

VOLKSWAGEN

GROUP CHINA



Volkswagen Group China Investor Presentation

7 September 2016, Beijing, Audi China Building

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Volkswagen Group China Investor Presentation

Weiming Soh

Executive Vice President, Group Corporate Strategy and Group Sales & Marketing, Volkswagen Group China

Volkswagen Group China – Introduction to China and Volkswagen Group China

Carsten Isensee

Executive Vice President, Finance, Volkswagen Group China

Volkswagen Group China – Balancing the “New Normal”

Joachim Wedler

President, Audi China

Audi – Premium market leader in China



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Volkswagen Group China – Introduction to China and Volkswagen Group China

1. Chinese Market
2. Volkswagen Group in China
3. Strategy and Future Development



Volkswagen's second home market in comparison

Size of the countries



CHINA: 9,562,911 km²

GERMANY: 357,021 km²

Population

| | CHINA | GERMANY |
|---------------------------------------|---------------|------------|
| INHABITANTS | 1,370 million | 81 million |
| DENSITY (People per km ²) | 139.6 | 232.1 |
| AVERAGE AGE | 37 years | 44 years |
| UNEMPLOYMENT | 4.1 % | 6.4 % |

Economy

| | CHINA | GERMANY |
|-----------------|-------------------|------------------|
| GDP | \$ 10,916 billion | \$ 3,353 billion |
| GDP PER CAPITA | \$ 7,833 | \$ 41,106 |
| GDP GROWTH RATE | 6.9 % | 1.5 % |
| INFLATION | 1.4 % | 0.2 % |
| TRADE BALANCE | \$ 682.3 billion | \$ 291.7 billion |

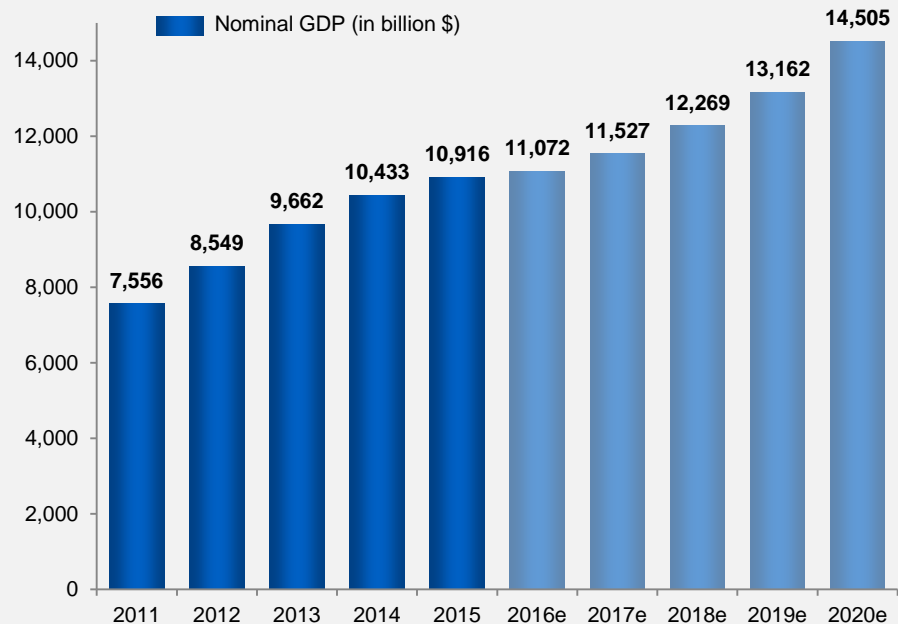
Car industry

| | CHINA | GERMANY |
|-------------------------------|--------------|-------------|
| TOTAL CAR PARK | 83 million | 44 million |
| TOTAL MARKET | 19.7 million | 3.2 million |
| PRODUCTION SITES | 172 | 23 |
| DENSITY (Cars per 1,000 Inh.) | 84 | 548 |
| AVERAGE CAR AGE | 3.3 | 9.0 |

Sources: Data for FY 2015, Statistisches Bundesamt, National Bureau of Statistics of China; IMF; UN DESA: Bundesagentur fuer Arbeit; WTO; IHS; PWC Autofacts, VDA, IHS

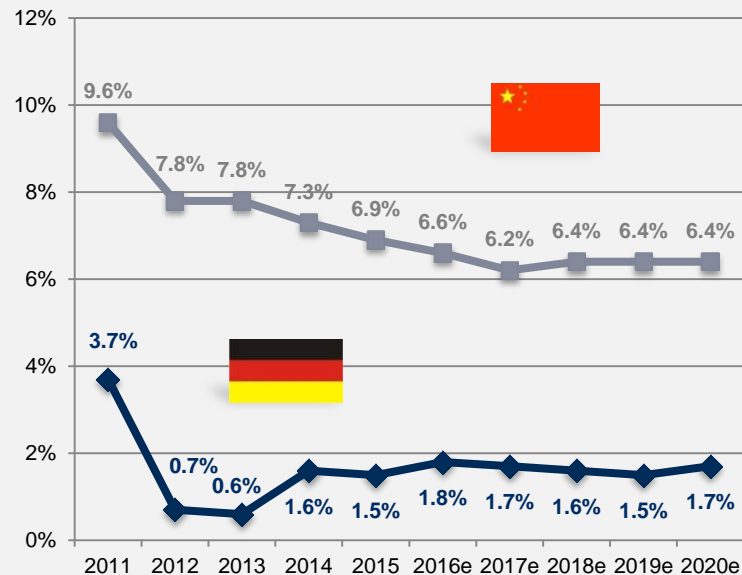
Chinese economy – Declining growth rate towards new normalization

China's economic growth



Source: IHS

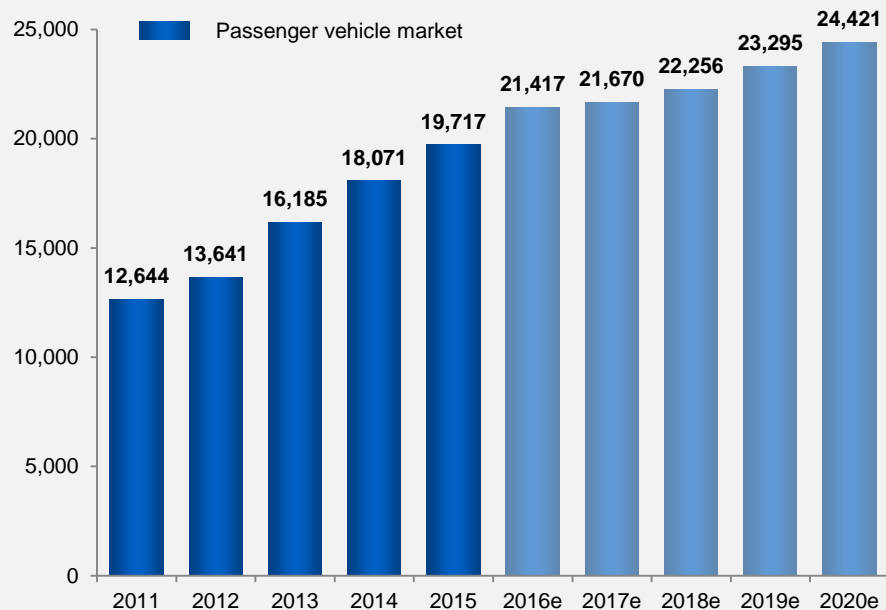
Real GDP growth comparison



Source: IHS

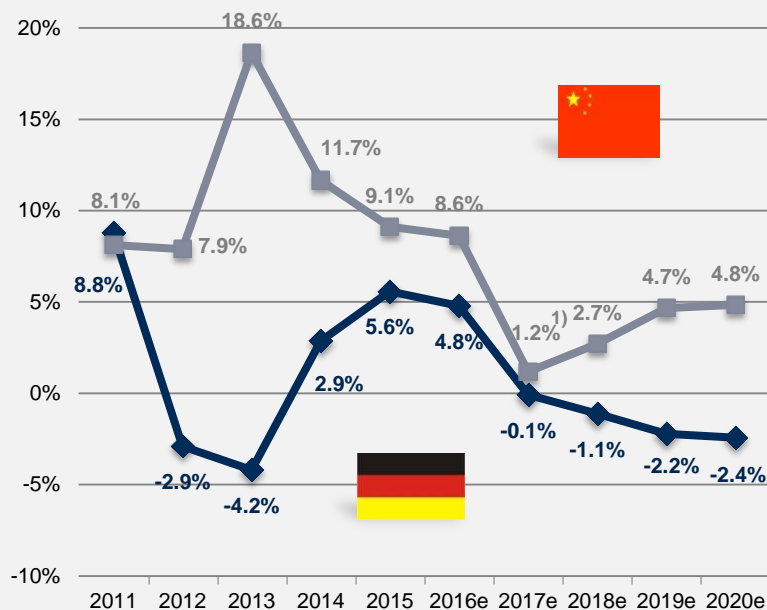
Strong historical car market growth changing towards normalization

Chinese total car market (in '000 units)



Source: IHS

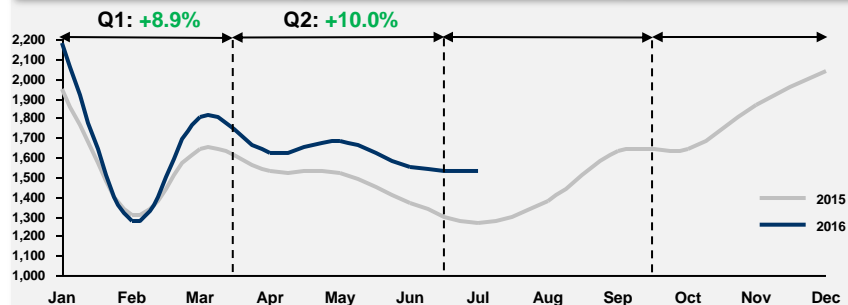
Car market growth comparison



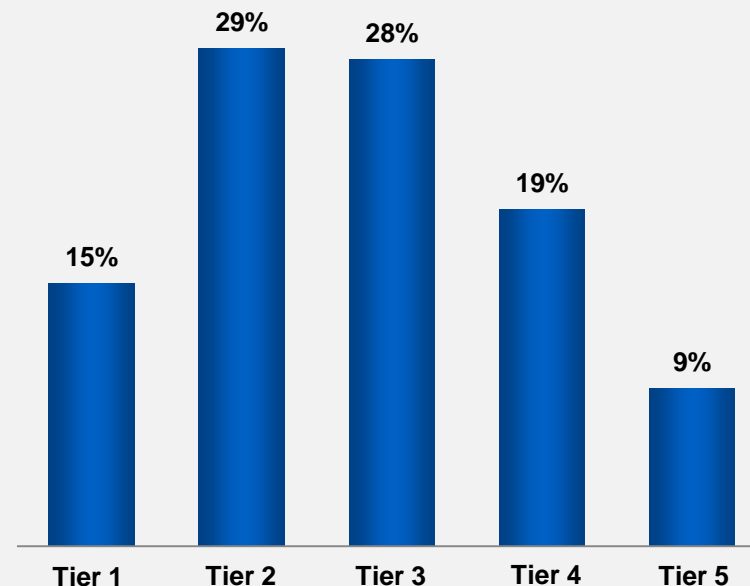
Source: IHS 1) 2017 estimate under the assumption of no specific tax cut for cars in China.

Chinese market grows outside tier 1 cities

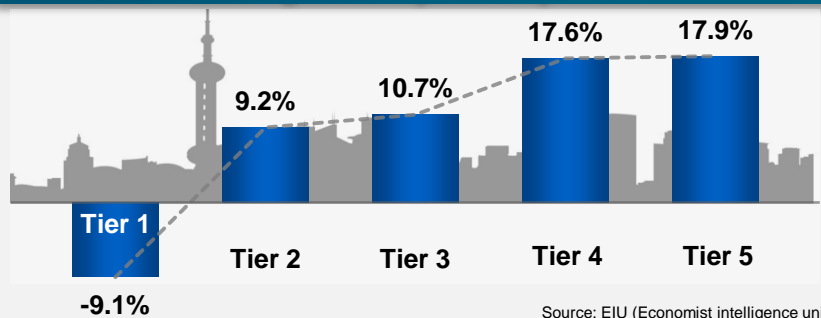
Market development 2016 vs. 2015 (in '000 units)



Share of total passenger car market sales by tier city in 2015



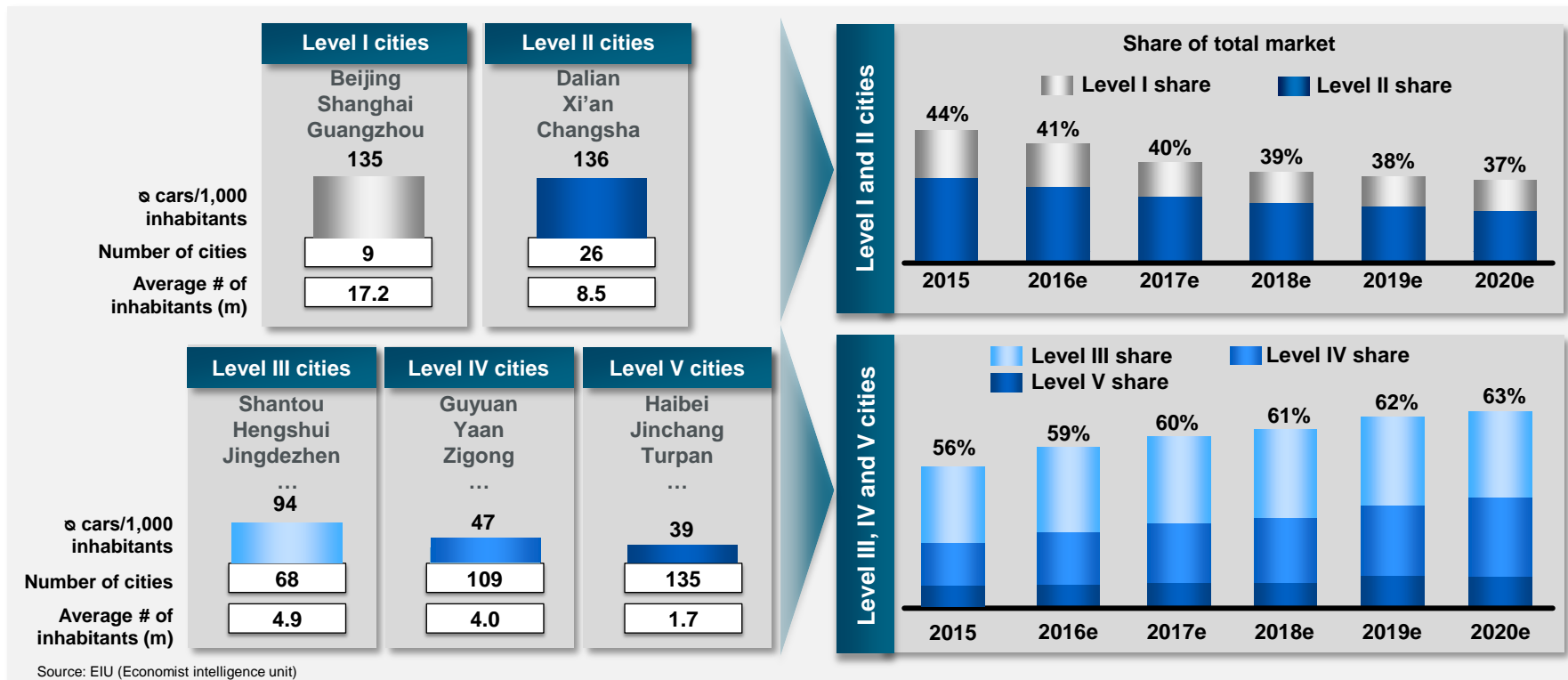
Sales growth by tier city in 2015



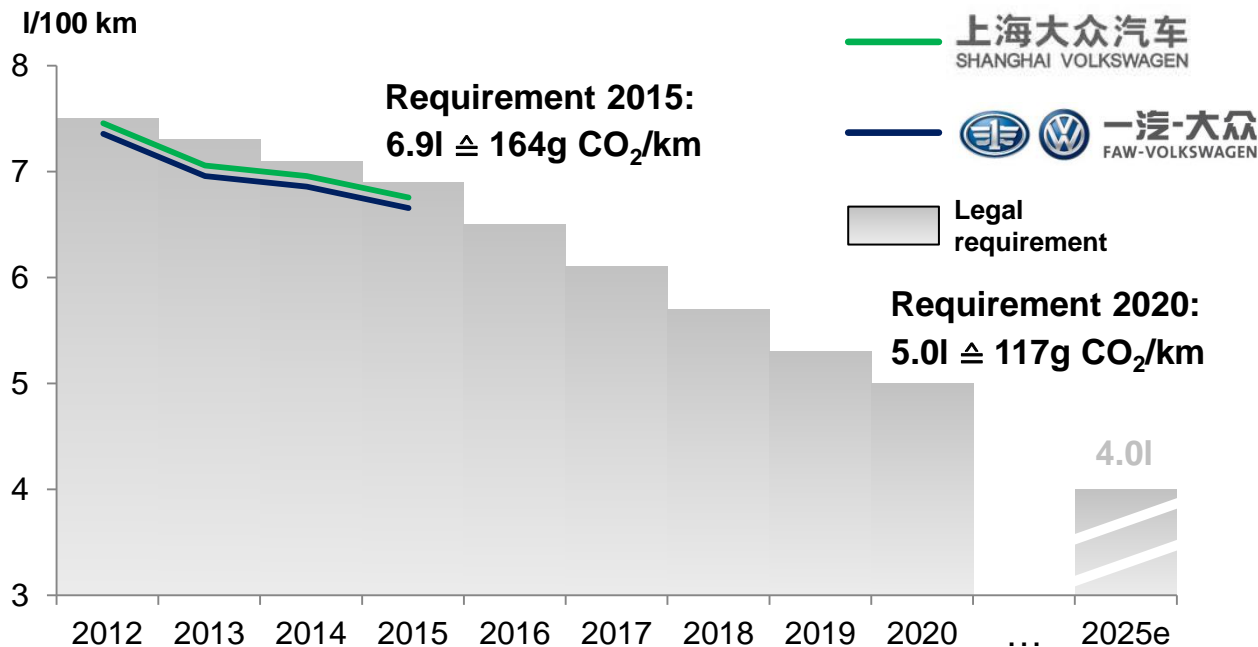
Source: EIU (Economist intelligence unit)

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Less developed cities provide new opportunities



Volkswagen Group is taken considerable efforts to meet the legal requirements of average fleet fuel consumption



To achieve the legal requirements in China Volkswagen will

- Develop further emission reducing technologies

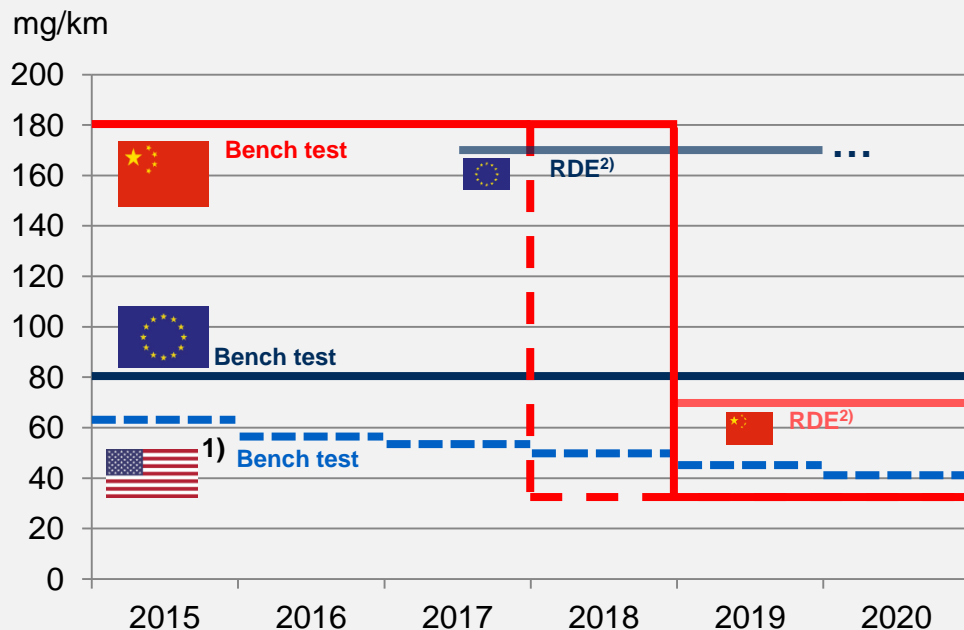


- Actively engage in the NEV market



China 6 regulation – Worldwide toughest emission legislation

NOx emission legislation



¹) USA fleet average for NMOG+NOx per model year ²) Real Driving Emission

Highlights

Emission regulation **China 6 for gasoline engines** – Latest draft was published in April 2016

Implementation on national level planned **beginning 2019** (Beijing and Shanghai may start with similar regulation 2018)

Roller bench test **NOx** emission should fall **below 35 mg/km**

Measurement of **real driving emissions (RDE)** will be implemented – RDE target for **NOx** emission at **75 mg/km**

Further driving emissions need to be reduced dramatically – e.g. CO, THC, PM

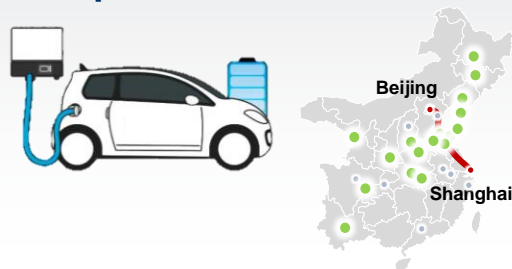
New Energy Vehicle strategy supported by Chinese Government

Subsidies for local NEVs¹⁾


- **National subsidies for NEVs**
- **Purchase tax exemption** (10% Net Selling Price)
 - **No „circulation tax“**
 - **Direct subsidy** (up to 55,000 RMB for BEV, 30,000 RMB for PHEV)
- **Additional subsidies from local provinces**

Infrastructure investments

- **Target: Charging infrastructure for 5 million NEVs by 2020**
 - **12,100 charging stations** (mainly along the east coast)
 - **4,800,000 charging pillars**



Number plate access

- **Easier access to number plates in some restricted cities**

- **Free number plates for a certain amount of NEVs**
- **Free parking space for NEVs** (in discussion)
- **Free NEV driving lanes** (in discussion)

¹⁾ Subsidies are supposed to run until 2020.

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Weiming Soh

Executive Vice President, Group Corporate Strategy and Group Sales & Marketing, Volkswagen Group China

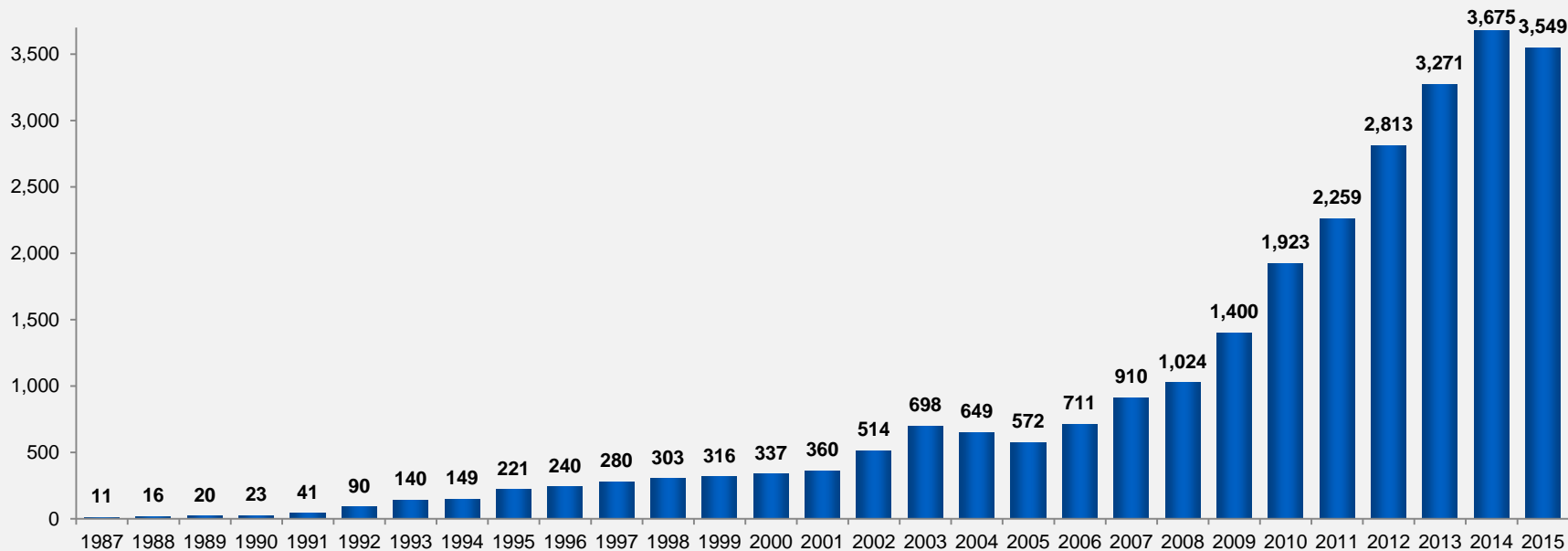
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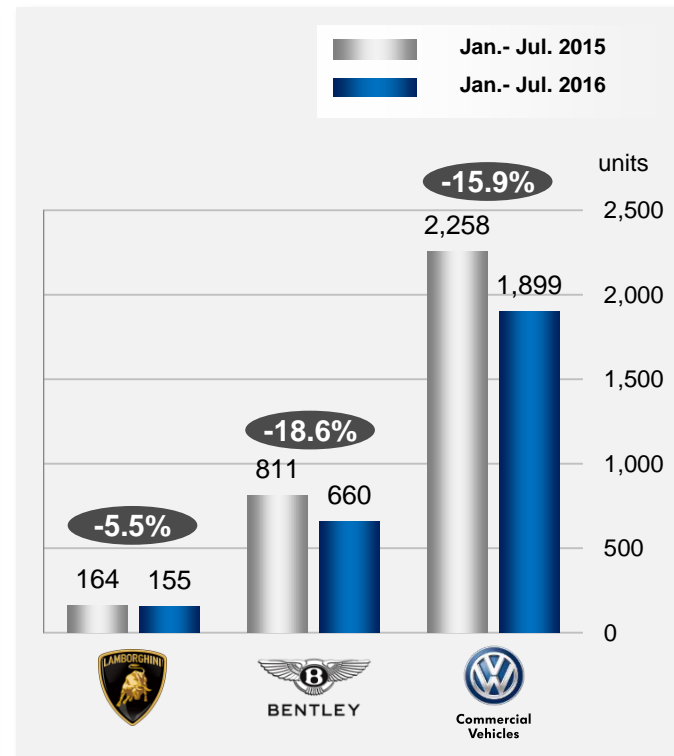
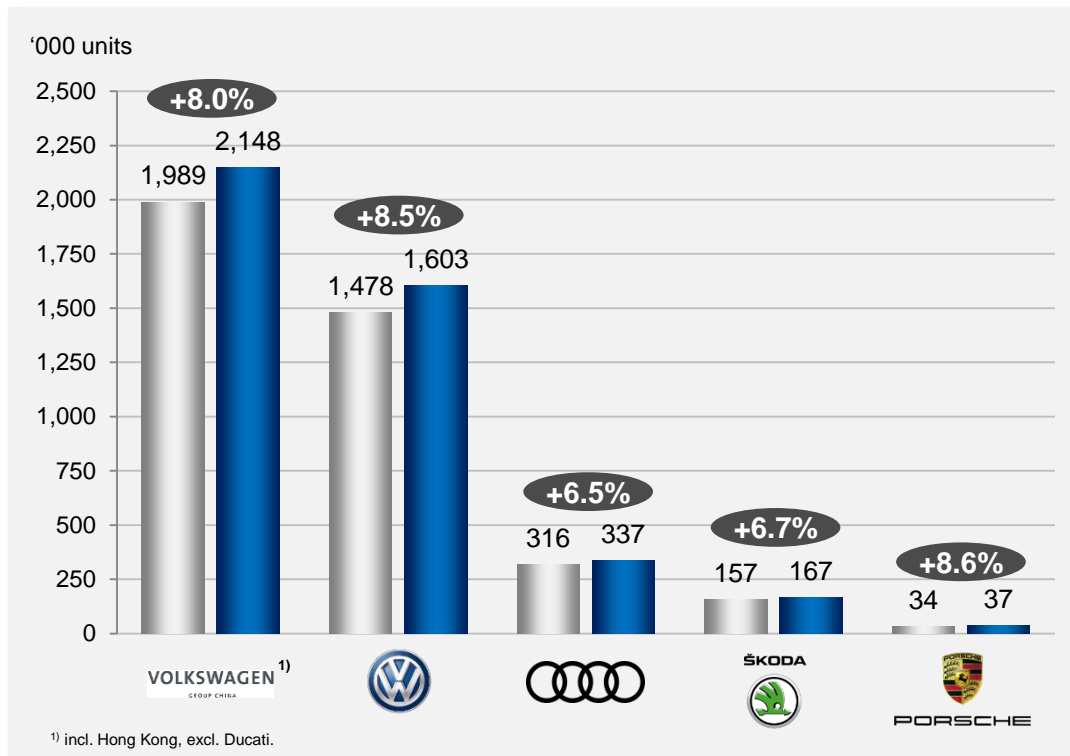


Volkswagen Group in China – A long-term success story

Volkswagen Group development of deliveries to customers (in '000 units)



Deliveries to customers by brand January to July 2016



Great range of locally produced vehicles...

上汽大众
SAIC VOLKSWAGEN



Polo



Santana



Gran Santana



Lavida



Gran Lavida



Lamando



Touran L



Tiguan



Passat

ŠKODA



Fabia



Rapid
Spaceback



Rapid



Octavia



Superb



Yeti



一汽-大众
FAW-VOLKSWAGEN



Golf



Golf Sportsvan



Jetta



Bora



Sagitar



Magotan



CC



A3



A3 Limousine



A4L



A6L



Q3



Q5

... and imported passenger cars serving Chinese customers' demand



up!



Beetle



Golf



Scirocco



Sharan



Tiguan



Magotan Variant



Touareg



Phaeton



A1



TT



A3



A4 Allroad



A5



Q5



A6



A6 Allroad



A7/S7



Q7



R8



A8



PORSCHE



Boxster



Cayman



911



Macan



Panamera



Cayenne



BENTLEY



Flying Spur



Continental
GT



Bentayga



Mulsanne



Huracan
Coupe



Aventador
Roadster



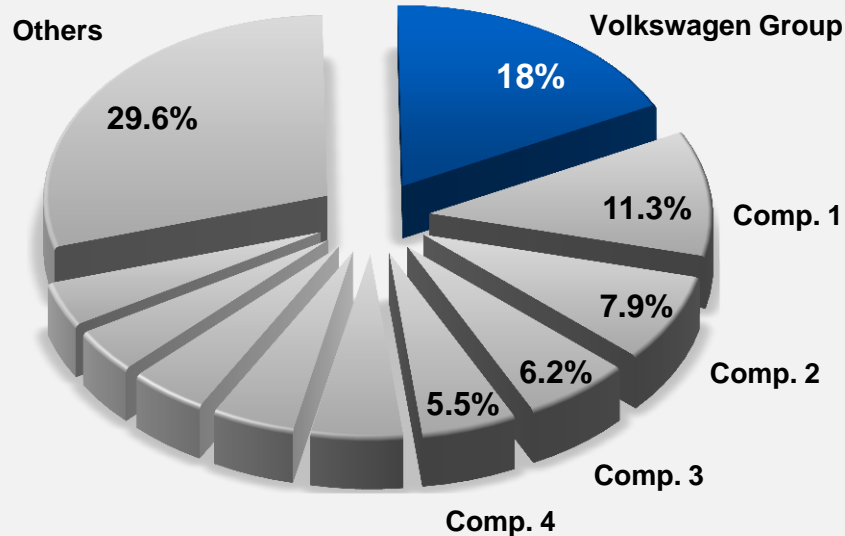
Aventador



Veyron

Volkswagen Group – No. 1 in the Chinese passenger vehicle market

Passenger vehicles market share, YTD Jul 2016

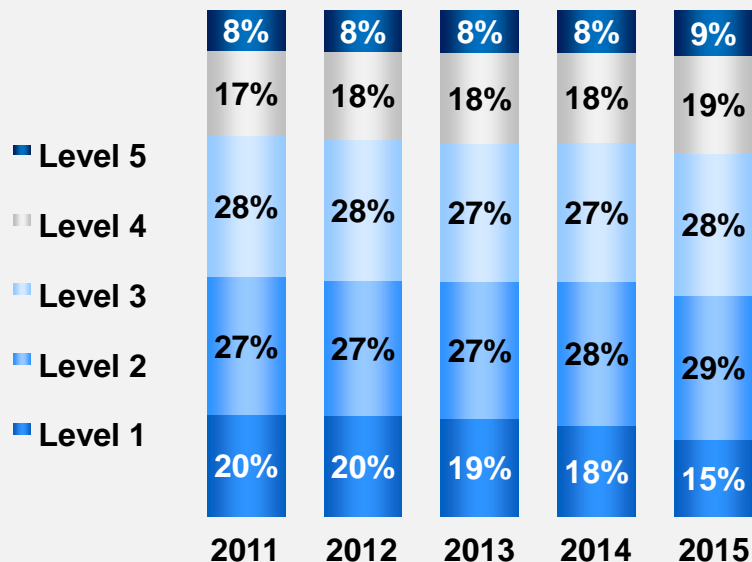


| Rank | Group | Market share (Delta vs YTD Jul 2015) |
|------|------------------|--------------------------------------|
| 1 | Volkswagen Group | - 0.7% |
| 2 | Comp.1 | + 0.7% |
| 3 | Comp. 2 | - 0.6% |
| 4 | Comp. 3 | 0% |
| 5 | Comp. 4 | - 0.3% |

Source: CKD from China Passenger Car Association (CPCA), CAAM; FBU from insurance data

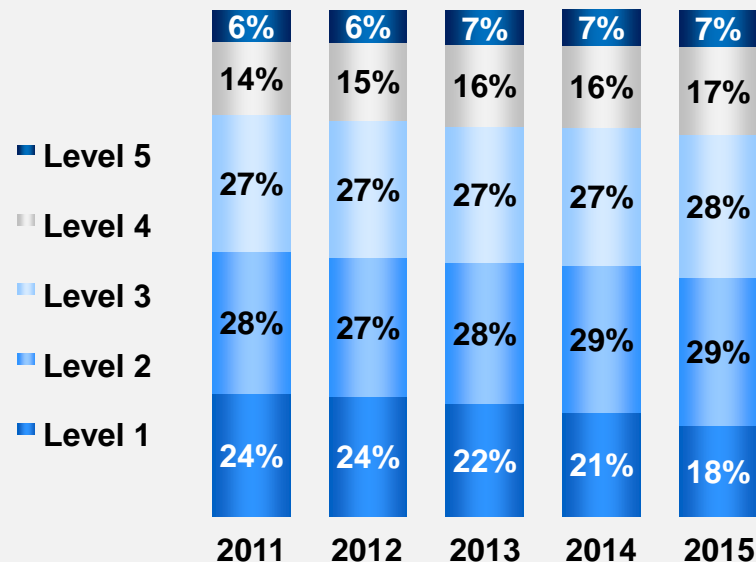
Volkswagen Group sales well is leading the market in all tier cities

Total market performance
(Sales share by tier level in %)



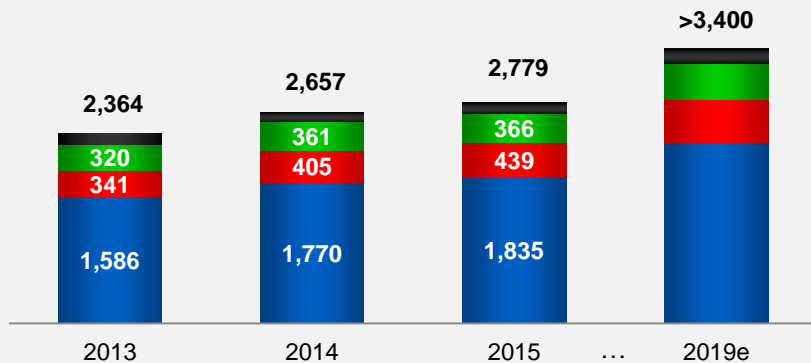
All figures shown are rounded. Source: EIU (Economist intelligence unit)

Volkswagen Group sales performance
(Sales share by tier level in %)

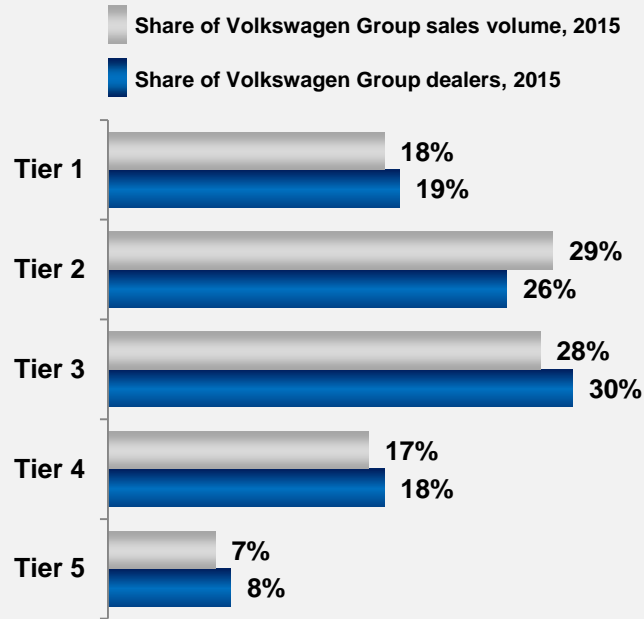


Strong focus on growth of our well diversified dealer network

Dealer network



Well diversified through tier cities













All figures shown are rounded. Source for market share by tier city: EIU (Economist intelligence unit)








Strong residual values of Volkswagen Group models

Residual value ranking¹⁾




CKD Models

| | | | | | |
|----|--|-----|--|-------|---|
| A0 |  Polo HB | B |  Magotan | SUV-A |  Tiguan |
| A |  Lavida | B |  Passat | SUV-B |  Q5 |
| A |  Golf | C |  A6L | | |
| B |  CC | MPV |  Touran | | |

FBU Models

| | | | | | |
|----|---|-----------------------|--|-----|---|
| A0 |  Beetle | D |  Panamera | MPV |  Multivan |
| A |  Golf Variant | SUV-A |  Tiguan | | |
| B |  Scirocco | Cabriolet/ Variant |  Magotan Variant | | |

Legend:

-  Ranking No.1
-  Ranking No.2
-  Ranking No.3

¹⁾ China Automotive Residual Value Research Committee - RV Report 2016; Rankings based on the 3-year residual value

Importance of residual values

High and stable residual values are important due to

- Reduced total cost of ownership
 - › leading to attractive leasing
 - › important argument for sales team
- Increased new car sales volume
 - › while stabilizing new car prices
- Increased pre-owned car business and its competitiveness

High and stable residual values finally lead to higher

- Brand value
- Customer loyalty
- Revenue & Profit

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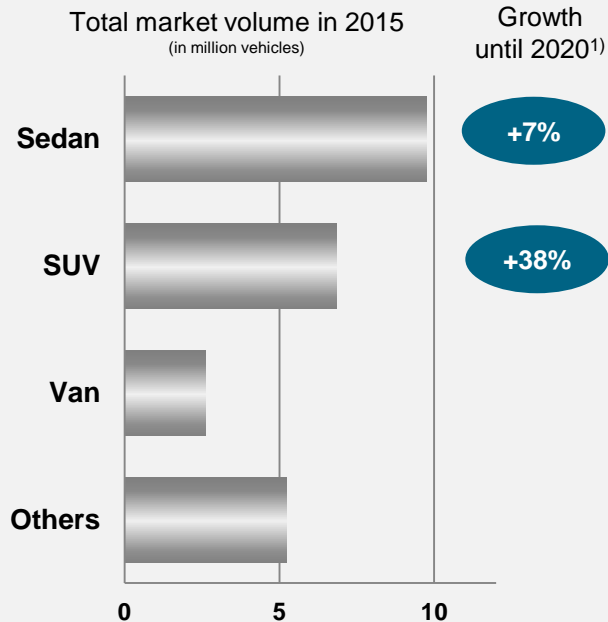
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New product offering aligned with expected future market trends¹⁾

Body group trends until 2020¹⁾

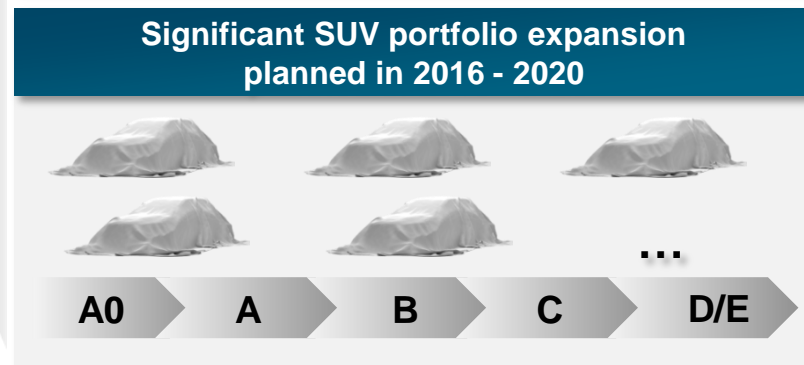
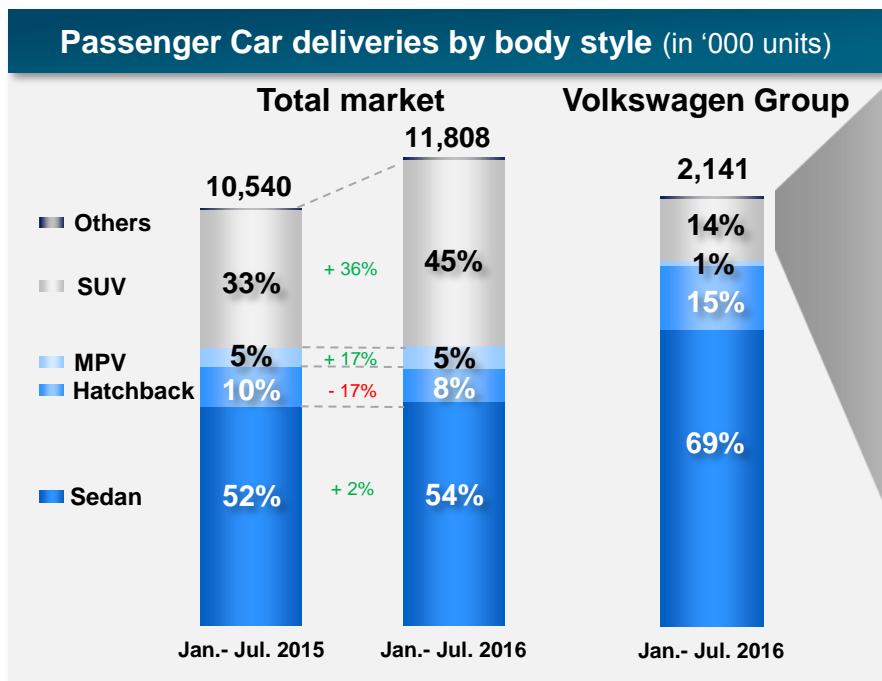


New vehicle launches 2016 and to follow²⁾



²⁾ Schematic overview – does not show all models




Strong growth in SUV segment – 10 additional locally produced SUVs planned over the next three to four years



Volkswagen Group China is actively engaging in the New Energy Vehicle market with locally produced cars

Phase 1

Locally produced plug-in hybrids based on current toolkits

 +  +  Range: up to 1.000km
Pure electric: up to 60km



Audi A6 L e-tron

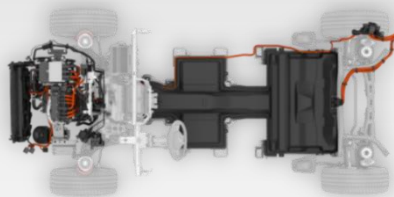


Volkswagen
Phideon PHEV

Phase 2



Locally produced pure electric vehicles based on current toolkits

 +  Pure electric: up to 300km



Phase 3

Locally produced pure electric vehicles based on scalable electric toolkit (MEB) for different vehicle classes

 +  Pure electric: up to 650km
Speed charging of 80% in just 15min



Urban Mobility is evolving from traditional transportation to “New Mobility” trends

Traditional Transportation

Car **Ownership**

Limited Choices

Government funded Public Transit

Unconnected and suboptimal



Multimodal and **Shared** Transport

More Choices

Public and **private** transit operate in parallel

On-demand and **Connected**

New Urban Mobility

Source: McKinsey “Urban mobility at a tipping point”, September 2015

Volkswagen Group is exploring business opportunities through strategic partnerships in 4 key areas

1 Ride Sharing

- Driver Partnership Program
- Customized vehicles for on-demand mobility
- R&D Autonomous Driving



2 Mobility Club

- Premium Mobility Club
- Executive Mobility Club
- Car-sharing Mobility Club



3 Car Sharing

- New business model is to be adopted for the rollout nationwide

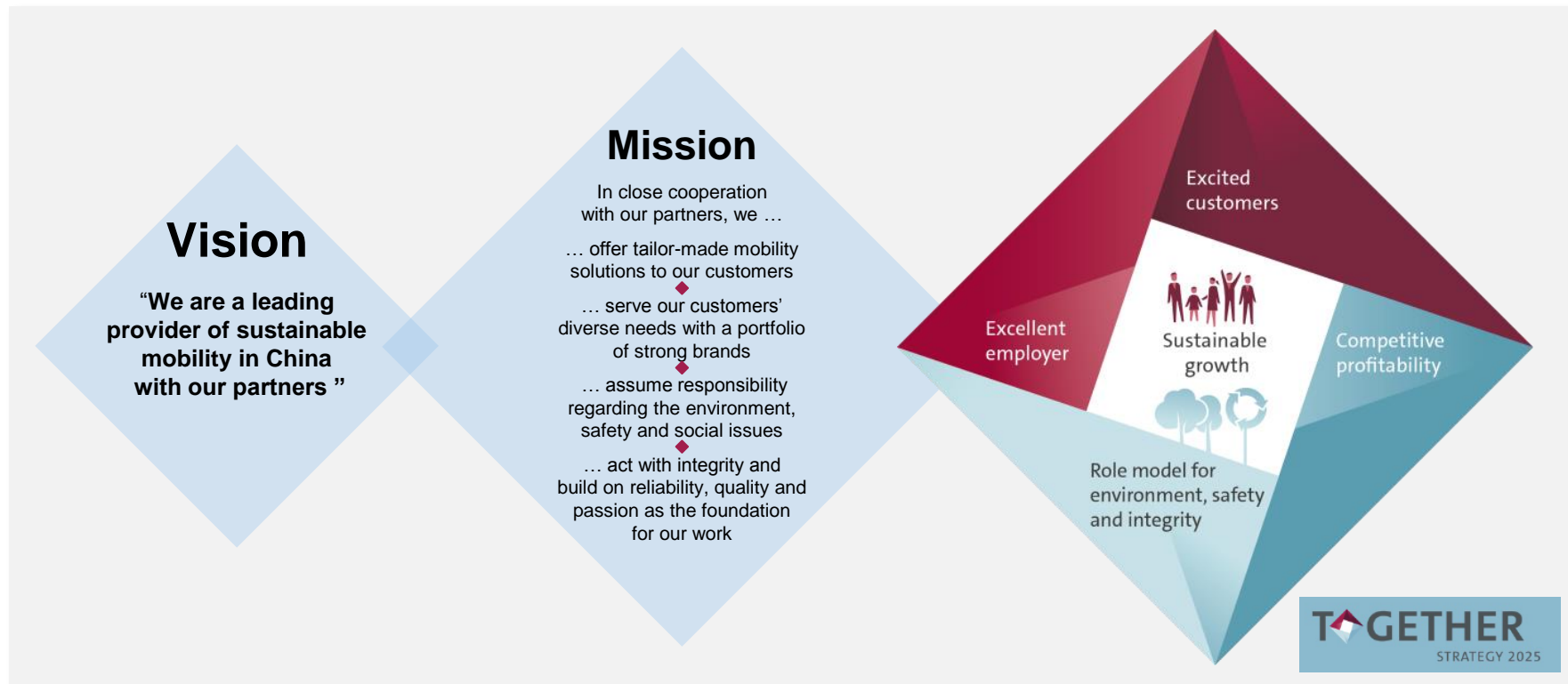


4 Financial Leasing and PoC e-Commerce

- Proactive Sourcing
- Financial Leasing



Strategy 2025 – We are addressing key opportunities



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Audi – Premium market leader in China



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Volkswagen Group China – Balancing the “New Normal”

1. Financials

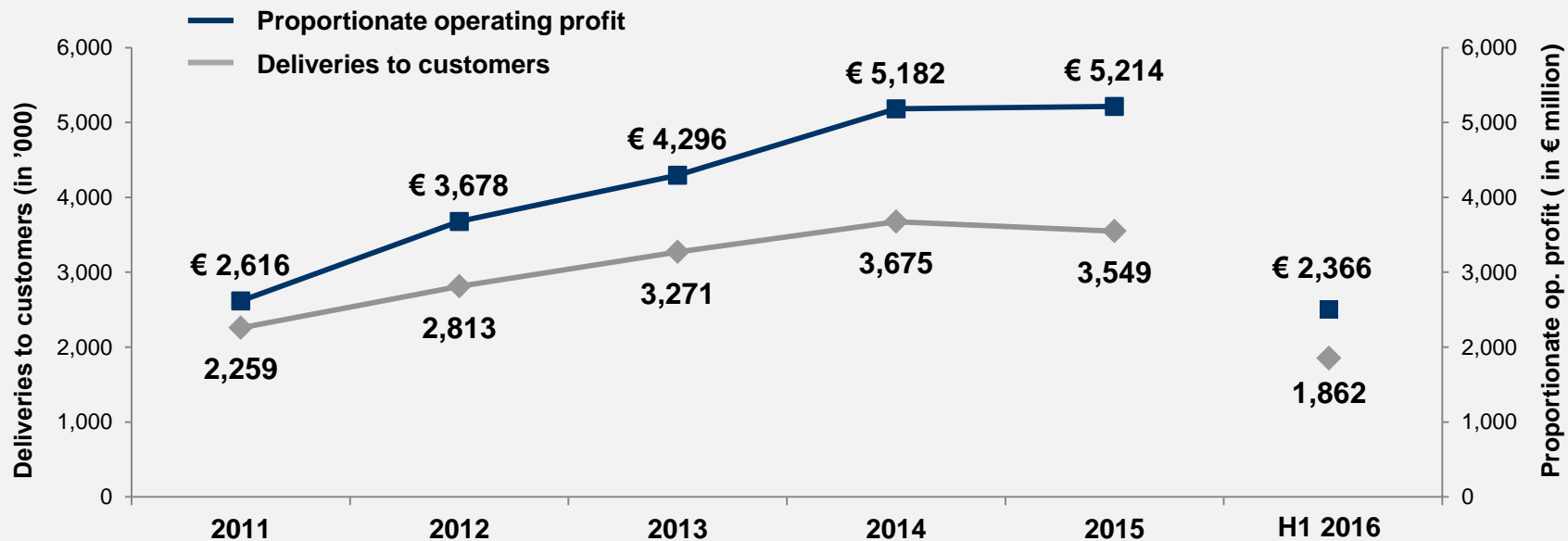
2. Investments

3. Financial Services



Strong volume and profit development of Volkswagen Group China

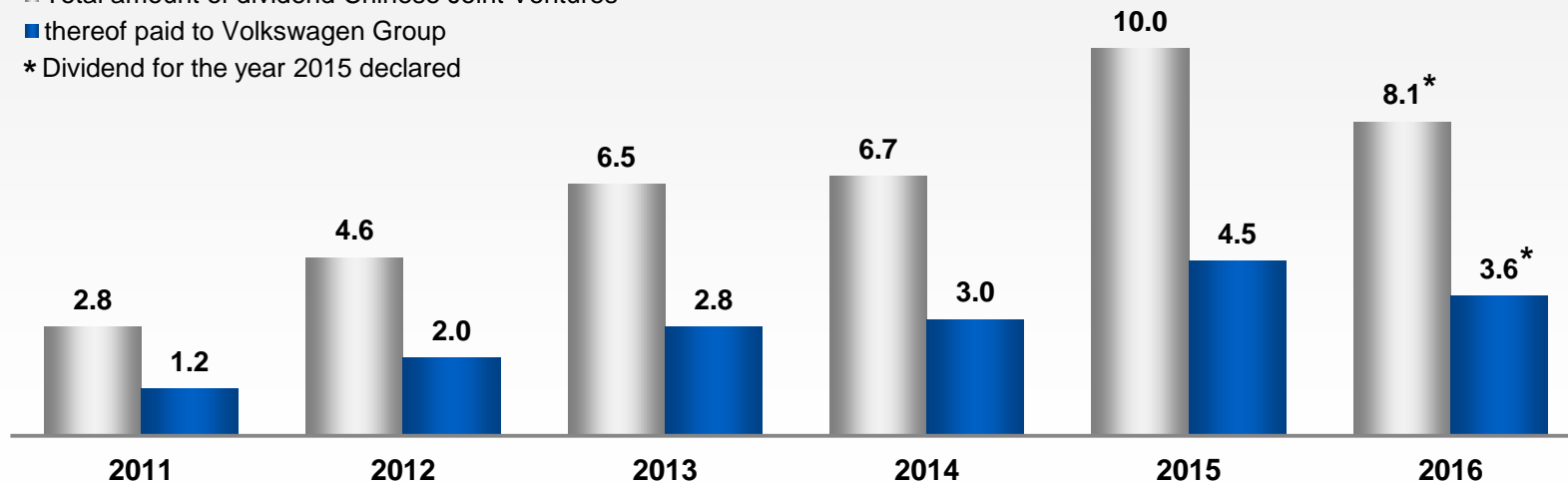
Volkswagen Group deliveries to customers and proportionate operating profit in China



Chinese Joint Ventures generate substantial, self-funded growth and at the same time robust dividend pay-out

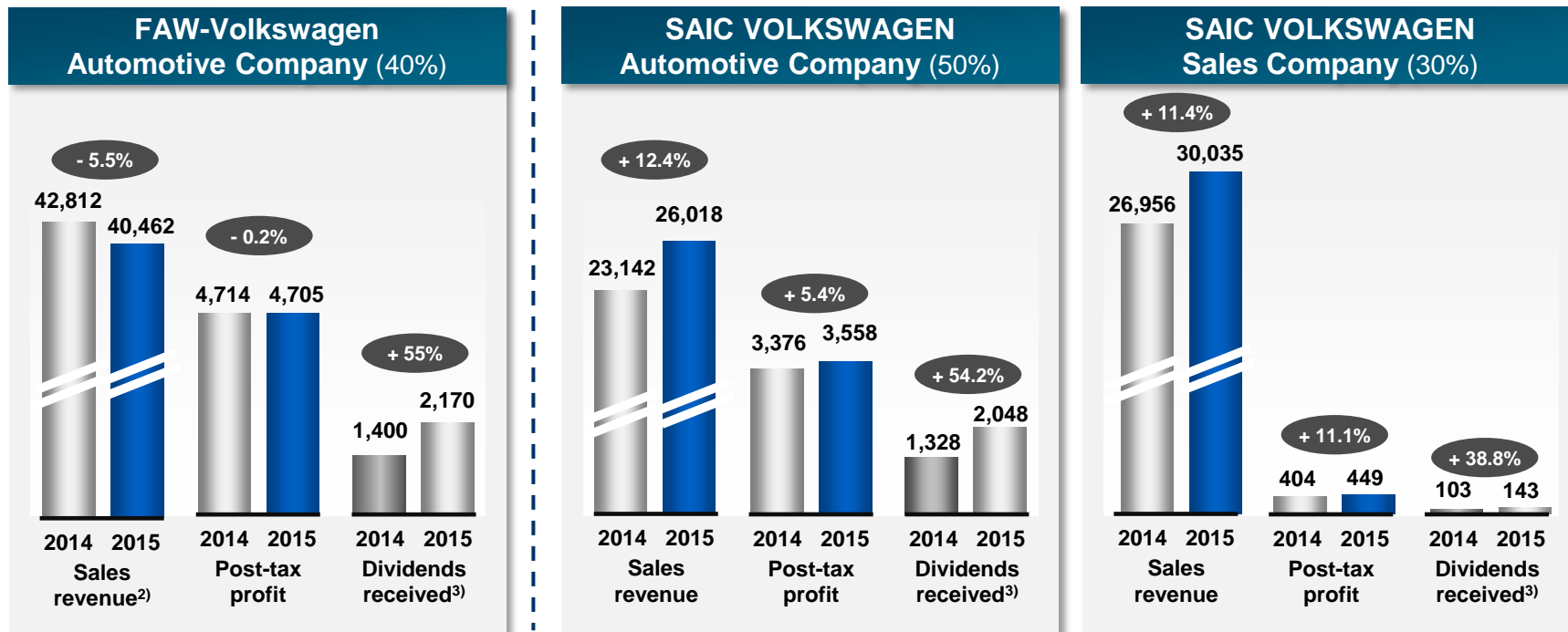
Total amount of dividends paid out to Joint Venture partners (in € billion)

- Total amount of dividend Chinese Joint Ventures
- thereof paid to Volkswagen Group
- * Dividend for the year 2015 declared



Chinese Joint Ventures with strong financial performance in 2015¹⁾

(January to December 2015 vs. 2014, in € million)



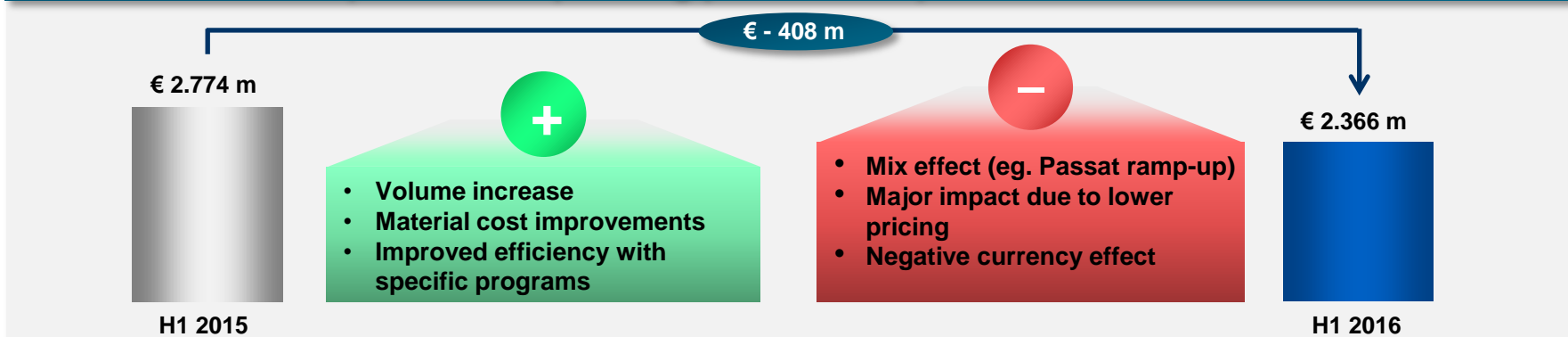
¹⁾ Financial data on a 100% basis, Volkswagen Group equity interest in brackets; SAIC VOLKSWAGEN sales revenue is mostly generated from its business with SAIC VOLKSWAGEN, which sells passenger cars for SAIC VOLKSWAGEN.

²⁾ Including sales revenue from sales of imported Audi models ³⁾ Dividends received by the Volkswagen Group related to the previous year's local result of our joint ventures.

Another solid operating result for the Volkswagen Group in China

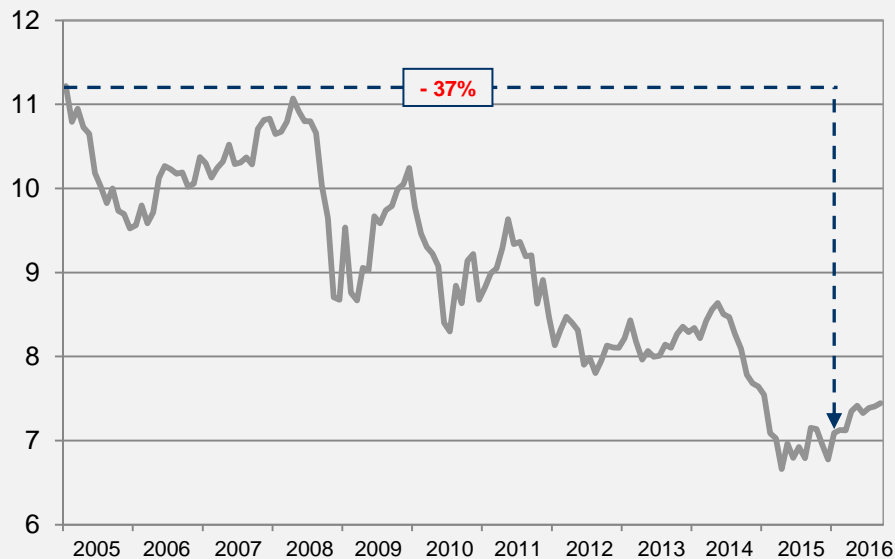
| | 2014 | 2015 | H1 2015 | H1 2016 |
|---|-------|-------|---------|---------|
| Deliveries to customers ('000 units) | 3,675 | 3,549 | 1,743 | 1,862 |
| Production (100%)* ('000 units) | 3,528 | 3,420 | 1,817 | 1,846 |
| <small>*SAIC-VW Group / FAW-VW Group</small> | | | | |
| Proportionate Operating Profit (€ million) | 5,182 | 5,214 | 2,744 | 2,366 |

Proportionate operating profit development H1 2016 vs 2015

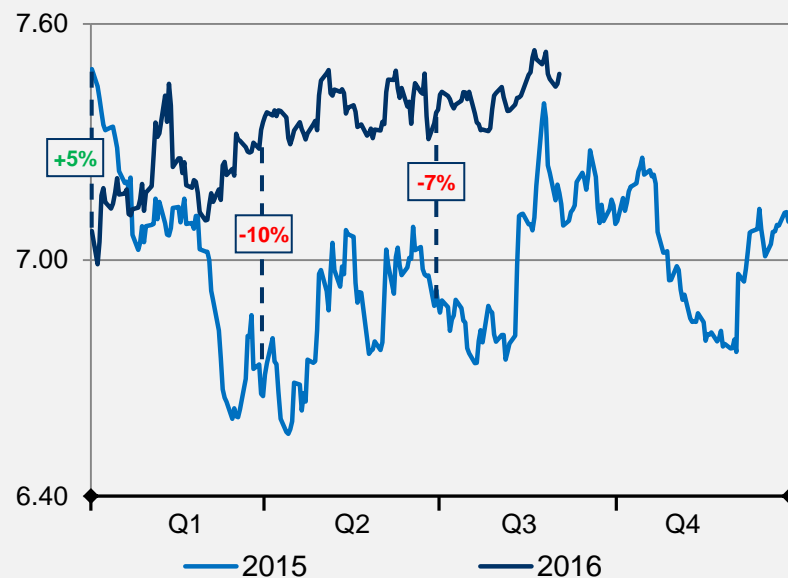


Euro decreased significantly vs. Chinese Renminbi over the last decade but is increasing year-to-date

EUR/CNY long-term development



CNY decreased 6% on average YTD vs. EUR



Efficiency program to support our margins in a market characterized by increased competition



China efficiency program

Production & Logistics optimization



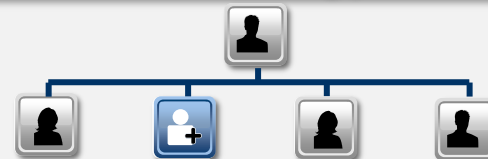
- **Change focus from “production volume maximization” to “cost-efficiency”**
 - Improved production processes
 - Optimized maintenance
- **Shift from “trucks only” to train and ship transportation within China**
- **Investment plan adjustment**

Review of product portfolio



- **Variance Reduction**
 - Decrease number of overlapping models
 - Reduce number of component variances
- **Add models in major growth segments**

Implementation of new culture & lean decision making processes



- **New organizational structure**
 - Enhance responsibility in China
 - Flexible and decision-oriented structure
 - Improved information flow and lead-time
 - Entrepreneurial spirit
 - Project house working environment e.g. NEVs

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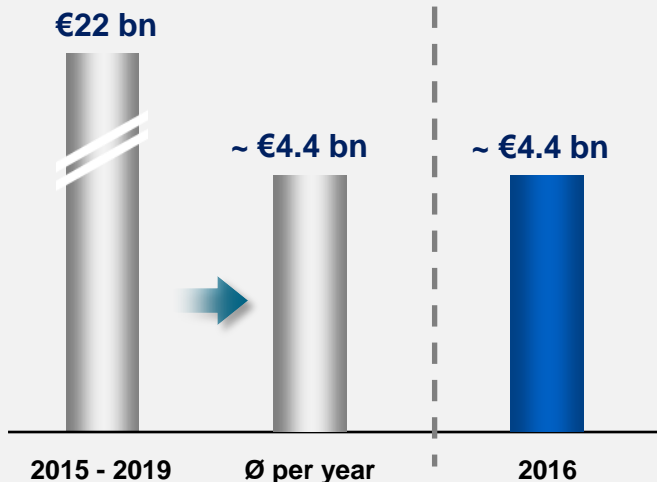


Investments of our Joint Ventures in China are fully self-funded

Joint Venture investments

Prior planning as of November 2014

Planning as of November 2015



Prioritization and focus on investments

Increased investments in development for digitalization, new energy vehicle technology and autonomous driving

New attractive models to address the needs of our discerning Chinese customers

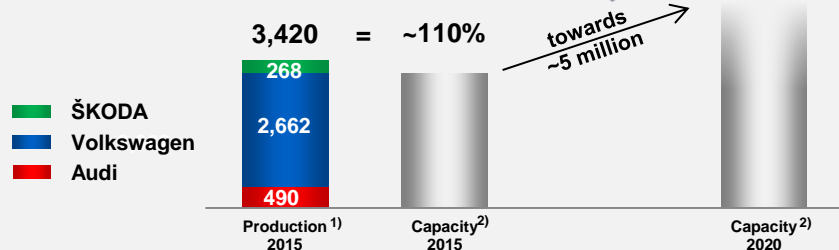
Ongoing investment plan adjustment process to take latest market developments into account

Capacity expansion through investments in existing and future factories for vehicles as well as components

Volkswagen and its partners invest in capacity expansion and modernization of factories to lower the CO₂ emission output

Production sites and capacity

- New vehicle plants
- Vehicle plants expansions
- New component plants
- Component plant expansion
- Existing plants



¹⁾ Actual production volume in '000 vehicles

²⁾ Installed capacity on the basis of 250 working days.

New plants and capacity expansions

Vehicle plants

New plants
 Tianjin (FAW-VW)
 Qingdao (FAW-VW)

Capacity increase
 Foshan (FAW-VW)
 Chengdu (FAW-VW)
 Ningbo (SAIC VW)

Component plants

New plants
 Changchun (FAW-VW)
 Qingdao (FAW-VW)

Capacity increase
 Tianjin (VW ATJ)

**CO₂ measures in place
 to reduce emissions**

Sustainable and efficient production is supporting the environment and is giving us a competitive advantage

Volkswagen Group's global environmental standards throughout the whole production process



Philosophy of our environmental management

- We build and extend production facilities according to advanced environmental technologies, e.g.
 - Wastewater treatment & reuse systems
 - Online energy metering systems
 - Waste management systems
 - etc.
- We continue to reconstruct our existing plants and upgrade the production technology, e.g.
 - Natural gas boiler
 - Photovoltaic power generation systems
 - Combined heat & power systems
 - Water-base paint shops
 - etc.

Investment in attractive new products – 10 additional SUVs and 15 NEVs to be produced locally within the next 3-4 years

10 additional locally produced SUVs in China within the next 3-4 years



15 locally produced New Energy Vehicles in China within the next 3-4 years

Phase 1



Audi A6 L e-tron

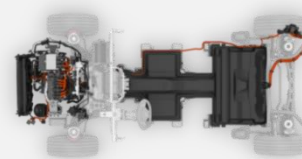


Volkswagen Phideon PHEV



further Plug-in Hybrids

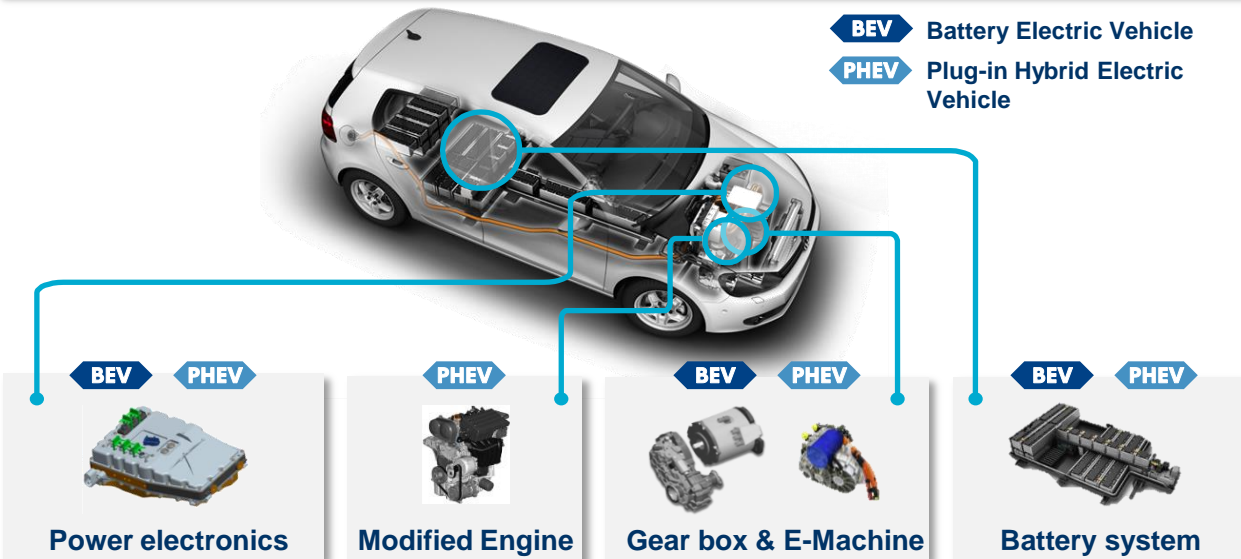
Phase 2



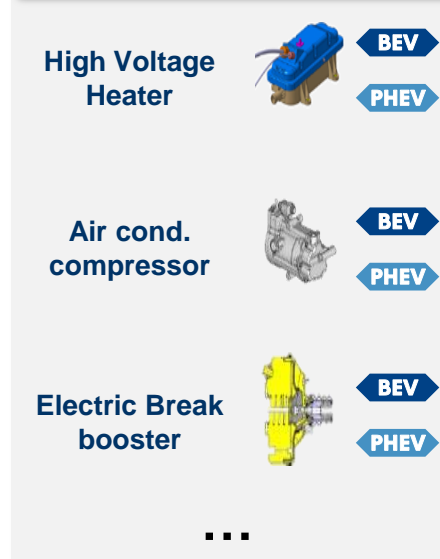
Pure Electric Vehicles

Core components of our plug-in hybrids and pure electric vehicles to be localized

Electric powertrain components



Further components



» We plan to localize all our core components for NEVs in China

Volkswagen is making digital transformation a top priority with focus 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

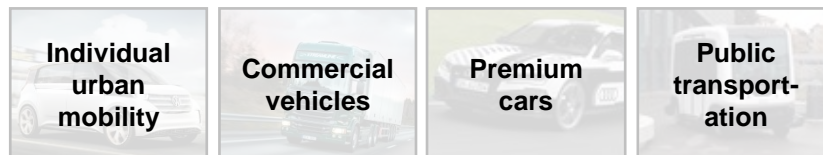
Our Goal

Best in class customer experience, interface design and user friendliness, new interior concepts, integration of infotainment and entertainment systems

20th Century:
Engine is the core of the automobile

21st 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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Carsten Isensee

Executive Vice President Finance, Volkswagen Group China

Volkswagen Group China – Balancing the “New Normal”

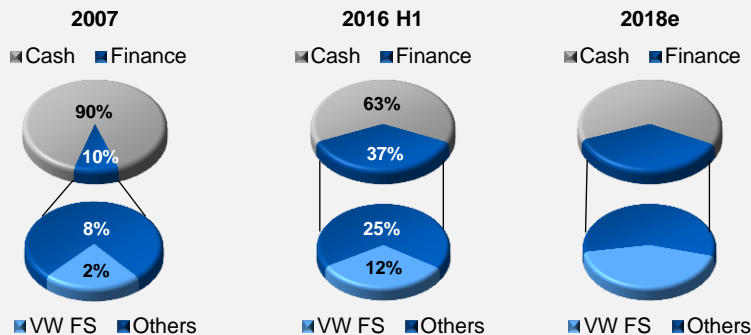
1. Financials
2. Investments
3. Financial Services



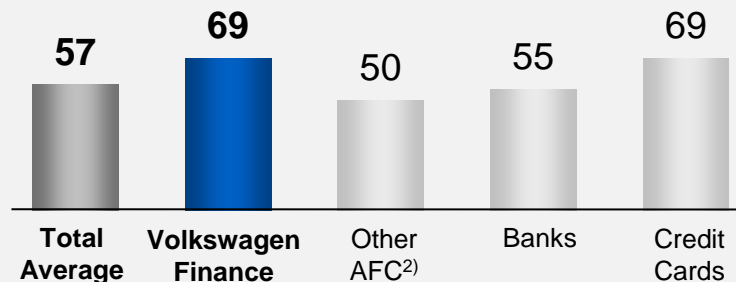
Volkswagen Finance (China) – Gaining share in an expanding market

Growing penetration of financing business

Retail finance penetration (% of deliveries to customers for Volkswagen Group)



Highest customer satisfaction¹⁾



¹⁾ 2014-2015 China Auto Finance Consumer Behavior Report (Conducted by Ipsos and VWFC)
²⁾ Other Automotive Finance Companies

Financial Services China: Strategic growth dimensions

Leasing / Credits

Fleet Management

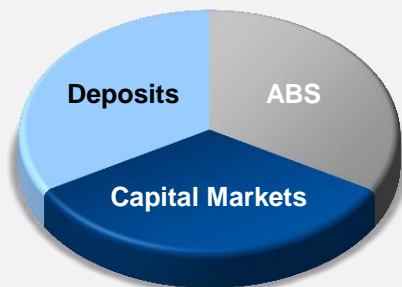
Used Cars

New Mobility

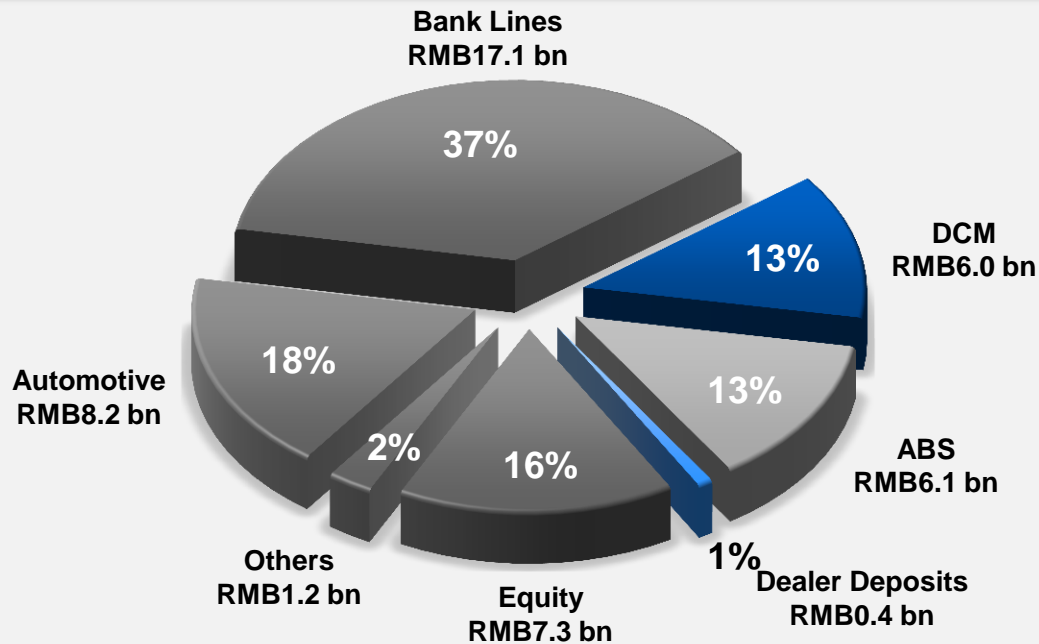
After Sales / Insurance

Volkswagen Finance (China) is establishing a well deversified funding structure

Strategic funding sources



Actual funding allocation



Successful capital market transactions in the local market

Asset Backed Securities

Driver China one: RMB 0.8bn (08/2014)

Driver China two: RMB 1.9bn (07/2015)

Driver China three: RMB 3.0bn (01/2016)

Driver China four: RMB 3.0bn (07/2016)

- First ABS transaction in China with international ratings;
- Driver China one was placed with both, national and international investors
- First ABS transaction in China certified by TSI (True Sale International).



Debt Capital Markets

1st bond: RMB 2bn (05/2016), due 05/2019

- The issue was oversubscribed 2.2 times

"Our business in China has grown strongly during the last few years. The fact that we are now also active in the unsecured capital market in China following the establishment of our ABS programme is a consequence of our clearly defined refinancing strategy."

(Frank Fiedler, CFO Volkswagen Financial Services AG)

Volkswagen Group China Investor Presentation

Weiming Soh

Executive Vice President, Group Corporate Strategy and Group Sales & Marketing, Volkswagen Group China

Volkswagen Group China – Introduction to China and Volkswagen Group China

Carsten Isensee

Executive Vice President, Finance, Volkswagen Group China

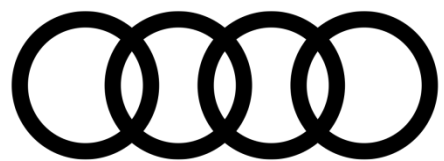
Volkswagen Group China – Balancing the “New Normal”

Joachim Wedler

President, Audi China

Audi – Premium market leader in China





Audi – Premium market leader in China

Joachim Wedler, President of Audi China

September 7, 2016, Beijing

Disclaimer

This presentation contains forward-looking statements and information on the business development of the Audi 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.

Consequently, any unexpected fall in demand or economic stagnation in our key sales markets, such as in Western Europe (and especially Germany) or in China or the USA, 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 and Chinese renminbi.

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.

Audi in China



FAW-Volkswagen
Audi Production and
Audi Sales Division
(A6 L, A4 L, Q5, Q3)



Audi China
with Audi R&D Beijing



**Volkswagen Automatic
Transmission Tianjin**
Audi transmission plant



FAW-Volkswagen
Audi Production
(A3 Sportback, A3 Sedan)

Premium leader in localization

First localized long-wheel base versions



Audi A6 L (since 1999)
Audi A4 L (since 2009)

First localized premium transmission



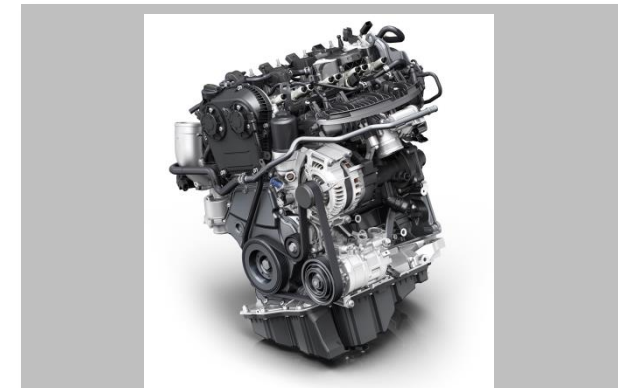
7 speed S tronic
(since 2016)

First localized premium SUV



Audi Q5 (since 2008)

First localized premium engine

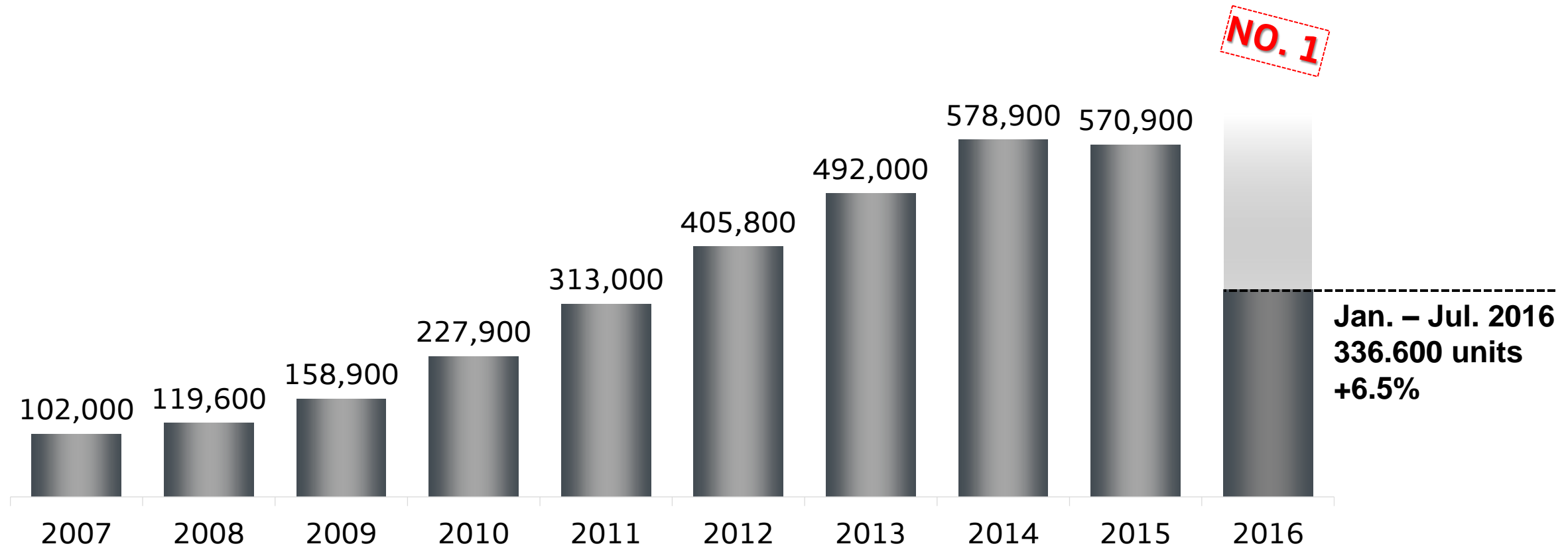


2.0 TFSI 140/185 KW
(since 2007)

Audi continues to lead the premium market in China

Most successful first seven months in company history for Audi in China

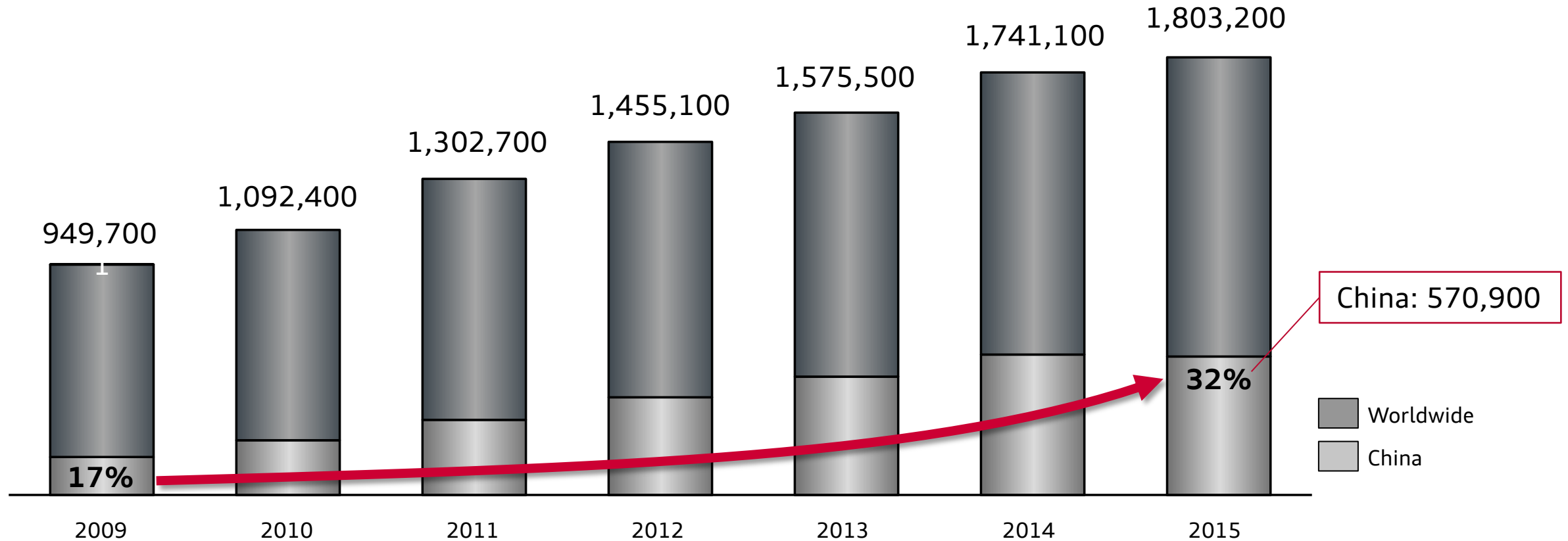
Audi deliveries to customers in China (incl. Hong Kong), vehicles



Audi plans to continue the growth in 2016

Every third delivery in China

Audi deliveries to customers worldwide, vehicles

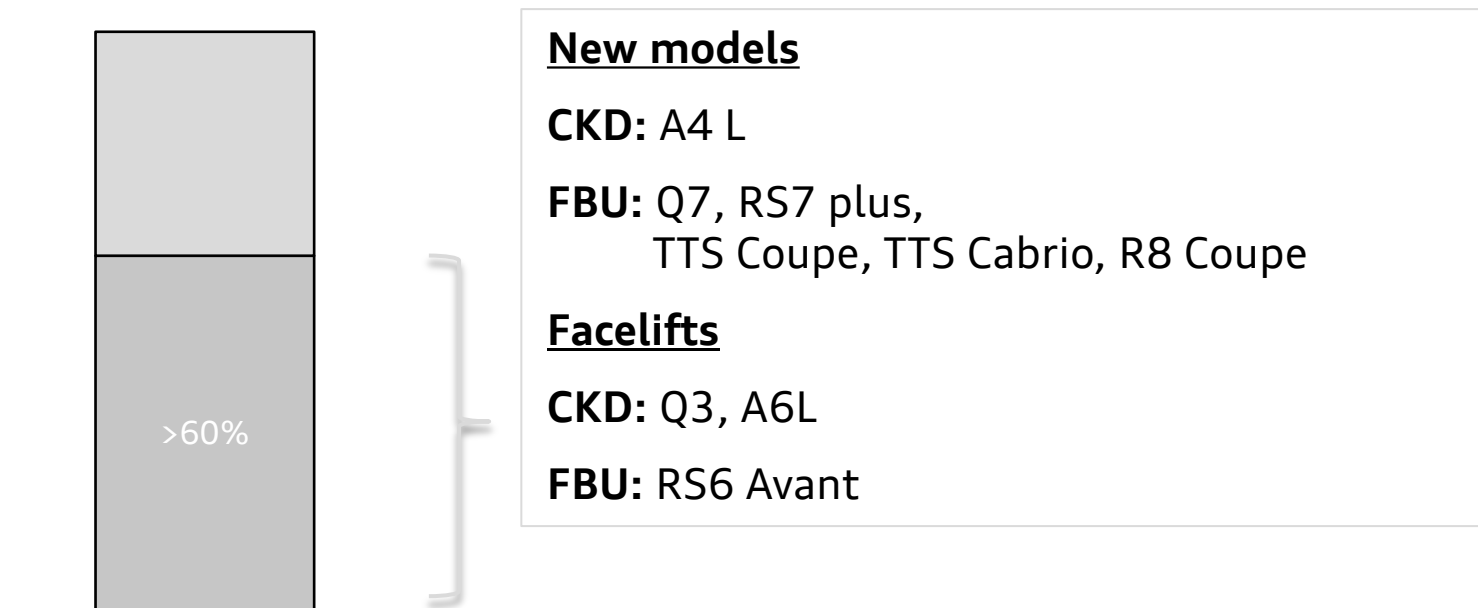


Over 60% of sales volume updated

New Audi A4 L to be launched on September 10, 2016

Share of models updated between December 2015 and September 2016

[in %]



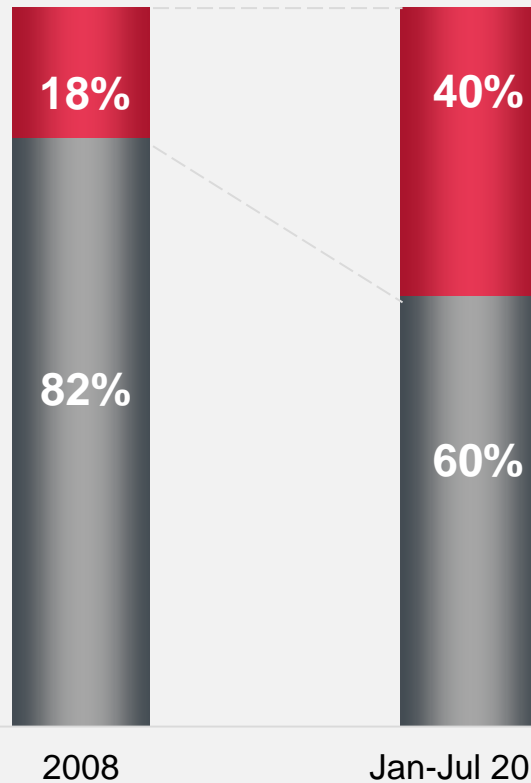
Audi A4 L



Audi Q3

Audi leads the SUV growth segment

SUV share of the premium market



Segment leaders

Audi Q3 (43% share*)



Audi Q5 (31% share*)



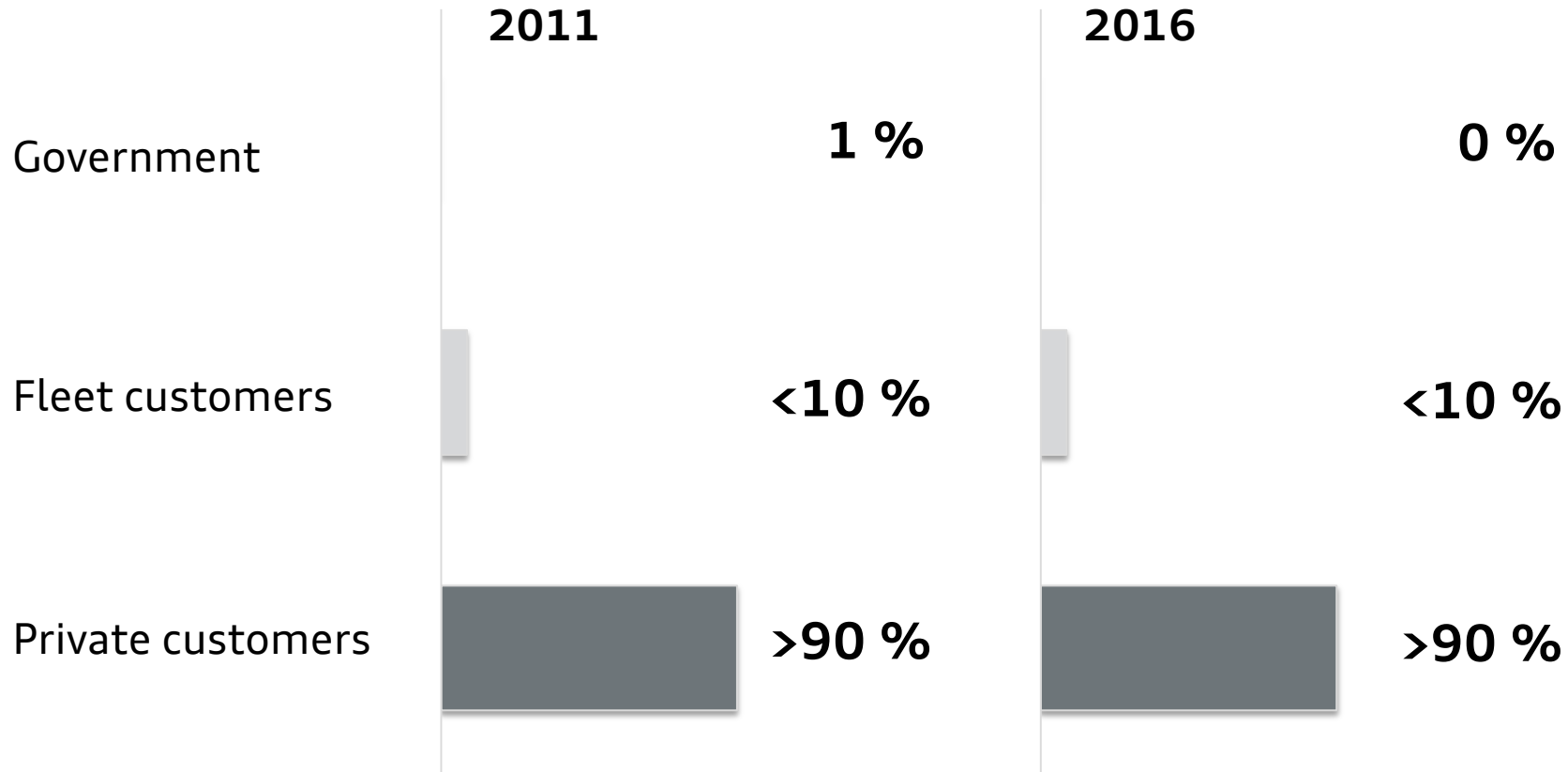
Since 2015: New Audi Q7



*January to July 2016

Leading a diverse market: Private buyers dominate

Audi in China, customer mix



Verified Top Service: Audi in J.D. Power Rankings China

SSI 2016

(Sales Satisfaction Index)

**NO. 1
since 2010**

CSI 2016

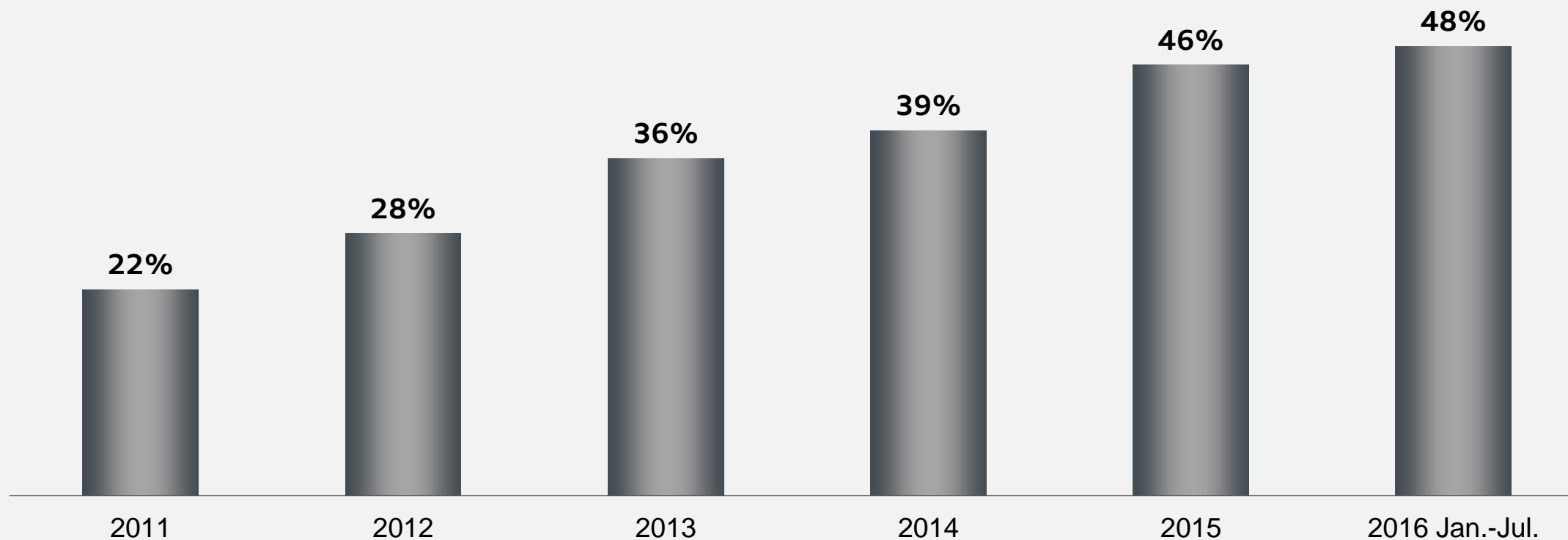
(After Sales Service Index)

**NO. 1
since 2013**



Financial services business is growing

Financing in percent of Audi car sales in China



Sustainable expansion of sales network

Number of Audi dealerships in China



Paving the way for Audi's future

Strategic key areas for Audi in China

New Energy Vehicles



Automated Driving



Digitalization



Leading into the future: Strong focus on efficiency

Efficiency programme



Technology

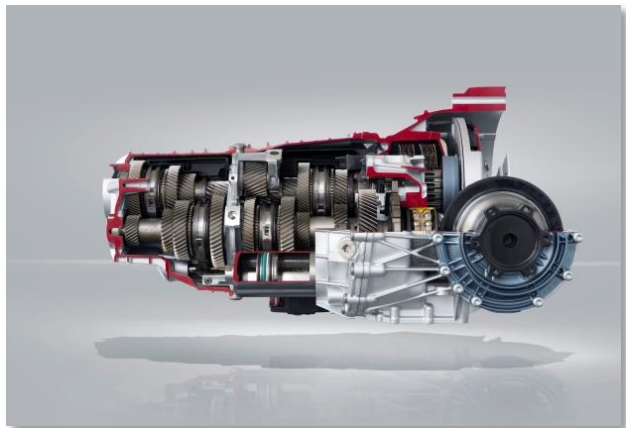
Over 20 percent reduction of average fuel consumption of local models since 2011

First localized e-tron



Audi A6 L e-tron
produced in China
and to be launched
in 2016

Efficient components



Localized

7-speed S tronic

Best-in-class
efficiency
(with 2.0 T engine)

Developed for Asia



Audi Q7 e-tron

Special TFSI
version to be
launched in China
in 2017

Audi is the leader for piloted driving



AUDI AG

- The next generation Audi A8 will be the first series model to master piloted driving up to a speed of 65 km/h



Audi R&D Beijing

- Testing Advanced Driver Assistance Systems in China since 2013
- Adaption to Chinese traffic conditions
- Predevelopment of next generation driver assist systems.

Audi cooperates with China's leading digital companies



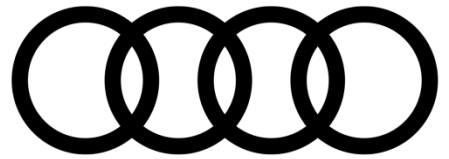
Audi is the first premium manufacturer to offer **high-resolution 3D maps** in its navigations systems in China. **Map data supplied by Alibaba**



Integration of **Wechat funtions** into the **Audi MMI** under development



Baidu Car Life to be integrated into the **Audi MMI** in 2017



Thank you