VOLKSWAGEN



Volkswagen Group: Financial sustainability on core strengths

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Volkswagen Aktiengesellschaft Volkswagen Financial Services Roadshow with Barclays, Edinburgh, 21 - 22 May 2014



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Volkswagen Investor Update

Oliver Larkin – Senior Investor Relations Manager Volkswagen AG

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



Highlights January – March 2014

Sales revenue grew despite currency headwinds

Operating result improved in an ongoing difficult market environment

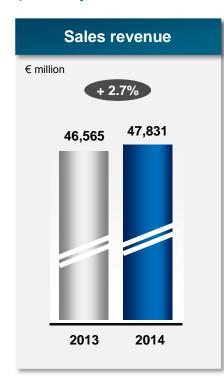
Profit before tax developed positively supported by earnings from China

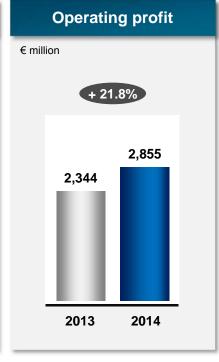
Solid automotive net liquidity strengthened by hybrid note

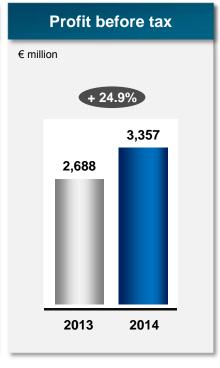


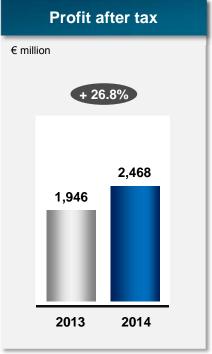
Financial Highlights – Volkswagen Group

(January to March 2014 vs. 2013)





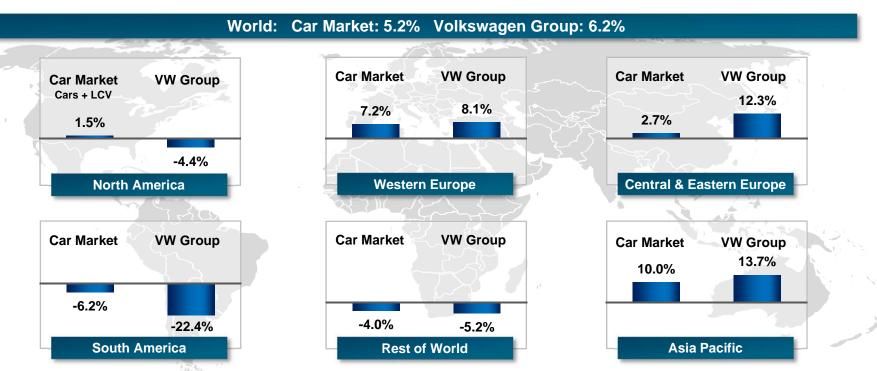






Development World Car Market vs. Volkswagen Group Car Deliveries to Customers¹⁾

(Growth y-o-y in deliveries to customers, January to March 2014 vs. 2013)

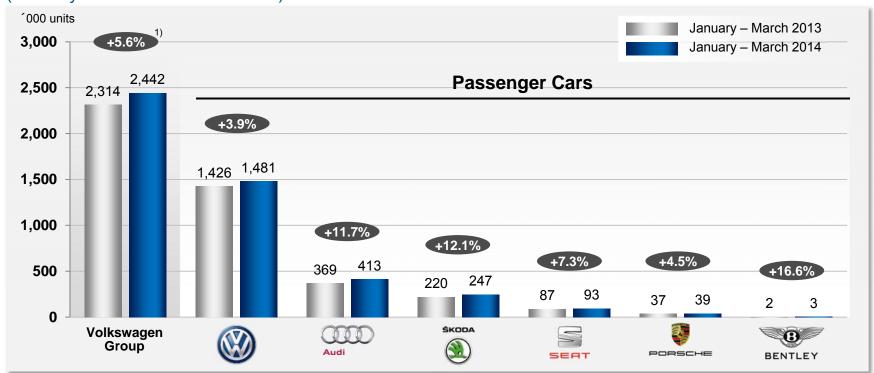


¹⁾ Figures excl. Volkswagen Commercial Vehicles, Scania and MAN



Volkswagen Group – Deliveries to Customers by Brands

(January to March 2014 vs. 2013)

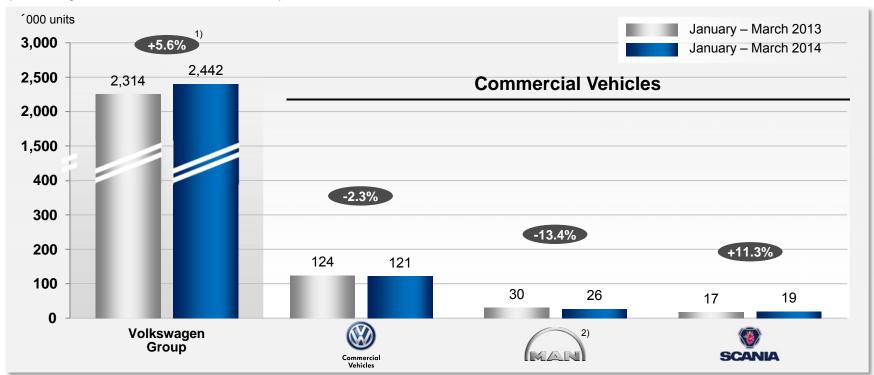


¹⁾ Incl. Volkswagen Commercial Vehicles, Scania and MAN; 6.2% excl. Volkswagen Commercial Vehicles, Scania and MAN



Volkswagen Group – Commercial Vehicles Deliveries to Customers by Brands

(January to March 2014 vs. 2013)



¹⁾ Incl. Volkswagen Commercial Vehicles, Scania and MAN; 6.2% excl. Volkswagen Commercial Vehicles, Scania and MAN

²⁾ MAN incl. MAN Latin America Trucks and Buses GVW > 5t



Volkswagen Group – Analysis by Division¹⁾

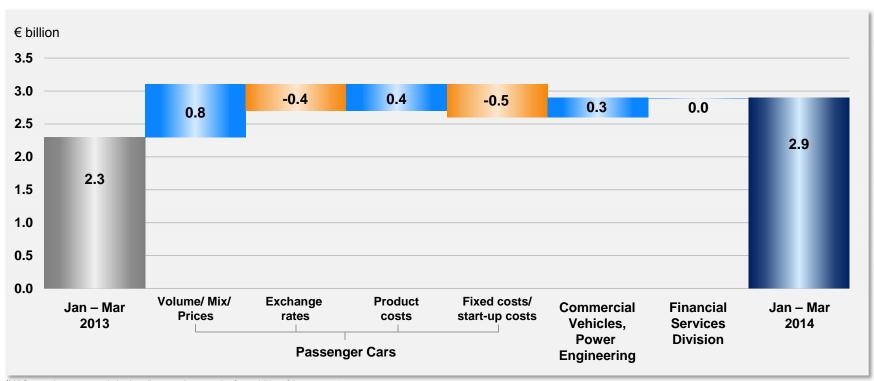
(January – March 2014)

	Volkswagen Group		Automotive Division		Financial Services Division	
thousand vehicles / € million	2014	2013	2014	2013	2014	2013
Vehicle sales	2,562	2,375	2,562	2,375		
Sales revenue	47,831	46,565	42,054	41,129	5,777	5,436
Operating profit	2,855	2,344	2,425	1,927	430	416
% of sales revenue	6.0	5.0	5.8	4.7	7.4	7.7
Financial result	502	344	465	328	36	16
of which: At-equity result ²⁾	994	892	984	847	10	45
of which: Other financial result	-492	-548	-519	-519	27	-28
Profit before tax	3,357	2,688	2,890	2,255	467	433
% Return on sales before tax	7.0	5.8	6.9	5.5	8.1	8.0
Profit after tax	2,468	1,946	2,125	1,685	342	261

¹⁾ All figures shown are rounded, so minor discrepancies may arise from addition of these amounts. Including allocation of consolidation adjustments between the Automotive and Financial Services divisions.
2) The joint venture companies in China are accounted for using the equity method and recorded an operating profit (proportionate) of €1,241 million).



Volkswagen Group – Analysis of Operating Profit¹⁾



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



Volkswagen Group – Analysis by Business Line¹⁾

(January – March 2014)

	Vehicle sales		Sales revenue		Operating profit	
thousand vehicles/ € million	2014	2013	2014	2013	2014	2013
Volkswagen Passenger Cars	1,112	1,149	24,153	24,334	440	590
Audi	367	330	12,951	11,734	1,314	1,307
ŠKODA	214	179	2,986	2,414	185	112
SEAT	120	111	1,787	1,647	-36	-46
Bentley	3	2	451	314	45	27
Porsche ²⁾	42	36	3,934	3,275	698	573
Volkswagen Commercial Vehicles	110	102	2,356	2,204	136	60
Scania ²⁾	19	17	2,467	2,375	254	227
MAN ³⁾	26	30	3,138	3,594	68	-102
VW China ⁴⁾	946	767	-	-	-	-
Other	-396	-348	-11,514	-10,037	-602 ⁵⁾	-758 ⁵⁾
Volkswagen Financial Services ³⁾	-	-	5,123	4,713	353	353
Volkswagen Group	2,562	2,375	47,831	46,565	2,855	2,344
Automotive Division	2,562	2,375	42,054	41,129	2,425	1,927
of which: Passenger Cars	2,407	2,226	34,172	33,123	2,201	2,020
of which: Commercial Vehicles, Power Engineering	155	149	7,881	8,006	224	-93
Financial Services Division	-	-	5,777	5,436	430	416

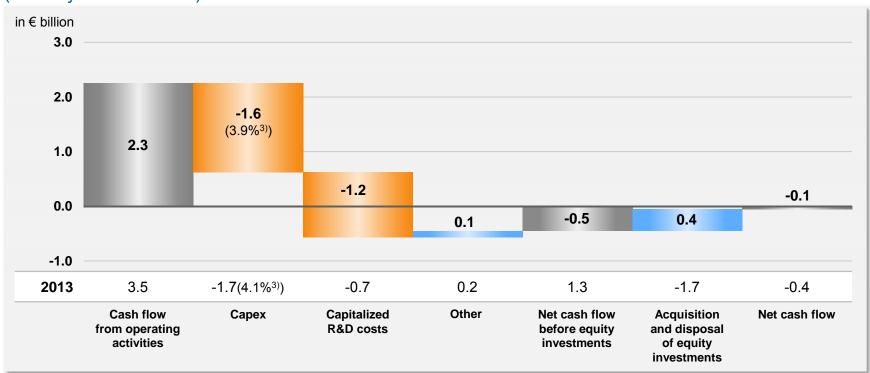
¹⁾ All figures shown are rounded, minor discrepancies may arise from addition of these amounts. ²⁾ Incl. financial services. ³⁾ MAN Finance International GmbH has been reported within Volkswagen Financial Services since its acquisition by Financial Services AG as of January 1, 2014. The prior-year figures have not been adjusted. ⁴⁾ Sales revenue and operating profit of the JV's in China are not included in the Group figures. The Chinese companies are accounted for using the equity method and recorded an operating profit (proportionate) of €1,241 million).

⁵⁾ Mainly intragroup items, in particular from elimination of intercompany profits; incl. depreciation and amortization of identifiable assets as part of the PPA for Scania, Porsche Holding Salzburg, MAN and Porsche.



Automotive Division – Strong Cash Generation^{1) 2)}

(January – March 2014)

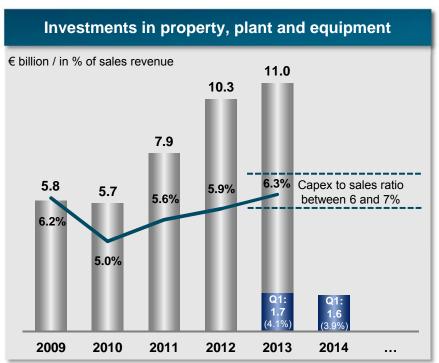


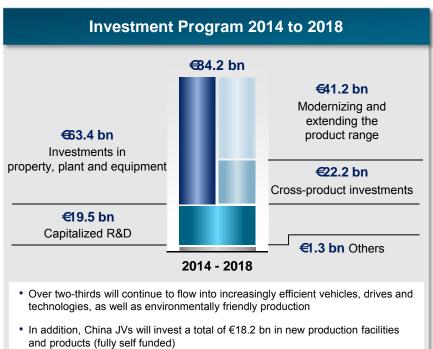
¹⁾ All figures shown are rounded, minor discrepancies may arise from addition of these amounts. 2) Including allocation of consolidation adjustments between Automotive and Financial Services divisions.

³⁾ Capital expenditure for property, plant and equipment in % of Automotive sales revenue.



Volkswagen's Automotive Division further strengthens innovation and technology leadership



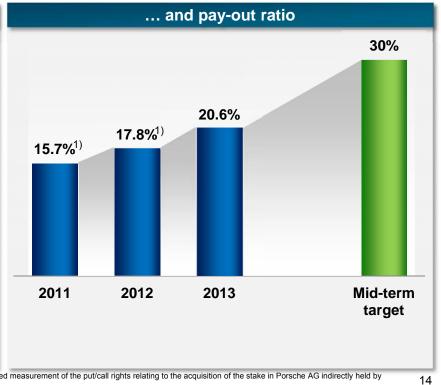


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Continuous dividend development on a sustainable basis

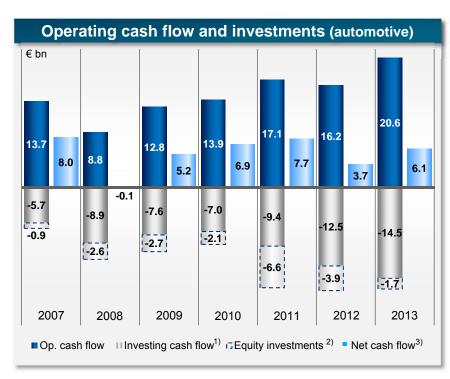


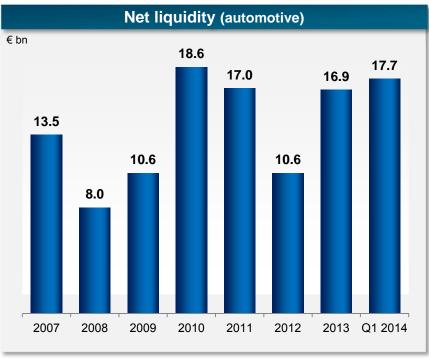


¹⁾ Total dividend in percent of net income attributable to shareholders adjusted for noncash income mainly from the updated measurement of the put/call rights relating to the acquisition of the stake in Porsche AG indirectly held by Porsche SE, as well as the remeasurement of the existing stake held at the contribution date



Strong cash generation and sufficient net liquidity





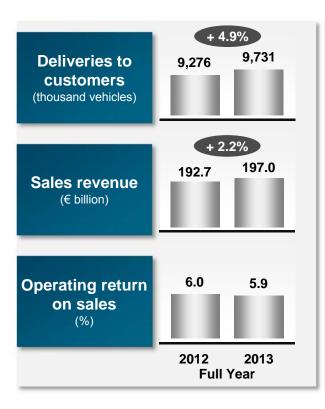
¹⁾ Cash flow from investing activities attributable to operating activities excl. cash flow from acquisition and disposal of equity investments

²⁾ Cash flow from acquisition and disposal of equity investments

³⁾ Net cash flow before acquisition and disposal of equity investments



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.



Volkswagen Group – A global economic and environmental leader by 2018



¹⁾ Normalized RoE based on 8% equity ratio
²⁾ Including China
Note: All stated Volkswagen Group figures represent financial targets for 2018



Volkswagen Group – Leveraging the power of three strong pillars

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Financial Services Division Automotive Division Commercial Vehicles / **Passenger Cars Volkswagen Financial Services Power Engineering VOLKSWAGEN FINANCIAL SERVICES** AKTIENGESELLSCHAFT Europe / Asia-Pacific / North and South America Commercial ŠKODA Vehicles **Financial Services** BUGATTI USA / Canada / Spain / Argentina **BENTLEY** Scania Financial Services Porsche Holding Financial Services Porsche Financial Services Remaining companies



Passenger Cars – Nine independent brands addressing all customer needs

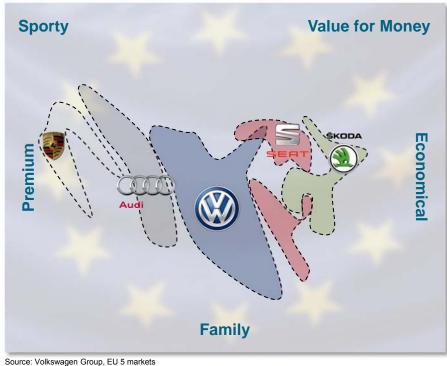
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Passenger Cars – Strong market penetration through well positioned and differentiated brands



Positioning focus

Volume brands:

- VolkswagenMainstream mobility for the upmarket driver
- ŠKODA
 Functional and roomy cars for the product-value focussed audience
- SEAT
 Sporty and stylish for the young and young-in-mind driver

Premium brands:

- AudiProgressive prestige for innovation seekers
- Porsche
 Sporty prestige for the elite high end client

Source: Volkswagen Group, EU 5 markets

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Key sales markets offer substantial growth opportunities

Market growth 2012 – 2018 (million units)







3.3

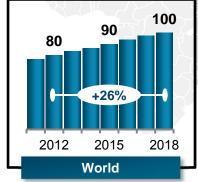
2012

2015

India







2018

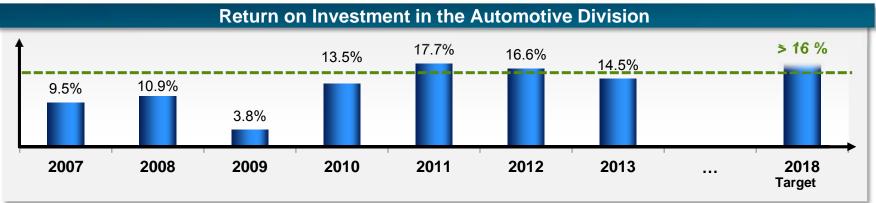
¹⁾ Includes Cyprus and Malta

²⁾ Includes Central America and Caribbean Source: IHS Automotive (data status: March 2014), rounded Note: Market = Cars and LCVs



All brands contribute substantially to the targets of the Volkswagen Group

Targets		ŠKODA	SEAT	Audi	PORSCHE	BENTLEY
Deliveries to customers ¹⁾	6,600,000	> 1,500,000	> 500,000	> 2,000,000 ²⁾	> 200,000	> 15,000
Sustainable operating profit margin ³⁾	> 6%	6-8%	> 5%	8-10%	> 15%	> 10%



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



Volkswagen Passenger Cars – The Group's new markets spearhead





Chattanooga (2011)

High investments, such as

- ramping up local production
- technology transfer
- building up dealer network ...





will pay off with

- higher deliveries to customers
- higher brand returns
- significant synergy potential within the Group





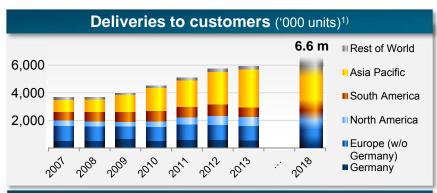
Ningbo (2013) Changsha (2015) **Urumqi (2013) Foshan (2013)**

¹⁾ Expected growth of number of dealerships 2008 – 2015



Volkswagen Passenger Cars – The Group's front-runner









Key drivers to achieve targets

- Drive regional diversification in sales and production with local products for local needs
- Continue product firework including further derivatives
- Utilize margin potential in growth regions
- Successful execution of MQB strategy
- Strict cost and investment discipline while retaining quality and price leadership

¹⁾ Including deliveries to customers by joint venture companies in China 2) Excluding operating profit of joint venture companies in China which are accounted for using the equity method



ŠKODA – Growing sustainably and profitably









Key drivers to achieve targets

- Continue model firework and improving positioning
- Entering new segments (broader model portfolio)
- Continue regional diversification in sales and production: focus on emerging markets
- Increase production efficiency

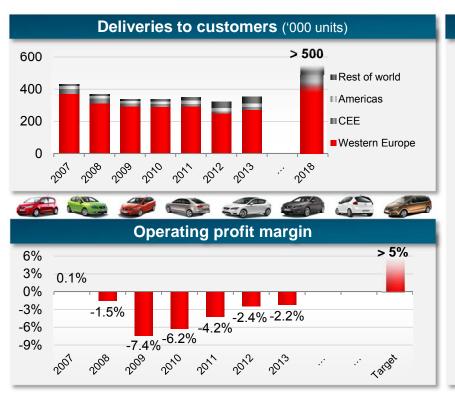
¹⁾ Including deliveries to customers by joint venture companies in China 2) Joint Venture companies in China are consolidated at equity in the financial result of the Volkswagen Group

³⁾ Sustainable operating profit margin target range to be achieved in the mid-term



SEAT – Three cornerstones to sustainable profitability



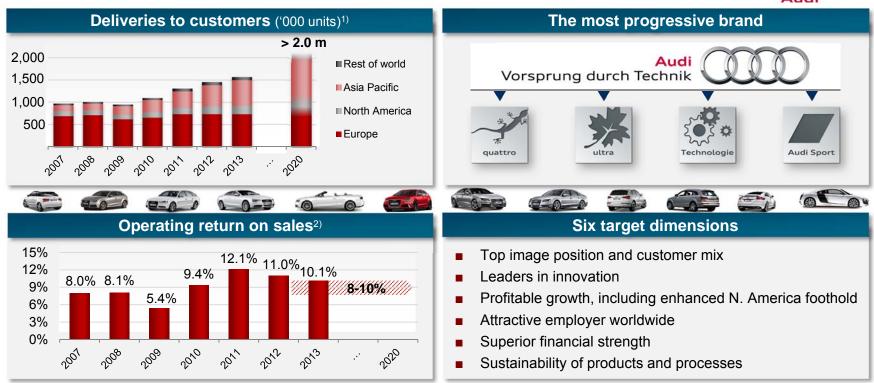






Audi – Focused on leadership in image, volume and profit

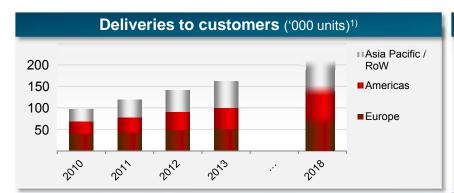






Porsche – Value creating growth ahead









Key drivers to achieve targets

- Extension of Porsche model line-up while maintaining superior brand image
- Customer enthusiasm for high-end quality premium vehicles
- Development of modular toolkits for luxury brands
- Continuous value-adding investments
- Realization of annual synergies within the Integrated Automotive Group

1) Porsche fully consolidated as from 1 August 2012

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Substantial synergies throughout the Group from the creation of the Integrated Automotive Group with Porsche



Total synergy potential

Mid-term targeted operating profit improvement of more than €1 billion per year within the Volkswagen Group





New Volkswagen Group models 2014 – a strong basis for profitable growth

Alternative Powertrains

- Volkswagen Golf PHEV & e-Golf
- Audi A3 e-tron
- ŠKODA Octavia CNG
- SEAT Leon & Leon ST CNG
- **Porsche** 918 Spyder



Highlights

- Volkswagen Golf Sportsvan, Passat Lim. & Estate
- Audi A3-Family (S3 Lim. & Cabrio), TT Coupe
- ŠKODA Octavia Scout, Fabia & Fabia Estate
- Porsche Macan & 911 Targa
- · Lamborghini Huracán
- Bentley Continental GT V8 S, Flying Spur V8



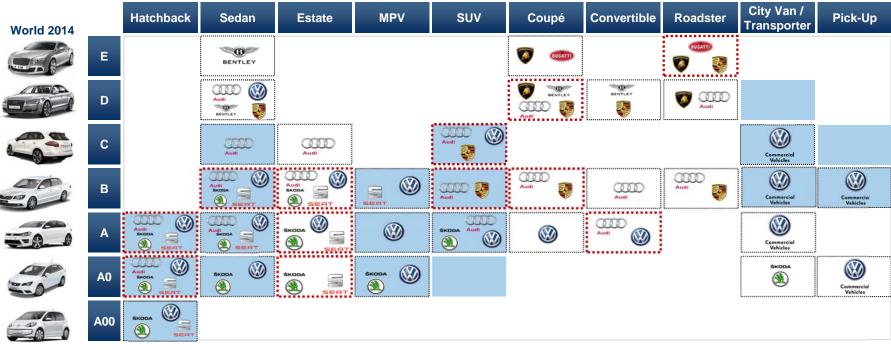
Global Roll-out

- Volkswagen Golf-Family (China/USA), up! (SAM)
- Audi A3-Family (China, USA, SAM)
- ŠKODA Rapid (Russia), Octavia & Rapid Spaceback (China)
- **SEAT** Leon ST (Russia)
- Porsche 911 Turbo





Broad product and segment mix highlights opportunity to capture further profitable growth across all segments (world 2014)



Segments > 1m cars

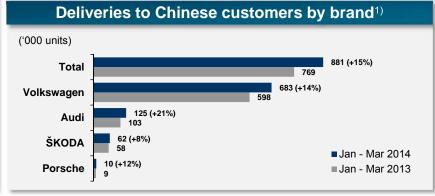
New product launch 2014



Strong market position and profitability in China







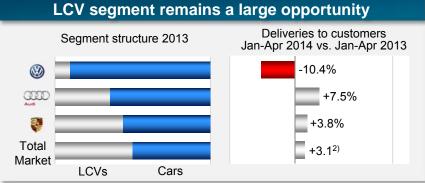


USA – Returning to sustainable profit











¹⁾ Figures including Porsche as from 1 August 2012

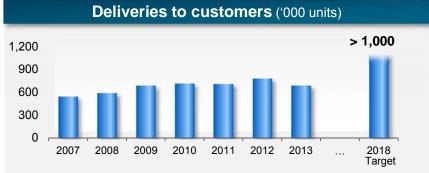
²⁾ Thereof Passenger Cars -1.8%, Light Commercial Vehicles +8.3%

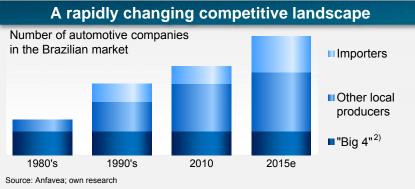


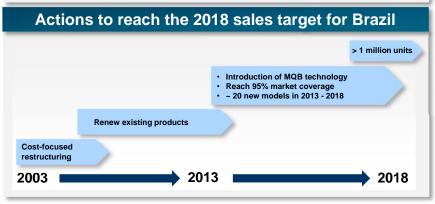
Brazil – Short-term challenge, mid-term opportunity









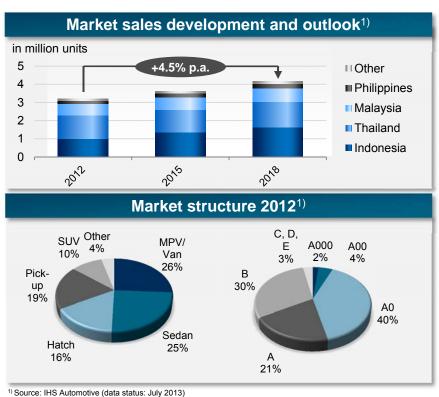


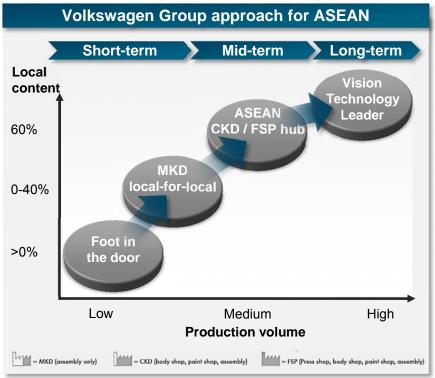
¹⁾ Audi to start production in São José dos Pinhais in 2015 (Audi A3 Sedan and Q3)

²⁾ Volkswagen, Fiat, General Motors, Ford



ASEAN – Strong market opportunity applying Group resources

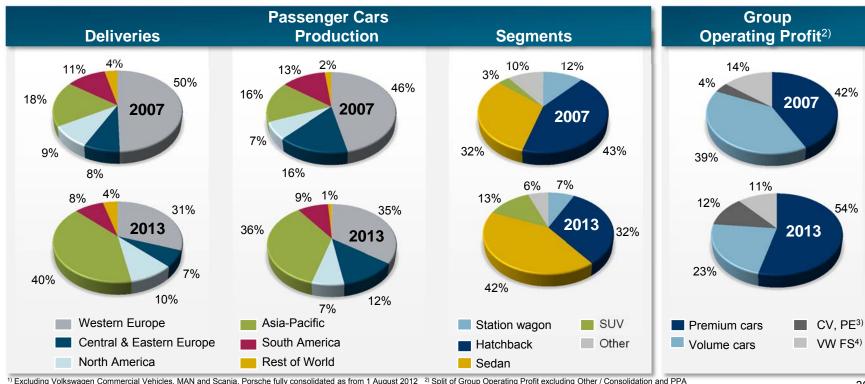




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Improved segment and market exposure provides stable earnings platform¹⁾

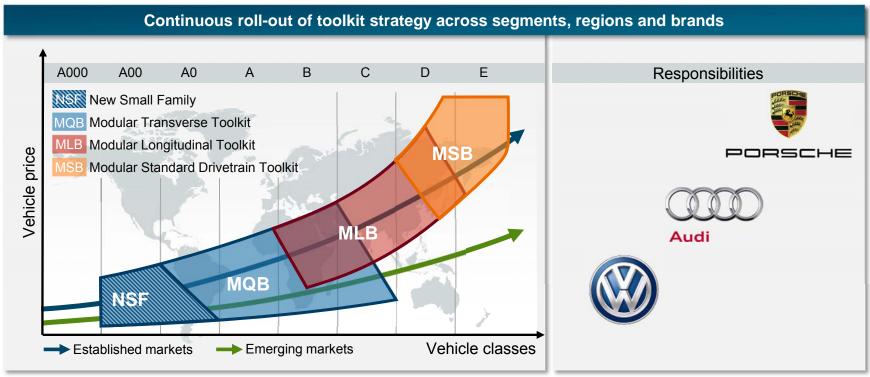


¹⁾ Excluding Volkswagen Commercial Vehicles, MAN and Scania. Porsche fully consolidated as from 1 August 2012 2) Split of Group Operating Profit excluding Other / Consolidation and PPA

³⁾ Commercial Vehicles / Power Engineering business area 4) VW Financial Services figures do not include financial service activities of MAN, Scania, Porsche AG and Porsche Holding Salzburg

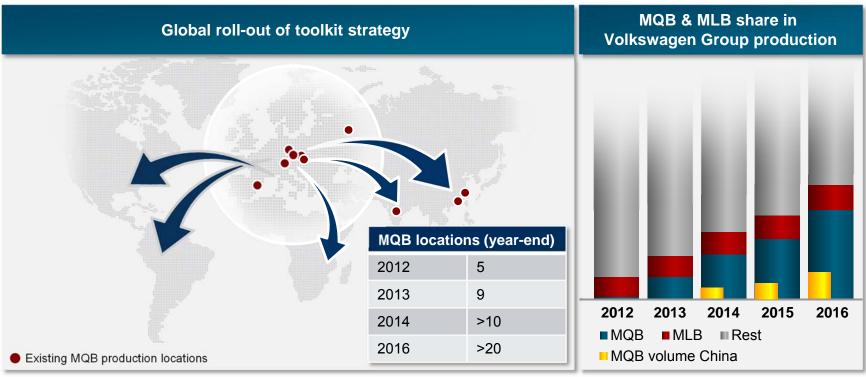


Volkswagen Group toolkit strategy and responsibilities





Global roll-out of toolkits supports flexibility and localization





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



1) Engineered Hours per Vehicle



Driving the future – Serving all customer needs¹⁾



¹⁾ Market introduction of Volkswagen Group models with alternative drivetrains

²⁾ Developed for distribution in the Brazilian market

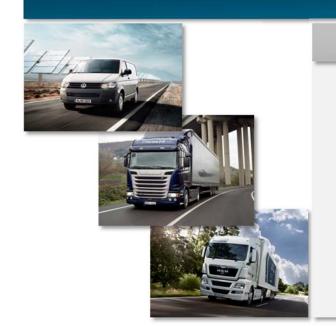


Commercial Vehicles – A cornerstone in Volkswagen Group's Strategy 2018

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Automotive Division

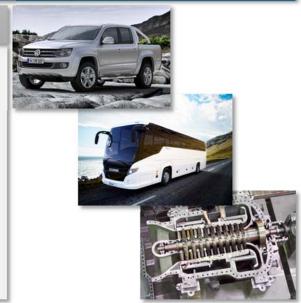


Commercial Vehicles / Power Engineering



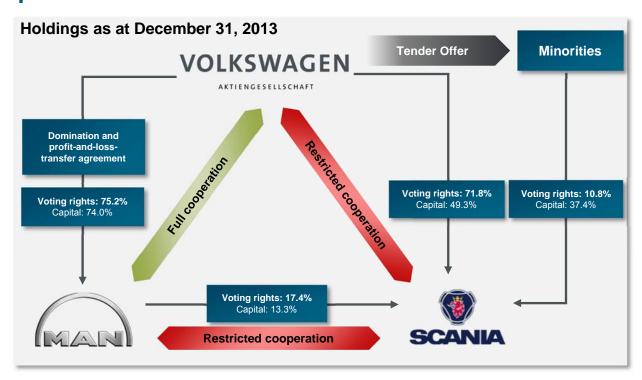








Full integration of commercial vehicle brands releases significant synergy potential



Volkswagen press release as of 13 May 2014:

- The offer has been accepted to such extent that Volkswagen after completion of the offer will become the owner of 90.47 percent of all shares in Scania.
- Volkswagen will initiate compulsory acquisition of the remaining shares in Scania as well as promote a delisting of Scania's shares from NASDAQ OMX Stockholm.



Transaction rationale: Pre-requisite to improve competitiveness and efficiency based on integration of Volkswagen's trucks businesses

Integration drivers

Foundation: management of independent and strong brands on the basis of integrated technology and operations

Objective: modular toolkit strategy for commercial vehicles with common components and systems

Scale benefits: improved efficiency of resource allocation and increased flexibility concerning vertical integration







Synergies (Operating Profit impact)

Achieved by the end of 2014 (existing structure)

- €200+ million
- Focus on purchasing
- Synergy potential limited due to arm's-length requirements

Additional potential through the transaction

- €650+ million per year long-term average with 10-15 years gradual phase-in based on life cycles of vehicles and systems / components
- Majority of benefits from joint R&D, purchasing and sourcing components
- Significant benefits from capex savings



Volkswagen Commercial Vehicles









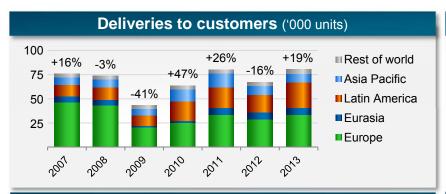
Key drivers to achieve targets

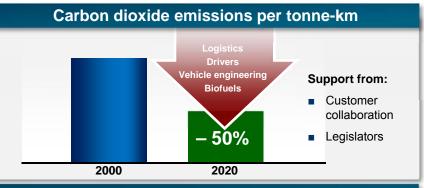
- Improving positioning in a difficult economic environment
- Renewal of model range
- Improving business case for light commercial vehicles
- Regional diversification in sales and production
- Increase production efficiency



Scania









Key drivers

- Strengthen market position and increase of market share
- Expansion of sales and services capacity in fast-growing markets
- Leading in quality with efficient and sustainable technology
- Prioritized R&D investments aimed at strengthening competitiveness

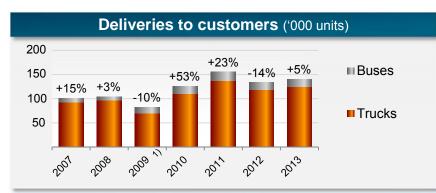
1) Operating profit margin as reported by Scania

45



MAN Commercial Vehicles









Continuous development of product range and customer oriented service solutions



Key drivers

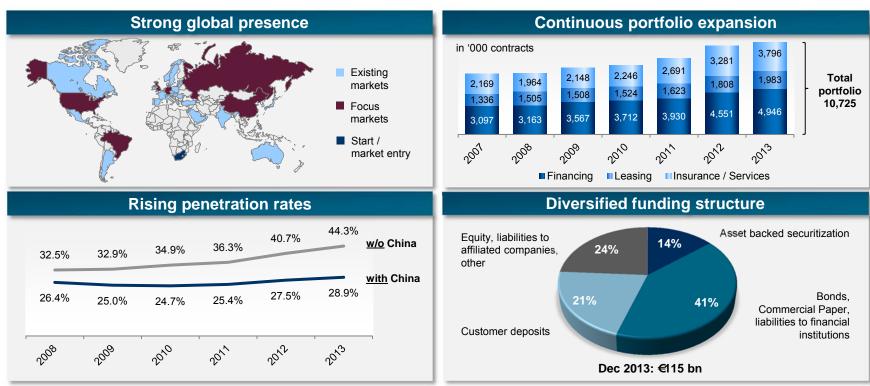
- Organic and profitable growth worldwide strengthening of backbone Europe and Latin America and expansion of business to overseas countries
- Leading in quality with efficient and sustainable technology
- Further development of after sales product portfolio

¹⁾ Integration of MAN Latin America (formerly Volkswagen Caminhões e Õnibus Industria e Comercio de Veiculos Comerciais Ltda)

²⁾ Operating profit margin MAN Commercial Vehicles business area as reported by MAN SE



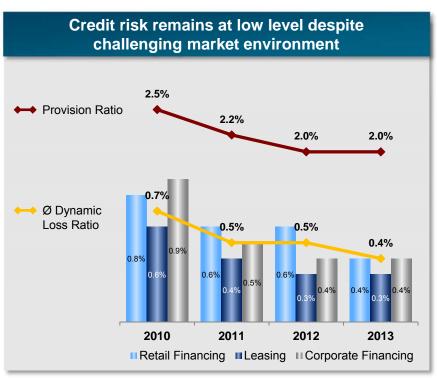
VW Financial Services¹⁾: A global, well diversified and successful business

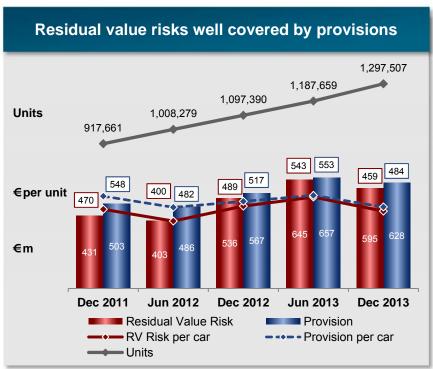


¹⁾ All shown figures show VW Financial Services as of 31 December 2013, excluding financial service activities of MAN, Scania, Porsche AG and Porsche Holding Salzburg



VW Financial Services - Credit and residual value risks well under control







Volkswagen Group – Core strategic achievements provide foundation for robust shareholder returns



1) Domination and Profit & Loss Transfer Agreement

49



Volkswagen Group: Global automotive leader 2018

Economic and environmental leadership in the global automotive industry

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



























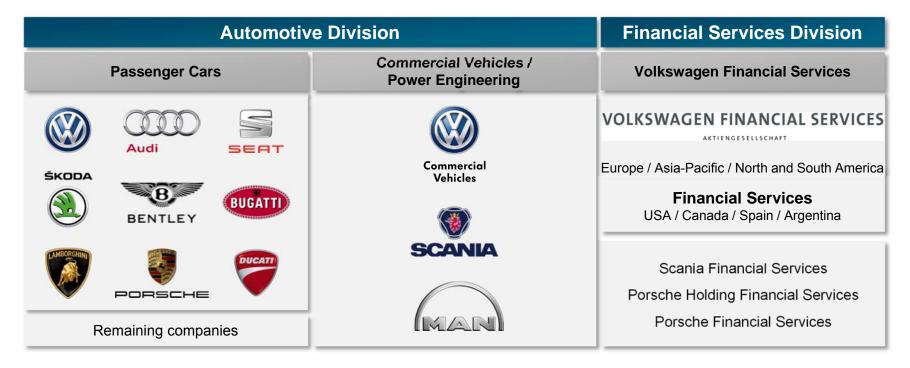
Volkswagen Investor Update

Oliver Larkin – Senior Investor Relations Manager Volkswagen AG

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



Volkswagen Group – built on three strong pillars

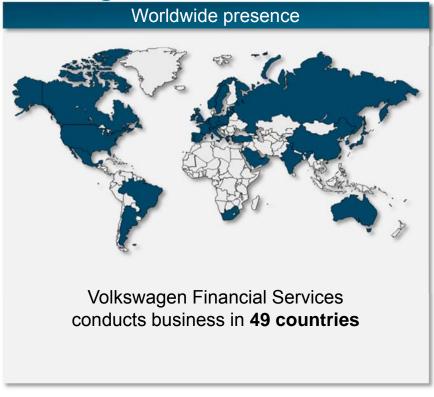




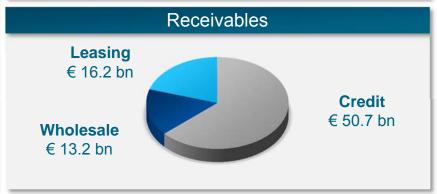
Volkswagen Financial Services offers the whole range of services under one roof



Volkswagen Financial Services at a Glance

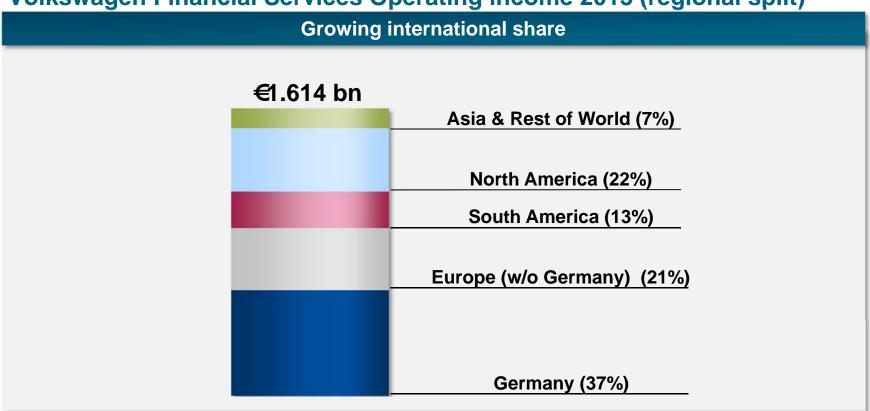


Key figures 2013	
Total assets	€ 115.1 bn
Equity	€ 11.6 bn
Customer deposits	€ 24.3 bn
Operating profit	€ 1.6 bn
Employees	10,945
Contracts (units)	10.7 m

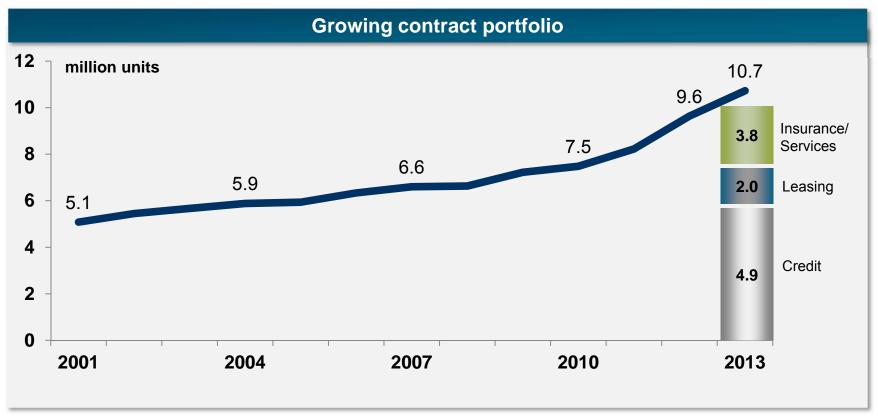




Volkswagen Financial Services Operating income 2013 (regional split)



Contract portfolio Volkswagen Financial Services



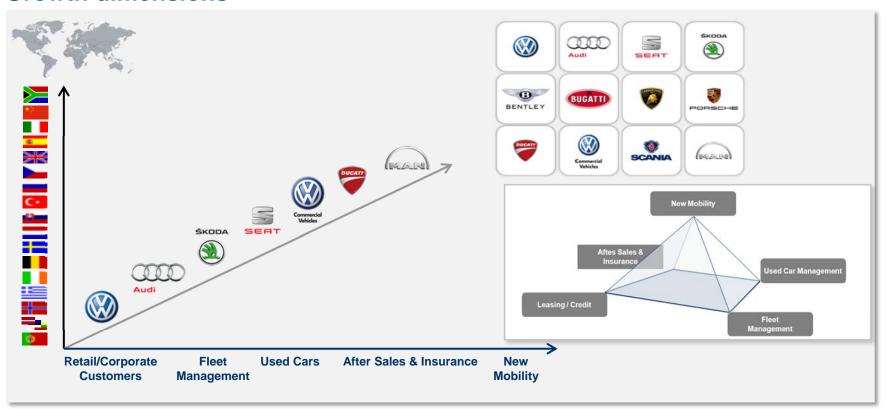


Penetration Volkswagen Financial Services



VOLKSWAGEN AKTIENGESELLSCHAFT

Growth dimensions







Volkswagen Financial Services: Growth dimension – Focus Markets

















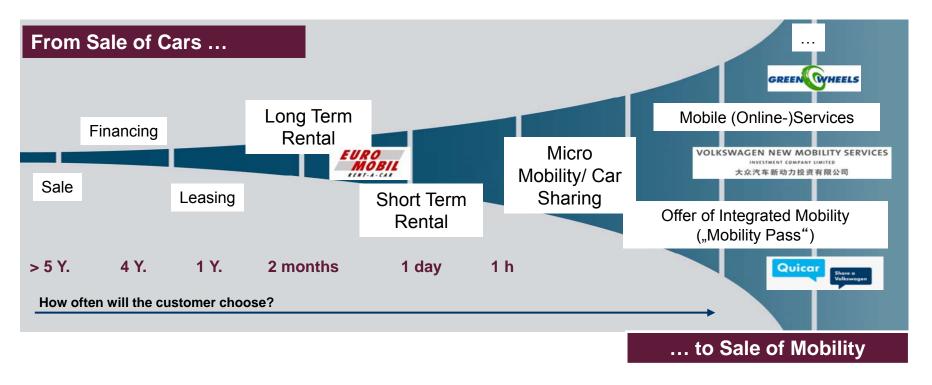
Volkswagen Financial Services: Growth dimension - Brands





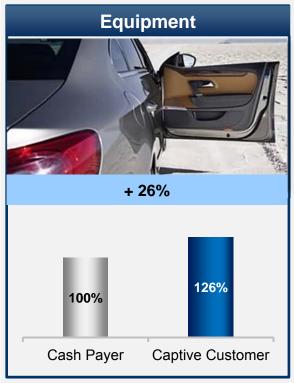


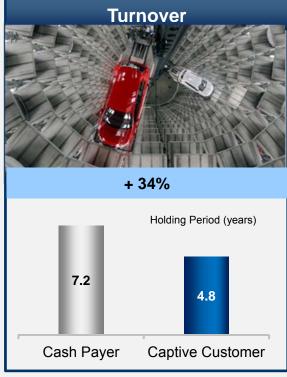
Volkswagen Financial Services: Growth dimension - Products





Strong benefits for automotive through captive

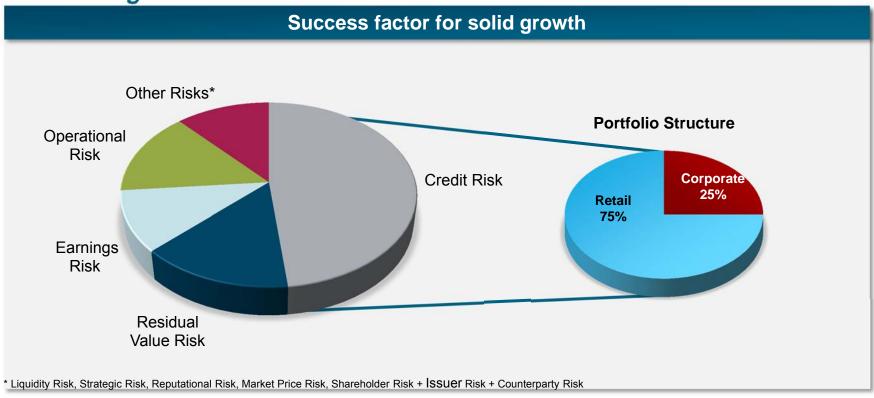








Risk management



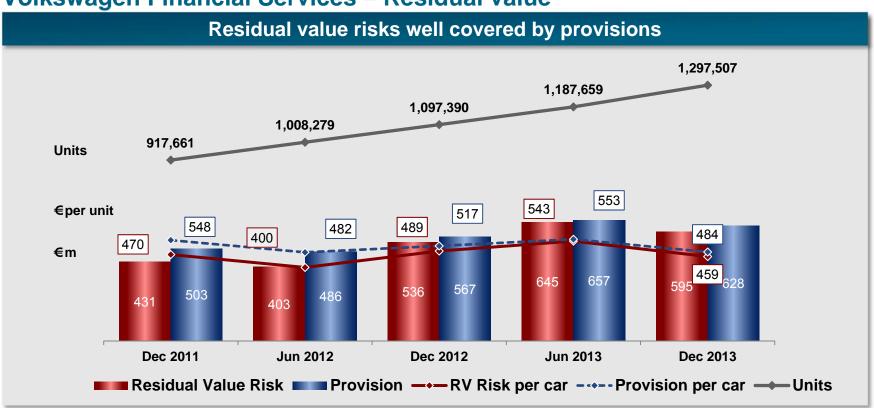


Volkswagen Financial Services – Credit risks



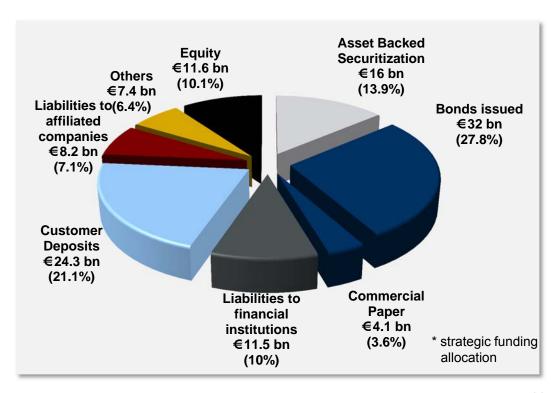


Volkswagen Financial Services – Residual value



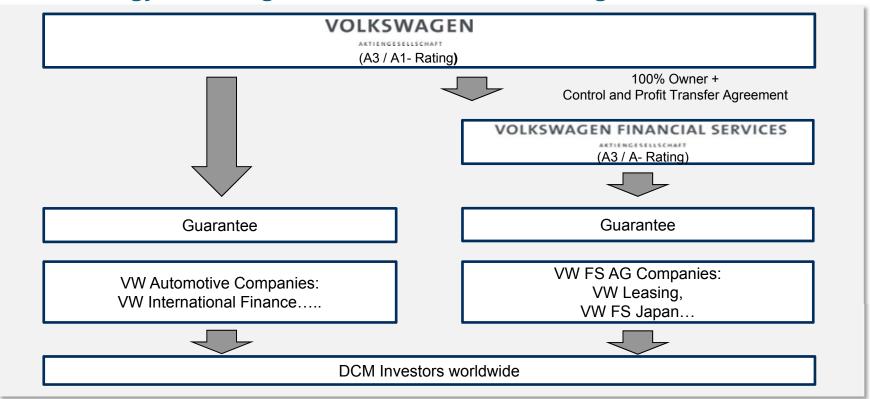
Funding structure Volkswagen Financial Services Total € 115.1 bn





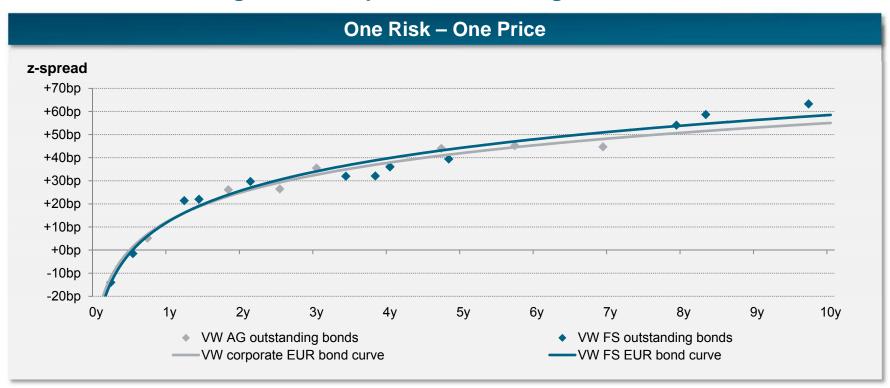


DCM Strategy Volkswagen Automotive and Volkswagen Financial Services



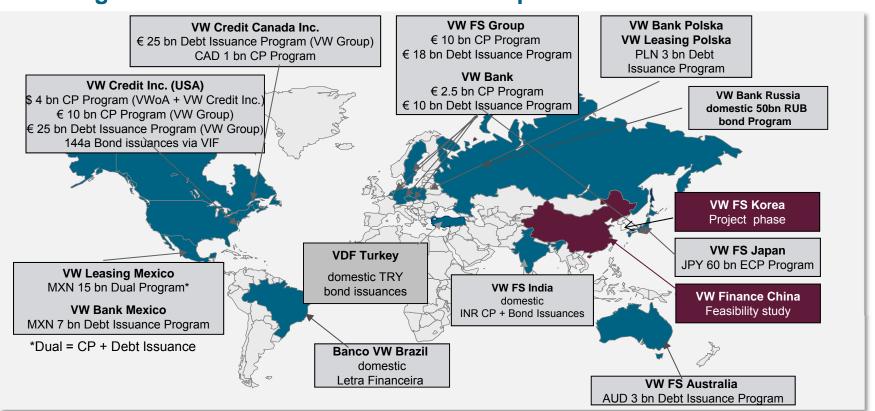


Bond Curve Volkswagen AG compared to Volkswagen Financial Services AG





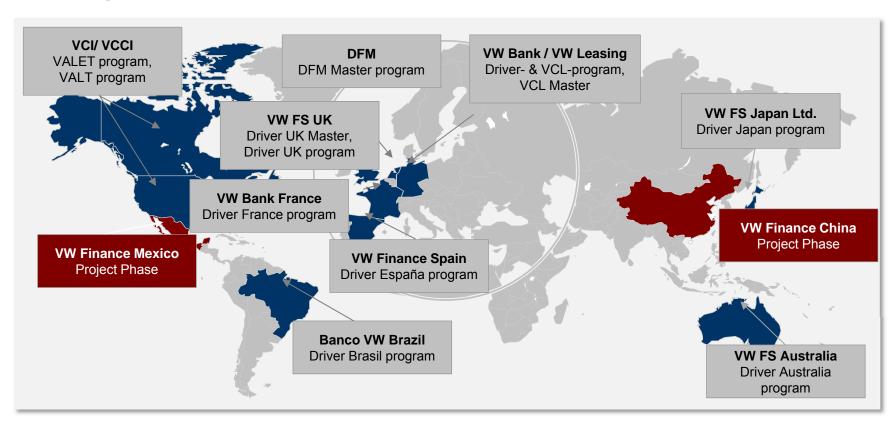
Volkswagen Financial Services' worldwide capital market activities



DCM Activities in 2013 / 2014 worldwide Germany: VW FS AG 2 Issuances 300 m EUR tenor: 1.5 to 2 years Volkswagen FS AG Germany: 3.325 m EUR tenor: 2 to 10 years 6 Issuances VW Leasing Germany: 16 Issuances 3.850 m EUR tenor: 1 to 5 years VW Bank Australia: 250 m AUD tenor: 4 years 1 Issuance VW FS Australia Japan: 25.000 m JPY tenor: 3 to 5 years 9 Issuances VW FS Japan India: 6.000 m INR tenor: 2 to 3 years 4 Issuances VW FS India Mexico: 6,000 m MXN tenor: 2.5 to 4 years 3 Issuances VW Bank/Leasing Brasil: 6 Issuances 880 m BRL tenor: 2 years Banco VW International: 3.375 m EUR* tenor: 1 to 5.5 years 26 Issuances VW FS N.V. Turkey: VDF 1 Issuance 100 m TRY tenor: 1.5 years

^{*} Issues in various Currencies (NOK, SEK, GBP, EUR, TRY)

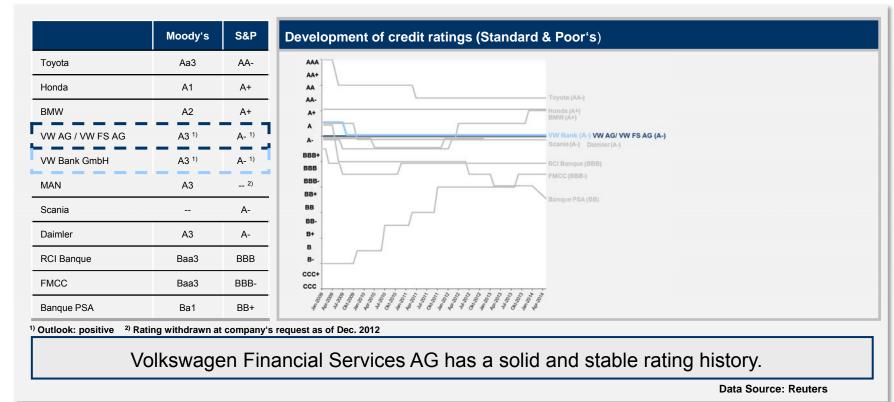
Volkswagen Financial Services' worldwide ABS activities







Rating History



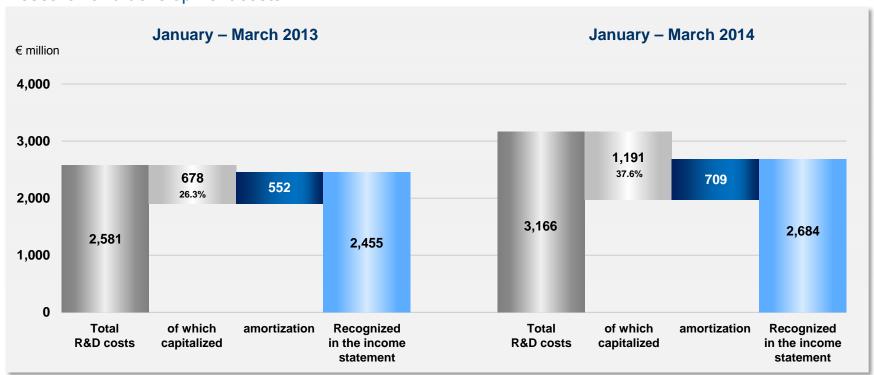
VOLKSWAGEN





Volkswagen Automotive Division

Research and development costs





Volkswagen Group – Headline Figures

(January to March 2014)

		2014	2013	+/- (%)
Deliveries to customers ¹⁾	'000 units	2,442	2,314	5.6
Vehicle sales ¹⁾	'000 units	2,562	2,375	7.9
Production ¹⁾	'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 ²⁾				
Cash flows from operating activities	€ million	2,251	3,528	-36.2
Cash flows from investing activities ³⁾	€ 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

¹⁾ 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.

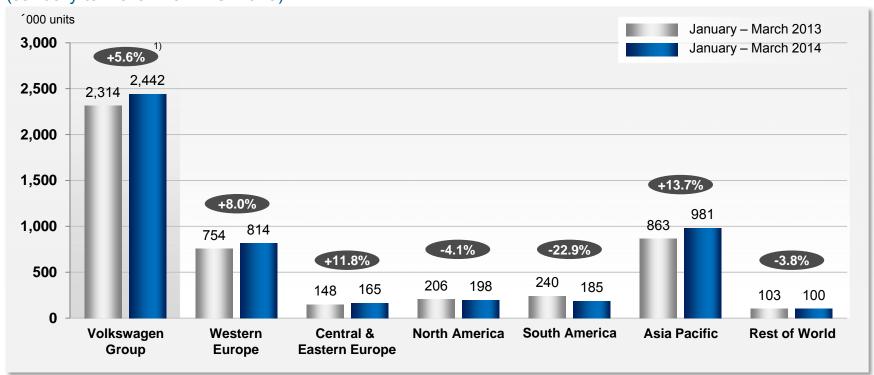
²⁾ Including allocation of consolidation adjustments between the Automotive and Financial Services divisions.

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



Volkswagen Group – Deliveries to Customers by Markets1)

(January to March 2014 vs. 2013)

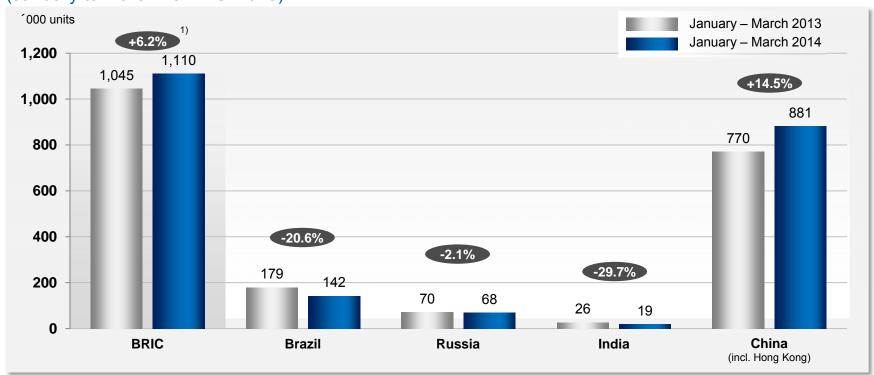


¹⁾ Incl. Volkswagen Commercial Vehicles, Scania and MAN; 6.2% excl. Volkswagen Commercial Vehicles, Scania and MAN.



Volkswagen Group – Deliveries to Customers BRIC-Markets¹⁾

(January to March 2014 vs. 2013)



¹⁾ Including Volkswagen Commercial Vehicles, Scania and MAN.



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





















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Volkswagen Group: Financial sustainability on core strengths

Oliver Larkin

Bernd Bode / Ulrich Hauswaldt

Volkswagen Aktiengesellschaft Volkswagen Financial Services Roadshow with Barclays, Edinburgh, 21 - 22 May 2014