

## OLD GOALS

Goal	Action	Status
<b>Responsible Management</b>		
Establish Volkswagen as a world-leading car-maker, both economically and environmentally	Under Strategy „18plus“, develop new environmental standards covering the entire product life cycle, in accordance with the „Group Environmental Principles, Products“ and „Group Environmental Principles, Production“. Continuously improve productivity and quality based on the key strategic elements „standardisation and reduction of throughput times“, as well as strict cost and investment discipline	ongoing
Enhance responsible supply chain management	Extend the concept „Sustainability in Supplier Relations“ to all brands and regions	achieved
	Develop a regional training programme	achieved
Improve sustainability communications vis-à-vis customers, dealers and the trade	Prepare Environmental Commendations for new models and BlueMotion Technologies	ongoing
	Ensure a differentiated and targeted presentation of the environmental characteristics of our products on the Environmental Commendations portal → <a href="http://www.environmentalcommendation.com">www.environmentalcommendation.com</a>	achieved
Introduce an IT-based CSR information system	Pilot the system using existing instruments and key indicators; compile into a coherent CSR information system	achieved
<b>Social responsibility</b>		
Improve human resources development	Improve quality of workforce through systematic skill management, using skill profiles backed by appropriate forms of skill development	ongoing
	Improve leadership skills by introducing a „Leadership Licence“ for all levels of management	achieved
Intensify university marketing	Make direct approaches to universities, attend university fairs and recruiting events	ongoing
Improve employee health	Extend the health check-up to all plants outside Germany	ongoing
<b>Economic agility</b>		
Increasing returns	As part of „18plus“ strategy, adopt long-term goal of a return on investment of over ten percent for the Group as a whole	ongoing
Ensuring liquidity	Generate positive free cash flow in the Automotive Division	ongoing
<b>Environmental compatibility</b>		
Fleet average CO <sub>2</sub> emissions target: in order to meet both the ambitious EU threshold values and the expectations of our customers, reduce the CO <sub>2</sub> emissions of our new-car fleet in Europe (EU 27) by 20 percent over 2006 levels by 2015	Develop wide-ranging measures to improve fuel economy under the Volkswagen Group's Powertrain and Fuel Strategy	ongoing
Use renewable and secondary raw materials	Develop a partially automated system for calculating the recycled content of new vehicles	achieved
Position the Volkswagen Group as „in best class“ on environmental issues	Expand the use of Volkswagen BlueMotion Technologies, AUDI e-models, Seat Ecomotive, Škoda Greenline	achieved
CO <sub>2</sub> targets	Achieve early compliance with all statutory targets	ongoing
	Expand use of direct injection in combination with high boost pressure	achieved
	Introduce the dual-clutch gearbox in other vehicle segments (including A0 class (Polo))	achieved
	Extend the A00 segment	2011
	Extend the A0 segment (Audi A1)	achieved
	Introduce 1.2-litre TSI engines	achieved
Reduce greenhouse gas emissions	Introduce 1.6-litre TDI CR engines	achieved
	Polo BlueMotion: < 90 g CO <sub>2</sub> /km	achieved
	Golf BlueMotion: <100 g CO <sub>2</sub> /km	achieved
	Passat BlueMotion: <110 g CO <sub>2</sub> /km	ongoing
	Audi A3 1.6 TDI: < 120 g CO <sub>2</sub> /km	achieved
	Audi A4 2.0 TDI e: < 120 g CO <sub>2</sub> /km	achieved
Reduce fuel consumption in the test cycle and in everyday operation	Introduce/expand use of automatic stop-start system/regenerative braking system	achieved

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Support fuel-efficient driving styles	Expand use of recommended gear indicators in manual models	ongoing*
	Make fuel-saving information available, in brochure form and on Internet	achieved
	Add efficiency programme to trip computer/driver information system in a wide range of AUDI models	achieved
Enable the use of alternative fuels, taking into account regional aspects	Take into account sustainability criteria and actively support the development of certification systems for biomass as a biofuel feedstock	ongoing
Enable the use of alternative energy storage systems, taking into account regional aspects	Actively support electric powertrain development	ongoing
	Cooperate with leading battery suppliers	ongoing
Improve resource efficiency	Take part in BMBF (German Ministry of Education and Research) joint project to optimise the recycling of shredder sand from end-of-life vehicle recycling	ongoing
Optimise recyclability, making use of innovative recycling technologies	Support the wider use of the VW SiCon process for processing shredder residues in the European ELV recycling industry	ongoing
Develop and make available alternative powertrain technologies	Golf Bifuel LPG	achieved
	T5 EcoFuel + offer more TSI EcoFuel versions	ongoing
	Touareg Hybrid: <9l/100km; < 210g CO <sub>2</sub> /km	achieved
	Conduct joint fleet testing of electric drive technology with German Environment Ministry (Golf Twin-Drive)	ongoing
	Commercialise an electric vehicle (small-batch and pilot production)	ongoing
Reduction of limited and non-limited emissions	Achieve early compliance with Euro 5 for all new vehicle models	achieved
	Expand the use of Euro 6- and (for NAR) BIN 5-compliant BlueTDI technologies	ongoing
	Q7 Clean Diesel, B8 V6 TDI Clean Diesel	achieved
	Develop Euro 6 technologies for petrol engines	ongoing
Avoid the use of hazardous and harmful materials; wherever possible comply with the world's strictest legislation in this field	Standardise heavy metal use in vehicle development across all markets	ongoing
Minimise interior emissions, including odours	Maintain the very high standards already achieved by the Volkswagen Group	ongoing
Reduce exterior and interior noise levels	Further improve interior and exterior noise	ongoing
Use Life Cycle Assessments as a controlling instrument	Further integrate Life Cycle Assessments into the product development process for all vehicles, in accordance with the „Group Environmental Principles, Products“	ongoing
Cut energy consumption and CO <sub>2</sub> emissions of European production plants by more than ten percent	Implement and follow up already defined organisational and technical efficiency-enhancing actions and identify and exploit new improvement potential	ongoing
Reduce the release of climate- and ozone-damaging refrigerants	Inventory all refrigeration and air-conditioning systems at all plants throughout the Group and introduce a standard leak test management programme for coordinating and documenting statutory leak tests	ongoing
Reduce energy consumption in the manufacturing process	Approve an energy-saving waste air treatment technology for paintshop driers	achieved
Optimise waste air treatment technologies	Evaluate the advantages and disadvantages of different waste air treatment technologies for assembly-line vehicle fuelling systems and propose a technology standard for future new installations or upgrading	ongoing
When selecting new/innovative manufacturing processes, check that they are compatible with the materials flow management system	Demonstration projects at the vehicle and component plants	ongoing
Biodiversity	Under the Volkswagen Environmental Management System, biodiversity will be integrated as an additional element in the environmental action plans of Volkswagen sites in the coming years. In addition, at the regularly scheduled Regional Conferences, nature conservation goals and actions will likewise be incorporated into the environmental action plans of the sites	ongoing
Obtain environmental certification at new sites	Obtain environmental certification at new Kaluga and Pune sites	achieved (Kaluga), preparing for certification (Pune)
Actively shape the evolution of environmentally compatible personal mobility	Conduct ongoing mobility research in the framework of a wide range of joint projects; develop traffic assistance systems	ongoing

\*Standard with BlueMotionTechnologies

## NEW GOALS

Goal	Action	Deadline
<b>Economic</b>		
Top customer satisfaction		2018
Top 3 in all markets measured by the NCBS and IACS strategic studies for the questions: satisfaction with purchase, product and last workshop visit	19 markets worldwide to be included in the customer satisfaction programme	2018
Intermediate goal: Volkswagen to be among the top 5	Targeted customer feedback thanks to operational market studies, web tracking, customer clinics	2012
Enhance responsible supply chain management	Global e-learning on the Group Business Platform	2011
Introduce a Group-wide IT-based compliance information, advice and reporting system (Compliance Management Applications project)	Gradual introduction of pilot schemes at brands and companies	from 2011
<b>Social</b>		
Strengthen vocational training internationally and introduce training as supervisors worldwide	Implementation of specialist training and supervisor training in accordance with globally identical quality standards and on the basis of uniform skills	2018
Develop university graduates into top experts	Excellent levels of qualification in all vocational groups. Principle: the young learn from the experienced	ongoing
Enhance performance and ensure all employees share in success/profits	Establishment of three-part pay system with basic pay, profit-sharing and performance-related components as Group standard	ongoing
Promote health, fitness and ergonomics	Extension of Volkswagen Check-up and subsequent prevention programmes, continuous improvement of ergonomics	ongoing
<b>Environment</b>		
Fleet-average CO <sub>2</sub> target: in order to meet both the ambitious EU target and the expectations of our customers, reduce CO <sub>2</sub> emissions for the new-car fleet in Europe (EU 27) by 20 percent by 2015 compared with 2006	Take wide-ranging actions to optimise consumption in the context of the Volkswagen Powertrain and Fuel Strategy	2015
Integrate energy management into the environmental management system	Continuously integrate energy management in the context of ongoing plant certification measures	2011 (Chemnitz, Hanover, Zwickau, Crewe)
Reduce greenhouse gas emissions (power generation) by 40 percent compared with 2010	Increase efficiency in production, diversify power generation structure	2020
Use renewable and secondary raw materials	Develop a partially automated system for calculating the recycled content of new vehicles	through 2010
Improve resource efficiency	Take part in BMBF (German Ministry of Education and Research) joint project to optimise the recycling of shredder sand from end-of-life vehicles. Develop a method for evaluating resource efficiency and assess it for use as a marketing instrument.	through 2012 2011
Optimise recyclability, making use of innovative recycling technologies	Support the wider use of the VW SiCon process for processing shredder residues in the European ELV recycling industry	through 2015
Develop and make available alternative powertrain technologies	Electric drive fleet test with Environment Ministry (Golf Twin-Drive)	2008-2012
	Golf e-blue-motion fleet test with Ministry for Transport, Construction and Urban Development (BMVBS)	2011
	AUDI A1 e-tron fleet test	2011
	XL1 (limited edition)	2012
	AUDI Q5 Hybrid	2011
	AUDI A6 Hybrid	2011
	Volkswagen Jetta/NCS Hybrid	2012
	AUDI A8 Hybrid	2012
	Volkswagen Golf Hybrid	2013
	Up! blue-e-motion	2013
	Golf blue-e-motion	2013
	Škoda Octavia green-e-line fleet test	2011-2012
	Electric drive fleet test (SEAT Leon Twin Drive)	2009-2012
	SEAT Altea XL e-blue-motion fleet test (to be decided)	2011-2012
Project VERDE (SEAT plug-in hybrid prototype)	2012	

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Reduce regulated and unregulated emissions	Expand the use of Euro 6- and (for NAR) BIN 5*-compliant Blue TDI technologies (*North American emissions standard)	ongoing
	BlueTDI versions for new Passat	2011
	Develop Euro 6 technologies for petrol engines	through 2014
	SEAT: expand the use of Euro 6-compliant TDI technologies	ongoing
	SEAT: develop/adapt Euro6 technologies for petrol engines	through 2014
Reduce greenhouse gas emissions	New, efficient petrol engines	2011, ongoing
	New, efficient diesel engines	2011
	MQB (modular transverse matrix)	2011, ongoing
Enable the use of alternative fuels, taking into account regional aspects	Evaluate Fischer-Tropsch fuels produced using renewable electricity	after 2015
	Develop process for producing biodiesel from sugar	after 2015
	Polo BiFuel (LPG) Euro 5	2011
	New Passat TSI EcoFuel DSG (double-clutch gearbox) <120g	2011
	Expand E85 compatibility	ongoing
	SEAT: expand CNG concepts for various series (A00 and A)	ongoing
	SEAT: PQ25 LPG Euro 5 (Ibiza class)	2011
	SEAT: PQ35 LPG Euro 5, (Leon class)	2011
	SEAT: PQ35 E85 Euro 5, (Leon class)	ongoing
Reduce fuel consumption in the test cycle and in everyday operation	Passat BlueMotion <110g/km	2011
	Expand use of BlueMotion Technology features	ongoing
	Brazil: Polo BlueMotion 1.6 FL (Flexfuel)	2011
	Brazil: Golf V BlueMotion Technology 1.0	2011
	Brazil: Fox BlueMotion 1.6	2012
	Expand use of free-wheel function for dual-clutch gearbox (DSG)	ongoing
	SEAT EXEO <120g/km	2012
	SEAT: expand use of low-CO <sub>2</sub> measures	ongoing
	ŠKODA: expand use of start-stop system	ongoing
Optimise water management	Extend LCA by developing a method for analysing water consumption	2011
Permanently establish "Think Blue." as the mindset of the Volkswagen brand through progressive internationalisation, stakeholder involvement and engagement measures along the value chain.	Ensure continuous employee engagement on environment-related questions such as introduction of a monthly newsletter, the intranet site, the employee magazine and an internal ideas competition	2011
	Step up international communication of activities in the field of ecological sustainability	ongoing
	Develop and offer customer outreach measures to promote environmentally responsible driving styles, such as national fuel-saver competitions in different countries	2011, ongoing
	Continue regular fuel-saver courses by Volkswagen Driving Experience (Eco-driving), hosted jointly with the German Nature Conservation and Biodiversity Union	2011
	Offer a range of Eco-Incentive courses at international level for importers/dealers through Volkswagen Driving Experience	2011
	Expand differentiated and targeted dialogue on ecological subjects via online applications and social media activities	2011, ongoing
	Engage the retail sector (Sales und Service) using training, coaching, POS support etc.	2011, ongoing