

# VOLKSWAGEN

**Leading the Transformation.**

Media Call H1  
Volkswagen AG

29 July 2021

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**Herbert Diess**

*Chairman of the  
Board of Management  
Volkswagen AG*



**Arno Antlitz**

*Chief Financial Officer  
Volkswagen AG*



**Nicole Mommsen**

*Head of  
Global Group Communications  
Volkswagen AG*

# In a nutshell: very strong first half of the year 2021

**Strong Q2 performance**  
in challenging environment



**E-Mobility ramp-up**  
gains further momentum

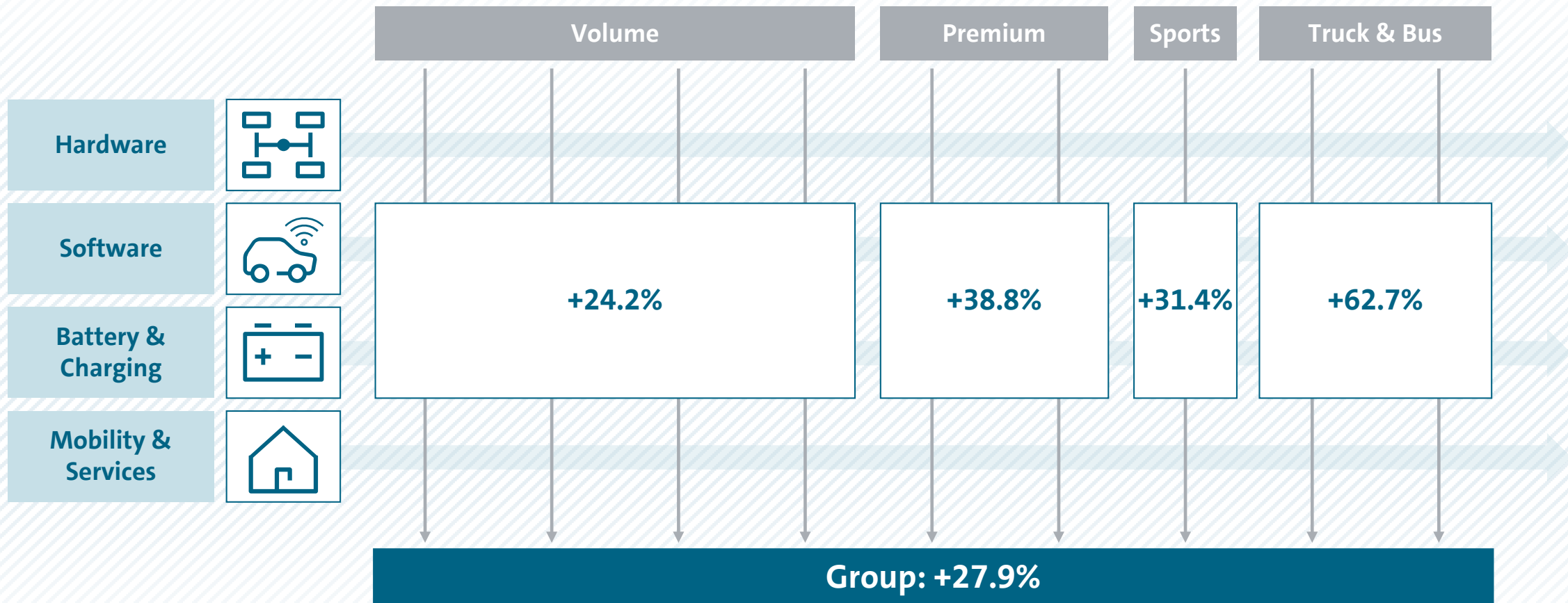
**NEW Auto**  
paves the way to 2030



**Updated guidance**  
amid product momentum & cost cuts

# All brand groups contributed to strong H1 performance

Volkswagen Group<sup>1</sup> Deliveries to Customers, January to June 2021 vs. 2020

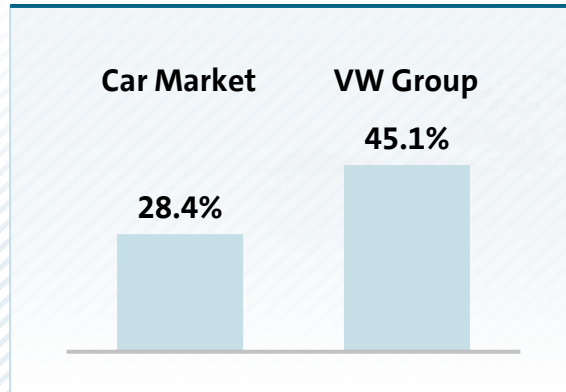


1 Excluding Ducati

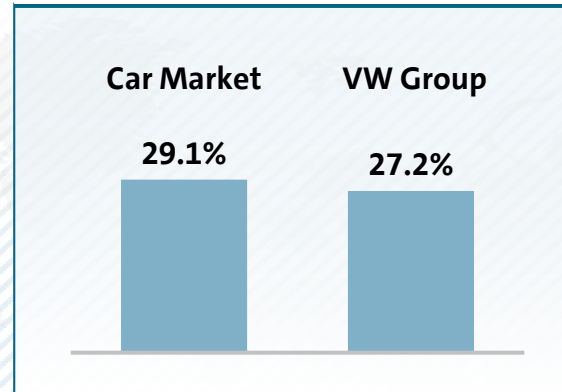
# In Europe and North America, Volkswagen Group gains market share<sup>1</sup>

## Growth y-o-y, January to June 2021 vs. 2020

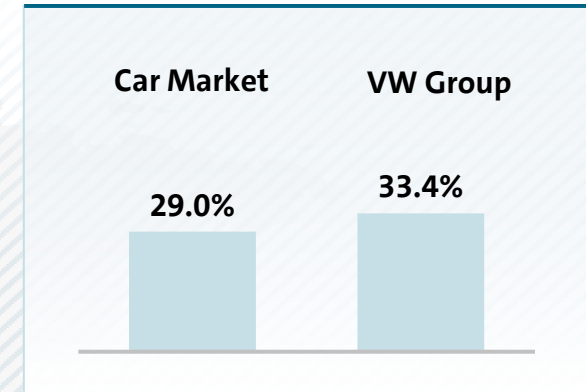
### North America<sup>2</sup>



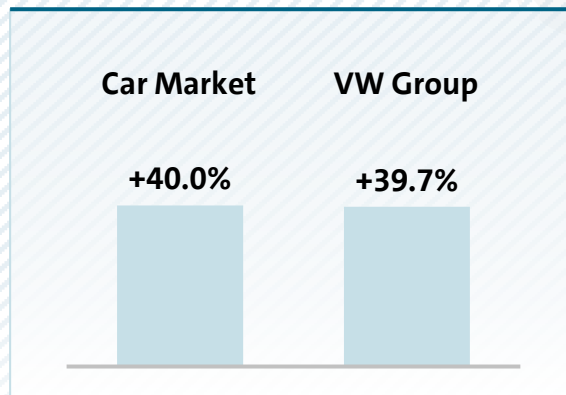
### World<sup>2</sup>



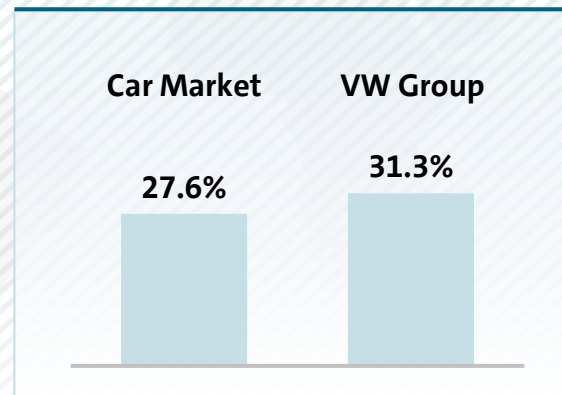
### Central & Eastern Europe



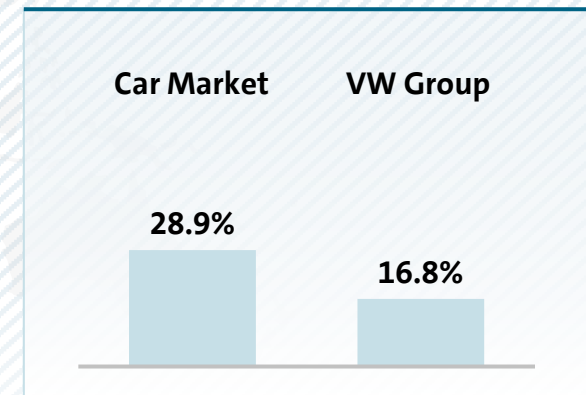
### South America<sup>2</sup>



### Western Europe



### Asia Pacific

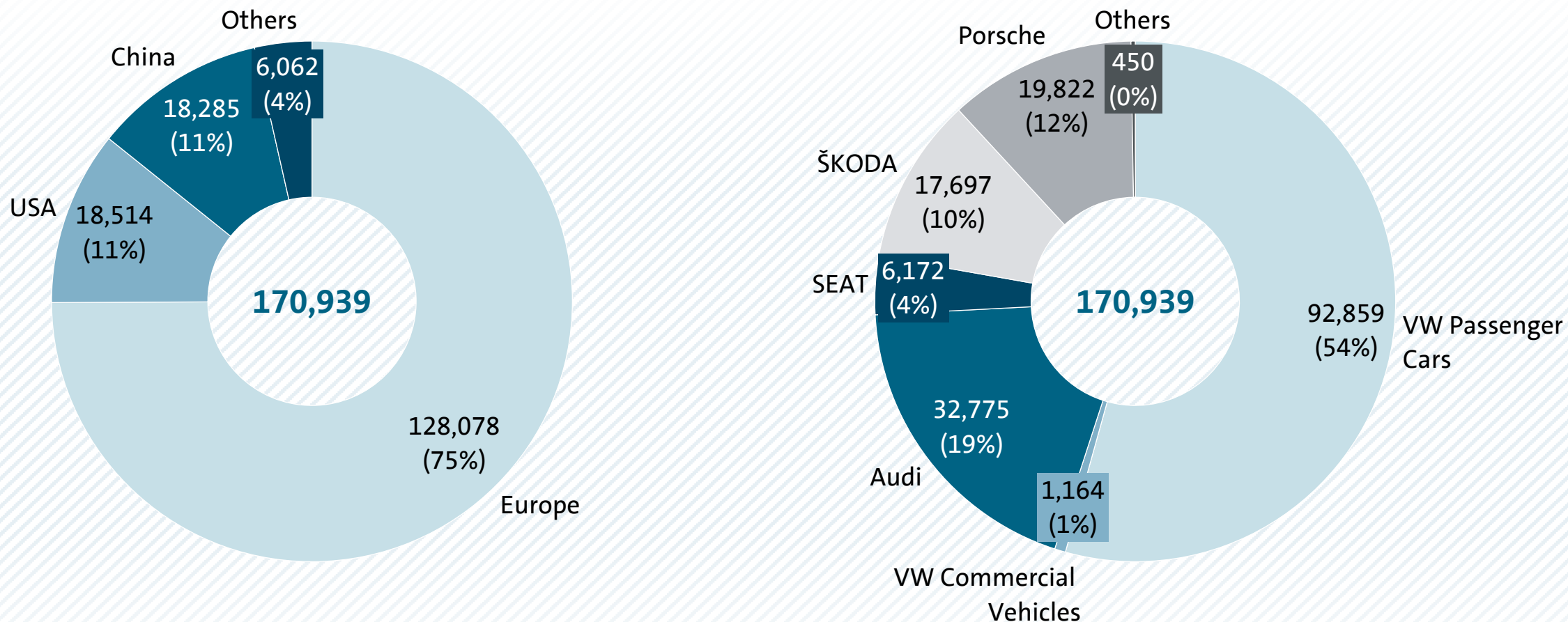


1 Volkswagen Group Passenger Cars excl. Volkswagen Commercial Vehicles 2) incl. LCV in North America & South America

# E-Mobility gaining momentum – BEV sales to further accelerate in H2

## Deliveries by regions and brands January to June 2021<sup>1</sup>

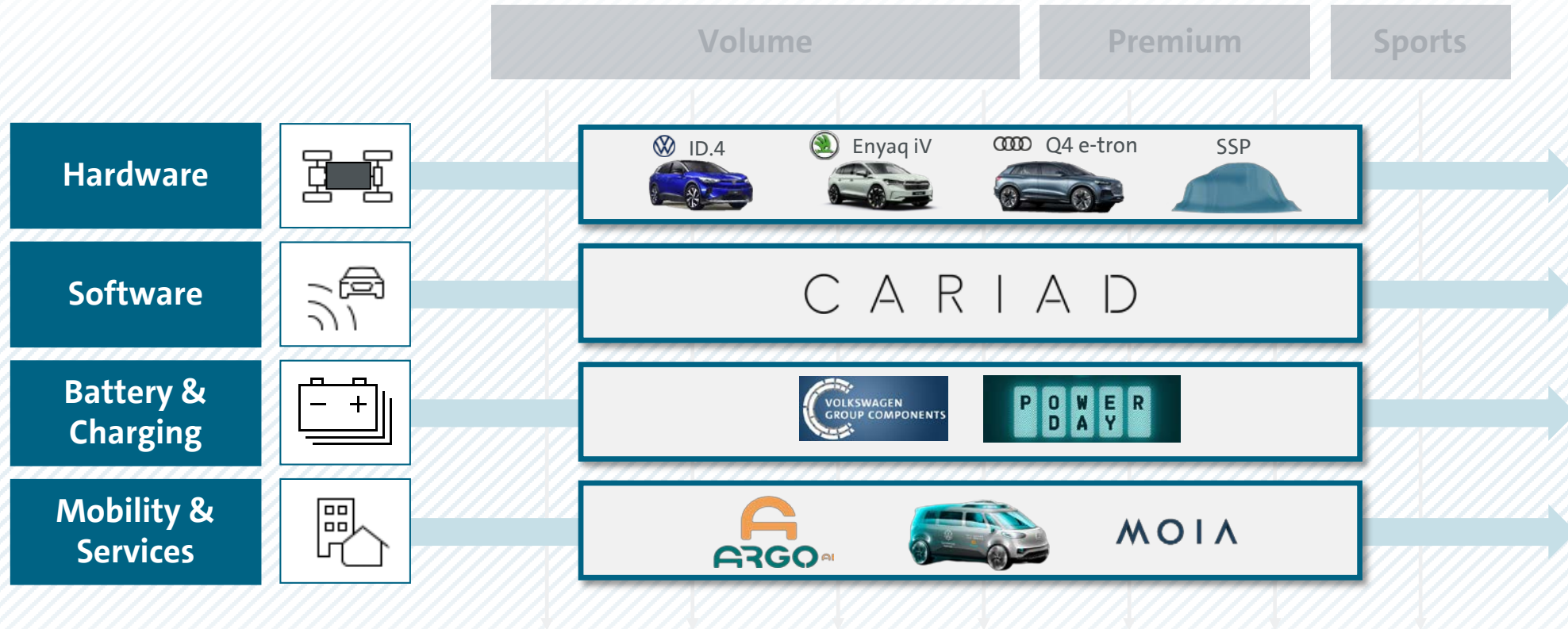
[Thsd units]



<sup>1</sup> Europe: EU 27+2+UK, China: Incl. HK

# VW Group Strategy

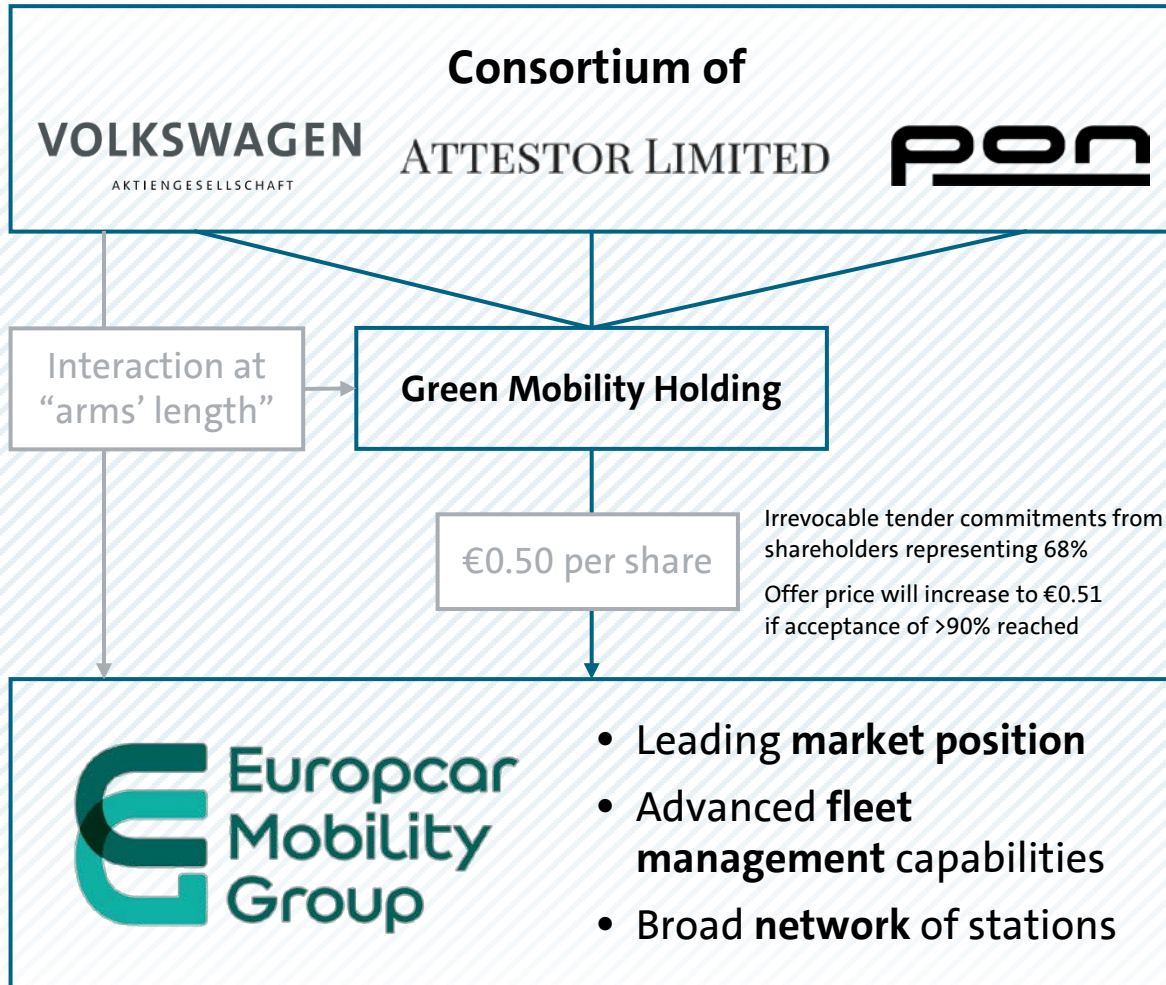
Group lays foundation to tap into future profit pools



ID.4 - power consumption in kWh/100 km (combined): 16.9-15.5 (NEDC); CO2-emissions in g/km: 0 (combined); efficiency class: A+; Enyaq iV - power consumption in kWh/100 km (combined): 16.0-14.4 (NEDC); CO2-emissions in g/km: 0 (combined); efficiency class: A+; Q4 e-tron - power consumption in kWh/100 km (combined): 17.3-15.8 (NEDC), 19.0-17.0 (WLTP); CO2-emissions in g/km: 0 (combined); efficiency class: A+; ID.Buzz - Concept Car



# Europcar deal provides compelling opportunity to create a leading mobility platform








## Accelerated delivery of mobility services targets

- Customers increasingly demand **new and innovative on-demand mobility solutions**, such as subscription and sharing models
- Building a **leading mobility platform** is a key priority of NEW AUTO strategy through 2030
- Leveraging the strong **transformation capabilities of Attestor** as well as the **international mobility services and customer experience of Pon**
- **Develop and transform** Europcar's business and **selectively add further services** from Volkswagen Group brands

# VW Group Strategy

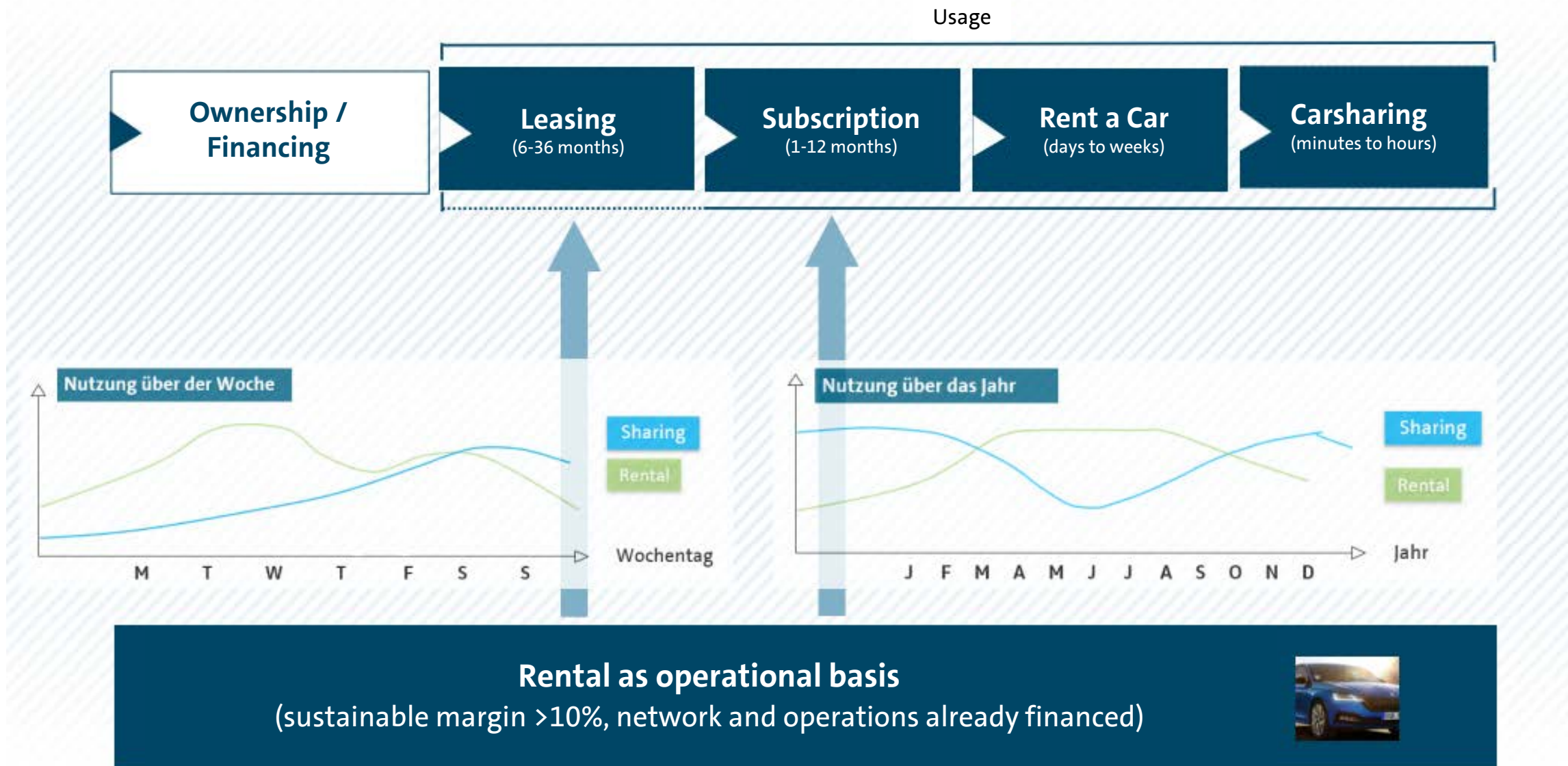
## Holistic mobility experience for customers

| Monday  | Tuesday  | Wednesday   | Thursday | Friday  | Saturday  | Sunday |
|---|--|---|----------|---|---|--------|
| <i>Commuter</i>   |  |   |          | <i>Business Trip</i>  |   |        |
|  |  | <i>Meeting</i>  |          |  |   |        |
| Daily trip to work with subscribed vehicle  |  |  |          | Use leased car to get to client   | <i>Weekend Getaway</i>  |        |
|   | <i>Sport</i>   | Ride pooling from train station to client   |          |   |  |        |
|   |  |   |          |   | Rent a van  |        |
|   | Via car sharing to gym   |   |          |   |   |        |



# VW Group Strategy

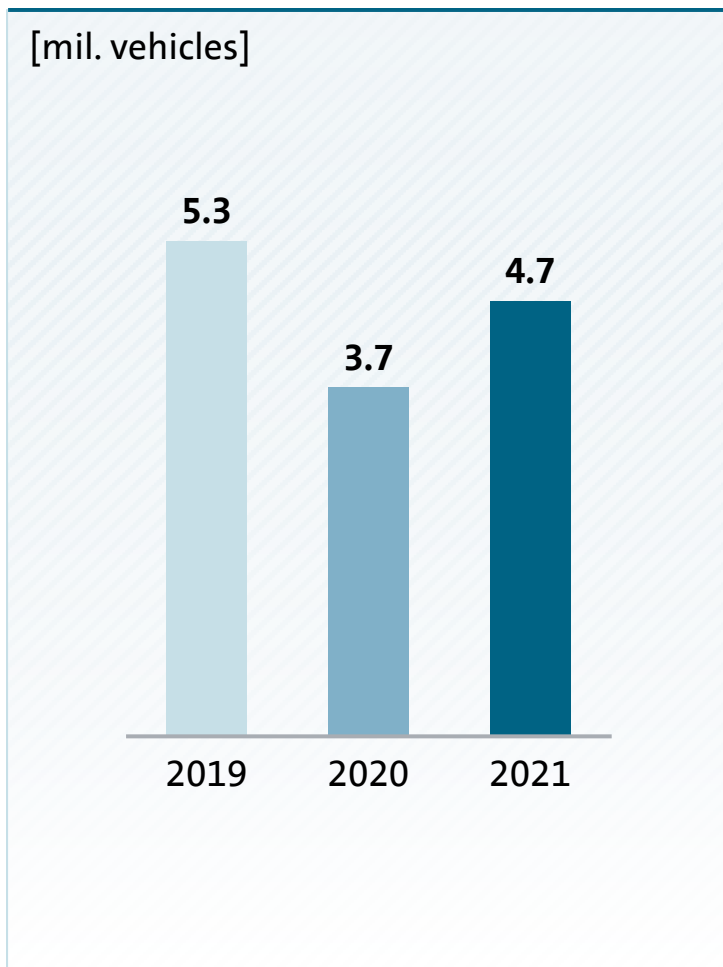
Continuing trend from ownership to usage of services



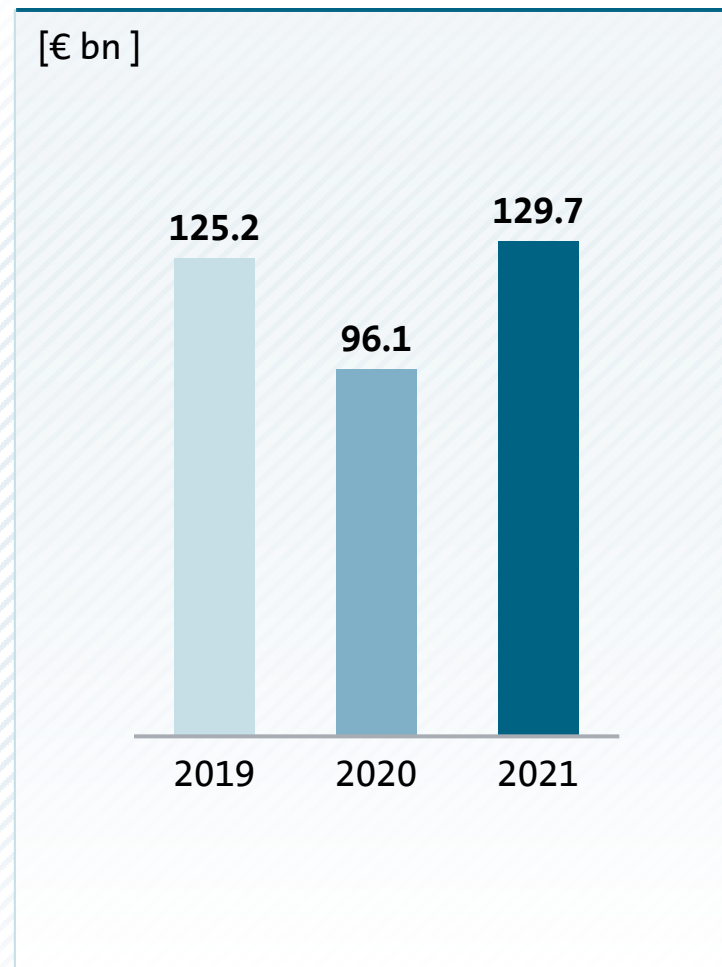
# Financial Highlights – Volkswagen Group

## January to June 2021 vs. 2020 vs. 2019

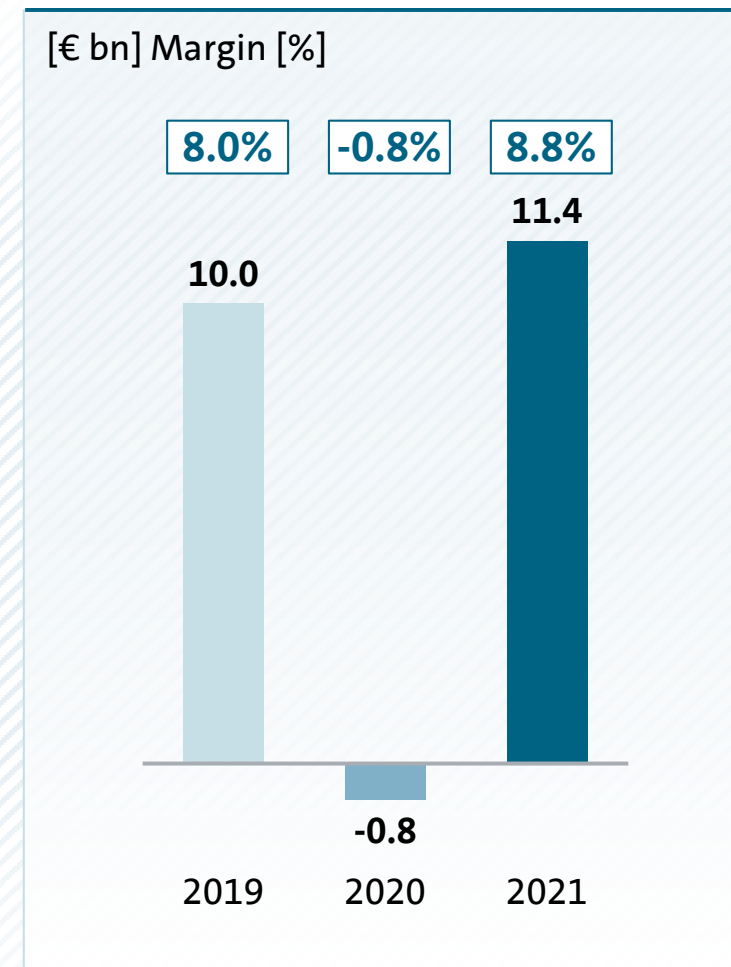
### Vehicles Sales H1



### Sales Revenue H1



### Operating Profit<sup>1</sup> and Margin H1

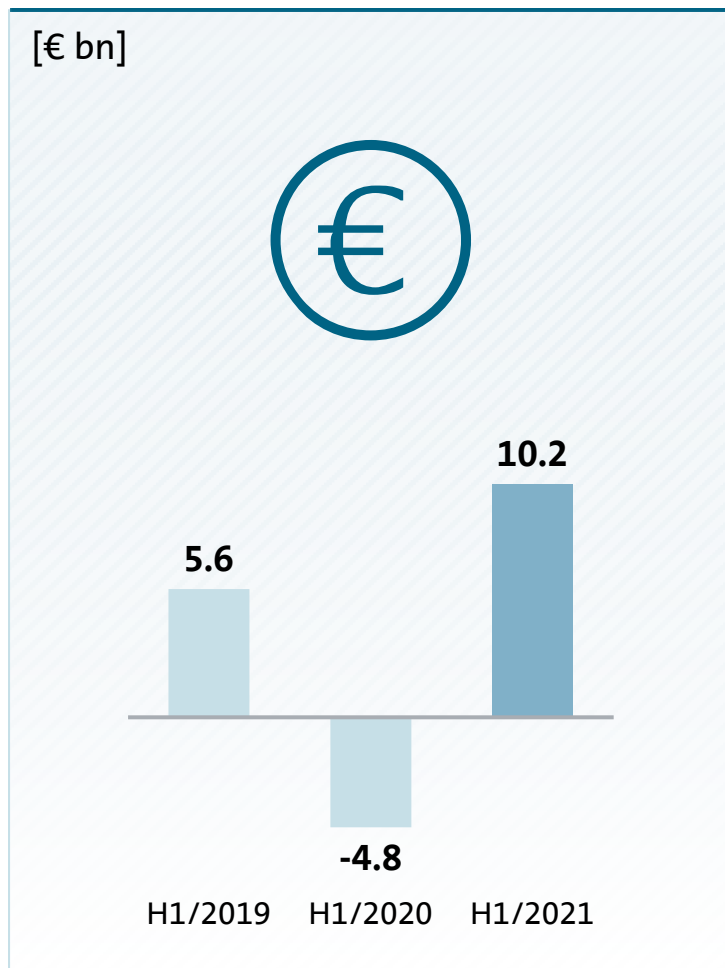


<sup>1</sup> before Special Items

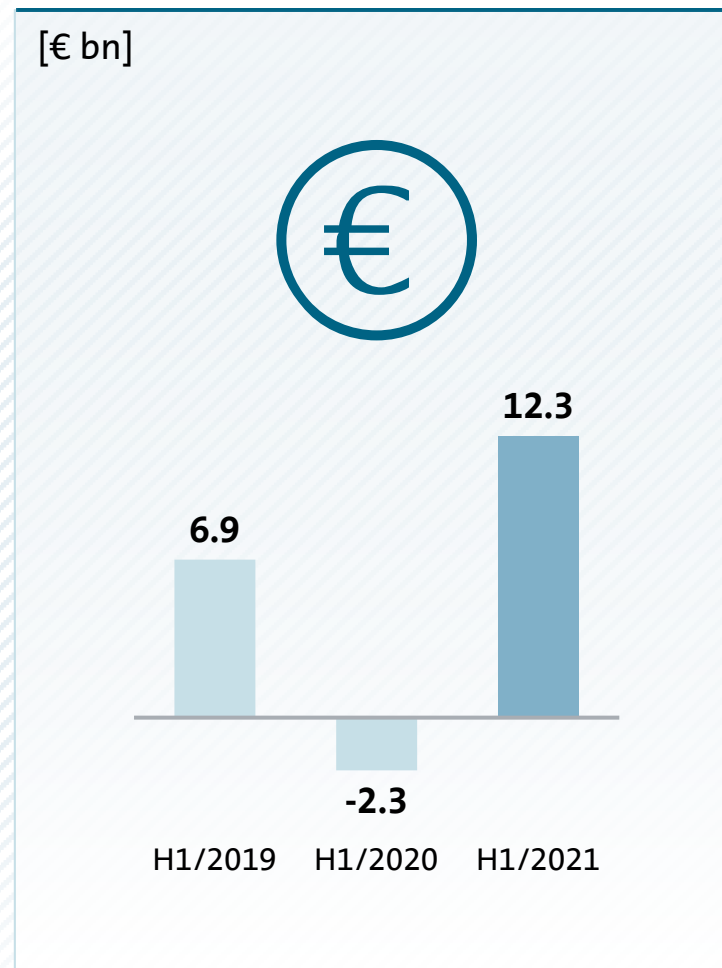
# Strong Automotive Cash Flow development

## Safeguarding liquidity to finance future

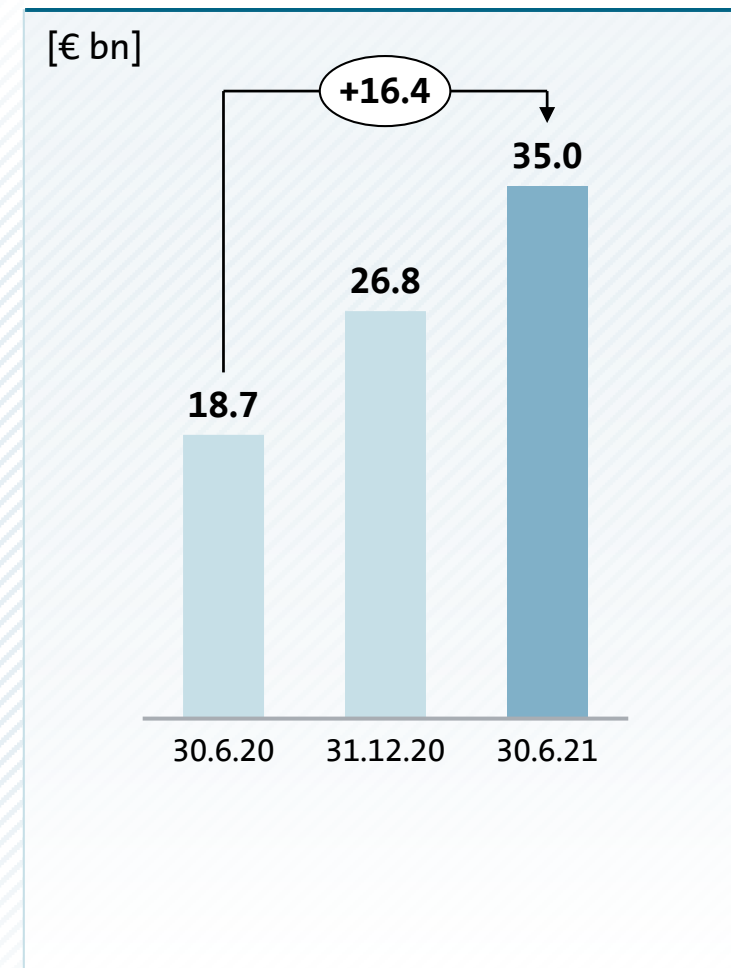
### Reported Net Cash Flow



### 'Clean' Net Cash Flow<sup>1</sup>



### Net Liquidity



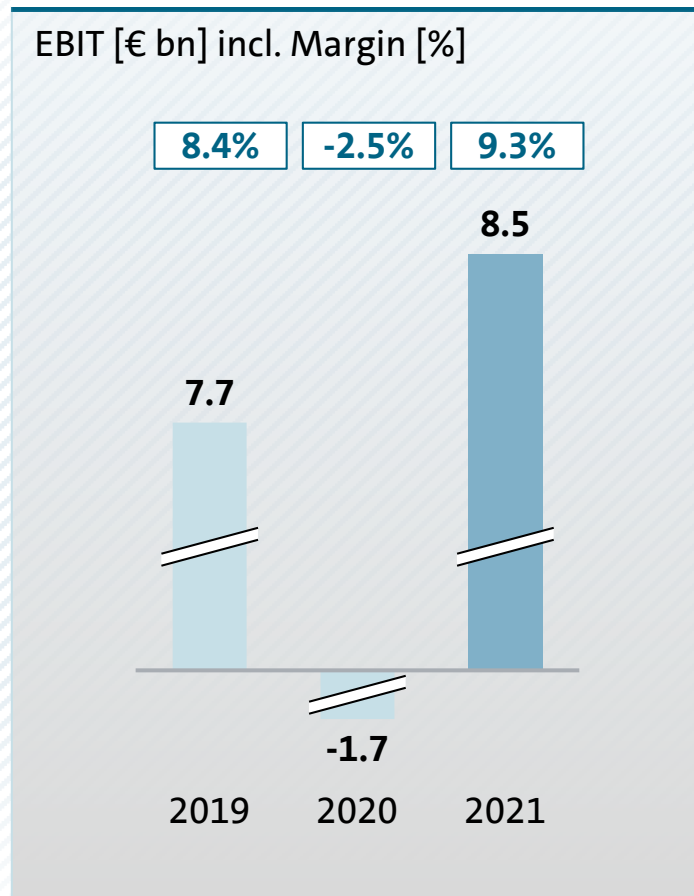
1 Reported net cash flow before M&A and Diesel

# EBIT per Key Business Areas

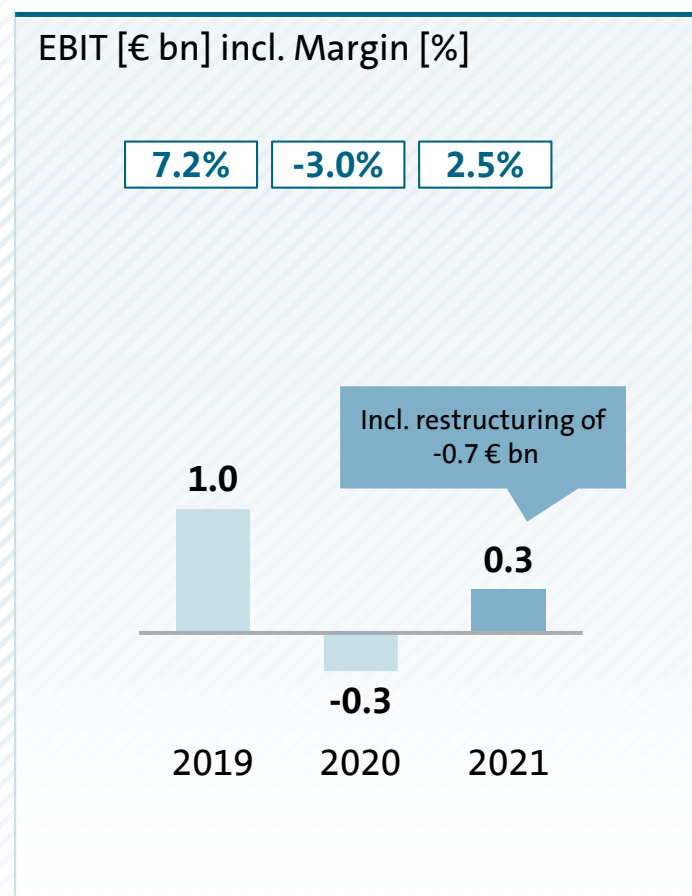
January to June 2021 vs. 2020 vs. 2019

## Automotive Division

### Passenger Cars<sup>1</sup>

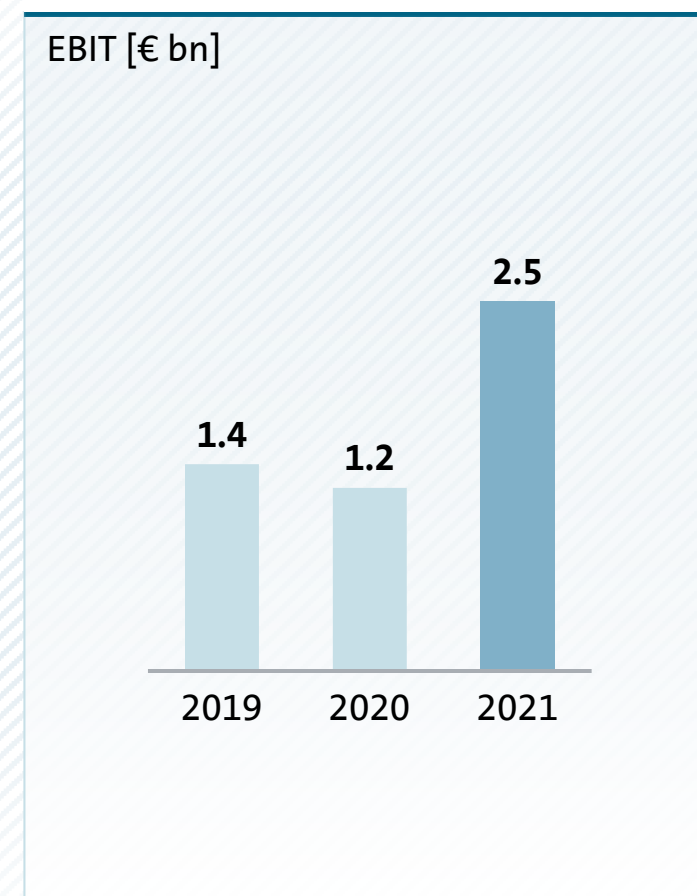


### Commercial Vehicles



## Financial Services Division

### Financial Services

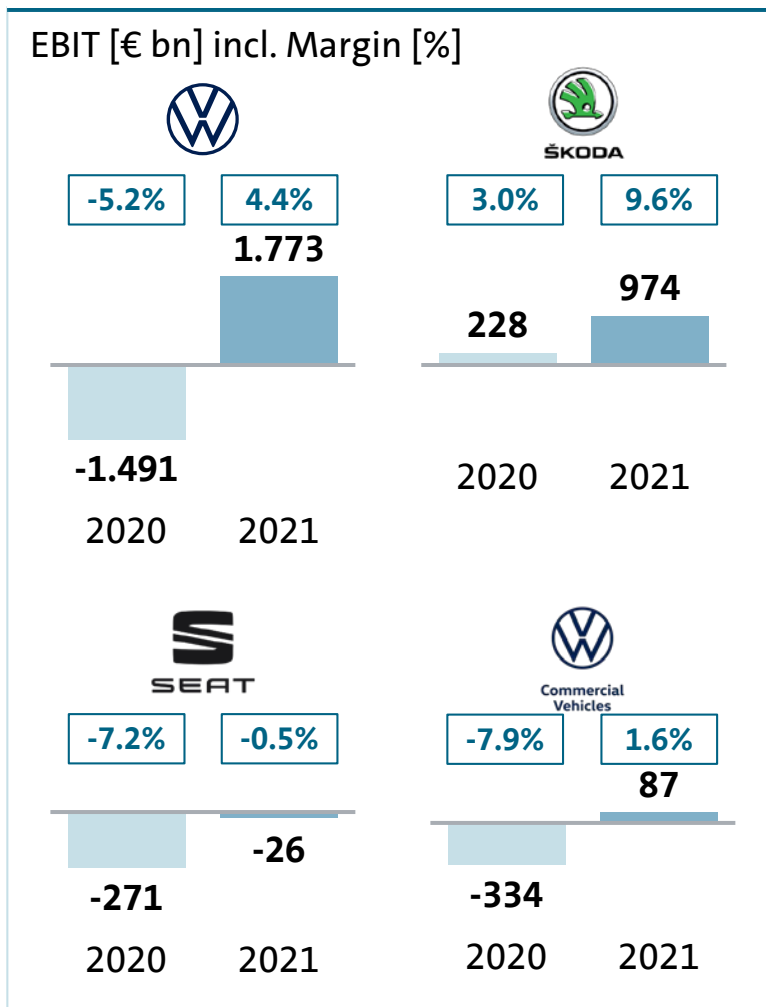


<sup>1</sup>before Special Items

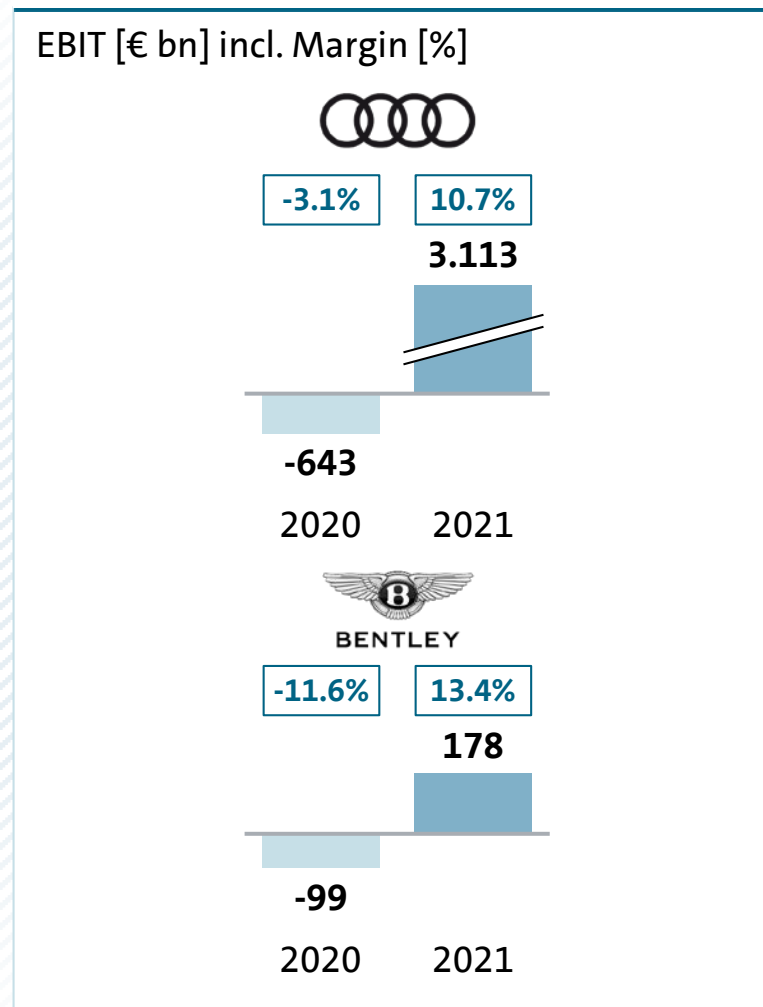
# Volkswagen Passenger Cars – Brand Groups Performance

## January to June 2021 vs. 2020

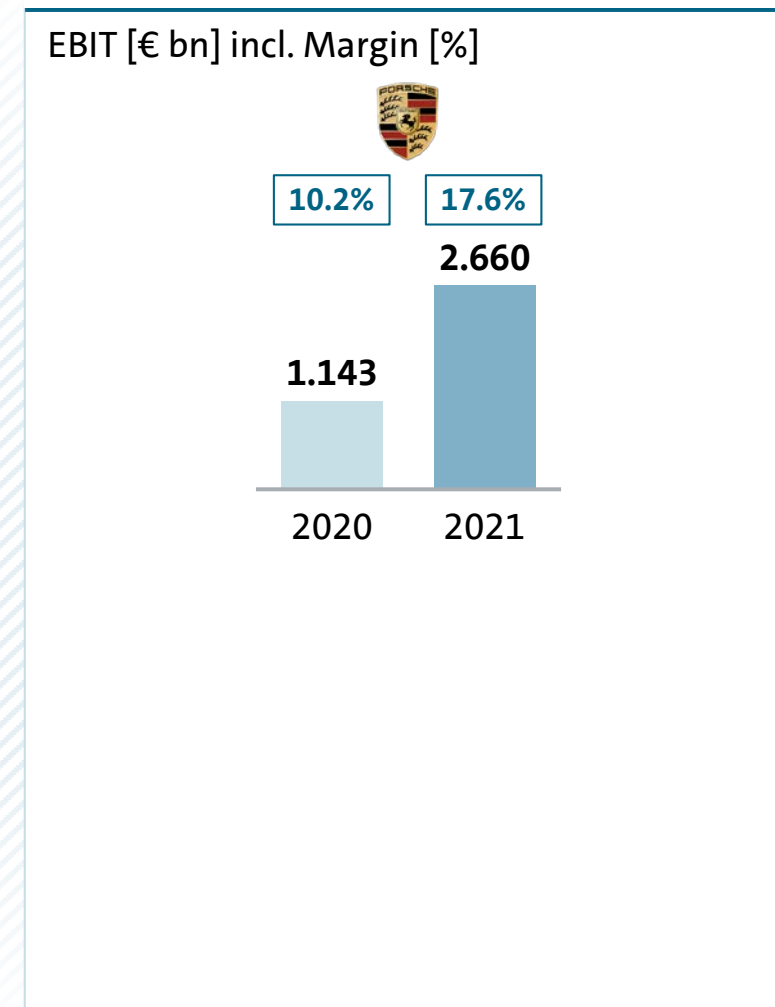
### Volume Group



### Premium Group



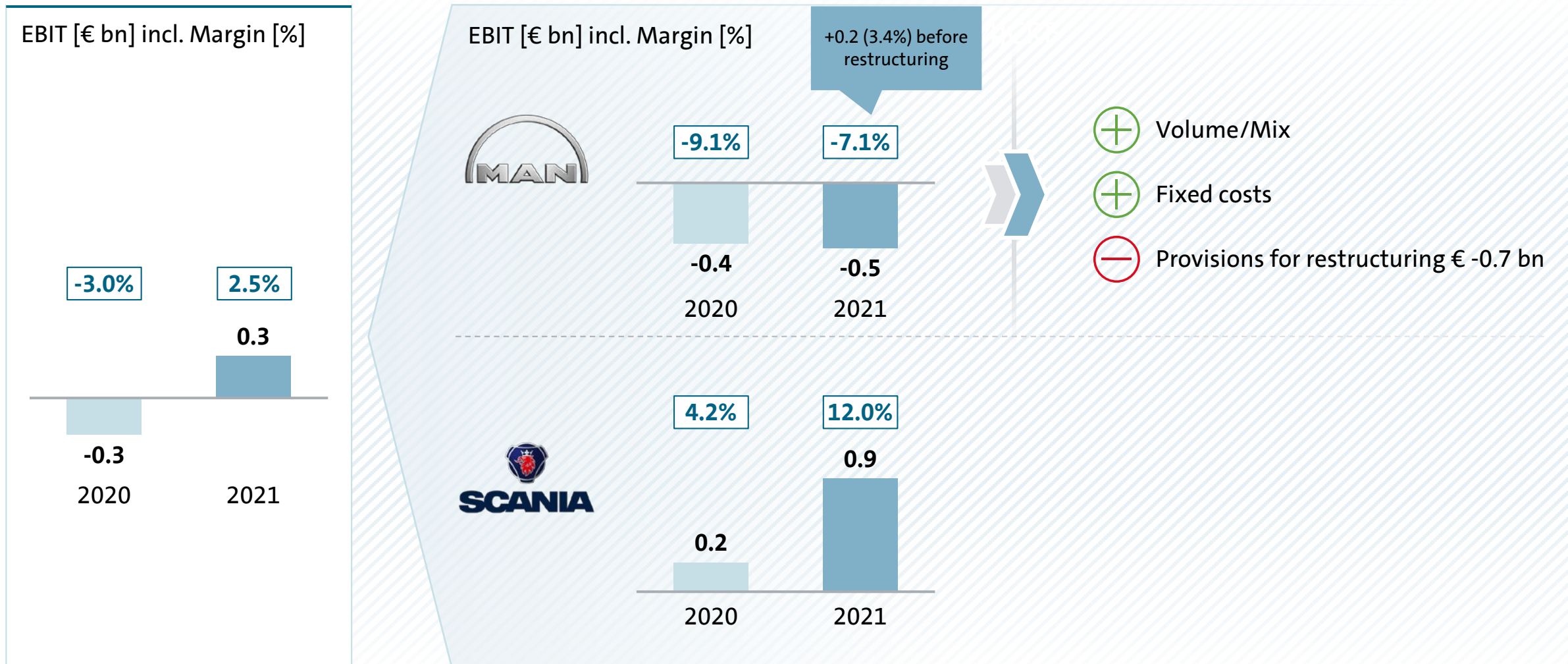
### Sport & Luxury Group



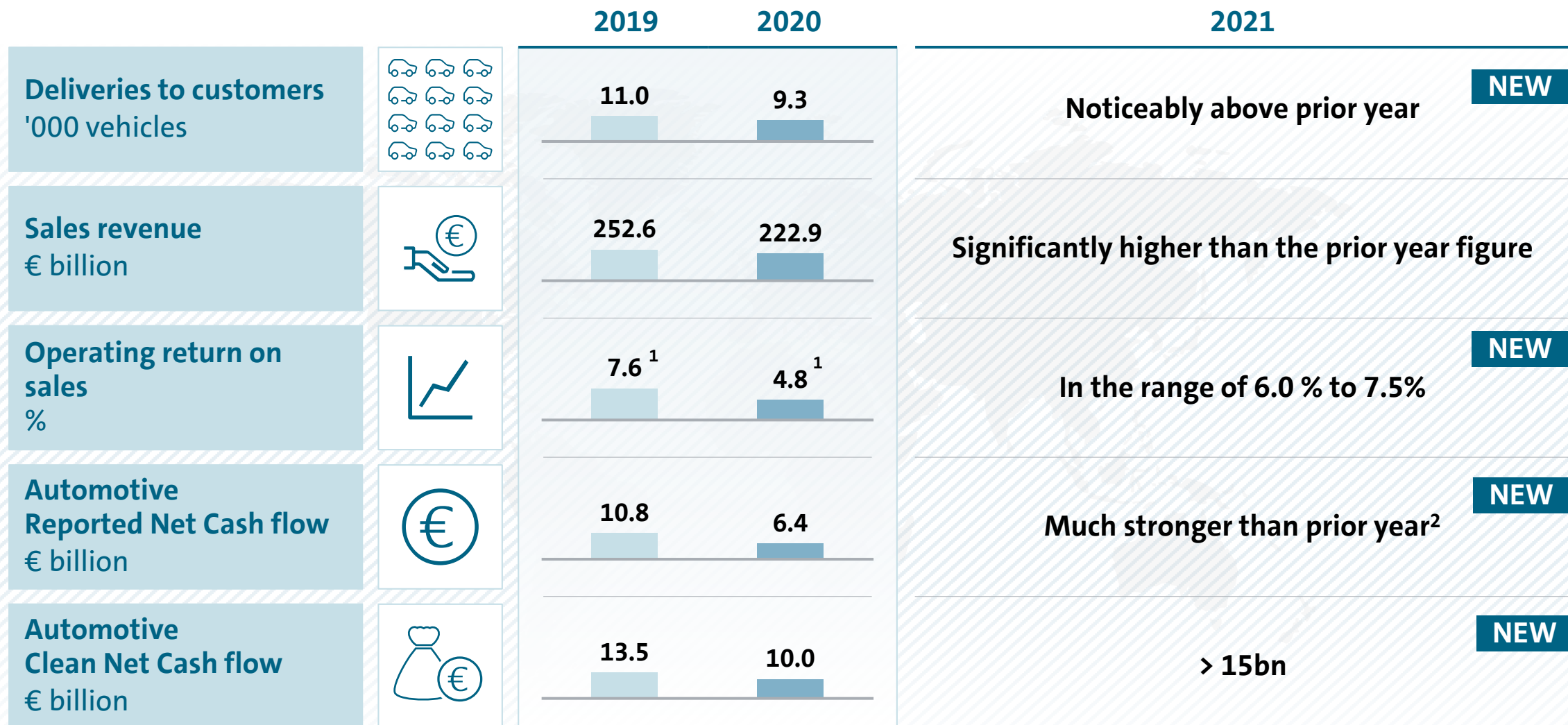
# Commercial Vehicles EBIT

## January to June 2021 vs. 2020

### Commercial Vehicles/Trucks







1 Before Special Items 2 Before Navistar

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