

– Check against delivery –

Prof. Dr. Martin Winterkorn
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– Part I –

Good morning, Ladies and Gentlemen,

and a very warm welcome to the Volkswagen Group. A company that has many strengths. Chief among these – as you have just seen – our global footprint.

Today, we would like to explain to you in more detail what makes our global group so special, and how Volkswagen is going to continue to expand in the coming years.

I'd like to start, though, by looking back with some pride at what we have already achieved. Because 2012 was a good, a very successful year for the Volkswagen Group.

And because this success didn't come by itself, but was the result of hard, concentrated effort.

2012 was a challenging year in the automotive world. The debt crisis in Europe hit our industry hard. Nevertheless, Volkswagen was once again a stable, reliable anchor.

Chart Key Figures

- We delivered 9.3 million vehicles worldwide – one million more than the year before.
- We increased sales revenue by 20.9 percent to approximately €193 billion.

- And we also did more than keep our promise about our operating profit: At €11.5 billion, we exceeded the previous year's record figure.

To this must be added our €3.7 billion share of the operating profit from our business in China. We report this figure separately in our financial result as our Chinese joint ventures are accounted for using the equity method.

Overall, we can say that the Volkswagen Group met all of the targets it set itself – and showed itself to be in peak form in all areas.

But we didn't just turn in a compelling performance in our operating business. We also met our targets on a number of major strategic projects:

- Since August 1, 2012, the Porsche brand has been a fully-fledged member of the Volkswagen Group. This has already proved to be a tremendous success story: Instead of the originally projected €700 million, we are now talking of potential synergies of one billion euros a year.
- With Ducati, we have now welcomed a motorcycle brand to our Group family that is as legendary as it is valuable. This marks the start of our move into the two-wheeled market.
- The leading mobility group needs a strong commercial vehicles business. The alliance between MAN, Scania and Volkswagen Commercial vehicles means that we have laid the groundwork for this. We have now identified a range of common projects in the fields of development, procurement, production, IT, logistics and finance. And I am confident that we will achieve our target synergies.
- The launch of the Modular Transverse Toolkit has seen us usher in a new era in passenger cars. The Volkswagen Golf, the Audi A3, the SEAT Leon and the ŠKODA Octavia give a taste of the versatility, innovative power and potential associated with this technical system.
- In the same vein, we have set ourselves new, highly ambitious environmental goals. We are focusing all our efforts on cutting the CO₂ emissions of our European fleet to 95 grams/km by 2020.

- And finally, we have undertaken a fundamental management and structural realignment to ensure that, more than ever before, our Group has the right people in the right positions to achieve the goals of our Strategy 2018.

In short: Volkswagen is and will continue to be the most dynamic automotive group.

In the past year, we achieved important milestones on our way to the top. And we did not stumble when the going got tough.

Chart Deliveries to Customers by Market Volkswagen Group

The Volkswagen Group recorded significant growth in almost all areas of the world. Only in Western Europe were we not immune to the general downward trend, although we are doing substantially better than the competition.

By contrast, we posted significant double-digit growth in other key markets, for example:

- A 25 percent rise in China.
- A 34 percent increase in the USA.
- And 41 percent boost in Russia.

Chart Deliveries to Customers by Brand Volkswagen Group

Our Group's strong, broad positioning is also reflected in our brands.

Almost all of our passenger car brands recorded clear growth in 2012. This enabled us to lift our share of the global market to 12.8 percent – an impressive rise of 0.5 percentage points.

The market for heavy trucks, on the other hand, clearly felt the effects of the global economic crisis. There were strong headwinds especially in Western Europe, but also in China, Brazil and India.

***Chart Deliveries to Customers by Market
Volkswagen Passenger Cars***

The Volkswagen brand beacon has never shone so brightly. This is demonstrated by the approximately 5.7 million vehicles we delivered worldwide – an increase of more than 600,000 compared with 2011.

We are seeing a broad-based boom in demand: the brand recorded clear double-digit growth not only in the USA, but also in China and Russia.

Chart Volkswagen Golf

The symbol of Volkswagen's claim to leadership is the new Golf – which was recently named "Car of the Year 2013".

No other car drives trends like the Golf does: now that it is based on the Modular Transverse Toolkit, the automotive world is talking about our modular strategy. And the electric Golf is the next trendsetter on the starting blocks.

More than 170,000 orders demonstrate that the Golf remains by far the top model in its class – and far beyond.

***Chart Deliveries to Customers by Market
Audi***

Audi is staying in the fast lane in the race to the top of the premium segment.

Last year, the brand delivered almost 1.5 million vehicles – a new record. Together with Europe and China, North America in particular is increasingly evolving as the third strong pillar.

Audi is also demonstrating its prowess when it comes to profitability, with a double-digit operating margin.

Chart Audi A3

At the same time, Audi is underscoring its role as a technology pioneer with vehicles such as the new A3.

- The A3 was the first model based on the Modular Transverse Toolkit. That, too, is “Vorsprung durch Technik”.
- And Audi will shortly also put a plug-in hybrid version – the A3 e-tron – on the road.

Chart Ducati Multistrada

Our new colleagues at Ducati have got off to an impressive start.

The brand has delivered around 12,000 motorcycles since August 1, 2012. The full-year figure of approximately 44,000 deliveries was a new record. This means that Ducati is continuing its success story: It has doubled its market share to 5.2 percent since 2006.

As well as emotional new models such as the Multistrada, Ducati is continuing its internationalization strategy, including in the USA, Latin America and Asia.

Chart Deliveries to Customers by Market

ŠKODA

ŠKODA has further honed its brand profile. From the Fabia through the Citigo to the Rapid: ŠKODA stands for high quality at an affordable price.

This is paying off: The brand can now look back on its tenth record year in succession, with around 940,000 deliveries.

Chart ŠKODA Octavia

ŠKODA is driving forward the renewal of its model range.

The brand will be launching eight new models in the current year alone, including the Octavia. This model is and will continue to be the linchpin of the brand and the engine of its growth.

Chart Deliveries to Customers by Market

SEAT

The continuing crisis in southern Europe is hitting SEAT particularly hard: The brand suffered a drop in vehicle deliveries to 321,000.

Despite all the difficulties, however, SEAT is demonstrating its relative strength and recorded significant growth in key individual markets such as Germany and the United Kingdom.

Chart SEAT Leon

The Leon embodies the “new” SEAT: An all-round successful car that is being consistently praised by the motoring press as a “winner”.

Chart Deliveries to Customers by Market

Bentley

Bentley impressively defended its leadership position in the luxury segment. Deliveries increased by more than 20 percent to 8,500 vehicles.

What's particularly encouraging for us is that Bentley again recorded a healthy earnings contribution.

Chart Bentley Continental GT V8

Bentley is also pursuing a strategy of expansion in the Group with strong, contemporary products. This is clear from new models such as the Continental GT V8, as well as plans for the brand's first SUV.

Chart Deliveries to Customers by Market Lamborghini

Everything about Lamborghini is extreme – including its growth. Deliveries grew by 30 percent last year to more than 2,000 vehicles.

Demand boomed worldwide, and the brand recorded sparkling growth, even in Western Europe.

Chart Lamborghini Aventador Roadster

This means that Lamborghini can enter its anniversary year with confidence.

Waiting times are just one indicator of how exclusive and sought-after our sports car brand is in its fiftieth year: For the top model, the Aventador, they're currently around 15 months.

Chart Deliveries to Customers by Market Porsche

Porsche has become an indispensable part of the Volkswagen family within just a short space of time.

The brand is recording more dynamic growth than ever before as a member of our Group: Full-year deliveries topped 140,000. Since full consolidation on August 1, Porsche has delivered 60,000 vehicles.

And its financial figures are also impressive: In those five months alone, Porsche generated an operating profit of close on one billion euros.

Chart Porsche Boxster

Vehicles like the new Boxster show just how compelling Porsche is when it comes to living up to its brand values.

This also applies to the clever expansion of its model portfolio: Porsche will excite new customers with innovations like the Macan. This compact SUV will reach the dealers at the beginning of 2014.

Chart Deliveries to Customers by Market Volkswagen Commercial Vehicles

And now to the Volkswagen Group's second strong pillar: Our business with light and heavy commercial vehicles.

Volkswagen Commercial Vehicles recorded a respectable result in spite of headwinds: Deliveries increased by four percent to 550,000 vehicles.

The brand posted significant double-digit growth rates, especially in Russia, China and Brazil.

Chart Volkswagen Cross Caddy

Volkswagen Commercial Vehicles has systematically renewed and expanded its model range in recent years.

New models such as the Cross Caddy for the booming recreational segment are proof that our colleagues in Hanover have a lot more good ideas up their sleeve.

Chart Deliveries to Customers by Market Scania

Scania is clearly feeling the effects of the general reticence with regard to capital goods investments. Deliveries declined by 16 percent to 67,000 vehicles.

Nevertheless, Scania remains a highly profitable company. Despite the slump in the sector, it generated an impressive ten percent return on sales.

Chart Scania R480

Scania is firmly targeting growth in the medium to long term.

One focus here is the BRIC countries: Scania is currently building a new assembly plant for trucks and buses in India. And its sales and services organization in the growth markets is also being gradually expanded.

Chart Deliveries to Customers by Market

MAN

MAN is also battling hard against the slump in the commercial vehicles market: The brand delivered approximately 134,000 vehicles worldwide and generated an operating profit of more than €800 million.

Power Engineering in particular proved to be a stable, strong earnings driver.

Chart MAN TGX

MAN is currently working flat out to make its development, procurement, production and sales activities even more effective.

The brand is also relying on efficient solutions for its customers: The TG family, for example, is the right answer to the Euro 6 emissions standard that will come into force at the end of the year.

Chart Volkswagen Financial Services

Financial Services – the Group's third pillar – recorded very encouraging results.

You know us: Volkswagen is a product-driven business through and through. Everything we do revolves around automobiles. At the same time, though, we are setting our sights more and more on the entire value chain.

Financing, leasing and mobility services aren't just highly profitable. These business areas are also becoming increasingly important for attracting and retaining customers. All over the world.

With its financial services offerings, Volkswagen has an excellent position here:

- Last year, Volkswagen Financial Services signed a total of 3.8 million new financing, leasing and service contracts – another record.
- And its operating profit grew by 17 percent to €1.4 billion.

Ladies and Gentlemen,

To sum up, we can say that Volkswagen has proven to be extremely resilient, robust and forward-looking, despite the difficult environment.

It is important for me at this point to thank all of our 550,000 employees. Their skills, their ideas and their commitment are the driving force behind our success. We know this. And that's why we continued to abide by the principle at Volkswagen that good work should be well rewarded. For everybody.

For Volkswagen AG's employees, this means specifically that they will receive a substantial profit share of €7,200 each to reward their strong performance last year.

Mr. Pötsch will now explain our key figures to you in detail.