



360° WOLFSBURG



Proud: Wolfsburg employees Manuela Lazik, Daniel Kühnemund (center), and Andreas Kosub with a new Tiguan.

World Premiere at Volkswagen: Introducing the New Tiguan

Wolfsburg plant employees have been manufacturing the SUV for years now – and they're excited about the product upgrade

World premiere: Volkswagen has presented its in-depth update for the Tiguan. The product upgrade is electrified, digitalized, and networked. As if that weren't enough: The new Tiguan will also be available as a plug-in hybrid¹

in the future. And, for the first time, the SUV will be taking off as an independent Tiguan R¹. The Tiguan is a true Wolfsburg. It's been produced at the plant since 2007, with around 2.8 million units rolling off the assembly line as of

the end of last year. Employees are already excited about the new products from their plant, among them Manuela Lazik from door pre-assembly, Daniel Kühnemund (engine pre-wiring), and Andreas Kosub from the start-up team. They're particu-

larly fond of the Tiguan with plug-in hybrid drive – Manuela Lazik also thinks it's a real eye-catcher. She says, "I drive a Skoda at the moment. But I can definitely see myself driving the Tiguan PHEV. It's a fantastic model!" → [PAGE 20](#)

Brandstätter Heads Core Brand

Letter to the team – thank you to Herbert Diess

Ralf Brandstätter is the new Chairman of the Executive Board for the Volkswagen brand. The former COO of the core brand took over the office from Group CEO Herbert Diess on July 1. The Volkswagen Group Chairman had previously been responsible for both functions.



Ralf Brandstätter, Volkswagen Brand CEO

Brandstätter addressed Volkswagen staff in a letter as he took office. He assured them, "As the one who now holds over-

all responsibility for the brand, I can assure you that we are on the right track. We will overcome the challenges of the coronavirus crisis. We will master the transformation. Volkswagen will come out of this stronger." The Braunschweig

native described the cohesion in the team as a special factor for success: "The team spirit carries us. That has always been Volkswagen's strength." Brandstätter thanked Group CEO Herbert Diess for his contribution to the transformation of the Volkswagen brand. "Over the last four years, Herbert Diess has driven forward the realignment of the brand with courage, enterprise, and vision."



Herbert Diess, CEO of the Volkswagen Group

Brandstätter began at the company with an apprenticeship as a shop fitter in the Braunschweig plant. After his subsequent studies, he returned to the company. In 2018, he was appointed to management of the operational business. → [PAGE 2](#)

Corona Crisis: Employees Lend a Hand

Volunteer engagement and major fundraising campaign

Care and compassion: The Volkswagen team have demonstrated that they have that in spades. Many employees volunteered to support those in need during the peak of the coronavirus crisis. Whether as doctors or coordinators for local authority emergency services, or as



nurses in retirement homes: Volkswagen has supported this commitment with a release model. Over a double page, the 360° editors tell some of the stories of Volkswagen's COVID heroes (→ [PAGES 8 and 9](#)). And as if that were not enough: To alleviate further suffering, a major fundraising campaign is currently underway in cooperation with the children's charity "terre des hommes" (→ [PAGE 5](#)). Group Chief Human Resources Officer Gunnar Kilian reveals why he's proud of employees' engagement in a major interview with the 360° editorial team (→ [PAGE 7](#)).



Employees Try Out the ID.3¹

Putting the ID.3 through its paces: Selected employees at Volkswagen Saxony now get the opportunity. 150 vehicles have been reserved for long-term testing over several weeks under everyday conditions. Volkswagen hopes to obtain valuable data on the usage and driving behavior of the ID.3. The employees are looking forward to the experience. What they like most about the car: → [PAGE 3](#)



Team Working on New Factory

Planning work on the new battery factory at the Salzgitter plant is in full swing. A team has been formed in Braunschweig to take the reins on the mega-project. → [PAGE 4](#)

Variant Coming to Wolfsburg

The Golf family is now complete: The new Golf Variant will be built exclusively at the Wolfsburg plant in the future. Production begins in September. → [PAGE 17](#)



→ [PAGE 17](#)

Cancelled Euros and the Consequences

The European Soccer Championship has been postponed due to the coronavirus – what Volkswagen Sales Director Jürgen Stackmann has to say on the subject. → [PAGE 24](#)



An Interview with Hiltrud Werner

"**Ethics and compliance** carry equal weight to our economic goals" – Hiltrud Werner, Member of the Board for Integrity and Legal Affairs, in a major 360° interview. → [PAGE 15](#)

kp-wo
¹ Tiguan eHybrid, Tiguan R, and ID.3: Near-production-ready concept cars

Brand: Brandstätter Takes Over from Diess

Former Chief Operating Officer now leading Volkswagen as Chairman of the Board – Group CEO continues with overall responsibility

The Volkswagen Group is reorganizing the responsibilities of the brand's and Group's leadership. Starting July 1, the core brand of Volkswagen Passenger Cars will be led by former brand COO Ralf Brandstätter. Volkswagen Group Chairman of the Board Herbert Diess, who was previously responsible for both functions, will thus be given more breathing room for his tasks as Group CEO. He will retain overall responsibility in the Group Executive Board for Volkswagen Passenger Cars as well as the Volume brand group. The aim is to focus more strongly on the respective tasks at the top of the Group and brand in the ongoing transformation phase of the automotive industry.



Herbert Diess, Chairman of the Board of the Volkswagen Group

company's most experienced managers. In the past two years, he's already successfully led Volkswagen as COO and played a crucial role in shaping the transformation of the brand," says Chairman of the Board of the Volkswagen Group, Dr. Herbert Diess. "I am therefore happy to say that, after his profound strategic decisions of the recent years, Mr. Brandstätter will now remain a powerful driving force behind the brand's development as CEO." After a record year in 2019, the brand is ideally positioned for the future. Volkswagen has successfully completed the first phase of its TRANSFORM2025+ strategy. The company has now begun the next phase. The large-scale e-offensive is starting to become visible on the road with new vehicles. "For Volkswagen, the course into the future is set. Based

on the TRANSFORM2025+ strategy, the brand is evolving into a leading supplier for carbon-neutral mobility and is on its way to becoming a digital tech company. I would like to thank the entire Volkswagen team for their incredible work. Together, we will resolutely continue on our path," says Ralf Brandstätter.



Personal Details

Ralf Brandstätter was born on September 8, 1968 in Braunschweig, Germany. After his apprenticeship as a shop fitter at Volkswagen in Braunschweig, he earned a degree in Industrial Engineering and came to work at the Volkswagen Group in 1993. In December 2015, Brandstätter was named Chief Procurement Officer for the Volkswagen brand. He's worked as Chief Operating Officer (COO) for Volkswagen Passenger Cars since August 1, 2018.



Heading up the Volkswagen brand: New Chairman of the Board Ralf Brandstätter.

Controversial Promotional Video: The Steps the Company Is Taking

Group Internal Audit called in – data evaluated – apology from Executive Board

The company has decided on consequences reacting to the rightly criticized online ad video for the Golf 8. Actions have been taken to ensure inappropriate content is not produced or published in the future.

The actions in detail:

1. Process improvement by establishing a fixed approval check-point on our side and on the agency side. For this purpose, an independent board will be formed with diversity experts who, while having nothing to do with the creative process, will instead check and filter creative content solely for potentially harmful, discriminatory, and otherwise critical elements.
2. Significant strengthening of training on the topics of ethics and culture in our own team and on the agency side.
3. Ensuring heterogeneity and more diversity in team composition.
4. Creation of an overarching social media organization for better response and control.

The Group Executive Board had discussed the results of the investigation by the Group Internal Audit and decided on the consequences. "On behalf of the Executive Board, I would like to formally apologize for the hurt we have caused through a lack of intercultural sensitivity. This was a violation of



Hiltrud D. Werner, Member of the Volkswagen AG Executive Board, "Integrity and Legal Affairs"

the values Volkswagen stands for," explains Hiltrud D. Werner, Head of Integrity and Legal Affairs.

As part of its investigation, the Group Internal Audit evaluated roughly 400 files of more than 16.5 GB in size and conducted meetings with employees, chiefly in Marketing, Procurement, and Legal, as well as with the external agencies involved. "After that, we can say that no racist intentions of any kind played a role here. We've determined a lack of sensitivity and procedural errors. From here, we're now taking concrete action," says Werner. "Our controls are obviously inadequate when it comes to ethical evaluation. We've recog-



Jürgen Stackmann, Member of the Volkswagen Passenger Cars Executive Board for Sales, Marketing, and After Sales

nized that we have to be even more sensitive in questioning whether content can potentially discriminate against, hurt, or disturb people," says Jürgen Stackmann, Member of the Board for Sales, Marketing, and After Sales at Volkswagen Passenger Cars. Jochen Sengpiehl, Chief Marketing Officer, confirms: "The crucial point is: we didn't recognize the racist elements in this video. I apologize for this mistake, on behalf of the team as well. One central finding of the investigation is that we need to inspect things outside their context. Each individual clip needs to be unambiguous and critical without its big picture. I will personally see to it that the actions decided on are put into practice in day-to-day operations."



Jochen Sengpiehl, Head of Marketing for Volkswagen Passenger Cars brand

One of our seven Corporate Principles reads, "We practice diversity." It's an essential part of the Volkswagen Group's DNA. Volkswagen stands for humanity and diversity, and campaigns against racism, discrimination, and xenophobia.

New Offering: Raising Environmental Awareness

Basic qualification now bookable as web-based training

The newly introduced Environmental Compliance System (Umwelt-Compliance-Management-system, UCMS) by Volkswagen AG requires that all employees undergo comprehensive qualification and training in order to assume the environmental responsibility associated with their position and to meet compliance obligations.

Employees' attention is to be drawn to environmental issues and their environmental awareness sharpened.

For this purpose, a web-based training course (WBT) by the name of "Environmental Basic Qualification" was created with the focus areas "Environmental Mission Statement," "Environmental Policy," "Dealing With Rule Violations," and "What Is My Personal Contribution?"

It's available to Volkswagen AG employees in the administrative

area with computer access via GroupLearn under the seminar ID 52003829, and can be booked independently. Successful participation in the WBT is automatically recorded in the GroupLearn learning history.

This qualification measure serves as an instrument for teaching the basics of environmental protection. At the same time, it also enables managers to fulfill their duty to inform and train their employees on environmentally relevant principles in a uniform, transparent way.

In addition, Volkswagen AG's Environment page in the Group Wiki provides a downloadable document intended to enable the supervisors in the production area to provide information on the topics of the basic environmental qualification in their divisions. The implementation should then be noted in the employees' existing instruction charts.



New offering: Employees can learn about environmental protection.

Legal Notice

360°

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Employee Fleet Launches in Saxony

Everyday test: Employees on their first experiences with the ID.3¹

For select employees at Volkswagen Saxony, the e-Mobility of the future has already begun: they get to test the fully electric Volkswagen ID.3 in daily use for several weeks at a time – before the official delivery even begins in early September. A total of 150 of the ID.3s produced in Zwickau were reserved for the employees at the three Saxon

locations, in order to evaluate anonymized data on the usage and driving behavior of the ID.3 under real-life conditions with an everyday test. In doing so, Volkswagen will receive additional information from hundreds of thousands of driven kilometers. Participants from the Zwickau plant report on their initial experiences:



ULRICH EBNER, Production System/Projects

"I've been working on this project since 2018, and I'm happy to now be able to be one of the first ones to hit the road with it. The driving qualities are immediately noticeable: that acceleration, that mobility, it's outstanding. The low center of gravity makes for a road holding that I've never seen before in any car."



DENISE TSCHIERSCH, Works Council

"Driving the ID.3 is nice, it's quiet and the acceleration is huge. I picked up my two daughters, 16 and 12 years old, at different times. They each opened the door, looked inside, and were totally excited. It's not so much the infotainment that knocks you off your feet, it's the look and feel of the interior and the space."



FRANK LINDNER, Assembly

"I'm completely overwhelmed. The ID.3 exceeds all my expectations. That lightness while driving – as if you were floating on the road. You just can't compare it with normal driving. The ID.3 stands out visually, too; I was at the hardware store yesterday. When I came out, a crowd of people had formed in front of the car. The people had so many questions and were so excited to finally see an ID.3. It was a really nice experience."



ALEXANDER HARTFIEL, Assembly

"My first impression? Spectacular! The driving is crazy and another quantum leap compared to the Golf. You never want to get out of it again, it's that incredible. I've already brought my family, relatives, and acquaintances over – they're all excited. They'd prefer to drive it themselves, but after all, that's still not possible."



KATJA ALBRECHT, Human Resources Development/Training

"I was thrilled when I found out I was in. I was the very first test driver in the employee fleet to pick up my ID.3. So far the driving has been excellent. My child is also excited. I'm very much looking forward to my next three weeks with the ID.3."



"ID.3 Manufactured in a Climate-Neutral Way"

E-Mobility Executive Board Member Thomas Ulbrich in an interview with 360°: ID.3, employee fleet, and charging infrastructure

Thomas Ulbrich, Executive Board Member for Electric Mobility in the Volkswagen Passenger Cars brand, talks in an interview on the production of the ID.3, the employee fleet, and the expansion of the charging infrastructure.

Mr. Ulbrich, the launch of the ID.3 is closing in. As an experienced product manager, is this routine for you – or does the ID.3 play a special role?

For more than two years I've worked on the ID.3, day after day, often late into the night and on weekends. For me, that makes this vehicle far more than just another entry in Volkswagen's 2020 automotive calendar. This new car stands for the shift into an entirely new age of electric driving. It stands for a fundamental transformation of our company in terms of mobility, for new thinking, financially carbon-neutral production, and the beginning of a new automotive era. All these points put together are, for me, the exact opposite of routine.

Volkswagen is breaking new ground with the ID.3: For the first time, 1,000 employees get to test a new model. Why did you launch the "Employee Fleet ID.3" project in Saxony?

Many employees in our factory in Zwickau have been working for our company for decades, and simply put, they're very good with cars and mobility. Not making use of this expertise would be a missed opportunity. The employees' test drives provide us with additional valuable driving data from everyday life. I'm confident that a lot of usable experience will be gathered there before the market launch. The employee fleet is

also intended to be a thank you to the workforce, meant to further strengthen their high motivation.

For Volkswagen Saxony, the ID.3 has already fundamentally changed the world of work. The Emden and Hannover plants are now also being converted. What does that mean for these locations?

Zwickau is a good example of the Volkswagen team's readiness to successfully shape the change that has been initiated. On-site employee qualification has worked well, and now Zwickau is gradually becoming a real



At the ID. charger from Volkswagen: Executive Board Member for E-Mobility Thomas Ulbrich.

high-tech factory. Where the Trabbi was built a good 30 years ago, modern electric cars from the ID. family are now rolling off the assembly line after the Polo, Golf, and Passat. A similar transformation is pending in Emden and Hanover. The experience and the preparatory work done in Saxony are definitely helpful for these plants. And the example of Zwickau also shows that the fundamental transformation

isn't a matter of downsizing – the exact opposite, actually. We're securing the future!

Volkswagen says that the ID.3 will be manufactured in a climate-neutral way – including battery production. How will you manage that?

Our guiding principle for the production of the ID.3 in Zwickau is: First of all, avoid creating CO₂, then reduce it as much as possible in the next step – and only where neither of these is possible, compensate the remaining emissions with certified climate protection measures. The production in Zwickau and even the supply chain for the ID.3 already have a good CO₂ balance through the use of green electricity alone. Nevertheless, we are constantly working on reduction – and making a strong promise to our customers when the vehicle is delivered: The ID.3 will be manufactured carbon-neutrally in the Zwickau plant. And in a second step, the customer can drive their vehicle 100 percent CO₂-free – if they also consistently charge their vehicle with green electricity.

Volkswagen considers itself obligated to climate protection, and is committed to e-mobility. Why not strengthen our core expertise and build clean combustors?

Saving the climate of tomorrow is a great objective – but it's not Volkswagen's duty alone. The global

transport sector, including automotive manufacturing, accounts for around 14 percent, or one seventh of total annual CO₂ emissions. So, we as a Group can make an important contribution. The volume brand Volkswagen certainly has a very special responsibility here. In the coming decades, our entire fleet will gradually become carbon-neutral. It's essential for the environment, and EU legislation would otherwise threaten us with fines in the billions. Nevertheless, we will continue to sell combustors for many years to come, because that kind of fundamental change doesn't happen overnight. All the same: The transformation will come.

Volkswagen is expanding employee parking spaces with charging points at its plants to ensure more employees can get to work in their electric cars. Commuters are driven by one question: Are there enough free charging stations in employee parking lots?

We are going to build a total of 4,000 employee parking spots with charging stations at Volkswagen sites. Together with our dealers, 36,000 charging stations are being created across the Group, throughout Europe. Moreover, affordable wall boxes by Volkswagen – the ID. chargers – facilitate quick charging at home. However, discipline is needed when it comes to employee parking spaces: They are intended exclusively for e-cars during the charging process.

We often read that electric mobility is much more expensive than driving a diesel or gasoline engine car? The purchase price alone is significantly higher... but that's just one side of the coin. After you subtract the environmental

bonus, the price of the ID.3 is even slightly below that of a comparable combustor. That could change again with a new economic stimulus package. But the operating costs of an e-car, like electricity, maintenance, and taxes, are still significantly lower. Overall, the costs for an electric car are at the level of a comparable combustion engine – and are therefore absolutely sustainable.



Thomas Ulbrich (54)

has served as the Volkswagen Brand Executive Board Member for E-Mobility since February 2018, and has been the Spokesman for the Executive Board of Volkswagen Sachsen GmbH since April 2018.

With the aim of building cars, the Fallersleben native began his professional career as an apprentice car mechanic and with a degree in automotive construction engineering. After joining Volkswagen in 1992, he assumed various management functions.

Thomas Ulbrich is convinced: Volkswagen will help e-mobility achieve a breakthrough and become the world market leader in electric vehicles by 2025. He is enthusiastic about his current tasks, because they enable him to make a contribution to emission-free mobility. Incidentally: Ulbrich is an avid e-car driver. He makes his weekly tours from Wolfsburg to Zwickau with an ID.3.

¹ ID.3: Near-production-ready concept car



Chief Procurement Officer Stefan Sommer has left the company.

Stefan Sommer No Longer With the Company

Stefan Sommer resigned from the Volkswagen Aktiengesellschaft Executive Board on June 30. He was appointed member of the Executive Board with effect as of September 1, 2018, responsible for components and procurement. He is leaving the company at his own request by mutual agreement. Until the end of 2017, the man with a PhD in mechanical engineering was the CEO of ZF Friedrichshafen AG. Until further notice, CFO Frank Witter will be provisionally responsible for the Executive Board department.

Car Carrier: Modern Drive Reduces Emissions



Start in Emden: The freighter is powered by liquid natural gas.

Premiere in Emden: For the first time, vehicles from Europe will be transported from Europe to North and Central America on a car carrier powered by liquefied natural gas (LNG). The LNG drive reduces carbon dioxide emissions by up to 25 percent, nitrogen oxide emissions by up to 30 percent, soot particles by up to 60 percent, and sulfur oxide emissions by up to 100 percent. "We are proud to put the world's first LNG vehicle transporter of this size into service. It's an important part of our decarbonization strategy," says Thomas Zernechel, Head of Volkswagen Group Logistics. According to its environmental mission statement "goTOzero," the company aims to reduce its total CO₂ emissions by 30 percent by 2025 and be carbon-neutral by 2050.

Invoice Travel Costs Via Photo

Conveniently via photo: Travel expense accounting is now even easier. Group Travel Management is working on introducing a new photo app to do just that. The bottom line: No more having to walk to the scanner. In the future, receipts will be able to be photographed and uploaded to the respective accounting system from anywhere, at any time. Here's how it works: The app gives the business traveler an overview of all open accounts. If a statement is still missing, it can simply be added. Receipts can then be photographed directly via a photo icon and uploaded to the xera travel management system. The invoice settlement is done as usual in the xera TMS.

Northvolt Zwei: The Team Behind the Battery Plant

Preparations for start of construction in Salzgitter are running at full speed – start of work already set for the end of the year

Small team, big plans – 36 employees form the core team for one of the most important industrial projects in Lower Saxony. Northvolt Zwei is the name of the company whose heart beats in an office complex in Braunschweig. This is where the pioneers of the joint venture by Volkswagen and Swedish battery manufacturer Northvolt work. The goal is to build a gigafactory at the Salzgitter location in order to produce lithium-ion battery cells for electric cars in winter 2023/24.

Management at Northvolt Zwei is shared by Fredrik Hedlund of Northvolt AB and Michael Braun, who joined Volkswagen 26 years ago as an apprentice in Kassel. Braun is now responsible for the finances, purchasing, and IT. He reports: "There's an exciting start-up atmosphere in our team: We tackle tasks together and solve them quickly and flexibly."

A few weeks ago, they moved to larger rooms in the ARTmax. "We had to start from scratch, as it were. There weren't even desks or chairs," explains the Swede Hedlund. Without further ado, the team went to a Swedish furniture store and bought some office furniture. "With a smile

on their faces, my crew built the desks themselves. It's that garage mentality that I remember from the founding days of Northvolt. This is the climate I'd like to see for our partnership in the long term," says Hedlund. He used to be the chief strategist at Northvolt. Hedlund, who now lives with his family in Braunschweig, joined the company in Stockholm a good four years ago. Back then they had five employees; today there are more than 650 employees from 56 nations.

By the end of 2020, the "Northvolt Zwei" team is set grow to more than 70 employees. Meeting this target is primarily the job of the 35-year-old Andre Hellström. He

aims to find and win over the best talent from all over the world. They need to be smart, passionate, respectful, and determined: "Many are enthusiastic about the idea of building a battery factory from scratch; they want to be part of Northvolt Zwei, because they know the Volkswagen brand and believe in their e-strategy."

The next important milestone for the "Northvolt Zwei" team is the approval phase for the construction project, which began in April. The goal: Before the end of the year, the excavators will arrive in the north of the Salzgitter site for the factory, where up to 1,300 employees will manufacture battery cells.



The pioneers of the "Northvolt Zwei" team: (back, from left) Luc Heymans, Hauke Hans, Fatih Demirci; (front, from left) Julia Degen, Fredrik Hedlund, Anna Tidstam, Alvaro Rabanos, Michael Braun, and Gilda Miranda.



Northvolt Zwei

Northvolt is currently building three factories: a pilot and research plant in Västerås, west of Stockholm; a module production facility in Gdańsk, Poland; and a gigafactory called by the name of Northvolt Ett (Northvolt One) in Skeleffteå, Sweden, some 700 kilometers away from Stockholm. The joint venture concluded with Volkswagen in September 2019 to establish a 16-gigawatt hour cell production facility for lithium-ion batteries in Salzgitter is therefore called Northvolt Zwei (Northvolt Two).

Volkswagen and Ford Sign Further Contracts

Three joint vehicle projects for commercial vehicles – Diess: "Collaboration will drive down development costs"

Ford and Volkswagen have signed more contracts within their existing global alliance. Thus, the companies' respective strengths in medium-sized pick-ups and commercial and electric vehicles are utilized. Among other things, the alliance will enable both companies to offer their customers new technologies and a wider range of models more quickly. Based on sustained growth in global demand for commercial vehicles and high-performance electric vehicles, both partners expect major economies of scale for their respective portfolios.

The Volkswagen-Ford alliance will

- expedite the realization of a mid-size pickup truck designed and built by Ford, which will be included in Volkswagen Commercial Vehicles' own model range as an Amarok starting 2022.
- further strengthen both companies' commercial vehicle business as early as next year: with a city delivery van based on the latest Caddy model, which Volkswagen Commercial Vehicles will develop and manufacture. Ford will later develop a joint transporter in the one-ton load-

ing segment as a further project.

- support both companies' e-mobility strategies, where Ford will, starting 2023, offer their own electric vehicle for the European market based on the modular electric-drive toolkit (MEB) by Volkswagen.



Joint alliance: Volkswagen CEO Herbert Diess and Ford CEO Jim Hackett.

The alliance's three commercial vehicle projects will see a total of roughly eight million vehicles developed and produced.

"In light of the COVID-19 pandemic and its impacts on the global economy, more than ever it is vital to set up resilient alliances between strong companies," says Volkswagen CEO Herbert Diess. "This collaboration will efficiently drive down development costs, allowing broader global distribution of electric and commercial vehicles, and enhance the positions of both companies."

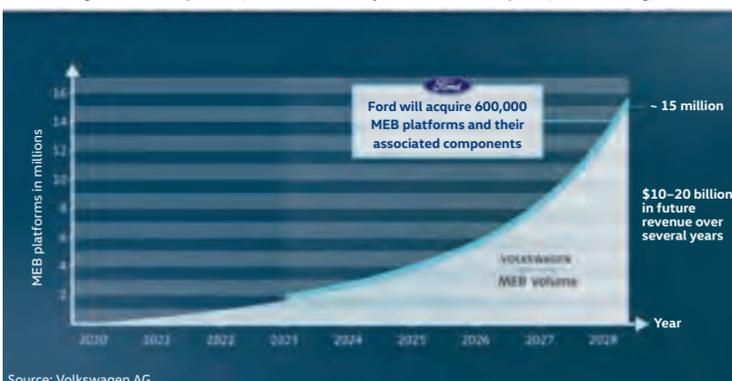
"This alliance comes at a time of tremendous enthusiasm about

the intersection of increasingly intelligent, connected vehicles in an ever-smarter world," says Ford CEO Jim Hackett.

"The collaboration with Ford is a key building block of our GRIP 2025+ strategy and part of the current transformation of Volkswagen Commercial Vehicles," says Thomas Sedran, Chairman of the Executive Board of Volkswagen Commercial Vehicles. "This long-term cooperation with Ford will strengthen our very good position in area of light commercial vehicles, especially in our core European markets, and is proof that we are successfully implementing our plan step by step."

MEB PLATFORM OFFERS SIGNIFICANT SCALING AND COST BENEFITS

Volkswagen delivers the platform, Ford takes over body construction development, manufacturing, and sales



Coronavirus Emergency Aid: More Than 550,000 Euros for Children and Families in Need Already

Volkswagen AG Executive Board and Group Works Council call on the workforce to donate to terre des hommes

Great willingness to donate: Volkswagen employees have already donated more than 550,000 euros for coronavirus emergency aid. At the beginning of June, the Executive Board and the Group Works Council had called for a donation campaign in support of terre des hommes.

The children's charity is using the money to finance coronavirus emergency aid measures worldwide. In a special supplement to the May salary statements, CEO Herbert Diess, Chief Human Resources Officer Gunnar Kilian, and Chair of the Group Works Council Bernd Osterloh addressed the workforce: "Only together can we help make it easier to deal with the serious effects of the coronavirus pandemic, especially for the poorest of the poor."

More than 120,000 Volkswagen employees in Germany have been called upon to make a financial contribution to the relief efforts. These funds are primarily being used to support medical and social projects at Volkswagen locations in Brazil (São Paulo), Mexico (Puebla), India (Pune), and South Africa (Uitenhage). Birte Kötter, Chair of terre des hommes: "The Volkswagen

employees have been supporting our work for more than 20 years. Especially in the midst of the coronavirus crisis, we are grateful for their generous willingness to donate."

The members of the Group Executive Board are taking part in the campaign and making donations themselves. Herbert Diess: "The children's charity terre des hommes is a good fit for Volkswagen. This donation is a matter close to my heart, and we know that terre des hommes provides help where it is most needed."

Gunnar Kilian: "Social engagement is part of our corporate culture. The coronavirus crisis has shown how large and diverse the engagement of Volkswagen employees really is. Hopefully this will be reflected in the amount of money donated."

Bernd Osterloh, Chair of the Group Works Council, says: "For 20 years, our colleagues have shown a big heart when it comes to supporting people in need. The coronavirus crisis is hitting the poor even harder, especially in countries that don't have as tightly meshed a network as we do in Germany. These are exactly the



Herbert Diess



Gunnar Kilian



Bernd Osterloh



Aid for children and families in need: Volkswagen employees have financed more than 250 terre des hommes projects since 1998.

people this year's fundraiser is for." Volkswagen employees first waived an hourly wage to benefit terre des hommes back in May 1998. In the time since, the fundraising campaign

has become a regular fixture, and has so far financed more than 250 aid measures for street children and suffering families in seven countries worldwide.

The Projects Employees Support

The donations benefit measures in India, South Africa, Mexico, and Brazil, among others



Emergency aid for families: In India, terre des hommes is supplying people in need with essentials.

In India, hundreds of thousands of families are already starving due to the strict lockdown orders. Up to now, children from poor families had received one free meal a day in public kindergartens and schools. However, these and many other government aid programs have been discontinued since the coronavirus crisis: terre des hommes partners all over India are now providing families in need with essentials.

Project Ubuntu in South Africa has been implementing education and

health measures for children, young people, and their families for 20 years now. These measures taken by terre des hommes have been supported by funds from the Volkswagen workforce since 2009. As a reaction to the coronavirus crisis, Ubuntu and other local partners of terre des hommes have now begun to provide crisis services to the most vulnerable: those living with HIV, immunocompromised children, and the elderly.

In Mexico, terre des hommes partners are providing both material

and medical emergency care, as well as family therapeutic support. The partner organization El Caracol is taking care of homeless and street children in five districts of Mexico City who are particularly hard hit by the coronavirus crisis. In Brazil, the partner organizations provide basic care for children from the poor districts. The Francisco Solano Cultural Center (CCFST) in São Paulo, Brazil is distributing the food items donated by employees at Volkswagen do Brazil.

Why We're Donating!

KERIM DELIKAN, Photo Services

"Given the coronavirus issue, the last few weeks may have been unpleasant, but those of us in Germany have excellent medical care to which everyone has access. The fundraising campaign is aimed at helping people who don't have this same kind of care. The people who can't get access to this kind of help on their own."



DEVAH KUBRA FALCONE, Forward Sourcing

"The coronavirus pandemic hit Germany and Volkswagen hard – no question. But even harder hit are those regions of the world where, even before the virus, there was already significant social inequality. As a global corporation, we have a global social responsibility that each of us should live up to."

How a donation helps on the ground

- With **23 euros**, you can pay to give ten families in Brazil a hygiene kit with hand sanitizer, soap, and a face mask.
- For **98 euros**, you can pay for the medical equipment needed to treat 50 HIV-positive children (a coronavirus risk group) in South Africa for four months.
- 152 euros** are needed to supply ten children in India with a healthy lunch for one month.



Scan this QR code with your smartphone to access the online donation form. Alternatively, you can also access the form online at <http://spenden.Volkswagen.de>. Donate via bank transfer:

Account owner: terre des hommes
Purpose: Volkswagen Corona-Nothilfe
Volkswagen Bank direct
IBAN: DE78 2702 0000 1510 0050 00
BIC: VOWADE2BXXX
Your donation is tax deductible.

Names & News



Matthias Rabe will become Head of Technical Development at Bentley effective as of August 1. He succeeds Werner Tietz,

who will switch to the position of Head of Technical Development for Seat. Werner Tietz follows on from Axel Andorff, who will take over leadership of the Midsize and MEB product lines at Skoda. He, in turn, succeeds Matthias Glodny, who will become Head of the Construction Kits, Drives, and Modules series at the Volkswagen Passenger Cars brand.

Matthias Rabe joined the Volkswagen Group in 1988 after completing his studies in mechanical engineering at RWTH Aachen University and has held various management roles. He most recently worked as Chief Technology Officer for the Volkswagen Passenger Cars brand in Wolfsburg.



Werner Tietz holds a PhD in mechanical engineering and has been working for the Volkswagen Group for 26 years.

He moved to Cockpit Development in 1997; after various leadership roles in this division, he took over the management of Equipment Development in 2006. In 2011, Tietz headed to Stuttgart to become Head of Prototyping for Porsche AG. In 2018, he moved to Bentley Motors in Crewe, England, taking over the Engineering department as a Member of the Executive Board.



Axel Andorff holds a degree in industrial engineering and has been working for the Volkswagen Group for one year.

He began his career as a trainee at DaimlerChrysler in Stuttgart in 2000. In 2019, he was called to Martorell as a Member of the Executive Board for Technical Development at Seat.



Matthias Glodny is a mechanical engineer and has been working at the Volkswagen Group for 22 years.

He went to Ingolstadt in 1998 to work at Audi, where he held various senior positions in Project Management. From 2009 onwards, Glodny assumed various roles in the Product Management division, and in 2012 went to Martorell, Spain to work at Seat. He most recently worked as Head of the Midsize and MEB product lines at Skoda in Mladá Boleslav, Czech Republic.

Plans Halted for Plant in Turkey

Volkswagen has halted plans to build a new plant in Turkey. The reason for this is the collapse in global demand for automobiles caused by the coronavirus pandemic. Building additional capacities is thus currently not necessary. The new plant was intended to serve growth in Eastern Europe and the Middle East in particular, given the very positive overall economic conditions at the time.

Coronavirus: How Volkswagen Is Helping

Last delivery: Group provides medical material worth 40 million euros

The Volkswagen Group is supporting the fight against the coronavirus pandemic with medical material worth 40 million euros – the last large delivery by air freight arrived at Hanover Airport a few weeks ago. A total of eight million protective masks, six million pairs of disposable gloves, 300,000 biohazard suits, 200,000 protective goggles, 10,000 infrared measuring devices, and 320,000 liters of disinfectant have thus arrived in Germany.

The company had ordered the medical equipment in China in mid-March, in order to make it available to doctors and hospitals in Germany. Since then, several deliveries have arrived every week. The German government and the state of Lower Saxony took over the distribution of the medical products.

“A crisis of this magnitude, unique in the history of the Federal Republic of Germany, demands special commitment from everyone. Volkswagen has been happy to do our part to support the health care system. With the last delivery, a cooperation has come to its conclusion that impressively

demonstrates what can be achieved together for the company in a crisis,” says Thomas Steg, Head of External Relations at Volkswagen. In addition to the donation, Volkswagen supported the Federal Ministry of Health in the purchase of

100 million filter masks in China. Roughly 70 million of these masks have already arrived in Germany.

Overall, Volkswagen Group Logistics and its partners have transported a total freight volume of 8,000 cubic meters to Germany during the coronavirus crisis. This

includes the 40 million euro donation, the direct needs of the federal government, and Volkswagen’s own needs to protect its employees. For comparison: One cubic meter corresponds to the contents of three to six bathtubs.



Medical material: Health Minister Carola Reimann, Minister-President Stephan Weil, and Chief Human Resources Officer Gunnar Kilian accepted a delivery.

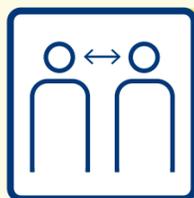


Loading the relief supplies in China: Around twelve hours later, they arrive in Germany.



Protective masks: Volkswagen brought eight million units to Germany.

Prevention: Protecting Against Coronavirus in Day-to-Day Work



MAINTAIN DISTANCE: Wherever possible, maintain at least 1.50 meters (6 feet) between you and all other people



SNEEZING AND COUGHING: Always into the crook of your arm, your sleeve, or a handkerchief



HAND HYGIENE: Wash your hands regularly with soap and water for at least 20 seconds



NO HAND-SHAKES: Do not shake hands with others; it is a common transmission path for germs and viruses

Further Support

Select examples:

- With the support of the German government, Volkswagen South Africa has converted an old factory in the Volkswagen Port Elizabeth plant into a temporary coronavirus clinic with up to 4,000 beds, and has donated 1.3 million euros to the fight against the virus.
- Group brands such as Volkswagen and Seat have produced thousands of face shields, masks, and medical devices using 3D printing.
- The Group has donated one million euros to the German Red Cross for refugees in Syria, Turkey, and Greece who are threatened by the coronavirus pandemic.
- In Germany, 57 Volkswagen AG employees were released for up to 15 days of volunteer work with continued remuneration (see pages 8–9).
- The Skoda brand made 200 vehicles available for charities, communities, and volunteers, and 100 Skoda Octavias were donated to social and medical institutions.
- Audi is supporting medical and social institutions in its home regions and is providing humanitarian aid on national and international scales; the company allocated five million euros in emergency aid for this purpose.
- Among other things, Porsche has donated 1.3 million euros to medical clinics in Stuttgart, used to purchase anesthesia and ventilation equipment as well as a mobile X-ray machine.
- The Traton Group and their brands MAN and Scania are supporting the organization “DocStop für Europäer” (DocStop for Europeans), which improves medical care and working conditions for bus and truck drivers.
- As part of the restart of production, the Group has provided more than 40,000 suppliers and service providers, as well as several hundred forwarding agents, with measures to ensure maximum health protection for their employees.



Opening a temporary hospital in Port Elizabeth: Thomas Schäfer, Head of Volkswagen South Africa (left).

To Travel or Stay Home?

Shortly before the plant holidays: Interview with Dr. Kai Sickmann, Head of International Health in Volkswagen Healthcare

The plant holidays begin in just a few days – for many employees, probably with a lot of question marks in light of the coronavirus pandemic. Should people be traveling, and if so, how? 360° asked Dr. Kai Sickmann (47), who leads the International Health department in Volkswagen Healthcare.

Traveling or staying at home – what do you advise in times of coronavirus? Of course you can travel – but not like you did in pre-coronavirus times, and above all with even more intensive preparation in terms of choice of transport and destination. Our hope is that many employees will prepare themselves well, as there is a high risk that

the number of infection cases will go back up after the plant holidays.

What do you mean exactly? Above all, question the choice of



Head of International Health: Dr. Kai Sickmann

means of transport. In airplanes, for example, many people often come together for several hours in a very confined space. That’s something to bear in mind.

But we often hear that filtering the air using the air conditioning system on board reduces or eliminates the risk of infection...

That has not been conclusively clarified scientifically, and is simply unclear at the moment. Whether the risk of infection from aerosols, i.e. small suspended particles in the air, is minimized by the effectiveness of filtering using so-called HEPA filter systems, no one can say for sure at present. At this time, it’s controversial in research.

Your advice?

If you still intend to travel by plane, you should wear a protective mask meeting the FFP2, or even better the FFP3, standard for safety reasons. These are also the masks that most crews wear on board.

Where are you going to spend your vacation?

I’m going to drive to the South of France with my family. We’re looking forward to it and are convinced that even though we’ll be observing social distancing and hygiene rules, our days will be relaxed and action-packed at the same time.



Tips Before Your Trip

Volkswagen Healthcare recommends that you read up on the Federal Foreign Office and the Robert Koch Institute website pages on the topics “Situation at your vacation destination” and “Coronavirus” before setting off on your trip. Another piece of advice from travel experts: Carry a good first-aid kit with you, supplemented by mouth and nose protection masks and hand sanitizer. You can find more tips at www.fit-for-travel.de or www.crm.de. Travelers should also take out a good health insurance policy for travel abroad.

Interview: Gunnar Kilian on the Crisis Team, Working Remotely, and the Time After the Coronavirus

Why the Group's Chief Human Resources Officer is proud of the entire Volkswagen team

Mr. Kilian, the coronavirus has led to exceptional circumstances around the globe. As head of Volkswagen's coronavirus crisis team, you were significantly involved in steering the Group through its biggest crisis of the post-war period. What was the work like for you on the crisis team?

Extremely intensive, but in hindsight, very successful too. With the measures we decided on in the crisis team, we were able to stem the number of COVID-19 infections in Volkswagen AG and the entire Group much sooner than Germany and the rest of the world as a whole. This is a great success, but it was also a huge feat of strength for everyone involved. This is evidenced by around 30 crisis meetings with our Chinese taskforce and almost 40 crisis team meetings within a period of 21 weeks. I would like to express my heartfelt gratitude again for everyone's hard work. In terms of the outcomes we were able to achieve and the protection of our workforce as a result, it was truly outstanding.

The crisis team's focus quickly turned to the future: Shortly before the lockdown, experts were already developing concepts for the company's relaunch. This resulted in the "100-point plan," which would soon afterwards become an industry standard. How did this come about?

The 100 measures to protect our workforce, which were developed together with the Works Council and documented in a works agreement, made it possible for us to resume operations in the first place. However, it is vital for the European economy that the entire industry is able to get back on its feet across the board. That's why we have shared our catalog of measures on an online platform and made it available to other companies. More than 120,000 downloads of the catalog show that numerous industrial companies, including

40,000 suppliers, have seized this opportunity to plan for their own relaunch. Without our colleagues in the Healthcare division, Corporate Security, Production, Components, and the Works Council, who developed the 100-point plan, it wouldn't have been possible.

The coronavirus has changed the way we work, and not only in production. Tens of thousands of Volkswagen employees in the administrative area have been working remotely. How did it work?

Even before the coronavirus crisis, we had excellent arrangements for remote working in place. And it paid off in the crisis. Right at the start, we were able to expand these arrangements extremely quickly, enabling almost 80 percent of employees at Volkswagen AG to work from home – and remain productive during the crisis. We have our Group IT to thank for that. In only a few days, our colleagues in IT were able to increase the number of dial-up nodes at Volkswagen from 10,000 to 60,000. It was an outstanding effort.

How did the workforce receive these measures, and is more remote working a feasible model for the time after corona?

Our survey on remote working in HR at the end of May showed that the technical support was very

colleagues desire personal interaction in the workplace again, so we will need to find a healthy balance. I have no doubt that we will.

Several of the measures in the 100-point plan have already been scaled back during Phase 3 of the relaunch plan. Is the worst already over for Volkswagen?

The transitions into the new phases have shown us that employees have been very disciplined in observing our safety measures. That's

why we are now able to relax some of the rules. In Phase 3, we are able to send employees, including those in at-risk groups, back to work in "green" and "yellow" workplaces, increase the number of participants in in-person meetings from five to ten, and resume essential business trips, taking into account all the necessary protective measures. Nevertheless, we must all handle the situation with care. Corona is not over yet. That much is evident from the sudden rise in the number of cases in Beijing since mid-June. For us, this means staying disciplined so that we don't need to return to stricter measures.

What has impressed you the most about how Volkswagen handled the crisis?

I am proud of the entire team. We have proven that here at Volkswagen, we are one big family



Led Volkswagen through the pandemic, together with the crisis team: Chief Human Resources Officer Gunnar Kilian is proud of the entire team.

"I am proud of the entire team. We have proven that here at Volkswagen, we are one big family."

effective. 90 percent of 1,000 respondents were very satisfied with the technological conditions that we provided for remote working. I think this is why 80 percent of respondents also said they would like to work remotely more often in future. But it's also clear that many



Protective measures in production: daily working life after relaunch.

that loves our neighbors. I have been particularly impressed by employees' great commitment, even outside their usual working environment. For example, they have supported emergency services, volunteered at care facilities, in relief organizations and on community crisis teams, or provided shopping assistance to those in need. Volkswagen supported this important work by providing the necessary time off. I also think of the large donation of masks and medical materials, worth 40 million euros, to the German federal government and the state of Lower Saxony. Our commitment has remained true to our company principle, even during crisis: We take responsibility for the environment and our society.

Currently, you are campaigning for donations for the charitable organization terre des hommes. More than

550,000 euros (as of July 3) have already been donated. What's that all about?

The further we emerge from the crisis situation, the more it becomes clear what serious social consequences the coronavirus pandemic will have in other parts of the world. In response, the executive board and Works Council have initiated a fundraiser, together with the children's charity terre des hommes. Through it, we want to help children and their families in Brazil, Mexico, India, and South Africa. The entire Executive Board is involved in the campaign. We hope to raise enough money for terre des hommes to make a real difference in these areas – and that we can be proud of, as a workforce. I would be delighted by that.



Loving our neighbor: Volkswagen readily supported the German federal government and the state of Lower Saxony through the crisis with donations.

From Project Manager in 3D Printing to Concierge on the COVID Crisis Team

Thomas Stein from the Wolfsburg plant worked at city hall for four weeks

Who's allowed in? That was for Thomas Stein and his companions to decide. The Wolfsburg plant employee was given four weeks off during the coronavirus crisis, and worked as a self-protection officer for the city's civil defense and disaster response unit. The 52-year-old's task was to monitor access to the crisis unit at Wolfsburg city hall, and to document who was there and for how long in the activity log.

"I was a kind of concierge, and partly responsible for the safety of the crisis unit," says Stein, who usually works as a project manager in the 3D printing center of Volkswagen's biggest plant. However, safety is not unfamiliar territory for Stein, who comes from Barmke, near Helmstedt. He was once responsible for room and building protection in the armed forces. Now, at Volkswagen, he is the safety and fire safety officer for his department, and previously belonged to the volunteer fire department during his time at the component plant in Braunschweig.

Stein joined the administration unit of the city of Wolfsburg's civil defense and disaster response division through a campaign by the volunteering agency "Volkswagen pro Ehrenamt". He enjoyed helping out during the coronavirus pandemic. However, he admits: "Reading the activity log can be devastating. There are many human stories behind the reports."

Why does Stein volunteer? "There is an 'all risks insured' mentality in the efficient welfare state of Germany. However, the system doesn't work if everyone asks only what the system can do for them. Everyone must be prepared to give time and/or money for the sake of the wider community."



Ergonomics Specialists Help the Sick and Elderly in Wolfsburg Nursing Home

Dennis Senne has a heart for helping people

In April, Dennis Senne (38) made an important decision. He volunteered to work in a nursing home in Wolfsburg, where caregivers were desperately needed due to the coronavirus pandemic.

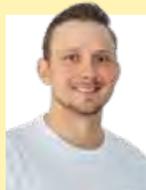
The city of Wolfsburg crisis team asked Senne if he would be prepared to do so after the Volkswagen healthcare employee registered as a community volunteer. "I have respect for the challenge, but I'm not afraid," said Senne, adding, "I know what I'm getting into. I know that I will be in contact with potentially infected patients in the nursing home and will need to protect myself accordingly."

The Volkswagen employee has had plenty of practice. He first trained as a nurse at Wolfsburg Hospital, and then as a paramedic. After that, he went on to study health management and later trained as a specialist in ergonomics. "Hygiene is always an important issue, even in the regular training sessions held here at the healthcare department in Wolfsburg," said Senne, who is a father and has worked at Volkswagen for around ten years – first at the Kassel plant and

now in Wolfsburg as an ergonomics specialist. This means that he is usually out and about in Production, advising employees on how they can avoid straining their backs at work, for example.

One thing is clear: Supporting the people in his hometown of Wolfsburg through these exceptional circumstances was a matter close to Senne's heart. He adds: "I want to help people in need and take some of the burden off nurses and caregivers, who have already been working with superhuman strength for weeks on end. As a trained nurse, it's also a way for me to go back to my roots."

Volkswagen gave him time off to volunteer at the nursing home, and continued to pay his salary. Senne: "It's fantastic that our company has done this. I'm proud to work for such a great employer."



Tirelessly working for Malteser International: (from left) Andreas Nickel, Michael Marr, and Marc Blumenberg in front of the emergency hospital set up at Volkswagen Immobilien's Hotel Global Inn.

Volunteering for Malteser International: Volkswagen Trio Work in the Ambulance and at the Hospital

Andreas Nickel, Michael Marr, and Marc Blumenberg from the Wolfsburg plant volunteered several hours a day with the aid organization

Three Volkswagen employees volunteered in the fight against coronavirus: Michael Marr and Andreas Nickel (both in Group IT) and Marc Blumenberg (Toolbuilding) are on the leadership team of the local branch of Malteser International. "For us, helping people is a calling," said Marr, speaking for himself and his companions.

For almost five weeks, the volunteers prepared to help Wolfsburg residents through the coronavirus pandemic. They set up tents in front of the hospital so that medical staff could, if needed, examine and treat potentially infected patients. In addition, they stocked warehouses and vehicles with protective suits and masks, and they organized additional emergency response vehicles, in case facilities needed to be evacuated. They also shared their expert knowledge with the crisis unit at Wolfsburg city hall on a daily basis. The Volkswagen trio invested a lot of time into this work. Marr (35), who is an IT after sales manager for Group IT: "Luckily, I had excellent line managers under me who I could rely on. My bosses and colleagues in after sales were very understanding of my

volunteer work. Without this support from and my family, I couldn't have done as much for the benefit of the community." Andreas Nickel (40) and Marc Blumenberg (33) also remarked on the valuable support of their employer and families.

What exactly do the three Volkswagen employees do at Malteser? Marr is head of technology and a member of the expanded cross-regional crisis team. Blumenberg is the squad leader for the emergency response and acted as the go-between with the city for the emergency hospital. And Nickel is a volunteer business manager and is responsible for ensuring that organization work and IT run smoothly. As if that wasn't enough, all three are emergency medical technicians and work in the emergency response vehicles.

Company Doctor Prepares Salzgitter Emergency Services for COVID Response

Dr. Melanie Sicks supported crisis management in the city

Dr. Melanie Sicks took time off work during the coronavirus crisis: The doctor from the Volkswagen healthcare team at the Salzgitter plant spent several weeks working for the city's fire department. The volunteer deputy medical director for the emergency services in Salzgitter volunteered full time to help plan the work of the emergency services and prepare emergency doctors and paramedics for the emergency response during the coronavirus pandemic. By doing so, she helped the city fire department manage the crisis.

"I really enjoy this work," says the 43-year-old from Peine. "I'm glad to be able to provide some support to medical personnel in these exceptional circumstances." She knows these front-line staff well because, just over two years ago, she was the head doctor at the emergency room in the hospital in Salzgitter, and worked as an emergency



Hours on the phone: Dr. Melanie Sicks in the offices of the Salzgitter fire department.

doctor in the same district.

Out of the Volkswagen plant in the industrial district of Beddingen, and into the main fire department in Salzgitter-Lebenstedt: What exactly did the Volkswagen doctor do there? She implemented the guidelines of the Salzgitter health department in line with the recommendations of the Robert Koch Institute. "At the beginning of the pandemic, new guidelines were coming in almost daily," reports the doctor. These concerned issues such as the correct application of disinfectant, protective masks, and gloves. Melanie Sicks also helped record the number of beds with ventilators in Salzgitter, and to increase the number of available ventilators. "It was a stressful time. Even after an eight-hour workday, the work was far from finished."

Neighborly Assistance: Two Employees from the Salzgitter Plant Care for the Sick at Wolfsburg Hospital

Bettina Wunsch and Nils Gawelczyk worked on the oncology ward and in the intensive care unit

Neighborly assistance:

Two employees from the Volkswagen healthcare department at the Salzgitter Components plant helped at a hospital 45 km away in Wolfsburg during the coronavirus pandemic. Bettina Wunsch and Nils Gawelczyk took leave of absence, while their employer continued to pay their salary. "It's amazing that Volkswagen has allowed us to volunteer for the community while paying our full salary, and something that can't be taken for granted," said Bettina Wunsch and Nils Gawelczyk.

Gawelczyk, a paramedic and trained



Hospital volunteer: Bettina Wunsch.

nurse who usually works in the walk-in clinic at the Salzgitter plant, worked in the COVID-19 intensive care unit in Wolfsburg. "The doctors and nurses there are a great team. Everyone was very welcoming and supportive. I'm happy to have been able to support them in these unusual circumstances," said the 38-year-old from Wolfsburg.

As a nurse, he was fully involved in day-to-day working life in the unit. His duties included positioning COVID-19 patients in bed, and taking care of their personal hygiene. In addition, he monitored their vital functions such as pulse and

oxygen saturation. He worked in full protective clothing – mask, cap, gloves, gown, and eye or face protection. "It took some getting used to. But it didn't take long. And it's far more important that I'm able to help."

Bettina Wunsch is a trained nurse and is responsible for occupational health examinations at the Salzgitter plant. She worked on an oncology and palliative ward at the Wolfsburg hospital. "It's challenging, but incredibly rewarding work," said the 54-year-old from Isenbüttel (Gifhorn area). Her main duties included distributing food to patients and helping them at mealtimes and with personal hygiene.



In the intensive care unit at Wolfsburg hospital: Nils Gawelczyk.

Our COVID Heroes

Help and solidarity: 360° introduces eleven employees who helped others during the pandemic

Exceptional circumstances in Germany: During the peak of the coronavirus pandemic, dozens of Volkswagen employees volunteered and supported the community in the fight against the virus – in hospitals, retirement and nursing homes, and at charitable organizations. Some even started their own volunteer projects. On this page, 360° presents eleven exemplary men and women, and their work during the COVID crisis. Volkswagen supported them with time off work. The com-

pany gave employees with medical qualifications up to 15 days off, and continued to pay their salaries if they volunteered in the public health service. Chief Human Resources Officer Gunnar Kilian: "Employees in hospitals, doctor's surgeries and rescue services are doing outstanding work for society in the effort against coronavirus. It is not enough simply to thank them. They urgently need our full support and solidarity. That includes extra pairs of hands."

It was early March when a doctor friend of Dr. Esther Goldberg reported "catastrophic shortages of hospital supplies". Face masks were in short supply and almost impossible to source. That was the moment when the company doctor at Volkswagen Commercial Vehicles decided to help. She launched the crowdfunding project "CovidDefense" to produce protective masks, and found a co-campaigner: A friend who owns a sewing business in Celle was able to supply the necessary materials. Before long, the first masks were already being sewn for regional hospitals, clinics, and care facilities. Progress was quick. "We kept growing, and suddenly we had 50 seamstresses



Company Doctor Raises Money for Masks

Dr. Esther Goldberg from the Hanover plant is now sending the supplies to an aid organization in Africa

and 15 more working on organization and delivery – all on a voluntary basis," said Goldberg. Her spontaneous idea turned into a movement. €15,000 has been raised online to date. The money has been used exclusively to purchase the materials for the homemade masks and to cover shipping costs.

From Celle to Africa: Since then, the supply situation has improved in Germany. "But we won't stop there," says the physician. CovidDefense is now supplying masks to organizations like "Mercy Ships", which operates hospital ships worldwide. The feedback from all sides has been overwhelming and has inspired them to continue. Esther Goldberg is convinced that many people have great ideas, but don't act on them. "I've learned that if you want to make a difference, you can."

For the German Red Cross: Development Engineer Advises Wolfsburg City Crisis Team



Working from Home: Company Doctor Works Hotline for Police Officers and Paramedics

Dr. Holger Stamm is particularly knowledgeable about lung disease

For three weeks, Dr. Holger Stamm was granted time off by his employer, Volkswagen: The physician from the healthcare department at the Salzgitter component plant worked for the city's fire department – all from his own home. Stamm's daughter suffers from a metabolic disorder that particularly affects the lungs. As a result, his little girl is at high risk from the coronavirus pandemic.

The Volkswagen company doctor therefore wanted to eliminate any risk of passing on the virus. However, he still wanted to help in the fight against the virus, and supported the fire department with crisis management from his home in Salzgitter-Bad. Stamm worked as a consultant on a hotline for paramedics and police officers dealing with potential coronavirus patients. He compiled a list of how many ventilators were available in Salzgitter, a city of around 100,000 residents. And he wrote a set of instructions for paramedics explaining how they can wear homemade protective masks safely. "It all worked very well, even from home," said the doctor.

It's obvious that he is glad to have been able to help during the pandemic. "It comes from my sense of responsibility," said the 52-year-old. "Also, because of my daughter's severe illness, I am even more aware of these types of illnesses." The Hanover-born doctor remarked: "I know how much our amazing doctors, nurses, caregivers, and fire fighters already do for us in normal times, and how far they have gone above and beyond during the pandemic. It was important to me to help them, even just a little, and do something good for our community. I'm very thankful to Volkswagen for making it possible."



Working at home in Salzgitter-Bad: Holger Stamm was able to help the community from his home office.

Campaign: COVID Heroes Fly to London for Euro Final

The winners will be announced on July 12: Volkswagen sought 23 COVID heroes – and found them, with the help of a jury including soccer coach Joachim Löw. Users were able to nominate candidates online on the campaign page: www.Volkswagen.de/de/marke-und-erlebnis/wedrivefootball.html.

Why 23? Löw would have taken part in the European soccer championship from mid-June to mid-July, with a squad of 23 players. The Euro championship, which would have been held across the entire continent for the first time ever, was postponed for a year because of the coronavirus pandemic. Germany's national coach has already assembled a squad ready for next summer: The "hero squad" consists of 23 men and women who gave extraordinary service during the pandemic. The hero squad will fly to London for the championship final in 2021. That was made possible by a joint campaign by Volkswagen and the German Football Association (DFB). Volkswagen is the mobility partner of DFB.

"We want to say thank you to the people who went above and beyond during the pandemic," says Jürgen Stackmann, Sales Director of the Volkswagen brand. "Be it in hospitals, care facilities, public transport companies, supermarkets, and logistics centers – staff worked tirelessly to keep the system running."



Special squad: Volkswagen and DFB are sending 23 heroes of the pandemic to the Euro final in 2021.

Every User Counts: Volkswagen Supports Coronavirus Warning App

In Germany, the federal government's coronavirus warning app has been active for just over a month. The goal is to identify coronavirus infection chains as early as possible, and break them. Volkswagen is supporting the project and the app is available in the Volkswagen AppStore. Chief Human Resources Officer Gunnar Kilian: "I ask all Volkswagen employees: please download the app. It's one more way you can help to stop the coronavirus pandemic."

How the app works: Users are warned immediately if they have been near infected persons. The smartphones of all users exchange codes, which store data such as the duration of contact or the distance between users for 14 days. Where situations that could lead to infection arise, it's possible to carry out targeted testing and take measures to isolate the infection. Data protection is guaranteed at all times, as the app works simply by being



Fighting coronavirus together: Volkswagen supports the German government's infection tracing initiative.

installed on your smartphone. Registration is not required. Your name, telephone number, and location remain private. Downloading the app is voluntary for users, as is reporting a potential infection. You can find further information at: www.corona-warn-app.de

Together4Integrity: Two Years of Working Together for Long-Term Success

"We keep our word." – This is the phrase adopted by the Volkswagen Group as it faces up to the future

Two years ago, the Together4Integrity (T4I) integrity and compliance program was launched as a component of the Group's Together 2025+ strategy. The goal lies in the view that the Group can only be successful in the long term if customers, business partners, employees and society completely trust in it. And work must be done to strengthen this trust in the long term. By the start of 2020, T4I had been rolled out worldwide in more than 200 companies and brands with nearly 500,000 people.

T4I aims to bring about change and raise awareness on everyday issues: is an open and honest relationship being fostered? Are errors being addressed? Are we working together to correct them? Are actions being taken on processes on a daily basis that demonstrate

integrity, are legally compliant and are in line with the Group's corporate principles? Part of T4I requires everyone to take a close look at the organization and the way we interact with one another. After all, we want everyone in the Volkswagen Group to act with integrity and in accordance with the rules at all times and in all places. This protects both the Group and each and every individual. T4I lays the foundation for this in a structured roll-out program.

One key factor in strengthening governance – i.e. the regulatory framework within which the Volkswagen Group operates – encompasses 11 key initiatives. These initiatives create the conditions for firmly establishing compliance with the law and fostering integrity at all levels of our Group. These include, for example, risk

management and the whistleblower system, as well as product and environmental compliance.

"The content set out in the T4I toolbox helps ensure an equally high level of governance in all Group companies and helps ensure that we are well-positioned on our path to shaping the mobility of the future," explains Tobias Heine, who is responsible for Together4Integrity.



Tobias Heine

For Hiltrud D. Werner, open cooperation, where everyone has the opportunity to act honestly and correctly, is especially important, saying, "It's all about trust, listening and common sense. This is extremely important. That's always the case but is especially true in times of crisis, as we are experiencing with COVID-19." The planned roll-out will continue until 2025, when T4I will finally be rolled out to all 700 Group companies and to all 670,000 employees in every country where the Volkswagen Group is active. The primary aim here is reaching and inspiring people. After all, each and every

individual affects cultural change through their own behavior. This means that each and every individual is an important part of T4I.



More information on Together4Integrity and issues of integrity, compliance, risk management, the Group's corporate principles and HR is available internally on **Group Connect** and through the **360° Volkswagen Net**.

Facts, Figures, and Data

Together4Integrity from its starting point to every Volkswagen Group company in the world

April 2018
The Group Executive Board launches the T4I program.

August 2018
T4I begins at AUDI AG.

Fall 2018
T4I reaches the Chinese brands and plants, Audi China, SEAT, Volkswagen Group of America and other US locations, Volkswagen AG, Porsche Holding Salzburg, and Volkswagen Financial Services Germany.

By end of 2019
Launch of T4I at a total of roughly 200 Volkswagen Group companies.

Starting 2020
Launch of T4I at roughly 400 more Group companies. Approximately 700 subsidiaries with a total of 670,000 employees will be reached by 2025.



"T4I is the driving force for change in our organization and an important prerequisite for boosting confidence in the Volkswagen Group."

Hiltrud D. Werner, Head of Integrity and Legal Affairs

Volkswagen to Further Expand Its Electric Mobility Campaign in China

A billion euros to increase share holdings in joint venture for electric mobility – a billion-euro stake in battery manufacturer Gotion

For Volkswagen, a new chapter is beginning in China. Volkswagen is planning to increase its stake in JAC Volkswagen, its joint venture for electric mobility. Around one billion euros are being invested in this. This amount includes the acquisition of 50 percent of JAG, Volkswagen partner JAC's parent company, and an increase in Volkswagen's stake in JAC Volkswagen from 50 to 75 percent, giving Volkswagen management control. The capital increase paves the way for Volkswagen to expand its electric model range and infrastructure. Volkswagen is also investing around one billion euros in shareholdings in the battery manufacturer, Gotion High-Tech Co. Ltd., which will make it the company's largest shareholder with a 26-percent stake.

Herbert Diess, CEO of Volkswagen AG, said, "Volkswagen is further expanding its electric mobility campaign in China in collaboration with strong, reliable partners. The electric vehicle segment is undergoing rapid growth, offering great potential for JAC Volkswagen. By strategically investing in Gotion, we are also actively promoting battery cell development in China."

Stephan Wöllenstein, CEO of Volkswagen Group China, says, "I am

pleased about this strategic milestone in our cooperative business relations with China. This is the first time Volkswagen is taking on a strategic role in a state-owned company in the country and investing directly in a Chinese battery supplier. These investments will consolidate Volkswagen's position in China as a mobility company with a local character and long-term vision. By opening up its markets, China is offering Volkswagen new business opportunities." Volkswagen Group China has already begun forging a path to become a company with a carbon-neutral balance sheet: in 2025, some 1.5 million electric vehicles are expected to be delivered to customers throughout the country. Even now, China is already the world's largest market for electric mobility.



Herbert Diess, CEO of Volkswagen

Further growth for JAC: next step in the electric strategy

By expanding its position at JAC Volkswagen, the company can further develop the joint venture, taking the next step in its electrification strategy in China. The memorandum of understanding between Volkswagen

(China) Investment Co, Ltd. and the government of Anhui Province allows Volkswagen to increase its stake in the JAC Volkswagen joint venture from



A strong team: (from left to right) Liu Yunfeng, Weiming Soh, Jörg Mull, Stephan Wöllenstein, Erwin Gabardi, and Ye Wen of Volkswagen Group China.

50 percent to 75 percent through a capital increase. To make this possible, Volkswagen will also invest in JAG, JAC's state-owned parent company. JAG is owned by the government of Anhui. The billion-euro transaction is set to go through by the end of the year, subject to regulatory approvals.

The JAC Volkswagen joint venture, which was founded in 2017, specializes in developing, producing and marketing electric vehicles. Five additional models are planned by 2025 and there are also plans to build a plant for electric models and to

complete the research and development center in Hefei.

New partner: Battery supplier Gotion will secure capacity for electric models

Volkswagen has found another partner to secure future demand for battery capacity for its Chinese electric models. By signing the contract and securing 26 percent of Gotion's shares, Volkswagen (China) Investment Co. Ltd will become the company's largest shareholder, making it the first international automotive manufacturer to directly



Stephan Wöllenstein, CEO of the Volkswagen Group China

invest in a Chinese battery supplier. The buy-in will cost around one billion euros. The plan is for the transaction to be completed by the end of 2020, subject to regulatory approvals.

The partnership will allow Volkswagen to expand its battery expertise. Gotion covers the entire battery value chain, from raw material extraction, development and production to recycling, through various current and future projects. Gotion is currently undergoing certification to qualify as a battery supplier for the Volkswagen Group in China, including for models built using the modular electric-drive toolkit (MEB).

The agreement will not affect any ongoing contracts with other battery suppliers.



Triple Gold for China

Colleagues from Tianjin win the SPEED+ Award from Volkswagen Group Components

Three gold, one silver and one bronze: the winners of this year's SPEED+ Award ceremony were the Chinese Component plants.

For the third time, Components CEO Thomas Schmall presented the SPEED+ Award to Volkswagen Group Components' best plants. This year was the first time that the coveted trophies of the international, cross-brand efficiency competition were awarded during an online event, live from Hall 6 in Wolfsburg, Group Components' headquarters. The 14 plants nominated were connected via video conference to virtually receive their trophies across the eight categories – from plant efficiency to tool costs. Teams from 23 plants in 11 countries took part, including teams from Audi, Seat and Skoda Components plants. Thousands of employees followed the award ceremony via webcast, sharing in their plants' excitement.

Thomas Schmall said, "I am proud of all our colleagues who



Celebration by video conference: Tianjin won first place in three categories.



THE WINNING PLANTS:

Plant Efficiency: Tianjin 	Assembly Efficiency: Puebla
Shop Floor Management: Braunschweig 	Process Excellency: SITECH Wolfsburg
Tool Costs: Tianjin 	Lead Time: Tianjin
C-HPU: SITECH Polkowice 	Networking: Kassel

Pleased with their trophy: the colleagues from SITECH Polkowice.



took part in the SPEED+ Award. They show us how expertise and innovation can be used to optimize important levers like productivity and lead time and – another one of Group Components' strengths – how to expand cross-plant networking. After all, transparency and the exchange of best practices are at the core of the SPEED+ Award and help us to learn from each other within Components. Thank you so much to all the teams for their great effort and these excellent results!"

And the SPEED+ Award will continue in 2020 with two new categories: environment and diversity.

More News from Group Components

Two hearts: Plug-in hybrids are a key part of the transformation towards electric mobility. Volkswagen Group Components contributes the key components for the Group's new PHEV generation.



Apply now: The third round of Components' Transform Minds program is starting. Today marks the start of the search for 30 colleagues to serve as multipliers for transformation and the Components' strategy.

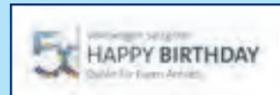
Sustainable: A smart idea for reusing cell modules from the tool shop in Braunschweig, where colleagues have developed and manufactured modular battery systems that are used in industrial applications, including driverless transport systems.



11x check – everything in sight: The GDPR Pre-check is at the heart of Components' GDPR campaign. Eleven questions can be used to test whether someone has proceeded correctly with personal data processing.

More information

The entire Components edition of 360° is available at: <https://bit.ly/31We6XT>



Salzgitter Plant Turns 50!

Half a century: Our Volkswagen Group Components plant proudly turned 50 years old on July 1! Unfortunately, we were unable to hold a large celebration at the plant, so a birthday party was held on a smaller scale in compliance with all the social distancing rules.

In addition to a donation to the terre des hommes children's charity, presented by Plant Manager Andreas Salewsky and Works Council Chair Dirk Windmüller, a symbolic tree was also presented to the Stiftung Zukunft Wald foundation for a tree planting campaign planned for later. The plant's employees also released 50 balloons in a symbolic show of celebration. Here's to the next 50 years!

A Look at China: What Colleagues from Tianjin (VWATJ) and Dalian (VWATD) Have to Say



"The SPEED+ program has allowed us to share our expertise with the other plants and gain further valuable experience ourselves. In the end, our efforts were rewarded." Xiaowei Bi, Production – Head of VZO & Tool Management, VWATD Management DQ, VWATD

Factors for China's success

Colleagues' conclusion: The SPEED+ Award has provided us with a wonderful platform to exchange knowledge while also providing us with useful suggestions for how to improve our daily work. Ultimately, our efforts have led us to success.

1. Constantly striving for improvement
2. Ambitious goals
3. High level of managerial support
4. Everyone involved works closely as a team, efficiency is very high
5. High level of motivation: all Production employees are encouraged to contribute ideas
6. A project team works out a series of transparent measures to reduce stock levels (improving lead time)
7. Workshops for systematic problem solving with directly involved colleagues from the production line as well as daily visualization of the OEE status of bottleneck machines across all SFM levels
8. All machines are considered a single line and the principle of synchronization is applied to their organization and management

"The award has strongly motivated our team to focus more on saving tool costs and keeping our products more competitive on the market." Yangna Wang, Assistant Manager/Tool Management DQ, VWATJ



"It is a great honor to have received the SPEED+ Award. It encourages us to continue improving in future. YES, WE CAN!" Rui Hao, Assistant Manager/Shaft Production TA, VWATJ



"I'm really proud of what we have achieved. I greatly appreciate the support and efforts of our managers and every colleague involved. We're 'creating mobility for the future'. Let's go for it!"



Shijian Li, Head of Department Q-Improvement & VPS, VWATJ



"The SPEED+ program has given us motivation for our daily work. It has helped us to broaden our perspective and encouraged us to use our experience to further improve on ourselves in future."

Fengliang Yi, Machining Production DQ200 – Shaft Section Foreman, VWATD

Colleagues Are Highly Motivated

Frank Engel, Managing Vice President of Volkswagen Group China, Components, Logistics & QA, said, "VWATJ and VWATD have been participating in the SPEED+ Award since 2018. Group Components' sporting efficiency competition has highly motivated all our colleagues at the plant to actively discover and continuously work on their improvement potential. Teamwork and cross-departmental cooperation play an important role here. On-site support from our team of experts is also very helpful, for example to introduce standardized methods, discuss experiences and best practices

worldwide and find the best solution together. We want to keep this going, which is why we have decided that all Chinese Components plants will participate in the SPEED+ Award."

A positive trend

After several difficult months, the Chinese market is now recovering and is currently showing a positive trend. The Volkswagen Group's business operations in China are no exception. All 33 factories, including the 17 Components plants and three battery workshops, are back up and running on production, with production capacity almost back to 100 percent of its pre-coronavirus level. Customer demand in May was also

higher than in the previous year. May was successful, not only in terms of business recovery, but also in terms of strategic orientation. On May 29, Volkswagen acquired a 26 percent stake in Gotion, the third largest Chinese battery manufacturer, making it the largest shareholder. This new partnership will secure future demand for battery capacity. Frank Engel is confident, saying, "The partnership will allow Volkswagen to expand its battery expertise. Gotion covers the entire battery value chain, from raw material extraction, development and production to recycling. This partnership will allow us to further advance electric mobility in China."



Frank Engel, Managing Vice President of Volkswagen Group China, Components, Logistics & QA



Stem Cell Donation: Siblings Save Lives

Employees Raffaella and Vito Garippo helped leukemia sufferers

Two stem cell donors from one family – even the experts say that is a rarity. Over the course of two years, siblings Raffaella and Vito Garippo both donated, saving the lives of two people. Raffaella (25) and Vito (29) both work for the Volkswagen Group: Raffaella in Group Logistics in Wolfsburg and Vito at Skoda in Mladá Boleslav as an assistant to the Chief Human Resources Officer.

It's not often the case that siblings become stem cell donors, according to a spokesperson for the German National Bone Marrow Donor Registry (DKMS). It was also through DKMS that the Garippos had their tissue typed in late 2016, after a woman in their social circle was diagnosed with blood cancer.

"You get the test kit, take the cheek swab yourself, and send it back to DKMS. It's all really easy; the whole thing takes just a few minutes," says Vito. He was contacted two years ago to alert him that he was a potential donor. This was followed by intensive educational information and an in-depth examination. "I always had the option to say no. But I didn't hesitate for a



single second, and went ahead with it." The stem cell donation was performed in a hospital in the summer of 2018. Vito Garippo was hooked up to a machine that filters blood for around four hours. "I was able to comfortably watch a few movies." Later, when he asked, he learned that his stem cells went to a teenage girl from Spain.

Duplicity of events: Vito's sister Raffaella also received notice this year that her tissue profile matched those of a person with leukemia. For her, too, the decision was immediately clear: "I'm donating stem cells." The employee from the Wolfsburg suburb of Kästorf later learned that her donation gave a man from Israel the opportunity to live without blood cancer.

One thing is clear: For Vito and Raffaella Garippo, stem cell donation was an emotional event. The pair's most important message is this: "It doesn't hurt at all! Stem cells are simply filtered out from your blood. Afterwards, at most you're a little exhausted." But above all else, you feel happy! Says Vito Garippo, "It's so easy to save lives and give a family new hope. I still get goosebumps when I talk about it."



Donating stem cells in a hospital in Cologne: Raffaella Garippo.

Donating stem cells in a hospital in Dresden: Vito Garippo.

Help a Colleague in Need: Get Tested to See If You Are a Match!

Luis Utzeri urgently needs a donation of stem cells

Employee Luis Utzeri (27) is battling lymphoma. His life depends on him receiving donor stem cells. And he doesn't have a lot of time. Utzeri was busy planning his future with his fiancée when he was diagnosed. He has battled the disease for five months with the support of his family. He survived high-dose chemotherapy and hospital stays, but the battle has yet to be won. The doctors say that Luis needs a stem cell transplant to be cured. Family and friends, including Works Council members and godparents Christiane and Gerardo Scarpino, are doing everything in their power to support Luis. Christiane Scarpino says, "Luis is someone who is always ready to help and shows up for everyone. We are asking all our colleagues and their relatives to please get tested to find out if they are compatible with Luis for stem cell donation!"



Looking for a stem cell donor: Luis Utzeri, pictured here with his fiancée.



Tissue Typing

In the wake of the coronavirus, the Volkswagen healthcare department has partnered with the "Wolfsburg hilft" ("Wolfsburg helps") association to focus primarily on mail-in tissue typing. You can order a test kit by emailing mail@wolfsburg-hilft.de – please make sure you include the address to which the kit should be delivered (and signed for) in your email! All colleagues who work at the Wolfsburg plant who are between 17 and 55 years old and have not yet had their tissue typed can come to the outpatient clinic on Südstrasse or one of the other health centers and have the typing done there. At the Braunschweig, Hanover and Salzgitter plants, colleagues can go get tested in the healthcare department. At the Kassel plant, employees will receive information on tissue typing at the walk-in clinic in Sector 8 as well as at the OTC 1 healthcare center. All tissue typing done through Volkswagen is free of charge.

A Look at the Brands



Lamborghini Urus¹ Now in a New Designer Edition

Fresh colors and many configuration options



Lamborghini presents the new Pearl Capsule designer edition Urus, boasting fresh new colors and configuration options for the Lamborghini super SUV.

The first exclusive personalization option for the Urus was created by the Lamborghini Centro

Stile design department, shining the spotlight on the incomparable style and breathtaking performance of the Lamborghini super SUV.

The 2021 model of the Pearl Capsule edition Urus is available for sale now.



Energy Storage Made of Car Batteries

New life for discarded parts

Audi and EnBW will work together on stationary energy storage systems in future. Discarded batteries from Audi electric cars will form the heart of the storage system. At the end of the vehicle's service life, car batteries still have a high capacity. This makes them ideal for stationary storage systems. The storage systems are designed to temporarily store electricity from EnBW's own wind and photo-

voltaic parks in the event of an energy surplus and to support the grid. If electricity production is temporarily too high, the plants would no longer have to be taken off the grid. The first step is for the two partners to build a reference storage system on the premises of the EnBW combined heat and power plant in Heilbronn to test various application scenarios. Construction is set to begin this year.



Lightweight: Many components are made of carbon fiber.

High-Tech: Ducati Builds a New Machine

Superleggera V4

Only 500 units of the new Superleggera V4 will be produced. What is special about the motorcycle is that it is the only motorcycle in the world approved for road use in which the entire supporting structure of the chassis is made of composite material. The framework, auxiliary frame, oscillating suspension unit and wheel rims are made of this lightweight material. This brings the motorcycle to a dry weight of 159 kilograms with a power-to-weight ratio of 1.41 bhp/kg. A racing kit is included with every purchase. Performance can be further enhanced by installing the kit. The uniqueness of the Superleggera V4 project is underscored by exclusive experiences for buyers: The first owner will be presented their bike by Ducati CEO Claudio Domenicali himself. Exclusive driving events are also being planned for some of the motorcycle's buyers.



A Camping Tent for the Car

Lots of space and easy to set up

You don't always have to sleep in a hotel: Skoda offers a comfortable tent for camping trips by car. It can be quickly set up and connected to the vehicle in just a few steps. The tent does not use any poles – you simply inflate it with the



supplied air pump. It can be docked directly to the car via an air lock. The tent was originally developed for the Kodiaq and Karoq SUV models. It also fits the Superb Combi and Octavia Combi as well as similar vehicles from other brands.



Porsche: Top Employer

Students award the company first place

First place in engineering, second place in economics and a leap from seventh to fourth place among IT graduates – Universum's em-

ployer ranking, published in Wirtschaftswoche, confirms Porsche's enormous popularity as a potential employer among students.

¹ Lamborghini Urus: combined consumption: 12.7 L/100km; combined CO₂ emissions: 325 g/km (WLTP); combined consumption: 12.6 L/100km; combined CO₂ emissions: 292 g/km (NEDC)

“Ethics and Compliance Are Equally Important As Our Economic Objectives”

Hiltrud D. Werner, member of the board of management who oversees integrity and legal affairs, about how firmly established the improvements in culture, integrity and compliance are

Ms. Werner, we’ve reported online, that the audit by Larry D. Thompson has been successfully completed. What’s happening with the monitorship?

We’ve come a very long way with the monitorship. The testing of hundreds of processes is on the home stretch and Larry Thompson is working with his team on the third and final monitoring report. This will soon be presented to the US Department of Justice. The testing phase has been a real accomplishment, particularly with the restrictions posed by the coronavirus pandemic. I want to thank everyone involved in tackling it.

Now we require the certification. This will occur one Larry Thompson confirms we’ve met all the requirements outlined in the agreements with the US authorities.

I feel very confident we will receive this certification early September, and that the monitorship will officially end by mid-September.

Does the end of the monitorship mean that work in this area is completed? That box has been ticked, so to speak?

No! Quite the opposite. We’ll then enter a very important phase, namely

the transition from “have to” to “want to”! Even without supervision by the monitor and his team, we’ll continue to work intensively in the areas of corporate culture, compliance and risk management, product and environmental compliance (PCMS, ECMS) and integrity management. The entire Group Management Board, as well as the management boards and top

“The transition from ‘have to’ to ‘want to’ marks the beginning of a very important phase.”

Hiltrud D. Werner

managers of all brands, and many of our companies have expressed their serious intention in the form of formal “declarations of commitment.”

It will take us a little while to reach out to and train all 670,000 members of our workforce in these areas. That’s why we set up our “Together4Integrity” program. It’s already run for two years and is an integral part of our group strategy “TOGETHER 2025+.” So it will be in place until 2025. The culture shift is therefore far from over. It’s a perpetual process, as new colleagues are constantly getting involved, and new social and legislative topics are continually cropping up.

Why is it so important to the Group and brand boards of management to keep working so intensively in these areas?

We’re all absolutely convinced that an open corporate culture, strong values and the integrity of our actions are non-negotiable. Therefore it’s essential, for us to have an effective ethics and compliance program and robust corporate governance with three lines of defense. That’s why we have invested heavily in recent years in the establishment and further development of our integrity culture and compliance systems, always accompanied by the monitor and his team.

Ethics and compliance are as important to the board of management as our economic objectives. They are taken into consideration in all of our decisions. As members of the board of management, each of us is personally responsible for protecting and further developing sustainable corporate governance.

You’ve spoken of personal responsibility. Do you have personal objectives in this area, above and beyond the shared objectives of the board of management?

Yes, of course. Every member of the board has corresponding objec-

tives – and they, of course, look different for the member of the board for Sales than for the member of the board for Production. In my area, I’m responsible for subjects such as compliance, risk management, legal affairs and integrity.

Compliance demands a sustained approach, costs money and requires steadfastness. Sometimes, for example, we have to forgo a business opportunity if our tests indicate that another company we’d like to work with doesn’t meet our requirements in the area of compliance. I have to represent these kinds of issues on the board of management.

But these kinds of objectives also occur during my day-to-day work. For example, in meetings, email exchanges, and on various boards and committees, I always insist that every employee freely expresses their opinions, ideas and concerns as a condition of my involvement. Even in situations that are difficult for

those taking part, I especially make sure that individuals are always free to state their opinion and express any concerns.

My most important objective, however, is to ensure that Volkswagen is a company that remains free of scandals.



Company Takes Incitement to Commit Regulatory Violations Seriously

The company’s success has to be based on fair and legally compliant conduct that always places the customer front and center

Volkswagen has published statistics on misconduct and the resulting sanctions in the Volkswagen Group in its internal media every six months since autumn 2018. The aim: have a positive impact on our corporate culture and make it clear that rule violations will not be tolerated.

The company has zero tolerance for incitement to commit a crime. For instance, in early 2019 a Group manager was dismissed for asking an employee several times to modify receipts so that they could claim expenses. The colleague insisted on abiding by the rules of correct accounting and refused to make any changes to the documents. The manager then altered the receipts himself. The company was made aware of this case via a hint submitted to the Central Investigation Office using the Whistleblower System. Group Audit then investigated the allegations. It looked into the falsification of the documents and the incitement to the offence in question. Both are serious regulatory violations as defined in the Whistleblower Guideline (Group Policy 3). The manager was dismissed as a result.

Member of the Board of Management for HR Gunnar Kilian

comments: “Managers are unique role models and must prevent improper conduct within the company. The Volkswagen Group will not tolerate any activities involving fraud, embezzlement, extortion, theft, misappropriation or any other deliberate damage

to the assets of our customers or third parties. Respect is due to the employee for reporting the manager for this regulatory violation.”

Current statistics
Dismissals and reprimands

In 2019, 4,041 warnings and reprimands were issued in 62 companies in the Volkswagen Group, each with more than 1,000 employees; 1,044 employees were dismissed for illegal conduct. Some 487,000 employees work in these companies. There was a wide range of reasons for the sanctions:

Category	Dismissals
Working time (e.g. unauthorized absence)	476
Property delicts / fraudulent acts including instigation	121
Discrimination, mobbing, stalking	19
Sexual harassment	14
Non-observance of owed job performance	115
Disturbance of labor peace (e.g. assault, threatening behavior or abusive language)	58
Violation of alcohol and drugs prohibition	122
Accepting of undue advantage, corruption, conflict of interests (e.g. use of inside knowledge)	13
Fraud against third parties, including instigation (e.g. agencies or customers)	4
Violation of privacy policy and secrecy provisions	13
Violation of work safety regulations	8
Bringing the company into disrepute	3
Other violations of labor law regulations (e.g. breaches of the Code of Conduct, traffic regulation violations on company premises, or undertaking unauthorized secondary employment)	78



Standardized Group Policy

In July 2019, Volkswagen introduced minimum standards for dealing with regulatory violations. These are mandatory for all Group companies. When making decisions, companies must take due account of the individual circumstances of each case. These include ascertaining whether an employee acted with intent, or with gross or slight negligence, and how they behaved after committing the offence. The aim is to ensure that the disciplinary action is in proportion to the crime committed.

The new directive also sets out the differences between the three categories of sanctions – caution/warning, reprimand/written warning and dismissal/termination of contract. It also contains relevant examples. The minimum standards can be found in Group Policy 35 HR Compliance. At Volkswagen AG the Organizational Guideline 35 HR Compliance features the same content and has been in force since September. Furthermore, the specific work regulations apply. The guidelines are published on the regulations portal on Volkswagen Net. The work regulations are stored on the HR portal.

Dear Colleagues,

We have just experienced a very severe few weeks. After the initial shock of the coronavirus, we have now restarted production at all our plants, albeit at a reduced capacity. The market launch of the ID.3¹ in September is going ahead and Golf deliveries are growing noticeably. Markets are slowly returning and we are doing everything we can to persuade customers to buy new vehicles. The impact of the coronavirus will remain a challenge for some time, but we are determined to fight our way back to normality step by step. Once again, Volkswagen is proving that we never lose our focus or our will to succeed even under the most difficult circumstances.

Yet despite that, whenever I speak with colleagues these days, the sense of uncertainty is palpable. This unprecedented situation comes at a time in which we find ourselves in the middle of a profound transformation. Many of you are worried. That's partly because it sometimes appears from the outside that Volkswagen is too focused on itself.

As someone who has spent his entire career at Volkswagen, that is something I can understand. However, as the one who now holds overall responsibility for the brand, I can assure you that we are on the right track. We will overcome the challenges of the coronavirus crisis. We will master the transformation. Volkswagen will come out of this stronger. I say that for three reasons:

Firstly, we have a strong plan in place. The TRANSFORM 2025+ strategy is our handbook for the future. We moved into electric mobility early on. We are fully committed the digitalization of the automobile and of the company. And in all this, we are keeping a close eye on the finances to ensure that we can afford the enormous future investments. Over the last four years, Herbert Diess has driven forward the realignment of the brand with courage, enterprise, and vision. For that, he deserves our special thanks.

Secondly, we have already achieved a lot together. We have successfully completed the first phase of the strategy. Now we are starting phase two, and are bringing e-mobility onto

the roads. We have significantly improved profitability over the last few years. 2019 was a record year. That is a good starting point and will help us to deal with the challenges of the current situation.

Thirdly, our brand has strong products. We are introducing 34 new models around the world this year – more than ever before. These are cars that inspire people all over the globe. The Nivus will give us some good momentum in Brazil. We have recently introduced the Atlas Cross Sport² in the US, and our focus in Europe this year is on the Golf 8. The latest generation is winning comparison tests by the dozen, and is once again setting the standard in terms of technology. Over the coming weeks and months, other 'emotional' models will follow, including the GTE³, GTD³, GTI³, R³, and Variant³. Furthermore, we are currently demonstrating with the Arteon Shooting Brake⁴ that we can also cater to the premium market. And with the ID.3 and ID.4¹, we are now bringing electric mobility to the masses.

My dear colleagues, the current situation demands absolute cost discipline from us all. Financial stability is now our highest priority. Every task must be subjected to close scrutiny. At the same time, we must also concentrate on persuading customers to buy a new Volkswagen. Only then will we be able to utilize the heart of our company – production – at full capacity again.

Dealing with the consequences of the coronavirus crisis is now the priority. As we do so, we

must also guide Volkswagen successfully through the transformation towards electric mobility and digitalization. I am certain of one thing: Our team spirit will carry us through. That has always been Volkswagen's strength. Let's keep throwing everything at it to ensure that we overcome this challenging situation. If we do so, we will get Volkswagen back on the road to success, right where we were before the coronavirus.

It is my special responsibility to support you with all my strength on this path. Let's take on the challenge together!

Thank you!

*Kind regards,
Ralf Brandstätter*



The new Nivus: The Brazilian model will also be launched internationally.

World Premiere of the Nivus⁵ in Brazil

Volkswagen do Brasil has presented its latest model to the world: the Nivus. The crossover utility vehicle (CUV) was developed in South America and will be initially sold on the Brazilian market. There are also plans to launch the new model internationally, with a special European version. In Brazil, the Nivus is opening up a new segment with an innovative design that combines SUV elements with coupé lines. With a trunk capacity of 415 liters, the model is one of the biggest in the compact car segment. It is based on the MQB platform and is assembled using cutting-edge production processes in the Anchieta plant.

New GY Series Launched

The switch to product line organization is now also bearing fruit in the overarching themes: On July 1, the new Toolkits, Modules, and Crosscutting Themes (GY) product line was launched as a strong partner for Technical Development and the vehicle classes. The department will be headed by Matthias Glodny, who was previously Head of the Midsize and MEB product

lines at Skoda.



New Head of GY Product Line Matthias Glodny

The aim is to establish a clear division between overall corporate management and technology, as has already been the case in the vehicle projects since the introduction of product line organization. In

addition, processes will be standardized and the speed of decision-making for cross-series issues such as modules and cybersecurity increased. "We urgently need to synchronically bundle all our company's competencies in the decision-making and implementation process," says Glodny. "Only by doing so can we guarantee adherence to schedules and high-quality implementation – right across all vehicle projects and brands."

Up to 135 employees to switch to the new product line

In future, up to 135 employees will work on the topics of toolkits, individual modules, requirements management software and applications, lifecycle management, and special topics. They will be taking on product management functions such as preparing module templates and business cases, leading committees, and resolving conflicts of objectives between the business units. The former product management tasks of the individual modules and the office for the Toolkit, Platform, and Module decision-making group will switch from TE to GY – as will Lifecycle Management (GL) and cross-product-line tasks from the platform functions of the G1M, G2M, and G3M product lines.

Farewell to the Golf 7 – Looking Forward to the Variant

The Wolfsburg plant: All the Golf family back together in one location

Under one roof: Every member of the Golf family is now assembled in the Wolfsburg plant. The last Golf Variant rolled off the production line in Zwickau at the end of June, and all Golfs will be built in Wolfsburg in future. Preparations are underway for the SOP (Start of Production) there in September. From then on, all versions of the successful model – including the R-Line, GTI, and GTE – will be built at the Wolfsburg location. Some of those will only start production during the course of the year. Production of the Golf 7 has now ceased.

"Wolfsburg is the true home of the Golf – and more so in future than ever. We are now bundling production of our successful model in our main plant

and are thereby creating additional future prospects for the team," says Ralf Brandstätter, CEO of the Volkswagen Brand. "Zwickau will become the pioneer in e-mobility, representing an important pillar in our electrification strategy."

Up to 600 Variants a day in future

Once all expansion stages have been completed, the Wolfsburg plant will be able to produce up to 600 Variant units a day. The total capacity of the manufacturing plant is 3,700 vehicles. This will improve the utilization of Assembly Line 2, where capacity will be freed up in July as production of

the Sportsvan is discontinued.

Plant Manager Stefan Loth: "The Golf Variant is one of the last pieces of the puzzle for making the Golf family complete here at the Wolfsburg location. The team



Goodbye, Golf 7: (from left) Serafino Fancello, Petra Jürgens, and Torsten Jacobi see off one of the last vehicles produced.

is currently setting up the Golf Variant on Assembly Line 2. We are now focusing on the start of production in the second half of the year, and on the other versions that will be introduced later this year."

The Wolfsburg production team on Assembly Line 3 has already said goodbye to the Golf 7. The electric version of the seventh generation will be phased out shortly before the plant holidays.

More than 35 million Golfs have been built, with around six million of those being Golf 7 vehicles.

Discussing the end of production, Works Council Coordinator Jürgen Hildebrandt said: "From the perspective of the workforce, the Golf 7 was a hugely successful vehicle. It secured employment for many thousands of colleagues in Production, as well as in Technical Development, Sales, and other areas. The workforce has ensured top quality during the phase-out, right down to the last vehicle. With this experience, our colleagues are now getting ready to ramp up production of the Golf 8 and the Golf Variant."



Ralf Brandstätter, CEO of the Volkswagen brand



Stefan Loth, Plant Manager Wolfsburg



Jürgen Hildebrandt, Works Council Coordinator

¹ ID.3 and ID.4: close-to-production concept cars | ² Atlas Cross Sport: This vehicle is not on sale in Europe. | ³ GTE, GTD, GTI, R and Variant: close-to-production concept cars | ⁴ Arteon Shooting Brake: close-to-production concept car | ⁵ Nivus: This vehicle is not yet on sale in Europe.



"The New HR Structure Helped Us Immediately in the COVID Crisis"

Double interview with Chief Human Resources Officer Gunnar Kilian and Michael Ritter, Head of the HR Advisory Center and HR Digitalization

The Human Resources division of Volkswagen AG was restructured in January. Since then, the first point of contact for employees is the newly created HR Advisory Center. In this interview, Gunnar Kilian and Michael Ritter share their initial impressions.

In the past few months, the HR division has had to get used to a new way of working – while also managing the COVID crisis. How did it go?

Kilian: Thanks to an incredible team effort, very well. Since introducing the HR Advisory Center, we are more accessible to our employees and the new structure and digital tools have helped us to stay accessible during the COVID crisis. That was really important. There was a huge increase in queries to our HR staff. At one point, there were over 1,500 queries per day. It was a huge challenge that our HR division was able to overcome together. For that, I would like to express my gratitude to the team once again.

How big was the increase in queries compared with before the coronavirus?

Ritter: In the first few weeks of the coronavirus crisis, the number of queries tripled, compared with before the pandemic. And that's completely understandable, because our employees had many questions about how

the crisis will affect their work. We had to adjust to this huge increase very quickly. Our new ticket system and the new platform for the HR Advisory Center, including online self-service options, were an enormous help in doing so. But so was the fact that employees were able to access the services via the 360°

"Our goal is to become quicker, more digitally connected, and more efficient."

Gunnar Kilian



Sharing their first impressions after six months: Chief Human Resources Officer Gunnar Kilian and Michael Ritter, Head of the HR Advisory Center and HR Digitalization.

Volkswagen app. And they did, as shown by an impressive 20,000 new users of the app.

Why was the restructuring necessary?

Kilian: We made it our goal to become quicker, more digitally connected, and more efficient in our work, and to align ourselves with our employees' expectations when it comes to HR services. Many

employees wanted faster access and more comprehensive and professional information. We want to implement that in the structure by dividing the HR division into generalists and specialists, who can be contacted on all channels and give accurate answers to employee queries. After the first six months, it's

to be expected that it doesn't work perfectly yet, but we are constantly working on improving our products and processes.

What are the advantages of the new Advisory Center?

Ritter: Accurate, professional advice. Until now, every HR officer was responsible for answering any and all queries for all their "customers." The proverbial jack of all trades. However, it's simply not possible to do everything well. That's why we restructured. Now complex queries, for example about part-time retirement, are forwarded directly to our specialists. By the way: there are various ways to get in touch with us – via email, telephone, or in person at our service points, where our generalists from the HR Advisory Center advise employees face to face.

Is the HR division well-prepared for the challenges of the future now?

Kilian: I believe it was the right step at the right time. Our initial experiences appear to confirm that. In particular, because we have completely revised the way the HR division works. As well as the new HR Advisory Center as the first point of contact for employees, managers can now turn to our business partners if they need advice and expertise on HR-related and organizational matters. We have also streamlined our recruiting process. Until now, the recruitment of new talent was just one of many tasks for Human Resources staff. Now we have a team that is exclusively specialized in this area. In times of an increasingly competitive recruiting landscape, that's extremely important.

At the beginning of the COVID crisis, waiting times were quite long for some employees. Has that improved?

Ritter: The trend shows that waiting times are getting shorter. In addition,

now that our service points have reopened, we are available to employees in person again, for quicker, easier access. However, it's also important to note that due the large number of queries during the crisis, it has taken longer than usual to process them all.

How satisfied are employees with the new HR Advisory Center?

Ritter: The vast majority are very satisfied, as we keep hearing. Although some feared that our Advisory Center would be like a call center with long waiting times and impersonal advice, most have realized that is not the case. There is a reason for that that's extremely important to us: We have appointed Volkswagen employees who resolve queries in a friendly and familiar manner. Our aim was to increase customer satisfaction. We also want to conduct a survey and get direct feedback from our "customers." After all, we are working for them.



HR Advisory Center

Your HR division: here for you in person and online.

Queries to the HR Advisory Center can be made by telephone, email or in person at one of our service points. The HR Advisory Center is available online at all hours via the 360° Volkswagen Net and the 360° Volkswagen app. Self-service options are also available there. For example, you can now change your address and bank details via the self-service.

Fresh Food from the Kitchen: New Dishes Now Available in Company Restaurants

Service Factory expands menu with modern recipes

Salmon on marinated glass noodles with coconut foam, crispy duck, or Mediterranean salad with Italian burrata cheese: For the last few weeks, Nils Potthast and the creative team at the Service Factory have been developing new recipes for the company restaurants.

The test run for the first new dishes has already begun in Wolfsburg. "We want to get better, as quickly as possible," said Potthast, who is Head of Gastronomy and Hotels at the Volkswagen Service Factory. The new dishes – including numerous vegetarian and vegan options – will be integrated in the menu immediately. "Our goal is to offer one or two new dishes every week, and we hope that the menu changes will run smoothly," said Potthast.

In addition to new dishes, which will be freshly prepared in the various restaurants, the Service Factory is also updating the menu for the central kitchen, which cooks for all the German plants. Potthast's personal favorite: the ragù alla bolognese. Sina Seipelt from the Wolfsburg company restaurant N@Work is one of eight creative team members: "It's great fun to see your ideas come to life. As well as recipes, we are developing concepts for the presentation of the food – after all, we also eat with our eyes." New cooking methods not only make products taste more aromatic, but make crispy rosemary potatoes, juicy steaks, and marinated fish fillets look delectable upon serving.



Presenting the new menu of the Service Factory: (from left) Nils Potthast, Sina Seipelt, and Sebastiano Addamo.

The cook is particularly proud of her homemade dressings. They will initially be available in the Wolfsburg restaurants in the form of a Caesar and a balsamic vinegar dressing. "They could be made into

a product range with its own distinctive flavor," Seipelt muses. Following a costing exercise for the N@Work restaurant, Works Council Coordinator Sebastiano Addamo was impressed by the

improvements. "The menu in the company restaurants desperately needed an overhaul – the creative team has done a great job and are developing a really tasty selection of dishes," he said.

New Program: Fit for E-Mobility

Unique opportunity: Employees can train up as a Volkswagen automotive mechatronics engineer in 99 days

As we look toward the future, networked driving – and ultimately autonomous driving – are up there with the hottest topics in the industry right now. Vehicle production has long been in a digitalized world: Software and application development are playing an increasingly important role and are now firmly integrated into both the vehicle itself and the wider production process. The new Golf and ID.3 are perfect examples of what is possible when it comes to digitalization.

In order to ensure all bases are covered in terms of expertise, the “Project and Start-up Management (PM)” division is breaking new ground under the direction of Jörg Grandt.

The “Volkswagen Automotive Mechatronics Engineer” qualification concept was developed in collaboration with the Group Academy for Advanced Training in Vehicle Technology along with the responsible Works Council members, Gerardo Scarpino, and Debora Mock. It has been designed to enhance the skill sets of existing personnel and close any qualification gaps.

The aim is to get employees interested in the areas of vehicles, electrics, and electronics, while also enabling them to feel like they are contributing to the mobility of tomorrow.

The training provides a unique opportunity for skilled workers who have already completed their vocational training and have suffi-

cient practical experience. Within 99 days of training, they are expected to pick up a basic knowledge of automotive engineering and electronics.

After passing the final examination, graduates receive a certificate and earn the right to call themselves Volkswagen automotive mechatronics engineers. This lays the foundations for participating in the advanced training course to become a “commissioning engineer specializing in vehicle technology.”

The qualification concept forms an important part of Volkswagen’s transformation into the world’s largest e-mobility provider.

The first group started in June with twelve participants from the Production and Development divisions.



Introducing the program: The development team headed up by Jörg Grandt (third from left) has worked alongside the SE and EV divisions to develop the new qualification (picture taken pre-corona).

3 Questions



Sascha Nitschke is one of the first participants

Sascha Nitschke has worked for the Volkswagen Group for around 27 years and is one of the first to take part in the program. His current role is in the pilot hall, where he works in the body/paint shop as an expert on installation devices for assembly attachments, and ensures standards are met in line with the production manual.

1 So Sascha, you’re 42 now. What prompted you to try out something new and retrain to work in electrics/electronics?

I’ve always been a firm believer that, in a world of constant change, it’s very important to make sure you are always learning new skills to ensure you don’t get left behind.

Throughout my career, I have never stopped adding to my personal skill set to suit the task at hand, which is what has seen me grow and develop from an assembly worker to a post-processing employee in the Production division and even a CIP moderator, to name just a few roles I’ve held. I am now able to call on this knowledge and experience during my current role in the central production division.

My training as an industrial me-

chanic specializing in mechanical and systems engineering at Volkswagen goes back a number of years now, and the workplace has seen some significant changes since then.

I think this new training opportunity from Volkswagen is great, as it allows me to keep up to date professionally in the field of electrics and electronics.

2 The qualification started at the end of June. How did you prepare for this phase in your career?

I went along to the information event for this qualification, which told me everything I needed to know to mentally adjust to the fact that this is my chance to “reboot” my career ready for the e-offensive trend.

I also think that the digital and

technological changes hitting the automotive industry are increasingly automating work processes and creating new jobs, which is why I am not only eager to learn new things, but also willing to leave my comfort zone in favor of discovering a new line of work.

3 It’s fair to say your school and apprenticeship days are a long way behind you. What challenges do you think you might face this time around?

My aim is to acquire new knowledge, develop my own skills and qualifications, and apply the new material I learn along the way. At the same time, I know I have the drive to say you really can teach an old dog new tricks.

Zero Impact Factory

The new environmental program for Production

Protecting the environment has been a key concern for the Production division for quite some time. In fact, Production has been working on a worldwide scale to come up with the most environmentally friendly ways to manufacture vehicles for many years. With the Zero Impact Factory, there is now a new approach in the form of climate-neutral, envi-

ronmentally friendly production and logistics. This is how the production division is contributing to both climate protection and strategic realignment at Volkswagen.

More information on the program is available on Volkswagen Net at: <https://volkswagen-net.de/wikis/display/production/Zero+Impact+Factory+-+Auftrittsplattform>



Ana Moreno Twose, Environmental Officer at Volkswagen Navarra

“A Zero Impact Factory is pivotal to our future. With this new program, Volkswagen is once again setting new standards in terms of responsibility, sustainability, climate protection, and environmental awareness. We are incredibly proud to take on this new challenge.”



“We are now living and working in a world of rapid industrial and technological development. It is in this context that Volkswagen Group Rus has a responsibility as an industrial enterprise for environmental safety and the preservation of our planet for future generations.”

Erastov Dmitrij, Pilot Hall in Kaluga



“I cycle to work pretty much every day and actually get around a lot by bike in my free time, too. This allows me to save a lot of CO₂ while also keeping me fit.”

Joanna Rädisch, Communication Energy and Environmental Officer, Wolfsburg



“One of the objectives of a Zero Impact Factory is to go beyond the required standards and live up to the inevitable challenges of the future. It’s about making a definitive break with old ways of thinking so we can be proud of our achievements going forward.”

Klaus Tammen-Wiards, Environmental Officer in Emden



“We want to go beyond being an environmentally friendly car factory, to reducing our overall impact on the environment.”

Michaela Hletková Ploszeková, Head of Environmental Services, Bratislava



“A Zero Impact Factory represents a huge challenge that we are taking on with bounding enthusiasm here in Mexico! As an environmental ambassador, my contribution involves helping other sectors with the improvement initiatives.”

Ivan Romero, Environmental Ambassador at Volkswagen de México



“Sustainability is an essential consideration, and we all have ample opportunity to play our part in almost every sector.”

Robert Cooley, Chattanooga Body Shop



“Tried-and-tested elements from TB.F have been adopted, such as the key figures for energy and waste, and we have also incorporated essential new aspects relating to the environment and compliance. The entire program can only be a success if we are able to reach out to all employees of the Zwickau vehicle plant and encourage them to get involved.”

Ingolf Keller, Energy Officer and “Zero Impact Factory” Manager in Zwickau

More Transparency for Planning

Value Planning refers to the new approach that helps to determine process requirements, plant engineering, and the associated costs in vehicle and structural projects with greater transparency. It allows the planning and production technology of the Volkswagen brand to rely on a transparent evaluation and decision-making process. But this new approach requires a fundamental change of perspective: “For us to be able to adopt the minimal approach, we need to review our standards for vehicle production and factory equipment and rethink our attitude toward concept planning,” explains Project Manager Alberto Garibay Estrada. “In this way, we as planners are encouraged to use the new calculation technique in a bid to systematically minimize our investment requirements.” More information is available on Volkswagen Net.



Marcio Lima, Environment and Energy Management Volkswagen do Brasil



Introducing the New Tiguan

Volkswagen presents a comprehensive update of the bestseller

The Volkswagen Tiguan is Europe's most successful sport utility vehicle, and one of the best selling around the world. More than six million vehicles have been sold. Once again in 2019, the Tiguan was the brand and the Volkswagen Group's most popular model, with 911,000 units produced. Now, in a world premiere, Volkswagen presents a comprehensive update of the bestseller. Ralf Brandstätter, the new CEO of the Volkswagen brand: "We launched our global SUV strategy in 2016 with the second-generation Tiguan. It served as the basis



Ralf Brandstätter, CEO of the Volkswagen brand

SUV is thereby well-equipped for the challenges of our time."

All the important technical areas have been updated: Volkswagen has electrified the Tiguan with a cutting-edge plug-in-hybrid option¹. It is also making a separate Tiguan R¹ version available for the first time. The performance experts at Volkswagen R have developed a new all-wheel-drive system with torque splitter for the dynamic range-topper. The variable power distribution between the back wheels results in a completely new SUV driving experience.

With its new twin-dosing technology, the Volkswagen Tiguan's turbodiesel engines² (TDI) join the ranks of the world's cleanest combustion engines. Thanks to the new Travel Assist feature, the compact SUV now also offers assisted driving at speeds of up to 210 km/h. The Tiguan has a brand-new spectrum of internet-based functions and services

The interior of the new Tiguan R-Line with the latest generation infotainment systems (MIB3).

on board via the latest generation of infotainment systems (MIB3). A 480-watt sound system by the audio specialists Harman Kardon can also be chosen as an optional extra.

A new generation of steering wheels with touch detection is another of the Tiguan highlights. Volkswagen has also digitalized the air conditioning controls with touch surfaces and sliders. The Tiguan's new IQ.Light - LED matrix headlights guide the driver more comfortably and safely than ever through the night.

The biggest difference on the outside is the redesigned front end.

The new Tiguan will also be available as a plug-in hybrid in future.



The new Tiguan R-Line with redesigned front end.

3 Questions

"The Tiguan is a True All-Rounder"



Karlheinz Hell, Head of the Compact Series

1 The Tiguan has become one of the Volkswagen brand's most successful models. What does the vehicle mean for the brand and what are the reasons behind its success?

In 2018, the Tiguan was the Volkswagen brand's Number 1 vehicle for the first time. It repeated that feat in 2019. Almost 911,000 units were produced last year. And on three continents in four different time zones, at that. The plants in Wolfsburg, Puebla, Kaluga, and Anting (near Shanghai) produce the Tiguan or versions of the compact SUV tailored to the respective markets. In Puebla, for example, we build the Tiguan with a long wheelbase, which has been on sale in Europe as the Tiguan Allspace since 2017. In addition, the A-SUV segment has been the fastest-growing segment worldwide for many years. The Tiguan is sure to win over our customers with its numerous strengths, for example its design, spaciousness, and versatility. In my view, it's a true all-rounder.

2 What are the particular highlights of the new Tiguan for you?

For me, one of the highlights is the broad range on offer: With the efficient Tiguan eHybrid and the dynamic Tiguan R, we will be adding two very interesting variants to our product portfolio. On top of that, the optional LED Matrix headlights are new in the Tiguan. The matrix of 24 LEDs per headlight module allow a variety of lighting functions to be activated and projected onto the road. We've also given the Tiguan the MIB3, our latest infotainment system. Together, these features constitute an attractive proposition for our customers. I am sure that this will allow us to write another chapter in the Tiguan's success story.

3 What were the biggest challenges for the series in the Tiguan project?

The Tiguan is one of the Volkswagen brand's most popular models. We wanted to make the Tiguan even more attractive, so it was important for us as a series to take additional customer wishes into account and to work with the specialist departments on the implementation. I'd like to take this opportunity to thank the whole Tiguan team for all their hard work.

The Look of the New Arteon³ and Arteon Shooting Brake³

One series, two models: Volkswagen presents an extensive product upgrade - the new model and the first with plug-in-hybrid drive



Cool design and highly functional: The interiors of both Arteon models boast plenty of space.



"The Arteon Shooting Brake is very spacious, but still looks sporty and dynamic. Combined with the eHybrid drive - the perfect car!"

Gerold Janssen works in the Pilot Hall in Emden, where he is responsible for Assembly

One series, two models: Volkswagen has introduced the new Arteon - presenting a second version at the same time, the new Arteon Shooting Brake. This model is a fresh reinterpretation of the variant concept. "With the Arteon Shooting Brake, we are now expanding our model range in the all-important mid-range segment. With its dynamic design, great functionality, and cutting-edge technology, it will set new standards in its class," says Ralf Brandstätter, CEO of the Volkswagen brand.

The front design with a new light strip spanning the gap between the headlights, distinctive chrome trim, and new air intakes below define the style of the two models. Thanks to the sleek roof section, the

Shooting Brake offers generous headroom in the front and back. The rear seats are asymmetrically foldable as standard in both models.

In the trunk, the Arteon Shooting Brake boasts 565 liters of storage space when loading up to the height of the luggage cover with the rear seats up (563 liters in the Fastback). The capacity rises to 1,632 liters with the rear seats down (1,557 liters in the Fastback). The load area has a maximum length of 2.09 meters (with the back seats down).

The interior also impresses with a redesigned cockpit landscape that gives the Arteon an added touch of exclusivity. The controls are simplified, with touch sliders for the air conditioning and a new multifunction steering wheel with touch surfaces.

The Arteon will be available with a plug-in-hybrid drive for the first time. The model's purely electric range is so great that many Arteon eHybrid⁴ and Arteon Shooting Brake eHybrid⁴ drivers will be able to cover their daily distances locally without emissions.

The top model in the range is the Arteon R⁵, which debuts a progressive new technology called R-Performance Torque Vectoring. This not only makes it possible to vary the torque split between the front and rear axles, but also between the two rear wheels. Other new features include wireless integration of apps via App-Connect Wireless for Apple CarPlay and Android Auto, as well as a high-end 700-watt sound system by the audio specialists Harman Kardon, custom-designed for the Arteon and Arteon Shooting Brake (both optional).

"The Arteon Fastback is a dynamic, avant-garde sedan that rounds off our Volkswagen portfolio towards the premium end of the range. The Shooting Brake combines the expressive design gene of the Fastback with the everyday usability of a Passat Variant. We are very proud of the new Arteon's many "wow" moments. Making it electric was particularly important to us - we wanted to emphasize our sustainability aspirations and appeal even more to eco-conscious customers. And the new Arteon has also been given a technological upgrade. It's completely digital and connected, and boasts the latest safety systems - most of which come as standard."

Hendrik Muth, Head of Product Marketing



"For me, the amazing thing about the Arteon Shooting Brake is how the new design clearly differentiates it from the Passat B8. A brand-new concept was developed here, not simply an upgrade of what was there before."

Karolina Pawlicki works in Assembly in the Pilot Hall in Emden, and supervises the Interior/Exterior expert group

¹ This vehicle is a close-to-production concept car. | ² Tiguan 2.0 TDI, 110 kW DSG 4MOTION / fuel consumption (NEDC) in L/100 km: urban 5.8-5.6 / extra-urban 4.8-4.5 / combined 5.1-4.9; CO₂ emissions in g/km: 135-129 (combined), efficiency class: A | ³ Arteon/Arteon Shooting Brake, eHybrids and R: These vehicles are close-to-production concept cars.

Solar Power for Cars and Homes: Business Idea from Innovation Fund II

Frank Schade and Marco Perschke's Home Energy System: Pilot system realized in cooperation with Volkswagen Immobilien

When the sun sleeps, so too does the photovoltaic system – at least it used to be that simple. Not any more: With the Solar Distributor, a home energy system with current-drawing and current-providing wall-box and home energy storage device, it is now possible to use solar power 24 hours a day and support the electricity grid with the battery storage device in the vehicle. How does it work? We asked Frank Schade, who has been at Volkswagen since 1995, working in Quality Assurance since 2005, and Marco Perschke, who has been working at Group IT since 2011 and who has constructed a passive plus house – an e-property, so to speak – of his own. They also explain how Innovation Fund II supported their project.

When and how did you hit upon the idea for the Solar Distributor?

Schade: It originated from my passion for photovoltaics and e-mobility, but the basis for the Solar Distributor was a work-related invention in 2010, for which the time was not yet ripe. When I came across Innovation Fund II years later just as the hype surrounding



A CO₂-neutral future: Frank Schade (left) and Marco Perschke are driven by the idea of bidirectional charging.

e-mobility was really starting, I saw my chance: I applied and my pitch was successful. Things then became more concrete in the accelerator phase with Marco. We established numerous contacts and networked across the whole group – right up to the development of the prototypes with Volkswagen Immobilien.

Perschke: When I read about the idea on the Intranet, I thought, that

is precisely my idea from a property perspective. I had to get involved! I'm very grateful to Frank for the idea and am happy to be a part of it. With our project, we hope to show that Volkswagen can be fast and innovative, and that good ideas are consistently implemented. That continues to be a challenge within the structure and with the hierarchies, but it will work gradually.

What's the next step?

Schade: We are in the middle of productive discussions with Volkswagen Group Components and Elli. It would be exciting to sell the Solar Distributor as an actual Volkswagen product because we can thereby offer our customers not only electric vehicles, but also a product that provides a cheap, environmentally friendly power supply.

Perschke: Our long-term vision is to optimally connect electric vehicles, the home energy system, and the electricity grid, and to thereby make Volkswagen a relevant and forward-looking player in CO₂-neutral electricity supply for its customers. Through that we would also be contributing to the success of our electric vehicle strategy. To round off the mission, we are keen for this system to become established as an element in the safeguarding of employment and as a new business area and product for Volkswagen.

What is still needed to achieve that?

Schade: An overall strategy that takes into account the safeguarding of employment. It would also make sense to get involved in political decision-making. But more lobbying work is needed for that.

Perschke: We are in dialog with divisions and partners such as Sales, Technical Development, and Financial Services – we could offer a comprehensive package. If we are the first, we will rule the market. The opportunities are there. If we fail to do that, we'll be watching from the sideline as someone else takes the prize.



Innovation Fund II

Innovation Fund II was initiated as part of the future collective wage agreement between Volkswagen AG and IG Metall. The fund supports new and innovative business models from future-oriented fields such as health, education, environment, energy, mobility, and digitalization. The main focus of Innovation Fund II is boosting competitiveness and sustainably safeguarding employment at Volkswagen AG. The innovation capabilities of employees are relied upon in the development of new business ideas. Participants are given the opportunity to act as entrepreneurs and to realize a business idea. You'll find more information in 360° Volkswagen Net.

REARVIEW MIRROR – A look at the Volkswagen history books



60 Years Ago:

The Advertisement of the Century Is Shown for the First Time

The Volkswagen "Think small." ad was a huge hit in the US when it first appeared



Carl Hahn on the Beetle ad: CEO of Volkswagen of America from 1959 to 1964 and CEO of Volkswagen from 1982 to 1992, 94-year-old Carl Hahn recalls, "The initial presentations by the big advertising agencies were disillusioning to say the least. Luckily, we soon came to an agreement with Bill Bernbach, the head of the still young, small but exceptionally creative advertising agency DDB in New York. We discussed our corporate philosophy, product strategy and the importance of customer service at length, and Bill and his team even paid a week-long visit to Wolfsburg to familiarize the creative team at DDB with the heart and soul of our company." These efforts resulted in spectacular ad campaigns and a successful cooperation that lasted for decades, ultimately contributing to the Beetle achieving cult status. According to Hahn, "DDB's campaigns in the US were so provocative, humorous and exciting that they quickly became the talk of the country. People would be waiting impatiently for the next set of advertisements, and the popularity of Volkswagen and the cult following of the Beetle in the US grew rapidly."

In the spring of 1960, US magazine Life featured an advertisement that created a real stir back then and is still going strong today. The tagline was "Think small." and it is considered across the advertising industry to be the best ad of the 20th century.

The large photo shows the Beetle as a small and likeable car, which is worlds apart from the typical road cruisers seen on the highways. At that time, the United States was the largest automotive market in the world. In

just over ten years, Volkswagen had become the number one car manufacturer to launch its models in the US. Demand was high, and customers would wait for over six months to get their hands on a Beetle or Transporter.

With the Beetle doing so well, General Motors, Ford and Chrysler intensified the competition with new small cars. The Volkswagen of America subsidiary was headed up by 33-year-old Carl H. Hahn. His response to the model offensive from Detroit was to

come up with a powerful advertising campaign, with New York agency Doyle Dane Bernbach (DDB) ultimately winning the contract. Cultural scientist Erhard Schütz recently commented that "this decision led to what would later be referred to as an advertising revolution."

August 1959 marked the launch of the campaign, which produced world-famous advertising classics such as "Think small," "Lemon." and "Nobody's perfect." and won several

prizes in creative competitions. The crowning glory came at the turn of the century when the American Advertising Association drew up a list of the top 100 campaigns of the 20th century. The Beetle campaign ultimately came out on top, with "Think small." officially being named the advertisement of the century.

The advertising campaign for the Beetle also paid off financially for Hahn, with US sales doubling to over 200,000 units.

70 Years Ago: Seat Becomes a Licensed Manufacturer

In Spain, the Sociedad Española de Automóviles de Turismo, S.A., or Seat for short, gave a strong boost to mass motorization. The company was founded on May 9, 1950, and initially produced licensed models of the Italian car group, Fiat. The brand's first car – a Seat 1400 – rolled off the assembly line in November 1953 at the new plant in the Zona Franca in Barcelona.

Seat has been a brand of the Volkswagen Group for more than 30 years now. In 1993, production at the Spanish Volkswagen subsidiary moved to a new, larger and more modern plant in Martorell. Seat currently manufactures at the three Spanish facilities in Barcelona, El Prat de Llobregat and Martorell, which are where the Ibiza, Arona and Leon models leave the factory halls. Seat also manufactures the Ateca in the Czech Republic, the Tarraco in Germany, the Alhambra minivan in Portugal, and the Mii electric – the brand's first purely electric car – in Slovakia. Over the last 70 years, Seat has produced over 19 million vehicles and launched 75 models in total.



Seat in Barcelona: The factory in the Zona Franca went into operation in 1953. It manufactured the Type 1400.



Alpine tour in 1957: three women with the Karmann Ghia convertible (front) and the coupe.

65 Years Ago: The Karmann Ghia Coupe Celebrates Its Premiere

Italian elegance based on a Beetle design – that was the dream of Wilhelm Karmann, the head of the Osnabrück-based body shop in the early 1950s. His dream ultimately became a reality in July 1955 when the new, elegant Karmann Ghia Coupe (Type 14) based on the Volkswagen Type 1 was presented to the press at the Casino Hotel in Georgsmarienhütte. The 2+2-seater coupe was just as popular there as it was at its official market premiere at the IAA in September 1955,

when Karmann combined the reliable technology of the Beetle with an elegant Italian body. Its enlarged front seating area, two beautiful circular instruments on the dash panel and a top speed of 116 km/h promised

a driving experience like no other.

Production began in August 1955 and what happened next was a true success story: The coupe won the hearts of people all around the world. Two years later, the Volkswagen Karmann Ghia Type 14 convertible also rolled off the production line. "The dream car for pampered motorists who love a fast, sporty driving experience – even with the top down," was the allure of the 1958 sales brochure.

After 19 successful years with 362,601 coupes and 80,881 convertibles produced, the elegant model from Osnabrück was finally retired. Volkswagen ushered in a new era in 1974, with the Scirocco ready as its successor.

75 Years Ago: UK Takes Over the Volkswagen Plant

In April 1945, US troops liberated the Volkswagen plant and the city of the KdF car. A few weeks later, the British military government replaced the Americans, taking over the trusteeship of Volkswagenwerk GmbH on June 5, 1945. The British remained in charge of the plant for more than four years.

The key figure at the time was 28-year-old Major Ivan Hirst. With his ability to improvise, his organizational talent and his incredible foresight, he transformed the former armaments warehouse into a civilian car factory. As early as

December 27, 1945, the first civilian vehicle rolled off the production line in the form a Volkswagen Type 1 sedan, and the course was set for the Beetle's later worldwide success.



Ivan Hirst (1916–2000) managed the reconstruction of the Volkswagen plant.

Many years later, Ivan Hirst (1916–2000) looked back with satisfaction on his days in Wolfsburg and at the Volkswagen plant, saying, "We had a modern factory, ready for the future, complete with a strong workforce, German management and a great product. And after the currency reform in 1948, it was all set: Volkswagen took off into the world."

15 Years Ago: Passat Awarded Five NCAP Stars

The Passat was awarded five stars for passenger protection in the Euro NCAP crash test in 2005. After the Touareg, Touran and Golf, this was the fourth Volkswagen model in a row to receive the highest rating for vehicle safety. The Passat also achieved the best result to date in terms of child safety, with four stars.

Passengers were protected by six airbags (front, side and head airbags) as standard. The front airbags inflated to varying degrees depending on the severity of the impact to minimize the risk of injury. The head airbags also covered the window area from the A to the C pillar, thereby protecting passengers in both the front and rear seats. "The extremely rigid passenger compartment, the

effective restraint systems and the combination of active and passive safety elements make the new Passat



Maximum protection: The Passat had six on-board airbags.

one of the safest sedans in the world," noted Torsten Strutz, former Head of Passenger Car Development Safety at Volkswagen.

The Sales Director's Take on the Postponed UEFA European Championship

Jürgen Stackmann takes the positives from the situation

If it hadn't been for coronavirus, there would be some major decisions being made in the soccer world right about now, as the second semi-final of the European Soccer Championship was scheduled for July 8 and the final for July 12. As a partner of the European Football Association (UEFA) and the German Football Association (DFB), what does Volkswagen make of the competition being postponed until next year? 360° caught up with Sales Director Jürgen Stackmann to find out.



Looking forward to the 2021 European Championship: Sales Director Jürgen Stackmann (right) pictured here with DFB Director Oliver Bierhoff alongside an ID.3¹.

How disappointed are people that the European Championships aren't taking place this summer?

I think we're pretty much over it now. After all, postponed isn't the same as canceled, and the situation was beyond anyone's control. Like all soccer fans, we at Volkswagen were really looking forward to the tournament, which was set to be hosted by various cities across Europe for the first time. Not just from a sporting point of view either, but also in terms of the atmosphere and everything that goes along with it. There would definitely have been some

kind of celebration, but there's nothing stopping us from doing the same next year instead.

It goes without saying that Volkswagen would have wanted to play a key role in this Europe-wide tournament...

Yes, that's right. Not only would we have been UEFA's official mobility partner for the tournament, but we would also have supported seven participating teams, including Germany, France, Austria, Russia, Finland, Denmark and Switzerland. Our other markets, and not just in Europe either, also had some

creative involvement in the soccer world and would have used the tournament as a platform for communication. In fact, preparations have affected our entire company worldwide.

So what's in the pipeline for the 2021 European Championships?

Well, our colleagues who work on soccer-related projects have fallen into a bit of a hole after the cancellation this summer. I have a lot of sympathy for them, to be honest, as they have been working hard and looking forward to the tournament for the past two years.

Fortunately, any feelings of disappointment have quickly given way to a real sense of optimism – after all, Volkswagen can always take advantage of the European Championship next year instead! We won't be losing sight of the importance of raising awareness of electric mobility and our new vehicle models in the ID. family, either. In the meantime, postponing the tournament actually isn't a bad thing from my point of view, since by next year we will be one step further in terms of electric mobility with even more electric models available. So, in this respect, having longer to prepare will actually do us good.



There's the cup! The VfL players have now won the German championship for the fourth time in a row.

VfL Defends Title: Volkswagen Delighted

Wolfsburg women crowned German champions for the sixth time

The championship cup of the women's Bundesliga remains in Wolfsburg: With two game days to go, the VfL players won the sixth title in the club's history, the fourth in a row, in a 2-0 win over Freiburg. And as if that weren't enough, at the time of going to press, the women of Wolfsburg had also managed to win the DFB Cup in the final against Essen on July 4. Having been interrupted by the coronavirus pandemic, the Champions League will be played out as a tournament in Bilbao and San Sebastián at the end of August, bringing yet more title opportunities for VfL. The quarter-finals will see them face Glasgow City.

"This fourth championship in a row is the well-deserved reward for

an exceptional season," said Ralf Brandstätter of the national title win. The head of the Volkswagen brand was particularly impressed by "how hungry for victory the team under coach Stephan Lerch approached the season," with nobody resting on the laurels of previous years. VfL Supervisory Board member Bernd Osterloh also shared his best wishes, saying, "I would like to send my heartfelt green-and-white congratulations to the women at VfL Wolfsburg! You really have won the fourth German championship in a row – not to mention the sixth overall – in style. It's madness. Congratulations on behalf of the entire Volkswagen workforce."

Dear Colleagues,



The past several weeks have been marked by the global coronavirus pandemic. Even our SPEED+ Award ceremony was held



in a special setting – as an online event, we digitally presented the trophies for all eight categories, from Plant Efficiency to Tool Costs, to the best plants live from Hall 6 in Wolfsburg. Three of the winning trophies went to our Chinese colleagues in Tianjin – a strong showing! They have demonstrated how to become the benchmark with expertise and networking. Cross-plant networking and the Components-wide exchange of best practices are at the core of the SPEED+ Award, and help us to learn from each other within Components. This makes the entire Components division a winner! Read more on page 11.



We had another reason to celebrate at our Group Components plant in Salzgitter: the plant has turned 50 years old! To lay the foundations for the coming decades, our colleagues on site are working at full speed to transform the plant from a combustion forge to an electric pioneer, ensuring its competitiveness and future viability (page 11).



Innovative strength and technological expertise are part of our DNA at Components. This is demonstrated by the various technology stories that we have compiled for you in this issue (pages 25 to 26) – from the clever way we are reusing cell modules to the key components that we are supplying for the new generation of plug-in hybrid designs within the Group.



We are also pushing forward with smart project ideas and innovative thinking in Components with our Transform Minds program. The application phase for the third round starts opens today. Working under the motto "The Battle," Transform Minds and their coaches compete against each other in a sporting contest to determine the best project. All the information you need is on page 27.



Last but not least, I would like to thank Dr. Stefan Sommer, who left the Volkswagen Group in July in his role as Head of Components and Procurement, for his cooperation over the past two years.

Yours sincerely
Thomas Schmall

CEO
Volkswagen Group Components



Two Hearts Under the Hood

Volkswagen Group Components contributes the essential key components for the Group's new generation of plug-in hybrid designs

Tailor made: The PHEV components from Group Components can be used in the Group's MQB and MLB vehicles, for example in the Passat GTE Variant¹.



The aim is clear: to make the Volkswagen Group carbon-neutral from a financial perspective by 2050. For the Group's vehicle fleet, this means a gradual changeover from combustion engines to fully electric drives. Between these two extremes, the plug-in hybrid is a concept that combines both technologies. The latest member of this category of vehicles is the recently launched Golf GTE².

vehicle can achieve high acceleration values and can even pull heavy trailer loads.

Like a tailor-made suit

Volkswagen Group Components manufactures the essential drive components for the Group's new PHEV generation at various locations. The parts are so compact and are designed with such precision that they fit into the existing



The new Golf GTE.

In terms of drive technology, two hearts beat beneath the hood of this plug-in hybrid vehicle, or PHEV for short. In addition to a combustion engine, the car also has an electric engine. This means the vehicle can run electrically and emission-free when driving locally, making it ideal for short distances and for inner-city stop-and-go traffic. When traveling longer distances, the conventional combustion engine takes over. If the drive force of both engines is used simultaneously, the

installation space of a vehicle with a combustion engine. They can also be found in the current Golf GTE.



Combustion engine 1.4L TSI.

The internal combustion engine part is a 1.4L TSI with 110 kW (150 bhp), which is manufactured at the Components plant in Chemnitz. The DQ400e, a special gearbox from the Kassel plant, provides for power transmission. In addition to the six-speed dual-clutch transmission, the extremely compact unit houses an 85 kW (115 bhp) electric engine. It allows for purely electric drive or supports the combustion engine with what is known as the boost function. When braking, energy can be recovered through recuperation. Electricity is fed back into the battery via the electric engine.

On board: the power tank

A lithium-ion-based high-voltage battery system is used for the Golf GTE. With a battery capacity of 13 kWh, it has an electrical range of up to 60 km. Like the battery management system and the associated software, the battery system was developed by Volkswagen Group Components at the Braunschweig plant. Production also takes place there and at Skoda's Czech Components plant in Mladá Boleslav. Coolers from the Components plant in Hanover take care of the temperature management in the cell modules. Work has been done to build up battery expertise in Braunschweig

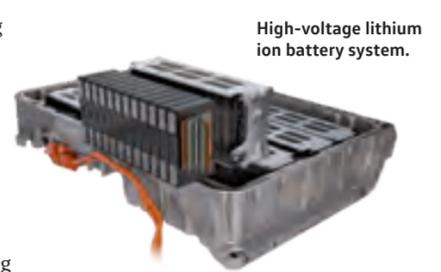


Six-speed dual-clutch gearbox.

since 2013, when the battery systems for the first generation of PHEVs were introduced. This has also been incorporated in the development of the MEB battery system.

Modular PHEV components for the Group

Plug-in hybrids for the Group's fleet of vehicles are an important step on the road to financial climate neutrality. Components provides modules that can be used for the existing MQB and MLB vehicle platforms. They are not only compatible with vehicles in the compact segment, but also with mid-range and premium segment vehicles. The new Arteon³ and Arteon Shooting Brake³ models recently launched will also be available as E-HYBRIDS. Along with the Passat GTE and the new Golf GTE, they are the prelude to a future range of other PHEV models in the Group.



High-voltage lithium ion battery system.



In front of Executive Board members, Works Council members and the brand's chief developers: Components developers presented future technologies and innovations from Group Components.

Tech Day in Early July

Unfortunately, Group Components' Tech Day, originally planned for mid-April, could not be held. Instead, a Tech Day organized by the Transmission & Electric Drive division, was held at the beginning of July in Hall 6, Group Components' headquarters. The event focused on innovations in the field of electric mobility. After a word of welcome from Thomas Schmall, colleagues presented exhibits about electric drives, pulse inverters, and battery systems/cells, as well as the pre-development "Pegasus" project. In addition to Herbert Diess, other

Group and brand Executive Board members like Gunnar Kilian, Frank Witter, Markus Duesmann, Ralf Brandstätter, and Group Works Council Chair Bernd Osterloh and Deputy Works Council Chair Daniela Cavallo were in attendance.

Among others, plant managers and works councils from a selection of Components plants were on hand via Skype. As soon as the situation allows, a new Tech Day will be planned to make up for the originally scheduled event, with innovations and technologies from all areas of Components.

¹Passat GTE Variant: fuel consumption, L/100 km: combined 1.6; power consumption, kWh/100 km: combined 14.7; CO₂ emissions combined, g/km: 36; efficiency class: A+.
²Golf GTE – The vehicle is a near-production-ready concept car. | ³The vehicles are near-production-ready concept cars.

Cooperation With a Whole Lot of Components

Volkswagen Group Components makes a significant contribution to the Volkswagen-Ford collaboration

Volkswagen and Ford have signed contracts for a global alliance for light commercial vehicles, electrification and autonomous driving. Among other things, the alliance will enable both companies to offer their customers new technologies and a wider range of models more quickly. Based on sustained growth in global demand for commercial vehicles and high-performance electric vehicles, both partners expect major economies of scale for their respective portfolios.

Part of the collaboration between Volkswagen and Ford: Ford colleagues will build an electric vehicle for Europe based on Volkswagen's modular electric-drive toolkit (MEB). Starting in 2023, more than 600,000 units are set to be produced within several years.

The lion's share of this will come from Components: Volkswagen Group Components will contribute about two thirds of the volume. These are all what are known as carry-over parts (COP), i.e. Volkswagen components that can be used by Ford directly without modification. This should allow economies of scale to be achieved.

The business model envisages that the Ford plant in Cologne will be supplied with individual platform parts similar to a Volkswagen vehicle plant, which will be assembled there together with Ford's car body, or so-called head parts, to form a complete vehicle.

"To that end, we will set up a virtual plant that maps the entire supply chain management as would be the case in an internal vehicle plant, thereby achieving smart integration of the project requirements into the existing systems and processes," says Daniel Schmitz-Hübsch, who participated in the negotiations for Components. Together with G4K, the newly created model series for collaborations, and a cross-brand project team, many other innovative business concepts were developed as part of the negotiations, which form a crucial foundation for further developing the third market strategy. This can be used to create standards for future projects, which will help to significantly reduce effort and make the process move more quickly.

Read more about the Volkswagen-Ford collaboration in the article on page 4 in the Group section.

COMPONENTS INVOLVED IN THE MEB COLLABORATION

DIVISION CHASSIS & BATTERY SYSTEM


Shock absorber
Braunschweig


Support frame
Braunschweig


Coverage for rear axle
Braunschweig


Drive shaft
Wolfsburg

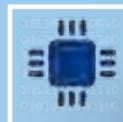

Wheel drive
Braunschweig

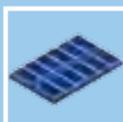

Coverage for front axle
Braunschweig

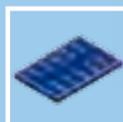

Steering system
Braunschweig


Brakes
Braunschweig


Swivel bearing
Braunschweig


Hardware and software
Braunschweig


Battery housing
Braunschweig


Battery system
Braunschweig

DIVISION ENGINE AND CASTING


Gearbox housing
Poznan


Intermediate housing
Kassel


Engine housing
Hanover



DIVISION GEARBOX AND ELECTRIC DRIVE


ZSB electric drive
Kassel


Electric engine
Kassel


Stator
Salzgitter


Rotor
Salzgitter


Press parts
Kassel



"From the front axle to the electric engine: Components is in charge of crucial MEB parts, making it key to the Volkswagen-Ford collaboration."

Daniel Schmitz-Hübsch, Head of Business Development and Cooperations, Volkswagen Group Components

Yet Another Great Idea from Components!

From the tool shop in Braunschweig comes a smart idea for reusing cell modules

The second life of a battery is an important economic and environmental factor, since reusing cell modules extends their lifetime while also significantly reducing their carbon footprint. A smart idea for reusing cell modules has come from Group Components colleagues at the tool shop in Braunschweig: They have developed and manufactured modular battery systems that can be used in industrial applications, including automated guided vehicle systems (AGVS). The batteries come from pre-series vehicles from Technical Development. The team is receiving funding from Volkswagen's Innovation Fund II.

Based on the list of requirements from external manufacturers for automated guided



Ulrich Hering, project manager Patrick Hoff, Carsten Goes, and Armin Volkmann (from left to right) from Braunschweig.

vehicle systems, colleagues from Braunschweig have developed the initial designs for a new battery system. The pilot project was launched in cooperation with colleagues from Planning and Production Engineering (PP) for the Volkswagen Passenger Cars brand and started in the Logistics department at the Wolfsburg plant. There, vehicle parts sequenced from the AGVS are transported to each assembly cycle on assembly

lines 1 and 2 (Golf and Sportsvan). Fabian Obermann, Technical Development and Electric Mobility Components, who co-managed the project, says, "Reusing high-quality battery technology from Volkswagen's electric vehicles results in significant cost and performance advantages compared to standard reference products on the market." Tino Drenkmann, Deputy Head of Controlling and Order Management at the tool shop in



A look at Hall 54: FTS transports just-in-sequence trolleys from the Logistics area to the assembly line.

Braunschweig, adds, "All those involved in the project have done an excellent job of getting us to the current status of the project in this short time. I would like to thank the entire team for that." To implement the project, three colleagues were trained in Braunschweig as electricians for specific activities to assemble the plug-and-play batteries.

Starting in late 2020, other projects with Volkswagen Saxony and Volkswagen Commercial Vehicles will be implemented and established as standard through the AGVS initia-



On the floor in Hall 54 in Wolfsburg with FTS and Battery: FTS project manager Thiemo Hansmann (PPG-I, left) and operator Winfried Wiesemann (PWL-N).

tive. An assembly area was set up at the Braunschweig tool shop for this purpose and employees qualified as electricians for specific activities as part of the transformation. At the end of their reuse period, the cell modules will be disposed of through the in-house recycling process at the Salzgitter plant, which will be put into operation this year.

We Are the Front-Runners for Innovation!

Components colleagues submit the greatest number of projects to the Innovation Fund II

Volkswagen Group Components has numerous creative and innovative employees who applied to the Innovation Fund II with ideas that won out over the competition. In addition to their normal jobs, they get involved in exciting topics that can offer added value for the company.

After all, we would be nowhere without innovation. The Innovation Fund II was launched in 2011 as a result of the collective bargaining agreement for the future concluded between Volkswagen AG and the IG Metall district management for Lower Saxony and Saxony-Anhalt, and has

been promoting innovative business ideas within Volkswagen AG ever since. With around 25 of a total of 100 innovative business ideas submitted, Components is one of the top innovators. In addition to the projects already established, including the flexible charging stations and the holographic infotainment system, a few forward-thinking ideas are currently being developed for market testing.

One of these is the "alternative drive concept

with highly integrated power electronics," behind which an electric drive is concealed in the wheel hub



Collaborating when working from home: Christian Don in a close exchange with his project colleagues.

of a trailer, which can significantly increase the range of electric cars under a tensile load. Serving in his "normal day job" as Head of Testing and Application Mechatronics and Power Electronics, project manager Christian Don is thinking even further ahead: "If the 'engine in the rim' goes into series production, it's conceivable that we could modify it for electric vehicles, creating a significant amount of space, among other things."

In addition to this one, 14 other projects are currently receiving funding. Collaboration between

Components and the Innovation Fund II is well underway. "I worked in Innovation Management at the Braunschweig plant from 2012 to 2018. I have learned through numerous technology and pre-development projects to appreciate not only the core business, but also the innovative strength of our colleagues at all Group Components locations. I am certain that many outstanding business ideas will continue to reach us from there," says Alexander Schäfer, who is responsible for organization and finances at the Innovation Fund II, with confidence.

Transform Minds III: The Battle!

Apply now for the third round of the Transform Minds program



The third round of the Transform Minds program is starting: This round, called "The Battle," will see the new class of Transform Minds and their coaches compete with innovative project ideas. They and their coaches will have to win over the jury with their ideas.

Our Transform Minds program is looking for Components colleagues who want to play an active role in transforming Components, communicating and developing future projects. At the same time, they serve as multipliers for Components' ONE MISSION 2025 strategy with its colleagues across the plants and at the head office.



All the info on Round III

For the third round of Transform Minds, we are looking for 30 communicative, networked employees from all hierarchy levels who are open to new things, want to develop exciting ideas involving Components and get them "on the road." Those interested in taking part should apply for one of the 15 topics: The aim is for participants to develop their own projects from the topics provided.

The 15 topics:

1. Compiling a whitebook for charging infrastructure
2. Smart quality analysis
3. Sustainability benchmark for supplier companies
4. Innovation radar
5. Optimizing the LAP process for Components
6. Avoiding duplicate work in administrative divisions
7. Ergonomics in Production
8. Supply chain transparency
9. Carbon footprint of products
10. Generating enthusiasm for transformation
11. Making digitalization tangible
12. Rules of cooperation
13. Design headquarters DNA
14. Charging solutions @ home
15. Sustainability in the office

Once again in this round, the Transform Minds will work on these topics in small groups and find new inspiration through external visits and workshops.

HOW TO APPLY:

Want to be part of Transform Minds?

You'll find all the information you need about the application process on Group Connect by searching for "Transform Minds Group Components." Applications are open until July 24.

Any other questions? Email us on: transform.minds@volkswagen.de



Once the project ideas are in place, the Transform Minds will pitch to Components division heads and managers, the coaches. The teams and coaches choose each other – once matched, the team and coach work together on their project over the weeks that follow.

In the semi-final, the five most promising projects are selected and the Transform Minds are divided among the remaining projects. In the final, the best project is chosen and then implemented in Components.



"VäterConnection" Launched

With more than 130 participants, "VäterConnection," Components' network for fathers, was launched in an online meeting in early June. During the meeting, the core group of the network – already active – introduced itself. Wolfgang Fueter, Chief Human Resources Officer of Components and network patron, and Susanne Preuk, a member of the Works Council and chair of the Equal Opportunities Committee, offered insight into how the network came to be and how it fits into the Group structure. The aim is to better meet the increasing and new demands being placed on partnership, family and career, and to discuss best practices. This was followed in mid-June by the first lecture, entitled Mental (Over)Load. The focus was on balancing family and work during the coronavirus crisis and how to beat stress with practical tips and tricks – now and after the pandemic.

More information is available on *Group Connect*. Alternatively, email: vaeterconnection.vwag.r.wob@volkswagen.de



Checklist: Am I a Transform Mind?

I would like...

- ...to make a difference.
- ...to do my part to successfully transform Components for the future.
- ...to be part of a team that works on and implements an innovative project.
- ...to win this challenge with my colleagues.



The Year of the Shop Floor Supervisor – What Happens Next

In Components' Year of the Shop Floor Supervisor, the focus is on shop floor supervisors and trainee shop floor supervisors. As managers, they are the first point of contact for the majority of our workforce, and in this current

phase they are being given even greater responsibility. After several weeks of forced downtime, we are now picking up the ball again. For the first time, the Year of the Shop Floor Supervisor will continue on a digital basis with less

personal contact, which is why we are extending it until 2021. In addition, the plant managers at the German plants have started sponsoring projects that were developed during the first workshop. The plan is to further promote

them now at the various plants.

Project topics include the role of shop floor supervisors, qualifications to become a shop floor supervisor and a standard KPI system for shop floor supervisors.

Planning Session Workshop Goes Digital

The planning round workshops for Group Components' divisions are held as multi-day meetings with colleagues from all over the world. The objective is to discuss the results of the current planning round and to decide on measures to take going forward. Last year, some 70 participants from various Group brands from almost all regions of the world got together in Wolfsburg.

The current travel restrictions made an in-person event impossible this year. Colleagues from the Transmission and Electric Drive and Engine and Foundry divisions therefore organized a digital workshop for mid-June. In addition to colleagues from Wolfsburg, 130 international participants from Audi, Porsche, Seat, Skoda, Volkswagen and Group Components connected to



Digital meeting: Participants logged in from all over the world.

the workshop digitally.

The workshop started with presentations from various departments, including from colleagues Bernd Geiseler, Group Sales Management in Wolfsburg, and Jian Zhou, Volkswagen Group China in Beijing, who provided insights into the overall market forecast as well as the current volume trends globally

and in the China region. Michael Bartsch from the Strategy department at Components offered an outlook on the 2030 strategic production network. Stefan Bogdanowicz from Module Management Diesel/Gasoline Engines in Wolfsburg presented the next steps and challenges in the world of engines, including the brand's cycle plan and EU7 legislation.

Colleagues from the different locations and regions then reported on their product portfolios, the most important key economic figures on investments, capacities and utilization as well as current and future infrastructure planning. Finally, colleagues from Wolfsburg presented the results and action areas from the planning round and the resulting plant occupancy for each division to workshop attendees.

Division Committee Met Digitally

The covid-19 pandemic has meant that the first Group Components division committee meeting this year was held as a Skype conference. While the speakers gathered at Components headquarters in Hall 6 in Wolfsburg, more than 150 people from the international Components plants worldwide, including representatives from specialist departments and the works council, were connected via Skype to discuss current events and future challenges facing Components.

Markus Bieber, Secretary General of the General Works Council, and Wolfgang Fueter, Chief Human Resources Officer for Volkswagen Group Components, welcomed the participants. Afterwards, Thomas Schmall and Thomas Eichenberg gave an overview of the current status of Group Components and the financial situation. One central theme was the coronavirus crisis as a major economic challenge, with

the conclusion that the financial impact is considerable and that major efforts will be needed over the coming years to offset it. In addition to these increasing challenges, the focus was also on the future direction of Components. The MEB strategy, which will be developed further in the coming years, was highlighted. Thomas Schmall said, "It is so important, especially now, to use the transformation to leverage cross-brand synergies."

Together with each plant's works council chair, the division heads then gave an overview of the challenges and developments each division is facing. In addition to Components' status in terms of reopening, they also looked to the future and offered insight into new products, with a focus on electrification. **FYI:** The division committees meet twice a year. The next committee meetings are scheduled for the third quarter of 2020.





Names & News

Dr. Raimund Rösch, previously Head of Casting & Heat Exchangers at the Hanover plant, took over the role of General Manager at Volkswagen FAW Engine Co. Ltd. in Dalian on July 1, 2020.

Timo Gleis, previously Head of Production at Motor Polska Sp. z o.o., took over management of Casting & Heat Exchangers at the Hanover plant on July 1, 2020.

Christian Rauch assumed the role of Head of Gearbox Assembly at the Kassel plant on June 15, 2020.

Bernd Löber, previously Head of Gearbox Assembly in Kassel, is leaving the company as part of a retirement plan.

Andreas Kiekel, previously at the Kassel plant, took over as Head of the Martin plant on June 1, 2020.

Olaf Kossack, previously working in DQ Gearboxes in Kassel, took over the Technical Service, the Hardening Shop and the Gearbox Assembly Foundry as well as Power Unit Reprocessing in Kassel on June 1, 2020.

Rupert Zeh, previously Head of Plant Technology and Environmental Protection in Kassel, left the company on July 1, 2020.

Frank Schulze, previously QA-Production for the Gearbox division, took over as Head of Plant Technology and Environmental Protection in Kassel on July 1, 2020.

Frank Michael, previously Q-Analysis and Planning, took over as QA-Production for the Gearbox and Electric Drive division on July 1, 2020.

Frank Fülling, previously Head of Quality Assurance at Volkswagen Automatic Transmission Dalian, took over as Q-Analysis and Planning in Kassel on July 1, 2020.

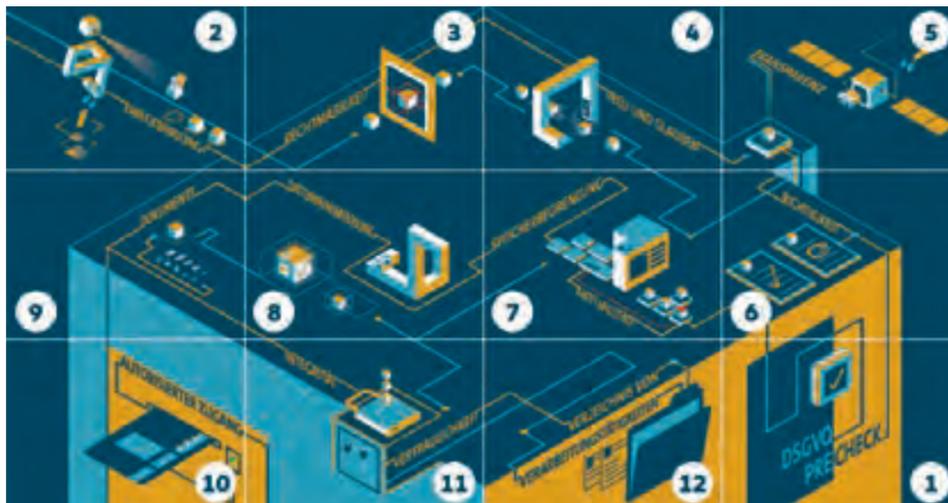
GDPR Pre-Check!

Clever campaign launched by Group Components

Data protection is all about people and their right to have their personal data handled responsibly and in compliance with the law. This is the purpose of the EU General Data Protection Regulation (GDPR), which has been in force now for over two years. In everyday working life, this means that compliance with the principles and standards of the GDPR is required in any activity in which personal data is processed.

Components' Data Protection Manager Organization (DSMO) is there to help all employees with that. To raise awareness among colleagues, DSMO staff have set up a communications campaign and developed a range of practical tools, with the GDPR Pre-check at the heart of this toolbox. The pre-check contains 11 questions you can ask to see whether you have remembered these principles when processing personal data.

To illustrate this, the DSMO colleagues have created a guiding theme for the campaign, which presents the 11 questions as 11 stations on a virtual production line. Only once you have passed through every station with a check mark at each one can you say with confidence, "11 x check – all clear!"



Clear overview for processing personal data.

Similar to a puzzle, the virtual production line is divided into 12 sections, currently being distributed around Components as postcards. The first postcard features the complete pre-check list on the back. This is followed by 11 more cards – each representing one of the 11 questions that make up the pre-check. When you put the postcards together, they reveal the bigger picture.

So join in and collect all 12 postcards. Practical, pocket-sized check cards are also available so you

always have the GDPR Pre-check to hand. The cards are available from your data protection coordinators and multipliers.



For more information and help with data protection, please contact your data protection coordinators and multipliers or the Components GDPR mailbox: dsgvo.konzern.komponente.vwag.r.wob@Volkswagen.de

You'll find news, examples and much more about data protection and GDPR on our Group Connect page at "Group Components Data Protection".



Smart Lighting

Components goes LED: All lighting in the Group Components production halls will soon be switched over to LED technology. The process began at the European plants, with international Components plants to follow. This will result in more than **200,000 bulbs** being replaced!

The Resource Management team is currently working with colleagues from Braunschweig, Kassel, Salzgitter and Group IT to develop a management concept for the proper use of these new lights and their optimum illumination lev-



els. The advantages of switching to LED range from lower energy costs to reductions in CO₂ emissions. This means that Components could save up to 70 percent compared to its current lighting costs.

Colleagues in Salzgitter, Kassel, Braunschweig and the Components plant in Hanover have already switched more than 100,000 old bulbs. The large order quantities mean colleagues in Procurement were able to negotiate lower material prices, which will also benefit other brands' plants.



WANTED: Lateral Thinkers and Doers

They will be hired to work in Group Components' newest division: battery cells. The division has many exciting areas to work on, including setting up the division in Salzgitter as well as providing support for joint ventures with companies including Northvolt AB and QuantumScape. Jobs are available in all departments:

- Cooperation & Division Management
- Development
- Supplier Cells & Product Management
- Planning & Process Development
- Quality Assurance

The internal job listings are also available on the Volkswagen Portal under: Me at Volkswagen – Job Market – Internal Job Board.

Prospective applicants can also contact Alexander Dittrich (CS) at the following email address: alexander.dittrich2@Volkswagen.de



All the information you need about the division is available on the **Group Components Channel** on the 360° app.



A Look at the Volkswagen Passenger Cars Brand

Interview and World Premiere

The HR division of Volkswagen AG was restructured in January. In this interview, Gunnar Kilian and Michael Ritter share their initial impressions.

All about the world premiere of the Arteon Shooting Brake and the Tiguan upgrade.



SPEED+ Award 2020: What's Next



The second round of the plant tours was supposed to start with Chassis in Wolfsburg and the Foundry in Hanover in early June. But the coronavirus thwarted the plans of the SPEED+ team. The plant tours were then launched in digital form. The second plant tour will not take place

in a single block per plant, but is instead organized by category. This makes it possible to respond more specifically to the individual situation in each plant around the globe.

The annual SPEED+ networking event has also been affected by the coronavirus crisis. The event, which is attended

by colleagues from all over the world, was originally scheduled to take place at Components headquarters, Hall 6, in Wolfsburg. Preparations are now underway to hold the meeting digitally. Experts from around the world will log on to online sessions and digital marketplaces for the seven different categories

and will present best practices and discuss their experiences between July 14 and 16.

FYI: There are seven categories in the 2020 SPEED+ Award: plant efficiency, assembly efficiency, shop floor management, DLZ, C-HPU and the new categories, environment and diversity.

The Two New Categories



DIVERSITY

This category is based around the Group principle that "We practice diversity." The focus here is on strategically incorporating diversity in plant strategy, the role of managers and qualification. Appropriate methodology should be developed and applied in both the production and administrative divisions.

What is being measured?

Every plant will select one production and one administrative division as a pilot test. The relative improvement

in the method scan will be evaluated. The activities, tools and action plans will be assessed in terms of their innovative strength and diversity.

Success factors

Incorporating diversity in plant strategy // Qualifications for managers: Fostering understanding and meeting challenges // Developing practical methods for diversity // Developing diversity as a business case for each area of responsibility // Incorporating the shop floor team // Discussion of best practices with other plants



ENVIRONMENT

The focus here is on reducing the base load level and compressed air consumption. The category contributes to Components' environmental performance indicator (C-UEP), which means it also contributes to goToZero, the Group's environmental mission statement.

What is being measured?

The reduction of the base load and compressed air consumption. The key figures are considered for one hall in the plant. The relative improvement in

the method scan will also be evaluated.

Success factors:

Incorporating key figures into plant controlling // Transparent collection and communication of key figures down to the assembly line level // Identifying and tracking the top 10 consumers // Incorporating the shop floor team for long-term improvement of key figures // Raising awareness among employees of base load and compressed air reduction in each area of responsibility // Discussion of best practices with other plants