Looking smart in the Douro Valley: media representatives in the new Golf.

### Driving Event in Portugal: Test Driving the New Golf

How good is the eighth-generation Golf? Journalists tested the bestseller until shortly before Christmas at a driving event in the north of Portugal. In addition to test drives through the Douro Valley, the program included discussions with Volkswagen product experts. Ralf Brandstätter, who manages the business operations of the Volkswagen brand as COO, and Karlheinz Hell, head of the Compact series, were recently in Porto to answer the questions of media representatives from around the world. 360° spoke to Golf expert Petar Danilovic (Product Marketing and Project Manager in Sales for the Golf series) about the highlights of the new Golf. In focus: the intuitive digital cockpit, efficient drives, and new assistance systems for increased safety.

### Employees Now Only Need to Change Windows Password Once a Year

Passwords now need to be twelve characters long - but on the flip side, can be used continuously for 365 days: This new password guideline applies to all employees of Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Volkswagen Group Components, and Audi who use a Windows operating system, as of the beginning of December. Previously, they were required to change their password every 90 days. The new guideline automatically enters into force with the next prompt for each user to change their respective passwords. The password selected by the user is then valid for one year. The increase in the minimum password length from ten to twelve characters will ensure that IT security requirements remain fulfilled, despite the longer validity period. An additional layer of protection is provided by complexity: Passwords must now contain special characters, numbers, and upper case and lower case letters. In the second quarter of 2020, a quality check will be added, where an algorithm will check for prohibited combinations.

For example, passwords containing “password”, “1234”, “Volkswagen”, or “Golf” will be rejected. Users should therefore start considering a unique but memorable combination now.

Lutz Gutheil, Head of Information Security Governance: “Passwords are necessary in both the private and professional sphere, and are unfortunately still a potential gateway for cyberattacks.” Under his leadership, a team of 15 IT experts from the Group Information Security division developed the new guidelines.

An employees are currently responsible for ensuring a smooth transition for the 100,000 or so Windows users. After the adaptation of the Windows client, further IT systems will follow.

Now at least twelve characters long: the new Windows login password.

**Note:** This vehicle is not yet on sale.

**Concept car**
Volkswagen Strengthens New Software Organization

An independent business unit since January – with more than 10,000 digital experts expected to be working together by 2025

Volkswagen is strengthening its Car.Software organization, which is corporately responsible for software in the vehicle: from January onwards, the organization will operate as an independent business unit and bundle the shareholdings and subsidiaries as a Group company, which will develop software for the vehicle and digital ecosystems. The first step collaboration between 3,000 digital experts from the shareholdings and subsidiaries.

The Car.Software organization will be based at Audi Electronics Venture GmbH. Further German sites in Berlin, Bochum, the Ingolstadt area, the Stuttgart area, and Wolfsburg, among other places. International locations will include Seattle (US) and Beijing (China). In the second step, specialists from the brands and regions will work together under the umbrella of the Car.Software organization.

Skilled workforce to increase

Background. The Volkswagen Group is pursuing the comprehensive expansion of its Car.Software organization. In addition to integrating the shareholdings and subsidiaries, the aim is to acquire skilled workers from the Volkswagen, Audi, and Porsche brands for a transition to the new business unit. Volkswagen also wants to steadily increase the number of skilled workers through recruitment, strategic purchases, and further partnerships. By 2025, more than 10,000 digital experts are expected to work in the Car.Software organization.

Resources Officer Gunnar Kilian: “We are creating clear structures and building expertise in important future business fields. Together with employee representatives, we have agreed to negotiate competitive collective working conditions that reflect both the future orientation and challenges of the software industry, as well as employer attractiveness.” Agile and connected work styles in the software industry and the interests of future employees would be taken into account, says Kilian.

When it comes to the structure of the new company, there are still outstanding organizational questions that will be clarified in close coordination with the works councils in the coming months. This includes the form of operational co-determination, the modalities for a switch to the new unit, and collective bargaining aspects.

Software in the Vehicle

By 2025, the Volkswagen Group aims to increase its in-house share of software development in the vehicle to more than 60 percent. Currently, it is less than 10 percent. “The Car.Software organization will play a central role. The organization develops software for cross-brand use. The goal is to establish a Group-wide software architecture.”

Names & News

Markus Duesmann (50) will become a member of the Executive Council as responsible for the Volkswagen brand from April. At the same time, he will take over from Brian Smith, CEO of Audi. Duesmann is a qualified engineer, and previously held management positions at BMW. There, he was responsible for the board divisions Purchasing and Supplier Network until July 2018. His responsibilities on the Executive Board will include Group research and development, which are currently the responsibility of the CEO. In turn, responsibility for Group sales will be transferred to Herbert Diess.

Antje Arntitz (49), Chief Financial Officer of the Volkswagen brand, will become Chief Financial Officer at Audi with this coming March. He has a PhD in industrial engineering and has overseen finances, controlling, and accounting on the Executive Board of the Volkswagen brand since 2010. Since 2018, Antitz has also been responsible for the North American region. He started his career at the consulting firm McKinsey in 1999. After moving to Volkswagen in 2004, he took over the management of global product controlling for the Volkswagen brand in 2005. In 1995, he transferred to Mercedes-Benz do Brasil, and five years later, took on management roles in procurement at Dammler Chrysler and Chrysler in the US. At Volkswagen, Seitz was initially responsible for Group-wide procurement in the Divisions. From 2008, he was a member of the Executive Board at Volkswagen do Brasil, and from 2013, the first Vice President of the joint venture SAIC Volkswagen in Shanghai, before being appointed Chief Financial Officer of Audi in 2017.

Sabine Maassen (53), Chief Human Resources Officer at Thysenkrupp, will succeed Wendelin Gribbel as Head of Human Resources at Audi this coming April. Maassen has been at Thysenkrupp since 2016, and held her current position at CHRO since 2014. Previously, the qualified lawyer was on the executive board of 15 Metal for over ten years, most recently as head of the Legal department. She has served as an employee representative on several supervisory boards in the automotive industry.

Volkswagen Commercial Vehicles from 2000. There, he was appointed Board Member for Procurement and Production in 2007. In 2011, Grolla-Lohide was appointed Chief Procurement Officer at Volkswagen do Brasil. From 2014, he was responsible for the procurement of services and equipment by BMW. In this role, he was also responsible for site management for the component network in Landshut from 2011 to 2012. Since 2017, Akel has been responsible for purchasing and the American supplier network at BMW.

Dirk Grolla-Lohide (55), Chief Procurement Officer for the Volkswagen brand, will succeed Bernd Maarten as Board Member for Procurement and IT at Audi this coming April. Grolla-Lohide is a qualified economist and banker. After joining Volkswagen in 1990, he held management positions in purchasing at Seat from 1995 and at
A Plant in Turkey?
Herbert Diess Weighs In

Herbert Diess, the CEO of Volkswagen, describes the current progress of the decision on the possible construction of a plant in Turkey.

These days, I received many appeals and personal letters about the possible construction of a new Volkswagen plant in Turkey. On the one hand, there is the demand that Volkswagen should remain politically neutral and make its decisions purely from an economic perspective. On the other hand, there is the expectation that Volkswagen should reconsider the planned construction in Turkey for ethical reasons.

Volkswagen has postponed its decision until the end of the year. We have done so even though a plant in Turkey would be in our economic interests. Thanks to its large market, low costs, and excellent industrial basis, Turkey would be an extremely favorable production location for us. However, we believe that if companies think that protecting civil and human rights is only the responsibility of the government, there would no longer be any ethical basis for the market economy. Volkswagen shares the opinion of the German government and the European Union on the military conflict in northern Syria. As long as people are still being killed, we will not lay a single brick next to a battlefield.

Our ethical responsibilities as a company mean that we need to consider the long-term consequences of our decisions just as much as the short-term. I am convinced that free global trade and close economic relationships promote peace, as well as prosperity and freedom. Sanctions cannot lead to protectionism. It is part of our corporate responsibility to consider the concrete effects of our activities on the living conditions of large groups of people. The purpose of building an automotive plant is not to secure the existence of a government. It does, however, secure the existence of thousands of people. A secure job with fair conditions. An income to give children a good education and a better future. These people rightfully expect that their hopes and dreams are not treated as a political plaything. Volkswagen has production sites all over the world. China, Russia, South Africa, Brazil, India, the United States, and many more. That is the nature of a global company. Wherever we are, we follow the local laws and uphold our own ethical standards. We support the respective community and are part of it. At the same time, we know that not all countries share our idea of a free, democratic, and constitutional state. According to the democracy index of the newspaper The Economist, only 4.4 percent of the global population lives in a “full democracy.” However, we cannot be indifferent to the development opportunities of the other 95.5 percent.

That is the difficult trade-off behind all our decisions. Our decision about a new plant in Turkey is still pending. Only one thing is certain. The answers are not always easy when it comes to acting ethically. That applies to governments. And it applies to us, too.
When it comes to business relationships, the same rules apply as for personal ones: look before you leap. If business partners don’t follow the laws and regulations, there could be serious financial consequences and reputational damage for Volkswagen.

That’s why the Group has defined its expectations of its partners’ actions in the Code of Conduct for Business Partners. The Sales, Procurement, and Compliance divisions are now making sure that Volkswagen knows its partners and only works with the right ones through a new, standardised Group-wide process, which includes a compliance review.

In the Business Partner Due Diligence (BPDD) process, current and future business partners will be closely examined with compliance risks in mind. The aim is to identify risks as early as possible and eliminate them through suitable measures, thereby protecting the company. For example, these might include corruption or money laundering risks. For this reason, there is a particular focus on opaque ownership structures, potential conflicts of interest, or unusual payment terms. The Procurement division will also review service providers and suppliers for environmental and social risks. The results will appear in the sustainability rankings to help buyers make decisions. The same rule applies to all business partners; in order to work together, they must pass the review process.

The review is also in the partners’ interests, as it will help them to identify risks, optimize systems, and thereby secure their business against threats. Passing the compliance check is a real quality indicator. If any black sheep are identified, Volkswagen will act consistently: for example, by terminating or not renewing existing contracts, or by not entering into contractual relationships with prospective new partners. If the results are positive, all Group companies can work with the partner without any additional reviews – this will save time and money.

It sounds simple, but was a complex project: In just 24 months, the team from Compliance, IT, Sales, and Procurement realized the process from conception to execution in 45 countries and a number of Group companies. 18,000 importers and dealers are pending review in the Sales division alone. Depending on the risk assessment, around 3,000 suppliers and service providers will be added annually worldwide in Procurement. To implement the BPDD with the support of IT systems in the future, the team has locally trained more than 500 colleagues from Sales, Procurement, and Compliance around the world. More than 3,100 partners have already been reviewed and their number is growing daily. Good to know: More information about BPDD (Group Directive 29) is available at http://compliance on the Volkswagen Net.

What the division managers say:

“Everyone involved in the project can be very proud of what they have achieved in such a short time. They have executed an innovative selection process that not only protects our company but also helps our business partners to identify their risks and actively deal with them. This is the only way to ensure compliance is not in isolation, but together and in direct contact with the mutual trust of our business partners.”

Kurt Michels, Group Chief Compliance Officer

“For us, it’s clear: We will only work with business partners who share our values and expectations of clean business transactions. The Sales division and our dealers and organizations are the face of Volkswagen to our customers. This process will help to quickly identify risks among our partners, and to establish our mutual organisation and premises properly. This is a quality indicator – after all, we require the same of our vehicles.”

Christian Dahlheim, Sales
First Job-Sharing Tandem in the Upper Management Circle

At Volkswagen Consulting: Juliane Paul and Astrid Vettin-Wansart are sharing management responsibilities.

A strid Vettin-Wansart and Juliane Paul are part of the upper management circle (OMK). And that involves something of a revolution: Together, the two managers are the first job-sharing tandem in upper management, with reduced working times. Juliane Paul and Astrid Vettin-Wansart share responsibility for project, process, and budget management in Volkswagen Consulting.

The demands of their staff and of the company are many and varied. Astrid Vettin-Wansart: “We therefore split things to ensure that afternoon and evening appointments are also possible.

with one of us, despite the reduced working hours.” Astrid Vettin-Wansart and Juliane Paul got to know each other in their previous division, Group Product Strategy. As young mothers, they worked a reduced number of hours. Juliane Paul: “When a subdivision manager position became vacant, we, spurred on by our boss Edda Kristof-Goeman, decided to go for it through a job-share.” The worked very well for more than two years, and all colleagues, staff, and process partners soon became used to the new work model. When Juliane Paul was approached by Consulting, her answer was unequivocal: “We come as a pair.” Discussions with Richard Petrovic (Head of Volkswagen Consulting) went well — and in December 2018 the two colleagues moved to the Group’s executive board. “In my opinion, Juliane and Astrid enrich our management team with different experiences, competencies, and networks in our work,” says Vettin-Wansart. “What’s the secret to their success?” “Get along very well, communicate even better, and acknowledge the management authority of your colleague in your own area of responsibility.” Gunnar Killian, the Group’s Chief Human Resources Officer, says: “It’s vital that reconciling family and work not remain a mere ambition; we must enable it in practice at Volkswagen — and on every level of the hierarchy. This example in Consulting shows how that can work.”

1,000 New Jobs in Chattanooga

Volkswagen of America is investing in the Chattanooga location: Construction work has begun on an assembly line for fully electric vehicles based on the modular electric drive toolkit (MEB). The Chattanooga plant is scheduled to start production of an SUV from the ID. family in 2022. An assembly plant for battery systems will also be built in Chattanooga. The $800-million investment will lead to the creation of around 1,300 jobs.

“This is a big, big moment for this company,” said Scott Keogh, President and CEO of Volkswagen Group of America. “Expanding local production sets the foundation for our sustainable growth in the US. Electric vehicles are the future of mobility, and Volkswagen will build them for millions of people.”

The plant is being expanded by a total of 52,400 square meters. Volkswagen currently produces the Atlas SUV and the North American version of the Passat sedan in Chattanooga.

How the Code of Conduct Helps with Decision-Making

How should I conduct myself at the workplace? The Volkswagen Group has published its Code of Conduct to provide clarity on this issue. The Code of Conduct is the core of the Code of Conduct and ethical conduct by all Volkswagen Group employees — globally and on all levels. The second anniversary is a good opportunity for people to explore the various topics raised in the Code of Conduct, and to establish a connection between it and one’s own working environment. In particular, I recommend the compliance mirror as a handy decision-making aid in day-to-day work,” says Kurt Michels, Group Chief Compliance Officer.

Work on an updated version of the Code of Conduct began in 2017 in order to set in stone a definition of upkeep, compliant behavior through a consistent regulatory foundation that is applicable across the Group. Compliance colleagues from all brands worked together on a concept for the newly harmonized Code of Conduct, which explains complex legal issues in a clear and easily understood way.

”KulTour”: Finale in the Autostadt

200 employees discussed the culture change, e-mobility, and equal opportunities for women in the Volkswagen Group

F inale in the Autostadt: As part of “KulTour,” employees took part in an unusual event format in the Autostadt in Wolfsburg: they answered controversial questions about their company — and were then introduced to a dialogue partner who held an opposite view. On the basis of five divisive Yes/No questions, an algorithm assigned the employees to a dialogue partner with opinions that were as different as possible. The event was held in partnership with the Zeit Verlag publishing house.

Open, honest, and feisty discussion

“Today, we want to begin discussing issues that are important within the company — in an open, honest, and feisty way,” said Ralph Linde, Head of the Group Academy, describing the dialogue format. The pairs discussed whether the consistent transition to e-mobility is right, whether men and women have the same opportunities at Volkswagen, whether their company should be the Group’s official language, and whether the culture change is turning Volkswagen into a better-performing company, and whether climate protection stands in conflict with the Group’s business success. The idea for the dialogue format arose in the Zeit Online editorial offices in 2017, in the run-up to the federal election. Zeit Verlag employed the dialogue format in a business context for the first time as part of the Volkswagen “KulTour” series. The guests on stage at the ZeitHaus included the two Volkswagen Executive Board members Hilfrud Werner and Gunnar Killian, and Works Council Chairman Bernd Oestleib, with all three facing some critical questions on the culture change.

As the conclusion of “KulTour,” the event was a great opportunity for gathering feedback on the previous meetings in the series and on the process of change. “I was delighted to see that the cultural change is now regarded as a high priority,” said Chief Human Resources Officer Killian. “Using this Zeit format, which forces people to debate issues, we are creating more openness and understanding within the company.” Employees from eight different Volkswagen locations registered for the event beforehand. As they arrived, guests were asked to answer the five Yes/No questions on iPads. Then, the algorithm generated the discussion pairs based on those answers — ensuring there was plenty of potential for debate: 75 out of the 109 dialogue pairs held different opinions on three or more of the issues.

Big issues: climate protection and business success

Guests were split, in particular, over whether the consistent transition to electric mobility is right, and whether women enjoy the same opportunities as men. In contrast, participants tended to agree that climate protection did not stand in conflict with business success — and that the culture change is turning Volkswagen into a better-performing company.

The aim now, Linde says, is to bring the organized disagreement and dialogue into day-to-day life at the company: “The next step is that we not only talk about culture, but that we also implement our approaches in the individual divisions.”
One HR: Introducing the New Human Resources Division

In the future, Volkswagen AG employees will be able to contact a consulting center, while Business Partners support managers.

With the introduction of the new One HR operational model, from January onwards, Human Resources will be providing answers to questions relating to the transformation of the work environment. 360° answers the most important questions.

Why is Human Resources being restructured?
Volkswagen is resolutely driving forward the transformation of the Group. With the introduction of a new way of working and division of labor, Human Resources is keen to shape this transformation in the interests of employees in order to process the concerns of staff even more effectively in future using the opportunities offered by digitalization. The aim of the new One HR operational model is to make Volkswagen AG’s personnel work quicker, simpler, and more digital, both for HR staff and for employees.

What does this mean for employees?
In future, the new One HR personnel system will offer employees faster access and more extensive and professional information on behalf of human resources management. That is made possible by the introduction of the consulting center, for example. Instead of contacting a single HR officer with all questions, as is presently the case, employees will now be able to access the full specialist expertise of HR.

How does the consulting center work and what advantages does it offer?
Starting January 1, the consulting center will be the first point of contact for employees’ personal concerns (up to the level of the upper management circle [JMK]). The advantage: specialization. Until now, each HR officer processed queries from all “their” clients. For employees, that sometimes meant having to wait; for the HR officers, it meant an increasing workload. The consulting center changes all that. General queries on issues such as parental leave are answered immediately by HR advisors. Now, queries on specialist issues such as semi-retirement are referred to specialists on personnel products, who will then quickly get in touch with the employee.

How can I contact the consulting center?
The consulting center offers employees in the non-production divisions fast and easy access via phone and email. In addition, there are Service Points that function as points of contact, allowing employees to clarify issues face to face. And the Volkswagen Wiki and the Self-Services provide a general overview too.

What’s changing for management?
In order to support all business units in the transformation and to provide specific advice on HR and organizational issues, HR Business Partners will be on hand with help and advice for management. They are specialists who highlight solutions for questions regarding personnel and the organization of the business units. Furthermore, the HR Business Partners offer management strategic advice, support with critical topics and expertise on team development issues in order to manage the challenges of the transformation in a way that is also in the interests of employees.

“We in Human Resources now have a chance to develop a stronger focus. I am looking forward to diving more deeply as an expert into my fascinating topics.”
Natascha Bieg, Human Resources Officer Volkswagen Commercial Vehicles

“With One HR, we are streamlining our processes and are able to improve the quality of support and advice. That allows us to play a part in boosting productivity across the company.”
Klaus Pfohlung, Head of Human Resources Emotion

“With One HR, we are acting as an expert that specializes in her subject area. The advantage of that is that I no longer have to suddenly acquaint myself with new processes, and can carry out my work more efficiently.”
Nicole Kösling, Head of Human Resources Wolfsburg

“With One HR operational model takes into account exactly these interests, and will provide greater support in the future for foremen’s management tasks. In practice, that means specifically that, from January onwards, foremen will be able to address all personal queries to the HR consulting center, by phone, email, or face to face at the Service Points. If they have any questions about management and team development in the future, foremen will be able to turn to an HR Business Partner, who will help them find solutions to management issues. “In the beginning, new contact partners, new interfaces, new task allocations also involve a certain amount of adjustment, that’s true,” says Kösling. But after an initial period of familiarization, the new operational model will pay off for foremen, according to the HR manager.

“This change comes with a great opportunity to give foremen what they’ve been asking for. And we’re seizing that opportunity with One HR.”
Nicole Kösling, Head of Human Resources at the Wolfsburg plant

New Structure: What Will Change for Foremen

Human Resources is keen to provide more support with management tasks.

“Our colleagues at Volkswagen do great work day in, day out, so they deserve excellent support and advice from HR. With the new system, that service will be better than ever. However, the switch will put additional pressure on the staff in HR, and there is a chance that some things could temporarily go wrong. So we should give our colleagues some time for the changeover, and not complain immediately if some things don’t work straight away. You can rest assured that everyone at HR is working flat out to make sure the whole workforce is happy. We expect managers to fully support the teams during this process.”
Sebastiano Addamo, Works Council Coordinator responsible for Human Resources

“We in Human Resources are looking forward to a new way of working and division of labor. We are now able to focus on our specialist tasks even more closely with the managers. We are looking forward to working more together as a team.”
Klaus Pfohlung, Head of Human Resources Emotion

“From now on, we can carry out our work more efficiently.”
Nicole Kösling, Head of Human Resources Wolfsburg

“With One HR, we are streamlining our processes and are able to improve the quality of support and advice. That allows us to play a part in boosting productivity across the company.”
Klaus Pfohlung, Head of Human Resources Emotion

With One HR, Human Resources is also aiming to support foremen in their work. “Our foremen want to finally be able to perform their management tasks again and to look after their staff, and all that email,” explains Nicole Kösling. The Head of Human Resources at the Wolfsburg plant also emphasizes that the new One HR operational model takes into account exactly these interests, and will provide greater support in the future for foremen’s management tasks. In practice, that means specifically that, from January onwards, foremen will be able to address all personal queries to the HR consulting center, by phone, email, or face to face at the Service Points. If they have any questions about management and team development in the future, foremen will be able to turn to an HR Business Partner, who will help them find solutions to management issues. “In the beginning, new contact partners, new interfaces, new task allocations also involve a certain amount of adjustment, that’s true,” says Kösling. But after an initial period of familiarization, the new operational model will pay off for foremen, according to the HR manager.

“This change comes with a great opportunity to give foremen what they’ve been asking for. And we’re seizing that opportunity with One HR.”
Nicole Kösling, Head of Human Resources at the Wolfsburg plant
Starting January 7: How Employees Can Contact Human Resources

"For me, the HR advisory center is the heart of Human Resources. I’m happy to be able to contribute to the success of our HR work with a great team. Together, we want to make Human Resources simpler and more modern for the future."

Johanna Frodl, Head of the HR Advisory Center

"The HR advisory center and HR digitalization division stand for excellent service. We will drive forward the digitalization of our HR processes and, with modern IT support, make the work for our employees in the advisory center and for our customers easier and more efficient."

Michael Ritter, Head of the HR Advisory Center and HR Digitalization

New advisory center can be reached by phone and email – production-related service points to serve as points of direct contact

**Advisory Center contact info:**
- hrbc.wolfsburg@volkswagen.de
- hrbc.hannover@volkswagen.de
- hrbc.salzgitter@volkswagen.de
- hrbc.emden@volkswagen.de
- hrbc.braunschweig@volkswagen.de
- hrbc.kassel@volkswagen.de

**Advisory Center contact info:**
- +49 511 798 3353
- +49 4921 86 3353
- +49 5361 9 33150
- +49 531 298 3353
- +49 561 490 3353

**THE SERVICE POINTS ARE INITIALLY A STARTING LINE-UP.**

*Hall 12 and 55: Specific location to be announced.*

New service points
Flexible service points
Selected opening hours only

THE SERVICE POINTS ARE INITIALLY A STARTING LINE-UP.
Bend Pürßl knows each gear and every tool that he used while rolling the production line in Zwickau, including the Passat, the Trabant, the Polo, the Golf, the Golf Variant, the Trabant and now the ID.3. The experience he gained as an engineer in one of the Volkswagen plant’s production halls, which has been converted into a production line, will also be put to use at the brake fluid filling station, pressing on the sides. “The ID.3 is also getting a dose of brake fluid, just like the Trabant,” says the assembly technician. Pürßl has been allowed to use the ID.3 as a test car on the production line for a week. He took an appreciation test to become a competent engineer at technician, which was exactly what the Volkswagenolkswerk Zwickau Autozulieferanten Network wanted to know. In seven days, he learned how to use the new suspension.

We were finally in a position to build cars the entire world wanted. Everyone piled into their offices and got to grips with the new processes, solutions we sought and found quickly, and these were a lot of important issues. In any case, the Volkswagen Group began constructing a new plant in Zwickau, in the north of the city of Zwickau. Thus, production of the Golf began in 1974, in the same city to where the ID.3 will now be produced. It is here that the new model is proudly presented. “I could hardly believe it,” said Pürßl. “ID.3 is a new model, I am proud to be here for the first ID.3. We think an ID.3 is beautiful.”

The ID.3 has now been rolling off the production line in Zwickau for a few weeks. Finally, it’s proving to be another promising time as Technical Specialist in Materials Handling and Automation Technology: “It is change of the filling equipment – as raw material, as well as in ongoing maintenance, endowing space gaps and utilizing the availability of an emergency repair service across different shifts through a continuous availability of our technicians. As a result, we can ensure the production of the Golf and Passat was converted for the electric mobility platform MEB, including the ID.3. I was sent to process for the ID. family here in Zwickau.”

The Golf and Passat were always kind of a test lab for Volkswagen, says Perfölz. He’s proud of the new model, which is becoming the largest electric car plant in Europe. “Everything was bigger and the Golf had a lot more efficiency,” explains Perfölz. “When the wall fell, there was a huge change of production at the plant among all of my colleagues, no exception.”

“Zwickau: Production of the ID.3 has begun – the location is becoming the largest electric car plant in Europe”

The transformation of production for an entire company began with the Zwickau plant in 1991, when Volkswagen started producing the first electric car out of the niche market. On behalf of the German Chancellor, state and Group CEO Herbert Diess, Volkswagen jump-starts the electric age. Speaking to staff and guests: Group CEO Herbert Diess.

The future belongs to electric mobility. And Volkswagen is delivering the right car for this future. The ID.3 brings the electric car out of the niche market, says Diess. Head of ID.3 Mobility Concepts, Michael Naduschewski, expresses the same. “We are ready to bring the ID.3 to the market,” says Naduschewski. “It brings many innovations, from an electric car as a new and simple electric vehicle to an electric car as a new and simple electric vehicle that offers the electric car as a new and simple electric vehicle that offers a unique driving experience.”

Volkswagen aims to assist with the break-through of electric vehicles by and the Group hopes to have sold in 2023 as million electric cars by then. And as already known, the tech company will play a key role in the plant to be built in Zwickau, especially the competence to take control of massive investments in around $1.1 billion. Reuters.

Typical German Chancellor Angela Merkel and Group CEO Herbert Diess.

“We install the front seats, doors, the airbag module and the interior mirrors” Mike Windisch, Assembly.

“We make sure the ID.3 family models make their way through every tablet correctly, from the body shop to the final shop and assembly to shipment.” Janice Baldwin, Body for Siemens.

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With the launch of the Changchun-based Taihang and Group CEO Herbert Diess.

“Volkswagen jump-starts the electric age. Speaking to staff and guests: Group CEO Herbert Diess.”

“What’s in Store for the MEB Plants by 2022”

The transformation of production for an entire company began with the Zwickau plant in 1991, when Volkswagen started producing the first electric car out of the niche market. On behalf of the German Chancellor, state and Group CEO Herbert Diess, Volkswagen jump-starts the electric age. Speaking to staff and guests: Group CEO Herbert Diess.

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“We make sure the ID.3 family models make their way through every tablet correctly, from the body shop to the final shop and assembly to shipment.” Janice Baldwin, Body for Siemens.

“Our team is working on the interface, body, systems and assembly to the heading...” Holger Scholz, Team Spokesperson, Assembly.

“Volkswagen jump-starts the electric age. Speaking to staff and guests: Group CEO Herbert Diess.”
How We Can Learn from Others’ Mistakes
An interview with Hiltrud D. Werner and Hagen Repke

Root cause analysis has fallen under the aegis of Risk Management for several weeks now. We spoke with Hiltrud D. Werner, Head of Integrity and Legal Affairs, and Hagen Repke, Head of Group Risk Management, to find out what that means and how root cause analysis can help the company.

Ms. Werner, how exactly do you define root cause analysis?
Root cause analysis offers a structured process to query why certain problems have arisen and what circumstances contributed to them. It involves taking a more detailed look at all the factors that contributed to the problem arising in the first place.

Why is that so important?
Regular root cause analyses help us to evaluate and remedy problems more quickly and change the underlying conditions that led to the problem where necessary. However, the key advantage lies in the fact that our organization as a whole can learn from others’ mistakes. This ultimately saves our company a lot of time and money.

Mr. Repke, can you provide a simple example of the “five whys method”?
Imagine a scenario where an employee slips one winter morning.

● Why? The path was slippery.
● Why? There was a layer of ice on the path.
● Why? No grit had been put down.
● Why? The gritters did the main roads first.
● Why? A shortage of staff meant the main roads were prioritized.

Why is root cause analysis necessary?
This is governed by Group Directive 33 for Risk Management and Organizational Directive 53 for Volkswagen AG. In the case of high, possibly avoidable losses and damage to reputation or even serious rule breaches, it helps to understand whether only human error or one-off errors occurred, or whether there were other avoidable - and changeable - causes.

What is Risk Management’s role?
Since October 1, 2019, Risk Management has been coordinating the process for root cause analyses relevant to the Group and has been advising the divisions on the process. In addition, it is working to formulate lessons learned and communicating those lessons within Volkswagen.

Who is responsible for performing the root cause analysis?
Every division knows its own processes best and therefore needs to play a leading role in root cause analysis. In order not to be biased or operationally blind, external support, such as from the Internal Audit department, is often very helpful. If they do not know whom to approach, our colleagues in Risk Management are happy to help them. You can get in touch via email at: rms-ics@Volkswagen.de
China: Music Meets Technology

Volkswagen Group China takes a look at the future with Music × Tech for AEP-China 2019

Volkswagen Group China is now in its third year of sponsoring the Artistic Engagement Program China (AEP-China) together with its partner, the Shanghai Symphony Orchestra. To underscore its support for the development of China’s educational and cultural landscape and present its findings on the future of mobility, Volkswagen Group China has piqued people’s imagination for future mobility by combining music and technology with the cross-border, interactive experiences of the Music × Tech program.

The interactive exhibits focused on two themes: Music × Tech and Future ∞. They covered the development of China’s educational and cultural landscape and bolstering sustainable social development in China.

Music and technology: The specially designed dream catcher analyzed attendees’ brainwaves while they listened to music.

Making a better life possible with music and technology

“Music and automotive technology can open up options for a better life for people in a huge variety of ways,” explains Catherine Pong, Vice President and Head of PR & Communications, Volkswagen Group China. “In addition to the fact that mobility is always closely tied to vehicles, Volkswagen Group China is committed to bringing the mobility of the future together with people’s everyday lives.”

The international experience of the Music × Tech program offered attendees expansive innovative experiences in music, technology and the future of mobility, thereby transcending borders.

Jane Goodall: Ape Researcher Visits New Headquarters

Keynote speech at the Environmental Forum – how the Group is getting involved

Volkswagen Group China (VGC) invited UN Messenger of Peace and behavioral researcher Jane Goodall, Founder of the NGO Roots & Shoots, to attend an in-house environmental forum at its new Beijing headquarters, V-Space. Along with CEO Stephan Wollenstein, 150 employees were also in attendance.

No one knows more about wild chimpanzees than Jane Goodall. She spent many, many years in the forest with chimpanzees. After decades of research in the field, Goodall turned her attention to nature conservation. She has travelled the world and dedicated her energies to the protection of animals and their natural habitats.

Sponsoring the Artistic Engagement Program China (AEP-China) together with its partner, the Shanghai Symphony Orchestra, Volkswagen Group China is now in its third year of presenting draft plans for smart cities in 2030.

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The new ID.3: Volkswagen is leading the charge in switching from combustion engines to e-mobility. Essential components for the first fully electric vehicle built on the basis of the modular electric-drive toolkit (MEB) at the Volkswagen Group are being produced by Volkswagen Group Components at different locations.

Production began on the ID.3 in Zwickau in early November. Serial production of one of the core components of the MEB – the battery system – began at almost the exact same time at the Components plant in Braunschweig when the new Hall 32a was officially opened. The battery system stores energy for the electric vehicle. This is because the electric drive also has what is called the “true” – i.e. the type of energy supplied – that gets the vehicle moving. There’s no fuel tank or combustion engine. Instead, a battery serves as energy storage to power the vehicle. To be clear, we’re talking here about an entire battery system. A battery is merely one component.

Construction of the MEB battery system

But how is the MEB battery system actually constructed? Under current technological standards, a battery for an electric vehicle consists of multiple lithium-ion cells, just like those in cell phones and laptops. The smallest unit in an MEB battery system is an individual battery cell. It can store energy and then release it. Up to 24 of these cells are currently built into a single battery unit. Up to 24 of these modules are currently being built into a single battery unit. Up to 24 of these modules are currently built into a single battery unit. These modular cells and other components are set in place in a crash-resistant aluminum housing with a cooling system integrated into the baseplate. From the outside, it is often said that the whole thing resembles a bar of chocolate. The size of this “chocolate bar” varies depending on the number of modules installed and the resulting energy content, i.e. how much electricity it can store. Just as the size of the fuel tank determines a combustion vehicle’s range, the energy content of the battery determines the range for electric vehicles. In the future, three battery sizes will be offered for the ID.3 with a range of up to 550 kilometers (WLTP).

Braunschweig – center of battery excellence

The entire MEB battery system, including the hardware and software, is developed at the Braunschweig Components plant, which was retrofitted as a center of excellence for electric vehicle batteries in 2013. A newly constructed building outfitted with state-of-the-art equipment and production technology has now been built on a space roughly the size of nine soccer fields. Serial production of the MEB battery systems will ultimately result in up to 900 jobs being created. Future employees will largely come from within Volkswagen’s own ranks. Specifically tailored training and qualifications have been and are continuing to be developed for use in the high-voltage sector. Once production is in full swing, 50,000 battery systems will leave the plant every year.

Approach the right technologies with focus: After 16 years at Components, Jörg Emmert, Head of Production Planning/Management, will retire.

The entire Components edition of 360° is available at:

More information on the Braunschweig page.

“Core Components for a New Era”

Serial production of the battery system for the Group’s new electric vehicles has begun in Braunschweig

With the new ID.3: Volkswagen is leading the charge in switching from combustion engines to e-mobility. Essential components for the first fully electric vehicle built on the basis of the modular electric-drive toolkit (MEB) at the Volkswagen Group are being produced by Volkswagen Group Components at different locations.

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“Anchoring Processes, Reaching and Inspiring People”

1. What significance does “Together4Integrity” (T4I) have for the Volkswagen Group, its brands and companies roughly one year since the start of the program?

With T4I, we are pursuing the strategic goal of “TOGETHER 2025” to become a role model for integrity and compliance as a company. Together, we want a corporate culture that lets everyone act with integrity and in accordance with the rules at all times. At the turn of the year from 2019 to 2020, we will have started with T4I in over 200 of the largest companies in the Group with a total of roughly 430,000 employees – and things will continue until 2025, when we’ve reached all 660,000 Group employees in around 700 individual companies.

2. What are the basic elements of T4I?

On the one hand, we’re establishing processes and standards to ensure excellence in integrity, compliant behavior and culture. On the other hand, we want to generate understanding and motivation for behavioral changes, for example by promoting a constructive speak-up culture that ensures cooperation with mutual respect. Our set of measures, the “T4I Toolbox” with eleven key initiatives, is adapted to individual needs and will be gradually implemented in coordination with the brands and companies.

3. What could our company look like after implementing “Together4Integrity”?

Integrity, compliance, culture and risk initiatives are equally important to the company’s key priorities: they have the same significance as the quality of our products, electric mobility, our financial figures and customer satisfaction. In the future, it should be the practice of every individual in our Group to openly address critical situations and mistakes, seek joint solutions, take risks in our working environment seriously, adhere to laws and regulations, seek advice in case of uncertainties, and communicate courageously across hierarchies. This is the foundation for our long-term success.

Tobias Heine is responsible for the strategic integrity and compliance program “Together4Integrity”
A n exciting year is coming to an end. The ID.3 was launched at the IAA, and the new Golf was introduced in Wolfsburg. As COO responsible for the brand’s operational business, Ralf Brandstätter also faced some very special events, as he reveals in this interview.

Mr. Brandstätter, how did 2019 shape up for the Volkswagen brand?

It was a challenging year for the entire automotive industry, and for Volkswagen as well. There was a lot of uncertainty, including trade conflicts and the suspension of Brexit. I’m proud of what our employees have accomplished. We have done very well given this environment and we can see that our strategy came at the right time and is now taking effect.

However, 2019 was also the year of the “new Volkswagen.” We showed what Volkswagen aims to represent in the future at the IAA. We are on our way to zero-emissions mobility for everyone. A new and open corporate culture is now at the heart of everything we do. Our brand design has been completely rethought, with new colors, a new sound, and, of course, our new logo. People all over the world are now starting to see our new look, including when watching the German national soccer team play.

What was the biggest moment for you personally this year?

I look back fondly on two key moments in particular: first, the IAA, when we introduced the world to the “new Volkswagen” and showcased our ID.3 for the first time. That kind of turning point is not something that happens every day. And, of course, it was with a sense of privilege to introduce the new Golf, and especially to get to do so at the works council meeting in Wolfsburg. That was the first time a new vehicle was introduced to the workforce before the public. It was really something special to see the pride in our employees’ eyes and getting to share that moment with them.

What is the brand planning over the coming year? What are the top issues?

Every company is adjusting its plans. It all comes down to finding the right balance between necessary savings and unavoidable investments in the future. We set the course early with our Transform 2025+ strategy. I feel we are well equipped with our motivated team of employees and great new products in the pipeline. Emden and Zwickau as dedicated electric model plants, Wolfsburg as a dedicated production location for conventional drive vehicles: what do these changes mean for the workforce?

Concentrating production of purely MEV vehicles in certain locations makes economic sense. This is the only way to leverage synergies and manage costs. In addition, the high level of production expertise and the level of qualifications held by our employees make German locations particularly well suited to undergo transformation to become electric plants. They are pioneers in the international production network. But, when focusing on electric mobility, we cannot forget that we will still be building combustion engine vehicles for a long time to come. Our flagship plant in Wolfsburg produces two of our absolute core products, the Golf and the Tiguan. Their success is of crucial importance for Volkswagen. And I would like to point out that electrification is also taking hold here. For example, we are electrifying our bestselling products – such as the Golf eTSI and other plug-in variants – and are building these models in Wolfsburg.

Let’s take a look ahead at 2020. What are we dealing with?

We are ahead of transforming our brand. We cannot become complacent in becoming more efficient and getting better, because this is the only way we can remain competitive in the long term. There is a good deal of work to be done on that front. However, next year we will also be introducing exciting new products, including the ID.3 – the first SUV built using the MEV – as well as the Aragon Shooting Brake and the Touareg R. And, of course, I’m looking forward to the market launch of our ID.3. We want to use this product to change the public’s acceptance of electric mobility in the long term.

What would you most like to give employees for the holidays?

Well, I’d first like to take this opportunity to thank everyone for their tireless work and passionate commitment. This is the only reason we have been able to successfully make it through this year. Above all, I would like to give all of my colleagues a relaxing, quiet holiday period spent surrounded by family and friends. Enjoy your time off at home or on vacation. Relax and think about those things that have gone well and that you are proud of – you have good reason to be proud! I’d like to express my particular thanks to those of you who will be working over the holiday period to ensure a seamless transition to 2020.

ID.3 to Be Assembled in Dresden Starting Fall 2020

After Zwickau, Dresden will serve as the other German assembly location for the ID.3. The first vehicles constructed using the modular electric-drive toolkit (MEV) wheels were produced there in the fall of 2020. Other ID. family models may also be produced there at a later point. It is about Human Resources Officer Gunnar Killian shared when he attended the Works Council meeting in Killian. “This decision to bring the ID. family to Dresden means the Saxony location is ready for the future. The number of employees will remain stable. At the same time, we will be upping the tempo of electric mobility. We need the Transparent Factory to showcase to our customers and our team on board with electric mobility and digitalization.” Lars Dittert, Site Manager of the Transparent Factory, said, “By building the ID.3, we are building one of Volkswagen’s future motors.” This is great news for Dresden and great news for Saxony. We are pushing our role as a showcase for electric mobility and pressing ahead with technological developments at the Transparent Factory.” To ensure the Transparent Factory is fit for the future, there are also plans to design and expand workplaces focusing on vehicle delivery, insuring, and the functional testing of vehicles in the EU country area covering Poland, the Czech Republic, and Germany.

In Future, Motorsport to Be Purely Electric

Volkswagen is focusing its motorsport strategy specifically on e-mobility. This clear focus on purely electric racing vehicles means the plant will be saying goodbye to combustion engines. The electric ID.3 will play a pioneering role in the technology of the future. In addition, Volkswagen is developing new motorsport concepts for the ID.3 family. Even Volkswagen Motorsport’s customer sports program will benefit from electrification. At the same time, production of the Golf GTI TCR will be discontinued for the racecar at the end of 2019. A successor based on the new generation will not be offered, but current customers and service parts will still be available in the long term.

“Together we are stronger” that perfectly sums up the latest live dialog held by the Production division under the motto “P meets D.” Head of Production Andreas Tostmann and Head of Development Frank Welchke spent an hour on the brand tower in Wolfsburg and in a live chat answering employees’ questions. The discussion focused on common experiences in the transformation and intensified collaboration between the two divisions. Approaches to production ergonomics, streamlining cooperation in the early phases, and getting the different regions involved were also covered by employees’ questions. In addition, the board members and meeting attendees took a moment to reflect on the start of production of the ID.3 and the Golf 8. “Together, we can achieve more in motion,” declared the summary of the live dialog. In addition to the 70-old attendees present at the brand tower, many colleagues attended the event via live chat on Group Connect.

Dialog: Production Meets Development

Volkswagen Presents the New ID. SPACE VIZZION

The concept car is based on the Transparent Factory: where the ID.3 is assembled.

ID.3 to Be Assembled in Dresden Starting Fall 2020

Volkswagen introduced the ID. SPACE VIZZION at the Los Angeles Auto Show. The concept car is based on the modular electric-drive toolkit (MEB). The 82 kWh, green battery capacity allows for distances of up to 595 kilometers (WLTP). Thanks to a system output (4MOTION) of up to 250 kW, the vehicle can accelerate from 0 to 100 km/h in just 5.4 seconds. The concept car offers a specific outlook on the series version, which will launch in late 2021 and will hit the market in different versions in North America, Europe, and China.

Employees Have Accomplished”

Interview: COO Ralf Brandstätter on the state of the automotive industry, the ID.3* and Golf 8*, and plans for the coming year

“Thank you for employees’ passionate commitment: Ralf Brandstätter, Chief Operating Officer (COO) and Member of the Executive Board at the Volkswagen brand.

Clear focus on e-mobility: the ID.R. mp
Trainees Successfully Complete International Experience

Erasmus program launches at Volkswagen in Wolfsburg: 21 trainees worked all over Europe

Successful premire of the Erasmus program at Volkswagen in Wolfsburg. From August to October, 21 trainees ages 18 to 22 worked in the UK, Spain, Italy, Ireland, Finland, Malta, and Portugal. They spent three to four weeks gaining professional experience as interns in schools, administrative offices, and at small and medium-sized enterprises.

“We already know that six more trainees will be heading abroad in Europe as part of the Erasmus program early next year,” says Claudia Cauers. She coordinates the program at Volkswagen Training in Wolfsburg together with Maren Wisweh. Summing everything up, both are happy, saying, “One first participants have all returned having had positive experiences.” Another important point for Cauers and Wisweh: “Erasmus is making training at Volkswagen even more international – fitting for a global group that also aims to set a social example of European interconnectedness. For these young people, it is also crucial for them to bolster their intercultural skills, build up their language skills, and enhance their resumes.”

First step: approval from supervising instructors

The first step for participating in the program is obtaining approval for an Erasmus internship abroad from supervising instructors. Candidates can complete the form at www.machenschule.berufsbildung.de and search for an internship provider. When participating in the program, Volkswagen gives trainees time off to complete their internship. They receive a trainee allowance from Erasmus to cover travel costs and the costs of their stay.

Four Weeks in Spain

Wolfsburg-based trainee Svenja Neumann lived and worked in the port city of Valencia

She spent four weeks in the Spanish metropolis of Valencia working in the administrative office of a private school there. Svenja Neumann (23) is one of the first Wolfsburg-based Volkswagen trainees to participate in the Erasmus program. What did she think? “It was great. I can only recommend the program,” Why? “I now see my work here at Volkswagen through a whole new lens. For example, in terms of technology, our administrative divisions are much more advanced. And we work more and work faster,” said the trainee office manager. She lived with four other Erasmus trainees, including trainees from other companies, in an apartment on the outskirts of the city’s old town, which is home to a million people. “We had to organize everything and get everything done ourselves – from shopping to cooking to cleaning. It has made me a more independent,” says Svenja Neumann. Her Spanish has also improved since her stay in the southern Spanish coastal city. “I always understood Spanish quite well, even when I was still in school. But now I’ve got the confidence to speak it,” says the Wolfsburg native, proudly.

Decision Near: Where Is the Brand’s Best Plant?

Race4Transformation competition enters the final round – a look at the Palmela, Portugal, and Kaluga, Russia plants

The Race4Transformation competition will soon be decided. This series will present the finalists: Bratislava, Palmela, and Kaluga. In this edition: the Portuguese Palmeula plant near Lisbon and last year’s winner, Kaluga, Russia. Palmela is no stranger to the ending up as a finalist. Winner, Kaluga, Russia. Palmela is no stranger to the ending up as a finalist. This is why nobody is discounting the Portuguese. Palmela has made it to the final three for good reason. “This year we introduced a lot of measures to ensure optimal design from the start. If an error does occur, we want to learn from it and keep on going instead of looking for apologies. We are focusing on the input because that itself ensures the right output,” says Sanchiz. “We’re getting the entire team involved in sharing and celebrating the outcomes of our work. It’s not a one man show by any means!” This spirit has been the driving force behind the brand at the head when it comes to this competition. After all, it’s not only about efficiency: Race4Transformation also aims to raise interest in production and help plants grow even closer as a team. The employees from Kaluga, however, have won the competition the past two years. So they’re naturally heading into this year’s competition with a healthy dose of confidence. “Our aim is to be the best in our field and to serve as a role model. The trophy is not just an end in itself. It’s a reason to be proud because it shows that our work is appreciated by the brand,” says Plant Manager Stefan Depka. The plant takes a highly structured approach to the competition – and the top place. “We organize set meetings with the team and those in charge of the eight action areas that make up our TRANSFORM. TOGETHER strategy. Even though Race4Transformation is ultimately a competition, the employees really value that it provides an opportunity to bring individual plants closer together. “We actively communicate with other brand locations, take advantage of our colleagues’ experiences and try to put their good ideas to work in our own plants,” says Depka. “We don’t consider our co-finalists in Palmela and Bratislava our competition, but partners we can work together with to create synergies. A bit of healthy competition promotes the company’s development. And competing with other plants allows us to improve ourselves.” In the end, only one plant can win. But the ultimate outcome is that all of the Volkswagen brand’s plants win.
With the help of its own employees, Volkswagen is seeking to attract digitalization, electrification and IT experts on the job market: Three IT women are the faces of a major advertising campaign implemented by the Recruiting & Talent Marketing department of Human Resources in collaboration with an agency. The campaign bears the working title “Software is female” and is aimed specifically at women.

“How does it feel to suddenly see yourself in magazines and on advertising pillars?” wonders Andrea Morgan-Schönwetter, Head of Recruiting & Talent Marketing. She stresses that, “...women who want to make a change should see opportunities at Volkswagen, both now and in the future. In the areas of digitalization, software and networking, however, we are competing for the best minds with tech giants such as Apple and Google. We must campaign aggressively to get them. After all, at Volkswagen it’s not just about the vehicle, but about developing innovative and sustainable mobility concepts for the future.”

360° introduces the employees Nikita Mehta, Jennifer Geffers, and Nadja Bogdanova. They have recently been featured in print and online magazines and are promoting a career start at Volkswagen. All of them agree that, “Volkswagen is an outstanding employer.”

What exactly do you do at Volkswagen?

I have managed the Volkswagen IDEATION HUB since 2016. The creative unit helps Group departments and brands to comprehensively cover user needs when it comes to digitalization projects. The start-up unit also identifies start-ups that can best support the company in its future orientation, digitalization and transformation. In parallel, I also head IT Communication and the IT Academy.

The Atlas Cross Sport is considerably more dynamic than that of the Atlas: The rear is flatter – the rear lights and the rear bumper underscore the premium look. For employees at the Chattanooga plant, the premiere of the coupé version of the Atlas is something really special. It’s the third vehicle they will build, after the Passat and the Atlas. Scott Knecht, Chairman of the Volkswagen Group of America: “The Atlas Cross Sport is a social utility vehicle. We build it to connect people – not to their smartphones, but to society.”

What did you find modeling is like being at the camera for Volkswagen?

I’ve never been camera shy and was therefore enthusiastic about the prospect of a professional photo shoot for this campaign. I immediately sympathized with the stylist through my wardrobe for the good clothes. The stylist took care of the rest. I felt really at ease during the shoot and everyone was very nice.

What is it like to suddenly see yourself in magazines and on advertising pillars?

It’s just like a dream. I am pleasantly surprised at how well the shots have turned out, and I’m happy about the feedback. I’ve never been camera shy and was therefore enthusiastic about the prospect of a professional photo shoot for this campaign. I immediately sympathized with the stylist through my wardrobe for the good clothes. The stylist took care of the rest. I felt really at ease during the shoot and everyone was very nice.

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At the Chattanooga plant, the premiere of the coupé version of the Atlas is something really special. It’s the third vehicle they will build, after the Passat and the Atlas. Scott Knecht, Chairman of the Volkswagen Group of America: “The Atlas Cross Sport is a social utility vehicle. We build it to connect people – not to their smartphones, but to society.”

You can read more about the Chattanooga plant on page 5.

Model Employees

Nadja Bogdanova, Jennifer Geffers, and Nikita Mehta advertise for Volkswagen as an employer on posters, in magazines, and online.

NADJA BOGDANOVA (32), UX/UI Designer, at Volkswagen in Wolfsburg since January 2019

JENNIFER GEFFERS (42), Head of IDEATION HUB, IT Communication, at Volkswagen in Wolfsburg since 2010

NIKITA MEHTA (29), Software Engineer, at Volkswagen in Berlin since September 2018

How did you find modeling is like being at the camera for Volkswagen?

It was a bit of fun. Before the shoot, the stylist sent me some tips and sample pictures so I could prepare. I took some of my own clothes and some were provided by the agency. The employees were very friendly and professional, and they put me at ease right away.

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A Working Life for the Golf
Richard Roderick has been working on this car for 35 years

In 1984, Richard Roderick started working on assembling the Golf 2 in Hall 34. “I installed the door seals and the windshield wipers, among other things,” he recalls. At the end of 1984, he moved to Car Completion in Hall 32. There, Roderick put the Golf through its paces on the “rumble track.” After the turn of the millennium, he attended evening classes and gradually began to understand the Golf. “When, after the turn of the millennium, I was a forgetful in profession, only on a day-by-day basis or as a vacation adventure,” says the quality expert. But to keep the time back, Roderick held the little of foremen.

Fascinated by the international team
Today, 45 people in Roderick’s team work in vehicle preparation. “My team comprises a great many nationalities. That’s what fasci-

17,500 Dealers in Wolfsburg
Major event in Wolfsburg. With a focus on the Golf 8 and ID.3, more than 17,500 importers, dealers and man-

Advertising for the New Golf Begins – A Retrospective
Advertising for the new Golf begins around now. The guiding principle is that “this is where life happens.” The campaign focuses mainly “more digital Golf of all time.” 45 years ago, the slogan was: “The people’s sport: Golf.” The Golf kept that promise. More than 15 million Golfs have rolled off the production line, at millions of times in Wolfsburg. The Golf became synonymous partly thanks to its original advertising – here a selection from seven generations.

The New Golf: Test Drive in Portugal
Volkswagen expert Peter Denholm explains:

Diffusion, individual character and ID.3: a car for everyone, with Golf, the Golf 8 is the eighth generation of Golf generation. It will be finding its way across the unit to Volkswagen Group event in northern Portugal. They are test-

Press Comments
The initial assessment of the new Golf is the mode has been positive. With the Golf 8, Volkswagen is making high-qu-

Top-class technology is coming to the middle class
Peter Denholm’s works in product marketing for the Volkswagen Brand and IoT Manager for Sales in Compact Series. He is one of the product experts on both the new Golf and ID.3. For him, the new Golf is a “real style icon, one of the most digital Golf of all time.” 45 years ago, the slogan was: “The people’s sport: Golf.” The Golf kept that promise. More than 15 million Golfs have rolled off the production line, at millions of times in Wolfsburg. The Golf became synonymous partly thanks to its original advertising – here a selection from seven generations.

VOLKSWAGEN PASSENGER CARS
December 2019

VOLKSWAGEN PASSENGER CARS
December 2019
The board members visited kindergartens and spoke to talented young people and union representatives – and praised employees for their high productivity.

The most progressive and well-organized country in the Sub-Saharan region – very politically stable with a democratic government, outstanding legal certainty and administration. And if that were not enough. The country has 30 million inhabitants that currently rely almost exclusively on imports of used cars. It is strategically placed in West Africa with access to the ECOWAS free trade zone, which encompasses 15 countries and 350 million inhabitants. For all these reasons, we believe that Ghana will play a key role in the development of the automotive industry in the Sub-Saharan region.

How is small batch production going in the various countries? We are satisfied with our progress. We have learned a lot in the last three years or so. There were many unexpected issues to solve, but we are slowly moving forward. Especially in Kenya and Rwanda, we have established ourselves as a brand. And now we know our customers and what they want. We are growing steadily, although large sales figures will only come when the three biggest problems on the African automotive market are solved: dumping of used cars, poor fuel quality, and lack of financing options.

In several key countries, we are about to present solutions to get a handle on some of these problems. The next few years will be interesting.

The main plant in Africa by far the highest production quantities is the plant in Port Elizabeth, South Africa. How are things developing there? This year, we will build 164,000 vehicles and 95,000 engines. We recently concluded the wage agreements without any strike. Another milestone: The significant risk of a hard, no-deal Brexit has been excluded. The South African government has reached an agreement with Great Britain, which will ensure that vehicles can continue to enter Great Britain from South Africa duty-free. This is really important, considering that we build around 10,000 vehicles a year for the British market in South Africa, all of them right-hand drive. In South Africa itself, the Volkswagen brand has a market share of more than 20 percent and is doing well.

Electric cars and the transition to electric mobility are currently a hot topic in Germany and Europe. How about on the African continent? So far, the South African government has been somewhat hesitant. Unfortunately, the country’s electricity supply is unstable. And the long distances between cities cast doubt on whether e-mobility will be seen as a priority by the population and the government. However, through the automotive association, we are engaging in intensive dialog with the government to try and gather momentum. After all, as a production site that is highly dependent on exports, we cannot afford to fall behind technologically. In other countries in Africa, there has been a bit more action: For example, we recently introduced our e-mobility initiative in Rwanda with 50 e-Golfs for our mobility service – driven by the heavy focus that several African countries are now placing on the environment, and by the high cost of fossil fuels, which have to be imported all the way from the Middle East at great cost. Don’t forget, Africa has a lot of renewable energy sources, such as wind, gas, and certainly solar.
Employees with Olympic Dreams

Canoeist Sabrina Hering-Pradler and judoka Giovanna Scoccimarro hope to qualify for the Tokyo Summer Games

Sabrina Hering-Pradler and Giovanna Scoccimarro share a dream: The two Volkswagen employees intend to take part in the Summer Olympics in Tokyo next year. For canoeist Hering-Pradler, it would be her second Olympic participation after 2016, when she won the silver medal in Rio. For judoka Scoccimarro, a dream would come true by qualifying for the Olympics, her second Olympic participation after 2016, when she won the silver medal in Rio.

At the moment, it looks good for the 27-year-old. She is leading the German qualification ranking list in the class up to 70 kilograms. “But it would be really cool if we both qualified and went to Japan together,” says Scoccimarro.

At the moment, it looks good for the 24-year-old: She is leading the German qualification ranking list in the class up to 70 kilograms. “But I can’t rest on my laurels. A lot can still happen in the coming months,” says the judoka, who works in Volkswagen Human Resources.

At work and in the gymnasium: Judoka Giovanna Scoccimarro works as an intern in Human Resources in Hanover.

At work and in the gymnastics: Canoeist Sabrina Hering-Pradler works in Plant Technology in Hannover.

Competition

Sports Communication and 360° are raffling five Volkswagen jersey sets among all employees who volunteer at a soccer club. These consist of 34 jerseys, a goalkeeper outfit, pants, and socks. If you would like to enter the competition, please send an e-mail with the subject “Jerseys” to fussball@Volkswagen.de by Monday, December 16 at 12 noon. Please enter your name, your team number, and a phone number you can easily be reached at. Good luck!

VOLKSWAGEN PASSENGER CARS

Great Excitement: Volkswagen Supports Amateur Soccer Players

Volkswagen regularly exempts employees who volunteer at a soccer club from their work and top-class athletic performance. At the beginning of our partnership with the German Football Association, we repeatedly emphasized that local clubs are just as important to us as national teams, says Holger Santel, Head of Sales and Marketing Germany. “We are all aware of the value of the work that the clubs do at the grassroots level—in terms of both sport and society. We intend to support this dedication.” Many Volkswagen dealers have been doing this for many years at “their” local clubs, be it in the district league or at the professional level. Volkswagen has once again raised this regional commitment to a new level in recent months with its nationwide jersey campaign for amateur clubs. “The campaign is our thank-you to the grassroots of soccer,” says Santel.

Marcel Schäfer (35), Sports Director of VfL Wolfsburg since July 2018, previously a player on the Bundesliga soccer team from 2007 to 2017.

Schäfer: “Let’s Stay Realistic”

1 How important was it for VfL to end its non-winning streak with a 2:0 in Frankfurt? Victories are quality of life for professional athletes, they’re what we work towards all week long. That’s why it gnawed at the players, the team of trainers, and those of us in charge to lose four times in a row. The team’s reaction was very good. Beating Frankfurt while being a man down cannot be taken for granted.

2 We’re a third of the way into the season. Can you now say where VfL’s journey will take it?

No, as a look at the past would indicate. Ten years ago in the championship season, for example, there was nothing to indicate that we would win the title until the winter break. On the other hand, there have also been cases where VfL was relatively strong in the away half, but crashed in the home matches. I always ask people to give a reasonable assessment of good and bad games and not to fall too early into euphoria or despair. This was too often the case in the past: We’re in this situation for the many roller coaster rides. It’s not different. The most important thing is not to forget where we’re coming from – until a year and a half ago, there was no talk of avoiding relegation twice in a row. If we now manage to establish ourselves consistently in the top third, we will have achieved a lot.

3 Since summer 2018, you have been Sports Director and no longer a player. How do you like your new role?

I loved soccer from the bottom of my heart, but towards the end of my career I took my first step towards management by moving to the US to join the Tampa Bay Rowdies. I learned a lot there, and I’m benefitting from it today. I am as ambitious as ever and able to take advice, especially from our experienced sports manager Jörg Schmadtke. I am very pleased to enjoy his confidence and that of the Supervisory Board. After almost a year and a half, I can say that my new position requires a lot of time, but it’s a lot of fun for me – especially since I’m doing it at my beloved club. My wife and three kids are all happy to be living in Wolfsburg again.

Plants in Hanover: The Olympic bases for canoeing and judo are located in Lower Saxony’s state capital. The Olympic bases for canoeing and judo are located in Lower Saxony’s state capital. The Olympic bases for canoeing and judo are located in Lower Saxony’s state capital.
November 1989: The Wall has fallen and Volkswagen begins its involvement in the eastern German states: In the Trabant factory of VEB Sachsenring Automobilwerke Zwickau, the Polo is set to roll off the assembly line—a major transformation for the plant and its employees. Right in the middle is Werner Kaschzke, Head of Employee Affairs at Volkswagen Zwickau.

After the Wall fell: How Werner Kaschzke set up production of the little Volkswagen in Saxony

Hundreds of employees and press representatives are there to witness the event: In October 1976, the one millionth Golf rolls off the production line at the Wolfsburg plant—only 31 months after its world premiere! Toni Schmücke, then Chairman of the Executive Board, and Siegfried Ehlers, Chairman of the General Works Council, pay tribute to the event in a ceremony in the Production department—"without any fanfare and in the objective manner that is appropriate today," as Schmücke says. He emphasizes: "The buyers demand suitable vehicles. The Golf satisfies this demand." Works Council Chairman Ehlers emphasizes the great challenges faced by employees during the transition from the Beetle to the Golf: "Without your willingness, colleagues, associated as it was with many inconveniences and burdens, this tour de force, which is probably unique in the automotive industry, would hardly have been possible." Series production began in Wolfsburg in March 1974. Starting in May, journalists get to know the Golf in Munich. It impresses writers with its self-supporting body, front-wheel drive, water-cooled engine, and chassis with twist-beam rear suspension. Under the hood it has wheel drive, water-cooled engine, and suspension. Under the hood it has 98 more than 13 years in the Polo—especially 30 years ago, when the Wall fell.

Visits the Wolfsburg Plant

Tour: Works Council Chairman Ehlers (left) and Chairman of the Executive Board Leiding with Federal President Schell.

As a result of the oil price shock and the world-wide recession, Volkswagen AG’s liquidity in autumn 1973 was severely threatened. A new model generation is intended to lead the company out of the crisis. In this situation, politicians are also closely observing what is happening in Wolfsburg. On November 7, 1973, at 9:30 a.m., a helicopter with Federal President Walter Scheel lands in front of the Administration Tower. He is welcomed by Rudolf Leiding’s Executive Board. During his official inaugural visit to Lower Saxony, the president arrives for a factory tour with Minister President of Lower Saxony Alfred Kubel. Leiding presents the Volkswagen models in the exhibition hall. In the assembly halls, the president makes contact with the employees. He then holds talks with the Lord Mayor of Wolfsburg, Helmut Simson, other members of the Executive Board, and the Works Committee.

After signing the guestbook, the president speaks to the staff over the company PA system: "I have come at a time when the automobile and its future are the subject of lively debate. The car will continue in the future to play the major role it has played up to now as an individual means of transport. Due to special circumstances in the world’s energy supply, we have come to reflect on whether we can continue to exploit our sources of raw materials without consideration. In the future, we will have to be more careful with the raw material sources available to us in the world."

43 Years Ago: The Golf Hits the Million

The master craftsman is 48 years old at the time. His job is to set up Polo production at the Trabant plant. "Mosel I" and increase it to 140 units a day. Kaschzke has a lot of experience to bring to the job. He worked for more than 15 years in the Polo assembly department in Hall 10 in Wolfsburg and was responsible for 284 employees. It’s not the first time he follows the Polo: When, in 1986, production of the second generation was relocated from Wolfsburg to Pamplona, Spain, his know-how was in demand. The Polo mission in Zwickau starts for Kaschzke in spring 1993. In that time, it had become the world’s most-built convertible. After more than 380,000 units sold, it is discontinued for 14 years. After more than 380,000 units sold, it is discontinued.

30 Years Ago: Polo from Zwickau

The open-top Golf becomes a natural offer for 14 years. After more than 380,000 units sold, it is discontinued. The convertible Golf celebrates its world premiere shortly after at the traditional Marienborn Memorial. Production starts in mid-February 1989 at Kramm in Osnabrück, where the convertible Beetle already left the assembly line. The convertible Golf celebrates its world premiere shortly after at the traditional Geneva Motor Show: By March, the first models are already available at the dealers. The open-top Golf becomes a popular lifestyle car and remains on offer for 14 years. After more than 380,000 units sold, it is discontinued in 1993. In that time, it had become the world’s most-built convertible.

45 Years Ago: Federal President Scheel Visits the Wolfsburg Plant

“I have come at a time when the automobile and its future are the subject of lively debate. The car will continue in the future to play the major role it has played up to now as an individual means of transport. Due to special circumstances in the world’s energy supply, we have come to reflect on whether we can continue to exploit our sources of raw materials without consideration. In the future, we will have to be more careful with the raw material sources available to us in the world.” The president ends his speech by saying: “In any case, I would like to extend my warmest greetings and best wishes to the employees of the Volkswagen plant.”

1993. In that time, it had become the world’s most-built convertible. After more than 380,000 units sold, it is discontinued for 14 years. After more than 380,000 units sold, it is discontinued.
Dear Colleagues,

The production of the MEB battery system began at the Braunschweig Components location in early November. The battery system is used by Volkswagen Group Components to manufacture the core components of electric vehicles such as the ID.3, and thus plays a major role in the Volkswagen Group’s offensive. We explain how the battery system is structured on page 13 in the Group section of this issue.

Another important building block for the success of Group Components is the work of our plant supervisors, who have in-depth specialist knowledge and are the mouthpiece for the teams on the shop floor. In this issue’s Group section on page 13, three supervisors from our flagship plants give their perspectives on the topic of e-mobility, the transformation in our plants, and diversity in Components.

One colleague who has been a permanent member of the Components management team for many years is Michael Emmert. After sixteen years, he is leaving Components and going into a well-deserved retirement. He talks about his most formative memories and experiences from his time at Volkswagen in an interview on page 26.

I hope you enjoy this issue!

Yours sincerely,

Thames Schmidt

CEO
Volkswagen Group Components

Learning Journey of the New Transform Minds Gathers Speed

The second stop on the Learning Journey is the Berlin playing field of the Digital Hub. A light was shown on blockchain programming in the SAV (Start-up Academy Village) Data Kitchen as an external stimulus. The Data Kitchen is a restaurant whose IT system uses complex blockchain programming to learn independently, and thus automatically optimize waste consumption, for example. An exchange with Components Strategy Manager Ludwig Fazel and Components Communication Manager Andre Kilian was also on the agenda. During this interchange, connections between the strategy and the individual initiatives for the Transform Minds were clarified. This is important for the 34 colleagues to be able to play a multiplier role in the locations and support communication between the head office, the locations, and in the indirect and direct areas.

In addition to these two exciting days in the capital, the new Transform Minds contacted their respective initiative leaders and started the collaboration.

Volkswagen Group Components Presents Innovations in Ingolstadt

Once again this year, the innovation developers of Group Components had some surprises up their sleeves.

At this year’s Audi IVET, the Audi brand’s innovation and advance development event, Volkswagen Group Components demonstrated its innovation power and development strength with projects that, in some cases, are close to series production. The future products for an e-mobile charging infrastructure met with great interest on the part of employees and the executive board. Visitors were also impressed by a new seating concept for automated driving applications.

A charging solution for every application

E-mobility and charging infrastructure belong together. This is not a new insight. It’s not only about the quantity of charging points, but rather about customer-oriented, intelligent and flexible charging approaches. A strategic importance is DC rapid charging, with which many kilometers in range can be charged in a short time. Against this backdrop, Innovation Development at Volkswagen Group Components has developed a holistic, DC charging family: there’s a fitting charging solution for every relevant application. At the beginning of the year, the close-to-production trial of the flexible quick-charge station made its debut as the first member of the family. This power bench for electric vehicles can be set up independently of the power grid. When connected to the grid, it becomes a fixed charging point without the outage of a fixed installation. The DC wall box is intended for use at home or at work, charging at up to 22 kW and allowing bidirectional charging. Bidirectional charging allows normal charging of electric cars – but the car’s battery can also serve as an energy storage device and provide electricity. A wall box that allows bidirectional charging can feed electricity back into the grid. The smallest member of the DC charging family, the Compact Charger, can easily charge an e-vehicle anywhere with any a 2 kW household socket. With these charging solutions, the DC charging family opens up the potential to eliminate the on-board charger currently installed in electric vehicles. This allows costs, weight, and complexity to be optimized in the electric car. “With the DC charging family, the Innovation Development teams at Volkswagen Group Components and SITEC have also shown what’s possible when ideas from different divisions are combined: a novel concept approach for a vehicle seat that meets the requirements of the future and automated driving. Future seat designs consist of a lightweight composite material made of steel and plastic. It can turn by 180°, not only for easy boarding, but also for autonomous driving. The actual highlight, however, is in the armrest: A three-dimensional display and operating concept uses software algorithms and visual technology components to generate a floating image. The system independently recognizes and implements the user’s operating preferences. The seat can be adjusted, rotated or set to a relaxed position via hologram. Playlists can be selected to match, and your favorite music can be visually staged with a visualizer. A variety of other applications are possible: surfing the Internet, watching movies, games and entertainment, relaxation or learning activities.

Joint dialog: the focus was on the Components strategy.

“The strategic input and joint development of key messages from our initiatives have helped me enormously to understand my role as a Challenger.”

Pascal Stärz (Head of the Lean Team In-Line Transmission in Kassel), GCI “Implementing SPEED+ Award”

“Tackling the brands is important for a Components wide strategic process. We’ve provided crucial impetus for this by discussing key strategic issues today.”

Theresa Weiss (E-Drive Production Planner at Porsche Zuffenhausen), GCI “Developing a Process to Reduce Complexity and Variants”

Further information


Show what’s possible: the Innovation Development teams from Volkswagen Group Components and SITEC present the seat with integrated hologram control to CEO Thomas Schmall.

Photograph: \nSITEC

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360° December 2019
Commitment pays off: On October 29th, four trainees from the Components locations in Braunschweig and Salzgitter were named the best of their examination year by the Lower Saxony Chamber of Commerce and Industry (CCI). This award places them among the 18 best trainees and winners had previously passed their final examination before a Chambers of Commerce and Industry, as the overall grade is decisive for the award. 107 of Lower Saxony’s best were honored at the celebration in Oldenburg this year. A total of 24,887 participants took this year’s winter and summer CCI exams in Lower Saxony. 44 trainees from Kassel also finished with top marks. They were honored by the Kassel-Markburg Chamber of Industry and Commerce for their achievements as the regional best in their professions.

In mid-November, all international plant managers from the Gearbox and Electric Drive business area met at the Components location in Kassel to promote the development of shared capacities throughout the division. Strategic orientation, international KPI reporting for Europe and the world, as well as a reduced variety of common tasks were discussed.

Joint Future Strategy
Plant managers in the Gearbox and Electric Drive business area hold a dialog in Kassel

In mid-November, all international plant managers from the Gearbox and Electric Drive business area met at the Components location in Kassel to promote the development of shared capacities throughout the division. Strategic orientation, international KPI reporting for Europe and the world, as well as a reduced variety of common tasks were discussed.

Quality Assurance employees also rely on international and cross-location cooperation: this is why the QA leaders of the regions North America, South America, South Africa and India met in the Argentine transmission plant in Córdoba at the Regional QA Conference for Volkswagen Group Components in November. On the agenda were technical presentations, the quality monitor and quarterly quality report, as well as the launch situation of the MQ281. In addition, the QA heads reported from their locations - for example, on the quality strategy at the Córdoba plant, the plant in Aurangabad, and the quality roadmap in Síasu. The employees also visited the new MQ281 production facility on site. Our Argentinean colleagues showed the improvement measures that have already been implemented there – and it now being examined to what extent these can also be used by other plants. Michael Tschoep, Head of QA for Volkswagen South Africa, had this to say: “It was great to see how well the ‘Lessons Learned’ exchange between plants could work, for example in Prat and Córdoba for the MQ281. We can help each other and this help is gladly given.”

I was especially influenced by my time as a body supervisor for Auto 500: in 2002, we executed the Touran launch on a new platform – with new employees with no industrial experience in a newly founded unit. It was a difficult time, but there’s one thing I learned: even in difficult times, things keep moving forward. In Components, I like to remember the time I spent in injection molding and die casting at the Braunschweig location. We had a broad technical base and very different processes. Later, as production manager in Bratislava, it was really exciting for me to work with all kinds of products and customers throughout the entire Group. My statistics abroad, e.g. in China, South Africa, and Brazil, were also personally exciting and let me get to know the company from many sides. The five years at head-quarters were a valuable change of perspective. It’s good to know the plants’ perspectives when you’re centrally directing them.

In your opinion, what are the biggest challenges and what do we have to pay particular attention to in the transformation? The switch to electromobility – because that’s where we’re being confronted with strong new competitors and a completely different competitive situation than we are familiar with from the classic area of engines and transmissions, for example. The well-structured cooperation between plants, business areas and headquarters is elementary – to ensure that we are perceived as a strong unit by the outside world, as well. I’m very pleased that Ralf Sacht from Group Production will be my successor. I am convinced that he has the expertise and standing needed to continue my work in central Production Control.

Continuous Quality Work Pays Off
Quality results from last year are available – International Regional Conference in Córdoba

“Approach Technologies with the Right Focus”
After nearly 40 years with Volkswagen, Jörg Emmert is retiring

Mr. Emmert, you’ve been with Volkswagen for almost 40 years, 16 years of which in Components, both in Germany and abroad. What do you take with you and how will you remember your “journey” in Components?

Jörg Emmert, Head of Production Planning & Control

Visit the H2Q23 production: Michael Tschoep (QA Manager Volkswagen South Africa), Wilhelm Koegegartenn (QA Manager VW Mexico), Jorge Cañero (QA Manager VW Argentina), Andreas Troll (Quality Manager Group Components), Vicente Rico (Components QA Manager Panama), Martin Strassburg (CCI-Q Manager), Frank Michel (QCI-QI Manager), Santosh Gadekar (QA Manager Skoda India), Magdalena Westmeier (QA Manager Seat Prat) (from left).

Critical look: Raw parts can be transported more cheaply than bulk material.

"You’re Great!" Components trainees win CCI award

The Components trainee (from left): Braunschweig, foundry mechanic; Thomas Gault, Salzgitter, test fixture engineer; Jakob Gehrtz, Salzgitter, industrial mechanic; and Jan-Hendrik Schmidt, Salzgitter, industrial mechanic, with the other trainees.

The Components trainees (from left): Braunschweig, foundry mechanic; Thomas Gault, Salzgitter, test fixture engineer; Jakob Gehrtz, Salzgitter, industrial mechanic, and Jan-Hendrik Schmidt, Salzgitter, industrial mechanic, with the other trainees.

VOLKSWAGEN GROUP COMPONENTS

High product quality is an essential success factor for the component business at Volkswagen Group Components. The Quality Assurance team is doing a good job here – as evidenced by the positive development of damage claims, breakdowns, and warranty costs over the last few years of production. Now, the quality results from 2018 are available. Publication always takes place after several months of delay, as the representative assessment of the components’ quality takes time: To obtain stable data, at least 80 percent of the vehicles in a production month must be sold. This process can take up to seven months. Then, the “three-month value” is important, because only after three months of production can the initial, stable value become available. Therefore,
The Last Few Meters to the Finish Line

The third factory tour at the SPEED+ Award is completed in two weeks – final ranking set for January

The Battery System Production and Site Optimization teams with auditors.

What is the C-HPU?

It’s the top productivity key figure for Components, currently collected for all fully consolidated plants (Germany, Poland) at plant level. C-HPU stands for Components Hours Per Unit and specifies how many direct, but also indirect, net personnel were deployed per part. It is expressed in minutes per standard unit (10 minute part) or in terms of the productivity ratio achieved.

What exactly is measured?

It evaluates the relative improvement in the method scan. The focus is managing the key figure and its implementation in the plant. The ratio achieved for the entire plant is measured for this key figure.

Factors for success:

- Systematic identification of main drivers of the C-HPU
- Integration in plant controlling and target cascading up to the shopfloor
- Qualification of management and employees for C-HPU
- Faster problem solving and definition of measures in case of deviations
- Networking and exchange with other plants on best-practice solutions and benchmarks

More information is available on the location pages

Utilizing Diversity in Components

Head of Components at Diversity Wins @ Volkswagen

Compliance’s director and plant managers participated in the "Diversity Wins @ Volkswagen" lab in mid-November. The Group-wide training course on the topic of diversity will be offered to all managers, from top management to supervisors, until the end of January. Together, the management team discussed how team diversity can be used to improve decision-making quality. In addition to the projects already started in 2019 at the plants, such as “Fathers in Leadership,” further measures will be developed and fleshed out in the coming weeks.

Business Area Manager Herbert Steiner Visits Silao and Polkowice

Engine and Casting Business Area Manager Herbert Steiner visited the Silao Components plant in Mexico in mid-November. Together with the new plant manager Milan Stanek, the colleagues visited the engine production department, among other things. In addition to general site topics, the agenda included the status of the 211 engine, which is in the PVS phase, and the EA888evo2 engine, which will go into production in 2020. At the end of November, Herbert Steiner and business unit representatives went to Polkowice – where Plant Manager Dirk Strümpfler welcomed the colleagues. During intensive discussions and inspections in production, achieving the location’s objectives and the challenges for 2020 were discussed within the context of a business review. Another focus was the EA288rev2 project, to be implemented at the site in the future.

German-Chinese Cooperation on Environmental Protection

Kick-off for energy-efficient and resource-saving production in Tianjin and Dalian

Even before the visit, the Chinese colleagues identified potential savings, including energy base load and ventilation efficiency in the plants, which they analyzed together with their German guests on site. In addition, the Wolfsburg employees made theoretical knowledge available to their Chinese colleagues and showed how to make optimal use of this know-how in the production halls. In addition, the workshop in Dalian was attended by other employees from Components’ joint venture locations. The aim is to further expand international cooperation. Benxue Wang from Tianjin emphasized, “We’ve identified a great deal of savings potential at our plant through professional analysis and joint discussion. Thank you to our two German colleagues!” The meeting was also well-received in Dalian: “The workshop made the ventilation situation in our plant clear. We’ve gotten many tips on how to make better use of our savings potential. For local operations, we need even more expertise in data analysis, and this is where we want to exchange more information with our German colleagues,” is how Yong Ang from Dalian summarized the workshop.

A Look into the Volkswagen Passenger Cars Brand

From Advertising for the Golf to Erasmus

Model employees: Nadia Bogdanova, Jennifer Geffers, and Nikola Mokha advertise for Volkswagen as an employer on posters, in magazines and online.

The Golf – number one in advertising across generations: More than 35 million Golfs have rolled off the production line, 26 million of them in Wolfsburg. The multi-million seller is also what it is today thanks to advertising.

Successful premiere of the Erasmus program at Volkswagen in Wolfsburg: From August to October, 21 trainees ages 18 to 22 were working in the UK, Spain, Italy, Ireland, Finland, Malta and Portugal.

From children’s leagues to senior teams: In the past few weeks, Volkswagen has outfitted more than 3,000 soccer teams with new jersey sets.

International cooperation in the Components network: Mexican and German colleagues on the shopfloor.

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Stephan Stoy and Torsten Dohnt from Resources and Competence Management (CO/A) traveled to China for a kick-off workshop on energy-efficient and resource-saving production, in order to work together with colleagues in Tianjin and Dalian on savings potentials.

Exchange on the shopfloor: the Chinese and German colleagues.

The Third party factor at the SPEED+ Award is completed in two weeks – final ranking set for January

Started in mid-October at SITECH in Wolfsburg, the third factory tour will end in two weeks at the Russian Components site in Kaluga. From then on, the final key figures from December will be reported – and the final results evaluated by January 15th. However, the placements in the award categories are too secret until the SPEED+ Award ceremony. Last year, the contenders for the top three places will be invited to Wolfsburg for the presentation of the awards. What’s special about this year? Colleagues from the brands Seat (Piat), Skoda (Martin Bolek), and Audi (Götz) also took part in the friendly competition. The SPEED+ Award will thus even more intensively strengthen the merging of the locations into a cross-brand Volkswagen Group Components.

New round starts in 2020

The 2020 SPEED+ Award begins in February. In the new round, we will once again accompany the plants in their development process for over a year and present innovations and process improvements. There are also new categories in which the plants can compete. More on that in the next 360° magazine.

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### Tripod Production in Wolfsburg Chassis to Be Expanded

**Sustainable field of work after steel wheel phaseout**

At Chassis in Wolfsburg, more than 100 steel wheel production employees have already found new employment in sustainable business areas, such as the newly built tripod production facility. In future, colleagues in Hall 11 will work on cardan shafts “made in Wolfsburg” for the plant, brand and Group. In order to find an optimal position for each employee, the company, the Works Council and the Human Resources department have worked together to develop solutions ranging from the ergonomic redesign of workspaces to learning workshops and occupational therapy support at the workplace. But new tasks weren’t just found in the immediate environment. Indirect fields were also successfully transformed into sustainable business areas. In addition to the support of existing production, the support of the new tripod production facility in Hall 11 will be a central challenge for employees in the coming years.

**Steel wheel production phased out in October**

In order to tap the potential of the transformation at an early stage, the phase-out of the steel wheel, which had previously been manufactured in Chassis, was pushed forward to October 2019. At the joint closing ceremony, the production of the last of over 360,000 steel wheels was shut down. Background: it was decided in the Zukunftspakt to phase out steel wheel production. Simultaneous investments to secure volume growth will secure sustainable and economic employment within Wolfsburg Chassis.

*“With the end of steel wheel production at the end of October, we were fully on schedule and were still able to use existing material efficiently. Our colleagues there were highly motivated to the last day. For that, I would like to extend my thanks to the...“*  
Hauke-Friederik Hartmann, Head of Pilot Production/Logistics Planning/IT/AG, formerly Head of Steel Wheel Production

*“For our team, the closure of steel wheel production was a sad moment. Despite the challenges, I didn’t put my head in the sand and was motivated to start my new job in tripod production. I was able to use my knowledge from steel wheel production for the new production processes.”*  
Dominik Wolfschek, Junior Supervisor, Tripod Production

### Respecting to Risks in Good Time

Group Components reports to Group Risk Management

Components employees are now also risk managers, as everyone is required to identify possible risks in their daily work and address them directly in the team and with their supervisors. In addition, there are risk contacts in all central areas at Components and at the locations. In addition to the Wolfsburg headquarter and the German locations, SITECH GmbH, SITECH Sp. z o.o., Volkswagen Poznan, Volkswagen Motor Polska Sp. z o.o., and Chemnitz are also being transformed into the risk processes of Group Components. There are currently two risk management processes: the annual GRC (Governance, Risk and Compliance) rule process for general risks and the quarterly risk process for acute business risks. The risk reports and the measures defined in both processes show that a positive risk culture has been established in Components. This affects the employees’ great commitment to being prepared for risks in order to counter them with suitable measures.

You can find more information and contacts on Volkswagen Group Components’ Risk Management homepage: [https://sites.go.vw-group.com/id/7f875/SitePages/Home.aspx](https://sites.go.vw-group.com/id/7f875/SitePages/Home.aspx)

### Components Colleagues at the Conclusion of “KulTour” 2019

Positive feedback on innovative event

On November 12, more than 200 employees — among them roughly 100 participants from Group Components in Braunschweig, Kassel, Salzgitter and Wolfsburg — discussed the corporate culture at Volkswagen as part of the closing event for the “KulTour”. Among other things, the participants were divided into groups of two to discuss with each other. The guest list included Gunnar Killian, Hiltrud Werner and even Works Council Chairman Bernd Osterloh.

“IT really laid the event. Using an algorithm, like a blind date, we were brought together with a ‘bickering partner’ who had previously answered five key questions contrarily to ours. The goal: to look at topics from a different point of view and to question our own perspective, as well as that of your counterpart. In doing so, you develop more courage to be honest in discussions. It’s good for our corporate culture.”  
Irmpard Franziska Seeger (CS-IO)

Volkswagen employees were able to follow the event via live stream on the 360° Volkswagen Net.

*“...and to question your own perspective, as well as that of your counterpart...”*  
Irmpard Franziska Seeger (CS-IO)

### Dates

- **12/05/2019** Wolfsburg: International Planning Leadership Components
- **12/06/2019** MHH Wolfsburg: Components Talk
- **12/11/2019** Wolfsburg: Works Council meeting SITECH Wolfsburg
- **13/11/2019** Wolfsburg: Works Council meeting Location

### Make a Christmas Wish Come True!

Components Christmas tree promotion begins

**A true tradition — the Christmas tree event in Components: For the fourth Advent season, Christmas trees with small cards stand in the corridors of the central offices and business areas in Wolfsburg, and at many German and Polish locations. The shared goal for Components colleagues: to help people who, due to illness or financial difficulties, don’t have much to look forward to at Christmas and spread a little joy. In the past three years, almost 3,000 wishes from sick or disadvantaged children and adults have been fulfilled.**

**How it works:** Take a wish card from the tree, get the small present, wrap it and place it in the card under the Christmas tree by December 13 (applies for trees in Wolfsburg). The organizational teams will distribute the cards to recipients like sensors of enjoyment home.

“...to help people who, due to illness or financial difficulties, don’t have much to look forward to at Christmas and spread a little joy. In the past three...”

In 2019, we’ll give new life to up to 100 recipients like sensors of enjoyment home.