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# **Volkswagen Group: Financial sustainability on core strengths**

## **Oliver Larkin / Kai Otto**

**Bernd Bode / Ulrich Hauswaldt** 

Volkswagen Aktiengesellschaft Volkswagen Financial Services Unicredit Automotive Credit Conference, London, 20 - 21 May 2014

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### **Volkswagen Investor Update**

**Oliver Larkin – Senior Investor Relations Manager** Volkswagen AG

Kai Otto – Head of Capital Markets & Asset Management Volkswagen AG

**Bernd Bode– Head of Group Treasury and Investor Relations** Volkswagen Financial Services **Ulrich Hauswaldt – Investor Relations** Volkswagen Financial Services

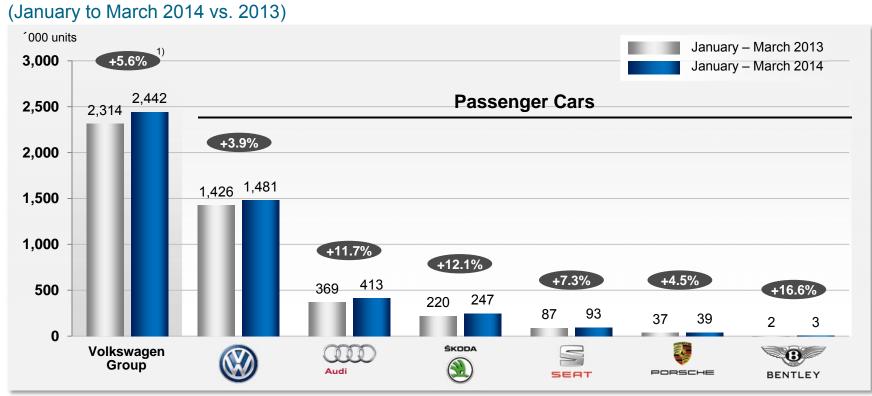
# Financial Highlights – Volkswagen Group

(January to March 2014 vs. 2013)



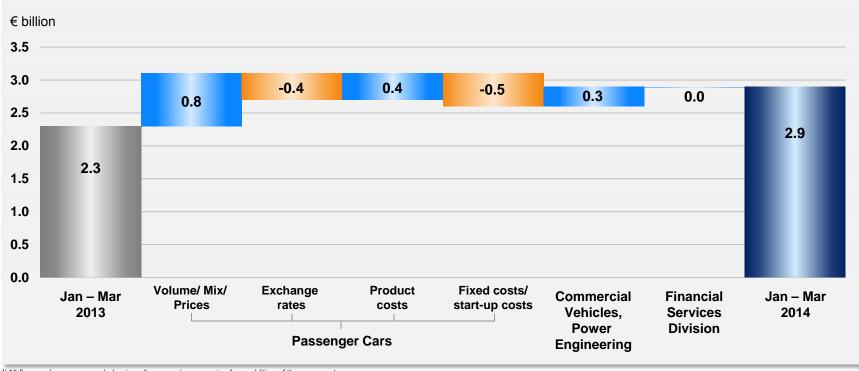
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# Volkswagen Group – Deliveries to Customers by Brands



<sup>1)</sup> Incl. Volkswagen Commercial Vehicles, Scania and MAN; 6.2% excl. Volkswagen Commercial Vehicles, Scania and MAN

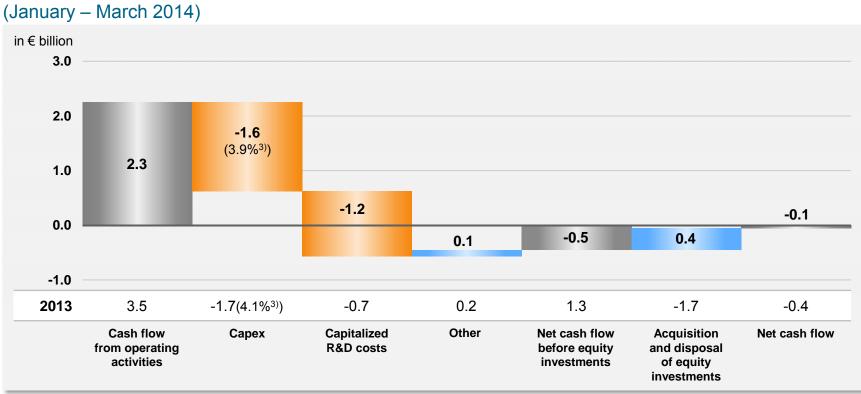
# Volkswagen Group – Analysis of Operating Profit<sup>1)</sup>



<sup>1)</sup> All figures shown are rounded, minor discrepancies may arise from addition of these amounts.

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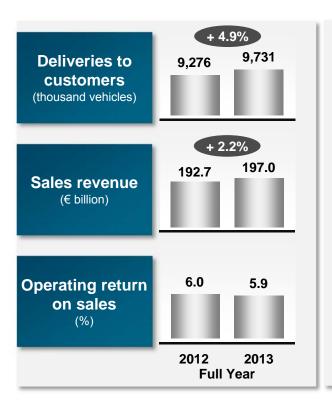
### Automotive Division – Strong Cash Generation<sup>1) 2)</sup>



<sup>1)</sup> All figures shown are rounded, minor discrepancies may arise from addition of these amounts. <sup>2)</sup> Including allocation of consolidation adjustments between Automotive and Financial Services divisions. <sup>3)</sup> Capital expenditure for property, plant and equipment in % of Automotive sales revenue.

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## Volkswagen Group – Outlook for 2014



We expect ...

- to moderately increase deliveries to customers year-on-year in 2014 in a still challenging market environment.
- 2014 sales revenue for the Volkswagen Group and its business areas to move within a range of 3 percent around the prior-year figure, depending on the economic condition.

In terms of Group operating profit...

- we are expecting an operating return on sales of between 5.5 percent and 6.5 percent in 2014 in light of the challenging economic environment, and the same range for the Passenger Cars Business Area.
- The Commercial Vehicles/Power Engineering Business Area is likely to moderately exceed the 2013 figure.
- The operating return on sales in the Financial Services Division is expected to be between 8.0 percent and 9.0 percent.

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# Volkswagen Group – A global economic and environmental leader by 2018



<sup>1)</sup> Normalized RoE based on 8% equity ratio Note: All stated Volkswagen Group figures represent financial targets for 2018

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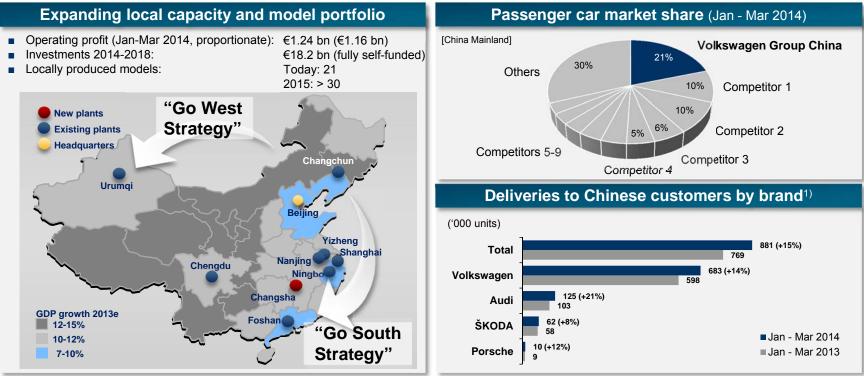
## All brands contribute substantially to the targets of the Volkswagen Group

Targets		ŠKODA	SEAT	Audi	PORSCHE	BENTLEY
Deliveries to customers <sup>1)</sup>	6,600,000	> 1,500,000	> 500,000	> 2,000,000 <sup>2)</sup>	> 200,000	> 15,000
Sustainable operating profit margin <sup>3)</sup>	> 6%	6-8%	> 5%	8-10%	> 15%	> 10%
Return on Investment in the Automotive Division						
1		13.5%	17.7% 16	6.6%	)	> 16 %
9.5% 10.9	%					
	3.8%					
2007 200	8 2009	2010	2011 2	012 2013	•••	2018 Target

<sup>1)</sup> Including deliveries to customers by joint venture companies in China <sup>2)</sup> Target for year 2020 <sup>3)</sup> Excluding operating profit of joint venture companies in China which are accounted for using the equity method

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# Strong market position and profitability in China



<sup>1)</sup> China (incl. Hong Kong), including Volkswagen Commercial Vehicles, excl. Scania and MAN.

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



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# **Commercial Vehicles – A cornerstone in Volkswagen Group's Strategy 2018**



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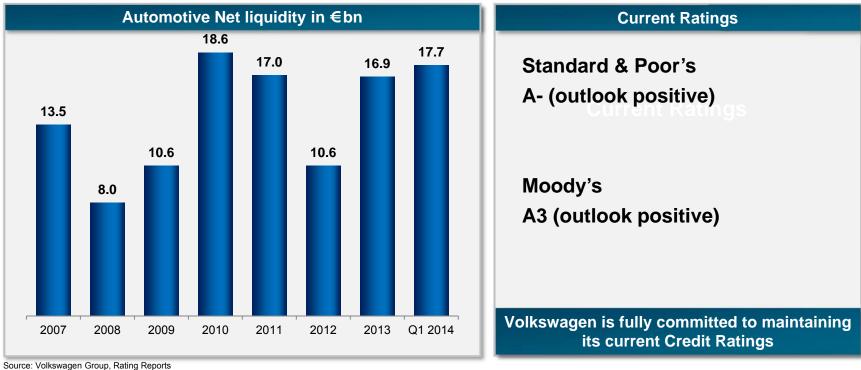
### **Volkswagen Investor Update**

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# Volkswagen Group's financial stability is backed by a strong liquidity position and stable ratings



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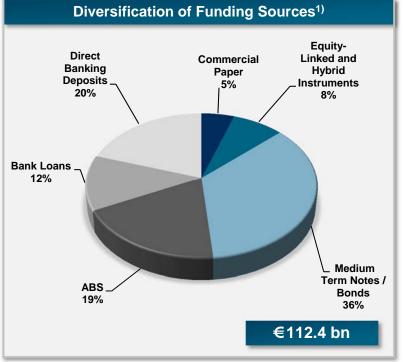
# Volkswagen Group Treasury – Key Global Markets Figures<sup>1)</sup>

Liquidity and Refinancing	<ul> <li>Automotive Net Liquidity</li> </ul>	€ 17.7 bn
	<ul> <li>Money and Capital Markets Outstanding</li> </ul>	€ 56.4 bn
	<ul> <li>Customer Deposits</li> </ul>	€ 21.6 bn
	<ul> <li>Banks and Supranationals</li> </ul>	€ 13.5 bn
Hedging Activities	<ul> <li>Global Foreign Currency Hedging</li> </ul>	USD, GBP, RMB, CHF, MXN, SEK, PLN, AUD
	<ul> <li>Global Commodity Hedging</li> </ul>	Base and Precious Metals
Counterparties	Bank Lines Globally <sup>2)</sup>	€ 36.7 bn
	<ul> <li>Relationships with</li> </ul>	> 150 Banking Groups
Key Account Management	<ul> <li>Acting as a Service Center</li> </ul>	> 1,300 VW Group Companies

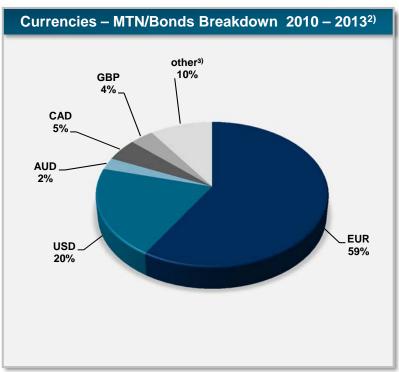
<sup>1)</sup> as of March 31, 2014; ABS included <sup>2)</sup> excluding Porsche, MAN and Scania Source: Volkswagen Group

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## **Volkswagen Group Funding Strategy – Overview**

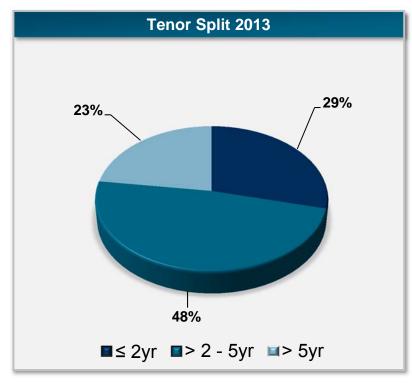


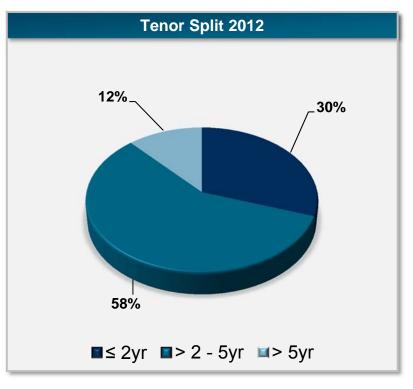
1) as of March 31, 2014 Source: Volkswagen Group



<sup>2)</sup> excluding Porsche, MAN and Scania <sup>3</sup>) CZK, JPY, MXN, NOK, RMB, SEK, TRY, BRL, NZD, INR

## **Volkswagen Group Funding Strategy – Maturity Development**

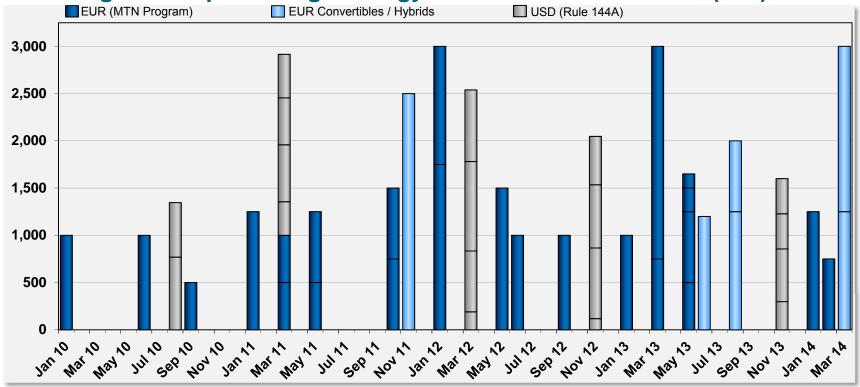




Source: Volkswagen Group

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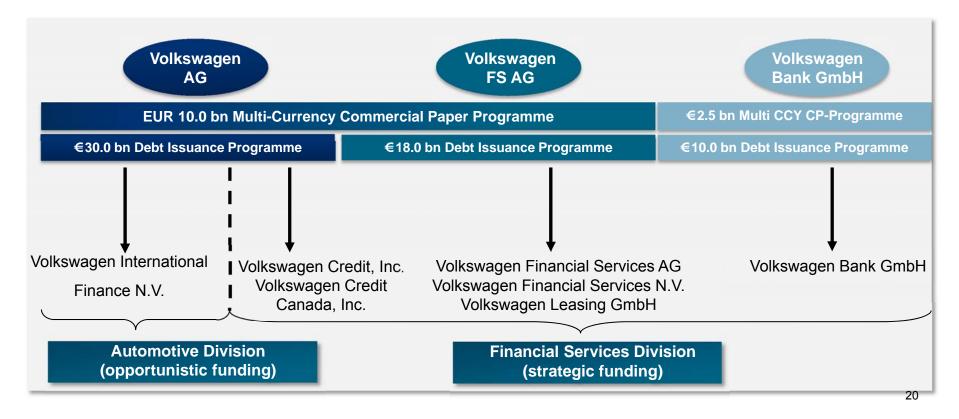
# Volkswagen Group Funding Strategy – Benchmark Issuances (€m)<sup>1)</sup>



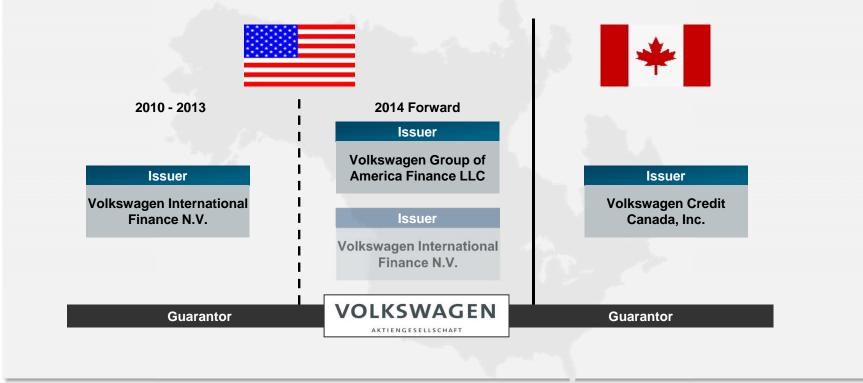
<sup>1)</sup> as of March 31, 2014; excluding Porsche, MAN Group, and Scania AB Source: Volkswagen Group

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### **Volkswagen Group Funding Strategy – Major Funding Vehicles / Guarantors**



# **Volkswagen Group Funding Strategy – North America**



### **Volkswagen Investor Update**

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# **Volkswagen Group – built on three strong pillars**

Automotiv	Financial Services Division			
Passenger Cars	Commercial Vehicles / Power Engineering	Volkswagen Financial Services		
		VOLKSWAGEN FINANCIAL SERVICES		
SKODA BENTLEY	Commercial Vehicles	Europe / Asia-Pacific / North and South America <b>Financial Services</b> USA / Canada / Spain / Argentina		
	SCANIA	Scania Financial Services Porsche Holding Financial Services		
Remaining companies	MAN	Porsche Financial Services		

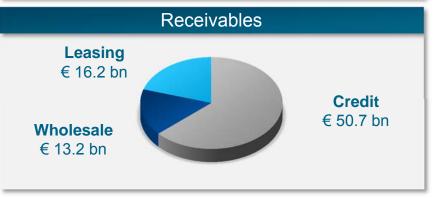
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# **Volkswagen Financial Services at a Glance**



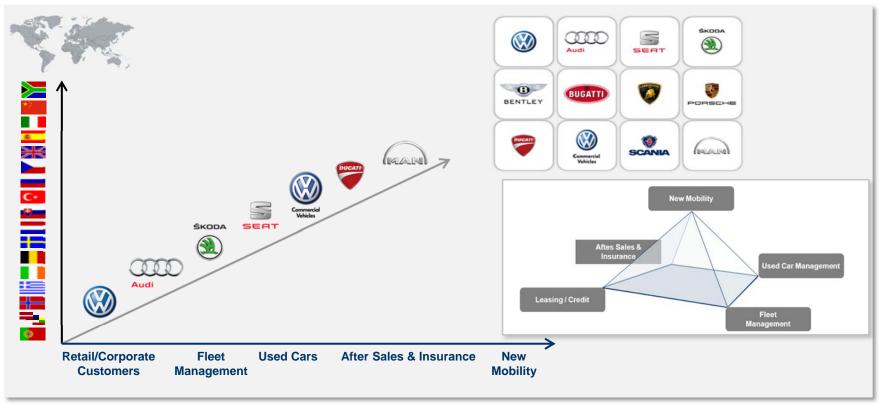
Volkswagen Financial Services conducts business in **49 countries** 

Key figures 2013				
Total assets	€ 115.1 bn			
Equity	€ 11.6 bn			
Customer deposits	€ 24.3 bn			
Operating profit	€ 1.6 bn			
Employees	10,945			
Contracts (units)	10.7 m			



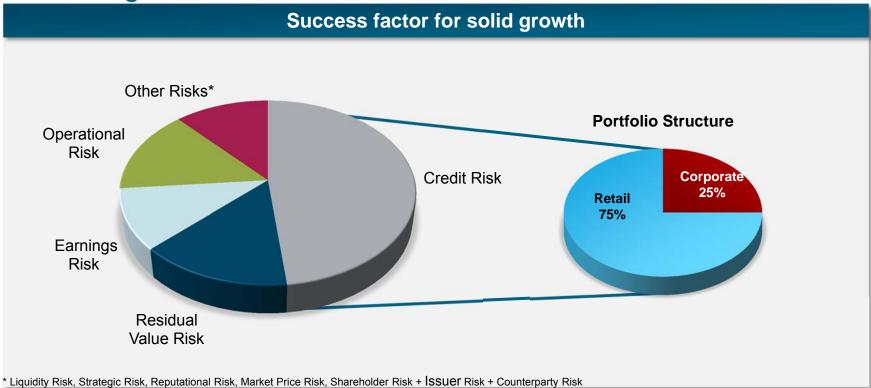
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### **Growth dimensions**



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# **Risk management**



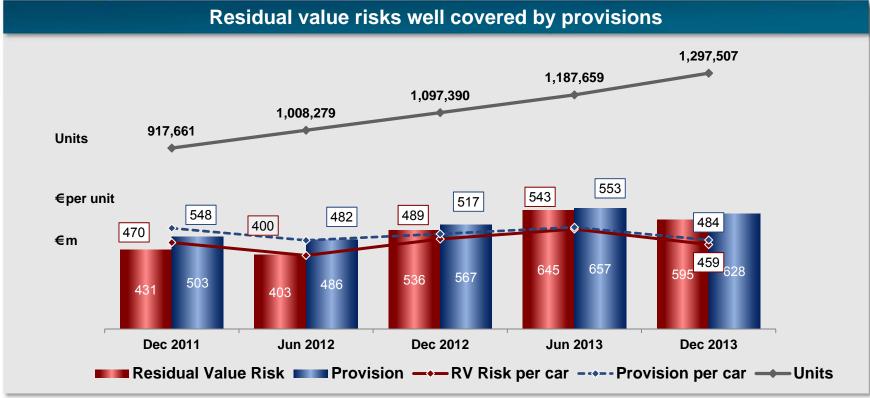
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### **Volkswagen Financial Services – Credit risks**



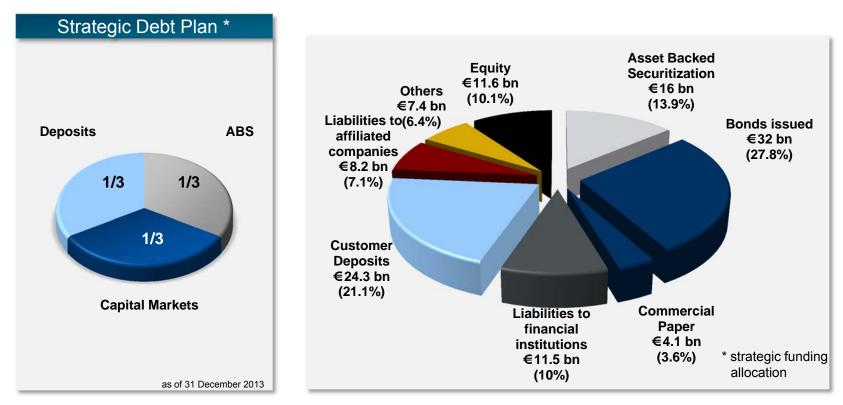


### **Volkswagen Financial Services – Residual value**



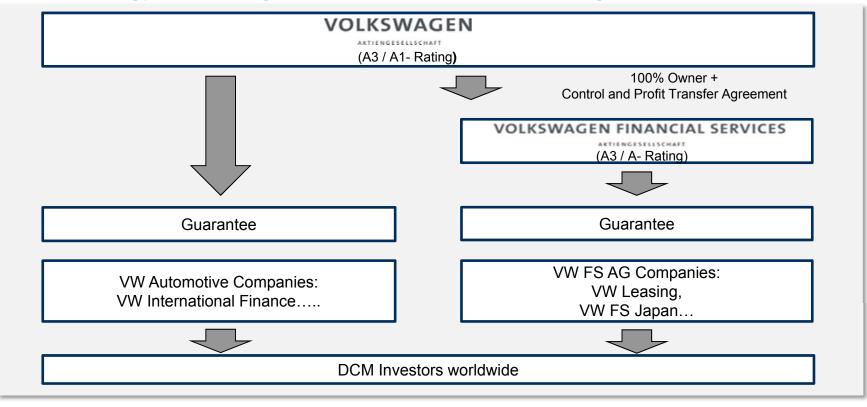
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### **Funding structure Volkswagen Financial Services** Total € 115.1 bn



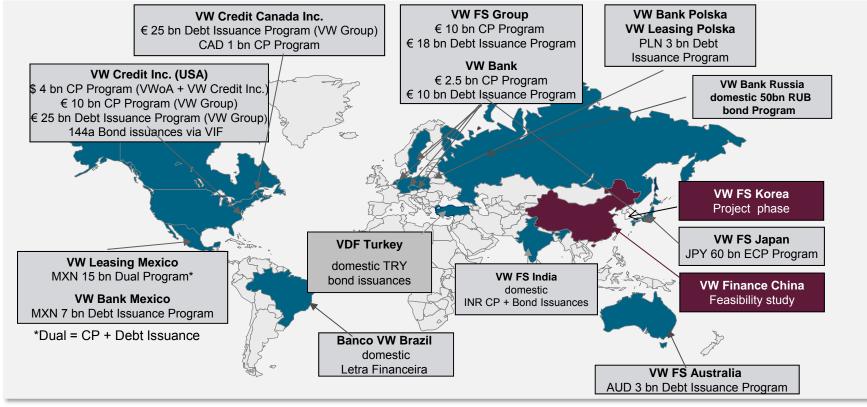
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### **DCM Strategy Volkswagen Automotive and Volkswagen Financial Services**



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### Volkswagen Financial Services' worldwide capital market activities



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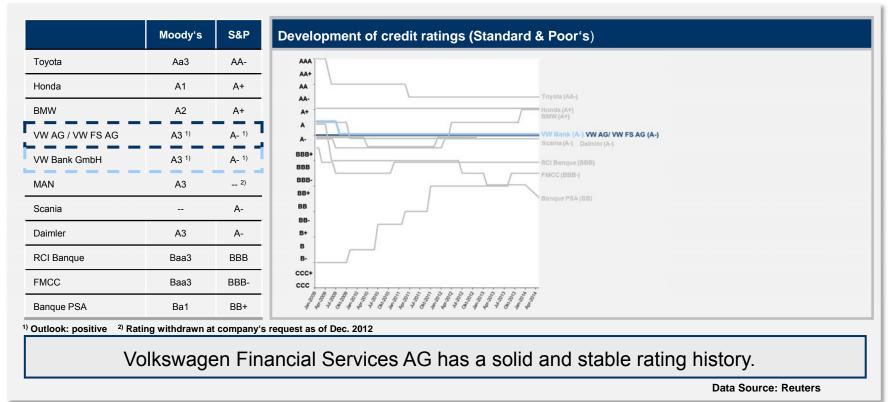
# DCM Activities in 2013 / 2014 worldwide

R SALE	Germany: VW FS AG	2 Issuances	300 m EUR	tenor: 1.5 to 2 years
Volkswagen FS AG	Germany: VW Leasing	6 Issuances	3.325 m EUR	tenor: 2 to 10 years
2 and a contract	Germany: VW Bank	16 Issuances	3.850 m EUR	tenor: 1 to 5 years
The second secon	Australia: VW FS Australia	1 Issuance	250 m AUD	tenor: 4 years
	Japan: VW FS Japan	9 Issuances	25.000 m JPY	tenor: 3 to 5 years
Stores and	India: VW FS India	4 Issuances	6.000 m INR	tenor: 2 to 3 years
· Se	Mexico: VW Bank/Leasing	3 Issuances	6,000 m MXN	tenor: 2.5 to 4 years
	Brasil: Banco VW	6 Issuances	880 m BRL	tenor: 2 years
	International: VW FS N.V.	26 Issuances	3.375 m EUR*	tenor: 1 to 5.5 years
	Turkey: VDF	1 Issuance	100 m TRY	tenor: 1.5 years

\* Issues in various Currencies (NOK, SEK, GBP, EUR, TRY) 32

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### **Rating History**





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# **Volkswagen Group – Headline Figures**

(January to March 2014)

		2014	2013	+/- (%)
Deliveries to customers <sup>1)</sup>	'000 units	2,442	2,314	5.6
Vehicle sales <sup>1)</sup>	'000 units	2,562	2,375	7.9
Production <sup>1)</sup>	'000 units	2,565	2,388	7.4
Sales revenue	€ million	47,831	46,565	2.7
Operating profit	€ million	2,855	2,344	21.8
Profit before tax	€ million	3,357	2,688	24.9
Profit after tax	€ million	2,468	1,946	26.8
Automotive Division <sup>2)</sup>				
Cash flows from operating activities	€ million	2,251	3,528	-36.2
Cash flows from investing activities <sup>3)</sup>	€ million	2,302	3,942	-41.6
Of which investments in property, plant & equipment	€ million	1,625	1,672	-2.8
Net cash flow	€ million	-52	-414	-87.6
Net liquidity at March 31	€ million	17,714	10,649	66.3

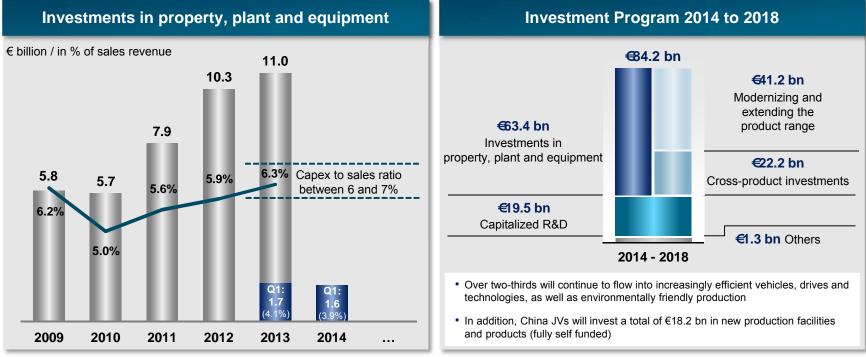
<sup>1)</sup> Volume data including the unconsolidated Chinese joint ventures. These companies are accounted for using the equity method. All figures shown are rounded, so minor discrepancies may arise from addition of these amounts. 2012 deliveries updated on the basis of statistical extrapolations.

<sup>2)</sup> Including allocation of consolidation adjustments between the Automotive and Financial Services divisions.

<sup>3)</sup> Excluding acquisition and disposal of equity investments: January – March €2,702 million (€2,208 million).

#### 

# Volkswagen's Automotive Division further strengthens innovation and technology leadership



Note: All figures shown are rounded.

#### Continuous dividend development on a sustainable basis



<sup>1)</sup> 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 <sup>2</sup>) Dividend proposal to Annual General Meeting on 13 May 2014

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### Driving the future – Serving all customer needs<sup>1)</sup>



<sup>1)</sup> Market introduction of Volkswagen Group models with alternative drivetrains

<sup>2)</sup> Developed for distribution in the Brazilian market

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## **Volkswagen Group: Global automotive leader 2018**

Economic leadership	Environmental leadership			
Expansion of brand and product portfolio	Diversified portfolio of drivetrain technologies			
Increasing global footprint and emerging markets presence	Continuous improvements in internal combustion engines			
Realization of cost savings, toolkit modularization and localization of products	Leadership in alternative powertrain technologies			
Creation of sustainable value	25 percent less energy and water consumption, waste and emissions in Group production			



Audi SERT



















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### **Restructured Credit Facility (Amend and Extend)**

	Recent:	New:
Amount	€ 5.0 bn	€ 5.0 bn
Borrower	Volkswagen AG	Volkswagen AG
Maturity	July 28th 2018	April 29th 2019
Purpose	General Corporate Purposes	General Corporate Purposes
Margin	35 bps (Rating Grid)	25 bps (Rating Grid)

#### Highlights

- Tightest margin for a A3 / A- corporate since 2008
- Syndicate of 33 banks
- Two extension options for a further year

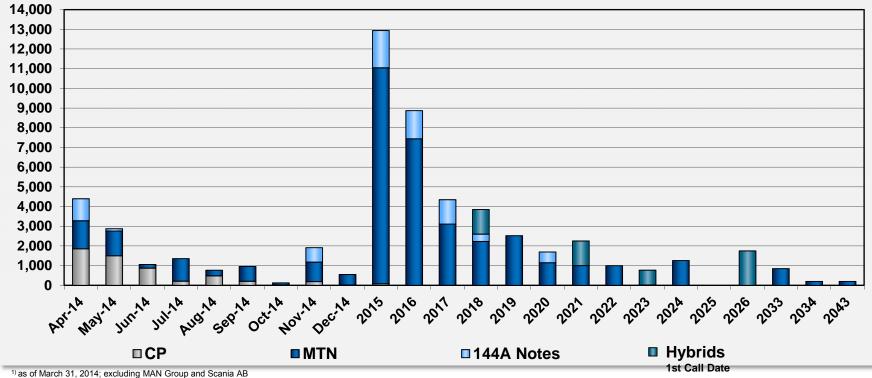
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#### Volkswagen Group Funding Strategy – Programs & Outstandings March 31, 2014

Money and Capital Markets in €bn	Authorization	Utilization
Commercial Papers	24.6	5.5
Medium Term Notes / Bonds	76.1	38.6
USA – 144A Notes	17.5	7.3
Hybrids	7.5	5.0
ABS	49.3	20.9
Borrowings in €bn		
Committed Lines	13.5	2.6
Uncommitted Lines	23.2	7.3
Supranationals, development banks, government, other	3.6	3.6
Direct Banking Deposits	./.	21.6
Total Debt	./.	112.4

Source: Volkswagen Group

#### Volkswagen Group Funding Strategy – Maturity Profile (€m)<sup>1)</sup>



Source: Volkswagen Group

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# Key Highlights of the Subordinated Notes<sup>1)</sup>

Issuer	<ul> <li>Volkswagen International Finance N.V.</li> </ul>
Guarantor	<ul> <li>Volkswagen AG (subordinated)</li> </ul>
Tranching	<ul> <li>Perpetual – NC7 (€1.25 bn) &amp; NC12 (€ 1.75 bn)</li> </ul>
Subordination	<ul> <li>Senior only to the Junior Obligations of the Issuer and the Guarantor</li> </ul>
Interest Payments & Deferral	<ul> <li>Fixed rate until the First Call Dates, thereafter reset fixed rate every 7 / 12 years</li> <li>Step-up of 25bps from 24 March 2024 / 24 March 2026, and additional 75 bps from 24 March 2041 / 24 March 2046</li> <li>Optional and cash cumulative interest deferral</li> </ul>
Issue Ratings	<ul> <li>Baa2 / BBB</li> </ul>
Equity Treatment	<ul> <li>Basket C (50%) from Moody's</li> <li>Intermediate (50%) from S&amp;P until the first call date in year 7 / year 12</li> <li>Equity classification under IFRS</li> </ul>
Denominations	<ul> <li>€1,000 with minimum purchase amount of €100,000</li> </ul>

<sup>1)</sup> Defined terms have the meaning set out in the Prospectus, dated 18 March 2014.

### Volkswagen Financial Services offers the whole range of services under one roof

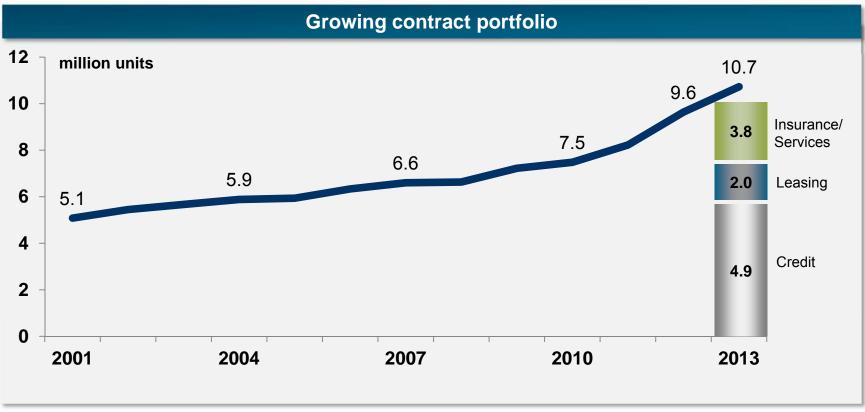
BANK		LEASING	INSURANCE	V	MOBILITY		
Bank for the second sec	Direct Bank	Leasing	Insurance	Services	Rent		
• Retail Finance • Dealer Finance • Factoring	<ul> <li>Deposits</li> <li>Instalment Loans</li> <li>Investment Products</li> </ul>	<ul> <li>Finance Lease</li> <li>Operating Leasing</li> </ul>	<ul> <li>Automotive</li> <li>Payment Protection</li> <li>Industry</li> </ul>	• Fleet Management • Tyre • Wear & Tear	<ul> <li>Long-term rent</li> <li>Short-term rent</li> <li>Carsharing</li> </ul>		

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# **Volkswagen Financial Services Operating income 2013 (regional split)** Growing international share €1.614 bn Asia & Rest of World (7%) North America (22%) South America (13%) Europe (w/o Germany) (21%) Germany (37%)

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# **Contract portfolio Volkswagen Financial Services**



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#### **Penetration Volkswagen Financial Services**





# **Volkswagen Financial Services: Growth dimension – Focus Markets**

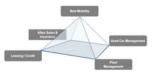




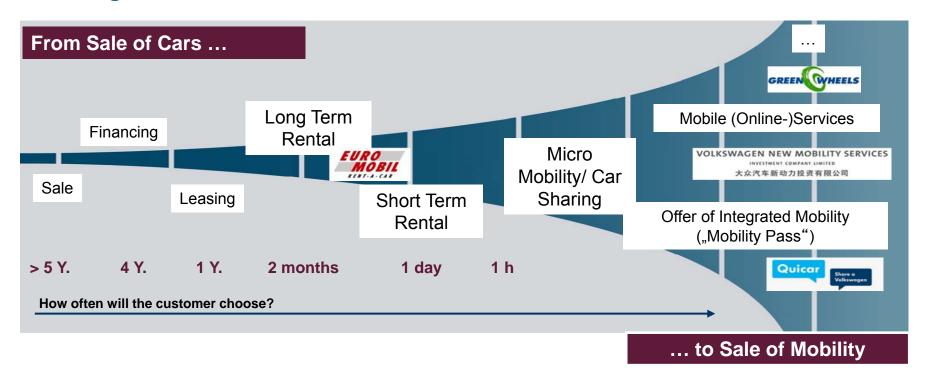
### **Volkswagen Financial Services: Growth dimension - Brands**



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#### **Volkswagen Financial Services: Growth dimension - Products**



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# Strong benefits for automotive through captive

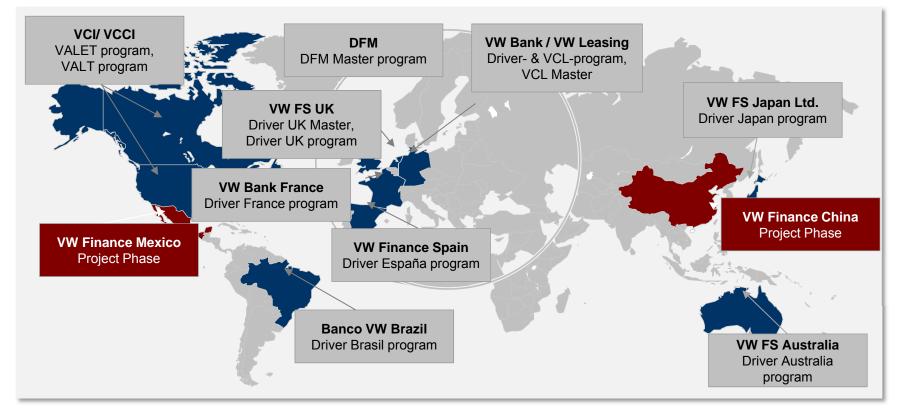


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#### Bond Curve Volkswagen AG compared to Volkswagen Financial Services AG



#### **Volkswagen Financial Services' worldwide ABS activities**



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#### ABS Activities in 2013 / 2014 Worldwide



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# Volkswagen Financial Services AG Key data 2009 – 2013 (IFRS)

	2009	2010	2011	2012	2013
Portfolio ('000)	6,028	6,144	6,852	7,977	8.848
Retail + Leasing receivables (€ mn)	40,538	44,148	47,513	53.439	56.582
Wholesale receivables (€ mn)	8,391	8,828	10,412	10,781	11.082
Customer deposits (€ mn)	19,532	20,129	23,795	24,889	24,286
Employees	6,775	6,797	7,322	8,770	9,498
IFRS profit before tax (€ mn)	554	870	933	992	1.315





# **Audi TT** and the IN . TT 301







# **Porsche Macan Turbo** VIO S.VM9886 VEUTRANE!













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# **Volkswagen Group: Financial sustainability on core strengths**

#### **Oliver Larkin / Kai Otto**

**Bernd Bode / Ulrich Hauswaldt** Volkswagen Aktiengesellschaft Volkswagen Financial Services Unicredit Automotive Credit Conference, London, 20 - 21 May 2014