VOLKSWAGEN
FINANCIAL SERVICES
THE KEY TO MOBILITY

Investor & Analyst Dialogue
Volkswagen Financial Services

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Volkswagen Group: Management Model

VOLKSWAGEN
AKTIENGESELLSCHAFT

Management Holding

Passenger Cars

Volume
Volkswagen*
Volkswagen Commercial Vehicles
ŠKODA
SEAT
CUPRA
JETTA

Premium
Audi*
Lamborghini
Ducati

Sport & Luxury
Porsche*
Bentley
Bugatti

(Internal) Supplier
Soft-ware

(Internal) Supplier
Hard-ware
Volkswagen Group Components

Financial Holding

Financial Services
Volkswagen Bank GmbH
Volkswagen Financial Services Aktiengesellschaft
Porsche Financial Services
Financial Services USA / Canada
Scania Financial Services
Porsche Holding Financial Services

Truck and Bus
TRATON
MAN
Scania
Volkswagen Caminhões Ônibus
RIO

Power Engineering
MAN
MAN Energy Solutions

*** Brand Group Leads: VW PC, Audi, Porsche**

We offer the whole range of services under one roof*

VOLKSWAGEN FINANCIAL SERVICES
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BANKING | **LEASING** | **INSURANCE & SERVICE** | **MOBILITY** | **PAYMENT**

BANK
- Retail Financing
- Wholesale Financing
- Factoring
- Deposits

LEASING
- Finance Lease
- Operating Lease

INSURANCE
- Motor incl. Telematics
- Warranty
- GAP & CPI
- Commercial Lines

SERVICES
- Service & Inspection
- Full and Limited Maintenance
- Tyres

FLEET
- Multi-brand capability
- Reporting
- Telematics
- Life-Cycle-Services
- Consulting

USED CAR
- Used Car Platform HEYCAR

CHARGE & FUEL
- Fuel & Service Cards
- Charge & Fuel Card
- Tolling

RENTAL
- Long-term Rental
- Short-term Rental
- Micro Rental | Car sharing

PARKING
- Payment for parking space
- Services around parking
- On- and off-street

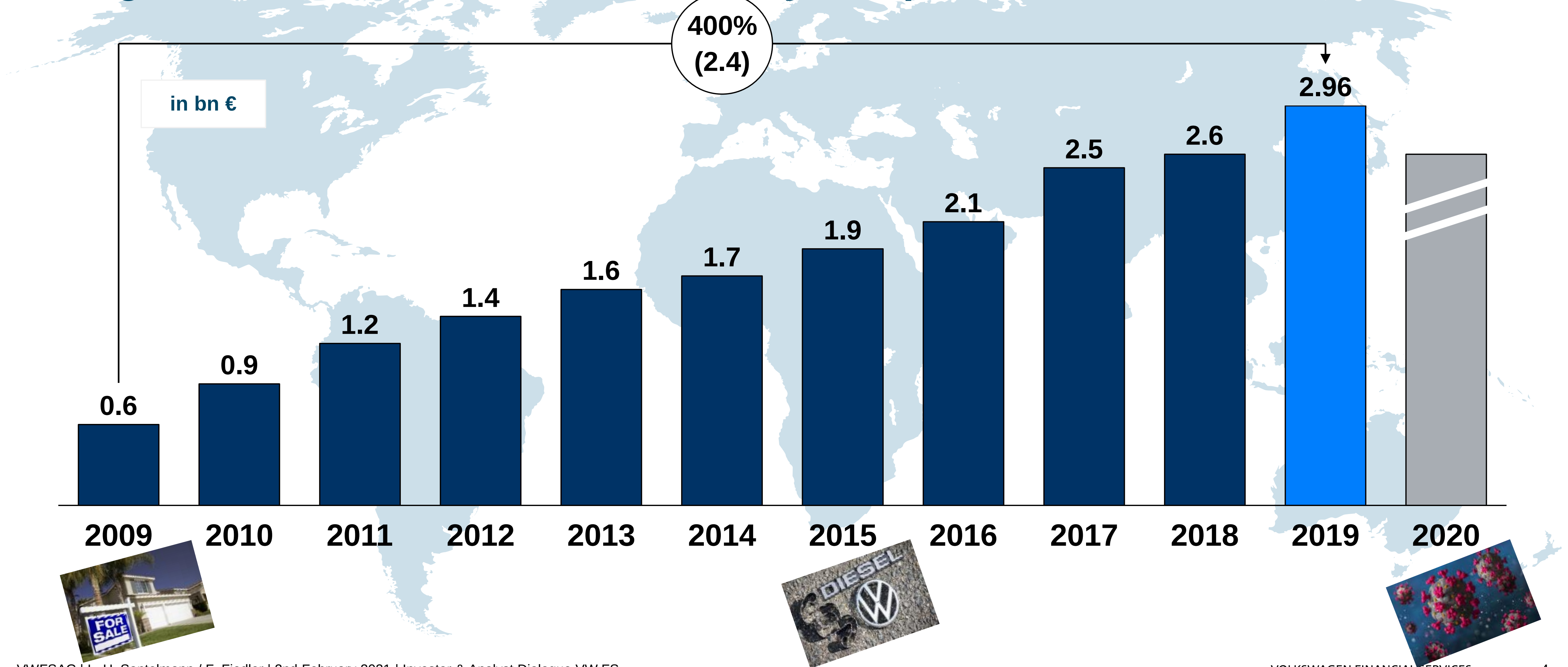
PAYMENT
- In-Car-Payment
- Mobile Payment
- Wallet

PROFITABILITY

CONTACT FREQUENCY

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

Volkswagen Financial Services outperformed with stable growth in Operating Income by 400 % over the last 10 years. Exceeds global GDP growth of 38% within the same 10 years period.

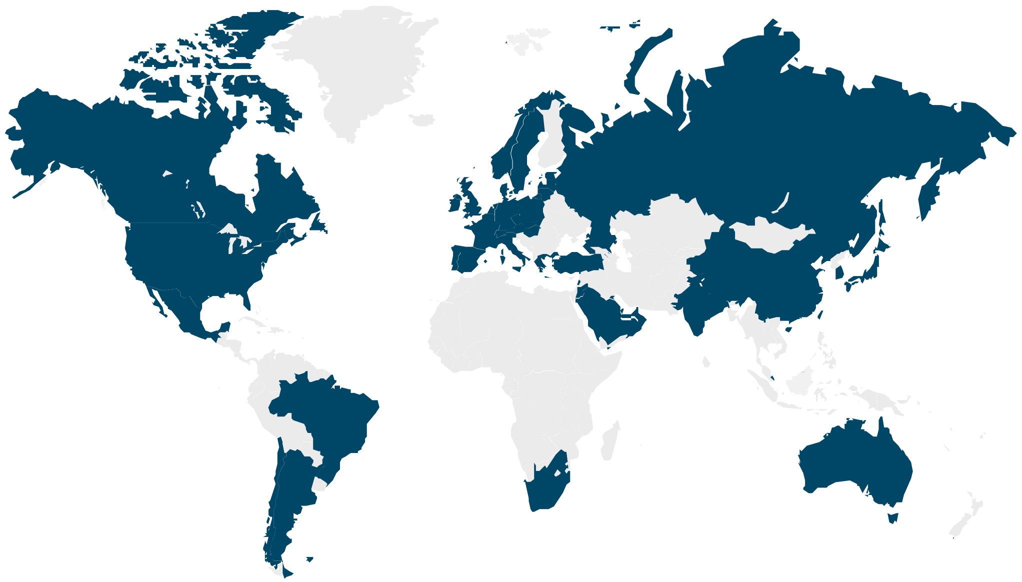


Stable development in 2020 continues

Operating Profit of 1.632 bn €
(as of 30.09.2020)

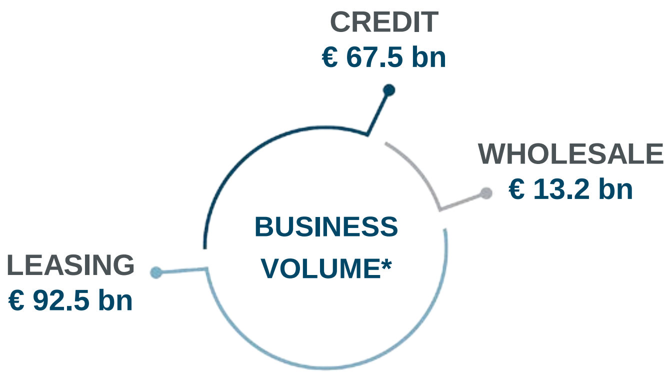
Volkswagen Financial Services conducts business in

48 MARKETS.



KEY FIGURES

Total assets	€ 226.1 bn
Equity	€ 28.6 bn
Customer deposits	€ 30.8 bn
Operating profit	€ 1.63 bn
Employees	14,425
Contracts (units)	21.6 mn



*Receivables + Leased Assets

Vision and targets of ROUTE2025

ROUTE 2025

VISION

WE ARE THE BEST AUTOMOTIVE FINANCIAL SERVICES GROUP IN THE WORLD

WHAT

STRATEGIC DIMENSIONS	CUSTOMERS	EMPLOYEES	OPERATIONAL EXCELLENCE	PROFITABILITY	VOLUME
STRATEGIC TARGETS	• Excited Customers	• Top Employer • Top Employees	• Compliance& Governance • Process Efficiency • IT Excellence	• Total Operating Income • **20% ROE** • **40% CIR**	• **30 mn Contracts** • **50% Extended Penetration**

All of Volkswagen Financial Services' initiatives help to create a strong basis for further growth - » sustainable growth and efficient use of equity «

Volume

VW AG

VW Bank GmbH | VW FS AG

Sustainable growth and efficient use of equity

Efficiency

OPEX

40%

Cost-Income-Ratio

Improving our existing business model

Touchpoints

Parking

paybyphone

Charging & Fueling

LOGPAY

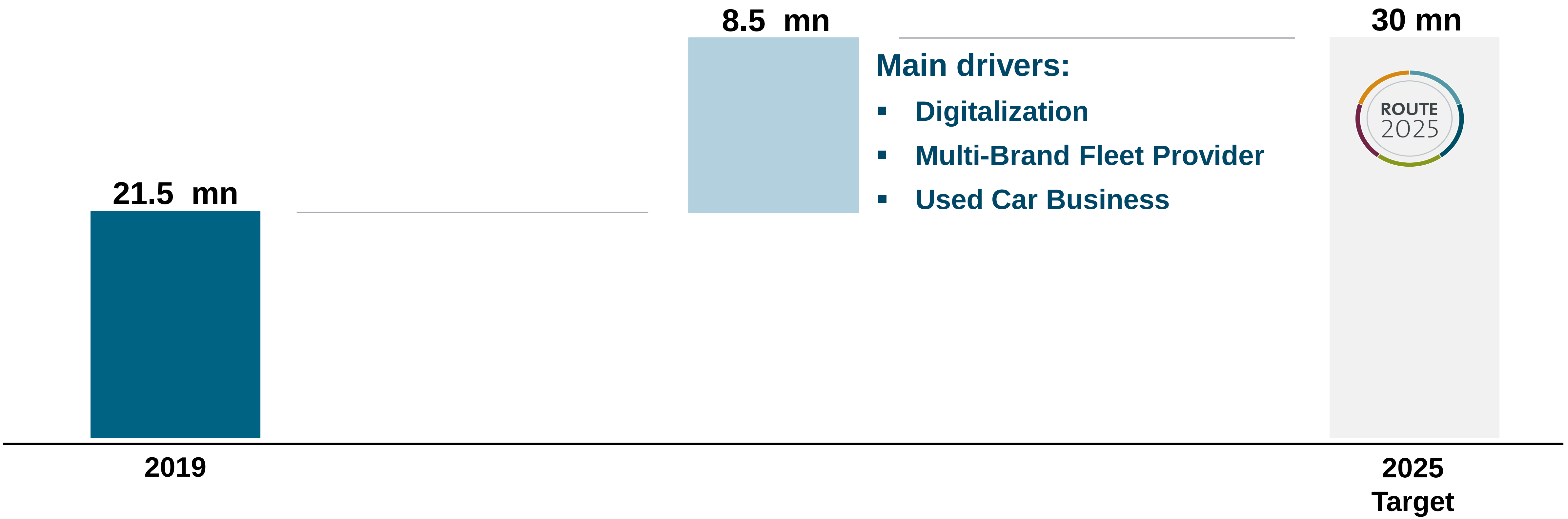
Creating digital touchpoints

Digitalization

Online journeys & direct sales channels

ROUTE2025 - Target of 30 mn contracts[1] in portfolio by 2025

Major driver is used car growth



DtC [2] VW AG: ≈ 11 mn units

CarPark [3]: ≈ 62 mn units

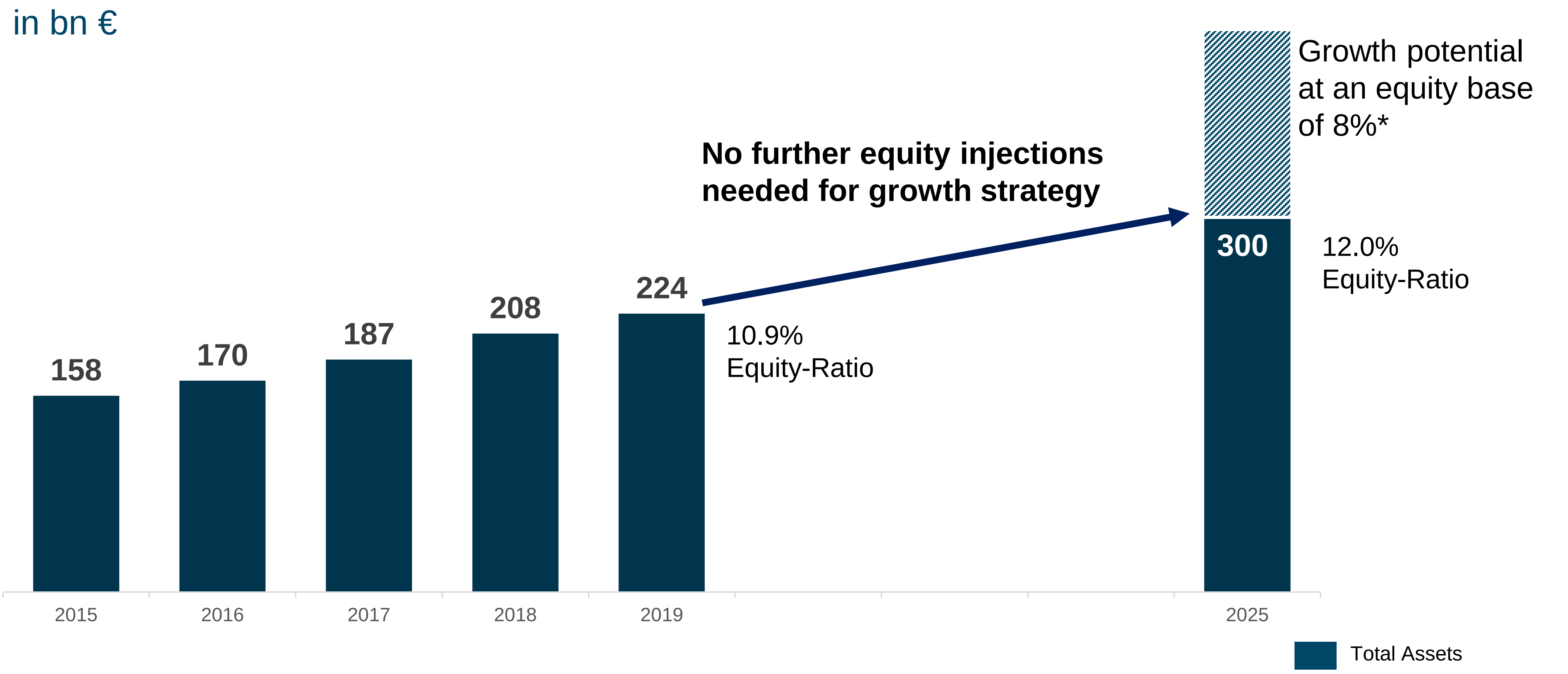
DtC VW AG: ↗

CarPark: ↗

[1] Contract portfolio including contracts of non-consolidated companies [2] DtC = Deliveries to Customers [3] CarPark category 0-7 years cars

ROUTE2025 – Equity situation Volkswagen Financial Services

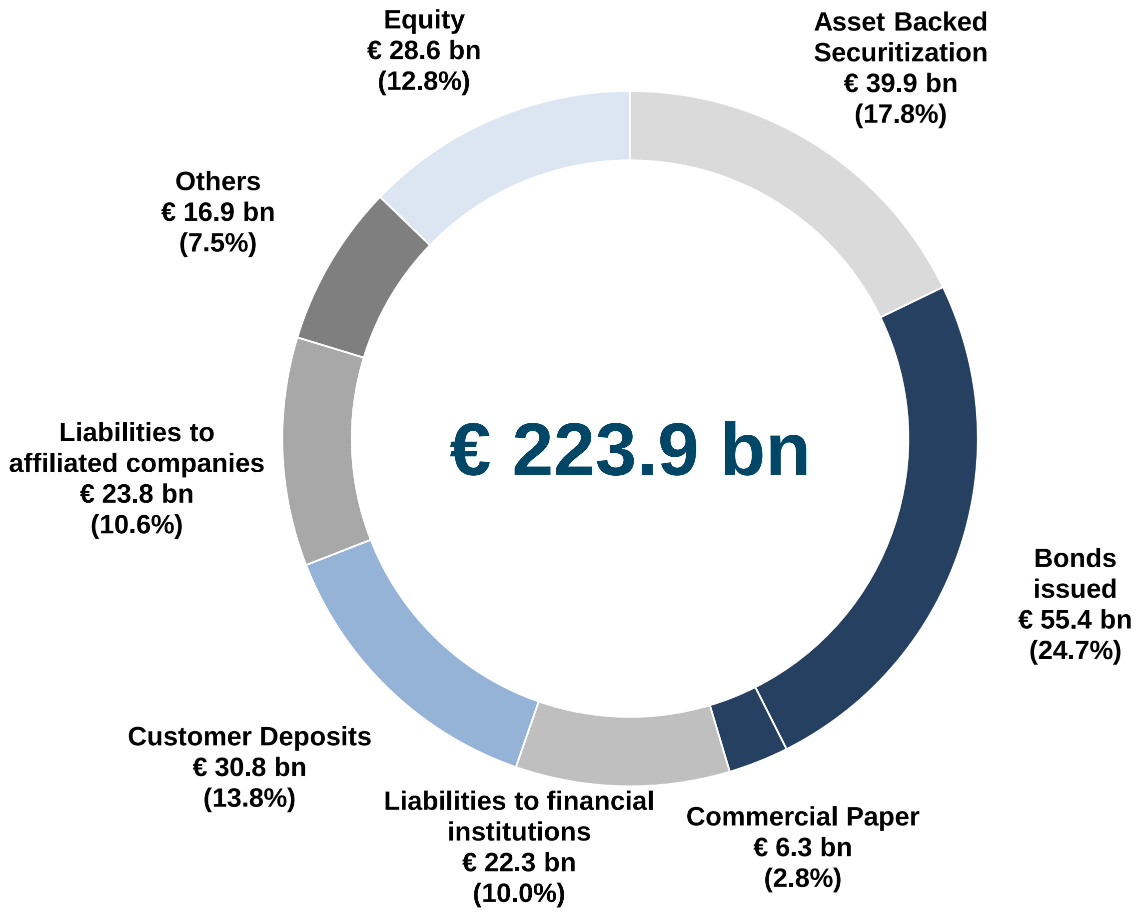
Growth path without additional equity injection



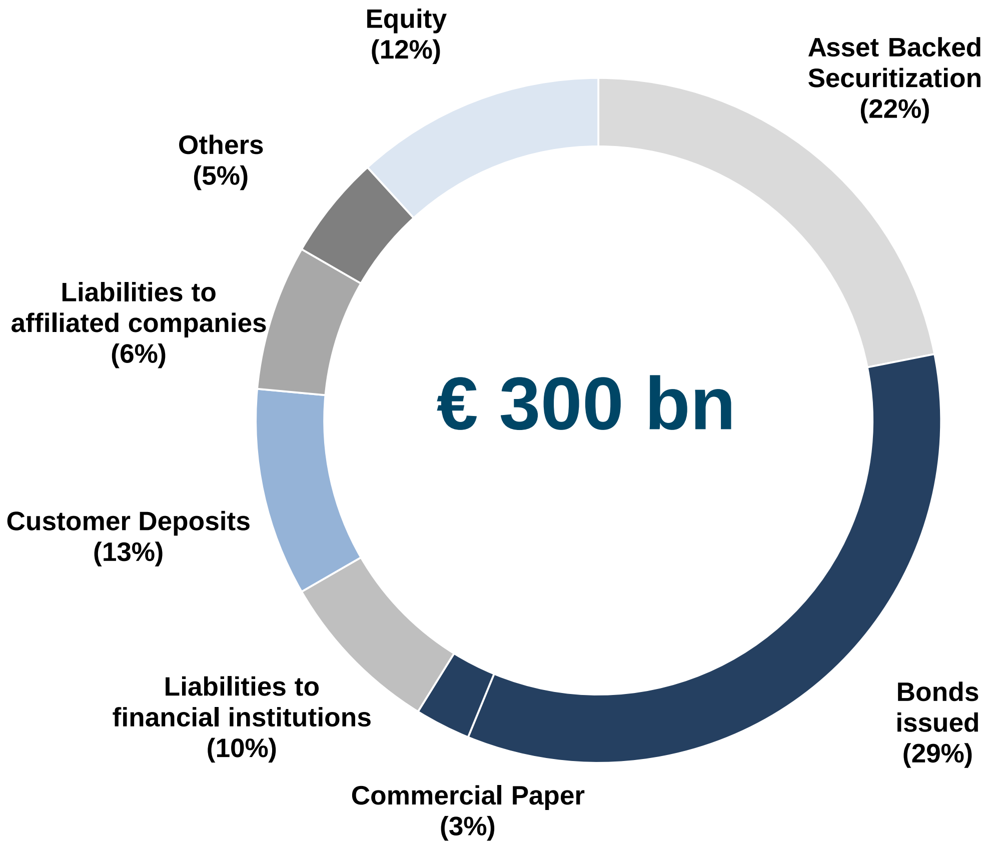
* Based on normalized equity

Volkswagen Financial Services - funding independently from automotive

Refinancing Mix VW FS as of 30.09.2020



Refinancing Mix VW FS as of 31.12.2025



All Volkswagen Financial Services initiatives are creating a strong basis for further growth - » improving our existing business model «

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VW AG

VW Bank GmbH

VWFS AG

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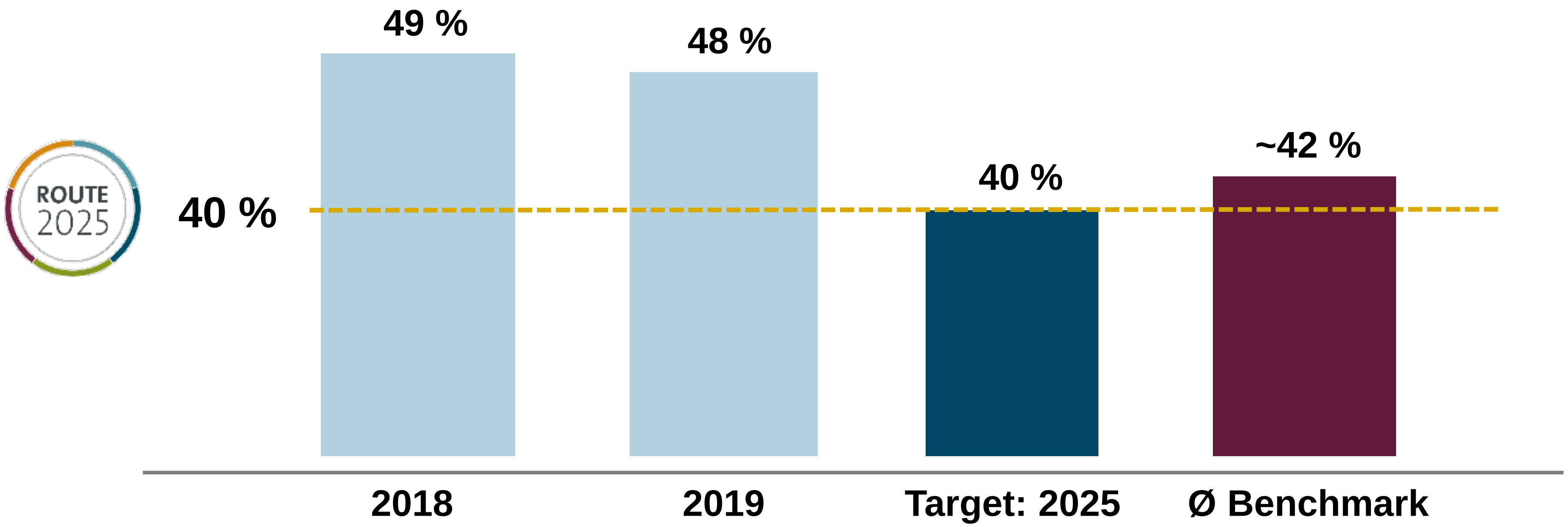
ROUTE2025 - Target of 40% Cost-Income ratio in 2025

Three OPEX levers help to support Volkswagen Financial Services‘ overall target



Productivity

IT- Costs

Cost of Sales

All Volkswagen Financial Services initiatives are creating a strong basis for further growth - » creating digital touchpoints «

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VWFS AG

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Online journeys & direct sales channels

Through new products in mobility and payment services, we will significantly increase the customer contact through 2025

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BANKING	LEASING	INSURANCE & SERVICE		MOBILITY					PAYMENT
BANK	LEASING	INSURANCE	SERVICES	FLEET	USED CAR	CHARGE & FUEL	RENTAL	PARKING	PAYMENT

Customer contact from portfolio

20 – 30 mn p.a. — factor x 20 — **400 – 600 mn p.a.**

currently 210 mn p.a.

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All Volkswagen Financial Services initiatives are creating a strong basis for further growth - » online journeys & direct sales channels «

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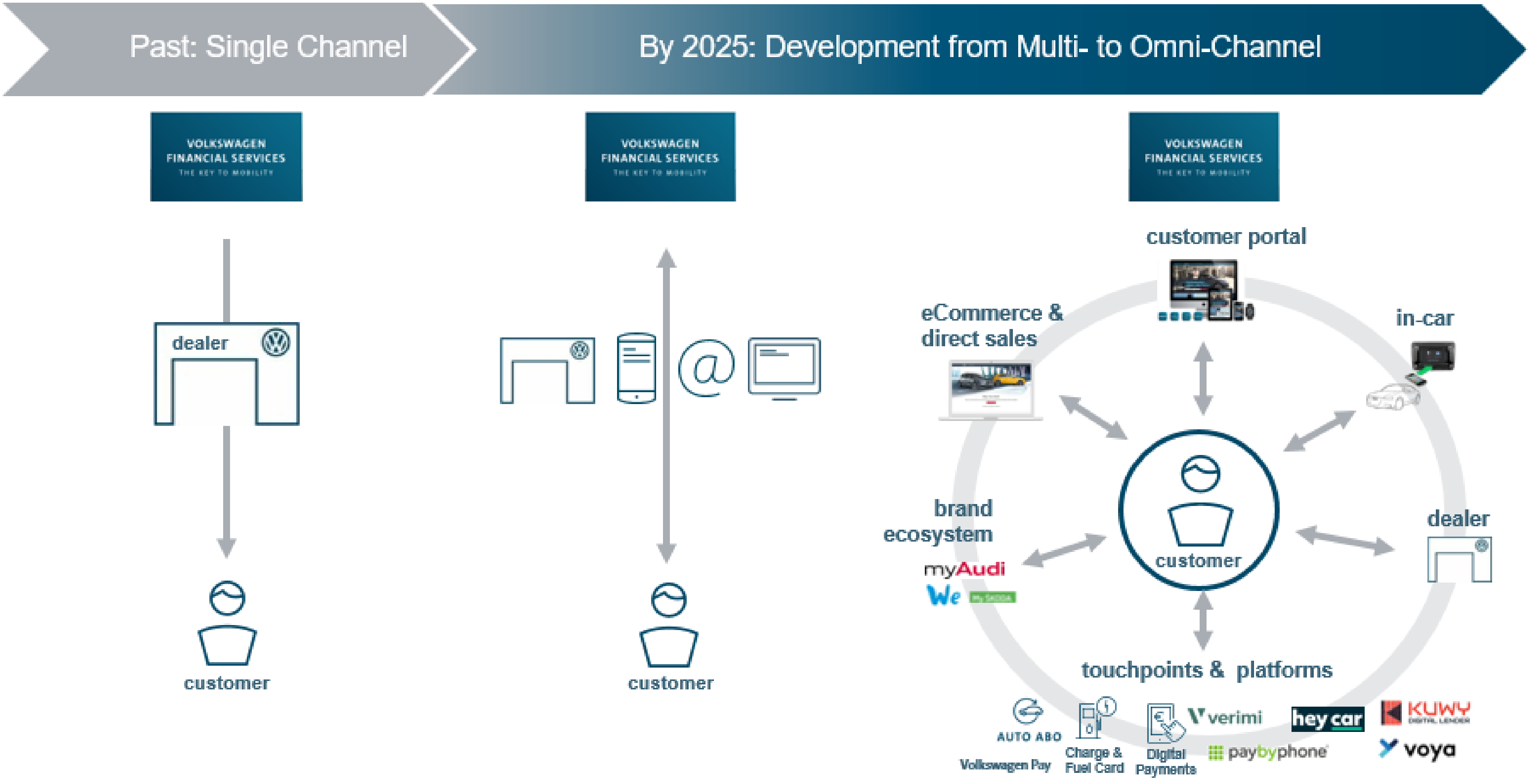
Volkswagen Financial Services will digitize all products by 2025 and extend it’s distribution channels



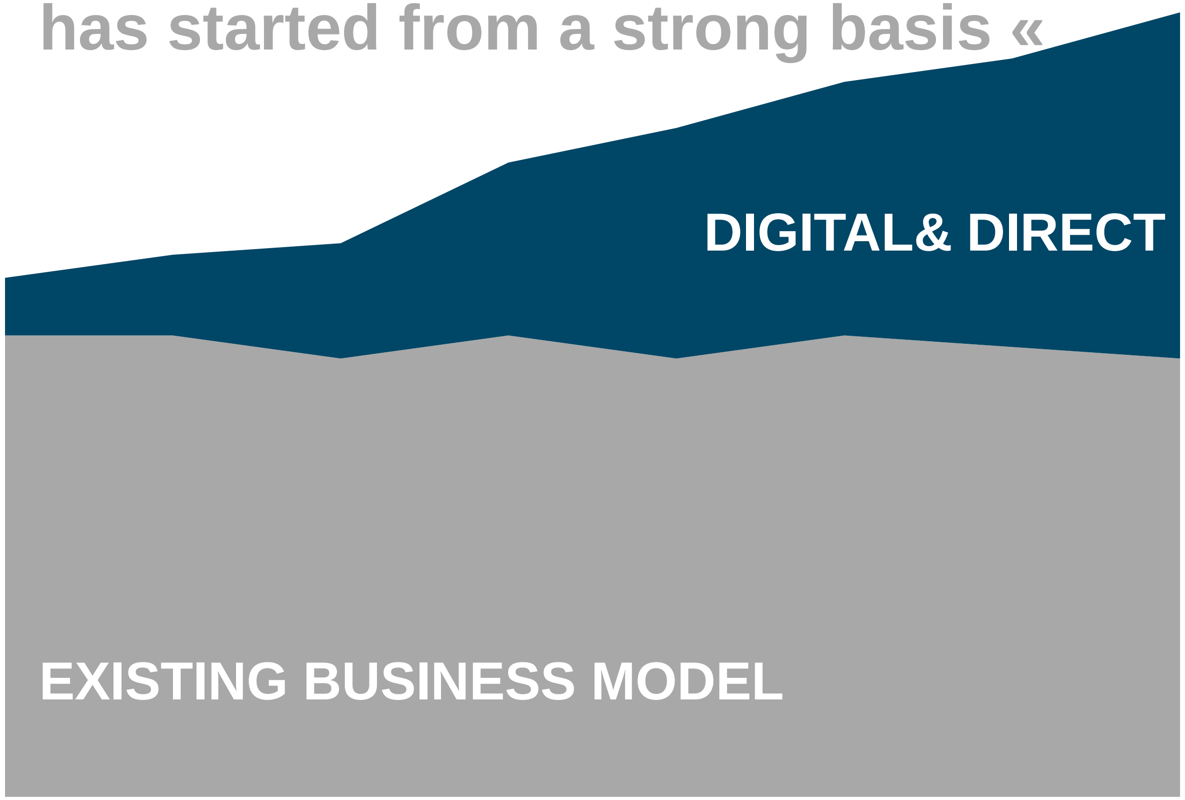
All Volkswagen Financial Services initiatives are creating a strong basis for further growth - » especially the digital capabilities are expanded «

Volume	Efficiency	Touchpoints	Digitalization
300 bn € assets 30 mn portfolio 12 % equity	1 % OH-Ratio + 1 % CoS-Ratio = 1.3 bn € lower cost level p.a.	500 mn Touchpoints with our customers	2.5 mn Online sales Target 2025 500 mn € Investment in planning round

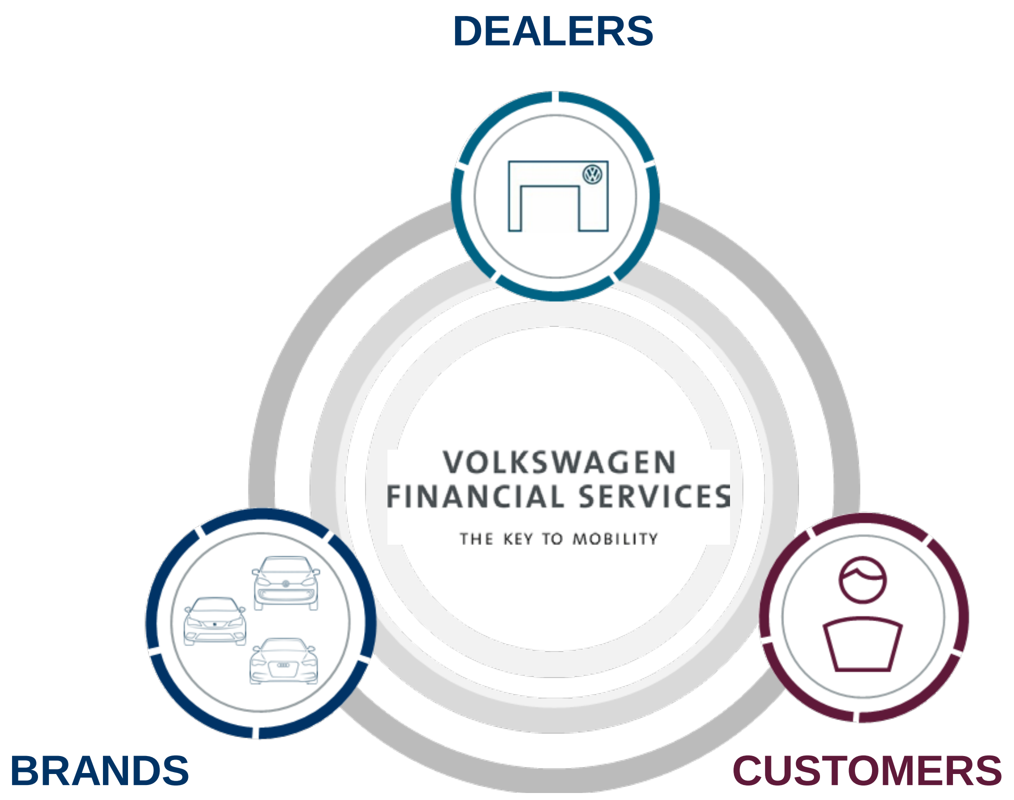
All changes are … within the existing business model

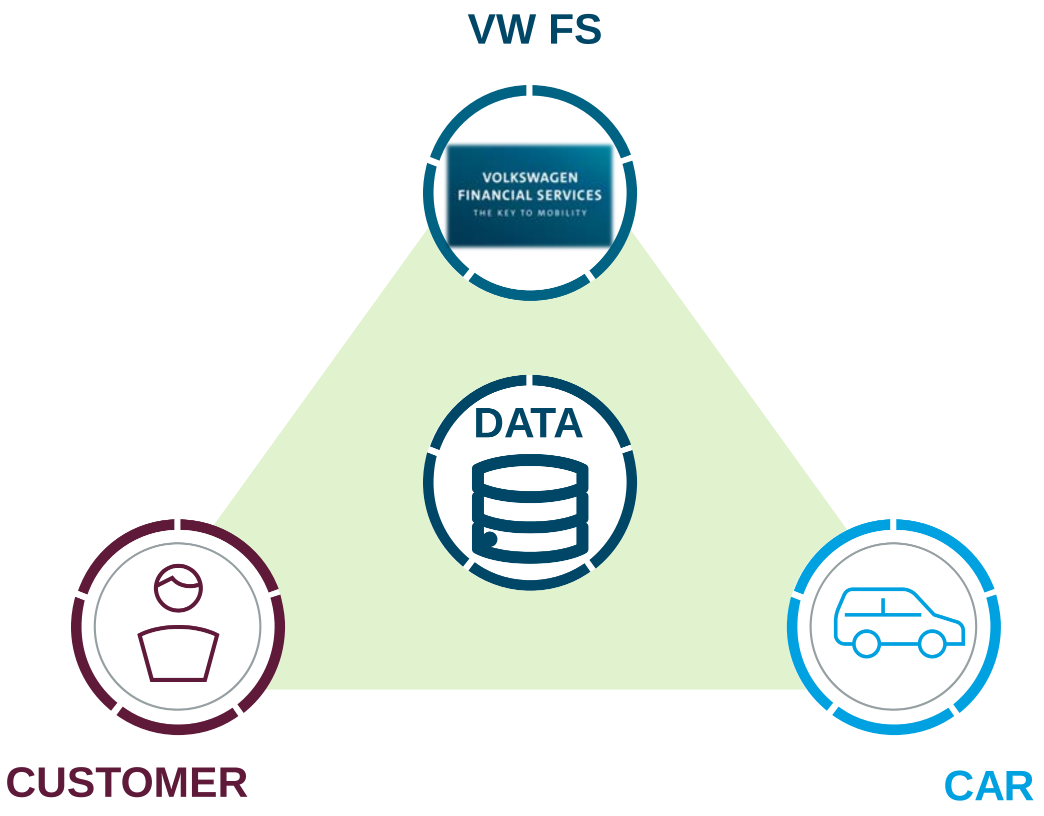
COVID-19 as catalyst for new business models

» Volkswagen Financial Services has started from a strong basis «



In our existing business model, VW FS has mainly indirect contact to customers
» Therefore we invented our new "Digital & Direct" business model «





» Enabler Approach «

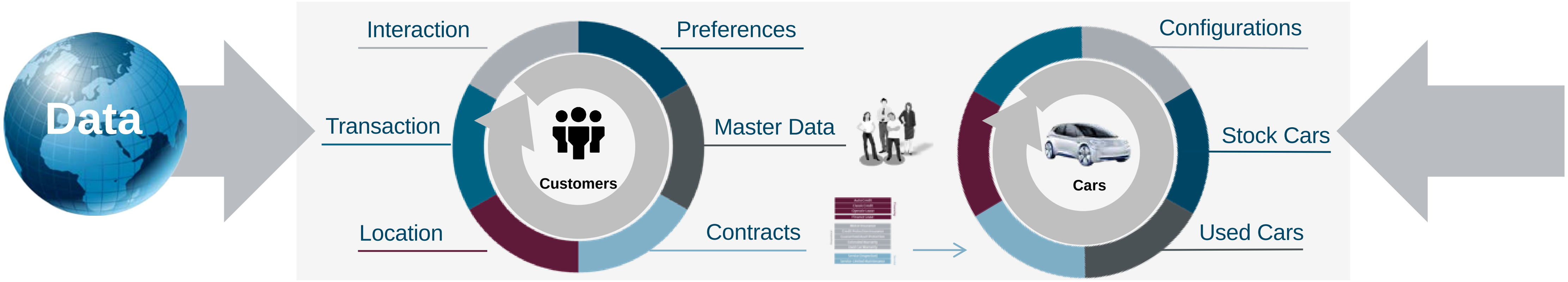
» Digital & Direct «

Digital & Direct has a clear aim: Optimize the customer & car lifetime value and identify specific customer requirements

Customer

Car

CRM² platform is the catalyst to creating value around the customer

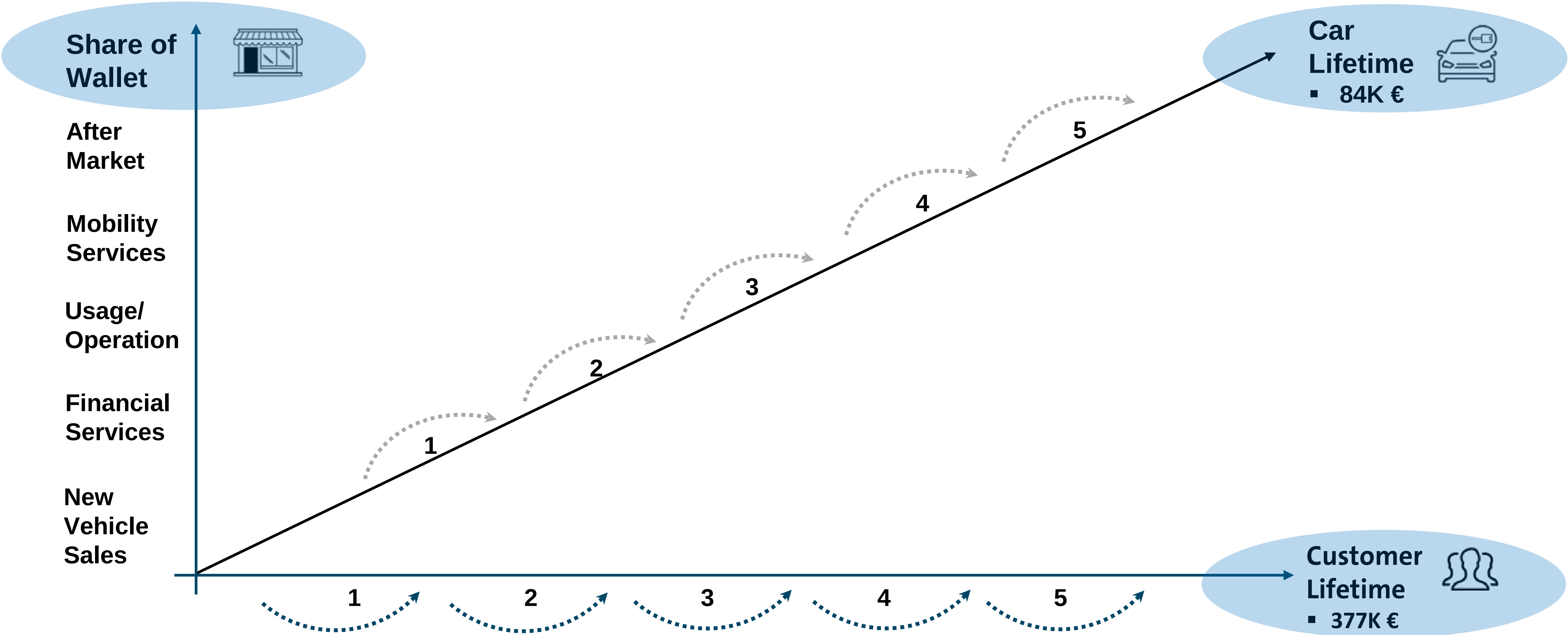


Dealer Remuneration | **Digital Pricing** | **Digital Renewal** | **Subscription** | **D2C Car Sales**

...

Additional 1 billion profit targeted!

Example Germany: Customer-related share of wallet totals to 377.000 €

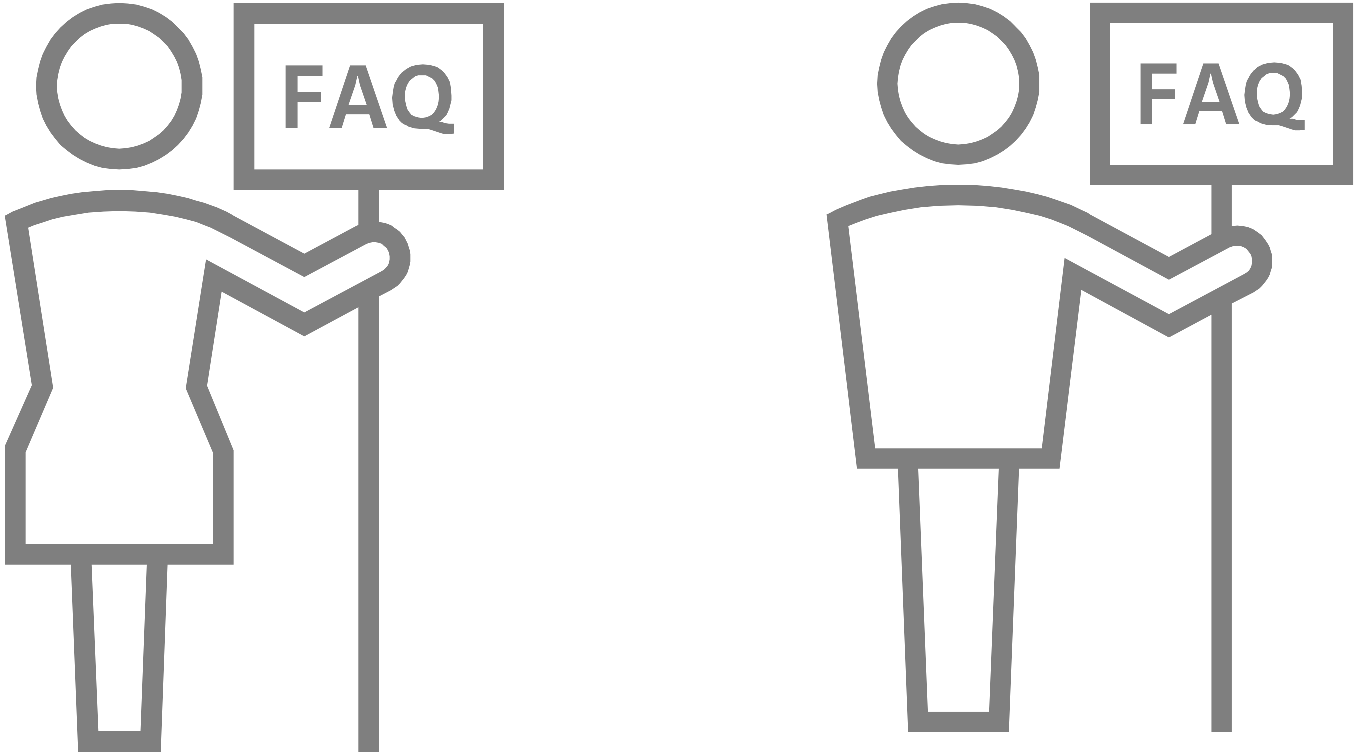


Extending the share of wallet

by following the car and customer through the entire life cycle

will transfer Volkswagen Financial Services into a data-driven company!

Questions?



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Thank You!

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