

# VOLKSWAGEN

AKTIENGESELLSCHAFT



Experience D[r]iversity.



Vielfalt erfahren.



行驶多样, 感受百变



Vivre la diversité.



FACTSANDFIGURES  
NAVIGATOR2012



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The Volkswagen Group with its headquarters in Wolfsburg is one of the world's leading automobile manufacturers and the largest carmaker in Europe. In 2011, the Group increased the number of vehicles delivered to customers to 8.265 million (2010: 7.203 million), corresponding to a 12.3 percent share of the world passenger car market.

In Western Europe over one in five new cars (23.0 percent) comes from the Volkswagen Group. Group sales revenue in 2011 totaled €159 billion (2010: €126.9 billion). Profit after tax in the 2011 financial year amounted to €15.8 billion (2010: €7.2 billion).

The Group is made up of ten brands from seven European countries: Volkswagen, Audi, SEAT, ŠKODA, Bentley, Bugatti, Lamborghini, Volkswagen Commercial Vehicles, Scania and MAN.

Each brand has its own character and operates as an independent entity on the market. The product spectrum extends from low-consumption small cars to luxury class vehicles. In the commercial vehicle sector, the product offering ranges from pick-ups to buses and heavy trucks.

The Volkswagen Group is also active in other fields of business, manufacturing large-bore diesel engines for marine and stationary applications (turnkey power plants), turbochargers, turbomachinery (steam and gas turbines), compressors and chemical reactors, and also producing vehicle transmissions, special gear units for wind turbines, slide bearings and couplings as well as testing systems for the mobility sector.

The Group operates 94 production plants in 18 European countries and a further eight countries in the Americas, Asia and Africa. Each working day, 501,956 employees worldwide produce some 34,500 vehicles, are involved in vehicle-related services or work in the other fields of business. The Volkswagen Group sells its vehicles in 153 countries.

It is the goal of the Group to offer attractive, safe and environmentally sound vehicles which are competitive on an increasingly tough market and which set world standards in their respective classes.

# VOLKSWAGEN

AKTIENGESELLSCHAFT

## Board of Management of Volkswagen Aktiengesellschaft

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Chairman,  
Research and Development

**Dr. rer. pol. h.c. Francisco Javier Garcia Sanz**

Procurement

**Prof. Dr. rer. pol. Jochem Heizmann**

Commercial Vehicles

**Christian Klingler**

Sales and Marketing

**Dr.-Ing. E. h. Michael Macht**

Production

**Prof. Dr. rer. pol. Horst Neumann**

Human Resources and Organization

**Hans Dieter Pötsch**

Finance and Controlling

**Rupert Stadler**

Chairman of the Board of Management  
of AUDI AG

**Hon.-Prof. Dr. techn. h.c.**

**Dipl.-Ing. ETH**

**Ferdinand K. Piëch**

Chairman

**Berthold Huber**

Deputy Chairman,

First Chairman of IG Metall

**Dr. Hussain Ali Al-Abdulla**

Vice Chairman of Qatar Holding LLC

**Khalifa Jassim Al-Kuwari**

Chief Operating Officer of  
Qatar Investment Authority  
and Qatar Holding LLC

**Jörg Bode**

Minister of Economic Affairs, Labor  
and Transport for the Federal State  
of Lower Saxony

**Annika Falkengren**

President and Group Chief Executive  
of Skandinaviska Enskilda Banken AB

**Dr. jur. Michael Frenzel**

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Board of Management of TUI AG

**Babette Fröhlich**

IG Metall, Department head for  
coordination of Executive Board  
duties and planning

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Chairman of the Works Council at  
the Volkswagen AG Emden plant

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Minister-President of the  
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**Hartmut Meine**

Director of the Lower Saxony and  
Saxony-Anhalt Regional Office of  
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Council of AUDI AG

**Bernd Osterloh**

Chairman of the General and Group  
Works Councils of Volkswagen AG

**Dr. jur. Hans Michel Piëch**

Lawyer in private practice

**Dr. jur. Ferdinand Oliver Porsche**

Member of the Board of  
Management of Familie Porsche AG  
Beteiligungsgesellschaft

**Dr. rer. comm. Wolfgang Porsche**

Chairman of the Supervisory Board  
of Porsche Automobil Holding SE;  
Chairman of the Supervisory Board  
of Dr. Ing. h.c. F. Porsche AG

**Wolfgang Ritmeier**

Chairman of the Board of Manage-  
ment of Volkswagen Management  
Association (VMA)

**Jürgen Stumpf**

Chairman of the Works Council at  
the Volkswagen AG Kassel plant

**Bernd Wehlauer**

Deputy Chairman of the General  
and Group Works Councils of  
Volkswagen AG

**Thomas Zwiebler**

Chairman of the Works Council  
Volkswagen Commercial Vehicles

## VOLKSWAGEN GROUP

<b>Volume Data <sup>1</sup></b>	<b>2011</b>	<b>2010</b>	<b>%</b>
Vehicle sales (units)	<b>8,361,294</b>	7,278,440	+ 14.9
Production (units)	<b>8,494,280</b>	7,357,505	+ 15.5
Employees at Dec. 31	<b>501,956</b>	399,381	+ 25.7
<b>Financial Data (IFRSs), € million</b>	<b>2011</b>	<b>2010</b>	<b>%</b>
Sales revenue	<b>159,337</b>	126,875	+ 25.6
Operating profit	<b>11,271</b>	7,141	+ 57.8
Profit before tax	<b>18,926</b>	8,994	x
Profit after tax	<b>15,799</b>	7,226	x
Profit attributable to shareholders of Volkswagen AG	<b>15,409</b>	6,835	x
Cash flows from operating activities	<b>8,500</b>	11,455	- 25.8
Cash flows from investing activities attributable to operating activities	<b>16,002</b>	9,278	+ 72.5
Automotive Division <sup>2</sup>			
EBITDA <sup>3</sup>	<b>17,815</b>	13,940	+ 27.8
Cash flows from operating activities	<b>17,109</b>	13,930	+ 22.8
Cash flows from investing activities attributable to operating activities <sup>4</sup>	<b>15,998</b>	9,095	+ 75.9
of which: investments in property, plant and equipment	<b>7,929</b>	5,656	+ 40.2
as a percentage of sales revenue	<b>5.6</b>	5.0	
capitalized development costs	<b>1,666</b>	1,667	- 0.0
as a percentage of sales revenue	<b>1.2</b>	1.5	
Net cash flow	<b>1,112</b>	4,835	- 77.0
Net liquidity at Dec. 31	<b>16,951</b>	18,639	- 9.1
<b>Return ratios in %</b>	<b>2011</b>	<b>2010</b>	
Return on sales before tax	<b>11.9</b>	7.1	
Return on investment after tax (Automotive Division)	<b>17.7</b>	13.5	
Return on equity before tax (Financial Services Division) <sup>5</sup>	<b>14.0</b>	12.9	



## VOLKSWAGEN AG

<b>Volume Data</b>	<b>2011</b>	<b>2010</b>	<b>%</b>
Vehicle sales (units)	<b>2,661,327</b>	2,309,648	+ 15.2
Production (units)	<b>1,215,058</b>	1,100,186	+ 10.4
Employees at Dec. 31	<b>97,691</b>	94,787	+ 3.1
<b>Financial Data (HGB), € million</b>	<b>2011</b>	<b>2010</b>	<b>%</b>
Sales	<b>67.178</b>	57,243	+ 17,4
Net income for the year	<b>3.418</b>	1,550	x

- 1) Volume data including the unconsolidated Chinese joint ventures.
- 2) Including allocation of consolidation adjustments between the Automotive and Financial Services divisions.
- 3) Operating profit plus net depreciation / amortization and impairment losses / reversals of impairment losses on property, plant and equipment, capitalized development costs, leasing and rental assets, goodwill and financial assets as reported in the cash flow statement.
- 4) Excluding acquisition and disposal of equity investments: €9,371 million (€7,034 million).
- 5) Profit before tax as a percentage of average equity.

**Volume Data (thousands)****Vehicle Sales (units)**

Germany

Abroad

**Production (units)**

Germany

Abroad

**Employees (yearly average)**

Germany

Abroad

**Financial Data (in € million )**

Sales revenue

Profit before tax

Profit after tax

Cash flows from operating activities\*

Cash flows from investing activities attributable to operating activities\*

\* 2008 and 2007 adjusted.

	2011	2010	2009	2008	2007
	<b>8,361</b>	<b>7,278</b>	<b>6,310</b>	<b>6,272</b>	<b>6,192</b>
	1,211	1,059	1,288	1,013	1,030
	7,150	6,219	5,022	5,259	5,162
	<b>8,494</b>	<b>7,358</b>	<b>6,055</b>	<b>6,347</b>	<b>6,213</b>
	2,640	2,115	1,938	2,146	2,086
	5,854	5,243	4,117	4,201	4,127
	<b>454</b>	<b>389</b>	<b>367</b>	<b>357</b>	<b>329</b>
	196	178	173	178	175
	258	210	194	179	154
	2011	2010	2009	2008	2007
	<b>159,337</b>	<b>126,875</b>	<b>105,187</b>	<b>113,808</b>	<b>108,897</b>
	<b>18,926</b>	<b>8,994</b>	<b>1,261</b>	<b>6,608</b>	<b>6,543</b>
	<b>15,799</b>	<b>7,226</b>	<b>911</b>	<b>4,688</b>	<b>4,122</b>
	<b>8,500</b>	<b>11,455</b>	<b>12,741</b>	<b>2,702</b>	<b>9,308</b>
	<b>16,002</b>	<b>9,278</b>	<b>10,428</b>	<b>11,613</b>	<b>7,120</b>

**Dividend development**

Number of no-par value shares at Dec. 31

Ordinary shares thousands

Preferred shares thousands

Dividend

per ordinary share €

per preferred share €

**Share price development <sup>1</sup>**

Ordinary shares

Closing €

Annual high €

Annual low €

Preferred shares

Closing €

Annual high €

Annual low €

Market capitalization at Dec. 31 € billion

Equity attributable to shareholders of Volkswagen AG at Dec. 31 € billion

Ratio of market capitalization to equity factor

**Key figures per share**

Earnings per ordinary share

basic €

diluted €

Operating profit <sup>2</sup> €Cash flows from operating activities <sup>2</sup> €Equity <sup>3</sup> €

Price/earnings ratio

ordinary shares factor

preferred shares factor

Price/cash flow ratio <sup>4</sup> factor

Dividend yield

ordinary share %

preferred share %

**Turnover on German stock exchanges <sup>5</sup>**

Turnover of Volkswagen ordinary shares € billion

million shares

Turnover of Volkswagen preferred shares € billion

million shares

Volkswagen share of total DAX turnover %

1) Xetra prices.

2) Based on the weighted average number of ordinary and preferred shares outstanding (basic).

3) Based on the total number of ordinary and preferred shares on December 31.

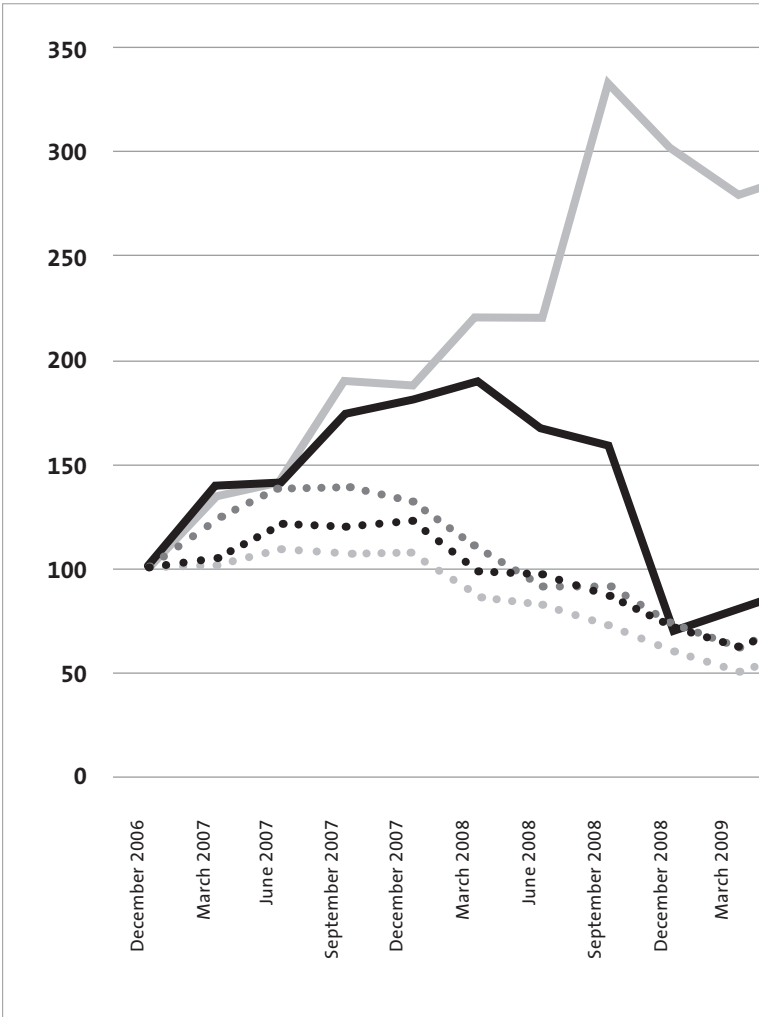
	2011	2010	2009	2008	2007
	295,090	295,046	295,005	294,920	291,337
	170,143	170,143	105,238	105,238	105,238
	3.00	2.20	1.60	1.93	1.80
	3.06	2.26	1.66	1.99	1.86
	2011	2010	2009	2008	2007
	103.65	105.90	77.00	250.00	156.10
	136.95	118.50	298.85	945.00	197.90
	84.50	62.30	72.41	148.43	82.60
	115.75	121.40	65.74	38.02	100.00
	151.00	136.90	81.72	108.30	131.00
	88.54	55.83	30.24	29.30	54.14
	50.3	51.9	29.6	77.7	56.0
	57.5	46.0	35.3	35.0	31.9
	0.87	1.13	0.84	2.22	1.75
	2011	2010	2009	2008	2007
	33.10	15.17	2.37	11.92	10.43
	33.10	15.17	2.37	11.88	10.34
	24.23	15.87	4.64	15.91	15.60
	18.27	25.46	31.84	27.13	39.72
	123.68	98.84	88.15	87.49	80.38
	3.1	7.0	32.5	21.0	15.0
	3.5	8.0	26.9	3.2	9.5
	5.7	4.2	2.4	9.2	3.9
	2.9	2.1	2.1	0.8	1.2
	2.6	1.9	2.5	5.2	1.9
	2011	2010	2009	2008	2007
	5.4	6.3	23.5	136.5	103.1
	48.9	81.4	129.6	562.8	877.3
	47.5	27.0	8.5	10.0	34.1
	396.3	337.8	147.6	120.2	474.3
	4.7 <sup>6</sup>	3.2 <sup>6</sup>	3.2 <sup>6</sup>	8.0	5.3

4) Using closing prices of the ordinary shares.

5) Order book turnover on German exchanges.

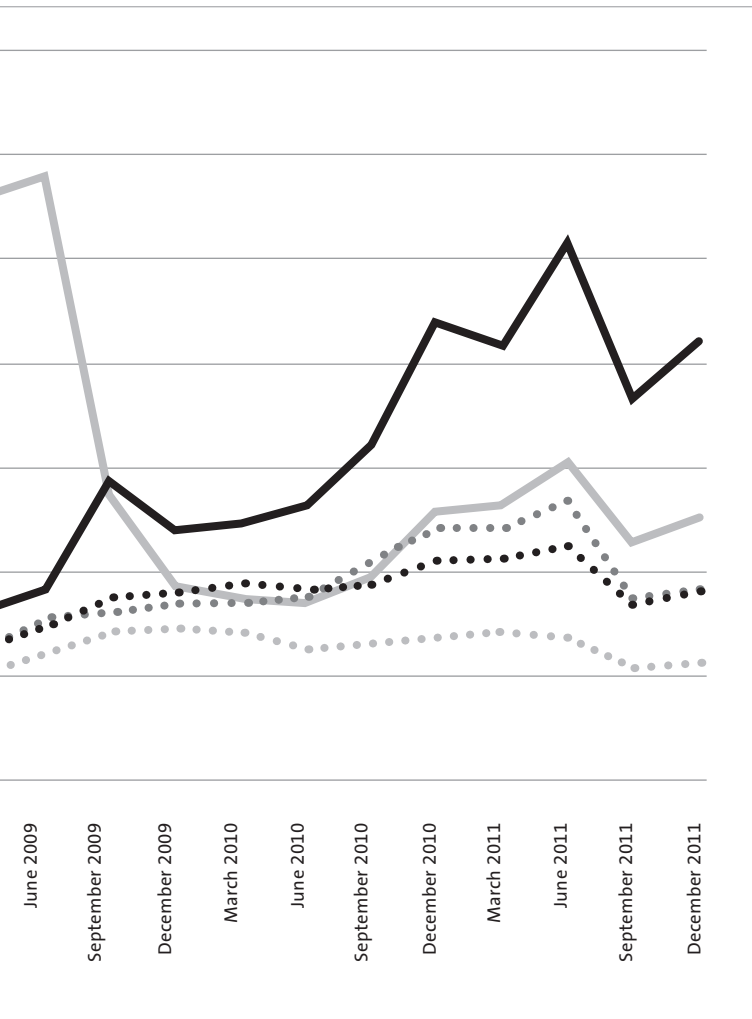
6) On December 23, 2009, preferred shares replaced ordinary shares in the DAX.

12 SHARE PRICE DEVELOPMENT FROM DEC. 2006 TO DEC. 2011



Index based on month-end prices:

Dec. 31, 2006 = 100



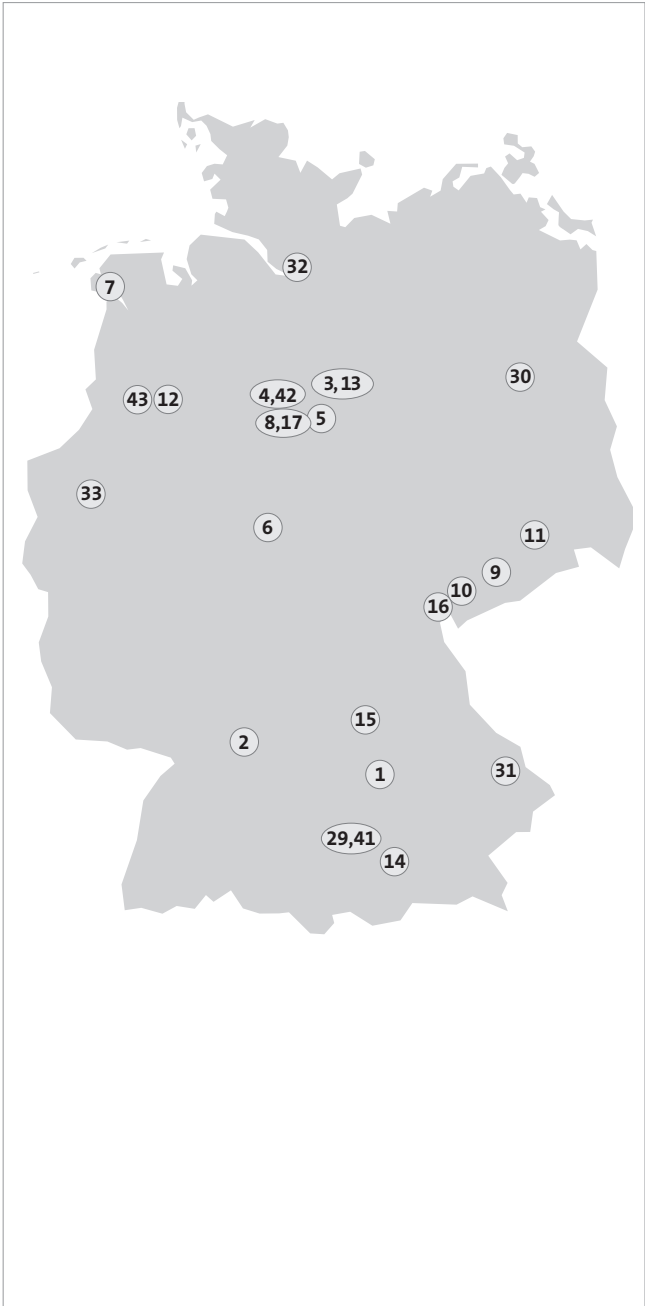
**—** Volkswagen preferred share

**●●●●●●●●●●** DJ Euro STOXX 50

**●●●●●●●●●●** German Share Index (DAX)

**—** Volkswagen ordinary share

**●●●●●●●●●●** DJ Euro STOXX Automobile (Price)





## GERMANY

**AUDI AG** (47,976 employees; founded in 1909, 1965 acquisition of 50% of the capital of Auto-Union GmbH; today more than 99% owned by VOLKSWAGEN AG)

**1 Ingolstadt plant**

AUDI A3, AUDI A3 SPORTBACK, AUDI A4, AUDI A4 AVANT, AUDI A4 ALLROAD, AUDI A5 COUPÉ, AUDI A5 SPORTBACK, AUDI Q5, components: engine components

**2 Neckarsulm plant**

AUDI A4, AUDI A5 CABRIOLET, AUDI A6, AUDI A6 AVANT, AUDI A6 ALLROAD, AUDI A7 SPORTBACK, AUDI A8, AUDI R8 COUPÉ, AUDI R8 SPYDER

**VOLKSWAGEN AG**

(97,691 employees; founded as Volkswagenwerk GmbH in 1938)

**3 Wolfsburg plant**

(51,594 employees) GOLF, GOLF PLUS, TIGUAN, TOURAN, components: press shop, chassis, plastics technology

**4 Hanover plant**

(12,604 employees) T5, components: foundry, heat exchangers

**5 Brunswick plant**

(5,799 employees) chassis components

**6 Kassel plant**

(14,124 employees) gearboxes, components: foundry, press shop, exhaust systems

**7 Emden plant**

(7,604 employees) PASSAT, PASSAT ESTATE, CC,

**8 Salzgitter plant**

(5,966 employees) engines

**Volkswagen Sachsen GmbH**

(8,941 employees; founded in 1990; wholly owned by VOLKSWAGEN AG)

**9 Chemnitz plant**

engines

**10 Zwickau plant**

GOLF, PASSAT

**Automobilmanufaktur Dresden GmbH**

(515 employees; founded in 1998; wholly owned by VOLKSWAGEN AG)

**11 Gläserne Manufaktur Dresden**

PHAETON

**Volkswagen Osnabrück GmbH**

(1,792 employees; founded in 2009; wholly owned by VOLKSWAGEN AG)

**12 Osnabrück plant**

GOLF CABRIOLET

**SITECH Sitztechnik GmbH**

(2,002 employees; founded in 2001; wholly owned by SITECH Sp. z o.o.)

**13 Wolfsburg plant**

components: seating technology

**MAN SE**

(53,722 employees;  
founded in 1758, VW AG 57.33%  
share capital and 55.90% voting  
rights)

**14 Munich plant  
(Germany)**

Heavy trucks, cabs, driven axles

**15 Nuremberg plant  
(Germany)**

Engines

**16 Plauen plant  
(Germany)**

Premium buses,  
double-decker coaches

**17 Salzgitter plant  
(Germany)**

Heavy trucks, bus chassis  
and components

**18 Pithampur plant  
(India)**

Heavy trucks

**19 Steyr plant  
(Austria)**

Light and medium trucks, cabs

**20 Vienna plant  
(Austria)**

Special purpose vehicles

**21 Cracow plant  
(Poland)**

Heavy trucks

**22 Poznań plant  
(Poland)**

City buses, bus chassis

**23 Starachowice plant  
(Poland)**

Bus shells

**24 Olifantsfontein plant  
(South Africa)**

Buses

**25 Pinetown plant  
(South Africa)**

CKD: trucks and bus chassis

**26 Ankara plant  
(Turkey)**

Coaches and city buses

**27 Resende plant  
(Brazil)**

Light, medium, and heavy trucks  
and bus chassis

**28 Querétaro plant  
(Mexico)**

CKD: trucks and buses

**29 Augsburg plant  
(Germany)**

Large-bore diesel engines,  
turbochargers

**30 Berlin plant  
(Germany)**

Multi-shaft compressors, small and  
medium radial compressors

**31 Deggendorf plant  
(Germany)**

Reactor technology,  
high-pressure apparatus

**32 Hamburg plant  
(Germany)**

Steam turbines

**33 Oberhausen plant  
(Germany)**

Compressors,  
gas and steam turbines

**34 Aurangabad plant  
(India)**

Large-bore diesel engines,  
engineering center

**35 Changzhou plant  
(China)**

Turbochargers for  
large-bore diesel engines,  
compressors

**36 Fredrikshavn plant  
(Denmark)**

Propulsion systems

**37 Copenhagen plant  
(Denmark)**

Two-stroke components and spare  
parts for large-bore diesel engines

**38 Saint-Nazaire plant  
(France)**

Large-bore diesel engines  
and spare parts

**39 Zurich plant  
(Switzerland)**

Compressors, hermetically sealed  
motor compressors, vacuum  
blowers

**40 Velká Bíteš plant  
(Czech Republic)**

Turbochargers for  
large-bore diesel engines

**41 Augsburg plant  
(Germany)**

Vehicle transmissions, special gear  
units for stationary and marine  
applications, testing systems

**42 Hanover plant  
(Germany)**

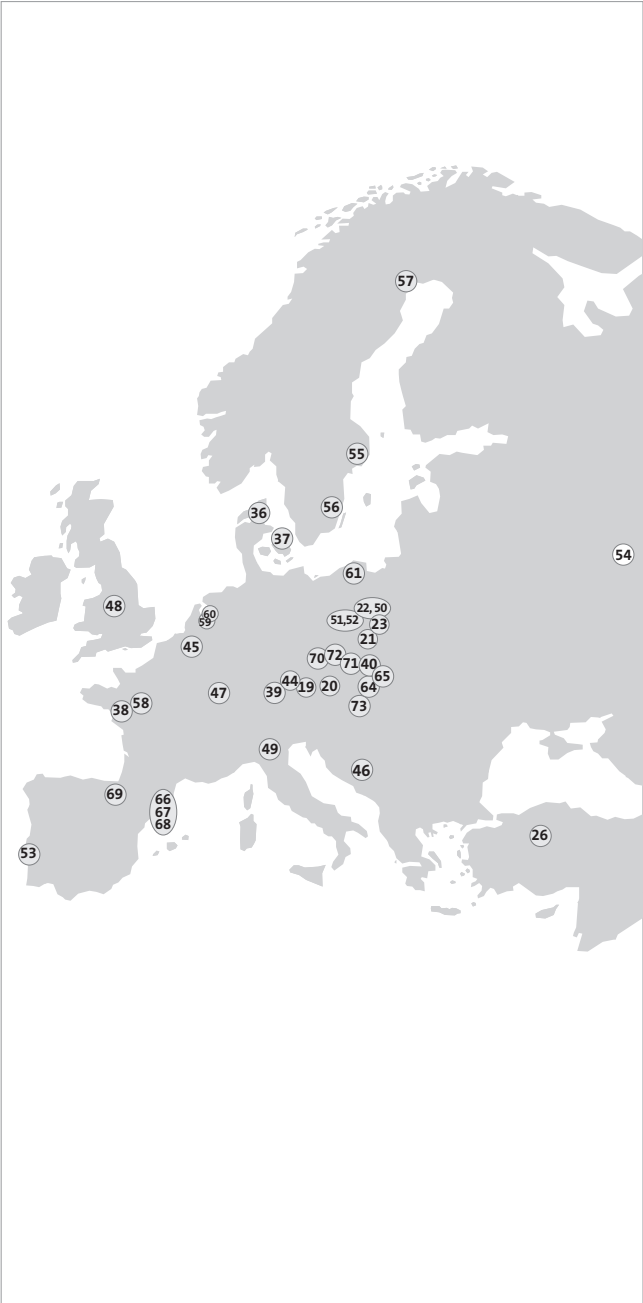
Slide bearings

**43 Rheine plant  
(Germany)**

Standard gear units for stationary  
and maritime applications,  
couplings

**44 Wintherthur plant  
(Switzerland)**

Turbo gear units



## BELGIUM

**AUDI BRUSSELS S.A.**

(2,372 employees; founded in 1971; wholly owned by AUDI AG)

**45 Brussels plant**

AUDI A1, AUDI A1 SPORTBACK

## BOSNIA-HERZEGOVINA

**VOLKSWAGEN SARAJEVO, d.o.o.**

(founded in 1998;  
58% VOLKSWAGEN AG,  
42% Prevent Sarajevo d.o.o.)

**46 Sarajevo plant**

components: flywheel ring gears,  
stub axles, wheel hubs

## FRANCE

**Bugatti Automobiles SAS**

(73 employees; founded in 1910;  
part of the Volkswagen Group  
since 1998; today wholly owned by  
Groupe VOLKSWAGEN France s.a.)

**47 Molsheim plant**

VEYRON GRAND SPORT,  
VEYRON SUPER SPORT

## GREAT BRITAIN

**Bentley Motors Ltd.**

(3,500 employees; founded in 1919;  
wholly owned by Volkswagen  
International Finance N.V.)

**48 Crewe plant**

MULSANNE, CONTINENTAL FLYING  
SPUR, CONTINENTAL GT,  
CONTINENTAL GTC, engines

## ITALY

**Automobili Lamborghini S.p.A.**

(867 employees; founded in 1963;  
wholly owned by AUDI AG since  
1998)

**49 Sant'Agata Bolognese plant**

GALLARDO COUPÉ, GALLARDO  
SPYDER, MURCIÉLAGO COUPÉ,  
MURCIÉLAGO ROADSTER, engines

## POLAND

**Volkswagen Poznań Sp. z o.o.**

(5,001 employees; founded in 1993;  
wholly owned by Volkswagen  
International Finance N.V.)

**50 Poznań plant**

CADDY 3, T5,  
components: foundry

**Volkswagen Motor Polska Sp. z o.o.**

(1,188 employees; founded in  
1998; wholly owned by Volkswagen  
International Finance N.V.)

**51 Polkowice plant**

engines

**SITECH Sp. z o.o.**

(1,489 employees; founded in  
1998; wholly owned by Volkswagen  
International Finance N.V.)

**52 Polkowice plant**

components: seating technology

## PORTUGAL

**Volkswagen Autoeuropa, Lda.**

(3,620 employees;  
founded in 1991; 74% Volkswagen  
International Finance N.V.;  
26% Global VW Automotive B.V.)

**53 Setubal plant**

EOS, SCIROCCO, SHARAN,  
SEAT ALHAMBRA

## RUSSIA

**LLC Volkswagen Group Rus**

(5,713 employees; founded in  
2006; 28.06% VOLKSWAGEN AG,  
16.80 % ŠKODA AUTO a.s., 48.92%  
Volkswagen International Finance  
N.V., 6.22% European Bank for  
Reconstruction and Development)

**54 Kaluga plant**

TIGUAN, POLO,  
ŠKODA FABIA, ŠKODA OCTAVIA

## SWEDEN

**Scania AB**

(34,567 employees\*; founded in  
1891, VOLKSWAGEN AG 62,6%  
share capital and 89,2% voting  
rights)

**55 Södertälje plant  
(Sweden)**

Trucks and buses, engines,  
components chassis

**56 Oskarshamn plant  
(Sweden)**

Components (production of cabs)

**57 Luleå plant (Sweden)**

Components: frames and  
rear axle housings

**58 Angers plant  
(France)**

Trucks

**59 Zwolle plant  
(The Netherlands)**

Trucks

**60 Meppel plant  
(The Netherlands)**

Components, components paint shop  
(cabs/chassis)

**61 Słupsk plant (Poland)**

Assembly of bus bodies

**62 São Paulo plant  
(Brazil)**

Trucks and buses, engines,  
components axles and chassis

**63 Tucumán plant  
(Argentina)**

Powertrain components  
(production of gearboxes and  
axle components)

\* as reported by Scania

## SLOVAK REPUBLIC

**VOLKSWAGEN SLOVAKIA, a.s.**

(8,257 employees;  
founded in 1991; wholly owned  
by Volkswagen International  
Finance N.V.)

**64 Bratislava plant**

TOUAREG, UPI, AUDI Q7,  
ŠKODA CITIGO, PORSCHE CAYENNE,  
SEAT MII, gearboxes (assembly only)

**65 Martin plant**

gearbox/chassis components

## SPAIN

**SEAT, S.A.**

(11,399 employees;  
founded in 1950, wholly owned by  
Volkswagen International Finance  
N.V)

**66 Barcelona plant**

components: press shop

**67 Martorell plant**

IBIZA, IBIZA SC, IBIZA SPORTTOURER,  
LEÓN, ALTEA, ALTEA XL, ALTEA FREE-  
TRACK, EXEO, EXEO ST, AUDI Q3  
engines (assembly only)

**Gearbox del Prat, S.A.**

(1,178 employees; founded in  
1989, wholly owned by SEAT, S.A.)

**68 Prat plant**

gearboxes, components: foundry

**Volkswagen Navarra, S.A.**

(4,669 employees;  
founded in 1993 when the  
Pamplona plant was spun off from  
SEAT S.A. as "Fabrica Navarra de  
Automoviles S.A.", wholly owned  
by SEAT, S.A.)

**69 Pamplona plant**

POLO, engines (assembly only)

## CZECH REPUBLIC

**ŠKODA AUTO a.s.**

(24,936 employees;  
founded in 1895; wholly owned  
by Volkswagen International Finance  
N.V.)

**70 Mladá Boleslav plant**

FABIA, FABIA ESTATE, OCTAVIA,  
OCTAVIA ESTATE, engines, gearboxes,  
components: foundry

**71 Kvasiny plant**

YETI, SUPERB, SUPERB ESTATE

**72 Vrchlabí plant**

OCTAVIA, OCTAVIA ESTATE,  
ROOMSTER, PRAKTIK

## HUNGARY

**AUDI HUNGARIA MOTOR Kft.**

(7,322 employees;  
founded in 1993;  
wholly owned by AUDI AG)

**73 Győr plant**

AUDI A3 CABRIOLET, AUDI TT COUPÉ,  
AUDI TT ROADSTER, AUDI A3 SPORT-  
BACK, engines



## USA

### **Volkswagen Group of America Chattanooga Operations, LLC.**

(1,981 employees; founded in 2008; wholly owned by Volkswagen Group of America Inc.)

#### **74 Chattanooga plant** PASSAT

## MEXICO

**Volkswagen de México, S.A. de C.V.** (13,937 employees; founded in 1964; wholly owned by VOLKSWAGEN AG)

**75 Puebla plant**  
JETTA, NEW BEETLE, NEW BEETLE CABRIOLET, GOLF ESTATE, engines, components: foundry

## ARGENTINA

**Volkswagen Argentina S.A.** (7,131 employees; founded in 1980; wholly owned by SEAT, S.A.)

**76 Cordoba plant**  
gearboxes

**77 Pacheco plant**  
SURAN GP, AMAROK, engines (assembly only)

## BRAZIL

**Volkswagen do Brasil Indústria de Veículos Automotores Ltda.** (23,441 employees; founded in 1953; wholly owned by Volkswagen International Finance N.V.)

**78 Anchieta plant**  
GOL, NEW SAVEIRO, POLO, POLO SEDAN, PARATI, T2, engines, gearboxes, components: foundry

**79 Curitiba plant**  
FOX, FOX GP, GOLF, SURAN GP

**80 São Carlos plant**  
engines

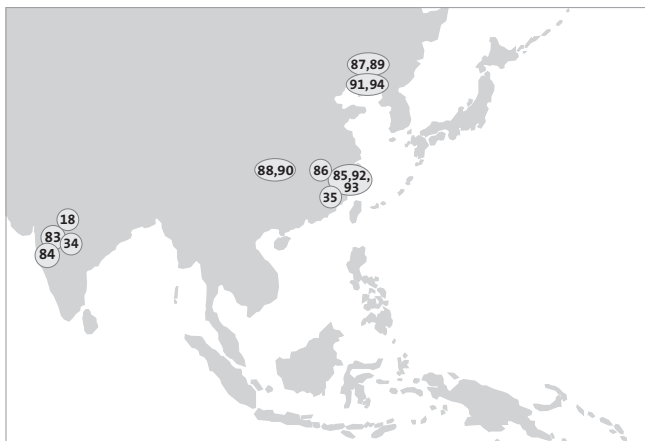
**81 Taubaté plant**  
GOL, VOYAGE

## SOUTH AFRICA

**Volkswagen of South Africa (Pty) Ltd.** (4,671 employees; founded in 1956; wholly owned by VOLKSWAGEN AG)

**82 Uitenhage plant**  
POLO, POLO VIVO, engines





## INDIA

**ŠKODA AUTO India Private Ltd.** (1,130 employees; founded in 1999; wholly owned by ŠKODA AUTO a.s.)

**83 Aurangabad plant**

JETTA, PASSAT, ŠKODA OCTAVIA, ŠKODA SUPERB, ŠKODA YETI, AUDI A4, AUDI A6

**Volkswagen India Private Ltd.**

(3,915 employees; founded in 2007; VOLKSWAGEN AG 90.99% share capital and 0.0001% voting rights, Volkswagen International Finance N.V. 9.01% share capital and 99.9999% voting rights)

**84 Pune plant**

ŠKODA FABIA, ŠKODA RAPID, POLO, VENTO

## PEOPLE'S REPUBLIC OF CHINA

**Shanghai-Volkswagen Automotive Company Ltd.**

(23,992 employees; founded in 1985; 40% VOLKSWAGEN AG, 10% Volkswagen (China) Investment Company Ltd., 50% Shanghai Automotive Group Company Ltd./SAGCL)

**85 Shanghai (Anting) plant**

ŠKODA FABIA JINGRUI, ŠKODA OCTAVIA MINGRUI, ŠKODA SUPERB HAORUI, POLO, POLO JINQU, LAVIDA, SANTANA, PASSAT LINGYU, TIGUAN, TOURAN, engines

**86 Nanjing plant**

SANTANA VISTA, PASSAT

**FAW-Volkswagen Automotive Company Ltd.**

(18,541 employees; founded in 1991; 20% VOLKSWAGEN AG, 10% Volkswagen (China) Investment Company Ltd., 10% AUDI AG, 60% First Automobile Works Corp./FAW)

**87 Changchun plant**

JETTA, NEW BORA, GOLF, SAGITAR, MAGOTAN, MAGOTAN CC, AUDI A4, AUDI A6, AUDI Q5, engines, gear-boxes

**88 Chengdu plant**

JETTA, SAGITAR



**Volkswagen FAW Platform Company Ltd.**

(473 employees; founded in 2005; 60% Volkswagen (China) Investment Company Ltd., 40% FAWER Automobile Parts Co. Ltd.)

**89 Changchun plant**  
components: chassis, axles

**90 Chengdu plant**  
components: chassis, axles

**VOLKSWAGEN FAW Engine (Dalian) Co., Ltd.**  
(580 employees; founded in 2005; 60% Volkswagen (China) Investment Company Ltd., 40% First Automobile Works Corp./FAW)

**91 Dalian plant**  
engines

**VOLKSWAGEN Transmission (Shanghai) Company Ltd.**

(272 employees; founded in 2001; 60% Volkswagen (China) Investment Company Ltd., 20% FAW-Car Company, 20% SAIC Motor Co., Ltd.)

**92 Shanghai (Jiading) plant**  
gearboxes

**Shanghai Volkswagen Powertrain Company Ltd.**  
(587 employees; founded in 2005; 60% Volkswagen (China) Investment Company Ltd., 40% Shanghai Automotive Group Company Ltd./SAGCL)

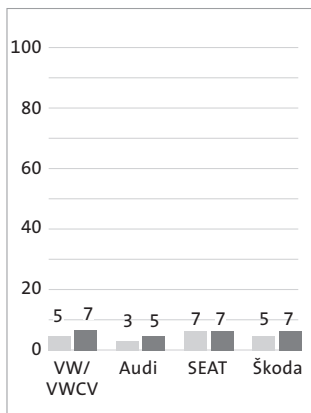
**93 Shanghai (Loutang) plant**  
engines

**VOLKSWAGEN Automatic Transmission Co., Ltd.**  
(1.066 employees; founded in 2010; wholly owned by Volkswagen (China) Investment Company Ltd.)

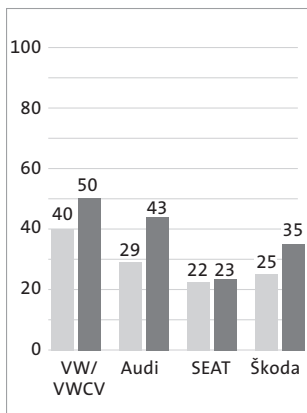
**94 Werk Dalian**  
gearboxes

**Volkswagen Group models with CO<sub>2</sub> emissions of less than 130 g/km for the European market (EU 27)**

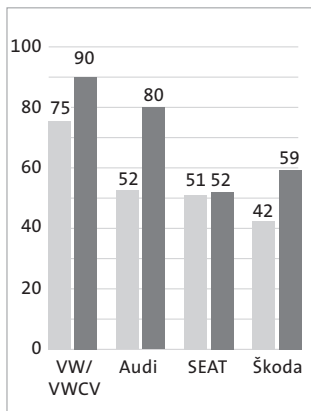
**26 models ≤ 100 CO<sub>2</sub>/km**



**151 models ≤ 120 CO<sub>2</sub>/km**



**281 models ≤ 130 CO<sub>2</sub>/km**



## 26 DELIVERIES OF PASSENGER CARS AND LIGHT COMMERCIAL VEHICLES TO CUSTOMERS\*

Worldwide	December 31, 2011	2010
		2011
Group		7,139,472
		8,160,154 (= +14.3 %)
Volkswagen Passenger Cars		4,502,832
		5,090,849 (= +13.1 %)
Audi		1,092,411
		1,302,659 (= +19.2 %)
SEAT		339,501
		350,009 (= +3.1 %)
Škoda		762,600
		879,184 (= +15.3 %)
Bentley		5,177
		7,003 (= +36.9 %)
Bugatti		40
		38 (= -5.0 %)
Lamborghini		1,302
		1,602 (= +23.0 %)
Volkswagen Commercial Vehicles		435,669
		528,810 (= +21.4 %)

Europe	December 31, 2011	2010
		2011
Group		3,305,085
		3,677,417 (= +11.3 %)
Volkswagen Passenger Cars		1,545,379
		1,717,984 (= +11.2 %)
Audi		647,631
		726,318 (= +12.1 %)
SEAT		309,416
		310,820 (= +0.5 %)
Škoda		528,071
		593,356 (= +12.4 %)
Bentley		1,751
		2,217 (= +26.6 %)
Lamborghini		436
		452 (= +3.7 %)
Volkswagen Commercial Vehicles		272,383
		326,252 (= +19.8 %)

\* Deliveries and market shares for 2010 have been updated to reflect subsequent statistical trends.

## Western Europe

Group	December 31, 2011	
	2010	2011
Group	2,881,876	3,129,835 (= +8.6 %)
Volkswagen Passenger Cars	1,397,448	1,499,954 (= +7.3 %)
Audi	611,905	682,303 (= +11.5 %)
SEAT	291,519	293,541 (= +0.7 %)
Škoda	333,261	361,777 (= +8.6 %)
Bentley	1,638	2,053 (= +25.3 %)
Lamborghini	420	445 (= +6.0 %)
Volkswagen Commercial Vehicles	245,667	289,744 (= +17.9 %)

## Central- and Eastern Europe

Group	December 31, 2011	
	2010	2011
Group	423,209	547,582 (= +29.4 %)
Volkswagen Passenger Cars	147,931	218,030 (= +47.4 %)
Audi	35,726	44,015 (= +23.2 %)
SEAT	17,897	17,279 (= -3.5 %)
Škoda	194,810	231,579 (= +18.9 %)
Bentley	113	164 (= +45.1 %)
Lamborghini	16	7 (= -56.3 %)
Volkswagen Commercial Vehicles	26,716	36,508 (= +36.7 %)

## 28 DELIVERIES OF PASSENGER CARS AND LIGHT COMMERCIAL VEHICLES TO CUSTOMERS\*

		2010
		2011
<b>Germany</b>		
December 31, 2011		
Group		1,034,850 1,153,070 (= +11.4 %)
Volkswagen Passenger Cars		533,965 593,319 (= +11.1 %)
Audi		229,157 254,011 (= +10.8 %)
SEAT		43,020 52,030 (= +20.9 %)
Škoda		113,323 128,011 (= +13.0 %)
Bentley		230 432 (= +87.8 %)
Lamborghini		79 93 (= +17.7 %)
Volkswagen Commercial Vehicles		115,072 125,169 (= +8.8 %)

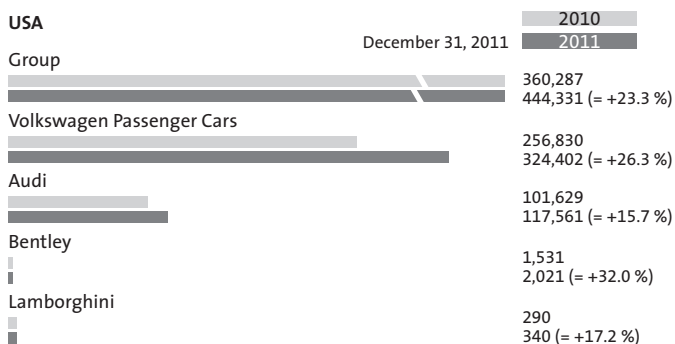
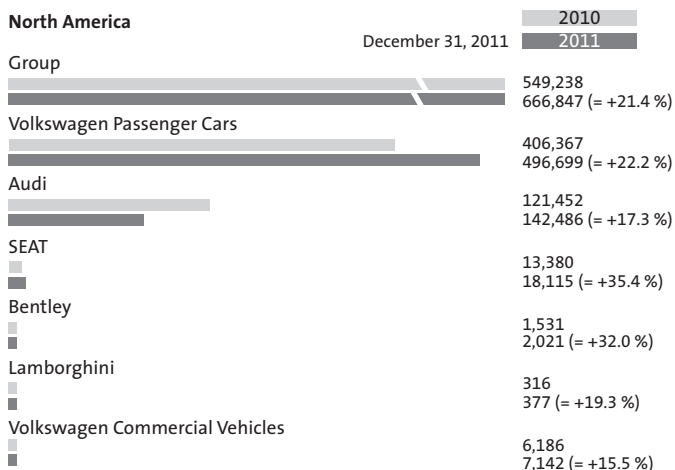
		2010
		2011
<b>Great Britain</b>		
December 31, 2011		
Group		377,496 408,875 (= +8.3 %)
Volkswagen Passenger Cars		172,944 175,221 (= +1.3 %)
Audi		99,705 115,345 (= +15.7 %)
SEAT		32,936 36,089 (= +9.6 %)
Škoda		41,632 45,282 (= +8.8 %)
Bentley		976 1,027 (= +5.2 %)
Lamborghini		102 133 (= +30.4 %)
Volkswagen Commercial Vehicles		29,197 35,777 (= +22.5 %)

\* Deliveries and market shares for 2010 have been updated to reflect subsequent statistical trends.

Italy	December 31, 2011	2010
		2011
<b>Group</b>		241,121
		244,953 (= +1.6 %)
<b>Volkswagen Passenger Cars</b>		137,018
		138,711 (= +1.2 %)
<b>Audi</b>		60,337
		60,353
<b>SEAT</b>		17,013
		18,120 (= +6.5 %)
<b>Škoda</b>		18,276
		17,345 (= -5.1 %)
<b>Bentley</b>		33
		22 (= -33.3 %)
<b>Lamborghini</b>		89
		89
<b>Volkswagen Commercial Vehicles</b>		8,355
		10,313 (= +23.4 %)







Spain	December 31, 2011	2010
		2011
<b>Group</b>		244,811
		212,549 (= -13.2 %)
<b>Volkswagen Passenger Cars</b>		85,916
		72,851 (= -15.2 %)
<b>Audi</b>		39,557
		40,905 (= +3.4 %)
<b>SEAT</b>		91,331
		73,652 (= -19.4 %)
<b>Škoda</b>		19,871
		16,825 (= -15.3 %)
<b>Bentley</b>		29
		29
<b>Lamborghini</b>		5
		0
<b>Volkswagen Commercial Vehicles</b>		8,100
		8,287 (= +2.3 %)








## 30 DELIVERIES OF PASSENGER CARS AND LIGHT COMMERCIAL VEHICLES TO CUSTOMERS\*


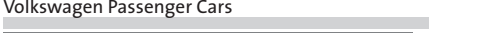





\* Deliveries and market shares for 2010 have been updated to reflect subsequent statistical trends.

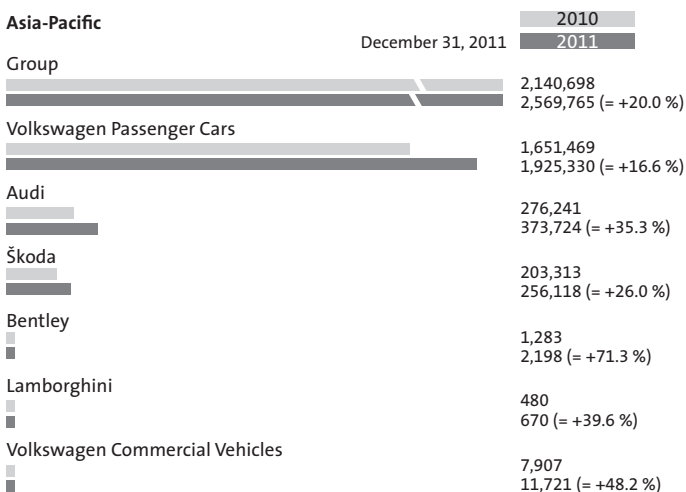
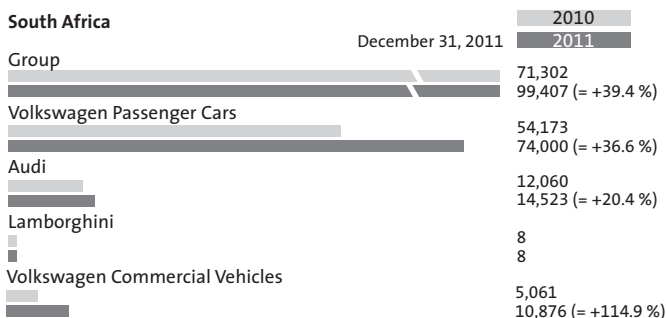


Mexico	December 31, 2011	2010
		2011
Group		129,208
		153,016 (= +18.4 %)
Volkswagen Passenger Cars		104,149
		119,693 (= +14.9 %)
Audi		5,490
		8,058 (= +46.8 %)
SEAT		13,380
		18,115 (= +35.4 %)
Lamborghini		4
		8 (= +100.0 %)
Volkswagen Commercial Vehicles		6,185
		7,142 (= +15.5 %)








South America	December 31, 2011	2010
		2011
Group		887,867
		933,259 (= +5.1 %)
Volkswagen Passenger Cars		756,451
		772,766 (= +2.2 %)
Audi		13,390
		19,104 (= +42.7 %)
SEAT		2,483
		2,138 (= -13.9 %)
Škoda		1,915
		1,905 (= -0.5 %)
Lamborghini		12
		10 (= -16.7 %)
Volkswagen Commercial Vehicles		113,616
		137,336 (= +20.9 %)






Brazil	December 31, 2011	2010
		2011
Konzern		711,523
		704,706 (= -1.0 %)
Volkswagen Passenger Cars		614,498
		591,727 (= -3.7 %)
Audi		3,276
		5,503 (= +68.0 %)
Lamborghini		12
		10 (= -16.7 %)
Volkswagen Commercial Vehicles		93,737
		107,466 (= +14.6 %)

## 32 DELIVERIES OF PASSENGER CARS AND LIGHT COMMERCIAL VEHICLES TO CUSTOMERS\*

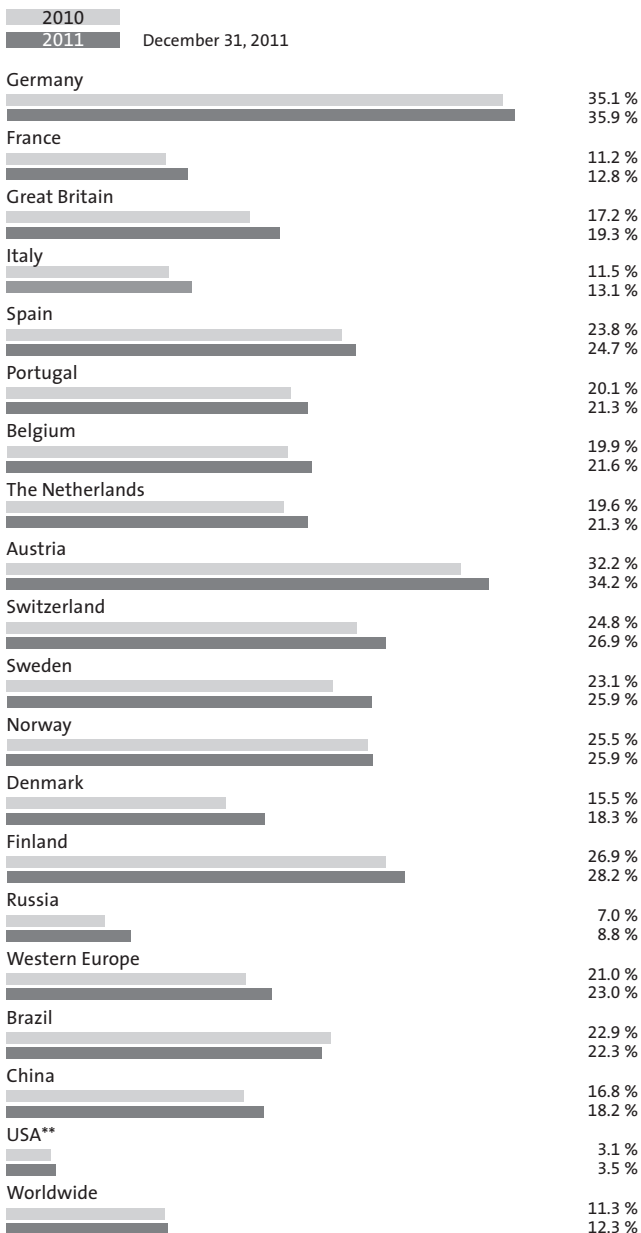


\* Deliveries and market shares for 2010 have been updated to reflect subsequent statistical trends.

		2010
		2011
<b>China</b>		
December 31, 2011		
Group		1,923,454 2,258,614 (= +17.4 %)
Volkswagen Passenger Cars		1,513,570 1,723,150 (= +13.8 %)
Audi		227,938 313,036 (= +37.3 %)
Škoda		180,515 220,089 (= +21.9 %)
Bentley		901 1,780 (= +97.6 %)
Lamborghini		247 403 (= +63.2 %)
Volkswagen Commercial Vehicles		283 156 (= -44.9 %)

		2010
		2011
<b>India</b>		
December 31, 2011		
Group		53,341 111,637 (= +109.3 %)
Volkswagen Passenger Cars		30,319 76,107 (= +151.0 %)
Audi		3,003 5,511 (= +83.5 %)
Škoda		20,019 30,005 (= +49.9 %)
Lamborghini		0 14

## MARKET SHARES OF NEW PASSENGER CAR REGISTRATIONS BY COUNTRY (VW GROUP)\*



\* Deliveries and market shares for 2010 have been updated to reflect subsequent statistical trends.

\*\* market includes passenger cars and light trucks

## NEW PASSENGER CAR REGISTRATIONS BY MARKET

**Germany**

Volkswagen Group	35.91 %
PSA Group	4.71 %
Renault Nissan Allia	7.29 %
General Motors Group	8.99 %
Ford	7.28 %
Fiat Group	2.97 %
BMW Group	9.36 %
Daimler AG	9.93 %
Toyota Group	2.75 %
Hyundai Group	4.06 %
Further brands	6.75 %

**USA (Passenger Cars and Light Trucks)**

Volkswagen	2.5 %
Audi	0.9 %
<b>Volkswagen Group</b>	<b>3.5 %</b>
Toyota	12.9 %
Nissan	8.2 %
Honda	9.0 %
<b>Japanese automakers (total)</b>	<b>34.9 %</b>
<b>Korean automakers (total)</b>	<b>8.9 %</b>
<b>BMW</b>	<b>1.9 %</b>
<b>Daimler AG</b>	<b>2.1 %</b>
<b>Further imported brands</b>	<b>1.8 %</b>
<b>Total imported brands*</b>	<b>53.1 %</b>
GM Group	19.6 %
Ford Group	16.8 %
Chrysler	10.6 %
<b>Domestics</b>	<b>46.9 %</b>

\* All figures shown are rounded, so minor discrepancies may arise from addition of these amounts.

## NEW PASSENGER CAR REGISTRATIONS BY MARKET

**Western Europe (excl. Germany)**

Volkswagen Group	18.76 %
PSA Group	15.08 %
Renault Nissan Allia	14.44 %
General Motors Group	8.48 %
Ford	8.36 %
Fiat Group	8.27 %
BMW Group	5.14 %
Daimler AG	3.58 %
Toyota Group	4.64 %
Hyundai Group	4.94 %
Further brands	8.31 %

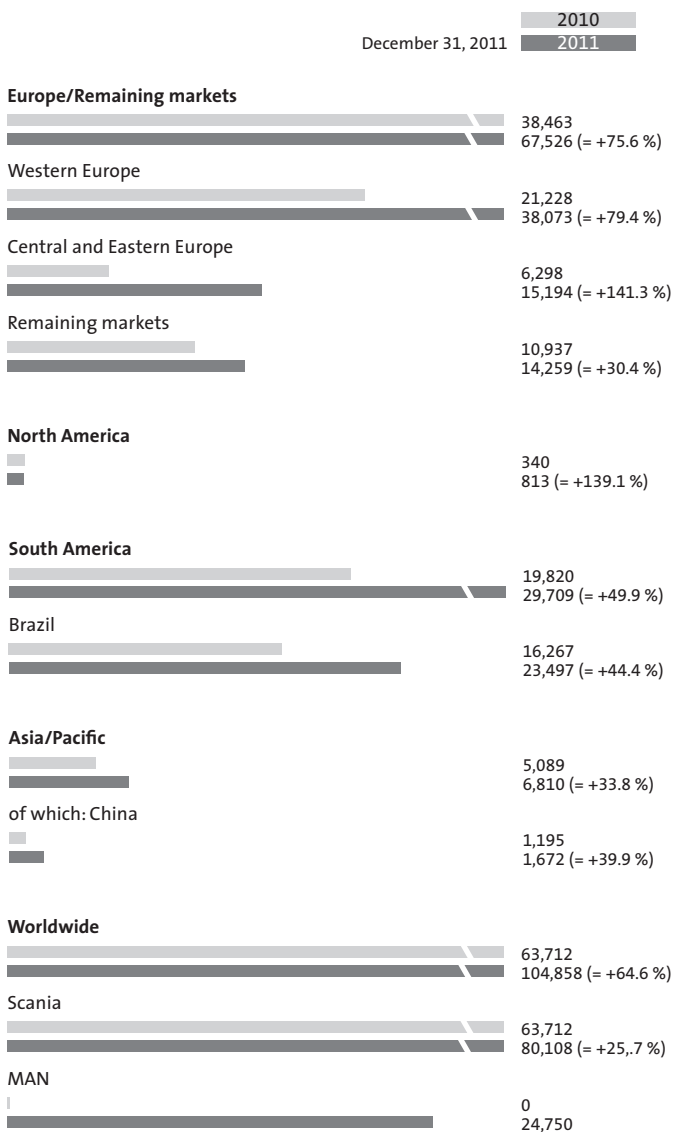
**China (excl. Hong Kong)\***

Volkswagen Group (local)	17.3 %
Volkswagen Group (imported brands)	0.9 %
<b>Volkswagen Group (total)**</b>	<b>18.2 %</b>

<b>GM Group</b>	<b>9.9 %</b>
<b>Toyota</b>	<b>6.4 %</b>
<b>Ford</b>	<b>2.7 %</b>
<b>Nissan</b>	<b>6.4 %</b>
<b>PSA Group</b>	<b>3.1 %</b>
<b>Honda</b>	<b>4.6 %</b>
<b>Hyundai</b>	<b>5.8 %</b>
<b>Kia</b>	<b>3.4 %</b>
<b>Chery</b>	<b>3.3 %</b>
<b>Geely</b>	<b>3.3 %</b>
<b>BYD</b>	<b>3.4 %</b>
<b>Further chinese brands</b>	<b>17.0 %</b>
<b>Further international brands</b>	<b>6.3 %</b>

\* Source: Volkswagen Group China

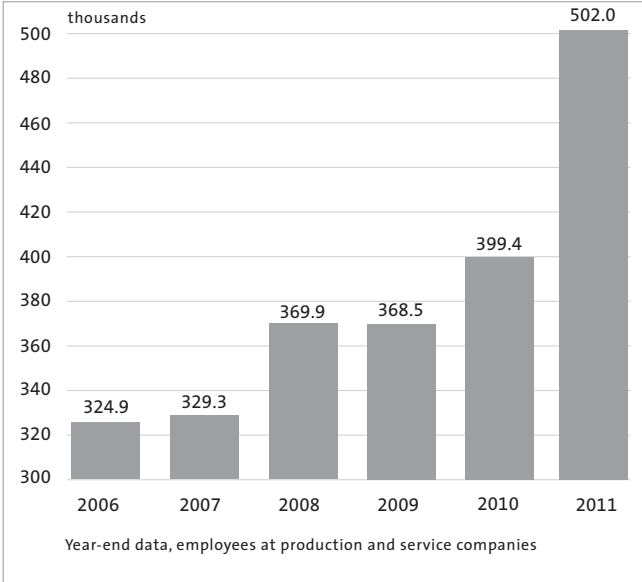
\*\*All figures shown are rounded, so minor discrepancies may arise from addition of these amounts.



\* MAN delivery figures: November 09 - December 31, 2011

VOLKSWAGEN GROUP

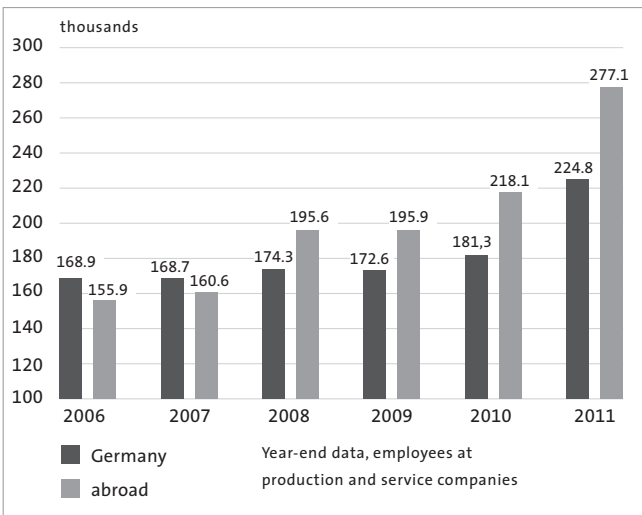
Development of workforce worldwide



December 31, 2011

VOLKSWAGEN GROUP

Absolute numbers of employees in Germany/abroad

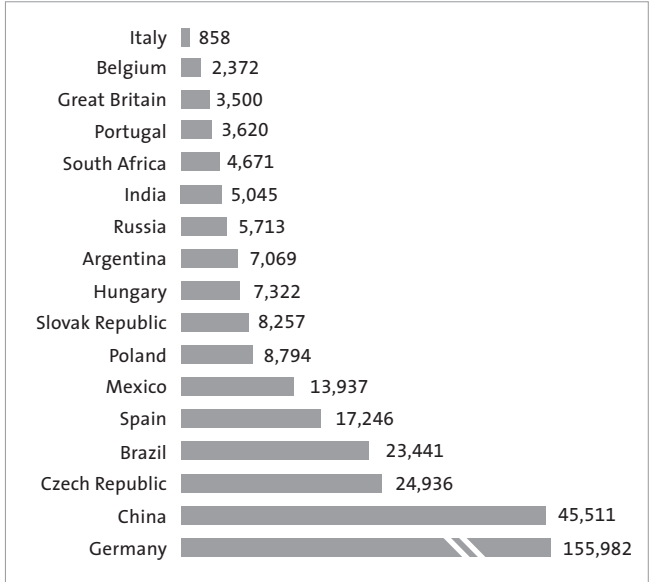


December 31, 2011



## VOLKSWAGEN GROUP

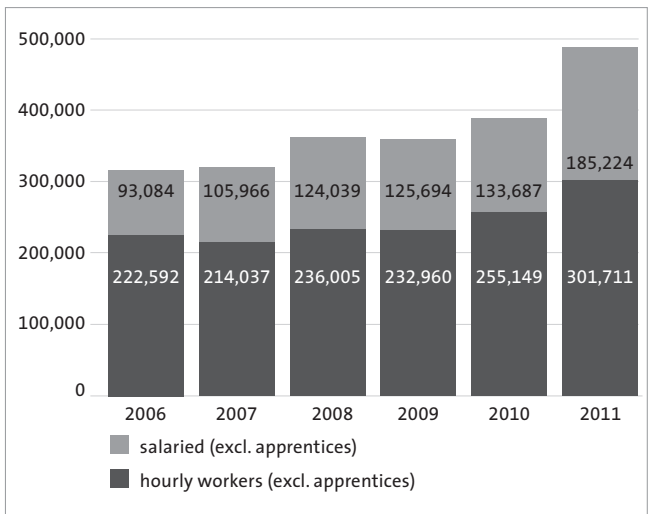
## Workforce at production companies by country (excl. Scania/MAN)



December 31, 2011

## VOLKSWAGEN GROUP

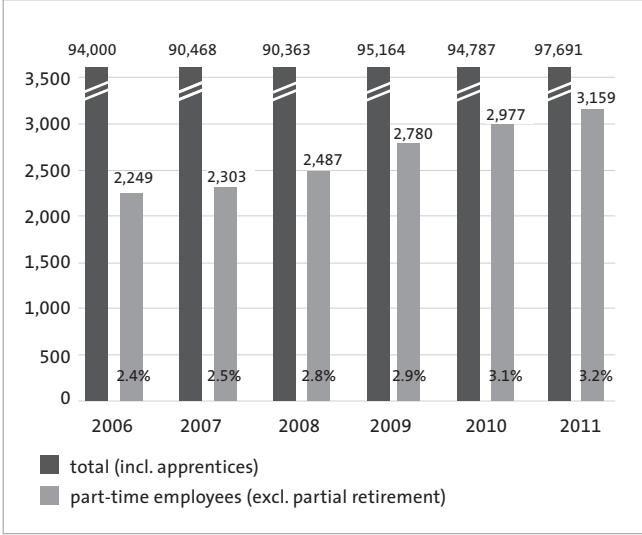
## Workforce at production companies by employment category



December 31, 2011

VOLKSWAGEN AG

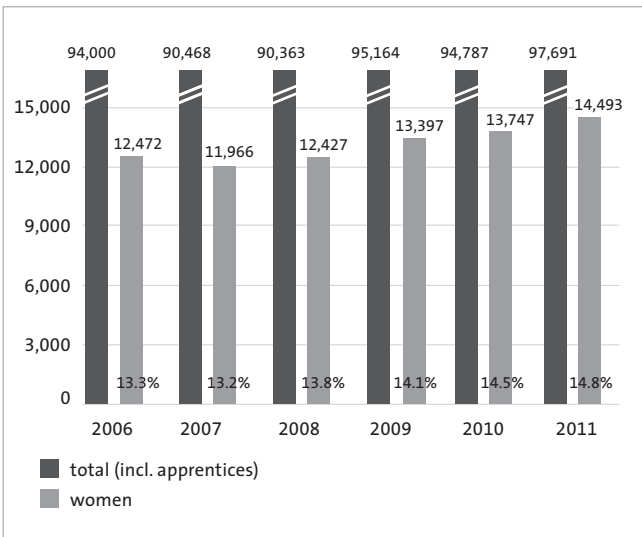
Development of part-time employees



December 31, 2011

VOLKSWAGEN AG

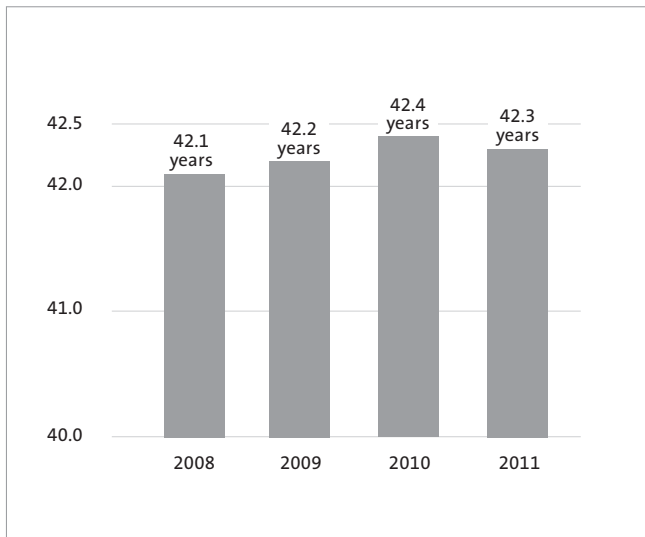
Development in share of female employees



December 31, 2011

## VOLKSWAGEN AG

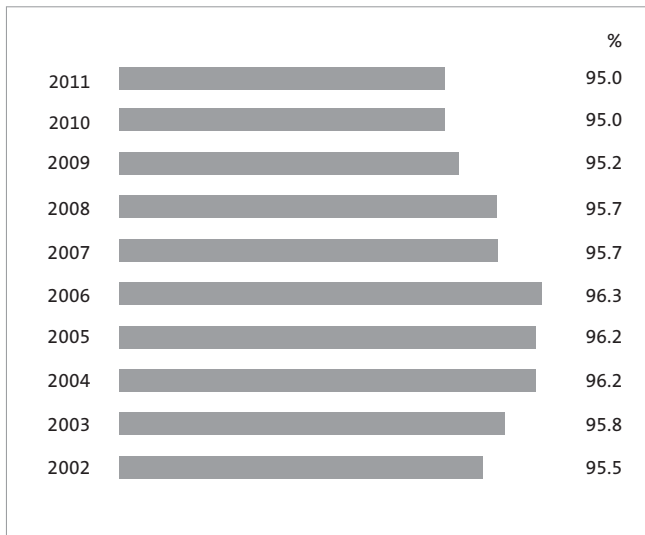
## Overall age structure



December 31, 2011

## VOLKSWAGEN AG

## Health index



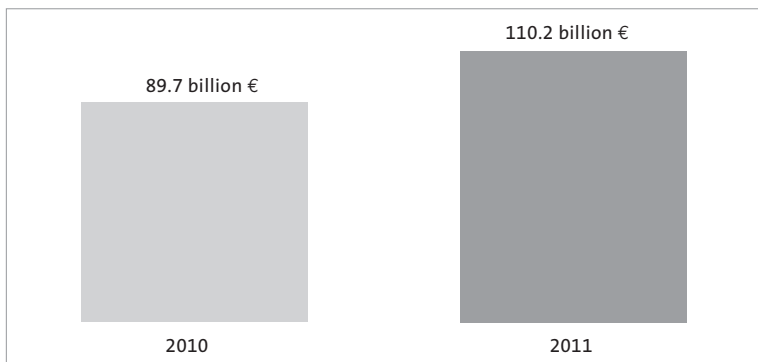
December 31, 2011



1) incl. Robust Pick-Up/  
Volkswagen Commercial Vehicles  
2) incl. subsidiaries



663 further employees in Group Research

**Purchasing Volumes (Volkswagen Group)****Procurement Volumes by Brand and Company\***

Volkswagen AG	24.5	22.3 %
Audi	15.5	14.1 %
FAW Volkswagen	11.9	10.8 %
Volkswagen Shanghai	11.8	10.7 %
Škoda Auto	6.6	6.0 %
Volkswagen do Brasil	5.3	4.8 %
Scania	5.1	4.6 %
Audi Hungaria Motor	4.3	3.9 %
Volkswagen de México	4.1	3.7 %
Volkswagen Slovakia	4.1	3.7 %
SEAT	3.4	3.1 %
Volkswagen Sachsen	2.7	2.4 %
Volkswagen Argentina	2.1	1.9 %
Volkswagen Autoeuropa	1.6	1.4 %
MAN**	1.5	1.3 %
VW of America	1.0	0.9 %
Volkswagen of South Africa	1.0	0.9 %
Volkswagen Motor Polska	1.0	0.9 %
Audi Brussels	0.9	0.8 %
Volkswagen India	0.5	0.5 %
Bentley	0.5	0.5 %
Volkswagen Group RUS	0.5	0.5 %
Lamborghini	0.3	0.3 %
<b>Total</b>	<b>110.2</b>	<b>100 %</b>

**VOLKSWAGEN**

**Headquarters:** Wolfsburg, Germany

**Share of capital held:** 100 %

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**Board of Management, Volkswagen Passenger Cars:**

**Prof. Dr. rer. nat. Dr.-Ing. E. h. Martin Winterkorn**

Chairman

**Dr. rer. pol. Arno Antlitz**

Controlling and Accounting

**Dr. rer. pol. h.c. Francisco Javier Garcia Sanz**

Procurement

**Dr.-Ing. Ulrich Hackenberg**

Technical Development

**Christian Klingler**

Sales and Marketing

**Prof. Dr. Ing. Werner Neubauer**

Component

**Prof. Dr. rer. pol. Horst Neumann**

Human Resources and Organization

**Dr.-Ing. Wolfgang Schreiber**

Volkswagen Commercial Vehicles

**Hubert Walth**

Production, Logistics

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**Address:**

Volkswagen Aktiengesellschaft

38436 Wolfsburg

Germany

**Internet:** [www.volkswagen.com](http://www.volkswagen.com)

**AUDI AG**



**Headquarters:** Ingolstadt, Germany

**Share of capital held:** 99.55 %

---

**Board of Management, Audi:**

**Rupert Stadler**

Chairman

**Ulf Berkenhagen**

Procurement

**Michael Dick**

Technical Development

**Frank Dreves**

Production

**Peter Schwarzenbauer**

Marketing and Sales

**Thomas Sigi**

Human Resources

**Axel Strotbek**

Finance and Organization

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**Address:**

AUDI AG

85045 Ingolstadt

Germany

**Internet:** [www.audi.com](http://www.audi.com)



**SEAT, S.A.**



**Headquarters:** Martorell, Spain

**Share of capital held:** 100 %

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**Board of Management, SEAT:**

**James Muir**

Chairman

**Holger Kintscher**

Finance and Organization

**Ramón Paredes Sánchez-Collado**

Governmental Relations

**Dr. Ing. Matthias Rabe**

Research and Development

**Josef Schelchshorn**

Human Resources

**Dieter Seemann**

Procurement

**Paul Sevin-Allouet**

Sales and Marketing

**Dr. Ing. Andreas Tostmann**

Production

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**Address:**

SEAT, S.A.

Autovía A-2, Km. 585

08760 Martorell

Spain

**Internet:** [www.seat.com](http://www.seat.com)

**ŠKODA AUTO a.s.**

**ŠKODA**



**Headquarters:** Mladá Boleslav, Czech Republic

**Share of capital held:** 100 %

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**Board of Management, Škoda:**

**Prof. Dr. h.c. Winfried Vahland**

Chairman

**Karlheinz Hell**

Procurement

**Winfried Krause**

Commercial Affairs

**Michael Oeljeklaus**

Production und Logistics

**Dr. Ing. Eckhard Scholz**

Technical Development

**Jürgen Stackmann**

Sales and Marketing

**Bohdan Wojnar**

Human Resources

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**Address:**

ŠKODA AUTO a.s.

Václava Klementa 869

293 60 Mladá Boleslav

Czech Republic

**Internet:** [www.skoda-auto.com](http://www.skoda-auto.com)

**BENTLEY MOTORS LIMITED**

**Headquarters:** Crewe, Great Britain

**Share of capital held:** 100 %

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**Board of Management, Bentley:**

**Wolfgang Dürheimer**

Chairman

**Rolf Frech**

Engineering

**Christine Gaskell**

Personnel

**Jan-Henrik Lafrentz**

Finance and IS

**Alasdair Stewart**

Sales and Marketing

**Michael Straughan**

Manufacturing

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**Address:**

Bentley Motors Limited

Pyms Lane

Crewe

Cheshire, CW1 3PL

Great Britain

**Internet:** [www.bentleymotors.com](http://www.bentleymotors.com)

**BUGATTI**



**Bugatti Automobiles S.A.S.:**

**Headquarters:** Molsheim, France

**Share of capital held:** 100 %

**Wolfgang Dürheimer**

President

**Dr. rer. pol. Stefan Brungs**

Marketing, Sales and After Sales

**Jan-Henrik Lafrentz**

Finance and Human Resources

**Fred Schulemann**

Production

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**Bugatti International S.A. (Headquarters Luxembourg)**

**Wolfgang Dürheimer**

President

**Bugatti Engineering GmbH (Headquarters Wolfsburg)**

**Dirk Isgen**, Chief Executive Officer

**Jan-Henrik Lafrentz**, Chief Executive Officer

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**Address:**

Bugatti Automobiles S.A.S.

1, Château St. Jean

67120 Molsheim

France

Bugatti Engineering GmbH

Nordsteimker Str. 7-9

38446 Wolfsburg

Germany

**Internet:** [www.bugatti.com](http://www.bugatti.com)

**AUTOMOBILI LAMBORGHINI S.p.A.**

**Headquarters:** Sant' Agata Bolognese, Italy

**Share of capital held:** 100 %

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**Executive Board Lamborghini:****Stephan Winkelmann**

President

**Andreas Kattendick**

Procurement

**Fintan Knight**

Sales

**Ranieri Niccoli**

Production

**Maurizio Reggiani**

Technical Development

**Rainer Seidl**

Finance

**Umberto Tossini**

Human Resources, Organization

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**Address:**

Automobili Lamborghini S.p.A.

via Modena, 12

40019 Sant' Agata Bolognese

Italy

**Internet:** [www.lamborghini.com](http://www.lamborghini.com)

**VOLKSWAGEN COMMERCIAL VEHICLES**



**Commercial  
Vehicles**

**Headquarters:** Hanover, Germany

**Share of capital held:** 100 %

---

**Volkswagen Commercial Vehicles:**

**Dr.-Ing. Wolfgang Schreiber**

Chief Executive Officer – Spokesman Board of Management  
Development

**Dirk Coers**

Human Resources – Member of Executive Management

**Rüdiger Koch**

Procurement – Member of Executive Management

**Jens Ocksen**

Production, Logistics – Member of Executive Management

**Harald Schomburg**

Sales and Marketing – Member of Board of Management

**Klaus-Dieter Schürmann**

Finance and Integration Technology  
– Member of Board of Management

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**Address:**

Volkswagen Commercial Vehicles

PO Box 21 05 80

30405 Hanover

Germany

**Internet:** [www.vwn.de](http://www.vwn.de)

**SCANIA****Headquarters:** Södertälje, Sweden**Share of capital held:** 62.64 %

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**Executive Board, Scania:****Leif Östling**

President and Chief Executive Officer

**Per Hallberg**

Research and Development

Purchasing

**Christian Levin**

Sales and Services Management

**Martin Lundstedt**

Franchise and Factory Sales

**Anders Nielsen**

Production and Logistics

**Jan Ytterberg**

Chief Financial Officer

Finance and Business Control

---

**Address:**

Scania

SE-151 87 Södertälje

Sweden

**Internet:** [www.scania.com](http://www.scania.com)

**MAN SE**



**Headquarters:** Munich, Germany

**Share of capital held:** 57.33 %

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**Board of Management, MAN SE:**

**Dr.-Ing. Georg Pachta-Reyhofen**

Chief Executive Officer

**Frank H. Lutz**

Chief Financial Officer

**Jörg Schwitalla**

Chief Human Resources Officer

**Dr.-Ing. René Umlauf**

Deputy Member of the Executive Board

Chief Executive Officer MAN Diesel & Turbo SE

---

**Address:**

MAN SE

Ungererstraße 69

80805 München

Germany

**Internet:** [www.man.eu](http://www.man.eu)



**VOLKSWAGEN FINANCIAL SERVICES**

AKTIENGESELLSCHAFT

**Headquarters:** Brunswick, Germany**Share of capital held:** 100 %

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**Board of Management, Volkswagen Financial Services AG:****Frank Witter**

Chairman,  
Corporate Steering,  
IT, Insurance,  
Region North America, Region South America, Region China/India

**Frank Fiedler**

Finance

**Christiane Hesse**

Human Resources and Organization

**Dr. rer. pol. Michael Reinhart**

Risk Management

**Lars-Henner Santelmann**

Sales and Marketing,  
Region Europe/International

---

**Address:**

Volkswagen Financial Services AG  
Gifhorner Straße 57  
38112 Braunschweig  
Germany

**Internet:** [www.vwfs.com](http://www.vwfs.com)

Ferdinand Porsche's blue-print turned the dream of automotive mobility for the masses into a "people's car". The automobile laid the foundation for a company which rapidly acquired international significance after the Second World War.

The motor of the "Wirtschaftswunder" was air-cooled and fitted at the rear of a car whose distinctive silhouette made Volkswagen a household name all over the world, just as the Transporter launched in 1950 became a much-loved work-horse and camper.

Numerous production facilities outside Europe were already being set up in the 1950s to bring the automaker closer to the customer.

Having evolved into a German automotive group with the acquisition of "Auto Union GmbH" and "NSU Motorenwerke AG" in the 1960s, the dynamic market success of the Passat, Golf and Polo post-1973 triggered further corporate growth towards a multi-brand group: SEAT and Škoda were added in 1985 and 1991, Bentley, Lamborghini and Bugatti in 1998.

The brands "Volkswagen Commercial Vehicles" and Scania, that was acquired in 2008, with factories in Europe, Africa and South America provide a differentiated range of products spanning city vans, trucks and busses to suit the most diverse mobility requirements.

The financial services provided by Volkswagen Financial Services AG, a company whose roots go back as far as 1949, also contribute to the automotive success of the Volkswagen Group.

Founded on strong brands, the Volkswagen Group continues its successful automotive tradition with fascinating products.

Bolstered by another rise in unit sales to 7.1 million vehicles, the Volkswagen Group remains on course to become the world's leading automaker by 2018 – economically and ecologically.

1937 — 1945

**May 28, 1937**

“Gesellschaft zur Vorbereitung des Deutschen Volkswagens mbH” is established in Berlin.

**Early 1938**

Construction of the Volkswagen plant east of Fallersleben begins.

**September 16, 1938**

The company name is changed to “Volkswagenwerk GmbH”.

Between 1939 and 1945, the Volkswagen plant is re-organized for the production of armaments rather than the production of civilian vehicles. The expanding armaments output of the plant after summer 1940 leads the company to meet most of its labour needs by using forced labour from abroad. In late summer 1944, almost two thirds of the 18,000-strong workforce is made up of foreign forced labourers.

**April 11, 1945**

The American troops who enter the town put an end to the production of military equipment and liberate the forced labourers.

## 1945

<b>Vehicle Production</b>	
VOLKSWAGENWERK GMBH	
	<b>1,785</b>

<b>Workforce</b> (yearly average)	
VOLKSWAGENWERK GMBH	
Factory workers	5,459
Office workers	574
<b>Total</b>	<b>6,033</b>

<b>Financial data</b>	
<b>(million Reichsmark)</b>	
VOLKSWAGENWERK GMBH	
Sales	11.7

## 1945 — 1949

**June 1945**

Responsibility for the company seized by the Allies is turned over to the British Military Government for administration in trusteeship.

**December 1945**

Series production of the Volkswagen Type 1 begins with the assembly of 55 saloons.

**October 1947**

Export of the first Volkswagen saloons to the Netherlands begins with five vehicles.

**January 1, 1948**

Heinrich Nordhoff is appointed General Director of the Volkswagen works.

**July 29, 1948**

The company's registered office is transferred from Berlin to Wolfsburg and the change entered into the Commercial Register.

**June 30, 1949**

“Volkswagen-Finanzierungs-Gesellschaft mbH” is founded to provide loans to domestic customers and dealers, thus encouraging the sale of Volkswagens.

**October 8, 1949**

The British Military Government hands over the Volkswagen works to the trusteeship of the Federal German government. The State of Lower Saxony assumes the administration.

## 1950 — 1954

**March 8, 1950**

Series production of the Volkswagen Transporter begins in Wolfsburg.

**September 11, 1952**

The internationalization of the Volkswagen sales network begins with the founding of “Volkswagen Canada Ltd.” in Toronto.

**March 23, 1953**

Volkswagen sets up its first foreign production company, “Volkswagen do Brasil Ltda.”, in São Paulo. In 1957 Volkswagen do Brasil switches from assembling the Transporter to local production; the first Beetle produced in Brazil leaves the assembly line in 1959.

**October 1953**

Volkswagenwerk GmbH has 82 sales agencies outside of Germany. Exports account for 44 percent of vehicle production. With 68,754 vehicles exported in 1953, Volkswagen accounts for over 40 percent of all passenger car exports from the Federal Republic of Germany.

**January 1, 1954**

The domestic sales organization encompasses 66 distributors, 239 dealerships and 531 authorized repair shops.

## 1950

**Vehicle Production**

VOLKSWAGENWERK GMBH

**90,038****Workforce** (yearly average)

VOLKSWAGENWERK GMBH

Factory workers 13,322

Office workers 1,644

**Total 14,966****Financial Data (million DM)**

VOLKSWAGENWERK GMBH

Sales 411

Profit 3.8

## 1955

Vehicle Production	
VOLKSWAGENWERK GMBH	
	<b>329,893</b>

Vehicle Sales	
VOLKSWAGENWERK GMBH	
Germany	150,397
Abroad	177,657
<b>Total</b>	<b>328,054</b>

Workforce (yearly average)	
VOLKSWAGENWERK GMBH	
Factory workers	28,606
Office workers	2,964
<b>Total</b>	<b>31,570</b>

Financial Data (million DM)	
VOLKSWAGEN GROUP	
Sales	1,444

## 1955 — 1959

**August 5, 1955**

Employees and dealers from home and abroad celebrate the production of the one millionth Volkswagen in Wolfsburg.

**August 1955**

The Karmann Ghia Coupé goes into production.

**October 27, 1955**

“Volkswagen of America Inc.” is founded in Newark, New Jersey.

**March 8, 1956**

After a one-year period of construction, the new plant in Hanover-Stöcken starts producing the Transporter.

**June 8, 1956**

Volkswagenwerk GmbH acquires an interest in the former import agency “South African Motor Assemblers and Distributors Ltd. (SAMAD)”.

**July 1958**

Powertrain remanufacturing is moved from Wolfsburg to Altenbauna near Kassel. The workforce at the new Kassel plant, which repairs and rebuilds 430 engines and 130 axles a day, rises to 1,124 in 1959.

## 1960 — 1964

**March 11, 1960**

“Volkswagen France S.A.” is founded in Paris.

**August 22, 1960**

Based on the “VW Act”, Volkswagenwerk GmbH is transformed into a joint stock company. Up to March 15, 1961, the company issues shares with a nominal value of 360 million DM at a share price of 350 DM.

**September 1961**

Volkswagen launches the VW 1500 at the International Automobile Show in Frankfurt.

**October 2, 1962**

The one millionth Volkswagen Transporter rolls off the assembly line at the Hanover plant.

**January 17, 1964**

“Volkswagen de México, S.A. de C.V.” is established in Mexico City.

**December 8, 1964**

The Emden plant begins producing the Beetle. Over 500 vehicles roll off the assembly line each day. They are shipped from the company’s own port and exported primarily to North America.

## 1960

**Vehicle Production**

VOLKSWAGEN GROUP

**890,673****Vehicle Sales**

VOLKSWAGEN GROUP

Germany 374,478

Abroad 514,029

**Total 888,507****Workforce** (yearly average)

VOLKSWAGEN GROUP

**Total 75,528****Financial Data (million DM)**

VOLKSWAGEN GROUP

Sales 4,607

## 1965

Vehicle Production	
VOLKSWAGEN GROUP	
	<b>1,594,861</b>

Vehicle Sales	
VOLKSWAGEN GROUP	
Germany	632,671
Abroad	963,693
<b>Total</b>	<b>1,596,364</b>

Workforce (yearly average)	
VOLKSWAGEN GROUP	
Employees in foreign Group companies	18,625
<b>Total</b>	<b>125,157</b>

Financial Data (million DM)	
VOLKSWAGEN GROUP	
Sales	9,268
Investments	702

## 1965 — 1969

**January 1, 1965**

Volkswagenwerk AG acquires “Auto-Union GmbH” registered in Ingolstadt; the independent brand widens the model range of the emerging group.

**October 1966**

“Volkswagen Leasing GmbH” is founded.

**August 1967**

Series production of the second generation of the Transporter begins at the Hanover plant.

**May 1, 1968**

Kurt Lotz becomes Chairman of the Board of Management.

**September 19, 1968**

A proving ground is opened near Ehra-Lessien; in its final form, the site features over 100 km of test track.

**November 1968**

The VW Group enters the upper mid-class segment with the presentation of the Audi 100.

**August 21, 1969**

“Auto Union GmbH” and “NSU Motorenwerke AG” join forces to become “Audi NSU Auto Union AG”. Volkswagenwerke AG initially owns 59.5 percent of the shares.

**November 1969**

The VW Porsche 914 goes into production.



## 1970 — 1974

**July 1970**

The K 70 rolls off the assembly line at Volkswagen's new Salzgitter plant.

**October 1, 1971**

Rudolf Leiding takes over as Chairman of the Board of Management.

**May 1973**

The Passat, the first model of the new Volkswagen generation, goes into production. It features front-wheel drive, a water-cooled 4-cylinder engine and a unitary construction all-steel body.

**February 1974**

The sporty VW Scirocco goes into series production.

**March 29, 1974**

Series production of the Golf begins in Wolfsburg.

**July 1, 1974**

At 11.19 a.m. the last of almost 12 million Beetles rolls off the assembly line in Wolfsburg.

## 1970

**Vehicle Production**

VOLKSWAGEN GROUP	
	<b>2,214,937</b>

**Vehicle Sales**

VOLKSWAGEN GROUP	
Germany	725,055
Abroad	1,481,866
<b>Total</b>	<b>2,206,921</b>

**Workforce** (yearly average)

VOLKSWAGEN GROUP	
Employees in foreign	
Group companies	35,421
<b>Total</b>	<b>190,306</b>

**Financial Data** (million DM)

VOLKSWAGEN GROUP	
Sales	15,791
Investments	1,536
Profit	407

## 1975

<b>Vehicle Production</b>	
VOLKSWAGEN GROUP	
	<b>1,948,939</b>

<b>Vehicle Sales</b>	
VOLKSWAGEN GROUP	
Germany	625,555
Abroad	1,412,302
<b>Total</b>	<b>2,037,857</b>

<b>Workforce</b> (yearly average)	
VOLKSWAGEN GROUP	
Employees in foreign Group companies	59,157
<b>Total</b>	<b>176,824</b>

<b>Financial Data (million DM)</b>	
VOLKSWAGEN KONZERN	
Sales	18,857
Investments	941
Loss	-157

## 1975 — 1979

**February 10, 1975**

Toni Schmücker becomes Chairman of the Board of Management.

**March 1975**

Series production of the Polo begins in Wolfsburg. The automobile is positioned on the small car market as a less expensive version of the nearly identical Audi 50.

**October 27, 1976**

The one millionth Golf rolls off the assembly line.

**January 1977**

The Derby, a notchback version of the Polo, goes into production.

**November 1977**

Contract with the German Democratic Republic providing for the delivery of 10,000 Golf.

**January 19, 1978**

The last Beetle to be built in Germany leaves the assembly line at the Emden plant.

**May 1978**

“V.A.G. Transportgesellschaft mbH” is founded in Wolfsburg.

**February 1979**

Karmann in Osnabrück begins production of the Golf Convertible.

## 1980 — 1984

**March 1980**

The Audi quattro four-wheel drive creates a stir at the Geneva Motor Show.

**May 8, 1980**

At the Energy Symposium in Wolfsburg, Volkswagen presents the Formula E.

**December 1980**

“VW Kraftwerk GmbH” is founded in Wolfsburg.

**August 1981**

Production of the Santana begins. Production of the second generation Polo begins in Wolfsburg.

**January 1, 1982**

Carl H. Hahn becomes Chairman of the Board of Management.

**September 30, 1982**

A license agreement for the production of the Volkswagen Passat, Santana and Polo models is signed with “Sociedad Española de Automóviles de Turismo” (SEAT).

**November 1982**

The VW Caddy city van goes into series production.

**June 1983**

Production of the second generation Golf begins.

**February 3, 1984**

The new research centre at the plant in Wolfsburg is inaugurated.

**December 1984**

Volkswagen acquires the majority of shares in the Italian general importer “Autogerma S.p.A.”

## 1980

**Vehicle Production**

VOLKSWAGEN GROUP

**2,573,871****Vehicle Sales**

VOLKSWAGEN GROUP

Germany 787,591

Abroad 1,707,156

**Total 2,494,747****Workforce** (yearly average)

VOLKSWAGEN GROUP

Employees in foreign

Group companies 99,060

**Total 257,930****Financial Data** (million DM)

VOLKSWAGEN GROUP

Sales 33,288

Investments 4,279

Profit 321

## 1985

Vehicle Production	
VOLKSWAGEN GROUP	
	<b>2,398,196</b>

Vehicle Sales	
VOLKSWAGEN GROUP	
Germany	721,812
Abroad	1,676,192
<b>Total</b>	<b>2,398,004</b>

Workforce (yearly average)	
VOLKSWAGEN GROUP	
Employees in foreign Group companies	88,703
<b>Total</b>	<b>259,047</b>

Financial Data (million DM)	
VOLKSWAGEN GROUP	
Sales	52,502
Investments	3,388
Profit	596

## 1985 — 1989

**January 1, 1985**

“Audi NSU Auto Union AG” is renamed “AUDIAG”. The registered office moves from Neckarsulm to Ingolstadt.

**April 20, 1985**

“Shanghai-Volkswagen Automotive Company Ltd.” is established. Volkswagenwerk AG has a 50 percent share in the German-Chinese joint venture.

**July 4, 1985**

The name of the company is changed to “Volkswagen AG”.

**September 1, 1985**

Series production of the Santana begins in China.

**June 18, 1986**

Volkswagen AG acquires 51 percent of the capital stock of SEAT and increases its share to 75 percent by the end of the year.

**January 1988**

The Corrado sport coupé goes into series production.

**August 24, 1988**

A licence agreement for the production of the Audi 100 in China is signed with “First Automobile Works” in Changchun.

**Autumn 1989**

Market launch of the Audi 100 TDI, the first Group model with a turbo direct-injection diesel engine.

## 1990 — 1994

**February 6, 1991**

“FAW-Volkswagen Automotive Company Ltd.” is established in Changchun.

**April 16, 1991**

Volkswagen AG acquires “ŠKODA, automobilová a.s.”, which is integrated into the VW Group as the fourth brand. The well-respected traditional Czech company marketed its first automobiles in 1905.

**June 24, 1991**

“AutoEuropa Automóveis Lda.” is established in Setubal, Portugal, for the production of a multi-purpose vehicle (MPV).

**January 1, 1993**

Ferdinand Piëch becomes Chairman of the Board of Management.

**February 18, 1993**

“AUDI HUNGARIA MOTOR Kft.” registered in Győr is established to produce engines.

**January 1, 1994**

“Volkswagen Finanz GmbH” established three years earlier is renamed “Volkswagen Financial Services AG.”

**March 1994**

Audi presents the Audi A8, its sporty top-class limousine featuring the brilliantly innovative lightweight aluminum construction.

## 1990

**Vehicle Production**

VOLKSWAGEN GROUP	
	<b>3,057,598</b>

**Vehicle Sales**

VOLKSWAGEN GROUP	
Germany	945,384
Abroad	2,084,795
<b>Total</b>	<b>3,030,179</b>

**Workforce** (yearly average)

VOLKSWAGEN GROUP	
Employees in foreign	
Group companies	95,934
<b>Total</b>	<b>268,744</b>

**Financial Data** (million DM)

VOLKSWAGEN GROUP	
Sales	68,061
Investments	5,372
Profit	1,086

## 1995

<b>Vehicle Production</b>	
VOLKSWAGEN GROUP	
	<b>3,408,422</b>

<b>Vehicle Sales</b>	
VOLKSWAGEN GROUP	
Germany	937,323
Abroad	2,504,623
<b>Total</b>	<b>3,441,946</b>

<b>Workforce</b> (yearly average)	
VOLKSWAGEN GROUP	
Employees in foreign Group companies	117,147
<b>Total</b>	<b>259,342</b>

<b>Financial Data (million DM)</b>	
VOLKSWAGEN GROUP	
Sales	88,119
Investments	6,863
Profit	336

## 1995 — 1999

**July 4, 1995**

The “Volkswagen Nutzfahrzeuge” (Commercial Vehicles) brand is introduced.

**November 17, 1995**

Volkswagen Argentina S.A. commissions its new production plant in Pacheco near Buenos Aires.

**August 1997**

At the Wolfsburg site the fourth Golf generation goes into production.

**December 1997**

“Volkswagen de México” starts production of the New Beetle.

**July 1998**

Acquisition of “Bugatti International S.A. Holding” and “Bentley Motor Cars Ltd.”, whose automobile tradition goes back as far as 1919.

**September 1998**

“Audi AG” acquires the Italian sports car manufacturer “Lamborghini S.p.A.”

**July 1999**

Volkswagen makes automobile history with the start of the Lupo 3L TDI, the world’s first standard production 3-liter vehicle.

**December 23, 1999**

The assembly company “ŠKODA Auto India Private Ltd.” is established in Aurangabad.

## 2000 — 2004

**June 1, 2000**

The “Autostadt” opens in Wolfsburg.

**December 11, 2001**

The “Gläserne Manufaktur” is opened in Dresden and production of the Phaeton begins.

**April 16, 2002**

Bernd Pischetsrieder becomes Chairman of the Board of Management of Volkswagen AG.

**August 2002**

Series production of the Touareg begins at Volkswagen Slovakia, a.s. in Bratislava.

**December 2002**

Production of the Touran starts in Wolfsburg. After only six years, the versatile compact van boasting high-quality workmanship already tops the one million mark.

**August 2003**

Production of the fifth generation Golf begins.

## 2000

**Vehicle Production**

VOLKSWAGEN GROUP	
(thousands)	<b>5,156</b>

**Vehicle Sales**

VOLKSWAGEN GROUP	
Germany (thousands)	1,019
Abroad (thousands)	4,146
<b>Total (thousands)</b>	<b>5,165</b>

**Workforce** (yearly average)

VOLKSWAGEN GROUP	
Employees in foreign Group companies (thousands)	160.3
<b>Total (thousands)</b>	<b>324.4</b>

**Financial Data (million €)**

VOLKSWAGEN GROUP	
Sales	81,835
Investments	14,563
Profit	2,614

## 2005

<b>Vehicle Production</b>	
VOLKSWAGEN GROUP	
(thousands)	<b>5,219</b>

<b>Vehicle Sales</b>	
VOLKSWAGEN GROUP	
Germany (thousands)	1,019
Abroad (thousands)	4,174
<b>Total (thousands)</b>	<b>5,193</b>

<b>Workforce</b> (yearly average)	
VOLKSWAGEN GROUP	
Employees in foreign Group companies (thousands)	166
<b>Total (thousands)</b>	<b>345</b>

<b>Financial Data (million €)</b>	
VOLKSWAGEN GROUP	
Sales	93,996
Investments	10,365
Profit	1,050

## 2005

**March 11, 2005**

The sixth generation Passat limousine is launched, the successful Passat Estate model follows on August 19.

**May 24, 2005**

The one hundred millionth Volkswagen, a Touran, leaves the assembly line at the Wolfsburg plant.

**September 15, 2005**

The Bugatti Veyron takes to the road. The technical wonder from the 1001-hp world in Molsheim, Alsace, transforms the masterly engineering craftsmanship of the automotive visionary Ettore Bugatti into contemporary automotive performance.

**September 21, 2005**

Production of Volkswagen Commercial Vehicles' new "Constellation" truck family begins in Resende, Brazil. The seven- to forty-tonne trucks hold a 33 percent share of the market in Brazil.



## 2006

**March 3, 2006**

Series production of the Roomster, much acclaimed for its clever space concept, starts at the Škoda plant in Kvasiny.

**March 10, 2006**

Market launch of the Audi Q7, the third-generation luxury SUV; 52,750 vehicles had already been sold by the end of the year.

**May 19, 2006**

The Volkswagen Eos, the new convertible-coupé, is launched on the German market.

**October 3, 2006**

Volkswagen acquires an initial 15.06 percent stake in MAN Aktiengesellschaft.

**November 1, 2006**

The collective bargaining agreement between Volkswagen AG and IG Metall providing for a working time corridor with a ceiling of 34 hours comes into force. At the same time, production volumes are agreed for the six traditional plants in order to improve capacity utilization and safeguard jobs.

**December 1, 2006**

Volkswagen Financial Services takes over the processing of motor vehicle third-party liability claims with a view to improving repair quality by integrating the Group's authorized workshops and safeguarding customer-friendly claims processing.

## 2006

**Vehicle Production**

VOLKSWAGEN GROUP	
(thousands)	<b>5,660</b>

**Vehicle Sales**

VOLKSWAGEN GROUP	
Germany (thousands)	1,093
Abroad (thousands)	4,627
<b>Total (thousands)</b>	<b>5,720</b>

**Workforce** (yearly average)

VOLKSWAGEN GROUP	
Employees in foreign Group companies (thousands)	155
<b>Total (thousands)</b>	<b>329</b>

**Financial Data (million €)**

VOLKSWAGEN GROUP	
Sales	104,875
Investments	11,911
Profit	1,955

## 2007

<b>Vehicle Production</b>	
VOLKSWAGEN GROUP	
(thousands)	<b>6,213</b>

<b>Vehicle Sales</b>	
VOLKSWAGEN GROUP	
Germany (thousands)	1,030
Abroad (thousands)	5,162
<b>Total (thousands)</b>	<b>6,192</b>

<b>Workforce</b> (yearly average)	
VOLKSWAGEN GROUP	
Employees in foreign Group companies (thousands)	154
<b>Total (thousands)</b>	<b>329</b>

<b>Financial Data (million €)</b>	
VOLKSWAGEN GROUP	
Sales	108,897
Investments	13,497
Profit	4,122

## 2007

**January 1, 2007**

Dr. Martin Winterkorn becomes Chairman of the Board of Management of Volkswagen Aktiengesellschaft.

**March 23, 2007**

The 25 millionth Golf, a Golf Sportline 1.4 TSI, leaves the assembly line at the Wolfsburg plant.

**July 9, 2007**

The Autostadt in Wolfsburg delivers its one millionth vehicle.

**August 2007**

Series production of the Tiguan compact SUV – characterized by versatility, high-quality craftsmanship and technical innovations such as the electro-mechanical steering system – begins in Wolfsburg.

**October 5 – 7, 2007**

International VW Bus Meeting in Hanover to celebrate “60 Years of the Bulli”.

**November 9, 2007**

The 15 millionth Passat to be built worldwide leaves the assembly line at the Emden plant.

**December 5, 2007**

Volkswagen unveils the “New Small Family”, presenting three versions of the up! concept car at the Bologna Motor Show.

## 2008

**March 3, 2008**

Volkswagen increases its capital interest in Scania to 37.73 percent and its share of the voting rights to 68.60 percent. The Swedish truck manufacturer founded in 1891 is integrated in the Group as the ninth brand.

**April 18, 2008**

Shanghai Volkswagen opens its fourth production plant with an annual capacity of 60,000 vehicles in Nanjing.

**August 16, 2008**

Bugatti presents the Veyron 16.4 Grand Sport, a super sports roadster.

**September 2008**

Volkswagen presents the sixth generation of the Golf.

**October 30, 2008**

By setting up a subsidiary in China, Lamborghini strengthens its commitment to developing strategic growth markets.

**December 15, 2008**

Volkswagen sells its heavy truck business in Brazil to MAN Aktiengesellschaft.

**December 16, 2008**

Škoda opens a new Technology Center in Mladá Boleslav, thus expanding its competence in passenger car development.

## 2008

**Vehicle Production**

VOLKSWAGEN GROUP	
(thousands)	<b>6,347</b>

**Vehicle Sales**

VOLKSWAGEN GROUP	
Germany (thousands)	1,013
Abroad (thousands)	5,259
<b>Total (thousands)</b>	<b>6,272</b>

**Workforce** (yearly average)

VOLKSWAGEN GROUP	
Employees in foreign Group companies (thousands)	179
<b>Total (thousands)</b>	<b>370</b>

**Financial Data** (million €)

VOLKSWAGEN GROUP	
Sales	113,808
Investments	19,710
Profit	4,688

## 2009

<b>Vehicle Production</b>	
VOLKSWAGEN GROUP	
(thousands)	<b>6,055</b>

<b>Vehicle Sales</b>	
VOLKSWAGEN GROUP	
Germany (thousands)	1,288
Abroad (thousands)	5,022
<b>Total (thousands)</b>	<b>6,310</b>

<b>Workforce</b> (yearly average)	
VOLKSWAGEN GROUP	
Employees in foreign Group companies (thousands)	194
<b>Total (thousands)</b>	<b>367</b>

<b>Financial Data (million €)</b>	
VOLKSWAGEN GROUP	
Sales	105,187
Investments	10,428
Profit	911

## 2009

**January 18, 2009**

Volkswagen writes motorsport history with the Race Touareg: a double victory for the brand and the first win by a diesel in the automobile category at the Dakar Rally across Argentina and Chile.

**March 31, 2009**

The new plant with an annual production capacity of up to 110,000 vehicles opens in the Indian city of Pune.

**May 11, 2009**

Press presentation of the new Polo: the new model is in a class of its own when it comes to quality, workmanship, safety and efficiency. So it is hardly surprising that the vehicle wins many awards, including “Car of the Year 2010”.

**May 23, 2009**

VfL Wolfsburg soccer club becomes German champion for the very first time: the success of this particular brand ambassador delights fans both far and near.

**September 15, 2009**

Ultra-streamlined, ultra-light and ultra-safe: Volkswagen presents its automotive update on the future with the near-production prototype of the sensational 1-liter car, the L1, at the Frankfurt Motor Show.

**October 20, 2009**

At an inauguration ceremony attended by Russia's Prime Minister Putin, the production plant in Kaluga, Russia, designed for an annual capacity of up to 150,000 units which began vehicle assembly in November 2007 starts full production with its own body shop, paint shop and assembly lines.

**October 29, 2009**

The Group Board of Management, the International Metalworkers' Federation and Volkswagen employee representatives agree binding minimum standards regarding in-house participation rights for democratically elected labour representatives in the "Charter on Labour Relations".

**December 7, 2009**

Volkswagen Aktiengesellschaft takes a 49.9 percent participation in Dr.-Ing. h.c. F. Porsche AG, a milestone on the path towards an integrated automotive group.

**December 9, 2009**

A cross-shareholding and a long-term strategic partnership are agreed with Suzuki Motor Corporation, the Japanese mini-car manufacturer.

## 2010

<b>Vehicle Production</b>	
VOLKSWAGEN GROUP	
(thousands)	<b>7,358</b>

<b>Vehicle Sales</b>	
VOLKSWAGEN GROUP	
Germany (thousands)	1,059
Abroad (thousands)	6,219
<b>Total (thousands)</b>	<b>7,278</b>

<b>Workforce</b> (yearly average)	
VOLKSWAGEN GROUP	
Employees in foreign Group companies (thousands)	210
<b>Total (thousands)</b>	<b>389</b>

<b>Financial Data (million €)</b>	
VOLKSWAGEN GROUP	
Sales	126,875
Investments	9,278
Profit	7,226

## 2010

**February 27, 2010**

Start of the “Think Blue.” image and marketing campaign, which is an expression of responsible corporate behavior to achieve efficient and sustainable mobility for everyone.

**March 2, 2010**

Volkswagen enters the pickup segment with the debut of the European version of the Amarok at the Geneva Motor Show. The American version unveiled in Argentina a month earlier aims to score in the classic pickup regions with emission levels that are lower than those of other pickups.

**April 14, 2010**

The issue of 65 million preferred bearer shares increases the share capital of Volkswagen Aktiengesellschaft by a nominal €166.2 million. The world’s largest capital increase in the automotive sector raised by a public offering generates net proceeds of approximately €4.1 billion.

**May 3, 2010**

The Golf blue-e-motion concept car, an all-electric version of the most successful Volkswagen model, is presented as part of the “National Platform for Electric Mobility” initiated by German Chancellor Angela Merkel.

**May 11, 2010**

Production of the 7-speed dual clutch transmission (DSG) begins at Volkswagen Automatic Transmission Co. in Dalian, China. In the first phase, the plant will produce 300,000 units per year and the capacity will be doubled in the medium term. Some €6 billion is being invested in Chinese production plants such as the new plants in Foshan, southern China, and Yizhen, eastern China, for the period up to 2012.

**July 20, 2010**

The new, generously redimensioned Jetta debuts at the international driving presentation in San Francisco as a sporty, avant-garde and yet fuel-efficient sedan – German engineering at its best.

**August 9, 2010**

The Volkswagen Group acquires a 90.1 percent stake in Italdesign Giugiaro S.p.A, Turin, Italy, having already made an announcement on May 25, 2010, that the famous design company is to be integrated in the Group. Italdesign’s development center, whose order books are well filled, takes on numerous tasks in connection with the Volkswagen Group’s ongoing model initiative.

**September 30, 2010**

The seventh generation of the Passat makes its world premiere in Paris. The sedan and the station wagon highlight the quality and precision of the Volkswagen model series with their pure lines, clearly structured surfaces and dynamic proportions coupled with top-class features.

**December 21, 2010**

As part of its 2018 growth strategy, Volkswagen signs an agreement with DRB Hicom in Kuala Lumpur concerning local vehicle assembly with a view to developing the Malaysian automotive market. It is planned to build the Passat in Pekan from the end of 2011; in a second expansion phase, the Volkswagen Jetta and Passat are to be manufactured locally at a full scale production plant from the end of 2012.

## 2011

<b>Vehicle Production</b>	
VOLKSWAGEN GROUP	
(thousands)	<b>8,494</b>

<b>Vehicle Sales</b>	
VOLKSWAGEN GROUP	
Germany (thousands)	1,211
Abroad (thousands)	7,150
<b>Total (thousands)</b>	<b>8,361</b>

<b>Workforce</b> (yearly average)	
VOLKSWAGEN GROUP	
Employees in foreign Group companies (thousands)	258
<b>Total (thousands)</b>	<b>454</b>

<b>Financial Data (million €)</b>	
VOLKSWAGEN GROUP	
Sales	159,337
Investments	16,002
Profit	15,799

## 2011

**January 2, 2011**

The Supervisory Board of Volkswagen Aktiengesellschaft extends the contract of Board of Management Chairman Prof. Dr. Martin Winterkorn by a further five years until the end of 2016.

**January 28, 2011**

The foundation stone for a new engine plant in Silao, Mexico, is laid. Designed for an annual capacity of 330,000 engines, the plant will support the growth strategy in Mexico and the USA.

**March 1, 2011**

Volkswagen Aktiengesellschaft acquires the highly-profitable automobile trading business of Porsche Holding Salzburg. In the 2010 calendar year, unit sales of 565,000 new and used vehicles in Austria, Western and Southern Europe and China generated sales revenue in excess of €12 billion. The company employs some 20,900 people.

**March 17, 2011**

Volkswagen Osnabrück starts production of the new Golf Cabriolet which made its public debut at the Geneva Motor Show. The four-seater has a stylish soft top roof and its electro-hydraulic drive mechanism is a standard feature. The car embodies the highest levels of quality and safety. Thanks to BlueMotion Technology, fuel consumption of the



Golf Cabriolet 1.6 TDI is just 4.4 l/100 km. The Osnabrück plant with a total annual capacity of 100,000 vehicles is also gearing up to manufacture the Porsche Boxter and Cayman models.

#### **April 18, 2011**

The 21<sup>st</sup> Century Beetle – the third generation of the Volkswagen icon – debuts in New York, Berlin and Shanghai. Even closer to the original, the car is bolder, more dynamic, more masculine. Its 147 kW (200 PS) gasoline engine takes the most famous car in the world to a top speed of 220 km/h. The 21<sup>st</sup> Century Beetle is an extremely sustainable performer, with the diesel version consuming just 4.3 l/100 km.

#### **May 24, 2011**

After a construction period of roughly two years, the new Volkswagen plant in Chattanooga/Tennessee, USA, with a design production capacity of 150,000 vehicles per year is inaugurated. The plant builds the US Passat specially developed for the North American market and available at an entry-level price of under US\$20,000. Both the plant and the midsize sedan play a key role in the plans to boost sales in the USA.

#### **June 28, 2011**

The Chinese government approves the construction of two

automobile plants, each with an annual capacity of 300,000 vehicles, to be built by Volkswagen and its joint venture partners – one at Yizheng, eastern China, with Shanghai Volkswagen, and the other at Foshan, southern China, with FAW-Volkswagen. Production is due to start at both plants in 2013.

#### **September 15, 2011**

up! fever comes to the IAA. Volkswagen's four-seater, 3.54 m long city specialist comes with ESP as standard equipment and an optional City Emergency Braking function. The car can be equipped with a choice of engines – two gasoline and one natural gas. Thanks to BlueMotion Technology it only consumes 4.2 l/100 km. In Germany, the up! immediately garnered first place in its class in registration statistics with prices starting at €9,850.

#### **November 9, 2011**

Volkswagen Aktiengesellschaft announces it holds 55.90 percent of the voting rights and 57.33 percent of the share capital of MAN SE. By completing the acquisition of the majority shareholding, Volkswagen is moving a key step closer towards realizing its goal of an integrated commercial vehicle group consisting of MAN, Scania and Volkswagen.

VOLKSWAGEN ([www.volkswagen.com](http://www.volkswagen.com))



**up!**



**Fox (South America)**



**SpaceFox (South America)**



**CrossFox (South America)**



**Space Cross (South America)**



**Polo**



**Polo BlueMotion**



**Polo BiFuel**

VOLKSWAGEN ([www.volkswagen.com](http://www.volkswagen.com))**Polo GTI****Cross Polo****Novo Polo (South America)****Novo Polo Sedan (South America)****Polo G (India)****Vento (India)****Polo Vivo (South Africa)****Polo Vivo Sedan (South Africa)**

VOLKSWAGEN ([www.volkswagen.com](http://www.volkswagen.com))



**Novo Gol (South America)**



**Gol G4 (South America)**



**Voyage (South America)**



**Golf**



**Golf GTI**



**Golf GTD**



**Golf R**



**Golf Plus**

VOLKSWAGEN ([www.volkswagen.com](http://www.volkswagen.com))



**Cross Golf**



**Golf BiFuel (LPG)**



**Golf Plus BiFuel (LPG)**



**Golf BlueMotion**



**Golf 4 (South America)**



**Golf Estate**



**Golf Estate BlueMotion**



**Golf Cabrio**

VOLKSWAGEN ([www.volkswagen.com](http://www.volkswagen.com))



**Jetta (North America)**



**Clasico (North America)**



**Sagitar (China)**



**New Bora (China)**



**Jetta A2 (China)**



**Parati (South America)**



**The Beetle**



**Eos**

VOLKSWAGEN ([www.volkswagen.com](http://www.volkswagen.com))



**Scirocco**



**Scirocco R**



**Passat**



**Passat BlueMotion**



**Passat TSI EcoFuel**



**Passat Blue TDI**



**Passat (North America)**



**Passat Estate**

VOLKSWAGEN ([www.volkswagen.com](http://www.volkswagen.com))



**Passat Estate BlueMotion**



**Passat Estate TSI EcoFuel**



**Passat Estate Blue TDI**



**CC**



**CC Blue TDI**



**New Lavida (China)**



**New Magotan (China)**



**Santana (China)**



VOLKSWAGEN ([www.volkswagen.com](http://www.volkswagen.com))**Santana Vista (China)****Touran****Cross Touran****Touran TSI EcoFuel****Sharan****Routan (North America)****Phaeton****Phaeton LWB**

VOLKSWAGEN ([www.volkswagen.com](http://www.volkswagen.com))



**Tiguan**



**Tiguan LWB (China)**



**Touareg**



**Touareg Hybrid**

AUDI ([www.audi.de](http://www.audi.de))



**A1**



**A3**



**A3 Sportback**



**A3 Cabriolet**



**S3**



**S3 Sportback**



**RS3 Sportback**



**A4**

AUDI ([www.audi.com](http://www.audi.com))



**A4 Avant**



**A4 allroad quattro**



**A4 L (China)**



**S4**



**S4 Avant**



**A5 Coupé**



**A5 Sportback**



**A5 Cabriolet**

AUDI ([www.audi.com](http://www.audi.com))



**S5 Coupé**



**S5 Sportback**



**S5 Cabriolet**



**R55 Coupé**



**A6**



**A6 Avant**



**A6 allroad quattro**



**A6 L (China)**

AUDI ([www.audi.com](http://www.audi.com))



A7 Sportback



A8



A8 L



A8 L W12



Q3



Q5



Q5 Hybrid



Q7

AUDI ([www.audi.com](http://www.audi.com))



**Q7 V12 TDI**



**R8 4.2 FSI quattro**



**R8 Spyder 4.2 FSI quattro**



**R8 5.2 FSI quattro**



**R8 Spyder 5.2 FSI quattro**



**R8 GT**



**R8 GT Spyder**



**TT Coupé**

AUDI ([www.audi.com](http://www.audi.com))



TT Roadster



TTS Coupé



TTS Roadster



TT RS Coupé



TT RS Roadster



SEAT ([www.seat.com](http://www.seat.com))



**Mii**



**Ibiza**



**Ibiza SC**



**Ibiza ST**



**Ibiza FR**



**Ibiza ECOMOTIVE**



**León**



**León FR**

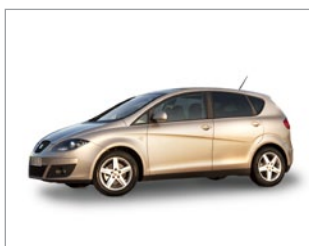
SEAT ([www.seat.com](http://www.seat.com))



León Cupra R



León ECOMOTIVE



Altea



Altea ECOMOTIVE



Altea XL



Altea XL ECOMOTIVE



Altea Freetrack



Exeo

SEAT ([www.seat.com](http://www.seat.com))



**Exeo ST**



**Alhambra**



**Alhambra ECOMOTIVE**

ŠKODA (www.skoda-auto.com)



**Citigo**



**Fabia**



**Fabia Scout**



**Fabia RS**



**Fabia GreenLine**



**Fabia Estate**



**Fabia Estate Scout**



**Fabia Estate RS**

ŠKODA (www.skoda-auto.com)



**Fabia Estate GreenLine**



**Rapid (India)**



**Octavia**



**Octavia RS**



**Octavia GreenLine**



**Octavia LPG**



**Octavia Tour**



**Octavia Estate Tour**

ŠKODA (www.skoda-auto.com)



**Octavia Estate**



**Octavia Estate RS**



**Octavia Scout**



**Octavia Estate GreenLine**



**Octavia Estate LPG**



**Superb**



**Superb GreenLine**



**Superb Estate**

ŠKODA (www.skoda-auto.com)



**Superb Estate GreenLine**



**Roomster**



**Roomster Scout**



**Roomster GreenLine**



**Praktik**



**Yeti**



**Yeti GreenLine**

**BENTLEY** ([www.bentleymotors.com](http://www.bentleymotors.com))



**Bentley Continental Flying Spur**



**Bentley Continental Flying Spur Speed**



**Bentley Flying Spur Comfort (China)**



**Bentley Continental GT**



**Bentley Continental GTC**



**Bentley Continental Supersports Convertible**



**Bentley Mulsanne**



**BUGATTI** ([www.bugatti.com](http://www.bugatti.com))**Bugatti Veyron 16.4 Grand Sport****LAMBORGHINI** ([www.lamborghini.com](http://www.lamborghini.com))**Aventador LP 700-4****Gallardo LP 560-4 Coupé****Gallardo LP 550-2 Coupé****Gallardo LP 560-4 Spyder****Gallardo LP 570-4  
Superleggera****Gallardo LP 570-4  
Spyder Performante**

VOLKSWAGEN COMMERCIAL VEHICLES ([www.vwn.de](http://www.vwn.de))



**Caddy**



**Caddy Panel Van**



**Caddy Kombi**



**Caddy Tramper**



**Caddy EcoFuel**



**Caddy BiFuel**



**Caddy Maxi**



**Caddy Maxi Panel Van**

VOLKSWAGEN COMMERCIAL VEHICLES ([www.vwn.de](http://www.vwn.de))**Caddy Maxi Kombi****Caddy Maxi EcoFuel****Caddy Maxi BiFuel****Caddy Maxi Tramper****Saveiro (South America)****Saveiro Cross (South America)****Amarok Single Cab****Amarok Double Cab**

VOLKSWAGEN COMMERCIAL VEHICLES ([www.vwn.de](http://www.vwn.de))



**Multivan**



**Multivan BlueMotion**



**California**



**Multivan PanAmericana**



**Caravelle**



**Multivan Business**



**Transporter Panel Van**



**Transporter Panel Van BlueMotion**

VOLKSWAGEN COMMERCIAL VEHICLES ([www.vwn.de](http://www.vwn.de))**Transporter Shuttle****Transporter Single Cab Dropside****Transporter Double Cab Dropside****Transporter Single Cab Chassis****Transporter Double Cab Chassis****Rockton****T2 Kombi (South America)****Crafter Panel Van**

VOLKSWAGEN COMMERCIAL VEHICLES ([www.vwn.de](http://www.vwn.de))



**Crafter Panel Van BlueMotion**



**Crafter Kombi**



**Crafter Single Cab Dropside**



**Crafter Double Cab Dropside**



**Crafter Chassis**



**Crafter Chassis Double Cab**

SCANIA\* ([www.scania.com](http://www.scania.com))



Long-haulage Trucks



Construction Trucks



V8 Truck Range



Distribution Trucks



Special-purpose Trucks



Coaches



Intercity Buses



City Buses

\* The Scania products on this page represent different segments.  
There is an abundance of different customer specifications for each segment.

MAN ([www.man.eu](http://www.man.eu))



TGX Trucks (MAN Truck & Bus)



TGS Trucks (MAN Truck & Bus)



TGM Trucks (MAN Truck & Bus)



TGL Trucks (MAN Truck & Bus)



CLA Trucks (MAN Truck & Bus)



Special Purpose Vehicles  
(MAN Truck & Bus)



Lion's Coaches  
(MAN Truck & Bus)



Lion's Regio Intercity Buses  
(MAN Truck & Bus)



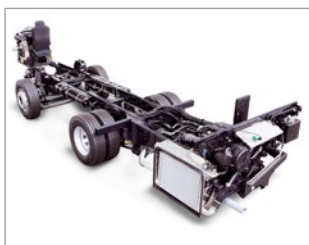
MAN ([www.man.eu](http://www.man.eu))



**Lion's City Buses**  
(MAN Truck & Bus)



**Lion's Explorer**  
(MAN Truck & Bus)



**Bus Chassis** (MAN Truck & Bus)



**Neoplan Cityliner**  
(MAN Truck & Bus)



**Neoplan Tourliner**  
(MAN Truck & Bus)



**Neoplan Starliner**  
(MAN Truck & Bus)



**Neoplan Skyliner**  
(MAN Truck & Bus)

MAN ([www.man.eu](http://www.man.eu))



**Constellation Trucks**  
(MAN Latin America)



**Worker Trucks (MAN Latin America)**



**Delivery Light Duty Trucks**  
(MAN Latin America)



**Volksbus**  
(MAN Latin America)



**Compactor Trucks**  
(MAN Latin America)



**Constructor Trucks**  
(MAN Latin America)



**Distributor Trucks**  
(MAN Latin America)

OTHER BUSINESS FIELDS ([www.man.eu](http://www.man.eu))

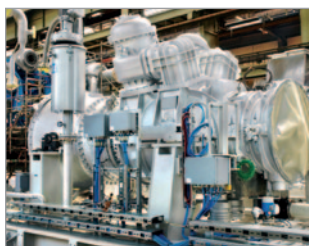
**Large-bore Diesel Engines**  
(MAN Diesel & Turbo)



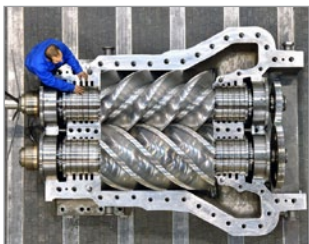
**Turnkey Power Plants**  
(MAN Diesel & Turbo)



**Turbochargers**  
(MAN Diesel & Turbo)



**Industrial Steam and Gas Turbines**  
(MAN Diesel & Turbo)



**Compressors**  
(MAN Diesel & Turbo)



**Chemical Reactors**  
(MAN Diesel & Turbo)



**Special Gear Units (Renk)**



**Testing Systems for the  
Mobility Sectors (Renk)**

OTHER BUSINESS FIELDS ([www.volkswagenag.com](http://www.volkswagenag.com))



**Marine Engines (Volkswagen)**



**Industrial Engines (Volkswagen)**



**Combined Heat and Power Plants  
(Volkswagen)**



## Volkswagen Aktiengesellschaft

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