

Remuneration Report

The Remuneration Report details the individualized remuneration of the Board of Management and the Supervisory Board of Volkswagen AG, broken down into components, as well as individualized pension provision disclosures for the members of the Board of Management. In addition, we explain in this chapter the main elements of the variable remuneration system for the Board of Management.

PRINCIPLES OF AND CHANGES TO BOARD OF MANAGEMENT REMUNERATION

The full Supervisory Board resolves on the remuneration system and the total remuneration for each individual member of Volkswagen AG's Board of Management on the basis of the Executive Committee's recommendations. The remuneration of current members of the Board of Management complies with the requirements of the Aktiengesetz (AktG – German Stock Corporation Act) and the recommendations of the German Corporate Governance Code. In particular, the remuneration structure is focused on ensuring sustainable business growth in accordance with the Gesetz zur Angemessenheit der Vorstandsvergütung (VorstAG – German Act on the Appropriateness of Executive Board Remuneration) (section 87(1) of the AktG).

The remuneration system of the members of the Board of Management applicable to date was approved by the 50th Annual General Meeting on April 22, 2010 by 99.44% of the votes cast. At the same time, the Volkswagen Group's positive business performance over the past few years made it necessary to modify and realign Board of Management remuneration and the comparative parameters on which it is based. The remuneration of the Board of Management was modified with the assistance of a remuneration consultant, whose independence has been assured by the Supervisory Board and by the Company.

Material changes to the remuneration system relate to the bonus, the calculation of which was realigned to reflect business development. It also explicitly takes into account the individual performance of members of the Board of Management.

The retroactive adjustment of the comparative parameters for the bonus was held on February 22, 2013 to be a departure from the recommendation in article 4.2.3(3) sentence 3 of the German Corporate Governance Code (in the version dated May 15, 2012), which precludes the retroactive adjustment of performance targets or comparative parameters. This departure was nonrecurring and was related to the bonus for 2012. This recommendation is now being complied with again.

The level of the Board of Management remuneration should be appropriate and attractive in the context of the Company's national and international peer group. Criteria include the tasks of the individual Board of Management member, their personal performance, the economic situation, the performance of and outlook for the Company, as well as how customary the remuneration is when measured against its peer group and the remuneration structure that applies to other areas of Volkswagen. In this context, comparative studies on remuneration are conducted on a regular basis.

COMPONENTS OF BOARD OF MANAGEMENT REMUNERATION

The remuneration of the Board of Management comprises fixed and variable components. The fixed components of the package ensure firstly a basic level of remuneration enabling the individual members of the Board of Management to perform their duties in the interests of the Company and to fulfill their obligation to act with proper business prudence without needing to focus on merely short-term performance targets. On the other hand, variable components, dependent among other criteria on the financial performance of the Company, serve to ensure the long-term impact of behavioral incentives.

Fixed remuneration

In fiscal year 2013, the members of the Board of Management received fixed remuneration totaling €11,638,328 (€9,506,343). The fixed remuneration also includes differing levels of remuneration for appointments assumed at Group companies as well as the cost or cash equivalent of noncash and other benefits, such as the use of company cars and the payment of insurance premiums. Taxes due on the noncash benefits were mainly borne by Volkswagen AG.

The basic remuneration is reviewed regularly and adjusted if necessary.

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Variable remuneration

The variable remuneration comprises a bonus, which relates to business performance over the preceding two years, and, since 2010, a Long-Term Incentive (LTI) plan, which is based on the previous four fiscal years, subject to an introductory phase. Both components of variable remuneration are therefore calculated on a multiyear basis and reflect both positive and negative developments.

Bonus

The bonus rewards the positive business development of the Volkswagen Group. The basis for calculating the bonus is adjusted to reflect the positive business development in recent years in connection with the changes to Board of Management remuneration. The bonus is calculated on the basis of the average operating profit, including the proportionate operating profit in

China, over a period of two years. A significant change since February 22, 2013 was the introduction of a calculation floor below which no bonus will be paid. This floor was set at €5.0 billion for 2012 and 2013. In addition, a cap for extraordinary developments is explicitly provided for by limiting the maximum theoretical bonus. The theoretical cap for 2012 and 2013, subject to the performance-related bonus, is €6.75 million for the Chairman of the Board of Management and €2.5 million for the other members of the Board of Management. The system and the cap are regularly reviewed by the Supervisory Board to establish whether any adjustments are necessary.

Another material change since February 22, 2013 relates to the Supervisory Board's ability to increase the theoretical bonus, which is calculated on the basis of average operating profit, by up to 50% by applying individual adjustment factors that are not linked to the

REMUNERATION OF THE MEMBERS OF THE BOARD OF MANAGEMENT IN 2013 (PRIOR-YEAR FIGURES IN BRACKETS)*

€	BONUS				Total
	Fixed remuneration	Special remuneration	Individual performance-related bonus	LTI	
Martin Winterkorn	1,907,862 (1,916,276)	6,002,000 (5,770,000)	3,001,000 (2,885,000)	4,095,000 (3,940,000)	15,005,862 (14,511,276)
Francisco Javier Garcia Sanz	1,241,017 (1,102,278)	2,233,000 (2,150,000)	1,116,500 (860,000)	1,820,000 (1,750,000)	6,410,517 (5,862,278)
Jochem Heizmann	1,209,945 (1,100,204)	2,233,000 (2,150,000)	669,900 (645,000)	1,820,000 (1,750,000)	5,932,845 (5,645,204)
Christian Klingler	1,241,017 (999,756)	2,233,000 (2,150,000)	893,200 (860,000)	1,820,000 (1,750,000)	6,187,217 (5,759,756)
Michael Macht	1,241,017 (995,277)	2,233,000 (2,150,000)	669,900 (430,000)	1,820,000 (1,750,000)	5,963,917 (5,325,277)
Horst Neumann	1,241,017 (1,062,771)	2,233,000 (2,150,000)	893,200 (860,000)	1,820,000 (1,750,000)	6,187,217 (5,822,771)
Leif Östling	1,210,126 (319,952)	2,233,000 (716,667)	669,900 (215,000)	1,820,000 (583,333)	5,933,026 (1,834,952)
Hans Dieter Pötsch	1,241,017 (1,025,047)	2,233,000 (2,150,000)	1,116,500 (1,075,000)	1,820,000 (1,750,000)	6,410,517 (6,000,047)
Rupert Stadler	1,105,310 (984,782)	2,233,000 (2,150,000)	893,200 (860,000)	1,820,000 (1,750,000)	6,051,510 (5,744,782)
Total	11,638,328 (9,506,343)	23,866,000 (21,536,667)	9,923,300 (8,690,000)	18,655,000 (16,773,333)	64,082,628 (56,506,343)

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

theoretical cap so as to reward members of the Board of Management for extraordinary individual performance. This can be adjusted by the Supervisory Board in the event of extraordinary individual performance by a member of the Board of Management that strengthens the Company's long-term growth. This may take into account extraordinary performance in the area of integration, or the successful implementation of special projects, for example.

Long-Term Incentive (LTI)

The existing Long-Term Incentive plan was not adjusted as part of the changes to the Board of Management remuneration. The amount of the LTI depends on the achievement of the targets laid down in the Strategy 2018. The target areas are:

- > Leader in customer satisfaction, measured using the Customer Satisfaction Index,
 - > Leading employer, measured using the Employee Index,
 - > Unit sales growth, measured using the Growth Index, and
 - > Increase in the return on sales, measured using the Return Index.
- The Customer Satisfaction Index is calculated using indicators that quantify the overall satisfaction of our customers with the delivering dealers, new vehicles and the service operations based on the previous workshop visit.

The Employee Index is determined using the "employment" and "productivity" indicators as well as the participation rate and results of employee surveys ("opinion surveys", see also the Employees section on page 133 of this report).

The Growth Index is calculated using the "deliveries to customers" and "market share" indicators.

The Return Index is derived from the return on sales and the dividend per ordinary share.

The indices on customer satisfaction, employees and unit sales are aggregated and the result is multiplied by the Return Index. This method ensures that the LTI is only paid out if the Group is also financially successful. If the 1.5% threshold for the return on sales is not exceeded, the Return Index is zero. This would mean that the overall index for the fiscal year concerned is also zero.

Each fiscal year, the Supervisory Board can set a new LTI target on the basis of the four-year average of the overall indices. During the reporting period, the LTI target was €2.25 million for the Chairman of the Board of Management and €1.0 million for each of the other members of the Board of Management. The maximum amounts payable to the Chairman of the Board of Management and the other members are €4.5 million and €2.0 million each respectively.

The LTI was calculated and paid to the Board of Management for the first time in 2011 for fiscal year 2010 using an introductory scenario and on the basis of the likely performance for 2011. The performance for fiscal years 2010 and 2011 was reflected in the calculation in 2012, and the performance for 2010 to 2012 is reflected in the calculation in 2013. From 2014 onwards, the previous four years will be used as a basis for analysis.

The Supervisory Board may cap the total of variable remuneration components in the event of extraordinary business developments.

Members of the Board of Management with contracts entered into on or after January 1, 2010 are entitled to payment of their normal remuneration for twelve months in the event of illness. Contracts entered into before that date grant remuneration for six months. In the event of disability, they are entitled to the retirement pension. Surviving dependents receive a widows' pension of 66 2/3% and orphans' benefits of 20% of the former member of the Board of Management's pension.

POST-EMPLOYMENT BENEFITS

In the event of regular termination of their service on the Board of Management, the members of the Board of Management are entitled to a pension, including a surviving dependents' pension as well as the use of company cars for the period in which they receive their pension. The agreed benefits are paid or made available on reaching the age of 63.

The retirement pension is calculated as a percentage of the fixed basic salary, which accounts for most of the fixed individual remuneration of the Board of Management shown in the table on page 61. Starting at 50%, the individual percentage increases by two percentage points for each year of service. In specific cases, credit is given for previous employment periods and retirement pensions earned. The Executive Committee of the Supervisory Board has defined a maximum of 70%. These benefits are not broken down any further into performance-related components and long-term incentive components. Mr. Winterkorn, Mr. Garcia Sanz, Mr. Heizmann, Mr. Macht, Mr. Neumann and Mr. Pötsch have a retirement pension entitlement of 70%, and Mr. Klingler and Mr. Stadler of 58% of their fixed basic salaries as of the end of 2013.

Mr. Östling has a pension entitlement based on the deferred compensation regulations administered by Volkswagen Pension Trust e.V. The benefits include a retirement pension on reaching the age of 70 and a surviving dependents' pension. Volkswagen AG provides an annual remuneration-linked company contribution for Mr. Östling, which goes toward a pension module at the end of each year.

On December 31, 2013 the pension obligations for members of the Board of Management in accordance with IAS 19 amounted to €107,676,518 (€103,535,287); €9,416,406 (€7,870,299) was added to the provision in the reporting period in accordance with IAS 19. Other benefits such as surviving dependents' pension and the use of company cars are also factored into the measurement of pension provisions. The pension obligations measured in accordance with German GAAP amounted to €88,704,661 (€75,445,501); €13,259,160 (€3,627,309) was added to the provision in the reporting period in accordance with German GAAP. Current pensions are index-linked in accordance with the index-

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linking of the highest collectively agreed salary insofar as the application of section 16 of the Gesetz zur Verbesserung der betrieblichen Altersversorgung (BetrAVG – German Company Pension Act) does not lead to a larger increase.

Retired members of the Board of Management and their surviving dependents received €9,977,972 in 2013 (€8,797,230). Obligations for pensions for this group of persons measured in accordance with IAS 19 amounted to €140,165,675 (€146,501,307), or €125,376,525 (€122,324,853) measured in accordance with German GAAP.

EARLY TERMINATION BENEFITS

If membership of the Board of Management is terminated for cause through no fault of the Board of Management member, the claims under Board of Management contracts entered into since November 20, 2009 are limited to a maximum of two years' remuneration, in accordance with the recommendation in article 4.2.3(4) of the German Corporate Governance Code (cap on severance payments). For Board of Management members who are commencing their third or later term of office, existing rights under contracts entered into before November 20, 2009 are grandfathered.

No severance payment is made if membership of the Board of Management is terminated for a reason for which the Board of Management member is responsible.

The members of the Board of Management are also entitled to a pension and to a surviving dependents' pension as well as the use of company cars for the period in which they receive their pension in the event of early termination of their service on the Board of Management.

The following rule applies to Board of Management contracts entered into for the first term of office before August 5, 2009: the retirement pension to be granted after leaving the Company is payable immediately if their membership of the Board of Management is terminated by the Company, and in other cases on reaching the age of 63. Any remuneration received from other sources until the age of 63 is deductible from the benefit entitlement up to a certain fixed amount.

The following rule applies to contracts for the first term of office of members of the Board of Management entered into after August 5, 2009: the retirement pension to be granted after leaving the Company is payable on reaching the age of 63.

PENSIONS OF THE MEMBERS OF THE BOARD OF MANAGEMENT IN 2013 (PRIOR-YEAR FIGURES IN BRACKETS)¹

€	Additions to pension provisions	Present value at December 31 ²
Martin Winterkorn	730,734 (904,811)	22,075,213 (22,835,450)
Francisco Javier Garcia Sanz	952,803 (842,801)	12,134,132 (11,579,920)
Jochem Heizmann	1,443,804 (1,303,902)	13,696,821 (12,637,000)
Christian Klingler	840,814 (583,862)	3,693,690 (2,961,689)
Michael Macht	1,045,270 (836,249)	10,632,210 (10,029,668)
Horst Neumann	583,826 (694,357)	17,470,333 (18,244,557)
Leif Östling	1,100,179 (353,925)	1,355,439 (354,065)
Hans Dieter Pötsch	1,926,251 (1,699,477)	15,994,320 (14,775,553)
Rupert Stadler	792,725 (650,915)	10,624,360 (10,117,385)
Total	9,416,406 (7,870,299)	107,676,518 (103,535,287)

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

2 The amount is reported in the total amount for defined benefit plans reported in the balance sheet (see note 29 to the consolidated financial statements).

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SUPERVISORY BOARD REMUNERATION

Under Article 17 of Volkswagen AG's Articles of Association, the remuneration of Volkswagen AG's Supervisory Board is composed of a fixed component (plus attendance fees) and a variable component that depends on the amount of the dividend paid. The duties performed by the respective member on the Supervisory Board are also taken into account. Several members of the Supervisory Board are also members of the supervisory boards of subsidiaries. The remuneration received there is based on the

provisions of the relevant Articles of Association and also comprises a fixed component and a variable component that is linked to the amount of the dividend paid. This remuneration is contained in the following figures. In fiscal year 2013, the members of the Supervisory Board received €9,774,530 (€8,777,511). €528,671 of this figure (€651,625) related to the fixed remuneration components (including attendance fees) and €9,245,859 (€8,125,886) to the variable remuneration components.

REMUNERATION OF THE MEMBERS OF THE SUPERVISORY BOARD¹

€	FIXED	VARIABLE	TOTAL	TOTAL
			2013	2012
Ferdinand K. Piëch	121,000	1,068,300	1,189,300	1,108,100
Berthold Huber ²	37,500	736,067	773,567	683,133
Hussain Ali Al-Abdulla	11,000	320,833	331,833	288,167
Jassim Al Kuwari (until April 25, 2013)	2,917	102,488	105,405	289,167
Jörg Bode (until Feb. 19, 2013) ³	808	43,223	44,032	394,540
Ahmad Al-Sayed (since June 28, 2013)	4,050	163,090	167,140	–
Jürgen Dorn (since Jan. 1, 2013) ²	53,000	355,833	408,833	–
Annika Falkengren	13,000	481,250	494,250	390,777
Hans-Peter Fischer (since Jan. 1, 2013) ²	11,000	320,833	331,833	–
Uwe Fritsch ²	11,000	320,833	331,833	203,221
Babette Fröhlich ²	14,000	481,250	495,250	433,750
Olaf Lies (since Feb. 19, 2013) ³	10,192	277,610	287,802	–
David McAllister (until Feb. 19, 2013) ³	1,213	64,835	66,048	433,750
Hartmut Meine ²	11,000	320,833	331,833	291,167
Peter Mosch ²	29,800	541,356	571,156	371,267
Bernd Osterloh ²	14,000	481,250	495,250	433,750
Hans Michel Piëch	37,500	368,033	405,533	390,567
Ursula Piëch	18,125	350,333	368,458	203,221
Ferdinand Oliver Porsche	40,500	712,467	752,967	687,433
Wolfgang Porsche	49,500	528,450	577,950	548,015
Stephan Weil (since Feb. 19, 2013) ³	12,767	415,301	428,068	–
Stephan Wolf (since Jan. 1, 2013) ²	13,800	470,556	484,356	–
Thomas Zwiebler ²	11,000	320,833	331,833	291,167
Supervisory Board members who retired in the prior year	–	–	–	1,336,321
Total	528,671	9,245,859	9,774,530	8,777,511

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

2 These employee representatives have stated that they will transfer their Supervisory Board remuneration to the Hans Böckler Foundation in accordance with the guidelines issued by the German Confederation of Trade Unions (DGB).

3 Under section 5(3) of the Niedersächsisches Ministergesetz (Act Governing Ministers of the State of Lower Saxony), these members of the Supervisory Board are obliged to transfer their Supervisory Board remuneration to the State of Lower Saxony as soon as and to the extent that it exceeds €6,200 per annum. Remuneration is defined for this purpose as Supervisory Board remuneration and attendance fees exceeding the amount of €200.