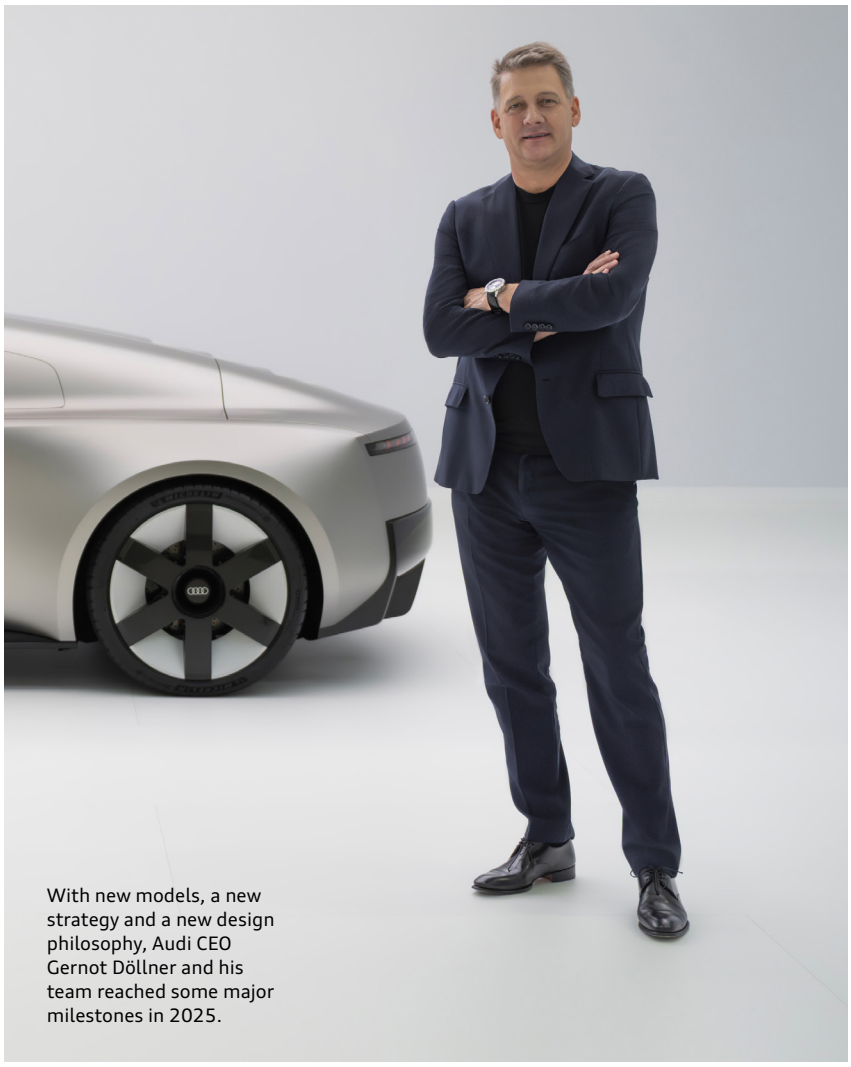
Audi Report

Combined Annual and Sustainability Report 2025



With new models, a new strategy and a new design philosophy, Audi CEO Gernot Döllner and his team reached some major milestones in 2025.

DEAR READERS,

The German automotive industry is currently facing a crucial test. But I am firmly convinced that it has the strength and determination to reinvent itself. In recent months, Audi has provided the proof. In 2025, we took decisive and courageous action to address the needs of the here and now, while at the same time developing a concrete strategy to safeguard our business model with a view to 2030 and beyond.

Thanks to a broad-based product initiative, we currently offer our customers a youthful, attractive portfolio. In the important single market of China, we moved at a rapid pace together with SAIC, presenting the first two models of the new sister brand AUDI, which is exclusive to China, just a few months after the brand was launched in late 2024. Furthermore, the agreement for the future that we concluded with the employee representatives in March 2025 is an important step toward enhancing the competitiveness and safeguarding the future of our German sites.

> “A consistent focus on the essentials.”

Alongside these and other milestones, we have been working intensely to determine where we want our brand and our company to be at the end of the decade and how we can get there. One thing is certain: The world will continue to grow more complex and unpredictable in the coming years. We as a company have found our answer to this: clarity. And a consistent focus on the essentials.

On the one hand, we are creating this clarity for our customers. With our new design philosophy and the concept vehicle Audi Concept C,[1] we already made a bold, clear statement in fall 2025. The design of this model is radically reduced, both inside and out. With no unnecessary clutter or intrusive technical features, it frees drivers from distractions. This principle will shape all our models and our entire product range in the future.

On the other hand, we are creating clarity for ourselves, for Audi. In the future, the same approach we use to design our cars will be applied to the entire company. We are removing complexity from our vehicle portfolio, our processes and our structures, thereby creating more space for innovation. In this way, we will gain a competitive edge in key technological fields of the future that reinforce the Audi DNA.

With clarity as our compass and our new “Mission Vorsprung” strategy, we have set out a concrete, actionable roadmap for this journey. The goal: to renew our promise of “Vorsprung durch Technik” and, at the same time, fundamentally strengthen our organization’s capacity to act and ability to cope with pressure.

In 2025, Audi embarked on a new journey. We are ready to continue challenging the status quo. By 2030, Audi will be a different company: leaner, faster, more profitable and highly innovative.

Sincerely, Gernot Döllner
Chairman of the Board of Management of AUDI AG

[1] The vehicle mentioned is a concept vehicle that is not available as a series-production vehicle. The automated driving functions mentioned are technologies that are currently under development; they are not available for series-production vehicles and only work within system limits. 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.

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 2025. The Audi Report is available in PDF format on the official company 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 contain key financial figures.

The information and data for the Audi Report 2025 were compiled to the best of the company's knowledge and belief and are free from material errors. The information in the Audi 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. The environmental key figures are data as of February 10, 2026. These figures may contain estimates if, for example, they are based on statements from energy suppliers that were not available when data was collected. The environmental key figures for the Brussels[2] site were estimated based on the production figures. 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.

Reporting period:
January 1 to December 31, 2025

Editorial deadline: March 9, 2026

Publication: March 17, 2026

Publication date of last report:
March 18, 2025

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.[3] Companies now have to provide a detailed report of non-financial information on environmental, social and governance issues in their management reports.

AUDI AG has made use of the option under Section 315b. Para. 2 of the German Commercial Code (HGB) exempting it from submission of a non-financial Group declaration and refers readers to the combined non-financial declaration of the Volkswagen Group and Volkswagen AG for fiscal year 2025, which is part of the Group Management Report in the 2025 Annual Report of the Volkswagen Group. The Annual Report can be accessed online at Volkswagen-Group.com.

Audi voluntarily publishes an integrated "Audi Report – Combined Annual and Sustainability Report" that combines financial and ESG aspects. This report takes into account the requirements of the CSRD and, in particular, reflects the ESG key figures stipulated therein. In addition, the report includes further ESG key figure that the company considers essential for transparent and comprehensive reporting. As with financial reporting, sustainability reports should focus on meaningful information and topics that are relevant and assessable for stakeholders.[4] This limitation is referred to as "materiality." The topics reported on were chosen on the basis of the materiality analysis updated in the year under review. In terms of the materiality analysis's content, the CSRD and the Volkswagen Group's requirements served as a guideline.

Auditor's reports on ESG reporting

AUDI AG commissioned the auditing firm EY GmbH & Co. KG Wirtschaftsprüfungsgesellschaft to review selected sustainability key figures for the 2025 reporting year. These are presented in the appendix in the ESG data sheet (page 135) and marked with "✓." These key figures were subjected to a limited assurance engagement. The information marked with "✓" in the section ESG key figures corresponds to the audited values from the ESG data sheet and has been taken from there.

Contact for the Audi Report

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

[2] Production at the Brussels plant was discontinued in the first quarter of 2025.

[3] Only certain corporations and commercial partnerships where all partners have limited liability are affected by the Corporate Sustainability Reporting Directive. The requirements apply to fiscal years commencing from January 1, 2024, initially for a limited group of companies, which will be gradually extended.

[4] 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

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Audi Concept C: concept vehicle that is not available as a series-production vehicle.

Strategy and Company

Finance

ESG

Appendix

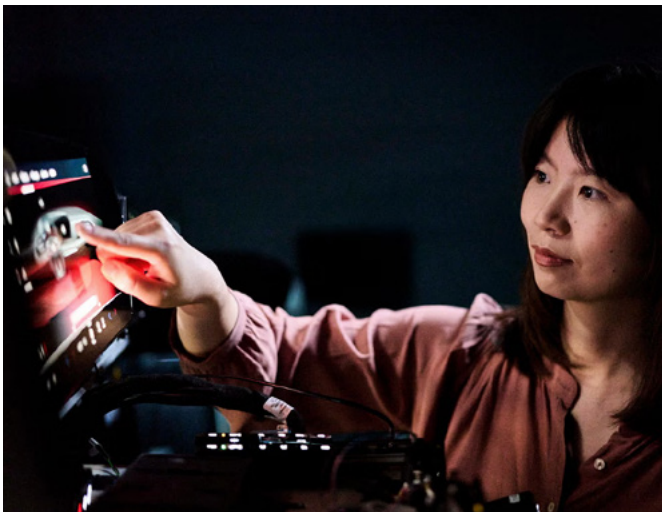
Photo: AUDI AG

Highlights
audi.com

How and where does Audi use artificial intelligence?
Through its targeted use, Audi creates an environment that supports employees, increases work efficiency and meets high quality standards.

Engagement has many faces at Audi:
Throughout the year, employees support social institutions, donate time, read aloud or renovate.

Stress-free driving thanks to smart early detection:
Audi thinks ahead for its customers, so that they can relax more on the road.



Driven by tech. Driven by people.
Out and about with Audi people who think tech, understand tech and provide fascinating insights into their working world.

More than seven times around the world – with one battery:
The aging behavior of battery systems in focus.

Sustainability at the dealership and responsibility with a passion:
Sustainability initiatives, which are being driven forward at Audi dealerships.

Photos: AUDI AG

Strategy and Company

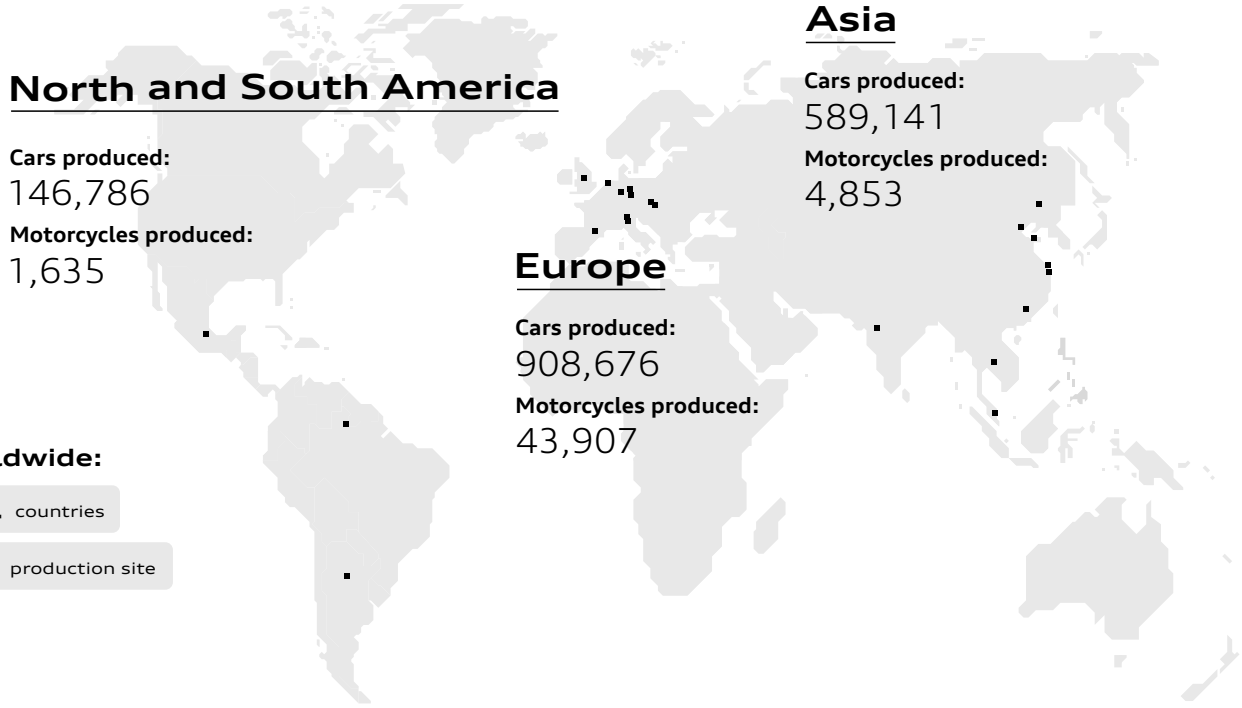
Photo: AUDI AG

Audi Q3 Sportback e-hybrid: fuel consumption (weighted combined): 2.2–1.7 l/100 km; electric power consumption (weighted combined): 15.1–14.0 kWh/100 km; CO_2 emissions (weighted combined): 50–40 g/km; CO_2 class (weighted combined): B; fuel consumption with discharged battery (combined): 6.7–6.0 l/100 km; CO_2 class with discharged battery: E.

Overview of sites for 2025

Brief portrait

The Audi Group worldwide:
active in more than 100 markets



North and South America

Cars produced:
146,786
Motorcycles produced:
1,635

Asia

Cars produced:
589,141
Motorcycles produced:
4,853

Europe

Cars produced:
908,676
Motorcycles produced:
43,907

Worldwide:

14 countries

23 production site

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 as well as premium quality in conjunction with 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, 2025, a total of 84,184 employees were working for the Audi Group all over the world, 56,046 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 23 sites[4] in 14 countries in 2025 with its production partners.

Overview of deliveries to customers 2025[2]

Audi	BENTLEY		
1,623,551[3] (1,671,218)	**10,131** (10,643)	**10,747** (10,687)	**50,895** (54,495)

[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 Fact Pack.

[2] The figures for fuel/electric power consumption and CO_2 emissions: see pages 133–134.

[3] Including deliveries of AUDI brand models developed under the strategic partnership between Audi and its Chinese partner SAIC and available exclusively in China.

[4] Sites in fiscal year 2025.

Illustration: C3 Visual Lab

Europe

Cars produced:

908,676

Motorcycles produced:

43,907

■■□□□

10,428

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

■□□□□

308

Brussels, Belgium
AUDI BRUSSELS S.A./N.V.[5]
Q8 SUV e-tron, SQ8 SUV e-tron
Q8 Sportback e-tron,
SQ8 Sportback e-tron

■■■■□

181,455

Neckarsulm, Germany
AUDI AG, Audi Sport GmbH
A5 Avant, S5 Avant
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, A8L, S8L
e-tron GT quattro, S e-tron GT,
RS e-tron GT
R8 Coupé

■■■□□

70,877

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

■■■■□

341,420

Ingolstadt, Germany, AUDI AG
A3 allstreet
A3 Sedan, S3 Sedan,
RS 3 Sedan
A3 Sportback, S3 Sportback,
RS 3 Sportback
A6 Avant e-tron, S6 Avant e-tron
A6 Sportback e-tron,
S6 Sportback e-tron
Q2 SUV, SQ2 SUV
Q6 SUV e-tron, SQ6 SUV e-tron
Q6 Sportback e-tron,
SQ6 Sportback e-tron

■■■□□

93,106

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

■■■□□

128,946

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

■□□□□

9,900

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

■■□□□

43,907

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

■■■□□

72,236

Martorell, Spain, SEAT S.A.
A1 allstreet,
A1 Sportback

Key

Vehicles produced in 2025

■■■■■ — **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 at the Brussels plant was discontinued in the first quarter of 2025.

Illustration: C3 Visual Lab

Asia

Cars produced:

589,141

Motorcycles produced:

4,853

China

■■■■■

584,902

Changchun, China
FAW-Volkswagen Automotive Co., Ltd.[6]
A4L Sedan
A5L Sedan
A6L Sedan
Q5L SUV
Q5L Sportback

Tianjin, China
FAW-Volkswagen Automotive Co., Ltd.[6]
Q3 SUV
Q3 Sportback

Anting, China
SAIC Volkswagen Automotive Co., Ltd.[6]
E5 Sportback[7]
A5L Sportback
A7L Sedan
Q5 e-tron

Changchun, China
FAW-Volkswagen Audi FAW NEV Co., Ltd.[6]
A6L Sedan e-tron
Q6L SUV e-tron
Q6L Sportback e-tron

Qingdao, China
FAW-Volkswagen Automotive Co., Ltd.[6]
A3L Sedan
A3 Sportback

Ningbo, China
SAIC Volkswagen Automotive Co., Ltd.[6]
Q6

Foshan, China
FAW-Volkswagen Automotive Co., Ltd.[6]
Q2L SUV
Q4 SUV e-tron

■□□□□

4,853

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

■□□□□

3,969

Chhatrapati Sambhajinagar, India
ŠKODA AUTO Volkswagen India Pvt. Ltd.[8]
A4 Sedan
A6 Sedan
Q3 SUV
Q3 Sportback
Q5 SUV
Q7 SUV

■□□□□

270

Pekan, Malaysia[8]
Q7 SUV

Key

Vehicles produced in 2025

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

[6] Production of completely knocked-down (CKD) vehicles. Parts kits are manufactured at other sites and transported to China. Final assembly takes places at the joint venture sites.

[7] Developed with the word mark AUDI within the strategic partnership between Audi and its Chinese partner SAIC.

[8] Production of medium-knocked-down (MKD) vehicles. Vehicles are partially assembled, then transported; final assembly is carried out in accordance with Audi quality standards.

Illustration: C3 Visual Lab

North and South America

Cars produced:

146,786

Motorcycles produced:

1,635

■■■□□
146,786
San José Chiapa, Mexico
Audi México S.A. de C.V.
Q5 SUV,
SQ5 SUV
Q5 Sportback,
SQ5 Sportback

■□□□□
990
Manaus, Brazil
DUCATI DAFRA da Amazônia Indústria e Comércio de Motocicletas Ltda.
DesertX, Diavel, Hypermotard, Multistrada, Panigale (Superbike), Scrambler

■□□□□
645
Córdoba, Argentinia
Volkswagen Argentina S.A.[9]
DesertX, Multistrada, Scrambler

Key
Vehicles produced in 2025

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

[9] 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

Focus on the future

The current challenges facing the automotive industry? They are major! Fortunately, Audi has a strong portfolio and is sending a clear message with its new design philosophy. Gernot Döllner, Chairman of the Board of Management of AUDI AG since 2023, discusses the model offensive, the pace of innovation and developments in key markets.

— Mr Döllner, what headline captures the spirit of 2025 for Audi?

"A new beginning." In terms of reshaping both our products and the company, we really picked up speed last year and accomplished a lot. We're not yet where we want to be or should be, but sustained success takes time and we're on the right track.

— In the fall of 2025, you attracted attention with the Audi Concept C,[1] a concept vehicle featuring an entirely new design. What role does the model play?

Design was and is one of the most important purchasing decisions for our customers. Audi has repeatedly set standards in this respect in the past. And we are doing exactly the same again with the Audi Concept C.[1] The new design philosophy with its radical focus on clarity will shape all our models in the future. And best of all: The car itself – an emotional electric sports car – will be built and will launch as a production model in 2027. I'm confident that this model has the potential to shape the brand's identity. ›

[1] Audi Concept C: concept vehicle that is not available as a series-production vehicle.

Photo: AUDI AG

The Audi Concept C[1] was at the heart of the brand presentation at the International Motor Show (IAA) and the center of attention.

Gernot Döllner

Gernot Döllner has worked in the Volkswagen Group since 1993, including for the Porsche and Volkswagen brands. He has been Chairman of the Board of Management of AUDI AG since 2023. He is also Member of the Board of Management of the Volkswagen Group and heads the Brand Group Progressive.

— How do you expect the car to set you apart from the competition?

We clearly stand out already when it comes to the exterior design. The Audi Concept C[1] is stripped of superfluous lines and designs. And this clarity continues in the interior. High-quality materials, haptic elements instead of touch surfaces and intuitive user guidance are key aspects of the typical Audi interior. We integrate innovative technology that supports the driver without being intrusive. This concept is also the guiding principle for future interiors.

— So Audi has a plan for future models. But what about the current portfolio?

Audi is presenting a strong lineup. We launched more than 20 new models in the past two years and are therefore reducing the average age of the portfolio in the medium term by roughly three years. This will significantly improve our competitive standing. In addition, the decision to focus on a triad of new electric models, a completely new generation of combustion models and plug-in hybrids was spot on. We now have the necessary flexibility to meet different customer needs as we move toward an all-electric portfolio. ›

[1] Audi Concept C: concept vehicle that is not available as a series-production vehicle.

Photos: AUDI AG

The future is electric – the Audi model portfolio of tomorrow

Audi comprehensively rejuvenated its product portfolio in 2024 and 2025 – with more than 20 new models, including electric vehicles, efficient combustion models and plug-in hybrids. This broad product portfolio forms the basis for responding flexibly to changes in customer demand, regulatory requirements and the different pace of transformation in the markets. The long-term focus remains firmly electric. An all-electric core portfolio is expected to cover all relevant segments. At the same time, Audi is systematically reducing complexity, especially by strategically limiting variance in the product range. The number of derivatives will also be reduced. In addition, the introduction of the new design philosophy is being accompanied by significant streamlining of equipment variants. This not only creates clarity for customers, but also optimizes development times and costs and provides scope to leverage the core competences of the Audi brand even more effectively: iconic design, outstanding driving performance, “Vorsprung durch Technik” in clearly defined fields of innovation and premium interior quality.

“We have the necessary flexibility to meet different customer needs as we move toward an all-electric portfolio.”

Gernot Döllner Chairman of the Board of Management of AUDI AG

After the Audi Q6 e-tron, the Audi A6 e-tron is the second model based on the Premium Platform Electric (PPE). It demonstrates the strengths of the platform in terms of performance, range, efficiency and charging.

Photo: AUDI AG

This vehicle is manufactured locally by associated companies and available and sold exclusively in China.

01

This vehicle is manufactured locally by associated companies and available and sold exclusively in China.

02

01 Audi manufactures the Audi Q6L e-tron[2] in China together with partner company FAW.

02 Among other models, Audi showcased the Audi A5L Sportback[2] at Auto Shanghai 2025.

— Is this model offensive concluded now?

In 2025, we rejuvenated key combustion engine models, such as the Audi A6 and the Audi Q3, and we launched a host of new plug-in hybrids, notably the Audi A3, the Audi A5, the Audi A6, the Audi Q3 and the Audi Q5. These models offer high electric ranges for the most common everyday journeys. We will build on this model offensive in 2026 with further top-performing vehicles. For example, our portfolio will be clearly defined by strong performers such as an electric entry-level model on the one hand and by the first SUV in the prestigious D segment on the other hand. Incidentally, the forthcoming full-size SUVs are very important for our market positioning in the United States.

— As regards the USA, how important would it be to have your own plant there?

If we take our three core regions – Europe, China and North America – the USA is the market where we see the greatest potential in the medium term. We have therefore set ourselves ambitious growth targets in this market. Having our own production facilities and being present locally would be an important advantage and would strengthen our credibility among US customers.

— On the other hand, the enormous competitive pressure from new brands is persisting in China. How can Audi assert itself in China in this environment?

We fundamentally revised and strengthened our business model in China over recent months. Our local partnership with FAW and SAIC gives us excellent leverage to participate in this highly dynamic e-car market and at the same time remain a strong player on the combustion model side of the business. We also launched our model offensive in China in 2025, with models tailored strategically to the needs of Chinese customers, such as the Audi A5L[2] and the Audi A5L Sportback,[2] the Audi Q5L,[2] the Audi Q6L e-tron[2] and the Audi A6L e-tron.[2] ›

Photos: AUDI AG

[2] This vehicle is manufactured locally by associated companies and available and sold exclusively in China.

This is the first generation of electric vehicles that we are producing locally at our new plant in China. At the same time, we are rolling out the first models under our sister brand AUDI, which are exclusive to China, making us the first German manufacturer to enter the New Energy Vehicle (NEV) sector in China under a brand established specifically for this purpose. The first model is already on the road. The second will be launched in the first half of 2026 and the third will follow by the end of 2026.

— Chinese manufacturers continue to demonstrate a significantly faster pace of innovation than their German counterparts in many areas. How does Audi intend to keep up?

Chinese brands are dictating the pace of competition in many areas at present. That's the bar we need to reach – naturally in our own way and with our own values and strengths. We are focusing on the attributes that set us apart from the competition: design, quality, safety and driving experience. The AUDI E5 Sportback,[3] which is the first model under our Chinese brand, shows that we can keep pace by working together and developing locally. In collaboration with our Chinese partner SAIC, we were able to reduce the development time for the model by 30 percent. And the next model, the AUDI E7X,[4] is set to make its debut as early as April 2026.

— How do you intend to gain momentum?

The fact is that as an established manufacturer we are too complex and therefore too slow-moving. That's why we've already taken a lot of complexity out of our structures. By introducing the matrix organization, we first streamlined the product emergence process significantly and we will now continue to remove the complexity from other business areas on this basis. In addition, we eliminated a management level and abolished roughly 85 percent of committees, which means we can now make decisions faster. Another important lever is the greater clarity we introduced into the portfolio. This allows us to focus more intensely on innovation and quality. We've already accomplished a great deal, but working on simpler structures remains a major aspect of our realignment.

— As regards realignment, you presented a new strategy in the fall of 2025. What are the key elements?

Our new strategy clearly highlights the direction we want to take with "Vorsprung durch Technik" and at the same time how we need to position ourselves as a company so that we have a business model by 2030 that stands for real progress, that is adaptable and ›

New brand in China: the best of both worlds

Audi is bringing its largest model offensive to date to the Chinese market: Between now and 2027, the company will present a host of new models together with its joint-venture partners FAW and SAIC. What's more, the premium carmaker successfully established the new AUDI brand on the market in cooperation with SAIC. The first model, the fully electric AUDI E5 Sportback,[3] has been available on the market since September 2025. It has already received numerous distinctions, including China Car of the Year 2026. This is the first time the prestigious award went to a model from a newly established brand in its first year.

Two further AUDI models are set to follow by 2027. The vehicles under the new brand extend the company's existing portfolio in China and are aimed at attracting new tech-savvy customers. They combine development expertise and premium quality from Germany with innovation and the digital ecosystem from China. Based on the Advanced Digitized Platform, they offer innovative digital vehicle functions as well as over-the-air updates for all vehicle systems. AUDI is planning to launch the next model, the AUDI E7X,[4] as early as the first half of 2026. The concept vehicle and the published designs of the production model already provide an insight into the fully electric premium SUV.

Audi successfully established the new AUDI brand and the first model, the AUDI E5 Sportback,[3] on the Chinese market together with partner SAIC.

[3] AUDI E5 Sportback: This vehicle is manufactured locally by associated companies and available and sold exclusively in China.

[4] AUDI E7X: The vehicle mentioned is a concept vehicle that is not available as a series-production vehicle.

Photo: AUDI AG

01

resilient and that is geared toward the future. The goal is to make a radical leap in terms of both design and product range. That's why we're focusing increasingly again on what has made us strong, that is design, quality and driving performance. We rely on strong partnerships to gain momentum in fields of future importance, such as the competitively decisive discipline of the software-defined vehicle. The best example is the cooperation in the joint venture with Rivian. Even today, we can see the extent to which we benefit from collaboration with developers in Silicon Valley and from a high-performance electronics platform. The first Audi with the new electronics architecture is set to launch as early as 2028.

— That's it as regards product and technology. What are the specific goals for the company?

We need to ensure that the company is dimensioned in a sustainable way that realistically reflects the opportunities to grow sales in the regions. We have therefore set ourselves ambitious, though achievable targets in terms of volume growth. First and foremost, however, it's crucial that we grow profitably. Our ambition is to achieve a return on sales of 10 percent by 2030. While this is ambitious considering the challenges in the market and the comprehensive transformation of the entire company, it's still feasible. Apart from offering attractive products, we need to press ahead resolutely with restructuring and cost discipline, lower costs by reducing complexity and utilize Group synergies to a greater extent. ›

01 High-quality, fully connected interior experience: The MMI panoramic display is standard in many Audi models.

02 Audi strengthened its digital ecosystem in 2025 with the relaunch of the myAudi app.[5]

02

[5] The current compatibility of the iOS/Android operating system can be found in the description of the myAudi app in the relevant app store. Prior registration at audi.com is required.

Photos: AUDI AG

Software that simplifies everyday life: Reversing assist[6] takes over steering for the last 50 meters and makes maneuvering easier in narrow streets.

In-car software

Audi is working on new software solutions and introducing these rapidly into series production. For example, the Audi models in the A5, A6, Q5, A6 e-tron and Q6 e-tron product lines received a comprehensive software update at the beginning of 2026 alongside new hardware components.[7] This allows the vehicles to provide assistance, for example, when drivers initiate a lane change on the highway. In addition, the optional park assist pro[6] is being enhanced with parking and maneuvering functions. Reversing assist[6] takes over steering for the last 50 meters, thus simplifying reversing especially in narrow streets. These functions represent a further step toward autonomous driving.

Front passengers benefit too, with Audi enhancing the entertainment factor without other passengers being disturbed: Wireless headphones can now be connected via Bluetooth, while the Audi Application Store[8] has a whole host of additional games to choose from. With these new features, Audi wants to make the driving experience even more emotional, intuitive and efficient for its customers.

A new high-performance electric and electronics architecture as well as new software is to be used for models from 2028. These will be developed in the joint venture between the Volkswagen Group and Rivian and should be suitable for high volumes across segments. Audi is playing a leading role here: Teams from Audi and Rivian have already demonstrated the technological potential of the joint endeavor in the form of a first roadworthy demonstration model, an Audi Q6 e-tron.

[6] 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.

[7] The Audi A5/S5, Audi Q5/SQ5, Audi A6, Audi A6/S6 e-tron, Audi Q6/SQ6 e-tron product lines with enhanced functionality have been available to order since the end of 2025. The improvements listed here relate to models for the German market. Their respective scope and availability dates vary in other markets.

[8] Further information can be found at audi.com.

Photo: AUDI AG

The company entered the world of Formula 1 in 2026 with the Audi R26 – a strategic flagship project that reflects the technological, cultural and entrepreneurial realignment of the brand.

“I’m impressed with the mindset: absolute focus on performance and team spirit.”

Gernot Döllner Chairman of the Board of Management of AUDI AG

— Strategies can be a challenging issue. Often the problem lies with their implementation.

That’s right. But that’s why we’ve considered feasibility from the outset. The most important success factor for me is a pragmatic approach. We’re not chasing unrealistic dreams, but focusing on our core business – premium cars – and we are looking ahead to the future over a realistic five-year period. What’s more, our strategy is adaptable. It builds seamlessly on existing structures and processes. It therefore doesn’t open up a parallel world, but is firmly anchored in the organization. We take the most important goals of the strategy each year and translate them to a 10-point plan and from this define the priorities for the individual divisions. This is how we embed the goals of the strategy deeply into the entire organization and ensure the strategy is implemented operationally in the teams.

— Mr Döllner, to finish: What are you looking forward to especially in 2026?

When Audi lined up on the Formula 1 grid for the first time in Melbourne at the beginning of March, that was a very emotional moment for me personally. And the same was true for many Audi employees. We made a very conscious decision to enter Formula 1 in 2022. It allows us to strengthen our global presence, especially in high-growth markets. And we are addressing new customer groups. Tech-savvy individuals and sports enthusiasts, who we want to inspire with our focus on innovation. I’m delighted that there are many more races to come this year. I’m especially impressed with the mindset of the Formula 1 team: absolute focus on performance and team spirit. I’m sure that by entering the elite class of motorsport, we will increase the global appeal of the brand and at the same time drive on Audi as a whole to be faster, leaner and even more innovative.

Thank you for the interview, Mr Döllner. /

Photos: AUDI AG

Audi Concept C: concept vehicle that is not available as a series-production vehicle.

Strive for clarity

The Audi Concept C offers a glimpse into the design of future models. With this design, the company is taking a progressive step forward: In a world growing ever more complex, Audi is relentlessly committed to clarity. The new design philosophy is part of Audi's fundamental realignment and represents a new beginning for the company as a whole.

You would be hard pressed to find another place in Europe where history and vision for the future are as closely intertwined as in Milan. For centuries, the northern Italian city has been synonymous with design, innovation and technological development. This is where the ideas of some of history's most impressive figures – most notably Leonardo da Vinci – were born, leaving a lasting legacy of inspiration that continues to this day. Nowadays, the city is considered a hub for fashion and design.

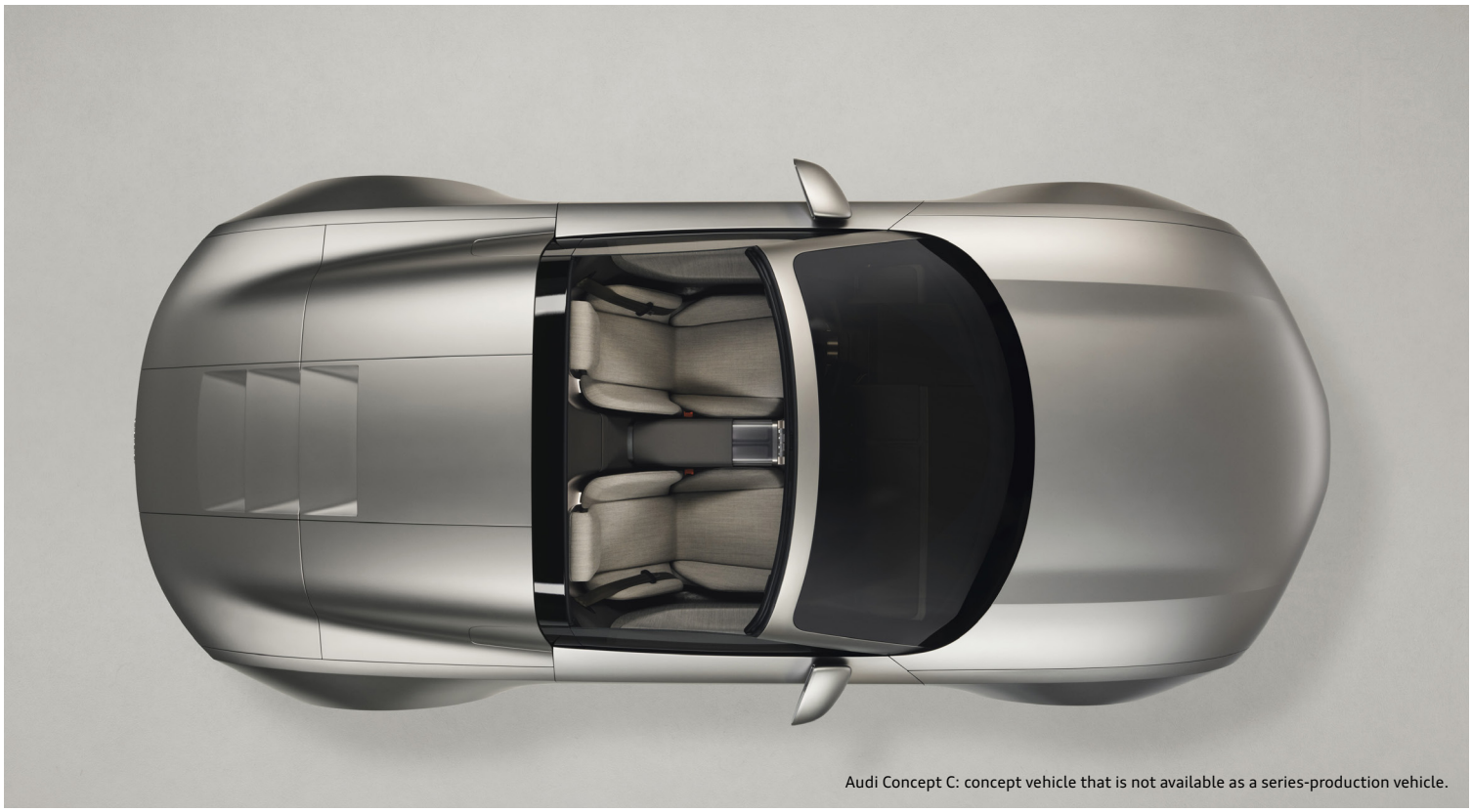
So it's only fitting that this is where Audi has chosen to embark on a new era. "Visionary thinking and a drive to go beyond the familiar are exemplary to Audi," says Audi CEO Gernot Döllner. And that is exactly why Italy's design capital was the perfect place to present the new Audi concept car.

New design philosophy

The Audi Concept C is more than just a show car. It is the first manifestation of a new design philosophy and, at the same time, a motorized embodiment of the vision for the entire company. Clarity plays a key role in this.

"We achieve clarity by reducing everything to the essential," says Chief Creative Officer Massimo Frascella. "Radical simplicity is at the heart of our approach." This has been an important aspect throughout the company's history. Audi models with particularly high recognition value, such as the Audi Union Type C and the Audi TT, share a common DNA: clean lines and geometries, along with intelligent technologies that work together to evoke emotion. Frascella: "We have used these qualities from our past to ›

Photo: AUDI AG



Audi Concept C: concept vehicle that is not available as a series-production vehicle.

01

02

01 Audi is using an electrically retractable hardtop for the first time.

02 The vertical frame forms the center of the new front, from which the entire structural volume of the vehicle develops. With its clear, upright design inspired by the Auto Union Type C (1936) and the third generation of the Audi A6 (2004), the vertical frame embodies presence and identity.

Audi Concept C: concept vehicle that is not available as a series-production vehicle.

Photos: AUDI AG

Audi Concept C: concept vehicle that is not available as a series-production vehicle.

01

create a design philosophy for our future. We call it 'The Radical Next'."

The four cornerstones of this strategy are clarity, technology, intelligence and emotion. And the fully electric Audi Concept C is the first manifestation of this new design philosophy. It is stripped of superfluous lines or elements. Its exterior gives the impression that the entire vehicle is made from a single piece of metal – without any distractions. The monolithic body shape exudes precision and power. Its vertical frame is a confident return to the shapes that distinguished Audi in the past: precise, intelligent and designed to achieve the maximum emotional impact.

With a design focused on clarity, Audi is taking a bold step toward a minimalist and timeless aesthetic that will set the company apart in today's increasingly competitive market. CEO Döllner: "Sports cars captivate. They are a celebration of speed, design and emotion. As an identity builder, the Audi Concept C will occupy a special place in the Audi portfolio and strengthen the desirability of the brand." With its distinctive design language, the Audi Concept C offers a sneak peek at the series-production vehicle coming in 2027, as well as future models and a new interior experience. ›

01 Clarity in the vehicle and throughout the company – for Audi CEO Gernot Döllner (left) and Chief Creative Officer Massimo Frascella, this is the basis for the future of Audi.

02 The Audi Concept C introduces a new light signature featuring four horizontally arranged elements in each headlight and rear light. This design element will define Audi's visual identity during both day and night, ensuring an unmistakable presence on the road.

02 Audi Concept C: concept vehicle that is not available as a series-production vehicle.

Photos: AUDI AG

01 The vehicle's interior, with its curated materials and colors, reflects the quality of the craftsmanship. The synergy of design, feel and control elements makes for a unique experience that appeals to all the senses.

02 Technology that inspires without dominating: The retractable 10.4-inch display remains hidden until activated. Information is only displayed when needed, thus preserving a calm and uncluttered interior.

03 Focus on intuitive user experience: The interior of the Audi Concept C features physical controls of high mechanical quality offering excellent haptics – known as the Audi Click. The design thus also emphasizes clarity and precision when it comes to operation.

01 Audi Concept C: concept vehicle that is not available as a series-production vehicle.

02 Audi Concept C: concept vehicle that is not available as a series-production vehicle.

03 Audi Concept C: concept vehicle that is not available as a series-production vehicle.

Sophisticated interior ambience

Audi has applied the same principle – reducing everything to the essentials – to the interior as well. The minimalist design strips the interior of any distractions. High-quality materials such as anodized aluminum and solid metal demonstrate precision down to the last detail. Together, they create a clear and purist atmosphere, delivering uncompromising quality and refinement.

The operating concept is based on intuitive, haptic elements of high mechanical quality. Digital features exist, but are never intrusive. The centrally positioned, extendable display, for example, remains invisible until it is called up. "For us, technology is a given, unobtrusive and yet functional. It is a means to progress, not an end in itself. We neither want to hide it nor show it off – it should inspire without being dominant," says Frascella. ›

Photos: AUDI AG

Audi Concept C: concept vehicle that is not available as a series-production vehicle.

The exterior is presented in the color “Titanium.” It evokes warm, technical elegance and is inspired by its namesake metal – a material that embodies precision, lightness, and strength.

Shaping both form and future

The Audi Concept C is a tangible interpretation of the new design philosophy and, at the same time, a symbolic representation of the fundamental realignment of Audi. It stands for a new beginning and a shared vision. “Clarity is the principle that not only shapes our design. It is also a fundamental entrepreneurial principle for us,” says Döllner. This principle of reduction and clarity will be reflected in the design of the model portfolio and the range structure, as well as in the company’s organizational setup. Products, structures and processes are focused on what is essential, creating space for innovation and technological leadership. Gernot Döllner: “Clarity is an ethos and the compass that will guide Audi through the challenging times ahead.” /

Video: making-of

From the initial sketches to the final presentation: this making-of video shows how the concept vehicle came to life.

Watch the film online.

Photos: AUDI AG

1930 The Grand Prix legends Type C and Type D: reduction as a mindset, performance as the result.

Inspired by the past

The history of Audi is shaped by bold leaps in innovation and cutting-edge technology combined with uncompromising design.

Photo: AUDI AG

1991 The Audi Avus quattro[1] pays tribute to the iconic Auto Union Silver Arrows.

1998 The Audi TT[2] introduced a new clarity to automotive design.

2004 The third generation of the Audi A6[2] inspired the striking vertical shape of the Singleframe for the Audi Concept C.

Clarity is a tradition

The new Audi design philosophy is influenced by the iconic Audi models of the past, translating their design language into the future.

You can find more information at audi.com.

[1] The Audi Avus quattro is a design study and was not offered for sale.

[2] Vehicle is no longer offered for sale.

Photos: AUDI AG

Brand Group Progressive

Innovative partnership: Audi, Bentley, Lamborghini and Ducati define the future of driving

01

02

03

04

01 Audi Q5 Sportback: fuel consumption (combined): 8.7–5.8 l/100 km; CO_2 emissions (combined): 198–148 g/km; CO_2 class: G–E.

02 Bentley Bentayga Speed: data on CO_2 emissions and fuel consumption for EU27 is still pending, subject to EU type approval.

03 Lamborghini Temerario: fuel consumption (weighted combined): 11.2 l/100 km; electric power consumption (weighted combined): 4.3 kWh/100 km; CO_2 emissions (weighted combined): 272 g/km; CO_2 class (weighted combined): G; fuel consumption with discharged battery (combined): 14.0 l/100 km; CO_2 class with discharged battery: G.

04 Ducati Pangiale V4 R.

[1] Audi Q7: fuel consumption (weighted combined): 12.5–3.7 l/100 km; electric power consumption (weighted combined): 19.4–18.9 kWh/100 km; CO_2 emissions (weighted combined): 284–85 g/km; CO_2 class (weighted combined): G–B; fuel consumption with discharged battery (combined): 10.1–9.5 l/100 km; CO_2 class with discharged battery: G.

[2] Bentley Bentayga: fuel consumption (weighted combined): 13.1–6.7 l/100 km; electric power consumption (weighted combined): 15.5 kWh/100 km; CO_2 emissions (weighted combined): 298–153 g/km; CO_2 class (weighted combined): G–E; fuel consumption with discharged battery (combined) 11.2 l/100 km; CO_2 class with discharged battery: G.

[3] Lamborghini Urus: fuel consumption (weighted combined): 14.1–5.7 l/100 km; electric power consumption (weighted combined): 21.4 kWh/100 km; CO_2 emissions (weighted combined): 320–140 g/km; CO_2 class (weighted combined): E–G; fuel consumption with discharged battery (combined): 12.9 l/100 km; CO_2 class with discharged battery: G.

[4] Audi e-tron GT: electric power consumption (combined): 19.7–17.8 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[5] Lamborghini Temerario: fuel consumption (weighted combined): 11.2 l/100 km; electric power consumption (weighted combined): 4.3 kWh/100 km; CO_2 emissions (weighted combined): 272 g/km; CO_2 class (weighted combined): G; fuel consumption with discharged battery (combined): 14.0 l/100 km; CO_2 class with discharged battery: G.

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 commitment to high-class products in their respective segments as well as a clear focus on customer expectations. Audi, Bentley, Lamborghini and Ducati are positioned differently in the market, with each having its own strategic focus.

The Volkswagen Group and the brand group management team at Audi define the key parameters for this collaboration. Audi not only assumes roles within the supervisory boards of the respective brands, but also actively promotes networking among managers and employees in line with Group-wide governance and compliance standards. To ensure a coordinated strategic direction within the Group, the Board of Management of AUDI AG meets with the respective brand leadership locally twice a year.

All four manufacturers work together transparently and define joint fields of action. At the same time, it is ensured that each brand retains its entrepreneurial freedom to realize its potential independently. The brands leverage the early phase of innovation and technology development, shared platforms and architectures and consolidate their services accordingly. This not only increases efficiency, but ultimately benefits customers as well. They gain from products that reflect the expertise of the entire Group. Each part of the value chain is involved in identifying synergies.

For example, the Audi Q7,[1] Bentley Bentayga[2] 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. In the year under review, for example, Audi and Ducati, together with Volkswagen subsidiary PowerCo, equipped an electric motorcycle for the first time with a solid-state battery from QuantumScape. This technology demonstrator marks a groundbreaking step from laboratory to series production.

Wherever reasonably possible, the brands also strive to achieve synergies in production. The sports car production facility at Böllinger Höfe in Neckarsulm not only constructs the Audi e-tron GT[4] models; the team in the body shop also works simultaneously on the body of the Lamborghini Temerario.[5]

In Procurement too, the brands bundle their demand for carry-over parts in numerous fields, procure these parts collectively and thus benefit from better terms and conditions. A risk-based sustainability rating for suppliers that serves as the basis Group-wide additionally provides further transparency in the ESG area. ›

Driving into an electrified future

Bentley Continental GTC Speed:[6] An extraordinary blend of elegance, power and future technology.

In the year under review, Bentley continued on its ambitious Beyond100+ strategic path, making significant progress. This strategy provides for a new plug-in hybrid model or battery electric vehicle (BEV) every year up to 2035, before becoming exclusively electric in the future. 2026 will see the launch of Bentley's first BEV and the creation of an entirely new segment, the world's first true Luxury Urban SUV.

Brand and design revolution

In 2025, Bentley provided a glimpse into the design inspiration of these future models by revealing a new concept, the Bentley EXP 15. Featuring its iconic upright grille, long 'endless' bonnet and rearward cabin layout reminiscent of the 1930 Bentley Speed Six Gurney Nutting Sportsman Coupé, the concept is also the first car to showcase Bentley's new emblem. This, the first step of a design and brand revolution at the British marque, is only the fifth iteration of the famous emblem in Bentley's 106-year history. The lower feathers have been removed entirely, for a visually cleaner shape, symbolic of an exciting vision for Bentley's future.

Defining launches in 2025

To enable this transition, Bentley continued to invest significantly in new models in the year under review, with the introduction of the most powerful and dynamic Bentley Bentayga yet – the Bentayga Speed.[7] Equipped with an optimized twin-turbo V8 delivering 650 PS and 850 Nm (fuel consumption (combined): 13.1 l/100 km; CO_2 emissions (combined): 298 g/km; CO_2 class: G), the model offers an extraordinary combination of dynamism and versatility.

For the Continental GT,[8] Continental GT Convertible[9] and Flying Spur[10] models, a second V8 plug-in hybrid engine option was offered, the High Performance Hybrid with an output of 680 PS. This engine is offered across all body styles in a choice of new core or new Azure variants, the latter prioritizing wellness and comfort. Joining the 782 PS Ultra Performance Hybrid unit introduced in 2024 as a Speed or Mulliner, Bentley's two-door and four-door sedan models are now exclusively powered by electrified V8 engines.

In addition to the significant product investments, Bentley continues to expand its footprint in Crewe. Key projects for 2025 include breaking ground on a new paint shop, Integrated Logistics Centre and the future BEV assembly line. This, added to the recent completion of a new Design Studio, Excellence Centre for Quality and Launch and Engineering Technical Centre, provides an infrastructure that will help deliver on Bentley's ambitious Beyond100+ electrified targets. ›

Read more about sustainability in the Bentley Sustainability Report 2024.

[6] Bentley Continental GTC Speed: fuel consumption (weighted combined): 4.3 l/100 km; electric power consumption (weighted combined): 19.9 kWh/100 km; CO_2 emissions (weighted combined): 98 g/km; CO_2 class (weighted combined): C; fuel consumption with discharged battery (combined): 10.6 l/100 km; CO_2 class with discharged battery: G.

[7] Bentley Bentayga Speed: fuel consumption (combined): 13.1 l/100 km; CO_2 emissions (combined): 298 g/km; CO_2 class: G.

[8] Bentley Continental GT: fuel consumption (weighted combined): 4.1–1.3 l/100 km; electric power consumption (weighted combined): 27.7–19.8 kWh/100 km; CO_2 emissions (weighted combined): 93–29 g/km; CO_2 class (weighted combined): B; fuel consumption with discharged battery (combined): 10.3 l/100 km; CO_2 class with discharged battery: G.

[9] Bentley Continental GT Convertible: fuel consumption (weighted combined): 4.3–1.4 l/100 km; electric power consumption (weighted combined): 27.9–19.9 kWh/100 km; CO_2 emissions (weighted combined): 98–31 g/km; CO_2 class (weighted combined): C–B; fuel consumption with discharged battery (combined): 10.6 l/100 km; CO_2 class with discharged battery: G.

[10] Bentley Flying Spur: fuel consumption (weighted combined): 4.4–4.1 l/100 km; electric power consumption (weighted combined): 27.9–19.9 kWh/100 km; CO_2 emissions (weighted combined): 100–33 g/km; CO_2 class (weighted combined): C; fuel consumption with discharged battery (combined): 10.7 l/100 km; CO_2 class with discharged battery: G.

Photos: Bentley Motors Ltd.

Hybrid, high-tech, sustainability

Lamborghini Revuelto:[11] The start of a new era for the V12 super sports car from Lamborghini.

2025 was a defining year for Automobili Lamborghini – characterized by groundbreaking innovations and significant progress on the path to realizing the company's long-term strategy. It was a year of consolidation, reflecting Lamborghini's continued execution of its vision across innovation, design and sustainability.

Over the course of the year, Lamborghini became the first brand in the super sports car segment to offer a fully hybridized product range, following the hybridization of all three model lines. This includes the Lamborghini Revuelto[11] as a V12 High Performance Electrified Vehicle (HPEV) (fuel consumption (weighted combined): 15.0 l/100 km; electric power consumption (weighted combined): 4.7 kWh/100 km; CO_2 emissions (weighted combined): 350 g/km; CO_2 class (weighted combined): G; fuel consumption with discharged battery (combined): 17.9 l/100 km; CO_2 class with discharged battery: G), the Lamborghini Urus SE[12] as the first plug-in hybrid Super SUV (fuel consumption (weighted combined): 5.7 l/100 km; electric power consumption (weighted combined): 21.4 kWh/100 km; CO_2 emissions (weighted combined): 140 g/km; CO_2 class (weighted combined): E; fuel consumption with discharged battery (combined): 12.9 l/100 km; ›

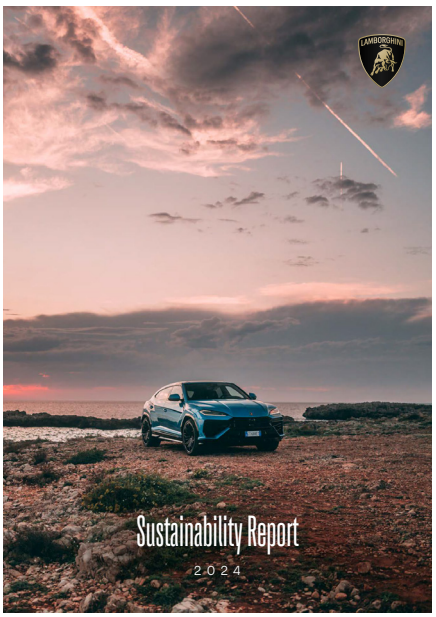
[11] Lamborghini Revuelto: fuel consumption (weighted combined): 15.0 l/100 km; electric power consumption (weighted combined): 4.7 kWh/100 km; CO_2 emissions (weighted combined): 350 g/km; CO_2 class (weighted combined): G; fuel consumption with discharged battery (combined): 17.9 l/100 km; CO_2 class with discharged battery: G.

[12] Lamborghini Urus SE: fuel consumption (weighted combined): 5.7 l/100 km; electric power consumption (weighted combined): 21.4 kWh/100 km; CO_2 emissions (weighted combined): 140 g/km; CO_2 class (weighted combined): E; fuel consumption with discharged battery (combined): 12.9 l/100 km; CO_2 class with discharged battery: G.

Photo: Automobili Lamborghini S.p.A.

CO_2 class with discharged battery: G) and the Lamborghini Temerario,[5] the only super sports car in series production capable of reaching 10,000 rpm, thanks to its all-new twin-turbo V8 (fuel consumption (weighted combined): 11.2 l/100 km; electric power consumption (weighted combined): 4.3 kWh/100 km; CO_2 emissions (weighted combined): 272 g/km; CO_2 class (weighted combined): G; fuel consumption with discharged battery (combined): 14.0 l/100 km; CO_2 class with discharged battery: G).

Sustainability remained one of Automobili Lamborghini's strategic pillars. In 2025, the company celebrated 10 years of net carbon neutrality[13] at its Sant'Agata Bolognese facility, an achievement that demonstrates its structured and measurable decarbonization path. This milestone was accompanied by the publication of the new Sustainability Report, which outlined progress across ESG areas and reaffirmed Lamborghini's integrated approach. These efforts further consolidate the company's success in sustainable innovation. Furthermore, the expansion of the photovoltaic system was completed – another step in the company's decarbonization strategy and towards energy self-sufficiency. The system will increase the total capacity, enabling an additional annual production of approximately 2.89 million kilowatt hours, which could reduce CO_2 emissions by around 1,200 metric tons annually.[14]



Read more about sustainability in the Lamborghini Sustainability Report 2024.

In terms of the company's products, two major milestones defined the year under review. In July 2025, the company hosted the dynamic launch of the Lamborghini Temerario[5] at the Estoril Circuit in Portugal. The model combines a hybrid powertrain with a twin-turbo V8 to deliver increased performance and improved efficiency (fuel consumption (weighted combined): 11.2 l/100 km; electric power consumption (weighted combined): 4.3 kWh/100 km; CO_2 emissions (weighted combined): 272 g/km; CO_2 class (weighted combined): G; fuel consumption with discharged battery (combined): 14.0 l/100 km; CO_2 class with discharged battery: G) compared with the predecessor model. This underscores Lamborghini's transition into the hybrid era and its ability to combine technology with emotional appeal.

The second highlight came during Monterey Car Week in August with the unveiling of the Lamborghini Fenomeno,[15] a few-off hypercar limited to 29 units. Featuring a V12 engine supported by three electric motors, the model celebrated 20 years of Centro Stile, embodying the brand's legacy of craftsmanship and its forward-looking design philosophy.

In summary, 2025 was a year that strengthened Lamborghini's leadership through financial resilience and technological innovation – a testament to its enduring commitment to performance, progress and sustainability. ›

Photo: Automobili Lamborghini S.p.A.

[5] Lamborghini Temerario: fuel consumption (weighted combined): 11.2 l/100 km; electric power consumption (weighted combined): 4.3 kWh/100 km; CO_2 emissions (weighted combined): 272 g/km; CO_2 class (weighted combined): G; fuel consumption with discharged battery (combined): 14.0 l/100 km; CO_2 class with discharged battery: G.

[13] 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.

[14] Compared to the 2014 base year used for the calculation.

[15] Lamborghini Fenomeno: The vehicle is not yet offered for sale and is therefore not subject to Directive 1999/94/EC. The fuel consumption and emissions data is at the type approval stage.

Technical excellence on every terrain

Ducati Panigale V4 Lamborghini: The exclusive superbike combines Lamborghini's sharp design language with Ducati's racing DNA.

In 2025, Ducati's technical excellence translated into a season of outstanding sporting achievements, confirming the brand's competitiveness and further expanding its trophy collection in MotoGP and WorldSBK.

In MotoGP, Ducati secured the World Championship for the fourth consecutive year and claimed its sixth consecutive constructors' title, marking the longest winning streak in the history of this competition. In the Superbike World Championship, Ducati won the team title and its 21st constructors' title, a result that reinforces the brand's legacy as the most successful manufacturer in the history of the WorldSBK. In the off-road segment, after victory in the Italian Motocross Prestige MX1 Championship in 2024, Ducati followed up in 2025 with its debut in both the MXGP World Championship and the Italian Pro Prestige MX2 Championship, competing with the Desmo450 MX and the Desmo250 MX respectively.

Shaping tomorrow's performance

Ducati continues to advance its research into electric technologies, focusing on the V21L prototype and various research and development activities. Among these, the collaboration with the Volkswagen Group to develop solid-state batteries is a key step toward future solutions that combine performance and lightness in full Ducati style.

Ducati World Première 2026

The Ducati World Première 2026 series of events completed the renewal of the Ducati line-up. New models were introduced in the year under review, aimed at reaching both a new, younger target group and even more high-profile Ducatisti. The Desmo450 MX marks Ducati's entry into the world of motocross in true Ducati fashion: Integrating groundbreaking technology from its racing department into an innovative technical layout to immediately position itself at the forefront of the segment. The Panigale V4 Lamborghini, on the other hand, represents the third chapter of the collaboration with the Sant'Agata Bolognese-based super sports car manufacturer, combining the distinctive design cues and technologies of both brands in a bespoke, limited-edition motorcycle that, once again, earned widespread critical acclaim. The new Multistrada V4 RS was joined in 2025 by the bold Diavel V4 RS, forming the new Ducati RS line-up, a range that brings together high performance and everyday usability. With the new Panigale V4 R, Ducati once again pioneered the introduction of MotoGP-derived technology, bringing the innovative Cornering Sidepods to the homologated motorcycle that will represent the manufacturer in the 2026 World Superbike Championship.
The 2026 Multistrada V4 Rally introduced even more electronic sophistication to the Adventure Sport segment. Finally, two of the most beloved icons in the Ducati line-up – the Monster and the Hypermotard – have been completely redesigned, opening a new chapter in their history of tradition. /

Photo: Ducati Motor Holding S.p.A.

Finance

Photo: AUDI AG

Audi A6 Avant: fuel consumption (combined): 8.3–5.0 l/100 km; CO_2 emissions (combined): 188–130 g/km; CO_2 class: G–D.

Financial highlights

Brand Group Progressive 2025

Deliveries

1.6 million cars

–2.8%

Down due to challenging economic conditions including US tariffs and a highly competitive market environment – especially in China – as well as numerous model changes

Operating profit

EUR **3.4** billion

–13.6%

Heavily impacted by US tariffs, expenses for CO_2 compliance, expenses for restructuring, changes in product portfolio planning and by product mix effects

Net cash flow

EUR **3.4** billion

+11.4%

Significant year-on-year increase due mainly to improved working capital, lower capital investment and consistently disciplined spending

Revenue

EUR **65.5** billion

+1.5%

Up due to improved vehicle mix – primarily a higher proportion of fully electric vehicles – despite intense competition

Operating return on sales (ROS)

5.1 %

–0.9 ppt.

Operating return on sales reflects a challenging fiscal year

Investment ratio[1]

11.5 %

–1.0 ppt.

Investment ratio down slightly due to current product life cycle and disciplined spending

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

Year-on-year change

To the outlook: fiscal year 2026 →

Outlook: fiscal year 2026

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

Deliveries

1.65 to **1.75** million cars

Revenue

EUR **63** to **68** billion

Operating return on sales (ROS)

6 to **8%**

Net cash flow

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

Investment ratio

11 to **13%**

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 2025 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, 2026.
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.

← Financial highlights

Markets and volume

Economic environment

The global economy recorded positive growth in fiscal year 2025. Worldwide demand for vehicles slightly exceeded the prior-year level. The world and the core regions in detail:

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

	Real GDP growth in %		**Car markets** in vehicles			**Deliveries to customers of the Brand Group Progressive** in cars		
	2025	**2024**	**2025**	**2024**	**Δ in %**	**2025**	**2024**	**Δ in %**
Europe	1.7	1.2	14,399,142	14,127,481	1.9	677,466	670,859	1.0
of which Germany	0.3	–0.5	2,857,851	2,817,331	1.4	208,038	200,009	4.0
China[3]	5.0	5.0	24,344,262	23,431,254	3.9	619,931	653,016	–5.1
USA[4]	2.2	2.8	16,331,902	16,042,766	1.8	170,890	202,969	–15.8
Worldwide	**2.9**	**2.8**	**81,841,907**	**79,434,505**	**3.0**	**1,644,429**	**1,692,548**	**–2.8**

[2] The prior-year figures may have changed as a result of updated data; provisional figures for 2025.

[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 RS 5 Sedan: fuel consumption (weighted combined): 4.3–3.8 l/100 km (provisional); electric power consumption (weighted combined): 18.4–17.7 kWh/100 km (provisional); CO_2 emissions (weighted combined): 98–86 g/km (provisional); CO_2 class (weighted combined): C–B (provisional); fuel consumption with discharged battery (combined): 10.0–9.5 l/100 km (provisional); CO_2 class with discharged battery: G (provisional).

World

Economy

- Global economy continues to grow at a similar pace compared with the previous year
- Positive growth in advanced economies, with emerging markets even showing slightly increased momentum
- Inflation rates falling in many countries but still relatively high in some cases
- Pressure due to geopolitical uncertainty, particularly in relation to the direction that US economic policy is taking

Car market

- Global passenger car market volume slightly above the previous year's level
- Positive development in all regions
- Mixed sales trends in markets due to fiscal policy measures (such as tax increases or cuts, subsidy programs and incentive schemes as well as import duties)

Europe

Economy

- Overall positive growth above the prior-year level
- Germany's GDP stagnated at prior-year level
- Falling inflation rates; eight key interest rate cuts by the European Central Bank since June 2024

Car market

- Slight increase in new car registrations in the year under review, particularly due to growth in the Central and Eastern Europe region; mixed trends in the major individual markets for passenger cars
- Number of new car registrations in Germany at prior-year level
- Positive trend particularly in new registrations of fully electric vehicles

China

Economy

- Growth in economic output remained above the worldwide average, approximately at prior-year level, in the year under review

Car market

- Slight overall increase year on year in the number of new registrations, partly due to comprehensive government purchase incentives and more affordable prices

USA

Economy

- Gross domestic product growing, but at a slightly slower rate than previous year
- The Fed's monetary easing policy was interrupted in the reporting year due to the uncertain effects of the US government's economic policy measures; interest rate cuts did not resume until September

Car market

- Sales figures for passenger cars and light commercial vehicles (up to 6.35 t) on a level with previous year

Photo: AUDI AG

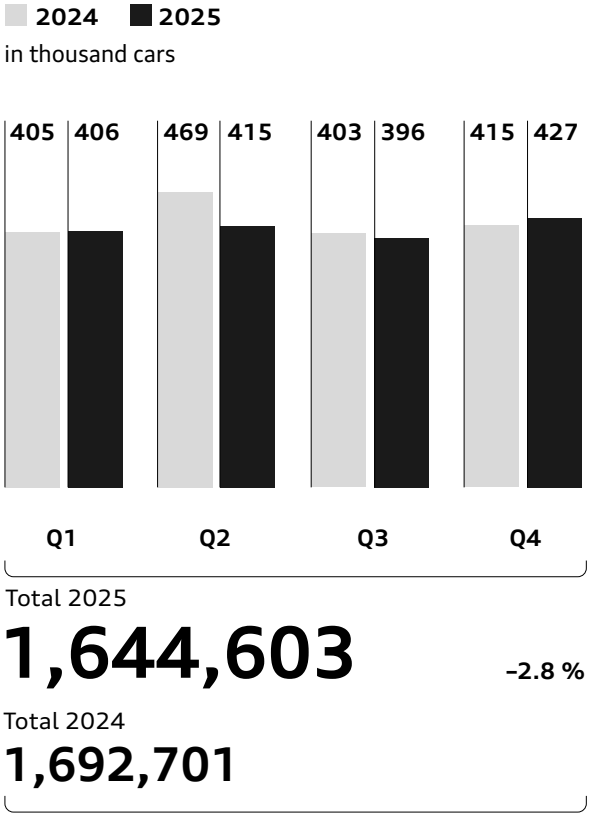
Production

The Brand Group Progressive slightly scaled back production in 2025 compared with the previous year, due mainly to numerous model changes, the closure of the Brussels plant and challenging market conditions.

In the reporting period, the Brand Group Progressive manufactured 1,644,603 (1,692,701) cars, a decline of 2.8 percent compared with the previous year.

Of these, the Audi brand[5] produced 1,624,275 (1,669,277) vehicles, down 2.7 percent on 2024. This figure includes 584,902 (609,082) vehicles manufactured locally by associated Chinese companies, a decrease of 4.0 percent. Lamborghini produced 9,900 (12,200) super sports cars and super SUVs, a drop of 18.9 percent against the high figure from the previous year. The decline is attributable mainly to the model change from the Lamborghini Huracán[6] to the Lamborghini Temerario[7] during the year under review. The Bentley luxury brand produced 10,428 (11,224) vehicles in the reporting period, a decline of 7.1 percent compared with 2024. In addition, Ducati produced 9.9 percent fewer motorcycles year on year at 50,395 (55,956).

Production of the Brand Group Progressive, quarterly trend



Production of fully electric vehicles (battery electric vehicles, BEVs) rose sharply in 2025. In the reporting year, 227,603 (159,083) BEVs were manufactured, an increase of 43.1 percent. The share of fully electric vehicles as a percentage of total car production of the Brand Group Progressive thus amounted to 13.8 (9.4) percent. This growth was mainly attributable to the expanded range of fully electric models such as the Audi Q6 e-tron and the Audi A6 e-tron. In the year under review, the number of plug-in hybrids (PHEVs) produced was up by 47.5 percent to 113,846 (77,187) vehicles, again largely due to model changes.

Production at global sites in 2025

In 2025, a total of 593,752 (558,597) vehicles were produced at the German sites, an increase of 6.3 percent compared with the previous year. 341,420 (336,783) vehicles were manufactured at the Ingolstadt site. The Audi brand produced 181,455 (135,307) premium models in Neckarsulm. During the reporting period, a total of 70,877 (86,507) 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 down by 9.7 percent to 93,106 (103,070) vehicles.
At the Audi site in Brussels, where production was terminated in the first quarter of 2025, Audi still produced 308 (15,212) fully electric models in the year under review.

The plant in Győr, Hungary, produced 128,946 (161,985) vehicles of the Audi Q3 product line, a decline of 20.4 percent. The decline is due mainly to the Cupra Terramar, which has been in production at the site since the second half of 2024 under contract manufacturing within the Volkswagen Group and is taking up corresponding capacity. The Cupra Terramar is not included in the production figures for the Brand Group Progressive. Starting in 2026, the new Audi Q3 will roll off the production line in Ingolstadt in addition to Győr.

At the Mexican plant in San José Chiapa, the brand group manufactured 146,786 (144,638) vehicles of the Audi Q5 product line, which means that production remained at the previous year's level with a slight increase of 1.5 percent.

In China, the associated companies FAW-Volkswagen, Audi FAW NEV Co. and SAIC Volkswagen produced a total of 584,902 (609,082) vehicles in 2025. Starting from the third quarter of 2025, this figure also includes models from the new brand AUDI. The year-on-year decline of 4.0 percent reflected the ongoing fierce competitive environment on the Chinese market along with model changes.

Illustration: C3 Visual Lab

[5] Including production of AUDI brand models developed under the strategic partnership between Audi and its Chinese partner SAIC and available exclusively in China.

[6] Lamborghini Huracán: Vehicle is no longer offered for sale as a new car.

[7] Lamborghini Temerario: fuel consumption (weighted combined): 11.2 l/100 km; electric power consumption (weighted combined): 4.3 kWh/100 km; CO_2 emissions (weighted combined): 272 g/km; CO_2 class (weighted combined): G; fuel consumption with discharged battery (combined): 14.0 l/100 km; CO_2 class with discharged battery: G.

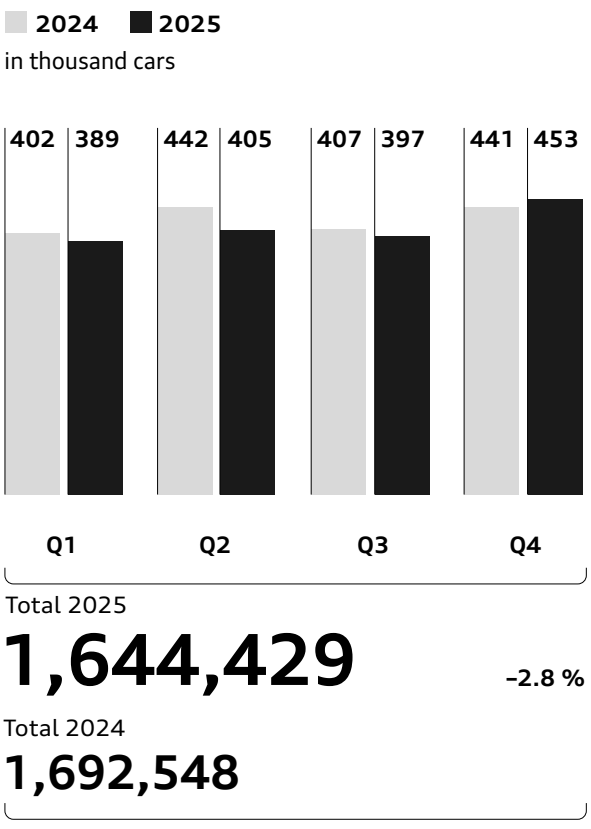
Deliveries

Deliveries were down slightly due to challenging economic conditions and a highly competitive market environment.

In fiscal year 2025, the Brand Group Progressive delivered a total of 1,644,429 (1,692,548) cars, a decline of 2.8 percent compared with the previous year. Deliveries of the Audi brand[8] amounted to 1,623,551 (1,671,218) vehicles, a decline of 2.9 percent. A challenging macroeconomic environment, US tariffs and intense competition 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 include important high-volume models such as the Audi Q5, Audi A5, Audi A6 and Audi Q3.

At 276,110 (297,912) vehicles, the Audi Q5 was once again the best-selling Audi model in the year under review despite considerable challenges in the important US sales market due to model changes and tariffs.

Deliveries of the Brand Group Progressive, quarterly trend



Total 2025

1,644,429 **–2.8 %**

Total 2024

1,692,548

Lamborghini continued the strong development of recent years and posted another record year with 10,747 (10,687) vehicles delivered and slight growth of 0.6 percent. Higher sales of the Lamborghini Urus[9] and Lamborghini Revuelto[10] more than offset the decline in sales of the Lamborghini Huracán[6] in the year under review.

Under challenging market conditions, the Bentley brand delivered 10,131 (10,643) luxury cars to customers, 4.8 percent fewer than in the previous year.

With 50,895 (54,495) motorcycles delivered, Ducati saw a decline of 6.6 percent. The competitive environment in the global motorcycle market remained challenging in 2025.

The Brand Group Progressive delivered 223,032 (164,480) fully electric Audi models (BEVs) in the reporting year, 35.6 percent more than in the previous year. Fully electric vehicles significantly increased their share of deliveries from the Brand Group Progressive from 9.7 percent to 13.6 percent. The Audi Q6 e-tron, with 84,371 units delivered, and the Audi A6 e-tron, with 37,100 units, posted particularly strong growth.

In addition, the brand group delivered a total of 96,605 (88,148) plug-in hybrids (PHEVs) to customers, a year-on-year increase of 9.6 percent, bringing the share of electrified vehicles in the reporting year to 19.4 (14.9) percent.

Deliveries of high-performance models from Audi Sport GmbH fell by 12.7 percent to 35,996 (41,227) vehicles in the reporting year. The decline was attributable to limited product availability due to model changes.

Overview of delivery figures in the core regions

In Europe, the Brand Group Progressive delivered 677,466 (670,859) vehicles, a slight increase of 1.0 percent. Deliveries in the German domestic market rose by 4.0 percent to 208,038 (200,009) units.

Deliveries also increased in Western European markets including Italy (+1.9 percent to 69,152 vehicles), France (+0.9 percent to 49,021 vehicles) and Spain (+5.9 percent to 41,532 vehicles), but fell in the UK (–9.2 percent to 112,840 vehicles).

In the US automotive market, deliveries were down by 15.8 percent to 170,890 (202,969) vehicles. The main reasons for this were the challenging market environment in connection with the tariff situation and the discontinuation of subsidies for battery electric vehicles from October 2025.

In China, the brand group ended 2025 with 619,931 (653,016) vehicles delivered, a decline of 5.1 percent. The above figure includes 583,346 (598,778) Audi vehicles manufactured locally by associated Chinese companies. The trend in China is attributable in particular to sustained fierce competition as well as model changes.

[6] Lamborghini Huracán: Vehicle is no longer offered for sale as a new car.

[8] Including deliveries of AUDI brand models developed under the strategic partnership between Audi and its Chinese partner SAIC and available exclusively in China.

[9] Lamborghini Urus: fuel consumption (weighted combined): 14.1–5.7 l/100 km; electric power consumption (weighted combined): 21.4 kWh/100 km; CO_2 emissions (weighted combined): 320–140 g/km; CO_2 class (weighted combined): E–G; fuel consumption with discharged battery (combined): 12.9 l/100 km; CO_2 class with discharged battery: G.

[10] Lamborghini Revuelto: fuel consumption (weighted combined): 15.0 l/100 km; electric power consumption (weighted combined): 4.7 kWh/100 km; CO_2 emissions (weighted combined): 350 g/km; CO_2 class (weighted combined): G; fuel consumption with discharged battery (combined): 17.9 l/100 km; CO_2 class with discharged battery: G.

Illustration: C3 Visual Lab

Financial situation

The Audi Group's operating profit was adversely impacted by factors including a difficult market environment with US tariffs and intense competition in China; net cash flow improved.

Financial performance

The Audi Group's revenue increased to EUR 65,503 (64,532) million in fiscal year 2025, up 1.5 percent on the previous year. This slight increase is primarily attributable to a higher proportion of fully electric vehicles, with sales remaining stable, including Cupra[11] brand vehicles.

At EUR 41,306 (41,577) million, revenue from the sale of Audi brand cars remained at the prior-year level. The new fully electric Audi Q6 e-tron and Audi A6 e-tron product lines in particular saw significant revenue growth, while the discontinuation of the Audi Q8 e-tron[12] and model changes in the Audi Q3, Audi A4/A5 and Audi A6 product lines had a negative impact. The Lamborghini brand once again increased its revenue from the vehicle business in the reporting period, achieving growth of 3.9 percent to EUR 2,960 (2,848) million, driven mainly by the positive development of the Lamborghini Urus.[9] The Bentley brand recorded stable revenue from the sale of cars of EUR 2,374 (2,422) million. With revenue of EUR 760 (840) million, the motorcycle business of the Ducati brand suffered a decline.

Other revenue of the Audi Group amounted to EUR 16,291 (16,450) million, in line with 2024. Revenue from parts deliveries for local production in China declined noticeably, and revenue from genuine parts also fell slightly. However, a noticeable increase in sales from the engines and powertrains business had a positive effect.

The regional revenue picture was mixed in the reporting year. The Audi Group posted a significant increase in revenue of 12.0 percent in Europe, to EUR 36,881 (32,925) million. At the same time, revenue in the USA fell by 15.9 percent to EUR 10,527 (12,511) million. In China[13] too, revenue declined significantly, falling 14.0 percent year-on-year to EUR 10,114 (11,767) million. ›

Condensed income statement, Audi Group

EUR million	2025	2024	Δ in %
Revenue	65,503	64,532	1.5
Cost of goods sold	–56,844	–54,419	4.5
Gross profit from sales	**8,659**	**10,113**	**–14.4**
Distribution expenses	–3,235	–3,325	–2.7
Administrative expenses	–722	–762	–5.3
Other operating result	–1,332	–2,123	–37.3
Operating profit	**3,371**	**3,903**	**–13.6**
ROS (return on sales) in %	**5.1**	**6.0**	**–0.9 ppt.**
Financial result	2,203	1,097	100.9
Profit before tax	**5,574**	**5,000**	**11.5**
Income tax expense	–957	–811	18.1
Profit after tax	**4,617**	**4,189**	**10.2**

[9] Lamborghini Urus: fuel consumption (weighted combined): 14.1–5.7 l/100 km; electric power consumption (weighted combined): 21.4 kWh/100 km; CO_2 emissions (weighted combined): 320–140 g/km; CO_2 class (weighted combined): E–G; fuel consumption with discharged battery (combined): 12.9 l/100 km; CO_2 class with discharged battery: G.

[11] The Cupra Terramar has been produced at Audi's Győr site since the second half of 2024 under a contract manufacturing agreement within the Volkswagen Group, and the associated costs settled accordingly.

[12] Audi Q8 e-tron: Vehicle is no longer offered for sale as a new car.

[13] As well as the revenue from Audi vehicles exported to China, this line item also includes revenue from deliveries of parts to China and from licenses.

The cost of goods sold increased as a result of product mix effects – including the increased proportion of fully electric vehicles, US tariffs and CO_2 compliance expenses, as well as charges arising from changes in product portfolio planning.

Both distribution expenses and administrative expenses declined slightly compared with the previous year, partly due to lower personnel costs.

The other operating result improved very strongly year on year, but remained negative in the reporting year. While restructuring expenses were incurred in the previous year in connection with the termination of production at the Brussels site, fiscal year 2025 was affected by expenses in connection with the Audi agreement for the future. Lower residual value risks due to more stable prices on the used-car market had a positive effect on the other operating result. This stands in contrast to the highly negative impact of these risks in the previous year. Currency effects had a slightly negative impact overall.

Operating return within forecast target corridor

At EUR 3,371 (3,903) million, the operating profit of the Audi Group was 13.6 percent below the previous year's figure. The operating return on sales was 5.1 (6.0) percent, within the target corridor of 4 to 6 percent adjusted during the year.

Key figures for research and development in the Audi Group

The research and development ratio[14] in the year under review was 6.6 (7.1) percent. Research and development activities declined noticeably to EUR 4,333 (4,603) million. In addition to efficiencies in vehicle development, this is also attributable to the numerous vehicle ramp-ups that have already taken place as part of the model offensive.

The capitalization ratio[15] of 47.4 (46.5) percent was in line with 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.
Amortization of and impairment losses on capitalized development costs increased by 8.3 percent to EUR 1,823 (1,683) million due to the new model ramp-ups in the reporting year and charges arising from changes in product portfolio planning. Total research and development expenditure amounted to EUR 4,103 (4,144) million, on a par with the previous year.

Financial result of the Audi Group

The financial result of the Audi Group increased very strongly to EUR 2,203 (1,097) million in the past fiscal year. This is due mainly to a sharp increase in the other financial result, which includes a significant compensation payment within the Volkswagen Group. While the net interest result rose slightly, the result from investments accounted for using the equity method increased significantly. The latter was negatively affected in the previous year by ramp-up losses recognized on a pro rata basis for Audi FAW NEV Co.

The Chinese business included in the financial result amounted to EUR 504 (651) million in 2025, significantly below the prior-year figure.

Profit after tax significantly above the previous year

In fiscal year 2025, the Audi Group posted a profit before tax of EUR 5,574 (5,000) million. The return on sales before tax was 8.5 (7.7) percent. Profit after tax came to EUR 4,617 (4,189) million. ›

Financial result, Audi Group

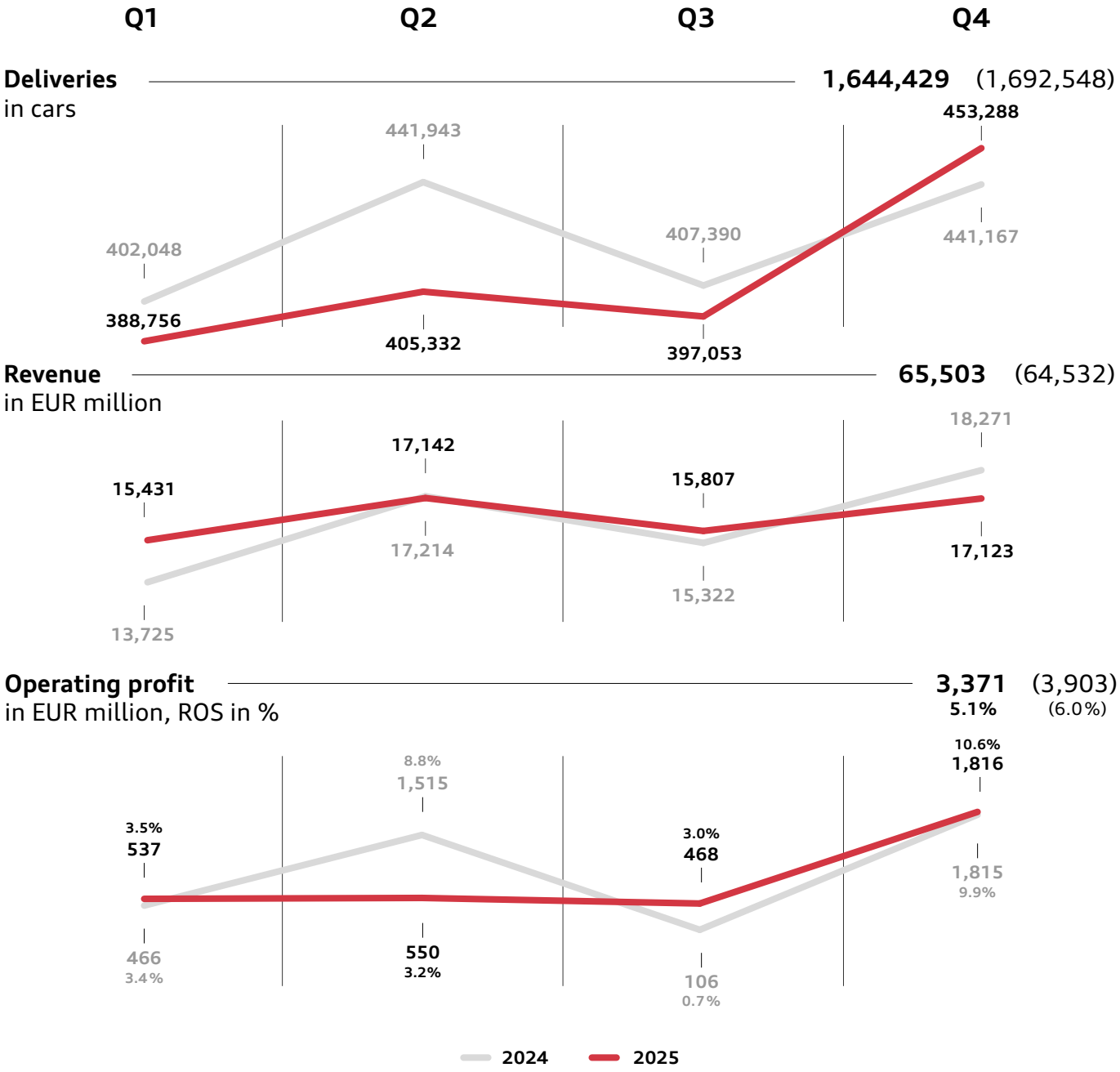
EUR million	2025	2024	Δ in %
Result from investments accounted for using the equity method	212	1	X
Net interest result	422	395	6.7
Other financial result	1,569	701	123.9
Financial result	**2,203**	**1,097**	**100.9**
of which China business[16]	504	651	–22.6

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

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

[16] 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

- Deliveries down due to model changes and challenging economic conditions
- Operating profit also adversely impacted by provisions for CO_2 compliance

Q2

- US tariff situation and challenging market conditions, especially in China, affected deliveries
- Restructuring expenses in connection with the Audi agreement for the future and US tariffs had an adverse impact on operating profit

Q3

- A challenging market situation continued to affect deliveries
- In addition to ongoing pressures from US tariffs and intense competition, expenses due to changes in product portfolio planning have a negative impact

Q4

- Strong year-end momentum with best quarterly result in 2025
- Operating profit back to prior-year level despite ongoing challenging conditions; supported by cost discipline

Illustration: C3 Visual Lab

Net worth

Total assets of the Audi Group as of December 31, 2025, were down to EUR 72,135 (73,097) million.

Non-current assets of the Audi Group increased slightly. This was partly attributable to a loan granted within the Volkswagen Group. Other participations also increased, partly due to the acquisition of the remaining shares in Sauber Holding AG in connection with Formula 1 activities.

Current assets were down noticeably as of December 31, 2025. While cash and cash equivalents decreased very strongly and inventories were noticeably lower, trade receivables recorded a significant increase.

Equity ratio remains high

As of December 31, 2025, the equity of the Audi Group increased to EUR 37,352 (35,882) million, giving an equity ratio of 51.8 (49.1) percent.

Non-current liabilities decreased significantly at the end of 2025, due mainly to lower provisions for pensions.

Current liabilities also decreased, primarily due to lower provisions, mainly in connection with the termination of production in Brussels in the first quarter of 2025, while trade payables remained virtually unchanged.

Condensed balance sheet, Audi Group

EUR million	Dec. 31, 2025	Dec. 31, 2024	Δ in %
Non-current assets	36,997	35,318	4.8
Current assets	34,830	37,703	–7.6
of which inventories	7,124	7,837	–9.1
of which trade receivables	6,566	5,932	10.7
of which cash and cash equivalents	8,489	12,229	–30.6
Assets held for sale	308	76	X
Total assets	**72,135**	**73,097**	**–1.3**
Equity	37,352	35,882	4.1
Liabilities	34,625	37,215	–7.0
of which non-current liabilities	12,419	14,332	–13.3
of which current liabilities	22,206	22,884	–3.0
of which trade payables	8,386	8,275	1.3
Liabilities held for sale	158	–	X
Total equity and liabilities	**72,135**	**73,097**	**–1.3**

Audi e-tron GT quattro: electric power consumption (combined): 19.7–17.8 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Financial position

In fiscal year 2025, the Audi Group generated cash flow from operating activities of EUR 8,554 (8,674) million, which is roughly on a par with the previous year. Despite the improvement in profit before tax, gross cash flow declined significantly due to lower non-cash effects. By contrast, working capital significantly improved in the year under review and had only a slightly negative effect in fiscal year 2025.

This slightly negative trend was primarily attributable to a significant decline in provisions. This related mainly to the termination of production at the Brussels site in the first quarter of 2025 and the utilization of provisions made in 2024. Receivables also increased slightly compared with the beginning of 2025, whereas this item had a very negative impact on working capital in 2024. In contrast, a significant increase in liabilities had a positive effect in the reporting year, whereas the previous year saw a massive reduction in liabilities. The ongoing reduction in inventories also had a positive effect on working capital in the year under review.

Investment ratio down significantly

Investing activities attributable to operating activities came to EUR –5,133 (–5,602) million in the year under review. Capital expenditure fell noticeably to EUR –3,209 (–3,487) million, primarily on account of overall investment discipline. The capex ratio in the year under review was 4.9 (5.4) 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 11.5 (12.5) percent in fiscal year 2025.

Additions to capitalized development costs in the reporting period were down, mainly due to lower research and development activities. At the same time, investments in participations were higher than in the previous year, mainly due to the acquisition of the remaining shares in Sauber Holding AG in connection with Formula 1 activities.

Net cash flow remains solid and net liquidity high

Net cash flow of the Audi Group in the year under review came to EUR 3,422 (3,072) million, which was clearly above the solid prior-year level.

Cash flow from investing activities totaled EUR –8,403 (–5,994) million and, in addition to the investing activities attributable to operating activities described above, included the investment of fixed-term deposits and the granting of a long-term loan to a Volkswagen Group company.

Cash flow from financing activities amounted to EUR –3,372 (–4,099) million. It essentially comprises the profit transfer to Volkswagen AG from 2024 in the amount of EUR –2,265 million as well as dividend payments to and capital contributions from non-controlling interests within the Volkswagen Group.

As of the reporting date, cash funds were down to EUR 8,590 (12,229) million. The net liquidity of the Audi Group as of December 31, 2025, was EUR 22,563 (22,847) million.

Photo: AUDI AG

Condensed cash flow statement, Audi Group

EUR million	**2025**	**2024**	**Δ in %**
Cash and cash equivalents as of January 1	12,229	13,436	–9.0
Cash flow from operating activities	**8,554**	**8,674**	**–1.4**
Investing activities attributable to operating activities	–5,133	–5,602	–8.4
of which capital expenditure[17]	–3,209	–3,487	–8.0
of which additions to capitalized development costs	–1,823	–2,141	–14.9
of which change in participations	–208	–22	X
of which disposal of fixed assets	107	48	121.1
Net cash flow	**3,422**	**3,072**	**11.4**
Change in cash deposits and loans extended	–3,270	–392	X
Profit transfer to the Volkswagen Group	–2,265	–3,831	–40.9
Lease payments, change in miscellaneous financial liabilities	–220	–268	–17.8
Change in cash and cash equivalents due to changes in exchange rates	–418	213	X
Change in cash and cash equivalents	**–3,639**	**–1,207**	**X**
Cash and cash equivalents as of December 31	**8,590**	**12,229**	**–29.8**
Net liquidity as of December 31	**22,563**	**22,847**	**–1.2**
Cash flow from investing activities	**–8,403**	**–5,994**	**40.2**
Cash flow from financing activities	**–3,372**	**–4,099**	**–17.7**

[17] 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 2025

Audi

Deliveries
1,623,551
↘ –2.9%

Revenue
EUR million
58,968
↗ +1.4%

Operating profit
EUR million
2,315
↘ –12.8%

Operating return on sales (ROS)
3.9%
↘ –0.7 ppt.

Bentley

Deliveries
10,131
↘ –4.8%

Revenue
EUR million
2,615
↘ –1.2%

Operating profit
EUR million
216
↘ –42.1%

Operating return on sales (ROS)
8.3%
↘ –5.8 ppt.

Lamborghini

Deliveries
10,747
↗ +0.6%

Revenue
EUR million
3,197
↗ +3.3%

Operating profit
EUR million
768
↘ –8.0%

Operating return on sales (ROS)
24.0%
↘ –3.0 ppt.

Ducati

Deliveries
50,895
↘ –6.6%

Revenue
EUR million
925
↘ –7.8%

Operating profit
EUR million
52
↘ –43.1%

Operating return on sales (ROS)
5.6%
↘ –3.5 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 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; 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; 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.

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 is a central component of the package designed to meet that ambition. 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 (EU) 2020/852 and the associated delegated acts, including Delegated Regulation (EU) 2026/73, which the Audi Group applied for reporting on fiscal year 2025, 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 intends to be net carbon neutral[18] by 2050.

Voluntary reporting by the Audi Group[19]

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

[18] 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.

[19] For more detailed information on the EU taxonomy, please also read the Annual Report of the Volkswagen Group for 2025.

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

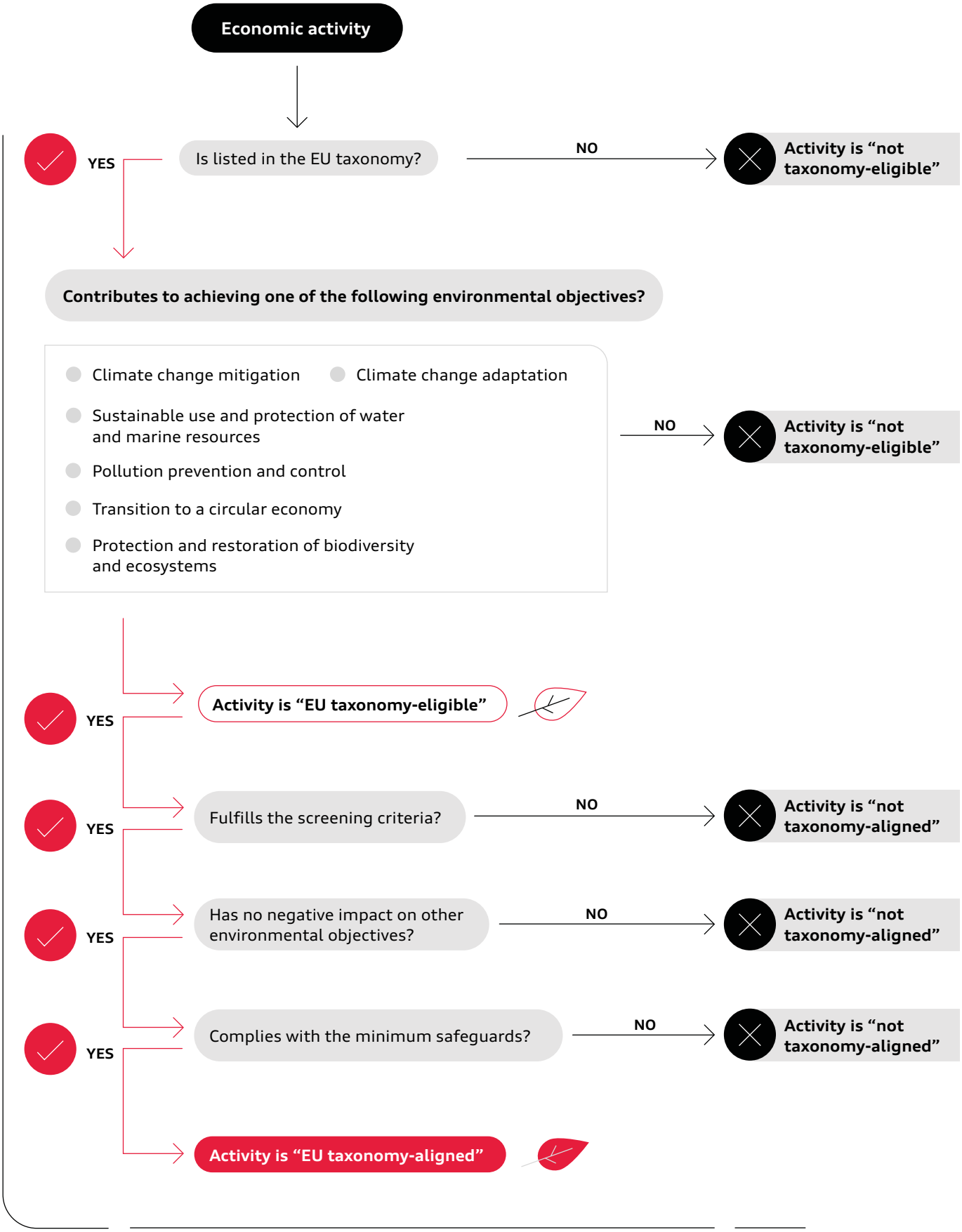
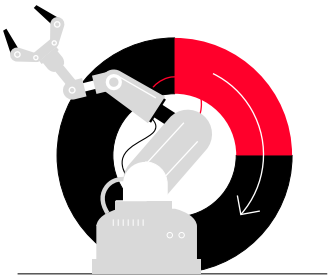


Illustration: C3 Visual Lab



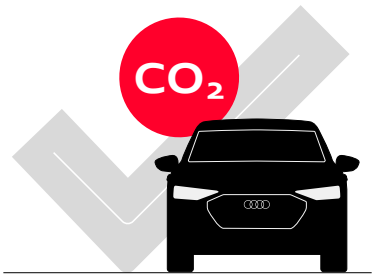
1 Taxonomy-eligible

- **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 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) applied.

These vehicles include the Audi Group's fully electric vehicles (BEV):
Audi Q4 e-tron, Audi e-tron[20] / Audi Q8 e-tron,[12]
Audi e-tron GT,[21] Audi Q6 e-tron and Audi A6 e-tron

In addition, some of the plug-in hybrids (PHEV) produced by the Audi Group generally fulfill the screening criteria.

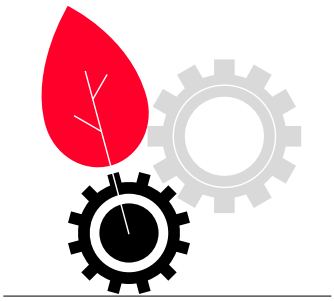
For fulfilling the screening criteria, a CO_2 threshold of 0 g/km already applies to motorcycles. None of the motorcycles in the Ducati product range met this requirement.

[12] Audi Q8 e-tron: Vehicle is no longer offered for sale as a new car.

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

[21] Audi e-tron GT: electric power consumption (combined): 19.7–17.8 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Illustrations: 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 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 significant 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

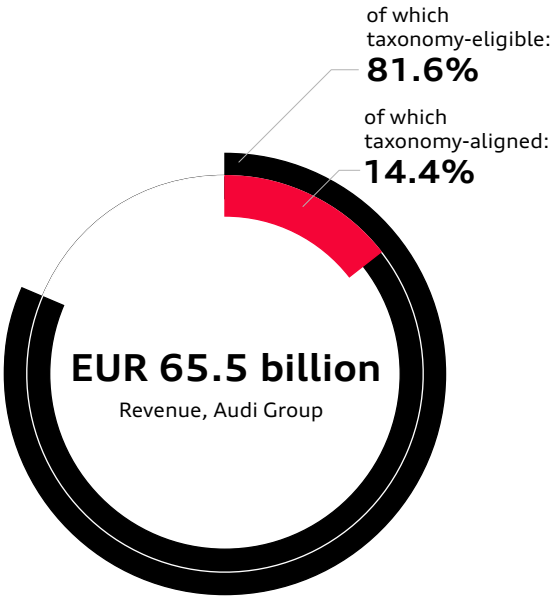
Audi Group key figures in accordance with the EU taxonomy[22]

Audi Q6 SUV e-tron: electric power consumption (combined): 19.3–15.6 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Revenue

Revenue of the Audi Group in 2025 totaled EUR 65.5 (64.5) billion (see page 38). Of this amount, EUR 53.4 (52.5) billion, or 81.6 (81.3) 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 9.4 (6.6) billion, or 14.4 (10.2) 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.[23]



[22] 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.

[23] 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 not possible to provide evidence for PHEVs.

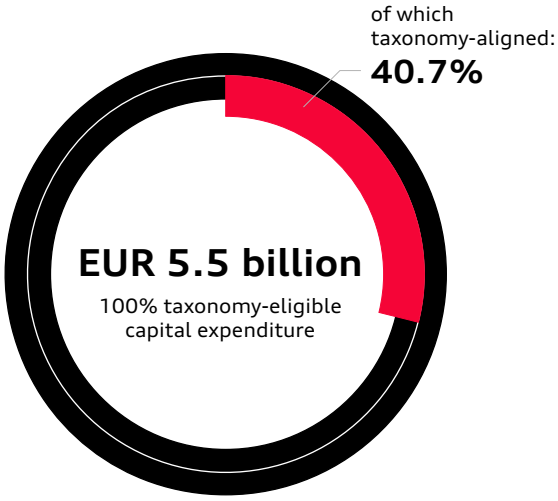
Capital expenditure

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 2025, additions in the Audi Group amounted to

- EUR 3.0 (3.1) billion from property, plant and equipment
- EUR 2.5 (2.7) billion from intangible assets
- EUR 0.0 (0.1) billion from leasing and rental assets

Taxonomy-eligible capital expenditure thus totaled EUR 5.5 (5.9) billion or 100 (100) percent. Capital expenditure relating to vehicles that meet the screening criteria amounted to EUR 2.2 (2.0) billion. Taking into account the DNSH criteria and minimum safeguards, 40.7 (33.9) percent of total capital expenditure was taxonomy-aligned in 2025. The percentage increase is largely attributable to the higher investments in fully electric vehicles.



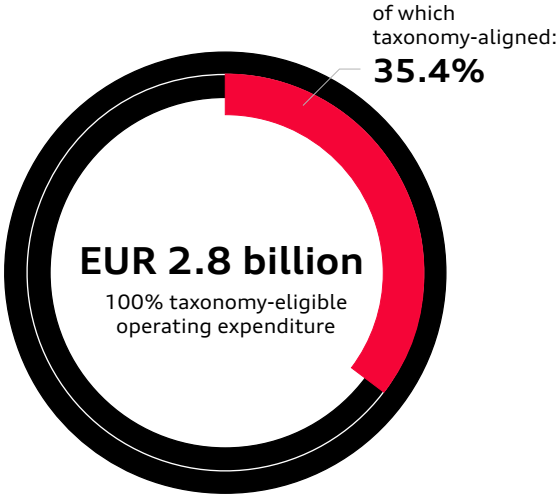
Operating expenditure

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 2.8 (2.9) billion or 100 (100) percent
- taxonomy-aligned operating expenditure: EUR 1.0 (1.4) billion or 35.4 (46.0) percent

The decline in taxonomy-aligned operating expenditure – both in absolute and percentage terms – reflects the current product life cycle of the model range.



Illustrations: C3 Visual Lab

Report on expected developments

In 2026, the global economy is expected to grow at a similar pace to 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 2026 in an environment that remains volatile and challenging.

Audi Q5 Sportback: fuel consumption (combined): 8.7–5.8 l/100 km; CO_2 emissions (combined): 198–148 g/km; CO_2 class: G–E.

Photo: AUDI AG

The Audi Group assumes that, overall, global economic output will grow with similar momentum in 2026 to 2025. Waning inflation in key economic regions and the resulting gradual 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, in the turbulence on the financial, energy and commodities markets, and in 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 confrontations in the Middle East and uncertainties around the direction of US economic policy along with an increase in geoeconomic actions that could further exacerbate geopolitical tensions. On average, the Audi Group expects advanced economies to grow at a similar pace to the reporting year, and emerging markets to grow at a slightly slower pace. ›

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 2026 but that this development will be largely positive. Overall, global sales volumes for new vehicles are likely to be similar to the previous year.

In Europe, Audi expects new registrations in the overall passenger car market in 2026 to be slightly above the level of the year under review. For the German passenger car market, it is expected that the volume of new registrations will remain at the prior-year level.

In the markets for passenger cars and light commercial vehicles (up to 6.35 t) in the USA, sales volumes in 2026 are expected to be slightly lower than the previous year. Models in the SUV and pickup segments are likely to stay the main focus of demand. In addition, new registrations of fully electric vehicles are expected to decline sharply due to the realignment of BEV subsidies at federal level.

Audi continues to anticipate that the market volume in China will be on a par with the 2025 figure. Demand for long-range plug-in hybrid models is expected to grow. A weaker-than-expected economic recovery and heightened geopolitical tensions could have a negative impact. In particular, the volatile trade conflict between China and the US will likely continue to weigh on business and consumer confidence unless a solution emerges.

Outlook for 2026

Subject to the expected slight growth in the economy, the Audi Board of Management currently anticipates that the key performance indicators for the fiscal year 2026 will develop as follows: Deliveries of Brand Group Progressive cars to customers are expected to be between 1.65 and 1.75 million vehicles. The Audi Group expects revenue in the range of EUR 63 to 68 billion. The operating return on sales (ROS) is likely to be between 6 and 8 percent. The Audi Group is anticipating a net cash flow corridor of EUR 3 to 4 billion. In addition, an investment ratio[1] of between 11 and 13 percent is forecast for fiscal year 2026. The financial outlook is based on the assumption that the current tariffs in international trade will remain in place.

Anticipated development in the key performance indicators of the Audi Group

	Actual 2025	Forecast 2026
Deliveries of cars of the Brand Group Progressive to customers[24]	1.64 million cars	between 1.65 and 1.75 million cars
Revenue	EUR 65.5 billion	between EUR 63 and 68 billion
Operating return on sales (ROS)	5.1%	between 6 and 8%
Net cash flow	EUR 3.4 billion	between EUR 3 and 4 billion
Investment ratio[1]	11.5%	between 11 and 13%

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

[24] This includes delivered Audi models produced locally by associated companies in China and available and sold exclusively in China as well as AUDI brand models developed under the strategic partnership between Audi and its Chinese partner SAIC and available exclusively in China.

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 A6 Sedan: fuel consumption (combined): 8.1–4.8 l/100 km; CO_2 emissions (combined): 184–126 g/km; CO_2 class: G–D.

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 (RMS) 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 Internal Control System (ICS) ensures that processes within the Audi Group are compliant and stable and is continuously developed. The ICS records control activities across all divisions for all business processes involving material risk. The effectiveness of the recorded controls is reviewed via an annual random sample.

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 ›

Photo: AUDI AG

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.

Tasks of risk management

Audi's Corporate Risk Management department is responsible for ensuring that risks are identified, assessed, made transparent and managed as effectively as possible using appropriate risk management tools. Operational risk exposure is determined quarterly, using a structured risk survey as part of the risk quarterly process. In addition, the annual standard ICS process is used throughout the Group in accordance with the COSO framework, which defines risk-appropriate internal controls along the entire value chain and monitors their effectiveness. 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 ICS for accounting are subject to scrutiny by the independent auditor of the consolidated financial statements. ›

The "Three Lines" model

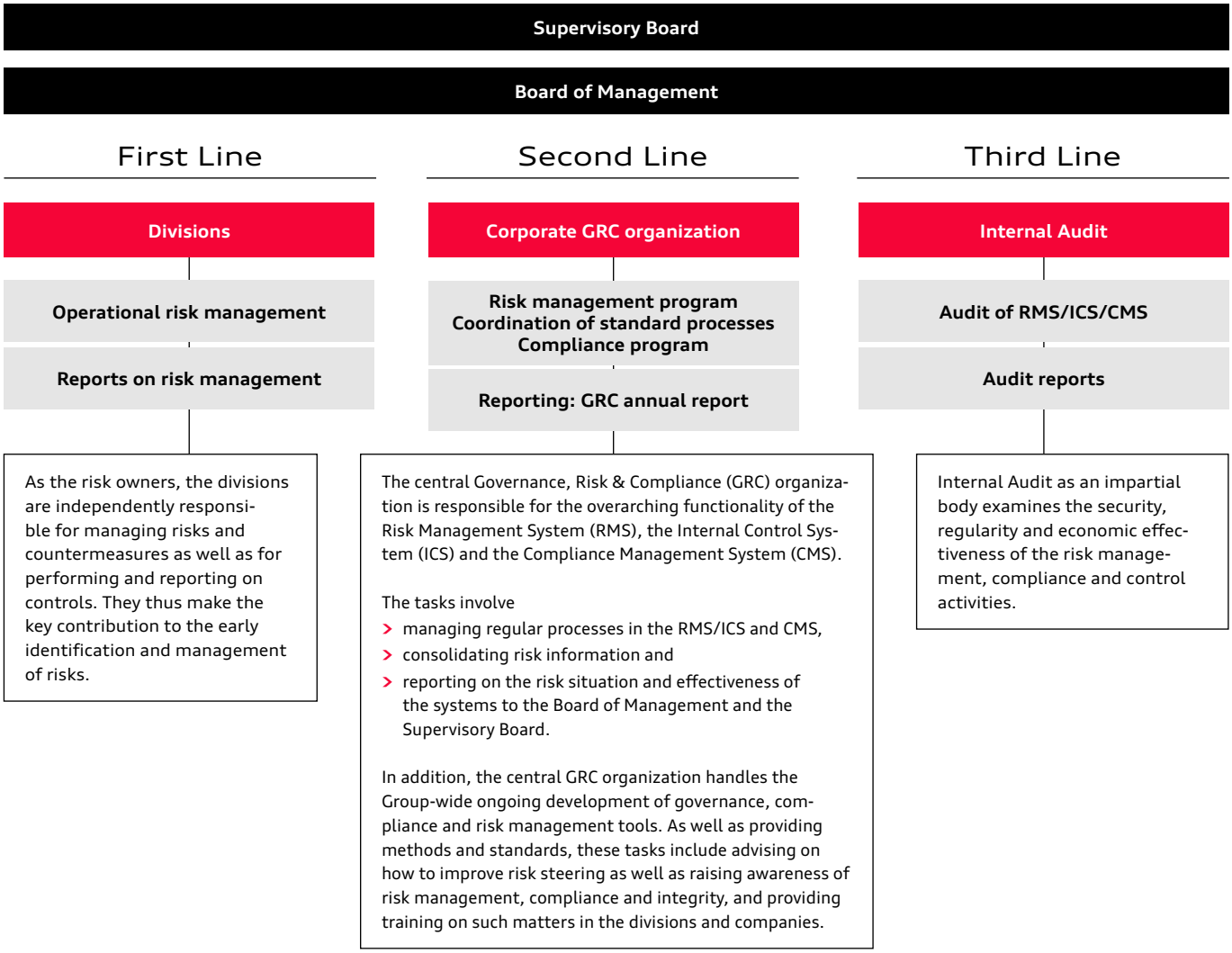


Illustration: C3 Visual Lab

Audi Q6 Sportback e-tron: electric power consumption (combined): 18.4–15.1 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

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 Next, 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.

There are currently material risks relating to tariffs on automobile imports, with a particular focus on the uncertain future direction of tariff rates for imports from Mexico to the United States. In addition, the persistently very challenging local market situation in the China region poses risks to volume and earnings. Furthermore, there are project and schedule risks in vehicle development that could subsequently lead to delays in the ramp-up of new models and thus result in negative financial effects. Legal risks in connection with the diesel issue still remain, with potential negative effects in 2026, but are much lower than in previous years.

In principle, additional general economic risks may arise that could have a negative impact on global economic growth. 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.

Material opportunities may arise from a more lively global economy, an easing of global trade restrictions and an improvement in the general cost 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 improved slightly in terms of the number and aggregate assessment of the risks, partly due to the incorporation of some risks into current planning. On the basis of the information available at present, there continue to be no risks that could pose a threat to the Audi Group as a going concern. /

Sustainable Development Goals

SDGs 8 and 9 are at the focus of this company commitment.

Further information on Audi and the UN sustainability goals can be found on page 132.

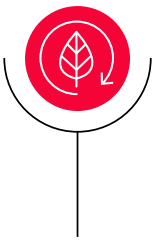
Photo: AUDI AG

ESG

Photo: AUDI AG

Audi A6 Sportback e-tron: electric power consumption (combined): 16.8–13.4 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

The 15 most material sustainability topics



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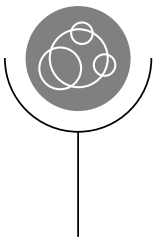

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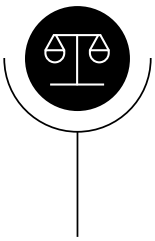

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The materiality analysis of AUDI AG

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? The Audi 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 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."

Audi voluntarily publishes a report that combines financial and ESG aspects. The Audi Report is based on the European CSRD, specifically incorporating the key figures this requires, and addresses the material topics in accordance with the CSRD.

Double materiality analysis for more transparency

The materiality analysis that Audi has been conducting for 12 years serves to determine these topics, since it creates transparency on relevant ESG topics in the context of sustainability. In 2024, Audi introduced the concept of "double materiality," as required by the CSRD. 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.

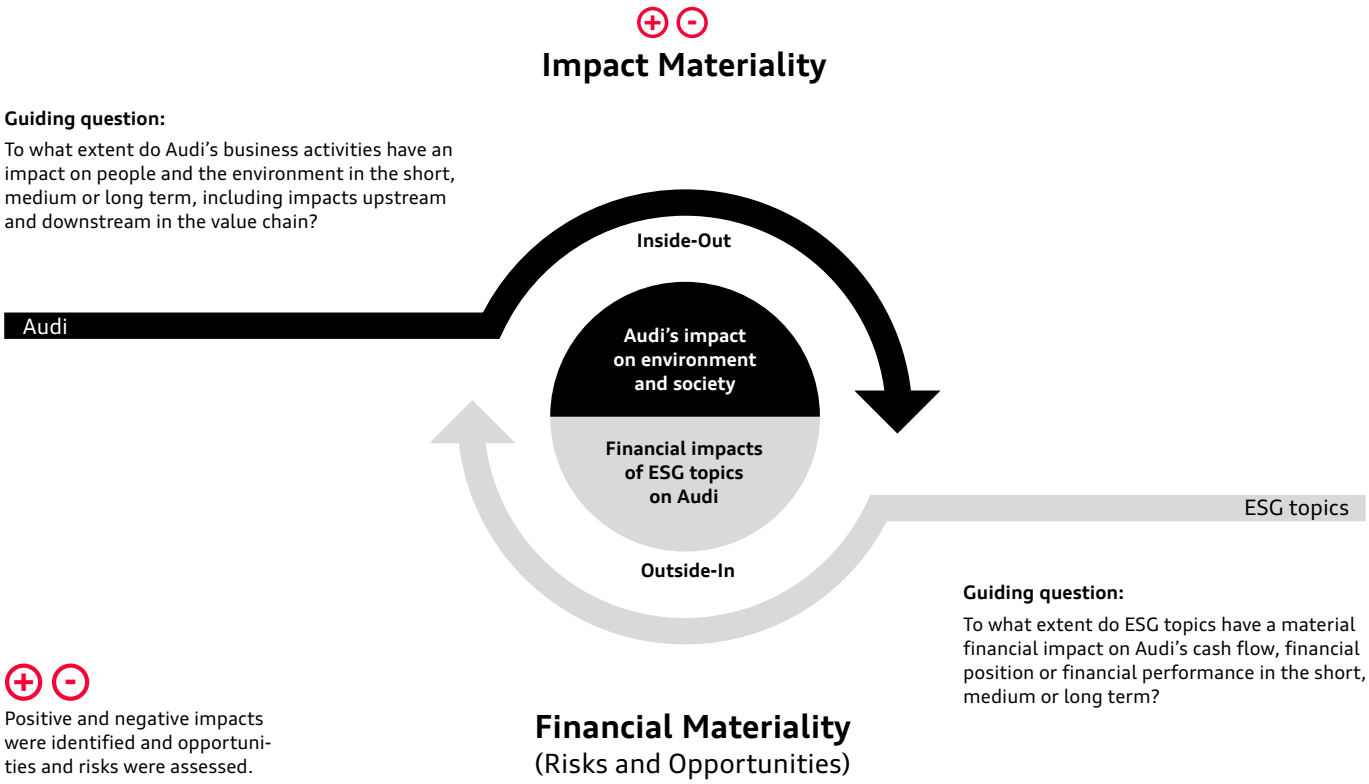
Audi uses the double materiality analysis as a strategic tool. It makes a contribution to the regular review of objectives and the use of resources and therefore to the further development of the company. It provides an even better understanding of the interaction between economic success and sustainable 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.

Update of the materiality analysis

In the year under review, Audi partially adjusted the materiality analysis conducted in 2024. The specifications of the Volkswagen Group as well as the ESRS served as content guidelines for the analysis. The ESRS are divided into 37 subtopics, which form the basis for the company's materiality analysis. During 2024, the ›

[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 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.

company also carried out a comparison with the topics considered relevant by competitors, in the Volkswagen Group and in external ESG frameworks and ESG ratings. Two additional topics, which go beyond the ESRS, were derived from this: The topic of "sustainable business development" was classified as material in the course of expert interviews and "social commitment" was also included as a material topic for AUDI AG in alignment with the Volkswagen Group's materiality analysis. In total, the company consequently subjected 39 topics to a more detailed assessment.

In a further step, AUDI AG conducted stakeholder interviews[3] in 2024. The evaluation of these interviews identified for each topic potential positive and negative impacts of Audi business activities on the environment and society (impact materiality) and, in addition, opportunities and risks for the company (financial materiality). Based on impact materiality and financial materiality, the 39 topics were classified as material or not material for the company. Internal experts reviewed these results again in 2025 and then made slight adjustments to the topics.

In the year under review, Audi confirmed the topics already classified as material in 2024 – with the exception of "impacts on biodiversity" and "impacts on the extent and condition of ecosystems." These topics were classified as "not material" based on the risk assessment by internal experts and in alignment with the Volkswagen Group's materiality analysis. In addition, the new topics "pollution of soil" and "communities' economic, social and cultural rights" were classified as material for AUDI AG. The company then aligned the assessment of the topics with the Volkswagen Group. ›

Illustration: C3 Visual Lab

[3] For the stakeholder interviews, the company identified a total of 11 relevant stakeholder groups in 2024, 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.

Overview of material topics

The Audi Report and the corporate website audi.com cover the topics classified as material in the following chapters:

	Material topics	Material subtopics	Audi reporting
E	**Climate change**	> Climate change adaptation > Climate change mitigation > Energy	Climate change and energy efficiency
	Environmental pollution	> Pollution of air > Pollution of soil > Substances of very high concern > Microplastics	Reduction in environmental pollution
	Water and marine resources	> Pollution of water > Water	Water management
	Biodiversity and ecosystems	> Direct impact drivers of biodiversity loss > Impact on and dependencies of ecosystem services	Biodiversity
	Circular economy	> Resource inflows, including resource use > Resource outflows related to products and services > Waste	Resource management and circular economy
S	**Company workforce**	> Working conditions > Equal treatment and opportunities for all > Other work-related rights	Fair working conditions and modern working forms Occupational health and safety Corporate culture and equal opportunities
	Workers in the value chain	> Working conditions > Equal treatment and opportunities for all > Other work-related rights	Responsibility in the supply chain
	Affected communities	> Communities' economic, social and cultural rights > Company-specific: corporate citizenship	Responsibility in the supply chain Corporate citizenship
	Consumers and end users	> Information-related impacts on consumers and/or end-users > Personal safety of consumers and/or end-users	Responsible digitalization Vehicle safety
G	**Corporate governance**	> Corporate culture > Protection of whistleblowers > Political influence and lobbying activities > Corruption and bribery > Management of relationships with suppliers	Sustainable corporate governance Compliance and integrity Responsibility in the supply chain
		> Company-specific: sustainable business development	Sustainable business development

Photo: AUDI AG

Audi Q6 SUV e-tron: electric power consumption (combined): 19.3–15.6 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

E

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.

Sustainable Development Goals

SDGs 7, 9 and 13 are at the focus of this company commitment.
Further information on Audi and the UN sustainability goals can be found on page 132.

[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 in the first quarter of 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. Audi is working to systematically reduce these emissions.

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 Volkswagen Group's regenerate+ sustainability strategy and goTOzero environmental mission statement. The targets set in this connection are aligned with the requirements of the Science Based Targets initiative (SBTi). This initiative develops climate pathways for various industry sectors on the basis of scientific findings aimed at making the ambitions of the Paris Climate Agreement measurable and of implementing these ambitions in each sector. An SBTi-compliant 1.5-degree target path applies to the Volkswagen Group's operational emissions (Scope 1 and 2), which has already been successfully validated. For emissions during the usage phase (Scope 3), the Group is pursuing a 2-degree reduction target in line with the current SBTi guidelines. A conclusive climate transition pathway has not yet been established based on these targets due to changing political and economic conditions as well as volatile markets. Furthermore, there are no final SBTi requirements at present to enable a credible derivation of a 1.5-degree climate transition pathway. In particular, the requirements for Scope 3 emissions are unclear. These largely depend on the sale of battery electric vehicles and can only be influenced by the Volkswagen Group to a limited extent.

Audi strives to continuously mitigate the impact of its own products, services, processes and production equipment on the environment and to optimize their energy consumption. This is made clear in the statement of principle on the Common Corporate Policy of AUDI AG. It applies to all of the company's 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.

Environmental declarations of the Audi Ingolstadt and Neckarsulm sites for 2025.

Reducing GHG emissions along the entire value chain

GHG emissions are generated along the entire automotive value chain. These 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 DCI,[4] Audi calculates the average emissions of CO_2 and CO_2e[5] over the entire life cycle of the ›

[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 in the first quarter of 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.

current portfolio in core regions[6] and states them in metric tons of CO_2e[5] per vehicle. The DCI includes both direct and indirect GHG emissions at individual production sites[3] (Scope 1[7] and 2[8]), as well as all other direct and indirect GHG emissions over the life cycle of the vehicles (Scope 3[9]).

The Audi Group set itself the material interim goal of reducing the DCI by 30 percent by 2025 compared with the baseline year 2015. Despite intensive efforts, the DCI goal was not achieved in 2025. This was mainly due to the market share of electrified vehicles being lower than expected, which negatively impacted the target achievement. Nonetheless, the Audi Group remains committed to the long-term DCI target path. The transformation toward electric mobility remains a central lever on the path to net carbon neutrality,[2] the pace of which is largely determined by economic and political conditions. Further information on the DCI can be found in the Audi Environmental Declaration.

DCI[4] target values are relevant to the remuneration of the members of the Board of Management of AUDI AG, management and all non-pay-scale employees. 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.[10] It examines the environmental impact 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. This analysis provides a clear picture of the environmental impact of the models throughout their entire life cycle. On this basis, GHG reduction measures and optimization potential are identified, evaluated and implemented across the entire life cycle.

AUDI AG has implemented the process to set "voluntary, self-imposed environmental targets in vehicle projects" to ensure compliance with environmental targets that it has set itself. Since 2024, CO_2 threshold values are specified for the vehicle supply chain and defined at material and part level in cooperation with suppliers. The threshold values relate to all CO_2 emissions that arise during production. These requirements must be met as part of the tender process, with contracts not being awarded without a commitment to fulfill the CO_2 targets. Further information can be found in the section Resource management and circular economy.

Phase 1: Decarbonization of the supply chain

AUDI AG utilizes potential in its own supply chain to achieve decarbonization targets along the entire value chain. CO_2 emissions are generated during the extraction and processing of raw materials and the manufacture of components. They make up a significant portion of a vehicle's carbon footprint. The proportion of GHG emissions in the supply chain is increasing due, for example, to the consistent electrification of the Audi vehicle portfolio.[11] Audi works together with its suppliers to implement CO_2 reduction measures – for example, through the use of processes with lower CO_2 emissions, secondary materials or renewable energies – and in doing so, lays the foundation for consistent decarbonization of the supply chain.

At an early stage in the Product Emergence Process, Audi addresses key CO_2 savings potential and defines binding environmental and CO_2 targets for vehicle projects. These targets are systematically broken down at material and component level and are an integral part of procurement processes. To support reduction measures, 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 a battery electric vehicle is the high-voltage battery, followed by parts made of aluminum and steel. All of the components in these three areas are generally responsible for approximately 70 percent of the carbon footprint in the supply chain of an electric vehicle. ›

[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 in the first quarter of 2025.

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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] Core regions = Europe (EU27, United Kingdom, Norway and Iceland), China (FBU, fully built up) and USA.

[7] 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.

[8] 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.

[9] 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.

[10] 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.

[11] 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.

In the future, Audi intends 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. The press shops at the Audi Ingolstadt, Neckarsulm and Győr sites as well as the Münchsmünster site are part of the Aluminium Closed Loop. Moreover, the recertification of the Ingolstadt, Neckarsulm and Győr sites demonstrates 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 by Audi in 2025. In 2025 alone, the Aluminum Closed Loop process as well as other measures delivered net savings in the supply chain of approximately 500,000 metric tons of CO_2e.[5] These measures include the use of CO_2e[5]-reduced materials and the use of electricity from renewable energy sources in the production of high-voltage battery cells.

Phase 2: Decarbonization of production

The Mission:Zero environmental program combines all Audi 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[2] production at all Audi production sites[3] from January 1, 2025 – was reached, with production at the plants in Neckarsulm (Germany) and San José Chiapa (Mexico) now also carbon-neutral[2] since January 1, 2025. The other sites had already achieved this goal in previous years: Ingolstadt (Germany) in 2024, Győr (Hungary) in 2020. Net carbon-neutral[2] production includes GHG emissions generated directly at the site (Scope 1[7]), and indirect GHG emissions from energy purchased through external utilities (Scope 2[8]). 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. 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 73,965 megawatt hours compared with the previous year. As a result, achievement of the energy-saving target was 124 percent in 2025. The basis for this was over 400 implemented efficiency measures from the Mission:Zero environmental program.

Produce own renewable energy

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

- **Győr:** The Audi plant in Hungary has a photovoltaic facility that currently covers an area of around 160,000 square meters with 36,000 solar cells and a peak output of 12 megawatts. This will now be expanded. Just under 85,000 square meters of solar modules are being installed on the vehicle assembly building and around 75,000 square meters of solar modules on part of the site's green space. The photovoltaic facility is expected to deliver a peak output of 18 megawatts. In addition, there is a geothermal plant. The production site[3] is today the largest user of industrial geothermal energy in Hungary and covers more than 95 percent of its thermal energy requirement with geothermal energy. This system currently supplies over 85,000 megawatt hours of thermal energy to the site annually and even supplies the neighboring city of Győr via a district heating pipeline.
- **Ingolstadt:** The existing photovoltaic surface at the Ingolstadt plant is around 23,000 square meters. Roughly 41,000 square meters of additional photovoltaic surface are currently being commissioned.
- **Neckarsulm:** A new photovoltaic facility covering an area of 35,000 square meters went into operation at the Neckarsulm site in the year under review. It supplies around 3.2 megawatts of electricity annually. The amount of energy generated locally would equate to an annual saving of around 1,250 metric tons of CO_2 measured against the current electricity mix in Germany.

[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 in the first quarter of 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.

[7] 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.

[8] 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.

› **San José Chiapa:** A photovoltaic facility with an output of 4.2 megawatts is currently under construction. More than 8,400 solar panels are being installed on an area of 67,000 square meters.

The photovoltaic area at the Audi production sites in Ingolstadt, Neckarsulm, Győr and San José Chiapa has thus grown to a total of some 218,000 square meters. A further 268,000 square meters are currently at the planning stage or under construction in Győr, Ingolstadt and San José Chiapa.

Purchasing 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 electricity from renewable energy sources back in 2012.

Offsetting the currently unavoidable GHG emissions through climate action projects

Despite the large number of measures implemented, GHG emissions remain in production 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,[12] 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: Smart control methods allow shipments to be consolidated and thus transport operations to be avoided. In addition, capacity utilization and routes are optimized continuously to reduce transport operations and, consequently, CO_2 emissions. Ongoing packaging optimizations also increase the packing density and therefore reduce the transport volume and CO_2 emissions. As an example from logistics in relation to CKD (completely knocked down): All packaging solutions in the CKD area were put to the test globally as part of a continuous improvement process. The goal was to reduce packaging material and optimize transport volumes and processes through higher packing densities. The project was completed within a nine-month period and resulted in savings of several thousand metric tons of CO_2 emissions thanks to the reduction in packaging material. This was made possible by adjusting the container sizes, optimizing the pack layout and avoiding use of unnecessary outer packaging.

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. By increasing the use of rail transport, Audi is continuing to reduce CO_2 emissions in the supply chain. Since spring 2025, battery modules for the Audi A6 e-tron and Audi Q6 e-tron have been transported by the supplier in Hungary to Ingolstadt by rail rather than by road. A fully loaded railroad car can replace three trucks. In Neckarsulm, the delivery of modules for the plug-in hybrid electric vehicles (PHEV) in the Audi A5 and Audi A6 family was likewise switched to rail transport in the middle of 2025.

Both measures save up to 1,300 metric tons of CO_2 annually and play their part in decarbonizing the value chain. Attention is increasingly focusing on combining material and vehicle transport in order to stabilize the proportion of rail transport relative to other forms of transport in the long term. This means that material and vehicles are transported together in order to ensure train capacity is utilized.

In close collaboration with truck manufacturers, fuel producers and forwarding agents, Audi is also deliberately focusing on biogenic fuels, such as bio-LNG and HVO100, as important bridging technology. These fuels reduce CO_2 emissions by up to 85 percent compared with the use of diesel in road transport. More than 180 transport routes are now being operated in collaboration with forwarding agents using biogenic fuels. In the year under review, Audi used fully electric trucks for the first time for long-distance transport in inbound logistics (material logistics) for the Ingolstadt and Neckarsulm sites. By introducing the trucks on two test routes, with a distance of some 120,000 kilometers covered on each annually, the company is able to gain valuable insights into this alternative drive technology. Audi is therefore paving the way for gradual expansion of the use of electric trucks from 2028. The initiative has the potential to reduce CO_2 emissions in freight transport and represents an important step on the path toward decarbonizing logistics.

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). ›

Battery modules from Hungary have been arriving at the Ingolstadt production site by rail since this spring.

Photo: AUDI AG

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

[12] Further information can be found at registry.verra.org, registry.goldstandard.org, assurance-platform.goldstandard.org, registry.goldstandard.org/projects/details.

Audi is commencing fully electric truck transportation to supply materials to the plants in Ingolstadt and Neckarsulm.

Phase 4: Decarbonization in the utilization phase

A significant proportion of GHG emissions that a vehicle with a combustion engine emits over its life is generated in the utilization phase, in other words by actually driving the vehicle. Electric cars are operated without causing any local CO_2 emissions and can therefore contribute significantly to reducing GHG emissions. And if they are also charged with electricity from renewable energy sources, this improves the carbon footprint over the entire life cycle of the vehicle.

In addition, fully electric vehicles will become more efficient. For example, vehicles based on the 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.

Audi is successively expanding its e-portfolio. Further information on the company's electrification strategy can be found in the section Sustainable business development.

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 electricity from renewable energy sources for charging on the road.

The joint venture in which the Volkswagen Group is involved with the Porsche and Audi brands operates more than 5,100 charging points (as of December 2025) in 24 European countries, making it the largest pan-European high-power charging network with a charging capacity of more than 250 kilowatts and support for all electric vehicle brands. In addition, Audi offers customers a service for charging at public charging terminals with Audi charging.[14] Audi drivers therefore have access to hundreds of thousands of charging points in 28 countries in Europe. In addition, the Audi network of fast-charging stations, or Audi charging hubs as they are known, is constantly growing and includes locations in Berlin, Bremen, Düsseldorf, Frankfurt, Munich, Nuremberg, Salzburg and Tokyo. In the year under review, Audi opened a second charging hub in Munich. Audi also put two further charging hubs into operation in Tokyo and the surrounding area in 2025. An additional Audi charging hub was installed on the A93 in Kiefersfelden in the year under review, one of the most important transport routes between Munich, Innsbruck and Italy. Audi launched its first charging hub in North Rhine-Westphalia in 2025, not far from Düsseldorf Airport. Further locations are already at the planning stage.

Audi is supporting the expansion of renewable energy sources. 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 56 green electricity projects in 11 European countries. Since this voluntary initiative was launched in 2021, these green electricity projects have fed around 2.6 terawatt hours of green electricity into the European electricity grid. VW Kraftwerk GmbH is driving the expansion of renewable energy across Europe. Support is currently being provided for 42 photovoltaic facilities and 14 wind farms in Finland, Germany, Italy, the Netherlands, Norway, Poland, Portugal, Serbia, 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 2025 now continuously produce around 1.4 terawatt hours of electricity from renewable energy sources annually.

Synthetic fuels can reduce carbon emissions from vehicles with combustion engines compared with the use of conventional fuels. 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 2024 and contributes to decarbonizing the product portfolio. This measure will enable an additional reduction in CO_2 in the existing fleet, too.

Virtually all engines in Audi models[15] 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 percent up to 2030. ›

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

[14] 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.

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

Photo: AUDI AG

Audi launched its second charging hub in Tokyo in 2025 as it continues to expand its global fast charging network.

Photo: AUDI AG

In the year under review, the initial fueling of all diesel models produced in Germany was switched to HVO100. HVO stands for "Hydrotreated Vegetable Oil," where the designation "100" indicates that the fuel consists entirely of HVO and is therefore used as a pure fuel.

Compared with fossil diesel, HVO100 allows CO_2e reductions of between 70 and 95 percent. Since 2025, customer vehicles for factory pickup in Ingolstadt and Neckarsulm have also been refueled with HVO100. In addition, HVO100 is used at plant service stations in Ingolstadt for internal works transport and company vehicles.

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 just under 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 Volkswagen Group has set its global dealer and service network ambitious targets for reducing its carbon footprint. Starting from the first survey in 2020, which gave a baseline value of 3.22 million 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 180 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. Authorized dealers in Argentina, Brazil, France, Italy and Turkey have already received platinum certification. In 2025, the "goTOzero RETAIL" project expanded its focus. In addition to environmental aspects, it now also includes social and governance topics. Manuals, training courses and marketing materials are provided as part of the project, which are intended to support implementation of decarbonization measures. For example, a comprehensive guidebook explains where energy consumption, carbon emissions and costs can be reduced in dealerships. An in-depth web-based training course is available to dealership employees worldwide to help them implement corresponding measures on the ground. Furthermore, an energy and resource advisory service has been available to all markets and partner companies since 2024. ›

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. The check 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 are currently being examined.

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. As another example, recycled electric motors from Audi models have been used in Mallorca since 2022 to drive windmills for generating electricity. Depending on size, the wind turbines produce up to 22 megawatt hours per year. This not only reduces carbon emissions, but also saves resources by supporting the circular economy. In the year under review, the project was recognized with the Green Product Award. The third approach is efficient recycling, involving collaboration between Audi and its partners to recover valuable resources from high-voltage batteries. This is done in Germany, for example, at a Volkswagen pilot plant in Salzgitter. Further information can be found in the section Resource management and circular economy. /

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 baseline year of 2018. In 2025, this target replaced the environmental impact of production (UEP).

Photo: AUDI AG

Reduction in environmental pollution

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

A clean environment is the basis for a high quality of life and biodiversity. Reducing air pollutants, microplastics and substances of very high concern (SVHCs) helps to lessen health impairments and prevent chronic illnesses. The global relevance of environmental protection is also evidenced by the Sustainability Goals and Microplastics Treaty of the United Nations as well as 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 – 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.

Regulations to reduce environmental impacts

Audi understands environmental protection as an element of its corporate responsibility. Regulatory requirements and voluntary commitments 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 ›

Photo: AUDI AG

Sustainable Development Goals

SDGs 11 and 13 are at the focus of this company commitment.
Further information on Audi and the UN sustainability goals can be found on page 132.

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 as far as possible, the Audi Group has adopted an extensive range of rules and regulations based on the corresponding legislation. In the Audi Code of Conduct, for example, the Group also commits to protecting the environment. Contributions to this come from its efforts to control air pollution and reduce the discharge of microplastics, pollutants and hazardous materials. Also applicable are the Audi Statements of Principle, which focus on consistent 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 various energy and environmental compliance management systems. Measures to improve environmental protection relate to the supply chain, 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. This also relates to measures for reducing air emissions and soil pollution that represent a hazard to the environment and health as well as to requirements aimed at reducing the use of substances and materials with detrimental impacts on the environment or health as far as possible.

Pollutants may be emitted into the air when transporting goods using trucks with internal combustion engines, ships or aircraft. This applies both to supplies of parts 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 measurements 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 nitrogen oxides (NO_x), particulate matter (PM), sulfur dioxide (SO_2) and volatile organic compounds (VOC) are recorded in addition to greenhouse gas emissions.

In production, VOCs are released during vehicle painting operations 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 was commissioned in 2025, with the second line set to follow in 2027.

In the modernized paint shops, the paint separation process is being switched 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 remaining 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 List of substances requiring authorization, which contained 251 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. ›

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 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 each other. Its main focus is promoting so-called greenovation projects that develop technologies for the careful use of natural resources. The foundation aims to gain valuable research insights through long-term environmental projects and make these findings available to society as open source. The foundation sees itself as an initiator. In its talk format "Let's talk Greenovation," it regularly invites people to engage in active dialogue on current environmental topics in order to use shared knowledge to raise awareness of environmental protection, inspire people of all ages and highlight possible solutions.

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

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 was established at Audi under the leadership of the Chemical Safety (REACH manager). Also represented in the working group are Procurement, Legal Affairs, Quality Assurance, Development, Sales and Environmental Protection. Here, key tasks are identified and their completion actively advanced. 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.

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

The installation of the URBANFILTER in gullies in Copenhagen is the fourth practical test in real-life operation since the start of the Audi Environmental Foundation's collaboration with TU Berlin.

Photo: Massimo Righetti

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.

A current project on the topic of microplastics is being supported by the non-profit 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 environmentally harmful particles that enter the sewer system and water bodies together with rainwater. The project has been named URBANFILTER. A total of nine modules have been developed, of which up to three in each case can be fitted together to form a system. This enables 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 in real-life operation outside Germany started in Copenhagen in November 2024. After around four months of testing, the results are positive. A filter variant specially adapted to Danish dimensions was installed in the drainage shafts. Compared with drainage shafts without URBANFILTER modules, the filters collected more than twice the amount of solids and microplastics. The filter primarily retained particles in the size range of 63-500 µm. This corresponds to the size of human hair (80-120 µm) or espresso powder (0.3-0.4 mm). This shows that the URBANFILTER can be a meaningful addition to urban wastewater systems.

To consolidate further practical experience and facilitate close cooperation with municipal and industrial users, the URBANFILTER SUSTAINABILITY HUB was founded at the beginning of 2025. The aim of this real-world laboratory is to support pilot applications as well as to optimize and advance the URBANFILTER modules. /

Water management

Audi is committed to the responsible use of water along its own value chain. 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.

Photo: AUDI AG

Sustainable Development Goals

SDGs 13 and 15 are at the focus of this company commitment.
Further information on Audi and the UN sustainability goals can be found on page 132.

[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 in the first quarter of 2025.

Clean drinking water is one of our most valuable resources. It is the basis for human life and promotes biodiversity. 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.

Water is one of the most important natural resources in the automotive value chain – both within internal business operation and in the upstream and downstream supply chain. It is used at the Audi production sites[2] for a wide range of operational applications – for example, for technical infrastructure, production processes and sanitary facilities. The internal recycling and efficient use of water is becoming increasingly important in order to optimize resource management and minimize environmental impact.

Due to their geographic location, the Audi production sites[2] do not use any resources from marine ecosystems. There is therefore no direct impact on marine and coastal ecosystems.

Strategy and guidelines

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 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 vision 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. Due to the relevance of water for the upstream and downstream supply chain, Audi requires its suppliers to comply with the Code of Conduct for Business Partners and commit to using water responsibly.

Audi A6 Sportback e-tron: electric power consumption (combined): 16.8–13.4 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

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[4] 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. ›

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

Photo: AUDI AG

Water use in the supply chain

A significant proportion of water consumption occurs in upstream supply chains, for example, during extraction and processing of raw materials. The use of large quantities of water is particularly likely to lead to water stress in regions where availability is limited. This can result in depletion of groundwater reserves, damage to local ecosystems and negative effects on the health and wellbeing of the local population. These topics were identified in the materiality analysis as long-term impacts that can negatively affect the environment and society.

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, 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.

In the year under review, further training opportunities were provided in relation to water management in the supply chain. An example here is the Water Day as part of the Act4Impact theme week on sustainability in July. The goal of the event was to reinforce the topic of water management and systematically develop the strategic approach. The focal point was an interactive workshop with selected suppliers as well as external and internal experts on water and sustainability. Concrete measures were jointly elaborated for mitigating water-related risks and encouraging responsible use of water resources along the supply chain.

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 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 generated by production processes that cannot be reused internally within the plant is pretreated as needed in specially designated facilities – such as physicochemical treatment plants or light liquid separators. These measures aim to reduce pollutants in wastewater and minimize pollution from the discharge of harmful substances. Regular wastewater analysis and monitoring is carried out to ensure compliance with local requirements. These are based on national and local legislation in the countries and regions in which Audi has production sites.[2] Wastewater that cannot be reused is properly discharged. This generally takes place indirectly via a municipal wastewater disposal company. All legal requirements regarding wastewater load are complied with. 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 reduce water consumption in all production processes.

2. Expansion of water cycles: Reusing wastewater reduces fresh water consumption and the discharge of wastewater. At its production sites,[2] Audi is 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: At the production sites,[2] rainwater should be able to re-enter the groundwater with the least possible obstruction. If this is not guaranteed, Audi collects the available rainwater if possible and reuses it.

5. Reducing pollutant 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:

Neckarsulm

Audi is building a new waterworks system at its site in Neckarsulm, which is due to go into operation in 2026. Commissioning was originally planned for 2025 but has been postponed ›

[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 in the first quarter of 2025.

[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.

due to construction delays. 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).

In cooperation with the Technical University of Berlin, the Audi Environmental Foundation is helping to develop the URBANFILTER system, which removes microplastics and pollutants from gullies before they enter waterways. Initial field tests in Germany and Denmark demonstrate high filter efficiency and confirm the potential of the system to supplement municipal wastewater systems. Further information on the URBANFILTER system can be found in the section Reduction in environmental pollution.

To examine effectiveness outside urban areas as well, the Audi Environmental Foundation is testing the system together with project partners at the AUDI AG production sites in Ingolstadt and Neckarsulm. Two filters are being installed for this purpose at each site. The goal is to adapt the filters to the special traffic conditions prevalent in production areas. Four different module combinations will be examined between 2025 and 2030, including variants for dry and wet sludge. The tests are being scientifically validated by the Technical University of Berlin and provide comprehensive data on filter efficiency under real-world conditions.

All results are captured in the central database of the URBANFILTER SUSTAINABILITY HUB. This platform serves as a knowledge base for continued development of the modules and supports optimization of future applications.

Ingolstadt

The construction of a new treatment plant for rainwater and cooling tower wastewater began in 2024. 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.

The process water supply center at the Ingolstadt site plays a vital role in continually reducing the use of fresh water in production through the expansion of water cycles. At the time it went into operation in 2018, the internal recycling rate was around 15 percent. In 2024, the 40 percent mark was passed for the first time. This is possible thanks to a multi-stage treatment process: The first stage involves the removal of heavy metals and other impurities from the production wastewater as part of a physico-chemical pre-treatment process. The pollutants settle as sludge before microorganisms break down organic contaminants in the membrane bioreactor. Fine membranes then filter microscopically small particles, germs and bacteria from the water.

Audi A6 Sportback e-tron: electric power consumption (combined): 16.8–13.4 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

During the final stage involving reverse osmosis, the water is forced under high pressure through membranes, removing dissolved salts as well in the process. Thanks to the combination of these procedures and existing water treatment technologies, more than 50 percent of wastewater generated at the site can now be reused and returned to the production cycle.

San José Chiapa

In promoting responsible use of water, AUDI AG focuses especially on production sites in regions with high or extremely high levels of water stress. Audi uses the Water Stress Index from the Verisk Maplecroft database[6] to identify such water risk areas. The only Audi production site in a region with high water stress is in San José Chiapa (Mexico). Since as far back as 2018, Audi has produced vehicles here without any wastewater thanks to recycling measures. In 2024, an additional cleaning stage was installed upstream of the evaporation pond (reverse osmosis) and subsequently commissioned in 2025. Concentrated wastewater is dried and thickened in the evaporation pond before being disposed of as residual material. Not only is the load on the evaporation pond reduced as a result, but roughly 15,000 cubic meters of process water is also generated annually and supplied to production and for irrigation on the plant premises.

Győr

In Győr, the water consumption of the cooling towers was further 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. /

[6] Maplecroft classifies areas as being under high water stress when the ratio of water withdrawal to available water exceeds 40 percent. The company thus complies with the internationally recognized standard definition. This percentage corresponds to a value of 5 in Maplecroft's non-linear scaling. Extreme water stress (80 percent or more) is shown on the scale at a value of 2.5 or lower. Further information can be found here.

Photo: AUDI AG

Biodiversity

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

Sustainable Development Goals

SDGs 13 and 15 are at the focus of this company commitment.

Further information on Audi and the UN sustainability goals can be found on page 132.

Photo: AUDI AG

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. The business activities of Audi require, for example, the construction and use of production facilities that can 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 own 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 share and quality of natural open spaces at a 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 Group-wide recording of the BLI in 2025 produced a result of approximately 30 percent, taking into account the quality of the areas. Audi achieved a value of roughly 31 percent. A target value for the BLI in the Volkswagen Group is currently being defined. Furthermore, the Volkswagen Group set up a biodiversity fund for external projects in 2025 with an annual budget of up to EUR 25 million. The fund has a planned duration of five years (2025-2029).

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. With its Mission:Zero environmental program, AUDI AG addresses a number of fields of action, including the conservation of biodiversity.

The report reflects the progress made by AUDI AG and its German sites in the years 2023–2025 in implementing the goals formulated in the leadership declaration.

Promoting biodiversity at the production sites[1]

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 while, on the other hand, the index measures its implementation. The goal to raise the biodiversity index for the production sites[1] on average from 25 percentage points in the baseline year 2020 to 60 percentage points by the end of 2025 was reached. The biodiversity index is set to rise annually by one percentage point to 63 percent by 2028 and to 70 percent by 2035. ›

Photo: AUDI AG

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

Suitable grass areas are being converted at the site in Ingolstadt into wildflower meadows to create a habitat for flora and fauna.

With this in mind, Audi is actively involved in the following four areas, among others:

1. 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.

Audi will increasingly focus on areas outside the factory fence in the future, creating stepping stones as well as interconnections and corridors between landscape and plant areas to support the regeneration of biodiversity. Stepping stones are a network of small, isolated patches of natural habitat or biotopes that act as resting points for wildlife and plants in heavily industrialized or intensively farmed areas. They are designed to allow wildlife to move from one habitat to the next, thus helping to increase the gene pool and supporting biodiversity.

Ingolstadt

In 2025, Audi implemented a number of measures at its headquarters in Ingolstadt including the large-scale creation of new habitats using deadwood and the further development of further natural open spaces. An especially effective measure for increasing biodiversity that was trialled for the first time was the extensive grazing of sheep on species-rich meadows. This type of land use management supports the development of ecological structures and helps with maintenance of vegetation.

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 site 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, 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. ›

Photo: AUDI AG

Comprehensive monitoring was carried out for the first time here in 2025, providing evidence of now rare species such as the tree frog and the lapwing.

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, with five of these still part of the project.

Attention focused in 2025 on the ecological upgrading of external areas. For example, an area measuring some 2,000 square meters was cleared of invasive plants (known as neophytes) in cooperation with the community of Münchsmünster and a social institution. This action helps to restore near-natural vegetation structures and supports the regeneration of species typical of the area. Invasive neophytes spread quickly, displace native flora and therefore also native wildlife, creating an imbalance in the ecosystem. In addition, invasive neophytes can change the soil conditions and availability of water, which likewise negatively impacts all flora and fauna. Removing non-native plants reduces competition for native flora, which in the long term promotes the biodiversity and ecological stability of the area.

Neckarsulm

The Neckarsulm site continued to develop its biodiversity concept in the year under review, adding species-rich flowering areas and tree and shrub planting appropriate to the location.
At the 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 back in 2024. 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, act 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. This strategy was continued in 2025 with the planting of a total of 15 smoker booths.

Győr

In the year under review, attention at the Győr plant focused on combating invasive tree species to promote the regeneration of native vegetation. The measures undertaken included removal of invasive tree species and subsequent integration of roughly 100 cubic meters of wood as dead wood in a forest steppe habitat at the site. This creates valuable habitats for different species living in dead wood such as insects, fungi and birds. In addition, all annual flower beds at the site were replanted with perennials typical of the region, increasing ecological stability and reducing the level of maintenance required. These steps represent an important contribution to promoting biodiversity and sustainable land use management.

San José Chiapa

At the Audi production site in San José Chiapa, Audi Mexico continued the large-scale reforestation initiative it began in the region in 2023. To date, the company has planted just under 43,000 native trees, such as the Teocote pine, on an area covering 39 hectares, which had previously been damaged by bark beetle. Local evaluations and analyses of satellite images confirm that the project is closing vegetation gaps and encouraging natural succession (forest rejuvenation). Monitoring of soil conditions and relevant biodiversity indicators also confirmed favorable conditions: the survival rate of Teocote pine is over 70 percent. In addition to the positive effects the reforestation measures are having in the region, the measures taken at the plant are also having a positive impact. Migratory bird species such as the gadwall and the great white egret use the rainwater lagoons located on the premises. In addition, pollinator-friendly habitats with more than 6,000 trees and plants at the site are developing positively.

2. 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.

Furthermore, the sites are increasingly initiating cooperations with NGOs to encourage dialogue and increase the quality of measures.

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.

3. 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 theme weeks, employee participation programs such as joint planting initiatives to strengthen team spirit, urban gardening promotions, communication and awareness campaigns as well as 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, over 50 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 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.

The emphasis in 2025 was on improving maintenance and acquiring new skills, such as the correct pruning of fruit trees. Further initiatives for employees, including building bug basements and insect hotels as well as removing invasive plants, offered the opportunity to learn practical skills and explore new topics.

Funded by the Audi Environmental Foundation and in collaboration with the Landesbund für Vogelschutz (LBV) (Bavarian Association for Bird Conservation), apprentices developed automatic acoustic recording devices. These AI-based bird song recorders should assist with documenting the changes in biodiversity in different regions. The weatherproof, solar-powered devices are designed to look like birdhouses and are equipped with Raspberry Pi, a microphone and the BirdNET software – an AI-supported application for automatically detecting bird species based on their singing – with the data recorded then forwarded to the BirdWeather online platform. Biodiversity changes can therefore be documented in the long term. The first recording devices were installed as part of the AzuBioTop biodiversity initiative at the Ingolstadt plant. Other locations include the State Garden Show in Furth im Wald and the Osterfelder Steig nature trail in the Alps.

Preserving biodiversity – as part of a department workshop, an area covering 500 square meters was planted on the site with 5,000 wild shrubs typical of the region.

Neckarsulm

On the initiative of the Audi Environmental Foundation, a project was launched in 2024 with the Heidelberg University of Education, the city of Neckarsulm and Audi apprentices at the Neckarsulm site. Under the title Preserving and shaping orchards 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 orchard meadows is becoming 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. As a further awareness-raising measure, changes were made to menu options in Audi gastronomy. In the year under review, the proportion of vegan dishes in company restaurants and cafeterias increased to 20 percent – an effective step toward combining healthy eating with a reduction of land use. Having fewer areas for animal husbandry and feed cultivation not only lessens the impact on the environment, but also creates more space for natural habitats and therefore promotes biodiversity.

4. Biodiversity measures in sales

Audi made a strong statement on ecological responsibility in the year under review with the opening of a second charging hub in Munich. The site was ecologically designed in close collaboration with the Nature and Biodiversity Conservation Union (NABU): regional planting, roof greening and openings for small animals actively promote biodiversity. NABU provided advice during the planning process, reviewed the design concept and gave specific recommendations on native plant species and species conservation measures. In the year under review, Audi supported NABU in existing international nature and environmental protection projects.

Moreover, AUDI AG provides its network of dealers worldwide with a guidebook that offers practical suggestions for voluntarily engaging in biodiversity measures at their own sites. Among the recommendations was the upgrading of green areas, since a good state of maintenance not only strengthens biodiversity but also has a positive impact on the microclimate. The proposed steps include the creation of additional green spaces, insect- and bird-friendly planting, reduction in sealed surfaces and greening of roofs and facades. Particular emphasis is placed on the use of trees for providing natural shade, with evaporation and shading allowing noticeable lowering of the ambient temperature. This not only enhances the local climate, but also contributes to energy efficiency and improves the carbon footprint of buildings. /

Photo: AUDI AG

Resource management and circular economy

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.

Photo: AUDI AG

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:

Climate change and other global challenges, such as raw material wastage and environmental pollution, can be mitigated, preserving habitats and therefore biodiversity. 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.

The circular economy is a top priority in the Volkswagen Group's sustainability strategy regenerate+. This focuses on aspects such as recycling selected materials, co-developing innovative recycling technologies, using secondary materials, improving resource efficiency and reusing and recycling defined materials and parts.

By intensifying use of recycled materials, the strategy aims to significantly reduce consumption of primary raw materials and extend the life cycle of valuable resources. The "regenerate+" strategy is therefore seen as a strategic lever for the circular economy. ›

Sustainable Development Goals

SDGs 9, 12 and 13 are at the focus of this company commitment.

Further information on Audi and the UN sustainability goals can be found on page 132.

Audi is committed to conscious use of resources and considers the entire life cycle of a vehicle – from the materials used in vehicle development to vehicle recycling and material recovery. Specifically, this means the circular economy begins for Audi as early as the design stage. With its Design for Circularity approach, the company wants to increase the degree of suitability for disassembly and recycling.

Audi sets out binding requirements for the use of recyclates along the supply chain, focusing especially on post-consumer materials. The intention is to use resources as sparingly as possible in production and consistently return production residues to the cycle. At the end of the product life cycle, parts and materials should remain in a high-quality loop for as long as possible.

Audi is aiming to continually increase the proportion of recyclates in its vehicles – wherever this is technically feasible and ecologically and economically viable. In 2023, internal target values for the proportion of secondary material and post-consumer secondary material at whole vehicle level were defined and anchored in the company. In 2024 and 2025, these target values were broken down for relevant parts and materials in the form of binding technical requirements for suppliers, and constitute an integral part of the contract documents. An example is the use of post-consumer scrap steel.

Audi is committed to close collaboration with its suppliers and partners in the supply chain to define ambitious yet achievable targets at material and part level. This offers advantages in terms of scalability, speed and efficiency.

In the year under review, work was carried out across divisions on revising the Audi strategy for the circular economy.

The Common Corporate Policy in the Volkswagen Group, Audi Code of Conduct and Code of Conduct for Business Partners are key internal company policies in respect of the circular economy.

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 by increasing the proportion of secondary 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 and designing them to last (reduce) and either reutilizing usable components at the end of the product life cycle (reuse) or recycling them in the optimal way (recycle).

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. The main focal points in this respect include the design and reparability of parts with the goal of ensuring longevity, the possibility to disassemble and reuse components as well as recyclability to close internal loops.

The design of vehicles and parts is especially important in this context. Audi has therefore developed handbooks on sustainable design including best practices. These describe, 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 a 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. Included in this guideline are recommendations on which types of plastic are best to use, because they can be recovered with a high degree of probability, and which types of plastic are best avoided, because they pose major challenges for remanufacturing. This guideline is also made available to Audi suppliers and is enhanced continually. ›

Photo: AUDI AG

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.

An example of how Audi promotes the rethink principle and thus the use of single-origin parts in vehicles is seat upholstery consisting entirely of one material family, in this case polyester. Both the seat cover and the non-woven lining as well as adhesive and all other joining elements are made from this monomaterial to recycled quality if technically feasible. This material purity on the one hand allows direct recycling of offcuts from production and, on the other hand, the return of the seat covers to the material loop at the end of their product life, where they are shredded, melted down and processed into new yarn as the basis for new upholstery. Compared with traditional seat covers that can normally only be used once, these innovative covers can be recycled up to five times. In 2025, Audi together with partner company AUNDE Achter & Ebels received an SPE Automotive Award for this forward-looking development from Internationale Gesellschaft für Kunststofftechnik e.V (Society of Plastics Engineering), winning first place in the sustainability category.

Volume of raw materials processed by Audi in vehicles in 2025

Diagram is based on the production figures of the Audi brand (excluding AUDI) in 2025 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.

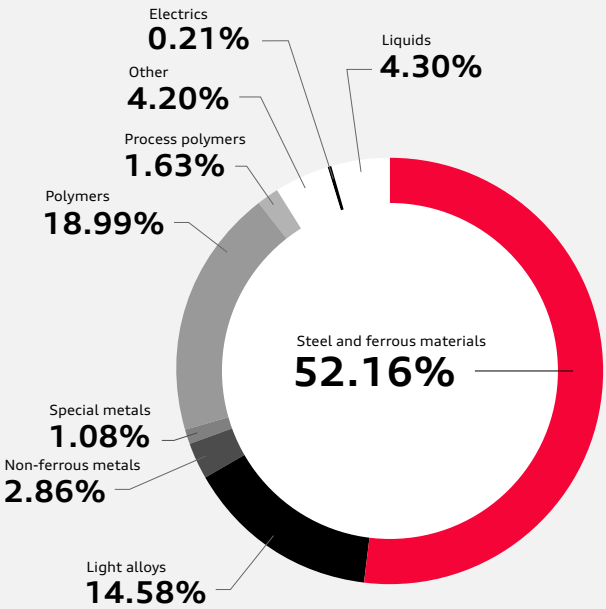


Illustration: C3 Visual Lab

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.

The following examples are implemented, among others, in Audi Logistics:

- Packaging is avoided whenever possible. If packaging material has to be used, it is preferable to use recyclable resources. The goal is to increase the proportion of recyclable packaging materials in new vehicle projects continuously by 2030. 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 2024, an IT system 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 models on the PPE (Premium Platform Electric), it was possible to reduce the plastic packaging for a defined range of parts by almost 50 percent. The program is to be used in further vehicle projects. For new vehicle projects, a key figure has also been defined that indicates the proportion of plastic used in packaging for selected parts per vehicle and is continuously monitored against a target value.
  The packaging planning for the current series includes numerous optimization measures for packaging of knocked-down[1] kits. The switch to optimized inner packaging and the elimination of plastics and additional outer packaging means valuable resources can be conserved.

Reuse: Enabling continued use

The reuse principle of the circular economy is based on the reuse of parts, either on the basis of remanufacturing with the same function or using the part again in a different area of application. The following measures illustrate how reuse can be put into practice:

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, ›

[1] Knocked-down describes the process of dismantling vehicles into large assemblies or individual parts for transport to another production site.

transmission, suspension, interior or electronic components. Compared with using new parts, reuse is also more resource-efficient. 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. The repair of vehicles that are more than eight years old represents an important use case. Replacing all defective parts on these vehicles 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.

Industrial remanufacturing of defective Audi Genuine Parts – Audi Genuine Exchange Parts: In most 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. 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 and are usually available immediately. For example, for more than 70 years, powertrains have been remanufactured at the Audi plant in Ingolstadt. Since 2024, Audi has remanufactured electric motors at the Ingolstadt plant in addition to alternators, starters and mechatronics. More than 5,000 electric motors are remanufactured 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.

Membership of the Ellen MacArthur Foundation

AUDI AG has been a network member of the Ellen MacArthur Foundation since the beginning of 2025. This is a non-profit organization dedicated to promoting the circular economy. Its aim is to promote an economic system based on eliminating waste and pollution, circulating products and materials and regenerating nature. The Foundation works with companies, governments, scientific and educational institutions worldwide to develop and implement systemic solutions. The first practical results of this collaboration were highlighted in the Audi Act4Impact theme week.

Audi Act4Impact: sustainability in the spotlight

A theme week was organized in 2025 as part of the Audi Act4Impact sustainability initiative, which brought together employees, suppliers and international partners such as the non-profit Ellen MacArthur Foundation. Around 1,400 participants from 25 countries engaged in intensive discussions on sustainability issues along the supply chain. The event centered on the principles of the circular economy and the “Design for Circularity” concept, among other topics. A full-day, in-person workshop looked at specific vehicle components – especially headlights and bumpers – to determine how subsequent reuse and efficient disassembly can be enabled through strategic selection of materials and constructive design. The theme week once more highlighted that innovative solutions can be created through international collaboration and early integration of sustainable design principles.

Reusing high-voltage batteries
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 in the future: firstly remanufacturing, which involves continuing to use remanufactured 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:

- 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.
- 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.

AUDI AG carried out a number of projects to test the product maturity of post-consumer material cycles for steel, aluminum, plastic 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[2] of the steel used for the exterior roof section is scrap steel from post-consumer sources.[3] 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[2] of recycled post-consumer secondary material. It is used, for example, to produce the outer section of the aluminum front lid.

Aside from recycling post-consumer materials, post-industrial materials – in other words, offcuts and waste generated during production – 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[2] 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.

- **Battery:** Volkswagen AG is working Group-wide on a comprehensive and future-oriented concept for recycling high-voltage batteries. In addition, the company is exploring strategic partnerships with relevant stakeholders along the battery value chain to enable a closed material loop throughout the entire Group. The goal is to enable industrial recovery of valuable raw materials such as lithium, nickel, manganese and cobalt and also recycle materials such as aluminum, copper and plastics in a resource-efficient manner. With the start-up of the cell factory, the Salzgitter site has become the center of excellence for battery technology in the Volkswagen Group.

- **MaterialLoop:** Through the MaterialLoop program, Audi has been able to develop insights into how material cycles can be closed in the future. Together with 15 partner companies from research, the recycling sector and the supply industry, the project looked at the possibility of reusing post-consumer materials from 100 end-of-life vehicles for producing new vehicles and also examined their recyclability. The results were positive, with the project leading to Audi recycling more than 60 percent of aluminum and more than 85 percent of steel from end-of-life vehicles for producing new vehicles. With technical feasibility proven and building on this, Audi went a step further, developing and implementing the first economically feasible concept for recovering recycled materials from end-of-life vehicles in partnership with TSR Resource. Since 2025, the scrap steel from end-of-life vehicles has been remanufactured into high-quality post-consumer secondary material and approved for reuse in the automotive supply chain.

  Since early 2025, as part of the first phase, Audi has provided several thousand pre-series vehicles for steel recycling. These will be broken down by TSR Resource to recover ›

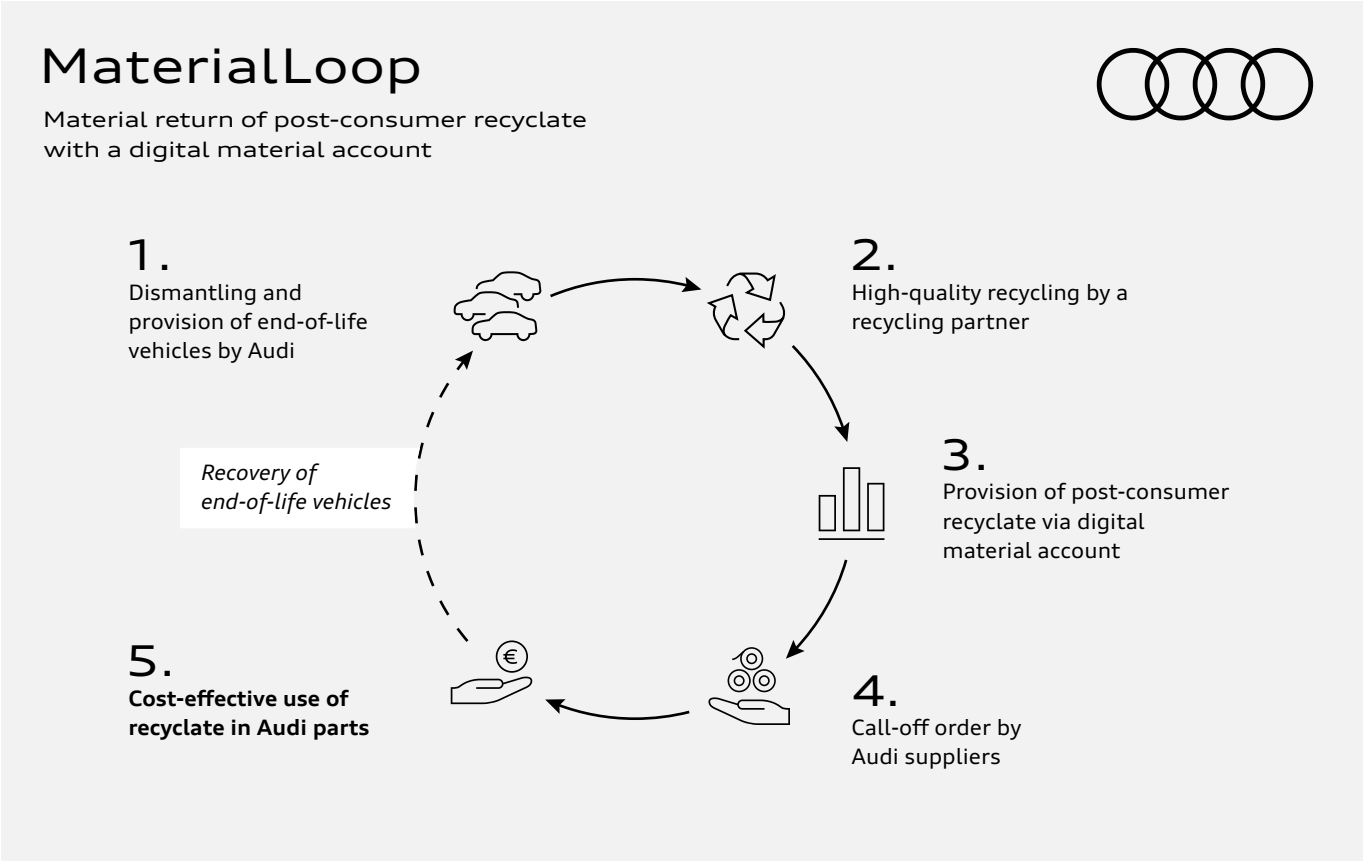
Circular economy: Audi secures strategic and cost-efficient supply of recycled raw materials.

Further information can be found online.

Photo: AUDI AG

[2] 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.

[3] 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).



high-quality recycling raw materials for further use by the automotive industry. In return, Audi has access to the secondary steel material obtained from these vehicles, which will be credited to a digital material account. In the year under review, the first vehicles were successfully returned to the recycling loop and Audi booked several metric tons of steel to its material account.

The next step will see potential material and parts suppliers access this credit as part of 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 and geopolitical restrictions when procuring these raw materials. At the same time, Audi is fostering high-quality recycling and sustainable vehicle production of consistent high quality.

› **Sorting and 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 a pilot project with the Fraunhofer Institute for Process Engineering and Packaging (IVV), various types of plastic[4] are sorted and remanufactured 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 therefore possible for the first time to recover high-purity polycarbonate/acrylonitrile butadiene styrene (PC/ABS), a thermoplastic polymer composite as well as two other types of polyamide plastics (PA6 and PA6.6, colloquially known as nylon) from shredded end-of-life vehicles using the physical recycling process. For demonstration purposes, this material was used to produce trim frames and functional components that were tested successfully in the quality laboratory. The pilot project proved that the recycle produced using the physical recycling process is also suitable for reuse in vehicle interiors. The resulting plastic sorting logic with subsequent recycling can, if available on an industrial scale, contribute to ensuring the availability of high-quality post-consumer automotive recycles. Together with its partners in this project, AUDI AG developed the basic principles underlying how this can work, thus contributing significantly to preparations for upcoming legislation. /

Photo: AUDI AG

[4] The following material groups were sorted: polypropylene, polyamide (PA6 and PA6.6) and polycarbonate including PC/ABS, PC, ABS, ASA.

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 recyclate**
  Post-consumer recyclate 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 recyclate (alternative: pre-consumer recyclate)**
  Post-industrial recyclate 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.

- **Recyclates**
  Materials recovered either from recycling a product used by an end customer (post-consumer recyclate) or by recycling production waste (post-industrial recyclate). Recyclates are produced by mechanical or chemical treatment of waste to produce granulate or new materials. They are a sub-category of secondary materials. Metal recyclates 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.

- **Secondary material**
  Secondary materials are all reused raw materials, including recyclates as well as recyclable material, for example, which is reused directly within the same production process without any reprocessing. Recyclable materials include recycled metals that are returned to the same process through recirculation of residues or re-forming.

Photo: AUDI AG

Corporate culture and equal opportunities

Shared values and the strong Audi team 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 values-based leadership principles.

In today's business world, corporate culture and equal opportunities are key success factors for companies. Companies that promote a positive corporate culture and equal opportunities for all can benefit from higher productivity and an enhanced image. The goal is to create an inclusive working environment – one in which all employees, regardless of personal characteristics, 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 business success. What's more, ignoring these topics also carries legal risks.

Corporate culture and equal opportunities play a particularly important role for a globally active company like the Audi Group. 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 AG in Germany alone. They are all part of the corporate culture and embrace the common corporate values. These values form the foundation of 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. ›

Sustainable Development Goals

SDGs 4, 5, 8 and 10 are at the focus of this company commitment.

Further information on Audi and the UN sustainability goals can be found on page 132.

Photo: AUDI AG

The Audi corporate values

The Audi corporate values – trust, responsibility, courage and enthusiasm – describe the principles of collaboration among all leaders and employees at Audi.

- **Trust** is based on open, respectful and transparent communication and collaboration both in teams within the company as well as in interactions with customers and business partners. The focus here is on the collective "we," because trust is created when we recognize and value one another.
- Taking **responsibility** means getting actively involved in fields of action, working independently on topics and finding solutions together. This also includes acting consistently and sustainably for the benefit of people and the environment.
- The future of the company is based on courageous decisions. At Audi, **courage** means setting ambitious goals and daring to try something new. Courage is the foundation of innovation, which is why Audi encourages learning and experimenting and sees mistakes as opportunities.
- **Enthusiasm** for the brand and its products is a core part of the Audi DNA. It connects the past and the future and motivates employees to always give their best for customers and the company.

Leadership culture

The new Audi corporate strategy provides a clear target vision and guidance for the premium manufacturer's future. The corporate culture is central to effective implementation. Together with the people who make Audi what it is, the company is shaping the greatest transformation in its history. A lived culture embraced by everyone strengthens collaboration and makes Audi something that can be truly experienced both internally and externally. Managers play a decisive role in this: Their behavior influences how the corporate values are perceived in everyday life.

Leadership and collaboration at Audi are characterized by mutual trust and a strong sense of responsibility. What this means in concrete terms is that, by establishing trust, managers give their employees the freedom they need to act, thereby strengthening independent, empowered work. At the same time, employees take on clear responsibility. Only when both are actively embraced can Audi employees contribute their expertise to the company's success in the best way possible. This creates a working environment in which different opinions are welcome, calculable risks are taken and mistakes are seen as opportunities for learning.

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 they 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. An open culture of feedback and learning from mistakes is essential, enabling difficult topics to be addressed quickly and transparently. Regular surveys and feedback tools are also an integral part of this approach, ensuring that employees' needs are considered and the organization continues to evolve. One example is the myVoice employee survey, which was initiated throughout the Volkswagen Group in 2025.

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.

Audi actively promotes employee initiative and creates space for participation. The Audi Ideas Program (AIP) has been an established tool for continuous improvement for several decades. It was introduced in the 1960s as the "Company Suggestions Scheme" and has been continuously developed ever since. Through regular AIP surveys, employees can actively contribute and consequently help shape the future direction of the program. In the 2025 reporting year, the AIP generated a measurable benefit of EUR 51.64 million. The further increase in the number of ideas received to 11,671 ideas significantly contributed to enhancing efficiency, optimizing processes and conserving resources. In addition, the AIP strengthens the feedback culture, where suggestions are valued, reviewed and implemented when suitable. The program thus contributes to the further development of internal company processes and the implementation of the Audi Strategy. For the past three years, the program has also included the category "sustainability," which specifically addresses contributions to the company's sustainable development. One particular idea generated savings of EUR 300,000 in the first year of implementation alone. Based on its initiative, activated carbon filters for vehicles will be manufactured from recycled material in the future, while simultaneously reducing material costs.

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 implemented many measures on its way to becoming an inclusive company: The Human Resources division has a team that deals with the wide range of topics relating to cultural development and diversity and inclusion. Among other things, it organizes training and awareness-raising formats, develops New Work projects and communication formats that address diversity and ›

[1] McKinsey study: Diversity matters even more: The case for holistic impact (2023).

corporate culture. Four measures were particularly notable in the 2025 reporting year:

- **"We.Together – International Diversity & Inclusion Days 2025:"** Employees from across the Audi Group took part in this international campaign week to jointly promote diversity and openness. Around 40 lectures, panels, workshops and interactive coaching formats in five languages were available to Group employees this time. The objective was to reflect together on how rapidly the world is currently developing and how Audi as a global company is affected by this. Approximately 8,500 followers joined the "We.Together – International D&I Days 2025" and participated in the hybrid sessions hosted by the brands and at the Audi sites. Among other things, the focus was on working forms such as hybrid working and job sharing. In addition, topics such as the transformation and corporate social responsibility were addressed.

- **Audi inclusion survey:** Another inclusion survey was conducted in the 2025 reporting year. The goal was to measure, especially in challenging times, how employees and managers evaluate topics such as "fair practices and culture," "inclusive behavior" and "belonging." Cross-divisional measures are being derived based on the results. Among other things, a special awareness-raising format for apprentices was developed to raise consciousness for respectful interaction as early as possible.

- **Anti-Discrimination Office:** The point of contact for the topic of anti-discrimination is intended to help create a discrimination-free environment and supplements the existing points of contact within the company. By means of preventive and educational measures, the Anti-Discrimination Office helps ensure that the principles of non-discrimination are upheld throughout the company.

- **Supporting the PROUT AT WORK foundation:** To clearly take a stand, Audi hosted the foundation's annual conference in the year under review. Over 200 guests from Germany, Austria and Switzerland discussed current political trends on the subject of "queer in the work environment" and on possibilities for allyship. This refers to individuals who are not affected themselves acting as allies for minorities within the company. The Audi health team actively contributed to the conference with the focus topic of "Mental Health."

The 2025 PROUT AT WORK conference was held at the Audi Forum Ingolstadt under the motto "Stand up for each other."

Photo: AUDI AG

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. An essential part of this involves 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 regarding the degree of target achievement and any further measures that may be required. The Supervisory Board's target for 2025 was 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, 2025, the proportion of women on the Supervisory Board was 32 percent.[2] The Supervisory Board has set a quota of two women on the Board of Management by 2026. There were no women on the Board of Management of AUDI AG as of December 31, 2025.[2]

The target of 12 percent was not met at the first management level. The proportion of women at this management level is 10.24 percent and is due, among other things, to the lower number of appointments within the current human resources transformation. In addition, external appointments for management positions decreased. At the second management level below the Board of Management, the target of 20 percent was achieved with 21.11 percent. AUDI AG has set itself new targets to be achieved by the end of 2028: 12.14 percent for the first and 25.44 percent for the second management level.

AUDI AG is taking a variety of measures to increase the proportion of women, including job sharing in leadership positions, better opportunities for work-life balance and programs such as "Sie und Audi," an orientation program for young female talent. In addition, the company offers training and self-learning format for managers and employees on avoiding unconscious bias relating to the skills and abilities of different persons or groups. This arises 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 learning platform.

To be able to objectively measure the progress made, 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 2025 reporting year, AUDI AG was ranked among the 10 best companies that took part in the FKi for the fifth year in succession. /

[2] The Supervisory Board had 19 of 20 members and the Board of Management 6 of 7 members in office. The key figures are reported as actual values.

Responsibility in the supply chain

Responsibility does not end at the factory gate: The Audi Group is systematically committed to sustainability in supply chains and has set itself the goal of going beyond mere compliance with statutory requirements.

Photo: AUDI AG

Sustainable Development Goals

SDGs 8, 9, 10 and 12 are at the focus of this company commitment.
Further information on Audi and the UN sustainability goals can be found on page 132.

Companies not only bear responsibility for their own employees, society and the environment; together with their suppliers and business partners, they can commit to ensuring fair working conditions for all and to protecting the environment – throughout the entire supply chain.

The Corporate Sustainability Due Diligence Directive (CSDDD) is an EU-wide supply chain directive adopted by the European Union that enforces binding obligations regarding the implementation of human rights and environmental due diligence. It must be transposed into national law by the Member States by 2028. For Germany, this likely means adapting the German Supply Chain Due Diligence Act (LkSG) – with existing processes and measures consequently having to be reviewed in German companies.

Audi[1] currently works with more than 12,300 suppliers in 59 countries. Vehicle production is based on global and widely branched supply chains. Various situations may arise that contradict the principles of the Audi Group[2] with regard to social, labor and environmental issues and could thus potentially harm the company's reputation.

The Audi Group[2] seeks to achieve a more sustainable economy in which economic success is based on corporate values, compliance and integrity. Efficient and responsible 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 regarding violations of the Code of Conduct for Business Partners (CoCBP) in complex global supply chains – through increased integration of new technologies and proactively promoting collaboration with suppliers and their sustainability activities. One example of this is the AUDI AG Act4Impact sustainability initiative: a network together with suppliers to work on joint solutions for a more sustainable supply chain. Act4Impact focuses on the following subject areas: firstly, the training of suppliers and purchasers through various courses and practical guidelines; secondly, the exchange with relevant stakeholders on topics such as the circular economy, decarbonization, water, biodiversity or human rights; thirdly, empowering suppliers through access to knowledge and tools.

Read more about responsibility in the supply chain in the Volkswagen Group Sustainability Report 2025.

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 suitable tools to make their own processes more sustainable. The Act4Impact Playbook was completely revised in 2025 and converted to an internal format for the AUDI AG procurement organization. The updated version features an improved structure, expanded content and digital integration in order to embed the topic of sustainability effectively along the supply chain.

An Act4Impact Week was held for the first time in 2025, providing a wide range of training opportunities for suppliers, partner companies and Audi employees. The hybrid event week combined analog and digital formats and attracted roughly 1,400 participants from 25 countries.

The fact that the Act4Impact program was honored with the "Supply Chain Management Award 2025" by LOGISTIK HEUTE, Strategy& and PwC in the year under review validates the innovative approach taken by AUDI AG to the sustainable transformation of the supply chain.

The company's third field of action for promoting more sustainable supply chains relates to people. Under this heading, Audi includes all the basic principles and measures for fulfilling its due diligence obligations. These are examined more closely below.

Principles of collaboration

Collaboration between suppliers and the Volkswagen Group – and thus AUDI AG and selected subsidiaries – follows a systematic approach, based on an underlying risk analysis. This gives rise to both Group standards, such as the contractually binding compliance with the Code of Conduct for Business Partners, the Supply Chain Grievance Mechanism (SCGM), media monitoring, the Sustainability Rating (S-Rating) and supplier training, as well as in-depth measures covering the Human Rights Focus System (HRFS) and the Raw Materials Due Diligence Management System (RMDDMS). The various principles and measures are explained in detail below.

1. Risk assessment

The risk analysis 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.

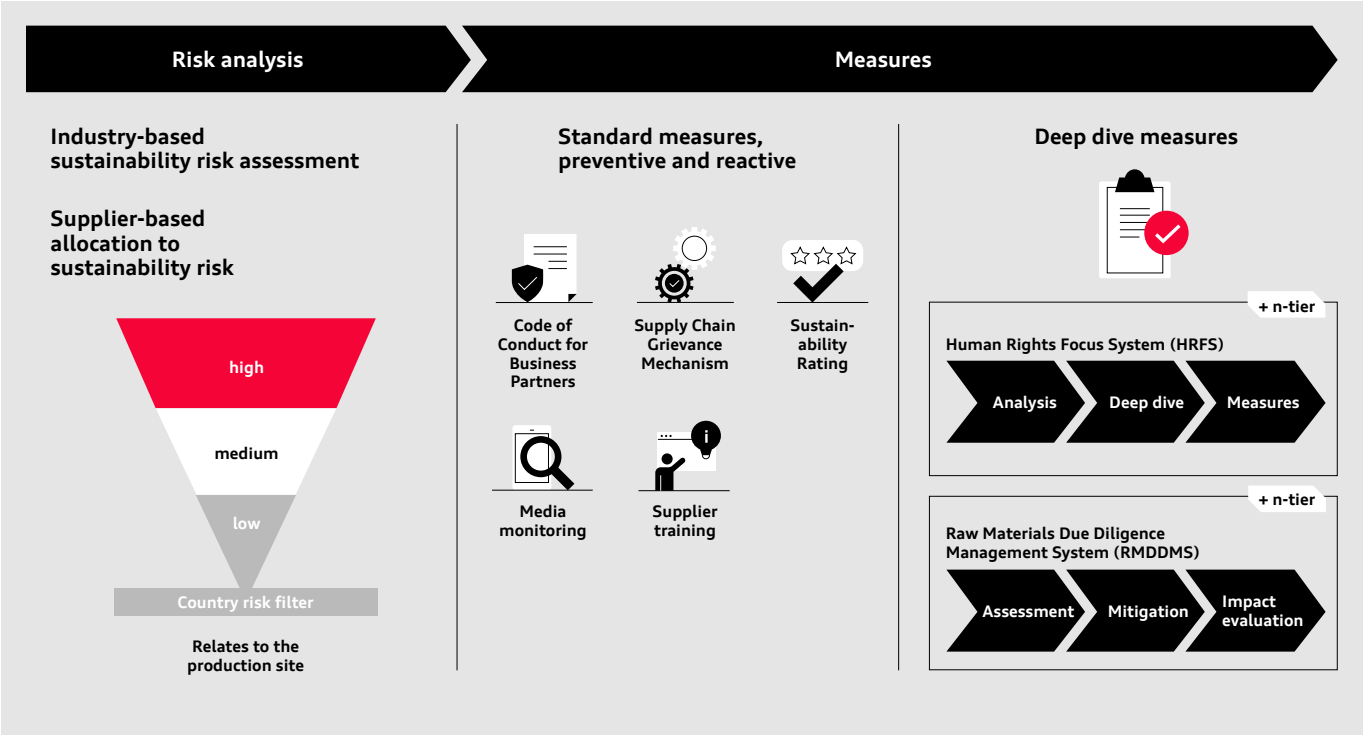
This risk assessment, which is updated annually or whenever there is cause to do so, serves as the basis for a series of standard and deep dive measures.

2. 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 with the objective of meeting human rights and environmental standards along the entire supply chain. ›

[1] Global production sites of Audi vehicles.

[2] AUDI AG and selected subsidiaries, defined by internal policies.



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 Labor Organization (ILO), especially the ILO Declaration on Fundamental Principles and Rights at Work

Business partners are contractually obliged to comply with the CoCBP through their collaboration with the Audi Group.[2] Among other aspects, this includes an undertaking to treat all employees equally and recognize labor rights such as freedom of association, occupational health and safety and legally regulated 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.

3. Reporting channels for potential violations

All stakeholders, including employees of supplier companies or members of civil society, can report potential violations of the CoCBP to the Audi Group at any time – also anonymously if desired – through various channels: by email, via an online reporting channel, by telephone voice message and via the "SpeakUp – Doing right, made easy" 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. Reports are processed via the Supply Chain Grievance Mechanism (SCGM).

4. 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 compliance of CoCBP-relevant suppliers in the areas of the environment, social issues and integrity. It is directly relevant to the awarding of contracts.

Following revision of the S-Rating in the year under review, there are three possible rating results:

- A supplier with a positive S-Rating fulfills the requirements of the Volkswagen Group and is therefore eligible for being awarded contracts.
- If a supplier company does not fulfill the requirements, it receives a negative S-Rating and is fundamentally not eligible to be awarded a contract.
- If information required to assess the S-Rating is not available, the supplier is not eligible to be awarded a contract.

The basic requirement for a positive S-Rating as demonstration of eligibility for awarding new contracts provides a direct incentive for suppliers to comply with the CoCBP. ›

Illustration: C3 Visual Lab

[2] AUDI AG and selected subsidiaries, defined by internal policies.

The supplier assessment begins with a self-assessment questionnaire (SAQ). The SAQ is a standardized questionnaire that was developed together with several automotive partner companies as part of the Drive Sustainability initiative. The SAQ includes information on management systems, policies and training measures. 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. This information is validated by external service providers and considered in conjunction with a country risk. Based on the SAQ responses, the supplier receives recommendations for improving its processes and corporate regulations.

An on-site audit by selected service providers may also be necessary with some companies. Such an audit covers various key 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.

If deviations are identified in the course of the audit, the supplier is obliged to develop and then implement a corrective action plan. The effectiveness of the corrective actions is verified by auditors. The on-site audits are risk-based. If an audit finding is under 100 percent, corrective actions are defined. A binding corrective action plan is required, which must be implemented within a defined period and is then followed up with a desktop audit to verify compliance. If the audit findings are below 50 percent and/or if there is at least one non-conformity with a zero-tolerance standard, the supplier is fundamentally no longer eligible initially to be awarded new contracts. Once appropriate measures have been implemented, a second audit is carried out. If the supplier refuses to perform corrective actions or if implementation of such actions proves unsuccessful, the collaboration with the supplier concerned may be terminated in extreme cases.

The audit formats include the Volkswagen-specific VOC audit standard and the RSCI audit standard. AUDI AG and a number of other automotive companies have joined forces under the umbrella of the Responsible Supply Chain Initiative (RSCI) to develop the latter into an industry-wide audit standard. These third-party on-site audits are gradually being implemented at AUDI AG[2] and within the Volkswagen Group and are intended to replace the existing on-site audits in the long term.

Apart from the SAQ and audits, other tools that influence the S-Rating and therefore the eligibility to be awarded contracts are the Supply Chain Grievance Mechanism or raw material-specific requirements from specifications. Further information can be found in the S-Rating Info Hub.

5. Media monitoring and supplier training

Alongside the measures mentioned, the Audi Group[2] uses media monitoring 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.

Deep dive measures: 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 monitoring and the Supply Chain Grievance Mechanism – there are more deep dive measures for both direct 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 used to address human rights and environmental risks in a more targeted way. It serves to continually pinpoint and extensively analyze higher-risk topic areas – so-called focus topics – and supports the development of suitable corrective actions to minimize risks and promote positive effects in the supply chain.

Aggregated data from the SCGM, audits and external sources (e.g., studies and NGO reports) is regularly evaluated to identify further relevant topics. These topics are addressed across all brands in the Volkswagen Group based on a structured root cause analysis, which is then used to develop and implement suitable corrective actions.

Further information on the focus topics of the Volkswagen Group can be found in the Volkswagen Group Sustainability Report 2025.

AUDI AG and Volkswagen are working together on the focus topic of living wages. The CoCBP obliges suppliers to pay their employees an adequate wage, which is at least equal to the respective statutory minimum wage and ideally covers the basic needs of the employees and their families – including adequate food, accommodation, clothing as well as a steady improvement in living conditions. In the year under review, the data basis for calculating living wages was updated. This is used as a means of verifying the plausibility of supplier wage costs.

Measures taken in the year under review to promote fair working conditions included providing training for suppliers and engaging them in dialogue in order to provide a practical insight into the methodology and importance of a living wage. The goal was to strengthen awareness of social sustainability and support implementation of a minimum wage level.

Over and above the three focus topics, deep dive social standard audits were conducted with direct suppliers in 2025 in the context of the HRFS. These audits are carried out based on risk and aim to provide detailed transparency regarding the human rights situation at the supplier and to eliminate any possible deviations. If violations are identified, suppliers have to develop corrective action plans and prove to the auditor that they have implemented them. In cases of particularly serious violations, the Volkswagen Group additionally offers the suppliers concerned targeted support measures, which are carried out by external service providers.

During these deep dive social standard audits, excessive overtime was identified as one of the most prevalent negative ›

[2] AUDI AG and selected subsidiaries, defined by internal policies.

effects – especially in the procurement market of China. As similar challenges were also identified by other companies in the automotive industry, the Volkswagen Group is participating in the multi-stakeholder initiative "Sector Dialogue Automotive Industry" as part of the National Action Plan for Business and Human Rights (NAP). The objective of this joint, sector-wide approach is to develop effective solutions. A working group was established in the context of this sector dialogue in 2024 to address the issue of reducing overtime in China. Practical recommendations for action were elaborated based on interviews with local NGOs, analysis of legal frameworks and talks with government officials. The goal is to provide concrete support for companies to reduce overtime at suppliers, for example through changes to procurement practices, production planning or awareness-raising measures with business partners. The recommendations have been finalized and are currently being tested in practice within the Volkswagen Group's procurement processes.

Raw Materials Due Diligence Management System (RMDDMS)

The RMDDMS is used to address human rights and environmental risks in high-risk raw material chains. Certain raw materials are extracted and processed under conditions that pose a particularly high risk of violating the Audi sustainability standards, whether through environment pollution or inadequate occupational safety precautions. The Volkswagen Group has identified 18 prioritized 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, among other things, 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 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). Successful recertification of the "ASI Performance Standard" took place in 2025 and recertification of the "ASI Chain of Custody Standard" in 2024. 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. /

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. They are 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 of the Volkswagen Group. 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. 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.

The Statement of Principle: Respect for and Observance of Human Rights is reviewed and updated annually, based on insights gained from implementing the German Supply Chain Due Diligence Act. 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 July 2025. 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).

The active involvement of stakeholders is an intrinsic element of the human rights strategy at AUDI AG. For example, professional exchanges take place in the context of stakeholder dialogue. In the year under review, Audi put the spotlight on the topic of "stakeholder engagement under difficult conditions" as part of a dialogue event. Representatives from NGOs, science, business, and associations together with specialist areas at AUDI AG discussed how effectively human rights work can be organized even in times of economic challenges and decreasing regulatory requirements. The event aimed to develop sustainable and jointly supported approaches.

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 several 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.
In addition, Audi has been a member of the "Sector Dialogue Automotive Industry" since it was established in 2020. This multi-stakeholder forum comprises relevant stakeholders from companies, associations, and NGOs with expertise on human rights risks in the automotive supply and value chains. Together they develop practical measures and guidelines for action. The sector dialogue initiative was launched by the Federal Ministry of Labor and Social Affairs; since 2025, the members continue to run it under the umbrella of the UN Global Compact Netzwerk Germany e. V.

Audi Group employees regularly take part in mandatory online training on respect for human rights and can also learn about the topic by completing a self-study program.

You can find more information at audi.com.

Photo: AUDI AG

99 // Sustainable business development

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 Q6 Sportback e-tron: electric power consumption (combined): 18.4–15.1 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Photo: AUDI AG

Sustainable Development Goals

SDGs 9, 11 and 12 are at the focus of this company commitment.
Further information on Audi and the UN sustainability goals can be found on page 132.

To stay successful in the market over the long term, companies need to keep transforming themselves and drive forward innovation. 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 corporate strategy, the Common Corporate Policy, the AUDI AG Environment and Energy Policy and internal policies on sustainability management), the management of the entire brand group and the corporate strategy of the Volkswagen Group. Audi views sustainability as a value driver for its business model and has therefore anchored the topic in its corporate strategy.

Economic stability as a foundation

Especially considering today's challenging geopolitical and economic climate, the resilience of its business model is of critical importance to Audi. The company has set itself an ambitious but realistic volume target for 2030, focusing on achieving balanced dimensioning to ensure fully utilized structures and enable qualitative earnings growth. Audi's ambition is to achieve a return on sales of 10 percent by 2030. To do this, the company is working steadily and consistently on its cost structures.

At the same time, product and equipment variants are being reduced, which not only creates clarity for customers, but also reduces development times and costs. Audi also utilizes synergies in the Volkswagen Group wherever possible and appropriate and is intensifying its cooperation with selected partners.

In addition to economic stability, innovative vehicles are an important driver for the sustainable corporate development of Audi. The company wants to renew its promise of "Vorsprung durch Technik" by becoming an innovation leader in specific technological fields of the future.

New design philosophy

Audi is strengthening its position as a design-oriented company by introducing a new design philosophy. The Audi Concept C[1] shows what the future holds for Audi design: clarity, technology, innovation and emotion. Reduction to the essentials and the subtle integration of technology are at the focus of the interior design. The first vehicle based on the new design philosophy is set to go into series production in 2027, after which the company will successively roll out the new design philosophy to the entire model range.

Focus on software

Audi is also pressing ahead with automated driving, with strategic partnerships such as the joint venture between the Volkswagen Group and Rivian supporting development efforts on the path to the software-defined vehicle (SDV). SDVs represent a development approach, which places customer functions and therefore software and digital competence at the heart of vehicle development. The joint venture is developing a new high-performance electric and electronic architecture. Already today, Audi is playing a leading role in this respect within the Volkswagen Group. Teams from Audi and Rivian have already demonstrated the technological potential of the joint endeavor in the form of a first roadworthy demonstration model.

Flexibly positioned with a broad range of drive systems

Over the past two years, Audi has launched more than 20 new models and therefore currently offers the youngest product portfolio in the premium segment. Thanks to long-range electric models, 10 new plug-in hybrid models and combustion-engine models with a completely new generation of engines, Audi is flexibly positioned to meet market-specific requirements and diverse customer needs. ›

Electric powertrain – made by Audi

Launching forward-looking technologies and developing key elements of automotive engineering in-house – 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 centers of excellence for high-voltage batteries in Neckarsulm and Gaimersheim. Among other activities in Neckarsulm, prototypes of new high-voltage battery modules are tested for various electric vehicles, while the focus in Gaimersheim is on analyzing, designing and developing battery cells. Small series of batteries are also built here.

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 and Audi A6 e-tron models. The company is also developing its own electric motors and producing these at its Hungarian plant in Győr.

[1] This model is a concept vehicle that is not available as a series-production vehicle.

Model launches by Audi in 2025:

Audi A6 Avant: fuel consumption (combined): 8.3–5.0 l/100 km; CO_2 emissions (combined): 188–130 g/km; CO_2 class: G–D.

New Audi A6 family

The models in the Audi A6 family are designed for supreme comfort, efficiency and sporty performance. The drives with MHEV plus mild hybrid technology enhance performance and driving comfort, while reducing carbon emissions. This type of partial electrification enables fully electric parking, maneuvering and slow driving in the city or in slow-moving traffic and generates an additional drive torque when starting off or overtaking.
New plug-in hybrid models with an electric range of more than 100 kilometers (WLTP) and a charging time of just two and a half hours (from 0 to 100 percent) round off the portfolio.

Plug-in hybrids extend the Audi A5 and Audi Q5 model series

Audi launched 10 new plug-in hybrid models in 2024 and 2025, including the hybrid variants of the Audi A5 Avant[2] and Sedan[3] and Audi Q5 SUV[4] and Sportback models.[5] The high-voltage batteries in these models increase efficiency and power availability thanks to a battery capacity increased by roughly 45 percent, a higher energy density and a smart recuperation strategy. For example, the Audi A5 hybrid models can achieve an electric range of up to 110 kilometers[6] (WLTP). The maximum AC charging capacity has been increased to 11 kW, allowing the time taken to charge the battery from 0 to 100 percent to be reduced to just two and a half hours.[7] ›

[2] Audi A5 Avant e-hybrid: fuel consumption (weighted combined): 2.7–2.1 l/100 km; electric power consumption (weighted combined): 15.9–15.1 kWh/100 km; CO_2 emissions (weighted combined): 61–47 g/km; CO_2 class (weighted combined): B; fuel consumption with discharged battery (combined): 7.4–6.5 l/100 km; CO_2 class with discharged battery: F–E.

[3] Audi A5 Sedan e-hybrid: fuel consumption (weighted combined): 2.6–2.0 l/100 km; electric power consumption (weighted combined): 15.7–14.9 kWh/100 km; CO_2 emissions (weighted combined): 60–45 g/km; CO_2 class (weighted combined): B; fuel consumption with discharged battery (combined): 7.3–6.4 l/100 km; CO_2 class with discharged battery: F–E.

[4] Audi Q5 SUV e-hybrid: fuel consumption (weighted combined): 3.4–2.4 l/100 km; electric power consumption (weighted combined): 16.9–15.4 kWh/100 km; CO_2 emissions (weighted combined): 77–55 g/km; CO_2 class (weighted combined): B; fuel consumption with discharged battery (combined): 8.4–7.2 l/100 km; CO_2 class with discharged battery: G–F.

[5] Audi Q5 Sportback e-hybrid: fuel consumption (weighted combined): 3.3–2.4 l/100 km; electric power consumption (weighted combined): 16.8–15.5 kWh/100 km; CO_2 emissions (weighted combined): 75–56 g/km; CO_2 class (weighted combined): B; fuel consumption with discharged battery (combined): 8.3–7.2 l/100 km; CO_2 class with discharged battery: G–F.

[6] Applies to the Audi A5 Sedan e-hybrid quattro 220 kW: fuel consumption (weighted combined): 2.6–2.0 l/100 km; electric power consumption (weighted combined): 15.7–14.9 kWh/100 km; CO_2 emissions (weighted combined): 60–45 g/km; CO_2 class (weighted combined): B; fuel consumption with discharged battery (combined): 7.3–6.3 l/100 km; CO_2 class with discharged battery: F–E.

[7] Battery charging time can vary depending on various factors such as ambient temperature, use of other country-specific connectors and use of the preconditioning function (for example. remote-controlled air conditioning of the vehicle or use of the e-tron route planner). When using domestic connectors, the charging capacity is limited by the e-tron charging system.

Photo: AUDI AG

Audi Q3 Sportback: fuel consumption (combined): 9.0–5.3 l/100 km; CO_2 emissions (combined): 205–138 g/km; CO_2 class: G–E.

3rd generation of success: the new Audi Q3

The Audi Q3 has been a well-established bestseller in the premium compact segment for almost 15 years. From the start of series production to the end of 2025, more than two million units of this model were sold worldwide. The third generation is offered with high-performance plug-in hybrid technology and efficient, partially electrified combustion engines. A host of innovative features make the Audi Q3 the ideal digital companion. At the heart of the user experience is the digital stage featuring the panoramic display and MMI touch display. The new steering wheel control unit with its integrated gear selector offers many practical benefits and frees up storage space in the center console. Numerous assist systems[8] provide enhanced comfort and safety, while the newly developed headlights[8] offer a high degree of personalization and visibility is enhanced thanks to adaptive, high-resolution lighting functions. ›

[8] The equipment mentioned is an option available for an extra charge.

Photo: AUDI AG

Audi e-tron GT quattro: electric power consumption (combined): 19.7–17.8 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

Audi e-tron GT quattro[9] – entry to the top tier

The GT model family is the sporty flagship of the Audi model portfolio. In 2025, the company extended the range to include the Audi e-tron GT quattro,[9] making entry to the battery-electric premium segment even more attractive. The Gran Turismo has a system output of 370 kilowatt (electric power consumption (combined): 19.3–17.8 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A). Thanks to a gross battery capacity of 105 kilowatt hours (net 97 kilowatt hours) and an electric range of up to 622 kilometers, the Audi e-tron GT quattro[9] is ideally equipped for everyday use. It has a charging capacity of up to 320 kilowatts.[10] This means that only short charging stops are needed, as the vehicle can recharge roughly 285 kilometers in just 10 minutes. The e-tron route planner automatically preconditions the battery, thus ensuring the best possible charging performance.

In China for China: first AUDI model

In the year under review, Audi partnered with SAIC to launch the first series-production model under the newly established AUDI brand. The fully electric AUDI E5 Sportback[11] was developed specially for the Chinese market and is produced locally. With a range of up to 770 kilometers, fast charging thanks to the 800-volt architecture, digital features and over-the-air updates, it is intended to appeal to new, young and tech-savvy customers. The model has already received numerous distinctions, including “China Car of the Year.” This is the first time the prestigious award went to a model from a newly established brand, just one year after its debut.

Two further fully electric AUDI models are set to follow the AUDI E5 Sportback in 2026 and 2027, continuing the largest product offensive by Audi in China. ›

[9] Audi e-tron GT quattro: electric power consumption (combined): 19.7–17.8 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

[10] Battery charging time and maximum DC charging power at HPC (High Power Charging) stations were determined in accordance with DIN 70080 and can vary depending on various factors such as the ambient and battery temperature, use of other country-specific connectors, use of interior conditioning (e.g., remote-controlled air conditioning of the vehicle), use of the preconditioning function to bring the high-voltage battery to a temperature suitable for charging/driving, power availability at the charging station, state of charge and battery aging. The charging power decreases as the charge status increases. Charging losses are included. Charging capacity depends on the type of mains connector used, the country-specific voltage and the number of available phases of the power grid as well as the customer’s own domestic installation. It may therefore be lower in some cases. The mains connecting cable with industrial connector and the operating unit of the charging system are matched to each other and allow a certain charging capacity. Although it is technically feasible to switch the mains connecting cable to a different industrial connector later on, this could result in a lower charging capacity.

[11] This vehicle is manufactured locally by associated companies and available and sold exclusively in China.

Photo: AUDI AG

AUDI E5 Sportback: This vehicle is manufactured locally by associated companies and available and sold exclusively in China.

As to the future? All electric!

Audi is planning to extend the model portfolio in 2026 to include the Audi Q9,[12] a prestigious full-size SUV, and a new edition of the Audi Q7.[12] The company is therefore focusing on the globally growing SUV segment, which plays an important role especially in the North American market.

In addition, Audi is planning to launch a new entry-level model with the fully electric Audi A2 e-tron.[12] It revives the spirit of the iconic Audi A2, which was regarded as a pioneer for economical urban mobility when it was launched 25 years ago. As with the Audi A2 before it, the Audi A2 e-tron[12] sends out a clear signal regarding efficiency, innovative spirit and unique design – and commitment to rethinking mobility. Long term, Audi wants to offer electric models only. In the year under review, the proportion of all-electric models (BEVs) relative to the total number of deliveries rose by 36 percent compared with the previous year. As a proportion of all deliveries, electric models accounted for 13.7 percent in 2025. In Western Europe, in particular, the BEV proportion rose significantly to a total of 24.3 percent.

Audi utilizes synergies in the Volkswagen Group when electrifying its models, with a number of cross-brand platforms available to the company. This platform strategy accelerates the transformation to electric mobility and makes it profitable. It allows developers to focus on brand-specific differentiating features such as performance, dynamic handling, range, charging capacity and battery management. The consistent platform strategy is key to a broad range of vehicle launches in the coming years.

Charging at Audi

Audi offers its customers a comprehensive charging ecosystem for maximum flexibility and comfort. The e-tron route planner ensures optimal charging times on long-distance routes by taking account of battery preconditioning and ideal charging intervals between a 20 and 80 percent state of charge. Models such as the Audi Q6 e-tron, which have a preconditionable high-voltage battery and new predictive thermal management, also ensure a particularly high charging speed. Audi charging gives users access to hundreds of thousands of public charging points in 28 European countries. Time-consuming comparisons of rates and needing to apply to different charging providers for access is therefore unnecessary.[13] The charging network in Europe is to be further expanded by Ionity, of which Volkswagen is a member with the Porsche and Audi brands. In addition to public charging points, Audi charging hubs are also available: premium fast-charging stations in urban areas with a charging capacity of up to 400 kilowatts. They are based on an innovative concept with buffer storage provided by second-life batteries and offer a reservation option and exclusive lounge services. Audi opened four new charging hubs in 2025 and now offers this charging facility in Germany, Austria and Japan. Audi also has solutions for charging at home: The range stretches from mobile charging systems for charging at outlets via permanently installed Audi wallboxes offered by Volkswagen subsidiary Elli (Electric Life) to complete Home Energy Management Systems from SMA Solar Technology AG or the Hager Group. These systems intelligently control communication between all energy-relevant appliances in a household. This helps to save electricity, for example, by charging primarily when alternative energy sources such as electricity from solar power can be used. Audi therefore offers a connected customer-focused charging experience – from domestic wallbox to high-power charging on the move.

[12] This vehicle is not yet offered for sale.

[13] The Audi Charging Service is available from Elli Mobility GmbH, 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.

Photo: AUDI AG

ESG key figures

Audi A6 Sportback e-tron: electric power consumption (combined): 16.8–13.4 kWh/100 km; CO_2 emissions (combined): 0 g/km; CO_2 class: A.

ESG key figures

In its combined annual and sustainability report (Audi Report), the Audi Group addresses aspects of the European CSRD (Corporate Sustainability Reporting Directive), in particular the required key figures, and reports in line with the topics that are material for Audi. The information reported on was chosen on the basis of the materiality analysis updated in the year under review.

AUDI AG commissioned the auditing firm EY GmbH & Co. KG Wirtschaftsprüfungsgesellschaft to review selected sustainability key figures for the 2025 reporting year. The information marked with "✓" in the following section "ESG key figures" corresponds to the audited values from the ESG data sheet. The key figures refer to the period from January 1 to December 31, 2025.

The following information refers to the Audi Group.[1] If the report refers to individual companies, sites or brands only, this is noted accordingly. The environmental key figures for the Brussels[2] site were estimated based on the production figures. Unless indicated otherwise, key figures for employees are as of the end of the respective year. The environmental key figures are data as of February 10, 2026. The figures may contain estimates if, for example, they are based on statements from energy suppliers that were not available when data was collected.

To comply with ESRS reporting requirements, Audi has adjusted the calculation of individual key figures as of the 2024 and 2025 reporting years. As a result of the adjusted methodology, no prior-year figures can be disclosed for these key figures as comparability can no longer be ensured. /

[1] The Audi Group is equivalent to the Brand Group Progressive with the brands Audi, Bentley, Lamborghini and Ducati.

[2] Production at the Brussels plant was discontinued in the first quarter of 2025.

Environmental

Social

Governance

Environmental key figures

Climate change and energy efficiency[1]

Energy	Unit	2025	2024	2023
Reduction in energy consumption as a direct consequence of energy-saving and energy-efficiency initiatives	MWh	80,814	88,261	81,858
Electricity	MWh	26,120	43,207	34,046
Heat	MWh	33,393	18,780	13,287
Gaseous fuels	MWh	21,277	26,274	34,248
Oil	MWh	24	0	277

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

Climate change and energy efficiency[2]

Energy	Unit	2025	2024	2023
Total energy consumption in connection with own business operations	MWh	2,598,375 ✓	2,737,772	–
from fossil sources	MWh	516,949 ✓	685,782	–
from nuclear sources	MWh	0 ✓	0	–
from renewable sources	MWh	2,081,426 ✓	2,051,990	–
from externally sourced electricity, heat, steam, cooling from renewable sources	MWh	1,341,714	–	–
from self-generated renewable energy	MWh	8,325 ✓	6,243	–
Energy consumption from coal products	MWh	0 ✓	0	–
Externally sourced electricity, heat, steam, cooling from fossil sources	MWh	192,622 ✓	213,402	–
Energy intensity				
Energy intensity	MWh/EUR	0.00004	–	–
Energy production				
Non-renewable energy production	MWh	115,312	142,569	–
Renewable energy production	MWh	372,949	321,838	–

Fuel use	Unit	2025	2024	2023
Total fuel use	MWh	926,004	950,523	1,031,624
from renewable sources	MWh	731,387	624,957	217,649
from biomethane	MWh	730,764	–	–
from natural gas	MWh	117,358 ✓	234,189	–
from petroleum products	MWh	207,087 ✓	–	–
from other fossil sources	MWh	0.89 ✓	–	–

[2] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels (estimate for 2025), Győr, San José Chiapa, Crewe (Bentley), Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024), Map Yang Phon (Ducati) (Amphoe Pluak Daeng before 2024) sites. The environmental key figures for the current year are data as of February 10, 2026. 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 2024 were updated in this report using the actual values for 2024. Recording of the key figures was partially changed due to new reporting criteria (ESRS).

Climate change and energy efficiency[2]

Emissions[3]	**Unit**	**2025**	**2024**	**2023**
Greenhouse gas emissions (Scope 1 and 2) according to CSRD[4]	t CO_2e	242,103	280,480	–
Greenhouse gas emissions (Scope 1 and 2) according to the Greenhouse Gas Protocol[5]	t CO_2e	115,824	155,649	253,035
Scope 1 (direct greenhouse gas emissions)				
According to CSRD[6]	t CO_2e	219,233 ✓	233,828	–
According to the Greenhouse Gas Protocol[5]	t CO_2e	92,954 ✓	121,158	218,513
Percentage from emission trading schemes (Scope 1)	Percent	79.58 ✓	–	–
Scope 2 (indirect greenhouse gas emissions)				
Location-based	t CO_2e	467,799 ✓	–	–
Market-based	t CO_2e	22,870 ✓	–	–
According to the Greenhouse Gas Protocol[5]	t CO_2e	22,870	–	–
Scope 3 (other indirect greenhouse gas emissions)[7]				
Scope 3	Million t CO_2e	46.70	48.60	–
CO_2 reductions in the supply chain	t CO_2e	500,000	350,000	–
CO_2 reductions in logistics (green electricity for rail)	t CO_2e	–[9]	11,093[10]	8,346[11]
CO_2 reductions in logistics (LNG ship)[8]	t CO_2e	–[9]	7,489	4,229
CO_2 emissions of the European (EU 27+2) fleet of new passenger cars for the Audi brand; EU excl. UK since 2021[12]	g CO_2/km (WLTP)	106.29 ✓	121.16	122.59

[2] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels (estimate for 2025), Győr, San José Chiapa, Crewe (Bentley), Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024), Map Yang Phon (Ducati) (Amphoe Pluak Daeng before 2024) sites. The environmental key figures for the current year are data as of February 10, 2026. 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 2024 were updated in this report using the actual values for 2024. Recording of the key figures was partially changed due to new reporting criteria (ESRS).

[3] 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 figures for "CO_2e reductions in the supply chain" and "CO_2 reductions in logistics."

[4] Calculated according to the Volkswagen CSRD Handbook. Scope 2 emissions were calculated on a market-related basis.

[5] The key figure was calculated in accordance with the Greenhouse Gas Protocol using the market-based method. The amount of natural gas used at the Ingolstadt, Münchsmünster, Neustadt, Neckarsulm, Győr, San Jose Chiapa and Crewe (Bentley) sites is quantitatively offset by purchasing biomethane certificates, with the biomethane being fed into the gas grid at another location.

[6] Calculated according to the Volkswagen CSRD Handbook, without taking biomethane certificates into account.

[7] 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.

[8] Use of LNG ships on North American routes.

[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] Use of green electricity in Germany, Austria and Poland.

[11] Use of green electricity in Germany and Austria.

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

Climate change and energy efficiency

Extended environmental key figures for all sites at which models of the Audi brand are produced[13, 14]

	Unit	2025	2024	2023
Total energy consumption	MWh	3,067,187	3,269,919[15]	3,549,439
of which from renewable energy sources	MWh	1,951,885	1,946,099	–
Total energy consumption (specific)	MWh/veh.	1.89	1.96[15]	1.83
Natural gas consumption (not from renewable sources)	MWh	483,221	581,629	–
Total GHG emissions (Scope 1 and 2)[16]	t CO_2e	549,174	630,887[15]	771,261
Total GHG emissions (Scope 1 and 2, specific)	t CO_2e/veh.	0.34	0.38	0.40

[13] Figures refer to the Bratislava, Brussels, Győr, Ingolstadt, Martorell, Münchsmünster, Neckarsulm and Zwickau (Europe), San José Chiapa (North America), São José dos Pinhais (South America), Anting, Changchun with two production sites, Chhatrapati Sambhajinagar, Foshan, Ningbo, Qingdao and Tianjin (Asia) sites. Only car-producing sites including component manufacturing are considered for the specific key figures.

[14] 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.

[15] The prior-year figure was adjusted in accordance with the final data status.

[16] 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.

Reduction in environmental pollution[1]

Emissions[2]	**Unit**	**2025**	**2024**	**2023**
Total amount of pollutants emitted to air[3]	t	1,302.2 ✓	1,458.4	–
Direct NO_X emissions[4]	t	176.1	173.6	–
Sulfur dioxide	t	1.5	1.5	1.7
CO emissions	t	352.5	473.5	–
Dust	t	23.6	36.1	44.1
VOC emissions[5]	t	745.2	772.8	–
Emitted CHC	t	0.0	0.2	–
Emitted HFC, FC	t	3.3	4.8	–
Substances of very high concern (SVHC) Total amount of substances of very high concern that leave production facilities as emissions or as part of products, taking production volumes into account[6]				
Combustion vehicles	t	8,038.6	–	–
Electric vehicles	t	1,374.5	–	–

[1] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels (estimate for 2025), Győr, San José Chiapa, Crewe (Bentley), Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024), Map Yang Phon (Ducati) (Amphoe Pluak Daeng before 2024) sites. The environmental key figures for the current year are data as of February 10, 2026. 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 2024 were updated in this report using the actual values for 2024. Recording of the key figures was partially changed due to new reporting criteria (ESRS).

[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] The key figure includes NO_x, SO_2, CO, dust, VOC, CHC, HFC and FC.

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

[5] VOC emissions (volatile organic compounds): This key figure consists of emissions from paint shops, test rigs and other facilities.

[6] In accordance with the reference-vehicle logic, the calculation of the key figures is based on the 2025 production figures of the sites Ingolstadt, Neckarsulm, Zwickau, Győr, Brussels, San José Chiapa, Martorell, Bratislava and Chhatrapati Sambhajinagar, using the highest-volume models Audi Q3 and Audi Q4 e-tron. The analysis was conducted at product line level and follows the procedure applied by the Volkswagen Group. The evaluation assumptions are in accordance with SCIP reporting requirements.

Water management[1]

Total consumption and efficiency	**Unit**	**2025**	**2024**	**2023**
Water intensity	m³/EUR	0.000015	–	–
Total water consumption[2]	m³	995,512 ✓	1,175,299	–
Total water recycled and reused	m³	962,359	959,189	–

Fresh water extraction by risk[3]	**Unit**	**2025**	**2024**	**2023**
Total fresh water extraction	m³	2,596,849	2,922,517	2,875,161
of which in regions with an extreme risk of water stress	m³	70,475	66,660	58,349
of which in regions with a high risk of water stress	m³	0	359,964	122,096
of which in regions with a medium risk of water stress	m³	1,721,019	1,752,430	1,946,305
of which in regions with a low risk of water stress	m³	805,355	784,743	749,838
percentage of regions with an extreme risk of water stress	Percent	3	2	2
percentage of regions with a high risk of water stress	Percent	0	12	4
percentage of regions with a medium risk of water stress	Percent	66	59	68
percentage of regions with a low risk of water stress	Percent	31	26	26

[1] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels (estimate for 2025), Győr, San José Chiapa, Crewe (Bentley), Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024), Map Yang Phon (Ducati) (Amphoe Pluak Daeng before 2024) sites. The environmental key figures for the current year are data as of February 10, 2026. 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 2024 were updated in this report using the actual values for 2024. Recording of the key figures was partially changed due to new reporting criteria (ESRS).

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

[3] All purchased and produced fresh water can be assigned to the category "fresh water (≤1000 mg/l total dissolved solids)." Information on the water stress risk according to the Maplecroft Water Stress Index.

Water management[1]

Wastewater	**Unit**	**2025**	**2024**	**2023**
Volume of wastewater[4]	m³	1,601,337	1,748,301	1,716,552
Direct discharge[5]	m³	9,348	13,199	8,519
Indirect discharge[6]	m³	1,591,989	1,735,102	1,707,858

Pollutant emissions into water	**Unit**	**2025**	**2024**	**2023**
Total amount of pollutants emitted into water[7]	kg	196,363 ✓	232,315	–
Wastewater load				
Chemical oxygen demand	kg	579,271	678,296	548,815
Organic carbon	kg	193,090	226,099	–
Nitrogen	kg	73,239	74,431	65,836
Phosphorous	kg	8,140	8,022	7,297
Fluoride	kg	2,801	5,681	–
Nickel	kg	59	55	–
Zinc	kg	413	481	478

[1] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels (estimate for 2025), Győr, San José Chiapa, Crewe (Bentley), Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024), Map Yang Phon (Ducati) (Amphoe Pluak Daeng before 2024) sites. The environmental key figures for the current year are data as of February 10, 2026. 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 2024 were updated in this report using the actual values for 2024. Recording of the key figures was partially changed due to new reporting criteria (ESRS).

[4] All recycled water can be assigned to the category "fresh water (≤1000 mg/l total dissolved solids)."

[5] Direct dischargers: Münchsmünster site (partial scopes).

[6] Indirect dischargers: Ingolstadt, Münchsmünster, Neckarsulm, Brussels, Győr, Crewe (Bentley), Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Map Yang Phon (Ducati), Neuburg, Neustadt sites.

[7] Key figure includes organic carbon, fluoride, nickel and zinc.

Water management

Extended environmental key figures for all sites at which models of the Audi brand are produced[8, 9]

	Unit	2025	2024	2023
Total fresh water consumption[10]	m³	4,294,327	4,480,088	5,107,946
Total fresh water consumption (specific)[10]	m³/veh.	2.64	2.68	2.64
Total volume of wastewater	m³	2,477,886	2,833,152	3,034,827
Total volume of wastewater (specific)	m³/veh.	1.53	1.70	1.57

[8] Figures refer to the Bratislava, Brussels, Győr, Ingolstadt, Martorell, Münchsmünster, Neckarsulm and Zwickau (Europe), San José Chiapa (North America), São José dos Pinhais (South America), Anting, Changchun with two production sites, Chhatrapati Sambhajinagar, Foshan, Ningbo, Qingdao and Tianjin (Asia) sites. Only car-producing sites including component manufacturing are considered for the specific key figures.

[9] 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.

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

Biodiversity

	Unit	2025	2024	2023
BLI – Biodiversity Land Use Indicator[1]	Percent	22.98	–	–

Production site	Size in m²	Region	Directly adjacent protected regions[2]		Protected regions within a radius of 4,500 meters	
			Number	Size in ha	Number	Size in ha (total)
Ingolstadt, DE	2,859,883	Europe	0	0	7	1,789,678
Neuburg, DE	465,690	Europe	0	0	1	19,076
Neustadt, DE	2,596,237	Europe	0	0	2	75
Münchsmünster, DE	540,594	Europe	0	0	4	11,058
Neckarsulm, DE	1,427,016	Europe	0	0	13	83,703
Győr, HU	5,161,153	Europe	1	2,881	1	171,830
Brussels, BE	560,413	Europe	0	0	3	401,757
San José Chiapa, MX	4,600,300	North America	0	0	3	1,110,656
Crewe, UK	551,074	Europe	0	0	1	1,598
Sant'Agata Bolognese, IT	519,257	Europe	0	0	2	4,580
Bologna, IT	129,195	Europe	0	0	2	19,531
Map Yang Phon, TH	96,288	Asia	0	0	2	397,801
Audi brand group		**Global**	**1**	**2,881**	**41**	**4,011,343**

[1] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels, Győr, San José Chiapa, Crewe (Bentley), Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024), Map Yang Phon (Ducati) (Amphoe Pluak Daeng before 2024) sites. Prior-year data was used for the Brussels site. Biodiversity Land Use Indicator: Measures the impacts of land consumption at the company's own production sites and their contribution to land enhancement through biodiversity actions.

[2] Data source: Kuyua. Prior-year data was used for the Brussels site.

Resource management and circular economy[1]

Weight of products used and of technical and biological materials	Unit	2025	2024	2023
Combustion vehicles	t	1,472,886	–	–
Electric vehicles	t	434,840	–	–
Percentage of biological materials used for the manufacture of products				
Combustion vehicles	Percent	0.10	–	–
Electric vehicles	Percent	0.09	–	–
Weight of used, reused or recycled secondary components, products and materials				
Combustion vehicles	t	251,848–384,876	–	–
Electric vehicles	t	49,320–93,976	–	–
Proportion of used, reused or recycled secondary materials, products and materials as a percentage of total weight				
Combustion vehicles	Percent	17.10–26.13	–	–
Electric vehicles	Percent	11.34–21.61	–	–

[1] In accordance with the reference-vehicle logic, the calculation of the key figures is based on the 2025 production figures of the sites Ingolstadt, Neckarsulm, Zwickau, Győr, Brussels, San José Chiapa, Martorell, Bratislava and Chhatrapati Sambhajinagar, using the highest-volume models Audi Q3 and Audi Q4 e-tron. The analysis was conducted at product line level and follows the procedure applied by the Volkswagen Group. The reference models are weighted by production volume and extrapolated based on the ratio of combustion engine vehicles to battery electric vehicles in order to determine resource inflows.

Resource management and circular economy[2]

Amount of waste	Unit	2025	2024	2023
Total amount of waste	t	466,913 ✓	421,767	–
Total amount of non-hazardous waste	t	423,481	–	–
Total amount of hazardous waste	t	43,433 ✓	–	–
Total amount of radioactive waste	t	0 ✓	0	–
Recycling				
Total amount of recycled waste	t	428,011 ✓	371,822	–
Recyclable waste – preparation for reuse	t	18,579	–	–
Total amount of non-recycled waste	t	20,324	21,628	–
Percentage of non-recycled waste	Percent	4.35 ✓	5.13	–
Metallic waste	t	318,546	278,757	302,817
internal recycling	t	141,114	110,680	14,421
external recycling	t	177,423	168,069	287,893
Waste generated with other recovery operations	t	0	0	–
Disposal				
Disposable waste	t	2,813	–	–
Incineration waste	t	1,488	1,355	–
Landfill waste	t	1,326	1,010	–
Hazardous waste by weight disposed of by other disposal operations[3]	t	0	0	–

[2] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels (estimate for 2025), Győr, San José Chiapa, Crewe (Bentley), Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024), Map Yang Phon (Ducati) (Amphoe Pluak Daeng before 2024) sites. The environmental key figures for the current year are data as of February 10, 2026. 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 2024 were updated in this report using the actual values for 2024. Recording of the key figures was partially changed due to new reporting criteria (ESRS).

[3] Includes power plant residues.

Resource management and circular economy

Extended environmental key figures for all sites at which models of the Audi brand are produced[4,5]

	Unit	2025	2024	2023
Total waste (production-specific)	t	119,847	110,168[6]	112,920[6]
Total recyclable waste (production-specific)	t	115,942	105,494[6]	104,385
Total disposable waste (production-specific)	t	3,905	4,674[6]	8,535[6]
Total waste (production-specific, specific)	t/veh.	0.074	0.066[6]	0.058

[4] Figures refer to the Bratislava, Brussels, Győr, Ingolstadt, Martorell, Münchsmünster, Neckarsulm and Zwickau (Europe), San José Chiapa (North America), São José dos Pinhais (South America), Anting, Changchun with two production sites, Chhatrapati Sambhajinagar, Foshan, Ningbo, Qingdao and Tianjin (Asia) sites. Only car-producing sites including component manufacturing are considered for the specific key figures.

[5] 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.

[6] The prior-year figure was adjusted in accordance with the final data status.

Social key figures

Fair working conditions and modern working forms[1,2,3]

Workforce, Audi Group	**Unit**	**2025**	**2024**	**2023**
Audi Group	Number	84,184 ✓	88,604	–
Domestic companies	Number	56,046	56,428	–
AUDI AG	Number	55,055	55,413	–
Foreign companies	Number	28,138	32,176	–
Audi Brussels S.A./N.V.	Number	0	2,855	–
Audi Hungaria Zrt.	Number	10,917	11,431	–
Audi México S.A. de C.V.	Number	4,989	5,660	–
Automobili Lamborghini S.p.A.	Number	3,166	2,872	–
Bentley Motors Ltd.	Number	4,327	4,254	–
Ducati Motor Holding S.p.A.	Number	1,646	1,862	–
Structural data, Audi Group				
Female employees	Number	14,577	14,978	–
Male employees	Number	69,605	73,625	–
Other employees	Number	2	1	–
Permanent employees	Number	83,258 ✓	86,611	–
female employees	Number	14,389	14,565	–
male employees	Number	68,867	72,046	–
other employees	Number	2	0	–
Temporary employees	Number	926 ✓	1,993	–
female employees	Number	188	413	–
male employees	Number	738	1,579	–
other employees	Number	0	1	–
Full-time employees	Number	77,041	81,718	–
female employees	Number	10,650	11,217	–
male employees	Number	66,389	70,500	–
other employees	Number	2	1	–

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

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

[3] Impacted by the closing of the Brussels plant in 2025.

Fair working conditions and modern working forms[1,2,3]

Structural data, Audi Group	Unit	2025	2024	2023
Part-time employees	Number	7,143	6,886	–
female employees	Number	3,927	3,761	–
male employees	Number	3,216	3,125	–
other employees	Number	0	0	–
Employees without guaranteed working hours	Number	0	0	–
female employees	Number	0	0	–
male employees	Number	0	0	–
other employees	Number	0	0	–
New hires	Number	2,664	4,585	4,662
Turnover	Number	5,451	2,760	–
employees leaving voluntarily	Number	1,357 ✓	1,304	–
employees leaving due to dismissal	Number	3,140 ✓	398	–
employees leaving due to retirement	Number	870 ✓	964	–
employees leaving due to death	Number	84 ✓	94	–
Turnover rate	Percent	6.36	3.13	–
Non-employees	Number	2,484	3,997	–
Employees earning below the adequate wage benchmark[4]	Number	0 ✓	0	–
Percentage of employees earning below the adequate wage benchmark[4]	Percent	0	0	–

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

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

[3] Impacted by the closing of the Brussels plant in 2025.

[4] In countries with a statutory minimum wage, the statutory minimum wage is used as the reference value for an adequate wage. Broken down by countries, which all reported a "zero value:" Belgium, Brazil, Canada, China, France, Germany, Hungary, Italy, Japan, Mexico, Netherlands, Singapore, Spain, Switzerland, Thailand, United Kingdom, USA.

Fair working conditions and modern working forms[1]

Structural data, AUDI AG	**Unit**	**2025**	**2024**	**2023**
New hires	Number	723	1,261	–
Audi profit share per employee[5]	EUR	1,740	5,310	8,840
Employees covered by collective bargaining agreements	Number	51,551	51,934	–
Percentage of employees covered by collective bargaining agreements	Percent	93.64 ✓	93.80	–
Training figures, AUDI AG				
Training hours offered to and completed by employees	Hours	764,734	936,740	–
female employees	Hours	125,333	155,782	–
male employees	Hours	639,401	780,958	–
Average training time per employee	Hours	13.90	16.93	–
female employees	Number	13.24	16.51	–
male employees	Number	14.04	17.01	–
production employees	Hours	10.56	13.12	–
non-production employees	Hours	16.87	21.16	–
employees in management positions	Hours	11.26	13.63	–

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

[5] Payment in the following year; average figure for a skilled worker at AUDI AG. In addition a benefit provision of EUR 1,100 is established for each full-time employee.

Occupational health and safety[1]

Key figures, Audi Group	Unit	2025	2024	2023
Employees covered by health and safety management system	Number	83,516	87,849	–
Recordable work-related accidents for employees	Number	1,440	1,335	–
Rate of work-related accidents in own workforce (TRIR)	Events/ million h	11.5 ✓	10.5	–
Rate of work-related accidents resulting in lost work time in own workforce (LTIFR)	Events/ million h	4.5	4.5	–
Fatalities as a result of work-related injuries of employees	Number	0	1	–
Fatalities as a result of work-related injuries of non-employees	Number	0	0	–
Fatalities as a result of work-related injuries of other workers working at the company's sites	Number	2	0	–

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

Corporate culture and equal opportunities[1,2,3]

Workforce, Audi Group	**Unit**	**2025**	**2024**	**2023**
Workforce, Audi Group	Number	84,184 ✓	88,604	–
Apprentices	Number	2,510	2,585	–
Average age	Years	42.6	42.0	–
Employees under 30 years old	Percent	14.0	15.0	–
Employees between 30 and 50 years old	Percent	57.5	57.8	–
Employees over 50 years old	Percent	28.6	27.1	–
Management, Audi Group				
Top management employees[4]	Number	75 ✓	82	–
female employees	Number	12 ✓	10	–
percentage of female employees	Percent	16.0	12.2	–
male employees	Number	63 ✓	72	–
percentage of male employees	Percent	84.0	87.8	–
other employees	Number	0 ✓	0	–
percentage of other employees	Percent	0	0	–
Proportion of women, Audi Group				
Audi Group	Percent	17.3	16.9	–
AUDI AG	Percent	17.2	17.1	–
Audi Brussels S.A./N.V.	Percent	–	7.9	–
Audi Hungaria Zrt.	Percent	13.0	13.0	–
Audi México S.A. de C.V.	Percent	15.8	16.6	–
Automobili Lamborghini S.p.A.	Percent	21.3	20.6	–
Bentley Motors Ltd.	Percent	19.7	19.8	–
Ducati Motor Holding S.p.A.	Percent	18.3	18.1	–

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

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

[3] Impacted by the closing of the Brussels plant in 2025.

[4] Top management: top management (including brand board members) excluding upper management and management.

Corporate culture and equal opportunities

Discrimination and harassment, Audi Group	Unit	2025	2024	2023
Serious regulatory violations involving discrimination and harassment	Number	2	0	–

AUDI AG Ideas Program	Unit	2025	2024	2023
Total benefit	EUR million	51.64	59.67	68.80[5]
Implementation quota	Percent	53.10	56.60	58.00

Persons in the organization's governance bodies from the following diversity categories[2]	Unit	2025[6]	2024	2023
Supervisory Board				
Proportion of women	Percent	32.0	35.0	40.0
Proportion of men	Percent	68.0	65.0	60.0
Age				
Under 30 years old	Percent	0	0	0
Between 30 and 50 years old	Percent	26.0	30.0	30.0
Over 50 years old	Percent	74.0	70.0	70.0
Board of Management				
Proportion of women	Percent	0	14.3	28.6
Proportion of men	Percent	100.0	85.7	71.4
Age				
Under 30 years old	Percent	0	0	0
Between 30 and 50 years old	Percent	17.0	28.6	14.3
Over 50 years old	Percent	83.0	71.4	85.7

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

[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.

[6] The Supervisory Board had 19 of 20 members and the Board of Management 6 of 7 members in office. The key figures are reported as actual values.

Responsibility in the supply chain

	Unit	2025	2024	2023
Number of direct Audi[1] suppliers	Number	> 12,300	> 12,400	> 14,000
Responsible Supply Chain System[2]				
Direct suppliers with completed self-assessment questionnaire (SAQ)	Number	> 20,900	> 19,000	> 14,900
Percentage of new suppliers that were screened using social and environmental criteria[3]	Percent	6	20	26
Improvements at direct suppliers, based on the SAQ	Number	7,050	8,093	9,357
Revenue share of direct suppliers with a positive S-Rating of the total procurement volume	Percent	87	83	79
Audits (on-site) carried out in the course of the S-Rating	Number	144	85	89
Reports from the Supply Chain Grievance Mechanism	Number	180	213	219
Suppliers that received training on the subject of sustainability	Number	> 6,400	> 9,800	> 7,700
Procurement employees who participated in training on the subject of sustainability	Number	5,102	5,129	–

[1] Number based on global production sites of Audi vehicles.

[2] Within the Volkswagen Group.

[3] This key figures shows the percentage of suppliers who, in the reporting year, filled out and completed the SAQ for the first time and shared it with the Volkswagen Group.

Corporate citizenship

	Unit	2025	2024	2023
Employee donations[1]	EUR	945,771	1,237,156	953,815
Expenditure on corporate citizenship	EUR million	33.8	40.0	46.8
Percentage of AUDI AG employees engaging in volunteer work[2]	Percent	5.1	4.3	5.9

[1] Includes AUDI AG Christmas donation, flood donation, “Last Cents” campaign and special donations.

[2] Participation in activities offered by Audi; repeated involvement by an employee counts multiple times.

Governance key figures

Compliance and integrity

Compliance and anti-corruption measures and training	Unit	2025	2024	2023
Completed training on the Audi Code of Conduct within AUDI AG	Percent	97.5	99.5	98.8
Completed training on anti-corruption policies and procedures and on dealing with public officials within AUDI AG	Percent	97.3	99.8	99.2
Anti-corruption and money laundering				
Support for international majority participations with combating corruption through consulting services	Number	71	68	56
Operations assessed for risks related to corruption	Number	0	0	–
Reports of compliance violations				
Total number of reports received[1]	Number	419	360	341
Penalties and political contributions				
Amount of monetary fines for violations of corruption and bribery regulations	EUR	0	0	–
Number of convictions for violations of corruption and bribery regulations	Number	3	0	–
Party donations[2]	EUR	0	0	–

[1] Definition of the key figure has been adjusted. The figures provided include reports of suspicious activity only and exclude customer or dealer complaints submitted to the Audi Investigation Office.

[2] 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.

Appendix

Photo: AUDI AG

Audi A5 Sedan: fuel consumption (combined): 7.8–4.7 l/100 km; CO_2 emissions (combined): 178–124 g/km; CO_2 class: G–D.

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 3, 2026

Vehicles with combustion engine	**Fuel consumption, combined (l/100 km)**	**CO_2 emissions, combined (g/km)**	**CO_2 class**
Models	WLTP specification	WLTP specification	
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–C
Audi A3 Sportback	9.6–4.4	217–117	G–D
Audi A3 allstreet	7.3–5.0	167–122	F–D
Audi Q3	9.0–5.3	205–138	G–E
Audi Q3 Sportback	9.0–5.3	205–138	G–E
Audi A5 Sedan	7.8–4.7	178–124	G–D
Audi A5 Avant	8.0–4.9	182–127	G–D
Audi Q5 SUV	8.8–5.8	199–148	G–E
Audi Q5 Sportback	8.7–5.8	198–148	G–E
Audi A6 Avant	8.3–5.0	188–130	G–D
Audi A6 Sedan	8.1–4.8	184–126	G–D
Audi Q7 SUV	12.5–7.8	284–203	G
Audi A8	11.7–7.0	265–183	G
Audi Q8 SUV	13.6–8.0	310–210	G
Bentley Bentayga	13.1–13.0	298–296	G
Lamborghini Urus	14.1	320	G
Lamborghini Huracán	14.9–13.9	337–328	G

Fully electric vehicles	**Electric power consumption, combined (kWh/100 km)**	**CO_2 emissions, combined (g/km)**	**CO_2 class**
Models	WLTP specification	WLTP specification	
Audi Q4 e-tron	18.9–16.0	0	A
Audi Q4 Sportback e-tron	18.3–15.4	0	A
Audi e-tron GT quattro	19.7–17.8	0	A
Audi RS e-tron GT	21.1–18.4	0	A
Audi A6 Avant e-tron	17.7–14.1	0	A
Audi A6 Sportback e-tron	16.8–13.4	0	A
Audi Q6 SUV e-tron	19.3–15.6	0	A
Audi Q6 Sportback e-tron	18.4–15.1	0	A

Consumption and emission figures

Hybrid vehicles	**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 discharged battery, combined (l/100 km)**	**CO_2 class with discharged battery**
Models	WLTP specification	WLTP specification	WLTP specification		WLTP specification	
Audi A3 allstreet TFSI e	1.4–1.2	12.9–12.4	31–26	B	5.3–5.0	D–C
Audi A3 Sportback TFSI e	1.5–1.1	13.2–12.1	33–25	B	5.4–4.9	D–C
Audi Q3 SUV e-hybrid	2.1–1.7	14.9–13.9	49–39	B	6.6–6.0	E
Audi Q3 Sportback e-hybrid	2.2–1.7	15.1–14.0	50–40	B	6.7–6.0	E
Audi A5 Sedan e-hybrid	2.6–2.0	15.7–14.9	60–45	B	7.3–6.4	F–E
Audi A5 Avant e-hybrid	2.7–2.1	15.9–15.1	61–47	B	7.4–6.5	F–E
Audi Q5 SUV e-hybrid	3.4–2.4	16.9–15.4	77–55	B	8.4–7.2	G–F
Audi Q5 Sportback e-hybrid	3.3–2.4	16.8–15.5	75–56	B	8.3–7.2	G–F
Audi A6 Avant TFSI e	2.9–2.2	16.3–15.2	66–51	B	7.7–6.7	F–E
Audi A6 Sedan TFSI e	2.8–2.1	16.1–15.0	63–48	B	7.5–6.5	F–E
Audi Q7 SUV TFSI e	4.2–3.7	19.4–18.9	95–85	B	10.1–9.5	G
Audi A8 TFSI e	5.2–4.4	14.7–14.1	118–101	D–C	9.5–8.7	G
Audi Q8 TFSI e	4.5–3.6	19.9–18.8	103–82	C–B	10.5–9.4	G
Bentley Bentayga Hybrid	6.7	15.5	153	E	11.2	G
Bentley Flying Spur	4.4–1.4	27.9–19.9	100–33	C	10.7	G
Bentley Continental GT	4.1–1.3	27.7–19.8	93–29	B	10.3	G
Bentley Continental GT Convertible	4.3–1.4	27.9–19.9	98–31	C–B	10.6	G
Lamborghini Revuelto	15.0	4.7	350	G	17.9	G
Lamborghini Temerario	11.2	4.3	272	G	14.0	G
Lamborghini Urus SE	5.7	21.4	140	E	12.9	G

ESG data sheet

The auditing firm EY GmbH & Co. KG Wirtschaftsprüfungsgesellschaft was commissioned by AUDI AG to review selected sustainability key figures for the 2025 reporting year. These are presented in this ESG data sheet and marked with "✓." These key figures were subjected to a limited assurance engagement and refer to the period from January 1 to December 31, 2025.

The following information refers to the Audi Group.[1] If the report refers to individual companies, sites or brands only, this is noted accordingly. The environmental key figures for the Brussels site were estimated based on the production figures. Unless indicated otherwise, key figures for employees are as of the end of the respective year. The environmental key figures are data as of February 10, 2026. The figures may contain estimates if, for example, they are based on statements from energy suppliers that were not available when data was collected.

ESRS data point:		Unit	2025 (✓)	2024	2023
Energy consumption[2]					
E-1-5-37	Total energy consumption in connection with own business operations	MWh	2,598,375	2,737,772	–
E-1-5-37a	from fossil sources	MWh	516,949	685,782	–
E-1-5-37b	from nuclear sources	MWh	0	0	–
E-1-5-37c	from renewable sources	MWh	2,081,426	2,051,990	–
E-1-5-37c-iii	from self-generated renewable energy	MWh	8,325	6,243	–
E-1-5-38a	Energy consumption from coal products	MWh	0	0	–
Fuel use[2]					
E-1-5-38b	from petroleum products	MWh	207,087	–	–
E-1-5-38c	from natural gas	MWh	117,358	234,189	–
E-1-5-38d	from other fossil sources	MWh	0.89	–	–
E-1-5-38e	Externally sourced electricity, heat, steam, cooling from fossil sources	MWh	192,622	213,402	–

[1] The Audi Group is equivalent to the Brand Group Progressive with the brands Audi, Bentley, Lamborghini and Ducati.

[2] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels (estimate for 2025), Győr, San José Chiapa, Crewe (Bentley), Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024), Map Yang Phon (Ducati) (Amphoe Pluak Daeng before 2024) sites.

ESRS data point:		Unit	2025 (✓)	2024	2023
Emissions[2]					
E-1-6-48a	Greenhouse gas emissions (Scope 1)[3]	t CO_2e	219,233	233,828	–
	Greenhouse gas emissions (Scope 1) according to Greenhouse Gas Protocol[4]	t CO_2e	92,954	121,158	218,513
E-1-6-48b	Percentage of greenhouse gas emissions from emission trading schemes (Scope 1)	Percent	79.58	–	–
E-1-6-49a	Greenhouse gas emissions (Scope 2), location-based	t CO_2e	467,799	–	–
E-1-6-49b	Greenhouse gas emissions (Scope 2), market-based	t CO_2e	22,870	–	–
	CO_2 emissions of the European (EU 27+2) fleet of new passenger cars for the Audi brand; EU excl. UK from 2021 onwards[5]	g CO_2/km (WLTP)	106.29	121.16	122.59
Pollution of air, water, soil[2]					
E-2-4-28a	Total amount of pollutants emitted to air[6]	t	1,302.2	1,458.4	–
E-2-4-28a	Total amount of pollutants emitted to water[7]	kg	196,363	232,315	–
Water consumption[2]					
E-3-4-28a	Total water consumption	m^3	995,512	1,175,299	–
Waste volume[2]					
E-5-5-37a	Total amount of waste	t	466,913	421,767	–
E-5-5-37b-ii	Total amount of recycled waste	t	428,011	371,822	–
E-5-5-37d	Percentage of non-recycled waste	Percent	4.35	5.13	–
E-5-5-39	Total amount of hazardous waste	t	43,433	–	–
E-5-5-39	Total amount of radioactive waste	t	0	0	–

[2] Figures refer to the Ingolstadt, Münchsmünster, Neckarsulm, Brussels (estimate for 2025), Győr, San José Chiapa, Crewe (Bentley), Sant'Agata Bolognese (Lamborghini), Bologna (Ducati), Neustadt proving ground and Neuburg an der Donau driving experience center (included since 2024), Map Yang Phon (Ducati) (Amphoe Pluak Daeng before 2024) sites.

[3] Calculated according to the Volkswagen CSRD Handbook, without taking biomethane certificates into account.

[4] The key figure was calculated in accordance with the Greenhouse Gas Protocol. The amount of natural gas used at the Ingolstadt, Münchsmünster, Neustadt, Neckarsulm, Győr, San Jose Chiapa and Crewe (Bentley) sites is quantitatively offset by purchasing biomethane certificates, with the biomethane being fed into the gas grid at another location.

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

[6] Key figure includes direct NO_x emissions (176.1 t), sulfur dioxide (1.5 t), CO emissions (352.5 t), dust (23.6 t), VOC emissions (745.2 t), emitted CHC (0 t) and emitted HFC, FC (3.3 t).

[7] Key figure includes organic carbon (193,090 kg), fluoride (2,801 kg), nickel (59 kg) and zinc (413 kg).

ESRS data point:		Unit	2025 (✓)	2024	2023
Workforce, Audi Group[8]					
S-1-6-50a	Total workforce	Number	84,184	88,604	–
S-1-6-50b	Permanent employees	Number	83,258	86,611	–
S-1-6-50b	Temporary employees	Number	926	1,993	–
S-1-6-50c	Employees leaving voluntarily	Number	1,357	1,304	–
S-1-6-50c	Employees leaving due to dismissal	Number	3,140	398	–
S-1-6-50c	Employees leaving due to retirement	Number	870	964	–
S-1-6-50c	Employees leaving due to death	Number	84	94	–
Collective bargaining coverage					
S-1-8-60a	Percentage of AUDI AG employees covered by collective bargaining agreements	Percent	93.64	93.80	–
Diversity key figures in top management[8, 9]					
S-1-9-66a	Top management employees	Number	75	82	–
S-1-9-66a	female employees	Number	12	10	–
S-1-9-66a	male employees	Number	63	72	–
S-1-9-66a	other employees	Number	0	0	–
Payment of an adequate wage					
S-1-10-70	Employees earning below the adequate wage benchmark[10]	Number	0	0	–
Occupational health and safety					
S-1-14-88c	Rate of work-related accidents in own workforce (TRIR)	Events/ million h	11.5	10.5	–

[8] Impacted by the closing of the Brussels plant in 2025.

[9] Top management: top management (including brand board members) excluding upper management and management.

[10] Broken down by countries, which all reported a "zero value:" Belgium, Brazil, Canada, China, France, Germany, Hungary, Italy, Japan, Mexico, Netherlands, Singapore, Spain, Switzerland, Thailand, United Kingdom, USA.

Auditor’s report

The assurance engagement performed by EY relates exclusively to the German version of the ESG data sheet of the AUDI Aktiengesellschaft. The following text is a translation of the original German independent assurance report.

Independent auditor’s report on a limited assurance engagement

To AUDI Aktiengesellschaft, Ingolstadt

We have performed a limited assurance engagement on selected sustainability key figures for the year 2025 in the ESG data sheet of the AUDI Aktiengesellschaft, Ingolstadt, (hereinafter the “Company”), which have been marked with the symbol “✓” in the sustainability reporting for the period from January 1 to December 31, 2025 (hereinafter the “report”).

Our engagement exclusively refers to the disclosures marked with the “✓” symbol in the German PDF-version of the sustainability reporting. Not subject to our assurance engagement are other references to disclosures made outside the sustainability reporting 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 sustainability reporting in accordance with the definitions of performance measures presented in the sustainability reporting (hereinafter “applicable criteria”).

These responsibilities of the Company’s executive directors include the selection and application of appropriate methods for the preparation of the non-financial Reporting 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 non-financial Reporting that is free from material misstatement, whether due to fraud (manipulation of the non-financial Reporting) 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 sustainability reporting 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 sustainability reporting,
- Identification and assessment of risks of material misstatement in the sustainability reporting,
- Analytical procedures on selected key figures and disclosures marked with "✓" in the sustainability reporting,
- Inquiries, inspection of sample documents and obtaining evidence relating to the collection and reporting of selected disclosures in the sustainability reporting,
- Assessment of the presentation of the selected key figures marked with the symbol "✓" in the sustainability reporting.

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 sustainability reporting from January 1 to December 31, 2025 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 January 1, 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, February 20, 2026

EY GmbH & Co. KG
Wirtschaftsprüfungsgesellschaft

Hinderer	Rodriguez
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