



Site Communications Neckarsulm

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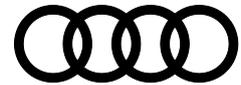
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BASIC PRESS INFORMATION

Audi at the Neckarsulm site

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► Insights

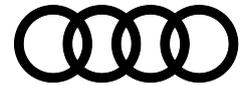
AUDI AG at the Neckarsulm site is the largest company in the up-and-coming Heilbronn-Franken economic region and is among the most attractive employers in Baden-Württemberg. The city of Neckarsulm, which takes its name from the Neckar and Sulm rivers, has a population of around 26,000 and provides some 39,000 jobs. The Heilbronn-Franken region provides more than 399,000 jobs, with the automotive industry playing an important role. **With 16,971 employees** (as of December 31, 2018), **Audi is the region's largest employer.**

The Neckarsulm plant has a total area of approx. one million square meters (*approx. 11 million sq ft*). It is situated between the Neckar River to the west, the railway line to the east, downtown Neckarsulm, the Kolbenschmidt Pierburg AG company's site to the south and the Bad Friedrichshall commercial and industrial park to the north. AUDI AG is expanding the plant with an additional 30 hectares about six kilometers (*3.7 mi*) away in the Böllinger Höfe industrial park within the city limits of Heilbronn. The Audi R8* high-performance sports car is built here at the Audi Sport GmbH craft-scale production facility.

Construction in preparation for the production of future models began at the Audi Neckarsulm site in summer 2018. In 2020, the electric-powered Audi e-tron GT will begin rolling off the line of the Audi R8 production facility at the Böllinger Höfe site in Heilbronn.

The following models are currently produced at Audi in Neckarsulm: Audi A4 Sedan*, Audi A5 Cabriolet*, Audi S5 Cabriolet*, Audi A6 Sedan* and Audi A6 Avant*, Audi A6 allroad quattro*, Audi S6 Sedan* and Audi S6 Avant*, Audi RS 6 Avant*, Audi RS 6 Avant performance*, Audi A7 Sportback*, Audi S7 Sportback*, Audi RS 7 Sportback performance*, Audi A8*, Audi A8 L*, Audi S8*, Audi S8 L*, Audi R8 Coupé*, Audi R8 Spyder*.

The Technical Development division includes the **Lightweight Design Center** and the development of **fuel-cell technology**. The site's production planning, logistics planning and plant planning are concerned with the future of the plant, with mastering the increasing complexity and with new technologies. The **Audi Forum Neckarsulm** is a driving force in the region and far beyond. Since it was opened in May 2005, more than 2.7 million people have visited the facility to pick up their new cars, to experience discovery tours of the plant, or to attend the diverse events and conferences held at the Forum.



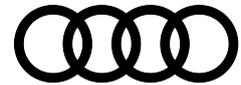
▶ **Modern work environments – focus on employees**

As the **largest employer in the region**, Audi offers its employees a modern work environment, scope for innovation and numerous possibilities for individual development with a high level of job security. Audi employees are actively helping to shape future topics such as electric mobility, digitalization and the Smart Factory. In addition, entitlement to mobile working provides employees with a lot of flexibility in their daily working lives and enables them to better balance work and family life. Several recent rankings, such as the surveys carried out by trendence and Universum, document the high attractiveness of AUDI AG as an employer.

High employment: The Audi Neckarsulm site reached a new employment record in 2018. As of December 31, 2018, the Neckarsulm site employed 16,971 people. In 2018, 243 apprentices and 17 dual program students were taken on after completing their training. The average age of our employees in Neckarsulm is 43.1, and the average time they have been at the company is 18.7 years.

Top vocational training: As a future-oriented company, AUDI AG offers a large number of apprenticeships in the region. September 2018 saw some 270 apprentices start their vocational training at Audi. In early October 2018, 16 young people began their studies at the Baden-Württemberg Cooperative State University and will work at Audi during their practical phase. As of December 31, 2018, there were 891 apprentices and 45 dual program students employed at the site.

Time for career and family: Balancing work and family life has traditionally held a high priority at Audi. That is why the company has been working together with “Kids on the move” since 2004; this is an association that offers full-day care in day care centers in Neckarsulm and the vicinity. 73 childcare places were provided at “Kids on the move” and the town of Bad Friedrichshall in 2018. In addition, child care is offered in Neckarsulm in the Easter, Whit, summer and autumn holidays.



► **Technical Development**

A total of 1,754 people work in the area of Technical Development at Audi's site in Neckarsulm (as of December 31, 2018). The main focus is on the development of fuel-cell technology, the Lightweight Design Center and engine development.

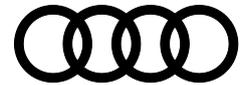
Construction of a new, five-storey Development building for some 510 office workers is scheduled to begin in 2019. Development in many key areas for the future, such as fuel-cell technology, the further development of highly efficient Audi TDI and TFSI engines, or synthetic fuels can take place side-by-side here in the future.

Center of development for fuel cell technology: The main center of development for fuel-cell technology, one of the key technologies within the Volkswagen Group, is based at the Neckarsulm site. In 2017, the independent organizational unit opened a fuel-cell competence center in the project-house mold. To facilitate this, appropriate infrastructure was implemented at the Neckarsulm site: Audi plans to bring a small-series vehicle with fuel cell drive onto the market at the start of the next decade.

Lightweight design: Audi has established lightweight construction as a key element of modern automotive engineering. With the Audi A8* in 1994, the company launched the first car in the world produced in a large series with a unitary aluminum body. Since then, Audi has continually expanded its expertise. At **Audi's Lightweight Design Center** in Neckarsulm, approximately 160 people cooperate closely with research institutes and industrial partners. The expertise gained has so far resulted in a triple-digit number of lightweight-construction patents.

The main tasks of the Lightweight Design Center are based around the development of bodies, their functions and materials. Different requirements and alternative drives, for example, present new tasks and challenges. Especially in this field, the engineers develop solutions for body structures and assemblies for the Audi brand and for the Group, such as the battery housings for the electric models. The goal of development is to design the bodies to be as light as possible while remaining economical.

Aluminum, high-strength and ultra high-strength steels, magnesium and fiber-reinforced polymers: Audi has extensive knowledge of body construction materials thanks to its development work and their use in series production. The philosophy here is: "The right amount of the right material in the right place." The engineers at the Neckarsulm Lightweight Design Center are pushing the competition between materials forwards, constantly in search of even



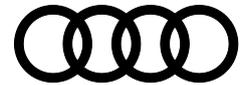
better solutions. The body of the future will consist of this so-called intelligent multi-material mix and will differ in its composition depending on the segment and the drive. The new **Technical Center** at the site, where aluminum materials have been tested developed to series maturity since late 2018, also plays a role here.

The company has steadily expanded its expertise, also in the area of manufacturing; numerous high-tech methods have been added. These innovative technologies are implemented at strategically important suppliers, which in turn supply Audi and other brands of the Volkswagen Group. In the field of lightweight construction, the engineers focus not only on the materials, but on the entire production chain – with innovative solutions for process technology, bonding technologies, quality assurance and service and repair possibilities.

► **Production and Logistics**

Construction with a view to the future Demolition and earthwork to prepare the plant structure for new models began in summer 2018. Construction is scheduled to begin in 2019. A planned new building will provide additional space for logistics and pre-assembly. Finally, a new building for the paint shop is under construction. The building will house a new pre-treatment line and a new cathodic dip coating (CDC) unit. Beginning in 2020, the four-door coupe **Audi e-tron GT** will be built with the Audi R8 on an assembly line at the **Audi Böllinger Höfe**. The necessary reconfiguration is scheduled to begin in spring 2019. **Employee** training in the **handling of high-voltage technology** will begin in mid-2019. The Audi e-tron GT and the Audi R8 will be produced separately in the body shop. To make room for the equipment to produce Audi e-tron GT bodies, a portion of the R8 body shop was moved to a production hall in Heilbronn-Böckingen. The Böckingen facility includes 2,600 square meters (*27,986.2 sq ft*) of production space for work preparation, maintenance and logistics paths, plus another 800 square meters (*8,611.1 sq ft*) for logistics.

Pearl chain principle: An example of efficient processes is the further developed pearl chain. Following this principle enables Audi Neckarsulm to better cope with the time spreads in assembly that are caused by large numbers of derivatives and equipment. An algorithm calculates the **best sequence for every assembly line** from 1.93 billion possibilities. In this way, six days prior to the relevant date, a precise and binding order sequence is defined – the pearl chain principle. The algorithm uses information on ordered cars while taking into account the resulting work for the employees in all work areas so that they can be utilized most effectively. Satisfied employees, higher quality and higher productivity are the measurable benefits.



Using data to optimize processes: An interdisciplinary project team within **Audi Plant Logistics** at the Neckarsulm site is exploring how to use data to further optimize the management of a plant. To do this, the logistics specialists at Audi use the largest possible data basis. The focus is on data from suppliers and forwarding agents, congestion information, as well as data from other business areas and the entire production value chain (press shop, body shop, paint shop and assembly). In this way, for example, by visually processing and analyzing large volumes of data we were able to reduce freight costs in one year by a six-digit sum.

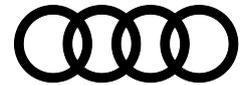
The use of **alternative drive systems in logistics transport** demonstrates the capacity for innovation of the Neckarsulm site's Logistics and Production Steering departments. Acting on the initiative of Audi experts, one forwarding agent now delivers their shipments using trucks powered by bio-methane. The biogas is obtained from waste and residual materials and allows for virtually climate-neutral operation. Instead of the usual diesel-fueled trucks, a tractor unit with electric drive as well as a CNG heavy-duty tractor unit are used for marshaling operations between the trailer yard and the plant site

► **Involvement in the region**

The principle of living responsibility is firmly anchored in the Audi strategy. As the largest employer in the Neckarsulm region, Audi strives to enhance the quality of life here and therefore regularly collaborates with the municipalities, local companies, associations and educational and social institutions.

Working together for a good cause: The “**Audi Volunteers**” initiative oversees social activities in the region and supports employees’ volunteer work.

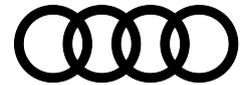
- At the Neckarsulm site, **Audi Volunteer Day** was held in June 2018. Over 200 Audi employees mobilized to help out at 19 social institutions in the Heilbronn-Franken region and the Neckar-Odenwald district. Audi Volunteer Day is held annually, alternating between the two German sites Ingolstadt and Neckarsulm as well as at Audi Hungaria in Győr, and is part of the “Audi Volunteers” initiative.
- Audi Neckarsulm employees and the company raised a total of 280,000 euros in donations. The Christmas donation is handed over to 34 charitable institutions in the region. In the Wishing Tree donation campaign, employees also fulfill individual Christmas wishes of disadvantaged children and young refugees each year.
- Audi supports various social institutions in the region according to its funding guidelines.



- In 2018, 11 young persons with mental and physical disabilities were provided valuable insights into professional life as part of an inclusion program sponsored by Audi Neckarsulm and the Astrid Lindgren School in Neckarsulm. In addition to their classroom work, the Astrid Lindgren School students also worked throughout the school year at learning stations at the Audi plant. The second school year for the inclusion program began in September 2018.

Shaping mobility: Nine partners agreed upon a comprehensive mobility strategy for the Heilbronn/Neckarsulm economic area: the Ministry for Transport of Baden-Württemberg, the Regional Council of Stuttgart, the municipal district of Heilbronn, the cities of Heilbronn and Neckarsulm, the Baden-Württemberg Regional Transport Agency (NVBW), the Albtal-Verkehrsgesellschaft (local public transport operator) as well as Audi and the Schwarz Gruppe company. The strategy, known as the “Mobilitätspakt” or Mobility Agreement, specifies targets and key points for the further development of transportation and lists concrete actions for road and rail transportation. It also specifies a work program to improve bicycle infrastructure and operational mobility management.

- To ease the traffic situation at the site and make public transport even more attractive to employees, Audi cooperates with the local public transit company Heilbronner Verkehrsgesellschaft (HNV), Deutsche Bahn and the regional city and scheduled bus services.
- In September 2014, Audi introduced the **Audi job ticket** for local public transportation. Under this program, Audi employees receive a company-subsidized, discounted subscription for a monthly HNV transit system pass. Depending on the route, this may include use of city and regional buses as well as German Rail or municipal rail trains. Currently approximately 1,400 colleagues have an Audi job ticket. Audi and the HNV have also offered a six-month Audi job ticket since November 1, 2018. This offer is aimed at Audi employees who only want to use public transportation for a certain period.
- Since late 2014, the new light rail system “Stadtbahn Nord” with two stops directly at the Audi plant connects to Mosbach and Heilbronn; in May 2015, the system was expanded to Sinsheim via Bad Rappenau. **Additional bus routes** from Bad Wimpfen, Weinsberg and Neuenstadt transport Audi employees directly to Plant Gate 5 and even into the plant. Using the DB rail job ticket, employees have been able to travel on IC, EC and ICE trains at discounted conditions since November 2014.
- In May 2018, Audi began promoting employee carpools. The company and its mobility agreement partners are using the SAP TwoGo carpooling app to create a joint carpooling solution for the region and promote carpools for the long term.



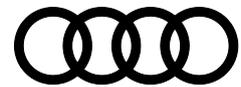
Partner of the Federal Horticultural Show Heilbronn in 2019: Audi is supporting the Bundesgartenschau (BUGA) GmbH [Federal Horticultural Show] in the context of a partnership. For the first time in its history, the show will be a combined garden and town exhibition. The show represents the starting point of the new Neckarbogen urban district, a green residential area located by the Neckar river close to the city center. The topic “mobility of the future” is one that connects Audi and the Federal Horticultural Show. It plays an important part not just in the town exhibition, but also across the whole site. The partnership with BUGA GmbH therefore underscores the company’s commitment to mobility in the city of the future. At the BUGA, Audi has its own exhibition space where it is presenting such things as mobility and drive concepts. It is also offering the mobility service Audi on demand, which allows visitors to ride in the Audi e-tron during the BUGA.

► **Audi Forum Neckarsulm: the brand gateway**

Approximately 200,000 people visit the Audi Forum Neckarsulm each year. The Audi Forum is the brand gateway: Each day, as many as 150 people pick up their new Audi here. Visitors can experience the history of the Neckarsulm site at the Tradition exhibition. The Brand exhibition shows models from the current Audi product lineup. The Audi exclusive studio offers a wide range of possibilities for automobile customization and individualization.

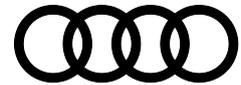
The **brand and experience world** offers a diverse framework for readings, concerts, meetings and conferences – from classical to pop. A total of 15 cultural events were held at the Audi Forum in 2018. Particular highlights were “Oldies Night” and a public reading by Anke Engelke and Devid Stiesow. The “After-Work meets...” events and the new “be inspired” series also drew numerous visitors to the Audi Forum. An appearance by pop star Namika and the traditional Christmas concert rounded out the program. There were also 24 events for children in 2018, including numerous technology and creativity workshops.

In 2018, approximately 30,000 visitors, 2,130 groups and some 22,000 customers who were picking up their new cars **experienced a guided tour** of the plant. A culinary experience awaits visitors in the Nuvolari restaurant, which opens on the outside to the piazza and on the inside to the Forum.



► **History of the site**

- 1873 Christian Schmidt establishes a workshop for the production of knitting machines in Riedlingen on the Danube.
- 1880 The company moves to Neckarsulm.
- 1886 Bicycle production begins.
- 1900 Motorcycle production begins in Germany's first motorcycle factory.
- 1906 Production of automobiles begins ("Original Neckarsulmer Motorwagen").
- 1929 World economic crisis puts an end to automobile production.
- 1945 The plant is completely destroyed in World War II; production gradually resumes beginning in mid-1945.
- 1955 NSU Werke AG is the world's largest motorcycle plant.
- 1958 Automobile production resumes with the NSU Prinz I to III.
- 1964 Production of the NSU/Wankel Spider, the world's first production car with a rotary piston engine, begins.
- 1967 Series production of the NSU Ro 80 begins; on account of the futuristic design and rotary piston engine, it is voted "1967 Car of the Year."
- 1969 Merger with Auto Union GmbH Ingolstadt to become Audi NSU Auto Union AG; the majority shareholder is Volkswagen AG.
- 1974/75 The site is threatened with closure during the oil crisis. In the legendary "March on Heilbronn," workers fight successfully to save the plant.
- 1975 To better utilize production capacity, contract manufacturing of the Porsche 924 begins; the Porsche 944 follows shortly thereafter.
- 1982 The Audi 100 achieves a coefficient of drag (C_d) value of 0.30. That is a world record!
- 1985 Introduction of the fully galvanized car body in the Audi 100 and Audi 200.
Company renamed AUDI AG and headquarters moved to Ingolstadt.
- 1988 AUDI AG enters the full-size car class with the Audi V8.
- 1989 Introduction of turbocharged diesel engine with direct fuel injection in a passenger vehicle.
- 1990 First DTM victory for Audi with an Audi V8.
- 1994 Start of production of the Audi A8, the first series-produced vehicle in the world with a completely aluminum body (ASF).



- 2000 Production of the Audi A2, the first aluminum, large-volume production car, begins.
- 2001 Victory in Le Mans with the newly developed FSI direct fuel injection.
- 2005 Audi Forum Neckarsulm opens.
- 2006 German premiere of the Audi R8 sports car.
First victory in the 24 Hours of Le Mans with a diesel engine developed in Neckarsulm.
- 2007 Establishment of the production turntable between the Ingolstadt and Neckarsulm plants with the start of production of the Audi A4 Sedan.
- 2008 Inauguration of the new toolmaking shop.
- 2011 Audi acquires a 23-hectare plot in the Böllinger Höfe industrial park, Heilbronn.
- 2012 Inauguration of the Technical Center for Fiber-Reinforced Polymers and the new Engine Test Center.
- 2013 Audi Neckarsulm receives the J. D. Power award as “Best Production Plant in Europe.”
- 2014 Inauguration of Audi Böllinger Höfe (Logistics Center and R8 production).
- 2015 The Audi Forum Neckarsulm celebrates its tenth anniversary.
- 2016 New Audi A8 production building
- 2017 Opening of the Fuel Cell Competence Center.
- 2018 Inauguration of the Technical Center for the Testing of Aluminum Materials.



► Facts and Figures

AUDI AG

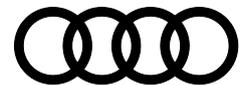
Chairman of the Board of Management:	Abraham Schot
Chairman of the Supervisory Board:	Herbert Diess
Employees (AUDI AG):	61,497
Employees (Audi Group):	91,674
Deliveries to customers:	1,812,485 automobiles of the Audi brand
Production:	1,871,386 automobiles (including Lamborghini and CKD)

(all data as of December 31, 2018)

The Audi site in Neckarsulm

Established:	1949
Plant director:	Helmut Stettner
Area:	Around 1.3 million m ² <i>(approx. 14 million sq ft)</i>
Employees:	16,971
Models*:	Audi A4 Sedan, Audi A5 Cabriolet, Audi S5 Cabriolet, Audi A6 Sedan and Audi A6 Avant, Audi A6 allroad quattro, Audi S6 Sedan and Audi S6 Avant, Audi RS 6 Avant, Audi RS 6 Avant performance*, Audi A7 Sportback, Audi S7 Sportback, Audi RS 7 Sportback performance, Audi A8, Audi A8 L, Audi S8, Audi S8 L, Audi R8 Coupé, Audi R8 Spyder
Production:	186,196 cars (including CKD)

(all data as of December 31, 2018)



► **Fuel consumption of the models cited and currently available on the market***

Fuel consumption of the Audi A4 Sedan:

Combined fuel consumption in l/100 km: 6.7 – 4.2 (*35.1 – 56.0 US mpg*)

Combined CO₂ emissions in g/km: 153 – 110 (*246.2 – 177.0 g/mi*)

Fuel consumption of the Audi A5 Cabriolet:

Combined fuel consumption in l/100 km: 7 – 4.6 (*33.6 – 51.1 US mpg*)

Combined CO₂ emissions in g/km: 160 – 122 (*257.5 – 196.3 g/mi*)

Fuel consumption of the Audi S5 Cabriolet:

Model not currently available (as of March 14, 2019)

Fuel consumption of the Audi A6 Sedan:

Combined fuel consumption in l/100 km: 7.2 – 4.3 (*32.7 – 54.7 US mpg*)

Combined CO₂ emissions in g/km: 164 – 112 (*263.9 – 180.2 g/mi*)

Fuel consumption of the Audi A6 Avant:

Combined fuel consumption in l/100 km: 7.4 – 4.4 (*31.8 – 53.5 US mpg*)

Combined CO₂ emissions in g/km: 169 – 115 (*272.0 – 185.1 g/mi*)

Fuel consumption of the Audi A6 allroad quattro:

Model not currently available (as of March 14, 2019)

Fuel consumption of the Audi S6 Sedan:

Model not currently available (as of March 14, 2019)

Fuel consumption of the Audi S6 Avant:

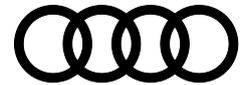
Model not currently available (as of March 14, 2019)

Fuel consumption of the Audi RS 6 Avant:

Model not currently available (as of March 14, 2019)

Fuel consumption of the Audi RS 6 Avant performance:

Model not currently available (as of March 14, 2019)



Fuel consumption of the Audi A7 Sportback:

Combined fuel consumption in l/100 km: 7.3 – 4.4 (*32.2 – 53.5 US mpg*)

Combined CO₂ emissions in g/km: 167 – 115 (*268.8 – 185.1 g/mi*)

Fuel consumption of the Audi S7 Sportback:

Model not currently available (as of March 14, 2019)

Fuel consumption of the Audi RS 7 Sportback performance:

Model not currently available (as of March 14, 2019)

Fuel consumption of the Audi A8:

Combined fuel consumption in l/100 km: 7.9 – 5.6 (*29.8 – 42.0 US mpg*)

Combined CO₂ emissions in g/km: 181 – 148 (*291.3 – 238.2 g/mi*)

Fuel consumption of the Audi A8 L:

Combined fuel consumption in l/100 km: 7.9 – 5.6 (*29.8 – 42.0 US mpg*)

Combined CO₂ emissions in g/km: 181 – 148 (*291.3 – 238.2 g/mi*)

Fuel consumption of the Audi R8 Coupé:

Model not currently available (as of March 14, 2019)

Fuel consumption of the Audi R8 Spyder:

Model not currently available (as of March 14, 2019)

*Fuel consumption and CO₂ emissions figures given in ranges depend on the tires/wheels used and chosen equipment level. Further information on official fuel consumption figures and the official specific CO₂ emissions of new passenger cars can be found in the “Guide on the fuel economy, CO₂ emissions and power consumption of all new passenger car models,” which is available free of charge at all sales dealerships and from DAT Deutsche Automobil Treuhand GmbH, Hellmuth-Hirth-Str. 1, 73760 Ostfildern-Scharnhausen, Germany (www.dat.de).