

VOLKSWAGEN

AKTIENGESELLSCHAFT

Leading the Transformation.

Frank Witter

CFO of Volkswagen AG

London Roadshow with Exane BNP Paribas,
21st – 22nd March 2019

Disclaimer

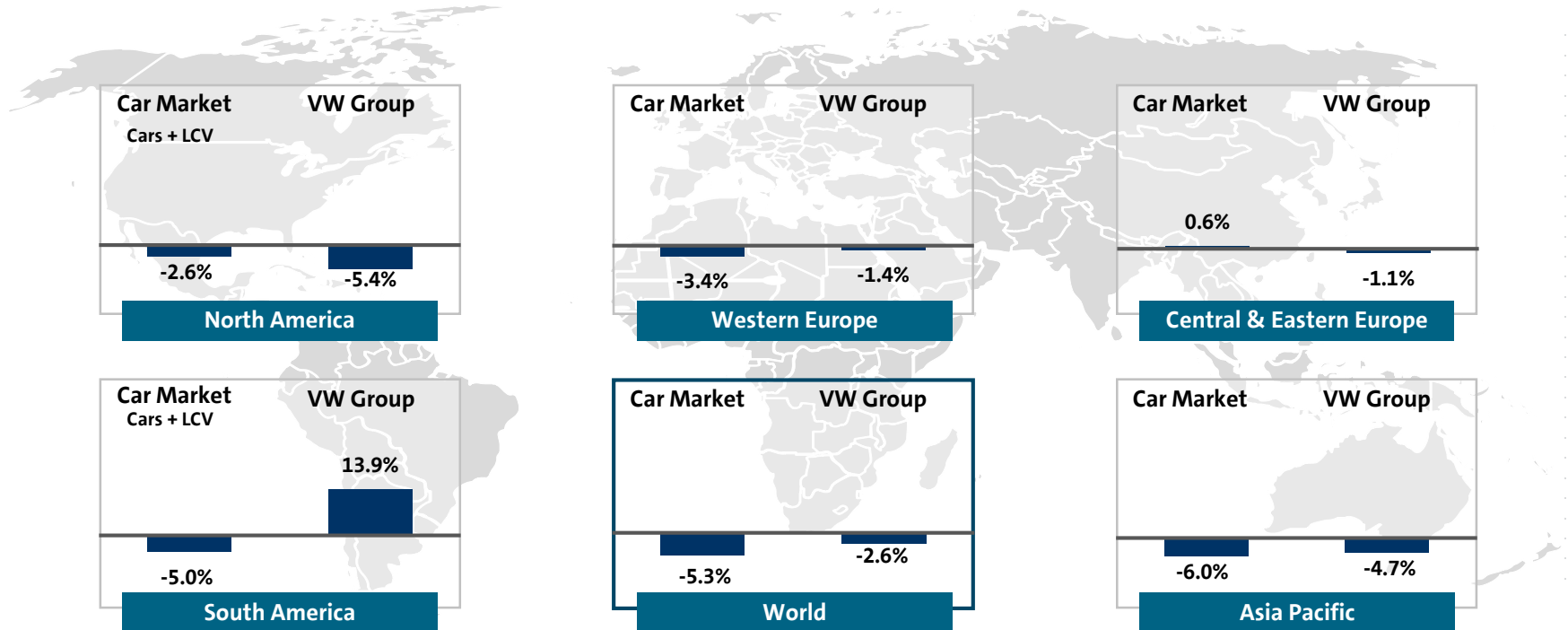
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Consequently, a negative impact relating to ongoing claims or investigations, any unexpected fall in demand or economic stagnation in our key sales markets, such as in Western Europe (and especially Germany) or in the USA, Brazil or China, and trade 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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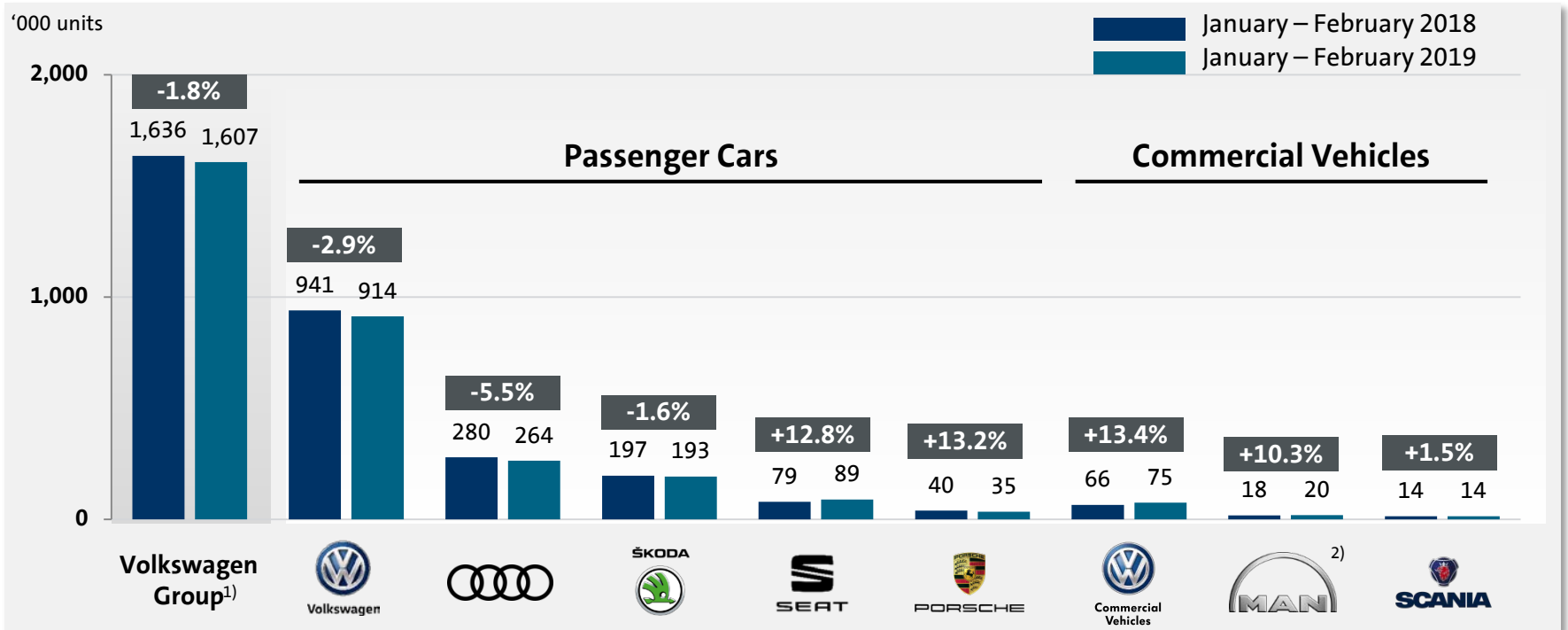
Development World Car Market vs. Volkswagen Group Car Deliveries to Customers¹⁾ (Growth y-o-y in deliveries to customers, January to February 2019 vs. 2018)



¹⁾ Figures excl. Volkswagen Commercial Vehicles, Scania and MAN.

Volkswagen Group – Deliveries to Customers by Brands

(January to February 2019 vs. 2018)



¹⁾ Incl. all brands of Volkswagen Group (Passenger Cars and Commercial Vehicles); -2.6% excl. Volkswagen Commercial Vehicles, Scania and MAN.

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

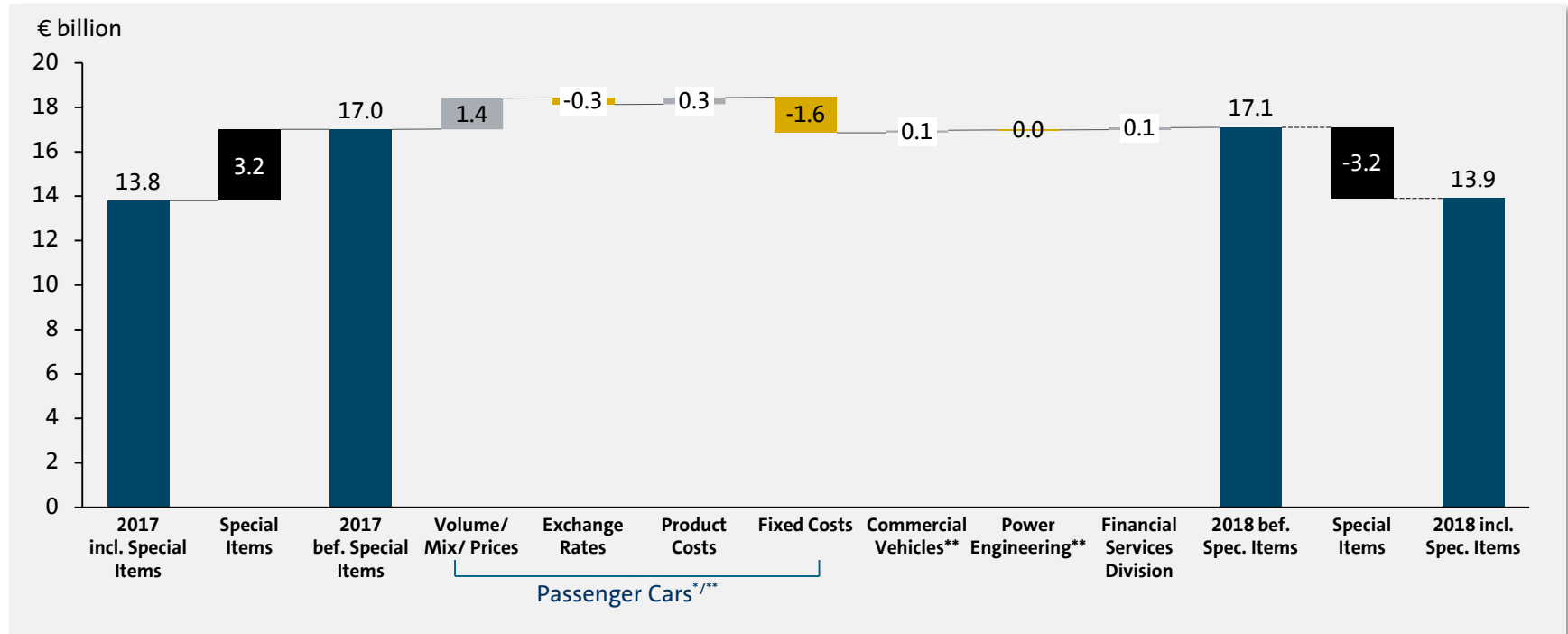
Volkswagen Group – Key Financial Figures¹⁾ (January to December 2018 vs. 2017)

| thousand vehicles / € million | 2018 | 2017 ²⁾ | +/- (%) |
|--|---------|--------------------|---------|
| Vehicle Sales ³⁾ | 10,900 | 10,777 | +1.1 |
| Sales revenue | 235,849 | 229,550 | +2.7 |
| Operating profit before Special Items | 17,104 | 17,041 | +0.4 |
| <i>% of sales revenue</i> | 7.3 | 7.4 | |
| Operating profit | 13,920 | 13,818 | +0.7 |
| <i>% of sales revenue</i> | 5.9 | 6.0 | |
| Financial result | 1,723 | -146 | x |
| of which: At-equity result ⁴⁾ | 3,369 | 3,482 | -3.2 |
| of which: Other financial result | -1,646 | -3,628 | +54.6 |
| Profit before tax | 15,643 | 13,673 | +14.4 |
| <i>% Return on sales before tax</i> | 6.6 | 6.0 | |
| Profit after tax | 12,153 | 11,463 | +6.0 |

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. ²⁾ Prior-year figures were adjusted due to IFRS

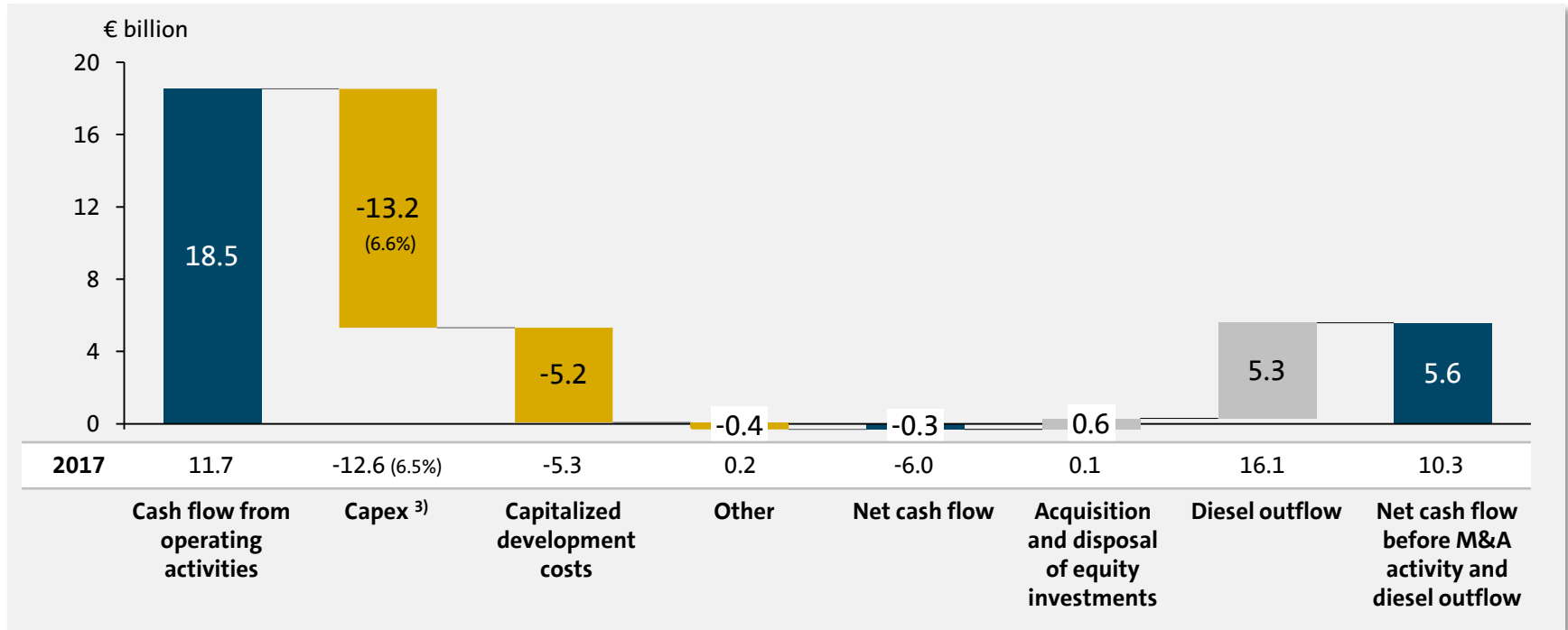
³⁾ Volume data including the unconsolidated Chinese joint ventures. ⁴⁾ The joint venture companies in China are accounted for using the equity method and recorded an operating profit (proportionate) of €4,627 million (€4,746 million).

Volkswagen Group – Analysis of Operating Profit¹⁾²⁾ (January to December 2018 vs. 2017)



¹⁾ All figures shown are rounded, minor discrepancies may arise from addition of these amounts. ²⁾ New accounting standard IFRS 9 Financial Instruments effective from January 1, 2018 had a negative effect of € 0.9 bn on operating profit (without FS **) including PPA

Automotive Division Net Cash Flow Development¹⁾²⁾ (January to December 2018)



¹⁾ All figures shown are rounded, minor discrepancies may arise from addition of these amounts. ²⁾ Including allocation of consolidation adjustments between Automotive and Financial Services divisions.

³⁾ Capital expenditure for property, plant and equipment in % of Automotive sales revenue.

Volkswagen Group – Outlook for 2019

Deliveries to customers in 2019 will slightly exceed the prior-year figure amid continuously challenging market conditions

Sales revenue of the Volkswagen Group to grow by as much as 5% year-on-year

Operating return on sales of the Volkswagen Group in the range of 6.5 – 7.5%

Return on investment (ROI) in the Automotive Division will increase slightly and exceed the minimum required rate of return

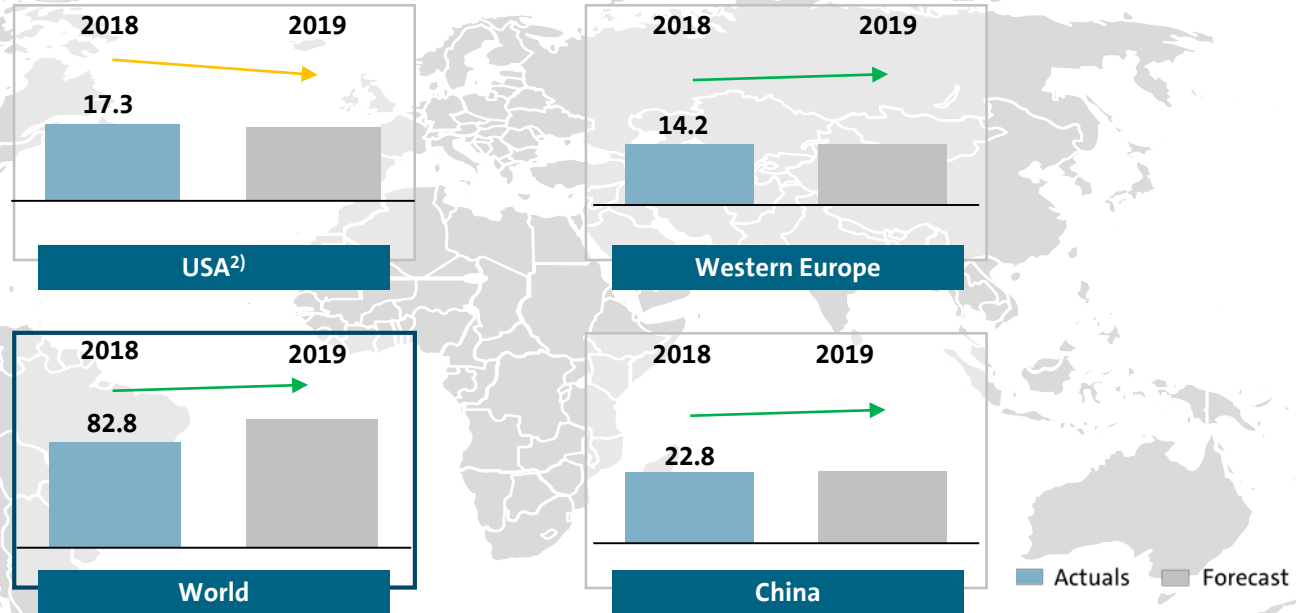
Net cash flow in the Automotive Division will be up significantly on the prior-year figure

2019

Global Passenger Car Market 2018 – 2019¹⁾

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

million units



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

¹⁾ Internal forecast; as of 12th March, 2019. ²⁾ Volume for North & South America includes light commercial vehicles (definition 'Light Vehicles')

New and Forthcoming Product Highlights in 2019¹⁾



Volkswagen



Audi



ŠKODA



SEAT



PORSCHE



BENTLEY



Commercial
Vehicles

Portfolio expansion and successor models ICE



T-Cross



Sagitar (NF)



B-SUV 5-Seater (US/CH)



A1 City Carver



Q3



Octavia Combi (NF)



ŠKODA Scala



Tarraco



Leon (NF)



911 Carrera (NF)



Cayenne Coupé



Flying Spur (NF)

Portfolio expansion BEV



Bora BEV (CH)



Laida BEV (CH)



e-tron



e-tron Sportback



Citigo BEV

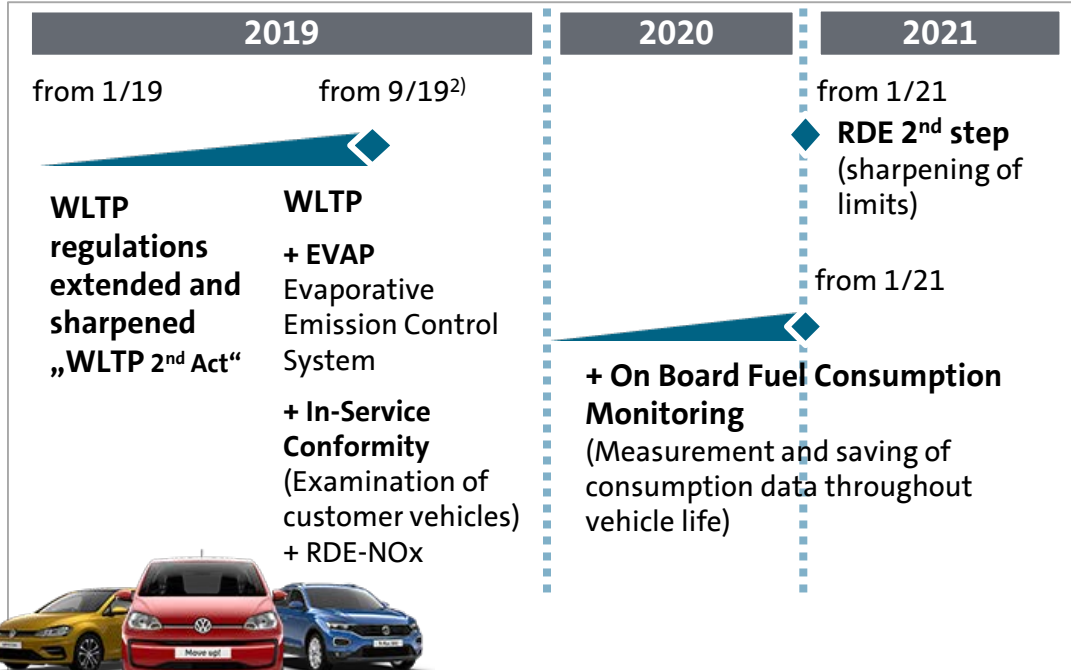


Taycan

¹⁾ Selected models.

Emission requirements: WLTP¹⁾ is the “new normal”

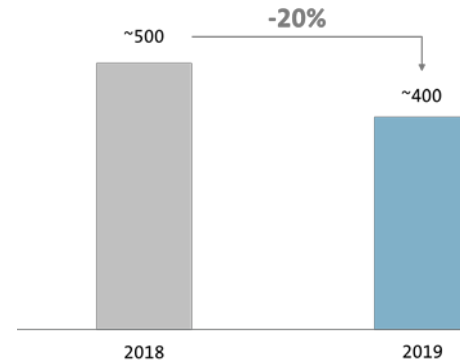
Homologation Deadlines



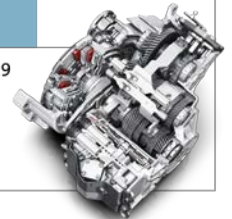
Complexity Reduction

The majority of **engine/transmission combinations** need to be re-homologated and newly approved.

Volkswagen Volume Brands already acted:



► **Further complexity reduction in 2019 is under way.**



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

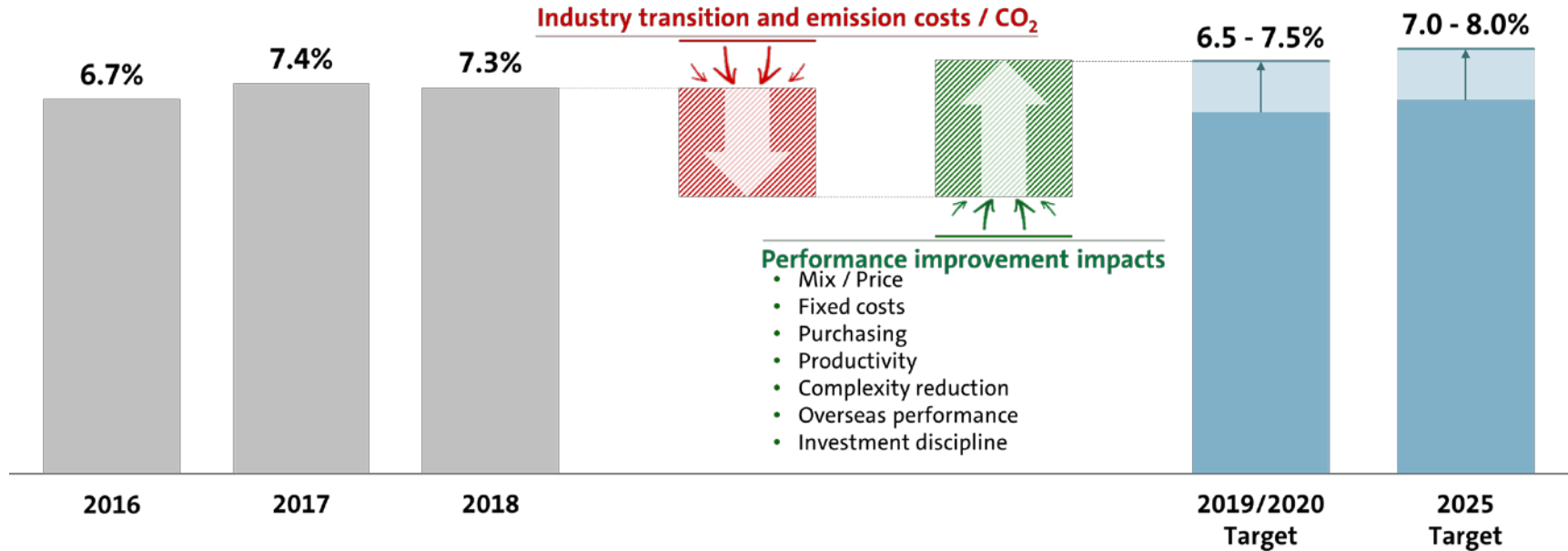
Clear Financial Targets and Milestones¹⁾

| Key financial targets | 2016 Actual | 2017 Actual | 2018 Actual | 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% |
| Return on investment 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% |
| R&D cost ratio Automotive Division | 7.3% | 6.7% | 6.8% | 6.5-7.0% | 6% | 6% |
| Cash | | | | | | |
| Automotive Division | | | | | | |
| a) Net Cashflow ²⁾ | € 4.9 bn | € 10.3bn | € 5.6 bn | ≥ 9bn | ≥ € 10 bn | > € 10 bn |
| b) Net Liquidity | € 27.2 bn | € 22.4 bn | € 19.4 bn | ≥ 15bn ³⁾ | > € 20 bn ³⁾ | ~10% of Group turnover |

¹⁾ As of 19th March, 2019. ²⁾ 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. ³⁾ Including the negative IFRS 16 impact, effective from 1st January, 2019.











Improving Group Return on Sales despite significant headwinds

Operating margin¹⁾
(% of sales revenue)



¹⁾ Before special items.

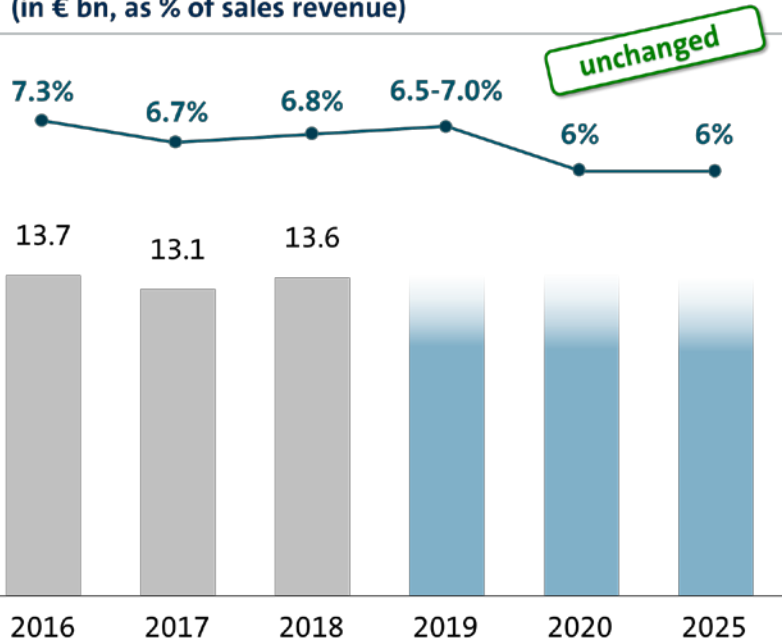
Securing Group KPI's: Profit Improvement programs

| | | |
|---------------------|---|--|
| |  Future Pact/ Profit Improv. Program |  Included in ,Grip 2025+‘ |
| Volume |  Attack Plan |  100+/ Full Cost Optim. |
| Premium |  Transformation Plan | |
| Sport & Luxury |  Profit Improv. Program |  Transformation Plan |
| Financial Services |  Opex | |
| Commercial Vehicles |  Focus on synergies | |
| Group |  Lean and focused (GI 12) | |

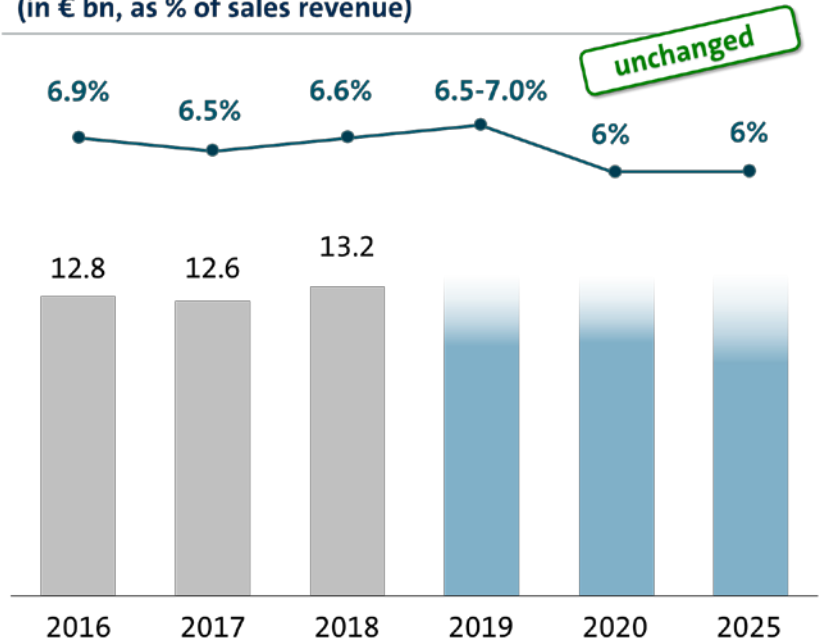


Discipline: Maintaining R&D and CAPEX Targets

R&D Automotive Division
(in € bn, as % of sales revenue)

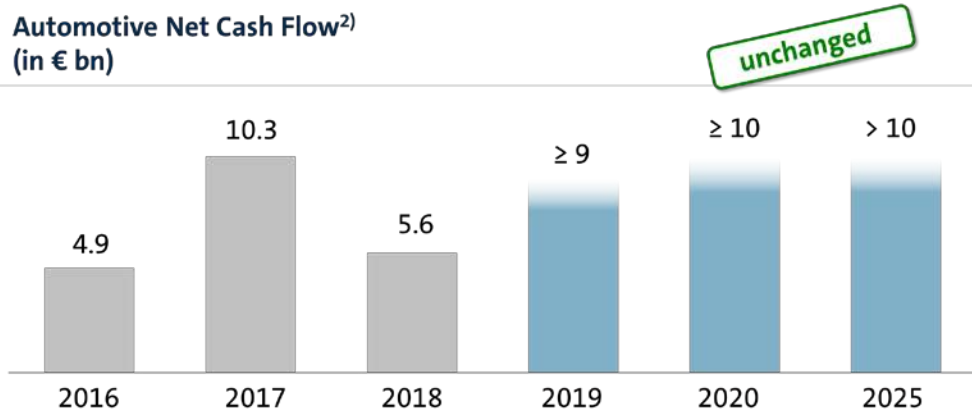


CAPEX Automotive Division
(in € bn, as % of sales revenue)



Generate cash (1): Self funding¹⁾

Automotive Net Cash Flow²⁾
(in € bn)



- ✓ Improving working capital management
- ✓ Robust China dividends
- ✓ Cash is King!

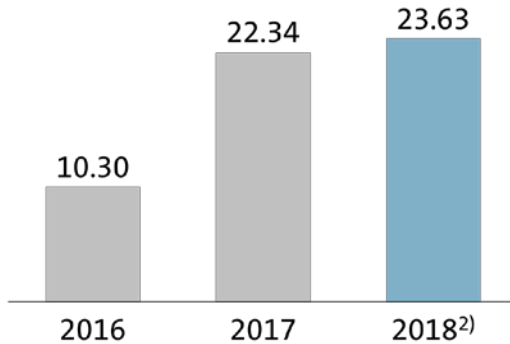


¹⁾ Incl. allocation of consolidation adjustments between Automotive and Financial Services divisions.

²⁾ Before Diesel related outflows and M&A.

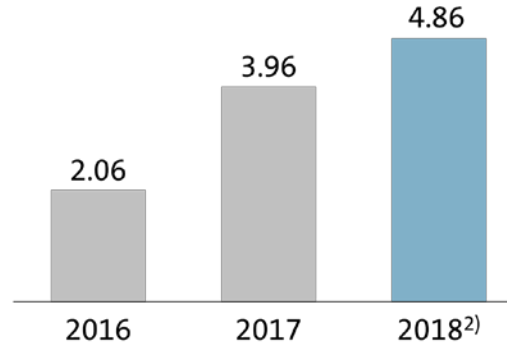
Generate Cash (2): Attractive Dividend

Earnings per Preference Share
(€)



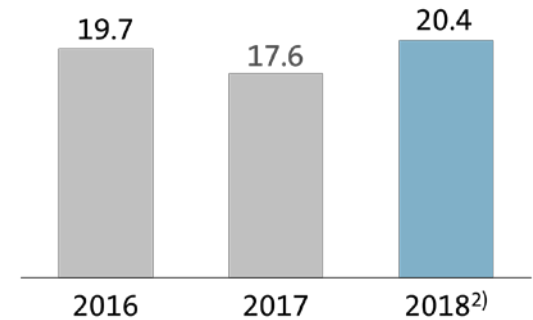
Target EPS: ≥ 30 € by 2020

Dividend per Preference Share
(€)



Target Dividend Pay-Out Ratio: 30%

Dividend pay-out ratio¹⁾
(%)



¹⁾ Total dividend in percent of net income attributable to shareholders of Volkswagen AG. ²⁾ Dividend proposal.

STRATEGY 2025 – Initiatives at a glance

GROW
PROFITABLY

- 1 Sharpen positioning of brands
- 2 Develop winning vehicle and drivetrain portfolio
- 3 Streamline modular architectures
- 4 Partner with regional players to win in economy segment
- 5 Develop self-driving system for autonomous vehicles and artificial intelligence in-house
- 6 Develop battery technology as new core competency
- 7 Develop best-in-class user experience across brands and customer touchpoints
- 8 Implement model line organization
- 9 Realign "Components" business



Transform
core business

DEVELOP
STRATEGIC
CAPABILITIES

ENHANCE
ENTREPRE-
NEURIAL SPIRIT

- 10 Build mobility solutions business
- 11 Develop and expand attractive and profitable smart mobility offering



Build
mobility solutions
business

- 12 Improve operational excellence
- 13 Optimize business portfolio



Secure
funding

14 Drive digital transformation















15 Create organization 4.0



Strengthen
innovation power

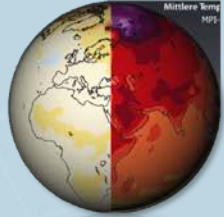
16 Better integrated and strategic planning process

Creation of Brand Groups reduces the complexity of the Group structure

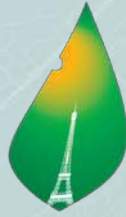
| Volume | Premium | Sport & Luxury | Truck & Bus | Procurement/ Components | Finance & IT | China |
|--|--|---|---|----------------------------|--|---------------------|
| VW  Volkswagen | Audi  | Porsche  | MAN  | Procurement |  VOLKSWAGEN FINANCIAL SERVICES THE KEY TO MOBILITY | Region China |
| Škoda  | Lamborghini¹⁾  | Bentley  | Scania  | Components | | |
| SEAT  | Ducati¹⁾  | Bugatti  | Power Engineering¹⁾ | | | |
| VW LCV  | | | | | | |
| MOIA  | | | | | | |

¹⁾ Allocation to be verified.

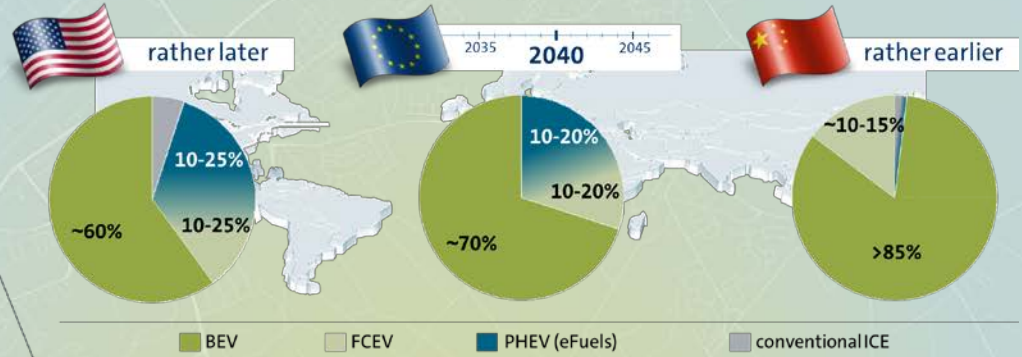
E-mobility is the only way forward to achieve climate targets



COP21 · CMP11
PARIS 2015
UN CLIMATE CHANGE CONFERENCE



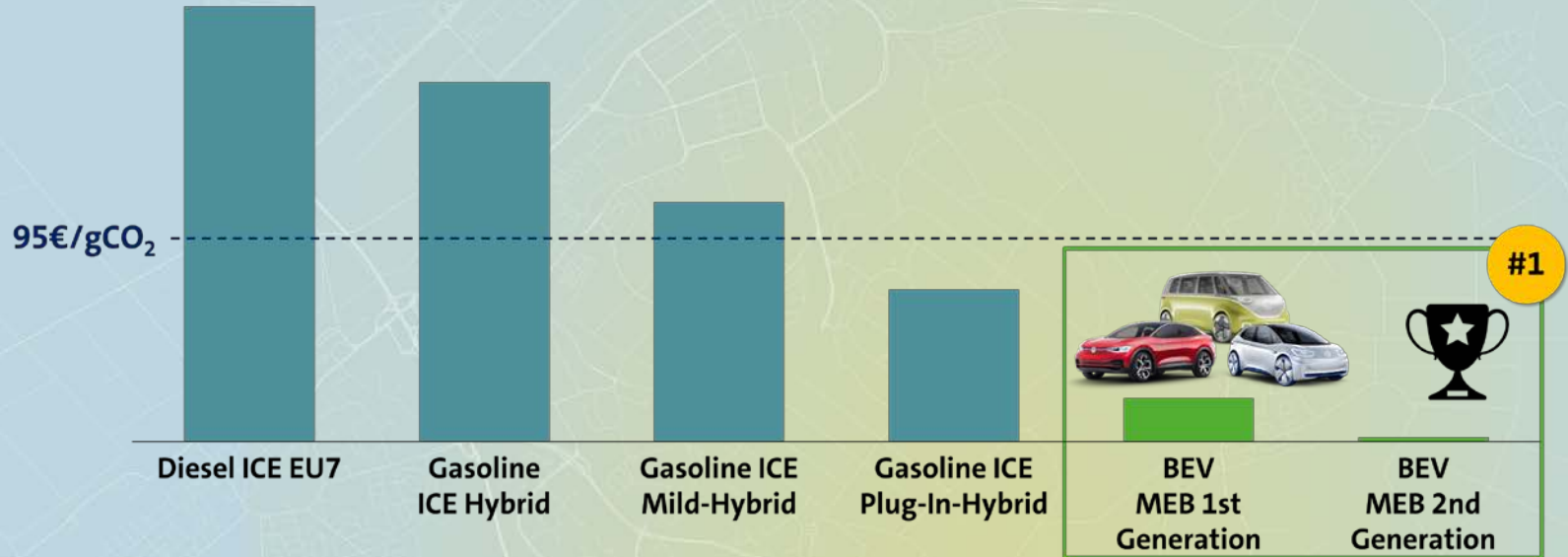
- Our Target:
CO₂ neutral fleet by 2050



- Increase share of **future technologies** – Focus **E-Mobility**
- Implementation of further measures to become **CO₂ neutral**

BEVs are First choice as the most cost efficient solution for CO₂ reduction

MEASURES FOR CO₂ REDUCTION IN €/G CO₂



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



Long wheelbase
short overhangs



Spacious interior for
driver & passengers



No center tunnel



Various
bodystyles



Big wheels



Rear-wheel
& four-wheel drive



Central
computing unit



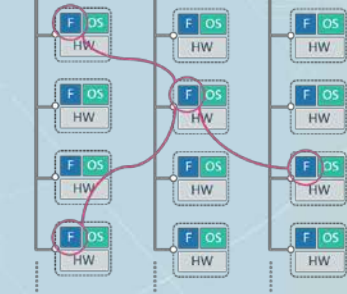
Trunk volume
~ ICE



New Design



The car becomes the most complex internet device



distributed customer functions

Control units: approx. **70**

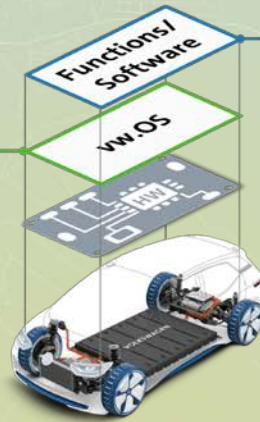
No own Software stacks

Today

Fully connected car



vw.OS Basic Software: Operating System



Software Stacks: Infotainment, Navigation, Emergency Assist ...



High Performance Computers **3-5**

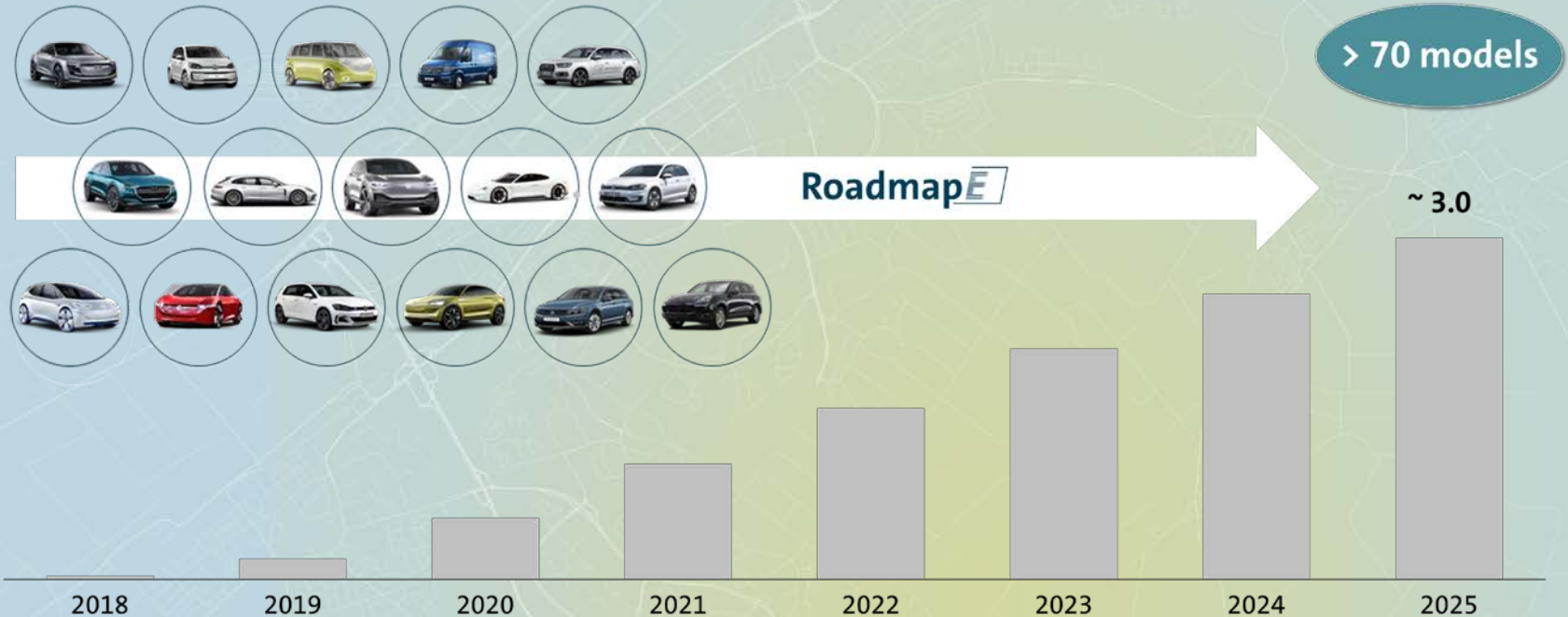
Development of Volkswagen's own Software stacks

+ Further control units for safety relevant functions

Tomorrow

Enormous increase worldwide in BEV deliveries by 2025 across all brands¹⁾

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



¹⁾ As of 12th March, 2019.

Our e-mobility strategy comes top down

PREMIUM



VOLUME



Elli
IONITY

HOLISTIC APPROACH with GREEN ENERGY

BEV challenges addressed by three key elements

Usability / Range



e-Golf

up to 231 km (WLTP)



MEB-platform

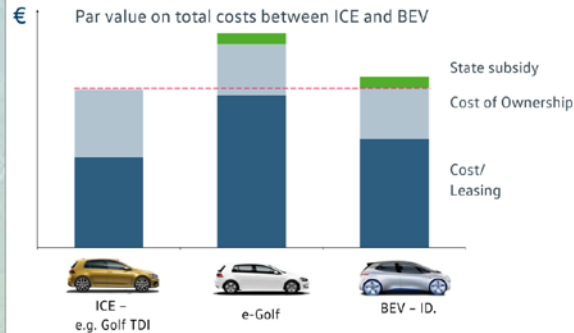
330 km (WLTP)

up to 550 km (WLTP)

scalable



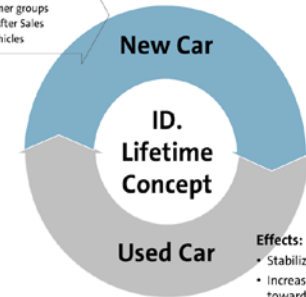
Total Cost of Ownership



Systematic Sales Approach

"Rate instead of price":

- Leasing for all customer groups
- Package offers incl. After Sales
- For new and used vehicles



Effects:

- Stabilization of residual values
- Increase of customer loyalty towards dealers & brand

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



~ 61.000



5.000 (2020)



~ 160.000



2.400 (2020)



~ 330.000
(2020)



@ Home



@ Work



@ Public



@ Highway

11kW AC / 22kW DC

125kW DC / 11kW AC

Intensified efforts to develop autonomous vehicles

Autonomous Audi TTS
"Shelley" climbs Pikes Peak



SEDRIC is Volkswagen
Group's first Level 5 vehicle



Strategic partnership
with Aurora

AURORA

Urban Shuttle/Carrier/Pod



2005

2010

2017

2018

2021+

"Stanley" Winner Darpa
Grand Challenge



Volkswagen Group
>200 AV related patents



Foundation AID GmbH



MOIA Battery Electric
Special Purpose Shuttle



Personal Autonomous
Vehicles



Driving forward Strategy: New collaborative approach

Market/ Product



E-Mobility services



Software



Technology



New Scale dimensions

Key Messages

1.

Leading the transformation to e-mobility

2.

Cost effective transformation path

3.

First in transforming into software OEM

4.

Increased focus on value creation



Overview Brand Targets (RoS, RoE)

| Return on Sales in % ¹⁾ | <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 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 ²⁾ | 9-11 ²⁾ | 9-11 ²⁾ |
| 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 ³⁾ | 5.4 | 6.0 | - | 6.4 | 6.5-7.5 | Over the cycle target of 9% ⁴⁾ | |
| Return on Equity (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 |

¹⁾ Before special items. ²⁾ Effective 01/2019, operating return based on adjusted sales revenue without turnover from multi-brand sales companies. ³⁾ 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.

TRATON Group growth path

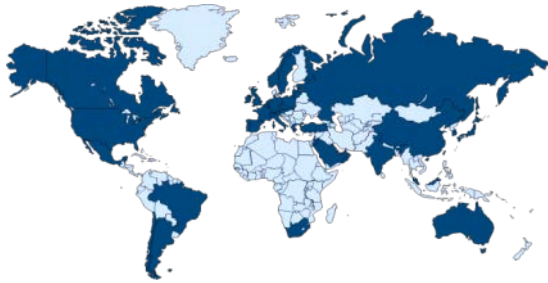


Global Champion Strategy

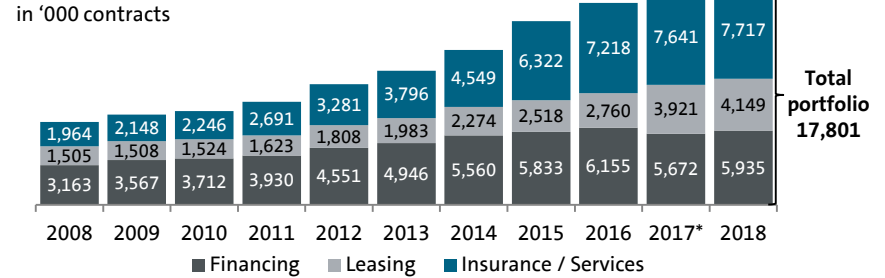
- Striving to become a Global Champion of the truck and transport services industry.
- Further expanding brands' presence and utilizing strong network of strategic partners to access all major profit pools.
- Aiming to realize significant synergies through cooperation between TRATON's brands and strategic partners (e.g. Navistar in the USA, Sinotruk in China, Hino Motors in Japan and Asia).
- Goal is to become an industry leader in terms of profitability.
- Future business model: develop solutions for future transportation (in such areas as autonomous driving, electrification and connectivity).
- RIO, the digital brand coordinating partner services within the Group.
- Decision March 2019: Volkswagen AG decided not to continue with the preparation of an IPO of TRATON SE due to the current market environment.
The Board of Management is still aiming for an IPO once market conditions improve.

Volkswagen Financial Services¹⁾: global, well diversified and successful

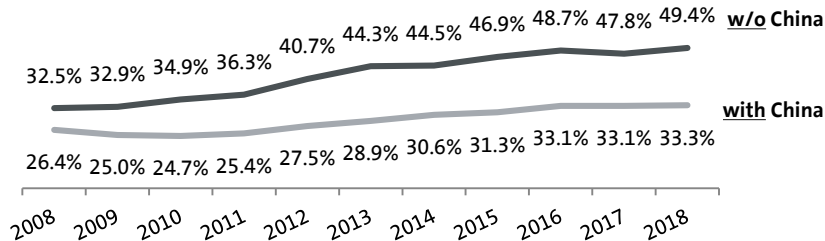
Strong global presence



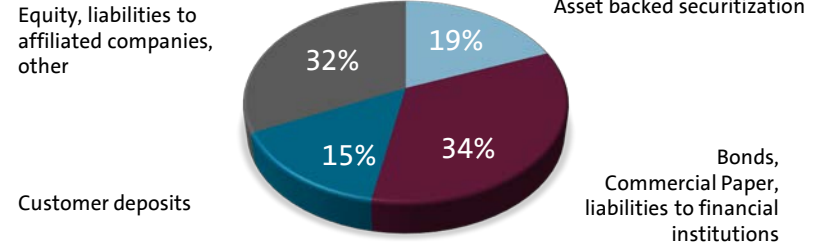
Continuous portfolio expansion



Rising penetration rates



Diversified funding structure

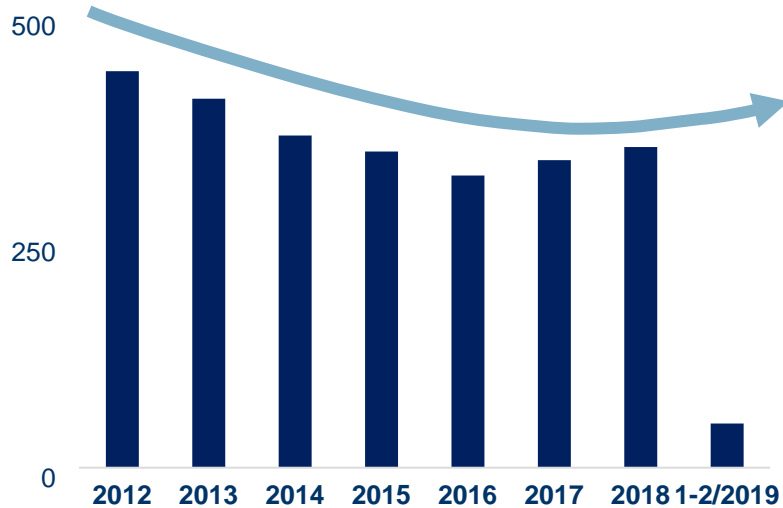


31.12.2018: € 207.6 bn

¹⁾ 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

Deliveries to US customers, '000' units



| Year | Market Share % |
|----------|----------------|
| 2012 | 3.0 |
| 2013 | 2.6 |
| 2014 | 2.2 |
| 2015 | 2.0 |
| 2016 | 1.8 |
| 2017 | 2.0 |
| 2018 | - |
| 1-2/2019 | - |

| SUV offensive #1 | Sedans | SUV offensive #2 |
|---|---|---|
| <p>2017</p>  <p>Atlas</p>  <p>Tiguan</p>  <p>Refreshed Golf</p> | <p>2018-19</p>  <p>Jetta</p>  <p>Passat</p>  <p>Arteon</p> | <p>2019-21</p>  <p>Midsize SUV 5s</p>  <p>Compact SUV</p>  <p>ID Crozz</p> |



Volkswagen Group China looks forward to a successful year 2019

| | 2018 | 2019 |
|-----------------------------------|-----------------|------|
| Total Market Growth | 22.7m (-4.6%) | |
| Volkswagen Group China Deliveries | 4.2m (+0.5%) | |
| Prop. Operating Profit | € 4.6bn (-2.5%) | |

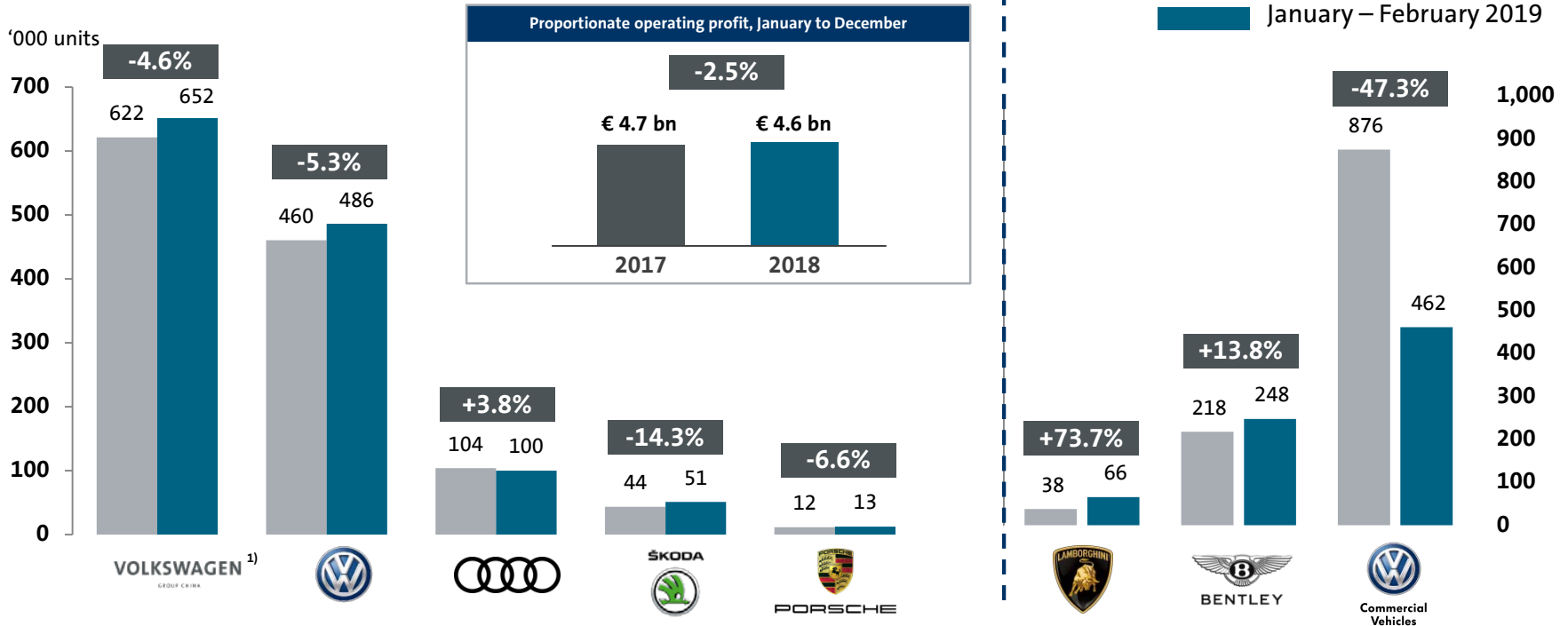


We, together with our Joint Venture partners,
plan investments of more than **EUR 4 billion in 2019!**



Volkswagen Group China performance

(January to February 2019 vs. 2018)



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

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

STRATEGY

Ethics and compliance is central to business strategy

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



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

¹⁾ Group entities covered; as of 12th March, 2019.

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 partner | 7 | New Business partner approval process for suppliers and sales organization |
| | 8 | Compliance in M&A transactions and post merger integration for non-controlled shareholdings |
| Certification | 9 | Support Monitorship + implementation of Monitor Recommendations |

Investor Relations Team

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



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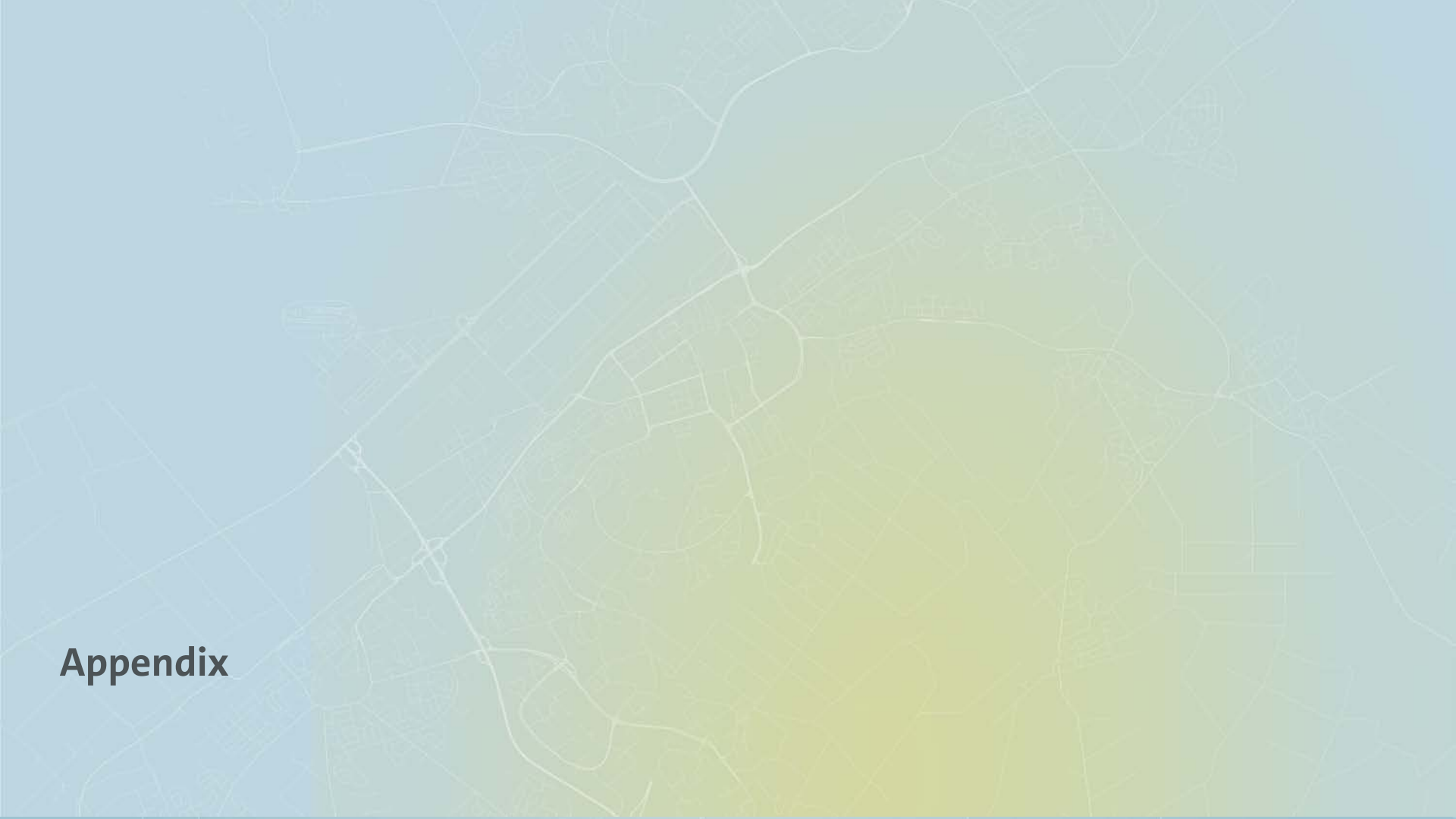
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The background of the slide is a stylized map of a city street grid. The map is rendered in a light, semi-transparent white or light blue color against a background that transitions from a light blue on the left to a light yellow on the right. The street grid is composed of various line styles, including straight lines for main roads and more irregular, curved lines for residential streets. The overall appearance is that of a clean, modern urban planning or navigation interface.

Appendix

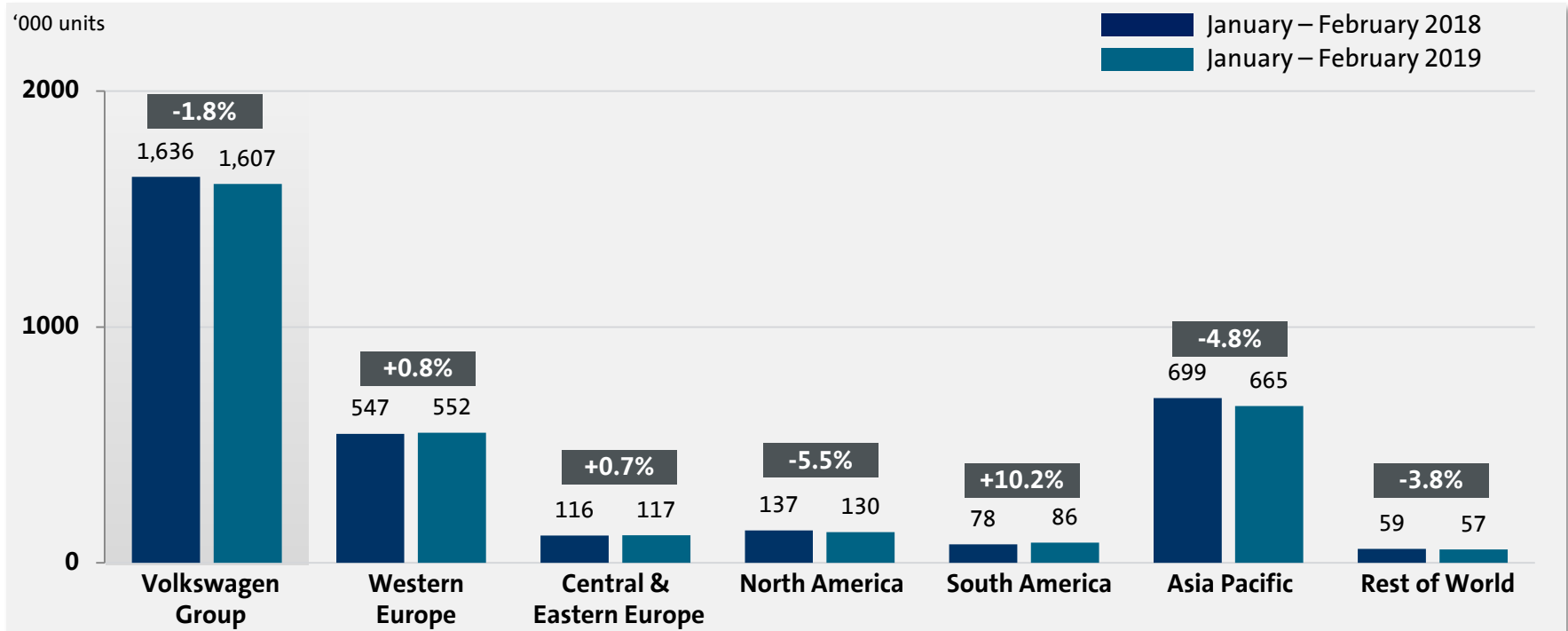
The Shareholder Structure, Supervisory and Management Board

| Shareholder Structure of Volkswagen AG | Supervisory Board of Volkswagen AG | Board of Management of Volkswagen AG ¹⁾ |
|--|--|--|
| <p>Number of Outstanding Shares</p> <p>Preferred shares 206,205,445</p> <p>Ordinary shares 295,089,818</p> | <p>Chairman Hans Dieter Pötsch</p> <hr/> <p>Porsche Automobil Holding SE Dr. Louise Kiesling Dr. jur. Hans Michel Piëch Dr. jur. Ferdinand Oliver Porsche Dr. rer. comm. Wolfgang Porsche</p> <hr/> <p>State of Lower Saxony Dr. Bernd Althusmann Stephan Weil</p> <hr/> <p>Qatar Holding Dr. Hussain Ali Al Abdulla Dr. Hessa Sultan Al Jaber</p> <hr/> | <p>Chairman of VW AG and VW Passenger Cars brand Dr. Herbert Diess</p> <hr/> <p>Porsche AG Dr. Oliver Blume</p> <hr/> <p>Human Resources Gunnar Kilian</p> <hr/> <p>TRATON Group Andreas Renschler</p> <hr/> <p>Audi AG Abraham Schot</p> <hr/> |
| <p>Current Voting Rights Distribution</p> <p>Others</p> <p>Qatar Holding 17,0%</p> <p>State of Lower Saxony, Hanover 20,0%</p> <p>Porsche SE, Stuttgart²⁾ 52,2%</p> <p>(as at December 31, 2018)</p> | <p>Others Marianne Heiß</p> <hr/> <p>Works Council Bernd Osterloh Birgit Dietze Dr. Hans-Peter Fischer Jörg Hofmann Werner Weresch Johan Järvklo Ulrike Jakob Peter Mosch Bertina Murkovic Athanasios Stimoniaris</p> | <p>Integrity and Legal Affairs Hiltrud Dorothea Werner</p> <hr/> <p>Finance and IT Frank Witter</p> <hr/> <p>Components and Procurement Dr. Stefan Sommer</p> |

¹⁾ 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. ²⁾ On March 13 2019, Porsche SE announced increase in voting rights to 53.1%.

Volkswagen Group – Deliveries to Customers by Markets¹⁾

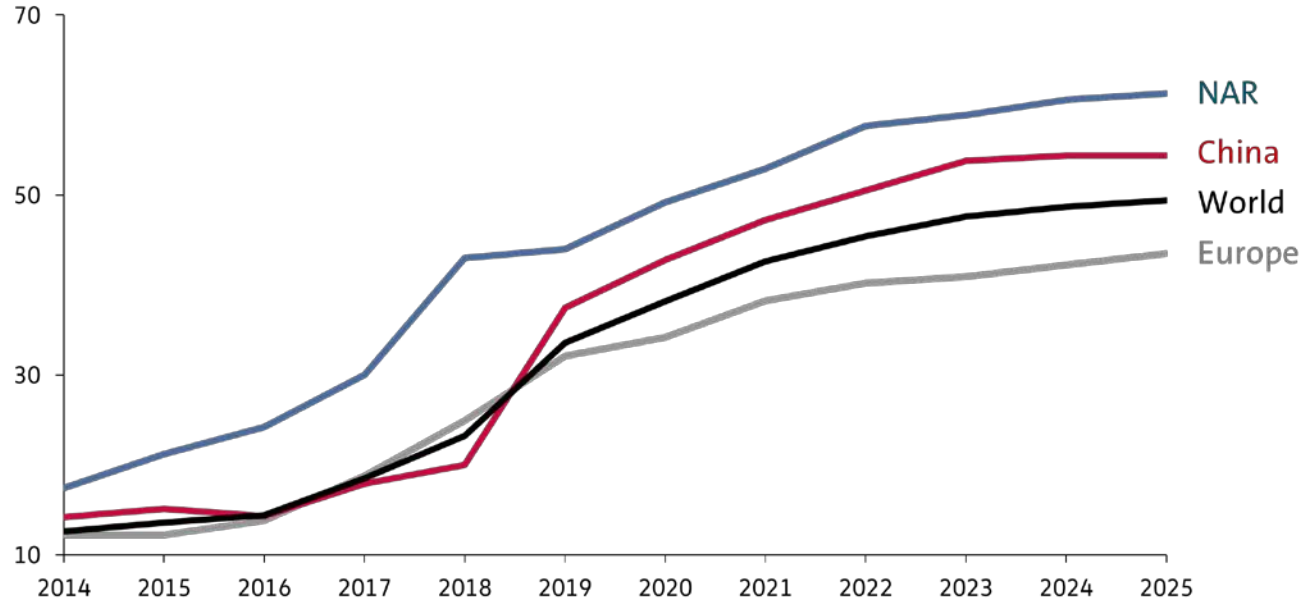
(January to February 2019 vs. 2018)



¹⁾ Incl. all brands of Volkswagen Group (Passenger Cars and Commercial Vehicles); -2.6% excl. Volkswagen Commercial Vehicles, Scania and MAN.

Strongly growing SUV trend¹⁾

SUV mix (in %) by region based on expected Group deliveries to customers



¹⁾ As of 12th March, 2019.

Better Earnings Quality & EPS growth¹⁾

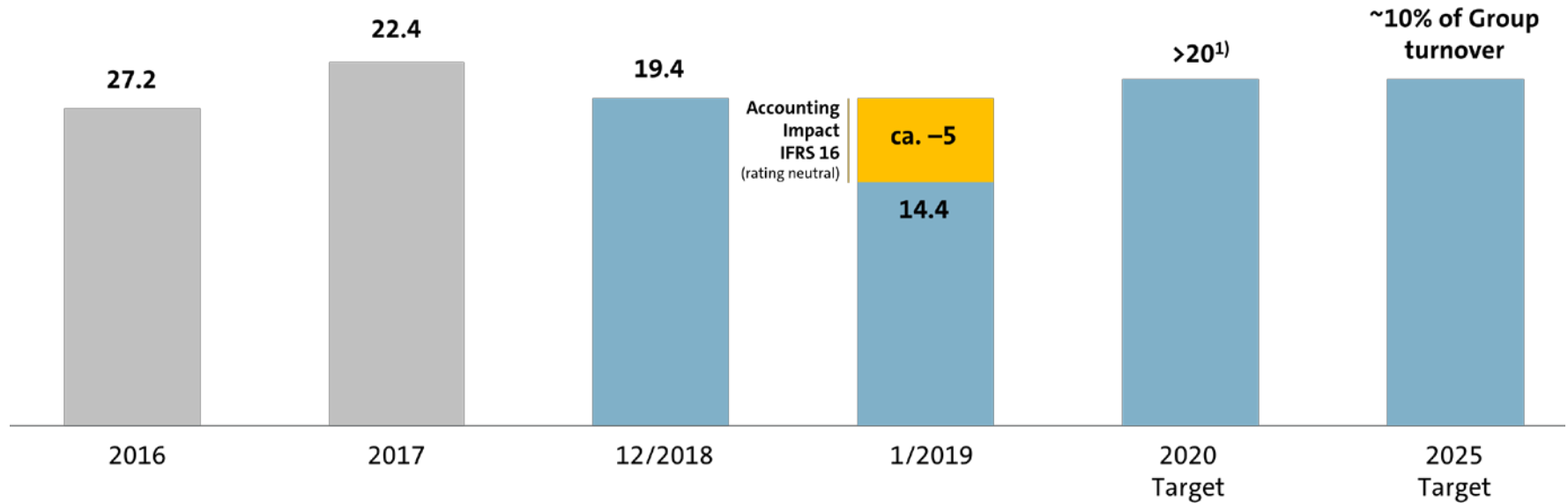
| | Basis: Result 2016 |
|--|--------------------|
| Sales revenue (€ bn) | 217.3 |
| Operating profit (€ bn) before Special Items | 14.6 |
| Profit before tax (€ bn) | 14.8 |
| Earnings per Pref. Share before Special Items | ~20 € |

| 2020 Updated | | |
|-------------------|----------|----------|
| CMD March 2017 | PR 66 | PR 67 |
| + > 20 % | + > 25 % | + > 25 % |
| + 25 % | + ≥ 25 % | + > 30 % |
| + ≥ 25 % | + ≥ 30 % | + ≥ 40 % |
| + ≥ 25 % | + > 25 € | + ≥ 30 € |

¹⁾ As of 19th November, 2018.

Funding: Solid Rating, well Diversified

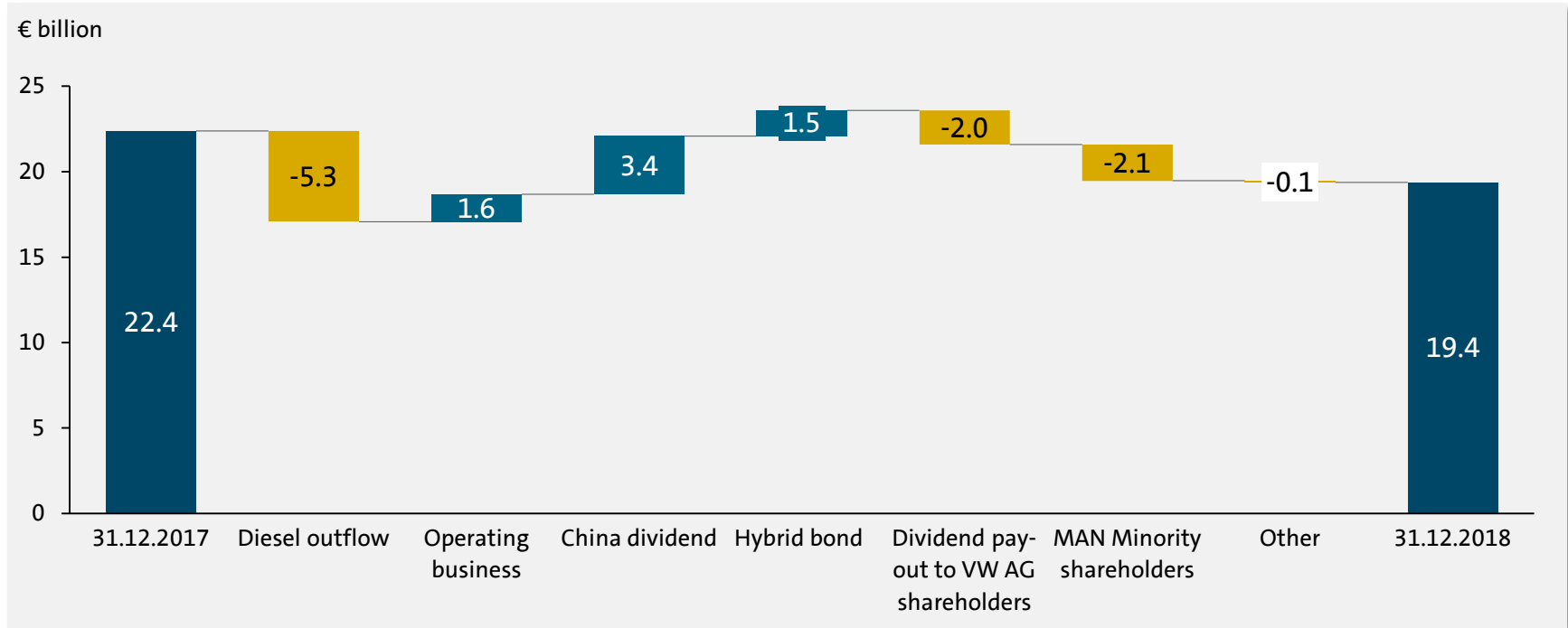
(in € bn)



¹⁾ Including the negative IFRS 16 impact, effective from 1st January, 2019.

Automotive Division – Net Cash Flow drives solid Net Liquidity¹⁾

(January to December 2018)



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

Diesel issue: Special Items & payments

| € (bn) | Diesel special items | Payments |
|---------------|------------------------------|---------------|
| 2015 | Legal 7.0 | |
| | Other items 9.2 | |
| | 16.2 | |
| 2016 | Mainly legal risks 6.4 | ~3.0 |
| 2017 | Buyback/retrofit program 2.2 | |
| | Legal 1.0 | |
| | 3.2 | |
| 2018 | Mainly legal risks 3.2 | ~5.3 |
| Total to date | 29.0 | ~24.4 |
| 2019 | | Expected ~2.2 |
| 2020 | | Expected ~1.5 |

Volkswagen Group – Analysis by Business Line¹⁾ (January to December 2018 vs. 2017)

| thousand vehicles / € million | Vehicle sales | | Sales revenue | | Operating profit | | Margin | |
|--|---------------|---------------|----------------|--------------------|------------------|---------------|-------------|-------------|
| | 2018 | 2017 | 2018 | 2017 ⁷⁾ | 2018 | 2017 | 2018 | 2017 |
| Volkswagen Passenger Cars | 3,715 | 3,573 | 84,585 | 79,186 | 3,239 | 3,301 | 3.8% | 4.2% |
| Audi | 1,467 | 1,530 | 59,248 | 59,789 | 4,705 | 5,058 | 7.9% | 8.5% |
| ŠKODA | 957 | 937 | 17,293 | 16,559 | 1,377 | 1,611 | 8.0% | 9.7% |
| SEAT | 608 | 595 | 10,202 | 9,892 | 254 | 191 | 2.5% | 1.9% |
| Bentley | 10 | 11 | 1,548 | 1,843 | -288 | 55 | -18.6 | 3.0% |
| Porsche Automotive ²⁾ | 253 | 248 | 23,668 | 21,674 | 4,110 | 4,003 | 17.4% | 18.5% |
| Volkswagen Commercial Vehicles | 469 | 498 | 11,875 | 11,909 | 780 | 853 | 6.6% | 7.2% |
| Scania ³⁾ | 97 | 92 | 13,360 | 12,789 | 1,346 | 1,289 | 10.1% | 10.1% |
| MAN Commercial Vehicles | 137 | 114 | 12,104 | 11,087 | 332 | 362 | 2.7% | 3.3% |
| MAN Power Engineering | - | - | 3,608 | 3,283 | 193 | 193 | 5.3% | 5.9% |
| VW China ⁴⁾ | 4,101 | 4,020 | - | - | - | - | - | - |
| Other ⁵⁾ | -912 | -840 | -34,408 | -30,288 | -1,557 | -2,335 | - | - |
| Volkswagen Financial Services | - | - | 32,764 | 31,826 | 2,612 | 2,460 | 8.0% | 7.7% |
| Volkswagen Group before Special Items | - | - | - | - | 17,104 | 17,041 | 7.3% | 7.4% |
| Special Items | - | - | - | - | -3,184 | -3,222 | - | - |
| Volkswagen Group | 10,900 | 10,777 | 235,849 | 229,550 | 13,920 | 13,818 | 5.9% | 6.0% |
| Automotive Division ⁶⁾ | 10,900 | 10,777 | 201,067 | 195,817 | 11,127 | 11,146 | | |
| of which: Passenger Cars | 10,206 | 10,777 | 160,802 | 157,334 | 9,220 | 9,309 | | |
| of which: Commercial Vehicles | 694 | 700 | 36,656 | 35,200 | 1,971 | 1,892 | | |
| of which: Power Engineering | - | - | 3,608 | 3,283 | -64 | -55 | | |
| Financial Services Division | - | - | 34,782 | 33,733 | 2,793 | 2,673 | | |

¹⁾ All figures shown are rounded, minor discrepancies may arise from addition of these amounts. ²⁾ Porsche (Automotive and Financial Services): sales revenue € 25,784 (23,491) million, operating profit € 4,291 (4,144) million. ³⁾ Including Financial Services. ⁴⁾ 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 € 4,627 (4,746) million. ⁵⁾ 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 for Scania, Porsche Holding Salzburg, MAN and Porsche. ⁶⁾ Including allocation of consolidation adjustments between the Automotive and Financial Services divisions. ⁷⁾ Adjusted; see disclosures about the application of new International Financial Reporting Standards on page 114 of the Annual Report.

VOLKSWAGEN

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We are speeding up the transformation and becoming the leading provider of sustainable mobility.

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