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Shaping the transformation together.

Dr. Christian Dahlheim, Director Sales Volkswagen Group
Deutsche Bank Global Auto Industry Conference, Detroit, 16 January 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 vehicles. The degree to which the Volkswagen Group may be negatively affected by these ongoing claims and investigations remains uncertain.

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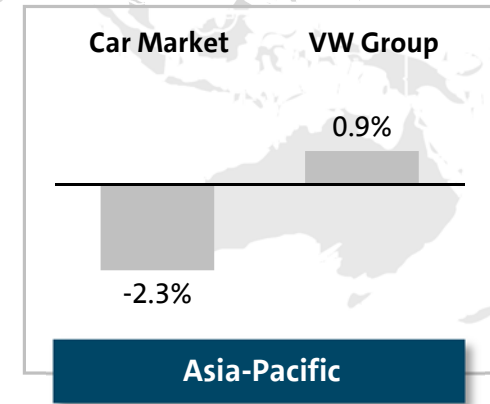
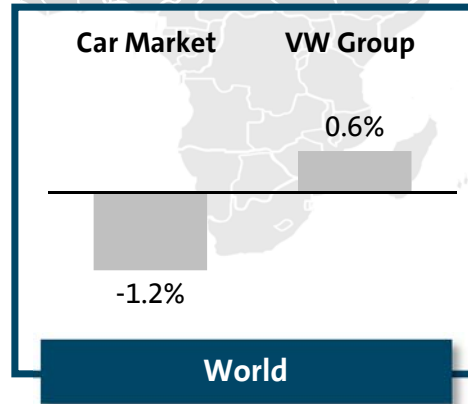
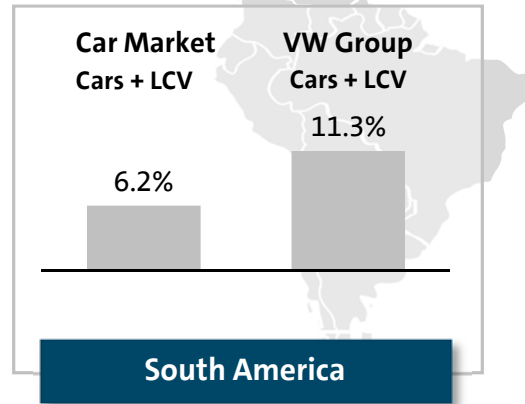
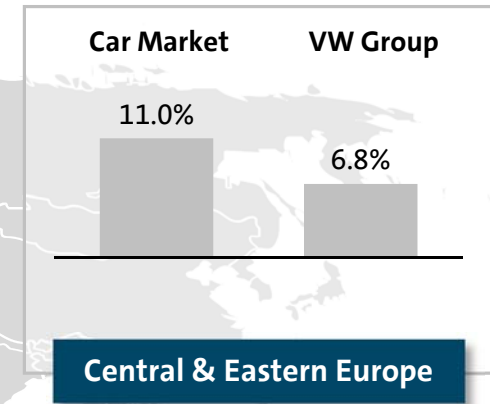
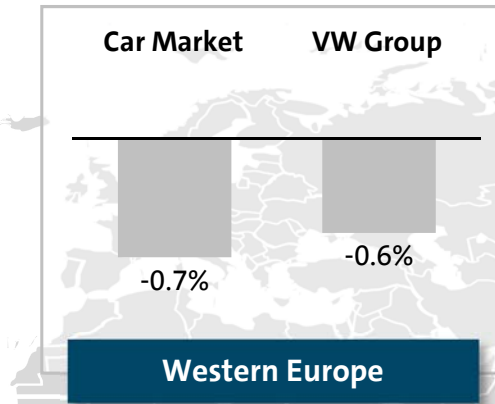
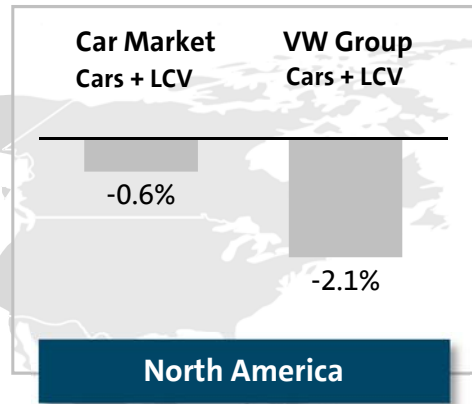
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Development World Car Market vs. Volkswagen Group Car Deliveries to Customers¹⁾

(Growth y-o-y in deliveries to customers, January to December 2018 vs. 2017)



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

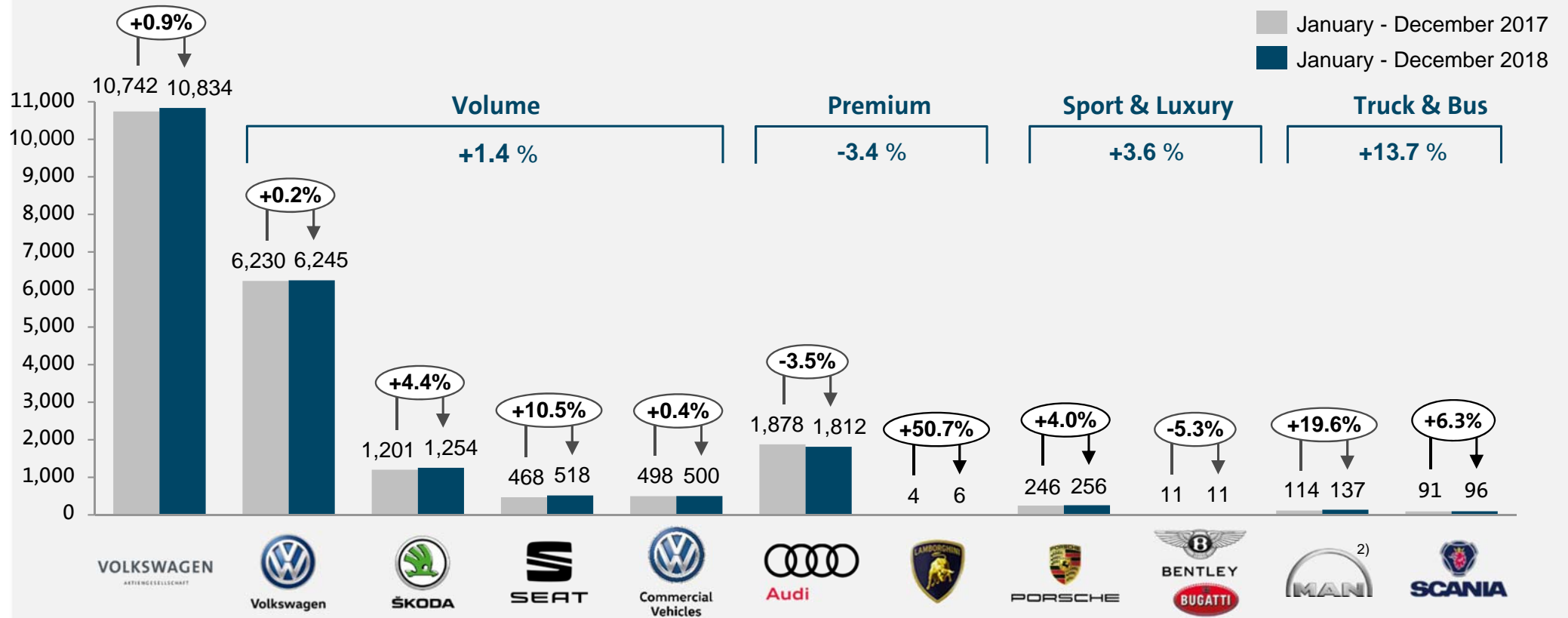
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Volkswagen Group – Deliveries to Customers by Brands¹⁾

(January to December 2018 vs. 2017)

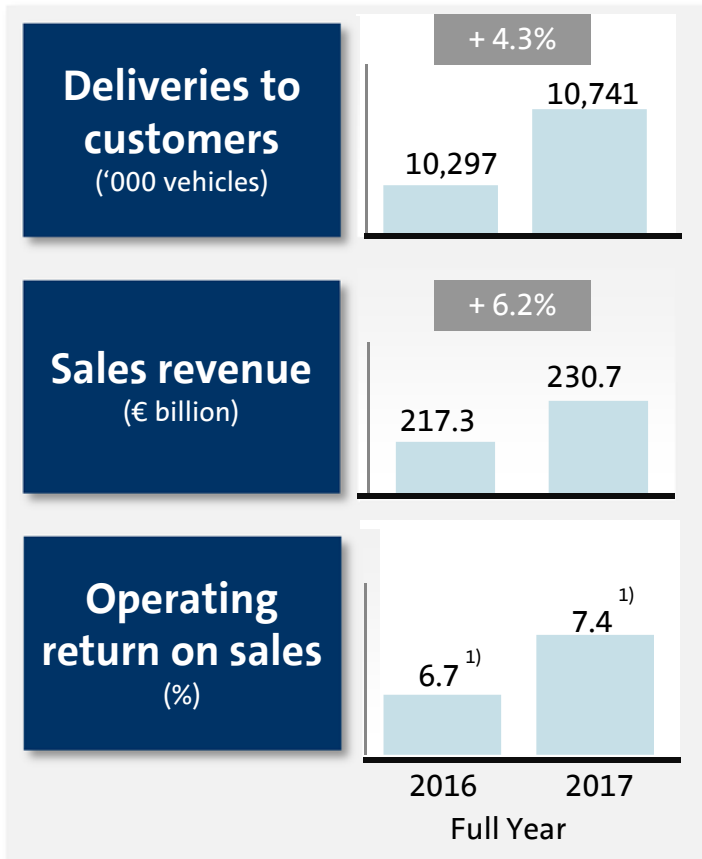
[thsd. units]



¹⁾ Incl. all brands of Volkswagen Group (Passenger Cars and Commercial Vehicles); +0.6% excl. Volkswagen Commercial Vehicles, Scania and MAN.

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

Volkswagen Group – Outlook for 2018

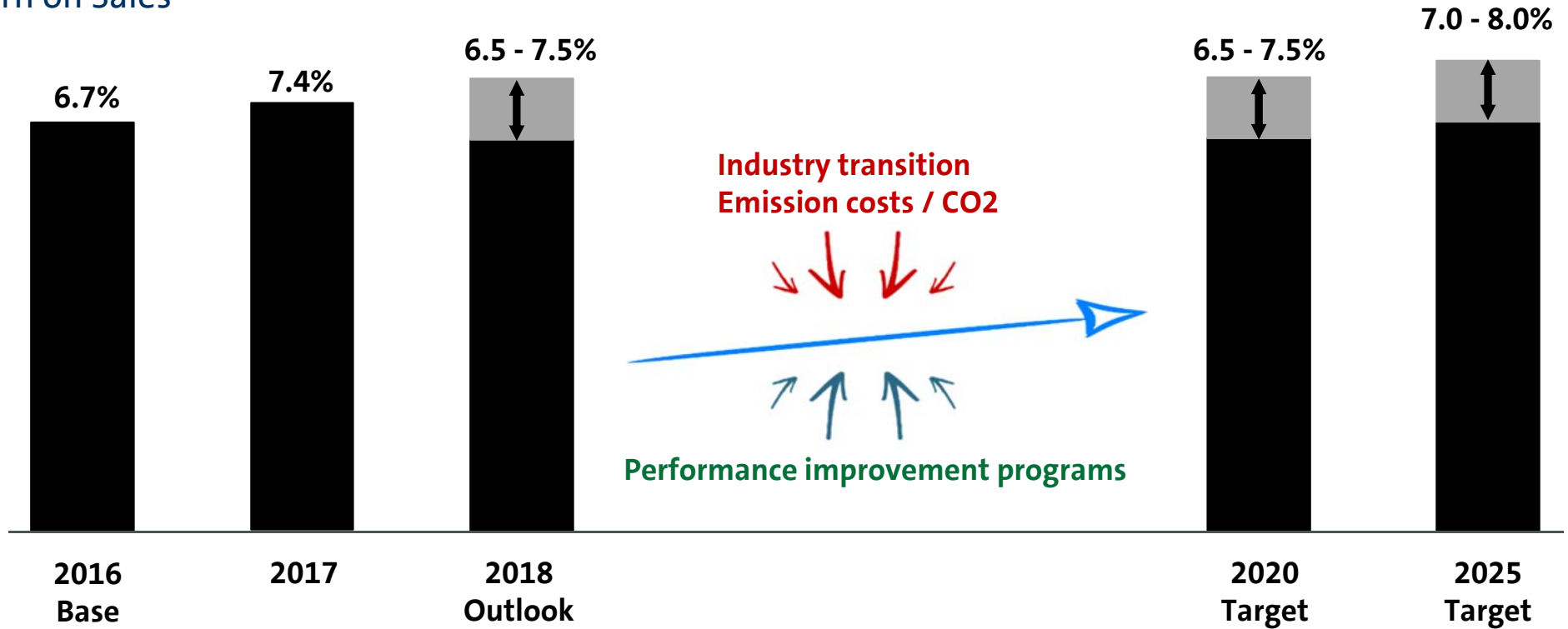


- Deliveries to customers** ✓
moderately above prior year
- Sales revenue**
by as much as 5% year-on-year
- Operating return on sales**
between 6.5% to 7.5% before Special Items ²⁾

¹⁾ before Special Items. ²⁾ Operating return on sales after Special Items is expected to be moderately below that range.

Improving Group Return on Sales despite significant headwinds

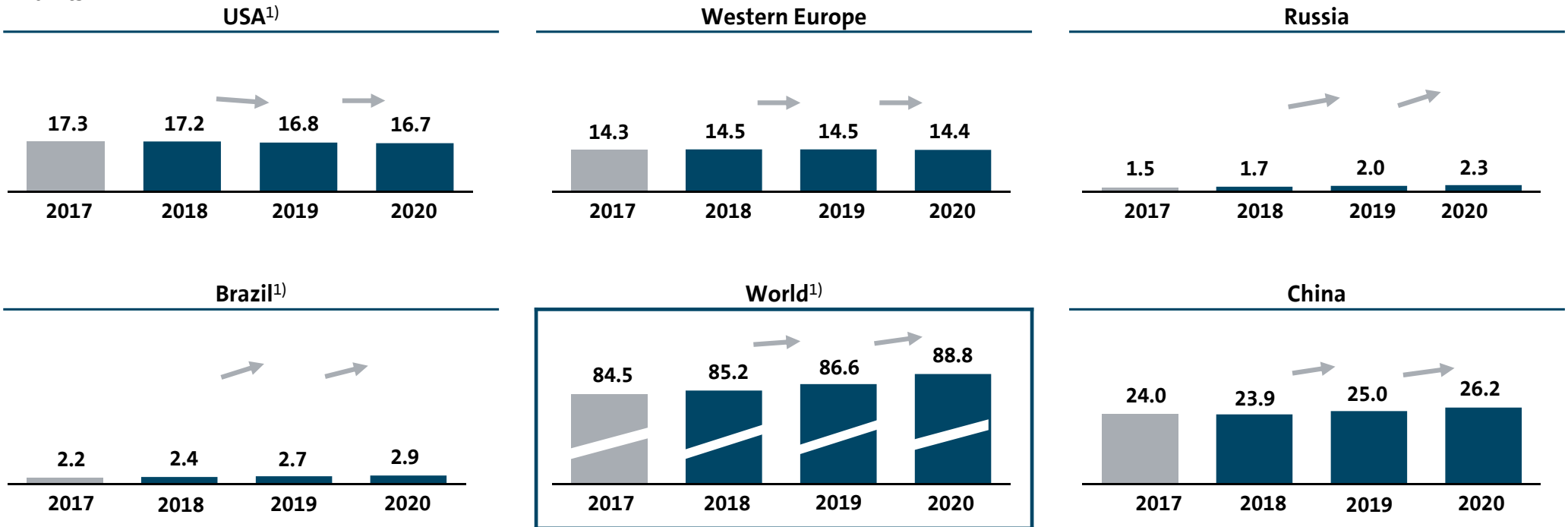
Return on Sales



Global Passenger Car Market 2017 - 2020

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

m units



¹⁾ Volume for North & South America includes light commercial vehicles (definition 'Light Vehicles')

■ Actuals ■ Forecast

Data source: IHS Automotive (11.2018)

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New and forthcoming Product Highlights*



Volkswagen



Audi



ŠKODA



SEAT



PORSCHE



BENTLEY



Nutzfahrzeuge

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



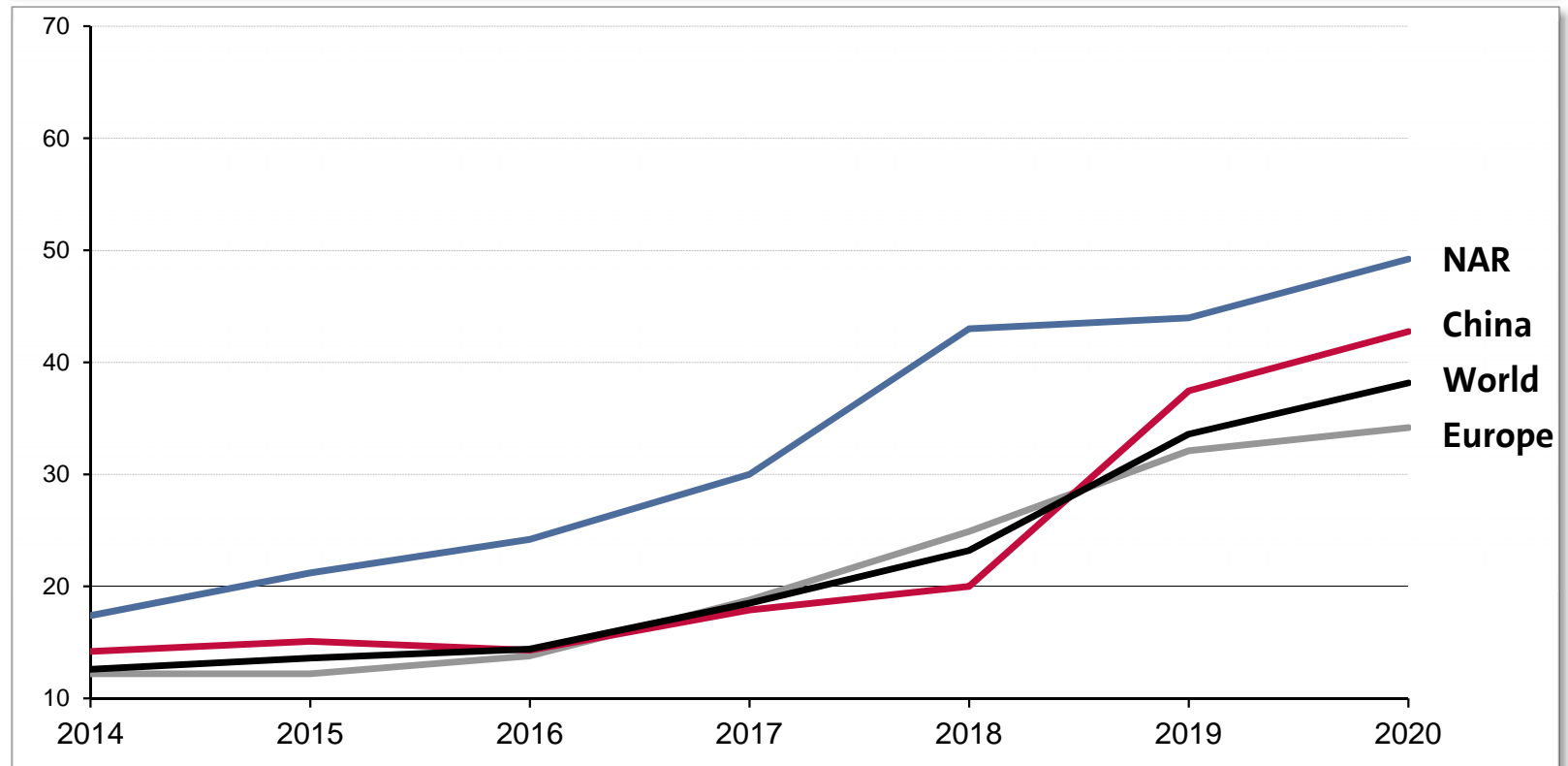
Taycan

* selected models

Strong increase in our Worldwide SUV Mix¹⁾

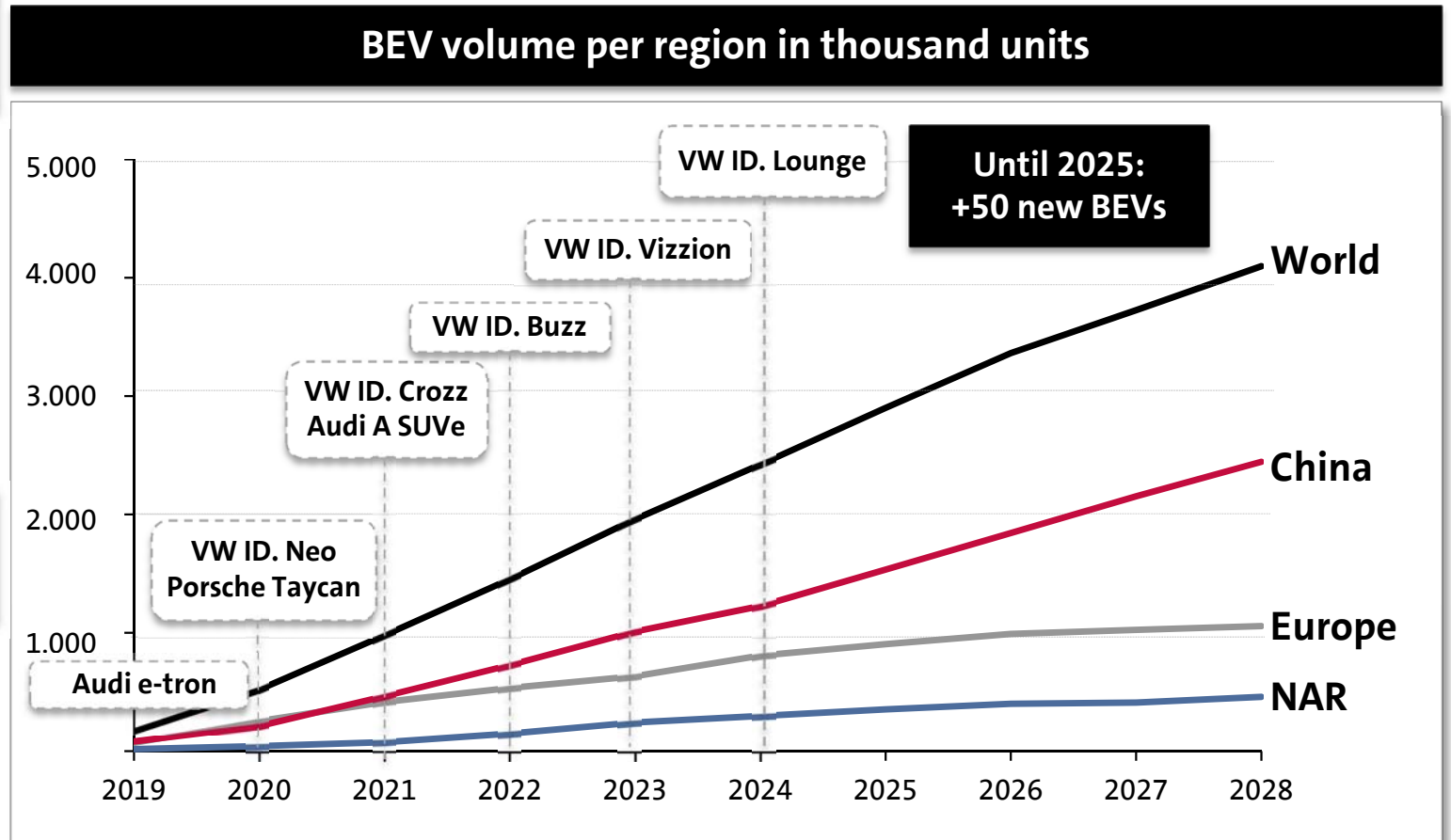


SUV share in % of regional Group deliveries to customers



¹⁾ Actual figures 2014-2018; 5-Year Planning (PR 67) 2019-2020

Strong Electrification of Product Portfolio



¹⁾ As of 19th November, 2018 / Communication of 5-Year Planning (PR67)

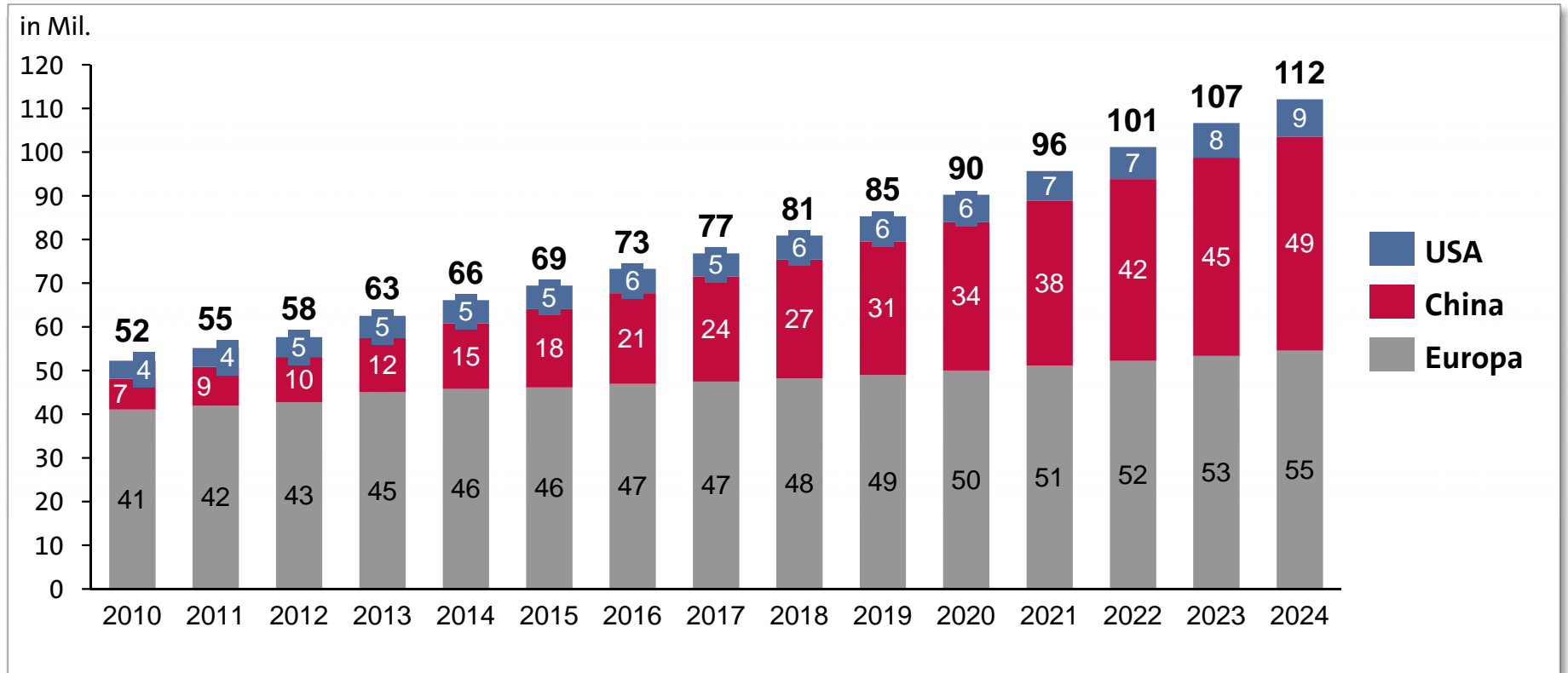
The Future Sales Model

Retail partnerships ready for the future – Customer is central to all touch-points



Car Park Development Volkswagen Group

Car Park by Region



Driving forward Strategy 2025: Implementation is accelerating

Autonomy for Truck & Bus making good progress

TRATON
GROUP



Volkswagen becomes largest shareholder

QuantumScape



Joint venture for rapid charging network in place

IONITY



Fuel cell technology partnership agreed

  **HYUNDAI**
Drive your way™



Product & technology offensive in China agreed



TOGETHER

STRATEGY 2025

Strategic cooperation in discussion

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SEDRIC developed and presented



Powering electric mobility

 **electrify**
america



Positioning of Group brands sharpened



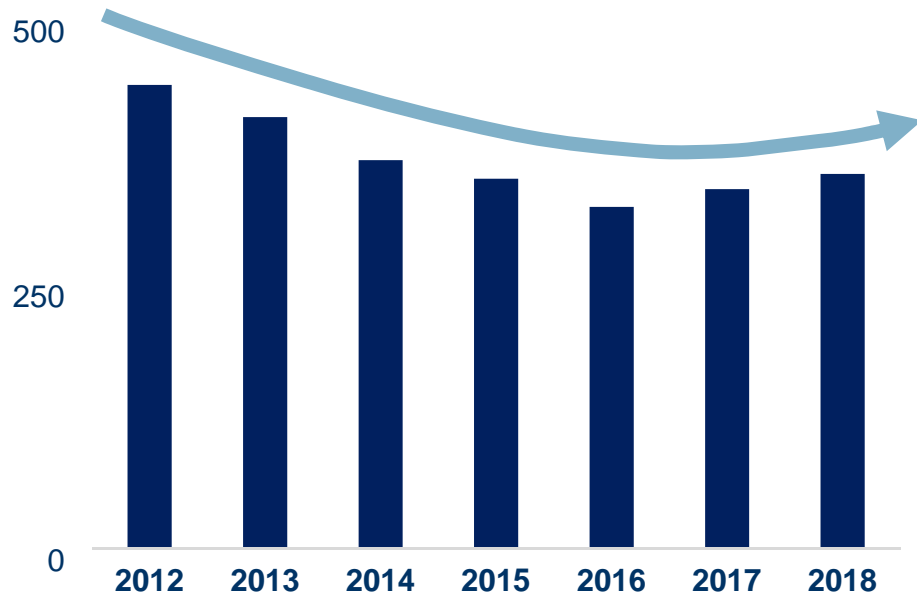
Strategic partnership with Microsoft agreed

  Microsoft



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	2.0

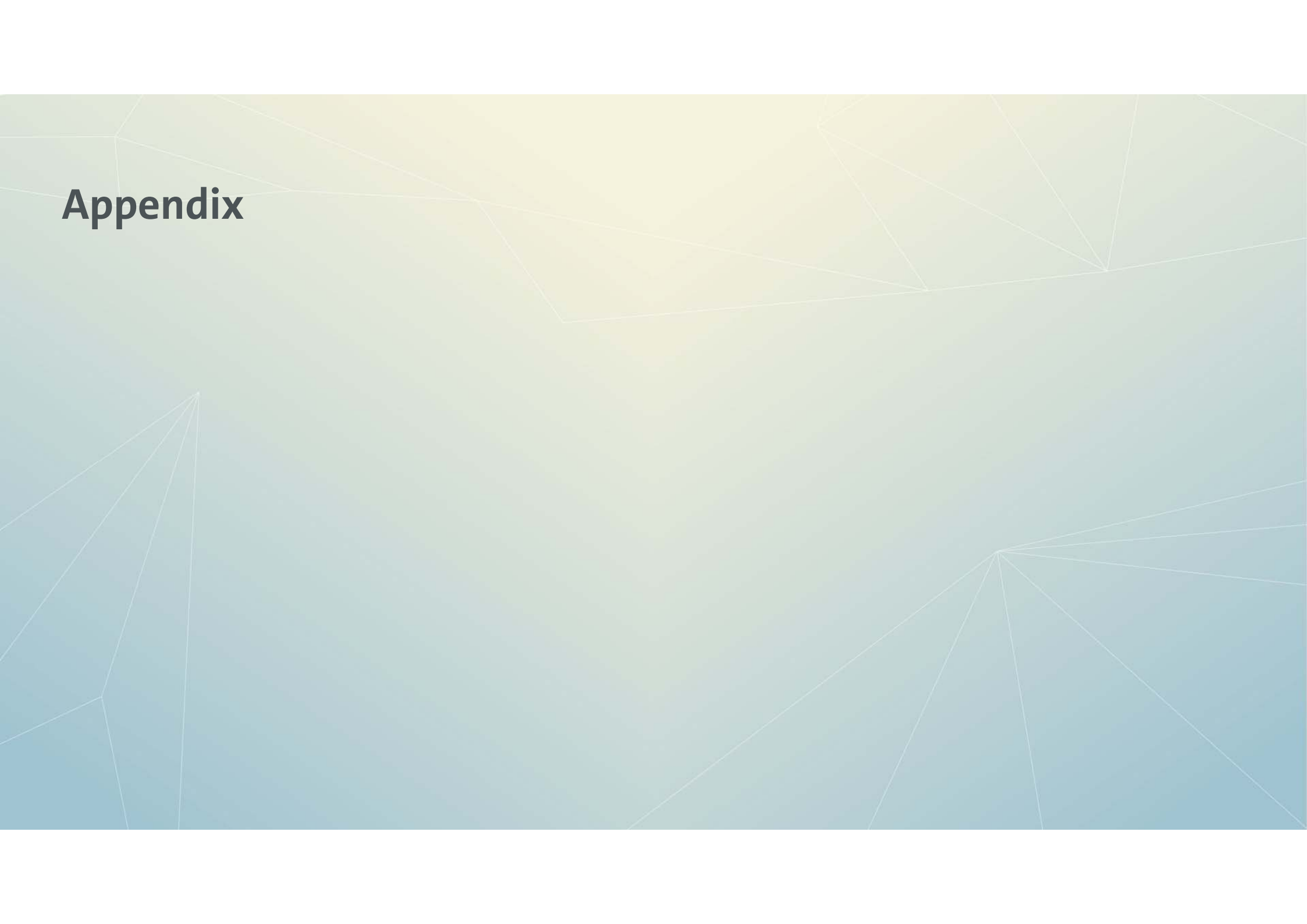


We are stepping on the gas in terms of profitability,
innovative power and sustainability

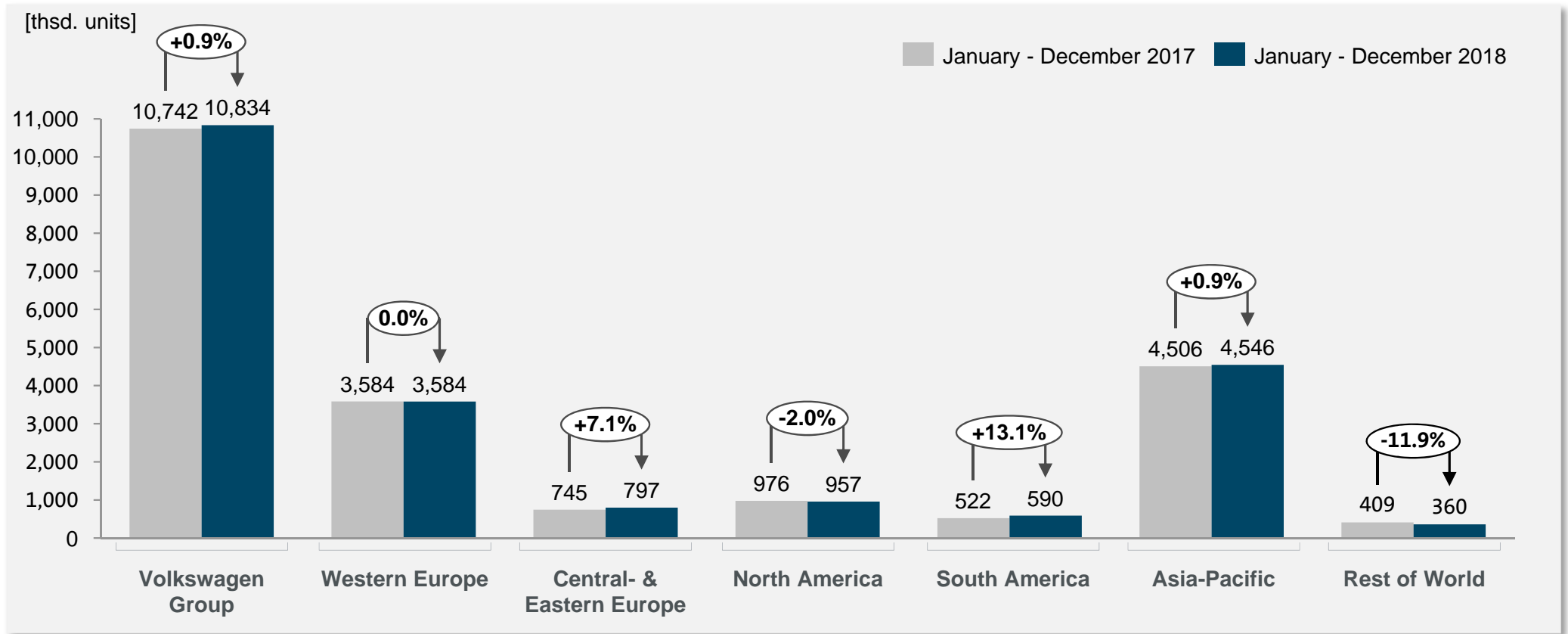
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Appendix



Volkswagen Group – Deliveries to Customers by Markets¹⁾ (January to December 2018 vs. 2017)



¹⁾ Incl. all brands of Volkswagen Group (Passenger Cars and Commercial Vehicles), excl. Ducati; +0.6% excl. Volkswagen Commercial Vehicles, Scania and MAN.