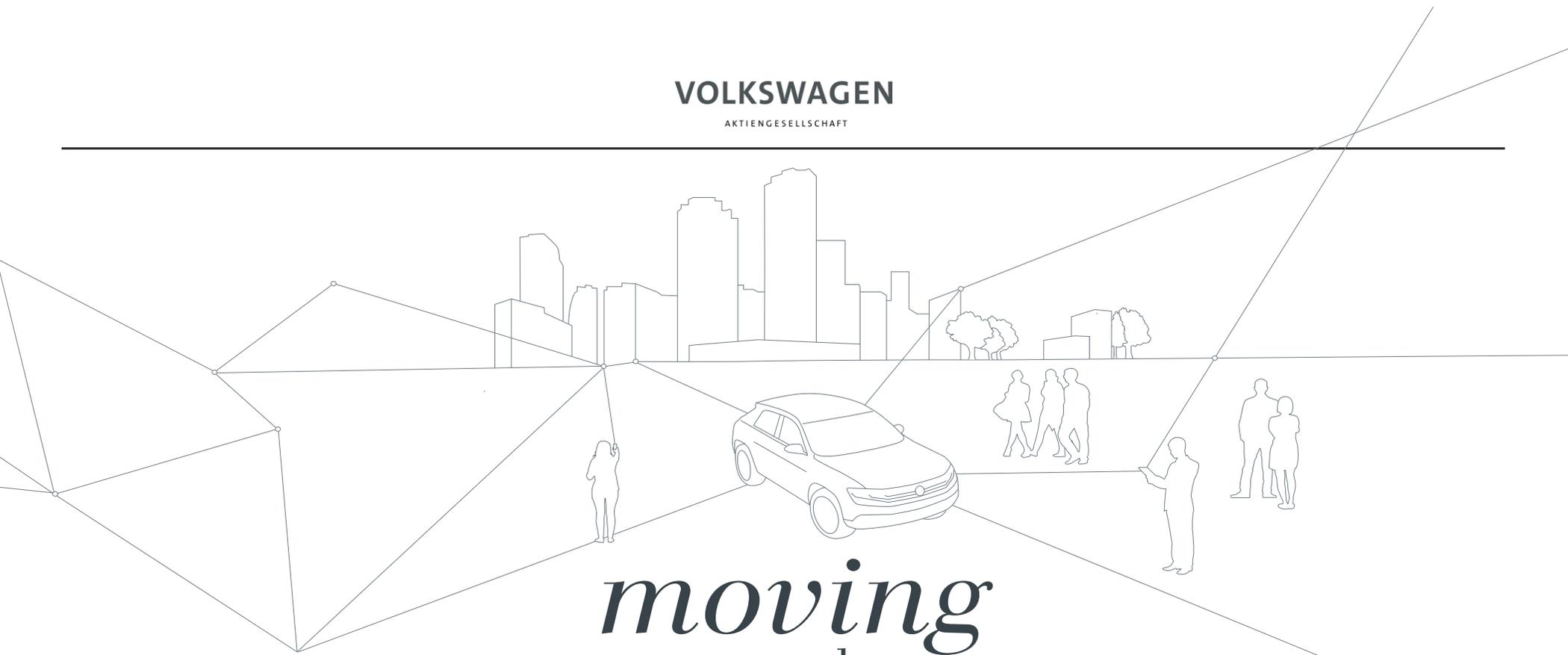


**VOLKSWAGEN**

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*moving*  
people

**Volkswagen Group**

**Frank Witter**

Chief Financial Officer

Barclays and Exane BNP Paribas Motor Show Conference 2017,  
Geneva, 7 March 2017

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## Disclaimer

The following presentations contain forward-looking statements and information on the business development of the Volkswagen Group. These statements may be spoken or written and can be recognized by terms such as “expects”, “anticipates”, “intends”, “plans”, “believes”, “seeks”, “estimates”, “will” or words with similar meaning. These statements are based on assumptions relating to the development of the economies of individual countries, and in particular of 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 involve a degree of risk, and the actual developments may differ from those forecast. The Volkswagen Group currently faces additional risks and uncertainty related to pending claims and investigations of Volkswagen Group members in a number of jurisdictions in connection with findings of irregularities relating to exhaust emissions from diesel engines in certain Volkswagen Group vehicles. The degree to which the Volkswagen Group may be negatively affected by these ongoing claims and investigations remains uncertain.

Consequently, a negative impact relating to ongoing claims or investigations, any unexpected fall in demand or economic stagnation in our key sales markets, such as in Western Europe (and especially Germany) or in the USA, Brazil or China, will have a corresponding impact on the development of our business. The same applies in the event of a significant shift in current exchange rates relative to the US dollar, sterling, yen, Brazilian real, Chinese renminbi and Czech koruna.

If any of these or other risks occur, or if the assumptions underlying any of these statements prove incorrect, the actual results may significantly differ from those expressed or implied by such statements.

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TOGETHER – Strategy 2025

Financials

Outlook 2017

Diesel Status

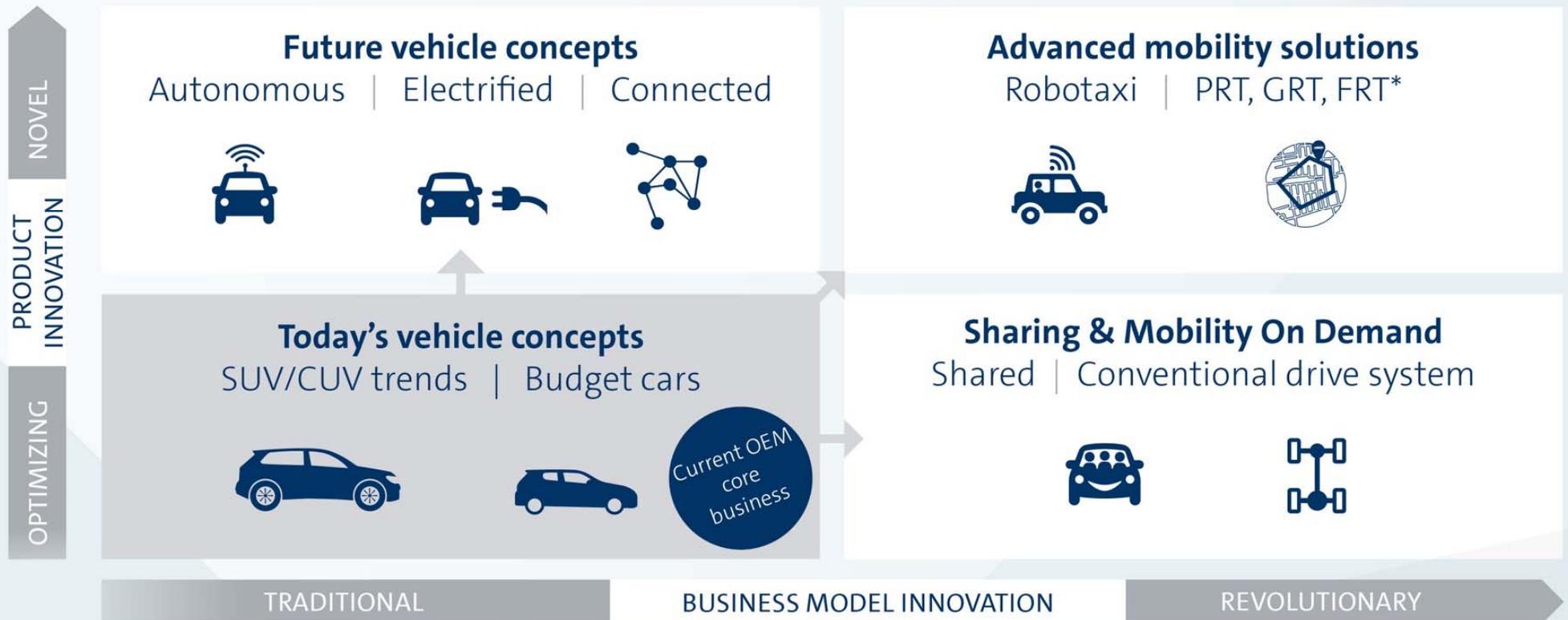
Volkswagen going forward

**T**  **GETHER**

STRATEGY 2025

# HOW OUR INDUSTRY IS CHANGING

The key trends in the automotive world at a glance



\*PRT = Personal Rapid Transit; GRT = Group Rapid Transit; FRT = Freight Rapid Transit 4

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**“THE REVOLUTIONARY CHANGE  
IN OUR INDUSTRY IS A CHALLENGE,  
BUT AT THE SAME TIME  
A HUGE OPPORTUNITY”**

## STRATEGY 2025 – INITIATIVES AT A GLANCE



## THE ELECTRIFICATION INITIATIVE OF THE VOLKSWAGEN GROUP

- ◆ Goal: to position Volkswagen as a driving force behind the expansion of electro-mobility; e-car to become a new hallmark of the Group
- ◆ >30 new pure-electric vehicles by 2025
- ◆ Annual unit sales of 2 to 3 million e-cars by 2025, equivalent to 20–25 percent of total sales



## NEW FINANCIAL TARGETS ADOPTED: FOCUS ON PROFITABILITY

Key financial targets	2015	2025
<b>Operating return on sales</b> before special items	6.0%	7–8%
<b>Return on capital</b> Automotive Division	13.8%	>15%
<b>Capex ratio</b> Automotive Division	6.9%	~6%

## THE VOLKSWAGEN GROUP OF THE FUTURE WILL INSPIRE PEOPLE

### TOGETHER...

... we will create smart mobility solutions that  
simplify and enrich our customers' lives



... we will reduce the environmental burden  
with eco-friendly drivetrain technologies



... we will continue to raise the bar in emotion and quality

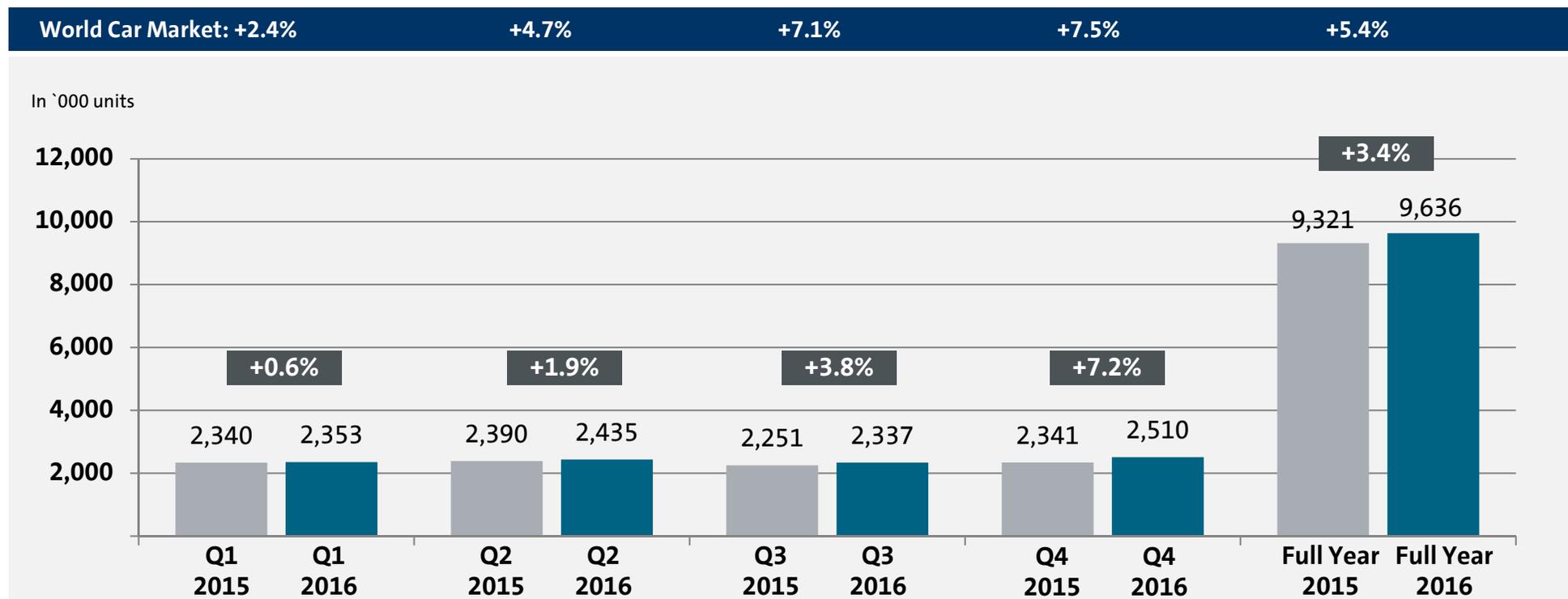


... we will shape the future of our industry



... we will build an enterprise of which we can be truly proud.

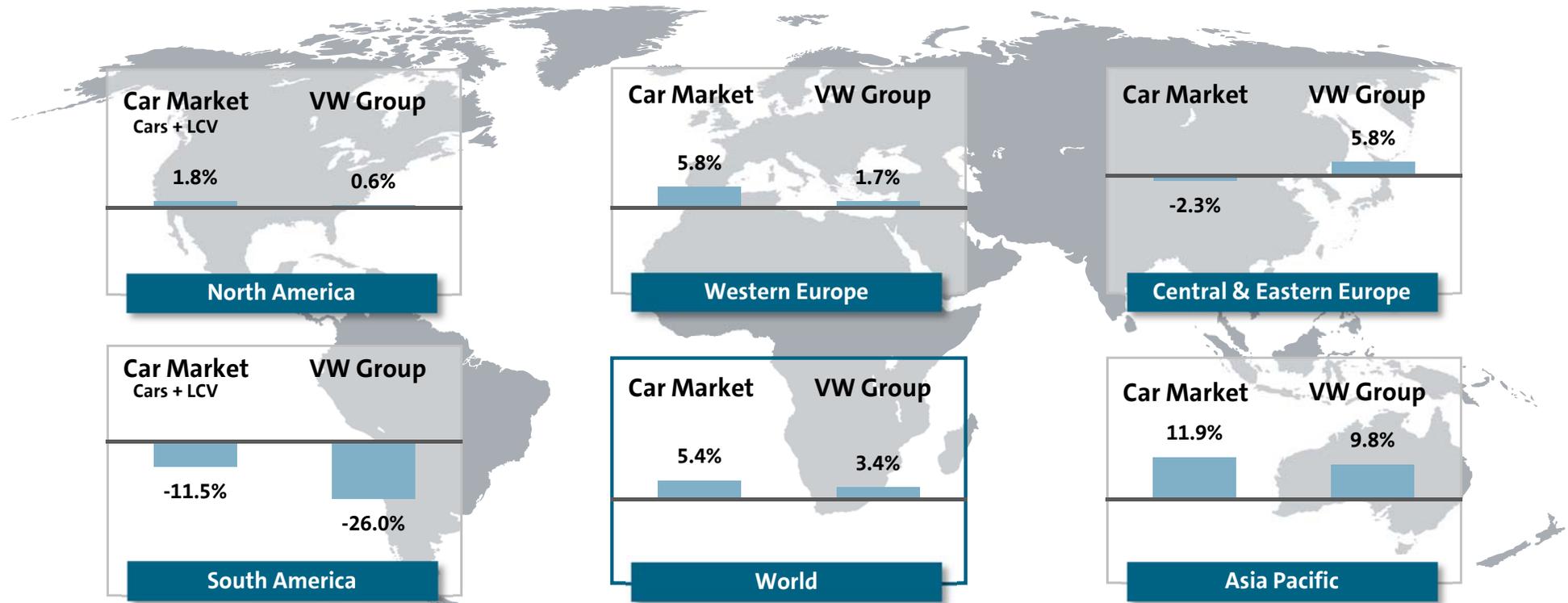
## Development Volkswagen Group car deliveries to customers <sup>1)</sup> (in comparison to previous year)



<sup>1)</sup> Figures excl. Volkswagen Commercial Vehicles, Scania and MAN.

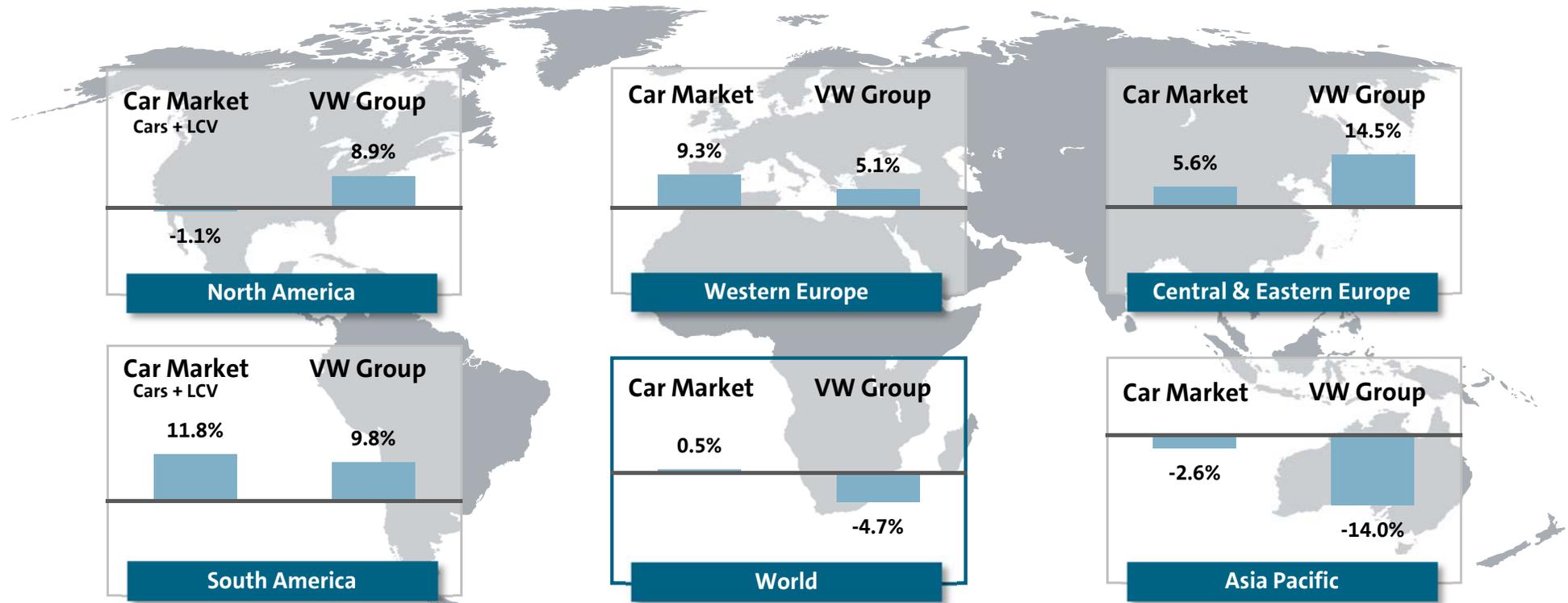
# World car market vs. Volkswagen Group car deliveries to customers <sup>1)</sup>

(Growth y-o-y in deliveries to customers, January to December 2016 vs. 2015)



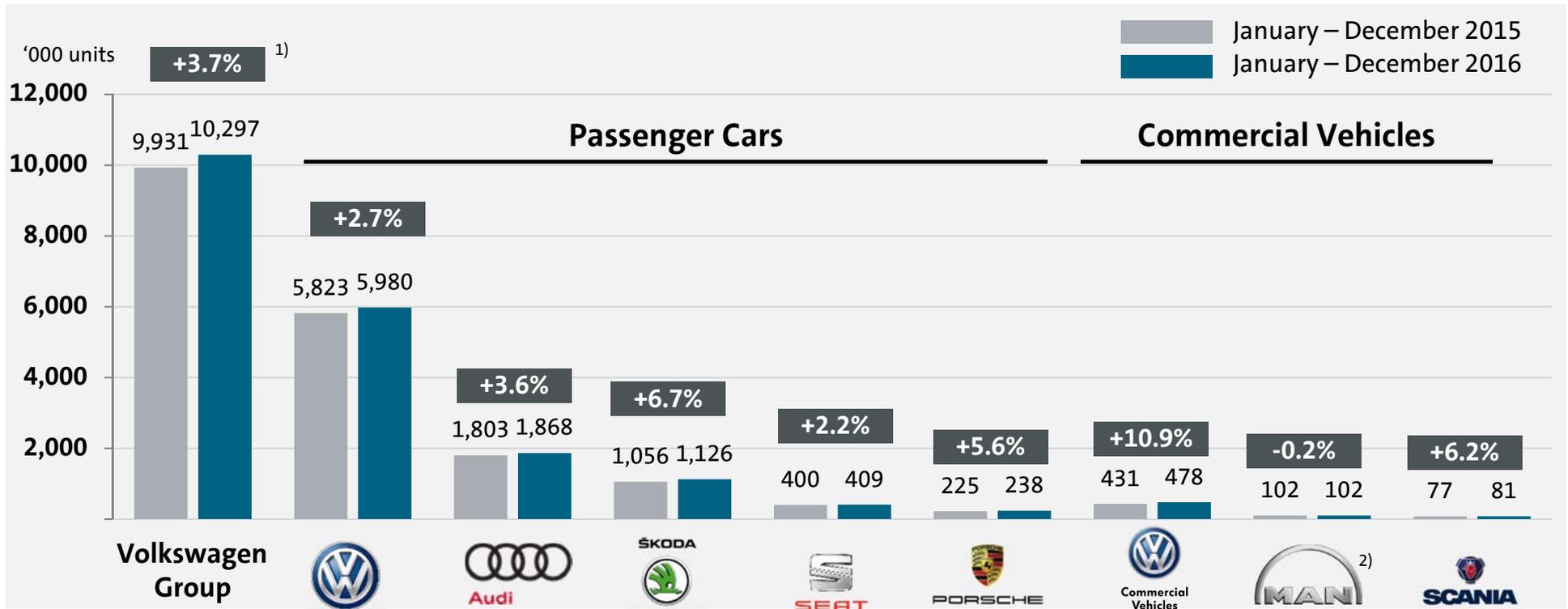
<sup>1)</sup> Figures excl. Volkswagen Commercial Vehicles, Scania and MAN Commercial Vehicles.

# World car market vs. Volkswagen Group car deliveries to customers <sup>1)</sup> (Growth y-o-y in deliveries to customers, January 2017 vs. 2016)



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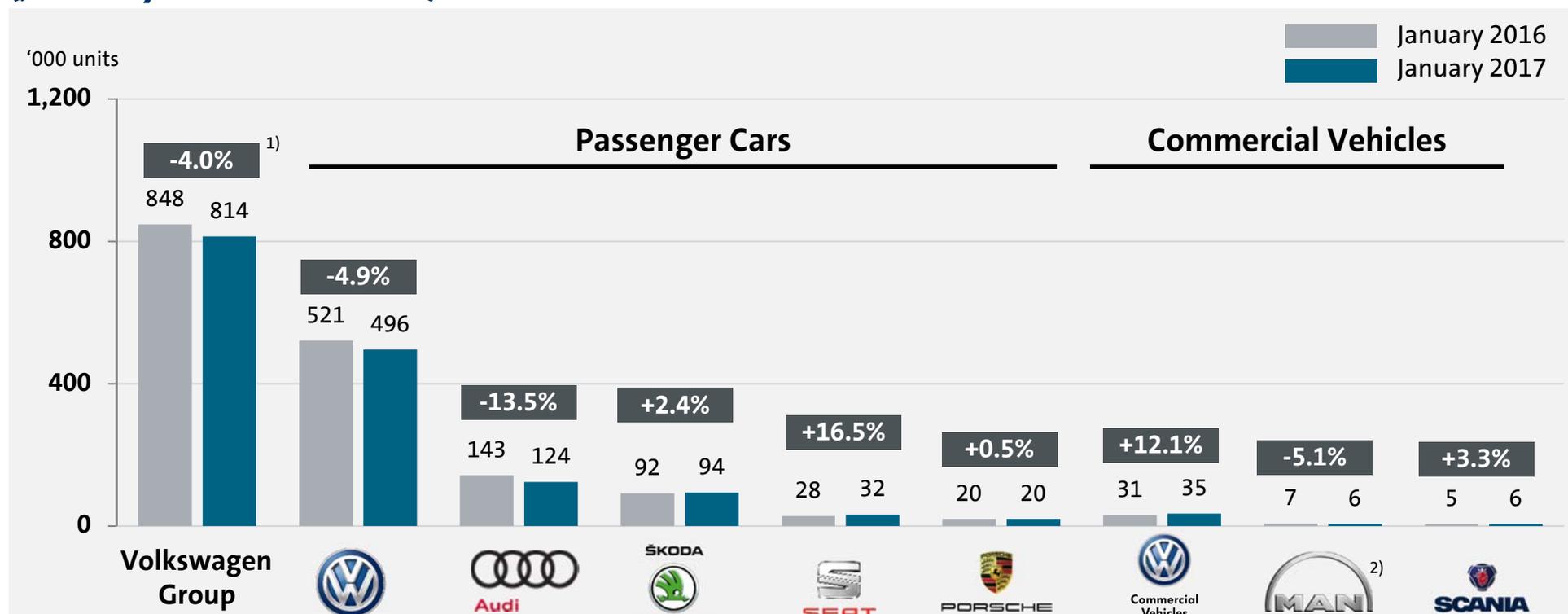
# Volkswagen Group – Deliveries to customers by brands (January to December 2016 vs. 2015)



1) Incl. all brands of Volkswagen Group (Passenger Cars and Commercial Vehicles); +3.4% excl. Volkswagen Commercial Vehicles, Scania and MAN.

2) MAN Commercial Vehicles incl. MAN Latin America Trucks and Busses GVW > 5t

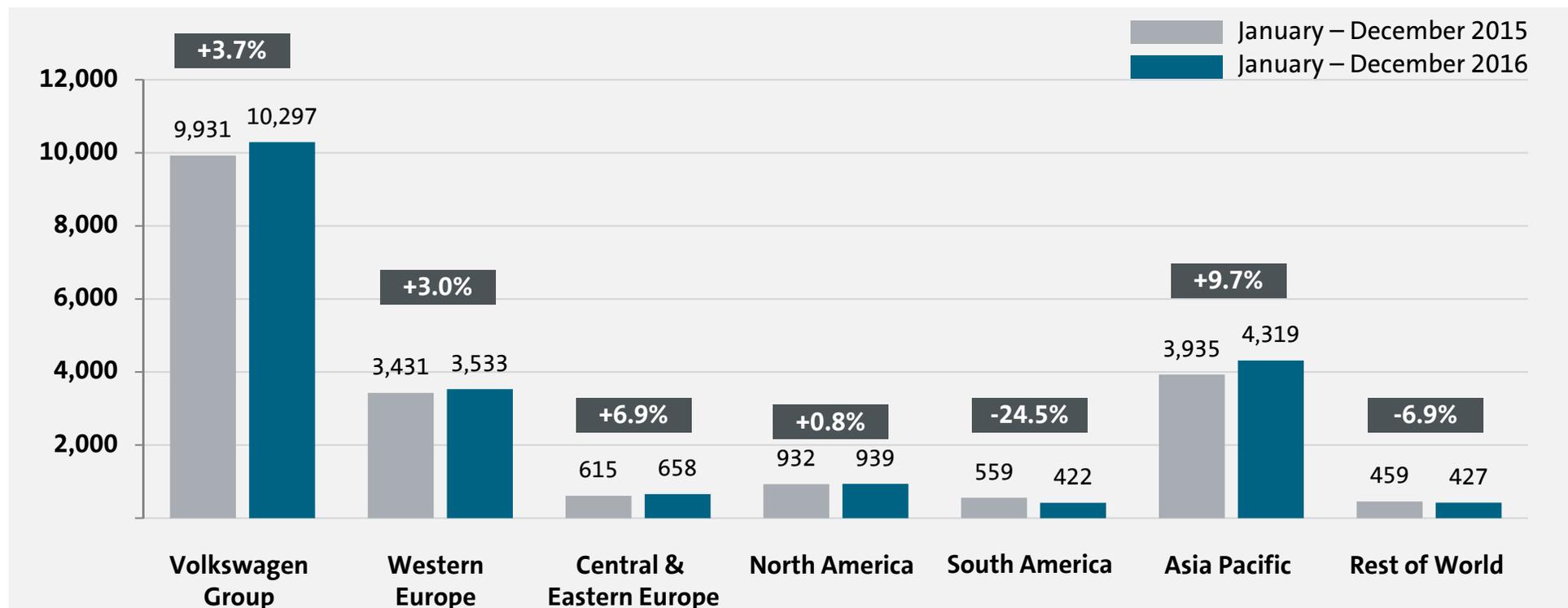
# Volkswagen Group – Deliveries to customers by brands (January 2017 vs. 2016)



1) Incl. all brands of Volkswagen Group (Passenger Cars and Commercial Vehicles); -4.7% excl. Volkswagen Commercial Vehicles, Scania and MAN.

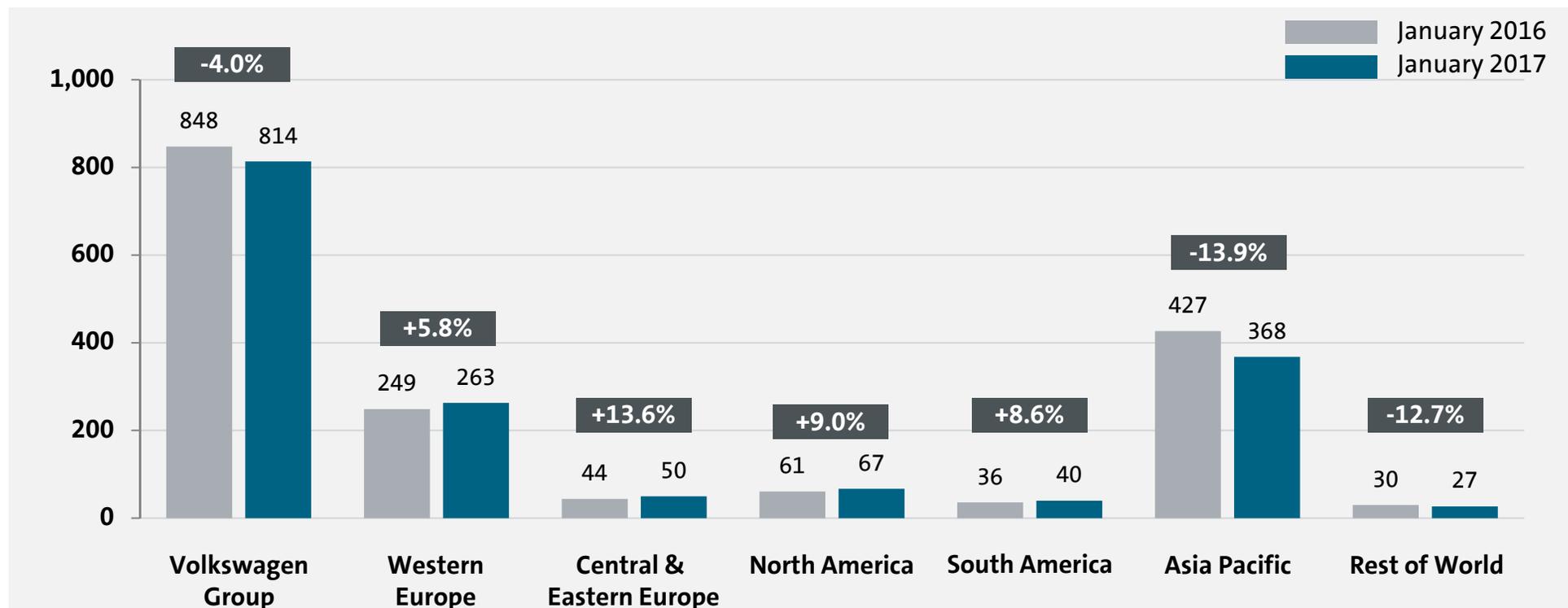
2) MAN Commercial Vehicles incl. MAN Latin America Trucks and Busses GVW > 5t

# Volkswagen Group – Deliveries to customers by markets <sup>1)</sup> (January to December 2016 vs. 2015)



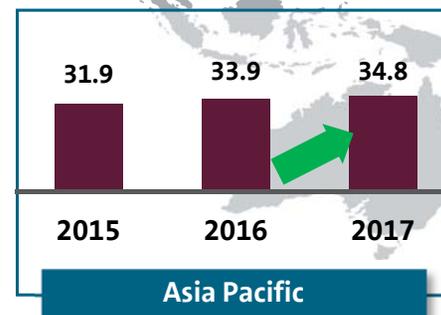
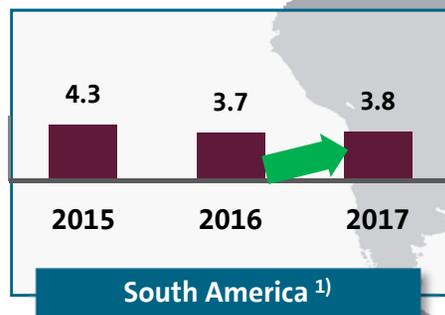
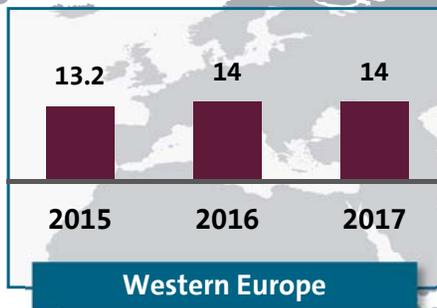
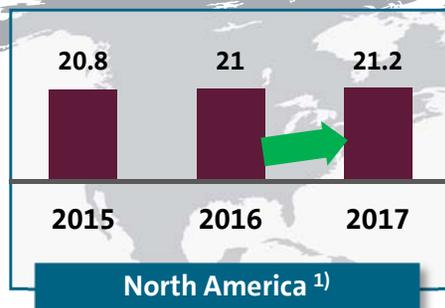
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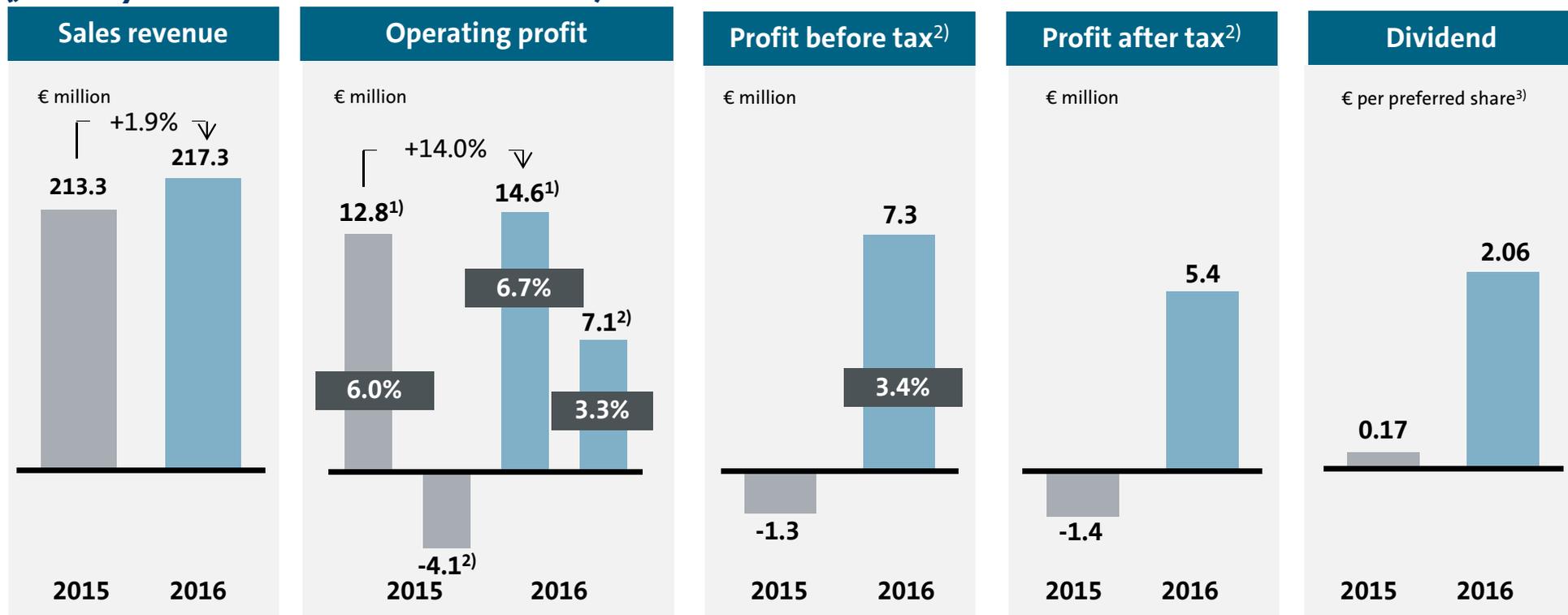
# Passenger car market forecast 2017



Source: IHS Economics as of November 2016  
<sup>1)</sup> Passenger cars and Light Commercial Vehicles

# Financial highlights – Volkswagen Group

(January to December 2016 vs. 2015)



1) Before Special items  
2) After Special items

3) Dividend proposal to Annual General Meeting on 10 May 2017 for preferred shares

x.x%

Operating profit / profit before tax in % of sales revenue

## Volkswagen Group – Key financial figures <sup>1)</sup> (January to December 2016 vs. 2015)

thousand vehicles / € million

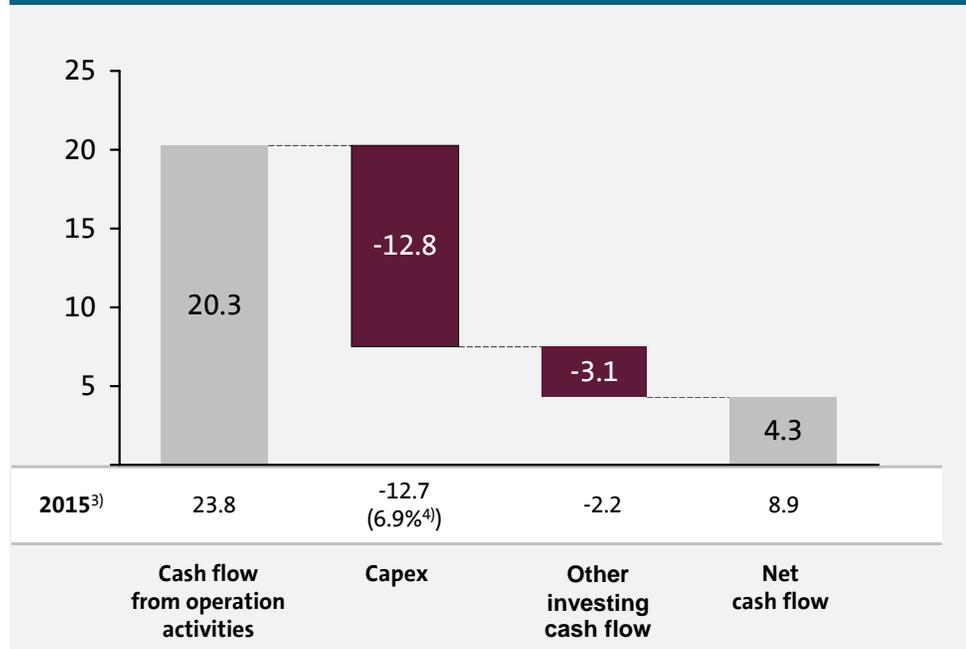
	2016	2015	+/- (%)
Vehicle Sales <sup>2)</sup>	10,391	10,010	+3.8
Sales revenue	217,267	213,292	+1.9
Operating profit before Special Items	14,623	12,824	+14.0
<i>% of sales revenue</i>	6.7	6.0	
Operating profit	7,103	-4,069	x
<i>% of sales revenue</i>	3.3	-1.9	
Financial result	189	2,768	x
Profit before tax	7,292	-1,301	x
% Return on sales before tax	3.4	-0.6	
Profit after tax	5,379	-1,361	x

<sup>1)</sup> All figures shown are rounded, so minor discrepancies may arise from addition of these amounts. Including allocation of consolidation adjustments between the Automotive and Financial Services divisions.

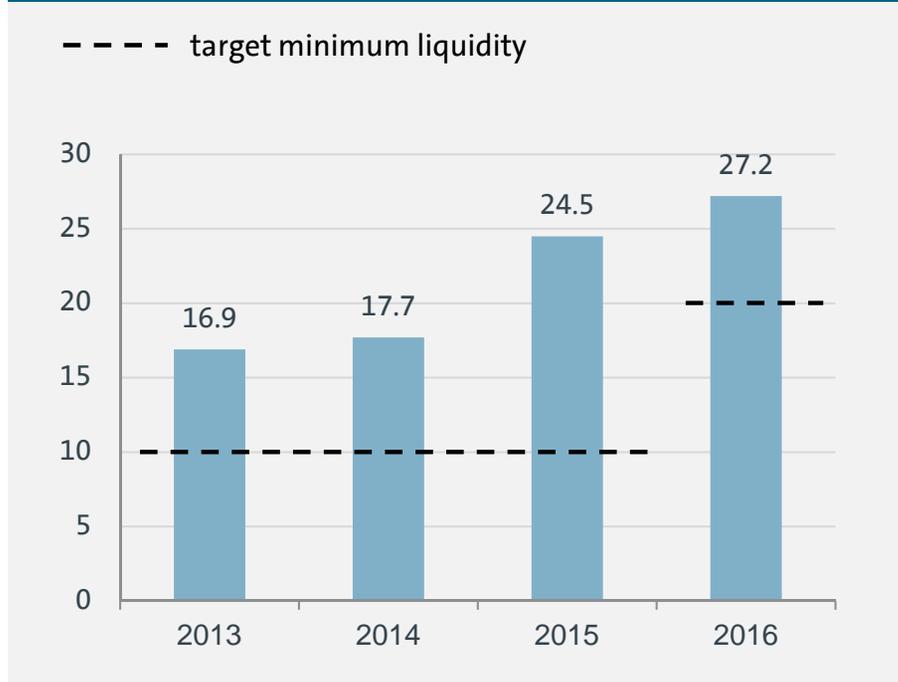
<sup>2)</sup> Volume data including the unconsolidated Chinese joint ventures.

# Automotive Division – Robust Liquidity<sup>1) 2)</sup> (January to December 2016, in € billion)

Automotive cash flow performance 2016 vs. 2015



Automotive Division - Net Liquidity

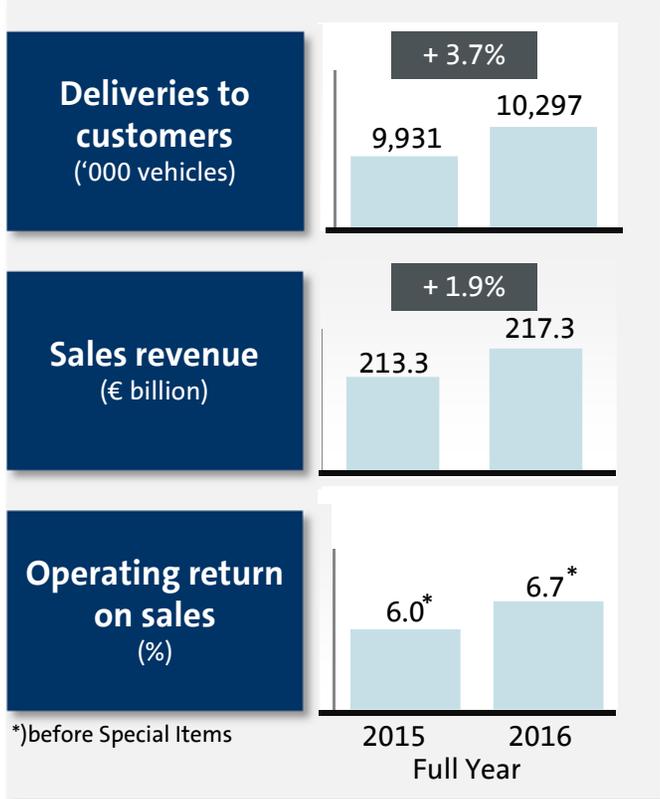


<sup>1)</sup> All figures shown are rounded, minor discrepancies may arise from addition of these amounts.

<sup>2)</sup> Including allocation of consolidation adjustments between Automotive and Services divisions.

<sup>3)</sup> prior- year figures adjusted <sup>4)</sup> Capital expenditure for property, plant and equipment in % of Automotive sales revenue.

# Volkswagen Group – Outlook for 2017



## Deliveries to customers

moderately above prior year

## Sales revenue

Up to 4% above prior year level

## Operating return on sales

between 6.0% and 7.0%

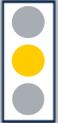
## Special Items: Diesel related and other

(In € bn)	Diesel	Other	Total
2015	Legal	7.0	Restructuring: Truck Business 0.2 Passenger Cars South America 0.2 Airbags Takata 0.3 <b>0.7</b>
	Other items	9.2	
		<b>16.2</b>	
		<b>16.9</b>	
2016	Mainly legal risks	6.4	Scania Anti-Trust Proceedings 0.4 Others 0.7 <b>1.1</b>
			<b>7.5</b>
Total to date	22.6	1.8	24.4

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## US Diesel-related settlements (status 16 February 2017)

Issue	2.0L TDI	3.0L TDI	Criminal & civil-related claims	VW-Branded Franchise Dealers
Scope	<ul style="list-style-type: none"> <li>~475,000 vehicles</li> </ul>	<ul style="list-style-type: none"> <li>~78,000 vehicles</li> </ul>	<ul style="list-style-type: none"> <li>2.0L + 3.0L TDI</li> </ul>	<ul style="list-style-type: none"> <li>2.0L, 3.0L and other matters asserted concerning the value of the franchise</li> </ul>
With whom?	<ul style="list-style-type: none"> <li>US Federal &amp; State Regulators (DOJ, EPA, CARB, FTC)</li> <li>Private Plaintiffs represented through Plaintiffs' Steering Committee (PSC)</li> </ul>	<ul style="list-style-type: none"> <li>US Federal &amp; State Regulators (DOJ, EPA, CARB, FTC)</li> <li>Private Plaintiffs represented through Plaintiffs' Steering Committee (PSC)</li> </ul>	<ul style="list-style-type: none"> <li>DOJ (incl. on behalf of EPA), Customs &amp; Border Protection</li> </ul>	<ul style="list-style-type: none"> <li>644 VW-Branded Franchise Dealers</li> </ul>
Claims status	<ul style="list-style-type: none"> <li>As of February 12, 2017, 306,663 customers have been issued offers and 249,172 offers have been accepted.</li> <li>More than 25% of the 475,000 affected 2.0L vehicles have already been either modified or taken off the road.</li> </ul>	<ul style="list-style-type: none"> <li>As of February 1, 2017 all proposed agreements submitted but pending U.S. federal court approval</li> </ul>	<ul style="list-style-type: none"> <li>Finalized; plea agreement and consent decree both require U.S. federal court approval</li> </ul>	<ul style="list-style-type: none"> <li>As of February 14, 2017, 91% of class members submitted individual releases to receive initial payment, and Volkswagen has already paid out half of the settlement proceeds.</li> </ul>
Approval status	<ul style="list-style-type: none"> <li>Per October 2016 max funding pool of ~\$10bn eligible for:                             <ul style="list-style-type: none"> <li> Buyback/Lease terminations or Emissions modifications (~70k vehicles approved per Jan 2017)</li> <li> + Cash payments for affected customers</li> </ul> </li> <li>Pay \$2.7bn over 3 years to environmental trust</li> <li>Invest \$2bn over 10 years in zero emission infrastructure</li> <li>Resolution with 44 states, the District of Columbia and Puerto Rico (~\$603m incl. 3.0L)</li> </ul>	<ul style="list-style-type: none"> <li>Pay up to ~\$1.2 billion total benefits in settlement program to:                             <ul style="list-style-type: none"> <li> Recall and repair ~58,000 vehicles to originally certified emissions standards; or offer buyback, trade-in, lease termination or emissions modifications for ~20,000 older vehicles</li> <li> + cash payments for all eligible class members</li> </ul> </li> <li>Pay \$225m into environmental trust, \$25m to CARB to support ZEV in CA</li> <li>Final approval hearing to be held on May 11, 2017</li> </ul>	<ul style="list-style-type: none"> <li>Combined fines &amp; penalties \$4.3bn:                             <ul style="list-style-type: none"> <li> Plea agreement incl. guilty plea</li> <li> Criminal fine of \$2.8bn</li> <li> Independent monitor</li> <li> Federal environmental and customs-related civil claims \$1.45bn</li> <li> DOJ civil FIRREA penalty \$50m</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Final Approval granted on January 23, 2017                             <ul style="list-style-type: none"> <li> \$1,193 billion cash component, as well as additional non-cash benefits</li> </ul> </li> </ul>

## Our 5 priorities: Focus on crisis management and realignment



### Customer solutions

- Implementation of technical solutions launched in Germany
- Schedule for further refits in Europe to be adapted in consultation with authorities
- Agreement in principle reached with U.S. authorities



### Investigation

- Process audit by Group Audit already completed at 2015 year-end, proposed measures being rapidly implemented
- Detailed investigation of facts by Jones Day ongoing



### Structure

- New management team in place
- Intensive work on new structures and leaner processes



### Mindset

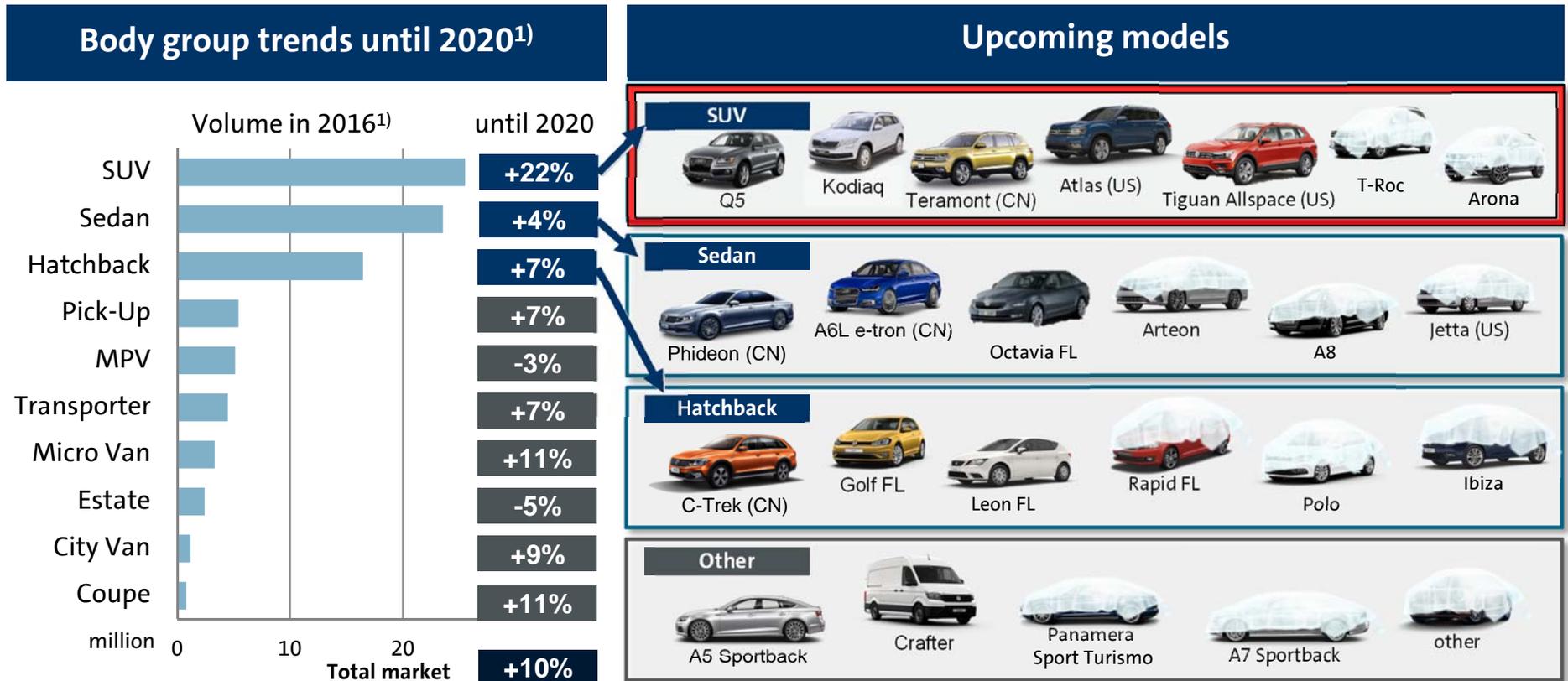
- Numerous individual changes made to renew corporate and leadership culture
- Structured change process initiated



### Destination

- Development of "TOGETHER Strategy 2025" proceeding to plan
- Key financial targets with focus on profitability already communicated
- Milestones and brand specific KPI's will be implemented into next planning round

## Product roadmap aligns with expected future market trends



<sup>1)</sup> Source: IHS as of Dec. 2016; 2016 preliminary figures, all figures rounded.

# Volkswagen brand has significant potential for improvement

- Underperformance in the US car market
- Falling market shares in price-sensitive markets of Brazil, India and ASEAN
- Inconsistent brand image in the regions
- High increase in fixed costs
- Growing productivity gap compared to competitors
- High product complexity is weakening ability to compete in volume segment
- Product portfolio is lagging behind international trends and requirements of local customers
- High level of vertical integration / need for investment in fields without differentiation from competitors
- Centralised, functional and hierarchical organisation
- Insufficient generation of returns/cash





## Volkswagen brand has important qualities that enable it to take the lead in the volume segment

Globally acknowledged and established brand and strong customer loyalty

High-quality portfolio – cars with character  
Golf, GTI, Tiguan, Passat, Jetta and Magotan

Global presence and scalable platforms: Volkswagen Group backbone

Unsurpassed market leadership in China, market leadership in Europe,  
and corresponding better price position of products

Committed, highly qualified workforce that identifies with the brand

Quality orientation, an eye for detail, and superb technical expertise





# Increase in competitiveness and safeguarding the future are the focus points of the Future Pact agreement

<b>Working Group 1</b> Production	<ul style="list-style-type: none"> <li>• Increase of productivity by 25%</li> <li>• Reduction of plant costs</li> </ul>
<b>Working Group 2</b> Components	<ul style="list-style-type: none"> <li>• Increase of productivity by 25%</li> <li>• Discontinuation of unprofitable products</li> </ul>
<b>Working Group 3</b> Technical Development	<ul style="list-style-type: none"> <li>• Reduction of hardware-oriented development work</li> <li>• Increased efficiency in development processes</li> </ul>
<b>Working Group 4</b> Administration	<ul style="list-style-type: none"> <li>• Reduction of bureaucracy</li> </ul>

## Secure the Future

- 4 additional models:  
2 conventional and 2 MEB vehicles
- Investments in:
  - Electric drive trains
  - Pilot facility battery cell
  - Battery system
- Competency/capacity increase in autonomous driving, electrification, connectivity etc.
- Creation of employment in new business segments

Reduction in workforce based on demographic curve



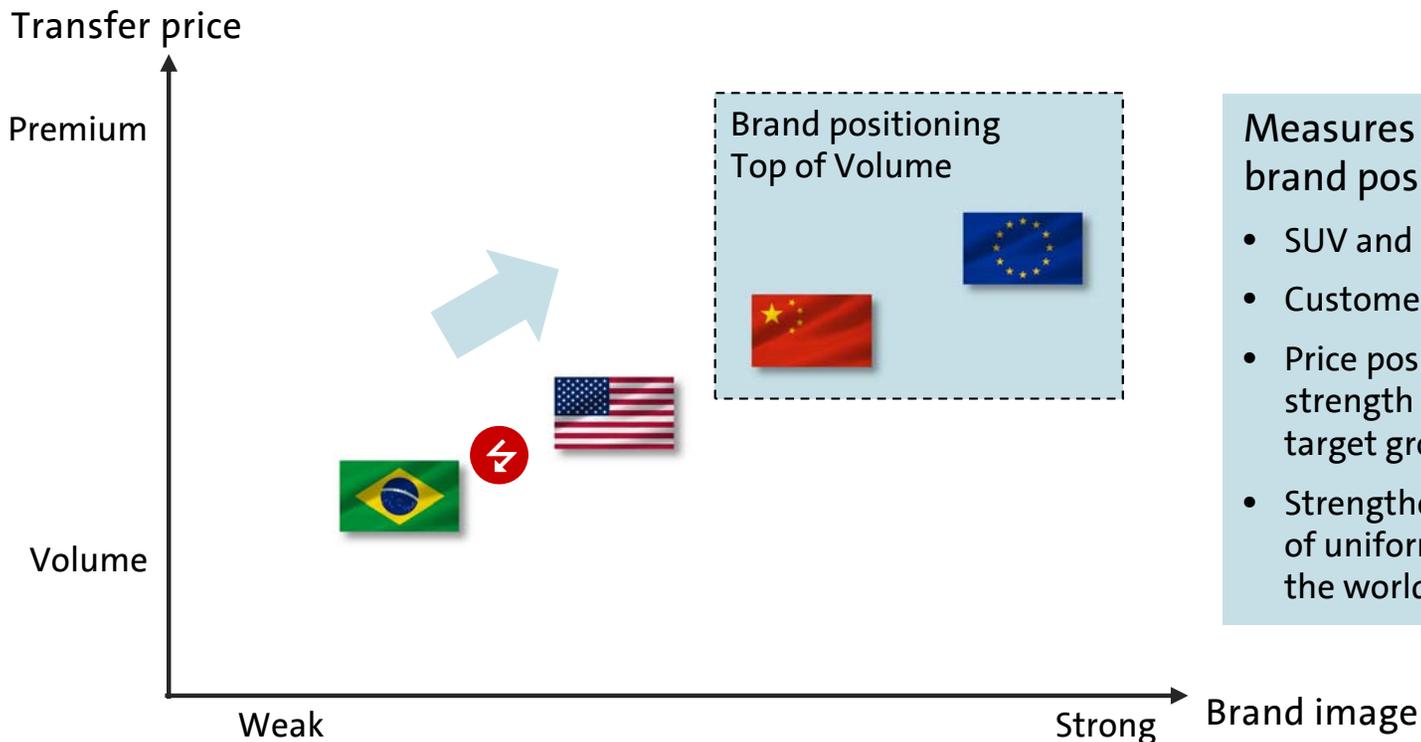
# Strategic realignment of Volkswagen brand will take place in three phases



\*) before special items

\*\*) Operating return based on adjusted sales revenue (without turnover from multi brand sales companies)

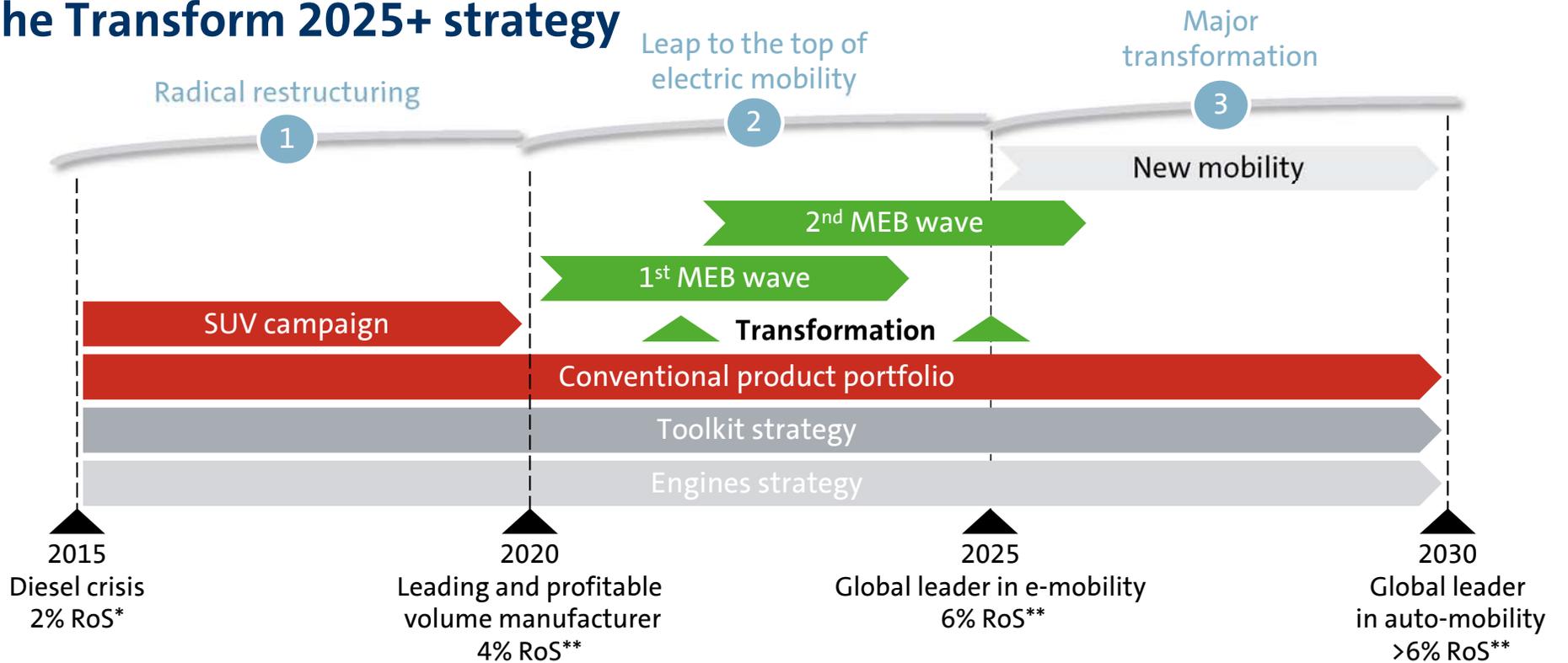
# Volkswagen brand image in critical markets will be improved step by step and brought in line with Europe



- Measures for a globally consistent brand positioning
- SUV and BEV offensive
  - Customer-relevant innovation
  - Price positioning depending on brand strength and purchasing power in the target group of the aspiring middle class
  - Strengthen brand image by means of uniform brand leadership across the world



# Realignment of product strategy oriented towards the three phases of the Transform 2025+ strategy



\*) before special items

\*\*) Operating return based on adjusted sales revenue (without turnover from multi brand sales companies)

# Reducing complexity leads to lower expenditure, frees up resources and increases productivity

Business field

Reduced number of variants

Successors / new vehicles

-30 to -60%

>15,000  
fewer component variants

Platforms

-40%

Drivetrains

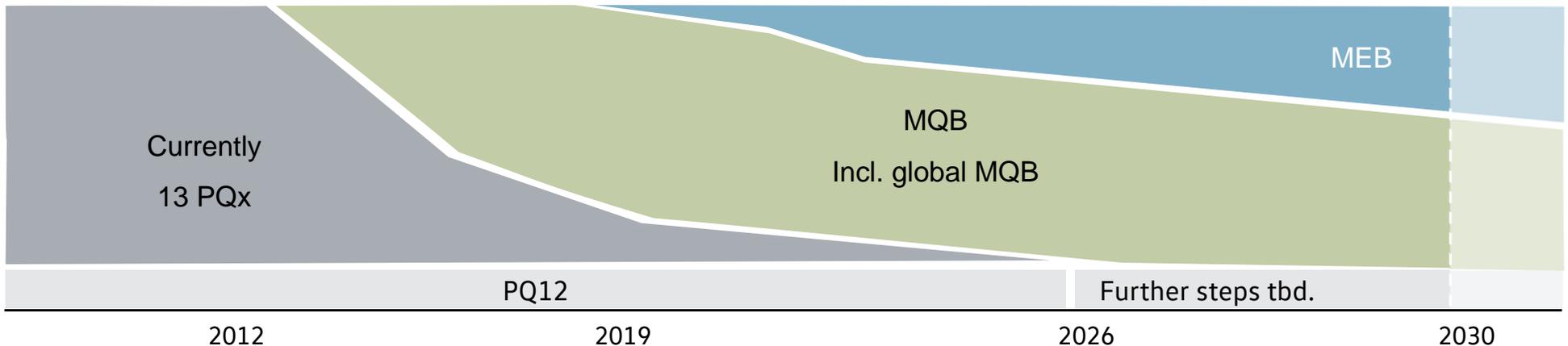
-30 to -40%



>€700 million  
lower initial investment

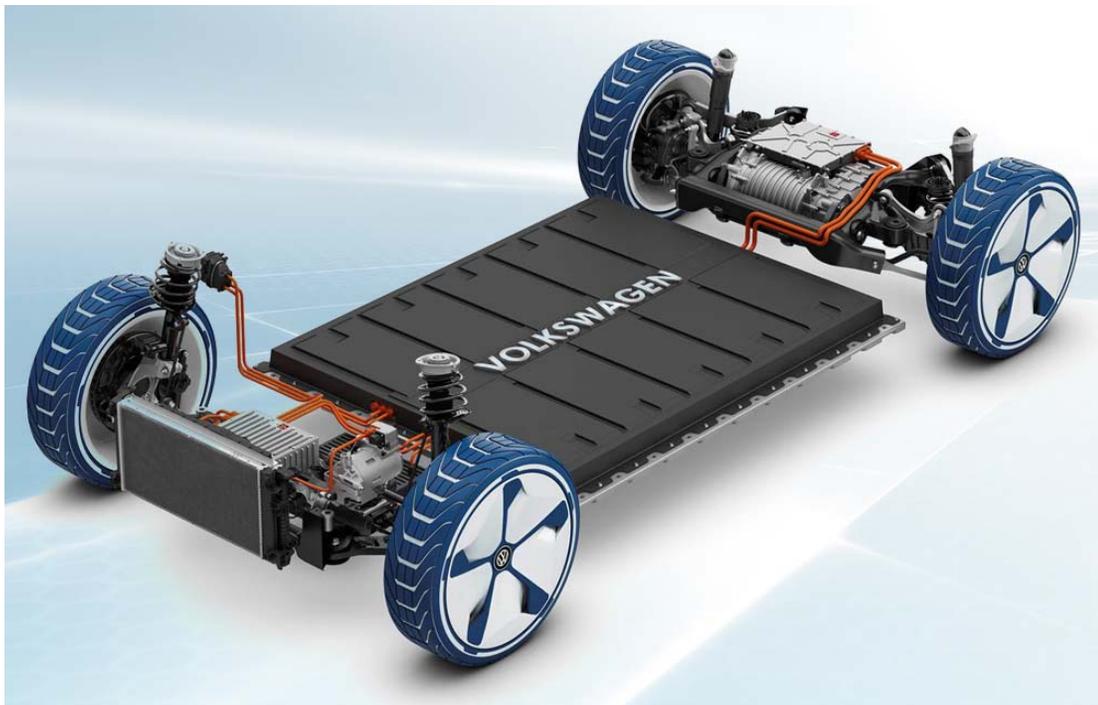


# The number of platforms will be reduced consistently to create economies of scale worldwide



<b>New toolkit (MEB)</b>	MEB enables cost and concept leadership for electric vehicles
<b>Conventional toolkit (MQB)</b>	Using MQB for second product life cycle minimises the expenditure necessary for the transformation (no further changes to platform basis necessary)
<b>Old platforms (PQx)</b>	Avoiding expenses for maintaining and upgrading vehicles by discontinuing eleven of the PQ platforms

## The Volkswagen brand will implement MEB to make electric vehicles affordable and profitable



### Key measures

- Concept determined by: customer benefit and package for cost-optimized implementation of e-components
- MEB: economies of scale from use of MEB across entire Group
- “Design for manufacturing“: higher productivity, shorter manufacturing time
- Lower material and distribution costs
- Significant reduction in variants
- Early involvement of suppliers

# Volkswagen brand is planning a strong comeback in the USA

## Focus on US Core Segments



Atlas



Tiguan



Jetta



Passat

## Key measures

- Extend SUV offering, focus on US core segments (SUVs, sedans)
- Market-oriented pricing
- Market-oriented alignment to local standards and customer expectations
- Reduce material, product and fixed costs
- “Electrify America”: infrastructure and locally produced cars from 2021

# A product offensive will initiate a new growth phase in South America

## Product offensive in South America



Polo Global



Polo Sedan Global



Small SUV Global

## Key measures

- Restructuring: reduce capacities and fixed costs
- Increase productivity, align products to local requirements
- Product offensive, €2.5 bn investment
- New brand positioning
- New growth strategy for Latin America

# Product line organisation and regionalisation are making us faster and more entrepreneurial

## Product line organisation

G1 – Small



G3 – Mid- & Fullsize



G2 – Compact

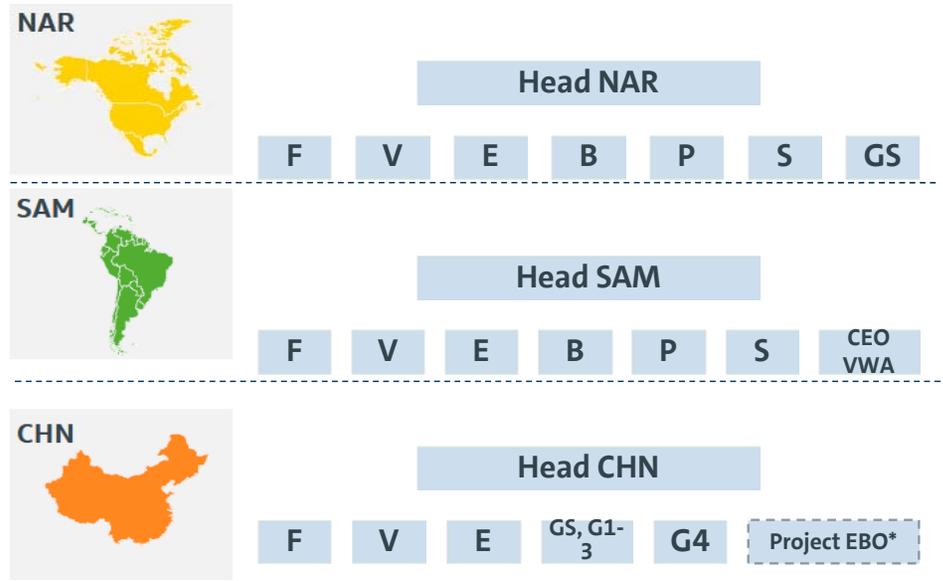


G4 – e-Mobility



New organisation model implemented in all product lines

## Regionalisation



New organisation model implemented for the regions

<sup>1)</sup> EBO = Budget Car Organisation

# Volkswagen Brand new mission statement



# 12 KPIs measure the achievement of the strategy in four targets

## Enthusiastic customers

- Best-in-class recommendation from enthusiastic customers
- Top quality for the customer
- Direct customer contact in a digital environment

## A strong team that gets things moving

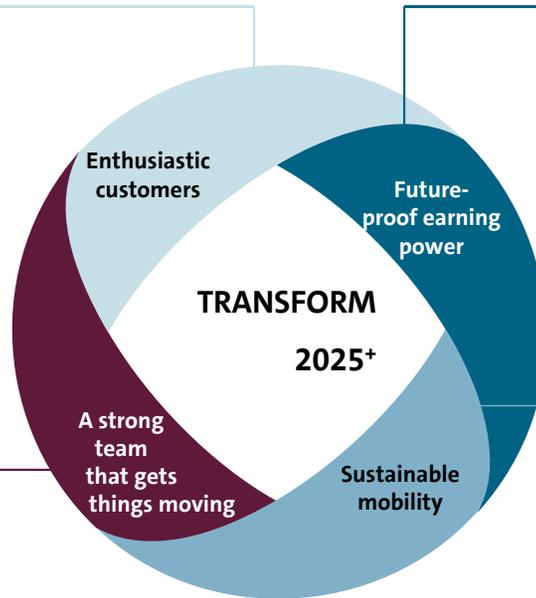
- Vibrant corporate culture and dedicated employees
- Employer of choice for top talents
- Great diversity and expertise in our team

## Secure earnings power

- Secure operating return
- Secure return on investment
- Ensuring financial viability

## Sustainable mobility

- Global market leader in electric mobility
- Integrity as a guiding principle
- Reducing our carbon footprint



## Core challenges in the commercial vehicle industry ...

### Cyclical markets



Strong correlation to GDP in developed world

Not all regions hit by economic downturns at the same time

### Further globalization



Local OEMs dominating in BRIC markets

Improving infrastructure, stronger regulations open opportunities for Volkswagen

### Emission regulations



Europe with aggressive regulations, focus shifting to diesel lock-outs

BRIC trailing behind, but with ambitious roadmap

### Connectivity & digitalization



Platooning and partly-autonomous driving as transition solutions

Data management for customers and traffic of broad interest

### After sales and new business opportunities



After sales increasingly important as alternative source of revenues

New business models (e.g. enhanced telematics) can stabilize revenues

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## ... require Volkswagen truck brands to cooperate closely

<b>Cyclical markets</b>	
<b>Further globalization</b>	
<b>Emission regulations</b>	
<b>Connectivity &amp; digitalization</b>	
<b>After sales and new business opportunities</b>	

**Global market reach** to ensure sufficient volume in local up- & downturns

**Reduced fixed costs** through modularization and shared components

“Navistar alliance: 16.6% equity, \$256m, closure H1 2017”

**Combined R&D know-how** for competitive product development

**Additional value** through customer services

**Close cooperation going forward**

**VOLKSWAGEN TRUCK & BUS**

 Caminhões Ônibus	

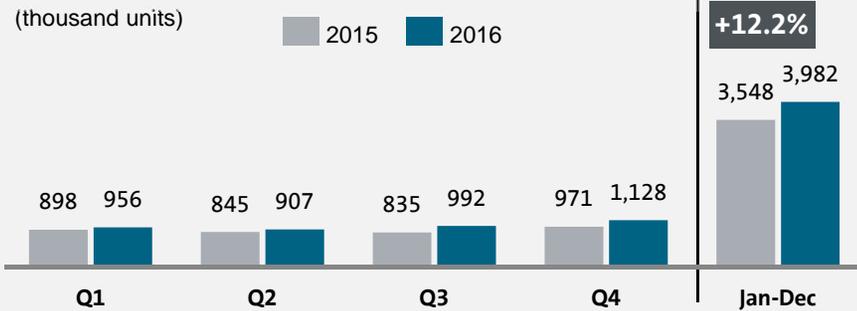
# VOLKSWAGEN

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## Deep roots and strong market position combined with further growth potential continues robust performance in China



### Deliveries to customers – strong Jan-Dec 2016



### Strong operational & financial track record



### Implementation of locally produced NEVs



### 10 additional SUVs within the next 3-4 years

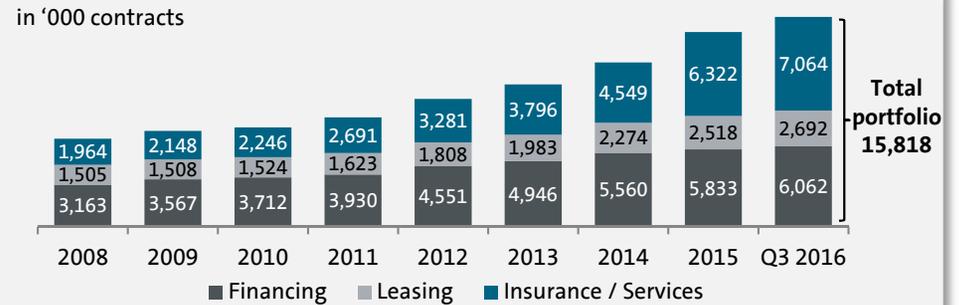


## Volkswagen Financial Services<sup>1)</sup>: global, well diversified and successful

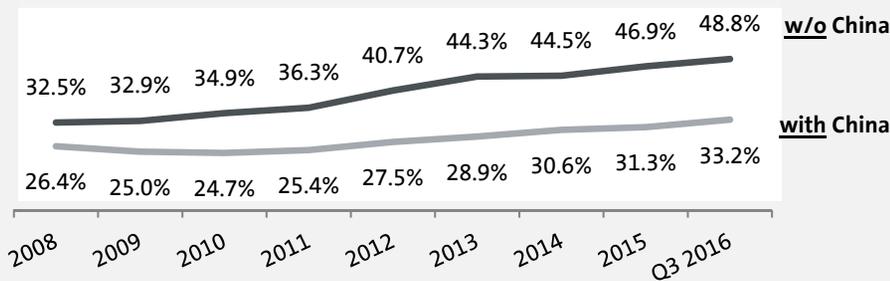
### Strong global presence



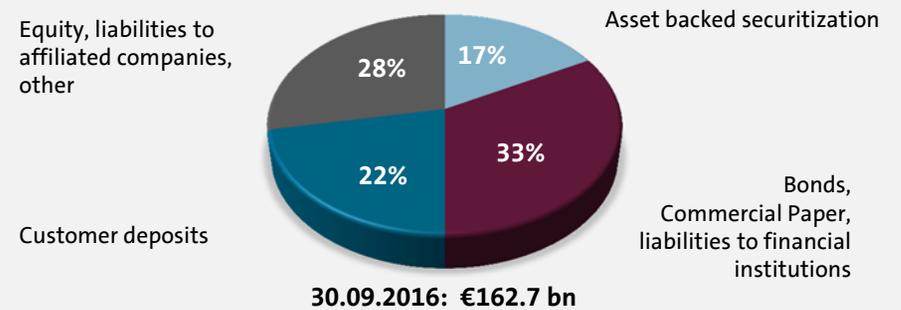
### Continuous portfolio expansion



### Rising penetration rates



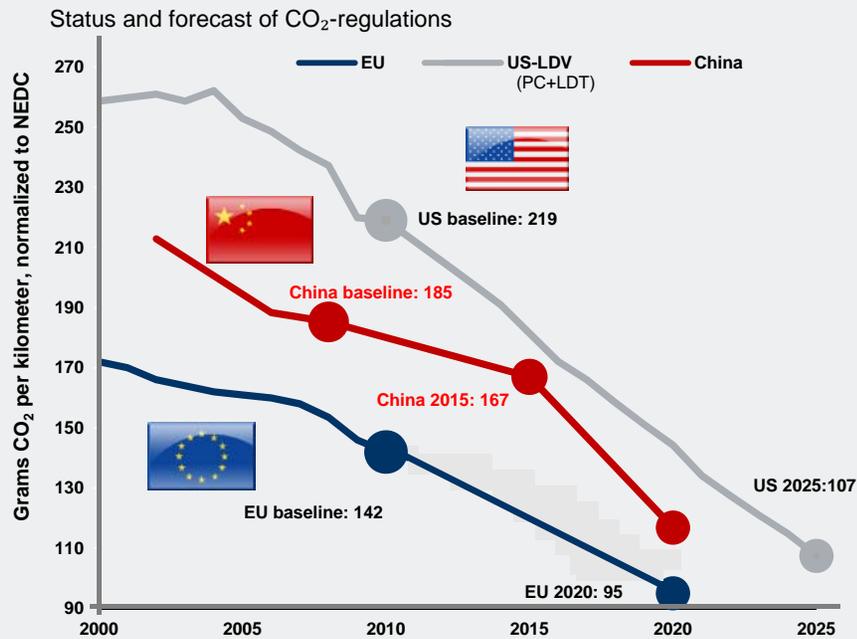
### Diversified funding structure



<sup>1)</sup> Excluding Financial Services activities of Scania, Porsche AG and Porsche Holding Salzburg; including MAN Financial Services

## Challenging emission regulations, trends and business transformation opportunities

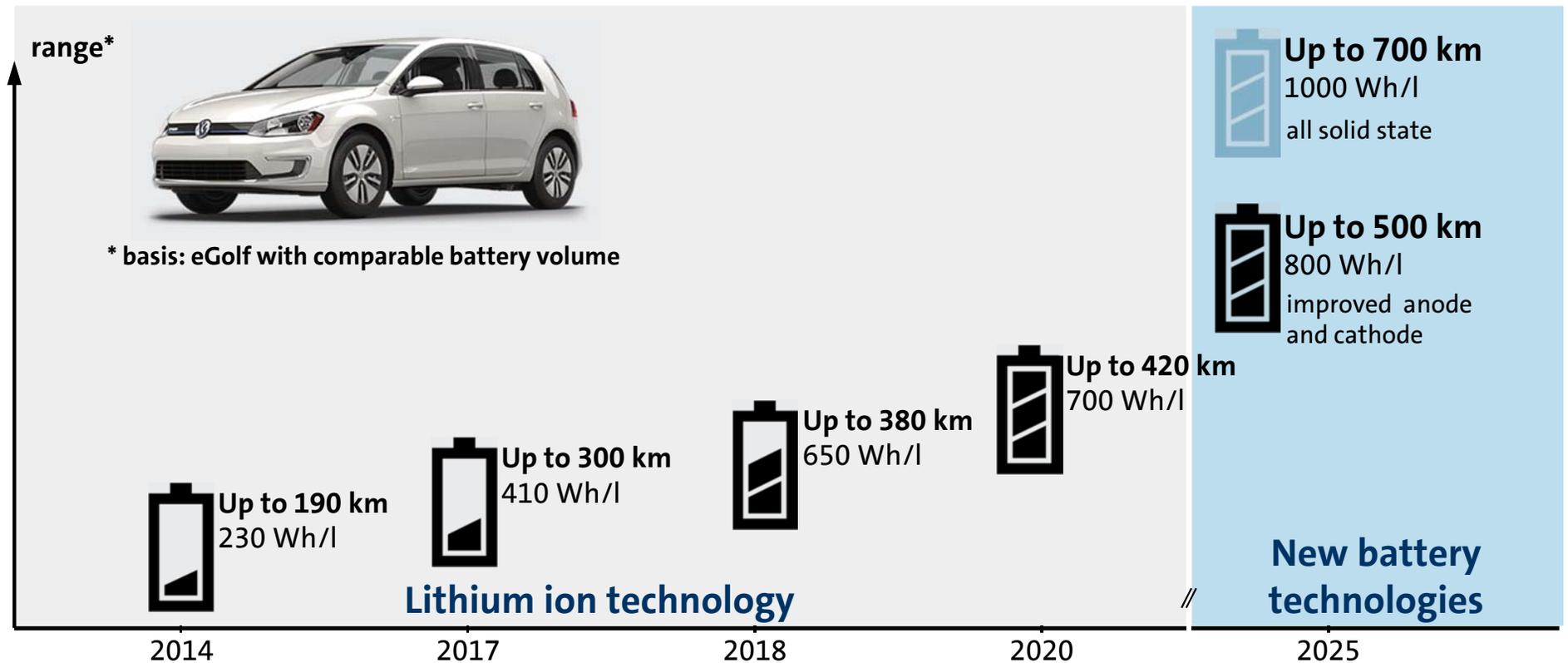
### ... CO<sub>2</sub> and EU6 regulations



### ... Market / consumer trends

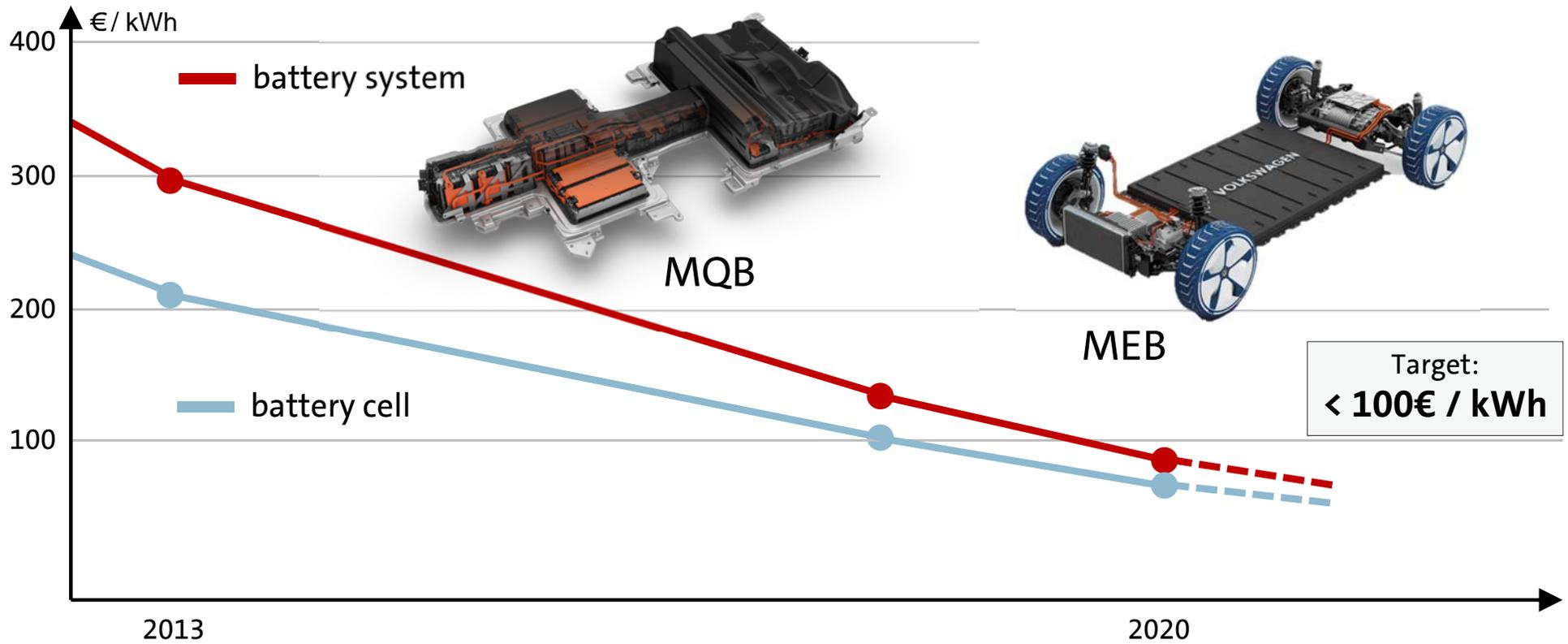
<p><b>Digitalization</b></p>	<p><b>Shorter lifecycles</b></p>
<p><b>E-mobility</b></p>	<p><b>SUV trend</b></p>
<p><b>Automated driving</b></p>	<p><b>Shift in priorities</b></p>

# Roadmap battery cell chemistry and energy density<sup>1)</sup>

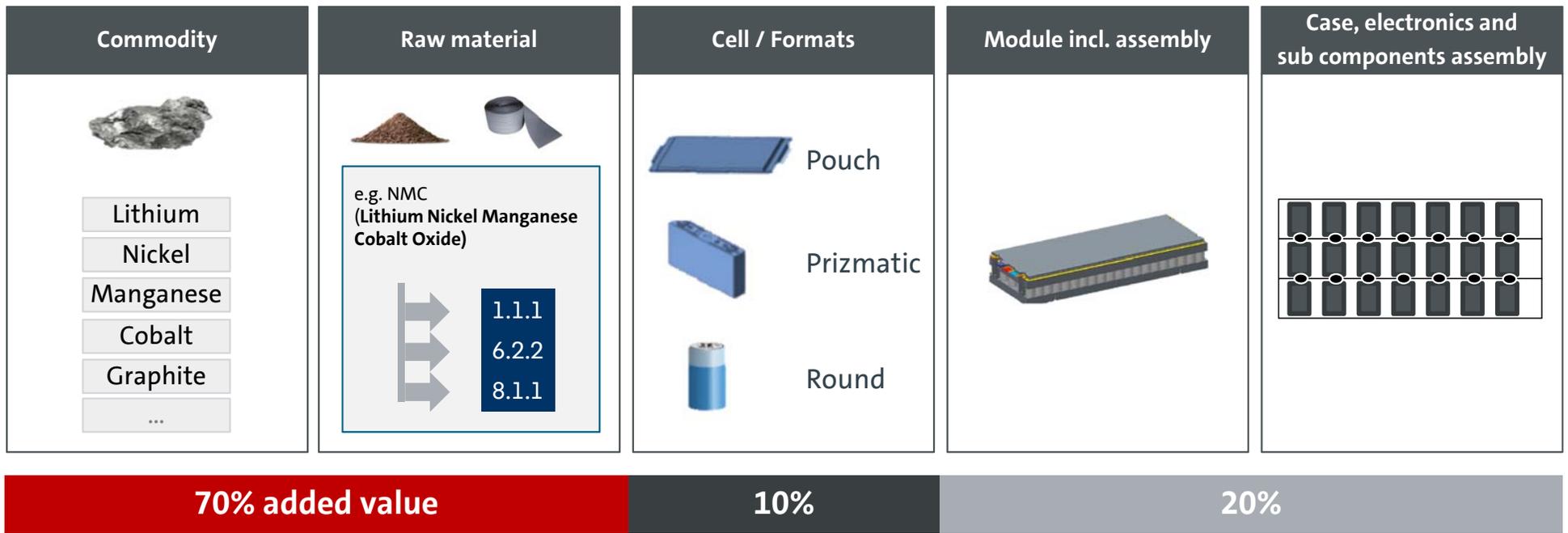


<sup>1)</sup> Energy density reflects volume in liters (Wh/l)

# Roadmap battery cost



# Analysis of the value chain to achieve the target of <€100 / kWh



Main factor to achieve target

## High-power charging (HPC) infrastructure essential for volume targets

### High-Power Charging (HPC)



- ◆ HPC for Long Distance Driving
- ◆ Station Network along Highways
- ◆ Power >150kW up to 320kW
- ◆ CCS Standard



~ 290 charging stations

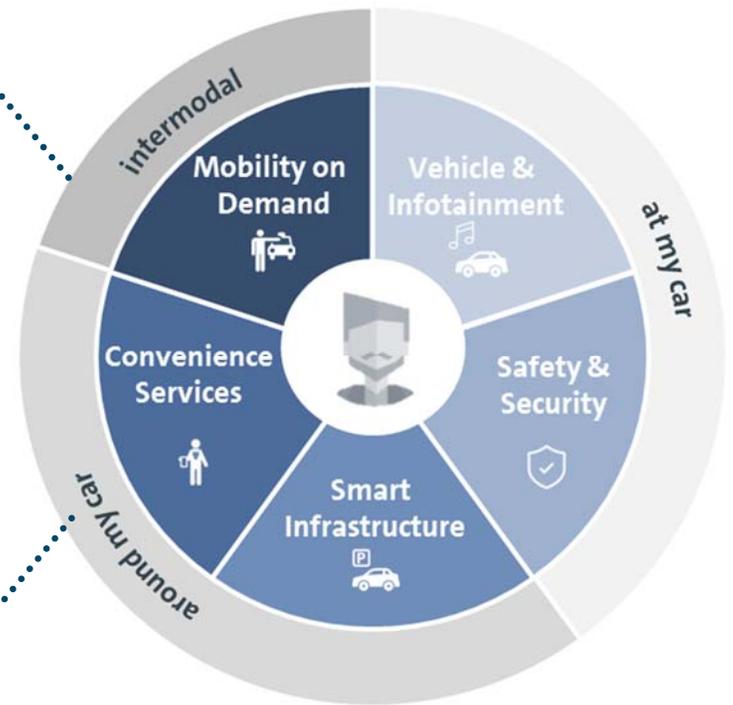


400 charging stations



# The Volkswagen Group strives for a worldwide leading position in Mobility Services

- > **Goal: Top Provider of Mobility Services**
- > Until 2020 we will implement a **comprehensive portfolio of digital services** for all brands
- > To generate a sustainable **competitive advantage**, we will **build up new core competences**



## The founding of MOIA creates the framework for future mobility

- ◆ Develop **profitable business models** for the Group and brands
- ◆ Focus on **Mobility on Demand**
- ◆ **Support** traditional Group brands concerning **product design and technical requirements** of the vehicles
- ◆ „**Best of Best**“ **Management Team** bundling know how from the automotive-, software- and services industry



## Volkswagen is making digital transformation a top priority concentrating on digitalization and autonomous driving

### Volkswagen Group Future Centers



- **Three new Volkswagen Group Future Centers** in Silicon Valley, Potsdam and Beijing
- **Approach:** designers and digitalization experts work hand in hand to create the car of the future
- **Goal:** best in class customer experience, interface design and user friendliness, new interior concepts, integration of infotainment and entertainment systems

### Autonomous driving

- 91% of accidents caused by human error → reduce number of accidents
- People spend more than 4 years of their life in the car on average → make that time usable for the driver
- Huge potential for trucks → significantly higher productivity
- Car parked most of the day → customer achieves best return on investment by fully utilizing the car
- Infrastructure limited → has to be used more efficiently

**20<sup>th</sup> Century: Engine is the core of the automobile**

**21<sup>st</sup> Century: Self-driving system is the core of the automobile**

### Top fields of use



**Group is building on strong knowledge base – initiative started to get to market ahead of competitors**

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Volkswagen going forward

Group

Volkswagen Brand  
Strategy 2025+

Volkswagen Truck & Bus

Regions / FS

Trends

## New co-operations and initiatives



“Together, we will create  
a **new Volkswagen**



and play a key role in designing  
the **mobility world  
of tomorrow”**

M. Müller, CEO, June 16<sup>th</sup> 2016

## Events 2017

- 
- 14. March 2017** Annual Media Conference, Investor and Analyst Conference 2017
  - 14. March 2017** Capital Markets Day
  - 3. May 2017** Interim Report January - March 2017, Investor and Analyst Conference Call
  - 10. May 2017** Annual General Meeting 2017
  - 27. July 2017** Half-Yearly Financial Report 2017, Investor and Analyst Conference Call
  - 27. October 2017** Interim Report January - September 2017, Investor and Analyst Conference Call

## Investor Relations Team



**Oliver Larkin (Wolfsburg / London office)**

*Group Head of Investor Relations*  
*E-Mail: [Oliver.Larkin1@volkswagen.de](mailto:Oliver.Larkin1@volkswagen.de)*  
*Telephone: +49 5361 9 49840*



**Helen Beckermann (Wolfsburg office)**

*Senior Investor Relations Manager*  
*E-Mail: [Helen.Beckermann@volkswagen.de](mailto:Helen.Beckermann@volkswagen.de)*  
*Telephone: +49 5361 9 49015*



**Alexander Hunger (Wolfsburg office)**

*Senior Investor Relations Officer*  
*E-Mail: [Alexander.Hunger@volkswagen.de](mailto:Alexander.Hunger@volkswagen.de)*  
*Telephone: +49 5361 9 47420*



**Andreas Kowalczyk (Wolfsburg office)**

*Investor Relations Officer*  
*E-Mail: [Andreas.Kowalczyk@volkswagen.de](mailto:Andreas.Kowalczyk@volkswagen.de)*  
*Telephone: +49 5361 9 23183*



**Ulrich Hauswaldt (Wolfsburg office)**

*Investor Relations Officer*  
*E-Mail: [Ulrich.Hauswaldt@volkswagen.de](mailto:Ulrich.Hauswaldt@volkswagen.de)*  
*Telephone: +49 5361 9 42224*



**Thomas Küter (Wolfsburg office)**

*Investor Relations Manager*  
*E-Mail: [Thomas.Kueter@volkswagen.de](mailto:Thomas.Kueter@volkswagen.de)*  
*Telephone: + 49 5361 9 40765*



**Lennart Schmidt (China office)**

*Investor Relations Manager*  
*E-Mail: [Lennart.Schmidt@volkswagen.com.cn](mailto:Lennart.Schmidt@volkswagen.com.cn)*  
*Telephone: + 86 10 6531 4732*



**Andreas Buchta (US office)**

*General Manager Investor Relations America*  
*E-Mail: [Andreas.Buchta@vw.com](mailto:Andreas.Buchta@vw.com)*  
*Telephone: +1 703 364 7220*

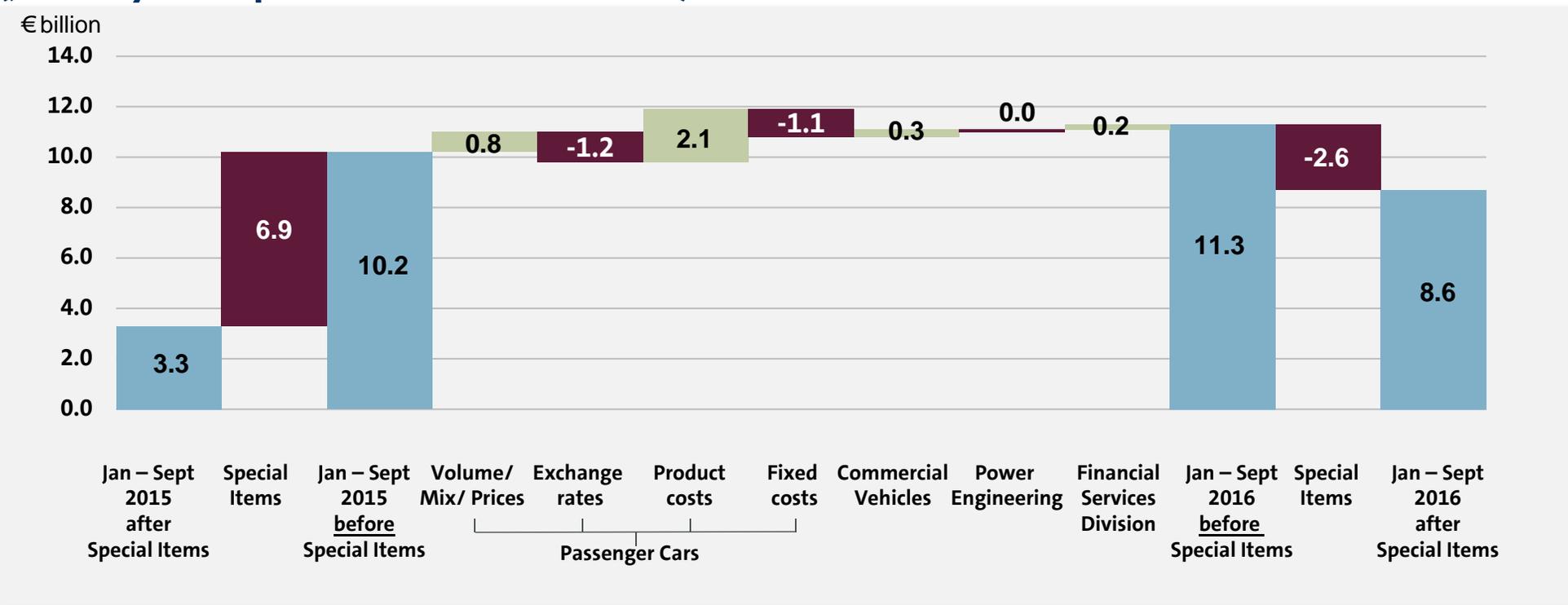
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# Volkswagen Group Appendix



## Volkswagen Group – Analysis of operating profit <sup>1)</sup> (January to September 2016 vs. 2015)



<sup>1)</sup> All figures shown are rounded, minor discrepancies may arise from addition of these amounts.

# VOLKSWAGEN

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TOGETHER – Strategy 2025

Financials

Outlook 2017

Diesel Status

Volkswagen going forward

## Volkswagen Group – Analysis by business line <sup>1)</sup> (January to September 2016 vs. 2015)

thousand vehicles/ € million	Vehicle sales		Sales revenue		Operating profit	
	2016	2015	2016	2015	2016	2015
Volkswagen Passenger Cars	3,234	3,343	77,725	79,972	1,244	2,229
Audi	1,166	1,158	44,017	43,695	3,918	4,024
ŠKODA	606	605	10,113	9,280	940	734
SEAT	400	404	6,535	6,388	137	12
Bentley	8	7	1,411	1,364	54	57
Porsche <sup>2)</sup>	177	169	16,470	16,471	2,858	2,546
Volkswagen Commercial Vehicles	342	335	8,045	7,537	392	313
Scania <sup>2)</sup>	60	56	8,272	7,686	802	748
MAN Commercial Vehicles	74	74	7,213	7,247	204	52
MAN Power Engineering	-	-	2,567	2,756	176	227
VW China <sup>3)</sup>	2,803	2,492	-	-	-	-
Other	-1,217	-1,204	-42,771	-41,538	-993	-2,126
Volkswagen Financial Services	-	-	20,337	19,403	1,534	1,381
<b>Volkswagen Group before Special Items</b>	-	-	-	-	<b>11,267</b>	<b>10,197</b>
Special Items	-	-	-	-	-2,620	-6,855
<b>Volkswagen Group</b>	<b>7,653</b>	<b>7,440</b>	<b>159,932</b>	<b>160,263</b>	<b>8,647</b>	<b>3,342</b>
Automotive Division <sup>5)</sup>	7,653	7,440	136,889	138,302	6,841	1,726
of which: Passenger Cars	7,178	6,974	111,044	113,325	6,359	1,203
of which: Commercial Vehicles	475	466	23,278	22,221	491	489
of which: Power Engineering	-	-	2,567	2,756	-9	34
Financial Services Division	-	-	23,042	21,961	1,806	1,615

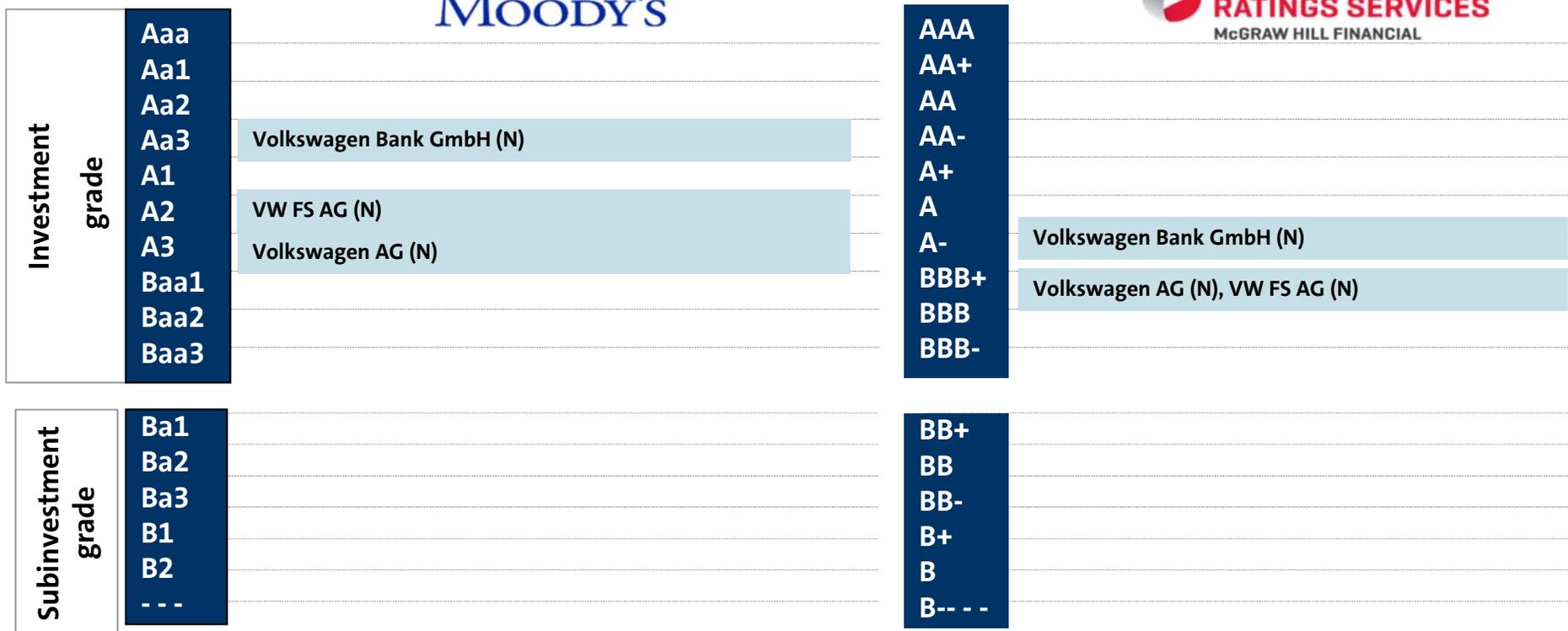
<sup>1)</sup> All figures shown are rounded, minor discrepancies may arise from addition of these amounts. <sup>2)</sup> Incl. financial services. <sup>3)</sup> Sales revenue and operating profit of the JV's in China are not included in the Group figures. The Chinese companies are accounted for using the equity method and recorded an operating profit (proportionate) of € 3,594 million (€3,777 million). <sup>4)</sup> Mainly intragroup items, in particular from elimination of intercompany profits; incl. depreciation and amortization of identifiable assets as part of the PPA for Scania, Porsche Holding Salzburg, MAN and Porsche. <sup>5)</sup> Including allocation of consolidation adjustments between Automotive and Financial Services divisions.

# VOLKSWAGEN

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## Rating Volkswagen Group

MOODY'S



Outlook -> (P)ositive, (S)table, (N)egative, RFD = Ratings under review for Downgrade, RFU = Ratings under review for Upgrade

## Modular toolkits – Brand responsibilities

<b>MQB</b>  	<b>MLB</b>  Audi 	<b>MSB</b>  PORSCHE 	<b>MNB</b>  Commercial Vehicles 	<b>MMB</b>  PORSCHE 	<b>MEB</b>  
<b>Modular Transverse Toolkit</b>	<b>Modular Longitudinal Toolkit</b>	<b>Modular Standard Drivetrain Toolkit</b>	<b>Modular Light Commercial Vehicle Toolkit</b>	<b>Modular Mid-engine Toolkit</b>	<b>Modular Electric Toolkit</b>

# We have defined central fields of action for each phase



\*) before special items

\*\*) Operating return based on adjusted sales revenue (without turnover from multi brand sales companies)

# The SUV offensive has a global impact: Investment channeled into high earnings and high growth segments

Small SUV

New



T-Roc

New



Compact SUV

New



Compact SUV



Tiguan

New Gen.



Tiguan Allspace

New



Touareg

New Gen.



Atlas

New



# VOLKSWAGEN

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## Volkswagen brand is planning an industry-leading ecosystem



Alexander Brauns  
VW Profile  
Registrierung vollständig. ✓  
100<sup>km</sup>

Digital Key  
Meine • Emma

Golf 7  
Eigenes Fahrzeug •  
Akt. Reichweite  
432 km  
Car-Net Dienste ✓

### Apps/ Services

Meine letzten Fahrten  
Fahrtüberblick  
L/100km 5.9

Weitere Apps  
Die besten Apps anderer Anbieter.  
Parkplatz finden, GPS-Ort mit Freunden teilen, Spotify hören und viel mehr!

VW Apps für Dich  
Hier findest du alle VW Apps für dein Fahrzeug, die du noch nicht ausprobiert hast. Lass dich überraschen!

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## Volkswagen Atlas



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Volkswagen I.D



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## Audi Q5



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## Porsche 718 Boxster



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ŠKODA KODIAQ



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## SEAT Ateca



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## Bentley Bentayga



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## Lamborghini Centenario



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## Bugatti Chiron



**VOLKSWAGEN**

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**Volkswagen Crafter**



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## MAN TGX



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Scania R500 4x2



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*moving*  
people

## Volkswagen Group

Frank Witter

Chief Financial Officer

Barclays and Exane BNP Paribas Motor Show Conference 2017,  
Geneva, 7 March 2017