5-Year Planning Round: Enabling the Transformation.

Live INVESTOR and ANALYST Audio Webcast and Conference Call
November 18th, 2019
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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 Such statements are valid on the date of publication and can be superseded.

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5-Year Planning Round: Enabling the transformation

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Volkswagen AG

Helen Beckermann
Interim Head of Group Investor Relations
Volkswagen AG
We stick to our KPIs for the Planning Round 68

- „Together 2025+“ strategy is leading us
- We are well positioned with our strong brand portfolio and diverse product range
- We are committed to unleashing value for our stakeholders
- We strive for fair market capitalization
The transformation of our portfolio has started
Significant increase in BEV deliveries will support CO₂ compliance

Volkswagen Group – BEV volume by regions
(BEV share of total Group Deliveries in %)

<table>
<thead>
<tr>
<th>2019</th>
<th>2020*</th>
<th>2021*</th>
<th>2022*</th>
<th>2023*</th>
<th>2024*</th>
<th>2025*</th>
</tr>
</thead>
<tbody>
<tr>
<td>≈ 1%</td>
<td>≈ 4%</td>
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</tbody>
</table>

* Target

- e-tron
- Taycan
- Q2L e-tron
- eTGE
- e-Bora
- e-Lavida
- Moia Shuttle
- ID.3
- el-Born
- e-tron SB
- e-Tharu
- ID.Crozz
- e-Mii
- e-Citigo
- Taycan Sport Turismo
- Vision iV
- el-Born
- Moia Shuttle
- Vision iV

> 20%
≈ 3 mn units

* Target
Development Global passenger car markets

Markets by regions (2020-2025)

North America and South America incl. Light Commercial Vehicle; Source: IHS Markit I November 2019
## Group KPI’s confirmed

<table>
<thead>
<tr>
<th>Key financial targets</th>
<th>2016 Actual</th>
<th>2017 Actual</th>
<th>2018 Actual</th>
<th>2019 Outlook</th>
<th>2020 Strategic Targets</th>
<th>2025 Strategic Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating return on sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Before Special Items</td>
<td>6.7%</td>
<td>7.4%</td>
<td>7.3%</td>
<td>6.5-7.5%</td>
<td>6.5-7.5%</td>
<td>7-8%</td>
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<tr>
<td>Return on investment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Automotive Division before Special Items</td>
<td>13.9%</td>
<td>14.4%</td>
<td>13.1%</td>
<td>12-14%</td>
<td>12-14%</td>
<td>&gt;14%</td>
</tr>
<tr>
<td>Capex ratio</td>
<td></td>
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</tr>
<tr>
<td>Automotive Division</td>
<td>6.9%</td>
<td>6.4%</td>
<td>6.6%</td>
<td>6.5-7%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>R&amp;D cost ratio</td>
<td></td>
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<tr>
<td>Automotive Division</td>
<td>7.3%</td>
<td>6.7%</td>
<td>6.8%</td>
<td>6.5-7%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Cash</td>
<td></td>
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<tr>
<td>a) Net Cashflow</td>
<td>€ 4.9 bn</td>
<td>€ 10.3 bn</td>
<td>€5.6 bn</td>
<td>≥ €9 bn</td>
<td>≥ €10 bn</td>
<td>&gt; €10 bn</td>
</tr>
<tr>
<td>Automotive Division</td>
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<tr>
<td>b) Net Liquidity</td>
<td>€ 27.2bn</td>
<td>€ 22.4 bn</td>
<td>€19.4 bn</td>
<td>&gt; €15 bn²</td>
<td>&gt; €20 bn²</td>
<td>~10% of Group turnover</td>
</tr>
</tbody>
</table>

1) Ex Diesel payments and M&A  
2) Including the negative IFRS 16 impact, effective from 1st January 2019.
Securing Group KPIs with Countermeasures

### Profit Improvement Programmes

<table>
<thead>
<tr>
<th>Volume</th>
<th>Premium</th>
<th>Sport &amp; Luxury</th>
<th>Financial Services</th>
<th>Commercial Vehicles</th>
<th>Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Future Pact/Profit Improv. Program</td>
<td>Transformation Plan</td>
<td>Profit Improv. Program</td>
<td>Opex</td>
<td>Focus on synergies</td>
<td>Lean and focused (GI 12)</td>
</tr>
<tr>
<td>Skoda Attack Plan</td>
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<td>Bentley Transformation Plan</td>
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<tr>
<td></td>
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<td></td>
<td>VOLKSWAGEN FINANCIAL SERVICES Opex</td>
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<tr>
<td></td>
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<td></td>
<td>TRATON Focus on synergies</td>
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<td>VOLKSWAGEN</td>
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</tbody>
</table>

### Measures included

- Use of Toolkit Scale and Synergies
- Material Costs
- Less Complexity and Derivatives
- Production and Factory Costs
- More Efficient Group Functions
- Selling and Distribution Expenses
- Headcount Reduction
- Focus on Fix Costs
## CY 2020 - Updated

<table>
<thead>
<tr>
<th></th>
<th>Basis: Result 2016</th>
<th>2020 Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales revenue (€ bn)</strong></td>
<td>217.3</td>
<td>+ &gt; 20 %</td>
</tr>
<tr>
<td>Operating profit (€ bn)</td>
<td>14.6</td>
<td>+ &gt; 25 % ✔</td>
</tr>
<tr>
<td>before special items</td>
<td></td>
<td>PR 66</td>
</tr>
<tr>
<td>Profit before tax (€ bn)</td>
<td>14.8</td>
<td>+ &gt; 25 % ✔</td>
</tr>
<tr>
<td>Earnings per Pref. Share</td>
<td>10.3 €</td>
<td>+ &gt; 25 % ✔</td>
</tr>
</tbody>
</table>

- **CMD March 2017**: + > 20 %
- **PR 66**: + > 25 % ✔
- **PR 67**: + > 30 % ✔
- **PR 68**: + > 25 % ✔

- **≥ 25 €**: + > 25 % ✔
- **≥ 30 €**: + > 30 % ✔
- **27-28 €**: + > 25 % ✔

**CMD March 2017** + > 20 %
**PR 66** + > 25 % ✔
**PR 67** + > 30 % ✔
**PR 68** + > 25 % ✔

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**Basis: Result 2016**
Enabling Strategy Together 2025+

**Strategy:** Remains unchanged

**Outcome PR 68:** Increased Headwinds compensated by robust Operational Performance!

**KPI’s:** Still on track for Strategic Targets in 2020 and 2025!

We are still on track!
Our worldwide SUV mix is expected to increase strongly

Volkswagen Group - SUV share
(in % of regional Group Deliveries to Customers)

* Target