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Volkswagen Truck & Bus will not update the following presentation, particularly not the forward-looking statements. The presentation is valid on the date of publication only.
Volkswagen Truck & Bus – unique group with strong brands

2015 sales volumes trucks / buses, thousand units

<table>
<thead>
<tr>
<th>Trucks</th>
<th>Buses</th>
</tr>
</thead>
<tbody>
<tr>
<td>162(^1)</td>
<td>17(^1)</td>
</tr>
<tr>
<td>179(^1)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Trucks</th>
<th>Buses</th>
</tr>
</thead>
<tbody>
<tr>
<td>70</td>
<td>7</td>
</tr>
<tr>
<td>77</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Trucks</th>
<th>Buses</th>
</tr>
</thead>
<tbody>
<tr>
<td>73</td>
<td>6</td>
</tr>
<tr>
<td>79</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Trucks</th>
<th>Buses</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>5</td>
</tr>
<tr>
<td>24(^2)</td>
<td></td>
</tr>
</tbody>
</table>

Note: Trucks ≥6t, Volkswagen Caminhões e Ônibus trucks ≥ 5t. Here MAN equal to MAN Truck & Bus, Volkswagen Caminhões e Ônibus equal to MAN Latin America. Figures are financially rounded. \(^1\) Volkswagen Truck & Bus commercial vehicles total figures (sum of trucks / buses Scania and MAN Commercial Vehicles) \(^2\) Numbers do not add up due to rounding.
Volkswagen Truck & Bus offers a highly attractive product portfolio throughout all truck and bus classes.

<table>
<thead>
<tr>
<th>Heavy duty trucks</th>
<th>Medium / light duty trucks</th>
<th>Buses</th>
</tr>
</thead>
<tbody>
<tr>
<td>S-series</td>
<td>R-series</td>
<td>City</td>
</tr>
<tr>
<td>G-series</td>
<td>P-series</td>
<td>Intercity</td>
</tr>
<tr>
<td>P-series</td>
<td>TGX</td>
<td>Coach</td>
</tr>
<tr>
<td>TGX</td>
<td>TGS</td>
<td>Chassis</td>
</tr>
</tbody>
</table>

Covers both heavy & medium/light duty

SELECTED PRODUCTS
New Scania Truck Generation

- **S and R** cab family
- 5% lower fuel consumption on average
- Completely **new interior and exterior**
- A new version of its 13-litre **engine** with 500 hp
- **Better brakes** and first side curtain **airbags** in industry
MAN TGE

- Range of **3.0 to 5.5 tons**
- Closed delivery van, utility wagon with windows and chassis with single and crew cabs
- Two wheelbases, three roof heights and three vehicle lengths
- Diesel engines ranging from **75 kW / 102 HP** to **130 kW / 177 HP**
Volkswagen Constellation 25.420 Prime Series

Celebrates 10 years of Constellation line

6x2 tractor developed for long haulage applications

16-speed automated gearbox

9-liter engine with 420hp
RIO is a cloud-based digital platform creating value for all stakeholders in the transportation industry and...

...combines digital solutions within the logistics ecosystem on one platform

...integrates vehicles from all brands and across various modes of transportation

...increases transparency and efficiency in the transportation sector

...embeds modern technology into new vehicles

Exemplary solutions for...

- **Drivers**
  - Receive new orders and information directly on the phone

- **Truck Share**
  - Share vehicles using a smartphone acting as a digital key

- **Loadfox**
  - Intelligent order management to increase capacity utilization

- **Logistics companies**
- **Dispatchers**
- **...and many more for all stakeholders in the logistics ecosystem**
Currently challenging market environment – heterogeneous outlook by region

Market volume trucks ≥6t, thousand units

Source: Volkswagen Truck & Bus as of June 2016
Volkswagen Truck & Bus - commercial vehicles business

Core focus of today’s presentation
commercial vehicles business

Volkswagen AG
Commercial Vehicles Business Area
Power Engineering Business Area

Volkswagen Truck & Bus GmbH

Volkswagen Commercial Vehicles
MAN Commercial Vehicles
Scania
MAN
Volkswagen Caminhões e Ônibus

Note: Here MAN equal to MAN Truck & Bus, Volkswagen Caminhões e Ônibus equal to MAN Latin America
Both order intake and sales volume for Volkswagen Truck & Bus show an improved performance during first half of 2016

<table>
<thead>
<tr>
<th>Year</th>
<th>Order Intake, thousand units</th>
<th>Book-to-bill(^1), ratio in units</th>
<th>Sales Volume, thousand units</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>218.7</td>
<td>0.99</td>
<td>220.8</td>
</tr>
<tr>
<td>2014</td>
<td>204.7</td>
<td>1.02</td>
<td>199.9</td>
</tr>
<tr>
<td>2015</td>
<td>184.6</td>
<td>1.03</td>
<td>179.0</td>
</tr>
<tr>
<td>H1 2016</td>
<td>98.0</td>
<td>1.09</td>
<td>89.6</td>
</tr>
</tbody>
</table>

\(^1\) Calculated figures

Note: Volkswagen Truck & Bus commercial vehicles total figures (sum of trucks / buses Scania and MAN Commercial Vehicles)
Volkswagen Truck & Bus breaks negative trend and turns around business with a significant uplift in ROS during first half of 2016

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue, € bn</th>
<th>Operating profit1, € m</th>
<th>Return on sales1,2, percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>22.0</td>
<td>1,330</td>
<td>6.1</td>
</tr>
<tr>
<td>2014</td>
<td>21.0</td>
<td>1,109</td>
<td>5.3</td>
</tr>
<tr>
<td>2015</td>
<td>20.4</td>
<td>1,050</td>
<td>5.1</td>
</tr>
<tr>
<td>H1 2016</td>
<td>10.4</td>
<td>736</td>
<td>7.1</td>
</tr>
</tbody>
</table>

Note: Volkswagen Truck & Bus commercial vehicles total figures (sum of Scania (incl. Scania FS), MAN Commercial Vehicles, Holding and excl. PPA)

1 Before special items 2 Calculated figures

Performance H1 2016
Our approach

1. **Brand Performance**
   - Improve the *performance* of Volkswagen Truck & Bus brands

2. **Successful Cooperation**
   - Foster cooperation to *unlock synergy potential*

3. **Global Champion Strategy**
   - Strengthen local leadership and *expand globally*, including *new business models*
VOLKSWAGEN TRUCK & BUS

Agenda

1. Brand Performance
2. Successful Cooperation
3. Global Champion Strategy

Business Update & Product Highlights
Continued strong performance
Efficiency enhancement measures ahead of schedule
Managing the turnaround in a challenging market
Scania – continued strong performance

Revenue\(^1\), € bn

<table>
<thead>
<tr>
<th>Year</th>
<th>Half year</th>
<th>Full year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>5.1</td>
<td>10.4</td>
</tr>
<tr>
<td>2016</td>
<td>5.6</td>
<td>10.5</td>
</tr>
</tbody>
</table>

Return on Sales\(^1,2\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Half year</th>
<th>Full year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>9.1%</td>
<td>9.4%</td>
</tr>
<tr>
<td>2016</td>
<td>9.9%</td>
<td>9.9%</td>
</tr>
</tbody>
</table>

At a glance

- Revenue reached all-time high in H1 2016
- Due to its robust business model, Scania is able to generate strong earnings despite challenging markets
- Modular product system enables the achievement of economies of scale and maximize resource efficiency
- Implementation of new truck generation to further support performance
- Strategic focus on expanding the service business

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\(^1\) Incl. Scania FS
\(^2\) Before special items, calculated figures
MAN – efficiency enhancement measures ahead of schedule\(^1\)

**Return on Sales\(^2\)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Half year</th>
<th>Full year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1.0%</td>
<td>2.7%</td>
</tr>
<tr>
<td>2014</td>
<td>2.0%</td>
<td>1.8%</td>
</tr>
<tr>
<td>2015</td>
<td>2.8%</td>
<td>2.3%</td>
</tr>
<tr>
<td>2016</td>
<td>6.0%</td>
<td></td>
</tr>
</tbody>
</table>

**Sales trucks / buses, thousand units**

<table>
<thead>
<tr>
<th>Year</th>
<th>Half year</th>
<th>Full year</th>
<th>Book-to-bill (ratio in units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>35.2</td>
<td>81.6</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>33.1</td>
<td>73.6</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>38.0</td>
<td>79.2</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>39.7</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**At a glance**

- MAN is **back on track**. Measures of future program successfully implemented and **ahead of schedule**
- Continued profitable growth with market focus on backbone Europe and selected markets outside Europe
- MAN stands for highly reliable products and **services** for many decades
- Launch of **new MAN TGE** to make MAN a full range supplier
- Extension of business with focus on expanding product portfolio, after-sales business and on **digital solutions**

---

\(^1\) Here MAN equal to MAN Truck & Bus

\(^2\) Before special items
VOLKSWAGEN TRUCK & BUS

After period of steady growth, the Brazilian truck and bus market has been rapidly declining over the last years

Industry sales volume in thousand units

Source: actual figures: ANFAVEA – 3.5 ton & above; 2016e: press estimates
Volkswagen Caminhões e Ônibus – managing the turnaround in a challenging market

Return on Sales

- 6.6% (Half year), 7.4% (Full year) for 2013
- 5.6% (Half year), 2.9% (Full year) for 2016

Sales trucks / buses, thousand units

- 26.9% (Half year), 26.7% (Full year) for 2013
- 27.6% (Full year), 27.8% (Full year) for 2013

At a glance

- Successfully implemented crisis management limiting negative impact from current economic downturn and providing basis for turnaround in coming years
- Production System "Consórcio Modular" considered to be revolutionary and second to none
- Accelerated internationalization to make Volkswagen Caminhões e Ônibus more independent from Brazilian market
- Extending and updating product line up

Note: Trucks ≥5t

1 Here Volkswagen Caminhões e Ônibus equal to MAN Latin America. 2 Before special items
Agenda

Business Update & Product Highlights

1. Brand Performance

2. Successful Cooperation

3. Global Champion Strategy
Targeted measures successfully taken to build on past successes and intensify cooperation within Volkswagen Truck & Bus

Collaboration model within Volkswagen Truck & Bus

Matrix organization balancing brand vs. group perspective and realizing optimal solutions for the overall group

- Volkswagen Truck & Bus Holding & Truck Board installed successfully
- Teams of Volkswagen Truck & Bus, MAN, Scania and Volkswagen Caminhões e Ônibus growing together
- Truck and bus industry specific steering model established
- Global Champion Strategy defined and in execution
Targeted measures successfully taken to build on past successes and intensify cooperation within Volkswagen Truck & Bus

Volkswagen Truck & Bus Holding & Truck Board installed successfully

Teams of Volkswagen Truck & Bus, MAN, Scania and Volkswagen Caminhões e Ônibus growing together

Truck and bus industry specific steering model established

Global Champion Strategy defined and in execution
Leveraging synergy potential between brands is at the heart of our strategy – we have already established a successful track record.

Footprint optimization

- Scania & MAN consolidate their Saint-Petersburg plants
- MAN / VW CO plant integration in Mexico & South Africa
- Joint plants operate at reduced costs and improved utilization levels

Common gearboxes for Scania and MAN

- Cost synergies in R&D, tooling, and purchasing
- MAN to refurbish Scania gearboxes
Long-term synergy potential will enable savings of up to EUR 1 bn p.a.

Synergy potential from brand collaboration and expanded platform strategy, EUR mn p.a.

Key common powertrain platforms

- Base engine
- After-treatment
- Transmission
- Axles
RoS target of 9 percent to be reached through combination of measures

RoS before special items

Operational improvement of brands and initial successes of cooperation

Buildup of VW TB organization and team

Long-term cooperation

- Common Powertrain
- Alternative fuels, hybrid, electrification
- Autonomous vehicles
- Digitalization

Through-cycle target
Agenda

1. Brand Performance
2. Successful Cooperation
3. Global Champion Strategy
Our heritage … a group of three leading brands
Our vision …

Creating a Global Champion

Most profitable truck and bus group
Innovative leader for our customers
Global presence
Three key pillars for creating a Global Champion

Global Presence
- Global expansion & industry leadership as long term goal
  - Strong global presence key to leverage scale effects and smoothen economic cycles
  - Leadership position in regions where VW Truck & Bus is present

Leverage Scale
- Change paradigms to realize full potential of cooperation
  - “Group optimum before brand optimum” - broaden perspective beyond own brand
  - Joint powertrain core of realizing product synergies
  - Matrix to balance brand vs group perspective

Joint Culture
- Integrate existing cultures into joint identity
  - External focus & “attack spirit”
  - Accelerated execution of cooperation projects
  - Trust + Honesty + Accountability from everyone in the team
  - Respect existing traditions
Our ambition

LOCAL LEADERSHIP
- Strengthened profitability & competitiveness in existing businesses
- Differentiate brands
- Streamline operations
- Review portfolio
- Create economies of scale within existing brands

EXPANSION INTO NEW PROFIT POOLS
- Regional expansion into relevant profit pools and implementation of new business models
- Expand current brands’ presence to new markets
- Add new brands to group
- Enter new markets leveraging existing components
- Expand product offering and business models

GLOBAL CHAMPION
- Globally integrated multi-brand truck group present in all relevant markets
Volkswagen Truck & Bus currently captures around 35-40% of the global profit pool.
First major step in global expansion with strategic alliance of Volkswagen Truck & Bus and Navistar
Navistar: Strong North American footprint with diverse and expanding product line-up

<table>
<thead>
<tr>
<th>NAVISTAR AT A GLANCE</th>
<th>On highway</th>
<th>Vocational</th>
<th>Regional</th>
<th>IC Bus</th>
</tr>
</thead>
<tbody>
<tr>
<td>USD 10 bn revenue in 2015</td>
<td>ProStar +</td>
<td>HX</td>
<td>DuraStar</td>
<td>IC Bus</td>
</tr>
<tr>
<td>~ 13,000 active employees</td>
<td>LoneStar</td>
<td>WorkStar</td>
<td>TranStar</td>
<td>Commercial Bus</td>
</tr>
<tr>
<td>Comprehensive dealer network with ~ 1,200 locations worldwide, thereof 800+ in North America</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Highly complementary geographic footprint, addressing 70-75% of the global profit pools

Global Profit Pool by 2020E:

~€11 bn

Share of global profit pool 2020
High market penetration
Low market penetration
No / very limited market penetration
Volkswagen Truck & Bus and Navistar are entering into a long-term, strategic alliance based on four pillars:

<table>
<thead>
<tr>
<th>Equity investment</th>
<th>Technology &amp; supply cooperation</th>
<th>Procurement cooperation</th>
<th>Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volkswagen Truck &amp; Bus will take a <strong>16.6% equity stake</strong> (post dilution) in Navistar by way of a <strong>capital increase</strong> (subject to customary closing conditions)</td>
<td>The two companies intend to enter into definitive agreements to <strong>collaborate on technology</strong> for powertrain systems, as well as other advanced technologies</td>
<td>The two companies expect to form a <strong>procurement joint venture</strong> to pursue joint global sourcing opportunities</td>
<td>Navistar will add <strong>two Volkswagen Truck &amp; Bus representatives</strong> to its Board of Directors at closing of share issuance. Furthermore, the parties plan to form a <strong>joint Alliance Board</strong> to oversee alliance arrangements</td>
</tr>
</tbody>
</table>
Key expected benefits of the transaction

- Capital injection
- Integrated powertrain and advanced technologies
- Global footprint and scale
- Enter North American market
Our key messages

- Effective Volkswagen Truck & Bus organization established to enable and drive cooperation
- Measures taken to continuously improve performance of all own and affiliated brands
- Implementation of Global Champion strategy started
- Global expansion successfully initiated through partnership with Navistar