

Volkswagen Group Capital Markets Day 2017

Opening

Matthias Müller

Chairman of the Board of Management of Volkswagen AG

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.

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 Such statements are valid on the date of publication and can be superseded.

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Agenda

1 Opening

Matthias Müller, Chairman Board of Management of Volkswagen AG

2 Global economy, Car market/truck trends & regions

Fred Kappler, Head of Group Sales

3 Improving operational excellence (Strategic KPI´s)

Frank Witter, Board of Management, „Finance and Controlling“

4 Volkswagen brand

Herbert Diess, Chairman Board of Management of Volkswagen Passenger Cars

5 Volkswagen Group China

Jochem Heizmann, Board of Management „China“

6 Volkswagen Truck & Bus

Andreas Renschler, Board of Management „Commercial Vehicles“

7 Integrity and Compliance

Hiltrud Werner, Board of Management „Integrity and Legal Affairs“

8 Wrap Up and Next Steps

Oliver Larkin, Head of Group Investor Relations

Our future program: TOGETHER – Strategy 2025

Vision

“We are a globally leading provider of sustainable mobility”

Mission

We offer tailor-made mobility solutions to our customers

◆
We serve our customers' diverse needs with a portfolio of strong brands

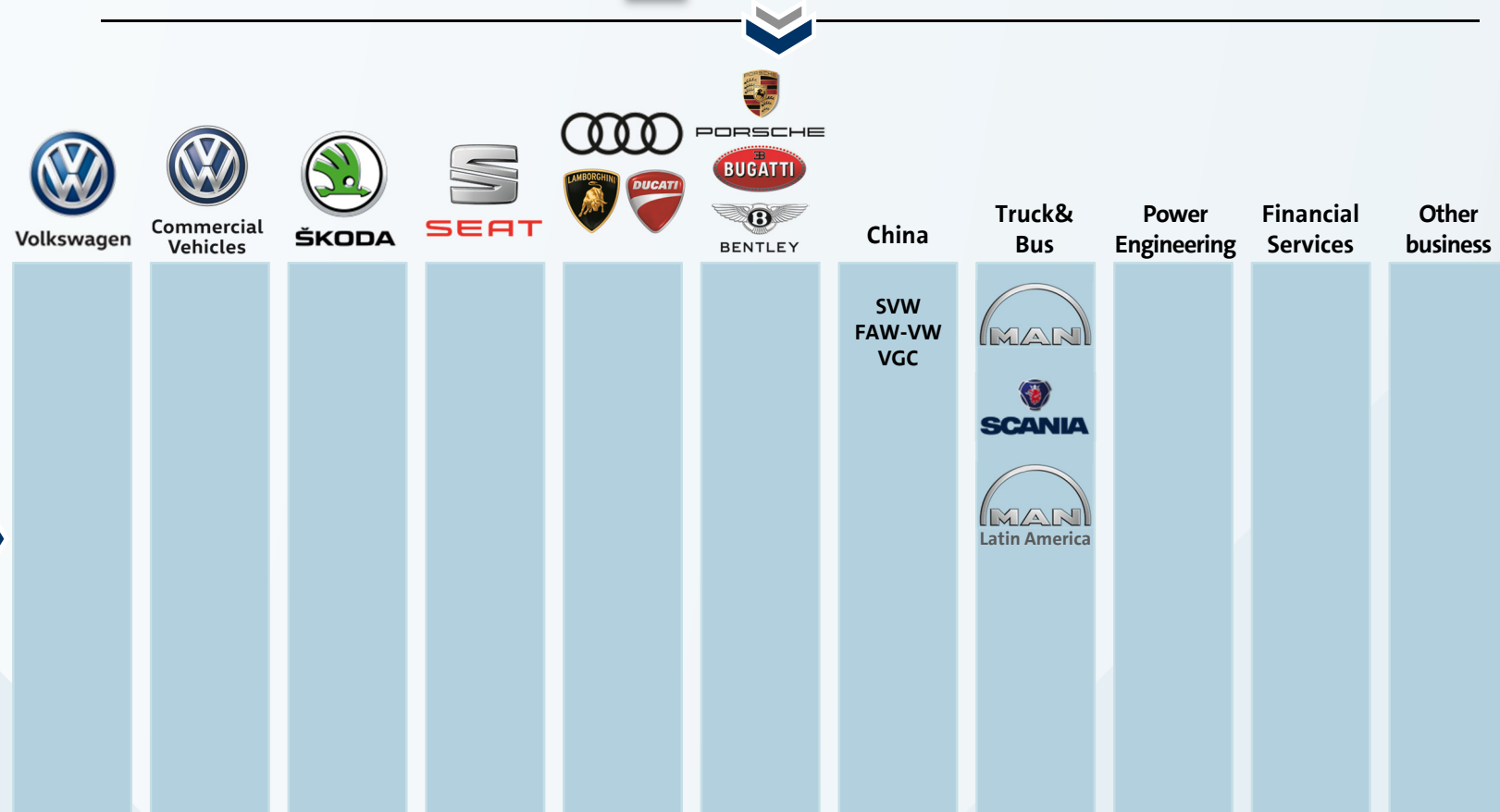
◆
We assume responsibility regarding the environment, safety and social issues

◆
We act with integrity and build on reliability, quality and passion as the foundation for our work



The new Volkswagen Group steering model: three roles of the Group

1 Governance



2

Synergy oriented steering

3

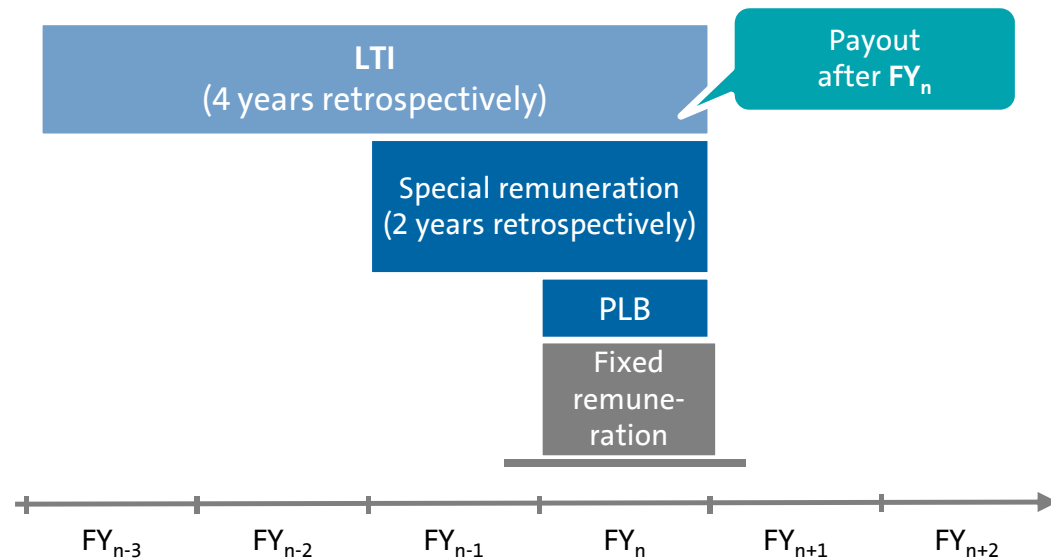
Competence Center

New Leadership Model of the Group is derived from Group strategy and values

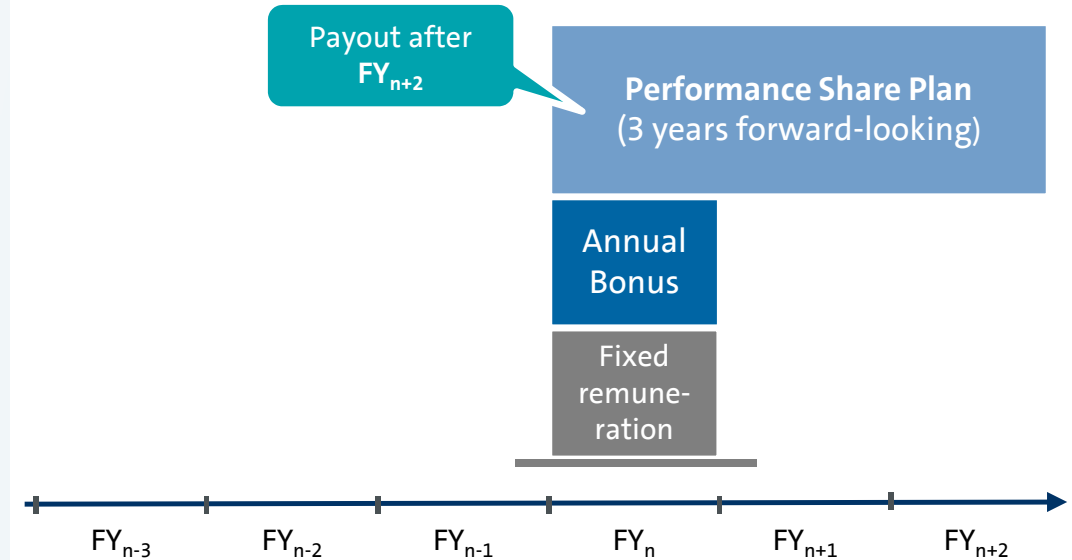


The new remuneration system is designed to be completely forward-looking

Current system: backward-looking



Future: forward-looking



Adjusted recommendation of no. 4.2.3 sec. 2 German Corporate Governance Code

“Variable remuneration components shall generally be based on a multi-year assessment, **which shall be materially related to the future.**”

The new remuneration system harmonizes the interests of different stakeholder groups

- ✓ ... is based on **clear remuneration policy guidelines**
- ✓ ... constitutes a **core element of the realignment** of the Group
- ✓ ... integrates strategic objectives of the **TOGETHER strategy 2025**
- ✓ ... is **capital market-oriented** and reflects human resource-related transformation objectives
- ✓ ... sets ambitious objectives for **sustainable corporate development**
- ✓ ... incorporates a **higher long-term orientation**
- ✓ ... reflects no past events and is therefore **completely forward-looking**
- ✓ ... is based on a **transparent target remuneration approach**
- ✓ ... incorporates a **total cap noticeably lower** than the individual caps
- ✓ ... is **transparent** and is easy to comprehend
- ✓ ... is **common market practice** and conforms to regulatory requirements

TGETHER

STRATEGY 2025

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Matthias Müller, Chairman of the Board of Management of Volkswagen AG