



Approaches To Sustainability – Participation & Innovation

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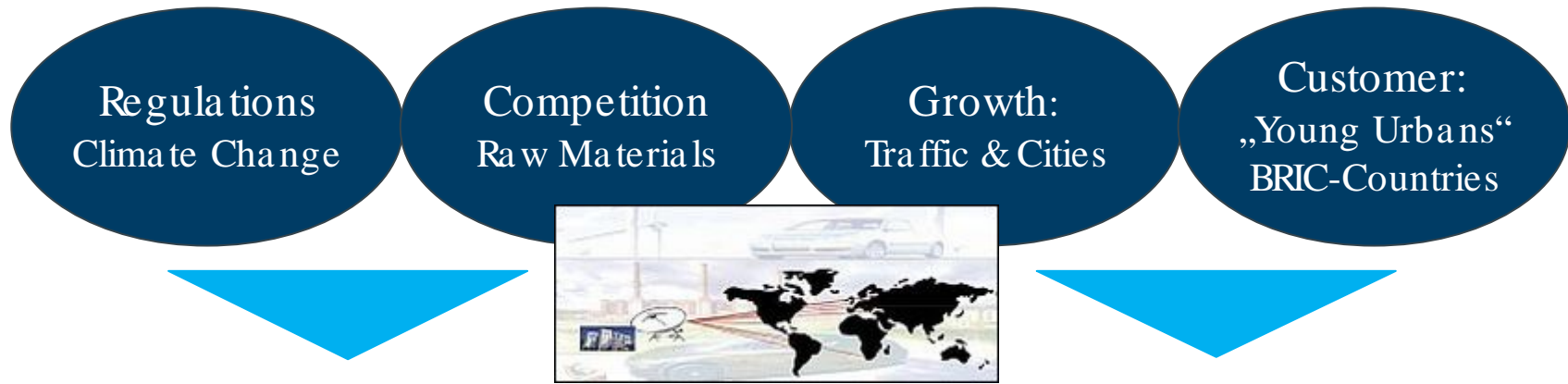


Agenda

- 1 Volkswagen as a Sustainable Company – Challenges and Elements
- 2 Participation - Supervisory Board and International Works Councils
- 3 Innovation in Collective Agreements – „Innovation Funds“




Sustainability – The Challenges for Volkswagen




requires strategies for...

Growth & Competition
Powertrain & E-Mobility
Core Business & Diversification



changes...

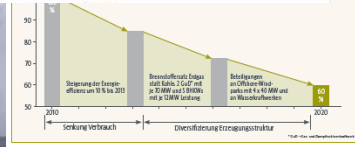
Value Chain & Technologies
Materials – Processes - Qualifications



Sustainability – Elements at Volkswagen

Environmental Protection

BLUEMOTION
TECHNOLOGIES



Production: 40% less CO2 'til 2020

Long-Term-Incentives Management

Governance & Investment



62 bns € invest (2012 – 2016)

Social Standards incl. Supply Chain

Stakeholder Perspective



Volkswagen –
Innovativste
Arbeitsmarken
der Welt



International Works Council



Cooperation European-/ World-Group-WC

Topics discussed:

- „Newest Informations from Wolfsburg“
- Exchange with Guests and Partners
- Professional subjects
- Troubles, Problems & Questions



Co-Determination at the Supervisory Board



„Volkswagen-Law“:
2/3-Majority for Building / Closing Plants

Topics for Planning & Preparation

Priority: Existing Plants
Sufficient Volumes - Modernization
& Flexibilisation - „Volume-Switching“



Innovation in Collective Agreements – „Innovation Funds“



„Zukunfts-TV“

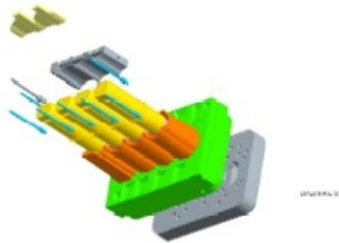
IG Metall & VW AG

Innovation Fund 1 – 20 Mio € p.a.

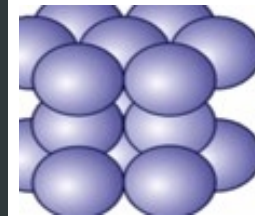
- Strategic Development of Sites – Strengthening In-House-Components
- Boost Technological Competences

Innovation Fund 2 – 20 Mio € p.a.

- Generate New Fields for Jobs
- Seek New Business Ideas – Diversification (Environment & Energy)



Funding Projects – Ideas by our own departments & employees



„How does the Innovation Fund 2 work ?“

1. Joint Request
for Project Ideas

2. Proposals
Standards & Criteria

3. Joint Check
Proposals

4. Presentation & Joint Decision:

- „What’s the business idea?“
- „What’s the customer’s demand?“
- „Can we do it? How? Who?“
- „What’s the competition like?“
- „How much time & money is needed?“

$\frac{1}{4}$ cases:
„Ok, please
report status
next year“

$\frac{3}{4}$ cases: „Sorry, but...“

- existing field / regular budget
- low chance of success
- ..etc.

20/11/2008

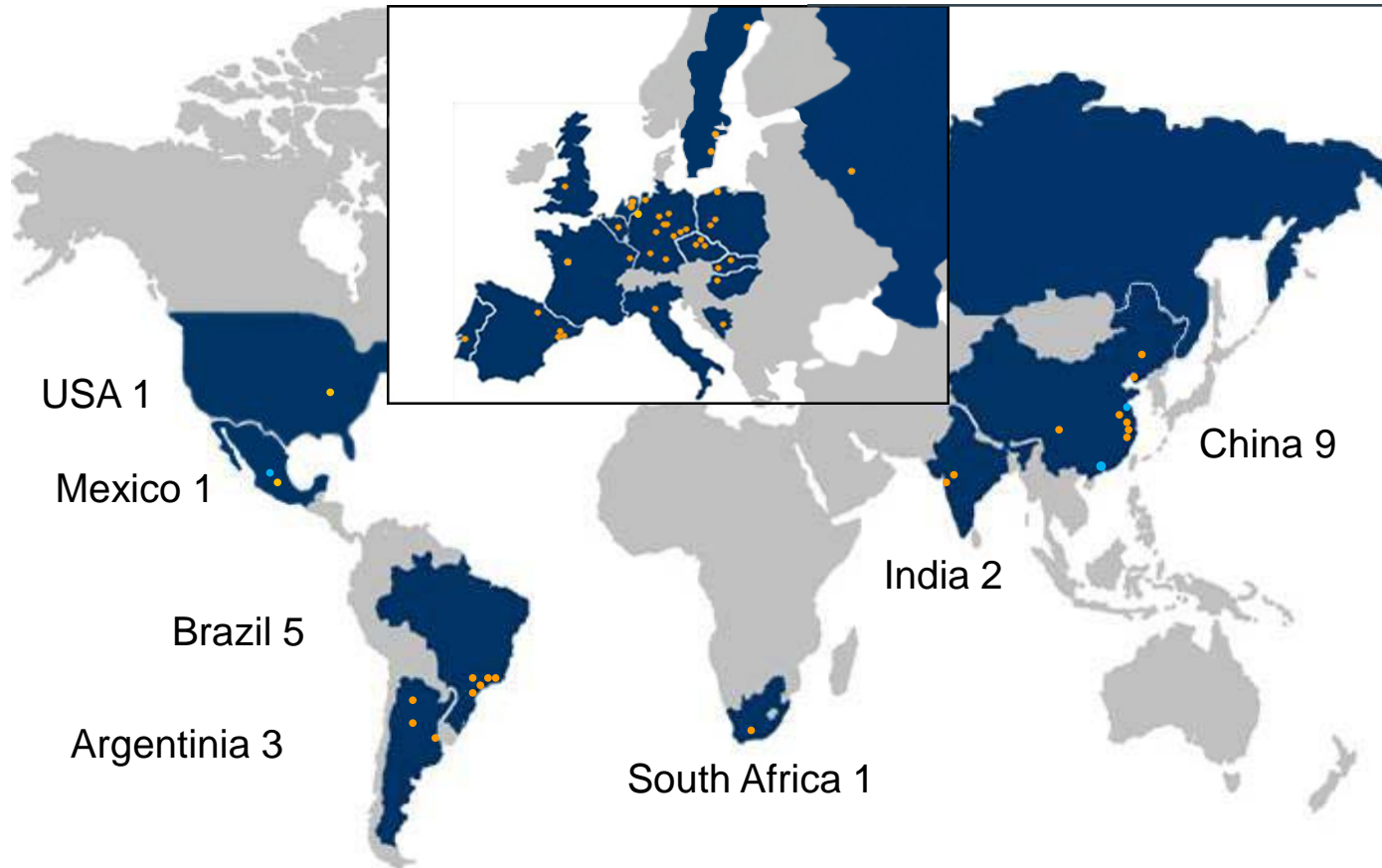


Back-Up



Production Plants of the Volkswagen Group at December 31, 2010

Number of production plants



Germany	13
Poland	4
Spain	4
Czech Republic	3
Sweden	3
France	2
Netherlands	2
Slovakia	2
Russia	1
Belgium	1
Bosnia-Herzegovina	1
Great Britain	1
Italy	1
Portugal	1
Hungary	1

● Production plants, ● production plants under construction.

Status: September 30, 2011

