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# Leading the Transformation.

Alexander Hunger & Andreas Kowalczyk Investor Relations

Investor Roadshow with MM Warburg, Hamburg, 20 August 2019

#### 

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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, 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. These assumptions relate in particular to the development of the economies of individual countries and markets, the regulatory framework and the development of the automotive industry. Therefore 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 webicles. The degree to which the Volkswagen Group may be negatively affected by these ongoing claims and investigations remains uncertain.

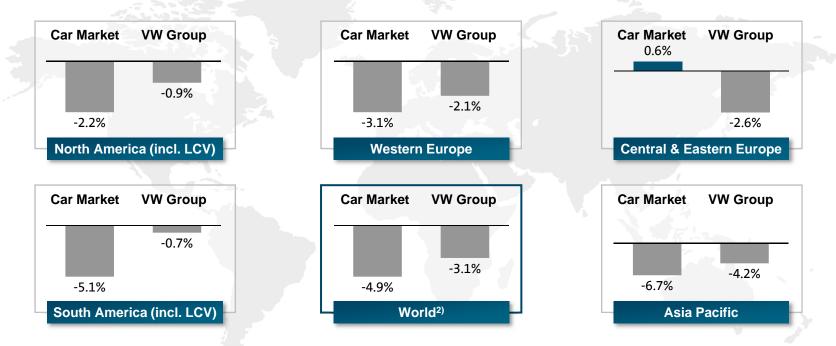
Consequently, a negative impact relating to ongoing claims or investigations, any unexpected fall in demand or economic stagnation in our key sales markets, such as in Western Europe (and especially Germany) or in the USA, Brazil or China, and trade disputes among major trading partners will have a corresponding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

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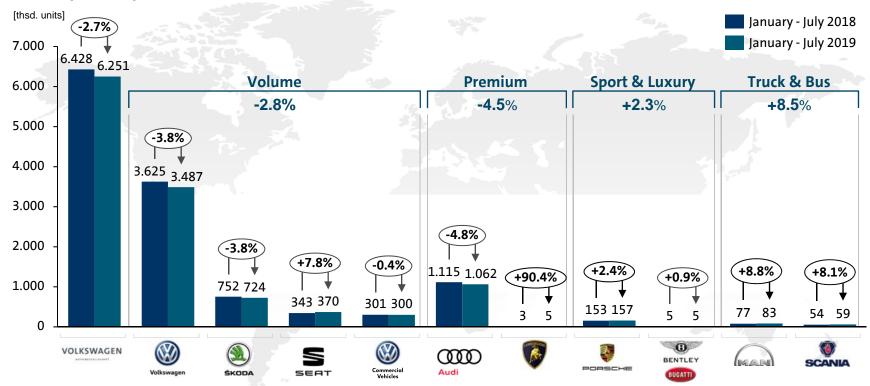


# **Development World Car Market vs. Volkswagen Group Car Deliveries to Customers**<sup>1)</sup> (Growth y-o-y in deliveries to customers, January to July 2019 vs. 2018)



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

#### **Volkswagen Group – Deliveries to Customers by Brands**<sup>1)</sup> (January to July 2019 vs. 2018)



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#### **Volkswagen Group – Key Financial Figures 1** (January to June 2019 vs. 2018)

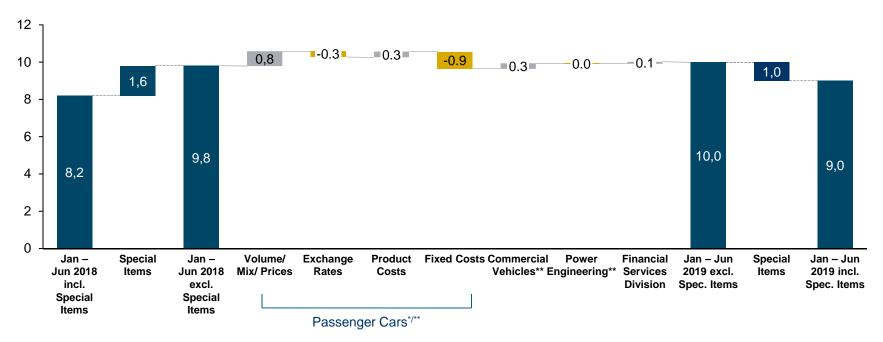
thousand vehicles / € million	2019	<b>2018</b> <sup>2)</sup>	+/- (%)
Vehicle Sales <sup>3)</sup>	5,339	5,575	-4.2
Sales revenue	125,197	119,377	+4.9
Operating profit before Special Items	9,979	9,794	+1.9
% of sales revenue	8.0	8.2	
Operating profit	8,997	8,160	+10.3
% of sales revenue	7.2	6.8	
Financial result	560	813	-31.1
of which: At-equity result <sup>4)</sup>	1,599	1,680	-4.9
of which: Other financial result	-1,039	-867	-19.8
Profit before tax	9,557	8,972	+6.5
% Return on sales before tax	7.6	7.5	
Profit after tax	7,168	6,613	+8.4

1) 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> Prior-year figures were adjusted due to IFRS 3) Volume data including the unconsolidated Chinese joint ventures.<sup>4)</sup> The joint venture companies in China are accounted for using the equity method and recorded an operating profit (proportionate) of €2,103 million (€2,318 million).

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#### **Volkswagen Group – Analysis of Operating Profit**<sup>1)</sup> (January to June 2019 vs. 2018)

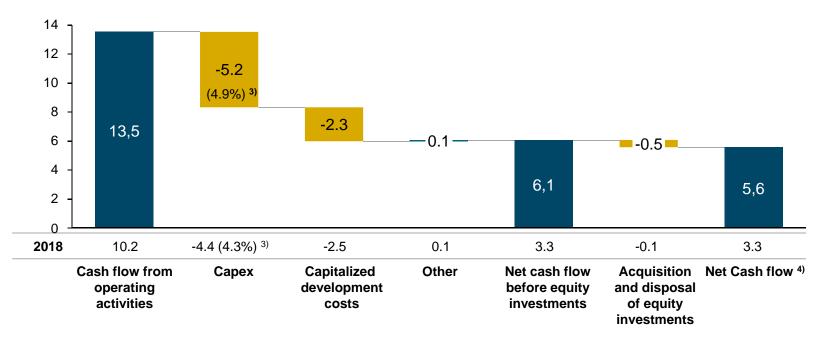
[€ billion]



<sup>1)</sup> All figures shown are rounded, minor discrepancies may arise from addition of these amounts. ') without FS ") including PPA

#### Automotive Division – Net Cash Flow Development <sup>1) 2)</sup> (January to June 2019)

[€ billion]



<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 Financial Services divisions.

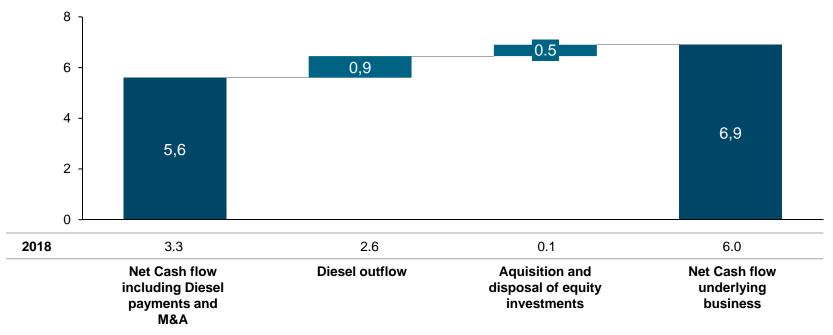
<sup>3)</sup> Capital expenditure for property, plant and equipment in% of Automotive sales revenue. <sup>4)</sup> Including Diesel payments and M&A.

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## Automotive Division – Net Cash Flow <sup>1)</sup>

(January to June 2019)

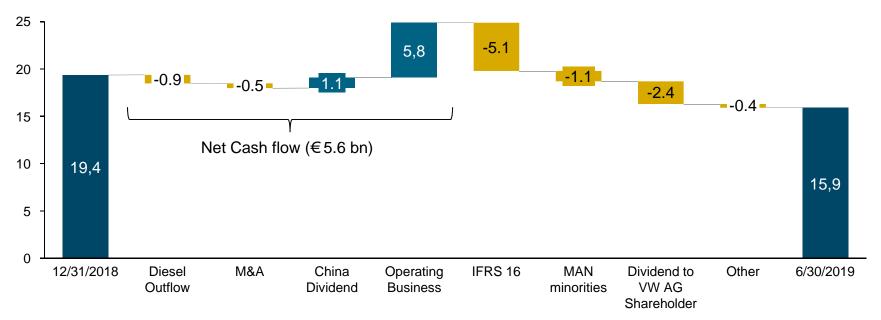
[€ billion]



<sup>1)</sup> Including allocation of consolidation adjustments between Automotive and Financial Services divisions.

#### Automotive Division – Analysis of Net Liquidity <sup>1)</sup> (January to June 2019)

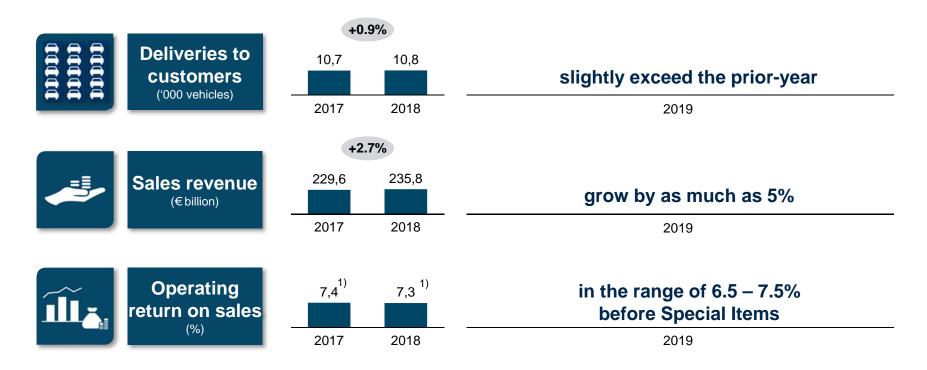
[€ billion]



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

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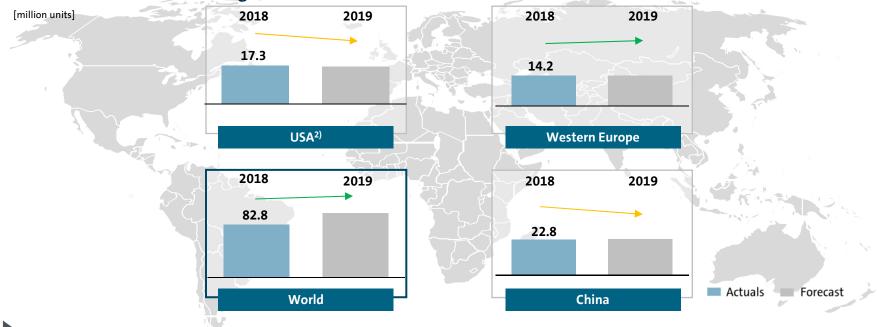
#### Volkswagen Group – Outlook for 2019



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#### Global Passenger Car Market 2018 – 2019<sup>1)</sup>

China remains largest driver of passenger car demand, Western Europe stable Slowdown in the US from a high level



Deliveries to customers of the Volkswagen Group in 2019 will still grow moderately amid continuously challenging market conditions.

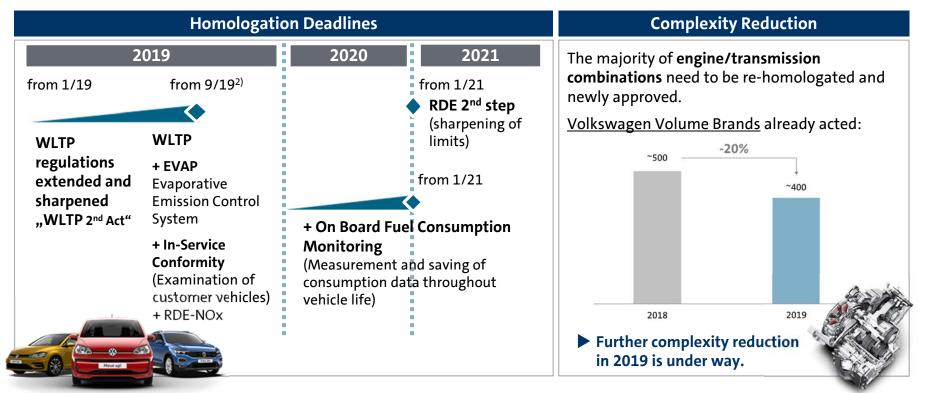
<sup>1)</sup>Internal forecast; as of June, 2019.<sup>2)</sup>Volume for North & South America includes light commercial vehicles (definition 'Light Vehicles')





#### 

### Emission requirements: WLTP<sup>1)</sup> is the "new normal"



<sup>1)</sup>Worldwide Harmonized Light Vehicles Test Procedure <sup>2)</sup>Extended to Light Commercial Vehicles all new registrations .

### **Clear Financial Targets and Milestones**<sup>1)</sup>

Key financial targets	2016	2017	2018	2019 Targets	2020 Targets	2025 Targets
Operating return on sales Before Special Items	6.7%	7.4%	7.3%	6.5-7.5%	6.5-7.5%	7-8%
<b>Return on investment</b> Automotive Division <u>before</u> Special Items	13.9%	14.4%	13.1%	12-14%	13-15%	> 15%
Capex ratio Automotive Division	6.9%	6.4%	6.6%	6.5-7.0%	6%	6%
<b>R&amp;D cost ratio</b> Automotive Divison	7.3%	6.7%	6.8%	6.5-7.0%	6%	6%
Casha) Net Cashflow2)Automotive Divisionb) Net Liquidity	€ 4.9 bn € 27.2 bn	€ 10.3bn € 22.4 bn	€ 5.6 bn € 19.4 bn	≥€9bn ≥€15bn <sup>3)</sup>	≥€10 bn >€20 bn	> € 10 bn ~10% of Group turnover

<sup>1)</sup> As of 19th March, 2019. <sup>2)</sup> Ex diesel payments and M&A; cash outflows of around € 3 bn in 2016, € 16.1 bn in 2017 and € 5.3 bn in 2018. <sup>3)</sup> Including the negative one-off IFRS 16 impact, effective from 1st January, 2019.

## **Overview Brand Targets (RoS, RoE)**

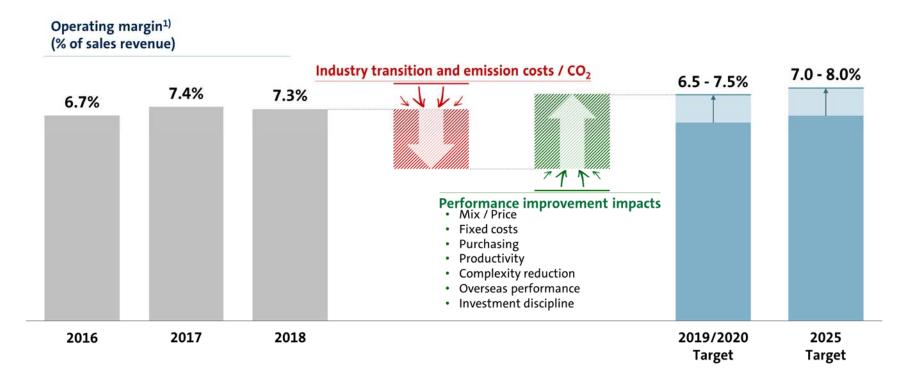
Return on Sales in % <sup>1)</sup>	<u>2016</u>	<u>2017</u>	<u>Target 2018</u>	<u>2018</u>	<u>Target 2019</u>	<u>Target 2020</u>	Target 2025
Volkswagen Group	6.7	7.4	6.5-7.5	7.3	6.5-7.5	6.5-7.5	7.0-8.0
Volkswagen Brand	1.8	4.1	4-5	3.8	4-5	4-5	≥6
Audi	8.2	8.4	8-10	7.9	7.0-8.5 <sup>2)</sup>	9-11 <sup>2)</sup>	9-11 <sup>2)</sup>
Porsche Automotive	17.4	18.5	>15	17.4	>15	>15	>15
ŠKODA	8.7	9.7	8-9	8.0	6-7	6-7	≥7
Volkswagen Commercial Vehicles	4.1	7.2	5-6	6.6	4-5	4-5	>6
TRATON Group <sup>3)</sup>	5.4	6.0	-	6.4	6.5-7.5	Over the cycle	target of 9% <sup>4)</sup>
<b>Return on Equity</b> (norm. 8%)	<u>2016</u>	<u>2017</u>	<u>Target 2018</u>	<u>2018</u>	<u>Target 2019</u>	<u>Target 2020</u>	<u>Target 2025</u>
Volkswagen Financial Services	15.6	15.8	14-16	15.8	14-16	14-16	20

<sup>1)</sup> Before special items. <sup>2)</sup> Effective 01/2019, operating return based on adjusted sales revenue without turnover from multi-brand sales companies. <sup>3)</sup> Incl. Scania Financial Services I Adj. Return on Sales for 2016 / 2017 / 2018 4) Strategic target TRATON Group wants to achieve over-the-cycle, incl. holding costs and consolidation effects.

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#### Improving Group Return on Sales despite significant headwinds



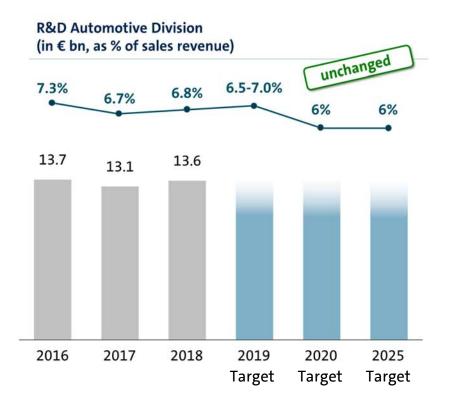


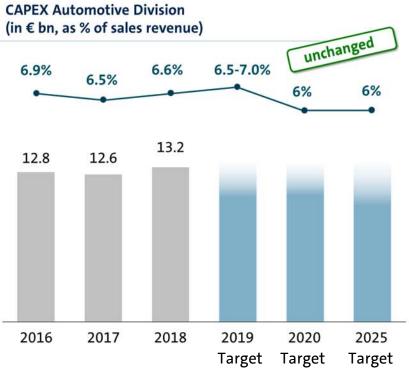
#### Securing Group KPI's: Profit Improvement programs





### **Discipline: Maintaining R&D and CAPEX Targets**





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## Generate cash (1): Self funding <sup>1)</sup>



 $^{\rm 1)}$  Incl. allocation of consolidation adjustments between Automotive and Financial Services divisions.  $^{\rm 2)}$  Before Diesel related outflows and M&A.

Generate Cash (2): Attractive Dividend



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### **STRATEGY 2025 – Initiatives at a glance**











Transform core business

Build mobility solutions business



m

Develop and expand attractive and profitable smart mobility offering



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Optimize business portfolio



Build mobility solutions business





Secure funding

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#### **Enhanced Strategy: Together 2025+**

- Accelerating industry changes
- New Group structure
- Leadership changes on board level



## Together 2025

2016

2018

#### **Continuation of strategic direction**

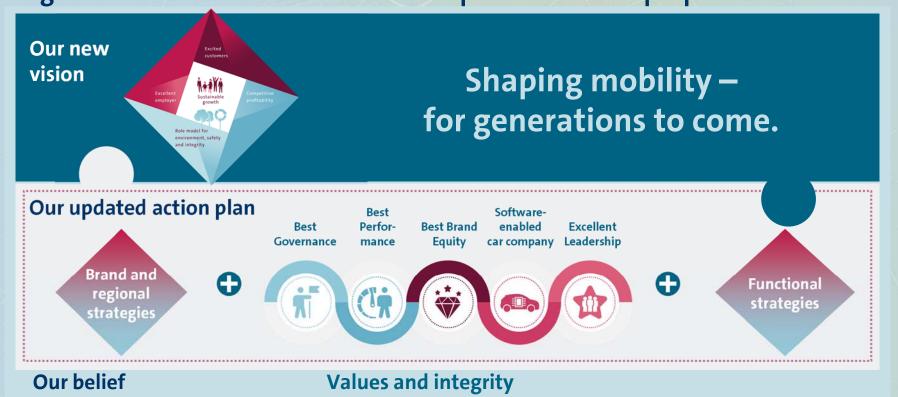
Increase focus and speed

2019

 New purpose-driven vision: Shaping mobility – for generations to come

## Together 2025+ : Increased focus and speed towards a purpose-driven vision

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#### **Creation of Brand Groups reduces the complexity of the Group structure**

Vol	ume	Prer	nium	Sport &	Luxury	Truck	c & Bus	Procurement/ Components	Finance & IT	China
vw	Volkswagen	Audi	0000	Porsche	PORSCHE	MAN	MAN	Procurement	VOLKSWAGEN FINANCIAL SERVICES THE KEY TO MOBILITY	Region China
Škoda	SKODA	Lamborg		Bentley	BENTLEY	Scania	SCANIA	Components		
SEAT	S	Ducati <sup>1)</sup>	BUCATT	Bugatti	BUGATTI	Power Engineer	ring <sup>1)</sup>			
<b>VW LCV</b>	Commercial Vehicles									
MOIA	MOIN									

#### Investing heavily in our transformation



Up to the end of <u>2023</u>: We will be putting more than **€44 bn** into our mobility for the future: there of € 30bn in e-mobility and rest in digitalization, autonomous driving and mobility services.

Amounts to roughly one third of total expenditure for the years 2019-2023. Up to the end of <u>2023</u>: Two thirds of total expenditure are being put into the **conventional vehicle and drive portfolio** in order to meet the CO2 requirements.



On top, up to the end of 2023: Volkswagen Group and its joint-venture partners in China will be making around €15 bn available for e-mobility, autonomous driving, digitalization and new mobility services.



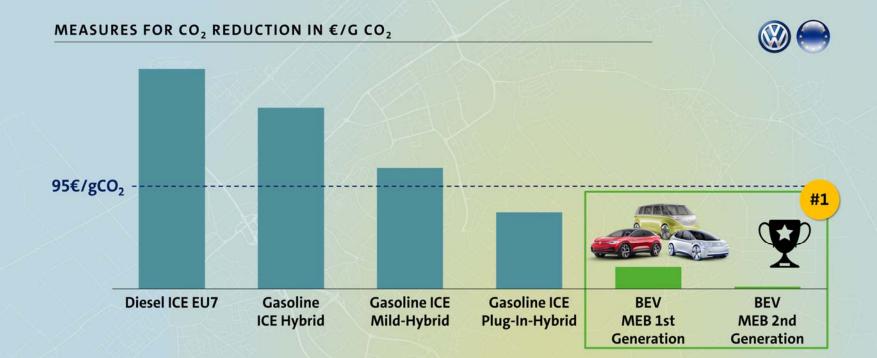
Investments of around **€1 bn** planned to set up **battery cell production** facility with partner in Lower Saxony.

As of 3rd May, 2019.

As of 19th November, 2018.

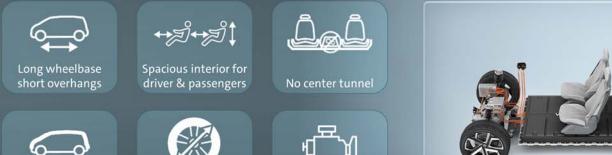


BEVs are First choice as the most cost efficient solution for CO<sub>2</sub> reduction



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Scalable Technology: The dedicated platforms (MEB/PPE) guarantee superior customer experience, scale and versatility





Various bodystyles



Central computing unit



**Big wheels** 



Trunk volume ~ ICE



& four-wheel drive

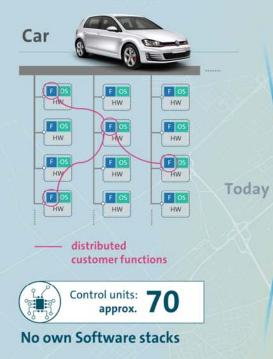


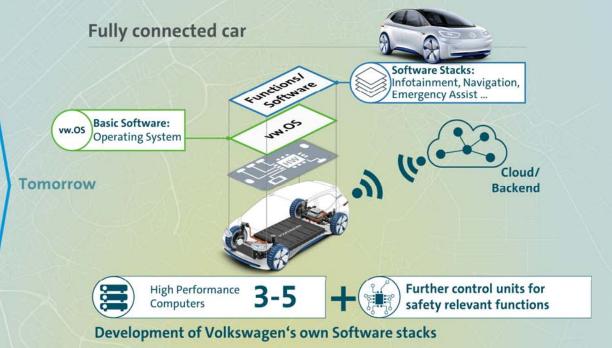
New Design

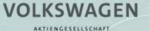




#### The car becomes the most complex internet device







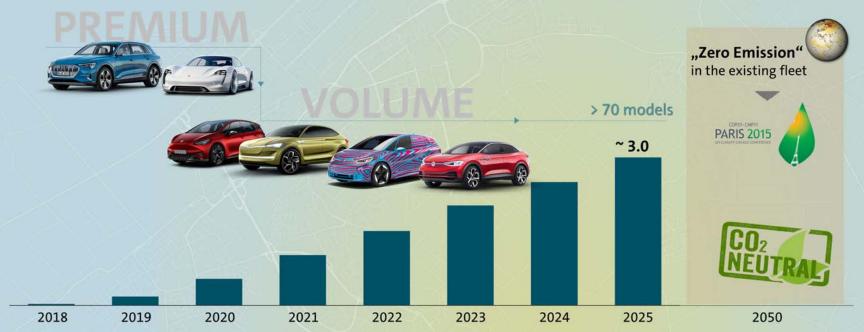
Expanding production of electric vehicles worldwide on a massive scale by the end of 2022



#### Huge worldwide BEV offensive on the way to CO2 neutrality by 2050

BEV worldwide (in million) based on expected Group deliveries to customers

Roadmap*E* 





#### Volkswagen is gathering momentum with the first MEB vehicle ID.3 A new era begins

ID.3 will come with ranges from 330 to 550 kilometers (WLTP) and starting price of under €30,000 in Germany

#### Pre-booking of special edition ID.3 1st:

Already ca. 23,000 registrations with an excellent customer response

- limited to 30,000 vehicles
- range of 420 km (WLTP)
- starting price of less than €40,000 in Germany
- including charging of electric power for a year at no cost up to a maximum of 2,000 kWh
- Registration deposit is €1,000



**BEV challenges addressed by three key elements** 





#### The charging infrastructure: An enabler for the transformation to e-mobility





#### Driving forward Strategy: New collaborative approach



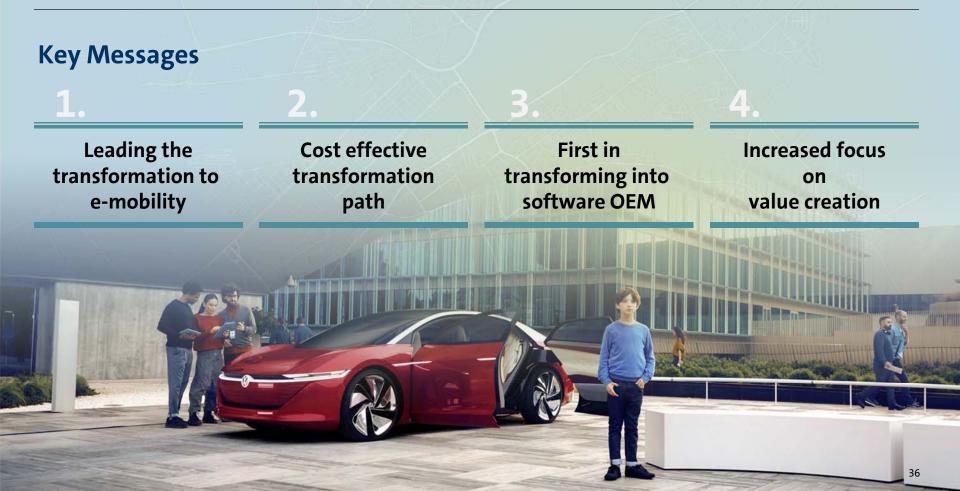
## **New Scale dimensions**

# Ford and Volkswagen extend global alliance, Volkswagen simultaneously invests in Argo Al



\*Estimated

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# **TRATON Group – New Era for TRATON with IPO**

• TRATON shares began trading on the regulated market of the Frankfurt Stock Exchange (Prime Standard) and the regulated market of Nasdaq Stockholm (Large Cap Segment) in June 2019.

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Significant step to create additional value for all stakeholders and drive the Global Champion strategy.



- Scale and global reach through leading brands and strategic alliance partners
- Unique platform enabling growth and positioning for best-in-class profitability

# Growth



- Customer value focused product and service offering
- New product generations
- Further expansion in key geographies

#### Profitability



- Concrete path to profitability improvement
- Stand-alone brand performance and synergies
- Earnings growth and cash generation potential

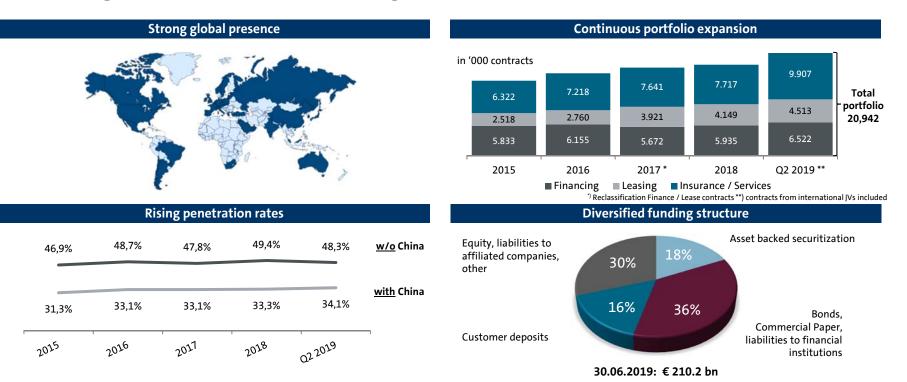
#### Execution

TRATON



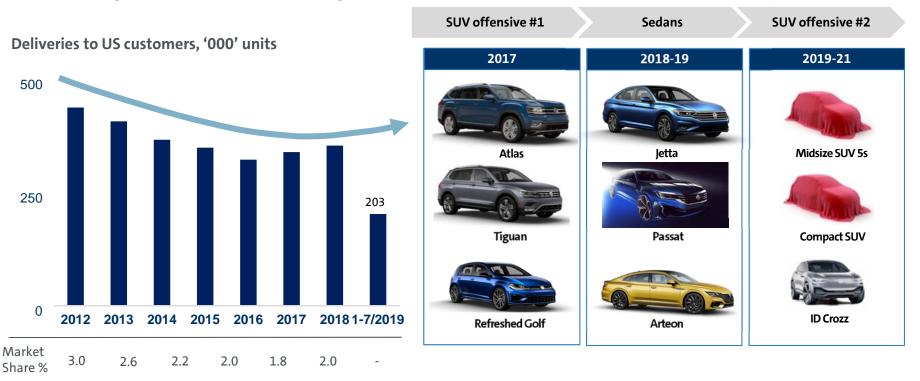
- Strong team with industry-leading track record
- Committed to Global
  Champion strategy

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



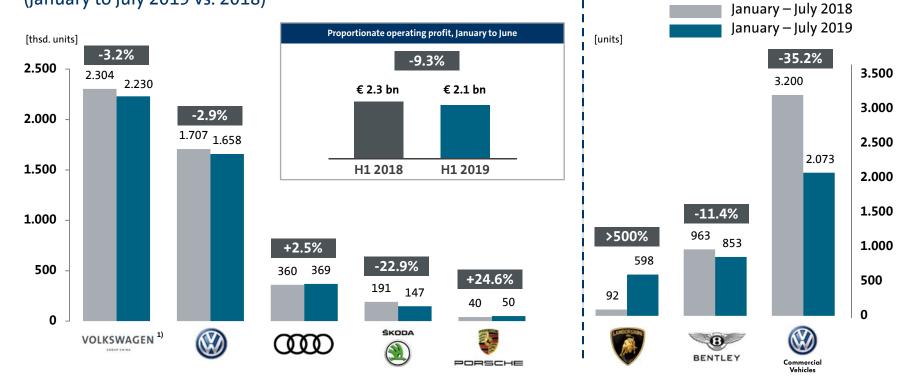
<sup>1)</sup> Excl. activities of Scania and Porsche Holding Salzburg; incl. Financial Services of Porsche AG and MAN Financial Services.

Volkswagen Brand – Pushing the Turnaround in the US with new products



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### **Volkswagen Group China performance** (January to July 2019 vs. 2018)



<sup>1)</sup> Incl. Hong Kong, excl. Ducati. Group numbers incl. Volkswagen Commercial Vehicles, Scania and MAN.

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# **Together4Integrity: Group-wide integrity and compliance program in full** swing

#### **RISK MANAGEMENT**

Ethics and compliance risks are identified, owned, managed and mitigated

#### SPEAK-UP ENVIRONMENT

The organization encourages, protects and values the reporting of concerns and suspected wrongdoing

<sup>1)</sup>Group entities covered; as of 12th March, 2019.

#### **STRATEGY**

Ethics and compliance is central to business strategy



PROGRAM TOGETHER FOR INTEGRITY

### **CULTURE OF INTEGRITY**

Leaders at all levels across the organization build and sustain a culture of integrity

#### **RESOLUTE ACCOUNTABILITY**

The organization takes action and holds itself accountable when wrongdoing occurs

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# **Group Compliance action plan for 2019**

Standards, Organization	1	Whistleblower Group Guideline			
	2	Staffing of Group Compliance			
Processes & Tools	3	Strengthening the group-wide Compliance Organization			
	4	Consistent Compliance Risk Assessment			
	5	Worldwide Anti-Money Laundering System			
	6	Risk-based revision of group guidelines			
Business	7	New Business partner approval process for suppliers and sales organization			
partner	8	Compliance in M&A transactions and post merger integration for non-controlled shareholdings			
Certification	Certification 9 Support Monitorship + implementation of Monitor Recommendations				

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### **Investor Relations Team**

We are pleased to answer your inquiries regarding Volkswagen shares and other capital market related questions.



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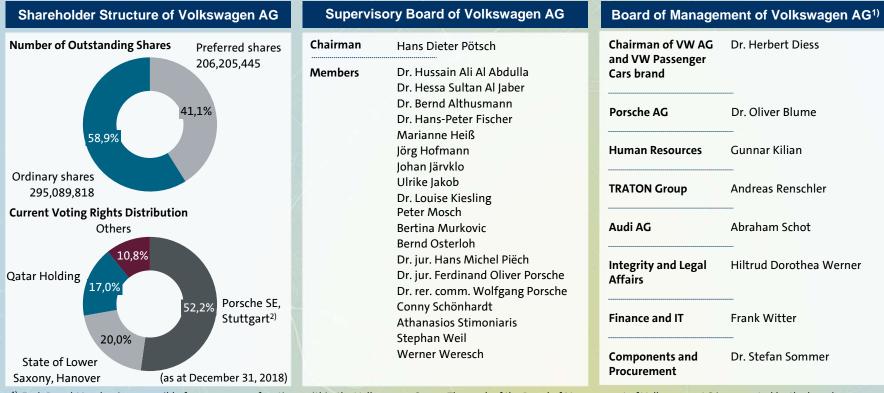


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Appendix

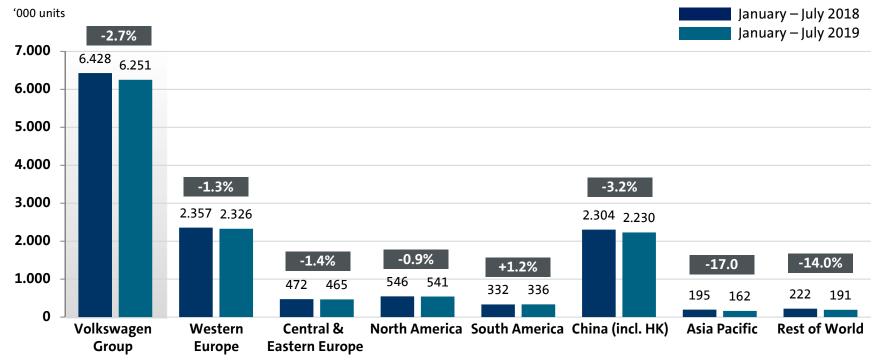
### The Shareholder Structure, Supervisory and Management Board



<sup>1)</sup> Each Board Member is responsible for one or more functions within the Volkswagen Group. The work of the Board of Management of Volkswagen AG is supported by the boards of the brands and regions as well as by the other group business units and holdings.<sup>2)</sup> On March 13 2019, Porsche SE announced increase in voting rights to 53.1%.



### **Volkswagen Group – Deliveries to Customers by Markets<sup>1</sup>** (January to July 2019 vs. 2018)

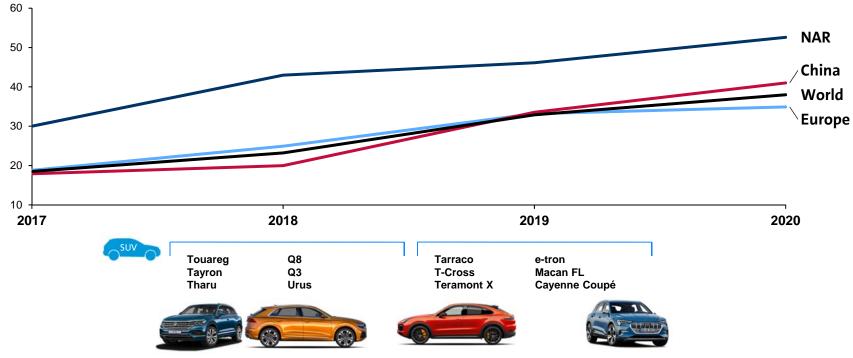


<sup>1)</sup>Incl. all brands of Volkswagen Group (Passenger Cars and Commercial Vehicles); -3.1% incl. Volkswagen Commercial Vehicles in North and South America, excl. Scania and MAN.

## Strongly growing SUV trend <sup>1)</sup>

SUV mix by region based on expected Group deliveries to customers

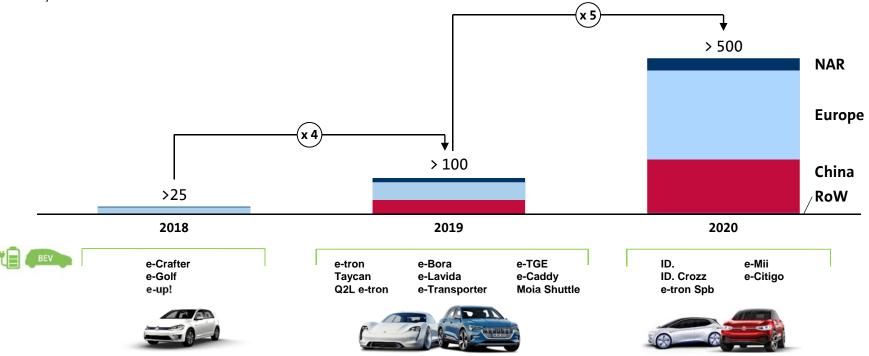




### Strongly growing BEV trend <sup>1)</sup>

### Sales by region based on expected Group deliveries to customers

[thsd. units]





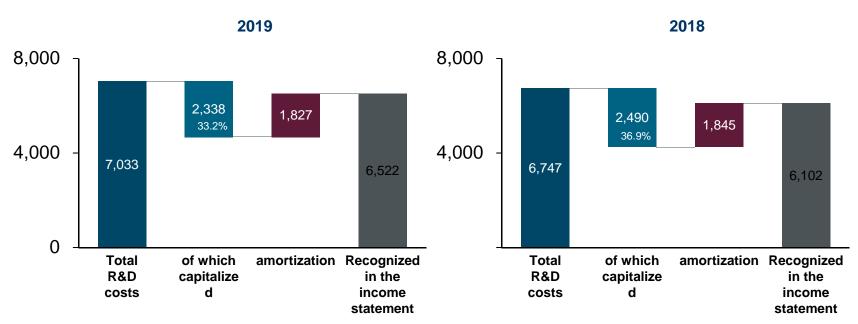
Better Earnings Quality & EPS growth <sup>1)</sup>						
	Basis: Result 2016	2020 Updated Targets				
		CMD March 2017	PR 66	PR 67		
Sales revenue (€ bn)	217.3	+>20 %	+ > 25 % 🗾	+ > 25 %		
<b>Operating profit (€ bn)</b> before Special Items	14.6	+ 25 %	+ ≥ 25 %	+ > 30 %		
Profit before tax (€ bn)	14.8	+ ≥ 25 %	<b>X</b> + ≥ 30 %	+ ≥ 40 %		
Earnings per Pref. Share before Special Items	~20€	+ ≥ 25 %	+>25€	+ ≥ 30 €		



# Automotive Division – Research and Development Costs

#### (January to June 2019 vs. 2018)

[€ million]



### **Diesel issue: Special Items & payments**

€ (bn)	Diesel special items		Paymen	ts
	Legal	7.0		
2015	Other items	9.2		
		16.2		-
2016				
	Mainly legal risks	6.4		~3.0
2017	Buyback/retrofit program	2.2		
2017	Legal	1.0		
		3.2		~16.1
2018	Mainly legal risks	3.2		~5.3
2019 <sup>1)</sup>	Mainly legal risks	1.0	Expected	~2.0
Total		30.0	Payments made until 2018	~24.6

<sup>1)</sup> In Q1 Special Items of 981 million € were booked for diesel related legal risks, of which 535 million € related to Porsche and 400 million € to Volkswagen Passenger Cars.

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# Volkswagen Group – Analysis by Business Line <sup>1)</sup>

(January to June 2019 vs. 2018)

	Vehicl	Vehicle sales		Sales revenue		Operating profit	
thousand vehicles / € million	2019	2018	2019	2018	2019	2018	
Volkswagen Passenger Cars	1,886	1,931	44,146	42,704	2,286	2,130	
Audi	632	812	28,761	31,183	2,300	2,761	
ŠKODA	560	511	10,154	9,161	824	821	
SEAT	370	347	6,266	5,768	216	212	
Bentley	5	5	835	757	57	-80	
Porsche Automotive <sup>2)</sup>	136	123	12,212	11,231	2,117	2,064	
Volkswagen Commercial Vehicles	256	248	6,489	6,324	506	567	
Scania 3)	52	47	7,115	6,322	828	618	
MAN Commercial Vehicles	72	65	6,283	5,814	248	258	
Power Engineering	-	-	1,864	1,637	42	68	
VW China 4)	1,789	1,999	-	-	-	-	
Other 5)	-418	-512	-16,919	-18,206	-727	-856	
Volkswagen Financial Services	-	-	17,992	16,664	1,281	1,231	
Volkswagen Group before Special Items	-	-	-	-	9,979	9,794	
Special Items	-	-	-	-	-981	-1,635	
Volkswagen Group	5,339	5,575	125,197	119,377	8,997	8,160	
Automotive Division <sup>6)</sup>	5,339	5,575	106,126	101,715	7,589	6,866	
of which: Passenger Cars 7)	5,215	5,463	90,942	88,090	6,693	6,217	
of which: Commercial Vehicles 7)	124	113	13,320	11,988	959	707	
of which: Power Engineering	-	-	1,864	1,637	-63	-58	
Financial Services Division	-	-	19,071	17,662	1,409	1,294	

<sup>10</sup> All figures shown are rounded, minor discrepancies may arise from addition of these amounts.<sup>21</sup> Porsche (Automotive and Financial Services): sales revenue €13,405 (12,237) million, operating profit before special items €2,209 (2,154) million.<sup>3</sup> Scania (Automotive and Financial Services): sales revenue €13,405 (12,237) million, operating profit before special items €2,209 (2,154) million.<sup>3</sup> Scania (Automotive and Financial Services): sales revenue €13,405 (12,237) million, operating profit before special items €2,209 (2,154) million.<sup>3</sup> Scania (Automotive and Financial Services): sales revenue €7,336 (6,515) million, operating profit before special items €2,209 (2,154) million.<sup>3</sup> Scania (Automotive and Financial Services): sales revenue €7,336 (6,515) million, operating profit before special items €2,209 (2,154) million.<sup>3</sup> Scania (Automotive and Financial Services): sales revenue €7,336 (6,515) million, operating profit before special items €2,209 (2,154) million.<sup>3</sup> Scania (Automotive and Financial Services): sales revenue €7,336 (6,515) million, operating profit before special items €2,209 (2,154) million.<sup>3</sup> Scania (Automotive and Financial Services): sales revenue €7,336 (6,515) million, operating profit before special items €2,209 (2,154) million.<sup>3</sup> Scania (Automotive and Financial Services): sales revenue €7,336 (6,515) million, operating profit before special items €2,209 (2,154) million.<sup>3</sup> Scania (Automotive and Financial Services): sales revenue €7,346 (6,515) million, operating profit before special items €2,209 (2,154) million.<sup>3</sup> Scania (Automotive and Financial Services): sales revenue €7,346 (6,515) million, operating profit before special items €2,209 (2,154) million.<sup>3</sup> Scania (Automotive and Financial Services): sales revenue €7,440 (2,154) million.<sup>3</sup> Scania (Automotive and Financial Services): sales revenue €7,440 (2,154) million.<sup>3</sup> Scania (Automotive and Financial Services): sales revenue €7,440 (2,154) million.<sup>3</sup> Scania (Automotive and Financial Services): sales revenue €7,440

<sup>4</sup> The sales revenue and operating profits of the joint venture companies in China are not included in the figures for the Group. These Chinese companies are accounted for using the equity method and recorded a proportionate operating profit of €2,103 (2,318) million.<sup>9</sup> In operating profit, mainly intragroup items recognized in profit or loss, in particular from the elimination of intercompany profits; the figure includes depreciation and amortization of identifiable assets as part of purchase price allocation as well as companies not allocated to the brands... 6) Including allocation adjustments between the Automotive and Financial Services divisions.<sup>9</sup> The Volkswagen Commercial Vehicles brands... 6) Including allocated to the brands... 6) Including al



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