

VOLKSWAGEN

AKTIENGESELLSCHAFT

FACTS AND FIGURES

NAVIGATOR 2009

innovative strength

zero emissions

quality

people

technology

design

lightweight
construction



energy efficiency

downsizing

electric drive

environment

Driving ideas.

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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 2008, the Group increased the number of vehicles delivered to customers to 6.257 million (2007: 6.190 million), corresponding to a 10.3 percent share of the world passenger car market.

In Western Europe, the largest car market in the world, just over one in five new cars (20.3 percent) comes from the Volkswagen Group. Group sales rose in 2008 to 113.8 billion euros (2007: 108.9 billion). Profit after tax in the 2008 financial year amounted to 4.69 billion euros (2007: 4.12 billion).

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

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

The Group operates 61 production plants in fifteen European countries and a further six countries in the Americas, Asia and Africa. Around the world, nearly 370,000 employees produce more than 26,600 vehicles or are involved in vehicle-related services each working day. The Volkswagen Group sells its vehicles in more than 150 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

Prof. Dr. rer. nat. Martin Winterkorn

Chairman,
Research and Development,
Sales

Prof. Dr. rer. pol. Jochem Heizmann

Production

Dr. rer. pol. Horst Neumann

Human Resources and Organization

Hans Dieter Pötsch

Finance and Controlling

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

Procurement

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

Dipl.-Ing. ETH

Ferdinand K. Piëch
Chairman

Jürgen Peters

Deputy Chairman;
President International Metal-
workers' Federation – IMF

Dr. jur. Michael Frenzel

Chairman of the
Board of Management of TUI AG

Roland Oetker

Managing Partner of
ROI Verwaltungsgesellschaft mbH,
Hon. President of Deutsche Schutz-
vereinigung für Wertpapierbesitz e.V.

Babette Fröhlich

Member of Executive Committee 01
with responsibility for Strategic
Planning

Bernd Osterloh

Chairman of the General and Group
Works Councils of Volkswagen AG

Dr. jur. Hans Michael Gaul

Dr. Ing. Jürgen Großmann

Chairman of the Board of Manage-
ment of RWE AG; Partner, Georgs-
marienhütte Holding GmbH

Dr. Wolfgang Porsche

Wolfgang Ritmeier

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

Holger P. Härter

Chief Financial Officer, Deputy
President of Porsche Automobil
Holding SE; Chief Financial Officer,
Deputy President of Dr. Ing. h.c.
F. Porsche AG

Heinrich Söfjer

Chairman of the Works Council of
Volkswagen Commercial Vehicles

Walter Hirche

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

Jürgen Stumpf

Chairman of the Works Council at
the Volkswagen AG Kassel plant

Peter Jacobs

Chairman of the Works Council at
the Volkswagen AG Emden plant

Bernd Wehlauer

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

Hartmut Meine

Director of the Lower Saxony and
Saxony-Anhalt Regional Office of
IG Metall

Dr. Ing. Wendelin Wiedeking

Chairman of the Executive Board of
Porsche Automobil Holding SE;
President and Chief Executive Officer
of Dr. Ing. h.c. F. Porsche AG

Peter Mosch

Chairman of the General Works
Council of AUDI AG

Christian Wulff

Prime Minister for the
Federal State of Lower Saxony

VOLKSWAGEN GROUP

Volume Data ¹	2008	2007	%
Vehicle sales (units)	6,271,724	6,191,618	+ 1.3
Production (units)	6,346,515	6,213,332	+ 2.1
Employees at Dec. 31	369,928	329,305	+ 12.3
Financial Data (IFRSs), € million	2008	2007	%
Sales revenue	113,808	108,897	+ 4.5
Operating profit	6,333	6,151	+ 3.0
Profit before tax	6,608	6,543	+ 1.0
Profit after tax	4,688	4,122	+ 13.7
Profit attributable to shareholders of Volkswagen AG	4,753	4,120	+ 15.4
Cash flows from operating activities	10,799	15,662	- 31.0
Cash flows from investing activities	19,710	13,474	+ 46.3
Automotive Division ² :			
Cash flows from operating activities	8,771	13,675	- 35.9
Cash flows from investing activities ³	11,450	6,550	+ 74.8
of which: investments in property, plant and equipment	6,762	4,555	+ 48.5
as a percentage of sales revenue	6.6	4.6	
capitalized development costs	2,216	1,446	+ 53.3
as a percentage of sales revenue	2.2	1.5	
Net cash flow	- 2,679	7,125	x
Net liquidity at Dec. 31	8,039	13,478	- 40.4
Return ratios in %	2008	2007	
Return on sales before tax	5.8	6.0	
Return on investment after tax (Automotive Division)	10.9	9.5	
Return on equity before tax (Financial Services Division) ⁴	12.1	16.1	

VOLKSWAGEN AG

Volume Data	2008	2007	%
Vehicle sales (units)	2,388,014	2,365,617	+ 0.9
Production (units)	1,137,145	1,075,997	+ 5.7
Employees at Dec. 31	90,363	90,468	- 0.1
Financial Data (HGB), € million	2008	2007	%
Sales	56,710	55,218	+ 2.7
Net income	827	1,455	- 43.2

1) Including volume data for the vehicle-production investments Shanghai-Volkswagen Automotive Company Ltd. and FAW-Volkswagen Automotive Company Ltd., which are accounted for using the equity method.

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

3) Excluding acquisition and disposal of equity investments: €8,879 million (€5,681 million).

4) Profit before tax as a percentage of average equity.

Volume Data (thousands)	2008	2007	2006	2005	2004
Vehicle Sales (units)	6,272	6,192	5,720	5,193	5,143
Germany	1,013	1,030	1,093	1,019	940
Abroad	5,259	5,162	4,627	4,174	4,203
Production (units)	6,347	6,213	5,660	5,219	5,093
Germany	2,146	2,086	1,935	1,913	1,832
Abroad	4,201	4,127	3,725	3,306	3,261
Employees (yearly average)	357	329	329	345	343
Germany	178	175	174	179	179
Abroad	179	154	155	166	164
Financial Data (in € million)	2008	2007	2006	2005	2004
Sales revenue	113,808	108,897	104,875	93,996	88,963
Profit before tax	6,608	6,543	1,793	1,621	1,088
Profit after tax	4,688	4,122	1,955	1,050	697
Cash flows from operating activities	10,799	15,662	14,470	10,709	11,457
Cash flows from investing activities	19,710	13,474	11,911	10,365	15,078

Dividend development		2008	2007	2006	2005	2004
Number of no-par value shares at Dec. 31						
Ordinary shares	thousands	294,920	291,337	286,980	321,930	320,290
Preferred shares	thousands	105,238	105,238	105,238	105,238	105,238
Dividend						
per ordinary share	€	1.93	1.80	1.25	1.15	1.05
per preferred share	€	1.99	1.86	1.31	1.21	1.11
Share price development ¹		2008	2007	2006	2005	2004
Ordinary shares						
Closing	€	250.00	156.10	85.89	44.61	33.35
Annual high	€	945.00	197.90	85.89	54.01	44.65
Annual low	€	148.43	82.60	45.10	31.88	30.71
Preferred shares						
Closing	€	38.02	100.00	56.55	32.50	24.41
Annual high	€	108.30	131.00	56.55	40.00	28.97
Annual low	€	29.30	54.14	32.85	24.00	21.20
Market capitalization at Dec. 31	€ billion	77.7	56.0	30.6	15.9	11.9
Equity at Dec. 31	€ billion	35.0	31.9	26.9	23.6	22.6
Ratio of market capitalization to equity	factor	2.22	1.75	1.14	0.67	0.52
Key figures per share		2008	2007	2006	2005	2004
Earnings per ordinary share						
basic	€	11.92	10.43	7.07 ²	2.90	1.79
diluted	€	11.88	10.34	7.04 ²	2.90	1.79
Operating profit ³	€	15.91	15.60	5.18	6.60	4.28
Cash flows from operating activities ³	€	27.13	39.72	37.32	27.86	29.85
Equity ⁴	€	87.49	80.38	68.59	55.25	53.19
Price/earnings ratio ⁵	factor	21.0	15.0	12.1	15.4	18.6
Price/cash flow ratio ⁵	factor	9.2	3.9	2.3	1.6	1.1
Dividend yield						
ordinary share	%	0.8	1.2	1.5	2.6	3.1
preferred share	%	5.2	1.9	2.3	3.7	4.5
Price development (excluding dividends)						
ordinary share	%	60.2	81.7	92.5	33.8	- 24.5
preferred share	%	-62.0	76.8	74.0	33.1	- 15.1
Turnover on German stock exchanges ⁶		2008	2007	2006	2005	2004
Turnover of Volkswagen ordinary shares	€ billion	136.5	103.1	50.5	30.9	24.3
	million shares	562.8	877.3	770.4	735.7	682.0
Volkswagen share of total DAX turnover	%	8.0	5.3	3.9	3.3	3.1

1) Xetra prices.

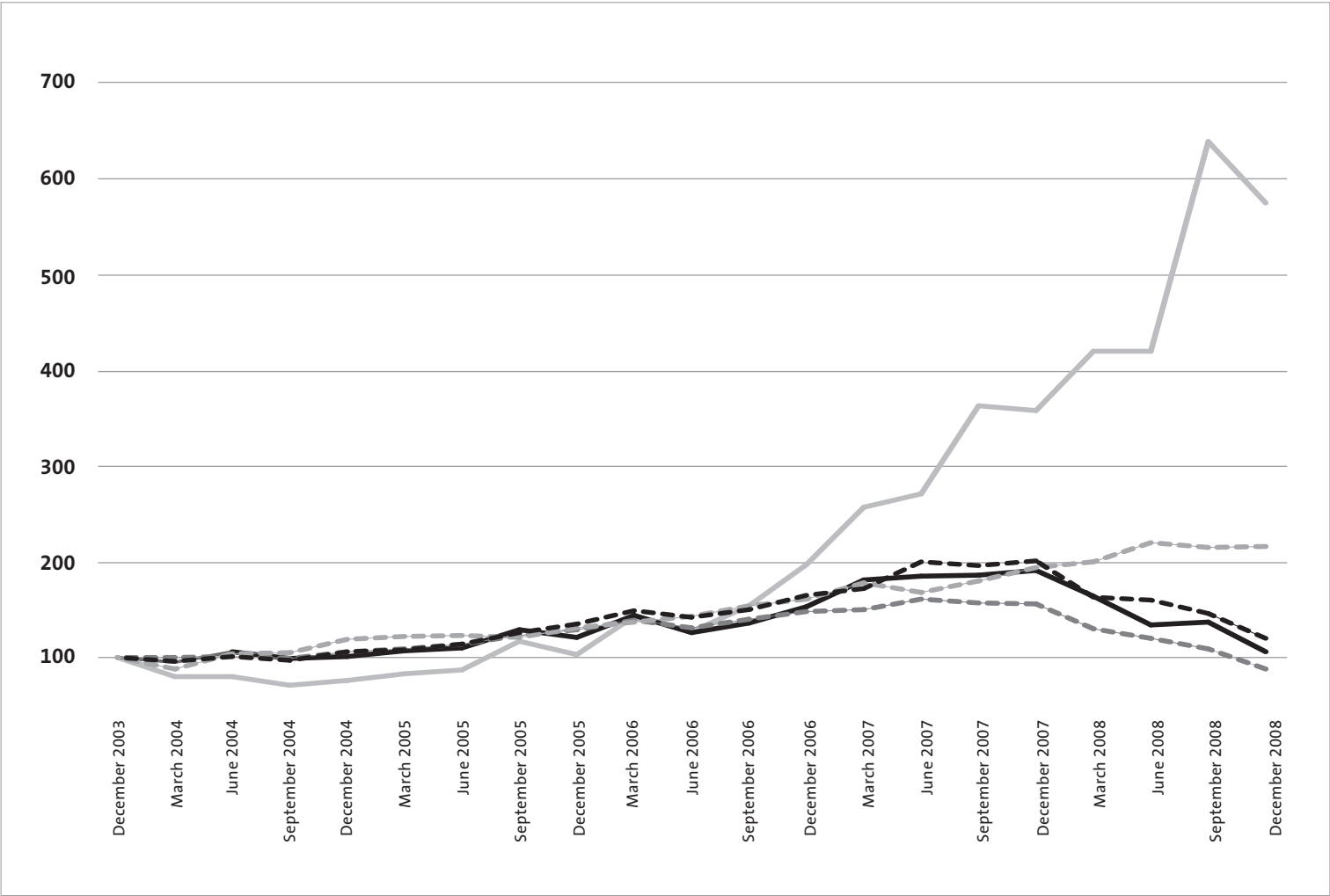
2) For 2006 from continuing and discontinued operations.

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

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

5) Using closing prices of the ordinary shares.

6) Order book turnover on German exchanges.



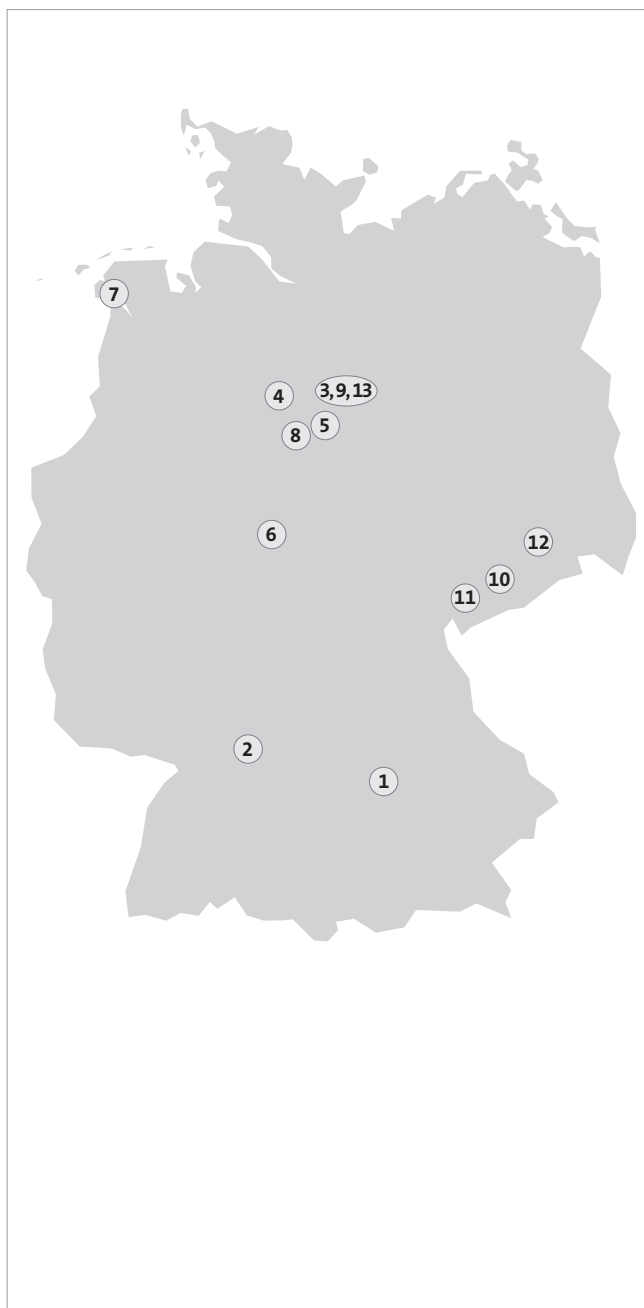
Index based on month-end prices:
Dec. 31, 2003 = 100

- Volkswagen preferred share
- DJ Euro STOXX 50
- German Share Index (DAX)
- Volkswagen ordinary share
- DJ Euro STOXX Automobile

Name, location	Equity interest in %
Automotive Division	
VOLKSWAGEN AG, Wolfsburg	
Volkswagen Sachsen GmbH, Zwickau	100.00
VOLKSWAGEN SLOVAKIA, a.s., Bratislava/Slovak Republic	100.00
SITECH Sitztechnik GmbH, Wolfsburg	100.00
Volkswagen Navarra, S.A., Arazuri (Navarra)/Spain	100.00
AUTOEUROPA-AUTOMÓVEIS LDA., Palmela/Portugal	100.00
Volkswagen Motor Polska Sp.z o.o., Polkowice/Poland	100.00
Volkswagen-Audi España, S.A., El Prat de Llobregat (Barcelona)/Spain	100.00
Volkswagen Original Teile Logistik GmbH & Co. KG, Baunatal	52.96
VOLKSWAGEN Group United Kingdom Ltd., Milton Keynes/United Kingdom	100.00
Groupe VOLKSWAGEN France s.a., Villers-Cotterêts/France	100.00
Automobilmanufaktur Dresden GmbH, Dresden	100.00
Volkswagen Poznań Sp.z o.o., Poznań/Poland	100.00
Volkswagen Group Sverige Aktiebolag, Södertälje/Sweden	100.00
Auto 5000 GmbH, Wolfsburg	100.00
Volkswagen Group of America, Inc., Herndorn, Virginia/USA	100.00
Volkswagen Group Canada Inc., Ajax, Ontario/Canada	100.00
VOLKSWAGEN Group Japan K.K., Toyohashi/Japan	100.00
VOLKSWAGEN Group RUS OOO, Kaluga/Russia	100.00
OOO VOLKSWAGEN Rus, Kaluga/Russia	87.83
AUDI AG, Ingolstadt	99.55
AUDI BRUSSELS S.A., Brussels/Belgium	100.00
AUDI HUNGARIA MOTOR Kft., Győr/Hungary	100.00
Audi of America, LLC, Herndorn, Virginia/USA	100.00
Audi Volkswagen Korea Ltd., Seoul/Korea	100.00
Audi Volkswagen Middle East FZE, Dubai	100.00
Automobili Lamborghini Holding S.p.A., Sant'Agata Bolognese/Italy	100.00
VOLKSWAGEN GROUP ITALIA S.P.A., Verona/Italy	100.00
quattro GmbH, Neckarsulm	100.00
SEAT, S.A., Martorell, Barcelona/Spain	100.00
SEAT Deutschland GmbH, Mörfelden-Walldorf	100.00
Gearbox del Prat, S.A., El Prat de Llobregat (Barcelona)/Spain	100.00
ŠKODA AUTO a.s., Mladá Boleslav/Czech Republic	100.00
ŠkodaAuto Deutschland GmbH, Weiterstadt	100.00
ŠKODA AUTO Slovensko, s.r.o., Bratislava/Slovak Republic	100.00
ŠKODA AUTO POLSKA, S.A., Poznań/Poland	51.00
Bentley Motors Ltd., Crewe/United Kingdom	100.00

Name, location	Equity interest in %
Volkswagen de Mexico, S.A. de C.V., Puebla/Pue./Mexico	100.00
Volkswagen do Brasil Ltda., São Bernardo do Campo, SP/Brazil	100.00
Volkswagen Argentina S.A., Buenos Aires/Argentina	100.00
Volkswagen of South Africa (Pty.) Ltd., Uitenhage/South Africa	100.00
Scania AB, Södertälje/Sweden ¹	41.36
S.A.S. Scania Holding France, Angers/France	100.00
Scania Deutschland Holding GmbH, Koblenz	100.00
Scania Europe Holding B.V., Zwolle/The Netherlands	100.00
Scania CV AB, Södertälje/Sweden	100.00
Shanghai-Volkswagen Automotive Company Ltd., Shanghai/P.R. China ²	50.00
FAW-Volkswagen Automotive Company, Ltd., Changchun/P.R. China ²	40.00
Volkswagen (China) Investment Company Ltd., Beijing/P.R. China ²	100.00
Volkswagen Group Services S.A., Brussels/Belgium	100.00
Volkswagen International Finance N.V., Amsterdam/The Netherlands	100.00
MAN Aktiengesellschaft, Munich ³	28.67
Financial Services Division	
VOLKSWAGEN FINANCIAL SERVICES AG, Braunschweig	100.00
Volkswagen Leasing GmbH, Braunschweig	100.00
Volkswagen Bank GmbH, Braunschweig	100.00
Volkswagen Reinsurance AG, Braunschweig	100.00
Volkswagen-Versicherungsdienst GmbH, Wolfsburg	100.00
VOLKSWAGEN FINANCE, S.A., Alcobendas (Madrid)/Spain	100.00
Volkswagen Financial Services (UK) Ltd., Milton Keynes/United Kingdom	100.00
Volkswagen Financial Services N.V., Amsterdam/The Netherlands	100.00
Volkswagen Financial Services Japan Ltd., Tokyo/Japan	100.00
ŠkoFIN s.r.o., Prague/Czech Republic	100.00
Global Mobility Holding B.V., Amsterdam/The Netherlands ^{2,4}	50.00
LeasePlan Corporation N.V., Amsterdam/The Netherlands	–
Volkswagen Pon Financial Services B.V., Amersfoort/The Netherlands ²	60.00
VW CREDIT, INC., Wilmington, Delaware/USA	100.00
VOLKSWAGEN LEASING SA DE CV, Puebla/Mexiko	100.00
VOLKSWAGEN BANK SA INSTITUCION DE BANCA MULTIPLE, Puebla/Mexiko	100.00
Financial services companies in Brazil, São Paulo/Brazil	100.00
Financial services companies in Argentina, Buenos Aires/Argentina	100.00

- 1) The share of the voting rights in SCANIA is 69.47% and thus differs from the equity interest.
- 2) Joint ventures are accounted for using the equity method.
- 3) The share of the voting rights in MAN conveys 29.9% and thus differs from the equity interest.
- 4) Global Mobility Holding B.V., Amsterdam, holds all shares of LeasePlan Corporation N.V., Amsterdam.



GERMANY

AUDI AG (46,502 employees;
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 A5 COUPÉ,
AUDI Q5

2 Neckarsulm plant

AUDI A4, AUDI A5 CABRIOLET,
AUDI A6, AUDI A6 AVANT, AUDI A6
ALLROAD, AUDI A8, AUDI R8 COUPÉ

VOLKSWAGEN AG

(90,400 employees; founded as
Volkswagenwerk GmbH in 1938)

3 Wolfsburg plant

(44,200 employees)
GOLF, GOLF PLUS, TIGUAN,
components, press shop

4 Hanover plant

(12,900 employees)
T5, foundry

5 Braunschweig plant

(5,700 employees)
chassis components

6 Kassel plant

(13,600 employees)
gearboxes, foundry

7 Emden plant

(7,800 employees)
PASSAT, PASSAT ESTATE, PASSAT CC

8 Salzgitter plant

(6,200 employees)
engines

Auto 5000 GmbH

(3,901 employees;
founded in 2001;
wholly owned by
VOLKSWAGEN AG)

9 Wolfsburg plant

TOURAN, TIGUAN

Volkswagen Sachsen GmbH

(7,632 employees;
founded in 1990;
wholly owned by
VOLKSWAGEN AG)

10 Chemnitz plant

engines

11 Zwickau plant

GOLF, PASSAT

**Automobilmanufaktur
Dresden GmbH**

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

**12 Gläserne Manufaktur
Dresden**

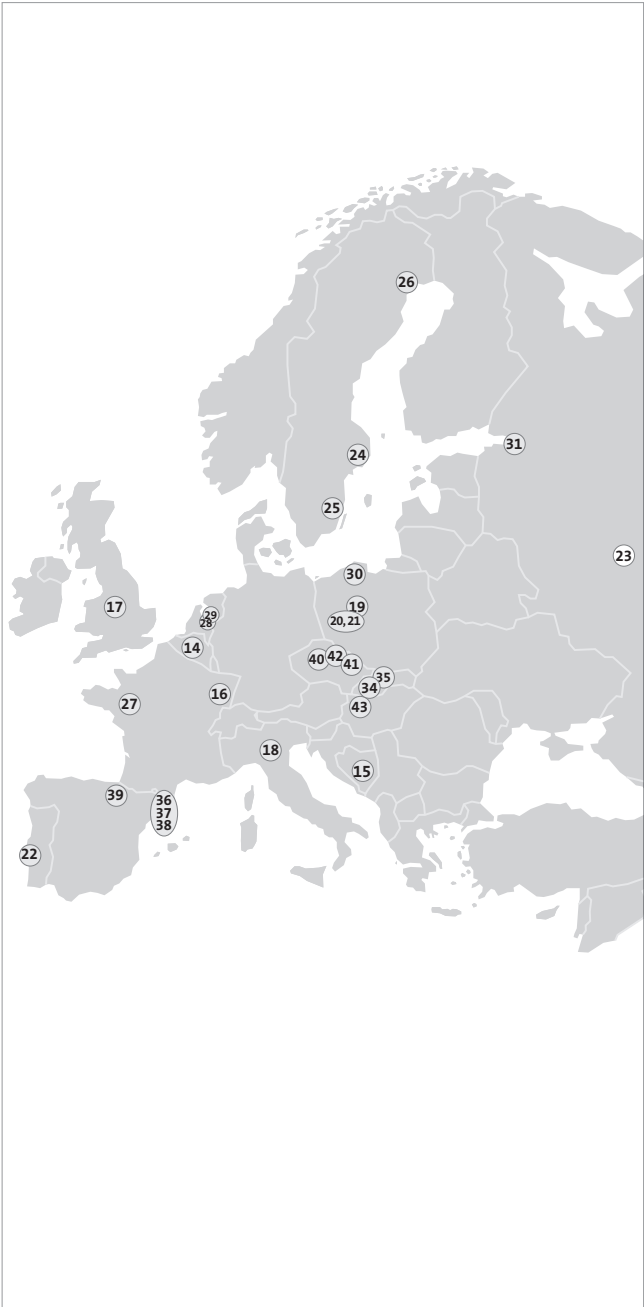
PHAETON

SITECH Sitztechnik GmbH

(1,702 employees; founded in
2001; wholly owned by
VOLKSWAGEN AG)

13 Wolfsburg plant

seating technology



BELGIUM

AUDI BRUSSELS S.A./N.V.

(2,159 employees;
founded in 1971;
wholly owned
by VOLKSWAGEN AG)

14 Brussels plant

AUDI A3 SPORTBACK, POLO

BOSNIA-HERZEGOVINA

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

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

15 Sarajevo plant

SKD assembly: GOLF A5, PASSAT,
POLO, TOUAREG, ŠKODA OCTAVIA,
ŠKODA FABIA, ŠKODA SUPERB,
AUDI A3, AUDI A4, AUDI A6, AUDI Q7,
components

FRANCE

Bugatti Automobiles SAS

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

16 Molsheim plant

VEYRON 16.4

GREAT BRITAIN

Bentley Motors Ltd.

(3,706 employees; wholly owned
by VOLKSWAGEN Group United
Kingdom Ltd)

17 Crewe plant

ARNAGE, AZURE, BROOKLANDS,
CONTINENTAL FLYING SPUR,
CONTINENTAL GT,
CONTINENTAL GTC, engines

ITALY

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

(986 employees;
founded in 1962/63,
wholly owned by
Automobili Lamborghini
Holding S.p.A., wholly owned
by AUDI AG since 1998)

18 Sant' Agata Bolognese plant

GALLARDO COUPÉ, GALLARDO
SPYDER, MURCIÉLAGO COUPÉ,
MURCIÉLAGO ROADSTER

POLAND

Volkswagen Poznań Sp. z o.o.
(5,101 employees; founded in 1993; wholly owned by Volkswagen International Finance N.V.)

19 Poznań plant
CADDY 3, T5, foundry

Volkswagen Motor Polska Sp. z o.o.
(1,147 employees; founded in 1998; wholly owned by Volkswagen International Finance N.V.)

20 Polkowice plant
engines

SITECH Sp. z o.o.
(1,395 employees; founded in 1998; wholly owned by VOLKSWAGEN AG)

21 Polkowice plant
seating technology

PORTUGAL

AUTOEUROPA - AUTOMÓVEIS LDA.
(3,015 employees; founded in 1991; 74% Volkswagen International Finance N.V.; 26% Global VW Automotive B.V.)

22 Palmela plant
EOS, SCIROCCO, SHARAN, SEAT ALHAMBRA

RUSSIA

OOO Volkswagen Rus
(908 employees; founded in 2006; 54,93% VOLKSWAGEN AG; 32,89% ŠKODA AUTO a.s.; 12,17% European Bank for Reconstruction and Development)

23 Kaluga plant
SKD assembly: PASSAT, JETTA, TIGUAN, TOUAREG, ŠKODA OCTAVIA, ŠKODA FABIA

SWEDEN

Scania AB
(32,139 employees; founded in 1973, VOLKSWAGEN AG 41.36% share capital and 69.47% voting rights)

24 Södertälje plant (Sweden)
Production of components, engines, trucks and bus chassis

25 Oskarshamn plant (Sweden)
Components (Production of cabs)

26 Luleå plant (Sweden)
Components (Production of frame members)

27 Angers plant (France)
Assembly of trucks

28 Zwolle plant (The Netherlands)
Assembly of trucks

29 Meppel plant (The Netherlands)
Components, components paint shop

30 Slupsk plant (Poland)
Assembly of bus bodies

31 St. Petersburg plant (Russia)
Assembly of bus bodies

32 São Paulo plant (Brazil)
Production of engines, gearboxes, axles, cabs, trucks and bus chassis

33 Tucumán plant (Argentina)
Production of rear axle gears

SLOVAK REPUBLIC

VOLKSWAGEN SLOVAKIA a.s.
(7,826 employees; founded in 1991; wholly owned by Volkswagen International Finance N.V.)

34 Bratislava plant
TOUAREG, ŠKODA OCTAVIA, AUDI Q7, PORSCHE CAYENNE, gearboxes (assembly only)

35 Martin plant
gearboxes/chassis components

SPAIN

SEAT, S.A.
(13,829 employees; founded in 1950, wholly owned by VOLKSWAGEN AG since 1990)

36 Barcelona plant
press shop

37 Martorell plant
IBIZA, IBIZA SC, CORDOBA, LEON, TOLEDO, ALTEA, ALTEA XL, ALTEA FREETRACK, EXEO, engines (assembly only)

Gearbox del Prat, S.A.
(founded in 1989, wholly owned by SEAT, S.A.)

38 Prat plant
gearboxes, foundry

Volkswagen Navarra, S.A.
(3,879 employees; founded in 1993 when the Pamplona plant was spun off from SEAT S.A. as "Fabrica Navarra de Automoviles S.A.", 100% SEAT S.A.)

39 Pamplona plant
POLO, engines (assembly only)

CZECH REPUBLIC

ŠKODA AUTO a.s.
(24,524 employees; founded in 1991; wholly owned by VOLKSWAGEN AG)

40 Mladá Boleslav plant
FABIA, FABIA COMBI, FABIA SEDAN, OCTAVIA, OCTAVIA COMBI, engines, gearboxes, foundry

41 Kvasiny plant
ROOMSTER, PRAKTIK, SUPERB

42 Vrchlabí plant
OCTAVIA, OCTAVIA COMBI

HUNGARY

AUDI HUNGARIA MOTOR Kft.
(5,879 employees; founded in 1993; wholly owned by AUDI AG)

43 Győr plant
AUDI A3 CABRIOLET, AUDI TT COUPÉ, AUDI TT ROADSTER, engines



MEXIKO

Volkswagen de México, S.A. de C.V. (13,535 employees; founded in 1964; wholly owned by VOLKSWAGEN AG)

44 Puebla plant

JETTA, NEW BEETLE, NEW BEETLE CABRIOLET, JETTA ESTATE, GOLF ESTATE EUROPE, BUS, TRUCK, engines, foundry

ARGENTINA

Volkswagen Argentina S.A. (5,391 employees; founded in 1980; wholly owned by SEAT S.A.)

45 Cordoba plant

gearboxes

46 Pacheco plant

FOX, POLO CLASSIC, SURAN, CADDY 2, engines (assembly only)

BRAZIL

Volkswagen do Brasil Indústria de Veículos Automotores Ltda.

(22,217 employees; founded in 1953; wholly owned by Volkswagen International Finance N.V.)

47 Anchieta plant

GOL, SAVEIRO, POLO, POLO CLASSIC, T2, engines, gearboxes, foundry

48 Curitiba plant

FOX, GOLF

49 Resende plant

TRUCK, BUS, CONSTELLATION MEDIUM, CONSTELLATION HEAVY

50 São Carlos plant

engines

51 Taubaté plant

GOL, PARATI, VOYAGE

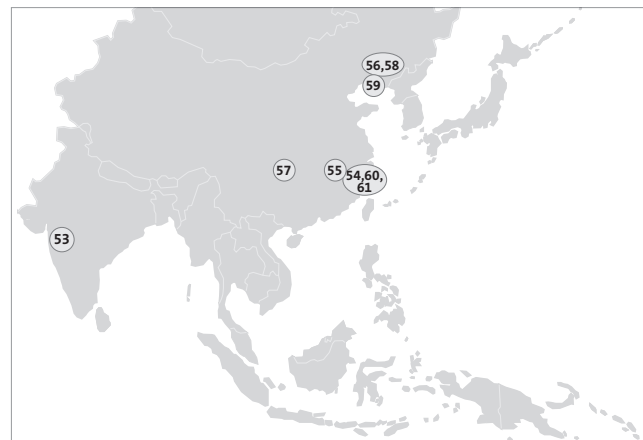
SOUTH AFRICA

Volkswagen of South Africa (Pty.) Ltd.

(5,350 employees; founded in 1956; wholly owned by VOLKSWAGEN AG since 1974)

52 Uitenhage plant

POLO, POLO CLASSIC, CITI GOLF, GOLF, JETTA, BUS, CONSTELLATION MEDIUM, CONSTELLATION HEAVY, engines



INDIA

ŠKODA AUTO India Private Ltd.

(864 employees; founded in 1999; wholly owned by ŠKODA AUTO a.s.)

53 Aurangabad plant (CKD)

ŠKODA FABIA, ŠKODA OCTAVIA, ŠKODA OCTAVIA TOUR, SUPERB, JETTA, PASSAT, AUDI A4, AUDI A6

PEOPLE'S REPUBLIC OF CHINA

Shanghai-Volkswagen Automotive Company Ltd.

(14,673 employees; founded in 1985; 40% VOLKSWAGEN AG, 10% Volkswagen (China) Investment Company Ltd., 50% Shanghai Automotive Group Company Ltd./SAGCL)

54 Shanghai (Anting) plant

ŠKODA FABIA JINGRUI, ŠKODA OCTAVIA MINGRUI, POLO, POLO JINQU, LAVIDA, SANTANA, SANTANA VISTA, PASSAT CLASSIC, PASSAT LINGYU, TOURAN, engines

55 Nanjing plant

SANTANA VISTA

FAW-Volkswagen Automotive Company Ltd.

(11,032 employees; founded in 1991; 20% VOLKSWAGEN AG, 10% Volkswagen (China) Investment Company Ltd., 10% AUDI AG, 50% First Automobile Works Corp./FAW)

56 Changchun plant

JETTA A2, NEW BORA, GOLF, BORA, SAGITAR, MAGOTAN, PASSAT, AUDI A4, AUDI A6, engines, gearboxes

57 Chengdu plant

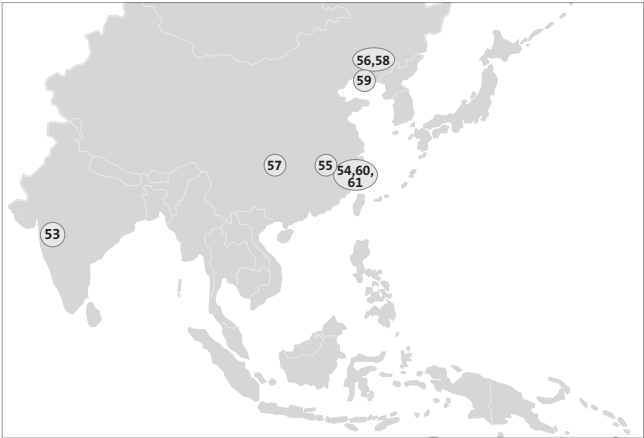
JETTA A2

Volkswagen FAW Platform Company Ltd.

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

58 Changchun plant

chassis components, axles



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

59 Dalian plant
engines

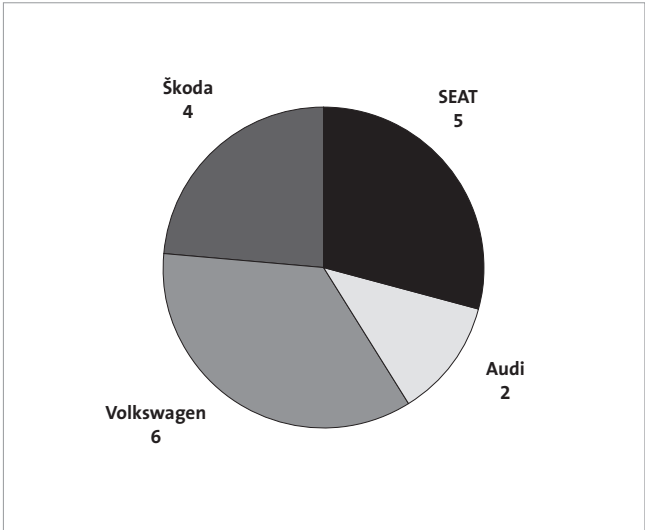
VOLKSWAGEN Transmission (Shanghai) Company Ltd.
(founded in 2001; 60% Volkswagen (China) Investment Company Ltd., 20% FAW-Car Company, 20% SAIC Motor Co., Ltd.)

60 Shanghai (Jiading) plant
gearboxes

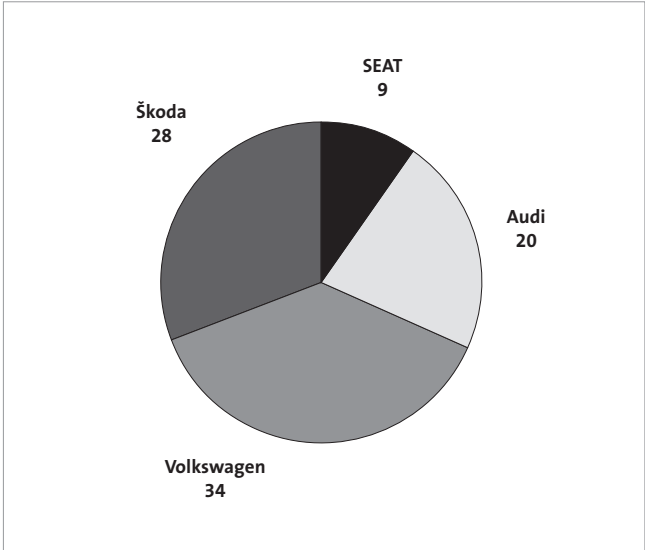
Shanghai Volkswagen Powertrain Company Ltd.
(founded in 2005; 60% Volkswagen (China) Investment Company Ltd., 40% Shanghai Automotive Group Company Ltd./SAGCL)

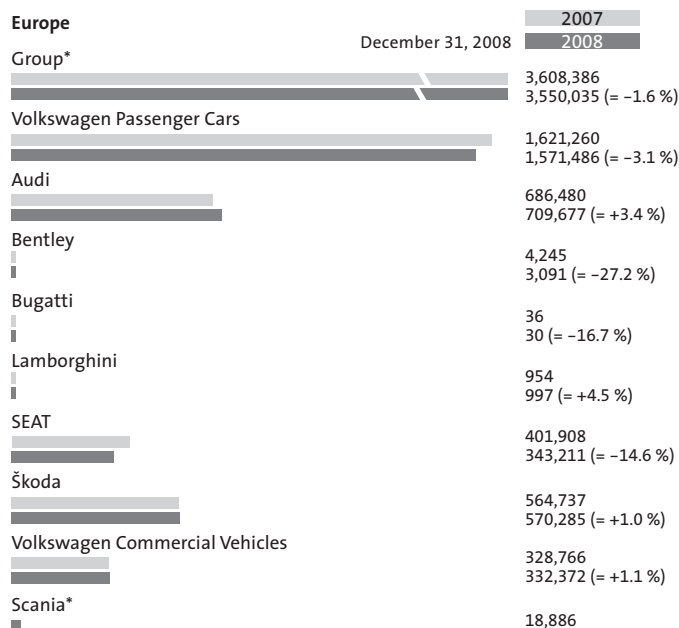
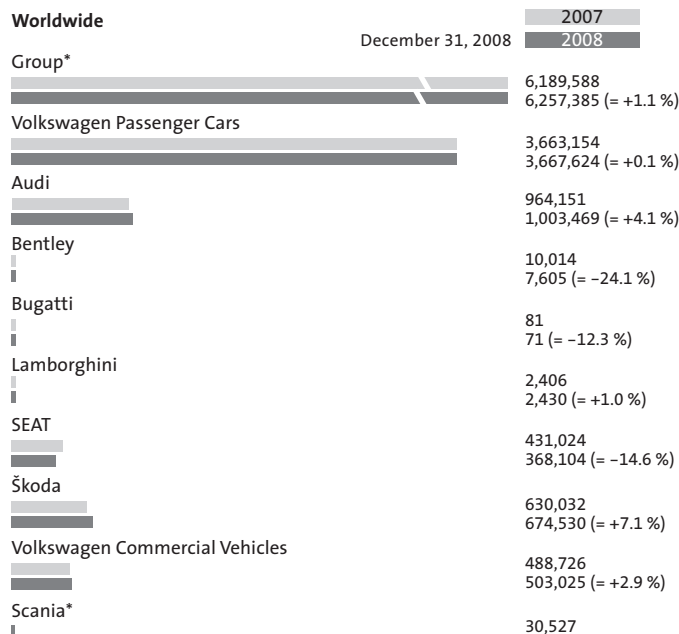
61 Shanghai (Loutang) plant
engines

Models with CO₂ emissions of less than 120 g/km for the German market – Volkswagen Group: 17 models

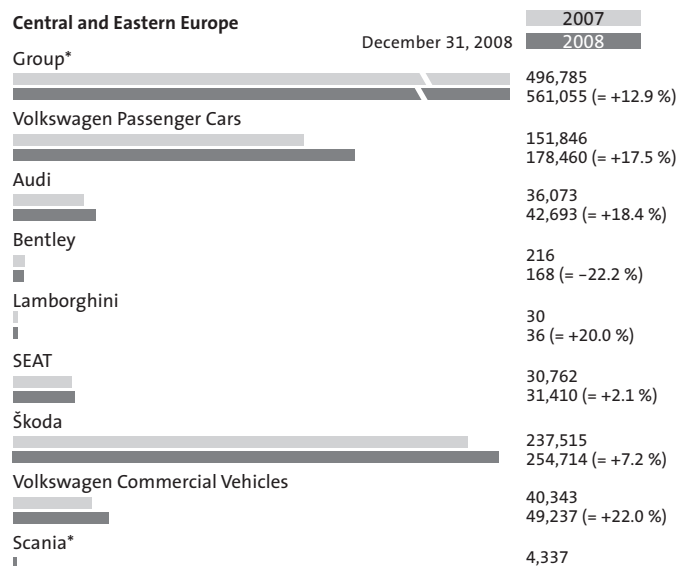
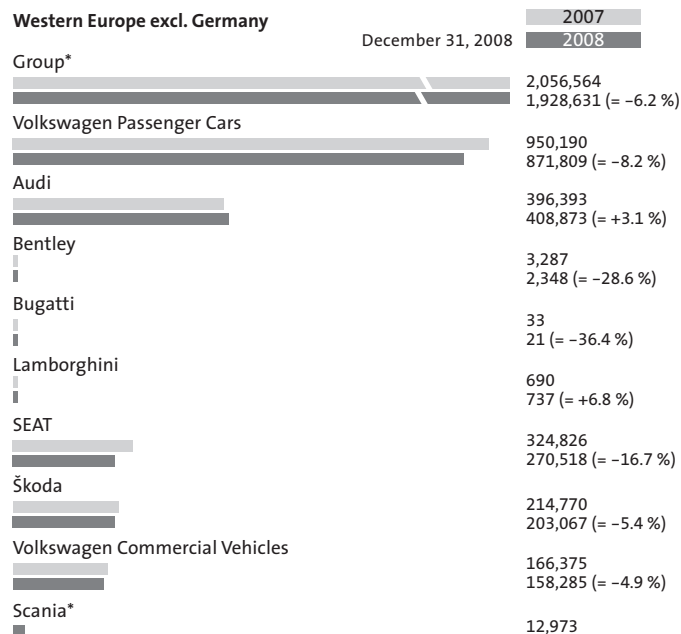


Models with CO₂ emissions of less than 140 g/km for the German market – Volkswagen Group: 91 models

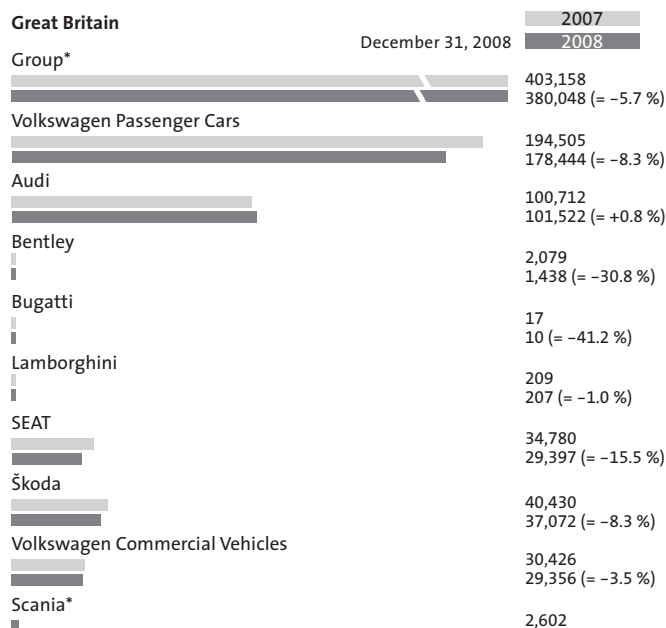
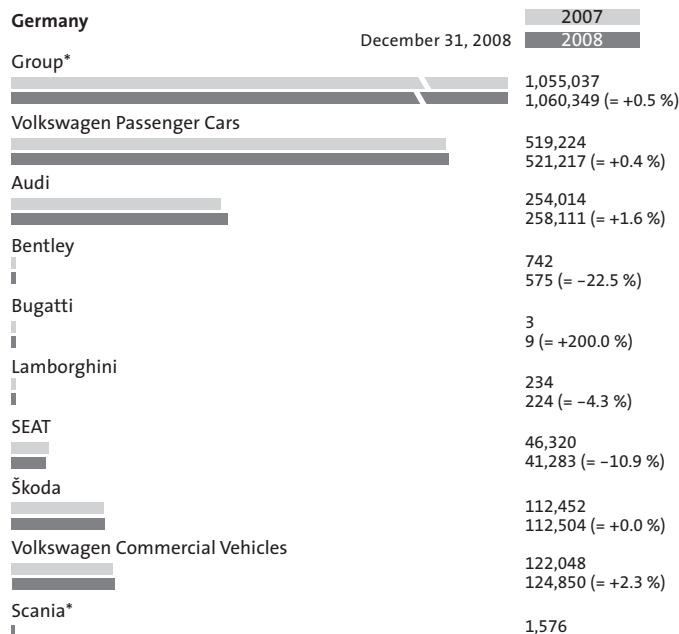




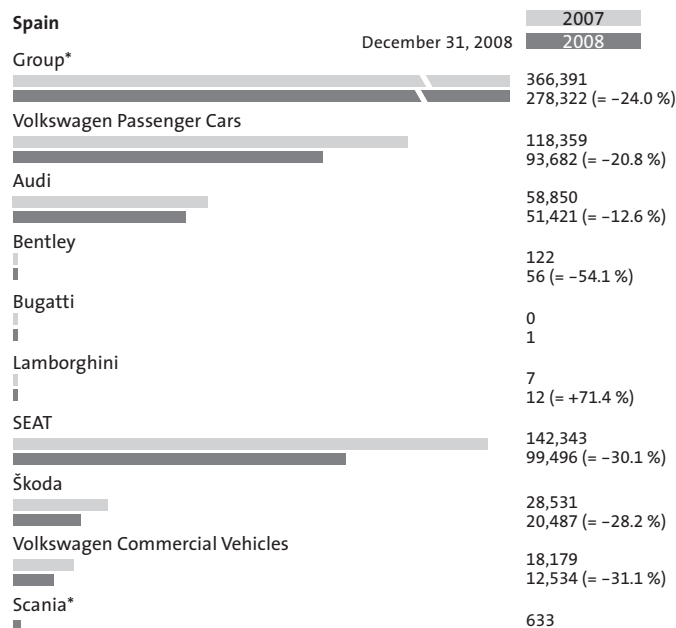
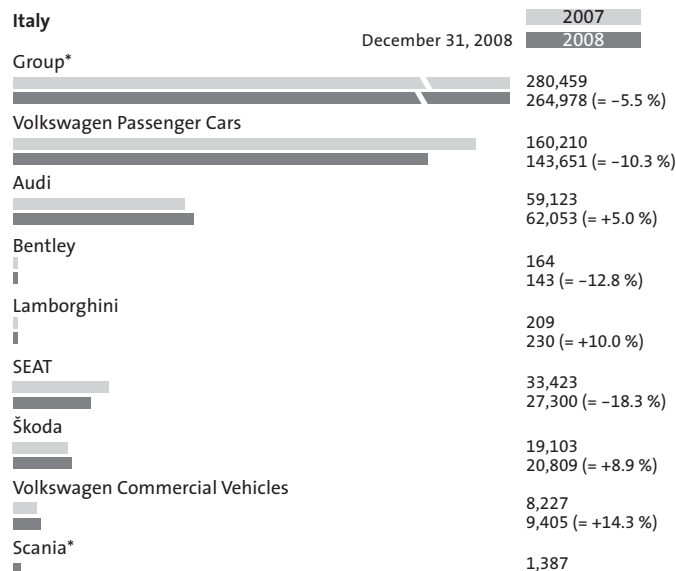
* Scania delivery figures: July 22 - December 31, 2008



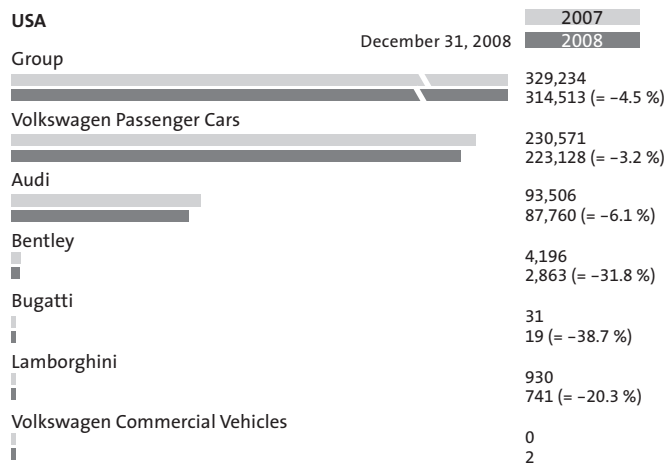
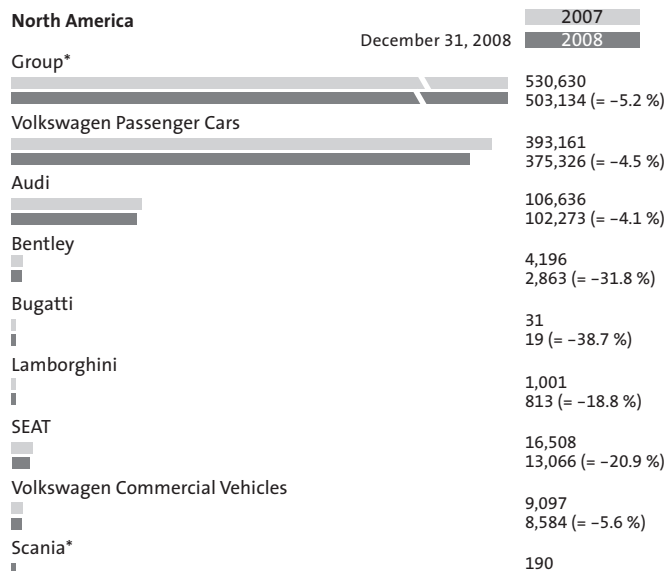
* Scania delivery figures: July 22 - December 31, 2008



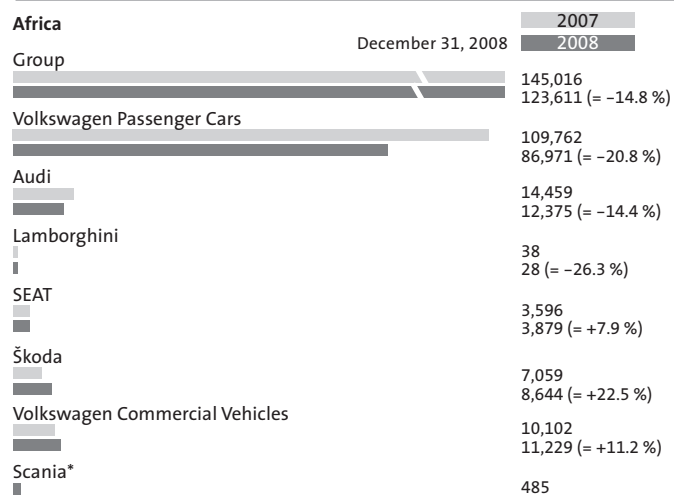
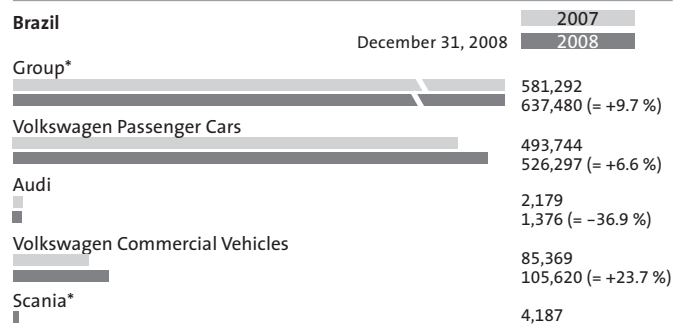
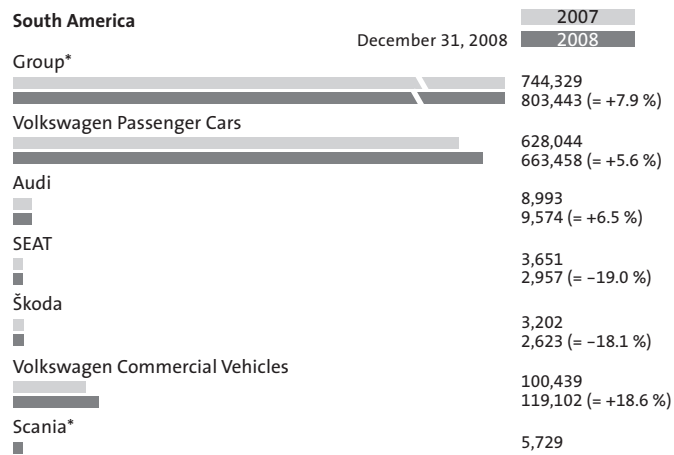
* Scania delivery figures: July 22 - December 31, 2008



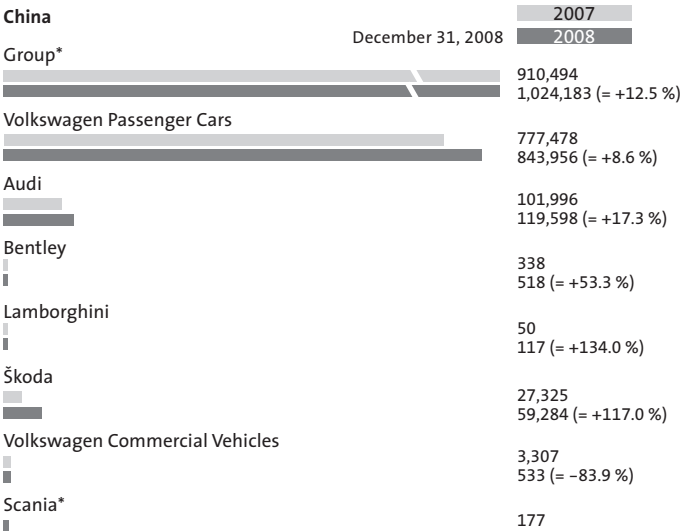
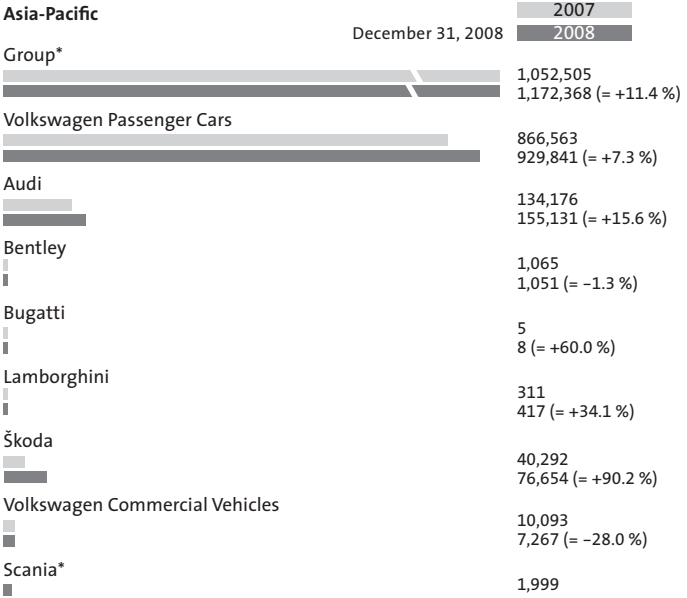
* Scania delivery figures: July 22 - December 31, 2008



* Scania delivery figures: July 22 - December 31, 2008

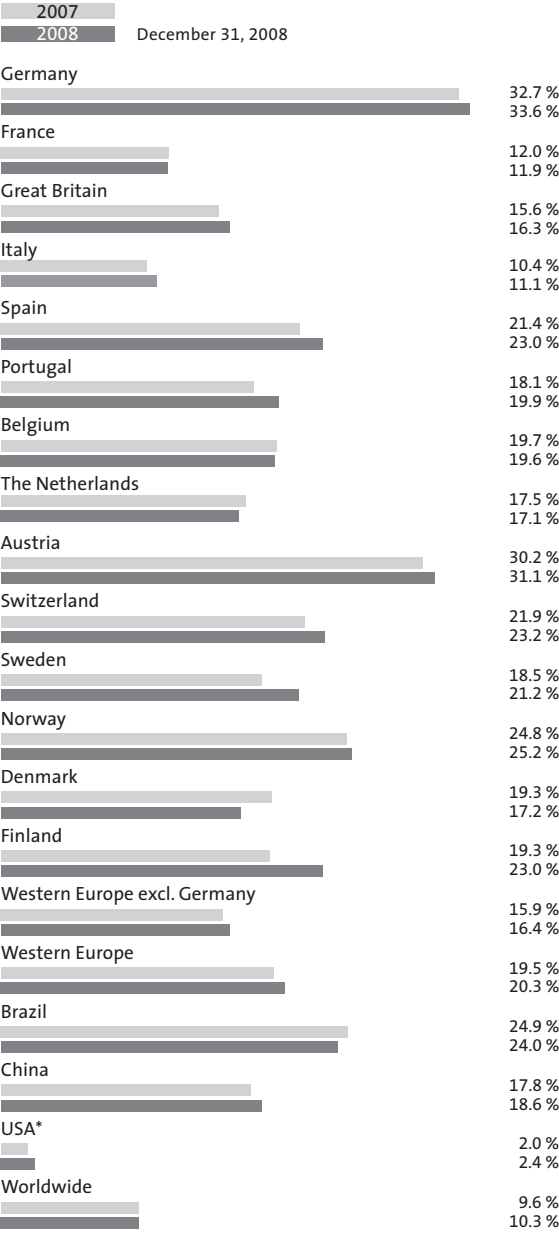


* Scania delivery figures: July 22 - December 31, 2008



* Scania delivery figures: July 22 - December 31, 2008

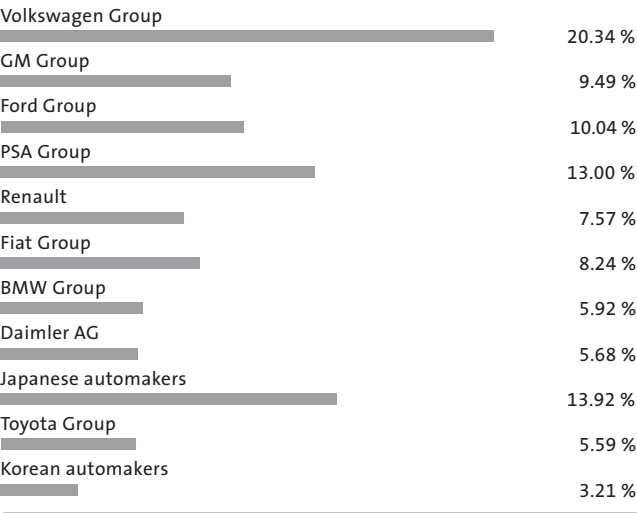
MARKET SHARES OF NEW PASSENGER CAR REGISTRATIONS BY COUNTRY (VW GROUP)



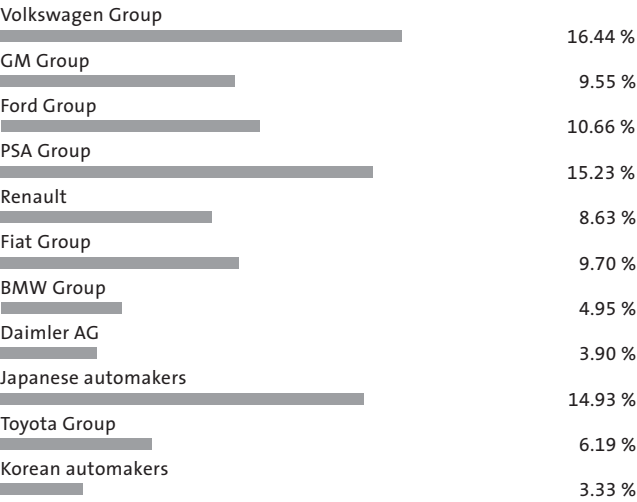
* market includes passenger cars and light trucks

NEW PASSENGER CAR REGISTRATIONS BY MARKET

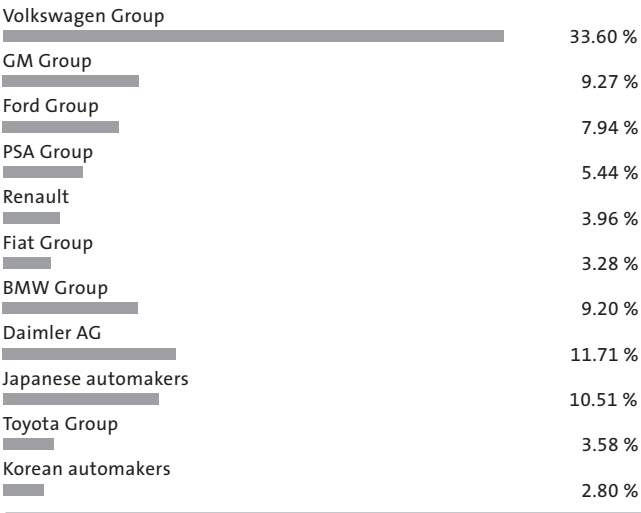
Western Europe



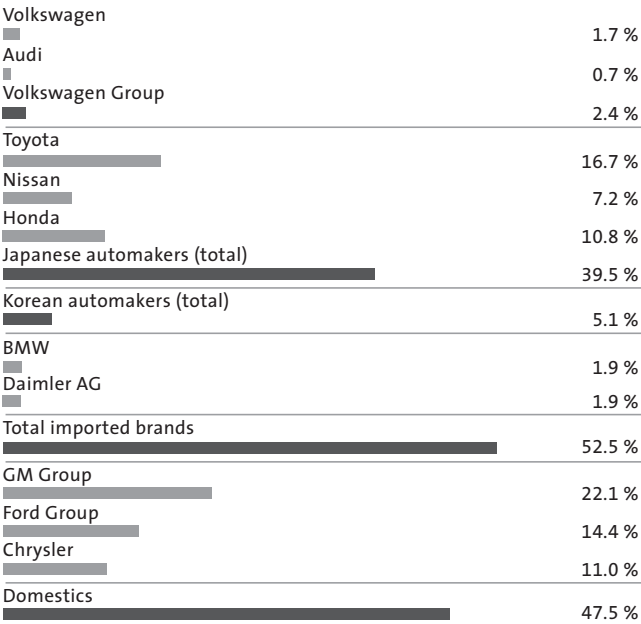
Western Europe excl. Germany



Germany

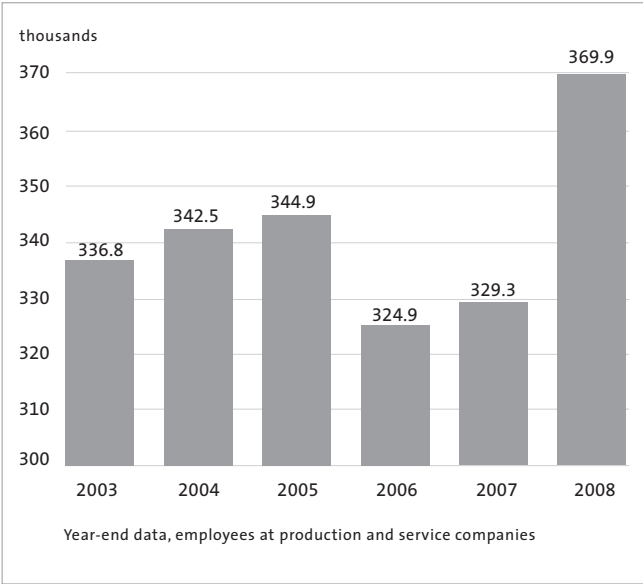


USA (Passenger Cars and Light Trucks)



VOLKSWAGEN GROUP

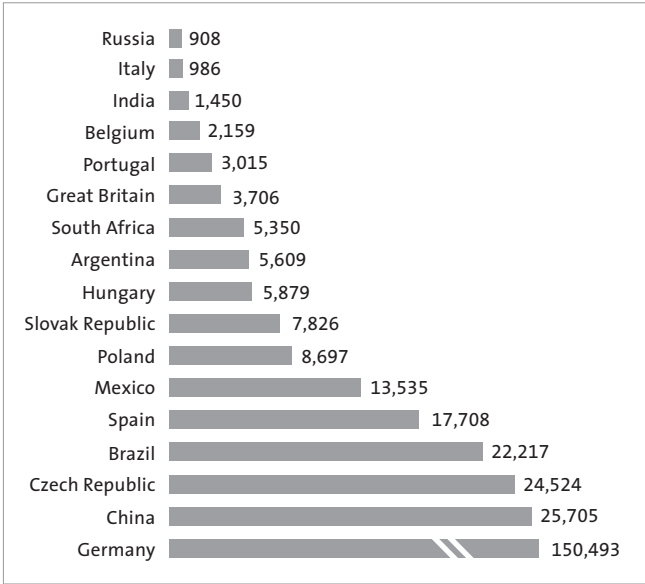
Development of workforce worldwide



December 31, 2008

VOLKSWAGEN GROUP

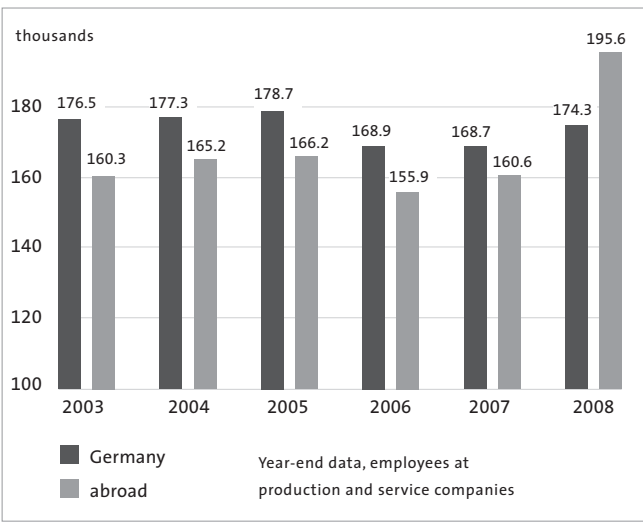
Workforce at production companies by country (excl. Scania)



December 31, 2008

VOLKSWAGEN GROUP

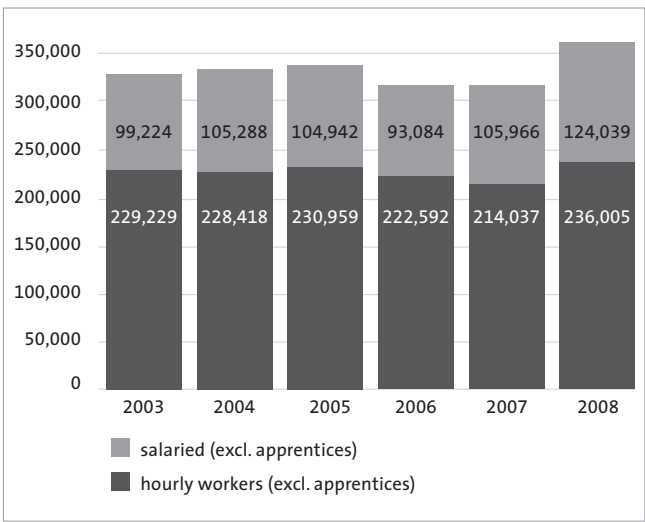
Absolute numbers of employees in Germany/abroad



December 31, 2008

VOLKSWAGEN GROUP

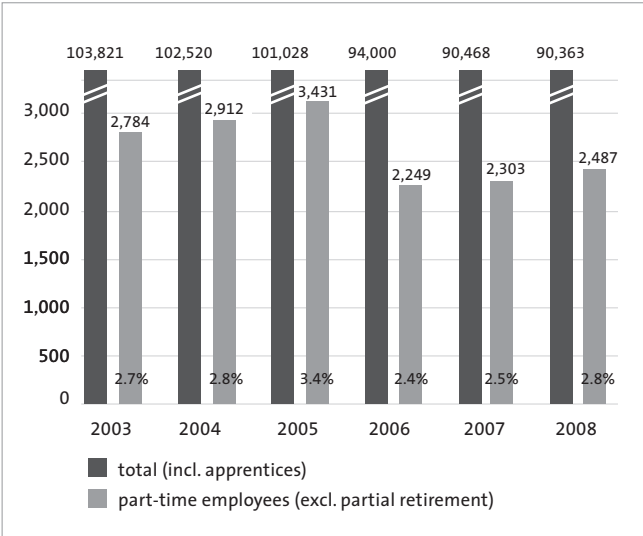
Workforce at production companies by employment category



December 31, 2008

VOLKSWAGEN AG

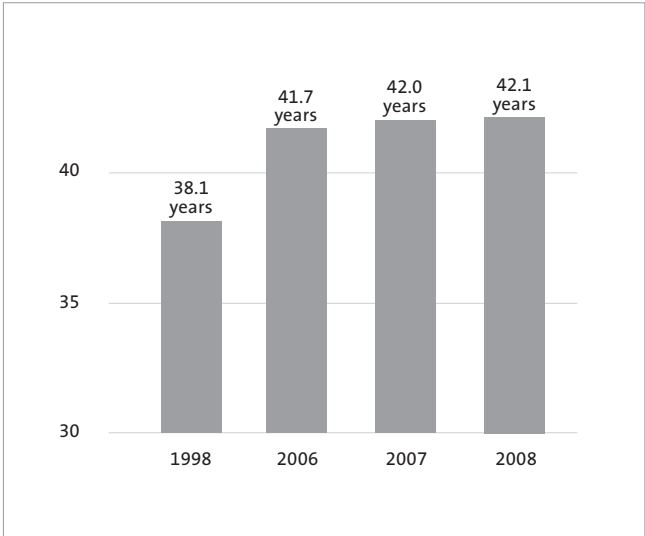
Development of part-time employees (Germany)



December 31, 2008

VOLKSWAGEN AG

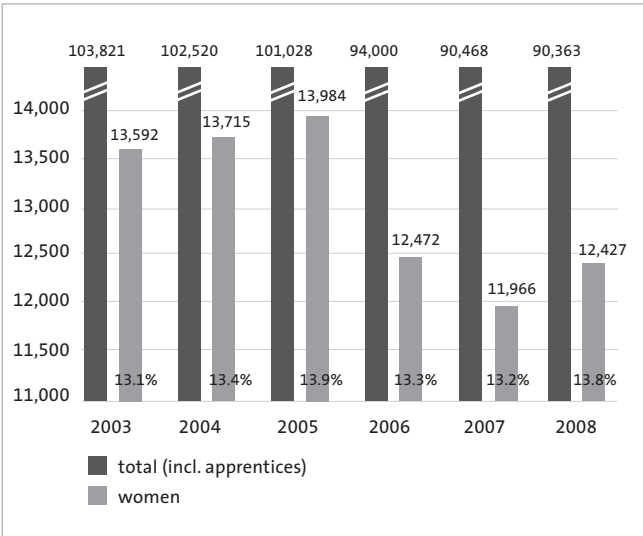
Overall age structure (Germany)



December 31, 2008

VOLKSWAGEN AG

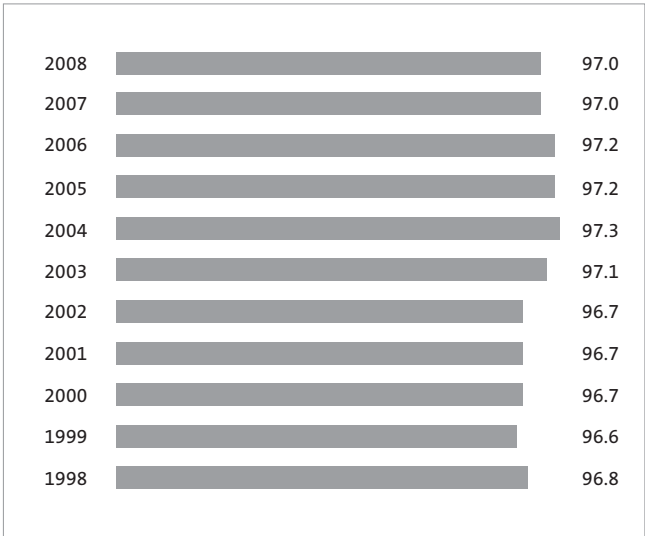
Development in share of female employees (Germany)



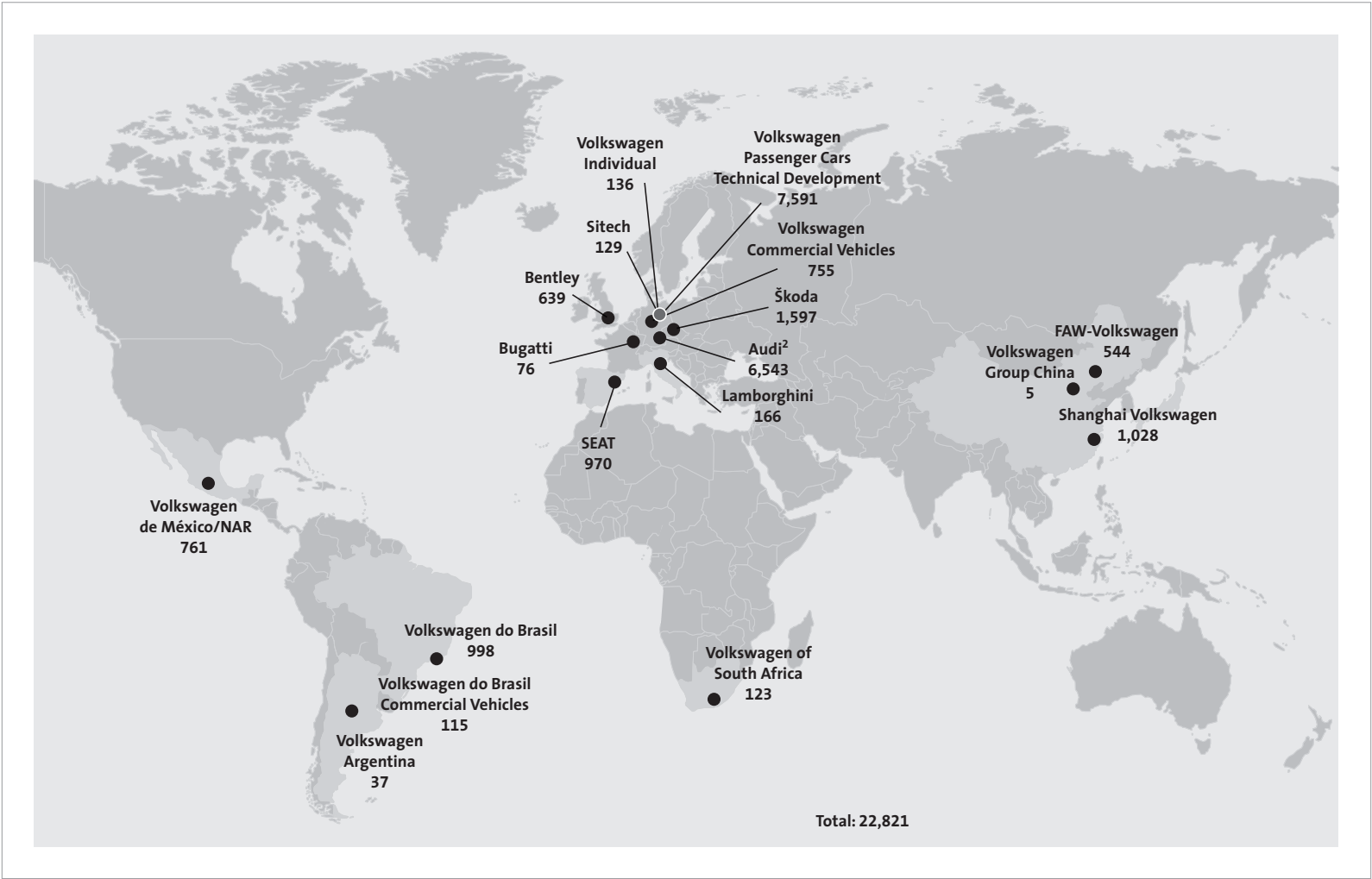
December 31, 2008

VOLKSWAGEN GROUP

Health index at production plants worldwide (excl. Scania)



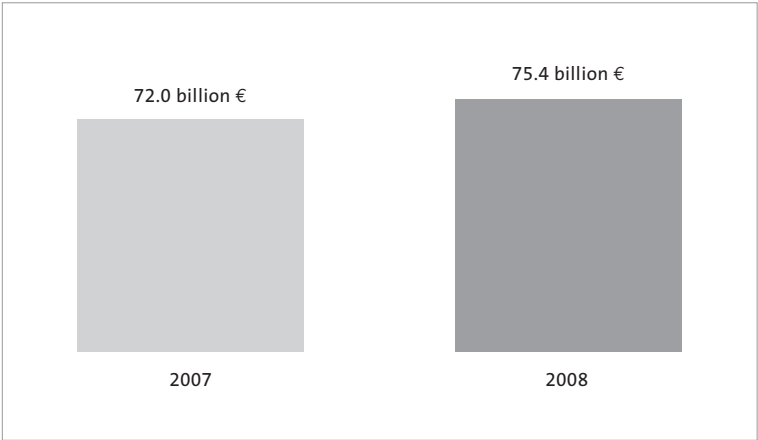
December 31, 2008



1) excl. Scania
2) incl. Audi Hungaria Motor

608 further employees in Group Research

Purchasing Volumes (Volkswagen Group without Scania)



Procurement Volumes by Brand and Company

Volkswagen AG	20,378.65	27.0 %
VW Slovakia	3,431.01	4.5 %
VW do Brasil	4,607.08	6.1 %
FAW Volkswagen	4,479.50	5.9 %
VW Shanghai	3,659.03	4.9 %
VW de México	3,143.25	4.2 %
VW Sachsen	2,593.63	3.4 %
Auto Europa	1,148.33	1.5 %
Volkswagen Motor Polska	666.59	0.9 %
VW of South Africa	650.61	0.9 %
VW Argentina	876.07	1.2 %
Audi Bruxelles	619.60	0.8 %
Volkswagen RUS	266.84	0.4 %
Volkswagen India	258.43	0.3 %
Bentley	604.85	0.8 %
Audi	15,403.80	20.4 %
Audi Hungaria Motor kft.	4,047.61	5.4 %
Lamborghini	322.15	0.4 %
Škoda	5,039.69	6.7 %
SEAT	3,228.18	4.3 %
Total	75,424.87	100 %



VOLKSWAGEN

Headquarters: Wolfsburg, Germany

Share of capital held: 100 %

Board of Management, Volkswagen Passenger Cars Brand:

Prof. Dr. rer. nat. Martin Winterkorn

Chairman

Dr.-Ing. Ulrich Hackenberg

Technical Development

Prof. Dr. rer. pol. Jochem Heizmann

Production, Logistics

Christian Klingler

Sales and Marketing

Prof. Dr. Ing. Werner Neubauer

Component

Dr. rer. pol. Horst Neumann

Human Resources and Organization

Lothar Sander

Controlling and Accounting

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

Procurement

Address:


Volkswagen AG

38436 Wolfsburg

Germany

Internet: www.volkswagen.de

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
Sales and Marketing
Axel Strotbek
Finance and Controlling
Dr. rer. pol. Werner Widuckel
Human Resources

Address:
AUDI AG
85045 Ingolstadt
Germany

Internet: www.audi.de

BENTLEY MOTORS LIMITED




Headquarters: Crewe, Great Britain
Share of capital held: 100 %

Board of Management, Bentley:
Dr.-Ing. Franz-Josef Paefgen
Chairman and Chief Executive
Doug Dickson
Manufacturing
Dr.-Ing. Ulrich Eichhorn
Engineering
Christine Gaskell
Personnel
Jürgen Hoffmann
Finance and IS
Stuart McCullough
Sales and Marketing

Address:
Bentley Motors Limited
Pyms Lane
Crewe
Cheshire, CW1 3PL
Great Britain

Internet: www.bentleymotors.com

BUGATTI



Bugatti Automobiles S.A.S.:
Headquarters: Molsheim, France
Share of capital held: 100 %

Dr.-Ing. Franz-Josef Paefgen
President

Rüdiger Meinicke
Hans-Georg Melching
Alasdair Stewart
Chief Executive Officers

Bugatti International S.A. (Headquarters Luxemburg)
Dr.-Ing. Franz-Josef Paefgen
President

Bugatti Engineering GmbH (Headquarters Wolfsburg)
Dr.-Ing. Wolfgang Schreiber
Hans-Georg Melching
Chief Executive Officers

Address:
Bugatti Automobiles S.A.S.
1, Château St. Jean
F-67120 Molsheim
France

Bugatti Engineering GmbH
Nordsteimker Str. 7-9
D-38446 Wolfsburg
Germany

Internet: www.bugatti.com

AUTOMOBILI LAMBORGHINI S.p.A.



Headquarters: Sant' Agata Bolognese, Italy
Share of capital held: 100 %

Board of Directors, Lamborghini:
Stephan Winkelmann
President of the Board of Directors

Ranieri Niccoli
Member of the Board of Directors

Maurizio Reggiani
Member of the Board of Directors

Address:
Automobili Lamborghini S.p.A.
via Modena, 12
40019 Sant' Agata Bolognese
Italy

Internet: www.lamborghini.com

SCANIA AB



Headquarters: Södertälje, Sweden

Share of capital held: 41.36 %

Executive Board, Scania AB:

Leif Östling

President and Chief Executive Officer

Urban Erdtman

Sales and Services Management

Per Hallberg

Production and Procurement

Hasse Johansson

Research and Development

Martin Lundstedt

Franchise and Factory Sales

Jan Ytterberg

Finance and Controlling

Address:

Scania AB (publ)
SE-151 87 Södertälje
Sweden

Internet: www.scania.com

SEAT, S.A.



Headquarters: Martorell, Spain

Share of capital held: 100 %

Board of Management, SEAT:

Erich Schmitt

President

Frank Bekemeier

Research and Development

Ralf Brandstätter

Procurement

Jan-Henrik Lafrentz

Sales

Ramón Paredes

Human Resources

Dieter Seemann

Finance and Organization

Wolfram Thomas


Production

Address:

SEAT, S.A.
Autovía A-2, Km. 585
08760 Martorell
Spain

Internet: www.seat.com

ŠKODA AUTO a.s.



Headquarters: Mladá Boleslav, Czech Republic

Share of capital held: 100 %

Board of Management, Škoda:

Reinhard Jung

Chairman

Klaus Dierkes

Human Resources Management

Fred Kappler

Sales and Marketing

Holger Kintscher

Commercial Affairs

Horst Mühl

Production and Logistics

Dr. Ing. Eckhard Scholz

Technical Development

Address:

ŠKODA AUTO a.s.


Václava Klementa 869

293 60 Mladá Boleslav

Czech Republic

Internet: www.skoda-auto.com

VOLKSWAGEN COMMERCIAL VEHICLES



Headquarters: Hanover, Germany

Share of capital held: 100 %

Board of Management,

Volkswagen Commercial Vehicles Brand:

Stephan Schaller

Chief Executive Officer

Dirk Große-Loheide

Purchasing and Logistics

Harald Schomburg

Sales and Marketing

Dr.-Ing. Wolfgang Schreiber

Technical Development

Klaus-Dieter Schürmann

Finance and Integration Technology

Jochen Schumm

Human Resources

Thomas Ulbrich

Production

Address:

Volkswagen Commercial Vehicles

Postfach 21 05 80

30405 Hanover

Germany

Internet: www.vwn.de

VOLKSWAGEN FINANCIAL SERVICES

AKTIENGESELLSCHAFT

Headquarters: Braunschweig, Germany

Share of capital held: 100 %

Board of Management, Volkswagen Financial Services AG:

Frank Witter

Chairman of the Board of Management,
Company Development and Company Communications,
Legal Service / Company Secretary,
Internal Audit,
Region North America, Region South America, Region Asia/Pacific,
IT / Operations,
Insurance

Elke Eller

Human Resources / Organization

Frank Fiedler

Controlling, Accounting, Treasury

Dr. rer. pol. Michael Reinhart

Risk Management

Lars-Henner Santelmann

Sales

Region Europe, Australia, Japan, South Africa

Address:

Volkswagen Financial Services AG
Gifhorner Straße 57
38112 Braunschweig
Germany

Internet: 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 workhorse 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; each year, the Group's customers take delivery of over six million new vehicles.

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

Vehicle Production	
VOLKSWAGENWERK GMBH	
	1,785

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

Financial data (million Reichsmark)	
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	
	329,893

Vehicle Deliveries	
VOLKSWAGENWERK GMBH	
Germany	150,397
Abroad	177,657
Total	328,054

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

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 Mexico, 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 Deliveries	
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	
	1,594,861

Vehicle Deliveries	
VOLKSWAGEN GROUP	
Germany	632,671
Abroad	963,693
Total	1,596,364

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

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	
	2,214,937

Vehicle Deliveries	
VOLKSWAGEN GROUP	
Germany	725,055
Abroad	1,481,866
Total	2,206,921

Workforce (yearly average)	
VOLKSWAGEN GROUP	
Employees in foreign Group companies	35,421
Total	190,306

Financial Data (million DM)	
VOLKSWAGEN GROUP	
Sales	15,791
Investments	1,536
Profit	407

1975

Vehicle Production	
VOLKSWAGEN GROUP	
	1,948,939

Vehicle Deliveries	
VOLKSWAGEN GROUP	
Germany	625,555
Abroad	1,412,302
Total	2,037,857

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

Financial Data (million DM)	
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 Deliveries	
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	
	2,398,196

Vehicle Deliveries	
VOLKSWAGEN GROUP	
Germany	721,812
Abroad	1,676,192
Total	2,398,004

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

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 “AUDI AG”. 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	
	3,057,598

Vehicle Deliveries	
VOLKSWAGEN GROUP	
Germany	945,384
Abroad	2,084,795
Total	3,030,179

Workforce (yearly average)	
VOLKSWAGEN GROUP	
Employees in foreign Group companies	95,934
Total	268,744

Financial Data (million DM)	
VOLKSWAGEN GROUP	
Sales	68,061
Investments	5,372
Profit	1,086

1995

Vehicle Production	
VOLKSWAGEN GROUP	
	3,408,422

Vehicle Deliveries	
VOLKSWAGEN GROUP	
Germany	937,323
Abroad	2,504,623
Total	3,441,946

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

Financial Data (million DM)	
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

March 2000
With an initial stake of 18.7 percent in the Swedish commercial vehicle manufacturer Scania AB, Volkswagen expands its involvement in the commercial vehicles sector. The stake brings 34 percent of voting rights.

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 begins at Auto 5000 in Wolfsburg. The compact van is built at competitive conditions thanks to a new collective bargaining system.

August 2003
Production of the fifth generation Golf begins.

2000

Vehicle Production	
VOLKSWAGEN GROUP	
(thousands)	5,156

Vehicle Deliveries	
VOLKSWAGEN GROUP	
Germany (thousands)	1,019
Abroad (thousands)	4,146
Total (thousands)	5,165

Workforce (yearly average)	
VOLKSWAGEN GROUP	
Employees in foreign Group companies (thousands)	160.3
Total (thousands)	324.4

Financial Data (million €)	
VOLKSWAGEN GROUP	
Sales	81,835
Investments	14,563
Profit	2,614

2005

Vehicle Production	
VOLKSWAGEN GROUP	
(thousands)	5,219

Vehicle Deliveries	
VOLKSWAGEN GROUP	
Germany (thousands)	1,019
Abroad (thousands)	4,174
Total (thousands)	5,193

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

Financial Data (million €)	
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.

October 10, 2005

The Supervisory Board welcomes the decision by Dr.-Ing h. c. F. Porsche Aktiengesellschaft to acquire an initial approx. 20 percent of the ordinary shares of Volkswagen AG; the stake in voting capital is raised to more than 50 percent on January 5, 2009.

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.

March 15, 2006

The Supervisory Board approves the sale of Europcar. With effect from May 31, 2006, the Europcar group is no longer part of the consolidation. gedas AG had already been sold effective January 1, 2006 and Volkswagen Bordnetze GmbH is sold on March 27, 2006.

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.

2006

Vehicle Production	
VOLKSWAGEN GROUP	
(thousands)	5,660

Vehicle Deliveries	
VOLKSWAGEN GROUP	
Germany (thousands)	1,093
Abroad (thousands)	4,627
Total (thousands)	5,720

Workforce (yearly average)	
VOLKSWAGEN GROUP	
Employees in foreign Group companies (thousands)	155
Total (thousands)	329

Financial Data (million €)	
VOLKSWAGEN GROUP	
Sales	104,875
Investments	11,911
Profit	1,955

2007

Vehicle Production	
VOLKSWAGEN GROUP	
(thousands)	6,213

Vehicle Deliveries	
VOLKSWAGEN GROUP	
Germany (thousands)	1,030
Abroad (thousands)	5,162
Total (thousands)	6,192

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

Financial Data (million €)	
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.

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.

November 28, 2007
Assembly of Volkswagen and Škoda models begins at the plant in Kaluga, Russia, where the foundation stone was laid on October 28, 2006.

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)	6,347

Vehicle Deliveries	
VOLKSWAGEN GROUP	
Germany (thousands)	1,013
Abroad (thousands)	5,259
Total (thousands)	6,272

Workforce (yearly average)	
VOLKSWAGEN GROUP	
Employees in foreign Group companies (thousands)	179
Total (thousands)	357

Financial Data (million €)	
VOLKSWAGEN GROUP	
Sales	113,808
Investments	19,710
Profit	4,688

VOLKSWAGEN (www.volkswagen.de)



Fox (South America)



Spacefox (South America)



CrossFox (South America)



Polo GTI Cup Edition



Polo GTI



Polo BlueMotion



Polo



Cross Polo

VOLKSWAGEN (www.volkswagen.de)



Polo Classic (South America)



Polo Jinqu (China)



Gol G4 (South America)



Novo Gol (South America)



Novo Voyage (South America)



Golf



Golf Plus



Golf Plus BlueMotion

VOLKSWAGEN (www.volkswagen.de)



Cross Golf



Golf Estate



Golf Estate BlueMotion



Golf A4 (South America)



Citi Golf (South Africa)



Parati (South America)



New Beetle



New Beetle Cabriolet

VOLKSWAGEN (www.volkswagen.de)



Jetta



Jetta BlueMotion



Bora (South America)



City Jetta (South America)



Jetta GLI (North America)



Jetta A2 (China)



New Bora (China)



Bora A4 (China)

VOLKSWAGEN (www.volkswagen.de)



Bora HS (China)



Eos



Scirocco



Passat



Passat Estate



Passat R36



Passat BlueMotion



Passat Lingyu (China)

VOLKSWAGEN (www.volkswagen.de)



Passat LWB (China)



Lavida (China)



Santana (China)



Santana Vista (China)



Touran



Touran BlueMotion



Touran EcoFuel



Cross Touran

VOLKSWAGEN (www.volkswagen.de)



Sharan



Sharan BlueMotion



Sharan LPG



Routan (North America)



Passat CC



Phaeton



Phaeton LWB



Tiguan

VOLKSWAGEN (www.volkswagen.de)



Touareg



Touareg R50

AUDI (www.audi.de)



A3



A3 Sportback



A3 Cabriolet



S3



A4



A4 Avant



A4 Cabriolet



A4 (B7) (China)

AUDI (www.audi.de)



S4



S4 Avant



S4 Cabriolet



RS4 Avant



RS4 Cabriolet



A5 Coupé



S5 Coupé



A6

AUDI (www.audi.de)



A6 Avant



A6 allroad quattro



A6 L (China)



S6



S6 Avant



RS6



RS6 Avant



A8

AUDI (www.audi.de)



A8 LWB



A8 W12



S8



Q5



Q7



R8



TT Coupé



TT Roadster

AUDI (www.audi.de)



TTS Coupé



TTS Roadster

BENTLEY (www.bentleymotors.com)



Bentley Continental Flying Spur



Bentley Continental Flying Spur Speed



Bentley Continental GT



Bentley Continental GT Speed

BENTLEY (www.bentleymotors.com)



Bentley Continental GTC



Bentley Arnage R



Bentley Arnage Final Series



Bentley Arnage RL



Bentley Azure



Bentley Brooklands

BUGATTI (www.bugatti.com)



Bugatti Veyron 16.4

LAMBORGHINI (www.lamborghini.com)



Gallardo LP 560-4 Coupé



Gallardo LP 560-4 Spyder



Murciélago LP 640 Coupé



Murciélago LP 640 Roadster

SEAT (www.seat.com)



Ibiza



Ibiza FR



Ibiza ECOMOTIVE



Ibiza SE 240 ECOMOTIVE



Ibiza SE 250



Ibiza SE 254



Cordoba



Leon

SEAT (www.seat.com)



Leon Cupra



Leon FR



Leon ECOMOTIVE



Toledo



Altea



Altea FR



Altea XL



Altea Freetrack

SEAT (www.seat.com)



Alhambra



Alhambra ECOMOTIVE

ŠKODA (www.skoda-auto.com)



Fabia



Fabia Combi



Fabia GreenLine



Fabia Combi GreenLine

ŠKODA (www.skoda-auto.com)



Octavia



Octavia Combi



Octavia Tour



Octavia Tour Combi



Octavia RS



Octavia Combi RS



Octavia Scout



Superb

ŠKODA (www.skoda-auto.com)



Superb GreenLine



Roomster



Roomster Scout



Škoda Praktik

VOLKSWAGEN COMMERCIAL VEHICLES (www.vwn.de)

Caddy Panel Van



Caddy Kombi



Caddy BlueMotion



Caddy 4Motion



Caddy EcoFuel



Caddy Life Tramper



Caddy Life



Caddy Maxi Panel Van

VOLKSWAGEN COMMERCIAL VEHICLES (www.vwn.de)

Caddy Maxi Kombi



Caddy Maxi Life Tramper



Caddy Maxi Life



Saveiro Pick-up (South America)



California



Multivan



Caravelle



Transporter Panel Van

VOLKSWAGEN COMMERCIAL VEHICLES (www.vwn.de)



Transporter Shuttle



Transporter Dropside



Transporter Double Cab



T2 Kombi (South America)



Crafter Panel Van



Crafter Kombi

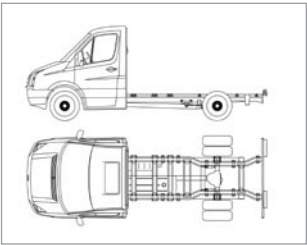


Crafter Dropside

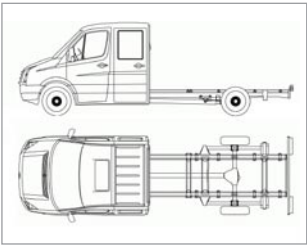


Crafter Double Cab Dropside

VOLKSWAGEN COMMERCIAL VEHICLES (www.vwn.de)



Crafter Chassis



Crafter Chassis Double Cab



Volksbus (South America)



Worker (South America)



Delivery (South America)



Constellation (South America)

SCANIA (www.scania.com)



Long-haulage trucks



Construction trucks



Distribution trucks



Special-purpose trucks



Coaches



Intercity buses



City buses

Volkswagen Aktiengesellschaft

Konzern Kommunikation

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future

responsibility



battery technology

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New Small Family

hybrid technology

precision