Für Titelfolie, Kapiteltrenner- und Vollflächenbilder

1. Das aktuelle Bild per Klick anwählen und löschen.
2. Ein Bild-Icon erscheint in der Mitte des Bild-Platzhalters.
   Dieses anklicken und das gewünschte Bild auswählen.
5. Legen Sie das Bild in den Hintergrund.

HINWEIS: Um Bilder nicht zu verzerren, bitte ausschließlich die weißen, runden Anfasser an den Bildecken benutzen und gleichzeitig die Shift-Taste drücken.
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, 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. These assumptions relate in particular to the development of the economies of individual countries and markets, the regulatory framework and the development of the automotive industry. Therefore the estimates given involve a degree of risk, and the actual developments may differ from those forecast. The Volkswagen Group currently faces additional risks and uncertainty related to pending claims and investigations of Volkswagen Group members in a number of jurisdictions in connection with findings of irregularities relating to exhaust emissions from diesel engines in certain Volkswagen Group vehicles. The degree to which the Volkswagen Group may be negatively affected by these ongoing claims and investigations remains uncertain.

Consequently, a negative impact relating to ongoing claims or investigations, 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, and trade disputes among major trading partners 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 in particular 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 superseded.

This information does not constitute an offer to exchange or sell or an offer to exchange or buy any securities.
Volkswagen Group – Deliveries to Customers by Brands¹)
(January to December 2019 vs. 2018)

1) Volkswagen Group excl. Ducati
Development World Car Market vs. Volkswagen Group Car Deliveries to Customers 1)
(Growth y-o-y in deliveries to customers, January to December 2019 vs. 2018)

1) Volkswagen Group Passenger Cars excl. Volkswagen Commercial Vehicles
2) incl. LCV in North America & South America
Passenger Car Market Forecast 2020

[mil. units]

North America (incl. LCV)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Units</td>
<td>20.8</td>
<td>20.4</td>
<td>20.0</td>
</tr>
</tbody>
</table>

2019: -2%

Western Europe

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Units</td>
<td>14.3</td>
<td>14.2</td>
<td>13.9</td>
</tr>
</tbody>
</table>

2019: -2%

Central & Eastern Europe

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Units</td>
<td>3.4</td>
<td>3.5</td>
<td>3.6</td>
</tr>
</tbody>
</table>

2019: +4%

South America (incl. LCV)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Units</td>
<td>4.6</td>
<td>4.4</td>
<td>4.5</td>
</tr>
</tbody>
</table>

2019: +2%

World 1)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Units</td>
<td>83.6</td>
<td>80.0</td>
<td>80.1</td>
</tr>
</tbody>
</table>

2019: 0%

Asia Pacific

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Units</td>
<td>36.6</td>
<td>34.3</td>
<td>34.7</td>
</tr>
</tbody>
</table>

2019: +1%

1) incl. LCV in North America & South America
Volkswagen Group – SUV Mix
Strong Increase Will Continue in the Near Future

Volkswagen Group* - SUV share 2014 - 2025
(in % of regional Group Deliveries to Customers)

Source: PR 68.OP
To ensure future profits, we drive a fundamental transformation towards electrification and digitalisation.

1. **Electrical transformation:**
   - Battery electric vehicles

   **Commitment to Paris goals 2050**

2. **Digital transformation:**
   - Fully networked vehicles and autonomous driving

   **We will become a leading automotive software company**
BEVs are the first choice as the most cost-efficient solution for CO₂ reduction...

Measures for CO₂ reduction in €/g CO₂

*Example Volkswagen Brand: Ranking CO₂ efficiency indicators (average) for selected CO₂ measures
…therefore we based our strategy on dedicated BEV platforms already in 2015

<table>
<thead>
<tr>
<th>1st wave</th>
<th>2nd wave</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>26 m. cars</strong></td>
<td><strong>ID. Buzz</strong></td>
</tr>
<tr>
<td>~<strong>33 bn. invest</strong></td>
<td><strong>ID. Vizzion</strong></td>
</tr>
<tr>
<td><strong>Battery supply secured</strong></td>
<td><strong>Vision E</strong></td>
</tr>
<tr>
<td><strong>3 World regions</strong></td>
<td><strong>Mission E Cross Turismo</strong></td>
</tr>
<tr>
<td>China, USA, Europe</td>
<td><strong>e-tron GT</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Taycan</strong></td>
</tr>
<tr>
<td></td>
<td><strong>e-tron Sportback concept</strong></td>
</tr>
<tr>
<td></td>
<td><strong>ID.3</strong></td>
</tr>
<tr>
<td></td>
<td><strong>ID. Crozz</strong></td>
</tr>
</tbody>
</table>

**Our advantage**

- Strong group position in EU/CN guarantees scale effects
- Early decisions on dedicated BEV platforms unleash value
- Multi-brand platforms in dedicated plants provide efficiencies
Based on strong customer interest, we will significantly increase our BEV deliveries.

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Europe</th>
<th>China</th>
<th>NAR</th>
<th>RoW</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>≈ 1%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td>≈ 4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2023</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2024</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2025</td>
<td>&gt; 20%</td>
<td>≈ 3 mn units</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Key models:
- e-tron
- Taycan
- Q2L e-tron
- e-TGE
- e-Bora
- e-Lavida
- Moia Shuttle
- ID.3
- el-Born
- e-tron SB
- e-Tharu
- ID.Crozz
- e-Mii
- e-Citigo
- Moia Shuttle
- Taycan Cross Turismo
- Vision iV

21.01.2020
Our dedicated BEV strategy enables us to meet CO₂ requirements
Model highlights in 2020
BEV models

Volkswagen ID.3
Volkswagen ID.CROZZ
Audi e-tron Sportback
SEAT el-born
Model highlights in 2020

Volkswagen Golf

Volkswagen T-Roc Cabrio

Audi S8

ŠKODA Octavia