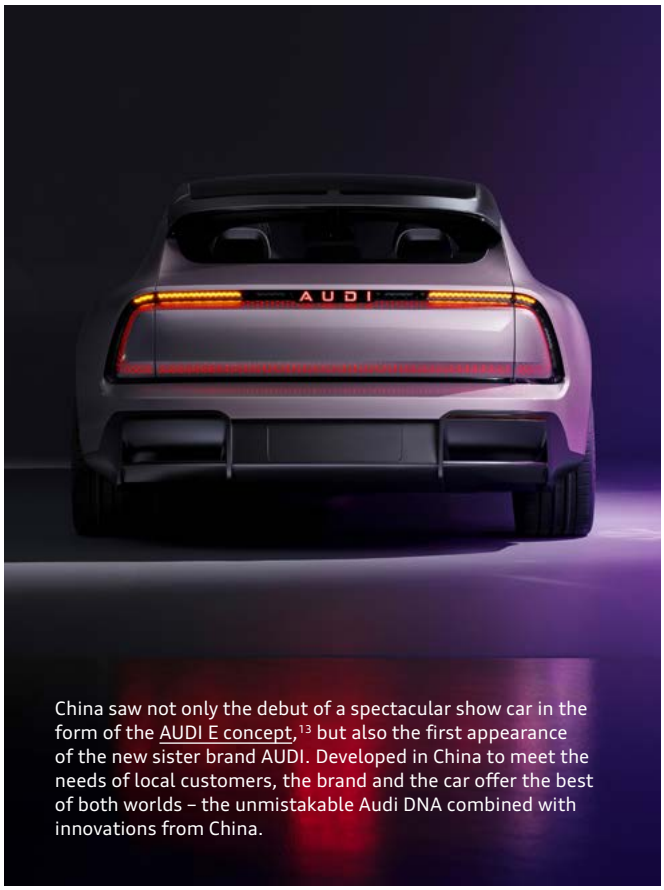
[7] Range refers to the Audi A6 Sportback e-tron performance: electric power consumption (combined): 15.9–14.0 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Photos: AUDI AG

Electric model offensive

The Audi Q4 35 e-tron[8] and Audi Q4 Sportback 35 e-tron,[9] available since mid-2024, give customers easy access to premium electric mobility. These two well-equipped entry-level models increase the attractiveness of the product line even further. The Audi Q4 e-tron has already become the best-selling electric vehicle from Audi.

The new Audi e-tron GT models are setting new performance standards. From now on, the model family will consist of three variants: the Audi S e-tron GT,[10] the Audi RS e-tron GT[11] and the Audi RS e tron GT performance.[12] The Audi RS e-tron GT performance,[12] which was introduced in 2024, is the most powerful series-production vehicle available from Audi: Customers can enjoy an output of up to 680 kW (925 PS).



China saw not only the debut of a spectacular show car in the form of the AUDI E concept,[13] but also the first appearance of the new sister brand AUDI. Developed in China to meet the needs of local customers, the brand and the car offer the best of both worlds – the unmistakable Audi DNA combined with innovations from China.

[8] Audi Q4 35 e-tron: electric power consumption (combined): 19.2–17.0 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[9] Audi Q4 Sportback 35 e-tron: electric power consumption (combined): 18.7–16.4 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[10] Audi S e-tron GT: electric power consumption (combined): 19.7–18.0 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[11] Audi RS e-tron GT: electric power consumption (combined): 22.1–18.4 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[12] Audi RS e-tron GT performance: electric power consumption (combined): 20.8–18.7 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[13] The model illustrated is a prototype that is not available as a series-production vehicle.

Photos: AUDI AG

Expansion of the plug-in hybrid range

A powerful liquid-cooled lithium battery gives the plug-in hybrids Audi Q7 TFSI e quattro[14] and Audi Q8 TFSI e quattro[15] an electric range of up to 90 kilometers (WLTP).

Among the company's plug-in hybrids, the Audi A3 Sportback TFSI e,[16] with its all-electric range of up to 143 kilometers (WLTP), enables sections of the route to be covered with zero local emissions. A smart drive management system and a powerful high-voltage battery ensure efficient driving.

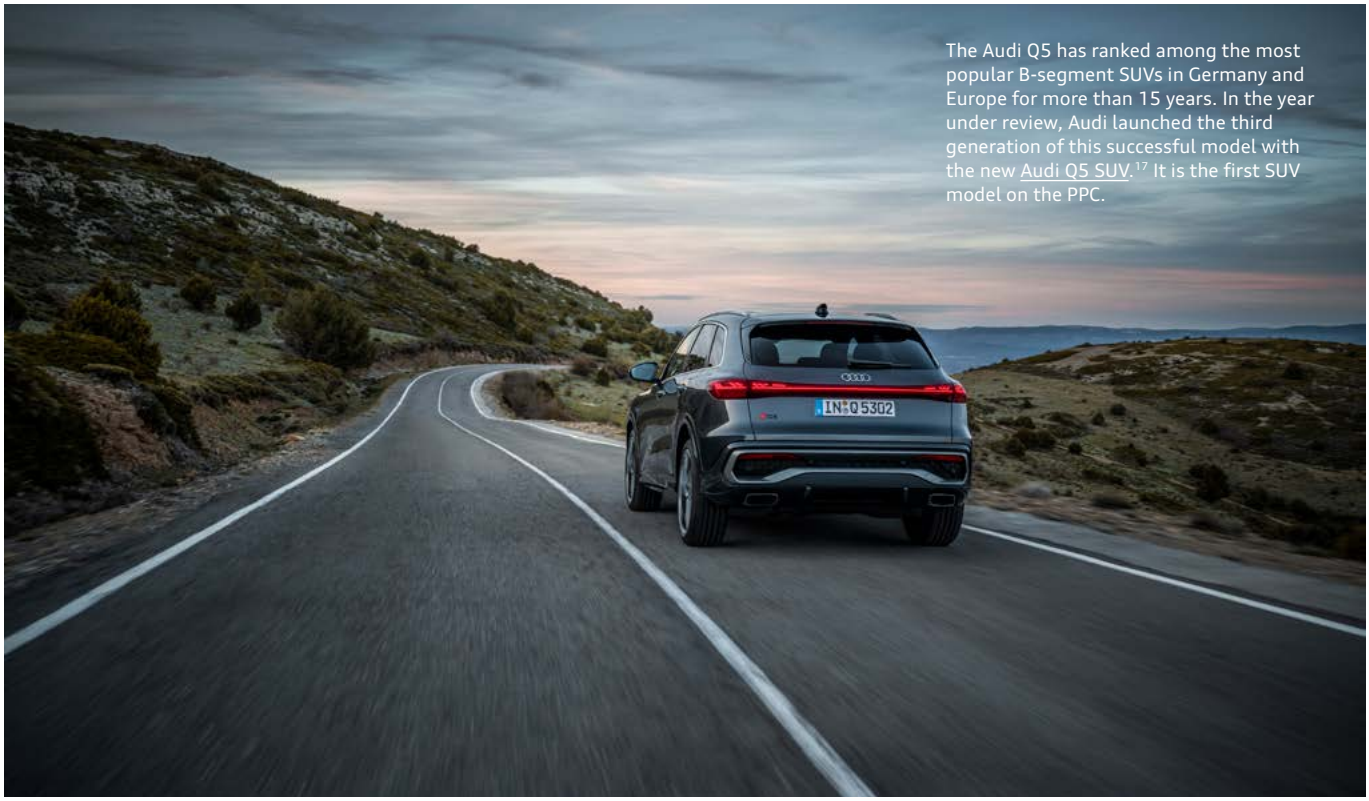
[14] Audi Q7 SUV 55 TFSI e quattro: fuel consumption (weighted combined): 1.4–1.2 l/100 km; electric power consumption (weighted combined): 29.1–27.8 kWh/100 km; CO_2 emissions (weighted combined): 33–28 g/km; CO_2 class (weighted combined): B; fuel consumption with empty battery (combined): 10.5–9.8 l/100 km; CO_2 class with empty battery: G.

[15] Audi Q8 SUV 55 TFSI e quattro: fuel consumption (weighted combined): 1.6–1.2 l/100 km; electric power consumption (weighted combined): 30.4–27.7 kWh/100 km; CO_2 emissions (weighted combined): 37–27 g/km; CO_2 class (weighted combined): B; fuel consumption with empty battery (combined): 10.9–8.9 l/100 km; CO_2 class with empty battery: G.

[16] Audi A3 Sportback TFSI e: fuel consumption (weighted combined): 0.4–0.3 l/100 km; electric power consumption (weighted combined): 16.6–14.6 kWh/100 km; CO_2 emissions (weighted combined): 9–6 g/km; CO_2 class (weighted combined): B; fuel consumption with empty battery (combined): 5.4–4.9 l/100 km; CO_2 class with empty battery: D–C.

Photos: AUDI AG

New efficient combustion-engine models



The Audi Q5 has ranked among the most popular B-segment SUVs in Germany and Europe for more than 15 years. In the year under review, Audi launched the third generation of this successful model with the new Audi Q5 SUV.[17] It is the first SUV model on the PPC.

Another model to be launched on the new platform for combustion-engine vehicles (Premium Platform Combustion, PPC) in the year under review was the new Audi A5.[18] Its improved mild hybrid technology enables drivers to cover some distances electrically, for even greater efficiency. Another special feature is the optional quattro ultra all-wheel-drive system. With this quattro technology, the drive torque can be distributed flexibly to maximize efficiency while also providing all the advantages of all-wheel drive for enhanced driving safety and dynamic handling.

The Audi A6 stands for the long and successful history of Audi in the full-size class. The new Audi A6 Avant[19] celebrated its world premiere in March 2025.

Photos: AUDI AG

[17] Audi Q5 SUV: fuel consumption (combined): 8.8–5.9 l/100 km; CO_2 emissions (combined): 200–148 g/km; CO_2 class: G–E.

[18] Audi A5: fuel consumption (combined): 7.8–4.8 l/100 km; CO_2 emissions (combined): 178–125 g/km; CO_2 class: G–D.

[19] Audi A6 Avant: fuel consumption (combined): 8.0–5.0 l/100 km; CO_2 emissions (combined): 181–130 g/km; CO_2 class: G–D.

Consistent implementation of the Audi BEV strategy

The models presented during the year under review are milestones in the company's electrification strategy:

- Dynamic handling, aerodynamics, efficiency, digital customer experience, design and quality – these are the hallmarks that define every Audi model, regardless of its drive system. The company thus offers its customers attractive vehicles for each segment that all carry the Audi DNA.
- Audi clearly committed to electric mobility at an early stage. In the year under review, the company already had 10 all-electric models in its portfolio, six of which were presented in 2024 alone.
- Audi will expand its electric portfolio successively in the coming years. In the medium term, the company wants to offer an all-electric vehicle in all core segments.
- A total of around 20 new models with different powertrain types are celebrating their market introduction in 2024 and 2025. Audi is thus positioning itself robustly and flexibly for the transition period from combustion engine to electric drive.
- Audi subjects every model to a comprehensive life cycle assessment (LCA), which reveals the environmental impact of the models throughout their entire life cycle. The results are recorded in the decarbonization index[20] (DCI), among other places. The DCI is a strategic indicator on the path to net carbon neutrality.[21] It quantifies the average emissions of CO_2 and CO_2 equivalents[22] over the entire life cycle of the Audi passenger car portfolio and is stated in metric tons of CO_2 per vehicle. The Audi Group intends to reduce the DCI to zero across the entire value chain by 2050[23] at the latest.

Structural realignment to accelerate vehicle development

The company revised its structures in the year under review in order increase the pace of innovation:

- By establishing the "Innovation and Software-Defined Vehicle" (SDV) division in the year under review, under the leadership of Geoffrey Bouquot, AUDI AG is accelerating its transformation into a software-centric organization. Audi intends to continue the brand's signature "Vorsprung durch ›

Audi battery expertise

Launching forward-looking technologies and mastering key elements of automotive engineering – these are two factors that contribute to sustainable business development in the Audi Group. That is why the company is consistently expanding its core competences in the field of high-voltage batteries: For example, Audi operates the center of excellence for high-voltage batteries in Neckarsulm, where prototypes of new high-voltage battery modules are tested for various electric vehicles, and the battery testing center in Gaimersheim for designing and developing battery cells. Audi also assembles batteries itself, with the Ingolstadt site currently putting together up to 1,000 high-voltage batteries a day, initially for the Audi Q6 e-tron series. The company is thus gaining important experience that it intends to use in the future to produce its own battery modules.

[20] The internal decarbonization index (DCI) is a key performance indicator (KPI) with which the Volkswagen Group records and manages CO_2 emissions along the entire automotive value chain. It describes the average emissions (measured in CO_2 equivalents) over the entire life cycle of the Audi passenger car portfolio in the regions of Europe (EU 27, United Kingdom, Norway and Iceland), China (FBU, fully built up) and USA and is stated in metric tons of CO_2 equivalents per vehicle. The DCI includes the direct and indirect emissions that are produced at the individual production sites (Scope 1 and 2) as well as further direct and indirect emissions that occur over the life cycle of Audi vehicles (Scope 3). The utilization phase, as part of the life cycles of Audi vehicles, is calculated over 200,000 kilometers and with reference to legal requirements for fleet values in the sales regions. The CO_2 intensity of the charging current for electrified and partly electrified vehicles is also calculated on the basis of region-specific electricity mixes. The basis for calculating supply chain and recycling emissions is provided by verified vehicle life cycle assessments (according to standards ISO 14040 and ISO 14044, see life cycle assessments: Documents & Policies | audi.com).

[21] Audi regards net carbon neutrality as a state in which, following the exhaustion of other possible measures aimed at reducing the still remaining CO_2 emissions caused by the products or activities of Audi and/or currently unavoidable CO_2 emissions within the scope of the supply chain, manufacturing and recycling of Audi vehicles, at least quantitative compensation is provided through voluntary and globally conducted compensation projects. Throughout the utilization phase of a vehicle, meaning from when a vehicle is delivered to a customer, CO_2 emissions produced are not taken into account.

[22] CO_2 equivalents (CO_2e) are a unit of measurement used to standardize the climate impact of various greenhouse gases. Greenhouse gas emissions are converted into CO_2 equivalents and summarized.

[23] To achieve net carbon neutrality, Audi has defined a transformation pathway with clearly defined interim targets that depend heavily on market developments and the pace at which electric mobility is expanded. Volatile markets and the uncertain economic and political climate stand in the way of making reliable statements about interim targets up to the year 2050.

Photo: AUDI AG

Technik" – a slogan largely inspired by technologies such as quattro drive and Aluminum Space Frame – and carry it forward into the digital age. Bouquot also took over as head of Technical Development on January 1, 2025, as the division was merged with his previous area of responsibility.

- In the year under review, Audi consistently aligned its Technical Development division with the principles of a matrix organization. As a result, product line management now bears more entrepreneurial responsibility, while the lines of responsibility within Technical Development are more clearly structured. The intention behind this is to speed up the process of bringing models to market maturity, while also supporting the paradigm shift toward software-centric vehicle development.

Strengthening innovation management worldwide

The Audi Group has teams at its international hubs that continuously monitor mobility trends and analyze new technologies. Synergies are created by Group-wide collaboration across all Volkswagen Group brands.

Within Germany, innovation is spearheaded by the innovation departments of Audi Development in Neckarsulm and Ingolstadt, with support from Audi Business Innovation GmbH (Munich) as well as from A4nXT Venture Clienting and P-Lab for product innovations (both in Ingolstadt). In China, this topic is being driven forward by the R&D Innovation Hub and the Audi Innovation Research Office (AIR), in the USA by the ADAS Hub (Advanced Driving Assistance System), among others, and in Israel by the Konnect Innovation Hub (Volkswagen Group).

Audi launched a number of new projects and initiatives in the year under review aimed at identifying future technologies, developing them to market maturity and reliably integrating them into its vehicles.

- New formats such as the "New Innovation" initiative and the "Minds & Makers Innovation Partner Day" give internal innovators the opportunity to engage directly with established global companies and start-ups that have been selected for their expertise in cutting-edge technologies. The aim here is for Audi to familiarize itself with its partners' innovations and to enable quick decisions on future collaborations.
- Audi works together with Volkswagen Group Innovation, the Group-wide incubator for innovative vehicle and mobility solutions. Among other activities, the unit operates innovation hubs all over the world and is responsible for the cross-brand open innovation platform, which is designed to bring together the ideas and partnerships of all Group brands for the purpose of leveraging synergies between the brands in the early development phase.
- Audi plays an active role in AI Lab, including on its Supervisory Board. Established within the Volkswagen Group, this new company identifies new product ideas related to artificial intelligence (AI) across the globe. AI Lab then develops promising concepts into early prototypes, if necessary ›

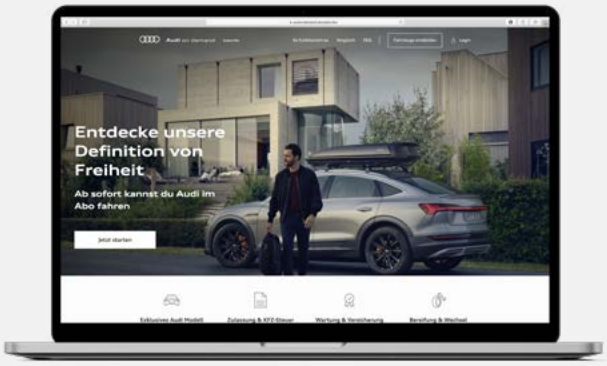


Photo: AUDI AG

New mobility concepts

In the coming years, the Volkswagen Group wants to combine all of its brands' mobility services on one platform. The aim is that automated driving together with new mobility concepts will enable the Group's transition to a leading provider of new mobility in the future. A vehicle fleet that can realize the different services from car rental to car subscription through to ride pooling should ensure high availability, capacity utilization and profitability.

Audi has the different needs of customers firmly in its sights and is currently focusing on developing new mobility concepts in two areas: vehicle on demand (VOD) and mobility on demand (MOD). MOD focuses on getting the commuter where they want to go without driving there themselves, for example, in a taxi. In the long term, fully automated driving is to enable this new mobility concept.

In contrast, VOD involves actually driving the vehicle. In this scenario, customers are given access to a vehicle for a limited period of time. Audi is already offering such services in certain regions with its "Audi on demand rent" and "Audi on demand subscribe" solutions and showing how Mobility as a Service works in practice. The special thing about this is that "Audi on demand rent" allows customers to find the perfect Audi for every occasion. They can choose the vehicle model, the interior equipment and the color to suit their needs. "Audi on demand rent" and "Audi on demand subscribe" complement the classic leasing of vehicles by offering a more flexible alternative.

In addition to the "Audi on demand" services that have already been successfully launched in Germany, a further mobility service was piloted in 2024. The mobility platform Giravolta allows customers of a car dealership to view the dealership's available fleet and book vehicles at short notice. Some other use cases trialled in this pilot project include employees booking vehicles from their employer's fleet as well as special use cases in local tourism. Further pilot projects along these lines are planned for 2025.

together with external partners. These prototypes are submitted to the Group brands so they can review them and reach a decision.

Strong partnerships for worldwide success

Audi and the Volkswagen Group rely on strong partnerships around the world to quickly and cost-effectively develop smart, connected vehicles that are precisely tailored to market-specific customer requirements:

- Jointly creating the electronics architecture and software for next-generation software-defined vehicles (SDVs): that is the goal of the joint venture Rivian and Volkswagen Group Technologies. This joint venture combines Rivian's market-leading software and electrical hardware technology with the Volkswagen Group's global reach and technological leadership in vehicle platforms. Innovations emerging from the joint venture are also to be used in Audi models in future.
- Mobileye is a global provider of autonomous driving technologies based in Jerusalem. The Volkswagen Group and Mobileye have been collaborating on advanced driver assist systems for some time. In the year under review, an agreement was reached that Mobileye will also provide technologies for advanced level 2 driving functions (partly automated driving) for the Volkswagen Group in the future. In addition, Volkswagen is working with Mobileye on level 3 functions (highly automated driving). Within the Audi Group, the Audi, Bentley and Lamborghini brands are planning to incorporate new premium-oriented driving functions based on this technology into their model portfolio.
- Carizon, a joint venture between Cariad – that is, the software unit of the Volkswagen Group – and Horizon Robotics, was established to rapidly develop automated driving solutions tailored to the Chinese market. Horizon Robotics is one of the leading providers of software solutions for advanced driver assist systems and autonomous driving in China. The joint venture between Cariad and Thundersoft – Carthunder – is also strengthening the Volkswagen Group's regional development expertise under the motto "in China for China." Carthunder was set up to quickly and efficiently produce customized software products and solutions for the Chinese market, offering customers a smarter and more intuitive digital mobility experience. Both joint ventures will also benefit Audi models destined for the Chinese market.
- In the year under review, the company introduced the new sister brand AUDI – without the Four Rings logo, but written in capital letters. This new brand, under which Audi will work with its local partner SAIC, is intended to cement the company's pioneering role in the Chinese market. AUDI aims to appeal explicitly to young, tech-savvy customers in China. The first show car, the AUDI E concept,[24] was unveiled in November 2024, with production scheduled to start in 2025.

Photo: AUDI AG

AI in vehicle production

Artificial intelligence (AI) is a key technology for Audi – in particular with a view to the future of production. By using AI, the company aims to boost the speed, sustainability and quality of its manufacturing operations. The first AI application was used in series production at Audi as early as 2018, and in the year under review the company identified more than 100 AI use cases at various maturity levels. At present, the company is focusing on the use of AI in areas such as production process monitoring, system control and quality control, as well as on generative AI.

[24] The model mentioned is a prototype that is not available as a series-production vehicle.

Appendix

Photo: AUDI AG

Sustainable Development Goals (SDGs) of the United Nations

Audi links its sustainability activities to the Sustainable Development Goals of the United Nations. In doing so, it places the spotlight on the five goals where the biggest difference can be made.

17

SDGs at a glance
All Agenda 2030 goals can only be achieved if nobody is left behind:

At the 2015 United Nations (UN) General Assembly, 193 states adopted Agenda 2030, which lays out 17 goals – the "Sustainable Development Goals" (SDGs).

SDGs combine the social, environmental and economic dimensions of sustainable development. The underlying rationale is that social progress is not possible in the long run if the limits of the planet are not respected. In this context, Agenda 2030 explicitly states that the focus should be on the weakest and most vulnerable so as to leave no one behind.

Agenda 2030 stands for a global understanding of prosperity that extends beyond the constricting concept of per capita income. At issue is reshaping economies toward more sustainable development, for example through responsible consumption and production patterns and clean as well as affordable energy. For instance, it is becoming clear that climate policy, sustainable development and the eradication of poverty are inseparably connected. The SDGs provide an essential compass for the entire international community.

Audi aligns its activities with the Sustainable Development Goals. Internal workshops were organized to determine which five sustainability goals the company can influence the most (see below). For this purpose, the topics and results of the Audi materiality analysis were compared with the SDGs. Of course, Audi endeavors to make a comprehensive contribution. The company therefore also works toward SDGs other than the five central ones listed below, and the Audi Report contains examples of this for each material topic.

Audi supports the UN Global Compact

Audi is a participant of the United Nations Global Compact (UN GC), the world's largest initiative for sustainable corporate governance.
This membership in one of the most active platforms for dialogue among industry, civil society and politics is an important pillar of stakeholder management.

Audi reports on its progress with regard to the implementation of the 10 principles of the Global Compact and its activities to promote sustainable development as part of its annual Communication on Progress, which is available on the website of the UN Global Compact.

AUDI AG | UN Global Compact

WE SUPPORT
UN GLOBAL COMPACT

Audi is committed to long-term, wide-scale economic growth, full and productive employment and humane work for everyone.

Audi is working on a robust infrastructure, promoting sustainable industrialization and supporting innovations.

Audi meets the challenges of urbanization with intelligent, sustainable and urban mobility concepts.

With production as environmentally friendly as possible, Audi also fosters sustainable consumption. Resource and energy efficiency are two key elements in this context.

Audi produces and develops products with the goal of enabling climate-friendly individual mobility.

Consumption and emission figures

All data apply to features of the German market.
As of: February 12, 2025

Models	**Fuel consumption, combined (l/100 km)** WLTP specification	**CO_2 emissions, combined (g/km)** WLTP specification	**CO_2 class**
Audi A1 allstreet	6.2–5.7	141–130	E–D
Audi A1 Sportback	6.5–5.2	149–118	E–D
Audi Q2	8.3–4.8	189–125	G–D
Audi A3 Sedan	9.4–4.4	213–115	G–D
Audi A3 Sportback	9.5–4.4	217–117	G–D
Audi A3 allstreet	6.2–5.0	141–123	E–D
Audi Q3	9.1–5.4	207–140	G–E
Audi Q3 Sportback	9.0–5.4	205–142	G–E
Audi A5 Sedan	7.8–4.8	178–125	G–D
Audi A5 Avant	8.0–4.9	182–128	G–D
Audi Q5 SUV	8.8–5.9	200–148	G–E
Audi Q5 Sportback	8.8–5.9	199–148	G–E
Audi A6 Avant	12.7–5.3	289–138	G–E
Audi A6 Sedan	9.1–5.1	206–133	G–D
Audi A7 Sportback	12.6–5.3	285–138	G–E
Audi Q7 SUV	12.7–7.8	289–204	G
Audi A8	12.3–7.0	278–183	G
Audi Q8 SUV	13.6–8.0	310–210	G
Bentley Bentayga	13	296	G
Lamborghini Urus	14.1	320	G
Lamborghini Huracán	14.9–13.9	338–328	G

Consumption and emission figures

Models	Fuel consumption weighted, combined (l/100 km)	Electric power consumption weighted, combined (kWh/100 km)	CO_2 emissions weighted, combined (g/km)	CO_2 class weighted, combined	Fuel consumption with empty battery, combined (l/100 km)	CO_2 class with empty battery
Plug-in hybrid vehicles	WLTP specification	WLTP specification	WLTP specification		WLTP specification	
Audi A3 allstreet TFSI e	0.4–0.3	16.0–15.0	8–7	B	5.3–5.0	D–C
Audi A3 Sportback TFSI e	0.4–0.3	16.6–14.6	9–6	B	5.4–4.9	D–C
Audi A6 Avant TFSI e	1.7–1.4	21.5–20.0	37–31	B	8.3–7.7	G
Audi A6 Sedan TFSI e	1.6–1.1	21.1–18.7	36–24	B	8.2–7.1	G–F
Audi A7 Sportback TFSI e	1.6–1.1	21.3–18.9	37–25	B	8.2–7.2	G–F
Audi Q7 SUV TFSI e	1.4–1.2	29.1–27.8	33–28	B	10.5–9.8	G
Audi A8 TFSI e	2.2–1.7	23.8–21.9	49–39	B	9.5–8.7	G
Audi Q8 SUV TFSI e	1.6–1.2	30.4–27.7	37–27	B	10.9–9.8	G
Bentley Flying Spur	1.4	29.3	33	B	10.7	G
Bentley Continental GT	1.3	27.7	29	B	10.3	G
Bentley Continental GT Convertible	1.4	27.9	31	B	10.6	G
Lamborghini Revuelto	11.9	10.1	276	G	17.8	G
Lamborghini Urus SE	2.1	39.5	51.3	B	12.9	G

Models	Electric power consumption, combined (kWh/100 km)	CO_2 emissions, combined (g/km)	CO_2 class
Fully electric vehicles	WLTP specification	WLTP specification	
Audi Q4 e-tron	19.2–16.1	0	A
Audi Q4 Sportback e-tron	18.7–15.5	0	A
Audi S e-tron GT	19.7–18.0	0	A
Audi RS e-tron GT	21.1–18.4	0	A
Audi A6 Avant e-tron	17.5–14.4	0	A
Audi A6 Sportback e-tron	16.7–13.6	0	A
Audi Q6 SUV e-tron	19.8–16.0	0	A
Audi Q6 Sportback e-tron	18.9–15.6	0	A

GRI 2–5

Auditor’s report

The assurance engagement performed by EY relates exclusively to the German version of the combined annual and sustainability report of AUDI AG. The following text is a translation of the original German independent assurance report.

To AUDI Aktiengesellschaft, Ingolstadt

We have performed a limited assurance engagement on selected sustainability key figures for the year 2024 in the “Audi Report | Combined annual and sustainability report” of the AUDI Aktiengesellschaft, Ingolstadt, (hereinafter the “Company”), which have been marked with the symbol “✓” in the report for the period from 1st of January to 31st of December 2024 (hereinafter the “report”).

Our engagement exclusively refers to the disclosures marked with the “✓” symbol in the German PDF version of the report. Not subject to our assurance engagement are other references to disclosures made outside the report as well as further prior-year disclosures.

Responsibilities of the executive directors

The executive directors of the Company are responsible for the preparation of the report, which includes the selected key figures, with reference to the “GRI Sustainability Reporting Standards” (hereinafter “applicable criteria”).

These responsibilities of the Company’s executive directors include the selection and application of appropriate methods for the preparation of the report and making assumptions and estimates about individual non-financial disclosures that are reasonable in the circumstances. Furthermore, the executive directors are responsible for such internal control as the executive directors consider necessary to enable the preparation of a report that is free from material misstatement, whether due to fraud (manipulation of the report) or error.

Independence and quality assurance of the auditor’s firm

We have complied with the German professional requirements on independence as well as other professional conduct requirements.

Our audit firm applies the national legal requirements and professional pronouncements – in particular the BS WP/vBP [“Berufssatzung für Wirtschaftsprüfer/vereidigte Buchprüfer”: Professional Charter for German Public Accountants/German Sworn Auditors] in the exercise of their Profession and the IDW Standard on Quality Management issued by the Institute of Public Auditors in Germany (IDW): Requirements for Quality Management in the Audit Firm (IDW QMS 1 (09.2022)) and accordingly maintains a comprehensive quality management system that includes documented policies and procedures with regard to compliance with professional ethical requirements, professional standards as well as relevant statutory and other legal requirements.

Responsibilities of the auditor

Our responsibility is to express a conclusion with limited assurance on the key figures and disclosures that are marked with the symbol “✓” in the report based on our assurance engagement.

We conducted our assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised): “Assurance Engagements other than Audits or Reviews of Historical Financial Information” issued by the IAASB. This standard requires that we plan and perform the assurance engagement to obtain limited assurance about whether any matters have come to our attention that cause us to believe that the selected key figures and disclosures that are marked with the symbol “✓” in the report of the Company are not prepared, in all material respects, in accordance with the GRI criteria.

In a limited assurance engagement, the procedures performed are less extensive than in a reasonable assurance engagement, and accordingly, a substantially lower level of assurance is obtained. The selection of the assurance procedures is subject to the professional judgment of the auditor. ›

In the course of our assurance engagement we have, among other things, performed the following assurance procedures and other activities:

- Gain an understanding of the structure of the sustainability organization and stakeholder engagement,
- Inquiries of the executive directors and relevant employees involved in the preparation of the report about the preparation process, about the internal controls related to this process as well as disclosures in the report,
- Identification and assessment of risks of material misstatement in the report,
- Analytical procedures on selected key figures and disclosures marked with "✓" in the report,
- Critical review of the draft report for plausibility and consistency
- Assessment of the presentation of the selected key figures marked with the symbol "✓" in the report.

Assurance conclusion

Based on the assurance procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the selected key figures and disclosures that are marked with the symbol "✓" in the report from 1st of January to 31st of December 2024 are not prepared, in all material respects, in accordance with the applicable criteria.

Restriction of use

We draw attention to the fact that the assurance engagement was conducted for the Company's purposes and that the report is intended solely to inform the Company about the result of the assurance engagement. As a result, it may not be suitable for another purpose than the aforementioned. Accordingly, the report is not intended to be used by third parties for making (financial) decisions based on it. Our responsibility is to the Company alone. We do not accept any responsibility to third parties. Our assurance conclusion is not modified in this respect.

General Engagement Terms and Liability

The enclosed "General Engagement Terms for Wirtschaftsprüferinnen, Wirtschaftsprüfer and Wirtschaftsprüfungsgesellschaften [German Public Auditors and Public Audit Firms]" as issued by the Institut der Wirtschaftsprüfer [Institute of Public Auditors in Germany] on 01 January 2024 are applicable to this engagement and also govern our relations with third parties in the context of this engagement (ey-idw-aab-en-2024.pdf).

In addition, please refer to the liability provisions contained there in no. 9 and to the exclusion of liability towards third parties. We accept no responsibility, liability or other obligations towards third parties unless we have concluded a written agreement to the contrary with the respective third party or liability cannot effectively be precluded.

We make express reference to the fact that we will not update the report to reflect events or circumstances arising after it was issued, unless required to do so by law. It is the sole responsibility of anyone taking note of the summarized result of our work contained in this report to decide whether and in what way this information is useful or suitable for their purposes and to supplement, verify or update it by means of their own review procedures.

Stuttgart, 17 March 2025

EY GmbH & Co. KG
Wirtschaftsprüfungsgesellschaft

Hinderer Wirtschaftsprüfer [German Public Auditor]	Rodriguez Wirtschaftsprüferin [German Public Auditor]

GRI index

The Audi Group reported on the period from January 1, 2024, to December 31, 2024, in accordance with the GRI Standards. The information in this report was chosen on the basis of the materiality analysis performed in 2024.

For the Content Index – Essentials Service, GRI Services reviewed that the GRI index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. The German version of the Audi Report was used for this service.

Universal Standards
GRI 1: Foundation 2021

GRI 2: General Disclosures 2021	Disclosure	Page	Comments/omissions
1. The organization and its reporting practices			
Disclosure 2-1	Organizational details	6	
Disclosure 2-2	Entities included in the organization's sustainability reporting	3	
Disclosure 2-3	Reporting period, frequency and contact point	3, 180	
Disclosure 2-4	Restatements of information	3	
Disclosure 2-5	External assurance	3, 163	
2. Activities and workers			
Disclosure 2-6	Activities, value chain and other business relationships	6	
Disclosure 2-7	Employees	113	Information unavailable/incomplete: 2-7 b) Information by region is not available. These figures are not relevant for control purposes and are therefore not collected.
Disclosure 2-8	Workers who are not employees		Information unavailable/incomplete: Workers who are not employees only play a subordinate role at Audi. Key figures relating to workers who are not employees are therefore not relevant for control purposes and are not available.

GRI 2: General Disclosures 2021	Disclosure	Page	Comments/omissions
3. Governance			
Disclosure 2-9	Governance structure and composition		Company Management | audi.com Methods and Practices of the Board of Management and Supervisory Board | audi.com
Disclosure 2-10	Nomination and selection of the highest governance body		Methods and Practices of the Board of Management and Supervisory Board | audi.com
Disclosure 2-11	Chair of the highest governance body		The Chairman of the Supervisory Board of AUDI AG is a Member of the Board of Management of Volkswagen AG. He does not hold a management position at AUDI AG.
Disclosure 2-12	Role of the highest governance body in overseeing the management of impacts	144	
Disclosure 2-13	Delegation of responsibility for managing impacts	144	
Disclosure 2-14	Role of the highest governance body in sustainability reporting		The Audi Board of Management approves and bears overall responsibility for the Audi Report.
Disclosure 2-15	Conflicts of interest		Methods and Practices of the Board of Management and Supervisory Board | audi.com
Disclosure 2-16	Communication of critical concerns	147	
Disclosure 2-17	Collective knowledge of the highest governance body		Methods and Practices of the Board of Management and Supervisory Board | audi.com
Disclosure 2-18	Evaluation of the performance of the highest governance body		Remuneration of the Board of Management and Supervisory Board | audi.com
Disclosure 2-19	Remuneration policies		Remuneration of the Board of Management and Supervisory Board | audi.com
Disclosure 2-20	Process to determine remuneration		Remuneration of the Board of Management and Supervisory Board | audi.com
Disclosure 2-21	Annual total compensation ratio		Information unavailable/incomplete: A separate remuneration report is not published at Audi Group level by reason of an exemption by Volkswagen AG.

GRI 2: General Disclosures 2021	Disclosure	Page	Comments/omissions
4. Strategy, policies and practices			
Disclosure 2-22	Statement on sustainable development strategy	2, 5, 10, 23 144	Sustainability | audi.com
Disclosure 2-23	Policy commitments	147	Compliance and integrity | audi.com
Disclosure 2-24	Embedding policy commitments	147	Compliance and integrity | audi.com
Disclosure 2-25	Processes to remediate negative impacts	147, 125	Compliance and integrity | audi.com
Disclosure 2-26	Mechanisms for seeking advice and raising concerns	147	Compliance and integrity | audi.com For all important corporate decisions, statements from Compliance & Integrity as well as from other experts – for example from the Sustainability, Corporate Strategy and Legal Service departments – are a fixed component of the submissions to the Board of Management.
Disclosure 2-27	Compliance with laws and regulations		Confidentiality constraints: Any known cases of actual and suspected compliance violations are isolated cases without a systemic cause. The total number of cases is not reported for confidentiality reasons (to protect business secrets).
Disclosure 2-28	Membership associations		Audi participates in a variety of volunteering initiatives, associations and community work groups to discuss ecological, economic and social issues with stakeholders. The main memberships in Germany can be found in the Lobbying Register for the Representation of Special Interests vis-à vis the German Bundestag and the Federal Government. Additionally, the company is active in major international multistakeholder initiatives with the focus on sustainability, such as the Aluminium Stewardship Initiative or the Global Battery Alliance.
5. Stakeholder engagement			
Disclosure 2-29	Approach to stakeholder engagement	61	Stakeholder Management | audi.com
Disclosure 2-30	Collective bargaining agreements		The proportion of AUDI AG employees to whom collective bargaining agreements apply is 93.8 percent. (Calculation of the key figure was changed in 2024.) The working and employment conditions of employees of AUDI AG who are not subject to collective bargaining agreements are determined based on the collective bargaining agreements that apply to other employees.

GRI 3: Material Topics 2021	Disclosure	Page	Comments/omissions
Disclosure 3-1	Process to determine material topics	61	Stakeholder Management | audi.com
Disclosure 3-2	List of material topics	64	Climate change and energy efficiency, reduction in environmental pollution (air pollution, substances of very high concern, microplastics), water stewardship, biodiversity, resource management and circular economy, fair working conditions and modern working forms, occupational health and safety (occupational health and safety – own workforce), corporate culture and equal opportunities (equal treatment and opportunities for all – own workforce), responsibility in the supply chain (social standards and human rights in the supply chain), responsible digitalization, vehicle safety, corporate citizenship (social commitment), sustainable corporate governance, compliance and integrity, sustainable business development.

Topic-specific disclosures	Disclosure	Page	Comments/omissions
Environmental			
Climate change and energy efficiency			
GRI 3: Material Topics 2021			
Disclosure 3-3	Management of material topics	68	
GRI 302: Energy 2016			
Disclosure 302-1	Energy consumption within the organization	68	Information unavailable/incomplete: 302-1 f) The process of collecting key figures including definition of scope is anchored in the Volkswagen standard 98000 (see Environmental Management at Audi | audi.com) and does not provide for extrapolation at overall site level. 302-1 g) The process of selecting relevant emissions and the emission factors used are anchored in Volkswagen standard 98000, as is the entire key figure collection process (see Environmental Management at Audi | audi.com). Generally, Audi uses the real emission factors of the energy suppliers. If this is not possible, calculations are made on the basis of the VDA's standard factors.
Disclosure 302-2	Energy consumption outside of the organization		Information unavailable/incomplete: The information is not currently available and we are working toward making it available in the coming reporting periods.
Disclosure 302-3	Energy intensity	68	
Disclosure 302-4	Reduction of energy consumption	68	
Disclosure 302-5	Reductions in energy requirements of products and services	68	Information unavailable/incomplete: The information for the key figures from 302-5 b) and c) is not currently available and we are working toward making it available in the coming reporting periods.

Topic-specific disclosures	Disclosure	Page	Comments/omissions
Environmental			
Climate change and energy efficiency			
GRI 305: Emissions 2016			
Disclosure 305-1	Direct (Scope 1) GHG emissions	68	
Disclosure 305-2	Energy indirect (Scope 2) GHG emissions	68	
Disclosure 305-3	Other indirect (Scope 3) GHG emissions		Decarbonization | audi.com Information unavailable/incomplete: Some of the information (305-3 c bis g) is not currently available and we are working toward making it available in the coming reporting periods.
Disclosure 305-4	GHG emissions intensity	68	
Disclosure 305-5	Reduction of GHG emissions	68	Information unavailable/incomplete: Some of the information (305-5 c und 305-5 e) is not currently available and we are working toward making it available in the coming reporting periods.
Disclosure 305-6	Emissions of ozone-depleting substances (ODS)		Information unavailable/incomplete: The information is not currently available and we are working toward making it available in the coming reporting periods.
Reduction in environmental pollution			
GRI 3: Material Topics 2021			
Disclosure 3-3	Management of material topics	81	
GRI 305: Emissions 2016			
Disclosure 305-7	Nitrogen oxides (NO_x), sulfur oxides (SO_x) and other significant air emissions	81	Information unavailable/incomplete: Some of the information (305-7 c) is not currently available and we are working toward making it available in the coming reporting periods.

Topic-specific disclosures	Disclosure	Page	Comments/omissions
Environmental			
Water stewardship			
GRI 3: Material Topics 2021			
Disclosure 3-3	Management of material topics	85	
GRI 303: Water and Effluents 2018			
Disclosure 303-1	Interactions with water as a shared resource	85	
Disclosure 303-2	Management of water discharge-related impacts	85	
Disclosure 303-3	Water withdrawal	85	Information unavailable/incomplete: A breakdown of total water withdrawal from each of the sources indicated in Disclosures 303-3 a) and 303-3 b) and types indicated in Disclosure 303-3 c) is not possible at present.
Disclosure 303-4	Water discharge	85	303-4 a) Information is not available for ii. & iv. 303-4 c) All production sites are weighted according to the water stress present in the region. Necessary water management measures are derived from the assessment. 303-4 d) As with the entire process for collecting key figures, the process for identifying the relevant wastewater load and wastewater limits is anchored in the Volkswagen standard 98000 (see Environmental Management at Audi | audi.com). Owing to the size of the Group, Audi sites are subject to different legislation. Some incidents are dealt with at a local level. There is no Group data available on incidents at present for this reason.
Disclosure 303-5	Water consumption	85	Information unavailable/incomplete: 303-5 b) & c) The information is not currently available and we are working toward making it available in the coming reporting periods.

Topic-specific disclosures	Disclosure	Page	Comments/omissions
Environmental			
Biodiversity GRI 3: Material Topics 2021			
Disclosure 3-3	Management of material topics	92	
GRI 304: Biodiversity 2016			
Disclosure 304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	92	
Disclosure 304-2	Significant impacts of activities, products and services on biodiversity		Audi endeavors to minimize the impacts of its business operations and plants on biodiversity by implementing numerous biodiversity measures that go beyond the legal requirements and by preferring brownfield over greenfield projects whenever possible. Brownfield projects involve repurposing or redesigning previously developed land, while a greenfield project involves the construction of a new building on land not previously developed. Impacts in terms of the introduction of invasive species, pests and pathogens, loss of biodiversity or changes to ecological processes that go beyond natural variations are not known and are estimated to be low.
Disclosure 304-3	Habitats protected or restored	92	

Resource management and circular economy			
GRI 3: Material Topics 2021			
Disclosure 3-3	Management of material topics	97	
GRI 301: Materials 2016			
Disclosure 301-1	Materials used by weight or volume	97	The materials used are calculated based on the production figures of AUDI AG in 2024 and current disassembly studies for selected models in the various product lines. No further information for 2024 is available. It is currently not possible to break down the total weight into renewable and non-renewable materials. Use of renewable materials is to be continuously expanded in the future.
Disclosure 301-2	Recycled input materials used		Information unavailable/incomplete: The percentage of recycled input materials is currently not calculated for all models in the product portfolio. Audi plans to continuously increase the proportion of recycled input materials. Selected pilot projects, for example MaterialLoop, analyze the feasibility for potential use in series production.
Disclosure 301-3	Reclaimed products and their packaging materials		Information unavailable/incomplete: Information is currently not available in the required level of detail.

Topic-specific disclosures	Disclosure	Page	Comments/omissions
Environmental			
GRI 306: Waste 2020			
Disclosure 306-1	Waste generation and significant waste-related impacts	97	The Mission:Zero environmental program comprises a number of additional measures to reduce and avoid waste. Any waste that remains unavoidable is disposed of properly and in strict compliance with the legal requirements applicable at the site in question. The disposal method of the waste is documented. Waste data is recorded in the ABIS system at German sites and in similar systems at international sites, and is reported to the relevant authorities. All waste is disposed of by specialist waste management companies in order to reduce the impact of the waste generated at Audi. These specialist companies are audited and assessed by employees of the Audi environmental protection departments. Audi is not aware of any significant negative waste-related impacts during the reporting period.
Disclosure 306-2	Management of significant waste-related impacts	97	
Disclosure 306-3	Waste generated	97	
Disclosure 306-4	Waste diverted from disposal	97	
Disclosure 306-5	Waste directed to disposal	97	

Topic-specific disclosures	Disclosure	Page	Comments/omissions
Social			
Fair working conditions and modern working forms			
GRI 3: Material Topics 2021			
Disclosure 3-3	Management of material topics	110	
GRI 401: Employment 2016			
Disclosure 401-1	New employee hires and employee turnover	110	Information unavailable/incomplete: The key figures are currently not calculated by age group, gender and region. These are not relevant for control purposes.
Disclosure 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	110	
Disclosure 401-3	Parental leave	110	Information unavailable/incomplete: In general, all employees of AUDI AG are entitled to parental leave in accordance with the legal regulations. These key figures are not relevant for control purposes and are therefore not collected.
GRI 402: Labor/Management Relations 2016			
Disclosure 402-1	Minimum notice periods regarding operational changes	110	
GRI 404: Training and Education 2016			
Disclosure 404-1	Average hours of training per year per employee	110	
Disclosure 404-2	Programs for upgrading employee skills and transition assistance programs	110	
Disclosure 404-3	Percentage of employees receiving regular performance and career development reviews	110	

Topic-specific disclosures	Disclosure	Page	Comments/omissions
Social			
Occupational health and safety			
GRI 3: Material Topics 2021			
Disclosure 3-3	Management of material topics	116	
GRI 403: Occupational Health and Safety 2018			
Disclosure 403-1	Occupational health and safety management system	116	
Disclosure 403-2	Hazard identification, risk assessment and incident investigation	116	
Disclosure 403-3	Occupational health services	116	
Disclosure 403-4	Worker participation, consultation and communication on occupational health and safety	116	
Disclosure 403-5	Worker training on occupational health and safety	116	
Disclosure 403-6	Promotion of worker health	116	
Disclosure 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	116	
Disclosure 403-8	Workers covered by an occupational health and safety management system	116	
Disclosure 403-9	Work-related injuries	116	Information unavailable/incomplete: Information is currently not available in the required level of detail.
Disclosure 403-10	Work-related ill health		Legal prohibitions: For reasons of data privacy, we cannot publish any key figures related to work-related ill health.

Topic-specific disclosures	Disclosure	Page	Comments/omissions
Social			
Corporate culture and equal opportunities			
GRI 3: Material Topics 2021			
Disclosure 3-3	Management of material topics	119	
GRI 405: Diversity and Equal Opportunity 2016			
Disclosure 405-1	Diversity of governance bodies and employees	119	
Disclosure 405-2	Ratio of basic salary and remuneration of women to men	119	Through collective bargaining agreements involving the unions and management, AUDI AG undertakes to ensure that part-time and full-time employees receive equitable and fair pay; the activity alone determines remuneration.
GRI 406: Non-discrimination 2016			
Disclosure 406-1	Incidents of discrimination and corrective actions taken	119	Confidentiality constraints: 406-1 iii, 406-1 iv: Details are not published for confidentiality reasons.
Responsibility in the supply chain			
GRI 3: Material Topics 2021			
Disclosure 3-3	Management of material topics	125	
GRI 204: Procurement Practices 2016			
Disclosure 204-1	Proportion of spending on local suppliers	125	Audi is an internationally operating company and maintained production facilities in 13 different countries around the world during the reporting period. Services and products are procured on the basis of a global supplier base, with a focus on resource-optimized procurement. The term “major operations” is used to refer to sites in Europe and North America; associated companies in China are not included in this analysis. The term “local” refers to the entire region in which the respective operation is located. Under these assumptions, the volume of products and services procured locally by major operations accounted for 61.1 percent of the total Audi procurement volume in the year under review. Of that figure, Europe accounted for 52.2 percent (Germany: 35.3 percent) and North America for 8.9 percent.
GRI 308: Supplier Environmental Assessment 2016			
Disclosure 308-1	New suppliers that were screened using environmental criteria	125	
Disclosure 308-2	Negative environmental impacts in the supply chain and actions taken	125	

Topic-specific disclosures	Disclosure	Page	Comments/omissions
Social			
GRI 414: Supplier Social Assessment 2016			
Disclosure 414-1	New suppliers that were screened using social criteria	125	
Disclosure 414-2	Negative social impacts in the supply chain and actions taken	125	
Responsible digitalization			
GRI 3: Material Topics 2021			
Disclosure 3-3	Management of material topics	130	
GRI 418: Customer Privacy 2016			
Disclosure 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	130	
Vehicle safety			
GRI 3: Material Topics 2021			
Disclosure 3-3	Management of material topics	134	
GRI 416: Customer Health and Safety 2016			
Disclosure 416-1	Assessment of the health and safety impacts of product and service categories	134	
Disclosure 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	134	Confidentiality constraints: 416-2 iii: The total number of cases is not reported for confidentiality reasons.
Corporate citizenship			
GRI 3: Material Topics 2021			
Disclosure 3-3	Management of material topics	138	

Topic-specific disclosures	Disclosure	Page	Comments/omissions
Governance			
Sustainable corporate governance			
GRI 3: Material Topics 2021			
Disclosure 3-3	Management of material topics	144	
GRI 207: Tax 2019			
Disclosure 207-1	Approach to tax		As a Group with international operations, Audi is aware of its social responsibility to comply with tax regulations (tax compliance) and regards it as its duty to be a responsible and reliable taxpayer (tax governance). It is of the utmost importance for the company to duly fulfill its tax obligations worldwide and minimize tax risks while safeguarding its shareholders' interests. AUDI AG therefore regards tax governance and tax compliance as important tasks and integrates them comprehensively into its risk management processes and systems. In order to deal with tax risks in a responsible manner, an internal Tax Compliance Management System has been introduced throughout the Group. Transactions between Group companies are carried out in accordance with the arm's length principle so as to comply with the applicable OECD guidelines for multinational companies. Inappropriate legal arrangements are to be avoided; this applies in particular to aggressive tax planning. Further information on the company's approach to tax (based on GRI 207: Tax 2019) is available at audi.com
Disclosure 207-2	Tax governance, control and risk management		audi.com
Disclosure 207-3	Stakeholder engagement and management of concerns related to tax		audi.com
Disclosure 207-4	Country-by-country reporting		audi.com
Compliance and integrity			
GRI 3: Material Topics 2021			
Disclosure 3-3	Management of material topics	147	
GRI 205: Anti-corruption 2016			
Disclosure 205-1	Operations assessed for risks related to corruption	147	
Disclosure 205-2	Communication and training about anti-corruption policies and procedures	147	The key figures are not broken down by region for the information on the governance body, as it is located in Germany.

Topic-specific disclosures	Disclosure	Page	Comments/omissions
Governance			
Disclosure 205-3	Confirmed incidents of corruption and actions taken	147	
GRI 206: Anti-competitive Behavior 2016			
Disclosure 206-1	Legal actions for anti-competitive behavior, antitrust and monopoly practices		Confidentiality constraints: Any cases of actual and suspected violations of antitrust law are isolated cases. The total number of cases is not reported for confidentiality reasons.
GRI 415: Public Policy 2016			
Disclosure 415-1	Political contributions		Donations to political parties are not permitted in line with the funding criteria set out in the AUDI AG “Support Guidelines for Corporate Citizenship.” Further information can be found at: Support Guidelines for Corporate Citizenship | audi.com
Sustainable business development GRI 3: Material Topics 2021			
Disclosure 3-3	Management of material topics	151	
GRI 201: Economic Performance 2016			
Disclosure 201-1	Direct economic value generated and distributed	32	
Disclosure 201-2	Financial implications for the organization and other risks and opportunities due to climate change	56	
Disclosure 201-4	Financial assistance received from government		Audi Fact Pack

Read how AUDI AG lives sustainability in practice, background information on the Audi Agenda and further details about products and services at audi.com.

Publication details

AUDI AG
Financial Communication/
Analytics, Investor Relations
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Auto-Union-Straße 1
85045 Ingolstadt
Germany

Email:
ir@audi.de
audi.com/investor-relations

LinkedIn:
linkedin.com/company/audi-ag

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C3 Creative Code & Content GmbH Berlin

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