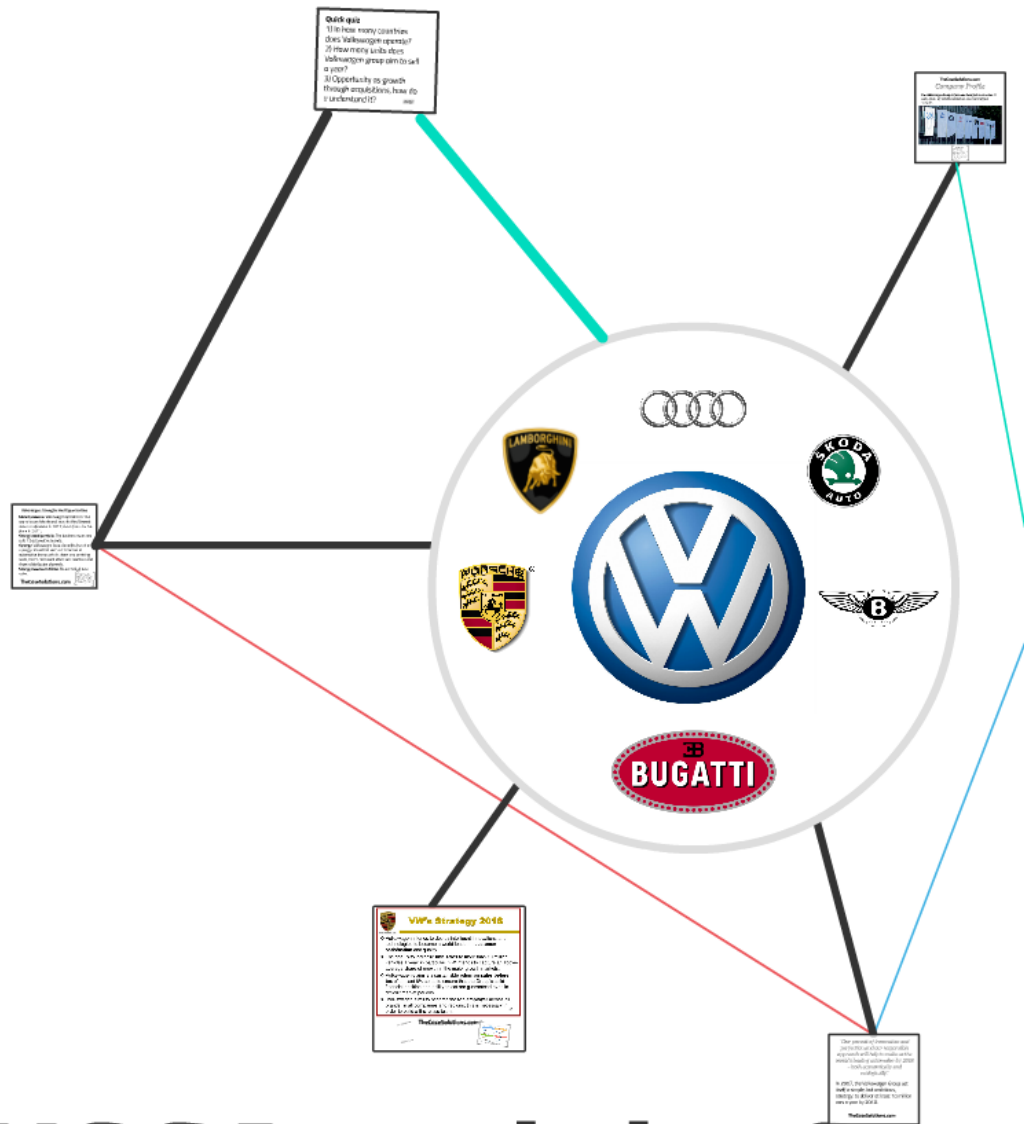


The USGA and the State of Golf in the United States



The USGA and the State of Golf in the United States

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Company Profile

The Volkswagen Group is far more than just a carmaker. A wide variety of mobility-related services round off our portfolio.



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Volkswagen Group and its subsidiaries is a German corporation that manufactures passenger cars, commercial vehicles, motorcycles and engines.

The company was the largest automaker by output in the world in 2011.

Volkswagen Group also offers financial and leasing services.

The company owns 13 vehicle brands, including Audi, Volkswagen, Bentley, Porsche, Skoda, Lamborghini, MAN, Scania and motorcycle brand Ducati. It operates in more than 150 countries and is one of the largest companies in the world by size and revenue.

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“Our pursuit of innovation and perfection and our responsible approach will help to make us the world’s leading automaker by 2018 – both economically and ecologically.”

In 2007, the Volkswagen Group set itself a simple, but ambitious, strategy: to deliver at least 10 million cars a year by 2018.

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VW's Strategy 2018

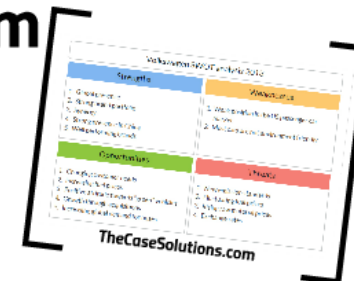
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- ❖ Volkswagen intends to deploy intelligent innovations and technologies to become a world leader in **customer satisfaction** and quality.
- ❖ The goal is to increase **unit sales** to more than 10 million vehicles a year; in particular, VW intends to capture an above-average share of growth in the major growth markets.
- ❖ Volkswagen's aim is a sustainable return on **sales before tax** of at least 8% so as to ensure that the Group's solid financial position and ability to act are guaranteed even in difficult market periods.
- ❖ Volkswagen aims to become the **top employer** across all brands, in all companies and regions; this is necessary in order to build a first-class team.

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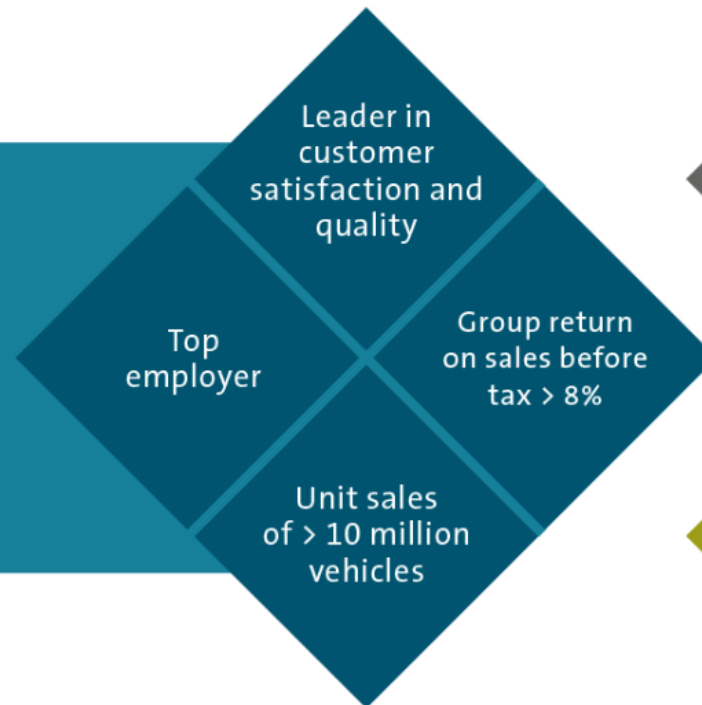


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Main Features of Strategy

VOLKSWAGEN GROUP
The most successful,
fascinating and sustainable
automaker in the world



Volkswagen SWOT analysis 2013

Strengths

1. Global presence
2. Strong brand portfolio
3. Synergy
4. Strong presence in China
5. Well performing brands

Weaknesses

1. Weak position in the US passenger car market
2. Most cars are not environment friendly

Opportunities

1. Changing customer needs
2. Increasing fuel prices
3. Positive attitude towards "green" vehicles
4. Growth through acquisitions
5. Increasing global demand for buses

Threats

1. New emission standards
2. Fluctuating fuel prices
3. Rising raw material prices
4. Exchange rates

Advantages. Strengths And Opportunities

Global presence. Volkswagen operates in 153 countries worldwide and was the third biggest auto manufacturer in 2012, down from the 1st place in 2011;

Strong brand portfolio. The business owns and sells 13 automotive brands;

Synergy. Volkswagen Group benefits from the synergy created between all 13 separate automotive brands which share and servicing costs, learns from each other best practices and shares distribution channels.

Strong presence in China. About 20% of total sales.

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*Changing customer needs. Manufacturing environment friendly cars what increases brand reputation.
Increasing fuel prices. Consumers are very sensitive to rising fuel prices and when prices go up, their demand tends to grow for fuel-efficient and hybrid cars.
Growth through acquisitions. To continue grow at current rates and to access vital US market, Volkswagen should continue acquiring competitors.
Increasing global demand for buses. Demand for buses is expected to grow by 5% annually until 2016. Volkswagen being a major bus supplier has an opportunity to expand its manufacturing and increase sales.*