



ANALYST AND INVESTOR
CONFERENCE 2022

VOLKSWAGEN GROUP



2022
2022

Disclaimer

The following presentations as well as remarks/comments and explanations in this context contain forward-looking statements on the business development of the Volkswagen Group. These statements are based on assumptions relating to the development of the economic, political and legal environment in individual countries, economic regions and markets, and in particular for the automotive industry, which we have made on the basis of the information available to us and which we consider to be realistic at the time of going to press. The estimates given entail a degree of risk, and actual developments may differ from those forecast.

At the time of preparing these presentations, it is not yet possible to conclusively assess the specific effects of the latest developments in the Russia-Ukraine conflict on the Volkswagen Group's business, nor is it possible to predict with sufficient certainty to what extent further escalation of the Russia-Ukraine conflict will impact on the global economy and growth in the industry in fiscal year 2022.

Any changes in significant parameters relating to our key sales markets, or any significant shifts in exchange rates or commodities relevant to the Volkswagen Group or the supply with parts (especially semiconductors), or deviations in the actual effects of the Covid-19 pandemic from the scenario presented will have a corresponding effect on the development of our business. In addition, there may be departures from our expected business development if the assessments of the factors influencing sustainable value enhancement and of risks and opportunities presented develop in a way other than we are currently expecting, or if additional risks and opportunities or other factors emerge that affect the development of our business.

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 Such statements are valid on the date of publication and can be superseded.

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

Key Highlights 2021

SIGNIFICANT PROGRESS
in profitability and robustness of our
business model shown despite
significant semiconductor supply
bottlenecks

- Improved earnings quality based on product, mix and pricing
- Overhead program ahead of schedule; significant progress in 2021
- Volkswagen brand achieved break-even in North- and South America after years of losses
- Our strong net cash flow safeguards the funding of the transformation

RESTRUCTURING AT MAN

initiated and the full takeover of Navistar will support
TRATON's profitable Global champion strategy

SIGNIFICANT STEPS
in transformation achieved

- Re-tooling of our plants to produce electric vehicles fully under way
- Acceleration of BEV margin parity in Western Europe progressing
- Strengthened value drivers with investments along the battery value chain

NEW AUTO

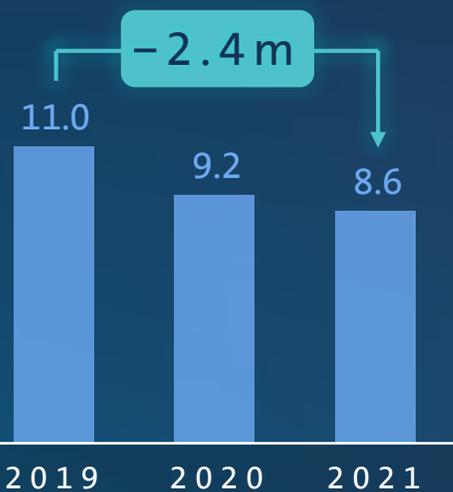


Despite lower Sales, solid Figures due to our robust Business

January to December 2019 vs. 2020 vs. 2021

VEHICLES SALES

[m vehicles]



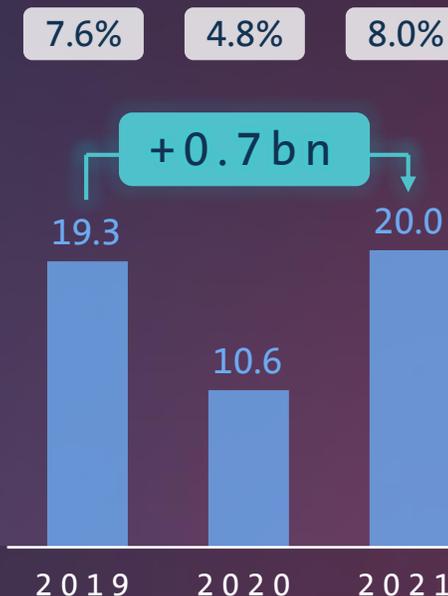
SALES REVENUE

[€ bn]



OPERATING PROFIT¹ AND MARGIN

[€ bn] Margin [%]



¹ before special items

Strong Automotive Net Cash Flow safeguards the Funding of the Transformation

January to December 2019 vs. 2020 vs. 2021

'CLEAN' NET CASH FLOW ^{1, 2}

[€ bn]



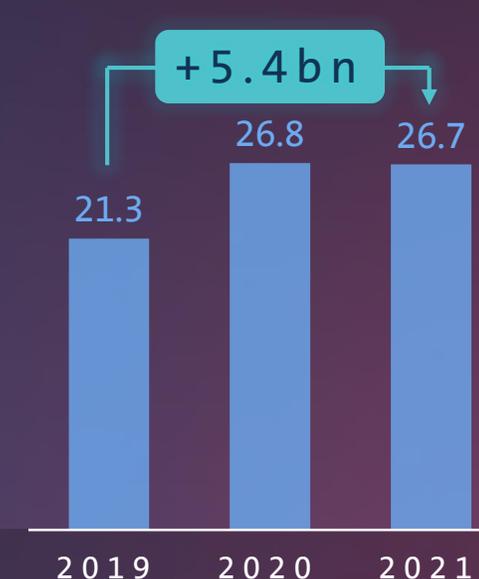
REPORTED NET CASH FLOW ¹

[€ bn]



NET LIQUIDITY ¹

[€ bn]



¹ Automotive Division

² Reported net cash flow before M&A and Diesel payments

Solid Margins at Passenger Cars and Financial Services, Earnings at Commercial Vehicles impacted by extraordinary Effects

January to December 2019 vs. 2020 vs. 2021

AUTOMOTIVE DIVISION

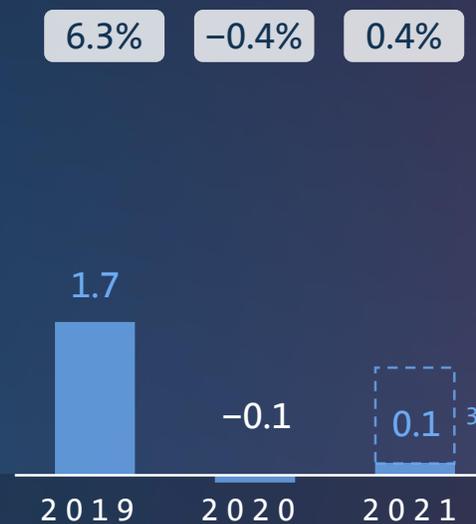
PASSENGER CARS ^{1,2}

EBIT [€ bn] incl. Margin [%]



COMMERCIAL VEHICLES

EBIT [€ bn] incl. Margin [%]



FINANCIAL SERVICES DIVISION

FINANCIAL SERVICES

EBIT [€ bn] incl. Margin [%]



¹ before special items

² Passenger Cars = Automotive Division ./. Commercial Vehicles, Power Engineering

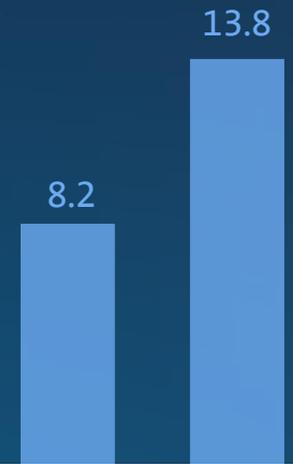
³ incl. restructuring of € -0.7 bn and EU antitrust proceedings of € -0.5 bn

Operating Result Passenger Cars (before special items) – EBIT Bridge

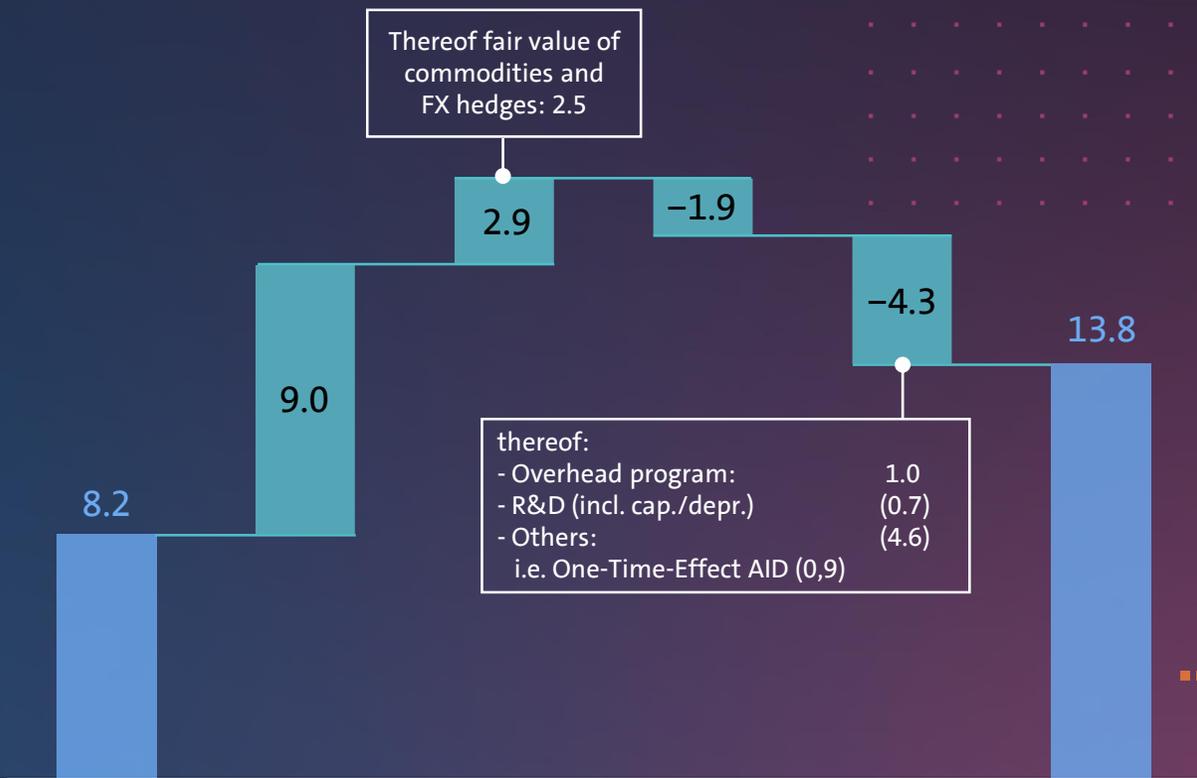
January to December 2020 vs. 2021

Operating result [€ bn]
incl. Margin [%]

5.2% 8.0%



2020 2021
Jan – Dec
before special items



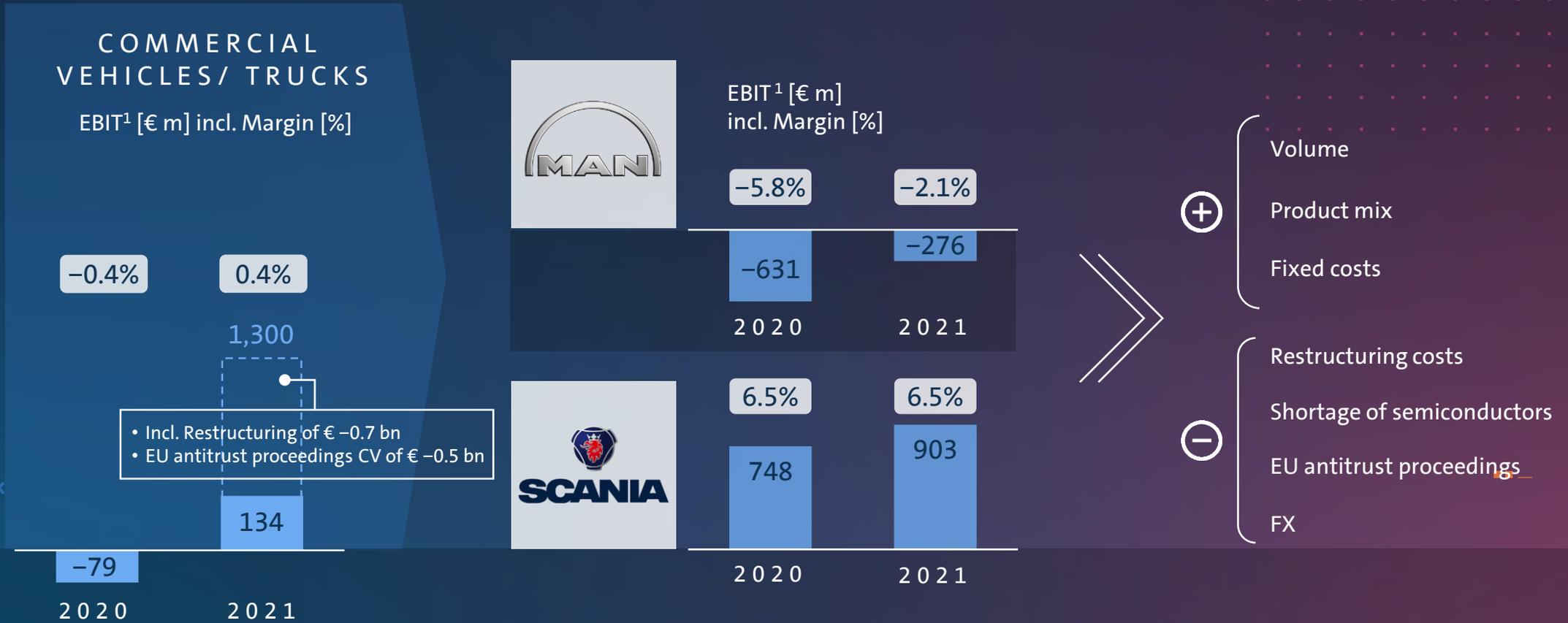
Thereof fair value of commodities and FX hedges: 2.5

thereof:
- Overhead program: 1.0
- R&D (incl. cap./depr.) (0.7)
- Others: (4.6)
i.e. One-Time-Effect AID (0,9)

2020 Volume / Exchange Product Fixed 2021
Jan – Dec Mix / Rates / Costs Costs / Jan – Dec
before Prices Derivatives Other Costs before
special special
items items

Commercial Vehicles EBIT

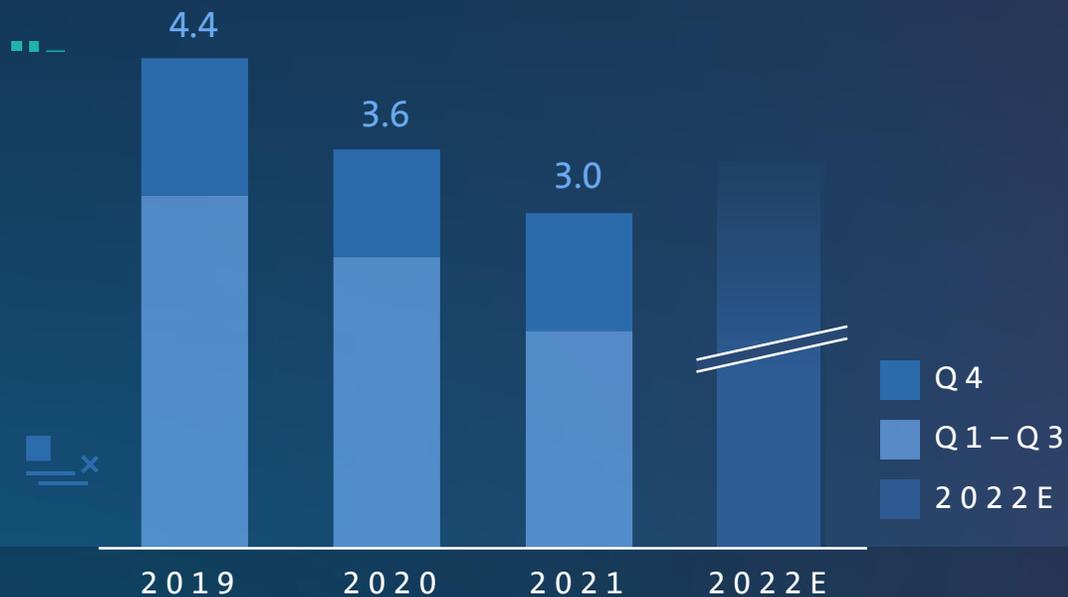
January to December 2020 vs. 2021



¹ before special items

China Joint Ventures – Proportionate Operating Profit

[€ bn]



DRIVERS

- Continued strong premium performance, especially FAW-VW
- Sales recovery in Q4 after very weak Q3 impacted by semiconductors
- Investment in SAIC Audi to strengthen local production footprint



ID.6



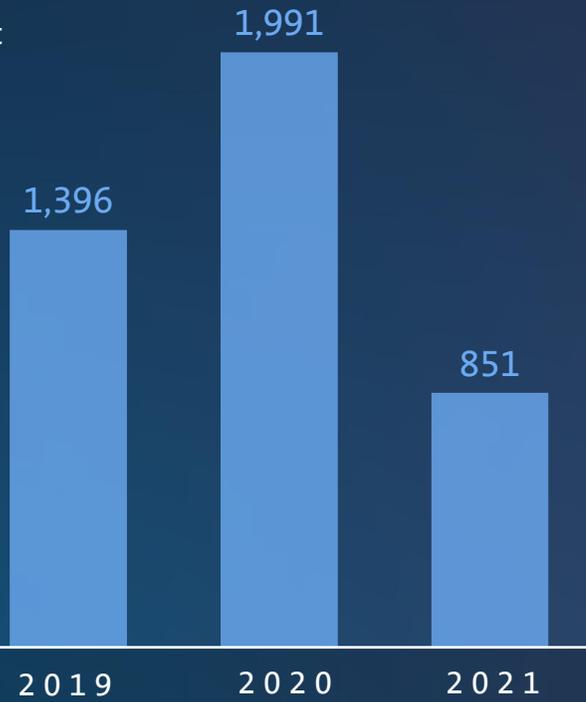
ID.4

Volkswagen ID.6: Vehicle is not sold in Germany

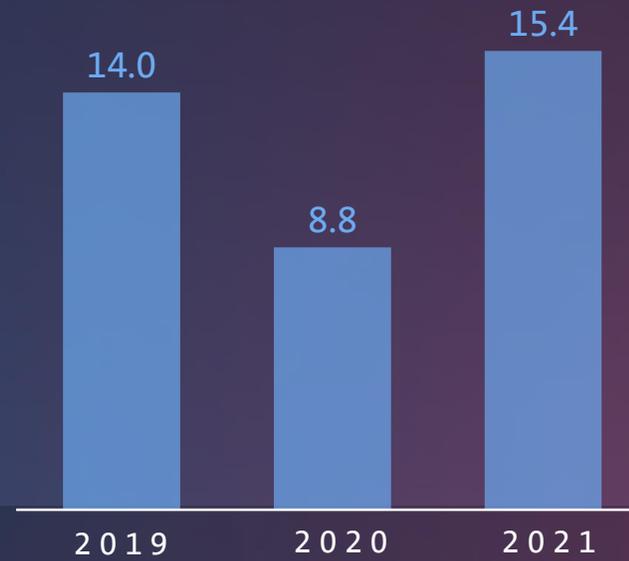
Volkswagen ID.4: Power consumption combined: 15.6-16.3 kWh/100km (NEDC), CO₂ emissions combined: 0g/km CO₂ efficiency class: A+++

Volkswagen Group Financial Result and Profit after Tax

Financial Result
[€ m]

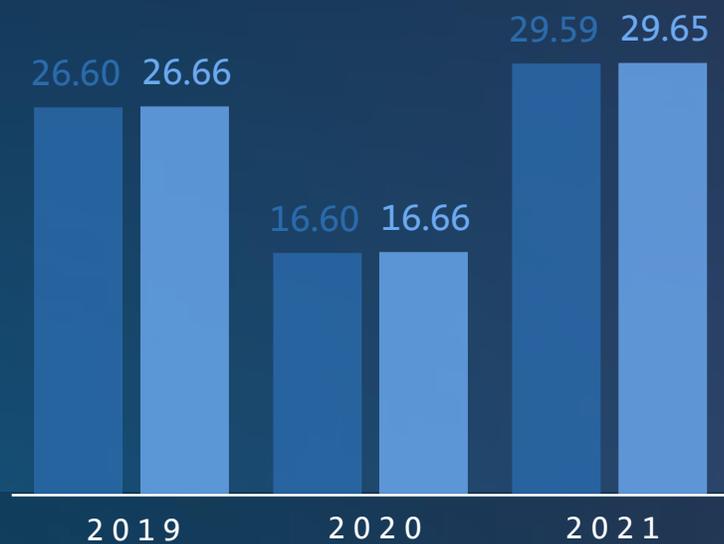


Profit after Tax
[€ bn]

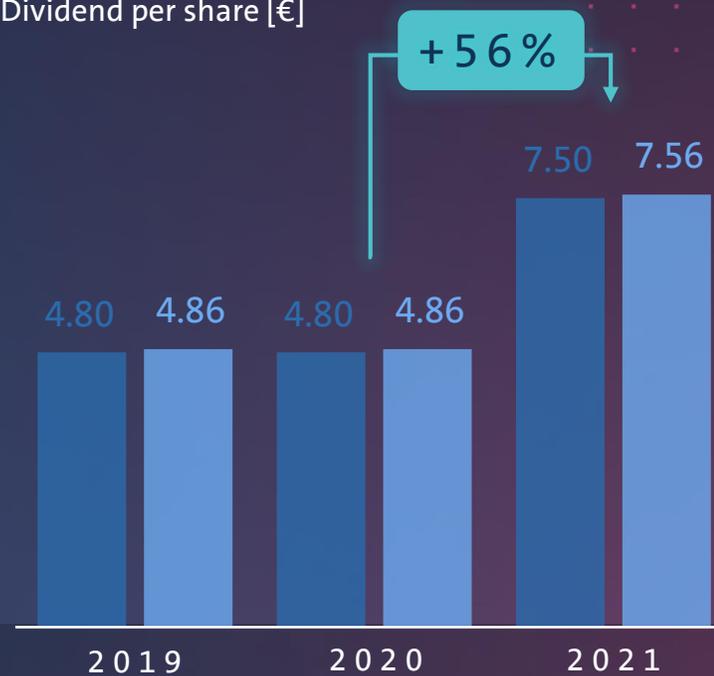


Dividend Proposal for our Shareholders for Business Year 2021

Earnings per share [€]

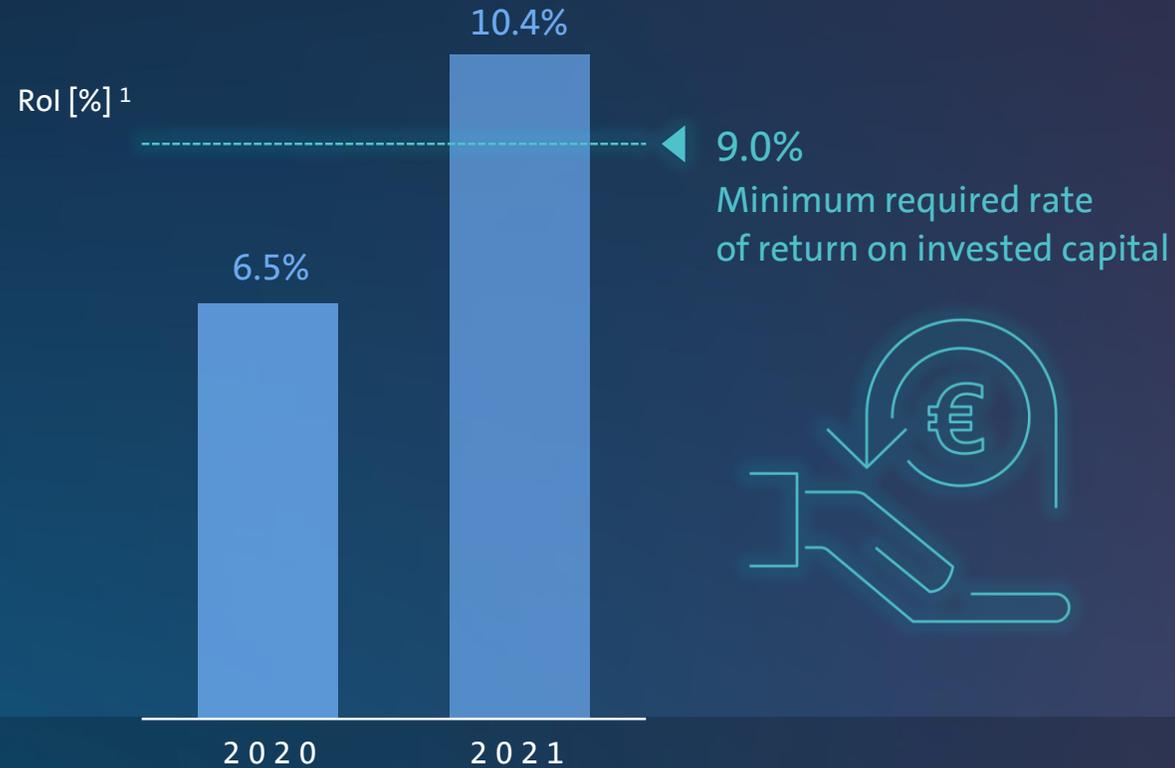


Dividend per share [€]



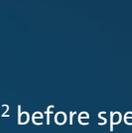
Ordinary Share Preferred Share

Automotive Division – Significant increase in Return on Investment (RoI)



¹Including proportional inclusion of the Chinese joint ventures (including relevant sales and component companies) and allocation of consolidation adjustments between the Automotive and Financial Services Divisions.

Volkswagen Group – Outlook for 2022 ¹

	ACTUAL			OUTLOOK 2022 ¹
	2020	2021		
 Deliveries to customers [m vehicles]	9.3	8.9	>>	 5% to 10% up on the previous year
 Sales revenue [€ bn]	222.9	250.2	>>	 8% to 13% higher than the prior-year figure
 Operating return on sales [%]	4.8 ²	8.0 ²	>>	 In the range of 7.0% to 8.5%
 Automotive Clean Net Cash flow [€ bn]	10.0	15.5	>>	 In the range of 13 – 15 bn €
 Automotive Reported Clean Net Cash flow [€ bn]	6.4	8.6	>>	 Same level as in the previous year ³
 Automotive Net Liquidity [€ bn]	26.8	26.7	>>	 Up to 15% higher than the prior-year figure
	2020	2021		

² before special items

³ including any cash outflows in connection with the EU antitrust proceedings against Scania

¹ it is not yet possible to conclusively assess the specific effects of the latest developments in the Russia-Ukraine conflict on the Volkswagen Group's business, nor is it possible to predict with sufficient certainty to what extent further escalation of the Russia-Ukraine conflict will impact on the global economy and growth in the industry in fiscal year 2022

What is in our Guidance?

ELEMENTS ALREADY INCLUDED IN GUIDANCE FOR 2022 FOR THE OPERATING PROFIT

- Favorable Price and Mix continue to support operating results
- Headwinds from raw material costs incl. product costs increase
- The semiconductor supply bottlenecks will improve in the second half of the year
- Substantial contribution to operating profits from TRATON
- A normalization of the result of the Financial Services Division from € 6 bn to 4.5 bn

WHAT IS NOT COVERED BY OUR GUIDANCE

- A resurgence of the COVID-19-Pandemic situation
- The guidance presented is also subject to the further development of the crisis in Ukraine and in particular the impact on our supply chains and the global economy as a whole. At the time of preparing this outlook, there is a risk that the latest developments in the Russia-Ukraine conflict will have a negative impact on the Volkswagen Group's business.
- This may also result from bottlenecks in the supply chain. At the present time, it is not yet possible to conclusively assess the specific effects. Nor is it possible at this stage to predict with sufficient certainty to what extent further escalation of the Russia-Ukraine conflict will impact on the global economy and growth in the industry in fiscal year 2022.

Proof Points of our Strategy – CFO Perspective

STRATEGIC CFO TARGETS



Focused financial steering of the transformation
(allocation of resources to future topics)



Safeguarding and strengthening our financial foundation
(... for continued investments in future technologies such as electrification, digital technology and autonomous driving)



CFO FOCUS AREAS



Focus on product transformation towards electric



Digitalization: Advancing in software/services



Groupwide cost & efficiency programs



Capturing group-wide synergies



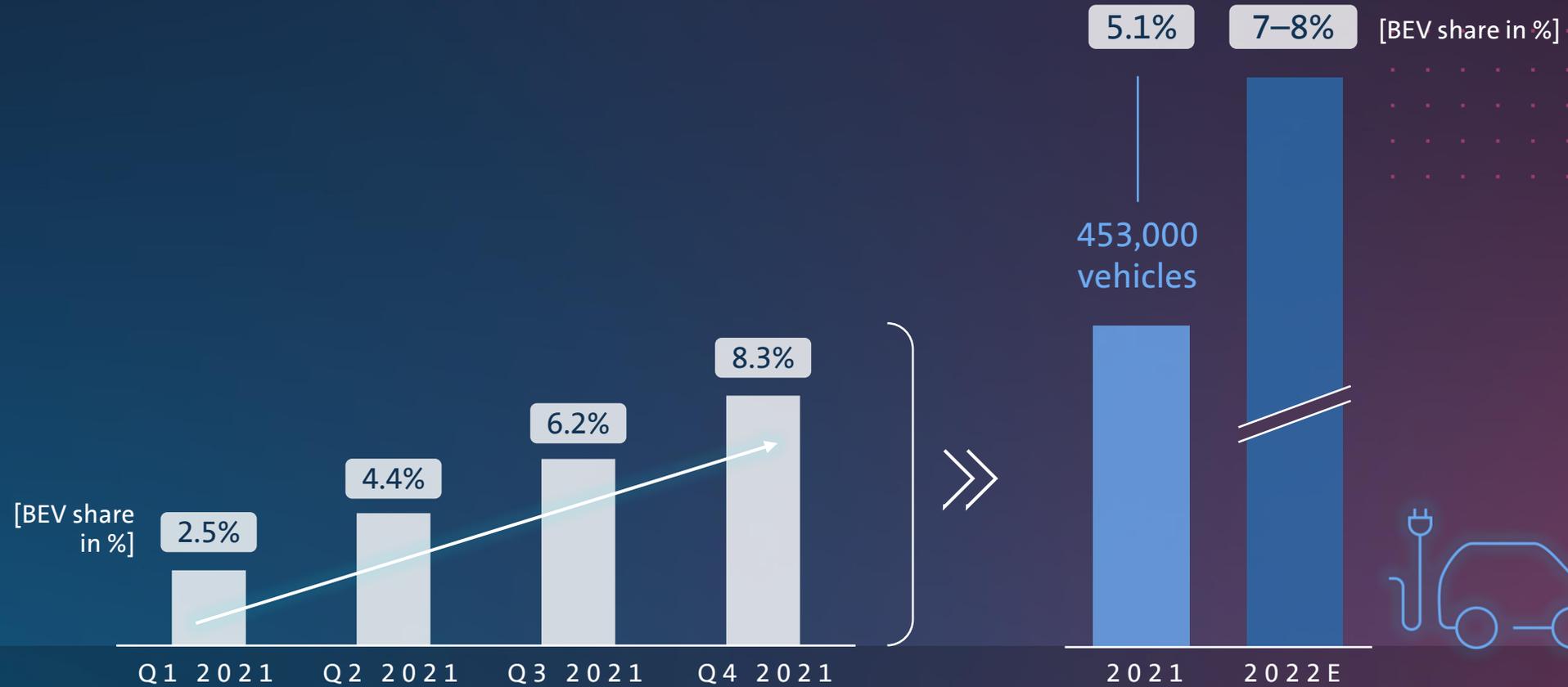
Managing margins and Cash Flows



Acting based on integrity and values

BEV ramp up pushing for Scale Effects

Q1–Q4 2021 and Outlook 2022



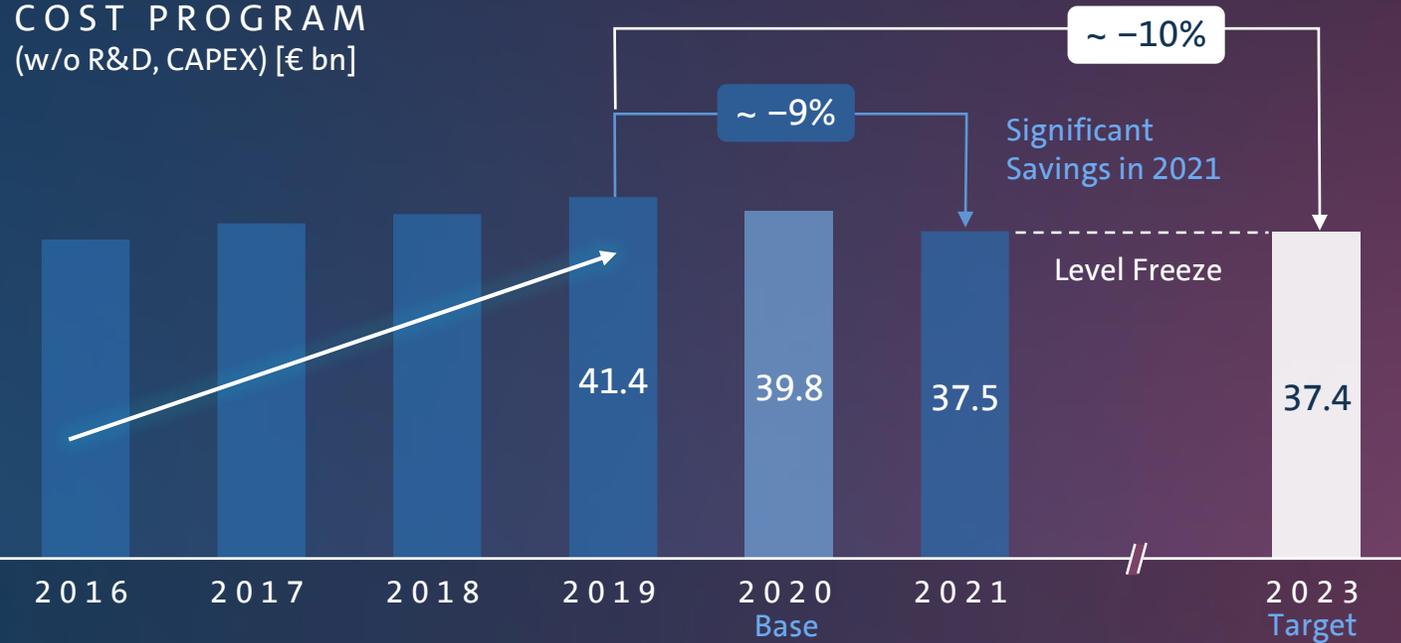
Financing the Transformation: Overhead Cost Program ahead of Schedule, significant Progress in 2021 ¹

- Plant program (Productivity & Overhead)
- Working capital management / cashflow orientation
- Purchasing program
- Overhead cost (w/o R&D, CAPEX)
- Pricing & other sales costs optimization

DELIVERIES TO CUSTOMERS
[in m units]



GROUP WIDE OVERHEAD COST PROGRAM
(w/o R&D, CAPEX) [€ bn]



¹ All figures shown are rounded, minor discrepancies may arise from addition of these amounts

Increase in R&D especially for Software successfully compensated with CAPEX Discipline

- Reducing complexity / variances
 - Focus on synergies
 - Multi brand production in MQB plants
 - Investment in software
- 

Increase in R&D especially for Software successfully compensated with CAPEX Discipline

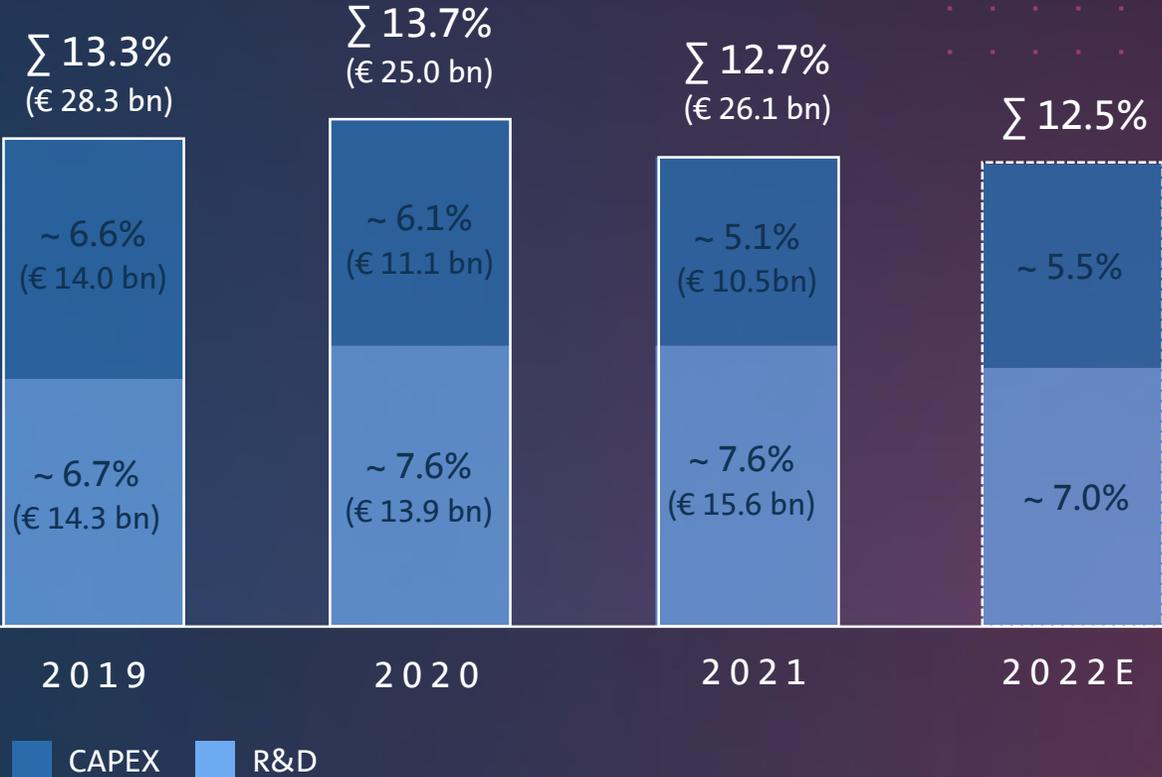
R&D / CAPEX – ABSOLUTE AND RATIO
(AUTOMOTIVE DIVISION)
[% , €]

Reducing complexity / variances

Focus on synergies

Multi brand production in MQB plants

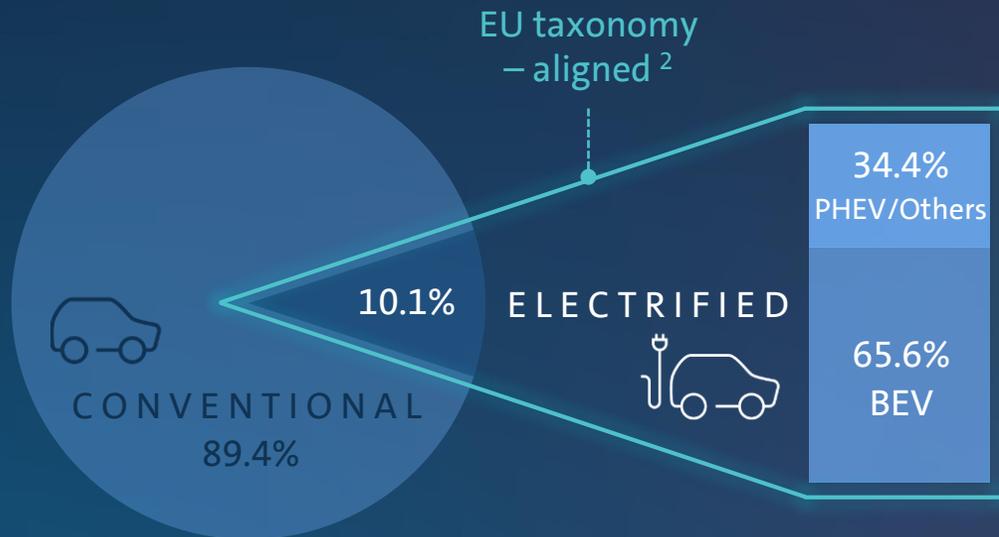
Investment in software



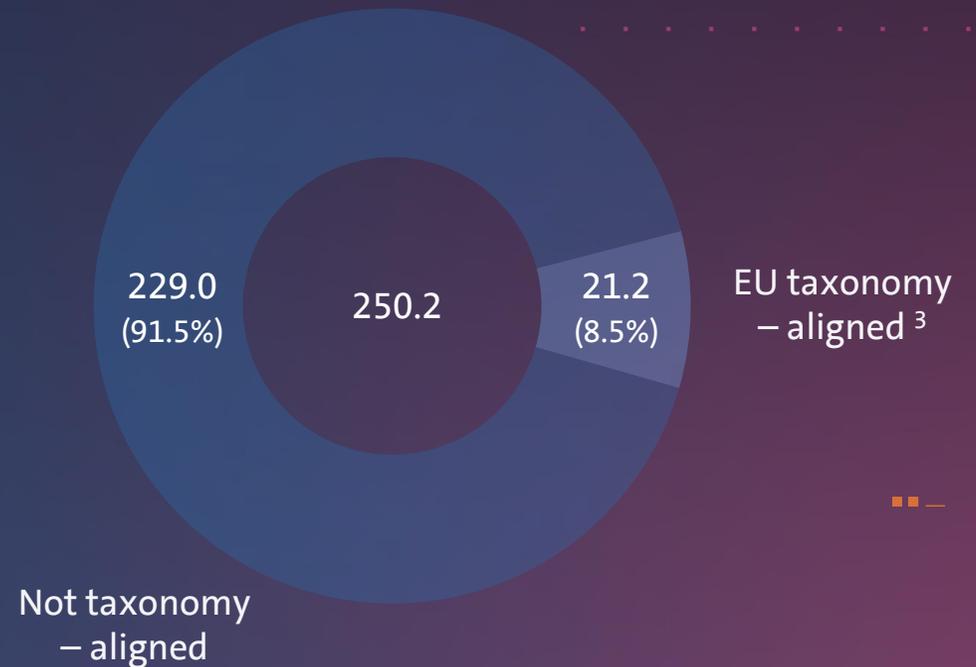
Sales according to EU Taxonomy already above 10% of total Sales ¹

January – December 2021

SALES
[%]



GROUP REVENUES
[€ bn]



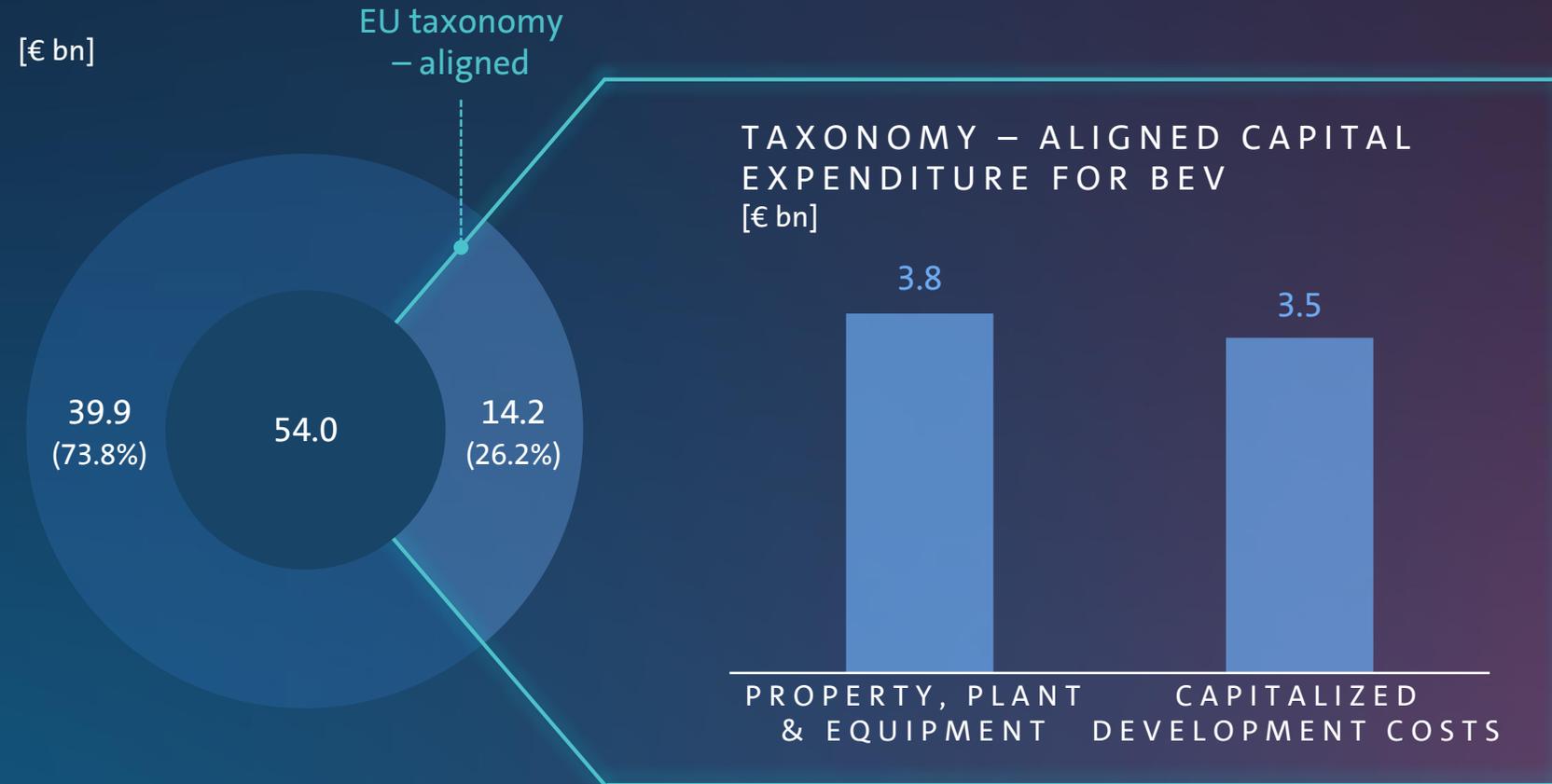
¹ excluding Chinese Joint Ventures

² EU taxonomy – aligned (CO₂ < 50g/km)

³ Passenger Cars / Light Commercial Vehicles (CO₂ emissions < 50g/km)

Capital Expenditure according to EU Taxonomy – Passenger Cars (PC) and Light Commercial Vehicles (LCV)

January – December 2021



Overall Ambition: Leading the Transformation with Integrity and Based on our Values

