The Volkswagen Group:
Our roadmap to become a leading provider of sustainable mobility – Status update

Goldman Sachs Rethinking Mobility Conference Call | Webcast
22 January 2018
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The challenge: Transforming Volkswagen Group along 2 dimensions

**Future vehicle concepts**
- Autonomous
- Electrified
- Connected

**Advanced mobility solutions**
- Robotaxi
- Shuttle | Vans

**Today’s vehicle concepts**
- SUV/CUV trends
- Budget cars

**Sharing & Mobility On Demand**
- Shared
- Conventional drive system

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**Legend**
- TRADITIONAL
- BUSINESS MODEL INNOVATION
- REVOLUTIONARY

**Actual OEM Core Business**
Our history

The Volkswagen Group has always enriched the lives of millions of people worldwide with fascinating vehicles.
Our aspiration

Moving forward, we strive to continue this unique success story and play a leading role in shaping auto-mobility for future generations.
Addressing all relevant stakeholders on our journey to become a globally leading provider of sustainable mobility
Implementing TOGETHER - Strategy 2025 across brands, regions, functions and group initiatives

Brand- and Regional Strategies

Group Initiatives

Group Functions

Transform core business
Build mobility solutions business
Secure funding
Strengthen innovation power

Procurement
Finance & Controlling
Integrity & Legal
Sales & Marketing
R&D
Production
Quality Assurance
HR
IT

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16 Group Initiatives have been defined to achieve our strategic goals

| 1 | Sharpen positioning of brands |
| 2 | Develop winning vehicle and drivetrain portfolio |
| 3 | Streamline modular architectures |
| 4 | Partner with regional players to win in economy segment |
| 5 | Develop self-driving system for autonomous vehicles and artificial intelligence |
| 6 | Develop battery technology as new core competency |
| 7 | Develop best-in-class user experience across brands and customer touchpoints |
| 8 | Implement model line organization |
| 9 | Realign „Components“ business |
| 10 | Build mobility solutions business |
| 11 | Develop and expand attractive and profitable smart mobility offering |
| 12 | Improve operational excellence |
| 13 | Optimize business portfolio |
| 14 | Drive digital transformation |
| 15 | Create organization 4.0 |
| 16 | Secure funding |

Enhance entrepreneurial spirit

Develop strategic capabilities

Grow profitably

Transform core business
Building blocks to provide sustainable mobility solutions

Efficient conventional combustion engines & alternative powertrains

Battery

Charging infrastructure

Mobility Services

Self Driving System

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

The future is electric and green.

- Significant improvements in consumption and emissions of gasoline engines
- All new gasoline engines will be equipped with a particulate filter
- Working on synthetic fuels produced from renewable sources
- The latest Euro 6 diesel engines deliver above-average performance in the new WLTP cycle
- Significantly expanding the range of CNG vehicles
Advances in battery technology will improve range, weight and costs

* basis: eGolf with comparable battery volume
Multi OEM Joint Venture to deploy a HPC charging network in Europe

- Unprecedented collaboration among automakers
- Open brand-independent network
- Deployed power levels up to 350 kW
- Network based on the Combined Charging System (CCS) international standard
- Build-up started in Q4 2017
Most comprehensive electrification initiative in the automotive industry with

Roadmap

- 50 BEVs + 30 PHEVs
- 20–25% Group sales intended to be purely battery-powered
- Own e-fleet requirements over 150 GWh of battery capacity
- € 50bn procurement volume

2017
- 3 BEVs, 8 PHEVs

2025
- € 20bn Capex to be ramped up
- At least one electrified version for each of the Group's 300 or so models

2030
We have had a successful launch of the MOIA Shuttle at the “TechCrunch” and customers show a high demand for a “Special Purpose Vehicle”

- Prepared for Shadow/ security driver mode
- MOIA branded
- Unique recognizable design
- Connected to backend
- Customized interior with high comfort/ connectivity
- Electric door concept
- 6 passenger seats with high privacy
- BEV with > 300 km real range
- <6 m
- < 3,5 t
Our roadmap to become a leading provider of sustainable mobility

- Autonomous Audi TTS “Shelley” climbs Pikes Peak
- SEDRIC is Volkswagen Group’s first Level 5 vehicle
- Strategic partnership with Aurora
- Urban Shuttle/Carrier/Pod

2005: “Stanley” Winner Darpa Grand Challenge
2010: Volkswagen Group >200 AV related patents
2017: SEDRIC
2018: Battery Electric Special Purpose Shuttle
2021+: Personal Autonomous Vehicles

Foundation AID GmbH

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Our Competitive advantage: Cover various use cases

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<thead>
<tr>
<th>Urban Carrier</th>
<th>Urban Shuttle</th>
<th>Urban Pod</th>
<th>Personal Autonomous Vehicles</th>
<th>Automated Trucks</th>
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Thomas Sedran
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