

## Key statements

# “Vorsprung 2030”: CEO Markus Duesmann on Audi’s sustainable premium mobility transformation

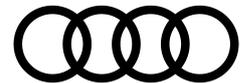
Ingolstadt, September 1, 2021: The name says it all when it comes to the Audi Media Days in the run-up to the IAA MOBILITY 2021 in Munich: Audi is “#FutureReady”. The company is resolutely transforming itself into a provider of sustainable premium mobility. Indeed, the last day of the event saw Markus Duesmann, CEO and Board of Management Member for Product Lines at AUDI AG, outline the company’s vision for the future and give his forecast for the future of mobility. Here are his key statements

### ... on carbon-neutral mobility:

- “Enabling carbon-neutral mobility is one of the defining issues of our time and one that every OEM must answer for themselves. We act on what we believe to be true: that a sustainable business model is key in preparing for a successful future.”
- “In just twelve years’ time, Audi will be completely electric – an ambitious goal that makes us the industry pioneer. By pursuing such a decisive and robust roadmap, Audi’s transformation is rapidly overtaking the planned legal regulations. We are more than ready.”
- “Sustainability in no way precludes individual mobility.”
- “At the end of the day, we need a more rapid expansion of renewable energies and an even more rapid expansion of charging infrastructure.”

### ... on Audi’s Vorsprung 2030 strategy:

- “Our strategic ambition is to deliver 3 million cars per year by 2030. This goal is very ambitious, but in light of the market forecasts and our attractive product portfolio it’s possible.”
- “At the same time, profitability is key. Recent quarters have proven that Audi can generate high returns within our strategic target range of 9 to 11 percent. And with growing Group synergies, a sustainable return of 11 percent is definitely realistic for us in the long term.”
- “We are converting our product range to electric cars in all core segments more consistently than any other established OEM. This is a huge change for the entire company. But even more so, I see it as a huge opportunity.”
- “Setting a clear course early on with a specific ICE phase-out date means the transformation is ready to take off.”
- “The combustion engine business will remain an important earnings driver this decade. And I can promise that the last generation of ICE models will be the very best yet, offering the most dynamic and efficient engines on the market.”



**... on the people at Audi:**

- “Many people who have worked for years in certain areas at Audi are starting to wonder what their employment will look like going forward. First, I can confirm that they are guaranteed a job until 2029. Second, we have set aside half a billion euros for training across new roles. We are offering our employees in-depth transformation training to make sure they are prepared for changes to their roles, or even to take on a totally new position. This is particularly relevant for digitalization and electromobility. Third, by charting the course for a full transition to e-mobility now, we know where we’re headed and are well-prepared for the transformation at an early stage.”

**... on Audi’s role in the Volkswagen Group:**

- “Together with the Group, Audi will play a leading role in the new world of mobility.”
- “Right now, the transformation process leaves no doubt that this requires massive investment on a scale no single brand can manage. For some of our competitors, this is becoming a question of survival, so we’re grateful to be part of such a strong Group.”
- “Software is the lever for future synergies and innovations, which means the success of CARIAD is absolutely key to our future as a Group. CARIAD is paving the way for a whole new digital ecosystem and therefore also for new data-based business models.”
- “With the SSP, we, the Volkswagen Group, are creating a standardized architecture for our entire product portfolio – all-electric, digital and highly scalable. From 2025, selected SSP modules like the standardized cell will feature for the very first time in our Artemis model. Production of all-electric vehicles is then set to start using this architecture from 2026.”

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