

10-YEAR OVERVIEW

		2010	2011	2012 ¹⁾
Production				
Automotive segment	Cars ²⁾	1,150,018	1,302,981	1,469,205
	Engines and electric powertrains	1,648,193	1,884,157	1,916,604
Motorcycles segment	Motorcycles	-	-	15,734 ⁴⁾
Deliveries to customers				
Automotive segment	Cars	1,293,453	1,512,014	1,634,312
	Audi brand ⁵⁾	1,092,411	1,302,659	1,455,123
	Lamborghini brand	1,302	1,602	2,083
	Other Volkswagen Group brands	199,740	207,753	177,106
Motorcycles segment	Motorcycles	-	-	16,786 ⁴⁾
	Ducati brand	-	-	16,786 ⁴⁾
Workforce				
	Average	59,513	62,806	67,231
From the Income Statement				
Revenue	EUR million	35,441	44,096	48,771
Personnel costs	EUR million	4,274	5,076	5,069
	Personnel costs per employee ⁶⁾	EUR	72,172	81,189
	75,759			
Depreciation and amortization	EUR million	2,170	1,793	1,937
Operating profit	EUR million	3,340	5,348	5,365
Profit before tax	EUR million	3,634	6,041	5,951
Profit after tax	EUR million	2,630	4,440	4,349
From the Balance Sheet (Dec. 31)				
Non-current assets	EUR million	10,584	12,209	18,044
Current assets	EUR million	20,188	24,811	22,357
Equity	EUR million	11,310	12,903	15,092
Liabilities	EUR million	19,462	24,117	25,309
Balance sheet total	EUR million	30,772	37,019	40,401
From the Cash Flow Statement				
Cash flow from operating activities	EUR million	5,797	6,295	6,144
Investing activities attributable to operating activities	EUR million	2,260	2,905	6,804 ⁸⁾
Net cash flow	EUR million	3,536	3,390	-660 ⁸⁾
Net liquidity (Dec. 31)	EUR million	13,383	15,716	13,396 ⁸⁾
Financial ratios				
Operating return on sales	Percent	9.4	12.1	11.0
Return on sales before tax	Percent	10.3	13.7	12.2
Return on investment (ROI)	Percent	24.7	35.4	30.8
Ratio of capex ¹¹⁾	Percent	4.1	5.1	4.8
Research and development ratio	Percent	7.1	6.4	7.0
Equity ratio (Dec. 31)	Percent	36.8	34.9	37.4
Audi share				
Share price (year-end price) ¹²⁾	EUR	635,00	549,00	525,10
Compensatory payment	EUR	2,20	3,00	3,50

1) 2012: financial figures adjusted to take account of the revised IAS 19; 2017: financial figures adjusted to take into account initial implementation of IFRS 9 and IFRS 15

2) Since 2011, including vehicles built in China by the associated company FAW-Volkswagen Automotive Company, Ltd., Changchun (China)

3) The figure has been adjusted to reflect the amended counting method.

4) Since acquisition of the Ducati Group in July 2012

5) Including delivered vehicles built locally by the associated company FAW-Volkswagen Automotive Company, Ltd., Changchun (China)

6) Calculated on the basis of employees of Audi group companies

7) Taking into account special items, in particular in connection with the diesel issue

2013	2014	2015	2016	2017 ¹¹⁾	2018	2019
1,608,048	1,804,624	1,828,683 ³⁾	1,903,259	1,879,840	1,871,386	1,802,073
1,926,724	1,974,846	2,023,618	1,927,838	1,966,434	1,955,532	1,969,731
45,018	45,339	55,551	56,978	56,743	53,320	51,723
1,751,007	1,933,517	2,024,881	2,088,187	2,105,084	2,081,418	1,853,833
1,575,480	1,741,129	1,803,246	1,867,738	1,878,105	1,812,485	1,845,573
2,121	2,530	3,245	3,457	3,815	5,750	8,205
173,406	189,858	218,390	216,992	223,164	263,183	55
44,287	45,117	54,809	55,451	55,871	53,004	53,183
44,287	45,117	54,809	55,451	55,871	53,004	53,183
71,781	77,247	82,838	87,112	90,402	91,477	90,783
49,880	53,787	58,420	59,317	59,789	59,248	55,680
5,543	6,068	6,602	6,761	7,219	7,336	7,898
77,596	78,921	80,071	77,990	80,234	80,583	87,428
2,071	2,455	2,665	3,159	3,593	3,853	4,270
5,030	5,150	4,836 ⁷⁾	3,052 ⁷⁾	4,671 ⁷⁾	3,529 ⁷⁾	4,509
5,323	5,991	5,284 ⁷⁾	3,047 ⁷⁾	4,717 ⁷⁾	4,361 ⁷⁾	5,223
4,014	4,428	4,297 ⁷⁾	2,066 ⁷⁾	3,432 ⁷⁾	3,463 ⁷⁾	3,943
19,943	22,538	25,963	28,599	29,469	32,393	34,211
25,214	28,231	30,800	32,403	33,846	33,205	32,422
18,565	19,199	21,779	25,321	28,171	29,698	28,395
26,592	31,570	34,985	35,685	35,509	35,900	38,431
45,156	50,769	56,763	61,090	63,680	65,598	66,878
6,778	7,421	7,203	7,517	6,173	7,013	7,479
3,589	4,450	5,576 ⁹⁾	5,423	1,861 ¹⁰⁾	4,871	4,319
3,189	2,970	1,627 ⁹⁾	2,094	4,312 ¹⁰⁾	2,141	3,160
14,716	16,328	16,420 ⁹⁾	17,232	20,788 ¹⁰⁾	20,442	21,754
10.1	9.6	8.3 ⁷⁾	5.1 ⁷⁾	7.8 ⁷⁾	6.0 ⁷⁾	8.1
10.7	11.1	9.0 ⁷⁾	5.1 ⁷⁾	7.9 ⁷⁾	7.4 ⁷⁾	9.4
26.4	23.2	19.4 ⁷⁾	10.7 ⁷⁾	14.4 ⁷⁾	10.0 ⁷⁾	12.7
4.8	5.5	6.0	5.7	6.5	5.9	4.9
8.0	8.0	7.3	7.5	6.4	7.1	7.9
41.1	37.8	38.4	41.4	44.2	45.3	42.5
638.05	649.95	678.00	631.00	725.95	782.00	800.00
4.00	4.80	0.11	2.00	3.90	4.80	X ¹³⁾

8) Taking into account the acquisition of participations in Volkswagen International Belgium S.A., Brussels (Belgium), and in Ducati Motor Holding S.p.A., Bologna (Italy)

9) Taking into account the participation in There Holding B.V., Rijswijk (Netherlands), in connection with the HERE transaction

10) Taking into account the transfer of the minority participations in Volkswagen International Belgium S.A., Brussels (Belgium), to Volkswagen AG, Wolfsburg

11) Investments in property, plant and equipment, investment property and other intangible assets according to Cash Flow Statement in relation to revenue

12) Year-end price of the Audi share on trading venue Xetra of the Frankfurt Stock Exchange

13) In accordance with the resolution to be passed by the Annual General Meeting of Volkswagen AG, Wolfsburg, for the 2019 fiscal year on May 7, 2020