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 Such statements are valid on the date of publication and can be superceded.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.
Highlights January – March 2015

- Sales revenue increased including a positive influence from exchange rates
- Operating result improved within strongly diverging regional market conditions
- Profit before tax increased including higher earnings from Chinese joint ventures
- Strong net cash flow generation strengthened by a hybrid note facilitates robust automotive net liquidity
Financial Highlights – Volkswagen Group
(January to March 2015 vs. 2014)
Development World Car Market vs. Volkswagen Group Car Deliveries to Customers\(^1\)
(Growth y-o-y in deliveries to customers, January to May 2015 vs. 2014)

<table>
<thead>
<tr>
<th>Region</th>
<th>Car Market</th>
<th>VW Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>World</td>
<td>2.7%</td>
<td>0.3%</td>
</tr>
<tr>
<td>North America</td>
<td>-17.9%</td>
<td>-21.0%</td>
</tr>
<tr>
<td>Western Europe</td>
<td>6.7%</td>
<td>5.9%</td>
</tr>
<tr>
<td>Central &amp; Eastern Europe</td>
<td>-25.4%</td>
<td>-11.4%</td>
</tr>
<tr>
<td>South America</td>
<td>-17.9%</td>
<td>-21.0%</td>
</tr>
<tr>
<td>Rest of World</td>
<td>6.6%</td>
<td>11.0%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>5.0%</td>
<td>-0.6%</td>
</tr>
</tbody>
</table>

\(^1\) Figures excl. Volkswagen Commercial Vehicles, Scania and MAN.
Volkswagen Group – Deliveries to Customers by Brands (January to May 2015 vs. 2014)

- Volkswagen Group
  - January – May 2014: 4,188,000 units
  - January – May 2015: 4,199,000 units
  - Change: +0.3%

- Passenger Cars
  - Volkswagen Group
    - January – May 2014: 2,551,000 units
    - January – May 2015: 2,475,000 units
    - Change: -3.0%

- Other Brands
  - Audi
    - January – May 2014: 714,000 units
    - January – May 2015: 745,000 units
    - Change: +4.3%

  - Škoda
    - January – May 2014: 428,000 units
    - January – May 2015: 450,000 units
    - Change: +5.1%

  - Seat
    - January – May 2014: 162,000 units
    - January – May 2015: 176,000 units
    - Change: +8.6%

  - Porsche
    - January – May 2014: 71,000 units
    - January – May 2015: 93,000 units
    - Change: +30.3%

  - Bentley
    - January – May 2014: 4,400 units
    - January – May 2015: 3,700 units
    - Change: -14.3%

1) Incl. all brands of Volkswagen Group (Passenger Cars and Commercial Vehicles); 0.3% excl. Volkswagen Commercial Vehicles, Scania and MAN.
Volkswagen Group – Commercial Vehicles Deliveries to Customers by Brands (January to May 2015 vs. 2014)

January – May 2014
January – May 2015

1) Incl. all brands of Volkswagen Group (Passenger Cars and Commercial Vehicles); 0.3% excl. Volkswagen Commercial Vehicles, Scania and MAN.
2) MAN incl. MAN Latin America Trucks and Buses GVW > 5t
Volkswagen Group – Analysis by Division

(January to March 2015 vs. 2014)

<table>
<thead>
<tr>
<th></th>
<th>Volkswagen Group</th>
<th>Automotive Division</th>
<th>Financial Services Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle sales</td>
<td>2,607</td>
<td>2,562</td>
<td>2,607</td>
</tr>
<tr>
<td>Sales revenue</td>
<td>52,735</td>
<td>47,831</td>
<td>45,806</td>
</tr>
<tr>
<td>Operating profit</td>
<td>3,328</td>
<td>2,855</td>
<td>2,856</td>
</tr>
<tr>
<td>% of sales revenue</td>
<td>6.3</td>
<td>6.0</td>
<td>6.2</td>
</tr>
<tr>
<td>Financial result</td>
<td>639</td>
<td>502</td>
<td>615</td>
</tr>
<tr>
<td>of which: At-equity result&lt;sup&gt;2&lt;/sup&gt;</td>
<td>1,146</td>
<td>994</td>
<td>1,135</td>
</tr>
<tr>
<td>of which: Other financial result</td>
<td>-506</td>
<td>-492</td>
<td>-520</td>
</tr>
<tr>
<td>Profit before tax</td>
<td>3,968</td>
<td>3,357</td>
<td>3,471</td>
</tr>
<tr>
<td>% Return on sales before tax</td>
<td>7.5</td>
<td>7.0</td>
<td>7.6</td>
</tr>
<tr>
<td>Profit after tax</td>
<td>2,932</td>
<td>2,468</td>
<td>2,554</td>
</tr>
</tbody>
</table>

<sup>1</sup> 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.

<sup>2</sup> The joint venture companies in China are accounted for using the equity method and recorded an operating profit (proportionate) of €1,598 million (€1,241 million).
Volkswagen Group – Analysis of Operating Profit\(^1\)
(January to March 2015 vs. 2014)

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

### January to March 2015 vs. 2014

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Volume/ Mix / Prices</td>
<td>2.9</td>
<td>2.5</td>
</tr>
<tr>
<td>Exchange rates</td>
<td>0.2</td>
<td>0.3</td>
</tr>
<tr>
<td>Product costs</td>
<td>0.3</td>
<td>-0.4</td>
</tr>
<tr>
<td>Fixed costs / start-up costs</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Commercial Vehicles / Power</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engineering Division</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Services Division</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>2.9</td>
<td>3.3</td>
</tr>
</tbody>
</table>

*All figures shown are rounded, minor discrepancies may arise from addition of these amounts.*
### Volkswagen Group – Analysis by Business Line 1)  
(January to March 2015 vs. 2014)

<table>
<thead>
<tr>
<th></th>
<th>Vehicle sales</th>
<th>Sales revenue</th>
<th>Operating profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volkswagen Passenger Cars</td>
<td>1,117</td>
<td>1,112</td>
<td>26,291</td>
</tr>
<tr>
<td>Audi</td>
<td>389</td>
<td>367</td>
<td>14,651</td>
</tr>
<tr>
<td>ŠKODA</td>
<td>217</td>
<td>214</td>
<td>3,175</td>
</tr>
<tr>
<td>SEAT</td>
<td>138</td>
<td>120</td>
<td>2,182</td>
</tr>
<tr>
<td>Bentley</td>
<td>3</td>
<td>3</td>
<td>472</td>
</tr>
<tr>
<td>Porsche 2)</td>
<td>51</td>
<td>42</td>
<td>5,078</td>
</tr>
<tr>
<td>Volkswagen Commercial Vehicles</td>
<td>121</td>
<td>110</td>
<td>2,698</td>
</tr>
<tr>
<td>Scania 2)</td>
<td>18</td>
<td>19</td>
<td>2,463</td>
</tr>
<tr>
<td>MAN</td>
<td>22</td>
<td>26</td>
<td>3,088</td>
</tr>
<tr>
<td>VW China 3)</td>
<td>963</td>
<td>946</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-431</td>
<td>-396</td>
<td>-13,507</td>
</tr>
<tr>
<td>Volkswagen Financial Services</td>
<td>-</td>
<td>-</td>
<td>6,145</td>
</tr>
<tr>
<td><strong>Volkswagen Group</strong></td>
<td><strong>2,607</strong></td>
<td><strong>2,562</strong></td>
<td><strong>52,735</strong></td>
</tr>
<tr>
<td>Automotive Division 5)</td>
<td><strong>2,607</strong></td>
<td><strong>2,562</strong></td>
<td><strong>45,806</strong></td>
</tr>
<tr>
<td>of which: Passenger Cars</td>
<td><strong>2,447</strong></td>
<td><strong>2,407</strong></td>
<td><strong>37,636</strong></td>
</tr>
<tr>
<td>of which: Commercial Vehicles, Power Engineering</td>
<td><strong>161</strong></td>
<td><strong>155</strong></td>
<td><strong>8,170</strong></td>
</tr>
<tr>
<td>Financial Services Division</td>
<td>-</td>
<td>-</td>
<td><strong>6,928</strong></td>
</tr>
</tbody>
</table>

1) All figures shown are rounded, minor discrepancies may arise from addition of these amounts. 2) Incl. financial services. 3) Sales revenue and operating profit of the JVs 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 €1,598 million (€1,241 million). 4) 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. 5) Including allocation of consolidation adjustments between Automotive and Financial Services divisions.
Volkswagen Group – Analysis of Earnings per Share Development (January to March 2015 vs. 2014)

### Earnings per share (diluted, in €)$^1$)

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ordinary shares</strong></td>
<td><strong>Preferred shares</strong></td>
</tr>
<tr>
<td>4.86</td>
<td>5.74</td>
</tr>
<tr>
<td>4.92</td>
<td>5.80</td>
</tr>
</tbody>
</table>

$^1$ Prior-year figures adjusted to reflect application of IAS 33.26.

### Key driving factors for EPS

- **Increase of Group operating profit**
- **Improved at-equity result, mainly due to continued strong performance of Chinese joint venture companies**
- **Lower minority interest compensating for higher hybrid investors’ interest in net profit reconciliation**
- **Slightly increased average number of shares outstanding following issuance of equity capital in 2014**
Automotive Division – Strong Cash Generation\(^1\) \(^2\)  
(January to March 2015)

\[ \begin{array}{cccccccc}  
\text{Cash flow} & \text{Capex} & \text{Capitalized} & \text{Other} & \text{Net cash flow before equity} & \text{Acquisition} & \text{Net cash flow} \\
\text{from operating} & & \text{development costs} & & \text{investments} & \text{and disposal} & \text{investments} \\
\text{activities} & & & & & \text{of equity} & \\
\text{\(\text{\(\varepsilon\)} billion\)}} \\
2014 & 2.3 & -1.6 (3.9\%) \(^3\) & -1.2 & 0.1 & -0.5 & 0.4 & -0.1 \\
\end{array} \]

1\(^1\) All figures shown are rounded, minor discrepancies may arise from addition of these amounts.  
2\(^2\) Including allocation of consolidation adjustments between Automotive and Financial Services divisions.  
3\(^3\) Capital expenditure for property, plant and equipment in % of Automotive sales revenue.
Automotive Division – Analysis of Net Liquidity

1) All figures shown are rounded, minor discrepancies may arise from addition of these amounts.
Continuous dividend development on a sustainable basis

Development of dividend pay-out…

<table>
<thead>
<tr>
<th>Year</th>
<th>Ordinary Shares</th>
<th>Preferred Shares</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>2.20</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>3.00</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>3.50</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>4.00</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>4.80</td>
<td></td>
</tr>
</tbody>
</table>

+21.5% p.a.

... and pay-out ratio

<table>
<thead>
<tr>
<th>Year</th>
<th>Pay-out Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>15.1%</td>
</tr>
<tr>
<td>2011</td>
<td>15.7%</td>
</tr>
<tr>
<td>2012</td>
<td>17.8%</td>
</tr>
<tr>
<td>2013</td>
<td>20.6%</td>
</tr>
<tr>
<td>2014</td>
<td>21.2%</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.

Mid-term target: 30%
Volkswagen’s Automotive Division continues to invest in new products, innovative technologies and its global production footprint

**Investments in property, plant and equipment**

<table>
<thead>
<tr>
<th>Year</th>
<th>€ billion / in % of sales revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>5.8 / 6.2%</td>
</tr>
<tr>
<td>2010</td>
<td>5.7 / 5.0%</td>
</tr>
<tr>
<td>2011</td>
<td>7.9 / 5.6%</td>
</tr>
<tr>
<td>2012</td>
<td>10.3 / 5.9%</td>
</tr>
<tr>
<td>2013</td>
<td>11.0 / 6.3%</td>
</tr>
<tr>
<td>2014</td>
<td>11.5 / 6.5%</td>
</tr>
</tbody>
</table>

Capex to sales ratio between 6 and 7%

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

- €64.3 bn Investments in property, plant and equipment
- €21.9 bn Capitalized development costs
- €23.0 bn Cross-product investments
- -€0.6 bn Others

- 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)

Note: All figures shown are rounded.
Volkswagen Group – Outlook for 2015

We expect …

■ to moderately increase Volkswagen Group deliveries to customers year-on-year in 2015 in a persistently challenging market environment.

■ 2015 sales revenue for the Volkswagen Group and its business areas to increase by up to 4% above the prior-year figure, depending on the economic conditions. However, economic trends in Latin America and Eastern Europe will need to be continuously monitored in the Commercial Vehicles/Power Engineering Business Area.

In terms of operating profit...

■ we anticipate a Group operating return on sales of between 5.5% and 6.5% in 2015 in light of the challenging economic environment.

■ The operating return on sales is expected to be in the 6.0% to 7.0% range in the Passenger Cars Business Area and between 2.0% and 4.0% in the Commercial Vehicles/Power Engineering Business Area.

■ For the Financial Services Division, we are forecasting an operating profit at the prior-year level.
Volkswagen Group – Well on track to achieve targets under Strategy 2018

Volkswagen Group customer satisfaction
(on a scale of 1 to 10)

2007 2010 2014
8.2 8.4 8.8

Group deliveries to customers
(in million units)

2007 2010 2012 2014
84 90 10.1

“Leading in customer satisfaction and quality”

“I am happy to work at the Volkswagen Group”
(Employee opinion survey, index)

2007/08 2014
84 90

Group profit before tax margin
(in percent)

2007 2008 2009 2010 2011 2012 2013 2014
6.0 5.8 1.2 7.1 11.9 13.2 6.3 7.3

Volkswagen Group profit before tax margin > 8%

Top employer

Volumes > 10 million units p.a.

6.2 7.2 9.3 10.1

Group deliveries to customers
(in million units)

2007 2010 2012 2014

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.
Group operating profit growth clearly outperforming volume expansion with premium exposure and strong China position being the key drivers

**Key drivers for strong operating profit performance**

- **Strong expanded presence in premium segment**
  - Porsche integration, above average growth and margins
  - Synergies within premium brands
  - Outperformance of Audi brand

- **Performance of VW Group in China**
  - Strong market position and growth momentum, above average margins
  - Continued investments and at the same time substantial dividends received

- **Expansion of commercial vehicles business**
  - Acquisition of Scania and MAN

- **Increasing contribution from Financial Services**
  - Global expansion
  - Rising penetration rates

---

1) The joint venture companies in China are accounted for using the equity method and recorded an operating profit (proportionate) of €5,182 million in 2014 (€294 million in 2007).
## Volkswagen Group – Key sustainable achievements

<table>
<thead>
<tr>
<th>Achievement</th>
<th>Image</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superior products</td>
<td></td>
</tr>
<tr>
<td>Continued market leadership in Europe and China</td>
<td></td>
</tr>
<tr>
<td>Positioning and cooperation clearly strengthened in the premium segment</td>
<td></td>
</tr>
<tr>
<td>Creation of a leading truck business</td>
<td></td>
</tr>
<tr>
<td>Successful toolkit implementation</td>
<td></td>
</tr>
</tbody>
</table>
Improved segment and market exposure provides stable earnings platform

**Registrations**
- 2007: 18% Western Europe, 11% Asia-Pacific, 9% Central & Eastern Europe, 7% North America, 3% South America, 6% Rest of World
- 2014: 36% Western Europe, 6% Asia-Pacific, 8% Central & Eastern Europe, 6% North America, 3% South America, 8% Rest of World

**Passenger Cars**
- 2007: 16% Station wagon, 36% Hatchback, 14% Sedan, 6% SUV, 46% Other
- 2014: 36% Station wagon, 7% Hatchback, 6% Sedan, 12% SUV, 31% Other

**Segments**
- 2007: 31% Premium cars, 12% Volume cars, 12% CV, PE, 43% Others
- 2014: 43% Premium cars, 12% Volume cars, 12% CV, PE, 31% Others

**Group Operating Profit**
- 2007: 42% Premium cars, 14% Volume cars, 4% CV, PE, 36% Others
- 2014: 54% Premium cars, 12% Volume cars, 12% CV, PE, 21% Others

---

1) Source: Polk; figures excluding Volkswagen Commercial Vehicles, MAN and Scania. Porsche fully consolidated as from 1 August 2012
2) Split of Group Operating Profit excluding Other / Consolidation and PPA
3) Commercial Vehicles / Power Engineering
4) VW Financial Services figures do not include financial service activities of Scania, Porsche AG and Porsche Holding Salzburg
Key sales markets offer substantial growth opportunities
Market growth 2014 – 2018 (million units)

1) Includes Cyprus and Malta
2) Includes Central America and Caribbean
Source: IHS Automotive (data status: April 2015), rounded
Note: Market = Cars and LCVs
Global light vehicle market expected to grow further in 2015 with adverse developments in individual regions

<table>
<thead>
<tr>
<th>Region</th>
<th>Passenger car &amp; LCV market (2015 growth)</th>
<th>GDP (growth p.a.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>World</td>
<td>+2.8% 2014e 2015e</td>
<td>+2.8% 2014e 2015e</td>
</tr>
<tr>
<td>Western Europe</td>
<td>+1.3% 2014e 2015e</td>
<td>+1.6% 2014e 2015e</td>
</tr>
<tr>
<td>USA</td>
<td>+2.4% 2014a 2015e</td>
<td>+2.3% 2014a 2015e</td>
</tr>
<tr>
<td>China</td>
<td>+7.4% 2014a 2015e</td>
<td>+6.5% 2014a 2015e</td>
</tr>
<tr>
<td>South America 1</td>
<td></td>
<td>+0.8% 2014e 2015e</td>
</tr>
<tr>
<td>Russia</td>
<td></td>
<td>+0.6% 2014e 2015e</td>
</tr>
</tbody>
</table>

Source: IHS Automotive, IHS Economics as of May 2015

1) Includes Central America and Caribbean, excluding Mexico
Growth in many major markets, excluding China, below expectations

GDP growth remains behind forecasts - but recovery expected until 2018

<table>
<thead>
<tr>
<th>GDP growth p.a. 2010 – 2018 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
</tr>
<tr>
<td>3.0</td>
</tr>
<tr>
<td>2.0</td>
</tr>
<tr>
<td>1.0</td>
</tr>
</tbody>
</table>

Source: IHS Economics

Volume projections for global car markets (ex China) reduced significantly

<table>
<thead>
<tr>
<th>Volume projections</th>
<th>2014 estimate</th>
<th>2018 estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>World</td>
<td>-6 m</td>
<td>-4 m</td>
</tr>
<tr>
<td>Western Europe</td>
<td>+1 m</td>
<td>+4 m</td>
</tr>
<tr>
<td>China (incl. HK)</td>
<td>-4 m</td>
<td>+1 m</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projection as per end of 2010</th>
<th>Projection as per October 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014 estimate</td>
<td>2018 estimate</td>
</tr>
<tr>
<td>2010 2014 2018</td>
<td>2010 2014 2018</td>
</tr>
<tr>
<td>2010 2014 2018</td>
<td>2010 2014 2018</td>
</tr>
</tbody>
</table>
Tightening environmental regulation and major trends driving substantially higher investment and engineering needs today

**Status and forecast of CO₂-regulations**

- **EU**
  - 2005: 219
  - 2020: 142
  - 2025: 95

- **US-LDV (PC+LDT)**
  - 2005: 219
  - 2020: 142
  - 2025: 95

- **China**
  - 2005: 185
  - 2015: 167
  - 2025: 107

Source: based on ICCT

**Market / consumer trends**

- **Digitalization**
- **Shorter lifecycles**
- **E-mobility**
- **SUV trend**
- **Automated driving**
- **Shift in priorities**

Source: VOLKSWAGEN
Future Tracks – Paving the way to the future

Strategy for the time beyond 2018

Profitability

Future trends

Economic uncertainty

Future tracks – Paving the way to the future

Volkswagen Group 2018 Strategy

Costs

Revenues

E-mobility
Digitalization
Business models
Product cycles
Automated driving

Economic uncertainty

Trade barriers
Currencies
Economic development
Regulations

Economic uncertainty

Costs

Revenues

E-mobility
Digitalization
Business models
Product cycles
Automated driving

Economic uncertainty

Costs

Revenues

E-mobility
Digitalization
Business models
Product cycles
Automated driving

Economic uncertainty

Costs

Revenues

E-mobility
Digitalization
Business models
Product cycles
Automated driving

Economic uncertainty

Costs

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

Revenue
- 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 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
New Touran: Variants will be reduced in order to compensate complexity drivers and to cut costs

<table>
<thead>
<tr>
<th>Touran current model</th>
<th>Touran successor</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Complexity drivers</strong></td>
<td><strong>Variant reduction</strong></td>
</tr>
<tr>
<td>- Drivers assistant systems</td>
<td>- Steering wheels</td>
</tr>
<tr>
<td>- Legal requirements</td>
<td>- Trunk lining</td>
</tr>
<tr>
<td>- Seating options</td>
<td>- Mirrors</td>
</tr>
<tr>
<td>...</td>
<td>...</td>
</tr>
</tbody>
</table>
Significant savings potential through various variant reductions (% reduction in number of variants)

- **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

\(^1\) 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.
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
2019: >5 million

Significant extension of product portfolio

<table>
<thead>
<tr>
<th>Year</th>
<th>Locally produced</th>
<th>Import</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>30</td>
<td>118</td>
<td>148</td>
</tr>
<tr>
<td>2018e</td>
<td>&gt;45</td>
<td>&gt;145</td>
<td>&gt;190</td>
</tr>
</tbody>
</table>

Strong operational & financial track record

(in € bn / million units)

Continuous expansion of dealer network

<table>
<thead>
<tr>
<th>Year</th>
<th>Others</th>
<th>ŠKODA</th>
<th>Audi</th>
<th>Volkswagen</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>2,395</td>
<td>118</td>
<td>148</td>
<td>&gt;3,600</td>
</tr>
<tr>
<td>2014</td>
<td>2,654</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018e</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
USA – Extending the business

Expanding local footprint

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

Strong commitment to targets in the U.S. market

Deliveries in ‘000 units by brands

- Volkswagen
- Audi
- Porsche
- Other

LCV segment remains a large opportunity

Segment structure 2014

- Volkswagen
- Audi
- Porsche
- Other

Deliveries to customers Jan-May 2015 vs. Jan-May 2014

-4.2%
+11.7%
+11.1%
+4.5%

1) Production of global volumes of new Audi Q5 from 2016
2) Figures including Porsche as from 1 August 2012
3) Thereof Passenger Cars -1.3%, 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)

A rapidly changing competitive landscape

Number of automotive companies in the Brazilian market

Expansion & upgrade of locally produced portfolio

1) Audi to start production of A3 Sedan in São José dos Pinhais in 2015, Q3 to be produced from 2016.
2) Volkswagen, Fiat, General Motors, Ford

Source: Anfavea, own research
Volkswagen Group toolkit strategy and responsibilities

Continuous roll-out of toolkit strategy across segments, regions and brands

Responsibilities

- NSF: New Small Family
- MQB: Modular Transverse Toolkit
- MLB: Modular Longitudinal Toolkit
- MSB: Modular Standard Drivetrain Toolkit
- MNB: Modular Commercial Vehicles Toolkit

Vehicle classes:
- A000
- A00
- A0
- A
- B
- C
- D
- E

Established markets
Emerging markets

Vehicle price

Audi
Volkswagen
Porsche
MQB – Driving forward economies of scale in unit cost, investment and supporting achievement of emission targets

### Distribution of MQB savings

<table>
<thead>
<tr>
<th>MQB platform ca. 60% of total material costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower cost per unit</td>
</tr>
<tr>
<td>Less EHpv$^{1)}$</td>
</tr>
<tr>
<td>Less one-off expenditures</td>
</tr>
</tbody>
</table>

**= Potential savings**

### 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

---

### Margin improvement

- Savings
- Expenditures
- Invest
Sustainable success secured through the roll-out of modular toolkits

Global roll-out of modular toolkits

Number of toolkit equipped plants and volume

MQB production share of total production volumes

1) Including China; the Chinese share in the global MQB volume amounted to around one fifth in 2014 and is expected to increase to 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

Passat

Golf

Tiguan

EMDEN

ZWICKAU

WOLFSBURG

--- Capacity ---

--- Organizational flexibility ---
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
Structured framework\(^1\) for business with mid-sized and heavy trucks and buses

- Truck & Bus GmbH to become new Volkswagen Group holding for MAN and Scania commercial vehicle brands.
- New holding will steer and coordinate cooperation among the three commercial vehicle companies MAN Truck & Bus AG, MAN Latin America and Scania AB.
- Processes specific to the commercial vehicles business to be established, thus leveraging the full synergy potential between the brands while retaining their independence.
- Aim is to coordinate strategy, development, human resources, purchasing and other issues across the brands leading to closer networking among the brands, shorter decision-making paths and swifter implementation.

\(^1\) Operational steering structure
Structural changes to improve competitiveness and efficiency based on integration of Volkswagen’s truck 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 integration**

- €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
New registrations of mid-sized and heavy trucks in markets relevant for the Volkswagen Group are set to drop noticeably in 2015

**Western Europe**
Demand expected to rise modestly with economic recovery; pull-forward effects in 2013 related to Euro 6 emission standard negatively affected 2014

**Germany**
GDP growth in 2015 expected to slightly increase over the year with positive effect on truck sales

**Russia**
Sanctions and sluggish macroeconomic development will have continuing negative effect on truck demand in 2015

**Brazil**
Negative macroeconomic development with adjustment of FINAME-Program have a significantly negative impact on Brazilian market

**India**
- Government change 2014 provides further investment incentives
- Substantial increase in truck sales expected

**China**
Sales in China expected to be almost on the same level as 2014 despite positive macroeconomic development
VW Financial Services¹): A global, well diversified and successful business

Strong global presence

- Existing markets
- Focus markets
- Start / market entry

Rising penetration rates

- w/o China
- with China

Continuous portfolio expansion

- in '000 contracts

Diversified funding structure

- Asset backed securitization
- Bonds, Commercial Paper, liabilities to financial institutions
- Customer deposits

¹ All shown figures show VW Financial Services as of 31 March 2015, excluding financial service activities of Scania, Porsche AG and Porsche Holding Salzburg; MAN financial services activities are included from 1 January 2014.
Volkswagen Group: Global automotive leader 2018

Economic and environmental leadership in the global automotive industry

<table>
<thead>
<tr>
<th>Economic leadership</th>
<th>Environmental leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent and custom-tailored product portfolio</td>
<td>Diversified portfolio of drivetrain technologies</td>
</tr>
<tr>
<td>Increasing global footprint and emerging markets presence</td>
<td>Continuous improvements in internal combustion engines</td>
</tr>
<tr>
<td>Realization of cost savings, toolkit modularization and localization of products</td>
<td>Leadership in alternative powertrain technologies</td>
</tr>
<tr>
<td>Creation of sustainable value</td>
<td>25 percent less energy and water consumption, waste and emissions in Group production</td>
</tr>
</tbody>
</table>
Appendix
### Volkswagen Group – Headline Figures
(January to March 2015 vs. 2014)

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
<th>+/- (%)&lt;br&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliveries to customers</td>
<td>2,487</td>
<td>2,443</td>
<td>+1.8</td>
</tr>
<tr>
<td>Vehicle sales</td>
<td>2,607</td>
<td>2,562</td>
<td>+1.8</td>
</tr>
<tr>
<td>Production</td>
<td>2,721</td>
<td>2,565</td>
<td>+6.1</td>
</tr>
<tr>
<td>Sales revenue</td>
<td>52,735</td>
<td>47,831</td>
<td>+10.3</td>
</tr>
<tr>
<td>Operating profit</td>
<td>3,328</td>
<td>2,855</td>
<td>+16.6</td>
</tr>
<tr>
<td>Profit before tax</td>
<td>3,968</td>
<td>3,357</td>
<td>+18.2</td>
</tr>
<tr>
<td>Profit after tax</td>
<td>2,932</td>
<td>2,468</td>
<td>+18.8</td>
</tr>
</tbody>
</table>

**Automotive Division**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
<th>+/- (%)&lt;br&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flows from operating activities</td>
<td>4,692</td>
<td>2,251</td>
<td>x</td>
</tr>
<tr>
<td>Cash flows from investing activities attributable to operating activities</td>
<td>3,189</td>
<td>2,302</td>
<td>+38.5</td>
</tr>
<tr>
<td>of which investments in property, plant &amp; equipment</td>
<td>2,071</td>
<td>1,625</td>
<td>+27.4</td>
</tr>
<tr>
<td>Net cash flow</td>
<td>1,503</td>
<td>-52</td>
<td>x</td>
</tr>
<tr>
<td>Net liquidity at March 31</td>
<td>20,772</td>
<td>17,714</td>
<td>+17.3</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.

2) Deliveries updated on the basis of statistical extrapolations.

3) Excluding acquisition and disposal of equity investments: January – March €3,155 million (€2,702 million).
### Volkswagen Group – Reliably delivering on targets

**Outlook 2015 and achievements 2014**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Volkswagen Group</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deliveries to customers</td>
<td>9.7</td>
<td>moderate growth</td>
<td>+4.2%</td>
<td>10.1</td>
</tr>
<tr>
<td>Sales revenue</td>
<td>197.0</td>
<td>+/- 3%</td>
<td>+2.8%</td>
<td>202.5</td>
</tr>
<tr>
<td>Operating profit</td>
<td>11.7</td>
<td>within forecast range</td>
<td>12.7</td>
<td></td>
</tr>
<tr>
<td>Operating return on sales</td>
<td>5.9%</td>
<td>5.5 – 6.5%</td>
<td>6.3%</td>
<td></td>
</tr>
<tr>
<td><strong>Passenger Cars</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales revenue</td>
<td>140.1</td>
<td>+/- 3%</td>
<td>+2.5%</td>
<td>143.6</td>
</tr>
<tr>
<td>Operating profit</td>
<td>9.0</td>
<td>within forecast range</td>
<td>9.8</td>
<td></td>
</tr>
<tr>
<td>Operating return on sales</td>
<td>6.4%</td>
<td>5.5 – 6.5%</td>
<td>6.8%</td>
<td></td>
</tr>
<tr>
<td><strong>Commercial Vehicles / Power Engineering</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales revenue</td>
<td>34.9</td>
<td>+/- 3%</td>
<td>-2.8%</td>
<td>33.9</td>
</tr>
<tr>
<td>Operating profit</td>
<td>0.8</td>
<td>moderate growth</td>
<td>0.9</td>
<td></td>
</tr>
<tr>
<td>Operating return on sales</td>
<td>2.3%</td>
<td>2.8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Financial Services Division</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales revenue</td>
<td>22.0</td>
<td>+/- 3%</td>
<td>+13.3%</td>
<td>24.9</td>
</tr>
<tr>
<td>Operating profit</td>
<td>1.9</td>
<td>within forecast range</td>
<td>1.9</td>
<td></td>
</tr>
<tr>
<td>Operating return on sales</td>
<td>8.5%</td>
<td>8.0 – 9.0%</td>
<td>7.7%</td>
<td></td>
</tr>
<tr>
<td><strong>Automotive Division</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capex/sales revenue</td>
<td>6.3%</td>
<td>6.0 – 7.0%</td>
<td>6.5%</td>
<td></td>
</tr>
<tr>
<td>Net cash flow</td>
<td>4.4</td>
<td>moderate decline</td>
<td>+38.6%</td>
<td>6.1</td>
</tr>
<tr>
<td>Return on investment (RoI)</td>
<td>14.5%</td>
<td>9.0 – 14.5%</td>
<td>14.9%</td>
<td></td>
</tr>
</tbody>
</table>
Automotive Division – Research and development costs
(January to March 2015 vs. 2014)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total R&amp;D costs</td>
<td>€3,166</td>
<td>€3,318</td>
</tr>
<tr>
<td>of which capitalized</td>
<td>€1,191</td>
<td>€1,137</td>
</tr>
<tr>
<td>amortization</td>
<td>€709</td>
<td>€730</td>
</tr>
<tr>
<td>Recognized in the income statement</td>
<td>€2,684</td>
<td>€2,911</td>
</tr>
</tbody>
</table>

2014
- Total R&D costs: €3,166
- Of which capitalized: €1,191 (37.6%)
- Amortization: €709
- Recognized in the income statement: €2,684

2015
- Total R&D costs: €3,318
- Of which capitalized: €1,137 (34.3%)
- Amortization: €730
- Recognized in the income statement: €2,911
## Volkswagen Group – Analysis by Market

(January to March 2015 vs. 2014)

<table>
<thead>
<tr>
<th>Markets</th>
<th>Thousand Vehicles / € Million</th>
<th>2015</th>
<th>2014</th>
<th>+/- (%)</th>
<th>2015</th>
<th>2014</th>
<th>+/- (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe / Remaining markets</td>
<td></td>
<td>1,138</td>
<td>1,113</td>
<td>+2.2</td>
<td>32,855</td>
<td>30,315</td>
<td>+8.4</td>
</tr>
<tr>
<td>North America</td>
<td></td>
<td>210</td>
<td>192</td>
<td>+9.4</td>
<td>7,672</td>
<td>5,962</td>
<td>+28.7</td>
</tr>
<tr>
<td>South America</td>
<td></td>
<td>143</td>
<td>168</td>
<td>-14.9</td>
<td>2,583</td>
<td>3,082</td>
<td>-16.2</td>
</tr>
<tr>
<td>Asia-Pacific&lt;sup&gt;2)&lt;/sup&gt;</td>
<td></td>
<td>1,116</td>
<td>1,088</td>
<td>+2.6</td>
<td>9,625</td>
<td>8,472</td>
<td>+13.6</td>
</tr>
<tr>
<td>Volkswagen Group&lt;sup&gt;2)&lt;/sup&gt;</td>
<td></td>
<td>2,607</td>
<td>2,562</td>
<td>+1.8</td>
<td>52,735</td>
<td>47,831</td>
<td>+10.3</td>
</tr>
</tbody>
</table>

1) All figures shown are rounded, so minor discrepancies may arise from addition of these amounts.
2) The sales revenue of the joint venture companies in China is not included in the figures for the Group and the Asia-Pacific market.
Volkswagen Group – Deliveries to Customers by Markets\(^1\)
(January to May 2015 vs. 2014)

\(^1\) Incl. all brands of Volkswagen Group (Passenger Cars and Commercial Vehicles).
Volkswagen Group – Deliveries to Customers BRIC-Markets\(^1\)
(January to May 2015 vs. 2014)

\[^1\) Ind. all brands of Volkswagen Group (Passenger Cars and Commercial Vehicles); 0.3% excl. Volkswagen Commercial Vehicles, Scania and MAN.\]

\(1,908\) 1,769 1,507 1,490
\(-7.3\%\) \(-30.0\%\) \(-40.8\%\) \(+10.3\%\)

January – May 2014
January – May 2015

\(1,507\) 1,490
\(-1.1\%\)

\(0\) 500 1,000 1,500 2,000 2,500

\(1,908\) 1,769

BRIC
Brazil
Russia
India
China (incl. Hong Kong)
Volkswagen Touran
Volkswagen Cross Coupé GTE
Audi Q7
Audi Prologue Allroad
ŠKODA Superb
ŠKODA Fabia Combi
SEAT Concept 20V20
Porsche Cayenne Turbo S
Porsche Cayman GT4
Bentley EXP 10 Speed 6
Lamborghini Aventador P 750-4 SV
Volkswagen Multivan
Volkswagen Group: Robust, Innovative, Delivering

Hans Dieter Pötsch
Member of the Board of Management, Volkswagen Aktiengesellschaft