The new Golf Variant can now also call the Wolfsburg plant home, as this location is responsible for all derivatives of the new Golf. In addition to the basic models, this also includes the Golf GTE with plug-in hybrid, which essentially combines a combustion engine and a battery. The Golf GTI, the Golf R-Line, the Golf Alltrack, and several more besides. The great thing about this move is that every generation of the bestseller has rolled off the production line in Wolfsburg—ever since the first Golf around 46 years ago. Even the Variant is no stranger at the largest Volkswagen site, as the Wolfsburg employees actually spent 33 years producing it here from 1993 to 2006. The seventh generation of the Golf Variant was still being made in Zwickau until June of this year. That plant is now focusing primarily on the new Volkswagen ID. family including the ID.3 and ID.4, and from next year it will also be looking at electric vehicles for two other Group brands: Audi and Seat.

"The Golf is—and always will be—an icon," Volkswagen Plant Manager Stefan Loth is proud to now have the entire Golf family under one roof. "The Golf is—and always will be—an icon. And luckily for us, we don't just have the one Golf, but a whole series of impressive derivatives, too."

The plant manager has extended his thanks to all Wolfsburg-based employees, who have been working especially hard over recent weeks and months hard to ensure everything runs smoothly.

The Entire Golf Family Is Now Based in Wolfsburg
Even the Variant is now produced at this location – Plant Manager praises employees

E-Offensive Gains Momentum
Customers receive first ID.3 and series production of the ID.4 starts at the Zwickau plant

The new Volkswagen e-offensive is running full steam ahead. The brand has now delivered its first ID.3 models to customers at the Autismat in Wolfsburg, the Transparent Factory in Dresden, and in the retail sector. What's more, series production of the second member of the ID. family is also now underway in Zwickau. "With the ID.4, Volkswagen is expanding its range to include a fully electric vehicle in the world's largest growth segment—the compact SUV class," explains Ralf Brandstätter, CEO of the Volkswagen brand. "After the ID.3, it's already the second model based on the modular electric-drive toolkit (MEB)." Going forward, the ID.4 will be built and sold in Europe, China, and later also in the US. "This is how we'll scale the MEB platform around the world, creating the economic foundation for the success of our ID. family," Brandstätter adds.

300,000 cars from Zwickau
The Zwickau plant is playing a key role in the system change towards e-mobility. For the first time, a large car factory is being completely converted to electric mobility. All conversions will be completed this year according to schedule. In the 2021 production year, roughly 300,000 electric cars based on the modular electric-drive tool-kit (MEB) will come off the assembly line in Zwickau. Together with his daughter, Volkswagen Group CEO Herbert Diess took advantage of his summer vacation to road-test the ID.3 on a trip from Munich to Lake Garda in Italy. He shared his experiences on social media, which have proven incredibly popular worldwide. Silke Bagschik, Sales Manager for the e-mobility series, shares her views on the ID.3 in retail in our 360° interview. She explains, "The vehicles are now available to view and test drive at dealers. We expect that this will give a new boost to orders."

And how do you charge an electric vehicle? One of our 860 editors tried it out and shared his experiences in the Volkswagen Passenger Cars brand section.

Olympic Dream Lives On
Two top athletes at Volkswagen: Canoeist Sabrina Hering-Pradler and judoka Giovanna Scoccorullo talk about their temporarily shattered Olympic dreams.

Sustainability: Advisory Board Remains
The Sustainability Advisory Board and the Volkswagen Group have extended their cooperation for another two years. At the heart of the sustainability strategy lies the company's reported carbon neutrality by 2050.

US Monitor Praises Volkswagen
Independent compliance monitor Larry D. Thompson has now finished his investigations. He reports, “Volkswagen is a better company today than it was three years ago.”

Software Org: How It Works
Chief Human Resources Officer Gunnar Kikan and Martin Hofmann, Head of HR for the new Group company, discuss personnel planning in a 360° interview.

Corona: Testing Directly in the Plants
The war against Corona continues: Volkswagen wants to be on the front foot when it comes to recognizing cases and putting a stop to chains of infection. This is why the company is setting up its own testing facilities at its German locations. Test results will be provided by a new center at Wolfsburg hospital.

Loth is proud to now have the Volkswagen ID. family in production year, roughly 300,000 electric cars based on the modular electric-drive tool-kit (MEB) will come off the assembly line in Zwickau.
**Volkswagen and the city of Wolfsburg**

Volkswagen and the city of Wolfsburg are on the same page when it comes to handling COVID-19. They both want to act fast to detect cases, interrupt chains of infection, and prevent the potential closure of company departments or public institutions. This is exactly why Volkswagen is setting up its own testing containers at its German locations. Test results are then provided within 24 hours at most by a new center at Wolfsburg Hospital. In several cases, this has allowed coronavirus infections to be detected at an early stage and, most importantly, all prevented from spreading.

These walk-through containers have already been installed at the Wolfsburg, Braunschweig, Emden, Kassel, Salzgitter, and Hannover locations, and some employees volunteered to be tested in the first few days alone. Of these, seven suspected cases were confirmed (as of mid-September).

“If a test is positive, rapid follow-up is absolutely essential. We have a jointly developed process in place to prevent the spread of the virus, which involves identifying all those who have come into contact with infected individuals,” explains Dr. Daniela Kirstein, Senior Company Physician in Braunschweig and Project Manager for Corona Testing at Volkswagen. The measures in place have proven successful so far.

These quick-fire processes have been particularly advantageous at the Wolfsburg and Braunschweig sites, as “we find out the result within a few hours of the swab in an ideal scenario. In fact, this was the case with a confirmed infection in Braunschweig,” explains Kirstein. This meant that three people who had come into contact with this person could be tested immediately and placed in quarantine at home. The in-house test, track, and trace system implemented by Volkswagen Office for supporting the public health authorities.

Infection rates have been manageable to date; however, the experts at Volkswagen and in the city of Wolfsburg know that critical times still lie ahead. “Coughs-and-colds season is right around the corner, which means - just like every year - many people are going to be suffering from coughs, sniffles, or sore throats. This is going to make it even harder to distinguish a common cold from a suspected case of corona,” notes Kirstein. An early flu vaccination is strongly recommended this year (see extra article on this page) to try to prevent people from getting both.

The city of Wolfsburg is also preparing for the challenge ahead. “Together with Volkswagen, we have built up enough laboratory capacity to implement a test strategy from a single source in the plant and in the city. This joint strategy comprises straightforward testing at Volkswagen, immediate evaluation of results in our laboratory, and - at the same time - rapid follow-up to interrupts of contact chains to interrupt infection both at work and at home. Chains of infection should not be allowed to arise in the first place,” asserts City Councilor Monika Müller.

In this mind, the city has boosted its capacities to make it possible to track chains of infection. “We have trained around 90 employees on the track-and-trace system, but we could easily increase this number if the situation requires,” explains Müller. Volkswagen has an excellent system in place to manage points of contact and thereby identify chains of infection in no time.

**Flu Vaccinations:**

**An Invitation from Group Healthcare**

**Free of charge, voluntary, and recommended by Volkswagen physicians**

Flu is falling, which means people are starting to think about flu shots again. But the situation is a bit different this year due to the coronavirus pandemic.

First things first: the flu shot is entirely voluntary. Volkswagen Healthcare has once again teamed up with health care partner Audi BKK to invite employees to get their shots. All employees are invited for a vaccination free of charge and on a voluntary basis, no matter their health insurance company. Anyone who is not insured by Audi BKK just needs a form accessible via Volkswagen Net.

Benefits of the flu shot include a reduced likelihood of severe flu and secondary illnesses, such as pneumonia, and fewer hospital stays due to influenza. What’s more, in addition to reducing your own risk, you’re also helping to protect other people around you who may not be able to be vaccinated themselves.

According to Dr. Lars Nachbar, Head of Group Healthcare, “when it comes to this year’s flu vaccinations, we can’t forget that corona really has put us in a new situation. We simply have no idea how a simultaneous infection or one that takes hold shortly afterward may develop. That’s why we’re recommending that all employees take advantage of the flu shot to at least minimize the risk caused by the flu virus.”

According to Dr. Kai Sickmann, Head of Internal Medicine, “it’s always important to try and put a stop to illnesses that can be counteracted with preventive measures. This applies even more so in times of a pandemic, as the structures required to cope with it, such as laboratories, health authorities, and health system capacities, should be freed up as much as possible.”

The flu shot also makes sense from the travel medicine perspective. “It’s one of the most important travel medicine vaccinations of all. In fact, influenza is the most common illness travelers pick up that could be prevented with a simple vaccine.” Another consideration to bear in mind is: “We’ve observed that developing and emerging countries in particular, where the hygiene level can be catastrophic, often adopt an exaggerated or even outright bizarre approach to entry and controls. A flu shot also reduces the risk of attracting attention when taking temperatures at airports and being confronted with potentially negative consequences like quarantine or compulsory testing.”
Mood Barometer: Take Part Until October 11

116,000 employees at Volkswagen AG called to action – huge photo campaign intended to encourage participation

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That's how we know that we would never be able to achieve our goals as a Group without the full support of our team. It's so important to take the opportunity to get feedback and drive change.

This year, the Mood Barometer is accompanied by a photo competition to encourage employees to get involved. The hope is that the campaign will also cover people's experiences of the coronavirus issue. As corona has changed our lives both professionally and socially, the survey is taking place precisely because of the situation we find ourselves in rather than in spite of it.

Some employees have already taken the opportunity to get involved, including Nico Hoppé from Quality Assurance in Kassel, Susanne Böhnm from HR Development in Wolfsburg, and Peter Nolffo from Recruitment and Talent Marketing.

Talking to her about the survey, Nicole says: “It's great to have the chance to use the Mood Barometer and get involved in the future development of the company. In fact, I would encourage all of my colleagues to do the same.”

Susanne Böhnm, HR Development in Wolfsburg (pictured with her husband Ingolf): “Corona has meant we have been working from home a lot. Of course this is a shame that we haven't been able to see much of our colleagues, but on the other hand we have been very efficient with our work. It's even made the childcare situation easier. We have become closer as a family, too, as we have been eating together more and generally communicating better. We wanted to take part in the photo competition as we think it's important for people to share their opinions. After all, no one's going to hear what you have to say if you're just muddling about in the spare room. It's great that you can take part using your smartphone, which makes it even easier. It hardly takes any time at all.”

Peter Nolffo from Recruiting and Talent Marketing in Wolfsburg says: “I think it's great to have the chance to use the Mood Barometer and get involved in the future development of the company. In fact, I would encourage all of my colleagues to do the same.”

How are things going then for the new Group company in terms of personnel? Kilian: We're definitely on the right track. Over the last few weeks and months, we've seen around 8,500 employees from the Volkswagen, Audi, and Porsche brands make the move to Car.Software organization. Most of the employees who were offered an employment contract on the basis of a Group secondment also agreed in the end, with the final figure coming in at around 8 percent. I have to say, I think that's a great result. It shows how attractive Car.Software organization is and that our employees are keen to actively shape and build the future of our company in this area, which is so important to us in terms of our strategy going forward.

What is the atmosphere like within the new organization? Hofmann: Many employees are incredibly excited about their new roles. They couldn't be more enthusiastic about being so accommodated and responding so flexibly to this difficult situation. What do you think?

Car.Software Organization: An Interview With Gunnar Kilian and Martin Hofmann

Hot topics include personnel planning and the appeal of the new Group company

Going forward, Volkswagen will be a company that develops software in its vehicles in-house. This move will see the newly created Car.Software organization, which will employ up to 14,000 digital experts in the future, play a key role. Chief Human Resources Officer Gunnar Kilian and Martin Hofmann, Head of HR for the new Group company, share their perspectives on personnel planning.

You recently hired 385 new employees in just two days. What's the selection process actually like? Hofmann: We were delighted to receive several thousand applications, actually. That said, we are still very much in the start-up phase and need to improve the structure of our personnel processes, so we decided to use this to our advantage and create a kind of recruitment challenge. Our team worked closely with the Works Council and our partners from the brand HR divisions to put 60 shortlisted candidates through their paces. After some deliberation, we were able to narrow this pool down further and invite approximately 80 candidates to come on board. The best thing about it is that we were able to issue contracts as soon as the decision was made. It was a really exciting experience for everyone involved. The speed of the entire process was particularly well received by the applicants – even by those who unfortunately didn't make the final cut. According to the feedback, they felt they had been treated fairly, since they didn't have to wait very long at all to find out where they stood.

Nico Hoppé from Quality Assurance in Kassel shares his story: “The coronavirus pandemic was a real challenge for me – particularly in the beginning since my daughter Hanna was born at the start of March. I had to work the first eight weeks at home with her through a combination of annual leave and reduced hours, which gave us a great opportunity to get to know each other and figure out our new lives together. It really has been invaluable for me to be able to stay at home. I work in the living room, or out on the rooftop terrace if the weather is nice, and can still watch my daughter grow up by my side. My family says they've never been more grateful to Volkswagen for being so accommodating and responding so flexibly to this difficult situation.”

How to take part

To take part in the survey, visit www.moodbam.de You will then need to log in using either your PKI card or your user ID and password. If you have any problems, please contact the dedicated helpdesk at +49 5361 933 003. The survey opened on September 14 and ends on October 11.

So what are the next steps? Hofmann: Our successful recruitment challenge allowed us to transfer the recruitment process originally started by the Steadys to the CSND and round off all of the application processes. We will now look at honing our selection processes in the software area further so that we are able to take a more targeted approach when reaching out to candidates.

Kilian: Our end goal is clear. We really want to top-up our competences in the digital sector and develop more of our software ourselves. This is why the Car.Software organization will play a crucial role going forward, as this is the key to our transformation into a software-driven mobility company. We know we can already count on extensive expertise within our own brands and the Group companies, so we are now incorporating this into the Car.Software organization to put it to optimum use. Creating better internal synergies is just one side of the coin. The other side is where we look at bringing in more top talents from the tech sector on board to secure our place as one of the automotive industry – even in terms of digitalization.
Markus Duesmann: Collaboration Within the Group is the Key to Success

What the new Audi boss and CEO has planned for the Car.Software organization

The situation has of course been uniquely challenging for all of us. The first item on the agenda was naturally crisis management. Now it’s good to see that Audi has picked up speed again.

What has your impression been of your new role over the past few months? Audi is doing really well in terms of substance. In the first few months, I got to know so many great people with such high quality standards, an outstanding spirit of innovation and, above all, a willingness to embrace change. And I’ve gotten the impression that the whole team is now caring to go. That’s a good feeling. We have a great deal of potential here at Audi and we want to take advantage of that.

Mr. Duesmann, there are certainly more favorable times to take over as Chairman of the Board of Management than at the height of the coronavirus pandemic. You had actually originally planned to hit the ground running with Audi.

“I think of the Car.Software organization as the driver of digital transformation within the Volkswagen Group.”

Even seemingly small indiscretions can lead to serious consequences and result in sanctions. A group of employees had to learn this lesson the hard way when they had a barbecue in the middle of a Production hall last year. Those involved received written or verbal warnings. They were also fined.

In your role as Head of Group Research and Development, you were entrusted with two key future-oriented issues: Mission Artemis and the Car.Software organization. What are your plans? First, it’s incredibly important to me that we all work together within the Group to make optimal use of synergies. All the brands collaborating on e-platforms is one of the keys to making electric mobility successful. Our cross-brand Project Artemis is a bit like a speedboat. It’s driven by a small, agile team and will revolutionize the way we move forward. The goal is a highly efficient electric model that will take its place on the starting line in 2024. The first Artemis model was also the first time we were able to use our proprietary operating system, VW.OS.

That’s a good feeling. We have a great deal of potential here at Audi and we want to take advantage of that. I am so sure that the path to our own digital transformation will decide the future of the automobile. That is why I am so sure that the path to our own digital transformation will decide the future of the automobile. That is why I am so sure that the path to our own digital transformation will decide the future of the automobile.

First Six Months: 1,194 Reprimands and Written Warnings

Volkswagen is sanctioning misconduct: for example, grilling in the Production hall led to a written warning.

The grill triggered the fire alarm. The hall had to be immediately evacuated and production was forced to shut down. The fire department arrived just a few minutes later. The unauthorized barbecue break brought production to a standstill. That meant multiple vehicles could not be produced as planned. “Open fires or the use of personal electrical appliances can quickly lead to fires, which can endanger the lives of colleagues,” says Torsten Starke, Head of Group Fire Protection. Volkswagen publishes statistics on misconduct and the resulting sanctions every six months. The aim is to show that the company’s success can only be based on fair, customer-oriented and legally compliant conduct. That’s because it’s the only way to prevent detrimental effects on the company, employees, and business partners.

Exactly. I think of the Car.Software organization as the driver of digital transformation within the Volkswagen Group. This digital transformation will decide the future of the automobile. That is why I am so sure that the path to our own operating system is the right thing to do for millions of our vehicles.

Software skills will be so formative in the coming years. By 2025, we want to have developed more than 60 percent of the software needed ourselves.
Monitorship Comes to an End

Executive board and management continue to work intensively to bring sustainable cultural change

Thompson and his team very much. I would like to thank the hundreds of employees across the Volkswagen Group and its subsidiaries, not only in the Integrity, Compliance, Risk Management, and Legal divisions, but also in vehicle development, HR and beyond, for their constructive cooperation and tireless support over the last three years.

Expanding the whistleblower system in investing processes, human resources and IT infrastructure

Publishing an employee survey conducted by the Ethics and Compliance Initiative

Introducing a Group-wide, universally applicable Code of Conduct

Introducing Together|Integrity Group-wide to promote integrity and compliance at Volkswagen, as well as activities promoting cultural change

During the monitorship, Volkswagen introduced almost new or revised internal regulations and guidelines:

- Establishing a Group Compliance Committee and an HR creating committee in the Group, as well as a new division for environment, health, and safety at the Volkswagen Group of America

Volkswagen Group CEO Herbert Diess

Larry D. Thompson, independent US Monitor at Volkswagen

“Volkswagen is a better company today than it was three years ago”

What conclusions can you draw after ending your monitorship at Volkswagen, examining the state of compliance and ethics in the company? Volkswagen is undoubtedly a better company today than it was three years ago. The company is on the right track; it will take hard work, but I believe that the right organizational structures and processes are in place. The company management has made firm commitments to the vigorous continuation of its integrity and compliance efforts, and there are excellent processes in place for oversight by the Supervisory Board. I believe Volkswagen has a clear path ahead of it for a sustainable and successful integrity, ethics, and compliance program.

Do you have any final thoughts about the end of your monitorship? This may be the end of my monitorship, but it’s not the end of the relationships and friendships I have made in the course of my three years in Germany. I have been a lawyer for 46 years. I have done many things in my legal career, but it was a particular honor and a privilege to work with my colleagues at Volkswagen to make Volkswagen a better company, and I wish them every success for the future.

Looking back on the entire period of your monitorship, which lasted just over three years, how would you characterize Volkswagen’s cooperation with you and your team? I would describe the relationship between the monitor team and Volkswagen as one of respect and professional partnership. Early on, the monitor team and the executive board of the Volkswagen Group agreed that we had a common goal. Our common goal was simply to make Volkswagen a better company, and that was the basis for all our work together.

When is your message to the management and the employees of Volkswagen as Volkswagen looks to the future and your monitorship comes to an end?

Rail transport Soon to Go Green

Volkswagen Group Logistics will have switched all its domestic and intercontinental transports to materials and vehicles with Deutsche Bahn to green energy by the start of 2022. This will save more than 26,700 metric tons of CO₂ emissions annually, compared to the regular energy mix. Ninety-five percent of transports using green energy is at 95 percent. In addition, more goods will be transported by rail. Volkswagen wants to increase the percentage of vehicles transport by rail from the current 53 percent to 60 percent by 2022. “This green energy campaign is an important part of our decarbonization strategy,” says Thomas Zernechel, Head of Volkswagen Group Logistics. To make this possible, Deutsche Bahn will utilize electricity from wind parks and hydroelectric plants.

Zernechel adds: “Volkswagen transports a greater volume of goods by rail with renewable energy than any other car manufacturer in Europe.” Along with the carbon-neutral production of electric vehicles, this is an important element in being able to hand vehicles in the Volkswagen ID. family over to customers without carbon dioxide emissions.

Larry D. Thompson also functioned as an independent compliance auditor. The photo shows him with Volker D. Werner at the presentation of the second audit report in September 2019. In June 2020, Thompson submitted the final audit report. This report did not find any new violations against the relevant settlements with the Environmental and Natural Resources Division at the Department of Justice, the California Attorney General, the Environmental Protection Agency, and the California Air Resources Board.

“Volkswagen introduced almost new or revised internal regulations and guidelines: Establishing a Group Compliance Committee and an HR creating committee in the Group, as well as a new division for environment, health, and safety at the Volkswagen Group of America.”

Claudius Calimon, Head of Park Operation and Events since 2017, has followed the call of Chief Human Resources Officer Gunnar Kilian and is building a new division, the Culture and Change Factory in the Volkswagen Group Academy. Sobetko has a degree in business administration, but has been with the Group for 16 years. She started her career as a trainee at Volkswagen in Wolfsburg in 2005. After holding various jobs in Procurement, she was appointed to the board in September 2019. She has previously worked at Deutsche Bahn. Sobetko has a degree in business administration, but has been with the Group for 16 years. She started her career as a trainee at Volkswagen in Wolfsburg in 2005. After holding various jobs in Procurement, she was appointed to the board in September 2019. She has previously worked at Deutsche Bahn. Sobetko has a degree in business administration, but has been with the Group for 16 years. She started her career as a trainee at Volkswagen in Wolfsburg in 2005. After holding various jobs in Procurement, she was appointed to the board in September 2019. She has previously worked at Deutsche Bahn. Sobetko has a degree in business administration, but has been with the Group for 16 years. She started her career as a trainee at Volkswagen in Wolfsburg in 2005. After holding various jobs in Procurement, she was appointed to the board in September 2019. She has previously worked at Deutsche Bahn.
Herbert Diess: ID.3 Test Drive on Vacation

The Group CEO drove to Italy in the new electric car and shared his experiences on social media - he also tested out an e-surfboard and e-bike

A vacation and test drive in one: Herbert Diess went on a day trip on his summer vacation in the new ID.3. He drove from Munich to Lake Garda, so he could get a feel for the vehicle in everyday use before it is sold to customers. Extraordinary: The Group CEO shared his experiences with the public on the social network LinkedIn – which generated lots of headlines.

*On vacation in an electric car – impossible! On the contrary*! I collected a card for my summer vacation in Italy from the ID.3 pop-up store in Munich with my daughter, Caro,” wrote Diess, before starting his journey. Rumors soon started swirling that the Volkswagen CEO secretly had engineers follow him. False! Diess drove unaccompanied, as he wanted to test the electric car in real conditions.

He kept the public updated on social media, sharing his experiences with the charging infrastructure, driving characteristics, and conversations with his daughter about the user experience. As well as praise, he also had a few criticisms for some of the finer details. For example: The charging stations were not accurately displayed by the GPS, and were about 40 meters off. This, he says, is not as convenient for the customer as it could be.

The unusual vacation was covered by many media outlets and was seen by more than six million people – even the Tesla community was talking about it. Diess achieved his goal: to create a powerful advertisement for the ID.3.
Baby, You Can Drive My E-Car: The Fun New ID.3

Subjective impression: 360° editor Tobias Schwärtzler test drives the new compact e-car

I think I know a lot about the ID.3, but I don’t know what it’s like to drive the e-car from the Zwickau plant. That’s about 70 km away from here, with the head of the ID.3 project, and I’m sitting in the room with the head of electric hopes for a new era.

They tell us 4,000 people are about to change the Volkswagen world: Climate neutral, fully electric, and, most importantly, fully electric. Sound like the future of transportation. But it’s here now, and it’s ready to offer evidence of why it has the potential to drive Volkswagen to the front of e-mobility. A huge barrier, I think, is the looks. But that also means, if you take the ID.3, it’s looking back at me? I can’t help but smile, as I do to the ID.3.

Looking 40 years ago, I was convinced that cars would be able to fly in the future. And that they’d look like saucers with wheels. That’s how I, as a ten-year-old, imagined it. But the design is never different. Minimalistic and clear. The answer is MEB. The ID.3’s generously dimensioned interior. The large panoramic roof, measuring more than 1 square meter, is a highlight in the true sense of the word. If you don’t want the light here, you have only yourself to blame. Very clever: the glass panel can be closed with a blind. And of course, it only takes a quick stroke of the finger.

The control center

All that is truly very complicated in an electric vehicle. Different to what we’re familiar with in any case: It can do so many new things. It’s always online and can be operated by voice control. But don’t worry, the truth is, everything is right where it belongs – and where you’d expect it to be in a Volkswagen. You’ll be searching in vain for the traditional “safety button.” Everything is done by touch here. That’s something you have to get used to. But if you can use a smartphone, you can control the car. It’s not just the control system. And even digital services such as a navigation system or car sharing can be offered.

The driving experience

It’s so relaxing. Yes, in the interior. The air, the space, the climate control. I catch myself thinking: “Just like a normal car!” Pulling down lightly on the pedal, the ID.3 doesn’t hit the fabric for me. Those who have only experienced combustion engine dynamics will have a go as well in the ID.3. The e-car, a gentle pressure on the pedal is enough to trigger considerable acceleration. This topic comes up regularly when you discuss electric vehicles. Experienced car drivers agree that they “always start off at a given light.” And it’s true, the rear-wheel drive car incurs invisible forward thrust. The electric motor produces翠花 and joy on the fly, no need for a kickback, just 3.3 seconds. Respect. But all the same, what impact will this have on my test? Can you imagine me on the track? You can’t hear anything, all is almost negligibly quiet. Quiet? Just a quiet start when you start. The sound of the times, music, radio. But that’s different. All you join in is the motor. Might drive around the ring of COTA almost like a wellness program. After all, you can do absolutely nothing while being driven by the automobile, and the kilometers simply fly by. No false promises. My verdict after a two-hour drive: completely relaxing. Like that blurry feeling. A lot colder climate for my own garage.

Silent power: The WAZ verdict on the new ID.3

We could be friends: 360° editor Tobias Schwärtzler greets the ID.3 at a previous meeting.

Elon Musk drives the ID.3

On his German tour, Tesla boss Elon Musk was keen to meet the new e-car in the ID.3 at Brandenburg Airport. Done around the bulbous headlamps, he said: “That’s my car!” Afterward, there was lots of praise for the compact e-car. For performance in the price segment. Even prototype drivers of the new car readily reacted more than 20 million people worldwide.

Elon Musk, CEO of Tesla, and Herbert Diess, CEO of Volkswagen, met at the ID.3 at Brandenburg Airport. Done around the bulbous headlamps, he said: “That’s my car!” Afterward, there was lots of praise for the compact e-car. For performance in the price segment. Even prototype drivers of the new car readily reacted more than 20 million people worldwide.

The savior is coming - albeit slightly delayed

The strengths of the VW ID.3 (and its weaknesses)

Will it be the Golf of the 21st century?

The Volk-e-wagen is finally here

Free Online Training “Electric Mobility and Me”

Complete seven learning modules in 90 minutes

Time to the launch of the new e-car: a new online training program by the Volkswagen Group. Project on integrated e-mobility at Volkswagen. It was developed by Volkswagen Academy for all employees and is available for all forms of knowledge. An opening speech and seven, short learning modules imparts knowledge of e-mobility: electric drive concepts, drive training and the Volkswagen electric vehicle. The free online training deals with common fears and cleans up fables about electric vehicles. The learning modules and the online training can be completed at the same time. The total time required to complete the program is 90 minutes. You can find your place on Group Learn using the reference ID/uni00A052007469.

“Everyone Is Smiling When They Get Out

What customers and test drivers think of the ID.3. Interview with Head of Sales and Marketing Silke Bagschik

I have a feeling that people have been waiting for this car. I have a feeling that people have been waiting to see the new ID.3 and go for a test drive. I have a feeling that people have been waiting for this car, too? How has the car been received on the market?

We have more than 25,000 orders on the market?

Do the customers see it that way, too? How has the car been received on the market?

Is it looking back at me? I can’t help but smile, as I do to the ID.3.

At the beginning of time. And that they’d look like saucers with wheels. That’s how I, as a ten-year-old, imagined it. But the design is never different. Minimalistic and clear.

The answer is MEB. The ID.3’s generously dimensioned interior. The large panoramic roof, measuring more than 1 square meter, is a highlight in the true sense of the word. If you don’t want the light here, you have only yourself to blame. Very clever: the glass panel can be closed with a blind. And of course, it only takes a quick stroke of the finger.

The control center

All that is truly very complicated in an electric vehicle. Different to what we’re familiar with in any case: It can do so many new things. It’s always online and can be operated by voice control. But don’t worry, the truth is, everything is right where it belongs – and where you’d expect it to be in a Volkswagen. You’ll be searching in vain for the traditional “safety button.” Everything is done by touch here. That’s something you have to get used to. But if you can use a smartphone, you can control the car. It’s not just the control system. And even digital services such as a navigation system or car sharing can be offered.

The driving experience

It’s so relaxing. Yes, in the interior. The air, the space, the climate control. I catch myself thinking: “Just like a normal car!” Pulling down lightly on the pedal, the ID.3 doesn’t hit the fabric for me. Those who have only experienced combustion engine dynamics will have a go as well in the ID.3. The e-car, a gentle pressure on the pedal is enough to trigger considerable acceleration. This topic comes up regularly when you discuss electric vehicles. Experienced car drivers agree that they “always start off at a given light.” And it’s true, the rear-wheel drive car incurs invisible forward thrust. The electric motor produces翠花 and joy on the fly, no need for a kickback, just 3.3 seconds. Respect. But all the same, what impact will this have on my test? Can you imagine me on the track? You can’t hear anything, all is almost negligibly quiet. Quiet? Just a quiet start when you start. The sound of the times, music, radio. But that’s different. All you join in is the motor. Might drive around the ring of COTA almost like a wellness program. After all, you can do absolutely nothing while being driven by the automobile, and the kilometers simply fly by. No false promises. My verdict after a two-hour drive: completely relaxing. Like that blurry feeling. A lot colder climate for my own garage.

Silent power: The WAZ verdict on the new ID.3

We could be friends: 360° editor Tobias Schwärtzler greets the ID.3 at a previous meeting.

Elon Musk drives the ID.3

On his German tour, Tesla boss Elon Musk was keen to meet the new e-car in the ID.3 at Brandenburg Airport. Done around the bulbous headlamps, he said: “That’s my car!” Afterward, there was lots of praise for the compact e-car. For performance in the price segment. Even prototype drivers of the new car readily react...
**Innovation Fund II: Applications Still Open**

The Innovation Fund II is now moving into the accelerator phase for the third time with nine intrapreneurs – or entrepreneurs within the company – and their seven innovative business ideas. Under the motto “Your new future”, the application phase for colleagues interested in working on one of the future projects has been running since the beginning of September and will continue until October 2. The only condition is that managerial approval must have been granted.

Following on from the application phase, the teams have twelve exciting months ahead of them in which to validate their business plan, which involves checking its value, using it to build a prototype or having it tested by customers, and developing it further. The aim is to work together to complete a pilotable prototype, with products and services equally represented.

What does this mean for the air-conditioning component construction kit you are responsible for?

As developers, we were naturally very keen to establish the technical strategy of the component construction kit together with its module families. Which modules do we still need? Which do we need to develop? We also want to establish a greater level of standardization between the modules, and we are well on the way to achieving that, as we will be reducing the number of existing modules from 30 to 15. Adopting this approach for all component construction kits is an essential prerequisite when it comes to shaping the rapid development cycles in the e-mobility sector.

**Future Heads: Network of 300 Employees**

**Future Heads: Network of 300 Employees**

**Focusing on tomorrow**

What role does ethics play in the future of Volkswagen? Future Head Daniela Blaschke has teamed up with her colleagues to look for answers. The 35-year-old has been a member of the Future Heads network for the past two years. “I was asking myself what my next step was at Volkswagen, as I’ve never been overly excited about traditional assistance functions”.

It was a colleague who told her about the network. “The ability to choose our own topics, think ahead, and share them with the company together – now here was something I could get excited about.” Around 300 employees across the Group are active members of the Future Heads network, united by their passion for what’s coming next around the corner. The Future Heads carry out research, offer advice, and develop ideas. According to Daniela Blaschke, “It makes sense for us to move be looking at the role of ethics, compliance, and law. What does Technology Manager for the air-conditioning component construction kit"? Are there any key questions on our strategic activities into one TD division. In the case of air-conditioning, this will be my team in Wolfsburg, which is being set up at the center of a network of locations and brands. We will press ahead with our development at the location where we are able to leverage the greatest synergies and where we have the greatest level of expertise – all without ever losing sight of our “one for all” mantra.

**What does the BPE project mean for you and your team? At the moment it means significantly more effort, since we are implementing the program during our ongoing operations. But we really have to look at it as an investment in a positive future. What strategy are you pursuing with your air-conditioning module?**

Together with our colleagues working on a tractors component construction kits, we are starting with both the modules and the platforms. To take an example, in one platform we heat the interior via water heat exchangers, in another via an electric heater in the air-conditioning unit. Our aim here is to standardize the heaters and use the same modules for both platforms. It is with this in mind that we founded the “Air Conditioning and Central Thermal Management” team, which works with all experts in the Group to develop the most uniform air-conditioning and thermal management systems possible. It really is a huge cog that we’re turning at the moment within the Group, but it only works if everyone pulls together.

**Technical Development: Next BPE Milestone Achieved**

Head Manager Oliver Brennies redesigns the air-conditioning component construction kit

The best Performance Engineering (BPE) program has been running in the Group’s Technical Development (TD) division for a good six months now. *†* spoke with Oliver Brennies (39), who has been BPE Lead Manager for the air-conditioning component construction kit since the start of this year.

Where is BPE at right now? We have actually made considerable progress so far. The lead managers have started work and, at the end of June, we defined the strategy for the air-conditioning component construction kit in terms of budget and personnel as far as 2025. This sets the next milestones.

So what does this mean for the air-conditioning component construction kit you are responsible for?

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How do you plan to achieve this? First and foremost, by handling all of our strategic activities into one TD division. In the case of air-conditioning, this will be my team in Wolfsburg, which is being set up at the center of a network of locations and brands. We will press ahead with our development at the location where we are able to leverage the greatest synergies and where we have the greatest level of expertise – all without ever losing sight of our “one for all” mantra.

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**“Best Performance Engineering”**

“Best Performance Engineering” (BPE) is a building block within the Group’s strategy. 2025. The aim is to strengthen the Group’s development network across the various brands. BPE lead managers will be responsible for the technology strategy and modular development of component construction kits based on the “one for all” philosophy. Going forward, a project team under the guidance of the lead engineer as “General Developer” will handle developments for all brands in a bid to make more efficient use of the technical development resources within the Group.

**Now in Berlin: DRIVE Offers Test Drives in the ID.3**

Experts accompany guests on a tour through the capital

The DRIVE Volkswagen Group Forum is offering people the opportunity to try out the new Volkswagen ID.3 as part of “START TO DRIVE ELECTRIC!” fringe exhibition. Test drivers allow DRIVE visitors to experience the first fully electric car in the ID. family for themselves and see what they think. Those willing to try it out can expect to take advantage of the very latest technology combined with an all-new driving experience. Interested visitors can sign up directly at the DRIVE forum, over the phone, or via email.

The ID.3 combines electrifying performance with pioneering design and ranges suitable for everyday use. A Volkswagen Driving Experience expert will be on hand to explain the essentials of electric driving and accompany guests on their trips through the capital. These will, of course, be subject to comprehensive health and safety measures. Bookings can be made by emailing event@drive-volkswagen-group.com or calling +49 2092 1300. Last-minute bookings can also be made directly at the DRIVE service counter. This opportunity runs in tandem with the “START TO DRIVE ELECTRIC!” exhibition, which has been running since the beginning of the year and covers the many facets of electric mobility including charging, infrastructure, and charging. Under its “Pioneer of Electric Mobility” tagline, the Porsche Group brands are broadening its view of the world of electric drives and offering insights into its electric mobility history, which has been characterized by a pioneering spirit from the very beginning.

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¹ ID.3 Pro Performance, 150 kW/motorpower, combined in kWh/100 km: 12 - 15.4 (WLTP); 14.5 - 13.5 (NEDC); CO₂ emissions combined in g/km: 0; ID.3 Pro S, 150 kW/motorpower, combined in kWh/100 km: 17.7 - 15.9 (WLTP); 14.1 - 13.5 (NEDC); CO₂ emissions combined in g/km: 0.
**Sustainability Advisory Board: Volkswagen to Extend Collaboration**

Says Herbert Diess, “We want to strengthen the dialog with our Sustainability Advisory Board”

Volkswagen is extending its collaboration with its independent Sustainability Advisory Board by two years in hopes of vigorously pushing ahead with the company’s sustainability goals. At the heart of the sustainability strategy lies the company’s goal of reported carbon neutrality by 2050. The independent board has provided crucial stimulus in dealing with the diesel crisis and formulating the Group’s integrity principles. In addition, the Sustainability Advisory Board has provided support for the Group’s climate targets and decarbonisation strategy through intensive discussion. The aim is to make the Volkswagen Group carbon-neutral from a financial perspective by 2050.

The Sustainability Advisory Board is comprised of members from around the world, and was created in 2018 to support the Group on strategic issues of sustainability and social responsibility. The board, now made up of nine experts, works independently and contributes to the decision-making process with extensive powers to inform, consult, and take initiative.

On the agenda for discussion with the Sustainability Advisory Board are the CEO Alliance for Reform, Resilience and Recovery (R3) initiated by Diess and the Advisory Board to support the EU Green Deal, aspects of corporate governance and integrity, employment in times of increasing digitalization and electric mobility, and sustainable action in international markets.

More collaboration to come.

**Introducing the New Members of the Sustainability Advisory Board:**

Rebecca Harms served as a Member of the European Parliament from 2004 until 2019. During this time, she fought in particular to implement more stringent environmental and consumer protection standards in the European Union. Harms was a member of the Committee for Industry, Research and Energy (ITRE), the Committee of Inquiry into Emission Measurements in the Automotive Sector (EMIS) and the Committee on the Environment, Public Health and Food Safety (ENVI). Harms began her political career in 1994 as a member of the Parliament of Lower Saxony.

Hiltrud D. Werner, Head of Systembolaget AB since 2005, the company serves as an instrument for government alcohol policy, pursuing the aim of reducing alcohol consumption in Sweden. One of the focal points of Gerger’s work is her effort to consistently bolster the company’s attractiveness as an employer and its corporate culture, as well as opening up a dialogue between the company and society. She previously held leading roles in international food and consumer goods companies, including ARS Foods, Hålls, and ICi Paints. Gerger began her career in 1987 as a graduate consultant in London.

**Herbert Diess,** Group CEO:

“We want the Volkswagen Group to be carbon-neutral from a financial perspective by 2050. We have a clear plan and specific measures in place to meet that goal. But achieving this will still require a great deal of effort. That makes the contributions and momentum provided by the Sustainability Advisory Board all the more important. We need this kind of critical support. That is why I am so pleased to add the strengths of Rebecca Harms and Magdalena Gerger to the board. Ms. Harms brings her environmental policy experience at the EU and the Parliament of Lower Saxony, and Ms. Gerger is a true role model for sustainable business management.”

**Georg Kell,** Founding Director of the United Nations Global Compact and Spokesperson for the Volkswagen Sustainability Advisory Board:

“We on the Sustainability Advisory Board combine our mandate with our duty to clearly articulate our demands and address them within the company. We can see that sustainability as a strategic goal is now firmly anchored within the Volkswagen Group. We look forward to continuing to forge ahead on this path. After all, the best thing Volkswagen can do to protect the climate is to take a pioneering role and show others the way forward.”

**Group Environmental Talk: Climate Change Is Just Another Opportunity**

Round table discussion on the goToZero environmental mission statement, climate targets, and electrification


“Sustainable action is a matter of leadership. And integrity always includes the question, ‘Is my decision compatible with environmental protection?’ Those in management positions at our company need to be open to their employees expressing these concerns.”

Dilvere Blume, responsible for environmental protection within the Group

“goToZero is not just a promise that we will handle issues of sustainability responsibly. It is something our colleagues are actively demanding and are helping to shape. Our approach has to be to do more than what the law requires of us. For us, one thing is clear: job security and environmental protection can go hand-in-hand.”

Dirk Rosenau-Tornow, Group Works Council CEO
The Smallest Unit in the System

Battery cells – the technological key to electric mobility

The modular electric-drive toolkit (MEB) and the ID.3 as the first model built on this platform have started a brand-new mobility chapter for the Volkswagen brand and the Group as a whole. Electricity is needed to run this electric vehicle – stored in a drive battery comprising multiple battery cells connected in modules. These cells are the key components behind electric vehicles, accounting for around 40 percent of added value.

What cells (and dreams) look like

All of the major battery cell manufacturers in the automotive industry use lithium-ion cells. Key components include a lithium metal oxide compound on the cathode and graphite on the anode. Other cell components include carrier foils made of copper or aluminum, an intermediate separator and a liquid electrolyte (see infobox). However, different manufacturers use different cell formats: some use round cells, while others use prismatic cells, and others still use pouch cells. All three come with their own advantages and disadvantages. Capacity, energy, cost, safety, and service life are all particularly relevant criteria for use in the automotive industry. Volkswagen has opted for prismatic cells in its electric vehicles, which allow it to achieve the best performance across all of these criteria overall. This covers the high demand for cells, maintains market competitiveness, and ensures future viability.

Working hand-in-hand with battery cell manufacturers

Group-wide, expertise and skills surrounding lithium-ion technologies are being handled at the Battery Cell Center of Excellence (CoE) at the Components plant in Salzgitter. There, battery cells undergo development, testing, pilot production, and quality assurance. This will allow the Group to set its own standards as it continues to develop future cells. When pilot production of battery cells began in late 2019, knowledge of sustainable production processes was further optimized at the plant. The aim is to use the experience gained to reach the top of the value chain in the automotive industry. Future in particular from early involvement.

How Battery Cells Work

As the smallest unit in a battery system, battery cells can store energy and then release it. They convert electrical energy into chemical energy (charging) – and vice versa (discharging). Its most crucial components are two electrodes: the anode and the cathode. The two are divided by a separator that is permeable to lithium ions. Everything is surrounded by a conductive liquid – the electrolyte. When charging, the lithium ions make their way from the cathode toward the anode, emitting electrons to the cathode. They pass the separator and absorb electrons at the anode. During discharging, lithium ions travel back toward the cathode, where the current emitted can be used for energy consumption. In the ID.3, the battery cell is designed as a ‘pouch cell’. The current MEB battery system uses versions of these cells. Multiple cells are interconnected to a module and, multiple modules to a battery system.

The path to the future

The aim of continuing to develop future cells is to increase energy density while reducing weight. For example, today’s pouch cell used with the MEB platform has an energy density of around 260 Wh/kg – and the only way to improve on this is to modify the cell chemistry. However, solid state cell technology promises a significant increase in energy density. The pack of liquid electrolytes means graphite will no longer be required in solid fuel cells. The result will be a greater range with shorter charging times, plus additional benefits in terms of weight, volume, and cost. Volkswagen is currently working with US start-up QuantumScape as a part of a strategic partnership to research just this.

The battery specialists: The Group is bundling all of its battery expertise and innovative capacity in Group Components. A new battery division was launched on January 1, headed up by Frank Biome.

Strong performance: Colleagues in Poznan and Salzgitter have achieved scores of 100 percent on their quality certification audits.

Project Pegasus Successfully Concluded

Cross-divisional team worked to develop a highly integrated system approach for electric drive train

From the engine to the steering, from the electric drive to the chassis and from the engine to the chassis, the team worked to develop a highly integrated system approach for an electric drive train complete with an e-motor, high-voltage battery, and other auxiliary units.

The team focused on five points: 1. Comprehensive optimization of the electric drive train system 2. Formulation of different integration concepts 3. Highly integrated thermal management module 4. Optimal utilization and combination of control units 5. Integrated functional and software architecture

The approach involves a clear reduction of high-voltage cables, plugs, cooling system, control units, and weight with the electric drive train. The results developed so far demonstrate that functional and mechanical integration can significantly decrease costs and installation space. During the process, the team is examining whether the approach could also be used for subsequent generations of the modular electric-drive toolkit (MEB).

Back in early July, the project was presented to Herbert Diess and the Group board during Group Components Tech Days and the approach was validated. The first patent registrations have also been submitted, with successful completion of the project imminent. The concepts being developed will undergo further work with support from the Innovation Fund I. In addition to cross-divisional cooperation, the project benefited in particular from early involvement by the Development, Value Engineering, Procurement, CoD, and 3.5 teams. The cross-disciplinary project and development work was carried out using agile methodology under the guidance of the Agile Center of Excellence. Colleagues also took advantage of the open concept of Hall 6, the Group Components headquarters in Wolfsburg, with the support to carry out their work and maintained by digital workshops.

More News from Group Components

A strong future: The coronavirus pandemic is having a major impact on the global economy – and the Volkswagen Group is no exception. To secure Components remains competitive and viable for the future, the Recharge ONE MISSION 2023 program is being launched.

Transform Minds and the Year of the Shop Floor Supervisor: The application phase for the third round of Transform Minds – The Battle – is now closed. The 30 new Transform Minds will start in early October. Components’ Year of the Shop Floor Supervisor is pressing ahead as well with digital workshops and a campaign at the plants.

More Information

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

The Pegassus project team from Components

Teamwork: The colleagues worked on the project in addition to tackling their everyday responsibilities.
Four Purely Electric SUV Models Announced for the Chinese Market

China CEO Stephan Wöllenstein: Volkswagen now number one for SUV buyers

The range of sport utility vehicles in China is set to grow from ten to twelve models by the end of next year. This was the announcement made by Stephan Wöllenstein, Volkswagen brand board member and CEO of Volkswagen China, in a presentation in Chengdu, China this week. “Volkswagen remains the clear first choice for Chinese buyers. And we’re now number one for SUV buyers as well,” he said. By the end of 2021, Volkswagen in China will launch another four purely electric SUVs from the ID. family on the Chinese market. “China represents Volkswagen’s largest portfolio of SUVs worldwide. This once again underscores just how important China is to our brand,” said Wöllenstein.

The specifics of the plan for the new models

The Tiguan X will make its market debut later this year. The series version of the large crossover SMV concept will launch in 2021. Another large SUV will make an appearance in 2022. Along with the Tiguan L PHEV and the Tayron GTE, the flagship Touareg PHEV plug-in hybrid SUV will follow.

“Volkswagen remains the clear first choice for Chinese buyers. And we’re now number one for SUV buyers as well.”

Stephan Wöllenstein
CO2 Underground
Facility in Iceland filters CO2 from the air

Audi is working together with Swiss start-up Climeworks to store CO2 underground. The world’s largest direct air capture and storage facility for the fossilization of atmospheric CO2 is being built in Iceland. The plant will filter 4,000 tons of CO2 from the air per year and mineralize it underground. 1,000 tons of this CO2 will then be taken from the atmosphere by Climeworks on behalf of Audi and stored permanently underground. Absorbing this amount of carbon dioxide naturally would need around 80,000 trees.

The system sucks in air and feeds it into the CO2 collector, which contains a special filter material that absorbs the CO2 contained in the air. Once this filter is saturated with CO2, it is then heated to 100 degrees Celsius to extract the CO2 molecules. Water then flows through the plant and transports the carbon dioxide around 2,000 meters underground. Here, the CO2 molecules react with the basalt rock and convert to carbonates over the years. This allows the CO2 to be stored permanently underground.

3D Printing Saves Time
Tools made in 15 hours

A 3D printing lab at Seat is capable of producing prototypes and components for divisions including Design, Production, and Logistics up to ten times faster. The 3D printing technology not only saves a great deal of time but also offers real flexibility for vehicle development and production. Seat’s 3D printing lab is home to nine printers, and 80 percent of the parts printed here are prototypes for use in vehicle development, although they are also used to create customized tools and objects for the assembly line. The main advantage of 3D technology is the speed at which the parts can be manufactured. Taking exterior mirrors by way of example, conventional processes can take weeks to produce a mold for the mirror. The 3D printing engineers can now receive a file with the design and send it to the printer just like a document. Fast-forward 15 hours and the part is ready to go. If you want to change the mirror again, reproducing the mold not only takes a lot of time, but also costs a lot in terms of money and resources. If you’re using the 3D printer, all you have to do is modify the design file. Seat hopes to start incorporating 3D technology to an even greater extent going forward.

Bugatti Divo: Delivery Underway
Deliveries of the Bugatti Divo are now underway, with the first superscars starting to leave the Molsheim workshop back in August. The entire series is limited to just 40 models. The Bugatti Divo boasts an 8-liter W16 engine with 1,500 bhp, and a top speed of 380 km/h. The supercar is named after the successful French racing driver Albert Divo, who was also a plant driver for Bugatti from time to time. The Bugatti Divo costs around five million euros.

The World Premiere of the Skoda Enyaq iV
Skoda showcases first MEB model in Prague

The Skoda Enyaq iV was revealed to a worldwide audience in Prague earlier this month. The SUV is the first electric car from Skoda to be based on the modular electric-drive toolkit (MEB). It will be available with two drive variants, three battery sizes, rear-wheel-or all-wheel drive, and five performance levels ranging from 109 to 225 kW (148 to 306 bhp). Manufactured in Mladá Boleslav, the Enyaq iV has a range of up to 510 kilometers in the WLTP cycle, making it fully suitable for everyday use. A particular highlight comes in the form of the exclusive Enyaq iV Founders Edition, of which only 1,895 have been made. This figure represents the incredible anniversary celebrated by the brand this year, which marks 125 years since Skoda was founded by Václav Laurin and Václav Klement. According to Thomas Schäfer, Skoda CEO, “The Enyaq iV marks the start of a new era for Skoda. I would like to thank the entire team that contributed to getting the Enyaq iV on the road. It’s turned out to be a great car and I couldn’t be prouder of the team.”

Cult VWs Transformed into Playmobil Miniatures

Playmobil and Volkswagen will be joining forces next year to transform two cult vehicles into Playmobil format for the very first time in the form of the Bus and the VW Beetle. The Playmobil T2 Campervan Bus will come complete with a seating area, travel kitchen, and even a bed. The Beetle, on the other hand, will feature a roof rack and plenty of accessories for a family outing. The two classic Playmobil miniatures will soon be available to purchase from Volkswagen Accessories and general retailers.

Watch this space!

40,000th Flying Spur Manufactured
Sedan made by hand

40,000 models of the Flying Spur luxury sports sedan have been manufactured by Bentley at its Crewe location. The British luxury brand broke this record back in August. The first generation of the luxury sports car was launched in 2005. Fast-forward to the third generation and virtually everything about it has now changed – including its name. Back in its first generation, it was known as the Bentley Continental Flying Spur. Today, the Flying Spur boasts 467 kW/635 bhp, races from 0 to 100 km/h in 3.8 seconds, and reaches a maximum speed of 333 km/h.

All three models were conceived, designed, and manufactured in the English town of Crewe – the home of Bentley. This is where Bentley employees celebrated the record-breaking achievement of their flagship model. 250 employees manufactured the Flying Spur in around 100 hours – entirely by hand.

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The Skoda Enyaq iV – the first electric car from Mladá Boleslav.

 '"9:11" Podcast

"9:11" is the name of Porsche’s podcast, Communications Director Sebastian Rudolph tells to former BILD Editor-in-Chief Kai Diekmann and Porsche boss Oliver Blume about Corona and the impact it has had. The podcast is available on Spotify, Apple Podcasts, and in the Porsche Newsroom.

The system sucks in air and feeds it into the CO2 collector, which contains a special filter material that absorbs the CO2 contained in the air. Once this filter is saturated with CO2, it is then heated to 100 degrees Celsius to extract the CO2 molecules. Water then flows through the plant and transports the carbon dioxide around 2,000 meters underground. Here, the CO2 molecules react with the basalt rock and convert to carbonates over the years. This allows the CO2 to be stored permanently underground.

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A 3D printing lab at Seat is capable of producing prototypes and components for divisions including Design, Production, and Logistics up to ten times faster. The 3D printing technology not only saves a great deal of time but also offers real flexibility for vehicle development and production. Seat’s 3D printing lab is home to nine printers, and 80 percent of the parts printed here are prototypes for use in vehicle development, although they are also used to create customized tools and objects for the assembly line. The main advantage of 3D technology is the speed at which the parts can be manufactured. Taking exterior mirrors by way of example, conventional processes can take weeks to produce a mold for the mirror. The 3D printing engineers can now receive a file with the design and send it to the printer just like a document. Fast-forward 15 hours and the part is ready to go. If you want to change the mirror again, reproducing the mold not only takes a lot of time, but also costs a lot in terms of money and resources. If you’re using the 3D printer, all you have to do is modify the design file. Seat hopes to start incorporating 3D technology to an even greater extent going forward.

Bugatti Divo: Delivery Underway
Deliveries of the Bugatti Divo are now underway, with the first superscars starting to leave the Molsheim workshop back in August. The entire series is limited to just 40 models. The Bugatti Divo boasts an 8-liter W16 engine with 1,500 bhp, and a top speed of 380 km/h. The supercar is named after the successful French racing driver Albert Divo, who was also a plant driver for Bugatti from time to time. The Bugatti Divo costs around five million euros.
Background: The Design of the ID.4

Good design is always functional – in an electric car, wind resistance plays a major role in the vehicle’s range. “The electrical design evolution in the ID.4 also means that we’ve gained very close attention to aerodynamic issues,” explains Klaus Zyciora, Head of Group Design, who designed the car together with his team in his previous position as Head of Design for the Volkswagen brand. The ID.4 achieves an excellent drag coefficient of 0.28. The most important factor for this is the flowing basic shape of the body and passenger compartment, which is strongly drawn in towards the rear. In addition, there are numerous meticulously executed details. For example, the body of the taillights together with the large roof-edge spoiler ensure that the flow breaks off neatly.

The new SUV will initially be available with rear-wheel drive, with an electric four-wheel drive to follow. And the interior? Driver and passengers get in through large door openings, sit on high seats, and enjoy as much space in the back seat as a conventional SUV of the next class. Not to mention that plenty of luggage can be easily stowed away – the trunk offers a capacity of 543 liters with the rear seats up.

The seat covers of the two future models have become completely electrically connected to the center console, which is designed as a separate component. When darkness falls, the ambient lighting, available in 30 colors, sets striking accents in the interior.

One new feature that all ID models have is the ID.Light. A light band under the windshield, it assists the driver in many situations with colored light effects that can be intuitively understood. The ID. Light helps the driver as they get into the car by signaling that the car is ready to drive, and that it is unlocked or locked. It highlights notifications from assistance and navigation systems, and announces brake prompts and incoming phone calls. In conjunction with the navigation system, the ID. Light helps you get through traffic without stress. Flashing means it recommends changing lanes, and it can warn the driver if their ID.4 is in the wrong lane.

The ID.4’s front seats are both sporty and comfortable. In the ID.4, the instrument panel seems to float – it’s not connected to the center console, which is designed as a separate component. When darkness falls, the ambient lighting, available in 30 colors, sets striking accents in the interior.

“A new dimension of e-mobility – the ID.4 is the second series e-vehicle in our factory and sets new standards. It’s the Group’s first fully electric SUV and comes from Saxony!”


Names & News

Personnel changes in the Small (G1) and E-Mobility (G4) product lines: Michael Bäcker, previously Head of the E-Mobility (G4) product line, moved to Volkswagen China Investment as Head of Purchasing in August. He was succeeded by Andreas Krüger, previously Head of the Small (G1) product line. The new head of G1 is Martina Biene, previously Head of the Volkswagen Brand in South Africa.

Andreas Krüger’s career began at Volkswagen in Wolfsburg in 1993. After management positions in Changchun (China), Curitiba (Brazil), Emden, and Mosul, he became Head of Product Line Small in 2008, then Head of Body Shop Planning. In 2012, Krüger was appointed Head of the Pilot Series Center. He’d been in charge of the Small product line in since 2017.

Martina Biene began her career in Volkswagen’s German Sales division in 2001. She took over as Area Sales Manager for Belgium and Luxembourg in 2006. She established national product marketing in 2008 and later led international product marketing. She was Volkswagen Passenger Car Brand South Africa from 2018.


Jozef Kabaň was appointed Head of Volkswagen Design in July. He succeeded Klaus Zyciora (née Bischoff), who was responsible for Group Design. Kabaň began his professional career in Exterior Design at Volkswagen in 1993. He moved to Audi in 2003, where he became Head of Exterior Design in 2008. From 2008 to 2017, Kabaň was responsible for design for the Skoda brand. He moved to BMW in 2017, and to Rolls-Royce as Head of Design in 2019.

Danny Auerwald has been Senior Manager in Dresden since August. He had previously been the head of the Malaysian plant. Former plant manager Lars Dittter has taken over over Volkswagen Saxony’s fourth site in St. Eidgen. Auerwald began his career at Volkswagen in 2013 after five years at Volkswagen Consulting. He was appointed plant manager in Malaysia in August 2016.

The ID.4: The second model based on the modular electric-drive toolkit, also known as the MEB.

Volkswagen Passenger Cars

The E-Family Is Growing: Here Comes the ID.4

Brand’s first purely electric SUV goes into production in Zwickau

Elegant ambient lighting: interior view of the ID.4.

The ID.4¹: The second model based on the modular electric-drive toolkit, also known as the MEB.

E-Mobility Officer: “We are tight on schedule in the Volkswagen brand’s transformation process towards e-mobility.”

The ID.4, a new electric SUV, combines a high degree of electric mobility with investments of around 1.2 billion euros. All conversions will be completed this year on schedule. In 2022, the first fully electric production year, around 300,000 electric cars based on the modular electric-drive toolkit (MEB) will roll off the assembly line in Zwickau.

“Developing New Skills”

1. Murat Aksel, you’ve been in your new position now for almost 100 days. What is your initial impression of your assignment and the team? People in the industry say that Volkswagen procurement plays in the Champions League. It’s one of the best there is. I can now confirm that. I’ve met a professional and highly successful team. The assignment and responsibility are huge. To help shape the future of Volkswagen. After all, in Procurement we control 70 percent of the costs incurred in the production of a vehicle.

2. What will you change next in your department?

The decade that lies behind us was characterized by growth, both in terms of products and markets. That growth is going to flatten out in the coming decade, and there are several new influences on the markets. Take all the computer manufacturers who are suddenly building cars. Suddenly we have a glut of new competitors. We’re also currently in the middle of a transformation in drive technology. We are experts on what lies behind us. Now we’ve suddenly dealing with batteries and new, complex software. We need to develop new tools and skills to make sure we remain effective.

3. How do you intend to take the team with you on this journey?

Closeness is very important to me when working with my team. Of course, things are a little more difficult with spatial proximity at the moment. But I also mean connectedness in a more general sense. I don’t wait for someone to come to me. I actively address the employees, ask them what they’re passionate about, what goals they want to pursue, where they need my support. I’ve moved my office to be where my employees work. I want to be right in the thick of it. That is important to me. We’re a team and don’t have to get anyone excited about the new technologies anymore. My impression is that the team is keen; the enthusiasm is there. For example, we’ve just set up a unit that deals with all processes related to batteries. We’re ready.

New Trainees Start at Volkswagen

Starting dual apprenticeships and dual degree courses: 271 women and 879 men are new aboard

$16 new talents have started in Wolfsburg alone: Due to COVID-19, they were only welcomed in small groups this year.

What effects has the coronavirus had on training?

“It’s still not possible to run our regular operations in the training centers. We have therefore developed individual plans for each professional group and year group. The groups are divided into smaller units; sometimes starting at different times. There will still be home working days accompanied by instructions. I’m convinced that we have implemented good ideas and that the trainees at dual study students in particular have coped with this crisis with great discipline so far. For that, I’d like to thank everyone.”

Christoph Götsch, Director of Vocational Training in Wolfsburg

Gave charging a try: Jesko Giessen (Internal Communications).

Together with its dealers, the Volkswagen brand will install 31,000 charging points by 2025. They’ll be available at Volkswagen plants – and at the 3,000 Volkswagen dealers in all major cities. The majority of those will be publicly accessible.

Step-by-Step Explanation: How to Charge an E-Vehicle

Visual instructions using the example of the ID.3

Lots of new charging points: Volkswagen progresses

1. Put the charging card against the blue symbol below the charging station display.
2. The charging station display shows “Insert plug.”
3. As soon as the green light lights up at the charging station connection point, plug in the smaller of the two plugs there.
4. Now connect the vehicle with the large charging plug.
5. To stop charging, hold the card against the charging station display.
6. Once “Charging completed” appears on the charging station display, remove the plug.
7. Finally, remove the large charging plug from the electric car.

ID.3 Pro Performance, 150 kW/197 kW energy consumption combined in kWh/100 km: 14.9–15.5 (WLTP), 14.6–15.5 (NEDC); CO₂ emissions combined in g/km: 0; ID.3 Pro S, 150 kW/197 kW energy consumption combined in kWh/100 km: 17.7–15.9 (WLTP), 14.1–13.5 (NEDC); CO₂ emissions combined in g/km: 0

Questions

Murat Aksel (4B), Chief Procurement Officer for the Volkswagen Brand since July
Boris Filo, the launch manager from the Slovakian multi-brand plant in Bratislava, has been with Central Launch Management (PMA) in Wolfsburg for around three years. He helps to ensure a smooth production launch for a future Volkswagen product.

Filo has been with the Group for ten years and is well versed in the launch business. He’s supervised various launches in his home country.

For Filo, the most important qualities of a launch manager are clear: “You’re both a police officer and a firefighter for the project.” Reacting flexibly and quickly is immensely important in my job."

Under the new approach, the launch managers from the international plants and headquarters come together to benefit from each other’s experience. Within headquarters, Filo gets to know the launch projects at an early stage. That’s completely new.

The start-up is in full swing. He returns to the plant around a year before the start of production, and is responsible for the operational launch business. He implements the collected expertise from headquarters directly into the project. Additional launch managers from all over the world are expected to stay at headquarters for about three years.

Filo is supported by early networking with the global launch manager community and access to experience and best practice approaches from other projects. This enables him to act efficiently and effectively in his project.

At the same time, the plants’ involvement in the early phase of the product development process makes it possible to incorporate the experience and requirements of the plants and production early on. This ensures implementation starting from launch release in the factory: “It brings clear advantages for everyone involved and for the new product itself,” emphasizes Filo.

The new approach creates a closer link between the plants and headquarters. Together, they further develop processes and increase launch excellence.

Launch Management: What’s New

Launch Management was also restructured when the central departments were reorganized in mid-2019. Central Launch Management (PMA) was set up in Project and Launch Management (PM). This is where knowledge and information from all over the world is coordinated and transferred. A further building block for optimizing launches is the early nomination of a plant’s launch manager.

The processes and standards of the launch business are designed based on experience values from the plants, presented to central committees, and further developed. Every division can benefit from that.

Launch Experts Learn from Each Other: Program Starts With Boris Filo from Bratislava

Sent to Wolfsburg for three years – knowledge transfer with the whole team

Christian Vollmer, Chief Production Officer for the Volkswagen brand since August

“We’re building on the solid foundation that we’ve built together, expanding our objectives, and continuing to pursue them together. The new goal: carbon-neutral production. In future, we’re going to focus even more intensively on the key figures with the greatest environmental impact at the plant.”

Christian Vollmer, Head of Production and Logistics for Volkswagen Passenger Cars

“With Think Blue. Factory, we’ve already set ourselves the goal of halving our environmental impact by 2025. But we won’t stop after this goal has been achieved. With Zero Impact Factory, we’ve defined our vision of a factory without any negative environmental impact. The only way we can achieve this goal is together.”

Josef Baumert, Head of Production and Logistics for Volkswagen Commercial Vehicles

“With the solid foundation that has been established, we now have the potential to go even further. We must also keep improving. We’re going to focus on the product. The new goal: carbon neutral production.”

Christian Vollmer, Chief Production Officer for the Volkswagen brand since August

Questions

1. What were the first few weeks at Volkswagen like?

It’s very easy to explain: I used the last few days and weeks mainly to get to know the production team better. In addition to the first rounds with my direct reports, I also took the opportunity to visit the first production sites and find out where we stand in production today, in many discussions with a wide variety of production staff. I’ve found that I have a highly motivated team that has achieved a lot in recent years.

2. What plans do you have for the brand?

Many exciting things are happening in Volkswagen production right now. Digitization is progressing rapidly in many places, new vehicle launches are planned, and there are several challenges surrounding productivity and efficiency. We are a production company that is going to make a major contribution to preparing the Volkswagen brand for a successful 2021.

Basically, I’d like to continue a lot of things, but also reassess them at individual points, together with the team. This includes the important topic of launches, to which we will pay even greater attention in the future.

3. How would you describe your management style?

I have a highly experienced, professional team here that is very well-practiced, that has already overcome several challenges, and that has already achieved great results in the past with their hard work. I’d like to build on this foundation together with the team. And while doing so, exemplify teamwork and a “we, not me” attitude.

Together on the Path to Carbon Neutrality

Volkswagen Passenger Cars and Volkswagen Commercial Vehicles production strengthen cooperation

Volkswagen Passenger Cars

Christian Vollmer, Chief Production Officer for the Volkswagen brand since August

“Keen to Set the Example of ‘We, Not Me’”
More Space: The New Golf Variant

World premiere: The station wagon is longer than its predecessor, and the trunk volume has been increased.

The new Golf Variant celebrates its world premiere. The compact station wagon is longer, and with its new interior and exterior design, it is more dynamic, and digital than ever before. In keeping with the established Golf concept, the new generation of the Golf holds on to its interior and exterior design DNA. It emulates the characteristics and strengths of its predecessors. At the same time, the new Golf Variant has taken on a new look. The rear was lengthened for more space to the rear seats. In combination with the higher overall length, the rear axle is now at 2,680 mm, an increase of 50 mm over its predecessors. The wheelbase of the new Golf Variant is a full 66 mm longer than the Golf Alltrack, a four-wheel drive Golf Variant with long wheelbase.

The new Golf Variant is available in five metallic paint colours and seven non-metallic paint colours. It is equipped as standard with a 1.5 TSI engine with 110 kW (150 bhp). Just a few weeks later, the 1.5 eTSI with 110 kW (150 bhp) and the 2.0 TDI SCR 110 kW (NEDC) power consumption, l/100 km: urban 4.9–4.7 / highway 3.7/4.1 / combined 4.1–4.0; CO2 emissions combined, g/km: 108–104; efficiency class: A+

The new Golf GTI is an even greater range than the predecessor. Its groundbreaking new design and powerful start and a lively driving experience. This technology also allows you to coast. Here, the TSI belt starter generator supports the combustion engine and makes the vehicle appear /f_latter and more dynamic. It provides the required energy and charges the extra 48-volt battery. Why is Volkswagen offering so many different Golf variants? It was not simply to increase overall sales, it was much more to offer something for everyone. The Golf GTI is an icon of the sporty compact car. Understated in appearance, it is a legend in terms of its driving performance. The GTI is at the heart of the Golf line-up. Our customers love it and it has a unique DNA. With the Golf GTI, we want to cater to our customers who are passionate about driving. With the new Golf GTI, we want to continue the tradition of the Golf GTI. The Golf GTI is a legend and we want to keep it that way.

The new Golf is available in five body styles: five-door, three-door, station wagon, Cabriolet and the new Golf GTI. The Golf GTI is the ultimate sports car and represents the Golf DNA. It is the sporty one. It’s even more powerful than before.

The foundation on which the whole campaign is based is diversity. There are many different ways of life and people. That is why we want to show that with the new Golf we are opening up as many doors as possible. The new Golf GTI is the ultimate sports car. It is simple and diverse as the new Golf itself.
E-Mobility: How Volkswagen’s Accessories Range Is Changing

360° interviewed Managing Director Börries Lorenz-Meyer – a portfolio of roughly 50 special products for the ID.3¹

How are Volkswagen’s accessories changing to adapt to the company’s electric offensive? And what are the general trends in the accessories business? 360° caught up with Börries Lorenz-Meyer, Management Spokesman of Volkswagen Accessories, to discuss this.

How has Volkswagen Accessories been preparing for the mass launch of electric mobility?

We have a clear aim for electric mobility: we want to offer our customers the most comprehensive portfolio of accessories available of all our competitors. For example, we have about 50 vehicle-specific accessory products just for the ID.3.

What are they?

Classics like a wide range of rims and snow chains, protective products like mats, door protection strips and trunk liners, but also mirror caps with dynamic indicators and various charging cables, including boxes for storage. Also important is the slot for the bike rack. In addition, we offer a carbon-neutral ID. lifestyle collection with another 15 or so products – from bath towels to backpacks, everything is included.

What are the general trends in the accessories business?

Next year we will launch an ID. activity walker toy car for our littlest drivers. It’s all rounded out with cross-vehicle accessories, from the mobile espresso machine and cooler to the valve cap with the Volkswagen logo and the care products. As you can see, we’re well prepared. None of our competitors offer such a broad product range.

What is your favorite product from the huge range of Volkswagen accessories on offer?

That’s a difficult question. I really like our portfolio, almost 6,000 items – we have so many chic and useful accessories. If I had to highlight one product, it’s one of our top sellers: the dynamic hubcap. Normally, the hubcap in the center of the rim rotates with every turn – and our beautiful new brand logo is sometimes upside down. Not so with this product. A special bearing means the logo is always positioned the way it should be with every turn of the wheel. Our true fans aren’t the only ones who love that!
Interview with two peak athletes who work at Volkswagen: Sabrina Hering-Pradler (28, canoeing) and Giovanna Scoccimarro (22, judo) on postponed Olympic dreams, Volkswagen as an employer, and the new Arteon.

How deep was the hole you fell into when the Olympics were cancelled due to COVID-19? The Summer Olympics would have been held in Tokyo from late July to early August.

Hering-Pradler: If I’m honest, the disappointment was within reasonable limits. Especially since the news of the Olympics being postponed didn’t really come as a surprise. We had been expecting it in the days leading up to the announcement. By the day it became official, my training group and I already knew that we would just need to keep going and get geared up for the 2021 Olympics.

Scoccimarro: In that first moment, my world collapsed a little bit. I had fought so hard to compete in my first Olympics, and I was looking forward to it so much — and then a virus came along and upset your plans. That was depressing. But for us judokas, those who qualified for this year will still be qualified for next year. So postponement isn’t cancelled.

Many colleagues have been simmering with excitement along with you. How did they react to the postponement?

Hering-Pradler: Many have asked where I go from here and what will happen. I’ve found that really touching. In the months leading up to everything, they’d eventually gotten a first-hand impression of how much I had invested in competing in the Olympics.

Scoccimarro: It was similar story for me. It’s good to know that your colleagues care about you and have your back. One of my coworkers even attended one of my last competitions in Düsseldorf before the virus hit — he wanted to see for himself.

There was much to be read about athletes who were suddenly plagued with existential fears after the Olympics were postponed.

“We’re going to keep going and get geared up for the Olympics next year!”

Hering-Pradler: I myself am familiar with enough examples of athletes who had planned to enter the workforce after the Olympics this year. They have now had to consider whether they could afford to continue their sports careers for another year. Fortunately, Giovanna and I don’t have those worries. Our jobs at Volkswagen give us security.

Scoccimarro: It’s something that many other athletes envy us for. Sometimes it’s only the top-level athletes that receive support. If for some reason their performance no longer meets expectations, for example due to an injury, they’ll get dropped.

We, on the other hand, have the certainty of having a good job here at Volkswagen — regardless of how we perform. We’ve been working for the 2021 Olympics.

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The first workers from Tunisia came to Volkswagen in May 1970. The legal basis for them coming was the German-Tunisian Agreement on the Employment of Tunisian Workers of 1964. By the summer of 1970, 100 Tunisians had begun working on the production lines at the Wolfsburg plant. Back then, the largest group of foreign employees were the Italians, with 8,078 people working for Volkswagen. Men from Turkey, Greece, and Spain also worked in Volkswagen’s plants. By the end of 1970, the number of Tunisian employees had grown to 836 workers. The number of employees ultimately topped out at more than 3,150 in Wolfsburg and the other plants in 1972. 1,141 Tunisians left the company when Volkswagen massively reduced its workforce during the 1974 sales crisis. One year later there were still 304 Tunisian employees in Wolfsburg, and 233 in 1976. Most of them lived with their families in the high-rise buildings on O斯塔fel Straße. The first Tunisian on an IG Metall works council list was Abdelkebir Gritli in 1990. Ahmed Neffati also applied in 1994. 187 Tunisian migrants were working at the German plants in 2007. By last year, this number had more than halved. In 2019, 71 Tunisian employees remained, almost all of whom were employed on a performance-based or time-based wage.

### 50 Years Ago: The First Tunisians Working at the Wolfsburg Plant

Contemporary witness Salem Abdelfattah remembers the early days

The first workers from Tunisia came to Volkswagen in 50 years ago. Like the Italians, Turks, Greeks and Spaniards before them, they initially worked mainly on the production lines. One of the first generation of Tunisian employees at Volkswagen is Salem Abdelfattah. He took up work in the Body Shop in February 1971 when he was 24 years old. He stayed with Volkswagen for 33 years before retiring early in 2004. To this day, the man from Monastir lives with his family in Wolfsburg.

The Beetle was booming when the first workers from Tunisia came to Volkswagen in May 1970. By the next year, 929 of them were working in the Wolfsburg Plant. Among them was Salem Abdelfattah, who had already signed his employment contract with Volkswagen in the fall of 1970 when he was still in Tunisia. As a “metal laborer,” he received a gross wage of five Deutsche Marks per hour, according to the collective wage agreement. The Tunisians commuted to their shifts with a factory bus. Most could only speak their native language and French. The factory provided them with an interpreter for the first few days, which also helped to train them safely on the line. “Germany was an unknown country for us back then, and we didn’t understand the language,” says Abdelfattah about what sometimes were difficult days at the beginning. His conclusion: “But everything went well.” He soon met his future wife, Heidemarie from Burgdorf. They married in 1972. She and the now-75-year-old have a family with five children. His daughter, Ines Chebil, works at Volkswagen as an administrative assistant in German Sales.

Abdelfattah learned how to insert parts into the welding machines in the Body Shop. He later did the same in the Press Shop in Hall 1. In 1998, he switched to electrotechnics and then drove parts between the Press Shop and Assembly in the halls of Südrasste as a fork lift driver from 1993 until his early retirement. The pay was just right. Unlike some of his countrymen, Abdelfattah had no desire to return to Tunisia. “This is where I had and still have a good time with my family. Wolfsburg became my second home.”

### 30 Years Ago: The Golf Country Sets Early SUV Trends

For off-road, the first of its kind, with a rustic look, plenty of ground clearance, and four-wheel drive – this was the Golf Country, launched in 1990. Employees at the Wolfsburg plant built the compact off-road vehicle based on the Golf II Syncro, which was equipped with permanent four-wheel drive and a 98 bhp 1.8-liter engine. The four-door models finished in Wolfsburg were then converted in Graz by terrain specialist Styrry. First, a ladder frame was placed under the car. This increased the ground clearance to 180 millimeters. Of course, the conversion program also included an underbody guard and bull bars at the front and rear. One characteristic feature of the Golf Country is the spiral wheel mounted on the trunk, which swings round to the side when the trunk lid is opened. Back then, the elevated Golf was rarely seen on the streets. The Golf Country is and remains “the Golf for individuals,” as an advertisement from the year 1990 also conveyed.

### 60 Years Ago: Volkswagen Becomes a Publicly Listed Company

Volkswagenwerk GmbH, which had been in business since September 1938, was renamed a stock corporation (Aktiengesellschaft or AG in German) on August 22, 1960, and was entered in the commercial register of the Wolfsburg District Court. Previously, on July 21, 1960, the Bundestag had overwhelmingly accepted the law on the transfer of shares in Volkswagenwerk GmbH, a limited liability company, into private hands. 60 percent of the company’s capital stock is sold as people’s shares, while 40 percent remains in the hands of the federal and state governments, ensuring state influence on the company. The new stock corporation published its first annual report in May 1961, shortly before the first ordinary shareholders’ meeting in Wolfsburg. In the Report on the 1960 Fiscal Year, the new CEO Heinrich Nordhoff was able to report that Volkswagen had built over 86,000 Beetles and vans, thus increasing its sales by 50 percent.

In 1960, Volkswagen became a public company with 53,175 shareholders. The first annual report was published in May 1961.
A Strong Future

Reshape program will secure the future viability and competitiveness of Group Components after the coronavirus pandemic.

The coronavirus pandemic has had a worldwide economic impact - and the Volkswagen Group is no exception. To ensure that Volkswagen Group Components remains competitive and viable for the future, the direction of the Group Components strategy program ONE MISSION 2015 was reviewed and revised to create the new "Reshape ONE MISSION 2025" program. This will place the focus on the current challenges of production, liquidity, and digitalization. The Reshape program is divided into nine modules, each of which is overseen by a designated individual from the company management and business division management of Group Components.

Dear Colleagues,

The future is electric: Volkswagen is investing heavily in e-mobility, and Group Components will play a key role with end-to-end responsibility for batteries. One thing is clear: battery cells are at the heart of e-mobility (page 12) - that's why we are bundling our expertise and innovative strengths Group-wide in our Battery Cell division. From the Center of Excellence in Salzgitter to our joint venture with Northvolt: In this issue, we present all the responsibilities, disciplines and projects of the business division on a double-page spread (pages 26-27).

Our innovative strengths and specialist know-how is advancing technology in the Volkswagen Group. In the project "Pegasus", an interdisciplinary team of twelve has developed a highly integrated system approach for an electric drive train with an e-motor, high-voltage battery, and other ancillary units. More information about the project can be found on page 12.

The COVID crisis has had an immense economic and social impact worldwide, and poses a huge challenge for the Volkswagen Group. In Components, we launched a targeted response to the crisis with our Reshape program. This way, we can pull the right levers to secure the future viability and competitiveness of Group Components. Read the article on the right-hand side of the page.

Yours sincerely,
Thomas Schmidt
CEO
Volkswagen Group Components

Transform Minds: "THE BATTLE" Begins

The application phase for the third round of Transform Minds is now closed! From the beginning of October, the 30 new Transform Minds will start what is probably the most demanding round of the program: "THE BATTLE.

Colleagues were sought from Salzgitter to Pольковице and from Wolfsburg to Györ, who can use their creative input and expert know-how to help transform Components and serve as multipliers for the Components strategy in the plants. By the end of the application phase in late July, many colleagues from the German and international Components plants had seized the opportunity to apply for three of 15 subject areas, ranging from digitalization to charging infrastructure. The participants will present their projects online. The findings and ideas generated by the workshops will be incorporated in the further progression of the projects.

Meanwhile, the campaign for the Year of the Shop Floor Supervisor will begin at participating sites. The aim of the campaign is to show appreciation for the work that shop floor supervisors do and demonstrate how important they are for Components.

Digital Workshops and Campaign: Year of the Shop Floor Supervisor Gains Momentum

Between the manufacturing process and team leadership: The Shop Floor Supervisor supervises and trains shop floor supervisors, who are participating as multipliers in Group Components. Year of the Shop Floor Supervisor has started working on projects at their plants with the support of the plant managers. The six project themes of the Year of the Shop Floor Supervisor range from the role of shop floor supervisors to a standard KPI system for shop floor supervisors. In order to collect feedback from the shop floor supervisors and give them the chance to contribute their own ideas and input, workshops will be held in Kassel, Salzgitter, Braunschweig, Wolfsburg Chassis, SITECH Wolfsburg, Chemnitz, and Hanover until mid-October. Due to the current situation, the project participants will present their projects online. The findings and ideas generated by the workshops will be incorporated in the further progression of the projects.

VOLKSWAGEN GROUP COMPONENTS
The Battery Specialists

In the Battery Cell division, we are driving forward the development of battery cells as key components of e-mobility and engineering new standards so that we can quickly launch new models.

Thomas Schmid, CEO of Volkswagen Components

"With our young, dynamic team from twelve different countries, we are the point of contact for everything to do with battery cells for the entire Group. I am proud of my colleagues’ fantastic work and commitment to building up our new business division."

Frank Blome, Head of the Battery Cell Division

Responsibilities of the Battery Cell Division (CZ)

**PLANNING & PROCESS DEVELOPMENT**  
Employees on today’s active pilot line to the production of cell prototypes at the Salzgitter component plant. New process technologies are being developed and tested there. The CZ-P is also responsible for planning and establishing the pilot line, as well as activating battery production on a pilot line scale. Employees of the division also act as service providers for planning and process development, link the Gom and external partners, and are responsible for the qualification of cell production. In addition, CZ-P is responsible for the planning and conducting of test motors and for the qualification of various prototype cells. The department also acts as an interface to the local regions and the Group brands.

**DEVELOPMENT**  
Development is focused on cell materials and components for anodes, cathodes, separators and electrolytes. In addition, employees are responsible for cell components, including requirement management, concept development, design and construction, and also contribute to technology management, along with benchmarking and the design-to-cost process for the cell. The simulation of the electrical, thermal, or mechanical aspects of cells, as well as cell aging, is also the focus of CZ-E. Employees are also responsible for the development of cells, including the development of lithiation, de-lithiation processes, cell production equipment, and the test and approval of cell and cell modules.

**QUALITY ASSURANCE**  
Employees at CZ-Q are responsible for the quality of storage in building cells and the in-house cells of the pilot line, and support Volkswagen joint ventures with establishing quality management. A quality concept is being developed for the products and processes of the Group that takes account of the requirement to build up expertise in the development, cell construction, and cell condition monitoring. In addition, employees conduct cell development and experimental cell production. The quality department coordinates the quality requirements, pre-fit product quality and process approaches for all cell and cell module engines, development and test support in normative standards, and conduct field observations and damage analysis of cells. Employees are responsible for determining quality guidelines and long-term, competitive quality for themselves.

**SUPPLIER CELLS/PRODUCT & PORTFOLIO MANAGEMENT**  
The employees of CZ-M are responsible for the development of suppliers and the product and portfolio management of cells and modules. Key areas in product development are concept development and series development. Employees are responsible for the development of cell materials, individual cell module teams, and the development of new cell materials. Employees also conduct the technical, environmental, and safety reviews on the battery cells.

**COLLABORATIONS & DIVISION MANAGEMENT**  
Together with the Group and the office, the CZ-C department is responsible for the strategic management and target attainment of the cell and battery collaborations, such as the joint venture Northvolt Zwei at Volkswagen’s participation in Quantumbattery and Gotion. The department is also responsible for winning market partners and collaboration partners, as well as managing contract volumes and contract management. Employees are responsible for ensuring information and documentation for the entire Battery Cell division.

**WE NEED YOU: Join the Battery Cell Division**

The internal job listings for the Battery Cell divisions are available on the Volkswagen Portal at: job@volkswagen.de – Volkswagen Group Components. Prospective applicants can also contact Alexander Dittrich at the following email address: alexander.dittrich@volkswagen.de.

**Joint Venture With Northvolt**

Group’s first cell factory at the Salzgitter Components plant

A German and Swedish collaboration in cell production. The cell factory “Northvolt Zwei” will be owned based on the CoE for battery cells and will be fully owned by Northvolt as a joint venture of the Volkswagen Group and Northvolt. The battery factory, Northvolt Zwei, Volkswagen will construct the necessary buildings and infrastructure. The Volkswagen Group is investing almost one billion euros in the construction of a Gigawatt battery cell factory which will be shared with Northvolt.

Approx. 2500 m² labs
4000 m² pilot line
3.500 employees
2.500 m² labs
4.000 m² pilot line
3
Beijing).

Facts about the Battery Cell division

With the opening of the battery cell factory shared with Northvolt in autumn 2019, the Volkswagen Group has started series production. The Volkswagen Group is investing heavily in building expertise and innovative capacity in Volkswagen Group Components. Volkswagen Group Components is responsible for batteries from end to end, dealing with everything from cell development to battery recycling.

At the beginning of this year, Frank Blome and his team in the new Battery Cells division have been responsible for all things battery cell.

In 2020, Volkswagen will report the first saleable battery cells from its own production at the Salzgitter components plant. New employees are working on the pilot line for the production of batteries (CoE) at the Salzgitter components plant. With the opening of the pilot production of battery cells in 2022, the Volkswagen Group has started its own benchmarks by bundling development, testing, and joint production of battery cells in one centralized location. Collaborations and joint ventures (CoE) will also be managed by the business division.

Facts about the Battery Cell division

The Battery Cell division of Components is responsible for battery cells Group-wide.

The Battery Cell division is owned by the Volkswagen Group. The division is represented at three locations and is responsible for the production of battery cells. The division is represented at three locations and is responsible for the production of battery cells. The division is represented at three locations and is responsible for the production of battery cells.
Top Marks in the Certification Audit
Strong performance by colleagues in Polkowice and Salzgitter

A few weeks ago, a certification audit was conducted by the German Association for Quality at Motor Polska in Polkowice. This external audit needs to be completed every three years so that engines and vehicles can be sold in Europe. The external auditors assess the quality management system, as well as processes and process documentation.

Our colleagues were rewarded for their outstanding work with an overall score of 100 percent. A fantastic performance, made possible by a joint effort between the individual departments. Plant Manager Dirk Strümpfler and Quality Manager Holger Becker thanked the team for their hard work.

Colleagues in Salzgitter have also achieved a top score of 100 percent in the quality audit for the future viability and competitiveness of Volkswagen Group Components. Plant Manager Andreas Salowsky and Head of Quality Assurance Charles Frese explained, “All the divisions at the site have contributed to this success with all the excellent work they have done to prepare for this. We would like to thank everyone involved for their efforts.”

Support Innovation Fund II Projects Now!

C Group Components II in the lead with the most innovations submitted to the Innovation Fund II. But it’s not just our ideas that strengthen the competitiveness and future viability of Volkswagen. The Innovation Fund II can be used to support other projects that have already been submitted. The acceleration phase, in which colleagues seek support for the ideas they submitted, will begin shortly. Anyone interested can find out more at https://innovations-fonds-i.wolfrwdg.de/ and apply to work on a project by October 2.

Project business plans will be validated and prototypes built from November, which are then tested and further developed with customers in order to deliver product and service prototypes that function as new business models.

“As the current frontrunner in project ideas, Components is a real driver of innovation. Since I worked there myself for many years, I know that there are many sharp minds to provide the teams with valuable support,” says Tobias Ludwig of the Innovation Fund II.