

Annual Session

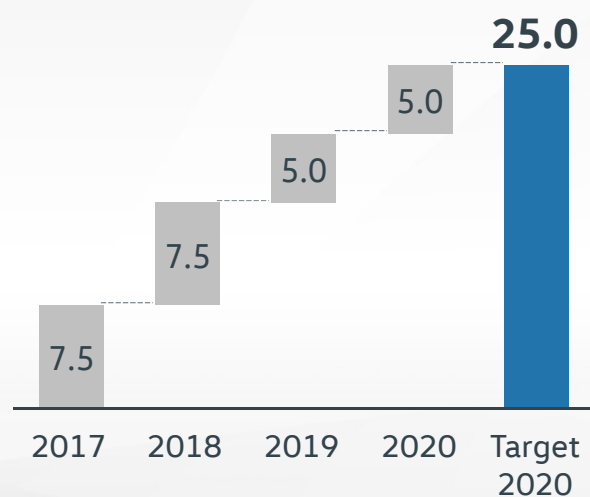
Volkswagen Brand

2017

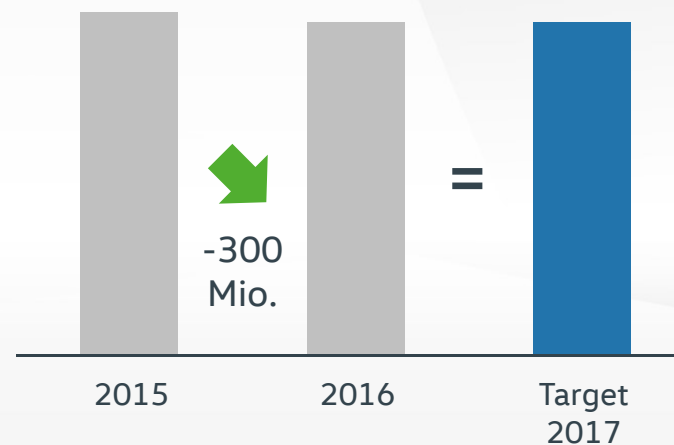


Increasing productivity and decreasing costs are focus areas for the Zukunftspakt

PRODUCTIVITY IMPROVEMENT
(percent)



FIXED COSTS IN GERMANY
(€ billion)



In the USA, we are making the first big moves towards becoming a volume supplier

NORTH AMERICA | NEXT STEPS

- Continuation of turnaround program
- Product offensive:
 - Atlas & Tiguan (launch from Q2/2017)
 - Two new vehicles each year until 2020
- 6-year warranty
- Break-even by 2020



In South America, we are on the offensive with new, attractive products

SOUTH AMERICA | NEXT STEPS

- Continuation of turnaround program
- Product offensive:
 - Ramp-up of up! (Q1/2017)
 - Ramp-up of Polo and Virtus on MQB basis (from Q3/2017)
- Export growth Latin America
- Break-even by 2020



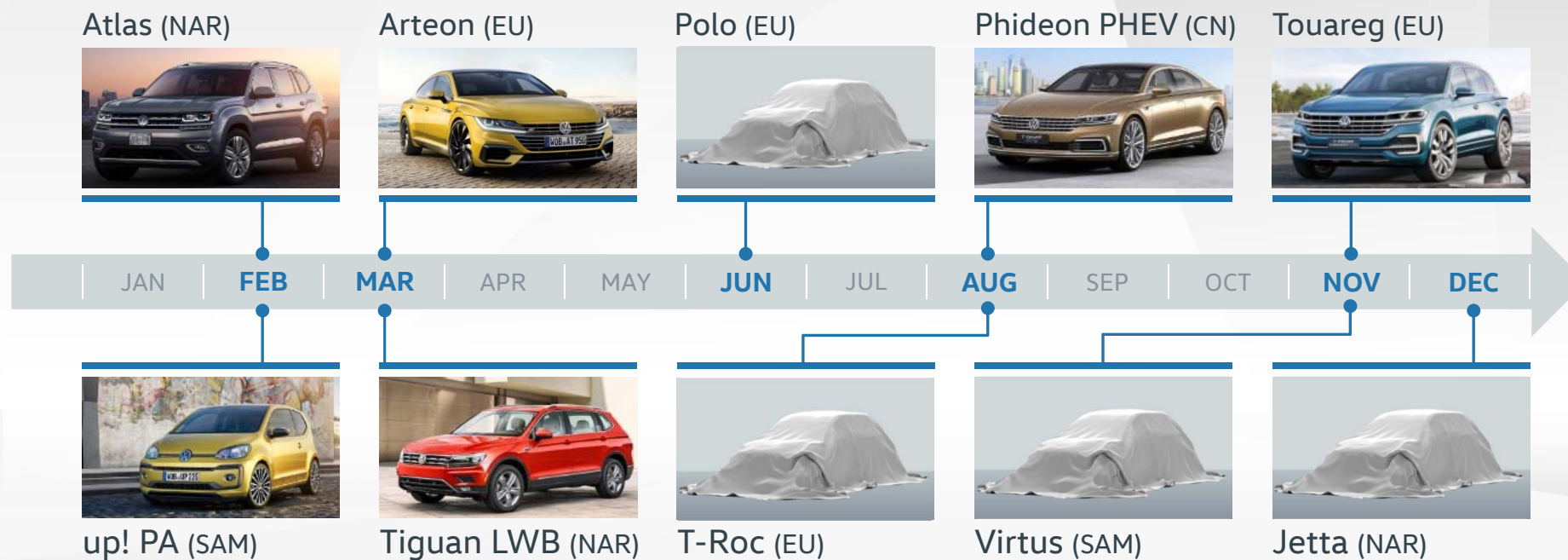
We are launching locally produced new energy vehicles in China

CHINA | NEXT STEPS

- Defend market leadership
- Product offensive: 9 new models by the end of 2018, including 3 SUV
- New energy vehicles:
 - Phideon Plug-in hybrid (Q3/2017)
 - Purely electric cars (2018)



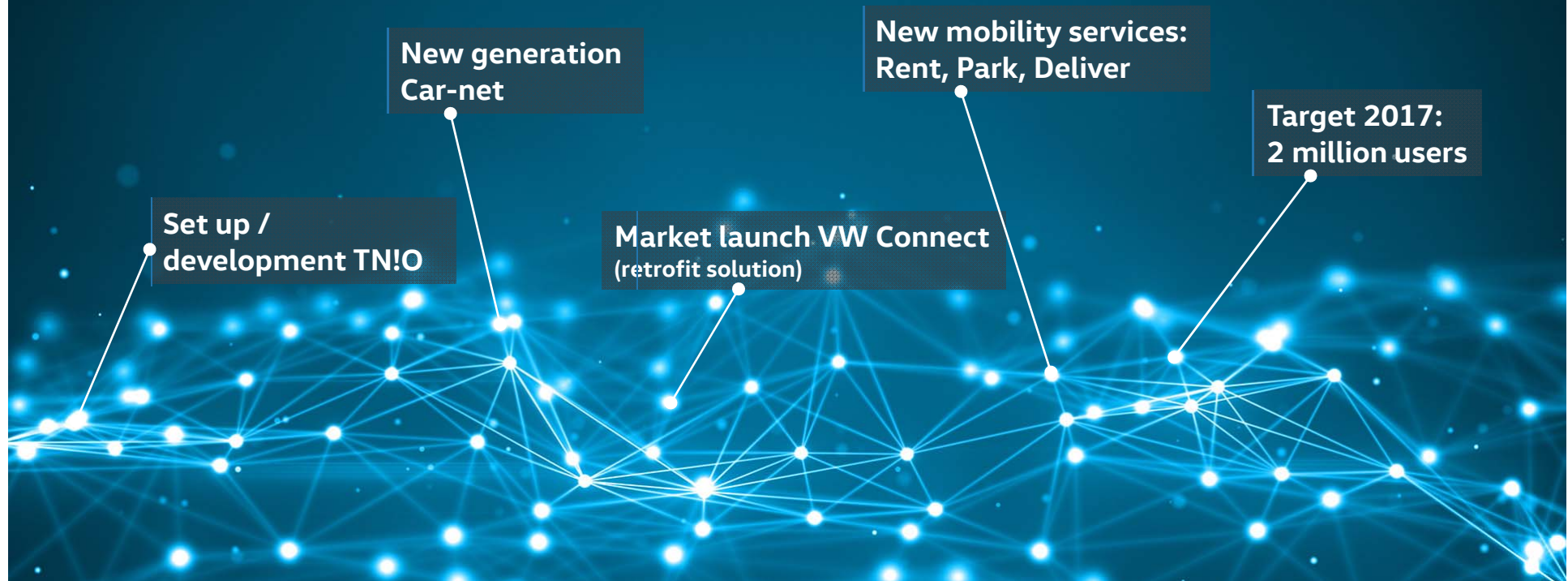
The 2017 product offensive has been launched successfully



START OF PRODUCTION

Volkswagen is developing a comprehensive digital ecosystem

MILESTONES 2017



Technical concept and design for I.D. will be defined in 2017

I.D. FAMILY

- Market launch of 4 models in Europe, China, USA from 2020
- Milestones 2017:
 - Decision regarding technical concept and design
 - Contract awards for key components
- Production of I.D. at Zwickau plant



**"We are confident
that we will be able
to continue the brand's
positive
performance."**



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Volkswagen Brand

2017

