Volkswagen Group: Financial sustainability on core strengths

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Member of the Board of Management, Volkswagen Aktiengesellschaft
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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 relating to the development of the economies of individual countries, and in particular of the automotive industry, 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. The estimates given involve a degree of risk, and the actual developments may differ from those forecast.

Consequently, 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 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 Such statements are valid on the date of publication and can be superceded.

This information does not constitute an offer to exchange or sell or an offer to exchange or buy any securities.
Development World Car Market vs. Volkswagen Group Car Deliveries to Customers\(^1\)
(Growth y-o-y in deliveries to customers, January to December 2014 vs. 2013)

<table>
<thead>
<tr>
<th>Region</th>
<th>Car Market</th>
<th>Volkswagen Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>World: Car Market</td>
<td>4.5%</td>
<td>Volkswagen Group: 4.9%</td>
</tr>
<tr>
<td>North America</td>
<td>-11.6%</td>
<td>-17.0%</td>
</tr>
<tr>
<td>Western Europe</td>
<td>2.2%</td>
<td>-2.0%</td>
</tr>
<tr>
<td>Central &amp; Eastern Europe</td>
<td>-6.7%</td>
<td>1.3%</td>
</tr>
<tr>
<td>South America</td>
<td>7.6%</td>
<td>11.2%</td>
</tr>
<tr>
<td>Rest of World</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^1\) Figures excl. Volkswagen Commercial Vehicles, Scania and MAN. The Saveiro model, previously Volkswagen Commercial Vehicles, is reported in the Volkswagen Passenger Cars brand retrospectively as of January 1, 2013.
Volkswagen Group – Deliveries to Customers by Brands
(January to December 2014 vs. 2013)

1) incl. Volkswagen Commercial Vehicles, Scania and MAN; 4.9% excl. Volkswagen Commercial Vehicles, Scania and MAN.

2) The Saveiro model, previously Volkswagen Commercial Vehicles, is reported in the Volkswagen Passenger Cars brand retrospectively as of January 1, 2013.
Volkswagen Group – Commercial Vehicles Deliveries to Customers by Brands (January to December 2014 vs. 2013)

1) Incl. Volkswagen Commercial Vehicles, Scania and MAN; 4.9% excl. Volkswagen Commercial Vehicles, Scania and MAN.
2) The Saveiro model, previously Volkswagen Commercial Vehicles, is reported in the Volkswagen Passenger Cars brand retrospectively as of January 1, 2013.
3) MAN incl. MAN Latin America Trucks and Buses GVW > 5t.
Volkswagen Group – Outlook for 2014

We expect …

■ to moderately increase deliveries to customers year-on-year in 2014 in a still challenging market environment.

■ 2014 sales revenue for the Volkswagen Group and its business areas to move within a range of 3 percent around the prior-year figure, depending on the economic condition.

In terms of Group operating profit…

■ we are expecting an operating return on sales of between 5.5 percent and 6.5 percent in 2014 in light of the challenging economic environment, and the same range for the Passenger Cars Business Area.

■ The Commercial Vehicles/Power Engineering Business Area is likely to moderately exceed the 2013 figure.

■ The operating return on sales in the Financial Services Division is expected to be between 8.0 percent and 9.0 percent.
Volkswagen Group – Well on track to achieve targets under Strategy 2018

1 Leading in customer satisfaction and quality
2 Top employer
3 Volumes > 10 million units p.a.

1 Own calculation based on key industry studies on customer satisfaction with dealers, after sales and new vehicles. 2 Including China. 3 Group profit before tax margin excluding the nonrecurring effect from the remeasurement of the Porsche put/call options and from remeasurement at the contribution date of the shares already held.
Key sales markets offer substantial growth opportunities
Market growth 2014 – 2018 (million units)

1. North America
   - 2012: 19.5
   - 2014: 20.3
   - 2016: 20.3
   - 2018: Increase (+4%)

2. Western Europe
   - 2012: 13.6
   - 2014: 14.3
   - 2016: 14.9
   - 2018: Increase (+9%)

3. Central & Eastern Europe (incl. Russia)
   - 2014: 3.8
   - 2016: 3.6
   - 2018: 4.5
   - 2018: Increase (+17%)

4. South America
   - 2012: 5.3
   - 2014: 5.3
   - 2016: 5.8
   - 2018: Increase (+10%)

5. China (incl. HK)
   - 2012: 23.1
   - 2014: 26.4
   - 2016: 28.6
   - 2018: Increase (+23%)

6. India
   - 2012: 86
   - 2014: 92
   - 2016: 98
   - 2018: Increase (+51%)

7. World
   - 2012: 86
   - 2014: 92
   - 2016: 98
   - 2018: Increase (+39%)

1) Includes Cyprus and Malta
2) Includes Central America and Caribbean
Source: IHS Automotive (data status: January 2015), rounded
Note: Market = Cars and LCVs
## GDP development and Passenger car market forecast 2015

**GDP growth (in %)**

<table>
<thead>
<tr>
<th>Region</th>
<th>2013*</th>
<th>2014*</th>
<th>2015*</th>
</tr>
</thead>
<tbody>
<tr>
<td>GDP growth</td>
<td>2.2</td>
<td>2.4</td>
<td>3.1</td>
</tr>
<tr>
<td>Forecast car market**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USA</td>
<td>0.0</td>
<td>1.2</td>
<td>1.6</td>
</tr>
<tr>
<td>Western Europe</td>
<td>1.3</td>
<td>0.4</td>
<td>-4.0</td>
</tr>
<tr>
<td>Russia</td>
<td>7.7</td>
<td>7.3</td>
<td>6.5</td>
</tr>
<tr>
<td>Brazil</td>
<td>2.6</td>
<td>2.7</td>
<td>3.0</td>
</tr>
</tbody>
</table>

**Total market volume 2015 > 2014**

**Total market volume 2015 < 2014**

Source: *IHS Economics as of January 2015 and **IHS Automotive as of January 2015
Tightening environmental regulation and major trends driving substantially higher investment and engineering needs today

... CO₂ and EU6 regulations

Status and forecast of CO₂-regulations

- EU baseline: 219
- China 2015: 167
- EU 2020: 95
- China baseline: 185
- US baseline: 219
- US 2025: 107
- EU 2020: 95

Source: based on ICCT

... Market / consumer trends

- Digitalization
- Shorter lifecycles
- E-mobility
- SUV trend
- Automated driving
- Shift in priorities
Future Tracks – Paving the way to the future

Strategy for the time beyond 2018

Profitability

Future trends

Economic uncertainty

Costs

Revenues

E-mobility
Digitalization
Business models
Product cycles
Automated driving

Leasing, co-operations, subsidies and quality

Volkswagen Group 2018 Strategy

Audi
SEAT
BENTLEY
BUGATTI
PORSCHE
Commercial Vehicles
SCANIA
MAN

Trade barriers
Currencies
Economic development
Regulations
MQB – Driving forward economies of scale in unit cost, investment and supporting achievement of emission targets

Distribution of MQB savings

MQB platform ca. 60% of total material costs

- Lower cost per unit
- Less EHpV\(^1\)
- Less one-off expenditures

= Potential savings

Margin improvement

Savings, Expenditures, Invest

Different powertrains

The MQB’s flexible design is able to accommodate alternative drives:

- Conventional drive
  - TSI Gasoline EA211
  - TDI Diesel EA288
- Electric drive
  - Hybrid
  - BEV
- Alternative/Regenerative
  - EcoFuel CNG
  - FlexFuel Ethanol
  - BiFuel LPG

\(^1\) Engineered Hours per Vehicle
Sustainable success secured through the roll-out of modular toolkits

Global roll-out of modular toolkits

MQB production share of total production volumes

Number of toolkit equipped plants and volume

1 Including China; the Chinese share in the global MQB volume is expected to amount to around one fifth in 2014 and more than one third in 2018
Innovative technical flexibility made simple

Flexibility of volume

„Turntable“ („Drehscheibe“)

WOLFSBURG

ZWICKAU

EMDEN

Integrated production across three sites (Schematic illustration)

e.g. Additional demand for Volkswagen Passat

Additional Passat volume due to customer demand

WOLFSBURG

ZWICKAU

EMDEN

--- Capacity

--- Organizational flexibility
Volkswagen Brand: Substantial efficiency measures across all business areas to ensure > 6% target return before 2018

- Adapt lifecycle strategy to meet core regional competition
- Focus on models providing sustainable profitability
- Expand after-sales business

Cost:
- Reduce complexity and improve decision making process
- Increase use of common parts and reduction of number of variants
- Sharpen target-oriented investment
- Increase localization in core markets
- Enhance R&D efficiency
- Leverage scale effects and groupwide synergy potential further
Volkswagen Brand: Three focus areas to improve competitiveness

**Efficiency program**

**Model portfolio & cycle plan**
- Continually adapt product lifecycles to the specific regional and competitive requirement
- Challenge every model regarding growth prospects and sustainable profit contribution

**Strengthen regions**
- Improve operational and financial robustness of regional business models
- Increase localization of products, production and components as well as research and development

**Cost discipline & productivity**
- Strong focus on cost and investment discipline
- Roll-out of efficiency program in order to secure/improve cost efficiency and quality of results
Transition to automated driving has already started and offers huge potential

**Drivers assistant systems in the new Passat**

- Emergency assist with lane change
- Traffic jam assist with hands-off
- Work zone lane assist
- Automated driving
- Automated parking
- Emergency assist
- Trailer assist
- Front assist with pedestrian monitoring

Drivers assistant systems in the new Passat
Significant savings potential through various variant reductions

- **Golf 7: Batteries**
  - ~50%

- **Golf 7: Interior lamps**
  - ~50%

- **Golf 7: Armrests (leather)**
  - >30%

- **Polo successor: Engine/gearbox variants**
  - >30%
Improving operating returns at Volkswagen Passenger Cars\(^1\) the latest by 2018 is a core objective of Future Tracks

- **Western Europe**
- **MQB roll-out**
- **Depreciation & EU6 / CO₂ cost**
- **Emerging markets**
- **Currencies**
- **Gradual recovery of emerging markets**
- **Increase of overseas profitability**
- **Product strategy**

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Return</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>4.0%</td>
</tr>
<tr>
<td>2012</td>
<td>3.5%</td>
</tr>
<tr>
<td>2013</td>
<td>2.9%</td>
</tr>
<tr>
<td>9M 2014</td>
<td>2.3%</td>
</tr>
<tr>
<td>2018</td>
<td>&gt; 6%</td>
</tr>
</tbody>
</table>

\(^1\) The joint venture companies in China are accounted for using the equity method and thus are not included in the operating profit of Volkswagen Passenger Cars.
New Volkswagen Group models 2015 – a strong basis for profitable growth

**Highlights**
- Touran, Passat Alltrack, Tiguan Lamando, Santana Derivative
- Q7, A4, TT Roadster
- Fabia Combi, Superb Sedan & Superb Combi
- Ibiza
- 911
- Huracán Spyder
- Continental GT, Continental GT Convertible
- T6 Family Caddy

**Global roll-out**
- Passat, Touareg, Golf (Brazil)
- TT Coupé, Q3 (US), A3 Sedan (Brazil), A6L (China)
- Fabia, Fabia (China), Superb Sedan (China)
- Cayenne

**Highly efficient powertrains**
- Passat GTE (PHEV), Jetta Hybrid
- Golf TSI BlueMotion
- Q7 TDI e-tron
Deep roots and strong market position combined with further growth potential assures continued profitable growth in China

Production network and implementation of MQB

- Production capacity (250 working days)
  - 2014: 3 million
  - 2018: > 4 million

Significant extension of product portfolio

- Locally produced
  - 2013: 22
  - 2018e: >35

- Import
  - 2013: 41
  - 2018e: >65

- Total
  - 2013: 63
  - 2018e: >100

Continuous expansion of dealer network

- Others
- ŠKODA
- Audi
- Volkswagen

Strong operational & financial track record

(in € bn / million units)

- Proportionate Operating Profit
- Dividends paid to Volkswagen AG
- Deliveries to customers

Production capacity

- 2008: 0.4
- 2009: 0.8
- 2010: 1.9
- 2011: 2.6
- 2012: 3.7
- 2013: 4.3
- 2014: 3.7

Volkswagen

- 2013: 2,395
- 2014: ~2,700
- 2018e: >3,600
USA – Extending the business

Expanding local footprint
- Herndon Headquarters
- Chattanooga Plant
- Atlanta Headquarters
- San José Chiapa Plant
- Silao Plant (engines)
- Puebla Plant
- Chattanooga Plant
- Atlanta Headquarters

Upgrade/expansion of portfolio

Introduction of the new Golf
US Passat facelift
Tiguan LWB

2014 2015 2016 ...

Jetta facelift
B-SUV

Strong commitment to targets in the U.S. market
Deliveries in ‘000 units by brands

LCV segment remains a large opportunity

Segment structure 2014

Deliveries to customers Jan-Dec 2014 vs. Jan-Dec 2013

1) Production of global volumes of new Audi Q5 from 2016
2) Figures including Porsche as from 1 August 2012
3) Thereof Passenger Cars +1.8%, Light Commercial Vehicles +10.0%
4) Imported and locally produced vehicles in % of total deliveries (Volkswagen Passenger cars)
Brazil – Short-term challenge, mid-term opportunity

Highly localized passenger car production

- São Carlos (engines)
- Taubaté
- Anchieta
- Curitiba

Deliveries to customers (‘000 units)

<table>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Units</td>
<td>300</td>
<td>600</td>
<td>900</td>
<td>1,200</td>
<td>&gt; 1,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A rapidly changing competitive landscape

Number of automotive companies in the Brazilian market

- Importers
- Other local producers
- "Big 4"¹

Expansion & upgrade of locally produced portfolio

- up!
- Fox family
- Saveiro
- Golf
- Gol
- A3 Sedan
- Q3

Source: Anfavea, own research

¹ Volkswagen, Fiat, General Motors, Ford

² Audi to start production in São José dos Pinhais in 2015 (Audi A3 Sedan and Q3)
Scania transaction is a pre-requisite to improve competitiveness and efficiency based on integration of Volkswagen’s trucks businesses

**Integration drivers**

- **Foundation**: management of independent and strong brands on the basis of integrated technology and operations

- **Objective**: modular toolkit strategy for commercial vehicles with common components and systems

- **Scale benefits**: improved efficiency of resource allocation and increased flexibility concerning vertical integration

**Synergies** (Operating Profit impact)

**Achieved by the end of 2014**

- €200+ million
- Focus on purchasing
- Synergy potential limited due to arm’s-length requirements

**Additional potential through the transaction**

- €650+ million per year long-term average with 10-15 years gradual phase-in based on life cycles of vehicles and systems / components
- Majority of benefits from joint R&D, purchasing and sourcing components, e.g. gearbox
- Significant benefits from capex savings
Volkswagen’s Automotive Division continues to invest in new products, innovative technologies and its global production footprint

**Investments in property, plant and equipment**

€ billion / in % of sales revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>€ billion</th>
<th>% of sales revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>5.8</td>
<td>6.2%</td>
</tr>
<tr>
<td>2010</td>
<td>5.7</td>
<td>5.0%</td>
</tr>
<tr>
<td>2011</td>
<td>5.6</td>
<td>5.6%</td>
</tr>
<tr>
<td>2012</td>
<td>5.9</td>
<td>5.9%</td>
</tr>
<tr>
<td>2013</td>
<td>6.3</td>
<td>5.9%</td>
</tr>
<tr>
<td>2014</td>
<td>11.0</td>
<td>6.3%</td>
</tr>
</tbody>
</table>

*Capex to sales ratio between 6 and 7%*

**5-year investment program remains on a stable level**

- **€85.6 bn**
  - Investments in property, plant and equipment

- **€64.3 bn**
  - Modernizing and extending the product range

- **€23.0 bn**
  - Cross-product investments

- **€21.9 bn**
  - Capitalized development costs

- **-€0.6 bn**
  - Others

- **2015 - 2019**

*Note: All figures shown are rounded.*

- Around two-thirds will continue to flow into increasingly efficient vehicles, drives and technologies, as well as environmentally friendly production
- In addition, China JVs will invest a total of €22.0 bn in new production facilities and products (fully self funded)
Continuous dividend development on a sustainable basis

Development of dividend pay-out...

<table>
<thead>
<tr>
<th>Year</th>
<th>Volkswagen Ordinary Shares</th>
<th>Volkswagen Preferred Shares</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>3.00</td>
<td>3.00</td>
</tr>
<tr>
<td>2012</td>
<td>3.50</td>
<td>3.06</td>
</tr>
<tr>
<td>2013</td>
<td>4.00</td>
<td>4.06</td>
</tr>
</tbody>
</table>

... and pay-out ratio

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Mid-term target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>15.7%</td>
<td>17.8%</td>
<td>20.6%</td>
<td>30%</td>
</tr>
</tbody>
</table>

1) Total dividend in percent of net income attributable to shareholders adjusted for noncash income mainly from the updated measurement of the put/call rights relating to the acquisition of the stake in Porsche AG indirectly held by Porsche SE, as well as the remeasurement of the existing stake held at the contribution date.
Volkswagen Group: Global automotive leader 2018

Economic and environmental leadership in the global automotive industry

**Economic leadership**
- Excellent and custom-tailored product portfolio
- Increasing global footprint and emerging markets presence
- Realization of cost savings, toolkit modularization and localization of products
- Creation of sustainable value

**Environmental leadership**
- Diversified portfolio of drivetrain technologies
- Continuous improvements in internal combustion engines
- Leadership in alternative powertrain technologies
- 25 percent less energy and water consumption, waste and emissions in Group production
Appendix
Volkswagen Group – Deliveries to Customers by Markets
(January to December 2014 vs. 2013)

1) Incl. Volkswagen Commercial Vehicles, Scania and MAN; 4.9% excl. Volkswagen Commercial Vehicles, Scania and MAN.
Volkswagen Group – Deliveries to Customers BRIC-Markets\(^1\) (January to December 2014 vs. 2013)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>BRIC</td>
<td>4,436</td>
<td>4,653</td>
<td>+4.9%</td>
</tr>
<tr>
<td>Brazil</td>
<td>755</td>
<td>630</td>
<td>-16.6%</td>
</tr>
<tr>
<td>Russia</td>
<td>316</td>
<td>276</td>
<td>-12.7%</td>
</tr>
<tr>
<td>India</td>
<td>94</td>
<td>72</td>
<td>-23.0%</td>
</tr>
<tr>
<td>China (incl. Hong Kong)</td>
<td>3,271</td>
<td>3,675</td>
<td>+12.4%</td>
</tr>
</tbody>
</table>

\(^1\) Including Volkswagen Commercial Vehicles, Scania and MAN.
**Volkswagen Group – Analysis by Division**

(January to September 2014 vs. 2013)

<table>
<thead>
<tr>
<th>thousand vehicles / € million</th>
<th>Volkswagen Group</th>
<th>Automotive Division</th>
<th>Financial Services Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle sales</td>
<td>7,646</td>
<td>7,241</td>
<td>7,646</td>
</tr>
<tr>
<td>Sales revenue</td>
<td>147,718</td>
<td>145,673</td>
<td>129,619</td>
</tr>
<tr>
<td>Operating profit</td>
<td>9,416</td>
<td>8,557</td>
<td>7,980</td>
</tr>
<tr>
<td>% of sales revenue</td>
<td>6.4</td>
<td>5.9</td>
<td>6.2</td>
</tr>
<tr>
<td>Financial result</td>
<td>2,075</td>
<td>842</td>
<td>2,034</td>
</tr>
<tr>
<td>of which: At-equity result</td>
<td>3,057</td>
<td>2,834</td>
<td>3,029</td>
</tr>
<tr>
<td>of which: Other financial result</td>
<td>-982</td>
<td>-1,992</td>
<td>-995</td>
</tr>
<tr>
<td>Profit before tax</td>
<td>11,490</td>
<td>9,399</td>
<td>10,013</td>
</tr>
<tr>
<td>% Return on sales before tax</td>
<td>7.8</td>
<td>6.5</td>
<td>7.7</td>
</tr>
<tr>
<td>Profit after tax</td>
<td>8,687</td>
<td>6,702</td>
<td>7,582</td>
</tr>
</tbody>
</table>

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) The joint venture companies in China are accounted for using the equity method and recorded an operating profit (proportionate) of €3,920 million (€3,530 million).
Volkswagen Group – Analysis of Operating Profit\(^1\)
(January to September 2014 vs. 2013)

\(^1\) All figures shown are rounded, minor discrepancies may arise from addition of these amounts.
## Volkswagen Group – Analysis by Business Line

*(January to September 2014 vs. 2013)*

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Vehicle sales</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volkswagen Passenger Cars</td>
<td>3,388</td>
<td>3,499</td>
<td>73,390</td>
<td>74,233</td>
<td>1,696</td>
<td>2,117</td>
<td></td>
</tr>
<tr>
<td>Audi</td>
<td>1,083</td>
<td>1,004</td>
<td>39,300</td>
<td>36,965</td>
<td>3,831</td>
<td>3,743</td>
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</tr>
<tr>
<td>ŠKODA</td>
<td>612</td>
<td>524</td>
<td>8,784</td>
<td>7,365</td>
<td>651</td>
<td>371</td>
<td></td>
</tr>
<tr>
<td>SEAT</td>
<td>365</td>
<td>335</td>
<td>5,622</td>
<td>5,017</td>
<td>-82</td>
<td>-93</td>
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</tr>
<tr>
<td>Bentley</td>
<td>8</td>
<td>7</td>
<td>1,259</td>
<td>1,069</td>
<td>125</td>
<td>98</td>
<td></td>
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<tr>
<td>Porsche</td>
<td>134</td>
<td>115</td>
<td>12,241</td>
<td>10,419</td>
<td>1,927</td>
<td>1,893</td>
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<tr>
<td>Volkswagen Commercial Vehicles</td>
<td>325</td>
<td>325</td>
<td>6,976</td>
<td>7,011</td>
<td>378</td>
<td>342</td>
<td></td>
</tr>
<tr>
<td>Scania</td>
<td>56</td>
<td>56</td>
<td>7,511</td>
<td>7,365</td>
<td>700</td>
<td>691</td>
<td></td>
</tr>
<tr>
<td>MAN</td>
<td>86</td>
<td>98</td>
<td>10,214</td>
<td>11,342</td>
<td>304</td>
<td>47</td>
<td></td>
</tr>
<tr>
<td>VW China</td>
<td>2,697</td>
<td>2,294</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>-1,109</td>
<td>-1,017</td>
<td>-33,637</td>
<td>-29,370</td>
<td>-1,329</td>
<td>-1,777</td>
<td></td>
</tr>
<tr>
<td><strong>Volkswagen Financial Services</strong></td>
<td>-</td>
<td>-</td>
<td>16,058</td>
<td>14,258</td>
<td>1,215</td>
<td>1,126</td>
<td></td>
</tr>
<tr>
<td><strong>Volkswagen Group</strong></td>
<td></td>
<td>7,646</td>
<td>7,241</td>
<td>147,718</td>
<td>145,673</td>
<td>9,416</td>
<td>8,557</td>
</tr>
<tr>
<td><strong>Automotive Division</strong></td>
<td></td>
<td>7,646</td>
<td>7,241</td>
<td>129,619</td>
<td>129,171</td>
<td>7,980</td>
<td>7,225</td>
</tr>
<tr>
<td>of which: Passenger Cars</td>
<td>7,179</td>
<td>6,761</td>
<td>105,152</td>
<td>103,849</td>
<td>7,295</td>
<td>6,835</td>
<td></td>
</tr>
<tr>
<td>of which: Commercial Vehicles, Power Engineering</td>
<td>467</td>
<td>480</td>
<td>24,467</td>
<td>25,321</td>
<td>685</td>
<td>390</td>
<td></td>
</tr>
<tr>
<td><strong>Financial Services Division</strong></td>
<td></td>
<td>-</td>
<td>-</td>
<td>18,099</td>
<td>16,502</td>
<td>1,436</td>
<td>1,333</td>
</tr>
</tbody>
</table>

1) All figures shown are rounded. Minor discrepancies may arise from addition of these amounts. 
2) Incl. financial services. 
3) MAN Finance International GmbH has been reported within Volkswagen Financial Services since its acquisition by Financial Services AG as of January 1, 2014. The prior-year figures have not been adjusted. 
4) Sales revenue and operating profit of the JV’s in China are not included in the Group figures. The Chinese companies are accounted for using the equity method and recorded an operating profit (proportionate) of €3,920 million (€3,530 million). 
5) Mainly intragroup items, in particular from elimination of intercompany profits; incl. depreciation and amortization of identifiable assets as part of the PPA for Scania, Porsche Holding Salzburg, MAN and Porsche.
Automotive Division – Strong Cash Generation\(^1\) \(^2\)
(January to September 2014)

Cash flow from operating activities | Capex | Capitalized R&D costs | Other | Net cash flow before equity investments | Acquisition and disposal of equity investments | Net cash flow
---|---|---|---|---|---|---
2013 | 14.7 | -6.4 (5.0%\(^3\)) | -2.6 | 0.4 | 6.1 | -1.6 | 4.4

\(^1\) 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 – Analysis of Net Liquidity\(^1\)
(January to September 2014)

\(^1\) All figures shown are rounded, minor discrepancies may arise from addition of these amounts.
### Volkswagen Automotive Division

**Research and development costs**

<table>
<thead>
<tr>
<th></th>
<th>January – September 2013</th>
<th>January – September 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total R&amp;D costs</strong></td>
<td>8,431 € million</td>
<td>9,619 € million</td>
</tr>
<tr>
<td>of which capitalized</td>
<td>2,558 € million (30.3%)</td>
<td>3,399 € million (35.3%)</td>
</tr>
<tr>
<td>amortization</td>
<td>1,740 € million</td>
<td>2,129 € million</td>
</tr>
<tr>
<td>Recognized in the income statement</td>
<td>7,613 € million</td>
<td>8,350 € million</td>
</tr>
</tbody>
</table>

The values reflect the research and development costs for the Volkswagen Automotive Division for the periods January – September 2013 and January – September 2014.
# Volkswagen Group – Headline Figures (January to September 2014 vs. 2013)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>+/- (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliveries to customers¹) '000 units</td>
<td>7,542</td>
<td>7,183</td>
<td>+5.0</td>
</tr>
<tr>
<td>Vehicle sales¹) '000 units</td>
<td>7,646</td>
<td>7,241</td>
<td>+5.6</td>
</tr>
<tr>
<td>Production¹) '000 units</td>
<td>7,638</td>
<td>7,232</td>
<td>+5.6</td>
</tr>
<tr>
<td>Sales revenue € million</td>
<td>147,718</td>
<td>145,673</td>
<td>+1.4</td>
</tr>
<tr>
<td>Operating profit € million</td>
<td>9,416</td>
<td>8,557</td>
<td>+10.0</td>
</tr>
<tr>
<td>Profit before tax € million</td>
<td>11,490</td>
<td>9,399</td>
<td>+22.2</td>
</tr>
<tr>
<td>Profit after tax € million</td>
<td>8,687</td>
<td>6,702</td>
<td>+29.6</td>
</tr>
</tbody>
</table>

### Automotive Division²)

<table>
<thead>
<tr>
<th></th>
<th>€ million</th>
<th>2014</th>
<th>2013</th>
<th>+/- (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flows from operating activities</td>
<td></td>
<td>14,942</td>
<td>14,713</td>
<td>+1.6</td>
</tr>
<tr>
<td>Cash flows from investing activities³)</td>
<td>€ million</td>
<td>9,398</td>
<td>10,264</td>
<td>-8.4</td>
</tr>
<tr>
<td>Of which investments in property, plant &amp; equipment</td>
<td>€ million</td>
<td>6,482</td>
<td>6,436</td>
<td>+0.7</td>
</tr>
<tr>
<td>Net cash flow</td>
<td>€ million</td>
<td>5,544</td>
<td>4,449</td>
<td>+24.6</td>
</tr>
<tr>
<td>Net liquidity at September 30</td>
<td>€ million</td>
<td>16,785</td>
<td>16,649</td>
<td>+0.8</td>
</tr>
</tbody>
</table>

¹) Volume data including the unconsolidated Chinese joint ventures. These companies are accounted for using the equity method. All figures shown are rounded, so minor discrepancies may arise from addition of these amounts. 2013 deliveries updated on the basis of statistical extrapolations.

²) Including allocation of consolidation adjustments between the Automotive and Financial Services divisions.

³) Excluding acquisition and disposal of equity investments: January – September €9,694 million (€8,624 million).
Audi Q7
Audi RS 3
ŠKODA Fabia Combi
SEAT Leon Cupra ST
Porsche Macan Turbo
Porsche Cayenne
Bentley Mulsanne Speed
Lamborghini Huracán LP 610-4
Ducati Diavel
Volkswagen Amarok
MAN TGX Hybrid
Scania R 730 4x2 Topline
Volkswagen Group: Financial sustainability on core strengths

Hans Dieter Pötsch
Member of the Board of Management, Volkswagen Aktiengesellschaft
Kepler Cheuvreux & UniCredit: 14th German Corporate Conference, Frankfurt, 20-21 January 2015