

Shaping the transformation together.

Volkswagen Group

Volkswagen AG / Volkswagen Financial Services

Asia-Pacific Fixed Income Investor Roadshow, Seoul, 28 November 2018

Disclaimer

The following presentations contain forward-looking statements and information on the business development of the Volkswagen Group. These statements may be spoken or written and can be recognized by terms such as “expects”, “anticipates”, “intends”, “plans”, “believes”, “seeks”, “estimates”, “will” or words with similar meaning. These statements are based on assumptions, 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.

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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Volkswagen AG

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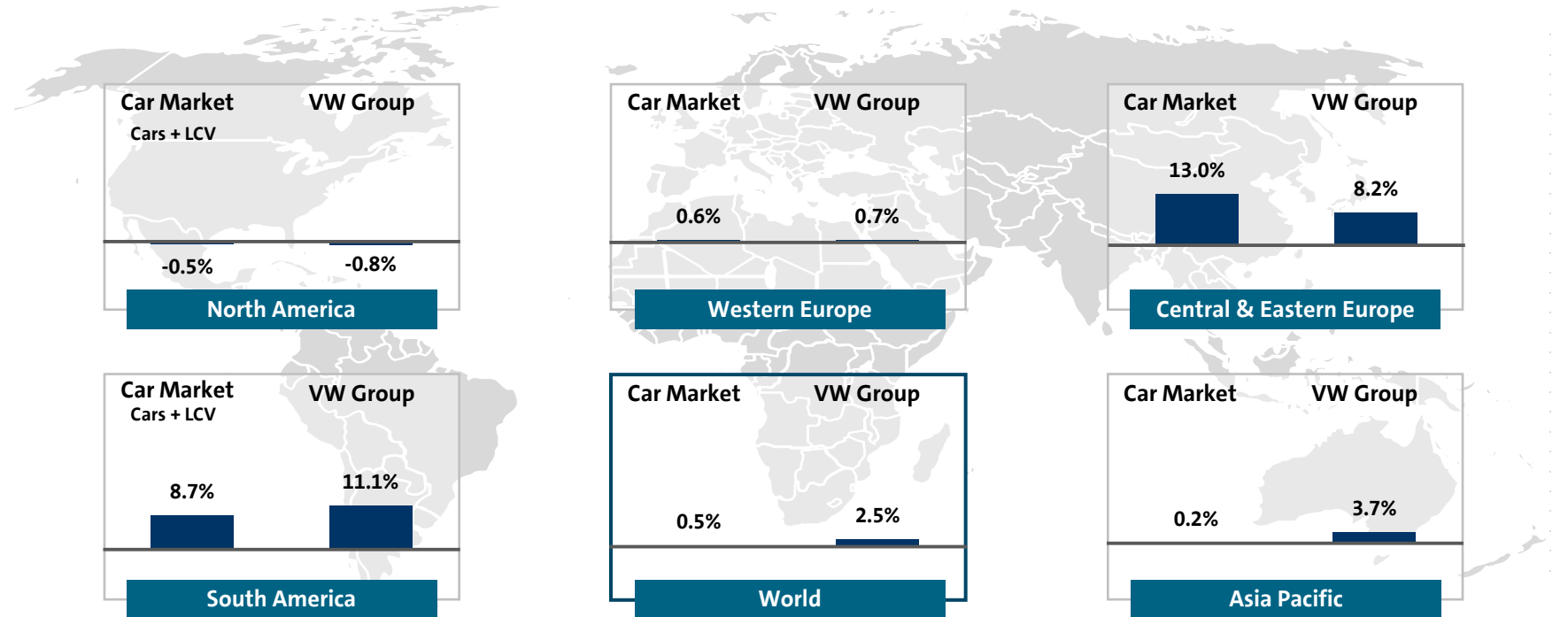
Bernd Bode – Head of Group Treasury and Investor Relations

Volkswagen Financial Services Korea Company Limited

Gavin Zhong

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

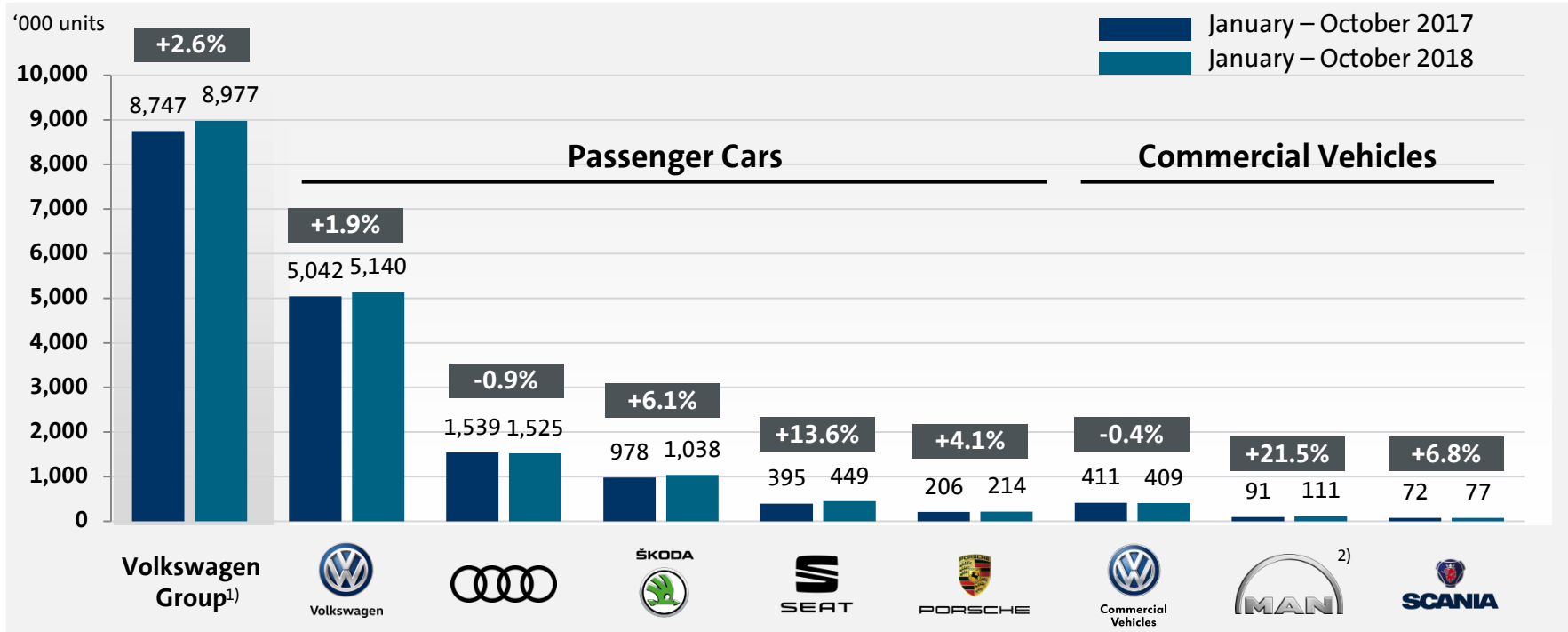
(Growth y-o-y in deliveries to customers, January to October 2018 vs. 2017)



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

Volkswagen Group – Deliveries to Customers by Brands

(January to October 2018 vs. 2017)

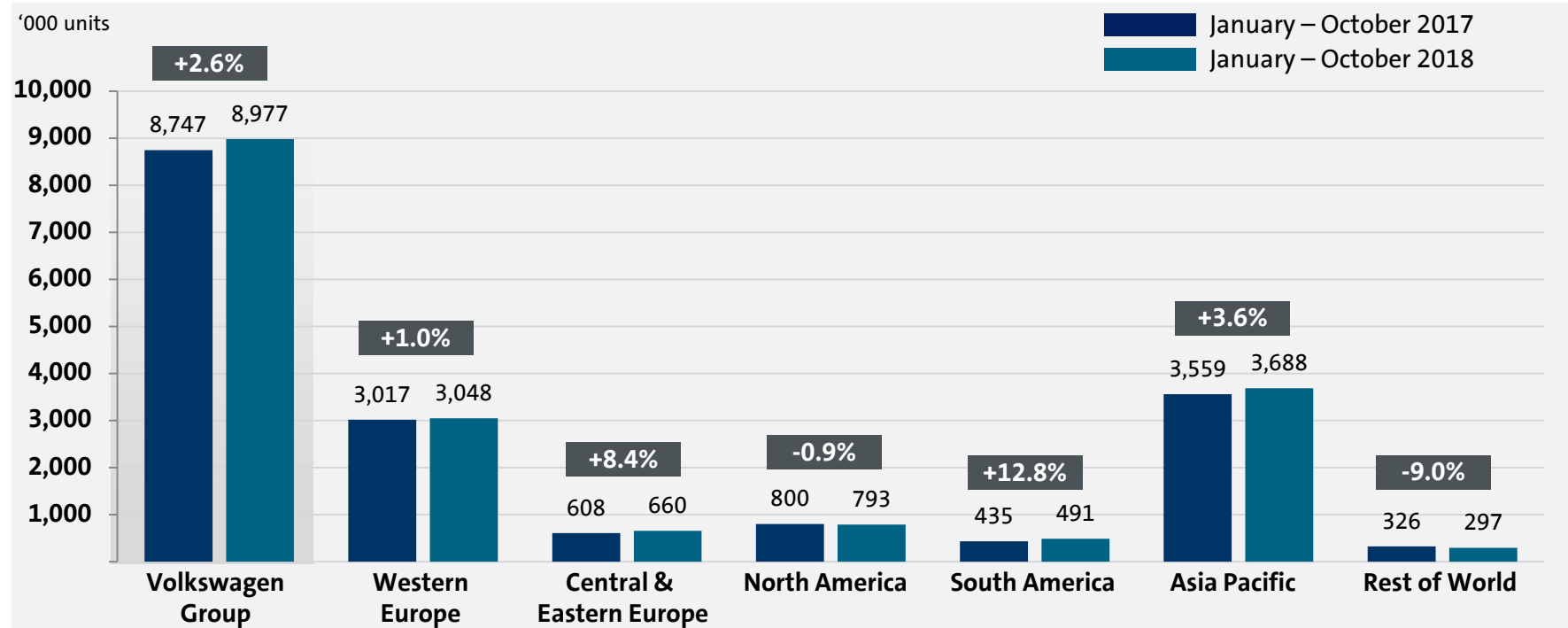


¹⁾ Incl. all brands of Volkswagen Group (Passenger Cars and Commercial Vehicles); +2.5% excl. Volkswagen Commercial Vehicles, Scania and MAN.

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

Volkswagen Group – Deliveries to Customers by Markets¹⁾

(January to October 2018 vs. 2017)



¹⁾ Incl. all brands of Volkswagen Group (Passenger Cars and Commercial Vehicles); +2.5% excl. Volkswagen Commercial Vehicles, Scania and MAN.

Volkswagen Group – Key Financial Figures¹⁾

(January to September 2018 vs. 2017)

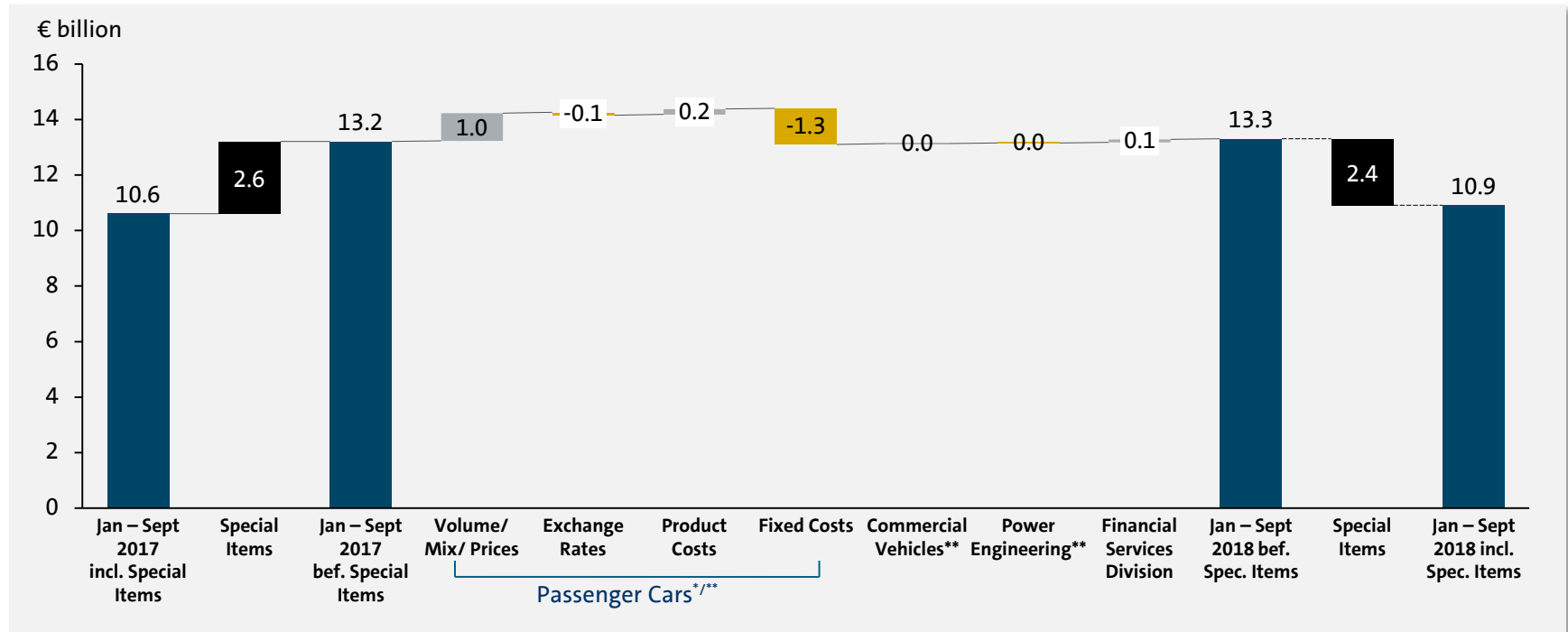
thousand vehicles / € million	2018	2017 ²⁾	+/- (%)
Vehicle Sales ³⁾	8,123	7,913	+2.7
Sales revenue	174,577	170,065	+2.7
Operating profit before Special Items	13,306	13,231	+0.6
<i>% of sales revenue</i>	7.6	7.8	
Operating profit	10,871	10,636	+2.2
<i>% of sales revenue</i>	6.2	6.3	
Financial result	1,647	-347	x
of which: At-equity result ³⁾	2,448	2,378	+2.9
of which: Other financial result	-800	-2,725	+70.6
Profit before tax	12,518	10,290	+21.7
<i>% Return on sales before tax</i>	7.2	6.1	
Profit after tax	9,376	7,543	+24.3

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. The joint venture companies in China are accounted for using the equity method and recorded an operating profit (proportionate) of €3,330 million (€3,305 million).

Volkswagen Group – Analysis of Operating Profit¹⁾

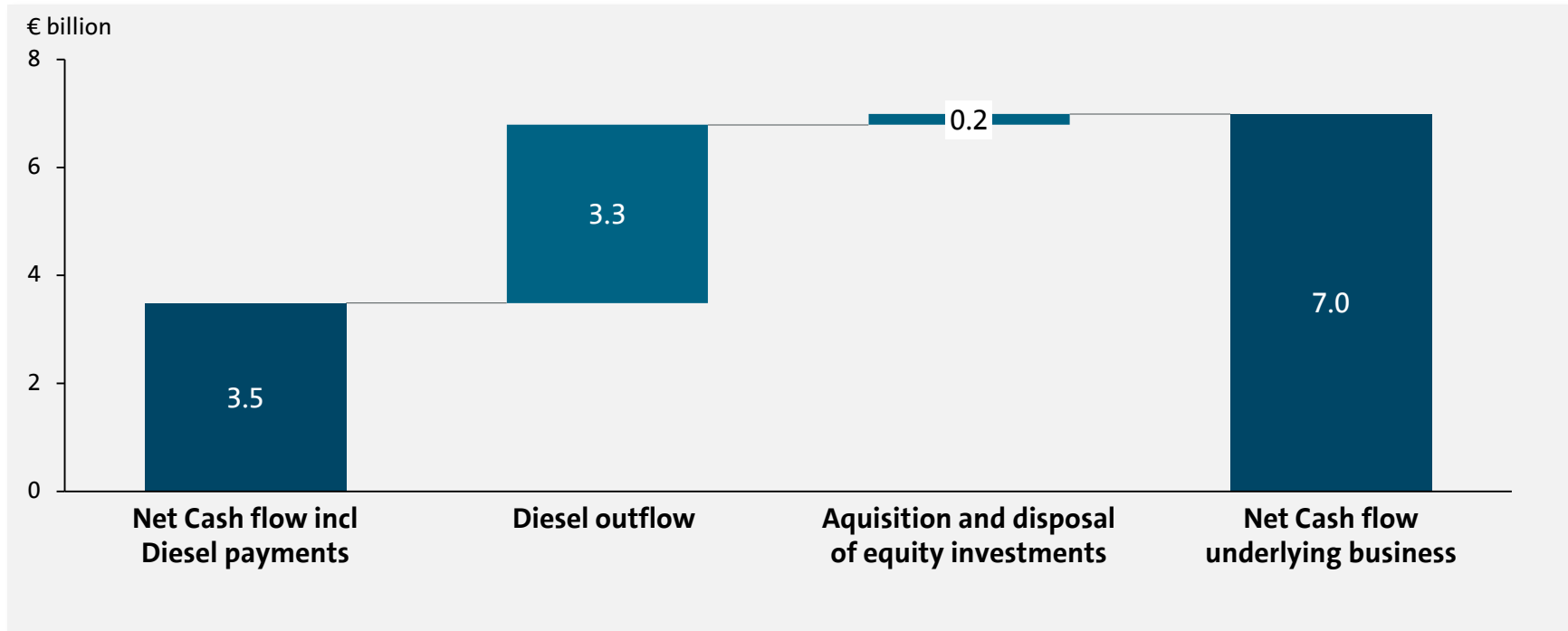
(January to September 2018 vs. 2017)



¹⁾ All figures shown are rounded, minor discrepancies may arise from addition of these amounts. *) without FS **) including PPA

Automotive Division Net Cash Flow (ex Diesel payments)¹⁾

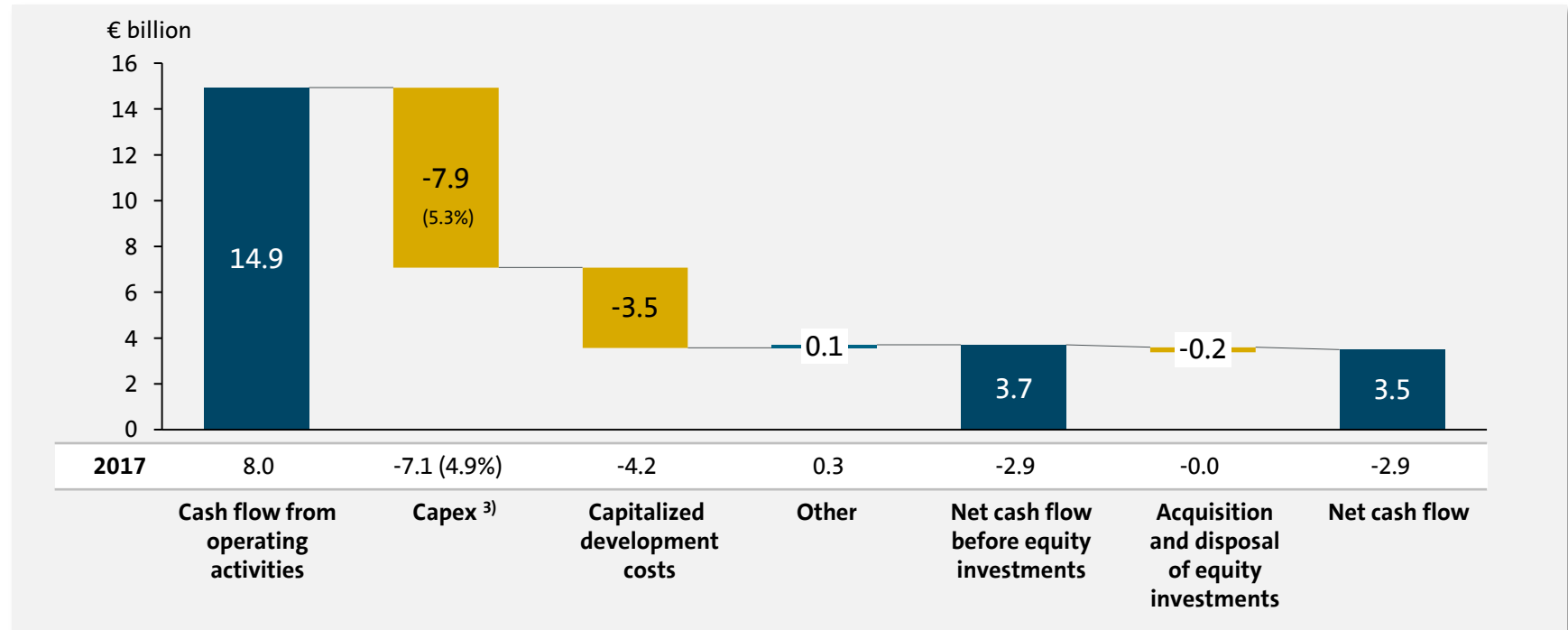
(January to September 2018)



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

Automotive Division Net Cash Flow Development¹⁾²⁾

(January to September 2018)

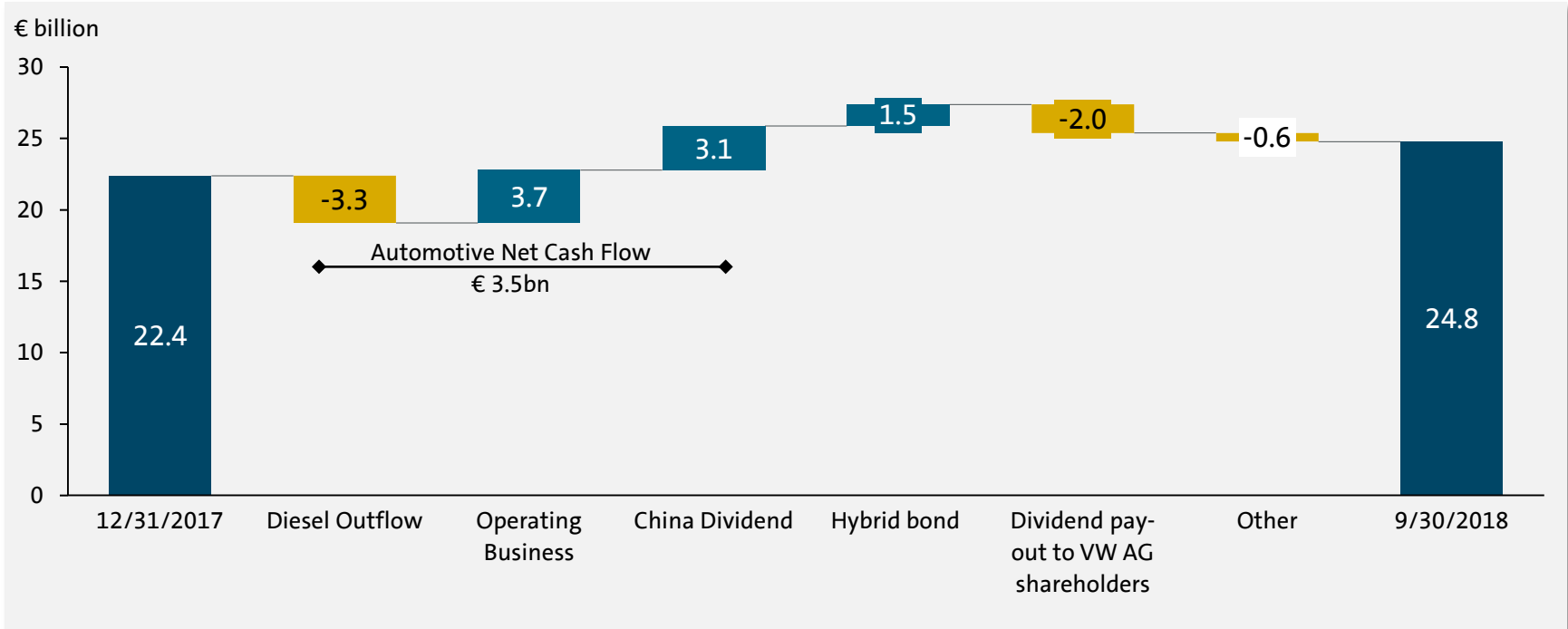


¹⁾ All figures shown are rounded, minor discrepancies may arise from addition of these amounts. ²⁾ Including allocation of consolidation adjustments between Automotive and Financial Services divisions.

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

Automotive Division – Net Cash Flow drives solid Net Liquidity¹⁾

(January to September 2018)



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

Volkswagen Group – Analysis by Business Line¹⁾

(January to September 2018 vs. 2017)

thousand vehicles / € million	Vehicle sales		Sales revenue		Operating profit	
	2018	2017	2018	2017 ⁷⁾	2018	2017
Volkswagen Passenger Cars	2,753	2,632	62,508	58,278	2,330	2,504
Audi	1,107	1,147	44,257	44,028	3,671	3,941
ŠKODA	698	700	12,598	12,338	1,083	1,206
SEAT	462	436	7,744	7,255	237	154
Bentley	7	7	1,092	1,321	-137	31
Porsche Automotive ²⁾	190	180	17,507	15,703	3,197	2,890
Volkswagen Commercial Vehicles	337	371	8,572	8,919	628	698
Scania ³⁾	69	65	9,634	9,304	991	947
MAN Commercial Vehicles	98	80	8,599	7,970	222	269
MAN Power Engineering	-	-	2,489	2,355	142	107
VW China ⁴⁾	3,021	2,917	-	-	-	-
Other ⁵⁾	-619	-623	-25,059	-21,272	-974	-1,277
Volkswagen Financial Services	-	-	24,635	23,864	1,915	1,763
Volkswagen Group before Special Items	-	-	-	-	13,306	13,231
Special Items	-	-	-	-	-2,435	-2,595
Volkswagen Group	8,123	7,913	174,577	170,065	10,871	10,636
Automotive Division ⁶⁾	8,123	7,913	148,424	144,754	8,832	8,717
of which: Passenger Cars	7,625	7,400	119,646	116,642	7,393	7,308
of which: Commercial Vehicles	498	513	26,289	25,757	1,486	1,484
of which: Power Engineering	-	-	2,489	2,355	-46	-75
Financial Services Division	-	-	26,153	25,311	2,039	1,919

¹⁾ All figures shown are rounded, minor discrepancies may arise from addition of these amounts. ²⁾ Porsche (Automotive and Financial Services): sales revenue € 19,117 (17,120) million, operating profit € 3,329 (3,006) 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 € 3,330 (3,305) 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 15 of the Interim Report.

Volkswagen Group – Outlook for 2018

Deliveries to customers (‘000 vehicles)

+ 4.3%

10,297

10,741

Sales revenue (€ billion)

+ 6.2%

217.3

230.7

Operating return on sales (%)

6.7¹⁾7.4¹⁾

2016

2017

Full Year



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 Items²⁾

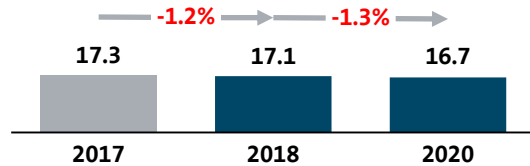
¹⁾ before Special Items. ²⁾ Operating return on sales after Special Items is expected to be moderately below that range.

Global Passenger Car Market 2017/2018/2020

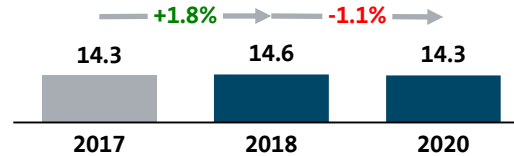
Slowdown in Western Europe due to falling demand in UK; Stagnation in USA at a high level; Recovery in Brazil and Russia from a low level; China remains largest driver of passenger car demand

million units

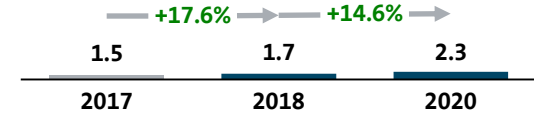
USA¹⁾



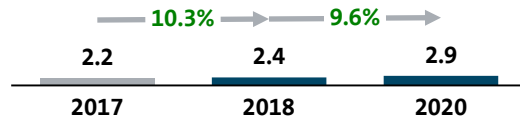
Western Europe



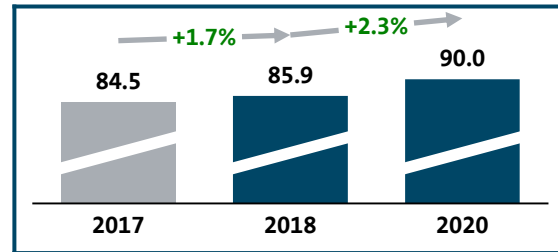
Russia



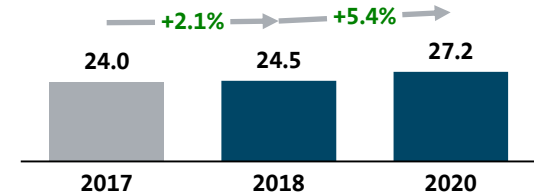
Brazil¹⁾



World¹⁾



China



■ Actuals ■ Forecast

Data source: IHS Automotive (10.2018)

¹⁾ Volume for North & South America includes light commercial vehicles (definition 'Light Vehicles') growth 2018-2020 = Compound Annual Growth Rate / yearly average

New and upcoming Premium and Luxury models enhancing our portfolio offer



Q1



A7 Sportback



911 Carrera T



Aventador S Roadster



RS 4 Avant

Q2



Urus

Huracán Performante
Spyder

Continental GT



911 GT3 RS

Q3



Q8



A6 Avant



A6 Sedan

Q4



Q3



Q2 LWB (China)



A1 Sportback



Macan Facelift

2019



e-tron



Audi R8 Facelift



Taycan



Bentayga Hybrid

Strong product momentum continues in Volume segments



Volkswagen



ŠKODA



SEAT



Commercial
Vehicles

Q1



up! GTI



Polo GTI



Virtus (SAM)



Karoq LWB (China)

Q2



Touareg



Jetta (US)



Kamiq (China)



Kodiaq (Russia)

Q3



Fabia



Bora (China)



T-Roc LWB (China)



e-Crafter

Q4



Cupra Ateca



Tayron (China)



E20X (China)



Crafter Kombi

2019



T-Cross



Tarraco



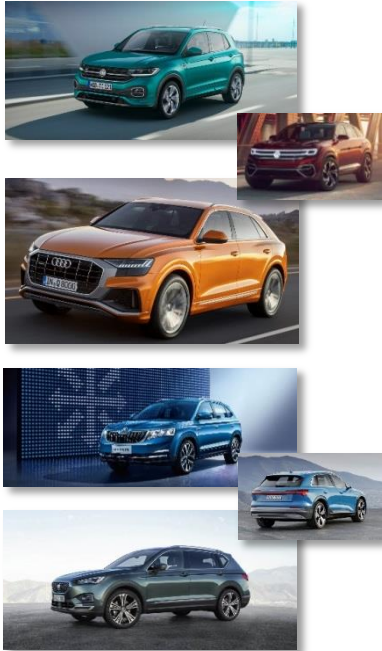
Passat Facelift (US)



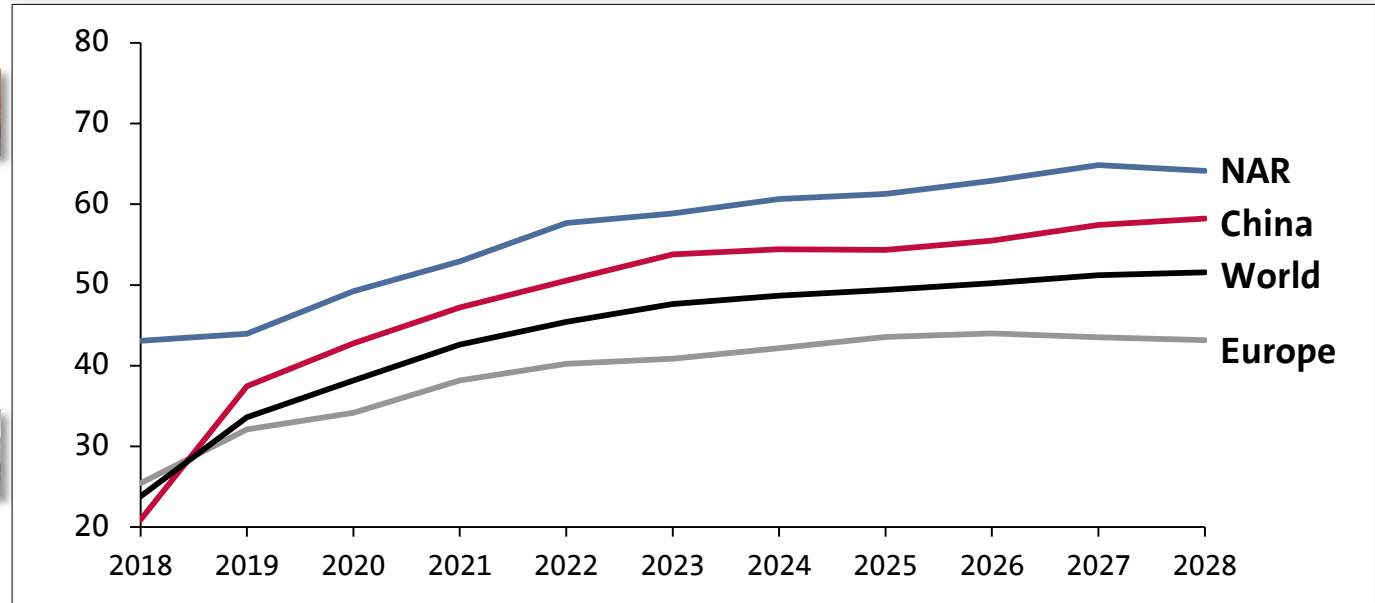
Scala

Strong Increase in our SUV mix

SUV mix by region based on expected regional Group sales



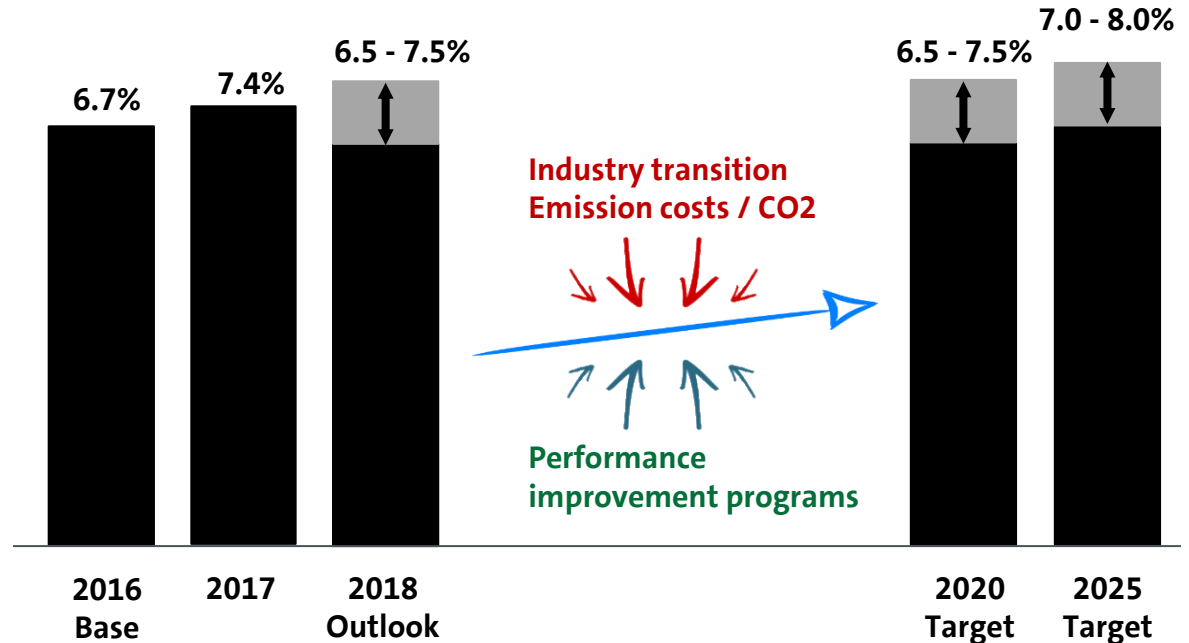
SUV share in % of regional Group deliveries to customers



Improving Group Return on Sales despite significant headwinds



Return on Sales



Clear Financial Targets and Milestones¹⁾

Key financial targets		2016 Actual	2017 Actual	2018 Outlook	2020 Targets	2025 Targets
Operating return on sales <u>Before</u> Special Items		6.7%	7.4%	6.5-7.5%	6.5-7.5%	7-8%
Return on investment Automotive Division <u>before</u> Special Items		13.9%	14.4%	12-14%	13-15%	> 15%
Capex ratio Automotive Division		6.9%	6.4%	6.5-7%	6%	6%
R&D cost ratio Automotive Division		7.3%	6.7%	6.5-7%	6%	6%
Cash Automotive Division	a) Net Cashflow²⁾	€ 7.2 bn	€ 10.1bn	≥ € 9 bn	≥ € 10 bn	> € 10 bn
	b) Net Liquidity	€ 27.2 bn	€ 22.4 bn	> € 20 bn	> € 20 bn ³⁾	~10% of Group turnover

¹⁾ As of 1st August, 2018. ²⁾ Ex diesel payments; cash outflows of around € 3 bn in 2016, € 16.1 bn in 2017 and € 3.3 bn in Q1-Q3 2018. ³⁾ Including the negative IFRS 16 impact, effective from 1st January 2019.

Earnings Quality & EPS growth

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 **10.3 €**

2020 Updated

CMD
March 2017

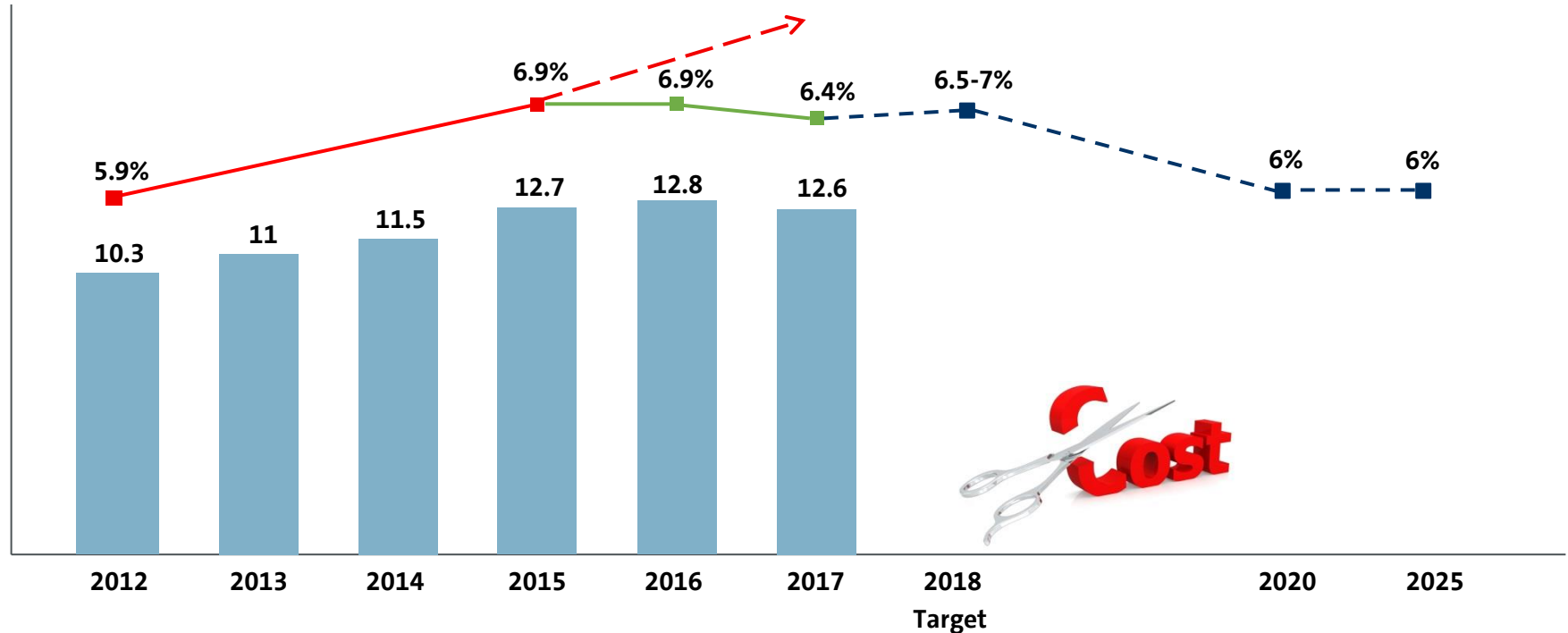
PR 66

PR 67

+ > 20 %		+ > 25 %		+ > 25 %
+ 25 %		+ ≥ 25 %		+ > 30 %
+ ≥ 25 %		+ ≥ 30 %		+ ≥ 40 %
+ ≥ 25 %		+ > 25 €		+ ≥ 30 €

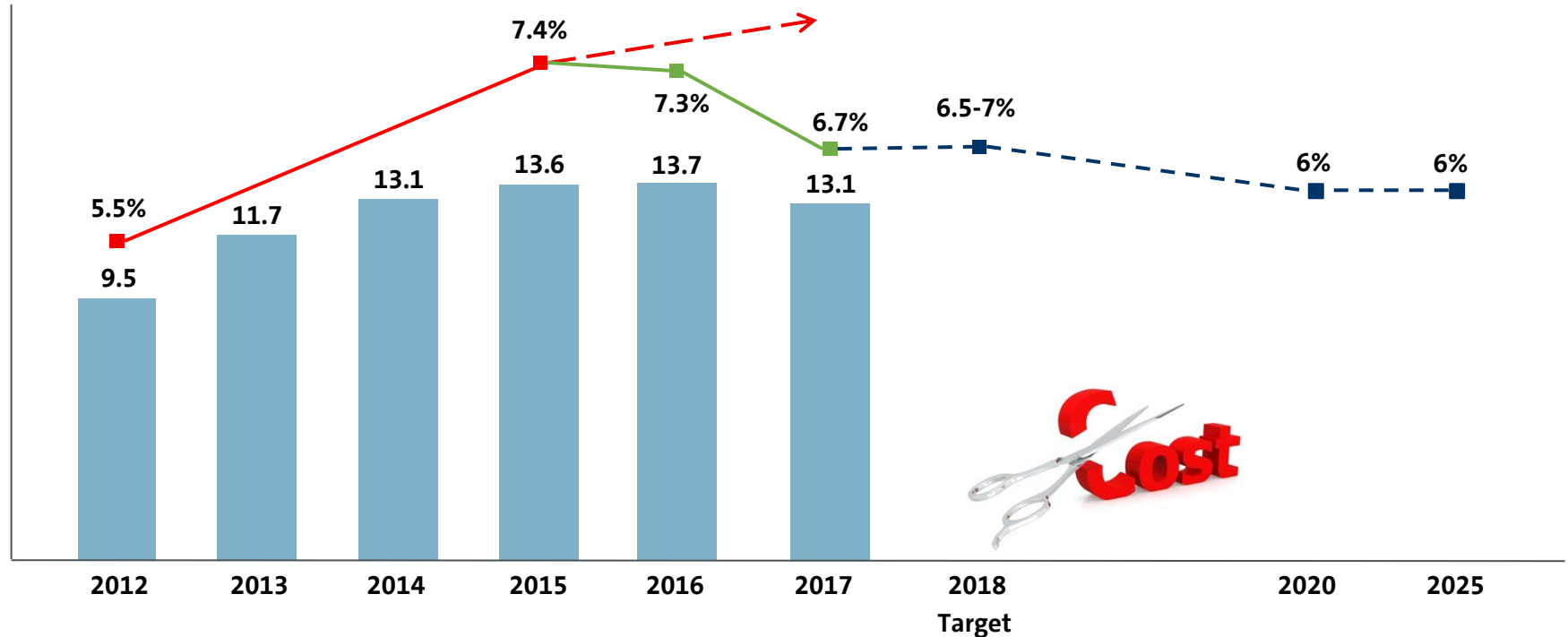
CAPEX Automotive Division

(€ billion, as % of sales revenue)



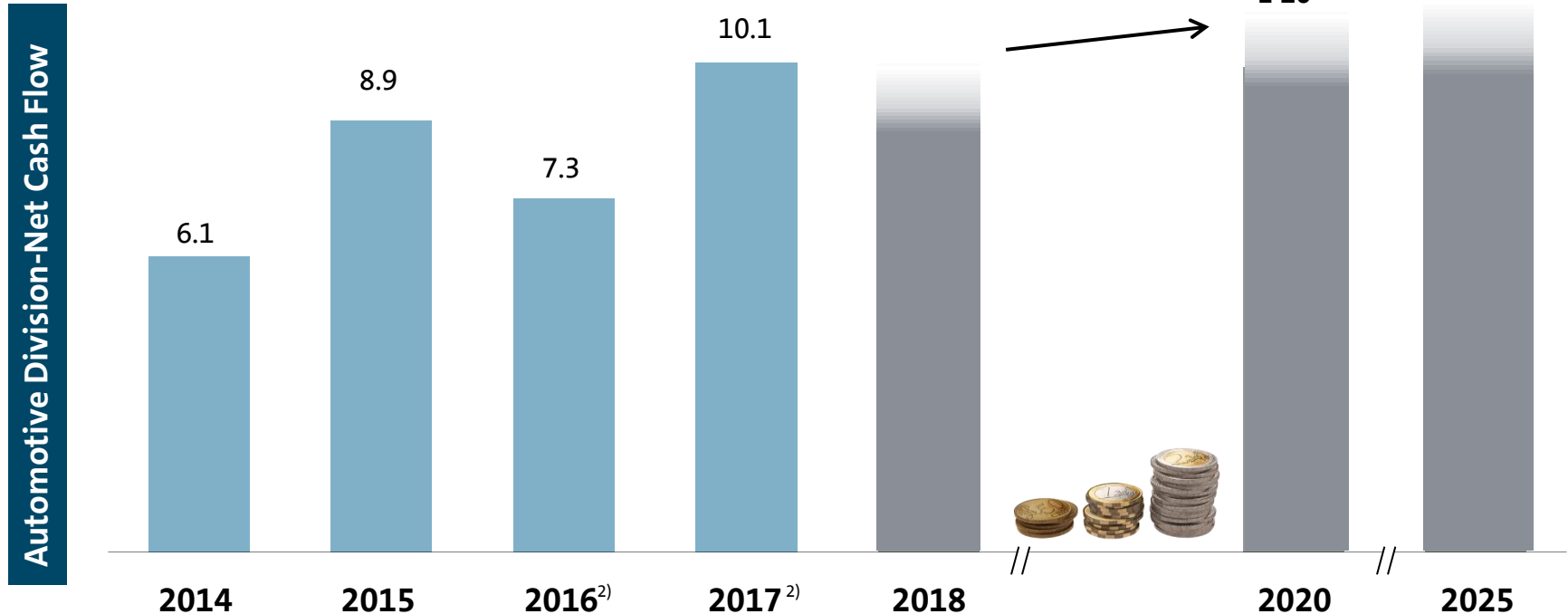
R&D Costs Automotive Division

(€ billion, as % of sales revenue)



Automotive Division-Net Cash Flow (ex Diesel payments)¹⁾

in € billion

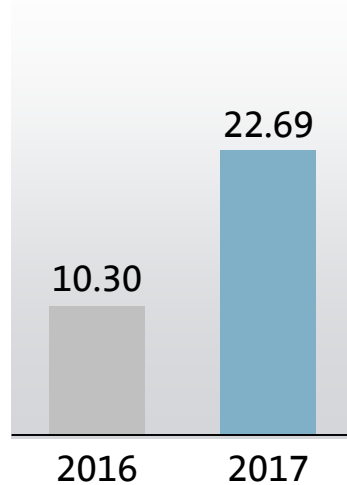


¹⁾ Incl. allocation of consolidation adjustments between Automotive and Financial Services divisions.

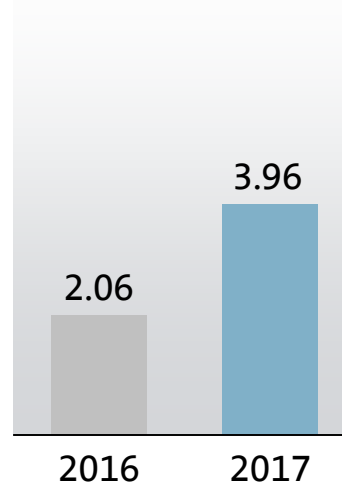
²⁾ Before around € 3 bn in 2016 and € 16.1 bn in 2017 Diesel related outflow.

Volkswagen AG – Attractive Dividend for Preferred Shares; almost doubled¹⁾

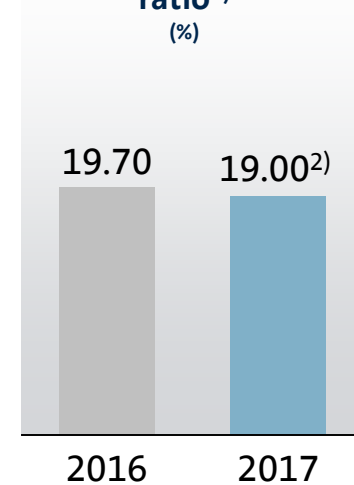
Earnings per Share (€)



Dividend per Share (€)



Dividend pay-out ratio¹⁾ (%)



Target EPS 2020
over € 25

Within current planning round / next 5 years
30% Dividend pay-out ratio¹⁾

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

²⁾ Business year 2017 adjusted for non-recurring effects related to the tax reform in the USA of € 1 bn.

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



Transform
core business

DEVELOP STRATEGIC CAPABILITIES

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

ENHANCE ENTREPRE- NEURIAL SPIRIT

8 Implement model line organization

9 Realign "Components" business

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

The Volkswagen Group is speeding up its transformation with the organizational realignment

Distributed Group Functions

Group steering

Lean and effective Group steering by transferring responsibilities to Group BoM members

Focusing

Group BoM focuses on strategic challenges

„All for one and one for all“

Shared goals

Brand Groups

Strong brands

Use and develop core competences of each individual brand

Synergies

Closer cooperation between brands by bundling in brand groups

High maturity level

More intensive exchange, synchronization and harmonization on strategy issues

Subsidiarity

Independence

Maximum subsidiarity for responsibility at all levels

Decision-making

Efficient decision-making through swifter processing in committees, etc. and use of fewer resources

Stability

Strategy process with clear targets, content and workflows

Creation of Brand Groups will reduce the complexity of the Group structure

Volume	Premium	Sport & Luxury	Truck & Bus	Procurement/ Components	Finance & IT	China
VW  Volkswagen	Audi 	Porsche 	MAN 	Procurement Components**	VOLKSWAGEN FINANCIAL SERVICES THE KEY TO MOBILITY	Region China
Škoda  ŠKODA	Lamborghini* 	Bentley 	Scania 			
SEAT  SEAT	Ducati* 	Bugatti 	Power Engineering*			
VW LCV  Commercial Vehicles						
MOIA  NEW MOBILITY MODELS						

* Allocation will be verified

** Temporarily responsibility of Group CEO, will be a combined Board of Management function

Deliveries

Key Financials & Cash

Outlook & Operative
Excellence

Strategy

Our Brands

Our Markets

Diesel

Integrity & Compliance

Commitment

Focus on strategy: Resolutely making progress toward sustainable mobility

**Sustainable mobility**

**Efficient
combustion
engines and
alternative
drives**



**Battery
technology**



**Charging
infrastructure**

MOIA
NEW MOBILITY MODES

**Mobility
services**



**Self-driving
system (SDS)**

E-mobility

Paving the way for sustainable mobility

Up to the end of **2022**: We will be putting more than **€34 bn** into e-mobility, digitalization, autonomous driving and mobility services – thereof in 2018: **€6.6 bn**



Up to the end of **2022**: 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.



Also putting more than **€90 bn** into the **conventional vehicle and drive portfolio** – thereof in 2018: **€19.8 bn**



Efficient combustion engines and alternative powertrains play a major role for the future of sustainable mobility

- Significant improvements in consumption and emissions of gasoline engines
- All new gasoline engines will be equipped with a particulate filter
- The latest Euro 6 diesel engines deliver above-average performance in the new WLTP¹⁾ cycle
- Significantly expanding the range of CNG²⁾ vehicles
- Working on synthetic fuels produced from renewable sources



¹⁾ Worldwide Harmonized Light-Duty Vehicles Test Procedure . ²⁾ Compressed Natural Gas

Responsibilities for Electric Toolkit Architecture

PPE

Premium
Platform
Electric



- Common modules and scale effects save up to 30% development costs (compared to brand excl. developments)
- Flexibility: Architecture open for other brands to be used in the future

MEB

Modular
Electrification
Kit



Volkswagen



- Economies of scale from use of MEB across entire Group
- Higher productivity and shorter manufacturing time
- Lower material and distribution costs

Audi e-tron and Porsche Taycan will change the premium electric game



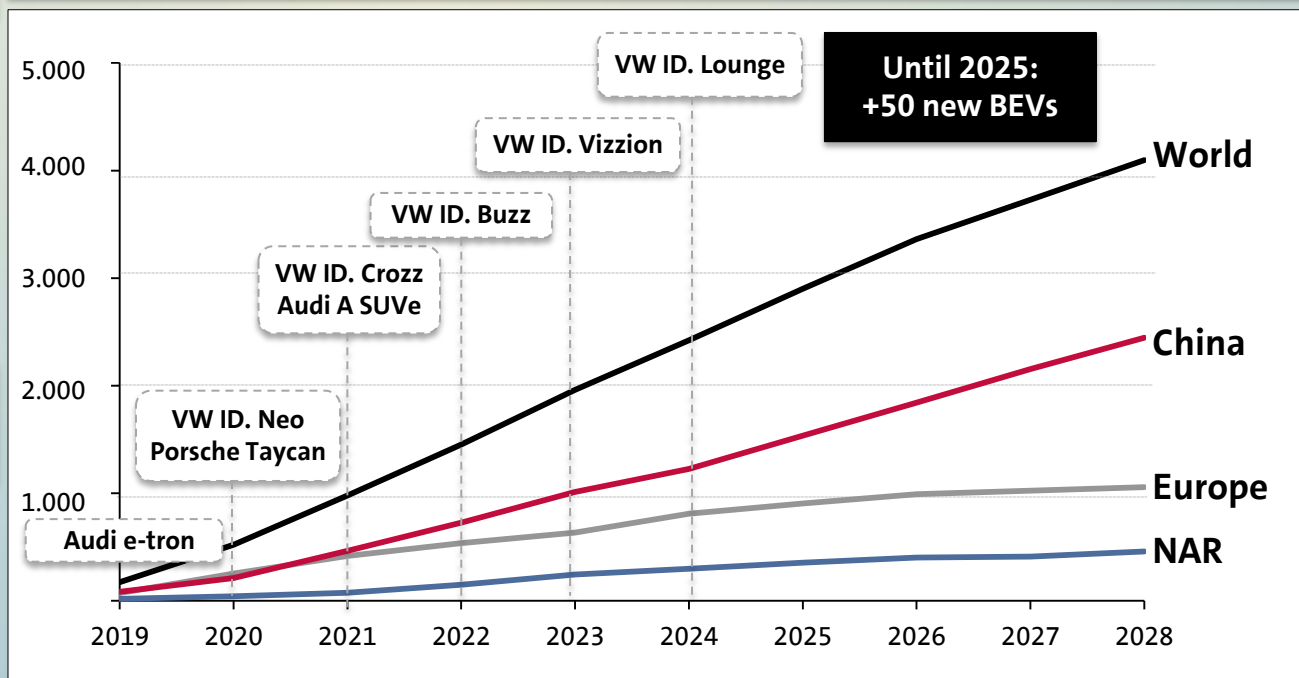
The Volkswagen Brand's I.D. family sets the new BEV benchmark in the volume segment



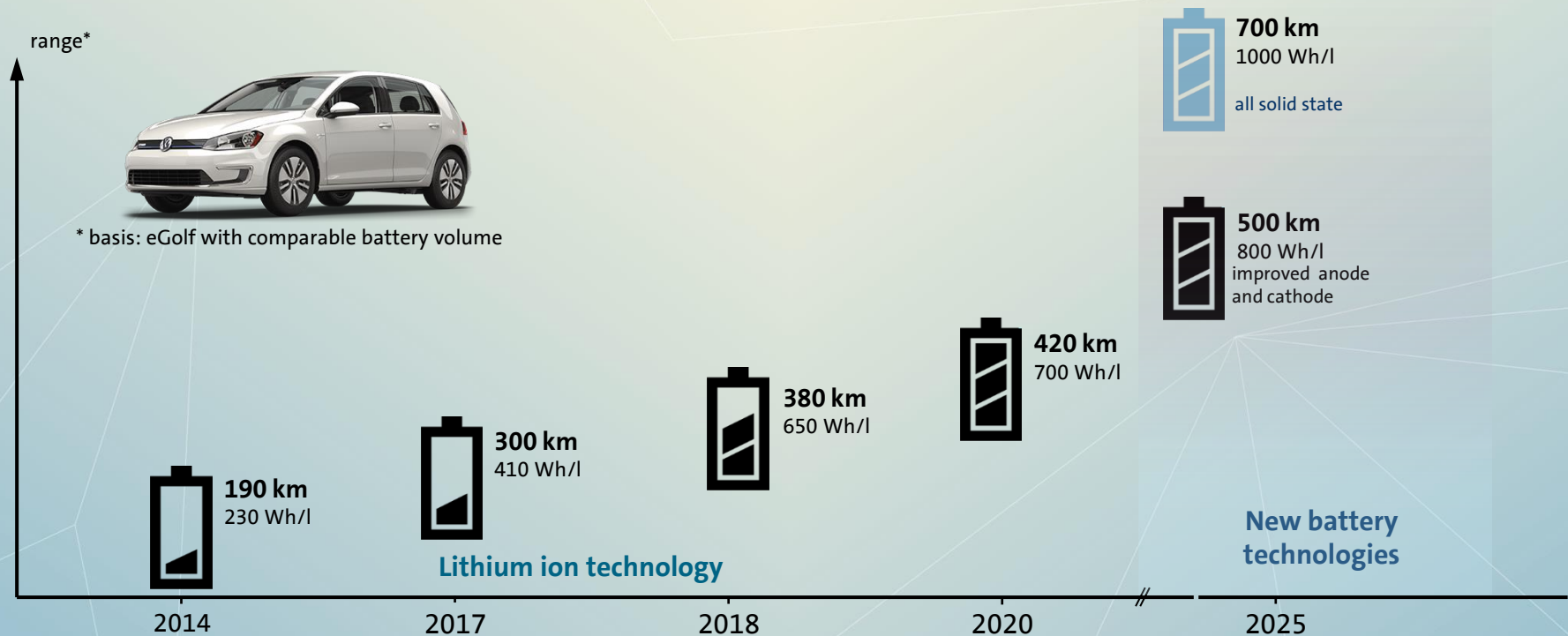
Strong Electrification of Product Portfolio



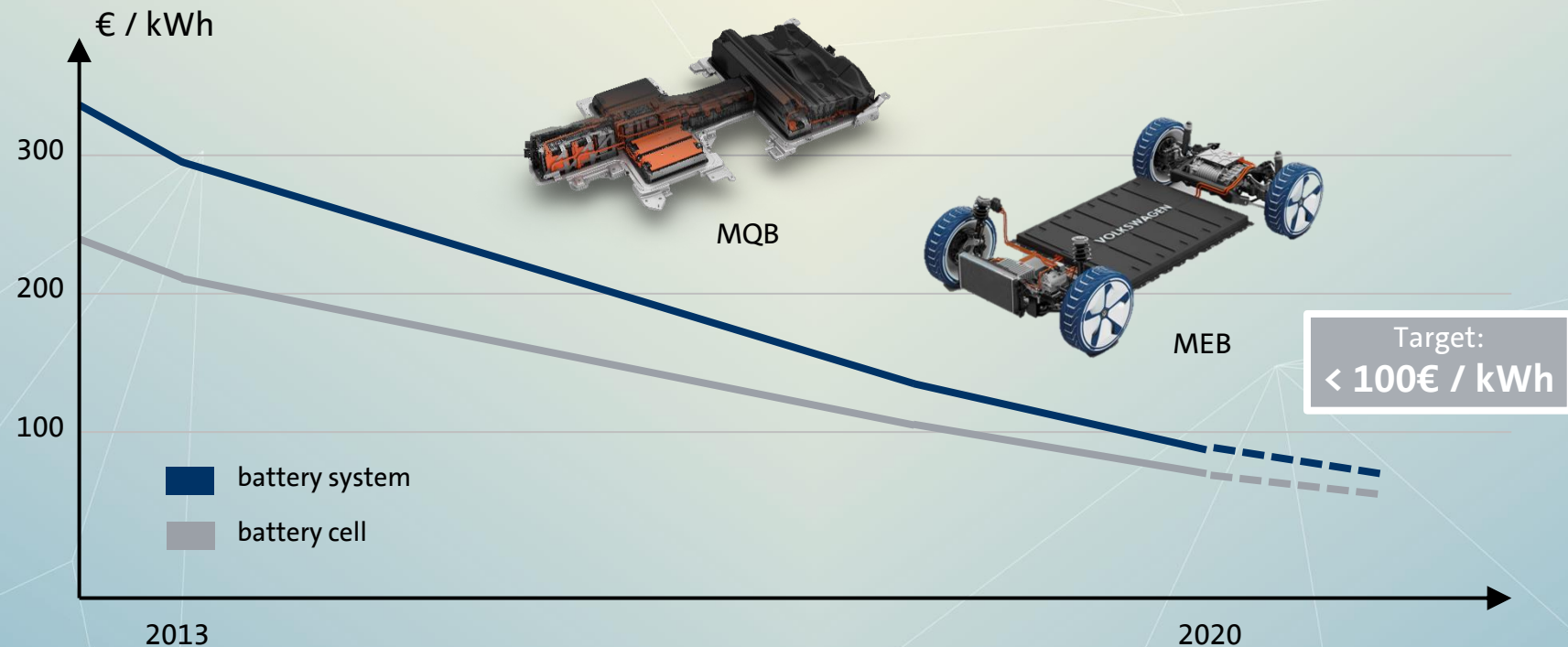
BEV volume per region in thousand units



Advances in battery technology will improve range, weight and costs



Battery costs will decrease significantly by 2020



Roadmap E - E-mobility model offensive of the Volkswagen Group



- 50 BEVs + 30 PHEVs
- 2-3m expected units or 20–25% Group sales intended to be purely battery-powered
- Own e-fleet requirements over 150 GWh of battery capacity
- MEB: € 50 bn battery cell procurement volume up to 2025, of which € 40 bn has already been awarded to suppliers



2025

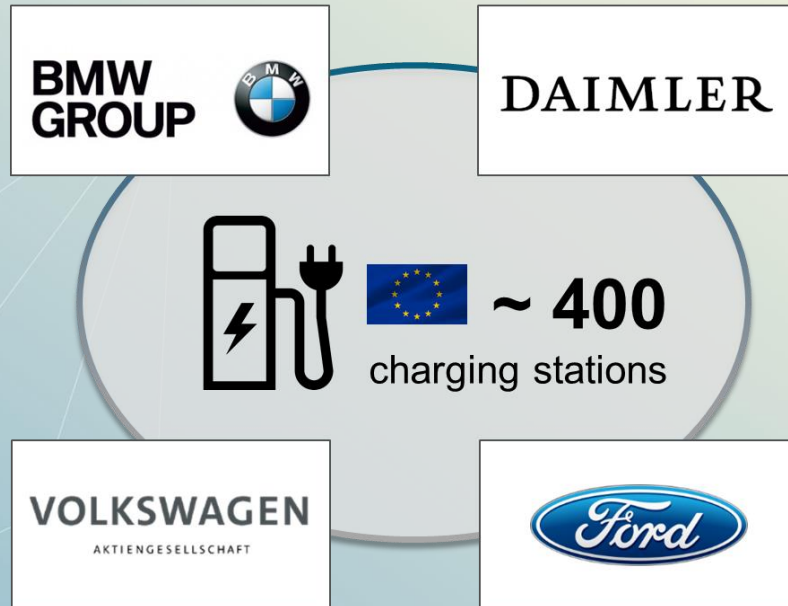
2030



- At least one electrified version for each of the Group's 300 or so models

Launch of Pan-European High-Power Charging Network IONITY¹⁾

IONITY



- Joint Venture of automotive manufacturers enables electric mobility on long-distance journeys
- Building of a High-Power-Charging (HPC) Network for electric vehicles starts operation
- 20 stations in multiple European countries started in 2017
- IONITY will implement and operate about 400 fast charging stations across European major thoroughfares until 2020
- A charging capacity of up to 350 kW enables to reduce charging time significantly when compared to existing systems
- Multi-brand compatibility with current and future generations of electric vehicles through Combined Charging System (CCS)

¹⁾ The founding partners, BMW Group, Daimler AG, Ford Motor Company and the Volkswagen Group, have equal shares in the joint venture, while other automotive manufacturers are invited to help expand the network.

Electrify America - Powering electric mobility

Investment of \$2 billion over 10 years in Zero Emission Vehicle (ZEV) infrastructure and education programs in the U.S.

Open network for all (even group external) OEMs and business partners

Highway sites every 70 miles on average, but **no more than 120 miles apart**, so shorter range ZEVs available today will be able to use this network

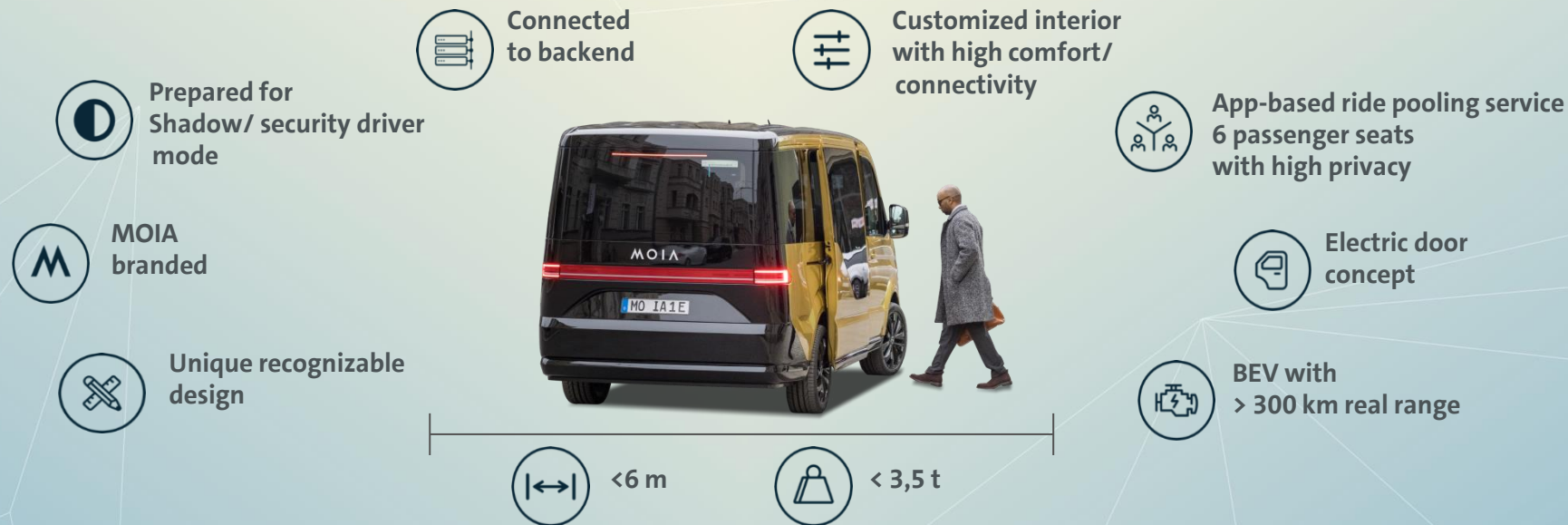


1st cycle:
We will establish a **network of ~4,700+ non-proprietary electric vehicle chargers** in **17 metros** and **on highways in 39 states**

Station chargers will be **extremely powerful**, capable of delivering **150 kW or 350 kW** to vehicles

Public access for all ZEV drivers will be ensured through **multiple technologies (Level 2 and DC fast charging: CCS Combo and Chademo connectors)**

Successful launch of MOIA Shuttle at end of 2017, customers show a high demand for this alternative form of mobility



- Test phase in Hanover with **2,000 users** under way
- **Project start** in Hamburg at **end-2018**: fleet will be expanded to **200 vehicles** in the first phase
- **Further cities** planned

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



“Stanley” Winner Darpa
Grand Challenge



2010



2017



Volkswagen Group
>200 AV related patents



Foundation AID GmbH



2018



MOIA Battery Electric
Special Purpose Shuttle



2021+



Personal Autonomous
Vehicles



Driving forward Strategy 2025: Implementation is accelerating I

ROADMAP E launched

RoadmapE



Center of Excellence for
battery technology established



Joint venture for rapid
charging network in place

IONITY



SEDRIC developed
and presented



Joint venture with JAC
created for e-mobility

JAC
MOTORS



TOGETHER

STRATEGY 2025

MOIA pilot started and
shuttle presented



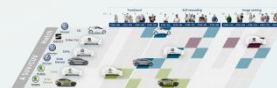
New technology partnerships
agreed



Realignment of Group
Components approved



Positioning of Group brands
sharpened



Board Digitalization
Committee established



Driving forward Strategy 2025: Implementation is accelerating II

Autonomy for Truck & Bus making good progress

TRATON
GROUP

Volkswagen Components becomes independent entity from January 2019



Components

Fuel cell technology partnership agreed



Product & technology offensive in China agreed



TOGETHER
STRATEGY 2025

Strategic cooperation in discussion

VOLKSWAGEN
AKTIENGESELLSCHAFT



Turnaround in South America initiated



INDIA 2.0 project launched



Volkswagen



SKODA

Volkswagen becomes largest shareholder



Volkswagen AG and Ford to explore Strategic Alliance, extend Capabilities, strengthen Competitiveness and better serve Customers



Commercial
Vehicles



Volkswagen AG and Ford Motor Company announced a Memorandum of Understanding¹⁾

Explore Strategic Alliance

Volkswagen AG and Ford are exploring a strategic alliance.

Extend Capabilities & Better Serve Customers

The companies are investigating several joint projects – including joint development of a range of commercial vehicles to better serve the evolving needs of customers globally.

Strengthen Competitiveness

Potential projects aim to strengthen each company's competitiveness; the companies will share updates as talks progress.

Equity Arrangements not involved

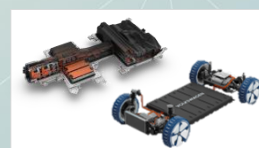
Volkswagen AG and Ford said any strategic alliance would not involve equity arrangements, including cross ownership stakes.

¹⁾ As of June 19th, 2018.

Why our Value Proposition is one of the best in the Industry?

1. Unique and Compelling **Brands and Products** and **Scale Potential**
2. Convincing holistic **TOGETHER – Strategy 2025** with embedded financial **KPI Targets**
3. Comprehensive **E-Strategy**
4. Optimal **Toolkit Infrastructure** for conventional and alternative power trains
5. We intend to deliver **Self-driving** at the touch of a button and become **Software** leaders
6. Upside Potential in **Core and Developing Markets**
7. Lead Position in **China**
8. **TRATON** Global Champion Potential and clear plan to achieve **Capital Market Readiness**
9. **Culture** of willingness to change: agile, innovative and integral backed by committed management and employees
10. Priority to work on protecting our **Society** and **Environment** for future generations also focusing on **Sustainable Supplier Relations**

Overarching vision is to become a
World-leading Provider of Sustainable Mobility



Overview Brand Targets (RoS, RoE)

Return on Sales in % ¹⁾	<u>2016</u>	<u>2017</u>	<u>Target 2018</u>	<u>2020</u>	<u>2025</u>
Volkswagen Group	6.7	7.4	6.5-7.5	6.5-7.5	7.0-8.0
Volkswagen Brand	1.8	4.1	4-5	4-5	≥6
Audi	8.2	8.4	8-10	8-10	8-10
Porsche Automotive	17.4	18.5	>15	>15	>15
ŠKODA	8.7	9.7	8-9	6-7	≥7
Volkswagen Commercial Vehicles	4.1	7.2	5-6	4-5	>6
TRATON ²⁾	<u>2016</u>	<u>2017</u>	<u>Target 2018</u>		
• Scania	9.5				
• MAN Commercial Vehicles	2.3	6.9	6-7		
Return on Equity (norm. 8%)	<u>2016</u>	<u>2017</u>	<u>Target 2018</u>	<u>2020</u>	<u>2025</u>
Volkswagen Financial Services	15.6%	15.8%	14-16%	14-16%	20%

¹⁾ Before special items. ²⁾ For peer-group analysis: Truck & Bus Business RoS is calculated as the sum of Scania and MAN Commercial Vehicles. ³⁾ Strategic target the Truck and Bus Business wants to achieve over the cycle

Deliveries

Key Financials & Cash

Outlook & Operative
Excellence

Strategy

Our Brands

Our Markets

Diesel

Integrity & Compliance

Commitment

Starting point „TRANSFORM 2025+“ STRATEGY will put the Volkswagen Brand to the top of the automotive industry

STRENGTHEN CORE BUSINESS

2% RoS¹⁾

SUV Offensive

Turnaround in the Regions

Brand Positioning

Productivity / Costs

New Skills

LEAP TO THE TOP OF ELECTRIC MOBILITY

≥ 4% RoS

Electric Offensive

Digital Ecosystem

Operational Excellence

MAJOR TRANSFORMATION

≥ 6% RoS

New Business Models

New Mobility solutions

Autonomous Driving

GLOBAL MARKET LEADER IN AUTOMOBILITY

> 6% RoS

2015

2020

2025

2030

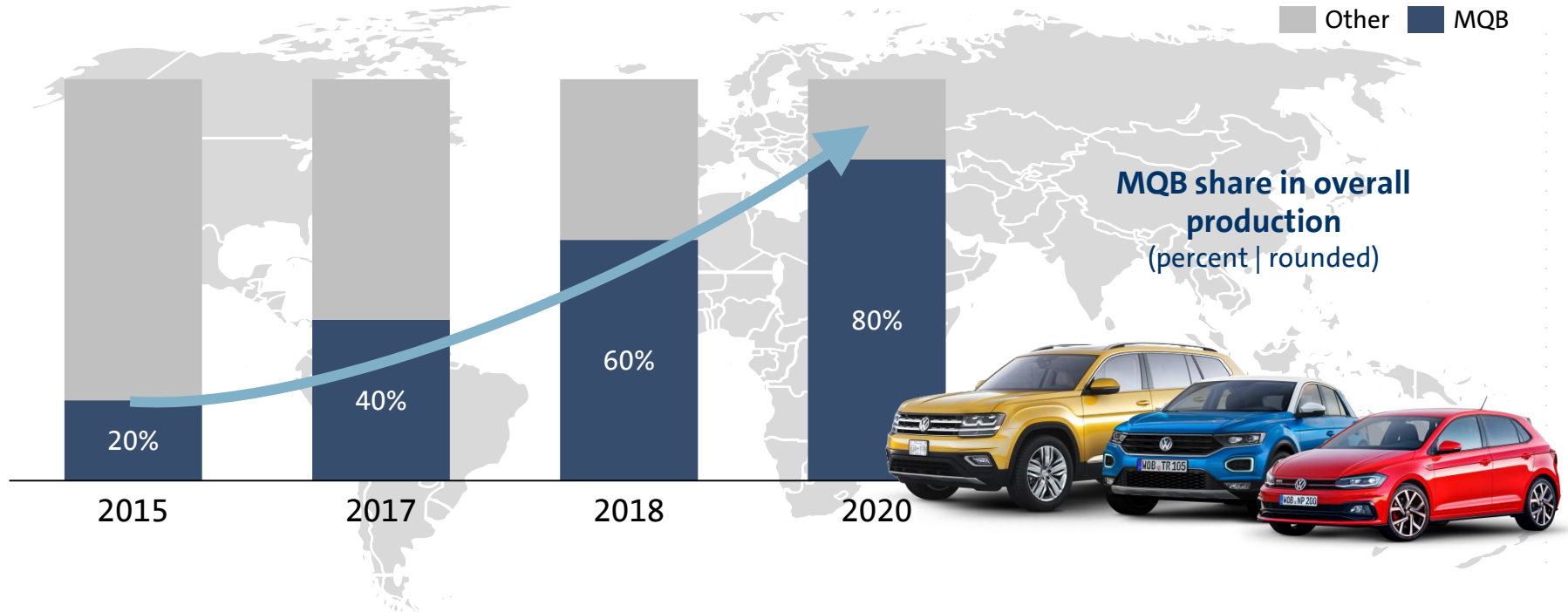
¹⁾ Before special items.

Volkswagen Brand Clear Financial Targets and updated Milestones

	Forecast 2018	Target 2020	Target 2025
Sales revenue	up to +10 %	-	-
Operating return on sales	4–5 %	4–5 %	≥ 6 %
Capex ratio	4–5 %	4–5 %	4–5 %
R&D ratio	~4 %	4 %	4 %
Free cash flow	Positive operating cash flow ¹⁾	> € 1 bn	>> € 1 bn

¹⁾ Before special items.

Further roll-out of MQB offers substantial benefits for Volkswagen Brand



Increase in competitiveness and safeguarding the future are the focus points of the Future Pact agreement

Working Group 1 Production

- Increase of productivity by 25%
- Reduction of plant costs

Working Group 2 Components

- Increase of productivity by 25%
- Discontinuation of unprofitable products

Working Group 3 Technical Development

- Reduction of hardware-oriented development work
- Increased efficiency in development processes

Working Group 4 Administration

- Reduction of bureaucracy

Secure the Future

- 4 additional models:
2 conventional and 2 MEB vehicles
- Investments in:
 - Electric drive trains
 - Pilot facility battery cell
 - Battery system
- Competency/capacity increase in autonomous driving, electrification, connectivity etc.
- Creation of employment in new business segments

Reduction in workforce based on demographic curve¹⁾

¹⁾ ~ 9,350 early retirement contracts signed in 2017.

Core challenges in the commercial vehicle industry

Cyclical markets



Strong correlation to GDP in developed world
Not all regions hit by economic downturns at the same time

Further globalization



The megatrend of globalization has a direct influence on future developments in freight transportation and the commercial vehicle industry

Emission regulations



Europe with aggressive regulations, focus shifting to e-mobility and alternative fuels
Emerging Markets also have ambitious roadmap

Connectivity & digitalization



Platooning and partly-autonomous driving as transition solutions
Data management for customers and traffic of broad interest (e.g. RIO for digital solutions)

After sales and future business models



After sales increasingly important as alternative source of revenues
Future business models (e.g. connectivity, clean driving) to actively shape the future of transportation

Shaping the future of the Commercial Vehicles business



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, as connectivity environment, coordinating partner services within the Group.

Project "Next Level"

- Further increase the company's maturity, efficiency and innovativeness.
- Achievement of capital market readiness: meet technical and structural requirements of the capital market.
- Changed name and legal structure from Volkswagen Truck & Bus GmbH to TRATON AG and in a second step into a Societas Europaea (SE).
- Focus on Commercial Vehicles. Agreement on the sale¹⁾ of MAN SE's stake in MAN Energy Solutions SE and RENK AG to subsidiary of VW AG.
- IPO is just one of several options. Dependent on the market environment and economic conditions.
- Final decision of higher regional court (Oberlandesgericht) in appraisal proceeding to MAN SE regarding DPLTA²⁾. In addition DPLTA has been terminated with effect as of January 1, 2019.

¹⁾ Sale is intended to be completed by year-end 2018. ²⁾ Domination and Profit and Loss Transfer Agreement between MAN SE and TRATON AG.

Deliveries

Key Financials & Cash

Outlook & Operative
Excellence

Strategy

Our Brands

Our Markets

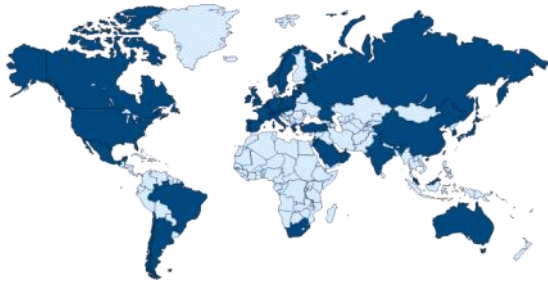
Diesel

Integrity & Compliance

Commitment

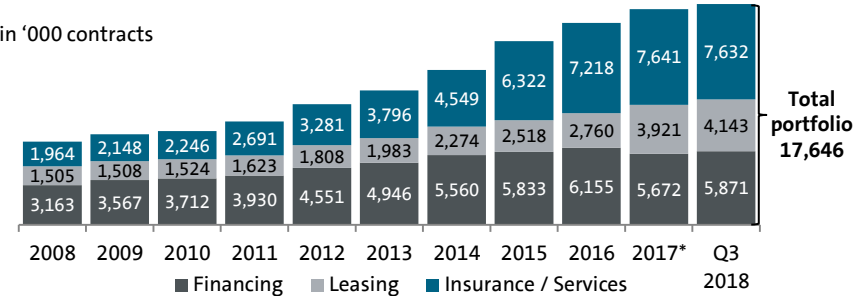
Volkswagen Financial Services¹⁾: global, well diversified and successful

Strong global presence

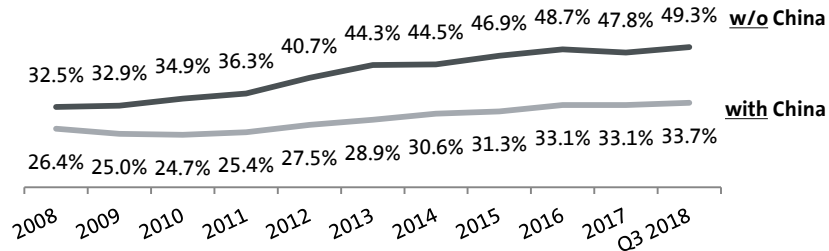


Continuous portfolio expansion

in '000 contracts



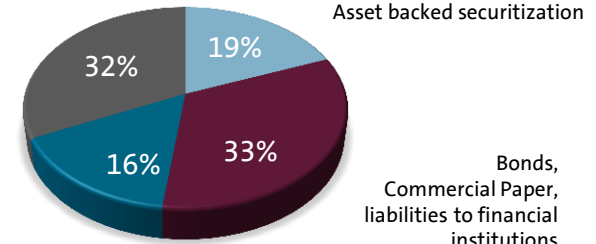
Rising penetration rates



Diversified funding structure

Equity, liabilities to
affiliated companies,
other

Customer deposits



30.09.2018: € 200.8 bn

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

Deliveries

Key Financials & Cash

Outlook & Operative
Excellence

Strategy

Our Brands

Our Markets

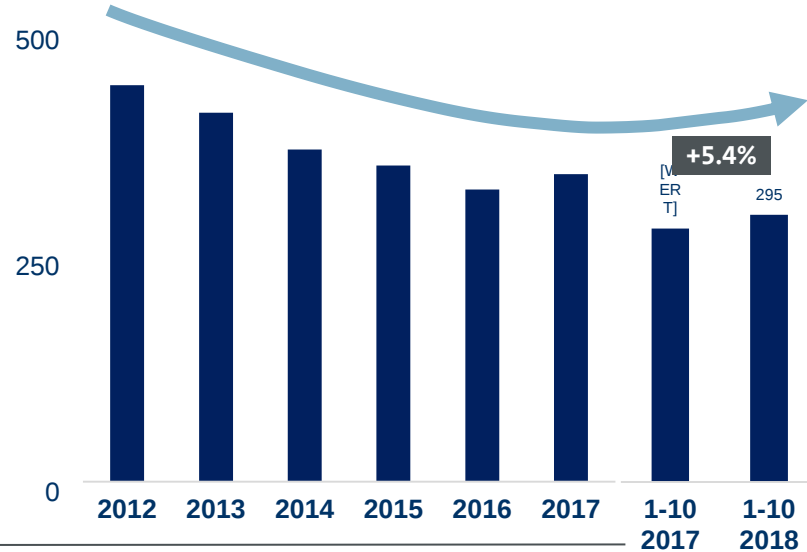
Diesel

Integrity & Compliance

Commitment

Volkswagen Brand – Turnaround in the US with new products from 2017 onwards

Deliveries to US customers, '000' units



Market Share %

Year	Market Share %
2012	3.0
2013	2.6
2014	2.2
2015	2.0
2016	1.8
2017	2.0

SUV offensive #1

New Sedans

SUV offensive #2

2017



Atlas



Tiguan



Refreshed Golf

2018-19



Jetta



Passat



Arteon

2019-21



Midsize SUV 5s



Compact SUV



ID Crozz

A product offensive is initiating a new growth phase in South America

Product offensive in South America



Polo G



Virtus



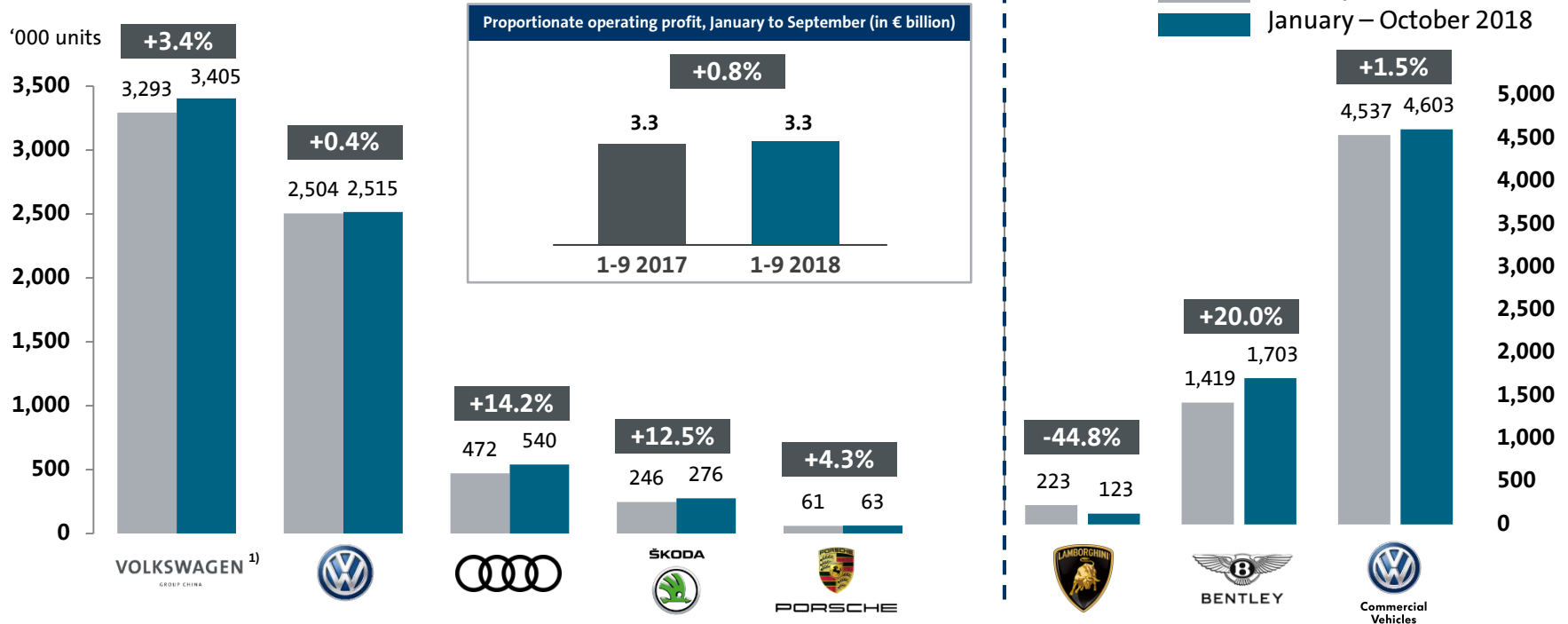
Small SUV Global

Key measures

- Restructuring: reduce capacities and fixed costs
- Increase productivity, align products to local requirements
- Product offensive, €2.5bn investment
- New brand positioning
- New growth strategy for Latin America



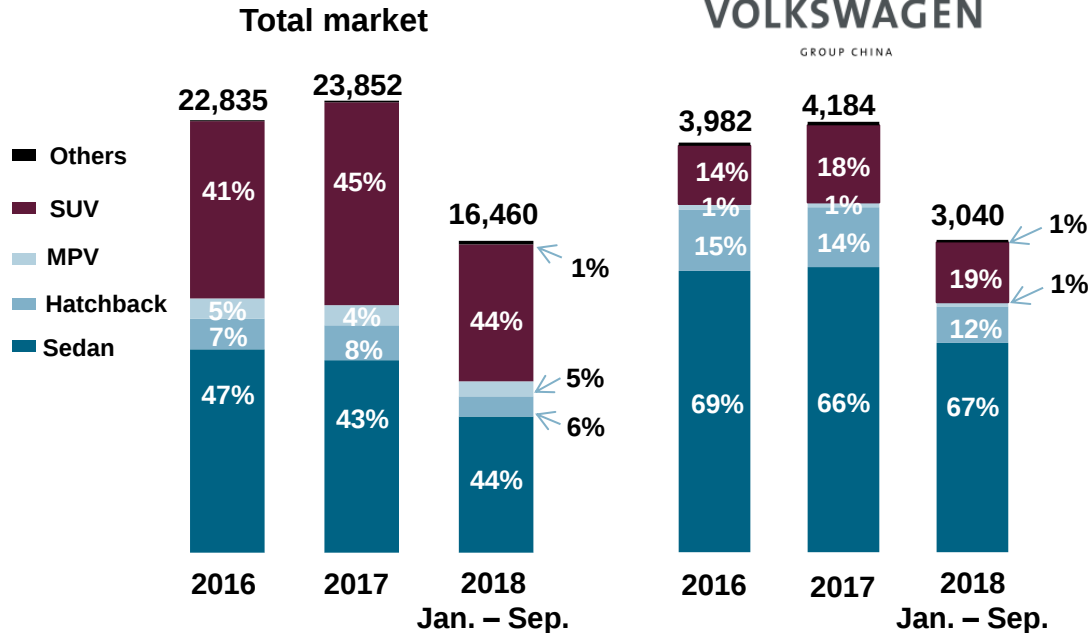
Volkswagen Group China performance (January to October 2018 vs. 2017)





Key focus on the development of the SUV market in China¹⁾

Deliveries by body style in China (in '000 units)



Volkswagen Group China SUV share



In **2017** Volkswagen Group China increased **SUV deliveries** by **32%** to a SUV share of **18%**.

We expect that in the year **2020** **at least 40%** of all Volkswagen Group vehicles sold in China will be **SUVs**



The second half of 2018 is characterized by a firework of locally produced models hitting the Chinese market



T-Roc L



Volkswagen

Tharu



Tayron



Audi

Q2 L



ŠKODA

KODIAQ GT



New Bora



Gran Lavida



Tiguan L PHEV

江淮大众
JAC VOLKSWAGEN

E20X



Volkswagen Group China opens new factories to strengthen SUV offensive and e-Mobility

Production capacity will increase

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



Factories starting in 2018

Tianjin	SUV models for Volkswagen and Audi including PHEV models Component plant for chassis
Qingdao	New Bora & 2 Audi models on MQB platform ICE & EV production on one production line Production of battery systems
Hefei	Production of JAC Volkswagen's brand first production model – battery electric E20X
Foshan	Focus on SUVs (Audi & VW) Additional factory at the production site MQB platform will be electrified Battery system assembly and MEB to follow

Volkswagen Group China is accelerating the introduction of locally produced NEVs

Introduction of locally produced NEV

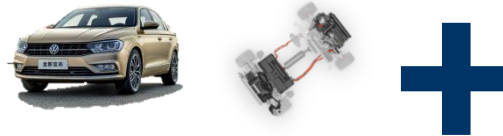
Phase 1

Plug-in hybrids based on current toolkits



Phase 2

Pure electric vehicles based on current toolkits



Phase 3 (start 2020/21)

Pure electric vehicles based on scalable electric toolkit



Mass market BEV cooperation

江淮大众
JAC VOLKSWAGEN



E-mobility model offensive of the Volkswagen Group in China

During the next two years:

>30 new NEV models of all our brands

50% of them locally produced

Until 2025

Almost **40** locally produced NEV models

Plan to invest around **€10 bn** in e-mobility

Prepared to deliver **1.5 million** NEVs in 2025



Special Items: Diesel related and other

€ (bn)	Diesel		Other		Total
2015	Legal	7.0	Restructuring:		
	Other items	9.2	Truck Business	0.2	
			Passenger Cars South America	0.2	
			Airbags Takata	0.3	
		16.2		0.7	16.9
2016	Mainly legal risks	6.4	Scania Anti-Trust Proceedings	0.4	
			Others	0.7	
				1.1	7.5
2017	Buyback/retrofit program	2.2			
	Legal	1.0			
		3.2			3.2
2018	Legal	2.4			2.4
Total to date		28.2		1.8	30.0

A significant amount of the Diesel Dollar-related provisions are hedged and a further substantial amount of the provisions have been utilized. Cash outflows of around € 3 bn in 2016, € 16.1 bn in 2017 and € 3.3 bn in Q1-Q3 2018.

Resolving the diesel crisis: Substantial progress in all markets



Worldwide recall/service campaigns driven forward:

Software Flashes in Germany currently 96% complete;
Substantial progress also in Europe (77%) and
worldwide (71%)

Group environmental incentive made significant contribution to improving air quality in German cities:

More than 240,000 customers decided to switch to
environmentally friendly vehicles (terminated by 30.06.2018)



Major progress in modifications in North America:

Around 90 percent of the 2.0l and 3.0l TDI vehicles affected in the U.S.
have already been retrofitted, bought back, or otherwise remediated (as
of June 2018)

We have reached the targets set by EPA and Carb for the 2.0L settlement
and are on track to achieve the targets in the 3.0L settlement within the
specified timeframe.

Electrify America underway:

Investment plan for zero emissions vehicles (ZEV) approved
by authorities and implementation has already started

Timeframe of legal proceedings expected to be long !

With “Together4Integrity” we have launched a Group-wide integrity and compliance program

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

STRATEGY

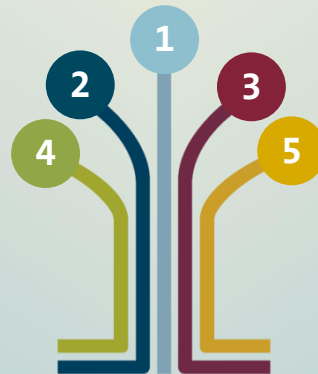
Ethics and compliance is central to business strategy

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



INTEGRITY & COMPLIANCE
PROGRAM
TOGETHER FOR INTEGRITY

We need to foster and live a new culture



**Fair
competition**
instead of war



**Brand
collaboration**
instead of
internal rivalry



**Open and
honest** instead
of backdoor
approach



**Transparent
communication**
instead of
corral mentality



Multicultural
instead of
“Mittellandkanal”



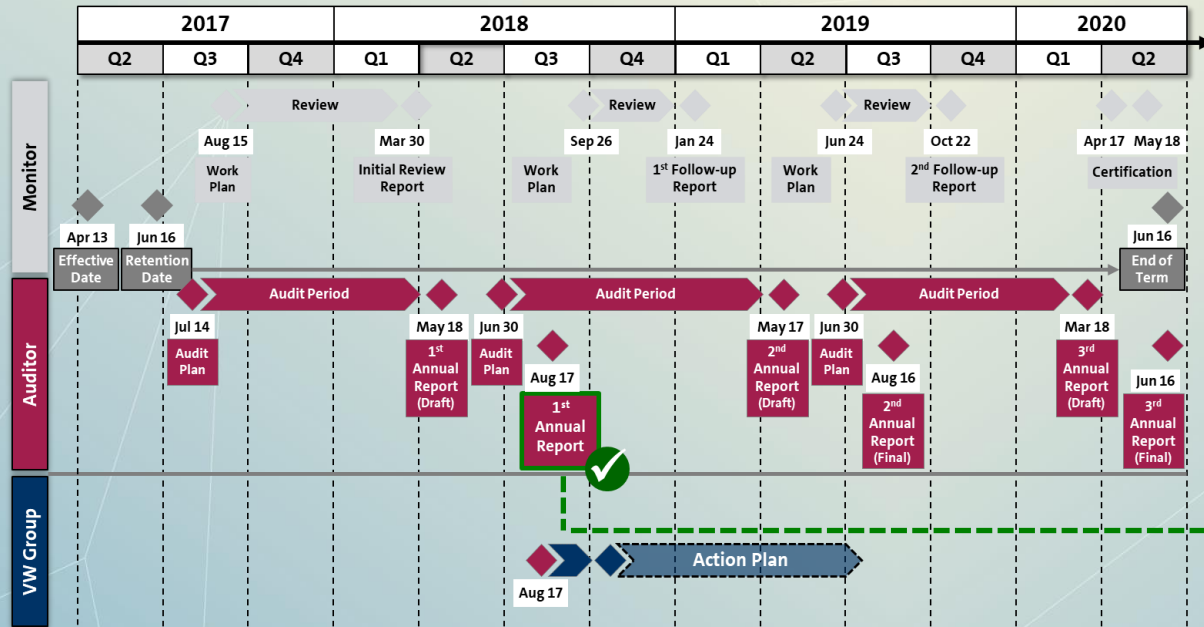
Decentralized
instead of
centralistic



More **Pikes Peak**
instead of **Le Mans**

NEW CULTURE

Overview of timeline and 1st Monitor Audit-Report



Structure

- 50 pages, 14 chapters + 1 Appendix
- two violations are referenced
- seven “recommended actions to achieve compliance” with the Consent Decrees are separately embedded



	Volkswagen AG	Audi AG	VW GoA
Audit Date	Nov 2017 Dec 2017 (Wolfsburg)	Nov 2017 Dec 2017 (Ingolstadt)	Dec 2017 (Auburn Hills) Feb 2018 (Oxnard)
Number of Deviations	Minor	3	1
	Major	0	0
Number of Corrective Actions	3	1	2
Implementation completion	✓	✓	✓

Upcoming tasks and Counter-Measures



Tasks	Counter-measures	
	Close the Gaps in Operating Profit, CapEx, R&D !	Push efficiency programs, discipline vs. securing the future
	Cash is King !	Stick rigorously to cash generation targets
	Sustain ICE margins & secure EV margins !	Reach CO2 requirements Timely launches, attractive products and pricing strategies
	Reduce Complexity !	Delete certain derivatives and engine combustion combinations
	RoI does matter, too !	Prioritisation of projects, platform discipline and multi-brand factories

Volkswagen AG

Lennart Schmidt – Investor Relations Manager

Volkswagen Financial Services

Bernd Bode – Head of Group Treasury and Investor Relations

Volkswagen Financial Services Korea Company Limited

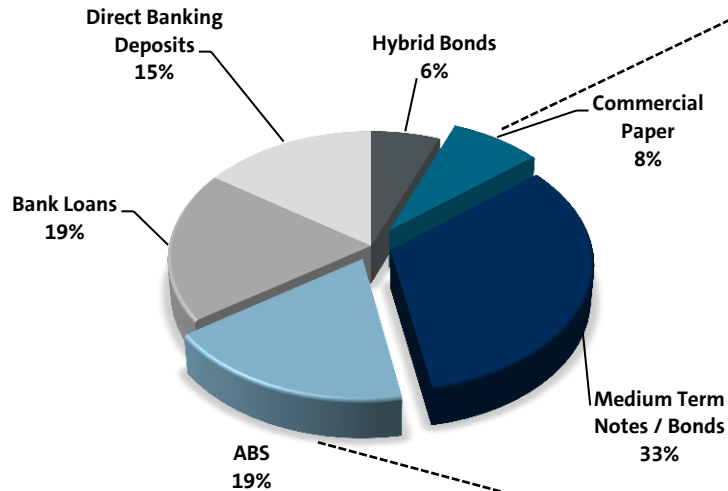
Gavin Zhong

Volkswagen Group – Rating Volkswagen AG

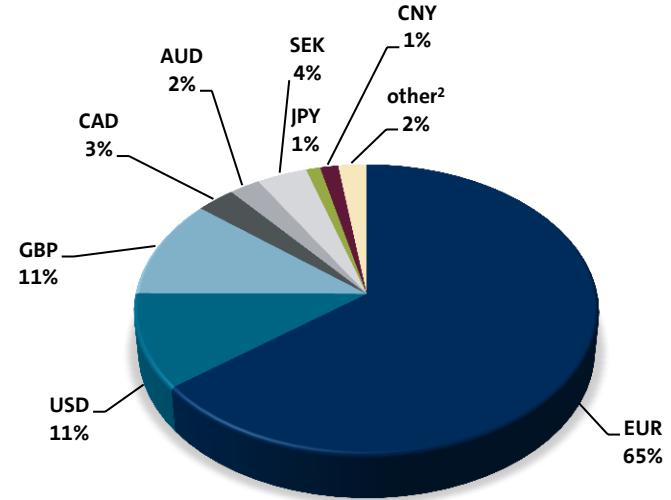
Rating Agency	S&P Global		MOODY'S	
	Long Term	Short Term	Long Term	Short Term
20 March 2018	BBB+	A-2	A3	P-2
	Outlook stable		Outlook stable	
07 November 2017	BBB+	A-2	A3	P-2
	Outlook stable		Outlook negative	
30 June 2015	A	A-1	A2	P-1
	Outlook stable		Outlook stable	

Volkswagen Group Funding Strategy – Overview¹⁾

Diversification of Funding Sources



Currencies – Breakdown



¹⁾ as of September 30, 2018

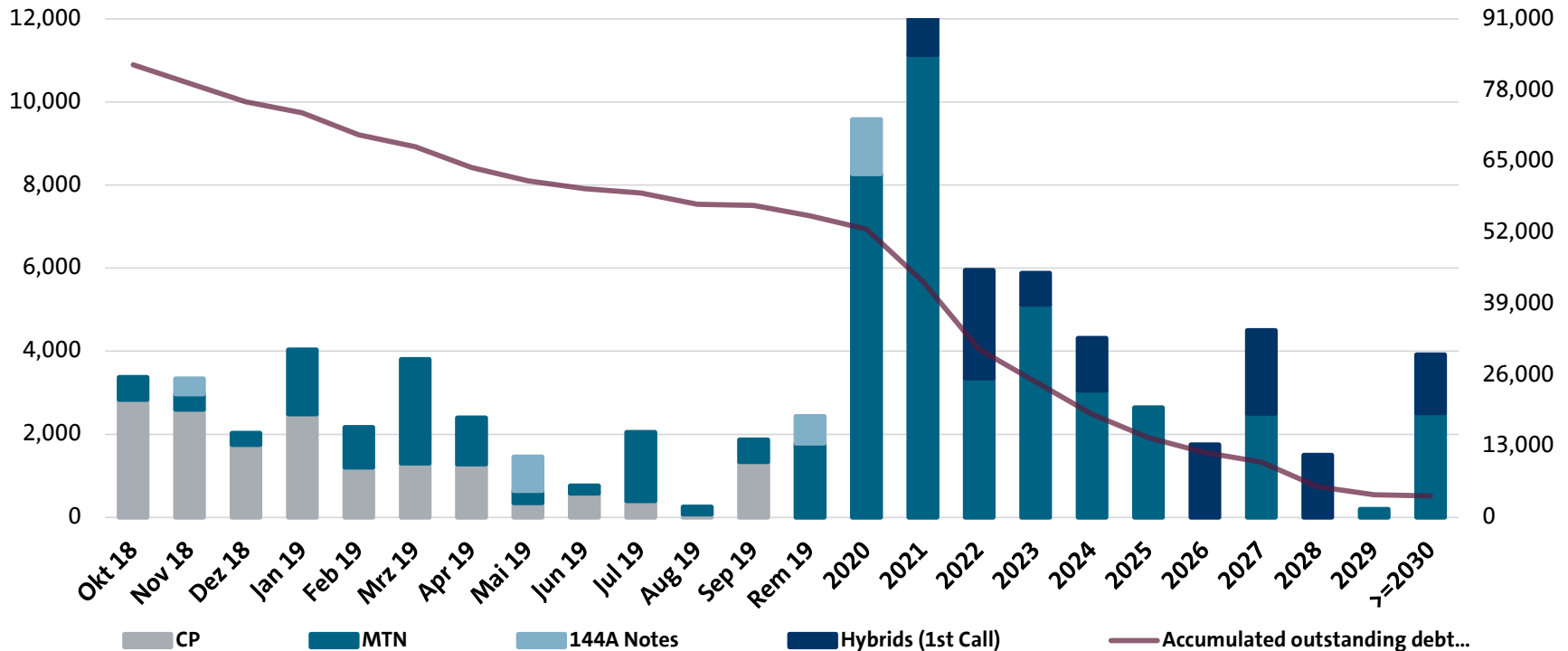
²⁾ BRL, CZK, INR, MXN, NOK, NZD, RUB, TRY

Volkswagen Group – Funding Programs & Outstandings

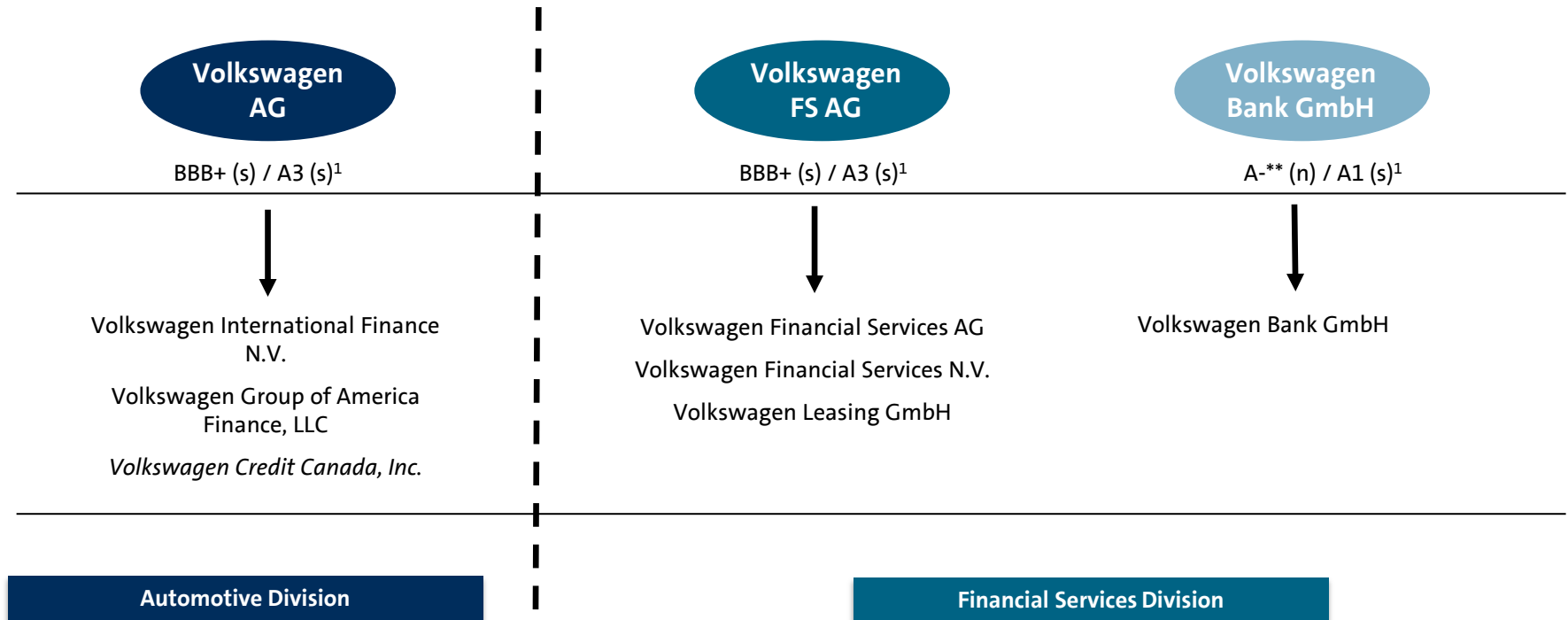
September 30, 2018 in € billion

Money and Capital Markets		Utilization
Commercial Papers		16.2
Medium Term Notes / Bonds		66.4
<i>thereof: Hybrid Bonds</i>		12.5
ABS		36.8
Borrowings	Frame	
Committed Lines	18.3	3.2
Uncommitted Lines	26.9	11.3
Supranationals, development banks, government, other	24.2	24.2
Direct Banking Deposits	./.	30.7

Volkswagen Group Funding Strategy – Maturity Profile (in € million)¹⁾



Volkswagen Group Funding Strategy – Main Guarantors and Issuers

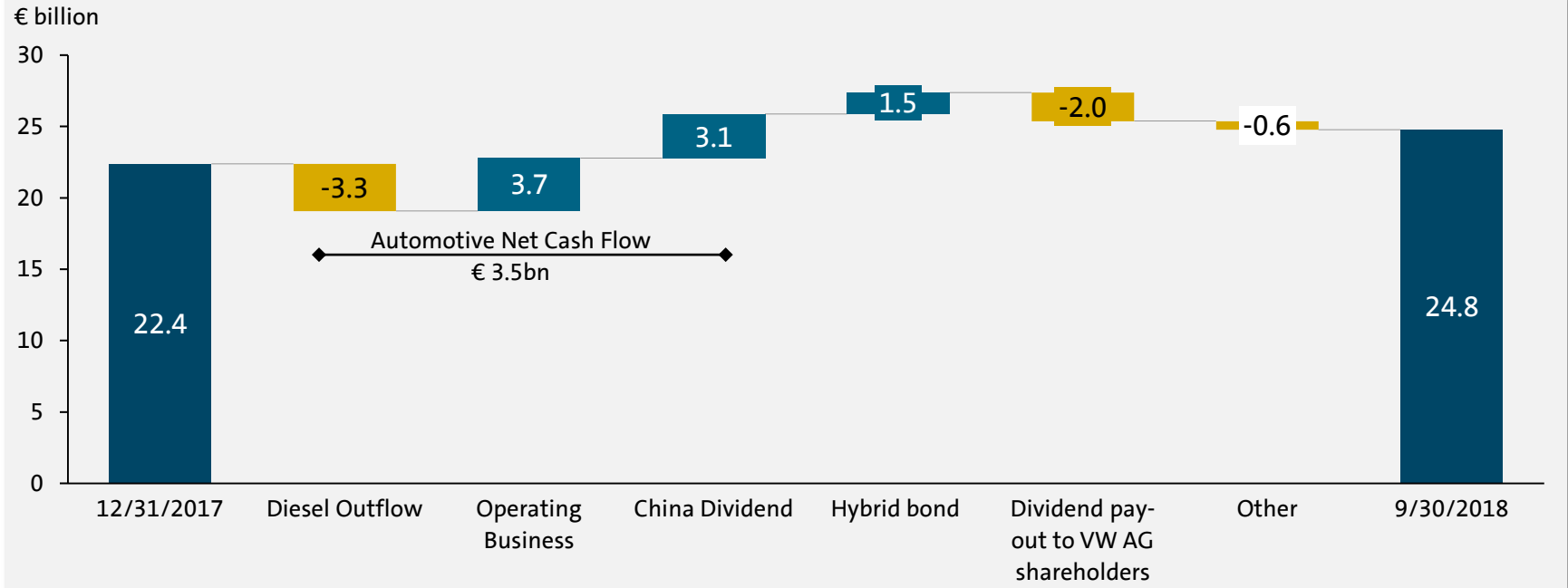


Volkswagen Group Funding Strategy – Major Issuances in 2018

March:	CAD 1.50bn Volkswagen Credit Canada, Inc.
April:	EUR 2.25bn Volkswagen Financial Services AG
June:	EUR 2.00bn Volkswagen Bank GmbH EUR 2.75bn Volkswagen International Finance N.V. - Hybrid Bond
August:	EUR 2.50bn Volkswagen Leasing GmbH
October:	EUR 2.60bn Volkswagen Financial Services AG
November:	USD 8.00bn Volkswagen Group of America Finance LLC CAD 0.75bn Volkswagen Credit Canada, Inc. EUR 4.25bn Volkswagen International Finance N.V. GBP 0.80bn Volkswagen International Finance N.V.

Automotive Division – Net Cash Flow drives solid Net Liquidity¹⁾

(January to September 2018)



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

VOLKSWAGEN FINANCIAL SERVICES

THE KEY TO MOBILITY



The Key to Mobility **Creating Value with Financial Services**

Investor Update –
Volkswagen Financial Services

Disclaimer

The following presentations contain forward-looking statements and information on the business development of the Volkswagen Group. These statements may be spoken or written and can be recognized by terms such as “expects”, “anticipates”, “intends”, “plans”, “believes”, “seeks”, “estimates”, “will” or words with similar meaning. These statements are based on assumptions, 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.

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

If any of these or other risks occur, or if the assumptions underlying any of these statements prove incorrect, the actual results may significantly differ from those expressed or implied by such statements.

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

This information does not constitute an offer to exchange or sell or an offer to exchange or buy any securities.

Under the brand “Volkswagen Financial Services – the key to mobility“ the subsidiaries of Volkswagen Financial Services AG as well as its sister company Volkswagen Bank GmbH render various services under the joint brand “Volkswagen Financial Services“. Such services are banking services (through Volkswagen Bank GmbH), leasing services (through Volkswagen Leasing GmbH), insurance services (through Volkswagen Versicherung AG, Volkswagen Autoversicherung AG) as well as mobility services (inter alia through Volkswagen Leasing GmbH). In addition, insurance products of other providers are offered.

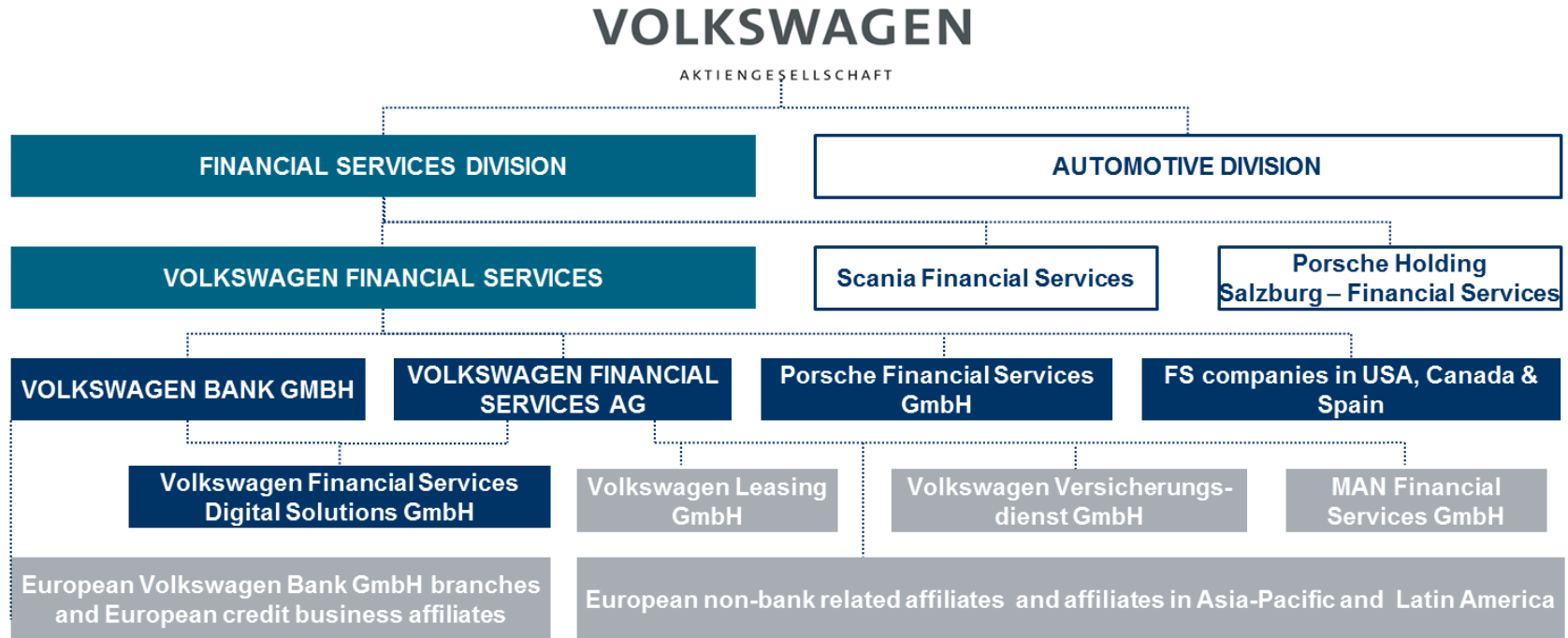
Volkswagen Group Structure

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  SKODA	Lamborghini* 	Bentley 	Scania 	Components**		
SEAT 	Ducati* 	Bugatti 	Power Engineering*			
VW LCV 						
MOIA 						

* Allocation will be verified

** Temporarily responsibility of Group CEO, will be a combined Board of Management function

Volkswagen Group – Group structure of Volkswagen Financial Services



We offer the whole range of services under one roof*

Volkswagen Financial Services

BANK		LEASING	INSURANCE	MOBILITY					PAYMENT
Bank	Direct Bank	Leasing	Insurance	Services	Fleet Management	Charge & Fuel	Rental	Parking	Payment
									
• Retail Financing • Wholesale Financing • Factoring	• Deposits • Instalment Credit • Investment Products	• Finance Lease • Operating Lease	• Motor Insurance • Warranty Insurance • GAP Insurance • Credit Protection Insurance • Industry	• Service & Full and Limited Maintenance • Tyres	• Multi-brand capability • Reporting • Fleet Consulting • Telematics • LifeCycle Services	• Fuel and Service Cards • Charge & Fuel Card	• Long- term Rental • Short-term Rental • Micro Rental • Car sharing	• Payment for parking space • Services around parking • On- and off-street solution	• Payment platform • Mobile Payments • Mobile Wallet

*Displayed portfolio depends on the market; products offered or mediated by different operative subsidiaries.

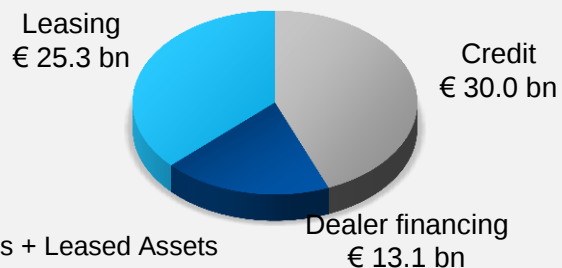
Frequency of customer contact

At a Glance (06/30/2018)

Volkswagen Bank GmbH

Total assets	€ 84.3 bn
Equity	€ 11.4 bn
Customer deposits	€ 33.7 bn
Operating profit	€ 567 m
Employees	3,584
Contracts (units)	5.7 m

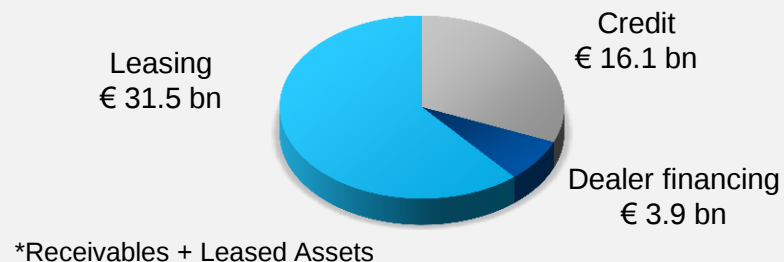
Business Volume* € 68.4 bn



Volkswagen Financial Services AG

Total assets	€ 73.6 bn
Equity	€ 8.0 bn
Customer deposits	68.5 m
Operating profit	€ 329 m
Employees	8,449
Contracts (units)	8.4 m

Business Volume* € 51.5 bn

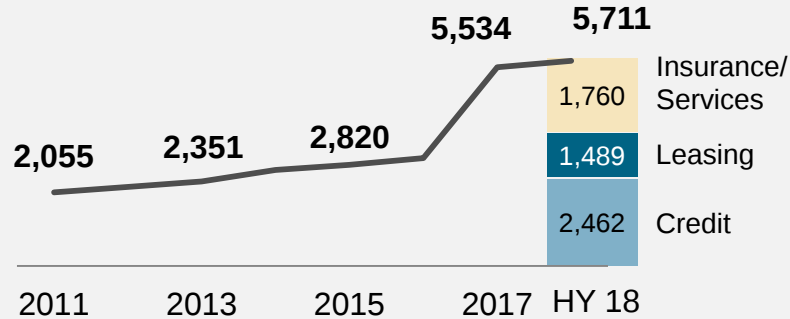


Contract Portfolio

Continuous portfolio expansion

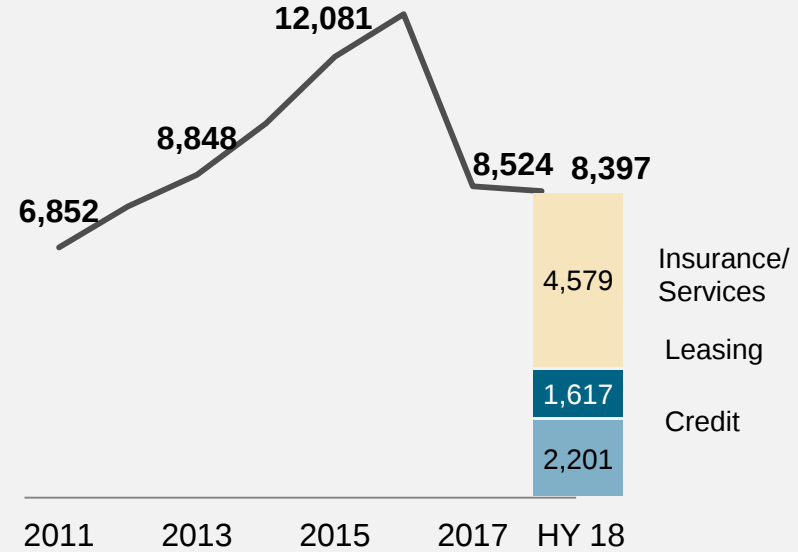
Volkswagen Bank GmbH

in '000 units



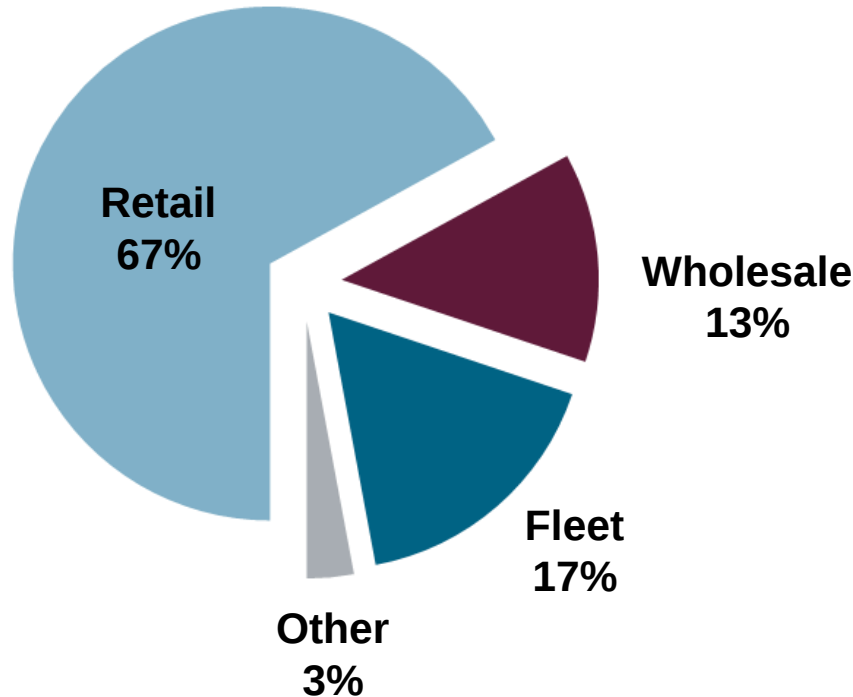
Volkswagen Financial Services AG*

in '000 units



* Figures of Volkswagen Bank GmbH consolidated within Volkswagen Financial Services AG until 2016

Portfolio Structure VWFS



Credit Risk is the predominant risk type whereof the major share is originated from well diversified retail business with a low risk profile.

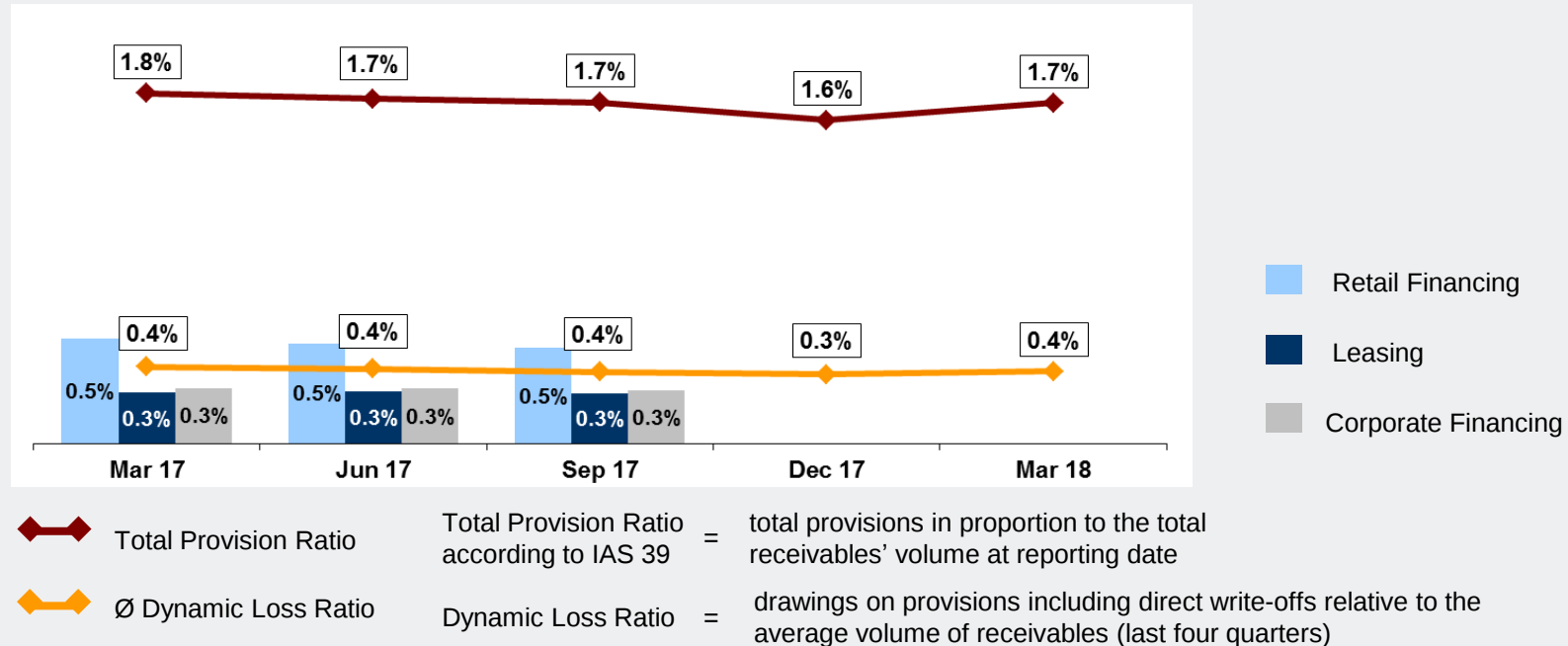
Other relevant risk types:

- Residual Value Risk
- Earning Risk
- Operational Risk
- Marketprice Risk
- Shareholder Risk

as of 12/31/2017

Volkswagen Financial Services – Credit Risks as of 31.03.2018

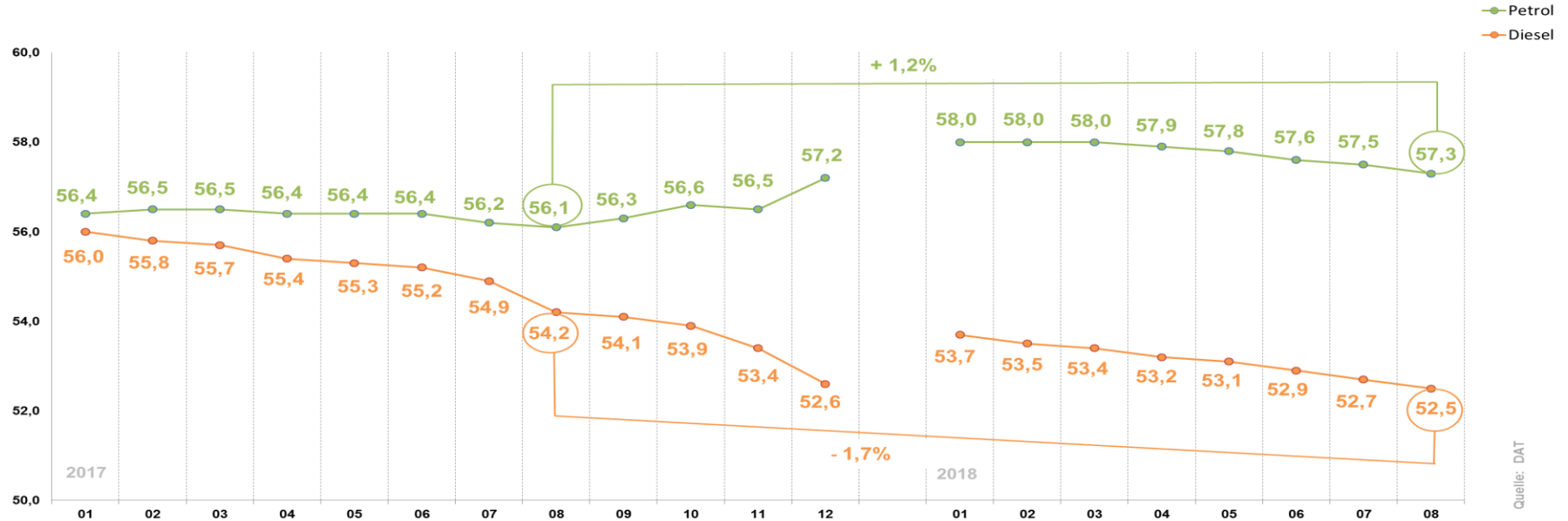
Credit risk remains at low level despite challenging market environment



Report by Deutsche Automobil Treuhand (August 18)

Residual Value Development from list price in %

All segments and brands, 3 year old cars, mileage: 15/20k p.a.



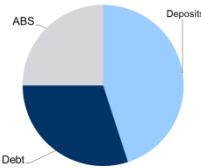
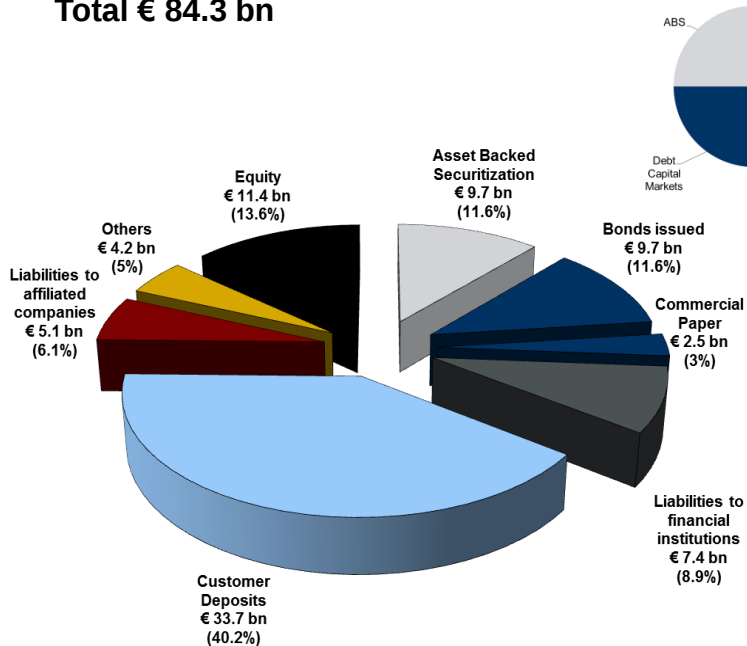
- Generally, Automotive and Financial Services Division are operating “at Arms Length” when setting residual values. Adequate provisioning for our existing portfolio is done on the basis of a regular portfolio assessment.
- All residual value risks are completely covered by provisions and equity according to IAS 36.

Strategic Funding Allocation as of June 30, 2018

Volkswagen Bank GmbH

Total € 84.3 bn

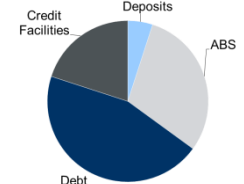
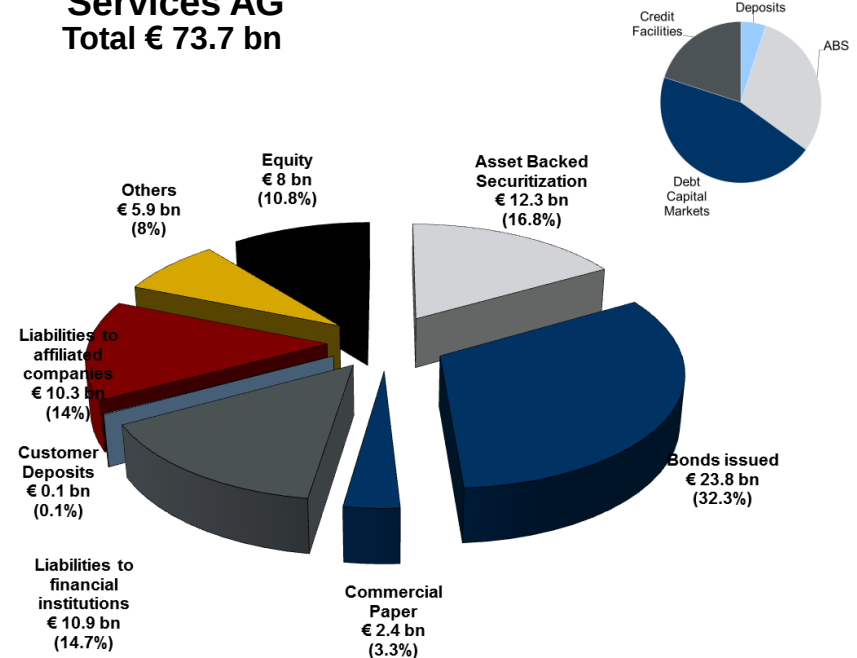
Strategic Funding Mix



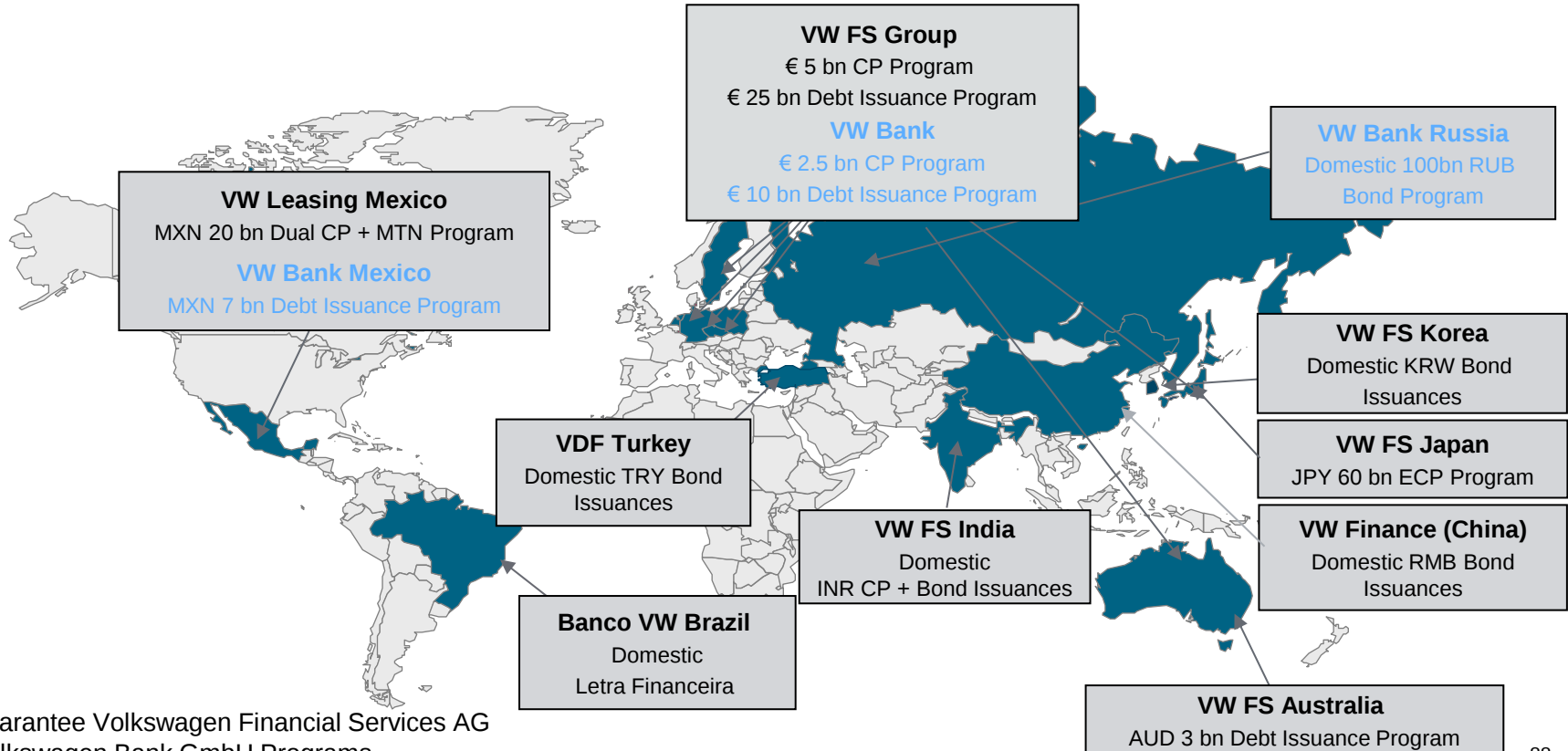
Volkswagen Financial Services AG

Total € 73.7 bn

Strategic Funding Mix

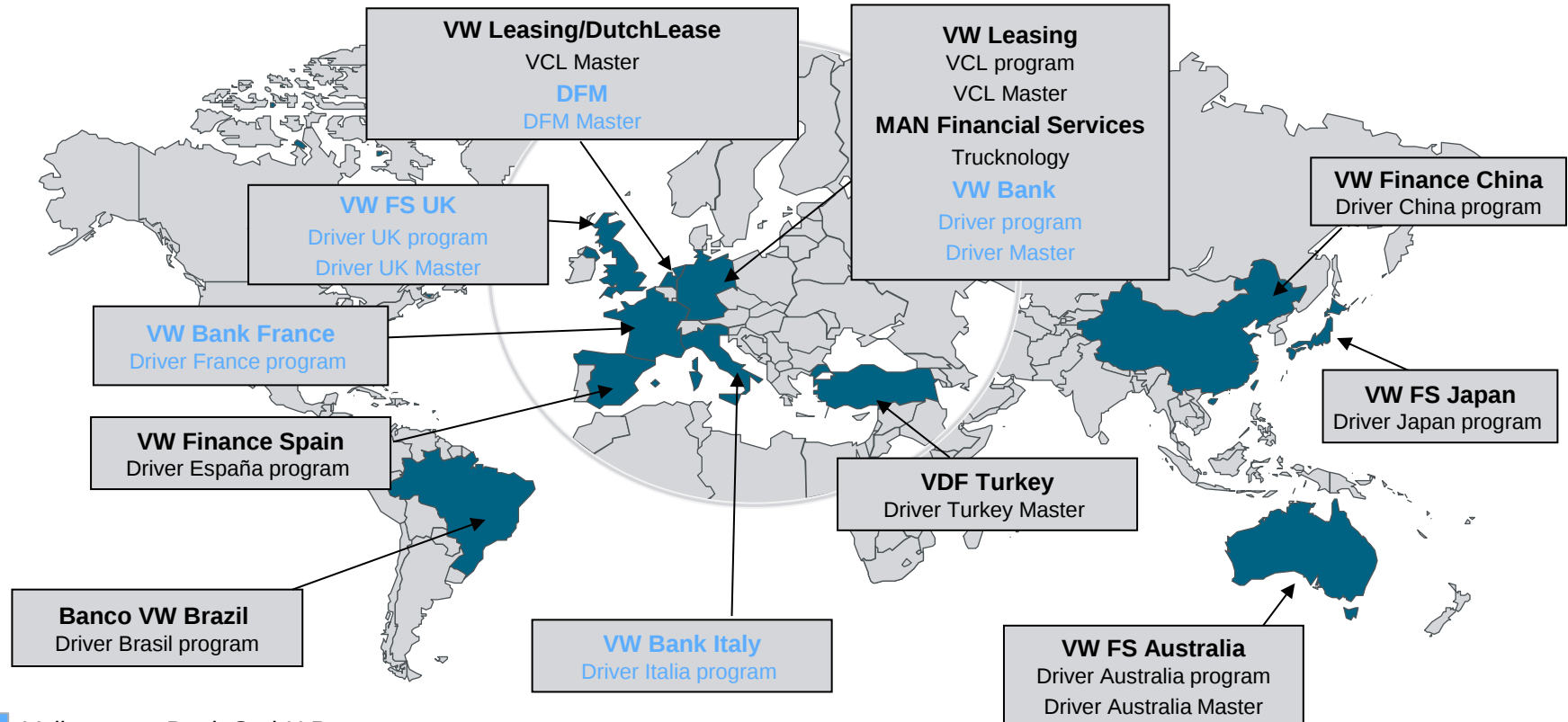


Worldwide Capital Market Activities



* Guarantee Volkswagen Financial Services AG
Volkswagen Bank GmbH Programs

Worldwide ABS Activities



Volkswagen Financial Services follows consequently its vision and the targets of Route2025



ROUTE 2025 | Our Focus Topics

Digitalization



**Operational
Excellence**



**Mobility
Services**



**Used Car
Business**



Outlook

Volkswagen Financial Services AG (Half-Yearly Financial Report 2018)

We anticipate that the trend toward an increase in new contracts and growth in the portfolio of current contracts from previous years will continue. In addition, we assume that we will be able to keep our 2018 penetration rate at 2017 levels in a vehicle market generally expected to expand more slowly. We expect the business volume to increase slightly.

Assuming that margins remain stable, the operating profit in fiscal year 2018 is expected to **be at the level achieved** in fiscal year 2017.

(This forecast is based on the current corporate structure of Volkswagen Financial Services AG and does not take into account any future changes that may result from the restructuring program that has been initiated.)

Volkswagen Bank GmbH (Half-Yearly Financial Report 2018)

We anticipate that we will be able to sustain stable levels of new contracts, current contracts, penetration and volume of business in 2018. The volume of deposits is also projected to remain stable in 2018.

We expect the operating profit for fiscal year 2018 to be **moderately below the level** achieved in fiscal year 2017 because of the positive nonrecurring items recognized in 2017.

(This forecast is based on the current corporate structure of Volkswagen Bank GmbH and does not take into account any future changes that may result from the restructuring program that has been initiated.)

Volkswagen AG

Lennart Schmidt – Investor Relations Manager

Volkswagen Financial Services

Bernd Bode – Head of Group Treasury and Investor Relations

Volkswagen Financial Services Korea Company Limited

Gavin Zhong



VWFS Korea Introduction

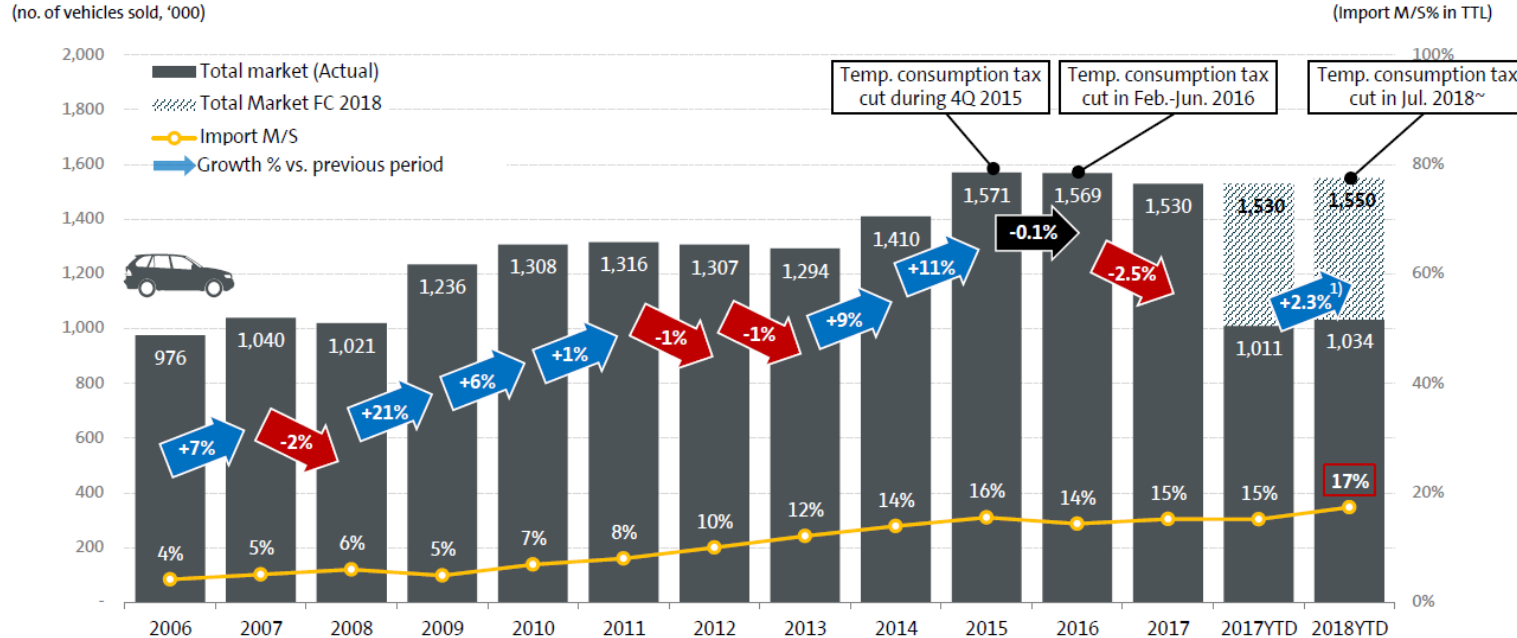
November, 2018

Agenda

- 1. Korea Car Market**
2. Introduction of VWFS Korea

Total Passenger Car Market Development Since 2005

	2017YTD	2018YTD	Aug. 2017	Aug. 2018
Vol. Units	1,010,555	1,034,098	120,278	128,941
Change%	2.3%		7.2%	

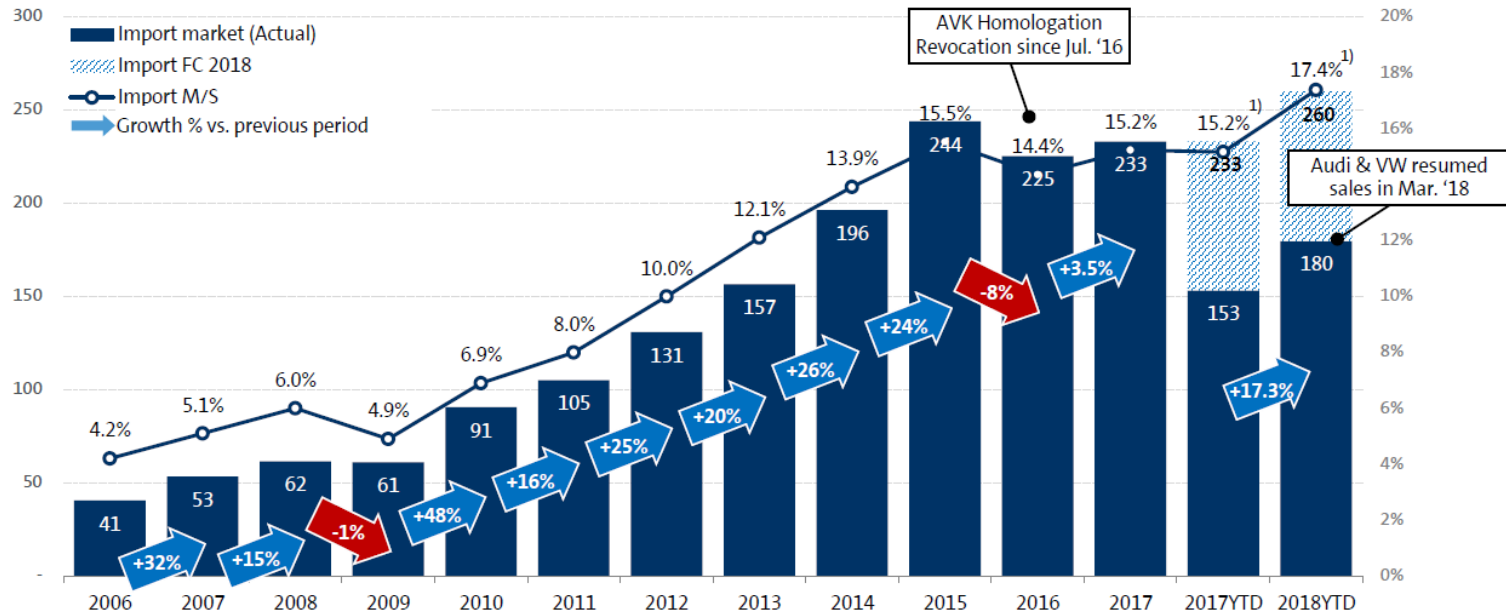


¹⁾ Growth % of total market is based on YTD2018 vs. YTD2017

Import Passenger Car Market Development Since 2005

	2017YTD	2018YTD	Aug. 2017	Aug. 2018
Vol. Units	153,327	179,833	17,547	19,206
Change%		17.3%		9.5%

(no. of vehicles sold, '000)

¹⁾ Import M/S is based on YTD2017/2018 data

Agenda

1. Car Market and VW Group Performance

2. Introduction of VWFS Korea

Quick Facts About Volkswagen Financial Services Korea

Managing Directors	Hyunggyu Kang, Gavin Zhong	
Company Name	Volkswagen Financial Services Korea	Volkswagen Insurance Services Korea
Number of Employees	85	2
Date of Establishment	Jul-10	Dec-15
Paid-in Capital	KRW 20 billion	KRW 50 million
Earning Assets	KRW 1 trillion. (Dec. 2017)	

VWFS Korea Product Spectrum



Financial Services

Brand

Demo/Company Car

- Hire purchase
- Operating lease

Extended Warranty

Dealer

Stock Finance

- New car
- Used car

Demo/Company Car

- Hire purchase
- Operating lease

Equipment Finance

Commercial Insurance

End Customer

New Car & Used Car

- Hire purchase
- Classic
- Step
- Balloon
- A/R factoring
- Operating lease
- Capital lease
- Bundle

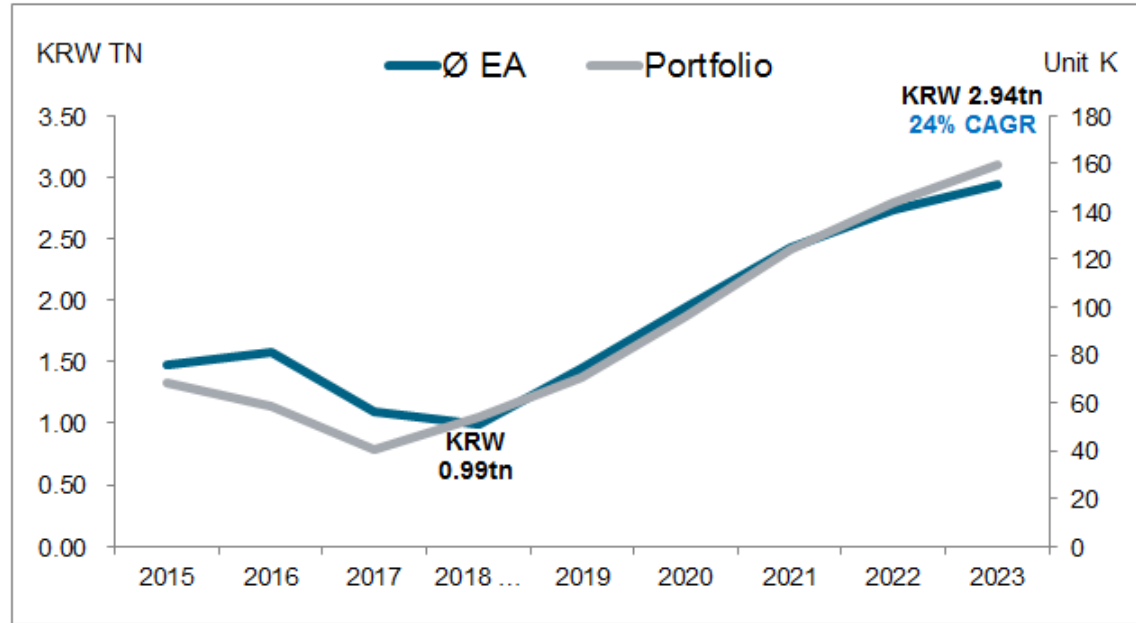
Motor Insurance
Extended Warranty

Wholesale Product

Retail Product

From 2018 to 2023, FS expects to grow ØEA, Portfolio and Pbt with a 24% CAGR.

FS's Key KPIs



Contacts



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Volkswagen T-Cross



Audi e-tron



ŠKODA Kamiq



SEAT Tarraco



Porsche Macan Facelift



Bentley Bentayga Hybrid



Lamborghini Urus



Ducati Diavel 1260



Volkswagen Crafter Combi



MAN TGX 18.500

MAN TGE 5.180



Scania G 450 XT 8x4

