

360° WOLFSBURG



Volkswagen

ALL ABOUT VOLKSWAGEN – THE EMPLOYEE MAGAZINE FOR OUR LOCATION

JUNE 2019



With brochure "Focus on e-Mobility"



The right posture is important: Julia Korte (top right) and Thomas Kohn (bottom right) are two of around 300 employees who work in the cockpit pre-assembly area in Hall 35. Training courses tailored to the needs of employees form a central pillar of the "Stark" demography project.



T-Cross Excels in Safety

Top marks in all categories: The new Volkswagen SUV shines in the renowned Euro NCAP test. → [PAGE 13](#)



WLTP: Test Cycle Intensifies

New regulations will come into force in September. All vehicles need to go through renewed type testing. → [PAGE 12](#)



GTI Fan Meeting at the Wörthersee

Volkswagen apprentices present their self-developed dream car in Austria. → [PAGE 12](#)



Hafen 1: A Look at the New Building

The new event hall on the Wolfsburg plant grounds opens on June 13. 360° is already taking a look behind the scenes. → [PAGE 14](#)



The Direct Line to Volkswagen

If you call the number 90 at Volkswagen, you will end up at the telephone exchange in Wolfsburg – and it's been that way for 60 years. → [PAGE 16](#)

Wolfsburg: Employees Get Fit for Return to Production

The "Stark" demography project is running in cockpit pre-assembly and is unique throughout the Group

The Group-wide lighthouse project for the deployment of people with activity limitations in production has been launched: In cockpit pre-assembly in Hall 35 in Wolfsburg, work is being done to ensure that employees can be reintegrated into the value chain. The foundation for the

demography project called "Stark" is a works agreement signed in the spring of 2018. "Then we created a special area. It's geared to the special requirements that colleagues with activity limitations have in terms of work organization and health promotion. We want to reintegrate them back into the production process,"

says Sebastian Schmickartz, Head of Demography Project and Cockpit Pre-Assembly in Hall 35. This is made possible by modern production technologies, ergonomically designed workplaces, support from foremen, the Human Resources department, the Works Council and ergonomic assistants, as well as a health con-

cept created by the Group itself. The training area in Hall 35 also stands out: It could just as easily be in a professional rehabilitation studio. There are devices to train individual muscle groups, and an area where employees can practice common movements such as screwing in screws without looking. → [PAGE 21](#)

Plan: Battery Cell Production at the Salzgitter Plant

Setting the course: Supervisory Board approves investments of almost one billion euros

The Supervisory Board and Management Board have set an important course for the future: As part of its shift towards electric mobility, the Volkswagen Group will push ahead with the development of battery cell production. To this end, the Supervisory Board has approved investments of almost one billion euros. The plan is to house this kind of battery cell production at the Salzgitter plant. Up to 700 jobs could be created. Further resolutions: The Group is negotiating with potential locations about the planned new multi-brand plant in Europe, and is preparing for the stock market launch of the Traton commercial vehicle division. Supervisory Board Chairman Hans Dieter

Pötsch: "We want to secure our battery capacities through strategic partnerships, as part of our extensive electric mobility campaign. We also want to expand our production capacities in Europe to support our growth plans." Group CEO Herbert Diess says, "We are driving forward the electrification and digitalization of our fleet like no other automaker." At the same time, Volkswagen will be building up innovative business areas over the next few years. That is why it is important to align the group in such a way that it can play a decisive role in shaping the comprehensive transformation of the automotive industry. Diess: "The decisions are im-



In action: Kristina Nosko (from left), Fatih Ugurlu, and Tom Zeuchner examine the "pouch cell format", which will be produced in the battery cell pilot line in the future.



Supervisory Board Chairman Hans Dieter Pötsch



Group CEO Herbert Diess



Chairman of the Works Council Bernd Osterloh



Prime Minister Stephan Weil



In Berlin: National team coach Joachim Löw (left) and Group CEO Herbert Diess.

National Team Coach Löw to Represent Volkswagen

Joachim Löw is Volkswagen's new brand ambassador. The coach of the German national soccer team is set to accompany the company on its path to electric mobility. During a test drive with Group CEO Herbert Diess in the ID.3, he was convinced of the advantages of the electric Volkswagen. → [PAGE 4](#)

Ready: The App for Employees

The 360° Volkswagen app for employees is finished. It works on business and private smartphones. Among other things, employees can view plant, meal, and bus timetables. There is also a news channel with Volkswagen news. → [PAGE 9](#)



Signing in Spain: Herbert Diess second from the left, next to him Luca de Meo.

China: Seat Plans Market Entry

The Volkswagen Group is expanding its business in its second home market of China: A joint venture of Volkswagen Group China, Seat and JAC is planning to bring Seat to the Chinese market in the next two to three years. An agreement to this effect was signed at the brand's headquarters in Martorell, Spain, during a visit by a Chinese government delegation. Founded in 2017, the joint venture JAC Volkswagen focuses on the development, production and marketing of purely battery-powered vehicles.

Group CEO Herbert Diess: "The close cooperation of Seat and JAC will enable us to create synergies in the world's largest electric mobility market and significantly increase our market coverage. The segment of smaller e-cars especially is growing rapidly and offers a lot of potential." Seat CEO Luca de Meo emphasized that the agreement was an important step for the brand. "By entering the Chinese market, we are securing the future of the company while further expanding electric mobility. China is setting the standard in this field."

More on the topic "Volkswagen Group in China" on pages 6-7

Diesel Lawsuits: What Happens Next

Volkswagen lawyer Janett Fahrenholz explains what you need to know about the legal test case

More than 420,000 diesel drivers in Germany have joined the legal test case against Volkswagen. It will be heard for the first time before the Braunschweig Higher Regional Court on September 30. Janett Fahrenholz is a lawyer for Volkswagen, and explains the reasons behind this.

Ms. Fahrenholz, does Volkswagen need to brace for further financial strains?

No. Apart from the legal defense costs, there will be no further financial burdens directly resulting from the legal test case. First of all, it's only a question of whether customers could in principle have claims for damages. Concrete damage sums will not be negotiated in the proceedings. Should the Federation of German Consumer Organizations (vzbv) be successful as a claimant, each individual customer would have to file a suit individually and at their own expense and risk.

When do you expect the court's decision?

We do not expect a legally binding judgment on the legal test case before 2023. It's a new instrument. That alone will lead to delays.

And what can customers expect in possible follow-up proceedings?

If, after an initial fundamental judgment, individual customer procedures start later, the vehicles will usually already have a high mileage. The courts often deduct compensation for use from the original purchase price. This corresponds to the established case law of the highest German court, the Federal Court of



Volkswagen lawyer Janett Fahrenholz: Volkswagen AG is well-prepared for the legal test case.

"We do not expect a legally binding judgment on the legal test case before 2023."

Justice. The claimant has used their vehicle without restrictions since purchase. With high mileages of more than 200,000 kilometers, for example, potential compensation can be greatly reduced. In addition, customers have to return their fully functional car.

Why doesn't Volkswagen settle out of court with customers?

Because we don't think the lawsuit is justified. The vehicles are registered, safe and fully roadworthy. They are still being driven by hundreds of thousands of customers every day.

Are some already implemented driving bans and the poor image of diesel really a detriment – to the residual value of the vehicle, for example?

Of course, the image of diesel engines has suffered – including because of the political discussions. However, this is true for diesel vehicles by all manufacturers. Since the diesel scandal became public in September 2015, residual values have remained stable over two years. Analyses by Volkswagen AG haven't been the only ones to show this. Independent service providers such as DAT or Schwacke have also come to this conclusion based on their comprehensive data. The engine software in the vehicle therefore has no direct influence on the residual value. This is the value of the vehicle after a certain period of use. However, it's precisely this connection that is legally significant. Therefore, in our view, the legal test case should be dismissed.



JANETT FAHRENHOLZ (39)

has worked as a lawyer in the Volkswagen AG Legal department since 2014. She specializes in complex domestic and international litigation. She represents the interests of Volkswagen AG in the diesel-crisis-related lawsuits, in particular in the legal test case. She was awarded the "European Litigation Counsel of the Year 2018" award for her international experience in the field of litigation.

Digital Car & Service: First Employee Event

Before an audience of 1,500 employees, management board members, Christian Senger and Frank Welsch, emphasized the importance of teamwork

More than 1,500 employees learned about the work and activities of the new department at the first employee event of the new board division, Digital Car & Service (short: D). The focus of the event in Hall 106 at the Wolfsburg location was on digitalization in vehicles and intelligent cloud connectivity.

Christian Senger, who heads the Volkswagen brand's new board division, and Chief Development Officer Frank Welsch demonstrated their close alliance. During their joint appearance, they emphasized that good teamwork between the employees in both areas was essential.

Together, the D and E divisions form Technical Development. This is not only important for the successful launches of the ID. and Golf 8. The cooperation will decide whether the technical transformation of Volkswagen succeeds convincingly. Senger challenged his team: "Silo mentality has no place here. Only together are we strong." Welsch emphasized: "The most important thing is the close alliance of D and E. Technical development will become stronger and more efficient as



Together on stage: Chief Development Officer Frank Welsch (from left), Chief Software Officer Christian Senger, and Works Council member Gerardo Scarpino.

a result of this cooperation, not just in the most important future fields."

In addition, the departments of the new board division presented themselves at seven information stands. Employees were invited to discover the Group's digital and mobility ser-

vices. This was well-received by the employees. "I've only been with the company for a week. The information booths and the whole event are the ultimate 'info session' for me," said Florian Wieder, Mobility Services. Lena Karnebogen, "We Connect"

Product Manager: "I think it's great that we're all coming together here to get an overview of who's in the new D division and how we're going to work together." Özlem Becker, Process Manager Electrical/Electronic Development: "The first impression

is very positive. You can see that the focus of this event is on transparency and the transfer of information." And her colleague Simon Schorrardt adds: "I'm pleasantly surprised by the relaxed atmosphere. The communication is very open here."



Info stands: Employees presented their work in Hall 106 in Wolfsburg.



Satisfied: Employees Simon Schorrardt and Özlem Becker.

Legal Notice

360°

Publisher
Internal Communications
Volkswagen Group and Brand

Address
Post Box 1977, KS-I
38440 Wolfsburg, Germany

Telephone +49 (0)5361 9-89634

Email 360Grad@volkswagen.de

Legally responsible for content
Jörg Lünsmann/Fred Bärbock
Directors of Internal Communications

Editor-in-Chief
Dirk Borth

Editorial team
Marc Rotermund, Tobias Schwerdtfeger,
Alexander Ott, Oliver Keppler;
Active cooperation: Jesko Giessen

Layout/Production
Dominic Stripling, Volkswagen;
TERRITORY CTR GmbH

Photos/Illustrations
Volkswagen AG, Getty Images, Adobe Stock, iStock,
dpa Picture-Alliance, Nina Stiller, TERRITORY CTR GmbH

Printing
Dierichs Druck + Media, Kassel

PEFC-certified
This product comes from sustainably managed forests and controlled sources.

"The Human Resources division must also change and become more efficient."



Gunnar Kilian:
"We're laying
the foundation
for success now."

Objective: Modernizing Volkswagen

360° interview with Chief Human Resources Officer Gunnar Kilian: Digitalization and electric mobility as opportunities

Gunnar Kilian has been Chief Human Resources Officer since April 2018. At the age of 44, the trained journalist and former spokesman for the Group Works Council is one of the youngest executive board members of a DAX company. 360° sat with him for an interview.

Mr. Kilian, Chairman of the Works Council Bernd Osterloh is always talking about the light and dark sides of the Force at Volkswagen. He sees his side as the light side, which makes you part of the dark side. Will you be bringing light into the darkness?
I'm less about light or dark. We need common solutions. Volkswagen doesn't belong solely to the executive board, the shareholders or the workforce, but to everyone. But what is clear is that we need to modernize Volkswagen. And it has to be done quickly. Volkswagen needs to seize the opportunities offered by digitalization and electric mobility. The Human Resources division plays a key role in this.

That is the keyword for the "Fokus Personal" (Focus Human Resources) project. You signed a joint statement with the Works Council a few days ago. What is the purpose of the statement?
To document a common basic understanding.

Volkswagen is increasingly becoming a mobility provider. In order to shape this change, we need new competencies, activities, structures and processes in all areas.

So what does that mean for the Human Resources division?

The Human Resources division must also change and become more efficient. It's been far too much the rule keeper so far. We need to be much more customer-oriented, efficient, contemporary and innovative. It goes without saying that this also involves the digitalization of personnel processes. Against this background, our joint statement provides all employees with security and orientation: for example, we have stipulated that there will be no outsourcing of core HR tasks and personnel processes. And we have established rules for individual development, remuneration and working hours. The foundation for all the changes are collective bargaining and company regulations. And: operational co-determination at the locations will be maintained in full.

With Faculty 73, you have initiated a much-noticed educational project. Could you explain the background for this?

At Faculty 73, Volkswagen is currently training 100 junior programmers.

The majority of the participants were recruited by our Volkswagen Group Academy, directly from other Volkswagen divisions. At Volkswagen, there are many talents that we urgently need to mobilize for digitalization. It's important to us that someone is fully motivated and determined to further his or her qualifications. It's already clear that the program will be successful. That's why we're currently discussing an expansion with the Works Council. I imagine that we will soon be training 200 junior employees a year. In any case, the demand for software developers is huge at Volkswagen.

But at the same time, Volkswagen is also slashing staff. How can those two sides of the story coexist?

The shift to electric mobility is costing jobs. But I say unequivocally: with us, no one has to worry about their job. We've agreed to secure employment until 2025. Wherever there's no work to be done, we will transition to part-time work for older employees. We have already practiced this for the past few years. Since 2016, 9,300 employees have already taken advantage of the opportunity for part-time retirement. They will enter the passive phase of partial retirement by 2020 at the latest. And the next three birth year cohorts to be considered for partial retirement include around 11,000

employees. Where it makes sense, we will make appropriate offers. We've agreed on the exact timetable with the Works Council in a "Digitalization Roadmap".

Almost four years after the diesel scandal became known, Volkswagen is still constantly talking about cultural change. Will that ever stop?

I hope not, because with the success of the cultural change, we're deciding the economic future of our company and thus on the security of our jobs. Even before the diesel scandal, we didn't have a consistently bad culture at Volkswagen – quite the opposite. But the diesel scandal has clearly shown us that we need to correct some things. The good news is that culture is malleable. We're already a completely different company today, and are still in a cultural awakening.

The role model program for managers, cultural dialogs, meetings with bosses and, last but not least, our KulTour through the plants – all of this is having an effect. The mood in the company is slowly improving again. The results of the mood barometer prove that too. By the way, we are very grateful to Monitor Larry Thompson. He played a crucial role in ensuring that Volkswagen is on the right track. We owe him and his team for some very important advice and tips.

But where will Volkswagen's path lead us?

Our path leads to success. We're laying the foundation for that now. In times of rapid change, initial skepticism is understandable. But I'm sure that, more and more, it will give way to enthusiasm. The spirit of optimism can already be felt everywhere. In many places in the company, people are prepared to break with familiar working methods and thought patterns. In our HR Lateral Thinking Factory, for example, we've released a lot of energy and developed ideas for the next steps into the future. We have creative potential throughout the company. The Golf in its next generation and the ID family bear witness to this. If we're convinced of this ourselves, then our customers will be too.



Group: New Job Board Is Well-Received

A successful start: Since March, Volkswagen employees have been able to apply internally for Group-wide job advertisements. With around 75,000 calls in the first four weeks, the new job board, known as the Group Job Board, has made it directly to second place among the most frequently visited communities in Group Connect. There are currently 440 jobs online.

We are looking for a large number of employees – from healthcare professionals to online marketing experts, as well as development engineers for e-mobility drive systems.

The principle applies: Internal before external

Jobs are being offered by Audi, Porsche, MAN Truck & Bus, Financial Services, Volkswagen Passenger Cars, Volkswagen Commercial Vehicles and Volkswagen Group Components, as well as Group positions.



Alexandra Baum-Ceisig,
Human Resources
Manager for Indirect
Areas

Alexandra Baum-Ceisig, Human Resources Manager for Indirect Areas: "The Group Job Board helps employees to quickly and easily learn about vacancies at other Group

brands. This results in new development opportunities, as Volkswagen employees are given priority over external candidates. I'm pleased that the Group-wide job market has been well-received. It shows that this kind of instrument is desired and needed in the company."

Sebastiano Addamo, Works Council Coordinator: "The Group-wide job market is a good instrument for increasing equal



Sebastiano Addamo,
Works Council
Coordinator

opportunities within the company. We welcome the creation of this new job board, as it will provide transparency and broaden job prospects. This way, vacancies in the Group

become visible for the first time and can quickly be refilled internally, because the principle of 'internal before external' is applied when filling open positions."

For those looking to apply: The Group Job Board can be accessed online via Group Connect. The latest job offers are shown directly on the homepage.



Fokus Personal: this is one of the central projects with which the Group's Chief Human Resources Officer Gunnar Kilian intends to digitalize the Human Resources division and make it the driver of change at Volkswagen.

Jogi Löw Is the New Brand Ambassador

In Berlin: the German national soccer coach road-tested the fully electric ID.3 together with Group CEO Herbert Diess

Now there's a transfer you don't see every day: Joachim Löw is Volkswagen's new brand ambassador. Germany's national soccer coach is the new representative of the Volkswagen brand. The 59-year-old is set to accompany the company on its path to electric mobility.

It was just before the DFB-Pokal final that Löw was won over by the fascinating world of fully electric driving, as he joined Volkswagen CEO Herbert Diess for a tour of Berlin in a camouflaged prototype of the ID.3. This is the first model in the new Volkswagen electric range that will be available on the market from next year.

As they stepped out of the ID.3 at the Brandenburg Gate, Löw and Diess were greeted by tourists and soccer

fans alike, who were keen to pull out their smartphones for selfies and ask questions. Just like that, the national coach, the Group CEO, and the first model in the ID. family became an instant hit with the crowds.

"It was a fantastic experience to be able to drive through Berlin so quietly and in such comfort," enthused Löw. He really is convinced that "the launch of the ID.3 will allow Volkswagen to take electric mobility from its niche and thrust it into the mainstream." The car will be celebrating its world premiere in September at the International Motor Show in Frankfurt.

Sales Director Jürgen Stackmann notes that "Joachim Löw has been coaching the national side at the highest level for many years and has



In front of the Brandenburg Gate: Löw, Diess, and the ID.3.



Löw and Diess: Photo op on a remaining piece of the Berlin Wall.

never once been deterred by setbacks." Not only this, but he has never shied away from introducing radical changes, which makes him the perfect fit for Volkswagen. Stackmann goes on to add "we have spent many years shaping different classes with the Beetle and the Golf, and the time has now come to shake the brand up once again, with the launch of the ID.3. Our aim is for electric mobility to impress millions of people – just like the national soccer coach does with his new team."

Löw is equally delighted with the partnership: "I can't think of any other company that is as firmly rooted within soccer as Volkswagen. I very much appreciate the support that Volkswagen is offering to the world of soccer at every level."



Right in the thick of it and an instant hit with the crowds: Diess, Löw, and a camouflaged prototype of the ID.3.

Salzgitter to Set Up Battery Hub

Supervisory Board approves investment of some one billion euros for a cell plant



View from above: The Salzgitter plant is situated in an industrial district within the Beddingen district.

Over the next ten years, Volkswagen is set to manufacture around 22 million vehicles on its own, in-house electric platforms according to Group CEO Herbert Diess at the AGM in Berlin. If one thing is clear, it's that batteries are going to be essential. The cells that form the heart of these batteries are set to come from the Salzgitter plant, located some 30 kilometers away from the company headquarters in Wolfsburg.



Thomas Schmall, CEO of Group Components

"The battery represents a fundamental and strategically essential component of an electric car. This is why we are making battery technology one of the key competencies for Volkswagen with our Center of Excellence in Salzgitter," Diess explained. The Group CEO went on to say, "We have chosen to work with strategic battery cell suppliers, and we are pressing ahead with the construction and operation of a battery cell production facility together with a partner company in view of the continuing increase in demand. To this end, the Supervisory Board has approved an investment of almost one billion euros. We are planning to set up this battery cell production facility here in Germany – more specifically, in Salzgitter in Lower Saxony – provided it proves to be a good fit in terms of the economic conditions."

The reasoning behind this is that the battery requirements of the Volkswagen Group are growing to over 300 giga-

watt hours a year – and that's in Europe and Asia alone. But the current cell capacity does not cover what the market will need going forward. Battery plants for car manufacturers are mainly found on paper, in shell construction, or in the start-up phase. As the current volume of electric vehicles is still manageable, the cells are imported from Asia. The first battery plants in Europe are now in the start-up phase, although it makes sense from a competition point of view to start manufacturing batteries more regionally – not least as soon as Volkswagen really starts to gain traction with its e-offensive. This is why the Group's battery strategy is a crucial component of the Group's electrification strategy.



Herbert Diess, Group CEO

Here's how Component Manager Thomas Schmall sees it

"The decision made by the Supervisory Board to invest in battery cell production is a crucial move in the transformation of our company and a significant step for the Components plant in Salzgitter. The switch to

e-mobility and the resulting focus on e-components really are essential factors if we are to remain viable in the future. I am delighted that we, as Volkswagen Group Components, are able to shape these essential steps

in the Group's end-to-end battery strategy while also continuously expanding our expertise in the field of battery technology and using this across brands."

Battery Cell Production: What Salzgitter Employees Have to Say



"I find the fact that battery cell production is coming to Salzgitter just as groundbreaking as the idea that 700 employees will be able to find jobs there."

Gabriele Mittelstädt
Electrical Design



"I think it's great that a battery cell production facility is coming to Salzgitter. Now that's sure to create jobs. But it's about more than that for us. It's just nice to think that this type of facility is being planned for here in Germany."

Klaus-Peter Kowol
Engine Reworking



"I love the fact that a battery cell production facility is coming to Salzgitter. We have to make some technological changes around here, and a battery cell production facility will give us the potential to do that."

Christine Dziarsan
Material Flow Planning



"I am very excited that the next steps have been taken to bring battery cell production to Salzgitter. This is a huge occasion not only for us at the Salzgitter plant, but also for our region and Germany as a whole."

Daniel Kempa
Phase-out Management



Preparations Underway to Take TRATON SE Public

With the approval of the Supervisory Board, the Board of Volkswagen AG has decided to press ahead with the planned IPO of TRATON SE before the summer break, depending on the further development of the capital market.

On March 13, the difficult market environment prompted Volkswagen AG to hold back on its preparations to take TRATON SE public, although the Executive Board continued to argue in favor of returning to the prospect in a better market environment. According to Frank Witter, CFO of Volkswagen AG, "We have

always made it quite clear that we are working toward an IPO and that hasn't changed. The current shape of the market has encouraged us to make this decision now."



Frank Witter, Chief Financial Officer



Andreas Renschler, Head of Traton and Member of the Group Executive Board

As CEO of TRATON SE and Board Member at Volkswagen AG, Andreas Renschler noted, "TRATON SE and our entire team are in an excellent position to resume preparations for a rapid IPO."



All About TRATON

Together with its brands including MAN, Scania and Volkswagen Caminhões e Ônibus, the TRATON Group is one of the world's leading commercial vehicle manufacturers and aims to assert itself as a global champion within the industry through profitable growth, global expansion and customer-oriented innovations.

Business operations are divided into two segments: Industrial Business and Financial Services.

Industrial Business incorporates the three operational units of MAN Truck & Bus, Scania Vehicles & Services and Volkswagen Caminhões e Ônibus.

As its name suggests, the Financial Services segment offers customers a wide range of financial services, including dealer and customer finance, leasing, and banking and insurance products.

Changchun: One of the Most Important Locations in the Automotive Industry

Gunnar Kilian and Qin Huanming discuss the significance of the city and its remarkable transformation in an interview with 360°

Mr. Kilian, why is it important for Volkswagen to post staff to China?

Kilian: China is one of the Volkswagen Group's key markets, and we now sell the majority of our vehicles here. If we want to be successful in China in the long term, we need to understand its culture, its market and its people. We can only do this by sharing our knowledge and expertise as part of a partnership on equal footing. In a nutshell, the 200 colleagues from Germany posted here every year not only bring knowledge to our Chinese plants and companies, they also learn a great deal as well. This is the way to create important technologies for the future of mobility.

What impact is this having on Changchun?

Kilian: Changchun is now one of the most important and largest sites for the automotive industry in Asia. Thanks to the growing number of businesses here, its importance as a center for innovation for our industry is growing. That's why it's so important for the right experts from Germany to shape and support the developments going ahead in China.

Mr. Qin, what can expats expect in Changchun?

Qin: A big surprise initially as the automotive city is so green and vibrant. It has been named



Gunnar Kilian, Chief Human Resources Officer



Huanming Qin, Board Member of China FAW Co., Ltd.

simplify the red tape and hopefully even reduce it. On the other, we're also focusing on medical care and leisure activities that have been designed to suit the needs of the expats. Thanks to the planned direct flights from Germany, the old and new countries are coming closer together.

Mr. Kilian, what do you think of Changchun?

Kilian: Just like I have been with every city in China, I was in awe of the incredible pace of growth. New developments in Changchun are aimed not only at business providers, but also the people who live in the region. They benefit from a mix of many green spaces, cultural offerings and state-of-the-art infrastructure. These factors make Changchun a city that is a great place for me to live and work in.

China's Happiest City and a National Model of Green City. This makes staff here proud, but it also spurs us on. We want to make Changchun even better, especially for our international colleagues, which is why a task force has been formed.

What are the team's specific goals?

Qin: On the one hand, we're looking at breaking down bureaucracy and language barriers. Our aim is to



State-of-the-art manufacturing in the multi-brand vehicle plant: Volkswagen and Audi vehicles leave the production line in Changchun, along with gearboxes and engines.

More Entertainment

Beijing, the capital steeped in history; Shanghai, the megacity with the futuristic skyline; Foshan, which is a hop, skip and a jump away from the metropolises of Hong Kong and Macau at a distance of just 100 kilometers: the plants and companies in China (28 in total) are spread across a range of attractive cities. Volkswagen has recently worked with the political parties in Changchun to increase the quality of life in the city, which is home to several millions of people.

The basic design of the headquarters in Wolfsburg and the manufacturing plant in Changchun is similar. Both underwent extensive designs on the drawing board as car manufacturing plants surrounded by residential areas – with slightly different dimensions, of course: if you measured the area of the plant at the Mittelland Canal at roughly 1.6 square kilometers, the plant producing vehicles and components in Changchun covers 120 square kilometers – which corresponds to 17,000 soccer fields. Boasting 7.5 million inhabitants, the city is expected to become one of the most important cities in the automotive industry by 2022.

Similarities between Wolfsburg and Changchun

As was the case during the years of rapid expansion in Wolfsburg, all the recently created parts of the city support the working of an “auto-



“motive city.” Work, home life and leisure time are closely interlinked. The two towns share another thing in common, as politics and local companies work hand-in-hand. The Volkswagen



An international workforce: Almost 23,000 staff work in the FAW-Volkswagen plant – roughly 250 of them are expats in Changchun.

Retired Volkswagen Employee Delivers First-Aid Training in China

Former Wolfsburg employee gets involved in Changchun

Now here's something that shows a passion for work: Joachim Schmidt could be enjoying his well-earned retirement. But since he's the sort of person who prefers to keep busy, he makes regular trips to Changchun to share his knowledge with German colleagues who have been posted abroad. Schmidt ran first-aid courses in Wolfsburg for many years and

he has now turned his attention to training Group employees in China on how to respond in an emergency, with tasks including putting an injured person in the recovery position and performing CPR. He also shares useful tips when it comes to issues such as what to do in case of earache or diarrhea. “I enjoy training people because it allows me to pass on my

knowledge and keep active. It's great,” said Schmidt. Dr. Kai Sickmann, Head of International Healthcare at Volkswagen, is pleased with the support from the senior expert. “We are extremely grateful that our colleague is ensuring that the employees posted to China know what to do in the event of an emergency.” To date some 90 participants have completed the training. The next course will be held in the fall.



First-aid training in China: Joachim Schmidt (second from the left) with his students in Changchun. The retiree teaches posted colleagues how to respond to emergency situations (right).



Giving the gift of a Beetle: Group CEO Herbert Diess welcomed the Chinese Minister for Transport, Li Xiaopeng, to Wolfsburg. The Minister discovered more about the Group's e-mobility strategy.

E-Mobility: Diess in Talks With Chinese Minister

Li Xiaopeng visits plant during trip to Germany

Chinese Minister for Transport Li Xiaopeng recently visited the Wolfsburg plant as part of his official visit to Germany, and took the opportunity to discover more about the Group's e-mobility strategy. He spoke to Group CEO Herbert Diess at length about topics including vehicle networking, the development of the Chinese automotive market and China's Open Door policy.

China is assuming a key role in the global transformation of the Volkswagen Group and the associated decarbonization program. The range of electric vehicles has already been extended

this year. By 2028, more than half of the Group's expected 22 million e-cars are expected to be made in China. The goal is to provide customers with around 1.5 million electric vehicles by 2025, the majority of them run solely on electricity.

As Herbert Diess noted, “China is the second home market for the Volkswagen Group and – thanks to its dynamic development – it has become a globally important powerhouse for the latest technologies such as digitalization, e-mobility and driverless vehicles. This is why we welcome the further liberalization of the market.”

ent, More Flights, and Less Bureaucracy

A Volkswagen task force is making the city more appealing



What to expect in Changchun: winter sports competitions with 250,000 viewers such as the Vasaloppet China Ski Festival and an almost untouched natural oasis.

Wolfsburg Changchun

Twinned cities since 2006

Size of the city 204 square kilometers 3,616 square kilometers	Employees at the Volkswagen plant 63,000 23,000
Green space (excluding farmland) 31.5% 41.5%	Expats Approx. 50 from Changchun Approx. 190 from Wolfsburg
Size of the Volkswagen plant 1.6 square kilometers 1.9 square kilometers	Most popular dish at the company restaurant Currywurst Jiāozǐ (ravioli)
Population 120,000 7.5 million	Most successful soccer club VfL Wolfsburg, 1st league Changchun Yatai, 2nd league

FAW-Volkswagen have started in collaboration with local artists and musicians. Concerts, festivals and exhibitions specifically aimed at Chinese and international staff at the company also enhance the countless ways they can spend their leisure time. Pfitzinger adds, "Changchun has already been named 'China's Happiest City', and we are continuing to develop this potential." Going forward, a separate events app is set to be developed for expats.

Alongside a vibrant program of events, Changchun also offers a high quality of life: forests and parks cover 41.5% of the city, which makes the metropolis a model for green and environmentally friendly cities in the country. This is another parallel to the headquarters in Wolfsburg.



Jens Pfitzinger, Head of HR Volkswagen China

staff who were asked to go the city as expats for a short while are also at the heart of these initiatives. This is why the Volkswagen Group is one of the most important drivers for change in Changchun. An on-site task force at the joint venture FAW-Volkswagen is working on growing the region's appeal. Jens Pfitzinger, Head of HR at Volkswagen China, explains, "The high levels of involvement and networking among colleagues have resulted in great success in only a short space of time." This can be seen in many aspects: the effects of simplifying applications for visas and work permits and the extended validity of these documents are overcoming bureaucratic hurdles

in many places. At the same time, several weekly direct flights from Frankfurt am Main are expected to start taking off in the latter part of 2019.

Multilingualism as standard

The official language here is English, and all major public offices offer direct points of contact for expats. Their children have been taught in the German International School and the Changchun American International School in their native language for quite some time. Street names and signs in downtown Changchun are gradually being

translated, and even the FAW's own hospital boasts an experienced international team of doctors who speak several languages. The task force has adjusted the services and processes in recent months to focus on international colleagues. Pfitzinger explains, "We have also strengthened the links between healthcare at Volkswagen in Germany and the hospital at FAW. This allows us to guarantee the best medical care for all colleagues in Changchun." The idea of partnership can also be found in an extensive cultural program, which staff at



4 Questions for...



Harald Müller is Head of the new Jetta brand.

Jetta: 300 Million Clicks Since the Brand Launch

Brand CEO Harald Müller on the online onrush, the legend of Jetta and the atmosphere within the team

1 How have customers responded to the new brand?

The Jetta brand has been received positively following the brand reveal in Wolfsburg, the brand launch in Chengdu and its first public appearance at the Shanghai Auto Show in April. Over 95 percent of public opinions are positive or neutral after almost 300 million page visits. Customers have recognized the Jetta as a brand with strong German roots, which both exhibits and perpetuates the proven quality, reliability and safety of Volkswagen.

2 Who is the archetypal Jetta customer and what is important to them?

As one of the most successful Volkswagen vehicle brands in China and the number-one car for many families, customers feel a unique, emotional connection to the brand. Our target group is between 25 and 35 years old, usually living in cities surrounding megacities. The typical customer has reached the stage in life where they are working hard, taking a practical approach and know exactly what they want. The majority of our customers are first-time buyers who value the quality and the history of the brand.

3 What is the atmosphere like among the team for the brand launch?

The team is very proud to continue Jetta's 30-year success story – and is full of confidence for the future that Jetta can be a great brand. As our brand slogan goes, we have a "Proud Past, Bright Future."

4 What are the next milestones?

The Jetta brand has three models in its first wave: the Jetta VA3 (notchback), the Jetta VS5 SUV and the larger Jetta VS7 SUV. Of these models, the VA3 and VS5 are expected to go into production at the end of June and be launched onto the market in the third quarter of 2019. The launch of the VS7 SUV is scheduled for the start of January 2020.



Start of the partnership: Pupils at an elementary school in the Chinese town of Bachu celebrate the start of the pilot project to install a central water filter with Volkswagen representative Thomas Fischer (center).



Clean drinking water: Pupils in Xinjiang province can quench their thirst directly from the water fountain. Following the pilot stage, the project is expected to be rolled out across 500 schools.

Environmental Protection and Clean Drinking Water

Volkswagen launches inspiring youth projects in Ürümqi

Working together for change: it's not just cars that Volkswagen produces in Ürümqi in the Western Chinese province of Xinjiang. The Group is involved in projects for school pupils and older students alike. "We have partnered with the Goethe Institute to develop an educational

program to raise awareness about the environment," says Volkswagen representative Thomas Fischer. Since the project launched, 1,000 girls and boys have become environmental ambassadors. Launched in Ürümqi, there are currently 25 partner schools in China (which will rise to 80 schools

by the end of 2019) that use practical exercises and theory to educate the pupils. As the project has proven so successful, the partners are working on implementing the program in other countries such as Brazil and India. The latest plans involve ensuring clean drinking water is available in schools.

Two schools received a central filter during the pilot phase, which began in spring 2018. Over the next few months, 500 prospective schools in southern Xinjiang are expected to be fitted with filters. This means clean drinking water for roughly one million school children and their families.

VO Cup: Good Deeds Beyond Company Borders

A kickabout for a good cause: Now that's what the VO Cup in Baunatal bei Kassel is all about. This soccer and beach volleyball tournament will be taking place on August 17. According to Imelda Labbé, head of Group After Sales and patron of the event: "We want to see our after sales community grow closer together and support people who need help." All brands and markets are invited to the event, as well as the German distribution centers.

The VO Cup Society is a volunteer-led association that supports children with cancer and handicapped people. Since 1997, a total of 460,000 euros has been shared with various charities and individual families alike.

1,000 euros in donations from the VO Cup 2018 was awarded to a 12-year-old wheelchair user. His family chose to invest the money in new wheelchair tires, which have allowed him to get around on the beach with much more independence than before. This is sure to come in handy as he joins the class trip to the German holiday resort of Sylt at the end of August.

Do you want to get involved in doing something good by signing up for the VO Cup? It's not too late to register, as entries are still open until June 30 at www.vo-cup.de. The entry fee is 50 euros per team. At least eight players are required for football teams, and five for volleyball.

Volkswagen Supports Yad Vashem

Holocaust memorial site: Chief Human Resources Officer Gunnar Kilian participates in the ground-breaking ceremony for the new Collections Center in Israel

Chief Human Resources Officer Gunnar Kilian recently took part in the ground-breaking ceremony for the new Collections Center in Israel. The event at the Yad Vashem Holocaust memorial site took place during the Yom HaShoah national holiday, which is an occasion for the people of Israel to commemorate the martyrs and heroes of the Holocaust. This year marked the first time that representatives from German companies were invited to participate.

"It's a huge honor for me to be invited to this memorial service and to represent Volkswagen here in Yad Vashem as we remember the victims of the Holocaust," shares Kilian. Yad Vashem is home to the world's largest collection of artifacts from the time of the Holocaust, which includes objects that serve as reminders of the murdered victims and their fates.

The new Collections Center – or the Shoah Heritage Collections Center, as it is officially known – is being built to create additional space for storage, research and restoration work. Volkswagen is one of a number of companies to be supporting the project with one million euros each, including Daimler, Deutsche Bank, Deutsche Bahn and Borussia Dortmund. Work is scheduled to begin in August.

"I felt incredibly moved by the Yom HaShoah memorial celebration," explained Gunnar Kilian. He described it as a huge honor to be able to provide financial support for the



Visit to the Yad Vashem memorial site: Chief Human Resources Officer Gunnar Kilian in the Hall of Names at the Holocaust Museum.

construction of the new building. Speaking of the involvement of Volkswagen, Kilian went on to add: "By providing this support for the Collections Center, the Volkswagen Group would like to make a permanent contribution to preserving the memory of the Holocaust victims in the long term. We see this support, which has been offered as part of a solid and vital tradition on the part of the Volkswagen Group, as both an honor and our duty in equal measure. We also hope that our involvement will help us work toward international understanding, tolerance and a peaceful coexistence for everyone."



Commitment: Kilian signed the official document at the ground-breaking ceremony and took part in the symbolic act at the Mountain of Remembrance. Building work is scheduled to begin in August.



One Million Euros for Memorial Site

The Yad Vashem memorial site in Israel is home to the world's largest collection of artifacts from the time of the Holocaust. Work on the new Collections Center, which will create more space for the various exhibits, is scheduled to begin in August. The project welcomes the involvement of five new partners from Germany in the form of Volkswagen, Daimler, Deutsche Bank, Deutsche Bahn and Borussia Dortmund, who will each be providing one million euros.

360° Volkswagen App for Employees is Ready!

Now available to download for free from the Apple and Google app stores – part of the new media family

It's the moment we've all been waiting for: The launch of a state-of-the-art app featuring all the latest news and services relating to our day-to-day life at Volkswagen. All this and more can now be found in the new 360° Volkswagen app – available as a free download from the Apple and Google app stores. The app is part of the new 360° media family and allows mobile communication with all employees for the very first time. It is even compatible with

work phones and personal smartphones alike.

This is because Volkswagen is redeveloping its internal media channels and combining them to form the 360° media family, featuring the 360° Volkswagen app right at its heart. "It combines news and services in a single mobile app," explains Marco Klein. The IT expert from the HR division developed the app with co-product owner Dennis Belling and a team from the Group's IT and Software Development Center (SDC) in Wolfsburg.

The 360° Volkswagen app offers all of the following services plus many more besides:

- Food menus
- Plant maps
- Internal bus shuttles
- News on Volkswagen brands, plants, and business divisions
- Like, comment, and push functions
- HR Self Services (available from app version 1.1)
- GroupFind

The best thing about it is that colleagues now have the opportunity to access news, the latest food menus and many other services relating to HR and mobility from anywhere in the world.

What's more, there is also a range of news channels for you to browse and go back to at any time. Just to give you an example, if you are interested in discovering more about individual plants or specific topics such as "Production and Logistics", the Volkswagen Group Academy, staff sales or Group Components, then you're in the right place. It doesn't

stop here either, as there are plenty of other new developments to discover beyond the 360° employee app. The old Intranet, for example, is gradually being phased out, with 360° Volkswagen Net taking over as the main browser home page since the end of May. Then there's the employee magazine and newsletter for managers, which have also been rebranded under the 360° umbrella.

Please be aware that the app is not currently available to staff in Volkswagen Osnabrück, Sitech and Volkswagen Sachsen.

360° Volkswagen App

1 News: Reports on brands, locations and business divisions. Employees have the option to personalize the settings.

2 Search the portal, telephone book, and many other systems with GroupFind – the "VW Google".

3 Services: including health center locations, food menus and timetables for plant shuttles.

How it works:
Search for "VW 360" in the Google or Apple app store and download the app. Staff can log in with their Volkswagen User ID and web services password (also used for the portal or trend indicator).

360° Volkswagen Net

1 Home page: This is now tidier and features larger thumbnails for the news. A secondary navigation bar displays the stock market, weather in Volkswagen locations, the EHD ticker and links to current topics. The home page is rounded off with various blog posts and even a media library.

2 Comment function: Employees can "like" articles and also comment on them. The visitor counter on the bottom right of each article page is also a new feature.

Celebrating 20 Years of Employee Donations for Children

Campaign by the Group Works Council celebrates anniversary – Employees have collected more than 22 million euros for "One hour for the future"

Volkswagen employees can all be proud of this special milestone: Twenty years ago, staff started donating an hour's pay to support aid projects for disadvantaged children. The campaign was launched by the Group Works Council, which started working with the aid charity Terre des Hommes the year before in 1998.

Since then, more than 22 million euros have been shared across 250 projects in Argentina, Brazil, Germany, India, Mexico, South Africa and Thailand. The aim was – and still

is – to protect children and give them the chance to access education and job opportunities, although the initiative has developed even further over the years. Since 2003, employees have been "rounding up" their contributions by donating the cents after the decimal point on their pay checks. "Volkswagen employees have built a close and friendly relationship with Terre des Hommes over the last two decades," explains Bernd Osterloh, Chairman of the Group Works Council. He also added, "It is thanks to this

that the Group Works Council and staff are now celebrating this 20-year anniversary. Solidarity is not an empty word to us and not something that simply stops when you leave the factory gates. Volkswagen staff have helped many thousands of disadvantaged children in different areas across the world with "One hour for the future" and associated campaigns including the familiar leftover cent donation and "A Chance to Play". We are keen to continue with our work and generate even more funds for children in need."

Volkswagen Chief Human Resources Officer Gunnar Kilian notes that "the collaboration between Terre des Hommes and Volkswagen is a real success story. It is all thanks to the Volkswagen Group Works Council and our hundreds of thousands of staff that the children's charity has been able to count on a strong partner by its side since 1998. The cooperation that started with the "One hour for the future" campaign is now celebrating its 20th anniversary. I would like to take this

opportunity to promise you this: Volkswagen staff and the Volkswagen Board – together with Group Works Council – will continue to support this important initiative in the future."

Account for donations:
Volkswagen Bank, reference: "20th birthday", BIC VOWADE2BXXX, IBAN DE43 2702 0000 1500 8859 81.



What your donations do:

The children's charity Terre des Hommes has been funding various projects with the donations from Volkswagen staff for 20 years. This includes early childhood education, supporting school children in slums, helping street children, and the fight against child abuse. Terre des Hommes is independent of governments, religious organizations and political parties. Find further information on the Works Council page on the Volkswagen Net and tdh.de.

Aid for disadvantaged children around the world: Donations from Volkswagen staff fund projects in Argentina, South Africa and many other countries.



"I Have Been Interested in Software for as Long as I Can Remember"

Components colleagues dare to do things differently and tell about how they got their start at Faculty 73

In Faculty 73's debut year, employees of Group Components demonstrated a pioneering spirit and the courage to make change. Out of 73 internal participants, 21 colleagues come from the Components plants in Hanover, Salzgitter, Braunschweig and Kassel, having previously worked in areas like casting, engine assembly or steering production. Sadik Altuneriten from the Kassel plant and Dennis Scheffler from the Braunschweig plant tell us about their experiences.

"I have been interested in software for as long as I can remember," explains Sadik Altuneriten. "Whenever one of my friends or relatives has a problem with their computer, it's always, 'Let's call Sadik.' Most of the time, I'm able to solve it. I have also learned programming languages and have programmed websites. I really want to learn more on the subject."

In 2003, the 36-year-old completed his university entrance diploma by taking evening classes while working as a project manager in transport packaging in Dietzenbach, Hesse. When he, his wife and their three children moved to Kassel, he applied for a job at the Volkswagen Components plant – with success – and started

working in Logistics there a short time later. "In conversations with my foreman – I was having problems with the authorization of my system access – I told him that I take a keen interest in computers and software development in my free time. That's when he told me about Faculty 73. That was a great tip, I'm really thankful to him for it. I want to expand my programming knowledge, develop personally and professionally and learn more in my spare time. In particular, I want to become a software developer. For Volkswagen!"

Sadik Altuneriten commutes between Kassel and Wolfsburg

His daily routine has completely changed. "My wife has been very supportive of me from the beginning. Together we decided that she would stay in Kassel with the children. On the weekend, I commute home and try to make up for lost time with my family." This gives him time to study during the week. Sadik Altuneriten is extremely motivated. After the official end of the school day at 4:15 pm, he stays at the AutoUni to study. "I like that I can concentrate on the faculty program during the week. I want to study as much as possible to get a good final result. Faculty 73 is worth the commute for me. Getting paid to study – what a luxury! I really hit the jackpot!"



Pioneers: The first colleagues start at Faculty 73 to become qualified software engineers.

Dennis Scheffler is impressed by the program, too

Dennis Scheffler from the Components plant in Braunschweig was also impressed by the program at Faculty 73. He says, "Until now, programming was just a hobby for me. I think it's great that I can now do it professionally, too!" The 26-year-old started out as a mechatronics trainee in Braunschweig and most recently worked in battery production. For the last six years he has also been a youth and trainee representative at the plant and a member of the examination board for the

profession of mechatronics engineer at the Braunschweig Chamber of Industry and Commerce.

On the side, Dennis Scheffler studied for his Bachelor's and Master's degrees in technical management. "When I got into the program, my family and friends were very happy for me." Now some of the people in his circle are interested in applying, too.

"Of course, it was very difficult to say goodbye to my team in Braunschweig. I feel very connected to the place. But sometimes you have to set sail for new horizons!"

The next application round for Faculty 73 will open in August 2019. More detailed information is available at www.fakultaet73.de or on the Volkswagen portals.



Faculty 73

A training program in software development with continued salary payment for Volkswagen employees or a permanent employment contract after two years for new recruits: that's what the Volkswagen Group offers IT specialists and those who want to become one. On April 1, Faculty 73 officially launched at the AutoUni in Wolfsburg.

But what's so special about the number 73? 73 has a special significance for mathematics fans: not only is it the 21st prime number, but it's mirror number, 37, is the 12th prime number. The mirror number of 12 – that is 21 – is the product of 7 and 3 multiplied. So it's a great number – perfect for Faculty 73.



"My foreman told me about Faculty 73. That was a great tip, I'm really thankful to him for it."

Sadik Altuneriten from the Kassel Components plant

"I feel very connected to the Braunschweig site. But sometimes you have to set sail for new horizons!"

Dennis Scheffler from the Braunschweig Components plant



Got a knack for IT and looking to make a change?

The Information Management & Digitalization and Components IT departments are **looking for employees** to design and execute digitalization projects. Contact oliver.fischer1@volkswagen.de and volker.kratzenstein@volkswagen.de

SPEED+ Award: The Product Lines from Audi, Seat and Skoda

From crankshafts to axle drives – the new teams are entering the competition with motivation and ambition

Audi, Seat and Skoda are entering the SPEED+ Award, the sporting efficiency competition for Components, for the first time. Each brand enters one plant into the race, held by Volkswagen Group Components: Audi will be represented by Győr, Seat by Prat, and at Skoda, colleagues from Mladá Boleslav are going for gold. The new participants at a glance:



Audi – Győr plant

Categories: Plant Efficiency, Assembly Efficiency, Shop Floor Management, Tool Costs
Participating employees: 1,181

What the teams excel at: High flexibility, strong team spirit and striving for perfection
Number of lines: 6 (R4 Global Engine Flex cylinder crankshaft, R4 Otto Global Engine Line 2 crankshaft, R4 Otto Global Engine Line 3 crankshaft, V6/V8 Otto Audi Valve Lift System [AVS] cam unit, R4 Otto Global Engine engine block and complete engine assembly, V6 TDI engine block and complete engine assembly)



Seat – Prat plant

Categories: Plant Efficiency, Assembly Efficiency, Shop Floor Management, Process Excellence, Tool Costs

Participating employees: 140
What the teams excel at: Continuous improvement of their own performance, high motivation, goal: to increase productivity and exchange best practices
Number of lines: 5 (MQ200 shafts ML1, MQ200 fixed gear GA hard machining, MQ200 gears Gearshift 1, MQ200 ML4 alu mech., MQ200 ML1)



Skoda – Mladá Boleslav plant

Categories: Plant Efficiency, Assembly Efficiency, Shop Floor Management, Process Excellence, Tool Costs

Participating employees: 930
What the teams excel at: Highly motivated and competent team, high flexibility and simply clever solutions
Number of lines: 10 (EA 211 engine assembly, MQ200 gearbox assembly, EA 211 cylinder head, R3 EA 211 crankshaft, MQ axle drive wheel, MQ clutch body, logistics, industrial engineering, maintenance, tool management)



The Passat GTE shown is a near-production-ready concept car.

Flexible Charging Station in Berlin

Making an appearance at the Volkswagen AG AGM in Berlin: The Group brands presented the latest vehicle models while Volkswagen Group Components presented its flexible quick-charging station, developed in-house. The audience demonstrated a keen interest in the futuristic product.



A LOOK AT THE BRANDS



Seat Develops New e-Platform

Small version of the MEB toolkit

Premiere: for the first time in the history of the company, Seat will develop a new vehicle platform, together with the Volkswagen brand. It will be a smaller version of the MEB toolkit (Modular Electric Drive Toolkit), based on which all the brands in the Volkswagen Group can produce cars around four meters in length.

The objective of the new platform is to develop affordable electric cars, which will be sold at a starting price of less than 20,000 euros. More than 300 engineers are involved in the project in Spain. Luca de Meo, CEO of Seat, says, "Seat now

plays a clearly defined role within the Volkswagen Group. Thanks to outstanding business figures, we have well and truly earned the responsibility for the new electric vehicle platform. For the first time, Seat's Technical Center will develop a vehicle group that can be used by multiple brands worldwide."

Group CEO Herbert Diess says, "Seat plays an important role in the Volkswagen Group and is taking on even more responsibility. This year's successes underline Seat's potential to harness opportunities for growth and tap into new markets."



Audi Connects Cars With Traffic Lights

Riding the "green wave" through the city

Green wave: starting this July, Audi will connect new models with traffic lights in Ingolstadt (known as the Vehicle-to-Infrastructure Service (V2I) "traffic light information system"); other European cities will follow from 2020. This will allow cars to drive through the city on the



Connected: Data from cars will help to control traffic lights more efficiently.

"green wave": in the cockpit, Audi drivers can see the speed they need to maintain to pass through the next light on green. If this is not possible within the applicable speed limit, a countdown counts down to the next green light. This makes driving in the city less stressful and more efficient. Audi is the first manufacturer worldwide to connect its series models with traffic lights in cities.

"In the future, the anonymized data from our cars could help to control traffic lights in cities more efficiently and to optimize traffic flow," says Andre Hainzmaier, Head of App Development, Connected Services and Smart City at Audi.



Top Marks for Plant

Sustainably built

Outstanding: the German Sustainable Building Council (DGNB) awarded Porsche its highest accolade, the platinum award, in Leipzig. The award certifies the 427-hectare plant, which is currently being developed for electric mobility, as an exceptionally sustainable industrial site. This is Porsche's second platinum award. The sports car manufacturer already received the DGNB's highest award in 2017 for parts of its main plant in Stuttgart-Zuffenhausen.



e-Drive for Trucks: Scania and Northvolt Strike Up New Partnership

Ten million euros invested – expert teams work together

New partners: Scania and Swedish company Northvolt have agreed to develop and market battery cell technology for heavy commercial vehicles. Scania is investing ten million euros in the partnership to drive forward development, assist the construction of a demo line and support Northvolt's research facility.

The electrification of vehicles is progressing rapidly and offers an affordable transition to more sustainable modes of transport. For HGVs and buses, the further development of both charging infrastructure and



more robust, cost-efficient and sustainable battery cells is of vital importance for economically viable electrification to make a market breakthrough on a broader scale.

The two companies will put together a team of experts to work at Northvolt's research facility in Västerås, Sweden – and to develop and market the production of battery cells that are optimized for powering commercial vehicles. The two companies have also signed a supply agreement for the battery cells.



CO₂ Emissions Lowered

New concepts for MAN plants

Less CO₂: Commercial vehicle manufacturer MAN Truck & Bus has cut the CO₂ emissions of its production sites by more than a quarter. In 2018, the plants emitted approximately 29 percent less CO₂ than in 2008. This means MAN has reached its goal two years earlier than originally planned. The MAN Climate Strategy, which was adopted in 2011, aimed for a 25-percent reduction of emissions by 2020. Over the past few years, MAN Truck & Bus has invested around 40 million euros

in reducing the CO₂ emissions of its production network, saving over 100,000 metric tons of the greenhouse gas – equivalent to the emissions of a small town.

Cogeneration power plants at several production sites, a large photovoltaic plant in South Africa, new lighting concepts and energy-saving air conditioning using well water – a wide range of measures – have helped achieve this result. MAN is now working on further reducing CO₂ emissions at its sites by 2025 and 2030.



Awards for Fabia and Rapid

Skoda models come out on top in survey

Happy drivers: the Skoda Fabia and Skoda Rapid have the happiest drivers in the small car and compact segments. This was the result of the latest "2019 Germany Vehicle Dependability Study" (VDS), conducted by market research institute J.D. Power. More than 12,500 participants took part in the biggest survey of car drivers in Germany. This is the Fabia's third J.D. Power Award.

During the annual survey, participants rate how reliable their vehicle model is and how satisfied they are with their car. With the Fabia and the Rapid, Skoda was the only brand to have two winners.



Museum Redesigned

Exhibition at Lamborghini

The Lamborghini Museum in Sant'Agata Bolognese is now the MUDETEC Museum of Technology (Museo delle Tecnologie). The museum tells the fascinating story of Lamborghini, and the design and technology of the cars. The exhibition concept lets visitors experience the brand's values and its extraordinary models up close, all of which rests on the creativity and commitment of the brand's employees as well as tireless efforts in research and development.

A pioneer through and through, the brand always has the designs and technology of the future in mind and places people at the heart

of its passionately made creations. Visitors can follow the history of Lamborghini through historic models like the 350 GT, the Miura, the Countach and the LM002, all the way through to the latest and most exclusive super sports cars like the Asterion hybrid car, the Centenario and the Aventador SVJ⁴.

The "Future Shapers since 1963" exhibition was created for the opening of the Lamborghini Museum. The story of the brand's development is told along a timeline, divided into decades. The stars of the show are the models, which revolutionized the eras of their creation.



Redesigned: The Lamborghini Museum in Sant'Agata Bolognese.



Guest appearance at the DTM: Ducati racer Andrea Dovizioso.

Ducati Racer Starts at DTM

Premiere in Italy

Final preparations: Ducati racer Andrea Dovizioso has successfully completed the final stage in the preparations for his guest appearance at the Deutsche Tourenwagen Masters (DTM) on June 8 and 9. The Italian Moto GP star finished a total of 183 laps in the Audi RS 5 DTM with over 610 bhp at the Misano World Circuit Marco Simoncelli near the Adriatic coast. The 33-year-old was coached by experienced Audi DTM driver and two-time DTM champion Mattias Ekström.



Experience the ID.3³ Live

Almost production-ready version on display in Berlin

Experience the ID.3 before the world premiere at the IAA: the Drive Volkswagen Group Forum at Friedrichstrasse 84



in Berlin will be displaying an almost production-ready version of the model in a multimedia exhibition

until June 20. Interested parties can also register for an early production slot there. The exhibition is open from 10 am to 8 pm, Monday to Sunday. Entry is free.

Info: www.drive-volkswagen-group.com

¹ Skoda Fabia: fuel consumption in L/100km: urban: 5.9–5.1/highway: 4.4–3.8/combined: 4.9–4.3; CO₂ emissions combined in g/km: 111–99; efficiency class: C–B.

² Skoda Rapid: fuel consumption in L/100km: urban: 5.5–5.2/highway: 4.0–3.9/combined: 4.6–4.4; CO₂ emissions combined in g/km: 106–101; efficiency class: B–A.

³ This vehicle is not yet sold in Europe.

⁴ Aventador SVJ: fuel consumption in L/100km: urban: 31/highway: 13/combined: 19.6; CO₂ emissions combined in g/km: 452.



Wörthersee: Trainees Show Off GTI¹

Talented young people at Volkswagen unveil their very own GTI with hologram controls at the "See"

At the end of May, the Austrian village of Wörthersee transformed from a picture-perfect idyll into a hotspot for GTI fans for the 38th time. Among them were 18 trainees from nine areas of vocational training at Wolfsburg and Group Components. There, they unveiled their own GTI – the now 12th show car produced by Volkswagen trainees. Brilliant highlight in the trunk: the 3,000-watt sound system can be controlled with hand movements via hologram. The start, stop and pause buttons appear to float in the air. Colleagues at Group Components helped the young people create this technology. And the GTI is one of a kind in other ways, too, from its engine to its seat covers. 13 trainees from Zwickau were also represented with their own show car, a Golf Variant FighteR. And fans arrived at Wörthersee from Australia, China, Malaysia and the US to present their treasured GTIs. As well as new model developments, Volkswagen also brought electric mobility to the lakeside with the record-breaking ID.R.



Hologram controls: Audio can be controlled via floating buttons.

Unveiling their show cars: 31 trainees from Wolfsburg and Zwickau.



Auto show: Volkswagen presented new model developments – and the ID. R – at Wörthersee.



Powerful: The new Touareg V8 TDI.

The Touareg V8 TDI² Now Available for Order

The most powerful Volkswagen in the current model range is now available for order: the Touareg V8 TDI. At 310 kW/421 bhp, it is one of the most powerful diesel-engine SUVs in Germany. The maximum torque of the 4.0-liter eight-cylinder engine is 900 newton meters. Like the V6 engines in the series, the V8 version meets the Euro 6d-TEMP exhaust standard.

The Touareg V8 TDI accelerates from 0 to 100 km/h in 4.9 seconds. The vehicle also has a towing capacity of 3.5 metric tons. Standard features on board the new Touareg V8 TDI include four-corner air suspension, an electrically opening and closing trunk lid, comfortable leather seats, an anti-theft warning system, stainless steel pedals, the "Light & Visibility" package and 19-inch light alloy rims.

WLTP: Test Cycle to Intensify

The process will be modified again in September – 360° answers the most important questions

What is the WLTP again?

Legislators are implementing standardized test procedures for the type approval of new vehicles. The exhaust gas and CO₂ emissions of the vehicles will be measured, as well as fuel consumption. In electric vehicles, electricity consumption will be measured. In the European Union, this procedure was previously based on the New European Driving Cycle (NEDC) until 2017. This was replaced by the WLTP cycle last year, which will generate more realistic data.

Why are we talking about this again this year?

The introduction of the next stage of the WLTP in 2019 will result in changes that take effect from September 1. Essentially, the test cycle is being intensified with new technical requirements. The fact that the WLTP is being implemented in stages is due to the complexity of the matter. The new regulations will also flesh out the existing process and thereby provide legal certainty.

What will change, specifically?

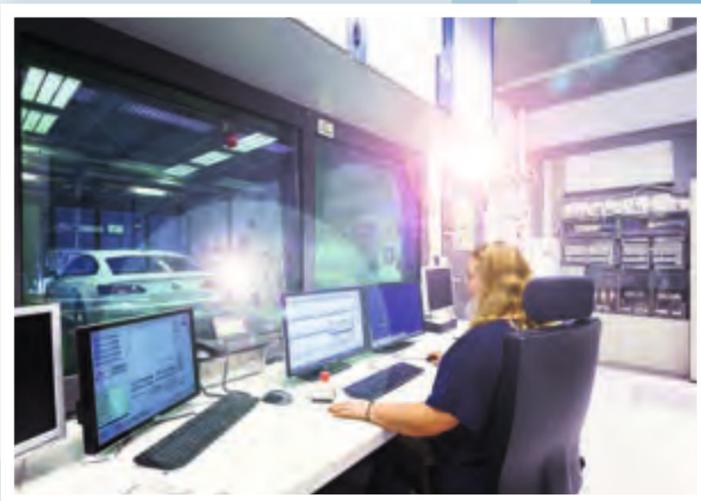
The intensification of the testing process is complex. To name a few examples, an activated carbon filter in the tank system prevents gasoline fumes from being emitted into the environment. Previously, this was tested in an airtight chamber over the course of 24 hours. In the future, the test will last 48 hours – using the same threshold values. To ensure compliance with emissions standards during operation, vehicles up to five years old will be subject to WLTP testing on a random selection basis. In future, the tests will not only be performed in a test facility, but also on the road.

Will 2019 be as challenging as 2018?

"Volkswagen has learned a lot from the experiences of the last year. Less popular model variants have been discontinued, and processes, capacities and IT systems have been optimized. We are confident that we will be able to significantly reduce the impact of the new WLTP stage compared to last year," says Jürgen Franke, Head of GL WLTP Management.

What does this mean for Volkswagen?

This year, all vehicles need to go through renewed type testing. Compared with the previous NEDC test cycle, the WLTP takes two-and-a-half times as long. In addition, light commercial vehicles will switch from the NEDC to the WLTP for the first time this year. The 27 roller dynamometers at the Wolfsburg test center have been running at peak capacity for weeks.



Rush hour: At the Wolfsburg test center, all vehicles are subject to renewed type testing this year. The next stage of the WLTP will come into effect on September 1.



Via app: Volkswagen We Experience provides recommendations near you.

Volkswagen We Launches New Service

The Volkswagen We digital mobility service has now been expanded with a new service, We Experience, offering personalized recommendations and discounts on products and services near the user. Partners like Shell, Domino's and Tank & Rast have been on board from the start. Users can access the service via the Volkswagen Connect app.

With the user's consent, We Experience detects the location of the vehicle through the user's smartphone. An algorithm provides the user with personalized recommendations near their location, such as tips and special offers for restaurants and shops.

Volkswagen Connect is a free smartphone app and has been available for iOS and Android operating systems since last year. It is already used by more than 560,000 customers in 17 countries. The "DataPlug" hardware provides the connection from Volkswagen Connect to the vehicle and is compatible with more than ten million Volkswagen vehicles from 2008 onwards.

¹ Not available for sale.

² Touareg V8 TDI fuel consumption in L/100 km (NEDC): 8.5 (urban), 6.7 (highway), 7.4 (combined); CO₂ emissions in g/km: 195 (combined); efficiency class: B.



Trains professional drivers: Hans Klimsch.

How Do You Learn to Drive the Cars of Tomorrow?

e-Mobility: Driving instructor Hans Klimsch shares his perspective

"I'm a big fan of electric mobility. It's great that Volkswagen is now pursuing this path so resolutely. I'm particularly looking forward to the ID. A fantastic product! The rear-wheel drive on the ID. even brings back memories of the good old days of the Beetle.

On all my drives in electric cars, I keep discovering how much the driving characteristics of an electric car differ from those of cars with combustion engines. To name just two examples, in an electric car, the battery is located in the vehicle floor, between the axles. This gives the car a totally different posture on the road. Acceleration is much more instantaneous. The rear-wheel drive on the ID. also makes a difference compared to front-wheel drive vehicles.

Even beginners should learn to drive electric cars

The best time to learn how to drive an electric car is when you're first learning to drive. Currently, most driving schools still teach their students to drive manual cars. The reason? If a student takes their driving test for a B-class license in an automatic, they cannot drive a manual car. The catch is that electric cars are also automatics. Because of this, they still represent somewhat of a niche in most German driving schools. That has to change.

Another important aspect of learning to drive is assistance systems and how to use them correctly. One example: when Lane Assist is activated and the driver tries to change lanes without indicating, Lane Assist warns the driver. In exceptional cases, the system may intervene with light steering action. If the driver indicates before changing lanes, the system assumes that the maneuver is deliberate and does not issue a warning. Beginner drivers often don't know that. And that can sometimes be irritating. So I can only recommend that driving instructors fit their cars with conventional systems."



HANS KLIMSCH

has worked for Volkswagen for over 30 years and worked as a driving instructor on the side in Wolfsburg and Königslutter for almost three decades. He has worked for the Mobile Service at Volkswagen for 11 years. There, the company trains its employees in professional driving.

Safety: Five Stars for the T-Cross¹

The new Volkswagen SUV excels in all categories of the Euro NCAP test



Safe T-Cross: Testers awarded the model top marks.

The new T-Cross passed the Euro NCAP safety test with flying colors. The independent tester gave the SUV top marks in all categories. In some categories, the model from the small car

segment, which is equipped with lots of driver assistance systems, finished with the top results for any car in its class. For example, it scored 97 percent in the Passenger Safety for Adults category. Only a

very small number of vehicles score so high. The high child safety score (86 percent) also highlights the family-friendliness of the T-Cross. The test combines the scores of detailed evaluations to determine

the final score, giving the T-Cross the top rating of five stars. Find all the details about the test process at www.euroncap.com.

Hafen 1: Construction on Mittelstrasse Almost Finished

The first event will be held on June 13 – here's a look at the new venue on the company premises in Wolfsburg

The countdown has started: On June 13, 500 members of Volkswagen management will gather for the Global Top Management Conference (GTMC) in the new event hall, Hafen 1, on Mittelstrasse. Construction work is in full swing. 360° takes a look behind the scenes and provides the first glimpses of the new-build, which has been under construction by the Autostadt for Volkswagen AG since December.

"Our schedule is extremely tight, and we are really glad that everyone involved in the project is working so well together," says Ralf Luhn, head of the Events department at the Autostadt and project manager for the construction of Hafen 1. "The collaboration with our colleagues from Plant Services and Kraftwerk GmbH has been really fantastic."

In the past few days, fitters have closed the façade with the last few



Ralf Luhn, Project Manager of Hafen 1

modules, installed the staircases and mounted cladding on the walls. Thick sheets of cardboard protect the tiles and carpets in the building's interior. The team is installing air conditioning systems, ventilation, network technology and sanitary facilities. On the outside, drainage channels have been dug and the entrance area between the foyer and the harbor basin has been landscaped.

The multifunctional building can be used for everything from conferences, vehicle presentations and employee events to smaller meetings. The total area of approximately 5,300

square meters offers space for up to 1,400 people. Next to the large event hall with 1,650 square meters, there is a seminar area spanning three floors with up to 11 rooms. One special feature: mobile dividing walls allow for flexible room sizes. The ground floor, for example, can be divided into five rooms of 50 square meters each. If more space is required for event, the entire 250-square-meter area can be used as one large space.

After the GTMC, the second event will take place with the Volkswagen Management Conference on June 17 and 18. Before Hafen 1 is opened to the public on July 19, the Autostadt is inviting company employees to an exclusive preview of the Movimentos festival weeks on July 18.

All information about Hafen 1 and possible uses of the event hall are available from the Autostadt at events@autostadt.de.



Dancers from São Paulo open the festival.

Movimentos: Tickets for Employees

Exclusive preview on July 18: Employees of Volkswagen, the Autostadt, the Ritz-Carlton, Autostadt restaurants, Wolfsburg AG and Volkswagen Immobilien can apply for a maximum of two tickets for 10 euros each at www.movimentos.de/vorpremiere until June 11.



As good as finished: At the end of May, construction work on Hafen 1 was still in full swing.



Fit for any purpose: The seminar rooms can be used flexibly.



Spacious: The options available in the foyers can already be envisioned during the construction phase.

Formula Student: Test Drives in Ehra

Volkswagen supports student racing drivers

Five Formula Student teams have now used the test site at Ehra-Lessien for test drives. The students and racing drivers are getting themselves and their cars ready for the new season. Volkswagen is sponsoring six teams from Germany and the Netherlands. Employees from Volkswagen are also supporting the students as team mentors with their technical expertise.

Chantal Michelis from Talent Marketing is managing the project. Says Michelis, "The students put a lot of hard work and passion

into their race cars. That's why Volkswagen has been involved in Formula Student for more than ten years. The collaboration also enables us to make early contact with highly qualified young people."

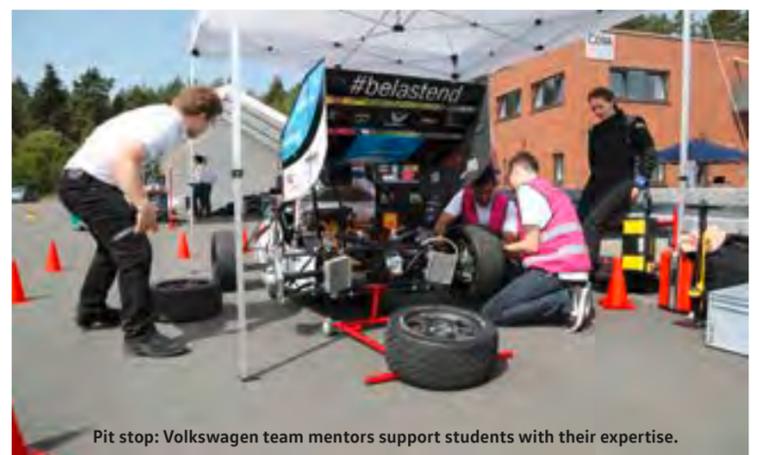
Dominic Mildenerger was a member of the Formula Student team at RWTH Aachen University during his mechanical engineering studies. Today he works in Production Planning at Volkswagen Commercial Vehicles. He says, "During my time as a student, we managed to get Volkswagen to support our team. Working with Volkswagen led to new contacts. I quickly decided I wanted to work for Volkswagen." After finishing his Master's degree at the end of 2016, Mildenerger joined the StartUp Cross program as an international trainee at Volkswagen Commercial Vehicles.

This year Volkswagen is supporting teams from Braunschweig, Hanover, Hamburg, Bremen and Aachen in Germany and Delft in the Netherlands. All six teams will be driving electric or autonomous vehicles. In Formula Student, it's not simply a matter of who has the fastest car: things like engineering skills and economy are also evaluated.

Contacts for students in Ehra: Dominic Mildenerger and Chantal Michelis.



Test drive on the Volkswagen test site in Ehra: Volkswagen is sponsoring six Formula Student teams.



Pit stop: Volkswagen team mentors support students with their expertise.



This is Formula Student

Students build a formula race car they use to compete against teams from around the world. The winner is not the team with the fastest vehicle. The entire package, including engineering skills and economy, is taken into account. This helps students to bolster the knowledge they acquire at university with practical experience. Also important: succeeding as a team.

Plant Manager Works the Production Line

Anchieta in Brazil: Management experience daily life in Production first hand



Up close and personal: Plant Manager Mario Rodrigues works on the production line in Assembly.

Managers at the Brazilian plant in Anchieta completed a unique training module: they all went to work on the production line.

The main aim of the activity was to bring managers closer to what happens on the production line and let them experience the daily requirements on the team during the production process.

Plant Manager Mario Rodrigues set an excellent example and worked on

the production line in Assembly. The entire plant management, shift managers and other managers followed.

"The most effective way to identify solutions and improvements is to be present on site," says Leandro Oliveira, Production Manager at the plant in Anchieta. "We want to get closer to our employees."

The initiative stems from the Team of the Future action area, one of the eight strategic areas in Production.



Also at work in production: Production Manager Leandro Lemos de Oliveira.



Employees Support Orphanage

2,000 employees from the Volkswagen plant in Pune, India, have been supporting an orphanage in the state of Maharashtra for eight years. They are now working together to collect donations for a new building and a vehicle.

When Volkswagen employees visited the orphanage, they found there was not enough space to adequately accommodate the children. The ruraly situated orphanage also lacks a vehicle to get to the nearest town in case of an emergency. So staff at the Pune plant collected donations to realize these two projects.

After eight months' construction time, there is now plenty of space for 25 children in the newly constructed building. The mobility problem has been solved, too: staff representatives from the Volkswagen plant presented the orphanage with a car.

Employees of Volkswagen India have been supporting the orphanage since 2011. The relationship started with a campaign to collect donations to pay an electricity bill for the orphanage.



Help for orphans: Employees of Volkswagen India present the orphanage with a vehicle.

Malaysia: University Partnership

Objective: to promote education and research and to support vehicle launches with more local personnel



Volkswagen in Malaysia and Malaysia University Pahang have struck up a partnership, the aim of which is to promote education, research and technology in the South-east Asian country. Volkswagen also wants vehicle launches to be carried out more by local personnel in future.

The focus of the partnership is on students in the field of electronics and programming. "These fields are where the biggest challenges of the future lie," says Danny Auerswald, responsible for production at the Pekan plant.

Under the partnership, the plant, which is located some 300 kilometers from the capital city of Kuala Lumpur, will offer internships and workshops to young men and women. Says Auerswald, "We are pleased to be working with one of the leading

technical universities in the country. We know students will learn a lot from us and that we too will benefit from their fresh insight into our company."

About Volkswagen in Malaysia: Volkswagen employees have been building the Polo, Vento, Passat and Tiguan together with a contract manufacturer for seven years. The products are manufactured using a CKD or MKD production process.

CKD stands for "Completely Knocked Down" and means that Volkswagen ships individual components and complete assemblies of the Polo and Vento to Malaysia. There, they are processed in the body shop, paint shop and assembly line, after which the model is ready to drive and sell. The Passat and Tiguan are made using MKD ("Medium Knocked



Pleased to be working together: Danny Auerswald (third from the right), who is responsible for production in Malaysia, and representatives of Malaysia University Pahang.

Down") production. This means that Volkswagen transports ready-painted bodies to Southeast Asia by ship. At

the Pekan plant, employees install all the missing parts - from the engine to the drive assembly and the cockpit.



ID.3: 20,000 orders since the start of pre-booking.

ID.3¹: More Than 20,000 Orders Already Taken

One month after opening for pre-orders, more than 20,000 people have already put their names down for the first model in the new fully electric ID. family. Jürgen Stackmann, Member of the Board for Sales, Marketing, and After Sales at Volkswagen Passenger Cars said: "The positive response shows us that many customers are ready for e-mobility. Anyone keen to be among the first to drive an ID.3 should reserve their vehicle soon. The number of pre-orders continues to grow quickly." Those interested can register online for an early ID.3 production slot with a deposit of €1,000 at <http://www.volkswagen.com/id-prebooking>.

In addition to generous features, customers buying the special pre-booking edition ID.3 1ST will receive one year's free charging – up to a maximum of 2,000 kWh – at all public charging stations connected to Volkswagen's WeCharge app, and through the Europe-wide high-speed charging network IONITY. Production start is scheduled for late 2019. The first vehicles will be delivered in summer 2020.



Karsten Seifert, Head of International Fleet & Used Car Strategy

"Das WeltAuto." Restructured

Volkswagen has repositioned its used car program "Das WeltAuto." for the future. The highlights include new contents, an international name concept, and a new design, anchored in new importer and dealer contracts. Experts from Sales and Marketing briefed more than 180 participants from 40 international markets as part of the Used Car Conference in Barcelona.

Karsten Seifert (Head of International Fleet & Used Car Strategy): "With 'Das WeltAuto.' 3.0, we are now prepared for the future challenges of the used vehicle business, in particular with regard to electric mobility and digitalization. In the process we referred closely to the three pillars of our sales strategy: Entrepreneurial spirit, customer orientation, and profitability."

"Das WeltAuto." is the joint used car program of Volkswagen Passenger Cars, Seat, Skoda, and Volkswagen Commercial Vehicles.

One of a Kind: The Tool That Reads Press "Fingerprints"

Produced by Tool Construction in Wolfsburg – the machine can be very precisely adjusted

The Pressing Plant at the Volkswagen plant in Wolfsburg is introducing a new specialist tool to establish a universal standard when pressing body parts. The 100+ sensors and instruments of the "press fingerprint tool" record all the forces applied to the sheet steel by a press in the forming process, in addition to the individual characteristics of the press itself. Since neither the distribution of forces nor the characteristics of each press remain constant over the full operational life, the special tool makes it possible to identify potential deviations early on and to carry out repairs during pre-scheduled maintenance windows. Unforeseeable and costly machine downtimes (failures) and associated transfer costs for Production can be reduced, and plant availability increased. The special tool was developed in partnership with the Fraunhofer Institute for Machine Tools and Forming Technology, and it is the only one of its kind in the world. It was built by the Volkswagen brand's Tool Construction division in 2013, and supports the Volkswagen pressing plants' zero-defects strategy.

"The impression of a die cushion on a piece of metal is as unique as a fingerprint," explains Ulrich Meyer, Head of Process Analysis at the Wolfsburg Pressing Plant. "Even the smallest movement within a press produces effects that have a major impact on the form and,



Everything in order: Machinists Volker Matzner (left) and Tino Sandner check the sensors on the press fingerprint tool at the beginning of the measurement process.

consequently, on the quality of our body parts. With the new special tool, we can precisely measure the distribution of forces in each individual large-scale press, integrate tools more quickly into the manufacturing process, and further improve the productivity of our pressing plants," says Meyer.

The complex mechanics of moving parts

A modern large-scale press consists of a highly complex mechanism of moving parts. Even the smallest

deviations in the distribution of forces can add up to variations in quality results, as can the individual movement patterns of the presses. Where is the center of pressing forces? Does the press table need to be stiffer or softer? How high were the forces in the forming process before the press was modernized, and how high are they now? If you can answer all these questions, you can cut the time it takes to integrate new and existing tools, while ensuring a consistently high quality of body parts right from the beginning. It also makes it possible to identify

and remedy possible faults – which often only announce themselves quietly – at an early stage. "At present we are mainly using the press fingerprint tool at the Wolfsburg location. However, our colleagues in other locations, at the Emden and Hannover pressing plants for example, are obviously also aware of the advantages of this unique special tool – we are getting a lot of inquiries," explains Meyer proudly.

The extensive expertise of colleagues

Employee Representative Andreas Hoppenbrink emphasizes that "this example shows clearly that we must not cut corners when it comes to training colleagues in Tool Construction or indeed in any other division. Innovation and training are two sides of the same coin. Without the extensive expertise of our colleagues here, this project would have come to nothing."

The development of what is still the world's only special tool for precisely measuring and calibrating large-scale presses was initiated by the Technology Planning division of the Wolfsburg plant. The utilization project that was subsequently started ended in early 2019 with a successful survey of all large-scale presses in Volkswagen's network of pressing plants.

The Wolfsburg Pressing Plant has been the operator of the patented press fingerprint tool since February 1.

Reducing Complexity to Lower Costs

Joint workshop for the Touareg: Model Range G3, the Bratislava plant, and the business divisions develop measures

Volkswagen is reducing the complexity of its vehicles, with the aim of reducing manufacturing costs. Three areas are coming under the spotlight: The range on offer in the individual markets and countries is being reassessed. An analysis is being carried out to determine whether all the engine-transmission and features options are really needed. And components complexity is being optimized.

The Model Ranges are working with Development, Sales, and Production to develop measures for their models. Division heads at Class G3 (Mid-/Full-size) and the Model Range G34 (Touareg, Atlas, Teramont) have held a workshop for the Touareg at the Volkswagen plant in Bratislava. Stefan Gies (Head of G3) and Jochen Brüning (Head of G34) report back in this interview:

Mr. Gies, what was the objective of the Touareg workshop?

Gies: Fewer options mean lower costs. That is clear. But it's important not to make mistakes when reducing the number of options. It's vital that customers don't miss anything in the Touareg in future.

Mr. Brüning, the Touareg has been on the market for a year already. Why was the workshop only held now?

Brüning: We had already reduced the number of vehicle compo-



Working together to reduce complexity: Stefan Gies (right), Head of Class G3, and Jochen Brüning, Head of Model Range G34.

nents from 10,500 in the previous model to 9,300 during the project phase. Now, one year after the market launch, it's becoming clear what equipment features are being ordered most frequently by our customers. This insight is crucial because we will only stop offering components that are rarely ordered.

Are there any other ways of reducing manufacturing costs?

Brüning: In addition to the question of how often a certain paint color or sliding roof has been ordered, the profit contribution of each option is also an important factor. To put it

another way: Are we making money from it? So we have also assessed our processes in logistics, in production, and with our suppliers. There is certainly scope for some savings in these areas too.

Do you have any concrete examples of how complexity is being lowered?

Gies: We intend to reduce the number of exterior colors to a maximum of nine. That would mean we need fewer pathways through which the paint is transported in Production at the Bratislava plant. Having a large number of paint colors requires a high number of loops and numerous

rinsing processes. We are currently coordinating this measure with our colleagues from Audi and Porsche because the Q7, Q8, and Cayenne are manufactured on the same production line as our Touareg.

What is the result of your work in terms of the numbers?

Brüning: With the Touareg, we have cut 500 item numbers. And by doing so, we have improved the profit contribution by around €8.5 million. The team has really worked well. In other words, the event was a success.



Past: This is how the Telephone Center looked in the 1960s.



Present: This is how the Telephone Center looks today.

The Telephone Center: 60 Years of the Volkswagen Hotline

If you call the number 90, you'll get through to Wolfsburg – where colleagues answer 180,000 calls each year

The Telephone Center is celebrating its 60th birthday: Since 1959, the employees based in Wolfsburg have been Volkswagen's ears. These days, 14 employees take around 180,000 calls a year – on behalf of the Wolfsburg, Braunschweig, Salzgitter, Kassel, and Emden plants, as well as for Logistics. "The Wolfsburg number 05361/90 alone gets almost 130,000 calls a year," says Head of Department Hartmut Schindler. 90 is Volkswagen's central telephone number. It is included on every one of the company's official documents and displayed on the Volkswagen website.

From car orders and model cars to the diesel crisis – the questions pertain to almost all areas of the company. "With the huge number of departments, it's not always easy to find the right contact person quickly," says Cornelia Gasnik, who has been working at the Telephone Center since 1978. Some callers stay in mind: "A desperate mother once called looking for a very specific Volkswagen teddy bear, which her child had lost. Unfortunately, however, it had been discontinued," remembers Julia Peckmann, who answered that call. But as it happened, she owned exactly that same teddy bear. "So I gave it to the lucky boy."



Proud of the historic Nordhoff letter: Head of Department Hartmut Schindler.

No one knows the department as well as Cornelia Gasnik does. "Before computer-supported systems were introduced here, a pen and paper were our main tools," says the experienced telephone operator. Today, the name "Fernmeldezentrale" (or Telephone Center) is the only reminder of the early days.

A letter from that period written by the then-chairman Heinrich Nordhoff is still displayed today right by the office entrance. In the letter, Nordhoff asks the department head to reduce the number of outgoing telephone



At the Telephone Center since 1978: Cornelia Gasnik.

She answers the many questions of Volkswagen pensioners: Claudia Costantini-Kuschewski.

"I really get to use my language skills here," says the Italian-born operator. A large number of former Volkswagen employees come from her home country.

There is no traditional training route for a job in the Telephone Center. Most of the department's employees have completed an apprenticeship as administrative assistants. Fluency in German and English is a basic prerequisite. Cornelia Gasnik: "You have to be flexible, above all else. Every day is different here."

calls, which at the time still had to go through the Telephone Center. It's far too expensive, exhorts the former chairman, we should be sending out more letters instead.

These days, job applicants and the company's retirees generate a partic-

ularly high volume of inquiries, so Volkswagen has set up a dedicated extension number for those two groups. Claudia Costantini-Kuschewski takes care of the pensioners who call with questions about their monthly pension payments, for example.

How Healthy Is the Battery?

Technical Development's Pilot Series Center is developing a mobile charging and discharging

How "healthy" is the battery of a test vehicle? Could it be used again, or is it better recycled? A reliable answer to that question is now provided by a new mobile charging and discharging device for high-volt batteries, which can be used to analyze storage media very precisely. The battery technology team at Technical Development's Pilot Series Center has developed the second-generation "Mobile Charge Device" (MCD).

"The device makes it possible to charge and discharge batteries in a very precise way," explains the Head of Subdivision Henry

Pietrzak. Such defined charged and discharged states are required when a battery is transported by air, for example. The charge state must be reduced to below 30 per cent to eliminate the risk of hazards.

Another of the device's advantages comes to the fore when recycling used batteries. "We can decide on the basis of the analyses whether the batteries, modules, and cells should be recycled or given a 'second life,'" explains Project Lead Malte Schulze. A "second life" might involve being used in a mobile charging station or in a driverless transport system in Production. Extending the lifespan

of a battery also has environmental advantages: The resources available are used to the full before recycling.

The Pilot Series Center under Hans-Dieter Bohlen previously developed the first generation of the device – which can be attached to the electric vehicle's charge socket or directly to the battery – in 2016. The analysis options have now been further developed and the device is significantly smaller. "The tool could help take the burden off our test stands and minimize testing work," says Milan Wegener, Head of Digitalization and Resource Management in the Pilot Series Center.



Charging and discharging effectively: Henry Pietrzak (left) and Malte Schulze with the second-generation "Mobile Charge Device."

From early summer, internal Volkswagen customers can order it at the Wolfsburg, Zwickau, Kassel, and Salzgitter locations. However, the experts at the Pilot Series Center are

already thinking ahead to the future. The aim is to further develop the device so that it can play a key part in defining a battery's "state of health."

"Let's Build Amazing Cars"

An interview with 360°: Scott Keogh, CEO for the North American region of the Volkswagen brand

Scott Keogh, you're coming on board from Audi and are relatively new to Volkswagen in the US. What are your thoughts about your first few months?

I was pleased to receive such a warm welcome from my colleagues. When I compare the two roles, there are certainly similar mechanisms at play. Employees identify with their brand and are passionate fans. They want to offer good cars and be successful with the Volkswagen brand in America. That was the case at Audi as well. The difference for me in my role now comes down to scope, which has now just taken on a whole different dimension. As CEO for the North American region at Volkswagen, I'm also in charge of production, procurement, and technical development. I'm just trying to navigate myself here. But the thing I call the inner-

most heartbeat is the same: let's build amazing cars and achieve something in America.

What are the biggest challenges awaiting you as you get started here?

The most challenging task is sales, especially profitability for car dealerships. Selling cars in the US is becoming increasingly more challenging. In order for this business model to work, it simply has to be profitable. We spend a lot of time and energy

making the right decisions in this regard. We're also working on getting our operational units to function as a team since they're spread out around the country so much. We're talking about our plant in Tennessee and our headquarters near Washington, from our technical

divisions in Michigan to our design studio in California.

What do people think of the brand in the US?

The brand has had a few difficulties in the US over the past few years, and part of that was the diesel issue. That's why it's so important that we work hard now to cast the brand in a new light. All the best times Volkswagen has seen in America had to do with emotions – it made your eyes light up. We have always been a brand that has been important to people. This is precisely the sentiment we need to bring back. Our motto is "Make Volkswagen matter again!"

How important are electric vehicles in the US?

They're extremely important in my view. As a company, if you don't meet the legally required CO₂ targets, you'll soon find yourself out of the US market. But

customers don't walk into car dealerships thinking, "I'll buy an electric car to help Volkswagen meet the statutory targets." You've got to approach things differently and focus on what electric cars can do for customers. Specifically, customers will be driving the future, not to mention a really cool car. If you look at the traditional automotive market in the US, you'll mostly come across the same core offers: Leasing for a few dollars less here, a slight increase in horsepower there, a few extra features over there. But for all that, you never get the feeling that you're dealing with something completely new here. The opportunity to go from the "old" car to the "new" car is now in Volkswagen's hands with e-mobility.

How prepared do you think Volkswagen is for this transition?

Our brand is in a good position because we have always approached things a little bit differently and we have the passion for cars. This is a unique opportunity that may represent a giant leap forward. To do this, we need the right products, we need to position the brand accordingly and we need to ensure that customers fall in love with us all over again. If we look at Tesla's success in the luxury segment, the opportunities for Volkswagen are enormous in terms of successfully rolling out electric vehicles in the volume segment. This window won't stay open forever – others will notice this opportunity as well. So we need to tackle the issue now.

What can the MEB offer?

The MEB platform is extremely important. It gives us scalability into the volume segment across several different models and has already given us the chance to develop fascinating concepts for it. We'd never had something like this in this form in the US before. In terms of the range of electric vehicle models, it allows us to push forward in new areas and set ourselves apart from the competition. It's an amazing opportunity.

Are emotional electronic vehicles like the Buggy one of the keys to success?

Absolutely. Of course, we first need to focus on the more pragmatic segments. But we definitely need to be offering emotional vehicles around our core product range. Traditionally, Volkswagen has always managed to bring a smile to people's faces. We haven't succeeded much in doing that over the past few years in America. And now when I look at the Buggy or the ID. Buzz, we're back to a place where we once again have cars that bring a smile to people's faces. It's a bit of nostalgia combined with a glimpse into the future at the same time. The E-Buggy is perfect for trendy areas like Malibu, the East Hamptons, Tucson, or Aspen. You can drive it along the beach or take it with you when you go hiking in the mountains – and people will see it. But this is another opportunity for emotion.

What would you like to see printed in the German automotive media about Volkswagen in the US?

Volkswagen is back and better than ever.



SCOTT KEOGH (50)

Keogh was born and raised in Old Brookville, New York. Scott Keogh, who has a degree in literary studies, has been serving as President and CEO of the Volkswagen Group of America as well as CEO for the North American region of the Volkswagen brand since November 2018. Prior to that, he served as President of Audi of America.

Trainee Project: A Look at Vehicle Technology

IdeenExpo in Hanover from June 15 to 23: Volkswagen trainees present a cutaway model of an e-Golf¹

At the IdeenExpo in Hanover, Volkswagen Passenger Cars and Volkswagen Commercial Vehicles will present the "eGon" trainee project. The project is centered on a cutaway model of an e-Golf that makes it possible for everyone to view and appreciate the vehicle's technology. IdeenExpo is Germany's largest youth event for technology and the sciences. It will take place between June 15 and 23.

All of the electronics and cabling have been laid bare in eGon to give people a real look at the complex technology that goes into an e-Golf. Visitors can use QR codes to access information about individual components. Those looking for more information about technical career training opportunities at Volkswagen can get information from the trainees.

The trainees involved are also really excited about the exhibit. Justin Pausch, who is training to become an automotive mechatronics engineer,

says, "This is the first time I've been involved in a project like this and I've learned a lot. The eGon model is highly complex and requires a lot of different skillsets. Our team is comprised of eight trainees from different career paths. We are looking forward to IdeenExpo and presenting our projects to attendees there."

Trainees have created something personal and visible

And Christoph Görtz, Director of Vocational Training at Volkswagen in Wolfsburg, has drawn positive conclusions about the trainees' work on eGon, saying, "Projects like this foster motivation among our trainees and are also just a lot of fun at the same time. They not only serve to teach the training content, but are also characterized by the fact that trainees take on a high degree of responsibility, demonstrate initiative and create something personal and visible –

something they can be really proud of." The eGon, which is drivable and fully functional, with a few minor

exceptions, will not be hanging up its chassis after visiting the Volkswagen booth. It will be on display on Stage

Six at the MobilitätsArena expo and will be presented live on stage at IdeenExpo.



eGon and its creators (from left to right): Instructor Tobias Dieninghoff with trainees Max Bödeker, Justin Pausch, Malte Neumann, Marcel Pfeifer, and Erik Walther.



VfL Garner's Popularity Points in China

The Wolfsburg-based Bundesliga soccer team visits the FAW-Volkswagen plant in Foshan and gets to know the country and its people

The last away game of the season took Bundesliga soccer team VfL Wolfsburg to China. The agenda was packed. It started with a visit to the FAW-Volkswagen plant in Foshan, then training sessions with kids and a friendly with Bundesliga rivals Eintracht Frankfurt (4:3 after penalty shootout). "I can definitely say the trip was positive. We strengthened existing relationships in China and even built new ones. And wherever we went, we could

see how soccer brings people together," said VfL Managing Director Michael Meeske about the nearly week-long trip coming off a strong season: The Wolfsburg team ranked sixth and qualified for the UEFA Cup. Here's to the upcoming season under the team's new trainer, Oliver Glasner.



Lion Dance

Maximilian Arnold, Elvis Rexhbecaj, and Tim Mertens (from left to right) visited Wong Fei-hung Memorial Hall. They were treated to a traditional kung fu demonstration and saw a traditional lion dance performed. The Wolfsburg teammates were given the rare chance to don the lion's head and try their hand at the lion dance. What fun!

Selfie



Wherever they popped up, the VfL pros were the most popular photo attraction. Here's team captain Josuha Guilavogui.

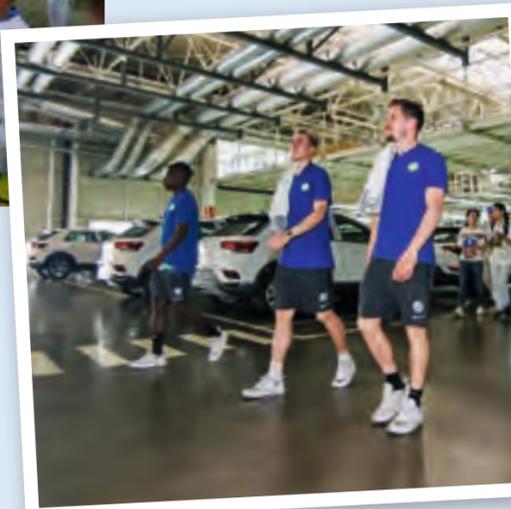


Soccer camp

Players, coaches, and the managing director visited a soccer camp run by FAW-Volkswagen. They led a training session where 60 kids got the chance to learn how to successfully score a goal and work on their dribbling, shown here by Sidnei Balde Djaló.

Plant visit

A VfL delegation (right back Sebastian Jung) visited the FAW-Volkswagen plant in Foshan. Managing Director Tim Schumacher said, "China is a key market – for Volkswagen and for us. Our visit to the Foshan plant was impressive." As part of the global Volkswagen family, VfL wanted to make an impression with its China visit and win over new fans and partners.



3 Questions for



Alexandra Popp (28), team captain of German national soccer team and top player on championship and cup-winning team VfL Wolfsburg, a wholly-owned Volkswagen subsidiary.

"It's Our Duty!"

The Women's Soccer World Cup kicks off on June 7 in France.

360° spoke with Alexandra Popp.

1 Ms. Popp, after a cheeky hype video ("We don't have balls, but we know how to use them"), Germany's top soccer players have been a hot topic. Are you still competing against such massive prejudice, as the spot suggests?

It's that typical, "Women's soccer is like horse racing, but with donkeys." The internet is full of stuff like this. But we're actually now playing at a very high level in terms of technical skill. Speed in particular has developed to a major degree in women's soccer. Over the past several years, we've managed to gain yet another few points through excellent athletic training. And it shows. The fact that men's soccer is still always a bit faster is simply the nature of the beast. But that doesn't seem to matter when people watch tennis or biathlons.

2 So why soccer? Because people always compare us to men's soccer. Technically and tactically, we are playing the same game. We play this sport with just as much passion, and we're successful at doing it. Nevertheless, given the huge popularity of men's soccer, it's not easy to market us. The goal has to be for people to know the names and faces of our players better and to know which teams they play for. And that every single player in the First Bundesliga can make a living playing soccer, not just those on top teams like Wolfsburg and Bayern.

3 How do you want to change that?

We've spend the last few months developing a plan with the German Football Association (DFB) on how we can bundle the synergies of both national teams. If you could see something like, "Hey, our guys are completely behind us and are 100% on our side!" that would help us enormously – optimally propped up by a successful World Cup campaign. It's our duty to not only get people talking about women's soccer in the moment or surrounding a World Cup, but to make it a lasting conversation – so that younger players will not longer have to carve out this status at all because it's simply how things are.

Sponsorship: Always a Marathon, Never a Sprint

360° interview with Stefan Walzel of German Sport University Cologne

Sponsorship gained even greater importance last year. Sports are a key driver – even at Volkswagen, which is primarily involved in soccer as a partner of the German Football Association and UEFA. Stefan Walzel of German Sport University Cologne spoke with 360° about sponsorship in sports.

Mr. Walzel, what does a company expect when it gets involved in sponsorship?

Nowadays, consumers are becoming more and more difficult to reach. It's all about that rare commodity: attention. Specifically, how do I turn consumers' attention to my products. We all experience positive attention when it comes to sports. The best case would be my favorite team playing. But even if they're not, we all experienced excitement, speed, fun, even comedy, and generally fairness. This highly emotional environment, flooded with positivity, is something sponsors naturally want to capitalize on. This is where they want to get their customers – and turn as many new customers as possible on to their products.

What kind of timeframe is involved in sponsorship?

Sports sponsorship tends to be a medium to long-term means of communication. Doing it for a year makes no sense. Recommendations start coming after three years, preferably longer.



Sponsorship expert: Stefan Walzel teaches and researches the subject at German Sport University Cologne.

Why so long?

Fans first have to realize that there's a new sponsor. That takes time. Only then do opinions start to change. Let's stick with the automotive industry: If you've been a fan of another brand for ten years or more and drive one of their cars, the first step is for Volkswagen to impress you, to win you over. In the industry, we talk about a "chain of effects." You wouldn't believe how great human inertia often is. That means that sponsors need time and patience to reach their goals with sports sponsorship.

How is success measured?

There are generally two approaches: The sponsor does a media analysis. To

stick with the example from above, as the Volkswagen Group, what do I have to pay to reach the same presence for my brand through the media as I would to do so through sponsorship? Nowadays what is known as the equivalent advertising value can be measured quite well in a technical sense. I can also ask consumers, as a company, have I become more well-known? Have I achieved a certain preference for my company?

It occurs to me that often only a sponsor's logo can be seen on a soccer jersey. But Formula 1 racers seem to be transformed into walking advertising columns...

And that is a huge driving factor in pricing in soccer. Holding that exclusive place on the breast is an expensive unique selling point.

Volkswagen not only supports the men's national team, but all of the wonderful diversity soccer has to offer: men and women, professionals and amateurs, adults and kids, fans and volunteers.

Does this represent a change of image? Of course! It makes for an enhanced uniform presentation and shows the world that we're serious when we say we want to promote women's and youth soccer, too. And these are societal issues as well. It's always important to encourage young people, but it's also economically advantageous. There's no – what we call – brand dilution from other sponsors. Regardless of whether it's men, women, or young people who are taking center stage, Volkswagen has a presence for spectators.

When will people see the results of the new sponsorship campaign?

That will take a bit more time. Although the national team is playing games, they're not the main event. And you need that. Only then will that euphoria come. The 2020 European Championship, spanning 12 countries, is the next big event. Then you can and should measure the initial success and draw some interim conclusions.



Impressed: Photographer Micha Ende tells Susanne Wiersch from the AutoMuseum about one of the photographs in the exhibition.

Beetle Photos at the AutoMuseum

“Käferland Brasilien” (“Brazil – Land of Beetles”) is the title of a photography exhibition by journalist Micha Ende at the AutoMuseum on Wolfsburg’s Daimlerstrasse. A portrait of a Beetle owner with their Fusca, as the Beetle is affectionately known in the land of Sugar Loaf Mountain. The exhibition will remain open until October 19 – Tuesday through Sunday from 10:00 am until 5:00 pm.

Employee Stories: With Herbie, It’s All Personal

Hobby, volunteering, or an unusual job: Employees hop into the classic Volkswagen Beetle Herbie to tell their own personal stories. That’s the idea behind the new “Employee Stories” series, hosted by Jesko Giessen from Internal Communication in Wolfsburg. New episodes are always available on the blog in Volkswagen Net. Stefan Mühlstein from Logistics was lucky enough to be there for the premiere. He volunteers as a hospice caregiver. In the second episode, Niklas Braun sat in the driver’s seat. He designs electric race cars in his spare time. For June’s episode, Lisa Batke from National Approval is taking Herbie’s wheel. She talks all about her global travels.



Truly eye-catching: Herbie always attracts attention at the Wolfsburg plant.



Interview: Jesko Giessen (left) with Niklas Braun.



Other guests who have come for a chat: Lisa Batke (photo on the right) and Stefan Mühlstein (photo above).



Mille Miglia: Volkswagen Attracts Attention

Two Beetles on the starting line at the legendary road race in Italy – Group CEO Herbert Diess enjoyed a tour in a classic Bugatti

Two golden oldies at the most famous road race in the world: Volkswagen brought two Beetles to the starting line at Mille Miglia in Brescia, Italy. The 1951 “pretzel” Beetle and the 1956 “Ovali” Beetle were modified based on the historical models. The traditional event has been running since 1927 and spans 1,000 miles (around 1,600 km) from Brescia to Rome and back. And there are strict rules. Only vehicles proven to have been at Mille Miglia between 1927 and 1957 are permitted to participate and those vehicles have to have all of their original parts.

The diamond green Ovali Beetle was built by Volkswagen Classic exclusively for use in 2011 and 2012 and is true to the original, with a Porsche engine in the rear that delivers 55 kW (75 bhp). The second, reseda green Beetle has been modified with Porsche parts and delivers 44 kW (60 bhp).



With divine assistance: Volkswagen sent two historic Beetles on the 1,000-mile route.

Volkswagen helped shape the history of Mille Miglia in the 1950s. Not least thanks to their reliability, powerful Beetles were much further ahead than expected by their more powerful competitors. In 1954, Paul-Ernst

Strähle pulled off a surprise win with his “Dapferle” car: He used Porsche 356 parts in the 1948-series Beetle, winning in the 1,300-ccm class and placing third in the 1,500-ccm class. Mille Miglia was first held in 1927 and was considered the longest, most



Happy birthday! Group CEO Herbert Diess (left) started with a Bugatti Type 35 at Mille Miglia, celebrating the brand’s 110th birthday.

difficult race in the world until it was temporarily halted in 1957. But new life was breathed into Mille Miglia in 1977. The passion with which the “Mille” is celebrated in Italy is legendary. Hundreds of thousands of spectators gather along the route to

watch the teams race. Even Group CEO Herbert Diess can’t elude this fascination. He started off in a Type 35 to celebrate Bugatti’s 110th birthday.

REARVIEW MIRROR – A Look at the History Books of Volkswagen



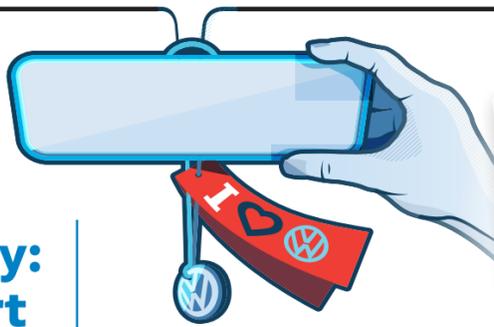
Series launch: The Golf II has been sold more than six million times.

36 Years Ago

New Production Technology: Golf II Gets a Running Start

For Volkswagen, the 1980s are marked by structural change and the company’s expansion into a worldwide multi-brand manufacturing network. The challenges are many and varied: the intensified, cutthroat competition, increasingly expensive energy, the instability of the international monetary system, and environmental requirements all call for new product and manufacturing concepts. Volkswagen answers that call with a focus on innovation and expansion based on continued development of its vehicle technology and making production more flexible. The production launch for the second generation

Golf in Volkswagen’s own Hall 54 sees the company usher in a new era of production technology on May 18, 1983. This is the first time a vehicle is built with the help of robotics, with the production process adapted for largely automated assembly. The new production concept not only increases the degree of mechanization, but it also promotes ergonomic workplace design. With a more elegant shape, larger interior and reworked chassis, the new Golf is able to build on the sales successes of its predecessor generation. All told, 6,301,000 Golf II units are produced.



Customer favorite, even in the 1980s: the Polo.



35 Years Ago

The Celebration to Mark 1.5 Million Polos

The economy Polo is developing into a successful model since its production launched in the spring of 1975. On April 13, 1984, the 1.5 millionth small vehicle segment Polo/ Derby rolls off the production line at Volkswagen in Wolfsburg. That celebrated vehicle is a 55 bhp red Polo

Coupe GT. And today – 35 years later – the Polo is still beloved by its fans. The readers of the trade magazine auto motor und sport even voted it the best small car in the “Best Cars 2019” awards. The current Polo, now in its sixth generation, debuted in the fall of 2017 and features innova-

tive assistance and safety systems usually only available in higher vehicle classes. It is continuing the model’s success story. So far, the car has been sold more than 16 million times worldwide and is built in Pamplona, Spain and Uitenhage, South Africa.

Dear Colleagues,

From forge to e-plant: The decision to establish a battery cell production facility at the components plant in Salzgitter represents a major step for Group Components. And the responses to the news



were accordingly positive – read about some employees' opinions in Group news on page 5.

Another major step for Group Components was signing a cooperation deal with NSK. The aim is to strengthen development collaboration on steering. We are currently setting down the cornerstones for this effort (page 15).

GTI Technology expertise meets passion at the Wörthersee GTI, which is why I'm so pleased to be a patron of this exciting project. One particular highlight this year will be a holographic module in the trunk. You can directly operate a free-floating sound system with the module – no 3D glasses or other tools needed. A real innovative highlight from our colleagues in Central Development Management in Wolfsburg. And a trainee from Components was also involved in working on the GTI this year as well.

In addition to extensive technological expertise, we find ourselves in search of IT expertise with increasing urgency in order to meet the challenges of modern mobility: The Volkswagen Group's Faculty 73 trains people interested in IT to become software developers. In the Group section on page 10, we present two employees from Components who are taking advantage of this opportunity.

Happy reading!

Yours sincerely,
Thomas Schnall

CEO
Volkswagen Group Components

Wörthersee GTI: The Real Highlight Is in the Trunk

Volkswagen Group Components presents holographic operating design

At first glance, it's fast and loud. At second, it's bright and illuminating: the Golf GTI Aurora¹, presented by Volkswagen at the GTI Meeting at Wörthersee. The technological highlight of this unique model can only be seen when the trunk is opened. This is where the holographic module – which the innovation development team at Volkswagen Group Components has been chipping away at for months – is hard at work.

You can now use an intuitive hologram to control the Golf GTI Aurora's 3,500-watt sound system – without so much as a finger smudge. You simply press the start, stop and pause buttons floating in space. You use your fingertips to select an album from floating, animated playlists in the form of cubes. You adjust the volume using a volume control projected in the air. And it all functions intuitively, just as with a stereo system or a Walkman. Users understand immediately how the operating concept works even if they have never used hologram technology before. And yet they don't actually touch anything.

"With our hologram, we've managed to unite the real and virtual worlds," says Carsten Busse, Head of Innovation Development at Volkswagen Group Components. "Almost everyone knows holograms from Hollywood films like Star Trek and Star Wars – and this is very close to that cinematic reality." But unlike the three-dimensional experiences people know from the

movies, with the Aurora there's no need for 3D glasses, special sensor gloves, or joysticks. "It's like a kind of mirage that one can very clearly see and influence. We use that for a completely new operating experience. The hologram floats freely in space, above the hardware that is installed in a module in the luggage compartment," explains the developer.

Exactly how it works technically is a well-kept trade secret. Yet Carsten Busse and his employees Karsten Rowold, Head of the Future Development team, and team member Michael Hirsch, are willing to reveal a couple of details: "We create a floating image using software algorithms and visual technology modules. The system independently recognizes the user's operating wishes and implements them – creating an intuitive and natural-feeling control function," explains Carsten Busse, adding, "It is our own, patented technology."

Yet it's important to the innovation developers from Volkswagen Group Components to emphasize that, in spite of its playful spirit, the holo-



Floating control elements to manage the sound system: The hologram module developed by Components was plugged into the trunk of the concept car.



A strong team: A total of 18 trainees from the Wolfsburg plant, including one from Components, were involved in the design and production of the Golf GTI Aurora concept car.

graphic control unit in the Golf GTI Aurora is not just a plaything. "The holography system can be implemented with technology modules that are available today, so it's not science fiction," says Carsten Busse. "We strove to achieve a realistic implementation that is affordable, robust, and suitable for cars. And one that provides customers with a new experience." When can we expect it? While it is certain that the holographic technology will not yet be available as an optional extra in the coming year – it certainly won't be a decade before its time comes.



The "holographers": Carsten Busse (right) with Karsten Rowold (left) and Michael Hirsch (center).

More information

Find out more on page 24

3 Questions for



Mark Möller,
Head of Development at
Group Components and
Head of e-Mobility

"Up the tempo in developing technology"

1 Mr. Möller, what are you working on in your role as Head of Development at Group Components?
I am working with department and development heads in our divisions to compile recommendations for Components' development activities. I also organize and coordinate our C-VAP and C-VAT boards – key platforms for new technological focal points and business models. I also represent us on strategic committees, such as the new Group research committee for batteries as well as the brand steering committee for batteries. I am also responsible for three of our strategic initiatives: "Efficiently bringing innovations into series production," "Developing and expanding software skills," and "Establishing the charging infrastructure business model."

2 What kinds of things go on in "Efficiently bringing innovations into series production?"
At the moment, I see a great deal of potential in collaborating with other brands and select Group labs. We need to rely on the available expertise within the Group, avoid duplicating our work and, in doing so, up the tempo in developing technology. In order to improve our culture of innovation and innovation management, my team and I are working on systematically networking with Group Research, the Innovation Fund II team, Procurement, and other Group brands. This will enable us to foster transparency among ourselves with regard to trends and new technologies. We are developing "innovation radar" systems that we break down into business areas and locations to form

an overall picture of the innovation projects going on in Components. In the past we've often approached new projects in a highly technology-driven way. I think that now we think much more entrepreneurially and keep the customer and business model in mind from the beginning.

3 You're also in charge of the new e-Mobility business unit. What kinds of things are you working on?
That business unit is still in the process of being set up. Substantively speaking, the most important issues at the moment are: 1. Assessing a possible cooperation in China to localize our flexible charging stations. 2. Drafting a business plan for cell production, working with colleagues from the Center of Excellence, designers from

Salzgitter, Group Strategy, and Group Finance. 3. Industrializing the pilot recycling system in Salzgitter. We have also set up committees like the KAN (Group Research Committee for New Projects) for battery systems across all brands and regions to compare and standardize our production technology. As the Components team, we are also supporting the Group's activities and those of the brand in the home stretch of our e-offensive.

More information

Find out more in the "Focus on E-Mobility" supplement.

¹ Concept car



Volkswagen

**A look into
the Volkswagen
Passenger Cars brand**

Important Information About the WLTP

1. Colleagues from Tool Engineering in Wolfsburg have created a special tool that allows presses to be precisely adjusted. The aim is to establish a universal standard when pressing body components. You can find more information on page 16 of the Volkswagen Passenger Cars edition of 360°. +++



Everything checks out: Machinists Volker Matzner (left) and Tino Sandner check the sensors on the press fingerprint tool at the beginning of the measurement process.

2. The WLTP test cycle will intensify in September. For more information on the most significant changes as well as general background information on the WLTP, see page 12 of the Volkswagen Passenger Cars edition of 360°. +++

3. Technical Development's Pilot Series Center is developing a mobile charging and discharging device for precise diagnostics on the status of HV batteries. The aim is to check whether batteries from test vehicles can continue to be used or whether they need to be recycled. +++

4. Always a marathon, never a sprint: Enjoy an interview with Stefan Walzel from German Sport University Cologne about sports sponsorship on page 19 of the Volkswagen Passenger Cars edition of 360°. +++



A Look at Chemnitz: "Jugend forscht" Final

Volkswagen is a sponsor of the 54th national "Jugend forscht" competition, whose final was held in Chemnitz. 190 finalists presented their research projects at the exhibition center there between May 16 and 19. Uwe Thesling, Head of the Engine Plant in Chemnitz, presented the award for fourth place. The national winners were honored by German President Frank-Walter Steinmeier.

Clear Rules and Trust Key to Working Remotely

From the Head of HR to a developer: Four Components employees from Salzgitter on their experiences working remotely

Digitalization is changing the way we work. More and more employees are now working remotely. One of them is Maren Reissig, Process Engineer at the Components facility in Salzgitter. Since returning from maternity leave in 2017, the young mother has benefited from flexible work arrangements. "I'm here at the Salzgitter plant every day. Two days a week I go home at midday to pick up my son and then I work remotely," explains Reissig.

Her supervisor, Dr. Stefan Hock, Head of Maintenance, Tool Management and Tool Engineering at Salzgitter, has set clear rules for his department regarding working remotely. "Supervisors need to clearly communicate what they expect. This may include being able to reach someone and how quickly people need to respond. Both sides need to accept the conditions. That way, there are no issues and the benefits to both sides simply outweigh everything else," says Hock.

Katrin Börsting, Head of HR at the Salzgitter plant, says there are clear benefits to this modern form of working. "Working remotely enables employees to work more flexibly in every way. It's also a relevant factor for recruiting highly qualified staff. With the backing of the Executive Board, we have massively drummed up advertising at the Components plants."

Coordination among the team is key

Markus Bartsch, who works on developing auxiliary units for fuel cells, is highly trained. He regularly works remotely and reports that he had a few reservations at first. "As an employee who works remotely, you kind of feel like a slacker



In favor of working remotely: Markus Bartsch, Dr. Stefan Hock, Sebastian Sauer, and Maren Reissig (from left to right).

sometimes. But when our department head introduced this modern form of work and made it available to everyone, this kind of attitude has fundamentally changed," says Bartsch.

The father of one sees this improved work-life balance as a crucial advantage. "My remote day starts early. I usually get to work around 7 and work until around 8:30 until the rest of my family wakes up. Then I focus on them and enjoy a bit of family time. We'll have breakfast together or maybe go for a walk. Then I usually work until late afternoon," explains Bartsch.

There are clear rules in place in his department on coordinating with other colleagues. "We have an early morning meeting so we can sync up as a team. We'll also use that time to agree on when we want

to work remotely and when someone needs to be reachable during their remote working time," says Bartsch.

Sebastian Sauer is Deputy Head of Development for Auxiliary Units for Fuel Cells and serves as Markus Bartsch's supervisor. He has a tip for teams that are interesting in getting started working remotely. "Managers have to have trust in their employees. If the team and everyone on it feel a sense of responsibility and are capable of getting themselves organized, working remotely represents a great opportunity to better align family life with work. Establish the rules of the game, try things out, and make adjustments if needed. When I call a team meeting, colleagues who are working remotely simply join in using Skype. It works great!"



Working Remotely: Components Well on the Way

- Keen: The participation rate rose from 6.8 percent (September 2017) to more than 30 percent (March 2019) – after some initial skepticism, the acceptability of working remotely has massively increased. More and more colleagues are taking advantage of this tool to achieve a better work-life balance.
- The principle of double voluntariness applies to employees and managers
- Schedules can be set with flexibility for employees to work any time between 6 am and 10 pm
- Working remotely is subject to co-determination
- Interested? Speak to your supervisor.

Taking an Active Role in Transformation

Jan Urban has been working on setting up the Gearbox and Electric Drive business unit since April



Jan Urban spends his days working on the international structure of the business unit.

The transformation happening in Components affects all of us. Jan Urban wants to actively drive this transformation forward and help shape it in concrete terms. The native of North Hesse spent eight years as a production designer in Kassel as well as working in the foundry, on the mechanical development of the DL382 and for the MEB. He quickly realized through his job as an assistant to the Head of Gearbox Manufacturing Design that he was particularly interested in strategic work in the field.

formation process. It's an exciting opportunity to be able to help design structures and processes from the ground up as part of a small team."

From value engineering to Head of Gearbox Series

The Gearbox and Electric Drive business unit is currently comprised of 15 plants in seven countries. Colleagues use their exceptional innovative skills and expertise to develop and manufacture products for the mobility of

today and tomorrow – from conventional technologies to electric drives. The product portfolio includes manual and direct shift transmissions, hybrid drives and electric drives. The most important issues at the moment are:

- Organizing and integrating employees for the value engineering program.
- The work being done by the Head of Gearbox Series for each product area. The aim is to optimize product costs to make a positive contribution to the Group's brands.
- Consistently expanding and strengthening the global network of plants with other Group brands.

Discuss, plan, and decide

Within the business unit but also in Components, various meetings are being held to discuss the most crucial issues and press ahead with decision making. Plant managers meet once a month. The new C-VAP (Group Committee on Group Components Products) and C-VAT (Group Committee on Group Components Technology) approve products and technologies, meeting up to ten times per year. And a meeting is held between all the heads of the different business units twice a month.



"Every single employee in the division contributes to our success. As a team, we are a major driving force behind a strong cross-brand alliance."

Thorsten Jablonski, Business Area Manager Gearbox and Electric Drive

Mission: Defend the Title

The Polish plants hope to follow up their strong performance in 2018 in the next round of the SPEED+ Awards



Two golds, three silvers, and the Networking trophy – a strong showing by SITECH Polkowice, Poznań Casting, and Motor Polska in the 2018 SPEED+ Awards. This year the three Polish participants are motivated to defend their titles in the Plant Efficiency and Process Excellence categories and continue to improve in the other categories. Their first-place win in the Networking award also showed employees from Motor Polska and SITECH Polkowice that networking and exchanging ideas is worth it at the SPEED+ Awards. And our Polish colleagues will once again give it their all in Components' 2019 efficiency competition.

SITECH Polkowice

Colleagues from southwestern Poland are the defending champions in the Plant Efficiency category and took home silver in the Shop Floor Management category as well. They key is a high level of commitment, clever ideas, and team spirit. But their networking with other locations was also important. They were



Piotr Dusza from the Welding Shop, 2nd Gen. Modular Seating (Plant Efficiency category).

awarded the Networking award together with Motor Polska. Process Engineer Dariusz Soka (Line Manager, T6 Box Welding Shop, Plant Efficiency category) says, "Participating in the SPEED+ Awards has massively impacted our company. We found our visits from our colleagues in Germany incredibly inspiring." The colleagues are beginning 2019 in every category except Tool Costs. The aim is to promote innovative ideas and process improvements and to strengthen cross-plant networking.

Poznań Casting

The journey to the top is steep. But colleagues at the Casting Shop in Poznań – who won silver in the Process Excellence category – know that their efforts are worth it. The tool repair team relied on KPS methods and above all on the motivation and determination of its colleagues. The new teams hope to tighten up in the third round of the awards. Team spokesperson Radosław Remisz from Tool Engineering/Maintenance is proud of his colleagues, saying, "The second place win in the Process



In the running in the Shop Floor Management category: the team from Tool Engineering.

Excellence category by the boys from Tool Repair really is an enormous success." His colleagues are going for awards in the Plant Efficiency, Shop Floor Management, Process Excellence and Networking categories in 2019 – and they will be competing with the other plants in the two new categories.



WARSAW

• POZNAŃ

• POLKOWICE



Head of Production Timo Gleis at the daily morning meeting talking through the combo sheet.

Motor Polska

Motor Polska is number one in the Process Excellence category – that's what Thomas Schmall said when he presented the SPEED+ Awards in March. Colleagues also garnered silver for Shop Floor Management – and earned the Networking award with their colleagues from SITECH Polkowice. But their work is never done. When April came around, colleagues got started with plant tours for the next round – which must serve as excellent motivation. This year, Plant Manager Dirk Strümpfner's team will be starting in all eight categories: from Assembly Efficiency to Lead Time, Motor Polska colleagues will show us what they're made of.



The Córdoba "Olympic Games"

And our colleagues from Córdoba haven't kept their sporting ambition to the SPEED+ Awards: The Argentinian location has played host to the "Olympic Games of Cross-Functional Teams" since 2015. Teams consist of experts from different areas like Maintenance, Quality Assurance and Production.

Awards are given for the best ideas for improving quality and productivity and increasing ergonomics and safety. More than 900 best practices have come out of the games over the past few years. This year's winners were crowned in April: colleagues involved in the production of the MQ250 and the MQ200A and MQ200B teams.



Clear and Concise: The "Assembly Efficiency" Category

What is being measured?

The relative improvement of three-month employee productivity and the relative improvement of method scans are measured.

Who won the last two years?

Kassel (2017) and São Carlos (2018).

Factors for success

The factors for success in the first

two years included reducing cycle times at automatic stations by 15 percent below the line pace and line balancing and leveling at every manual workstation.

More information

More information is available on the location pages

Get Involved! Transform Minds Program Enters Second Round

The Transform Minds Program, now entering its second round, is committed to shaping change and developing future projects. You can now become a Transform Mind and further Components' ONE MISSION 2025 strategy with innovative momentum. In addition to a learning journey, the new Transform Minds will attend strategy events and discussions with Thomas Schmall and the twelve Transform Minds from the first round of the program.



They will also contribute to the Group Components initiatives, with the top ideas presented to Thomas Schmall at the end. The international application phase will open shortly and will run until June 29. Information on applying will follow in Group Connect and a Components update.

Take a look: There's now a video about the exciting journey the twelve colleagues have taken together on the Transform Minds Group Connect page.

Workshop Led by Heads of IE and Production Systems

What does the future of industrial engineering and production systems look like? Division heads from the different locations got together in Wolfsburg on May 22 and 23 to discuss just that. The aim was to create a uniform understanding and continue to develop – together. Future collaboration, tools of the future, and tomorrow's qualification requirements were set out in workshops. Participants discussed issues of digitalization such as virtual process and workplace design and data



mining and analysis at a marketplace. Colleagues also defined cross-plant and cross-brand projects. The next networking event has already been planned.

Cooperation with NSK



Enhanced development cooperation: Group Components CEO Thomas Schmall, Chief Components and Procurement Officer Dr. Stefan Sommer, and NSK Head of Steering Masatada Fumoto (from left to right) agreed on a steering cooperation between Group Components and NSK, one of the world's leading manufacturers of steering systems.

SPEED – At the Wolfsburg Marathon

Components colleagues feel the need for SPEED – in their jobs and in their spare time. As is tradition, keen runners will take their place at the starting line to represent Group Components at the 14th Hexad Wolfsburg Marathon on September 8. And the first registrations are already trickling in from the Polish plants. Runners can also opt to run in shorter races (5, 10, and 21 kilometers). Runners will have to

cover their own registration and participation fees but Group Components will provide registered SPEED runners with a branded professional running shirt.

Interested? Register by July 19 by sending an email to komponenten-news@volkswagen.de.

For more information, visit www.wob-marathon.de. Please enter "speed+components" under "Team" when registering.

Names & News



Oliver Freitag, previously Head of MQ Gearboxes at ŠKODA AUTO a.s., took over as Head of DQ381 Gearboxes (CGK-GD/3) in Kassel on May 1, 2019.



Alexander Krick, previously Head of Technical Development at Volkswagen Automatic Transmission (Tianjin) Co., Ltd., took over as Head of Planning and Development Management (CG-1) in Wolfsburg on June 1, 2019.



Peter Köck, previously Head of Logistics Management at Volkswagen Poznań Sp. z o.o., took over as Head of Shock Absorbers and Plastics Engineering at the e-Mobility Center of Excellence, Chassis Division (CCB-X4) in Braunschweig on June 1, 2019.



Christine Medler, previously Head of Logistics (TML) at Volkswagen Sachsen GmbH, took over as Head of the SAP Program & ERP (CS-IG) in Wolfsburg on June 1, 2019.



Popular employer:
Volkswagen Motor Polska.

Motor Polska Named Top Employer

For workers in Poland, one thing is clear: Motor Polska is one of the best employers in the country. HR services company Randstad Holding announced this ranking at the Randstad Awards in mid-April. More than 10,000 workers, students, and job-seekers were surveyed, as were the country's biggest employers. The rankings take into account factors that distinguish good employers from survey participants' point of view: a stable employment situation, a good work environment and work-life balance. Motor Polska is one of the top four most popular companies in Poland – a strong showing!



New Homepage for the Sally Perel Award

Remembrance is important – that's why Christian Schulze, plant operator and delegate from the Chassis Center of Excellence in Braunschweig, redesigned the homepage for the Sally Perel Award. Sally Perel was born in Peine, Germany and was able to conceal his Jewish identity during the Nazi regime, even undergoing training to become a toolmaker at the satellite plant in Braunschweig as a member of the Hitler Youth using a false identity. The award is presented by the Works Council and plant management in Braunschweig and honors young people and young adults who are committed to respectful coexistence. Christian Schulze explains, "The aim of the website is to foster a critical awareness of the events that took place under national socialism and to advocate for respect and tolerance."

Sustainability: Rating to Be Introduced

Starting in July 2019, a sustainability rating will be introduced for outside suppliers, which will be used as a decision-making criterion when awarding new contracts. Group Components has now decided to introduce this sustainability rating internally as well. Following successful pilot projects in Chemnitz and Sarajevo, reviews are now underway regarding launching the rating at the plants in Kassel, Salzgitter, Braunschweig, Hanover, and Poland as well.

The rating examines the sustainability performance of suppliers' production sites, highlighting opportunities for continued improvement where necessary. The result is a key contribution to maintaining a sustainable supplier network. The idea to implement the rating system for Components plants as well comes from the "Sustainable process chain" concept that forms part of the ONE MISSION 2025 strategy. It is being overseen by Heiner Lanze, Head of Production for Group Components.

500 Millionth Component Comes from the Plant in Martin

Teams at Martin in Slovakia are proud of this landmark component

On May 22, colleagues from the Components plant in Martin, Slovakia (Volkswagen Slovakia) produced the 500 millionth component: the milestone piece in question was a differential set to be installed in a manual six-speed gearbox.

The differential set was launched in August, making it the latest addition to the Martin plant's product portfolio. Production was shifted from the Kassel plant to Martin. Thanks to their flexibility and extensive production experience, the Slovakian colleagues managed to qualify for the new product in a record time of just six weeks. This component is only produced in Martin and can be found in vehicles on the road across the globe.



Team effort: Colleagues in Martin proudly celebrate this production milestone.

But this special component will be staying in Slovakia for a while longer. It is being delivered to Bratislava, where it will be installed in a manual

six-speed gearbox. The gearbox will then be transported from Bratislava to Kassel, where it will then be exported to production plants world-

wide. The gearboxes featuring that differential set are found in 23 models made by the Volkswagen, Audi, Skoda, and Seat brands.



Golf 8 and the MEB the Focus of Quality Assurance

A resounding success: The "Group Components Loss Round Table and Product Quality Forum (FPQ)" was held for the 20th time. It was the first time the meeting was held with the new layout after Components Quality Assurance was integrated into Volkswagen Group Components in May under the direction of Andreas Troll. The committee, attended by division and plant managers, Group Components brand management and colleagues from Change Management,

focused on the launches of the Golf 8 and the MEB.

The committee was created in 2015 to serve as the highest level of escalation and information for Quality Assurance, with the aim of taking decisions on measures to improve product quality throughout the product lifecycle. Since 2015, the committee has succeeded in reducing warranty and goodwill costs by some 350 million euros and pre-customer damage cases by more than 40 percent.

Dedication Will Prevail

It's a normal occurrence for the 54-year-old to see women in management positions. Together with her team, Margit Franz is a strong partner to the divisions in all financial matters and works with them to shift from pure factory cost control to profit management. Along the path of her jet-setting career, Margit Franz has taken many female mentees and talented young people under her wing in a huge range of different roles.

Take advantage of networks and make yourself be seen

She is certain that performance and commitment are the keys that can open the doors for anyone to take charge of their own career growth. "In my experience, performance, dedication, and ability will prevail," she says. And she has a tip for anyone who wants to succeed in management: "Make yourself be seen, take advantage of Volkswagen's programs and networks, and push your issues with exceptional passion." What drives her is her constant desire to optimize ongoing processes to standardize them in the long term following a stabilization phase. She is following this template in her current role at the



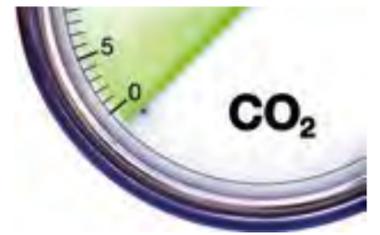
Margit Franz is in charge of the Finance division at the Components plant in Kassel and serves as Deputy Plant Manager.

largest Components plant, where she is working on cost transparency at the product level, establishing targets like "operating income" and "returns" to ideally manage factory costs.

Decarbonization: Colleagues Develop Ideas

How can we produce components in a carbon-neutral way? One of the keys to achieving this is called a "decarbonization path." Decarbonization paths consist of three stages: increasing energy efficiency, using regenerative energy, and offsetting CO₂. Colleagues from European Components plants got together with the Wolfsburg-based Resource Management Team in late April to identify some initial decarbonization paths as part of a workshop. After all, every plant is encouraged to develop ideas to help us all implement the goal of carbon-neutral production by 2030. Suppliers and institutes presented ideas like heat recovery systems, compressed air cogeneration

plants, small wind turbines, and ice storage systems. Each plant is now working out the specifics of its own reduction paths to take the first step of halving CO₂ emissions by 2025. Colleagues from Resource Management are providing plants with support on issues like ventilation, lighting, efficient pumps, and power units.



Work-Life Balance – Colleagues Get Involved in the Discussion

A Lunch & Talk was held under the motto "#Fathers, #Compatibility, #GroupComponents" on May 9 in Wolfsburg, where more than 40 participants got together to discuss how fathers can make sure their family and work lives are compatible and the challenges they face in doing so. For young fathers in particular, being able to reconcile the two is becoming increasingly important – which is why HR at Components organized

this first opportunity for discussion among male colleagues. In addition to fascinating presentations by Volker Baisch, founder and CEO of Väter gGmbH, and Alexander Gross, co-creator of the Väter@SAP fathers' network, participants could use their smartphones to vote on key questions, with the results then discussed with Wolfgang Fueter, Chief HR Officer for Volkswagen Group Components.

"I think it's good that Components is offering this kind of format and is really leaning into change. I came away with some good motivation for myself as both a father and a manager."

Bastian Lenz from Industrial Engineering and Production Systems at Components.



Dates

- 06/06/2019 Kassel: Site symposium
- 06/11/2019 Chemnitz: Works Council meeting
- 06/18/2019 Wolfsburg: Management conference
- 06/19/2019 Wolfsburg: Works Council meeting
- 06/25/2019 Kassel and Hanover: Works Council meeting
- 06/26/2019 Salzgitter: Works Council meeting
- 06/27/2019 Braunschweig: Works Council meeting
- 07/04/2019 Wolfsburg: Components talk