World Premiere at Volkswagen: Introducing the New Tiguan

World premiere: Volkswagen has presented its in-depth update for the Tiguan. The product upgrade is electrified, digitalized, and networked. As if that weren’t enough: The new Tiguan will also be available as a plug-in hybrid¹. In the future. And, for the first time, the SUV will be taking off as an independent Tiguan R.

The Tiguan is a true Wolfsburger. It’s been produced at the plant since 2007, with around 2.8 million units rolled off the assembly line as of the end of last year. Employees are already excited about the new product – Herbert Diess: “I drive a Skoda at the moment. But I can definitely see myself driving the Tiguan PHEV. It’s a fantastic model!”

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

Brandstätter Heads Core Brand

Letter to the team – thank you to Herbert Diess

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

Brandstätter addressed Volkswagen staff in a letter as he took office. He assured them, “As the one who now holds overall responsibility for the brand, I can assure you that we are on the right track. We will overcome the challenges of the coronavirus crisis. We will master the transformation. Volkswagen will come out of this stronger.” The Braunschweig native described the cohesion in the team as a special factor for success: “The team spirit carries us. That has always been Volkswagen’s strength.” Brandstätter thanked Group CEO Herbert Diess for his contribution to the transformation of the Volkswagen brand. “Over the last four years, Herbert Diess has driven forward the realignment of the brand with courage, enterprise, and vision.”

Brandstätter began at the company with an apprentice-ship as a ship fitter in the Braunschweig plant. After his subsequent studies, he returned to the company. In 2018, he was appointed to management of the operational business.

Corona Crisis: Employees Lend a Hand

Volunteer engagement and major fundraising campaign

Volkswagen has supported this commitment with a release model. Over a double page, the 360° editors tell some of the stories of Volkswagen’s COVID heroes (PAGES 8 and 9). And as if that were not enough: To alleviate further suffering, a major fundraising campaign is currently underway in cooperation with the children’s charity “terre des hommes” (PAGE 5).

An Interview with Hiltrud Werner

“Ethics and compliance carry equal weight to our economic goals” – Hiltrud Werner, Member of the Board for Integrity and Legal Affairs, in a major 360° interview (PAGE 15).
The company has decided on immediate improvements reacting to the rightly criticized online ad video for the Golf 8. Actions have been taken to ensure inappropriate content is not produced or published in the future.

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

The Group Executive Board had discussed the results of the investigation by the Group Internal Audit and decided on the consequences. “On behalf of the Executive Board, I would like to formally apologize for the actions we have caused through a lack of intercultural sensitivity. This was a violation of the values Volkswagen stands for,” explains Hiltrud D. Werner, Head of Integrity and Legal Affairs.

As part of its investigation, the Group Internal Audit evaluated roughly 400 files of more than 86.5 GB in size and conducted meetings with employees, chiefly in Marketing, Procurement, and Legal, as well as with the external agencies involved. “After that, we can say that no racist intentions of any kind played a role here. We’ve determined a lack of sensitivity and procedural errors. From here, we’re now taking concrete action,” says Werner. “Our controls are obviously inadequate when it comes to ethical evaluation. We’re recognizing that we have to be even more sensitive in questioning whether content can potentially discriminate against, hurt, or disturb people,” says Jürgen Stackmann, Member of the Board for Sales, Marketing, and After Sales at Volkswagen Passenger Cars. "Integrity and Legal compliance obligations.”

Actions have been taken to ensure inappropriate content is not produced or published in the future.

The newly introduced Environment Page in the Group Wiki provides a downloadable document intended to enable the supervisors in the production area to provide information on the topics of the basic environmental qualification in their divisions. The implementation should then be noted in the employee’s existing instruction charts.

New offering: Employees can learn about environmental protection.

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

Herbert Diess, Chairman of the Board of the Volkswagen Group
Employee Fleet Launches in Saxony

Everyday test: Employees on their first experiences with the ID.3

F or select employees at Volkswagen Saxony, the e-Mobility of the future has already begun: they get to test the fully electric Volkswagen ID.3 in daily living for several weeks at a time – before the official delivery even begins in early September. A total of 150 of the ID.3 produced in Zwickau were reserved for the employees at the three Saxony locations, in order to evaluate anonymized data on the usage and driving behavior of the ID.3 under real-life conditions with an everyday test. In doing so, Volkswagen will receive additional information from hundreds of thousands of driven kilometers. Participants from the Zwickau plant report on their initial experiences:

Denise Tschiersch, Works Council
“Driving the ID.3 is nice, it’s quiet and the acceleration is huge. I picked up my two daughters, 6 and 12 years old, at different times. They each opened the door, looked inside, and were totally excited! It’s not so much the infotainment that knocks you off your feet, it’s the look and the feel of the interior and the space.”

Katja Albrecht, Human Resources Development/Training
“I was thrilled when I found out I was the very first test driver in the employee fleet to pick up my ID.3. So far the driving has been excellent! My 10-year-old child is also excited. I’m very much looking forward to my next three weeks with the ID.3.”

Ulrich Ebner, Production System/Projects
“I am working on this project since 2018, and I’m happy to now be able to be one of the first ones to hit the road with it. The driving qualities are immediately noticeable: acceleration, that mobility, it’s outstanding. The low center of gravity makes for a road holding that I’ve never seen before in any car.”

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

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

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

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

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

Volkswagen is breaking new ground with the ID.3: For the first time, 1,000 employees at the three Saxon plants, in order to evaluate anonymized data on the usage and driving behavior of the ID.3 under real-life conditions with an everyday test. In doing so, Volkswagen will receive additional information from hundreds of thousands of driven kilometers. Participants from the Zwickau plant report on their initial experiences:

Thomas Ulbrich
Volkswagen –
Thomas Ulbrich (54)

has served as the Volkswagen Brand Executive Board Member for e-Mobility since February 2018, and has been the Spokesman for the Executive Board of Volkswagen Sachsen GmbH since April 2018. With the aim of building cars, the Fallschirmspruce native began his professional career as an apprentice car mechanic and with a degree in automotive construction engineering. After joining Volkswagen in 1992, he assumed various management functions. Thomas Ulbrich is convinced: Volkswagen will help e-mobility achieve a breakthrough and become the world market leader in electric vehicles by 2025. He is enthusiastic about his current tasks, because they enable him to make a contribution to emission-free mobility. Incidently, Ulbrich is an avid car driver. He makes his weekly tours from Wolfsburg to Zwickau in an ID.3.
Northvolt Zwei: The Team Behind the Battery Plant

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

Small team, big plans: 36 employees form the core team for one of the most important industrial projects in Lower Saxony. Northvolt Zwei is the name of the company whose heart beats in an office complex in Braunschweig.

This is where the pioneers of the joint venture by Volkswagen and Swedish battery manufacturer Northvolt work. The goal is to build a gigafactory at the Salzgitter location in order to produce lithium-ion battery cells for electric cars in winter 2023/24.

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

A few weeks ago, they moved to larger rooms in the ARTmax: “We had to start from scratch, as it were. There weren’t even desks or chairs,” explains the Swede Hedlund. Without further ado, the team went to a Swedish furniture store and bought some office furniture. “With a smile on their faces, my crew built the desks themselves. It’s that garage mentality that I remember from the founding days of Northvolt. This is the climate I’d like to see for our partnership in the long term,” says Hedlund. He used to be the chief strategist at Northvolt. Hedlund, who now lives with his family in Braunschweig, joined the company in Stockholm a good four years ago. Back then they had five employees; today there are more than 650 employees from 56 nations.

By the end of 2020, the “Northvolt Zwei” team is set to grow to more than 20 employees. Meeting this target is primarily the job of the 35-year-old Andre Heftröm. He aims to find and win over the best talent from all over the world. They need to be smart, passionate, and determined. “Many are enthusiastic about the idea of building a battery factory from scratch; they want to be part of Northvolt Zwei, because they know the Volkswagen brand and believe in their e-strategy,” says Hedlund.

The most important milestone for the “Northvolt Zwei” team is the approval phase for the construction project, which began in April. The goal: Before the end of the year, the excavators will arrive in the north of the Salzgitter site for the factory, where up to 3,000 employees will manufacture battery cells.

Northvolt Zwei

Northvolt is currently building three factories: a pilot and research plant in Västerås, west of Stockholm; a module production facility in Gdansk, Poland; and a gigafactory called the name of Northvolt Ett (Northvolt One) in Skellefteå, Sweden, some 700 kilometers away from Stockholm. The joint venture concluded with Volkswagen in September 2020 to establish a 16-gigawatt hour cell production facility for lithium-ion batteries in Salzgitter and is therefore called Northvolt Zwei (Northvolt Two).

For Ford and Volkswagen, the collaboration with Northvolt is the next logical step in their mutual drive to transform their respective portfolios. The Volkswagen-Ford alliance will:
- expedite the realization of a mid-size pickup truck designed and built by Ford, which will be included in Volkswagen Commercial Vehicles’ own model range as an Amarok starting 2022.
- further strengthen both companies’ commercial vehicle business as early as next year; with a city delivery van based on the latest Caddy model, which Volkswagen Commercial Vehicles will develop and manufacture. Ford will later develop a joint transporter in the one-ton lead

Volkswagen and Ford Sign Further Contracts

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

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

“In light of the COVID-19 pandemic and its impacts on the global economy, more than ever it is vital to set up resilient alliances between strong companies,” says Volkswagen CEO Herbert Diess.

“This collaboration will efficiently drive down development costs, allowing broader global distribution of electric and commercial vehicles, and enhance the positions of both companies,” says Ford CEO Jim Hackett.

“The collaboration with Ford is a key building block of our GRIP 2045 strategy and part of the current transformation of Volkswagen Commercial Vehicles,” says Thomas Sedran, Chairman of the Executive Board of Volkswagen Commercial Vehicles. “This long-term cooperation with Ford will strengthen our very good position in areas of light commercial vehicles, especially in our core European markets, and is proof that we are successfully implementing our plan step by step.”

The alliance is thus especially excited to see a total of roughly eight million vehicles developed and produced.

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

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

G reat willingness to donate: Volkswagen employees have already donated more than 500,000 euros for coronavirus emergency aid. At the beginning of June, the Executive Board and the Group Works Council called for a donation campaign in support of terre des hommes.

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

More than 120,000 Volkswagen employees in Germany have been called upon to make a financial contribution to the relief efforts. These funds are primarily being used to support medical and social projects at Volkswagen locations in Brazil (São Paulo), Mexico (Puebla, Toluca, and Guadalajara), and South Africa (Uitenhage). Rüdiger Kühne, Chair of terre des hommes: “The employees who work for us have been supporting our projects since 1998. This year’s fundraiser is for." Volkswagen employees first waived an hourly wage to benefit terre des hommes back in May 1998. In the time since, the fundraising campaign has become a regular fixture, and has so far financed more than 400 aid measures for street children and suffering families in seven countries worldwide.

The Projects Employees Support

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

Why We’re Donating!

KERIM DELIKAN, Photo Services

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

How a donation helps on the ground

- With 23 euros, you can purchase a hygiene kit with hand sanitizer, soap, and a face mask needed to help 50-100 children (a coronavirus assistance group) in South Africa for four months.
- With 150 euros, you can supply ten children in India with a healthy lunch for one month.

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

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

“A crisis of this magnitude, unique in the history of the Federal Republic of Germany, demands special commitment from everyone. Volkswagen has been happy to do our part to support the health care system. With the last delivery, a cooperation has come to its conclusion that impressively demonstrates what can be achieved together for the company in a crisis,” says Thomas Steg, Head of External Relations at Volkswagen. In addition to the donation, Volkswagen supported the Federal Ministry of Health in the purchase of 100 million filter masks in China. Roughly 90 million of these masks have already arrived in Germany. Overall, Volkswagen Group Logistics and its partners have transported a total freight volume of 8,000 cubic meters to Germany during the coronavirus crisis. This includes the 40 million euro donation, the direct needs of the federal government, and Volkswagen’s own needs to protect its employees. For comparison: One cubic meter corresponds to the contents of three to six bathtubs.

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

- **Maintain distance:** Minimize the distance between you and all other people
- **Hand hygiene:** Wash your hands regularly with soap and water for at least 20 seconds
- **Face mask:** Wear a face mask meeting the FFP2 standard for daily life
- **Avoid close contact:** When being in close contact with others, it is a common practice to wear face masks and face shields

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

**Tips Before Your Trip**

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

**To Travel or Stay Home?**

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

To the right to keep up back after the plant holidays. What do you mean exactly? Above all, question the choice of means of transport. In airplanes, for example, many people often come together for several hours in a very confined space. That’s something to bear in mind.

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

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

Where are you going to spend your vacation? I’m going to drive to the South of France with my family. We’re looking forward to it and are convinced that even though we’ll be observing social distancing and hygiene rules, our days will be relaxed and action-packed at the same time.
Mr. Kilian, the coronavirus has led to exceptional circumstances around the globe. As head of Volkswagen’s crisis team, you were significantly involved in steering the Group through its biggest crisis of the post-war period. What was the work like for you on the crisis team? Extremely intensive, but in hindsight, very successful too. With the measures we decided on in the crisis team, we were able to stem the number of COVID-19 infections in Volkswagen AG and the entire Group much sooner than Germany and the rest of the world as a whole. This is a great success, but it was also a huge feat of strength for everyone involved. This is evidenced by around 30 crisis meetings with our Chinese taskforce and almost 40 crisis team meetings within a period of 21 weeks. I would like to express my heartfelt gratitude again for everyone’s hard work. In terms of the outcomes we were able to achieve and the protection of our workforce as a result, it was truly outstanding.

The crisis team’s focus quickly turned to the future. Shortly before the lockdown, experts were already developing concepts for the company’s relaunch. This resulted in the “100-point plan,” which would soon afterwards become an industry standard. How did this come about? The 100 measures to protect our workforce, which were developed together with the Works Council and documented in a works agreement, made it possible for us to resume operations in the first place. However, it is vital for the European economy that the entire industry is able to get back on its feet across the board. That’s why we have shared our catalog of measures on an online platform and made it available to other companies. More than 120,000 downloads of the catalog show that numerous industrial companies, including 40,000 suppliers, have seized this opportunity to plan for their own relaunch. Without our colleagues in the Healthcare division, Corporate Security, Production, Components, and the Works Council, who developed the 100-point plan, it wouldn’t have been possible.

The coronavirus has changed the way we work, and not only in production. Tens of thousands of Volkswagen employees in the administrative area have been working remotely. How did it work? Even before the coronavirus crisis, we had excellent arrangements for remote working in place. And it paid off in the crisis. Right at the start, we were able to expand these arrangements extremely quickly, enabling almost 80 percent of employees at Volkswagen AG to work from home—and remain productive during the crisis. We have our Group IT to thank for that. In only a few days, our colleagues in IT were able to increase the number of dial-up nodes at Volkswagen from 10,000 to 60,000. It was an outstanding effort.

How did the workforce receive these measures, and is more remote working a feasible model for the time after corona? Our survey on remote working in HR at the end of May showed that the technical support was very effective. 90 percent of 1,000 respondents were very satisfied with the technological conditions that we provided for remote working. I think this is why 80 percent of respondents also said they would like to work remotely more often in the future. But it’s also clear that many colleagues desire personal interaction in the workplace again, so we will need to find a healthy balance. I have no doubt that we will.

Several of the measures in the 100-point plan have already been scaled back during Phase 3 of the relaunch plan. Is the worst already over for Volkswagen? The transitions into the new phases have shown us that employees have been very disciplined in observing our safety measures. That’s why we are now able to relax some of the rules. In Phase 3, we are able to send employees, including those in at-risk groups, back to work in “green” and “yellow” workplaces, increase the number of participants in in-person meetings from five to ten, and resume essential business trips, taking into account all the necessary protective measures. Nevertheless, we must all handle the situation with care. Corona is not over yet. That much is evident from the sudden rise in the number of cases in Beijing since mid-June. For us, this means staying disciplined so that we don’t need to return to stricter measures.

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

Currently, you are campaigning for donations for the charitable organization terre des hommes. More than 550,000 euros (as of July 3) have already been donated. What’s that all about? The further we emerge from the crisis situation, the more it becomes clear what serious social consequences the coronavirus pandemic will have in other parts of the world. In response, the executive board and Works Council have initiated a fundraiser, together with the children’s charity terre des hommes. Through it, we want to help children and their families in Brazil, Mexico, India, and South Africa. The entire Executive Board is involved in the campaign. We hope to raise enough money for terre des hommes to make a real difference in these areas—and that we can be proud of, as a workforce. I would be delighted by that.
Help and solidarity: 130 employees who helped during the pandemic

The 130 employees who volunteered are among the many people who stepped up to help during the pandemic. They included doctors, nurses, and other medical professionals, as well as people from other fields who wanted to contribute in any way they could. Their efforts helped to keep people safe and supported during a difficult time.

Volunteering for Malteser International: Volkswagen's commitment to health care goes beyond the factory floor. Volkswagen employees are working in the hospitals and health care facilities of Wolfsburg.

Tobias Frankovicz is a volunteer district emergency response manager. He is happy to have been able to give something back to the community. "It was great to be able to help in any way that I could."

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

Dr. Holger Stamm is particularly knowledgeable about lung disease. He has been working as a company doctor for Volkswagen for many years. He has helped many employees with their health issues and has been a valuable resource during the pandemic.

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

Table: Frankovicz's (30) worked in the Red Cross. For the Red Cross, Frankovicz was able to give something back to his community. "It was great to be able to help in any way that I could."

Ergonomics Specialists Help the Sick and Elderly in Wolfsburg Nursing Home

Dennis Senna has been a help for people. He has been working at the Wolfsburg nursing home for more than two months. He is happy to be able to help the elderly who are in need of care.

For the Coronavirus Warning App: Company Supports the Project

Volkswagen is supporting the project and the app is available for free on the App Store. "It's one more way you can help stop the coronavirus," says Goldberg. Her spontaneous idea turned into a movement. €15,000 has been raised online and the funds will be used to continue developing the app.

Company Manager in 3D Printing to Concerne on the COVID Crisis Team

Thomas Stein from the Volkswagen plant worked on the city hall for four weeks.

What's ahead? That was for Thomas Stein. He was one of the many employees who worked on the city hall during the pandemic. Stein is a senior engineer in the ergonomics department and was in charge of the project. He is happy to have been able to contribute in any way he could.

Volunteer for Covide-19: Direction: Employees work for weeks on end. As a trained nurse, he’s also a way to help people who are in need of care.

Company Doctor Raises Money for Masks

Dr. Esther Goldberg is the company doctor at Volkswagen plant is now sending the supplies to an aid organization in Africa. It was early March when a doctor friend of Dr. Esther Goldberg reported “tremendous shortage of masks in hospitals” in her home country. It was then the moment when the company doctor at Volkswagen plant decided to help. She launched the successful campaign “#Kindheit ohne Maske” (Childhood without a mask) to help the kids in her charity camp. With the help of a friend who owns a seam business, they were able to hand out basic necessities. "The first masks were already being worn by our hospital doctors, nurses, and care facilities. Progress was quick. "Let’s keep growing, and carefully we had 5000 masks and more and 15 more working on organization and delivery - as all a voluntary basis," said Goldberg. Now, she is planning to send the masks to the victims of the pandemic. Germany’s national coach has already planned to travel to Africa in June. Since then, the supply chain has improved in Germany. "Not we will stop there," says Goldberg. "We continue to supply children in need of masks for the health care work here in Africa. The feedback from the kids led to the plan to fly the consignment to Africa. Thanks to the support we received from Volkswagen and the German Red Cross, it’s possible to support children in need of masks." "We want to say thank you to all the people who helped us with this campaign," says Jorge Stürker, team leader of the campaign at Volkswagen. "Our thanks to all the people who helped us with this campaign."
Together for Long-Term Success

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

Two years ago, the Together4Integrity (T4I) integrity and compliance program was launched as a component of the Group’s Together4Asia strategy. The goal lies in the view that the Group can only be successful in the long run if customers, business partners, employees and society completely trust it. And work must be done to strengthen this trust in the long term. By the start of 2020, T4I had been rolled out worldwide in more than 100 companies and brands with nearly 500,000 people.

T4I aims to bring about change and raise awareness on everyday issues in an open and honest relationship being fostered? Are errors being addressed? Are we working together to correct them? Actions being taken on processes on a daily basis that demonstrate integrity, are legally compliant and in line with the Group’s corporate principles? Part of T4I requires everyone to take a close look at the organization and the way we interact with one another. After all, we want everyone in the Volkswagen Group to act with integrity and in accordance with the rules at all times and in all places. This protects both the Group and each and every individual. T4I lays the foundation for this in a structured roll-out program.

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

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

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

"T4I is the driving force for change in our organization and an important prerequisite for boosting confidence in the Volkswagen Group" – Herbert D. Werner, Head of Integrity and Legal Affairs

Facts, Figures, and Data

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

For Volkswagen, a new chapter is beginning in China. Volkswagen is planning to increase its stake in JAC Volkswagen, its joint venture for electric mobility. Around one billion euros, which are being invested in this. This amount includes the acquisition of 90 percent of JAC, Volkswagen partner JAC’s parent company, and an increase in Volkswagen’s stake in JAC Volkswagen from 50 to 75 percent, giving Volkswagen management control. The capital increase paves the way for Volkswagen to expand its electric model range and infrastructure. Volkswagen is also investing around one billion euros in shareholdings in the battery manufacturer, Gotion High-Tech Co. Ltd., which will make it the company’s largest shareholder with a 26 percent stake. Herbert Diess, CEO of Volkswagen AG, said, “Volkswagen is further expanding its electric mobility campaign in China in collaboration with strong, reliable partners. The electric vehicle segment is undergoing rapid growth, offering great potential for JAC. By strategically strengthening existing positions, we are also actively promoting battery cell development in China.”

Herbert Diess, CEO of Volkswagen

Herbert Diess, CEO of Volkswagen

Stephan Wollenstein, CEO of Volkswagen Group China, says, “I am pleased about this strategic milestone in our cooperative business relations with China. This is the first time Volkswagen is taking on a strategic role in a state-owned company in the country and investing directly in a Chinese battery supplier. These investments will consolidate Volkswagen’s position in China as a mobility company with a local character and long-term vision. By opening up its markets, China is offering Volkswagen new business opportunities.”

Volkswagen Group China has already begun forging a path to become a company with a carbon-neutral balance sheet: In 2025, some 1.5 million electric vehicles are expected to be delivered to customers worldwide. The Group’s largest stakeholder, making it the company’s largest shareholder with a 26 percent stake. Herbert Diess, CEO of Volkswagen AG, said, “Volkswagen is further expanding its electric mobility campaign in China in collaboration with strong, reliable partners. The electric vehicle segment is undergoing rapid growth, offering great potential for JAC. By strategically strengthening existing positions, we are also actively promoting battery cell development in China.”

Stephan Wollenstein, CEO of Volkswagen Group China

A strong team: (from left to right) Liu Yanhong, Weijing Sun, Jing Mu, Stephan Wollenstein, Erwin Gabaldon, and Yv Winn of Volkswagen Group China

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

“Volkswagen Frankfurt to Further Expand Its Electric Mobility Campaign in China”

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

The Group Executive Board launches the T4I program.

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

Starting 2020
Launch of T4I at roughly 400 more Group companies. Approximately 100 subsidiaries with a total of 670,000 employees will be reached by 2025.

Volkswagen is taking on a strategic role in a state-owned company in the country and investing directly in a Chinese battery supplier. These investments will consolidate Volkswagen’s position in China as a mobility company with a local character and long-term vision. By opening up its markets, China is offering Volkswagen new business opportunities. Volkswagen Group China has already begun forging a path to become a company with a carbon-neutral balance sheet: In 2025, some 1.5 million electric vehicles are expected to be delivered to customers internationally. Volkswagen is planning to increase its stake in JAC Volkswagen, its joint venture for electric mobility. Around one billion euros are being invested in this. This amount includes the acquisition of 90 percent of JAC, Volkswagen partner JAC’s parent company, and an increase in Volkswagen’s stake in JAC Volkswagen from 50 to 75 percent, giving Volkswagen management control. The capital increase paves the way for Volkswagen to expand its electric model range and infrastructure.

Volkswagen is also investing around one billion euros in shareholdings in the battery manufacturer, Gotion High-Tech Co. Ltd., which will make it the company’s largest shareholder with a 26 percent stake. Herbert Diess, CEO of Volkswagen AG, said, “Volkswagen is further expanding its electric mobility campaign in China in collaboration with strong, reliable partners. The electric vehicle segment is undergoing rapid growth, offering great potential for JAC. By strategically strengthening existing positions, we are also actively promoting battery cell development in China.”

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Triple Gold for China

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

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

For the third time, Components CEO Thomas Schmall presented the SPEED+ Award to Volkswagen Group Components’ best plants.

This year was the first time that the coveted trophies of the international, cross-brand competition efficiency were awarded during an online event, live from Hall 6 in Wolfsburg, Group Components’ headquarters. The 14 plants nominated where connected via video conference to virtually receive their trophies across the eight categories -from plant efficiency to tool costs. Teams from 23 plants in 11 countries took part, including teams from Audi, Seat and Skoda Components plants.

Thousands of employees followed the award ceremony via webcast, sharing in their plants’ excitement.

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

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

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

“The SPEED+ program has allowed us to share our experiences with the other plants and gain further valuable experience ourselves. In the end, our efforts were rewarded,” says Hao, Assistant Manager/Shaft Production TA, VWATJ.

“Yi and I are really proud of what we have achieved. Yi greatly appreciates the support and efforts of our managers and every colleague involved. We’re creating mobility for the future. Let’s go for it!”

Shijian Li, Head of Department O-Improvment & VPS, VWATD

For the third time, Components Transfer Minds program is starting. Today marks the start of the search for 30 colleagues to serve as multipliers for transformation and the Components’ strategy.

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

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

The entire Components edition of 360° is available at: https://bit.ly/31We6Xt

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

“Frank Engel, Managing Vice President of Volkswagen Group China, Components, Logistics & QA, said, “VWATJ and VWATD have been participating in the SPEED+ Award since 2018. Group Components’ nurturing efficiency competition has highly motivated all our colleagues at the plant to actively discover and continuously improve on their improvement potential. Teamwork and cross-departmental cooperation play an important role here. The support and understanding of experts is also very helpful, for example to introduce standardized methods, discuss experiences and best practices worldwide and find the best solution together. We want to keep this going, which is why we have decided that all Chinese Components plants will participate in the SPEED+ Award.”

A positive trend After several difficult months, the Chinese market is now recovering and is currently showing a positive trend. The Volkswagen Group’s business operations in China are no exception. All 17 factories, including the 17 plants and three battery workshops, are back up and running on production, with production capacity almost back to 100 percent of its pre-coronavirus level. Customer demand in May was also higher than in the previous year. May was successful, not only in terms of business recovery, but also in terms of strategic orientation. On May 1, Volkswagen Group acquired a 26 percent stake in Gotion, the third largest Chinese battery manufacturer, making it the largest shareholder. This new partnership will secure future demand for battery capacity. Frank Engel is confident, saying, “The partnership will allow Volkswagen to expand its battery expertise. Gotion covers the entire battery value chain, from raw material extraction, development and production to recycling. This partnership will allow us to further advance electric mobility in China.”

Colleagues Are Highly Motivated

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

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

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

Here’s to the next 50 years!
A Look at the Brands

**Lamborghini Urus’ Now in a New Designer Edition**

Fresh colors and many configuration options

Lamborghini presents the new Pearl Capsule designer edition Urus, boasting fresh new colors and configuration options for the Lamborghini super SUV. The first exclusive personalization option for the Urus was created by the Lamborghini Centro Stile design department, shining the spotlight on the incomparable style and breathtaking performance of the Lamborghini super SUV. The 2021 model of the Pearl Capsule edition Urus is available for sale now.

**Porsche: Top Employer**

Students award the company first place

First place in engineering, second place in economics and a leap from seventh to fourth place among IT graduates – Universum’s employer ranking, published in Wirtschaftswoche, confirms Porsche’s enormous popularity as a potential employer among students.

**Energy Storage Made of Car Batteries**

Audi and EnBW will work together on stationary energy storage systems in future. Discarded batteries from Audi electric cars will form the heart of the storage system. At the end of the vehicle’s service life, car batteries still have a high capacity. This makes them ideal for stationary storage systems. The storage systems are designed to temporarily store electricity from EnBW’s own wind and photovoltaic parks in the event of an energy surplus and to support the grid if electricity production is temporarily too high, the plants would no longer have to be taken off the grid. The first step is for the two partners to build a reference storage system on the premises of the EnBW combined heat and power plant in Heilbronn to test various application scenarios. Construction is set to begin this year.

**A Camping Tent for the Car**

Lots of space and easy to set up

You don’t always have to sleep in a hotel: Skoda offers a comfortable tent for camping trips by car. It can be quickly set up and connected to the vehicle in just a few steps. The tent does not use any poles – you simply inflate it with the supplied air pump. It can be docked directly to the car via an air lock. The tent was originally developed for the Kodiaq and Karoq SUV models. It also fits the Superb Combi and Octavia Combi as well as similar vehicles from other brands.

**High-Tech: Ducati Builds a New Machine**

Superleggera V4

Only 500 units of the new Superleggera V4 will be produced. What is special about the motorcycle is that it is the first motorcycle in the world approved for road use in which the entire supporting structure of the chassis is made of composite material. The framework, auxiliary frame, oscillating suspension unit and wheel rims are made of this lightweight material. This brings the motorcycle to a dry weight of 159 kilograms with a power-to-weight ratio of 1.41 bhp/kg. A racing kit is included with every purchase. Performance can be further enhanced by installing the kit. The uniqueness of the Superleggera V4 project is underscored by positive experiences for buyers. The first owner will be presented their bike by Ducati CEO Claudio Domenicali himself. Exclusive driving events are also being planned for some of the motorcycle’s buyers.
Ms. Werner, we’ve reported online, that the audit by Larry D. Thompson has been successfully completed. What’s happening with the monitorship? We’ve come a very long way with the monitorship. The testing of hundreds of processes is on the home stretch and Larry Thompson is working with his team on the third and final monitoring report. This will be presented to the US Department of Justice. The testing phase has been a real accomplishment, particularly with the restrictions posed by the coronavirus pandemic. I want to thank everyone involved in tackling it. Now we’ll draw certain conclusions. This will occur one Larry Thompson confirms we’ve met all the requirements outlined in the agreements with the US authorities. I feel very confident we will receive this certification early September, and that the monitorship will officially end by mid-September.

Does the end of the monitorship mean that the Group’s continuous improvement cycle is complete? That box has been ticked, so to speak? No! Quite the opposite. We’ll then enter a very important phase, namely the transition from “have to” to “want to”. Even without supervision by the monitor and his team, we’ll continue to work intensively in the areas of corporate culture, compliance and risk management, product and environmental compliance (PCMS, ECMS) and integrity management. The entire Group Management Board, as well as the management boards and top managers of all brands, and many of our companies have expressed their serious intention in the form of formal declarations of commitment — it will take us a little while to reach out to and train all 65,000 members of our workforce in these areas. That’s why we set up our “Together/integrity” program. It’s already run for two years and is an integral part of our group strategy “TOGETHER 2025+.” So it will be in place until 2025. The culture shift is therefore far from over. It’s a perpetual process, as new colleagues are constantly getting involved, and new social and legislative topics are continually cropping up.

Why is it so important to the Group and brand boards of management to keep working so intensively in these areas? We’ve all absolutely convinced that an open corporate culture, strong values and the integrity of our actions are non-negotiable. Therefore it’s essential, for us to have an effective ethics and compliance program and robust corporate governance with three lines of defense. That’s why we’ve invested heavily in recent years in the establishment and further development of our integrity culture and compliance systems, always accompanied by the monitor and his team.

Ethics and compliance are as important to the board of management as our economic objectives. They are taken into consideration in all of our decisions. As members of the board of management, each of us is personally responsible for protecting and further developing sustainable corporate governance. You’ve spoken of personal responsibility. Do you have personal objectives in this area, above and beyond the shared objectives of the board of management? Yes, of course. Every member of the board has corresponding objectives.

Company Takes Incitement to Commit Regulatory Violations Seriously

The company’s success has to be based on fair and legally compliant conduct that always places the customer front and center. Volkswagen has published statistics on misconduct and the resulting sanctions in the Volkswagen Group in its internal media every six months since autumn 2018. The aim: a positive impact on our corporate culture and make it clear that rule violations will not be tolerated.

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

Member of the Board of Management for HR Gunnar Kilian comments: “Managers are unique role models and must prevent improper conduct within the company. The Volkswagen Group will name misconduct activities involving fraud, embezzlement, extortion, theft, misappropriation or any other deliberate damage to the assets of our customers or third parties. Respect is due to the employees for reporting the manager for this regulatory violation.”

Current statistics

Dismissals and reprimands In 2019, 4,043 warnings and reprimands were issued in 66 companies in the Volkswagen Group, each with more than 3,000 employees; 1,044 employees were dismissed for illegal conduct. Some 487,000 employees work in these companies. There was a wide range of reasons for the sanctions:

<table>
<thead>
<tr>
<th>Category</th>
<th>Dismissals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working time (e.g., unauthorized absence)</td>
<td>676</td>
</tr>
<tr>
<td>Property deficits / fraudulent acts including instigation</td>
<td>121</td>
</tr>
<tr>
<td>Discrimination, mobbing, stalking</td>
<td>19</td>
</tr>
<tr>
<td>Sexual harassment</td>
<td>14</td>
</tr>
<tr>
<td>Non-observance of own job performance</td>
<td>115</td>
</tr>
<tr>
<td>Disturbance of labor peace (e.g., assault, threatening behavior or abusive language)</td>
<td>58</td>
</tr>
<tr>
<td>Violation of alcohol and drugs prohibition</td>
<td>122</td>
</tr>
<tr>
<td>Accepting of undue advantage, corruption, conflict of interests (e.g. use of inside knowledge)</td>
<td>13</td>
</tr>
<tr>
<td>Fraud against third parties, including instigation (e.g. agencies or customers)</td>
<td>4</td>
</tr>
<tr>
<td>Violation of privacy policy and secrecy provisions</td>
<td>13</td>
</tr>
<tr>
<td>Violation of work safety regulations</td>
<td>8</td>
</tr>
<tr>
<td>Bringing the company into disrepute</td>
<td>3</td>
</tr>
<tr>
<td>Other violations of labor law regulations (e.g. breaches of the Code of Conduct, traffic regulation violations on company premises, or undertaking unauthorized secondary employment)</td>
<td>78</td>
</tr>
</tbody>
</table>

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

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

Ms. Werner, we’ve reported online, that the audit by Larry D. Thompson has been successfully completed. What’s happening with the monitorship? We’ve come a very long way with the monitorship. The testing of hundreds of processes is on the home stretch and Larry Thompson is working with his team on the third and final monitoring report. This will be presented to the US Department of Justice. The testing phase has been a real accomplishment, particularly with the restrictions posed by the coronavirus pandemic. I want to thank everyone involved in tackling it. Now we’ll draw certain conclusions. This will occur one Larry Thompson confirms we’ve met all the requirements outlined in the agreements with the US authorities. I feel very confident we will receive this certification early September, and that the monitorship will officially end by mid-September.

Does the end of the monitorship mean that the Group’s continuous improvement cycle is complete? That box has been ticked, so to speak? No! Quite the opposite. We’ll then enter a very important phase, namely
Dear Colleagues,

We have just experienced a very severe few weeks. After the initial shock of the coronavirus, we have now restarted production at all our plants, albeit at a reduced capacity.

The market launch of the ID.3 in September is going ahead and Golf deliveries are growing noticeably. Markets are slowly resuming and we are doing everything we can to persuade customers to buy new vehicles. The impact of the coronavirus will remain a challenge for some time, but we are determined to fight our way back to normality step by step. Once again, Volkswagen is proving that we never lose our focus or our will to succeed even under the most difficult circumstances.

Yet despite that, whenever I speak with colleagues these days, the sense of uncertainty is palpable. This unprecedented situation comes at a time in which we find ourselves in the middle of a profound transformation.

Many of you are worried. That's partly because it sometimes appears from the outside that Volkswagen is too focused on itself.

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

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

Secondly, we have already achieved a lot together. We have successfully completed the first phase of the strategy. Now we are starting phase two, and are bringing e-mobility onto the roads. We have significantly improved profitability over the last few years. 2019 was a record year. That is a good starting point and will help us to deal with the challenges of the current situation.

Thirdly, our brand has strong products. We are introducing 34 new models around the world this year – more than ever before. These are cars that inspire people all over the globe. The Nivus will give us some good momentum in Brazil. We have recently introduced the Atlas Cross Sport¹ in the US, and our focus in Europe this year is on the Golf 8. The latest generation is winning comparison tests by the dozen, and is once again setting the standard in terms of technology. Over the coming weeks and months, other ‘emotional’ models will follow, including the GTE, GTI³, GTD³, R³, and Variant³. Furthermore, we are currently demonstrating with the Arroset Shooting Brake that we can also cater to the premium market. And with the ID.3 and ID.4, we are now bringing electric mobility to the masses.

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

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“The New HR Structure Helped Us Immediately in the COVID Crisis”

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

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

In the past few months, the HR division has had to get used to a new way of working – while also managing the COVID crisis. How did it go? Kilian: Thanks to an incredible team effort, very well. Since introducing the HR Advisory Center, we are more accessible to our employees and the new structure and digital tools have helped us to stay accessible during the COVID crisis. That was really important. There was a huge increase in queries to our HR staff. At one point, there were over 5,000 queries per day. It was a huge challenge that our HR division was able to overcome together. For that, I would like to express my gratitude to the team once again.

How big was the increase in queries compared with before the coronavirus? Ritter: In the first few weeks of the coronavirus crisis, the number of queries tripled, compared with before the pandemic. And that’s completely understandable, because our employees had many questions about how the crisis will affect their work. We had to adjust to this huge increase very quickly. Our new ticket system and the new platform for the HR Advisory Center, including online self-service options, were an enormous help in doing so. But was the fact that employees were able to access the services via the 360° Volkswagen app. And they did, as shown by an impressive 20,000 new users of the app.

Why was the restructuring necessary? Kilian: We made it our goal to become quicker, more digitally connected, and more efficient in our work, and to align ourselves with our employees’ expectations when it comes to HR services. Many employees wanted faster access and more comprehensive and professional information. We want to implement that in the structure by dividing the HR division into generalists and specialists, who can be contacted on all channels and give accurate answers to employee queries. After the first six months, it’s to be expected that it doesn’t work perfectly yet, but we are constantly working on improving our products and processes.

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

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

At the beginning of the COVID crisis, waiting times were quite long for some employees. Has that improved? Ritter: The trend shows that waiting times are getting shorter. In addition, now that our service points have reopened, we are available to employees in person again, for quicker, easier access. However, it’s also important to note that due to the large number of queries during the crisis, it has taken longer than usual to process them all.

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

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

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

Service Factory expands menu with modern recipes

Salm on marinated glass noodle salad with coconut foam, crispy duck, or Mediterranean salad with Italian burrata cheese: For the last few weeks, Nils Potthast and the creative team at the Service Factory have been developing new recipes for the company restaurants. The test run for the first new dishes has already begun in Wolfsburg. “We want to get better, as quickly and easily as possible,” said Potthast, who is Head of Gastronomy and Hotels at the Volkswagen Service Factory. The new dishes – including numerous vegetarian and vegan options – will be integrated in the menu immediately. “Our goal is to offer one or two new dishes every week, so we hope that the menu changes will run smoothly,” said Potthast.

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

The cook is particularly proud of her homemade dressings. They will initially be available in the Wolfsburg restaurants in the form of a Caesar and a balsamic vinegar dressing. “They could be made into a product range with its own distinctive flavor,” Seifelt muses. Following a costing exercise for the NJWork restaurant, Works Council Coordinator Sebastiano Addamo was impressed by the improvements. “The menu in the company restaurants desperately needed an overhaul – the creative team has done a great job and are developing a really tasty selection of dishes,” he said.
New Program: Fit for E-Mobility

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

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

I’ve always been a firm believer that, in a world of constant change, it’s very important to make sure you are always learning new skills to ensure you don’t get left behind. Throughout my career, I have never stopped adding to my personal skill set to suit the task at hand, which is what has seen me grow and develop from an assembly worker to a post-processing employee in the Production division and even a CIP moderator, to name just a few roles I’ve held. I am now able to call on this knowledge and experience during my current role in the central production division.

My training as an industrial mechanic specializing in mechanical and systems engineering at Volkswagen goes back a number of years now, and the workplace has seen some significant changes since then. I think this new training opportunity from Volkswagen is great, as it allows me to keep up to date professionally in the field of electronics and electronics.

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

I went along to the information event for this qualification, which told me everything I needed to know to mentally adjust to the fact that this is my chance to "reboot" my career ready for the e-offensive trend. I also think that the digital and technological changes hitting the automotive industry are increas- ingly automating work processes and creating new jobs, which is why I am not only eager to learn new things, but also willing to leave my comfort zone in favor of discovering a new line of work.

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

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

Questions

Sascha Nitschke is one of the first participants

Sascha Nitschke has worked for the Volkswagen Group for around 37 years and is one of the first to take part in the program. His current role is in the pilot hall, where he works in the body/paint shop as an expert on installation devices for assembly attachments, and ensures standards are met in line with the production manual.

“I’ve always been a firm believer that, in a world of constant change, it’s very important to make sure you are always learning new skills to ensure you don’t get left behind. Throughout my career, I have never stopped adding to my personal skill set to suit the task at hand, which is what has seen me grow and develop from an assembly worker to a post-processing employee in the Production division and even a CIP moderator, to name just a few roles I’ve held. I am now able to call on this knowledge and experience during my current role in the central production division. My training as an industrial mechanic specializing in mechanical and systems engineering at Volkswagen goes back a number of years now, and the workplace has seen some significant changes since then. I think this new training opportunity from Volkswagen is great, as it allows me to keep up to date professionally in the field of electronics and electronics.”

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

More Transparency for Planning

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

More information is available on Volkswagen.Net.
Introducing the New Tiguan

Volkswagen presents a comprehensive update of the bestseller

Volkswagen is working the specialist departments on the new Tiguan even more attractively, so it is now taking the next step by significantly sharpening the design and making the driving experience even more exciting, according to Karlheinz Hell, the plant’s CEO and new head of the Volkswagen brand. “We launched our first Tiguan generation in 2009 with the record-breaking 1.8 million vehicles and have since more than doubled its volume. The Tiguan is one of the most successful models in the compact SUV segment and an attractive proposition for our customers. It has therefore been important for us to continue working the Tiguan in order to optimise it,” Hell said.

In the past three years, Volkswagen has invested 1.5 billion euros in the Tiguan model line, with a total of 1.7 billion euros going into the plant in Wolfsburg, and 0.3 billion euros for research and development. The Tiguan is the top-selling model of the Volkswagen brand worldwide. More than six million vehicles have been sold to date. Since 2013, the Tiguan was the brand and the Volkswagen Group’s best-selling model, with over 1.2 million sales in 2019.

For many customers, the Tiguan has even become the face of the Volkswagen brand in many markets. Hell said: “The new Tiguan is a compact SUV. It’s our youngest model line. With the new Tiguan, we can meet the expectations of our customers and ensure that the brand remains competitive.”

Small, medium and large: two models, three engines

The new Tiguan is available as a plug-in hybrid variant with a battery capacity of 14 kWh.

The new Tiguan will also be available as a plug-in hybrid variant in July 2020.

The new Tiguan R-line with redesigned front end.

The new Tiguan R-Line with the latest generation infotainment system.

The new Tiguan R-Line with the latest generation infotainment system.

The new Tiguan R-Line with the latest generation infotainment system.
Solar Power for Cars and Homes: Business Idea from Innovation Fund II

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

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

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

Schade: It originated from my passion for photovoltaics and e-mobility, but the basis for the Solar Distributor was a work-related invention in 2010, for which the time was not yet ripe. When I came across Innovation Fund II years later just as the hype surrounding e-mobility was really starting, I saw my chance: I applied and my pitch was successful. Things then became more concrete in the accelerator phase with Marco. We established numerous contacts and networked across the whole group – right up to the development of the prototypes with Volkswagen Immobilien.

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

What’s the next step?

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

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

What is still needed to achieve that?

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

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

Innovation Fund II

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

The Volkswagen “Think small” ad was a huge hit in the US when it first appeared December 27, 1949, the first civilian vehicle rolled off the production line in the form of a Volkswagen Type 1 sedan, and the course was set for the Beetle’s later world-wide success. Many years later, Ivan Hirst (1916–2000) looked back with satisfaction on his days in Wolfsburg and the Volkswagen plant, saying, “We had a modern factory, ready for the future, complete with a strong workforce, German management and a great product. And after the currency reform in 1948, it was all set: Volkswagen took off into the world.”

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

Jürgen Stackmann takes the positives from the situation

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

How disappointed are people that the European Championships aren’t taking place this summer? I think we’re pretty much over it now. After all, postponed isn’t the same as canceled, and the situation was beyond anyone’s control. Like all soccer fans, we at Volkswagen were really looking forward to the tournament, which was set to be hosted by various cities across Europe for the first time. Not just in Europe either, also had some atmosphere from a sporting point of view either, since by next year we’ll be set to be hosted by various cities across Europe for the first time. Not just in Europe either, also had some

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

So what’s in the pipeline for the 2021 European Championships? Well, our colleagues who work on soccer-related projects have fallen into a bit of a hole after the cancellation this summer. I have a lot of sympathy for them, to be honest, as they have been working hard and looking forward to the tournament for the past two years. Fortunately, any feelings of disappointment have quickly given way to a real sense of optimism – after all, Volkswagen can always take advantage of electric mobility and our new vehicle platform for communication. In fact, preparations have affected our entire company worldwide.

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VfL Defends Title: Volkswagen Delighted

Wolfsburg crowned German champions for the sixth time

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

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

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

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

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

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

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

Yours sincerely,
Thomas Schmall
CEO Volkswagen Group Components

VOLKSWAGEN GROUP COMPONENTS

Two Hearts Under the Hood

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

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

On board: the power tank

A lithium-ion-based high-voltage battery system is used for the Golf GTE. With a battery capacity of 13 kWh, it has an electrical range of up to 60 km. Like the battery man-age-ment system and the associated software, the battery system was developed by Volkswagen Group Components at the Braunschweig plant. Production also takes place there at and at Skoda’s Czech Components plant in Mladá Boleslav. Coolers from the Components plant in Hanover take care of the temperature management of the cell modu-lates. Work has been done to build up battery expertise in Braunschweig since 2013, when the battery systems for the first generation of PHEVs were intro-duced. This has also been incorporated in the development of the MEB battery system.

Modular PHEV components for the Group

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

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

Like a tailor-made suit

Volkswagen Group Components manufactures the essential drive components for the Group’s new PHEV generation at various loca-tions. The parts are so compact and are designed with such preci-sion that they fit into the existing installation space of a vehicle with a combustion engine. They can also be found in the current Golf GTE.

T he aim is clear: to make the Volkswagen Group car 100% neutral from a finan-cial perspective by 2050. For the Group’s vehicle fleet, this means a gradual changeover from combus-tion engines to fully electric drives. Between these two extremes, the plug-in hybrid is a concept that combines both technologies. The latest member of this category of vehicles is the recently launched Golf GTE².

In the current Golf GTE, they are the prelude to a future range of other PHEV models in the Group.

Tech Day in Early July

Unfortunately, Group Components’ Tech Day, original-ly planned for mid-April, could not be held. Instead, a Tech Day organized by the Transmission & Electric Drive division, was held at the beginning of July in Hall 6, Group Components’ headquarters. The event focused on innovations in the field of electric mobility. After a word of welcome from Thomas Schmall, colleagues presented exhibits about electric drives, pulse inverters, and battery systems/cells, as well as the pre-development “Pegasus” project. In addition to Herbert Diess, other Group and brand Executive Board members like Gunnar Kilian, Frank Witter, Markus Duesmann, Ralf Brandstätter, and Group Works Council Chair Daniela Cavallo were in attendance.

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

Two Hearts Under the Hood

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

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

Six-speed dual-clutch gearbox.

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

²Golf GTE – The vehicle is a near-production-ready concept car. ³The vehicles are near-production-ready concept cars.

1Passat GTE Variant: fuel consumption 1.1/100 km; combined 3.4; power consumption: 190/km; combined 14.7; CO₂ emissions combined, g/km: 36; efficiency class: 4N. ²Golf GTE – The vehicle is a near-production-ready concept car. ³The vehicles are near-production-ready concept cars.
Cooperation With a Whole Lot of Components

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

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

The innovation of innovation: “Let’s think differently,” says Christian Don, Managing Director of Components, who co-managed the second life of a battery housing. “Without innovation the future would consist of merely making an existing product better. In contrast, innovation means changing the product or process at its core,” he says. The project requirements were taken into account through a project management system.

The focus was on power electronics and software. “For us, the project was not just about parts production, but a matter of teamwork across the entire value chain,” says Alexander Schäfer, who was Project Manager at Components. The team worked on electric drives and power electronics, computer tools and software as part of the transformation. At the heart of it were several teams: the Components team in Braunschweig, the Vehicle Systems team in Wolfsburg and the Ford plant in Cologne. The project was carried out with the support of GAp’s Innovation Network and the Volkswagen Group’s Innovation Management. Components is seen as a key collaborator.

We Are the Front-Runners for Innovation!

Components colleagues submit the greatest number of projects to the Innovation Fund II. components colleagues submit the greatest number of projects to the Innovation Fund II. “All those involved in the project have done an excellent job of getting us to the current status of the project in this short time. I would like to thank the entire team for that,” says Daniel Schmitz-Hübisch, who participated in the negotiations for Components. Together with GAp, the newly created model series for collaborations, and a cross-brand project team, many other innovative business concepts were developed as part of the negotiations, which form a crucial foundation for further developing the third market strategy. This can be used to create standards for future projects, which will help to significantly reduce effort and make the process more move quickly.

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Other colleagues submit the greatest number of projects to the Innovation Fund II. “All those involved in the project have done an excellent job of getting us to the current status of the project in this short time. I would like to thank the entire team for that,” says Daniel Schmitz-Hübisch, who participated in the negotiations for Components. Together with GAp, the newly created model series for collaborations, and a cross-brand project team, many other innovative business concepts were developed as part of the negotiations, which form a crucial foundation for further developing the third market strategy. This can be used to create standards for future projects, which will help to significantly reduce effort and make the process more move quickly.
Transform Minds III: The Battle!
Apply now for the third round of the Transform Minds program

The third round of the Transform Minds program is starting: This round, called “The Battle,” will see the new class of Transform Minds and their coaches compete with innovative project ideas. They and their coaches will have to win over the jury with their ideas. Our Transform Minds program is looking for Components colleagues who want to play an active role in transforming Components, communicating and developing innovative projects. At the same time, they will act as multipliers for Components’ ONE MISSION strategy with their colleagues across the plants and at the head office.

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

Once again in this round, the Transform Minds will work on these topics in small groups and find new inspiration through external visits and workshops. Once the project ideas are in place, the Transform Minds will pitch to Components division heads and managers, the coaches. The teams and coaches choose each other – once matched, the team and coach work together on the project over the weeks that follow. In the semi-final, the five most promising projects are selected and the Transform Minds are divided among the remaining planning projects. In the final, the best project is chosen and then implemented in Components.

Checklist: Am I a Transform Mind?
I would like...
• to make a difference.
• to do my part to successfully transform Components for the future.
• to be part of a team that works on and implements an innovative project.
• to win this challenge with my colleagues.

The Year of the Shop Floor Supervisor – What Happens Next
Components’ Year of the Shop Floor Supervisor, the focus is on shop floor supervisors and trainee shop floor supervisors. As managers, they are the first point of contact for the majority of our workforce, and in this current phase they are being given even greater responsibility. After several weeks of forced downtime, we are now picking up the ball again. For the first time, the Year of the Shop Floor Supervisor will continue on a digital basis with less personal contact, which is why we are extending it until 2023.

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

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

The workshop started with presentations from various departments, including from colleagues Bernd Geiesser, Group Sales Management in Wolfsburg, and Jian Zhou, Volkswagen Group China in Beijing, who provided insights into the overall market forecast as well as the current volume trends globally and in the China region. Michael Bartisch from the Strategy department at Components offered an outlook on the 2020 strategic production network: Stefan Bogdanowsicz from Module Management Diesel/Gasoline Engines in Wolfsburg presented the next steps and challenges in the world of engines, including the brands’ cycle plan and Uty legislation.

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

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

Once again in this round, the Transform Minds will work on these topics in small groups and find new inspiration through external visits and workshops. Once the project ideas are in place, the Transform Minds will pitch to Components division heads and managers, the coaches. The teams and coaches choose each other – once matched, the team and coach work together on the project over the weeks that follow. In the semi-final, the five most promising projects are selected and the Transform Minds are divided among the remaining planning projects. In the final, the best project is chosen and then implemented in Components.

Checklist: Am I a Transform Mind?
I would like...
• to make a difference.
• to do my part to successfully transform Components for the future.
• to be part of a team that works on and implements an innovative project.
• to win this challenge with my colleagues.

VWVOLKSWAGEN GROUP COMPONENTS

V-Wars Connection

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

More information is available on Group Connect. Alternatively, email: v-wars.eb@volkswagen.de

Planning Session Workshop Goes Digital

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

Division Committee Met Digitally

The covid-19 pandemic has meant that the first Group Components’ division committee meeting this year was held as a Skype conference. While the speakers gathered at Components headquarters in Hall 6 in Wolfsburg, more than 200 people from the international Components plants worldwide, including representatives from specialist departments and the works council, were connected via Skype to discuss current events and future challenges facing Components.

Markus Bieler, Secretary General of the General Works Council, and Wolfgang Fueter, Chief Human Resources Officer for Volkswagen Group Components, welcomed the participants. Afterwards, Thomas Schmahl and Thomas Schenkel gave an overview of the current status of Group Components and the Group’s strategy. The central theme was the coronavirus crisis as a major economic challenge, with the conclusion that the financial impact is considerable and major efforts will be needed over the coming years to offset it. In addition to these increasing challenges, the focus was also on the future direction of Components. The MBE strategy, which will be developed further in the coming years, was highlighted. Thomas Schmahl said, “It is so important, especially now, to use the transformation to leverage cross-brand synergies.”

Together with each plant’s works council chair, the division heads then gave an overview of the challenges and developments each division is facing. In addition to Components’ status in terms of reopening, they also looked at the future and offered insights into new products, with a focus on electrification. FYY: The division committee meeting continued. The next committee meetings are scheduled for the third quarter of 2020.

Transform Minds III: The Battle! Apply now for the third round of the Transform Minds program
Names & News
Dr. Raimund Rösch, previously Head of Casting & Heat Exchangers at the Hanover plant, took over the role of General Manager at Volkswagen FAW Engine Co. Ltd. in Dalian on July 1, 2020.

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

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

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

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

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

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

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

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

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

SPEED+ Award 2020: What’s Next

The two rounds of the plant tours were supposed to start with Chavos in Wolfsburg and the Foundry in Hanover in early June. But the coronavirus thwarted the plans of the SPEED+ team. The plant tours were then launched in digital form. The second plant tour will not take place in a single block per plant, but is instead organized by category. This makes it possible to respond more specifically to the individual situation in each plant around the globe. Each annual SPEED+ networking event has also been affected by the coronavirus crisis. The event, which is attended by colleagues from all over the world, was originally scheduled to take place at Components headquarters, Hall 6, in Wolfsburg. Preparations are now underway to hold the meeting digitally. Experts from around the world will log on to online sessions and digital marketplaces for the seven different categories and will present best practices and discuss their experiences between July 14 and 16.

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

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

The IDEAL jobSEEKER is also available on the Group Components Channel in the 360° app.