

inside

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With poster: German national soccer team at the Wolfsburg plant

Group-Wide Job Market Launched

Volkswagen employees now have the opportunity to access job vacancies throughout the Volkswagen Group in Germany. When the "Group Job Board" was launched, Porsche, Audi, Financial Services, Volkswagen Commercial Vehicles and other brands posted more than 200 vacancies. Employees can apply for these jobs. They will be given preference over external candidates. The Group-wide job market can be accessed online via Group Connect. → [PAGE 2](#)



Souvenir photo: Captain Manuel Neuer (left) with employee Aymen Fazzani.

National Soccer Players at the Wolfsburg Plant

Premiere in Wolfsburg: For the first time ever, the entire German national soccer team went on a guided tour of the plant. Captain Manuel Neuer and his team met dozens of employees in Production and were very impressed by their work in Europe's largest car factory. Germany's best soccer players visited their new mobility partner, Volkswagen, two days after the friendly 1:1 match against Serbia in Wolfsburg. → [PAGE 14/15](#)

Exchange Premium a Success

The Volkswagen Group has achieved a positive interim result with its exchange premiums for diesel vehicles. Since August 2017, customers have exchanged more than 300,000 diesel models from exhaust standard Euro 1 for Euro 5. The cars were replaced with new or barely used cars with efficient engines that meet exhaust standard Euro 6. Christian



Christian Dahlheim, Head of Volkswagen Group Sales

Dahlheim, Head of Volkswagen Group Sales: "The exchange premiums have more than exceeded our expectations. We have kept our promises to politicians and made a significant contribution to fleet replacement and the rapid improvement of air quality in German cities. Our customers are increasingly opting for used vehicles, which is why we are extending the premiums for Volkswagen and Audi until further notice. The premiums for new vehicles will expire at the end of April, as previously announced."



Selfie of the CEOs: Herbert Diess (right) posted this photo with Jeff Bezos (Amazon) on his LinkedIn account. The company leaders have agreed to work together.

Partnership with Amazon: Volkswagen to Network Plants

Collaboration announced for next five years with Siemens as integration partner

New partners: Volkswagen and Amazon Web Services (AWS) will build the Volkswagen Industrial Cloud together, with Siemens as their integration partner. Volkswagen and AWS announced the collaboration will last five years. In the future, the data for all machines, plants

and systems in all 122 factories of the Volkswagen Group will be compiled in the Cloud. The benefit: networking information will make managing workflows and processes in production more efficient and therefore increase productivity. "We want to continue to

strengthen production as a competitive factor for the Volkswagen Group. Our strategic collaboration with Amazon Web Services will create essential conditions for this to happen," says Oliver Blume,

CEO of Porsche and Board Member for Production at Volkswagen AG. In the long-term, the global supply chain of the Volkswagen Group will also be integrated. Siemens will act as the integration partner in the effi-



Oliver Blume, Group Board Member

cient networking of production systems, machines and systems from different manufacturers in the Volkswagen factories. The Industrial Cloud is designed as a public industry platform that can also be used by other partners in industry, logistics and commerce.

→ [PAGE 3](#)



Diesel Crisis: Send Us Your Questions!



Hiltrud D. Werner, Head of Integrity and Legal Affairs, addresses employees in an open letter.

→ [PAGE 6](#)



Employees in Focus

Photographers from around the world took snapshots of operations at the Wolfsburg plant for their image databases. → [PAGE 16](#)

T-Cross: A Peek Behind the Scenes

How Volkswagen organized the launch event in Mallorca

The T-Cross in Mallorca: For twelve days, the Volkswagen brand gave more than 500 journalists, bloggers and influencers from around the world the chance to test-drive the new SUV in Mallorca. The experts' verdict: A fantastic vehicle! "Small but olé," said one headline. Another said: "T-Cross – the cool

car for city and countryside." But how is such a big driving event organized? *inside* took a look behind the scenes.

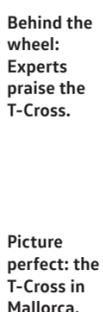
An event of this size takes more than one year to prepare. An interdisciplinary team from Product Communication, Event Team, Technical Development, Sales and Marketing worked together to

plan and organize the event.

One of the big challenges is the logistics: 30 T-Crosses would make the journey from the Pamplona plant in northern Spain to Mallorca. Additional vehicles and exhibits had to be transported from Wolfsburg to the Mediterranean island. → [PAGE 11](#)



Behind the wheel: Experts praise the T-Cross.



Picture perfect: the T-Cross in Mallorca.



The Sound of e-Mobility

For more than 100 years, combustion engines have defined the sound of a car. Electric mobility will change that. In Wolfsburg, designers are already researching the sound of the future. → [PAGE 10](#)



"Hafen 1": Excellent Progress

Construction of "Hafen 1" is on schedule: the new event hall on the premises of the Wolfsburg plant has already had its topping-out ceremony.

→ [PAGE 19](#)



The message is clear: jobs for employees, including at other brands.

Group-Wide Job Market Launched

Volkswagen employees now have the opportunity to access job vacancies throughout the Volkswagen Group in Germany. When the "Group Job Board" was launched, Porsche alone had posted more than 200 vacancies. Jobs are also being offered by Volkswagen Financial Services, Volkswagen Commercial Vehicles, Volkswagen Group Components, MAN Truck & Bus and Audi. More jobs will be added bit by bit.

"The Group Job Board ensures transparency on job openings within the Group and makes it easier for employees to quickly obtain information about other brands and divisions without

complication, allowing them to find current job opportunities that may match well with their own prospects," says Volkswagen Chief Human Resources Officer Gunnar Kilian, adding, "Use the tool! Have a look at the Group Job Board and get an

overview of what kinds of career opportunities the Group can offer you."

Employees at the brands listed are free to send unsolicited applications. They will be given preference over external candidates. After all, the Group prefers to look to its current workforce to see if it can hire internally before posting a job publicly. Employees whose positions are ending should also get information from the Recruiting Services team (Recruiting & Talent Marketing) about suitable job postings. However, unlike with the existing Global Job Board Management system, only pay scale and pay scale+ jobs are initially being posted on the Group Job Board.



How to apply

The latest job offers are posted directly on the homepage – ranging from "Operational Environmental Protection Specialist" at Audi to "E-Drive Systems Test Manager" at MAN in Munich and "Test Specialist for Drive Train Development" at Volkswagen Group Components in Wolfsburg.

If you want to click your way through all the vacancies on offer, the "Job Exchange" subsection is the place for you. There, employees can display jobs sorted by brand. You can also search specifically for matching profiles using the text search function. The Group-wide job market can be accessed online via Group Connect. Its creation had been agreed on in the Zukunftspakt (Pact for the Future) in order to make personnel changes transparent. The internal job market for the Volkswagen brand was launched more than a year ago.

Plan: 70 New e-Models

The Volkswagen Group is once again ratcheting up the tempo in fundamentally changing the world of mobility

The Volkswagen Group is pushing forward the mobility revolution, focusing on electric drive transmission vehicles as a result – something Group CEO Herbert Diess made clear during the annual press conference in Wolfsburg. But what does that mean, specifically? Over the coming ten years, the Group aims to bring nearly 70 new e-models to the market instead of 50 as previously planned. This will increase the number of vehicles built using the Group's e-platforms from 15 to 22 million.

CEO Herbert Diess says, "Volkswagen is stepping up and taking responsibility for major issues that will face us in future – especially climate protection. Our plans are based on the objectives of the Paris Climate Agreement. Over the coming years, we will gradually position our production and investment to align with CO₂ neutrality. That is how we will contribute to limiting global warming." He said that individual mobility – safe, clean and



Volkswagen Group annual press conference at the brand tower in Wolfsburg: CEO Herbert Diess (left) and CFO Frank Witter answer questions from journalists.



Speaking about climate protection: Group CEO Herbert Diess.

networked – should continue to be an option for millions of people in the future. "We need to further increase our efficiency and performance in all areas in order to be able to make the necessary investments for this electric offensive," Diess stressed.

And the Group has set certain milestones on its path to decarbonization – turning away from the use of energy sources containing carbon: effectively and sustainably reducing CO₂, converting the energy supply to renewable energies and compensating for any unavoidable emissions that remain. To improve the CO₂ balance of vehicles throughout their service life, Volkswagen is already

joining forces with its supply chain. The goal is clear: to reduce the carbon footprint of Volkswagen's fleet of vehicles throughout the vehicle's entire life cycle by 30 percent from 2015 levels by 2025. In line with this aim, Volkswagen is electrifying its vehicle portfolio. The Group will be investing more than 30 billion euros by 2023 alone in service of this goal. It wants e-vehicles to make up at least 40 percent of the fleet by 2030. The first in the latest generation of e-vehicles is starting production this year: the Audi e-tron¹ and the Porsche Taycan². And the launch of the Volkswagen ID. will make electric cars a real possibility for broad swathes of the population.

Diess: "2018 Was a Successful Year"

Solid performance of brands: Group benefits from its broad positioning

The Volkswagen Group has once again benefited this past financial year from its broad positioning and the continued solid performance of its brands and financial services. During the annual press conference in Wolfsburg, CEO Herbert Diess said, "2018 was a successful year for the Volkswagen Group. We put up a good fight – despite strong headwinds. Our Group brands have all contributed by working intensively on their own performance. Now it's time to build further on these efforts, step up the tempo even further and push forward with the transformation we have started with determination."

items totaling -1.2 (-0.4) billion euros. Audi's financial figures include Lamborghini and Ducati.



At 17.3 billion euros, **Škoda** improved upon last year's turnover by 4.4 percent. Its operating profit decreased by 14.6 percent to 1.4 billion euros. Last year's operating returns saw a reduction of 9.7 percent, with this year's holding steady at just 8.0 percent.



The **Volkswagen brand** increased its turnover by 6.8 percent to 84.6 billion euros. Operating profit before special items totaled 3.2 (3.3) billion euros. Operating returns before special items accounted for 3.8 (4.2) percent. The issue of diesel resulted in special items totaling -1.9 (-2.8) billion euros.



At **Seat** turnover rose to 10.2 billion euros, exceeding last year's record sales by 3.1 percent. Its operating profit increased to 254 (191) million euros, marking another new record. Operating returns increased to 2.5 (1.9) percent.



Sales at **Audi** totaled 59.2 (59.8) billion euros. Operating profit before special items totaled 4.7 (5.1) billion euros. Audi achieved operating returns before special items of 7.9 (8.5) percent. The issue of diesel resulted in special



Bentley's turnover was 1.5 billion euros, finishing at 16.0 percent below last year's turnover. Its operating profit fell to -288 (55) million euros. Operating returns accounted for -18.6 (3.0) percent.



Porsche once again finished out its financial year in a strong position in 2018: Porsche's turnover increased by 9.2 percent to 23.7 billion euros. Compared to last year, its operating profit increased by 2.7 percent to 4.1 billion euros. Operating returns accounted for 17.4 (18.5) percent.



Turnover for **Volkswagen Commercial Vehicles** was 11.9 billion euros, keeping it level with last year's figures. Its operating profit fell to 780 (853) million euros. Operating returns accounted for 6.6 (7.2) percent.



Scania increased turnover to 13.4 (12.8) billion euros. Its operating profit increased by 4.4 percent to 1.3 billion euros. Operating returns remained the same as last year at 10.1 percent.



MAN Commercial Vehicles posted a turnover increase of 9.2 percent, taking it to 12.1 billion euros. Its operating profit fell to 332 (362) million euros. Operating returns accounted for 2.7 (3.3) percent.

In the **power engineering** segment, MAN posted turnover gains, taking turnover to a total of 3.6 (3.3) billion euros. Its operating profit held steady with last year's results at 193 million euros. Operating returns accounted for 5.3 (5.9) percent.



Volkswagen Financial Services generated sales totaling 32.8 billion euros – marking an increase on last year by 2.9 percent. Its operating profit increased by 6.2 percent to a new record amount of 2.6 billion euros.



2019 forecast

Volkswagen is moving forward based on the assumption that deliveries to Group customers in 2019 will slightly exceed last year's under continued challenging market conditions. These challenges stem primarily from the economic climate, increasingly intense competition, volatile exchange rate tends and more stringent WLTP requirements. Volkswagen is expecting the Group to achieve a turnover of up to five percent above last year's. Operating profit is estimated at an operating return of between 6.5 and 7.5 percent.

What the New “Data Cloud” Holds

Partnership with Amazon Web Services: Gerd Walker, Head of Group Production, and Head of IT Martin Hofmann discuss the benefits of fully networked factories

Volkswagen is working with Amazon Web Services (AWS) to develop the Volkswagen Industrial Cloud, launching a new era of digitally networked worldwide production. The partnership will be in place for an initial five years. Head of IT Martin Hofmann and Gerd Walker, Head of Group Production, answer key questions about the new cloud.

Put simply, what is the Volkswagen Industrial Cloud?

Walker: The Industrial Cloud will consolidate data for all the machines, plants and systems from all of our factories. This will allow us to better analyze – and streamline – our processes. We are potentially also hoping to integrate our global supply chain, made up of more than 30,000 locations and 1,500 partner companies, into the cloud.

So crucial progress lies in exchanging data between all our plants worldwide?

Hofmann: Yes. Today we're still facing a situation in which IT systems on the production level sometimes differ from plant to plant – because most of these locations are so different themselves. That doesn't exactly make it easy to standardize data and consolidate it on such a wide scale. But the Volkswagen Industrial Cloud will allow us to consolidate the data from every location. In the future we'll be able to globally analyze and manage all kinds of key figures from Production and Logistics. We'll be running Industry 4.0 live.

Can you give a specific example?

Walker: Soon everyone involved will know immediately if a truck is stuck in traffic, a component is faulty or a machine suffers an outage. This is because information will be directly available via the cloud. For example, this will enable us to better manage the flow of materials and possible supply bottlenecks. The Volkswagen Industrial Cloud facilitates smart management in real time, whether you're in Wolfsburg, Chattanooga or Shanghai.



Consolidating data from every machine: Gerd Walker (left, Group Production) and Martin Hofmann (IT) talk about the new partnership with US digital giant Amazon.

So Volkswagen will be saving a great deal of money to invest in new projects?

Walker: Absolutely. Saving money is a welcome bonus. But our primary goal is to become faster, more transparent and safer.

Will the new cloud make your production less susceptible to digital attacks as well?

Hofmann: Our IT security team has everything, everywhere on its radar – every hour of every day. The additional networking the Industrial Cloud will provide means we will know immediately if a subcontractor's IT system is running any unknown software. This will allow us to quickly assess whether we need to sound the alarm. At the same time, all the data and information we store in the Volkswagen Industrial Cloud will go through additional verification by our team. It's like a safe deposit box: we are the only ones who can hand out the key. We are the ones to decide who can view our data and information. We came to an agreement with AWS to use our associate company DCSO (Deutsche Cybersecurity

Organisation) in Berlin to take charge of creating the architecture for these kinds of cybersecurity solutions.

After working with Microsoft, you'll soon be starting a second collaboration with a US-based digital giant by working with Amazon Web Services. What distinguishes the Industrial Cloud from the Automotive Cloud?

Hofmann: Volkswagen uses the Automotive Cloud to focus on creating an automotive ecosystem. This will enable us to offer our customers digital value-added services in their vehicles. The Industrial Cloud is used for production processes, networking machinery, plants and systems in our factories, and potentially for integrating the full supply chain with our subcontractors.

Why aren't you working with Microsoft to develop the Industrial Cloud as well?

Walker: We are taking advantage of the individual strengths of both cloud providers. We have a strong partner at our side with Amazon Web Services. It has exceptional technological skills and innovative cloud

technologies for production environments. They are among the top for logistics and supply chain solutions in particular.

What will Volkswagen and Amazon Web Services each contribute?

Hofmann: We are developing everything together – both the DPP cloud-based support architecture as well as the services to be built on top of that architecture. Both partners bring their own strengths to the table: Amazon Web Services comes with the skills described above and Volkswagen has expertise in developing production-related IT solutions. But we are coordinating on structure and strategic orientation.

What's the timetable?

Walker: We've initially set up our partnership for a five-year period. We'll be starting with Europe and gradually expanding to other regions. We want the supporting architecture to be up and running by the end of the year. The aim is to integrate companies from the entire value creation chain. We want to create a constantly

growing worldwide ecosystem for the Production and Logistics environments at the Volkswagen Group.

How will this second cloud be developed? And where?

Walker: We have amassed decades of expertise throughout the Group in setting up and running highly complex production processes. This means we have experienced teams from Production, Logistics and IT with an in-depth interdisciplinary understanding of IT solutions in production. Basically, we are bolstering our expertise in the digitalization of production in the Group and in our brands. To do so, we have set up our own Production IT department, run by Porsche.

Hofmann: We will be reorganizing some of our IT locations to focus more on platform development and the Internet of Things. In Berlin, we're working with Amazon Web Services to set up a center to consistently and exclusively work on the Industrial Cloud. Our specialists in Dresden are concentrating on platform and software development, with a specific focus on the Internet of Things. At the Smart Production Lab in Wolfsburg, we're working on robotics and control system solutions. And at the Data:Lab in Munich, our AI experts are working to develop innovative self-learning systems and algorithms for data analytics. In the medium term, we'll have some 220 specialists working on this project with an emphasis on the Industrial Cloud.

You mentioned creating the cloud as an industrial partner network. Who would be involved in this?

Walker: We are creating our Industrial Cloud as an open industry platform that other partners from the industrial, logistics and retail sectors could potentially join. This may include major subcontractors and equipment and machinery manufacturers. It is also conceivable that the cloud platform could be made accessible to other automotive manufacturers as well. They would all benefit from networking and an open exchange of information.

How Data from Every Plant Will Be Consolidated

Networking will bring opportunities for greater efficiency and flexibility in production

The Volkswagen Industrial Cloud is planned to be up and running by the end of the year, with the first concrete services and features available at the same time. The aim is for the Volkswagen Industrial Cloud to form the basis for digitalizing Production and Logistics.

“The Volkswagen Group, with its global expertise in automotive production, and Amazon Web Services, with its technological skills, are the perfect pair. We want to use our global industry platform to create a growing industrial ecosystem whose transparency and efficiency will benefit everyone involved,” says Oliver Blume, CEO of Porsche and Head of Production at Volkswagen AG. “Volkswagen's Industrial Cloud will transform Production and Logistics at the company. It is further proof of Volkswagen's innovative strength and technological supremacy,” says Andy Jassy, CEO of Amazon Web



How data makes its way into the cloud: Volkswagen is networking Production and Logistics.

Services. The goal is to uniformly design and network the IT systems used at the production stage of machinery, plants and systems – such as for production planning and warehousing – across all of the Volkswagen Group's 122 production facilities. In their collaboration,

both companies are relying on Amazon's technology in the fields of the Internet of Things (IoT), machine learning and computing services, which is specially designed for the production environment and expanded to meet the requirements of the automotive industry. Volkswagen's

new Digital Production Platform (DPP) will serve as the architecture. In future, DPP will be connected to all locations within the Group as well as to other companies. The platform standardizes and simplifies the exchange of data across systems and plants.

Volkswagen aims to use its cloud to create new opportunities to further increase efficiency and flexibility in production. Consolidating data from all of its factories creates new opportunities to optimize workflows and processes. This includes making controlling the flow of materials even more efficient, facilitating early identification and correction of supply bottlenecks and process disruptions and optimizing the operation of machinery and systems in every factory.

In addition, the platform serves as a precondition for quickly supplying new technologies and innovations across locations.

Industrial Cloud: Siemens Partners for Integration

Siemens is signing up to be an integration partner for the Volkswagen Industrial Cloud. The Group will help network machinery and systems from different manufacturers in Volkswagen's 122 factories together in the cloud. Data transparency and analytics will create the conditions for further increases in productivity in plants. In addition, Volkswagen and Siemens are hoping to potentially work with machinery and systems suppliers to develop new features and services for the Industrial Cloud, which would then be available to all future partners. Siemens will bring to the table its expertise in automation, networking machinery and systems and the industrial Internet of Things, including what are known as industrial edge solutions. Industrial edge solutions process and analyze production data directly from devices and machinery before consolidating it in the Industrial Cloud.

Names & News



Matthias Rabe (56) has managed the newly created TD Operations department in Technical Development since March. In

addition to technical project management, he is responsible for all vehicle projects, including the operational management of development. The native Rhinelander joined the Volkswagen Group after completing his studies in mechanical engineering in Aachen in 1988 and has held various management roles. In 1992, he transferred to Shanghai Volkswagen, where he was responsible for the development of vehicles and electronics. In 2003, he became head of Group Research at Volkswagen AG. From 2007 to 2011, he was in charge of assembly development for the Volkswagen brand. In January 2011, Rabe transferred to Seat, where he was Member of the Executive Board for Research and Development.



Andreas Klar (55) officially became head of Group Quality Management in March. He has been responsible for

the brand's quality assurance since 2017 and is now taking on both management functions. Klar has been at Volkswagen for 31 years. He has gained extensive experience during this time in planning, assembly and industrial engineering. Klar has worked during this time as Technical Director in Hanover, Wolfsburg and Kaluga (Russia).

How Volkswagen is Helping Refugees

Mostafa Ghaffari completed entry-level qualification and is now working as a warehouse clerk

In soccer this would be called a perfect start: three years ago, Mostafa Ghaffari came to Germany from Iran. In 2017, he completed a ten-month entry-level qualification program for refugees. This included a two-month placement for vocational training at Volkswagen. Ghaffari seized his opportunity.

Independent and a great team player

Last year he started an apprenticeship as a warehouse clerk at the Schnel-lecke logistics company in Wolfsburg. Birgit Hinze, team leader for Apprenticeships: "Mr Ghaffari worked independently from day one. He is also a great team player."

Ghaffari developed team spirit very early on. In Iran, he almost made it as a professional soccer player. He no longer wants a career on the soccer pitch, but he still has plenty of passion for the sport.

The entry-level qualification is a joint project between Volkswagen's refugee assistance program and the Volkswagen Group Academy with the chamber of industry and commerce, the chamber of trade, the employment agency and the regional association for apprenticeships. During his vocational training at Volkswagen, Ghaffari worked in the plastics, metal and IT departments. There he learned

how apprenticeships work in Germany. In addition, participants of the program attend a German language course several times a week and learn about the local culture.



Ariane Kilian, manager of the Volkswagen Group's refugee program

Group's refugee assistance program.

In his free time, he's a soccer coach

The most important thing for Ghaffari to be able to integrate at work is the combination of theory and practice. "Volkswagen employees gave me a lot of strength. Sometimes I felt really unsure. Aren't I way too old for this at 30?" he asked himself. Uncertainty was his constant companion in the beginning. "But the Volkswagen apprentices really motivated me," says the young man.

Helping young refugees make it in life is one of Volkswagen's social commitments. "We are creating projects to support refugees in their education and careers," explains Ariane Kilian, manager of the Volkswagen



Driving the forklift: Mostafa Ghaffari likes his job.

Here in Germany, he coaches the U17 youth soccer team of the Wolfsburg SSV sports club in Vorsfelde. Ghaffari wants to give something back to others through sport. Apart from the sports club, he also coaches a team of Germans and refugees. "Sport breaks down barriers between nations," says the amateur soccer player.

He believes that flexibility, curiosity and a strong will are crucial to integration. "You can do it if you really want to," says Ghaffari. After work, he learns German. Taking breaks is not his thing. Is Germany his second home? Ghaffari: "Home is wherever I am. Germany has given me a lot of opportunities."

INTEGRITÄT BOTSCHAFTER PROGRAMM



Network event: Integrity ambassadors from Volkswagen and Audi visited the brand tower.

Integrity Ambassadors: Full of Optimism for their Mission

At the brand tower in Wolfsburg, 110 employees reported on their experiences in their new role and looked to the future.

A warm welcome for 110 integrity ambassadors and interested parties from six Volkswagen plants, brands and companies in Germany, as well as from Audi: under the slogan “Living with integrity,” they shared their experiences and looked to the future together during the network event at the brand tower in Wolfsburg.

The integrity ambassadors had lots to talk about – and conveyed optimism for the future. In Quality Assurance, for example, integrity has become a regular talking point in the division and department managers’ meetings, thanks to the engagement of the team.

Meanwhile, in the Finance division, the number of ambassadors has increased from two to twenty since last August. In addition, the pilot project “ECI@Finance” is helping implement the standards of the Ethics & Compliance Initiative (ECI). One exciting aspect of this is the interlinking of integrity, compliance and risk management. There is also a good example from Technical Development, where ambassadors have visited 15 of 31 departments thus far to inform others about integrity.

The list of actions that were discussed at the network meeting is long. Many ideas inspired others to imitate them, from setting up a mail-

box for questions to consultations for personal discussions and informative events for larger groups.

The meeting was attended by many integrity ambassadors as well as by representatives from Volkswagen Financial Services AG, from Volkswagen Immobilien GmbH and from Volkswagen Group Services GmbH. It is interesting to note that there are now 220 active integrity ambassadors at the Wolfsburg plant alone. The international rollout of the network is well

underway too, with 60 employees of Mexico having chosen to become ambassadors. In Argentina, there are 20. And there have been initial discussions with employees in Spain, China and Russia about joining the ambassador network.

As an “ambassador from the very beginning,” Board Member Hiltrud D. Werner shared her experiences at the event. She cited a statement by a representative from the US Department of Justice, who has monitored Volkswagen since the diesel crisis began: “Volkswagen is not the same

company it was before.” This is a change the ambassadors have worked hard to make happen, and will continue making happen.



Hiltrud D. Werner, Executive Board Member



Answering questions

If you want to participate in the ambassador program, have any questions or want to contact the integrity ambassador for your department, you can find further information on the Volkswagen Portal under “Integrity.”

Motto: “Protect Volkswagen, Dial Our Number!”

Group Compliance starts campaign to raise awareness of hotline for whistleblowing system

The Compliance division has launched a new campaign to raise awareness of the hotline for the whistleblowing system in all six Volkswagen locations in western Germany. The hotline, at telephone number 00800 444 46300, is now available in 51 countries – 24 hours a day.

Group Chief Compliance Officer Kurt Michels: “Our free hotline is an important reporting channel that employees around the world can use to report serious violations of the rules around the clock. This includes, for example, bribery, fraud and other offenses. What’s special is that we are offering an interpreting service on the hotline, so that reports can be made not only in German and English but in a total of eleven languages.” As a result, it’s now even easier for whistleblowers to contact the Information Office and receive support.

Michels: “Only then can we deal with and eradicate misconduct, and protect Volkswagen. That’s why it’s very important to us that everyone knows our number.”

Just like the other reporting channels of the whistleblower system

(email, online, letter or in person), protecting whistleblowers and the individuals concerned is a top priority.

An investigation initiated only after careful review of the information, if concrete indications of a severe rule violation are found. Individuals are presumed innocent until proven guilty. Whistle-

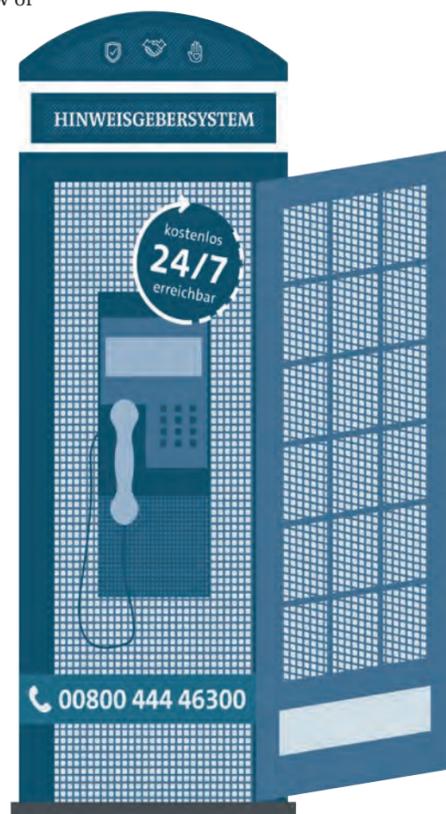
blowers are protected too. Statements are treated confidentially and the identity of whistleblowers is kept secret if they so wish and it is legally possible.

With the “Protect Volkswagen – dial our number!” campaign, Michels and his team want to raise awareness of the number and of the whistleblowing system. Posters with information can be found on the black noticeboards, as well as tabletop displays in the cafeterias and short film

clips on the bus and production monitors. In addition, employees from the Information Office were present at staff meetings with information stands.



Kurt Michels, Group Chief Compliance Officer



Michael Zastrow (from left, Knowhow and Prototype Protection in Corporate Security), Lennart Oly (ENX Association), Robert Nahm (Microsoft), Martin Unterberger (Porsche), Andreas Ebert (Head of Knowhow and Prototype Protection in Corporate Security)

Secure Collaboration

Microsoft certified as a partner company

Partner companies of Volkswagen must be certified to ensure that company secrets are kept safe. The certificate attests that data is secure and protected against cyber attacks. For example, Microsoft: Volkswagen has agreed to work strategically with the software and hardware manufacturer from the USA. The basis of this collaboration is the TISAX certificate, comparable to the TÜV seal. Microsoft was presented with the certificate in Wolfsburg.

“It is vital that our company secrets are protected and kept safe. That’s why we require the utmost confidentiality from our partners. Depending on the type of data, partner companies are obligated to install the latest technology on their premises to ensure data security,” says Andreas Ebert, Head of Knowhow and Prototype Protection in Corporate Security.

“Volkswagen requires a positive inspection result in accordance with the VDA ISA standard.”

The presentation of the certificate was attended by Michael Zastrow (Knowhow and Prototype Protection in Corporate Security), Lennart Oly (ENX Association), Robert Nahm (Microsoft), Martin Unterberger (Porsche) and Andreas Ebert (Head of Knowhow and Prototype Protection in Corporate Security).

By the way: for partner companies, the certificate offers the advantage of receiving orders quickly from anywhere in the Group, as the standard is recognized industry-wide. Questions about the certification process can be sent by email to: fremdfirmenabnahme@volkswagen.de. Depending on the amount of work required, it takes about eight weeks for an external company to be certified.

"Send Us Your Questions About the Diesel Crisis"

Hiltrud D. Werner, Head of Integrity and Legal Affairs: "We continue to face big challenges in the legal investigation of the diesel crisis"

The diesel crisis can be felt at Volkswagen every day and is a constant source of discussion among the workforce. Hiltrud D. Werner, Head of Integrity and Legal Affairs, is now addressing employees with this open letter:

Dear Colleagues,

We continue to face big challenges in the legal investigation of the diesel crisis. In this respect, 2019 will be the most difficult year for Volkswagen.

German prosecutors are investigating more than 70 current and former Volkswagen employees. The first charges are expected to be brought this year. Our company is involved in legal proceedings in more than 50 countries. In Germany, around 413,000 customers have joined the legal test case against Volkswagen. The first oral hearing on this case will take place in the next few months.



Then there is the investor lawsuit in Braunschweig.

These issues will therefore be subject to more than usual media coverage. They will probably be brought up

more frequently in conversation with family, friends and acquaintances, too. That's why we want to invite you to ask us your questions about the diesel crisis. Let us know what's on

your mind. We will answer the most frequently asked questions in the next issue of the employee magazine and on the Volkswagen portal.

There is one more important point:

We do not have a crystal ball, and we cannot and will not engage in speculation. We therefore cannot comment on how the legal proceedings are likely to develop in future. That is just the nature of the beast, especially when it comes to the independent work of prosecutors and courts. But we can talk about what has been and what will be – within the legal guidelines.

Hiltrud Werner

We look forward to receiving your questions.
Hiltrud D. Werner

Letter to the workforce: Hiltrud D. Werner, shown in conversation with employees, invites employees to ask questions about the diesel crisis.



Here's how:

Please send your questions to the following email address by the end of the day on April 12, 2019: dieselfragen@volkswagen.de

The Legal Investigation: Where Volkswagen Stands

From the diesel crisis to investor lawsuits – an overview



From late 2015 to September 2018, Volkswagen spent a total of 29 billion euros on managing the diesel crisis. This includes the payment of 23 billion dollars in the US. Volkswagen paid this sum to settle any potential legal proceedings with US authorities and customers. A large part of the 29-billion-euro sum (16.1 billion euros) was paid back in 2017. The company expects to pay another three billion euros in 2019 and 2020.



Since the litigation register was opened, 413,000 claimants have joined the legal test case in Germany. The aim of these proceedings is to determine whether the consumers who have signed up to the litigation register are entitled to compensation. The date for the first oral hearing is yet to be confirmed. If compensation is owed, the court will not decide the amount. Every consumer will subsequently have to determine this for themselves in a new process – a long-winded undertaking.



The Volkswagen Group and Volkswagen dealers are involved in a total of around 56,000 legal proceedings in Germany. Among the desired outcomes for customers is for Volkswagen to take back the diesel vehicles and return the purchase price. Most of the judgments already handed down by district courts (over 15,000) have ruled in favor of Volkswagen or the dealer. So far, the higher regional courts have ruled exclusively in Volkswagen's favor. A judgment by the highest German court, the German Federal Court of Justice, is still pending.



German prosecutors are investigating two main areas:

- 1. Manipulation of the engine control software:** This concerns possible offenses in connection with the engine control software of the diesel vehicles in question.
- 2. Alleged market manipulation:** Here, the Braunschweig prosecutor is investigating whether CEO Herbert Diess, his predecessor Martin Winterkorn and Chair of the Supervisory Board Hans Dieter Pötsch, in his previous role as CFO, were too slow to inform the financial market about problems with the engine software in the US.



Did Volkswagen AG inform its shareholders and the capital market about the diesel crisis promptly enough?

This is what the capital market test case proceedings (i.e. proceedings under the German Investors' Joint Action Act) in the Higher Regional Court of Braunschweig aims to determine. Investors are seeking compensation as a result of the speculative losses allegedly sustained.

In Germany, there are around 4,000 investor lawsuits pending against Volkswagen AG for a total disputed amount of 9.6 billion euros. The vast majority of this amount is the subject of the capital market test case proceedings in Braunschweig.

Responsibility: What Volkswagen Has Already Done

The Group has updated the software of millions of vehicles and replaced 300,000 older diesel vehicles with newer models

Volkswagen has taken responsibility and acted on the diesel crisis.

Here is an overview:

Reduced nitrogen oxide emissions: Thus far, Volkswagen has equipped 7.5 million vehicles worldwide with new software. This has enabled a reduction in NOx emissions by on average 25 to 30 percent. This is particularly noticeable in downtown areas with heavy traffic. In Germany, Volkswagen has updated the software in 99 percent of affected vehicles; in Europe, this stands at 80 percent.

Exchange bonus for diesel Since August 2017, Volkswagen has replaced more than 300,000 older diesel ve-

hicles with newer models that meet the new Euro 6 exhaust standard. In addition to the scrapping incentive, which applies to vehicles in emission class Euro 4 and older, the company has been offering an exchange bonus to customers in especially polluted regions since October 18, 2018. This was expanded nationwide in Germany on January 24, 2019. Volkswagen also paid the exchange bonus for trade-ins of Euro 4 or Euro 5 diesel vehicles in addition to the value of the used car.

Hardware upgrade: The Volkswagen Group is offering customers in particularly polluted regions a financial contribution of up to 3,000 euros for

hardware upgrades. However, these upgrades are not yet available for purchase. The technology is not yet sufficiently developed and does not hold the official permits required.

Measures in the US: Volkswagen has already bought back or upgraded a large majority of the 500,000 vehicles affected in the US. They meet all the legal requirements. The legal situation in the US is different than in Europe. Software updates are not sufficient in the US. The vehicles require expensive upgrades. Consequently, Volkswagen has paid almost 9.9 billion euros to customers for the buy-back and upgrade of affected US vehicles.

As part of its settlement with the US authorities, Volkswagen has committed to developing infrastructure for electromobility in the US. Objective: To build 2,000 charging stations in 39 states. To achieve this, Volkswagen is investing two billion dollars. In addition, Volkswagen has entered into an agreement with the authorities to pay 2.7 billion dollars to a US environmental charity.



How the Brand is Preparing for the Future

Investments increased by eight billion euros – Job losses due to automation – Creation of new jobs

All signs point to renewal: this year the Volkswagen brand is laying the groundwork to strengthen its competitiveness. At the brand's annual press conference in Wolfsburg, Chief Operating Officer Ralf Brandstätter said: "We have already achieved a lot with the Zukunftspakt. But we have much more to do if we want to tackle the impending challenges in 2020 and beyond. We will once again increase the pace of transformation to make Volkswagen fit for the electric and digital age. We want to make Volkswagen more efficient, agile and more attractive and modern as an employer – especially in Administration.

To implement the planned digitalization roadmap in Administration, we have already held constructive initial discussions with the Works Council."

The current year will be a key year in the transformation of the brand: investments in future issues will be increased to a total of 19 billion euros by 2023. That's eight billion euros more than originally planned for the period from 2019 to 2023. The goal is for the company to be able to finance these investments under its own steam and to absorb additional requirements, such as the rising costs for the stricter CO₂ and exhaust regulations. For this the company will have to increase its profit by 5.9 billion euros per year starting from 2023.

To achieve that goal, the Volkswagen brand will reduce its material costs and the variety of products. In addition, productivity in the plants will be increased by five percent per year, along with increases in profit and profit margin in Sales.

"The planned measures as part of the profit boosting program will enable our brand to achieve a competitive yield level of six percent in 2022. This improvement will form the basis for us to finance the necessary preliminary outlay for our transformation and to achieve our strategic aims in the electric age," said CFO Arno Antlitz.

The company also anticipates the loss of around 5,000 to 7,000 jobs by 2023 due to automation of routine tasks. This can be mitigated by not refilling posts when older employees



A key year for transformation: Board Members Jürgen Stackmann (from left, Sales), Ralf Brandstätter (COO) and Arno Antlitz (Finance) discuss important strategic decisions.



High media interest: the annual press conference at the Wolfsburg brand tower.

retire. The potential number of employees in the next three birth years eligible for partial retirement is 11,000. It is also possible to restructure along the demographic curve. At the same time, 2,000 new jobs will be created in relation to software and electronic architecture in Technical Development.

Great Interest in the ID. Family

Volkswagen is making excellent progress in the second big transformation for the brand toward a stronger focus on e-mobility. In the next ten years, the brand wants to produce over ten million electric cars based on the MEB toolkit. The first of these will be the ID., which will be presented at IAA.

Starting from May 8, customers will be able to pre-order a launch edition of the ID. "When I see the amount of interest from dealerships in the ID. family, I think it's entirely possible that the launch edition will sell out before we unveil the ID. in September," said Sales Director Jürgen Stackmann.



Starting from April, all printing will be in black and white.

Volkswagen to Print in Black and White

In April, Volkswagen will start printing in black and white. The reason: in 2018, almost half of all 140 million print jobs at the Wolfsburg, Kassel, Salzgitter, Emden, Braunschweig and Hanover plants were in color. That's almost 70 million pages of color printouts – well above the industry average.

After a decision by the Executive Board, the switch to black and white printing will initially begin at the six plants in western Germany. "Let's Go Black" is the name of the accompanying campaign by the Digital Workspaces department. "Sustainability starts at the printer," says Gilberto Rodrigues de Moura. He and his team are overseeing the switch to black and white. "It's good that we are taking consistent action and making the change now," says Rodrigues de Moura. Departments may continue to print in color only in exceptional cases where it is justified. Interested employees should contact their cost center manager directly.



In charge of the switch: Gilberto Rodrigues de Moura.

Employees can send any questions about this topic to: print.solutions.vwag.r.wob@volkswagen.de



Ralph Linde, Head of the Volkswagen Group Academy



Markus Krause, project manager for the Expo in Hanover

IdeenExpo: Volkswagen Will Be There

Volkswagen will make an appearance with a large stand at the IdeenExpo in Hanover from June 15 to 23. As a partner of the event, the company will present its technical apprenticeships to young people.

"We are proud to present our company at such a popular fair. Our goal is to inspire young adults to go into technical careers in our company. Our many exhibits will show that technology is exciting and fun," says Markus Krause, project manager for the company's appearance at the IdeenExpo.

In line with the IdeenExpo's slogan, "Just do it," Volkswagen is making participation the central focus of its activities. "We want to give visitors a simple and playful entry point into complex topics like digitalization of mobility and production," explains Ralph Linde, Head of the Volkswagen Group Academy. "We are all about making, soldering and tinkering. For example, we will be making little robots or electrically powered and partially autonomous model cars, which visitors are welcome to take home with them." Apprentices from the Wolfsburg, Hanover and Salzgitter plants are currently in the process of making exhibits specially for the youth fair.

LinkedIn: Herbert Diess in Dialog with Followers

Board Member Gunnar Kilian recently joined the online platform too

The Volkswagen CEO is open to discussion on LinkedIn: Since November, Group CEO Herbert Diess has entered into dialog with the online community on the leading business platform. Chief Human Resources Officer Gunnar Kilian also recently became active on LinkedIn.

The posts are trending: CEO Diess has almost 25,000 followers after only a few months (figure from late March). His followers not only follow his opinions and posts but actively discuss or "like" them – that is, they show their approval by clicking the thumbs up symbol. In mid-March, his post "Leading technology electric mobility: why we need to decide" sparked a lively debate on how the German automotive industry should position itself in regard to "future mobility."



The Volkswagen CEO's post was constructively discussed with more than 100 comments in the first week.

Chief Human Resources Officer Kilian received just as much attention on the platform, which is one of the most-clicked worldwide. In his first two weeks, Kilian gained more than 1,500 followers on his LinkedIn

page – and the community is growing daily.

By engaging on LinkedIn, the Volkswagen Group is taking another step towards more transparency and dialog – on topics in the automotive sector and beyond. With more than 500 million registered users in around 200 countries, LinkedIn

is not only a globally successful career network but also a popular platform in the management world where users can discuss topics that are changing society and the working world of today and tomorrow.

<https://www.linkedin.com/in/herbertdiess/>

<https://www.linkedin.com/in/gunnar-kilian/>

Dresden Tests Production of Tomorrow

Transparent Factory becomes test site for innovative technologies – robot builds sunroof in e-Golf¹

The Transparent Factory in Dresden is being transformed into the Volkswagen Group's test location for trialling innovative technologies. Based on the Technika initiative put forward by Volkswagen Brand Planning, novel automation solutions for vehicle assembly are being developed at the Wolfsburg, Emden and Dresden plants.

The guiding principle is the automation of complex work steps within the Assembly division. The main challenge is that the Transparent Factory is home to a constant production



Andreas Tostmann,
Head of Production

process, testing and developing the e-Golf. The technical solution for the automated sunroof was developed in co-operation with Brand Planning, Volkswagen Plant Construction, the innovation team

at the Transparent Factory and other partner companies. This production step will also be used for manufacturing the ID. at the Volkswagen plant in Zwickau starting in late 2019.

According to Andreas Tostmann, Head of Production and Logistics for the Volkswagen brand, "We are aiming to achieve a 30 percent improvement in productivity at the Volkswagen brand plants by 2025



Innovative solution: Roman Spenke (left) and Robert Dietze from the Dresden innovation team pose at the sunroof assembly station.

compared to 2018 in order to remain competitive in the long term and make a key contribution to improving the Volkswagen brand's profitability. This calls for the plants to become faster, leaner and more efficient. The various Technika projects in Wolfsburg, Emden and Dresden are making a big impact in testing innovative

technologies."

Lars Dittert, Site Manager of the Transparent Factory in Dresden, says, "The Transparent Factory is the show-case for electromobility and is now serving as a pilot plant for the Volkswagen Group as well. It really is extraordinary that we are able to push ahead with our automation

projects without disrupting our ongoing production processes. A technology that makes it to series production can be used in global automotive engineering. As such, we are contributing our expertise to the Group and further enhancing the profile of our location."

Its special architecture means the



Transparent Factory is particularly well suited as an automotive production plant. Tests for optical component recognition are challenging due to the high incidence of light and the associated contrast, and the sensors have to operate under much more difficult conditions.

The security requirements are also greater than usual due to the high number of visitors, with an average of 400 guests visiting the Transparent Factory every day. Another advantage is the small series production of 72 e-Golfs per day. The cycle time for each workstation in Dresden is long compared to conventional production facilities. This makes many employees highly qualified to handle the larger volume of content per workstation. Furthermore, the short distances between stations and the comparatively large workspace provide an ideal environment for testing new technologies.

Other projects at the Dresden brand location include the automated removal and installation of car doors and various human-robot collaborations (HRC).



Plenty to do: André Nowoisky from the Production facility in Dresden shows Mr. Monopoly the ropes.

Monopoly: The Transparent Factory Is On Board

Dresden Edition to be launched at the end of this year

The exclusive Dresden edition of Monopoly will hit stores just in time for Christmas. The Volkswagen Transparent Factory is to be allocated at least one square on the board. All Dresdeners can vote on which streets and other sights should appear in the classic board game. Only 10,000 copies of this limited edition version will be produced.

Employee André Nowoisky was astonished when a special guest stopped by the Transparent Factory. Mr. Monopoly, the well-known mascot – complete with mustache, top hat, and tailcoat – was allowed to get up close and personal with the e-Golf. "I took the opportunity to get him trained up at the high point station," recalls André.

Osnaabrück, Zwickau and Hanover

also have their own special editions of Monopoly, and the engine plant in Chemnitz is already part of the game. The Wolfsburg, Kassel and Braunschweig editions have already sold out. The new edition is planned for this year. Florian Freitag from the agency behind the game, polar 1, says, "We are currently working on finding out whether Volkswagen would also like to have its plants featured in other city editions."



How Volkswagen Promotes Ideas from Young People

The xStarters innovation program offers a platform for young people

Volkswagen invited dozens of young men and women to the pheno science center in Wolfsburg to take part in its xStarters innovation program. The initiative is designed to motivate young people aged between 14 and 19 to engage with digital social innovations. And that's not all. Volkswagen also provides support in launching new concepts for social business. So what exactly is social business? Put simply, the economy can solve social and environmental problems through the profits it generates.

How can everyone make their household more climate friendly? Are insects experiencing a breakthrough as a source of food for the growing world population? And how do you organize help in the neighbor-

hood that suits everyone, but older people in particular?

The young people involved in the program presented these and many other thoughts and innovations over the course of the xStarters event. Interest was high, with over 550 young people taking part in the competition. The 13 best teams from all over Germany met in Wolfsburg to present their ideas to the jury led by Volkswagen Chief Human Resources Officer Gunnar Kilian.



Gunnar Kilian,
Chief Human
Resources Officer

xStarters: the winners

First place went to the Entorganics team with their plans to produce insect-based snacks. With this concept, Finn Bussberg and Kai Funada Classen sought to provide an answer to problems such as factory farming and feeding the world's population. Second place went to a young team from Wiesbaden. Their Aynid platform aims to link people in the neighborhood more closely with each other and provide support with carrying out daily tasks. The winning teams are now developing their ideas on a professional scale with support from a partner.



xStarters in Wolfsburg: the jury was impressed by the youngsters' ideas.



Introducing the New Production Division

Taking a closer look at models of cooperation: five central functions starting in May

Production is getting ready for the future: The TRANSFORM.TOGETHER production strategy will also be taking a closer look at the structures and cooperation models in indirect fields.



Andreas Tostmann, Head of Production

The organization is being systematically aligned to processes, standardization is being increased, and consistent responsibilities are being ensured without any overlap. "I am convinced that we are on the right path to a successful future in the Production Division and at Volkswagen," says Andreas Tostmann, Head of Production and Logistics.

Here is an overview of the five future central functions:

Product Technology

In Product Technology (headed up by Henning Jacob, PT), the role of Production is especially prominent. The division assumes product responsibility for the entire product development process (PDP) and becomes the central point of contact for Design and Technical Development. Tasks and responsibilities will be bundled together more closely in the future, with one of the aims being to

increase our expertise in the field of electronics.

Project and Start-up Management

Project and Start-up Management (headed up by Jörg Grandt, PM) operates alongside vehicle project man-

Production Volkswagen Passenger Cars brand



Henning Jacob



Jörg Grandt



Uwe Schwartz



Thomas Hegel Gunther



Robert Cisek

Planning and Production Technology

The area of Planning and Production Technology (headed up by Uwe Schwartz, PP) ensures efficient planning and realization of the factory. Processes are streamlined, synergies used and redundancies avoided by in-

tegrating responsibilities for process planning and implementation in the PDP. Automation, digitalization, and technology development measures also ensure the future viability of the factories and processes.

Production Control and Logistics

In the area of Production Control and Logistics (headed up by Thomas Hegel Gunther, PC), global production of vehicles will continue to be planned and controlled going forward. Production control is to be strengthened by merging program planning and logistics processes. A central office P also enables targeted order control within P and strengthens cooperation with other departments.

Production Strategy

The area of Production Strategy (headed up by Robert Cisek, PZ) develops the strategy for the Production and Logistics division of the Volkswagen Passenger Cars brand and manages the associated transformation process. In addition to controlling personnel and qualification requirements, the division also focuses on digitalizing production. All innovation-driven IT activities in Production will in the future be planned and managed by Production Strategy.

Technology Copied: Brand Wins Competition

Volkswagen wins the Group Production Award, an award for technology that has already been adopted and employed

Success for Volkswagen at the Group Production Award 2018: The brand has scooped first place in the newly created "Best of Copy" category with its "Knabbern auf Falzen" project. Group Production had honored the best brands and locations in worldwide production and logistics.

In keeping with the motto "develop once, use indefinitely," the best copy of an existing technology receives an award. The prerequisite is that the technology is already in series production, comes from another plant or brand, and has great innovation potential. What's more, the copied technology must be suitable for use throughout



Delighted with the award: Board Member Oliver Blume (left) and Head of Production for the Volkswagen brand Andreas Tostmann (4th from left) with Christian Borowetz (L-R), Sven Crull (both Volkswagen Planning), Martin Goede (Volkswagen Planning), Michael Breme (Audi), Wolfram Kirchert (Porsche), and Christoph Pauly (Bentley).

the group and be capable of being rolled out without any issues. Both the developer and the copier are awarded prizes. The name

"Knabbern auf Falzen" refers to a method of avoiding heat distortion in car body construction. Although developed by Volkswagen, the pro-

cess was used at Porsche in Leipzig for the Panamera. The Audi, Bentley, and Lamborghini brands are now also using the process.



Modernized: Pacheco plant in Argentina.

Pacheco: Plant Modernized

Volkswagen has modernized its Pacheco plant in Argentina for the launch of the Tarek, an SUV specially developed for South America. The site invested in new production facilities and a more environmentally friendly paint shop. This can save up to 80 percent on water and energy consumption – and greatly reduce particle emissions. This brings the plant closer to the goal of the Zero Impact Factory.

Celebration: the Millionth Touareg¹ Rolls Off the Production Line

The large Volkswagen SUV has been exported worldwide for 17 years

Huge excitement in Bratislava: the millionth Volkswagen Touareg has just rolled off the production line. It is the first SUV made in Slovakia and has been exported worldwide for 17 years.

The new Volkswagen Touareg with the milestone serial number 1,000,000 does not have to travel far to its new owner – it was ordered by a customer in Poland. This customer wanted a white Touareg with a 3-liter six-cylinder turbo diesel engine.

"The fact that we have produced one million Touareg models is proof of our technical expertise, which we share with the world in the form of

our products. I would like to take this opportunity to thank all of the dedicated employees who have contributed to this milestone," enthused Dr. Oliver Grünberg, Chairman of the Board of Management and Member of the Board of Management for Technology at Volkswagen Slovakia.

The Bratislava plant is the only facility in the world to produce the medium-sized SUVs for the Volkswagen brand. The start of production of SUVs in Bratislava in June 2002 was the largest investment project in the company's history and created thousands of new jobs. The third generation of the Touareg is now rolling off the produc-



Proud team: employees with the millionth Touareg.

tion lines. "When we learned about the allocation of this SUV over 17 years ago,

we were very proud," recalls Stanislav Pavlik, an employee who experienced

the production of both the first and the millionth Volkswagen Touareg.

¹ Touareg V6 TDI SCR 4MOTION: fuel consumption in l/100 km: combined between 8.9 and 6.6; CO₂ emissions in g/km: combined between 203 and 173; efficiency classes D to B.

The Sound of e-Mobility

In Wolfsburg, designers are researching how electric cars should sound in future



In Hamburg from April 15: 100 electric vehicles will be used initially.

MOIA Launches in Hamburg

After successfully concluding a three-month test phase, the Volkswagen subsidiary Moia is launching public operations in Hamburg on April 15. This will be developed into Europe's biggest fully electric ride-sharing service within twelve months. Every Hamburg citizen, commuter, or visitor can register for the service now. As part of the launch, Moia is giving away vouchers for free rides. The first 5,000 people to download the Moia app, register, and activate the MOINMOIA voucher code in the app before April 14 will get a free ride. Hamburg is a global flagship project for Moia. "It is the first city with a population over 1 million in which we are bringing our innovative service for an environmentally friendly, shared mobility onto the roads," says Moia boss Ole Harms. "We are developing and



Ole Harms, CEO of Moia

perfecting our system in Hamburg, from where we will then expand it to the rest of the world." Moia has covered more than 20,000 kilometers since January as part of the test phase. A fleet of 100 fully electric Moia vehicles will be introduced at the launch in April, which will serve an area of 200 square kilometers that includes Hamburg airport. Moia sees itself as part of the urban mobility offering and as a useful supplement to public transport.



New model: the Golf Variant TGI has three natural gas tanks.

Golf Variant TGI Available to Order Now

Volkswagen's natural gas strategy continues to gain ground: recently available to order, the Polo TGI¹ and the Golf TGI² are now joined by the Golf Variant TGI³ with an eco-friendly natural gas engine. The new model has three natural gas tanks – instead of just two previously. This further improves the long range of the CNG engines. And there's no need to compromise on space to accommodate the three tanks on-board, as the natural gas tanks are integrated as a space-saving underfloor solution. At the same time, the additional tank increases the range in natural gas mode by up to 80 kilometers compared to its predecessor. That makes it possible to travel up to 440 kilometers (according to WLTP) in the natural-gas-only mode. You'll now also reach your destination faster, as the hood conceals an overhauled, powerful 1.5-litre four-cylinder engine with 96 kW (130 bhp).

The combustion engine defined the sound and dominated the design of the automobile for more than 100 years. "But now, in the age of electric mobility, it is disappearing. That gives us a new freedom, which we should explore," explained Klaus Bischoff, Head of Design at the Volkswagen brand, recently. That also opens up a new field of work for the company's employees.



Klaus Bischoff, Head of Design at the Volkswagen brand

Two of those, Indra-Lena Kögler and Valentina Wilhelm, are exploring this newfound freedom in relation to the ID., the first Volkswagen vehicle based on the MEB platform to be fully designed and operated as an electric car.

"There are no mechanical restrictions so we can give each vehicle its own sound," says UX designer Valentina Wilhelm (UX stands for "User Experience"). In fact, cars must make a sound of some sort. That's not just a matter of opinion – it will soon be part of EU law. As of July 2019, all newly developed electric cars in the European Union will be required to have an "acoustic vehicle alerting system." Two years after that, electric and hybrid cars will no longer be approved without an acoustic system. The artificially produced sound is compulsory at speeds below 20 km/h. When travelling faster than 20 km/h,

the noise of the tires on the road is sufficient. Each manufacturer is free to choose the specific sound for their cars. Klaus Bischoff has already defined the challenge: He wants people to be able to recognize Volkswagen vehicles from their sound. "I want everyone to think: wow, that can only be an electric car. And the second thing that should come into their heads should be: of course, it's a Volkswagen!"

But the European Union has set certain specifications. The driving speed of electric cars must be conveyed acoustically. That rules out Beethoven's Ninth Symphony then. "However, the legal stipulations only apply to the external noise," says Indra-Lena Kögler, who has been working at Volkswagen for 18 years.

Conscious listening: the UX designer Indra-Lena Kögler works on the sound of the new ID. electric car.

normally masked by conventional engines at higher speeds is now more noticeable with electric engines, giving you a different sense of speed.

Insulation and materials are therefore more important. When drivers use the turn signal in an electric car, they are far more conscious of the corresponding sound. And the sound therefore assumes an increasingly important role. The mechanical system behind this is the playing field for analog sound design. Sound also communicates quality.

"The sounds must meet expectations and reflect the relevant associations," says 31-year-old Valentina Wilhelm. "A turn signal can be compared with giving a nudge

to someone you want to talk to," says Indra-Lena Kögler. You could lose a lot of trust if it sounded wrong, and you can build a lot of trust if it sounds right. "So we look at how the blinker control stalk is designed on the steering wheel, and how it interacts with the blinker. We wouldn't use materials that produce high-pitched sounds." It is important to them that they get a full, deep sound – it's all about

qualitative association. To make sure their work produces a consistent and uniform result, the team seeks to implement Volkswagen's design values – such as likeability, sensuousness, and innovation. Likeability, for example, could mean that the sounds are based on the intonation of the human voice.



Indra-Lena Kögler (left) and Valentina Wilhelm discuss the role of sounds in day-to-day life.

Her job is to design an acoustically pleasant atmosphere in the cabin, allowing drivers to stay relaxed as they make their way through traffic, and protected from constant external noise. "Electric cars are very quiet," says Indra-Lena Kögler. Road noise

Pineapple Leaves in Car-Making

Sustainability: Christine Schütz works in Wolfsburg advancing the use of renewable raw materials

If you were asked what materials were used in car-making, you might think of steel, glass, plastic, and aluminum. Not many people would name renewable raw materials. Yet some renewable raw materials are already used in insulation mats and in the underbody area. In the distant future, it is expected that they will be used increasingly in car interiors, for example in the trim or seat covers.

Christine Schütz and her colleague Lars Lewerdomski carry out research on renewable raw materials for use in car-making. "We want to produce high-quality materials that are sustainable," reports the researcher from the Plastics department of Materials Research, who has a degree in Chemistry and Music, and who is a passionate violin player.

The issue of organic materials has gained momentum since the beginning of 2018. Schütz has already presented initial ideas with her colleagues in a foyer exhibition in the research building at the Wolfsburg plant. On show were fibers made of casein (which comes from milk), plastics made of chicory roots, and

various leather alternatives.

One of these alternatives is Christine Schütz's personal favorite: Materials taken from kombucha – a drink that is particularly popular in Japan and that is produced through a fermenting process involving bacteria and yeast. In addition to tea, sugar, and vinegar, the kombucha drink also contains what's known as the tea fungus. The culture grows over time, just like yeast dough, and a layer of cellulose forms at the top of the liquid. "We can harvest that after around seven weeks," explains Schütz. "And we then process it further to make a material that is similar to leather."

This and all the other materials Schütz researches are sustainable: they grow back and have no effect on food production. "That is particularly important to us," explains the Braunschweig-born researcher, who has been working at Volkswagen for five years.

"For example, one leather alternative uses apple pomace, a waste product from apple juice production." The researchers also have plans to turn pineapple leaves, which grow below



Organic materials: Christine Schütz shows samples of mushrooms and kombucha in her office.

the fruit and are disposed of after harvesting, into a leather replacement for vehicle interiors. To achieve that, they comb fibers from the pineapple leaf and process that into a textile that is, in turn, refined into a leather-like product. This results in a stable compound that is as supple as processed leather. The main challenge of this kind of work is creating products

that are both natural and durable.

Christine Schütz is convinced: "Even though we're only doing the first tests now, we can already see lots of ways we could make our cars more sustainable and environmentally friendly using renewable raw materials. Our goal is to develop these materials to the point where we can use them commercially."

¹ Polo TGI fuel consumption natural gas (CNG) in kg/100 km: urban 4.4–4.1 / extra-urban 2.9–2.7 / combined 3.4–3.2; CO₂ emissions in g/km: 93–88; efficiency class: A+.

² Golf TGI fuel consumption natural gas (CNG) in kg/100 km: urban 4.7–4.5 / extra-urban 2.9 / combined 3.6–3.5; CO₂ emissions in g/km: 98–95; efficiency class: A.

³ Golf Variant TGI 1.5 TGI fuel consumption natural gas (CNG) in kg/100 km: urban 4.7 / extra-urban 3.0 / combined 3.6; CO₂ emissions in g/km: 99; efficiency class: A+.



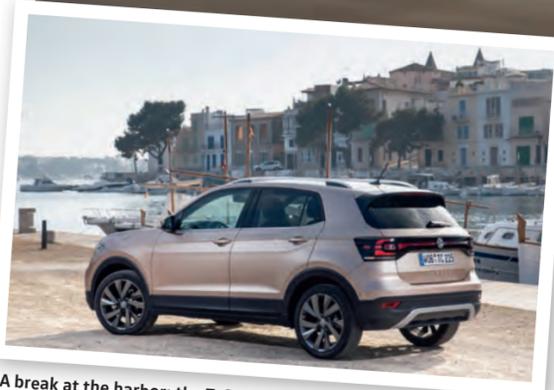
Picture perfect: the T-Cross in front of Palma Cathedral.



Palma Airport: test vehicles ready for the next tour of the island.



Along the coast of Mallorca: the T-Cross.



A break at the harbor: the T-Cross cuts a great figure here too.

Journalists Test the T-Cross in Mallorca

inside takes a look behind the scenes at a press test drive event

Mallorca in almond blossom season: it's a spring-like 20 degrees and the Spanish island is the perfect setting for the new T-Cross. For twelve days, Volkswagen gave more than 500 journalists, bloggers, and influencers from around the world the chance to test-drive the new SUV. A look behind the scenes reveals how much work is involved in organizing this kind of test drive event.

A cross-divisional team in Wolfsburg began planning the T-Cross event back in early 2018. Christoph Peine (Spokesperson Product Line Small): "Our events are all down to teamwork. We work closely with the experts from

east of the island: It's time for shop talk. Volkswagen experts are on hand for a Q&A session. Susan Kirstein (T-Cross Product Spokesperson): "Our guests are really excited about the event. The T-Cross is going down very well. The chassis, the generous standard specification, and the unusual colors came in for particular praise."



Susan Kirstein, Product Spokesperson T-Cross

island's more rural regions.

Logistics is another challenge. The test vehicles were transported to Mallorca from the Pamplona plant by HGV and ferry, while the shuttle vehicles came all the way from Wolfsburg. Important demonstration objects such as individual seats, wheel rims, and decor also had to be transported to the island.

That could not have been achieved without helpers behind

drive events is that seamless organization is required, as well as a perfect car. Product Communication and the Event Team worked together to find the ideal location in Mallorca. Key requirements included sunny weather, little traffic, and proximity to an international airport. Furthermore, the T-Cross is just as suited to the urban areas in and around Palma as it is for the



Alpay Topsakal, Technical Development

the scenes. Every evening, a team from Technical Development checks the test vehicles in a workshop near the hotel and gets them ready for the next day's driving. The oil level, brake fluid, and tire pressure must be perfect – and paint damage is a big no-no. Alpay Topsakal (Test and Press Vehicle Technician): "Overnight, we make sure that the journalists have a technically and visually immaculate T-Cross to drive around the island each day."

Everything clicked perfectly in Mallorca – as the glowing reports in the specialist press show.



Christoph Peine, Spokesperson Product Line Small

the Product Line and from Sales & Marketing right from the preparation phase."

One year later, media representatives from around the world arrive at Palma de Mallorca Airport. 30 test vehicles are parked outside the terminal ready for a tour of the island. The journalists set off on test drives around the capital Palma, the hilly interior, and along winding coastal roads.

In the afternoon, the sat nav guides them to a hotel in the north-

Horst-Dieter Valentini (Electrics/Electronics Specialist): "The journalists have been impressed by the extensive range of electric functions. The T-Cross has nothing to fear from comparisons with vehicles in higher classes."

One of the golden rules of such test



Horst-Dieter Valentini, Electrics/Electronics Specialist

Press Opinions on the T-Cross



"Small, but olé!"

Auto Bild

"Volkswagen T-Cross: compact, but by no means small."

Oberösterreichische Nachrichten

"Volkswagen T-Cross in its first test – the Polo in top form."

bild.de

"The cool car for city and countryside."

Tiroler Tageszeitung

"The Volkswagen T-Cross 1.0 is a trendy SUV for young families who live in the city."

The Scottish Sun



Pulling in the crowds: the Volkswagen Passenger Cars stand in Geneva.

A Look Back: Volkswagen at the Geneva Motor Show

GENEVA
INTERNATIONAL
MOTOR
SHOW

Positive media response for the brand and Group

Eight of the Volkswagen Group's brands presented their latest product innovations at the Geneva Motor Show. The topic of e-mobility occupied center stage. The Volkswagen Group's models dominated the headlines in both traditional and social media. The ID. BUGGY¹ was the most-reported model in the American media, while the Audi Q4 E-Tron¹ was the top model in Chinese publications.

And Volkswagen made an impression with another project as well. Its partnership with e.GO marks a strategic step in the MEB modular electrification toolkit's advance toward becoming the industry standard. With that message, CEO Herbert Diess was the most-quoted executive in articles in the business press and on TV.

Volkswagen opens e-toolkit to third-party providers

The Volkswagen Group will be making its modular electrification toolkit available to other manufacturers. Ensuring the broadest possible distribution will greatly reduce the costs of e-mobility, making individual mobility affordable and usable for many people in the future. The first outside partner to use the modular electrification toolkit will be Aachen-based company e.GO Mobile AG. A specific vehicle project is currently in



In the ID. BUGGY: Volkswagen Group CEO Herbert Diess (front) and Günther Schuh, CEO of e.GO Mobile AG.

the planning stages. Volkswagen has already demonstrated the adaptability of the MEB platform for small-scale production at the Geneva Motor Show with the ID. BUGGY.

Herbert Diess says, "We've proven with our modular transverse toolkit

that we are platform experts. More than 100 million of our vehicles are based on this platform. With the MEB platform, we will be rocketing this successful concept into the electric age and working with third-party providers. The aim is to establish the

MEB as the gold standard for e-mobility. We want to use it to lay the foundations for carbon-neutral, safe and comfortable individual mobility accessible to as many people as possible. Even emotionally-charged limited

series vehicles like the ID. Buggy can be easily and cost-effectively produced using the MEB. I'm pleased that e.GO will be the first partner to use our modular electrification toolkit as the basis for a vehicle project we will work on together."

Four World Premieres: Powerful and Electrifying

Focus on the Volkswagen brand's new products



With the ID. BUGGY, the Volkswagen brand presented a new facet of the MEB platform. The design of the fully electric concept car is a modern interpretation of the popular US dune buggies of the 1960s and 1970s. Back then, they were based on the Beetle chassis, and the cutting-edge MEB platform is just as flexible. With the ID. BUGGY, Volkswagen is once again highlighting the enormous potential of the platform.



The Passat² facelift brings together all the latest innovations, including Travel Assist. It is the first Volkswagen to feature the assistance system, which allows the vehicle to travel on a partially automated basis at almost any speed between 0 and 210 km/h. The capacitive steering wheel is another new feature in the Passat. It detects touch by the driver, providing an interactive interface to systems such as Travel Assist.



With the Volkswagen T-Roc R³, the Wolfsburg car manufacturer presented a new sports model in its crossover series in Geneva – with impressive performance data: its four-cylinder TSI engine with a 2.0 liter capacity has an output of 221 kW/300 bhp and a torque of 400 Nm. The Volkswagen T-Roc R can accelerate from zero to 100 km/h in just 4.9 seconds.



Volkswagen celebrated another world premiere with the Touareg V8 TDI³. The 310 kW/421 bhp TDI achieves a maximum torque of 900 Nm. The SUV has a top speed of 250 km/h and can accelerate from 0 to 100 km/h in 4.9 seconds. Like the V6 Touareg models, the new V8 version complies with the Euro 6d-TEMP emissions standard. The Touareg V8 TDI will celebrate its market launch in late May.

¹ Concept car.

² The vehicle is not yet on sale.

³ The vehicle is a near-production-ready concept car.

The Guardian Angel is Coming Along for a Ride

Guiding and protecting: Marius Spika and his team are researching the next-generation driver experience

The assistance system of the future is currently housed where the ashtray used to be. It's a tiny switchbox in the central console and it controls half a dozen computers that almost fill the trunk of a Passat Variant¹. Just like an extra pair of eyes, this system will support the driver in future – and step in when necessary. It's called Guardian Angel. Marius Spika and his team have been working on it in Wolfsburg for around two years.

Live demo at the testing facility in Ehra-Lessien: Spika drives the test Passat towards some tight corners. The Guardian Angel symbol below the speedometer and in the head-up display lights up green. Spika drives carefully and correctly. The Guardian Angel does not step in.

The system warns the driver: "Attention, corner!"

However, when test driver Spika is driving too fast or looking out of the side window rather than at the road ahead, the Guardian Angel will give a warning: "Attention, corner!" The seat will also vibrate slightly. The system interventions escalate if the driver fails to respond. In that case the Guardian Angel will brake, even if the driver still has their foot on the gas. The time window for such an intervention is narrow. When things get hairy, the Guardian Angel has to respond quickly. But at the right

moment: "It should only activate when you really need it," explains the 39-year-old information systems engineer.

For this to work, however, the assistance system must know the driver well. It has to learn when they normally step on the gas, brake before corners, and signal before overtaking. "You can't lump all drivers together," adds Spika. It's a mammoth task for the developers he works with because they need to establish how a given individual drives.

To do so, they use cameras to observe the driver, and log their driving behavior. "Every detail counts until the Guardian Angel is able to evaluate the driving behavior," says Spika. That requires artificial intelligence (AI), which is packed into the big, powerful computers in the Passat's trunk. The method is known as "deep learning." During the journey, the computer develops a picture of the driver's typical and current driving style, and works out how they are behaving in the current situation.

Back to the test track: when Spika starts driving faster than usual and begins an overtaking maneuver with poor visibility just before a corner, his



Testing the Guardian Angel assistance system: Marius Spika (from left), Jan Sonnenberg, and Julia Drüke.



A Guardian Angel watching over you: when things get hairy, the system can respond and tell the driver to brake.

Guardian Angel warns: "Attention, insufficient visibility." This advice is based on a huge mass of data from the navigation system and the control units on board. The Spika team com-

bines this data pool with the driver profile – in real time. Their aim is to identify the situation and trigger the correct response at just the right time – both in the driver and in the car.

The Guardian Angel's time will arrive when highly automated cars are introduced to our roads. That's because the system is designed for a safe, comfortable, and customized

next-generation driving experience. It will then, at the perfect moment, give advice that is tailored precisely to the driver and their driving style.

Spika, who has handed over the project leadership to Jan Sonnenberg, looks to the future with great optimism: "The Guardian Angel will be a reserved, friendly, and assertive assistant you can trust."

¹ Passat GTE Variant fuel consumption in l/100 km: 1.8–1.7 combined; power consumption in kWh/100 km: 13.9–13.4 combined; CO₂ emissions in g/km: 40–38 combined, efficiency class: A+.



Quiz: this Wolfsburg employee tests her soccer knowledge.

Exhibition: Employees Get Involved

Over the past three weeks, hundreds of employees have visited the "We drive football" exhibition at the Wolfsburg plant. It has been open for visitors at the Braunschweig location since the beginning of April.

Whether in the BT10, in the "Oase" company restaurant or in Hall 90b of Technical Development – the exhibition was met with great interest at all three locations within the Wolfsburg plant. Lots of employees stopped by to have a look, especially on their way to the canteen. The virtual penalty shootout proved particularly popular, and even Service Factory employee Martina Müller, a former national team player and VfL forward, had a go, sinking the ball into the net just like in the good old days. The traveling exhibition featuring information about Volkswagen's commitment to soccer is now touring the other German Volkswagen plants.



Soccer exhibition at each location

Braunschweig: April 1 to 5 (Chassis Plaza)

Salzgitter: April 8 to 11 (Hall 1, Sector 9 Elevation)

Kassel: April 15 to 18 (Customer Center)

Dresden: April 23 to 26 (Foyer)

Chemnitz: April 29 to May 3 (Executive Foyer)



No special treatment here: even Nico Schulz (front) and the others had to wear protective footwear.

Excellent hosts: Paint Shop employees welcomed Kevin Trapp, Niklas Süle, Serge Gnabry, Joshua Kimmich, and Timo Werner from the national team to Hall 9.

A captive audience: Marco Reus (left) listens attentively to Brand COO Ralf Brandstätter.



Germany's Top Soccer Players Visit the P

90 minutes at the Wolfsburg plant: the national team players were impressed by the cooperation of the Volkswagen workfo

It was a perfect 90 minutes, and the employees at the Wolfsburg plant were justifiably proud as they provided the German national team with insights into their work in halls 9, 10 and 54 for the duration of a soccer match. Both teams came away feeling pleased with how it had gone.

As deputy head of the Paint Shop, Thomas Neubauer summed it up by saying, "It's an overwhelming feeling to see the young guys here on our turf instead of on TV or in the stadium. We definitely had a lot of

fun." Midfielder Serge Gnabry, who went on to score in the 3:2 European Championship qualifier in the Netherlands just two days later, was similarly enthused. He had particular praise for the team spirit demonstrated shown by the Volkswagen employees, saying, "If employees don't work well together, you can't expect to produce a good car." Gnabry helped seal the underbody in the Paint Shop. Mirsad Bili recalls, "Serge was relaxed and in good spirits. He showed real interest and wanted to know what it

was we were doing."

The motto of the visit to Europe's largest car factory was "Team Meets Team." As Chief Operating Officer (COO) of the Volkswagen brand Ralf Brandstätter put it, "The result of our work – every single car – is only as good as the performance that all of our employees put into it from one moment to the next. It's no different to a soccer game."

The parallels between working on the field and in the factory were evident at each and every station.

Midfielder Leon Goretzka helped the employees assemble rear windshield wipers, noting, "It was impressive to see how all of the different cogs fit together."

The Volkswagen employees were proud to have the national team players at their workplace. It was even something of a return visit, since many of them had seen the players at their own "workplace" just two days earlier at the Volkswagen Arena for the game against Serbia (1:1).



Arrival at the stadium: Volkswagen employees form a guard of honor for the players.

Junior escorts: employees' children accompany the national team led by captain Manuel Neuer (right) onto the pitch at the Volkswagen Arena.



Ball carrier: Laurin, son of Volkswagen employee Katja Wiesensee.

In the Spotlight: Employees and Their Children

International soccer game in Wolfsburg: Volkswagen offers employees a wealth of experiences

The Volkswagen Arena was sold out: 26,100 spectators, including many Volkswagen employees, were there to watch the 1:1 tie game between Germany and Serbia. The 22 players might have been the stars of the show on the field, but the Volkswagen employees and their children also shared some of the lime-light – particularly Laurin Wiesensee. The ten-year-old, whose mother Katja works at the AutoUni in Wolfsburg, was allowed to carry the official game ball onto the field shortly before kick-

off. Laurin won this once-in-a-lifetime experience in a competition run by Internal Communications, with more than 700 employees taking part.

Volkswagen also raffled off the places in the junior escort via [inside](#) and through the Volkswagen portal. 11 children of Volkswagen employees, aged between six and ten, accompanied the German players from the tunnel onto the field and listened to the national anthems. Sarah Pahlmann, whose mother Daniela works in Trade Marketing, ran out onto the field

hand-in-hand with midfielder Kai Havertz. "It's a great feeling to stand in a full stadium," said the third grader, full of enthusiasm.

As soon as the team bus arrived, Sarah and the other children from the junior escort, together with 80 selected fans including 30 Volkswagen employees, formed a guard of honor for the national team players. The ticket competition was also incredibly well received, with more than 7,000 employees taking part. 50 of them were delighted to win two

tickets each for the international game, including employees from Wolfsburg, Salzgitter, Braunschweig and Kassel.

And Volkswagen once again raffled tickets at the Works Council meeting in Wolfsburg, where manager Oliver Bierhoff, coach Joachim Löw and goalie Kevin Trapp were guests just 12 hours before kick-off. Cindy Werk from the Service Factory Academy was one of the winners, saying, "It was simply brilliant to watch the international game live at the stadium.



Teamwork: Julian Brandt gives Max Göllnitz a hand screwing a piece of sheet metal in place on the underbody.



A day to remember: Huda Keßler from the Body Shop has her photo taken with Leroy Sané (left) and Maximilian Eggstein.



Token of appreciation: Toni Kroos (left) surprises Manfred Ammon with a Germany jersey signed by all of the national team players.



Fantastic memories: Captain Manuel Neuer surprises Aymen Fazzani with an autographed jersey.



Perfection: Manfred Ammon shows German Football Association Director Oliver Bierhoff how the rear wipers are installed on the Golf in Hall 54.



Active support: team spokesperson Mirsad Bili (right) shows Serge Gnabry how to insert a plug into the underbody.

Production Facility

... and the warm welcome they received in the halls

"This visit from the national team players has to be the highlight of the 16 years I've been with Volkswagen," muses Lutz Krause-Fiedler, who installs insulation panels in the bodywork in Hall 10. His colleague, Huda Keßler, went in for a hug with forward Leroy Sané, saying, "My heart is still pounding. It was all very exciting!"

German Football Association Director Oliver Bierhoff expressed his thanks for the visit to the heart of the plant, saying, "It's a pleasure for

us to be able to get to know our partner better, and we are so grateful for the warm reception we received from the Volkswagen team."

Ready to go: Volkswagen jackets and protective footwear were laid out ready for all the national team players in the learning workshop in Hall 54.



Delivery in Wolfsburg: German Teams Drive MAN

The Group brand is the new official bus partner of the German Football Association

Germany's top players hit the road with MAN: on the sidelines of the national team's match against Serbia, Oliver Bierhoff, Director of National Teams for the German Football Association, symbolically accepted the keys for the new team bus – a MAN Lion's Coach – from its new official bus partner.

Eye-catching and relaxing

"We are delighted to play an important role in the partnership between Volkswagen and the German Football Association," said Joachim Drees, CEO of MAN Truck & Bus, when the team was presented with the bus. "The new national team bus is impressive in terms of its driving dynamics, comfort and economy. Its unmistakable design and unique comfort features make it a real eye-catcher and a place for the team to relax and feel good."

Boasting 500 bhp (368 kW), the national team has well and truly gotten off to a good start for the upcoming international season and the qualifiers for Euro 2020. The women's national team is looking forward to the World Cup in France as its highlight for this year and will also be enjoying



Handing over the keys at the Wolfsburg plant: MAN Director Joachim Drees (center) with German Football Association Director Oliver Bierhoff (left) and Rudolf Kuchta, Senior Vice President Sales (right).



Exterior view: the German Football Association praised the bright, welcoming design.

its MAN Lion's Coach C with 460 bhp (338 kW).

As the stars of tomorrow, the under-21 national team is also set to receive rolling team headquarters – also in the form of a Lion's Coach C boasting 460 bhp (338 kW). "Team

fans. The new team bus will serve as a flagship for the national team and really stands out, especially with its bright, friendly and innovative external design," says Oliver Bierhoff.

During the qualifying rounds for

buses always have high emotional value for both players and

the European Championships, the senior national team will have plenty of time to acquaint itself with the comfortable equipment featured in the MAN Lion's Coach. In addition to tables and leg rests in the front row, all 36 leather passenger seats are equipped with adjustable headrests. Four tables with seats on both sides provide space for meetings, and there

is even a catering area complete with a refrigerator and coffee bar, as well as a lavatory. The multimedia equipment includes Wi-Fi with LTE reception, LCD monitors in the rear and a sound system.

Safety a key concern for the German Football Association

The higher ups at the German Football Association are paying particular attention to the issue of safety. In addition to six cameras monitoring the bus's surroundings, the Lion's Coach is also equipped with assistance systems such as emergency brake assist, an electronic stability program and rain/light sensors.



Interior view: the MAN Bus Modification Center in Plauen, Saxony, was responsible for the design.



Smartphones at the ready: Lars Budach (from left), Ecevit Kizilirmak and Ertan Akpinar.

Wolfsburg Plant: Smartphones for Technicians

Lars Budach, Ecevit Kizilirmak and Ertan Akpinar from the Body Shop, Segment 2, are among the first 600 or so technicians at the Wolfsburg plant to be issued with a company smartphone. This move will make everyday life much easier for these three members of the team.

The technicians previously had to make do with mobile devices with no access to the internet or email. Not only this, but they also had to pass the cell phones on from one shift to the next to make sure someone could always be reached on the same number. But that's all about to change. Now every technician can link the main office number to their own iPhone at the start of every shift. This ensures that the same number can continue to be used for the entire workshop without every technician having to share a phone. They'll each now have their own, personalized device. This has been made possible thanks to the new Volkswagen VWG.Talk telephone technology and the One-Number feature.



Plant Manager Stefan Loth

Plant management and Works Council delighted

"Our technicians are the cornerstones of our production processes, so it's about time they were given iPhones to help them with their work," explains Plant Manager Stefan Loth. "This move is set to cut down on travel time and make it considerably faster to contact other divisions." As for Works Council Coordinator Heinz-Joachim Thust, he says, "By issuing smartphones, the company is finally giving the technicians the appreciation they deserve. After all, without them, there wouldn't be much production going on around here."



Heinz-Joachim Thust from the Works Council

No more shuttling between the office and the line

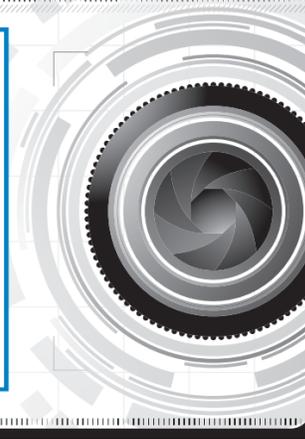
Technician Ertan Akpinar is delighted with this decision, saying, "Having a company smartphone means I can feel connected even when I'm on the move. I don't have to constantly shuttle back and forth between the production line and the office to check emails or appointments. Not only does this save lots of running around, but it also means I have more time for my employees and our processes."

And as for Lars Budach, he explains, "Now I can access my plant control data no matter where I am and find out what's going on with the upstream and downstream processes. If I need to get hold of someone quickly, I can use my iPhone to find their contact details and get in touch with them without any issues."

Ecevit Kizilirmak also sees potential, saying, "I think it's great that we can now access our emails and get online while we're out and about in the workshops. Going forward, I would like to see specific apps for our own cost center. This would allow me to do things like check stock levels, staff schedules, flextime accounts and vacation days for my team. That would be like having a factory in your pocket that really could improve our personnel management."



A Photographer's View of the Wolfsburg Plant



Workshop in Wolfsburg: 12 photographers from Germany and across Europe visited the plant to take some new photographs of the people working at Volkswagen for their image databas-

es. From the Press Shop to the Body Shop and the Paint Shop to Assembly, many different stations took part. *inside* has selected some of the best shots to include in this issue.



Press Shop: employee Andreas Kleim checks the quality of the parts.



Body Shop: employee Marcel Bunge mounts a fender onto the body.



Body Shop: this is where the hood, doors, fenders and trunk lid are mounted onto the finished welded body - shown here by René Wauker.



Assembly: team spokesperson Vecdin Dasci installs an interior mirror.



Assembly: employee Matthias Wernick screws a steering wheel together.



Assembly: the logos for the radiator grill are ready.

Employee Drives League-Winning Eos

Special exhibition to commemorate milestone at VfL Wolfsburg: Volker Schindler's car back in the spotlight ten years on

Ten years since winning the league – this anniversary of the German Bundesliga team VfL Wolfsburg is something Volker Schindler (50) remembers more than most. The employee at the Wolfsburg plant owns a Volkswagen Eos that was part of the motorcade featuring the title heroes as they drove through the city back in May 2009. This Eos is now the focal point at the launch of a special exhibition at VfL Soccer World celebrating the greatest success in the club's history.

Grafite, who scored 28 goals to become the top goal scorer for VfL and in the Bundesliga at the time, Marcel Schäfer, the former left-back and current director of sport, and cult kit manager, Heribert Rüttger, drove to the Volkswagen Arena together. The trio enthusiastically showed fans and journalists a replica of the Meisterschale (championship shield). It was also a spine-tingling moment for Volker Schindler, the electrical engineer from Volkswagen Quality Assurance, invited to attend by Wolfsburg – despite not being a die-hard Wolfsburg fan. "I'm a fan of soccer and I watch matches in Hanover and Braunschweig," reports Schindler, "although Wolfsburg winning the title was a really special moment and I will never forget it." This also applies

to randomly meeting ex-star striker Grafite (38), who flew in specially from Brazil, at the opening party. "Graffa is a really down-to-earth, friendly guy."

So how did Volker come by his Eos anyway? Pure coincidence! His wife Nicole had been leasing the convertible for a while and was impressed. Then it transpired that the employee sale offered good quality and affordable used cars. "It didn't take us long to come to a decision and we ordered a white Eos,"

recalls the employee, who has been working at Volkswagen for almost 29 years – first in Salzgitter, now in Wolfsburg. On collection, a member of staff for employee vehicle sales explained that the title-winning stars of the Wolfsburg team had been driving this car just a few weeks before. Schindler recalls, "We had to replace the hood as it had a lot of dents after the motorcade." Nevertheless, ten years on, Wolfsburg's triumph is still displayed on the



At work: Schindler is responsible for auditing engine compartments.



Stepping back in time: Marcel Schäfer (left) and Grafite with a replica of the championship shield.



Proud: Volker Schindler with a replica of the championship shield. The VfL had the Eos decorated with a new sticker design specially for the occasion.



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VfL: Ten Years Since Winning the League

You have until June 30 to visit the "Ten Years Since Winning the League" exhibition at VfL Soccer World at the Volkswagen Arena. The exhibition is open Tuesday through Sunday from 10:00 a.m. until 5:00 p.m. The club has also published a collector's album to mark this special anniversary. VfL fans can collect around 200 stickers featuring members of the current men's and women's teams as well as legends such as Grafite, Edin Dzeko, and Kevin De Bruyne. The album and packs of stickers can be purchased in all fan shops and other outlets.

Looking back: the champions' parade featuring Schindler's Eos started at the Volkswagen Arena in May 2009.

Eos owned by the Volkswagen employee from Klein Ilsede in the Peine district. On the edge of the license plate holder it says: "VfL Wolfsburg Deutscher Meister 2009" – a real eye-catcher, especially for the anniversary of the title. Schindler says, "our whole family is proud of the Eos that celebrates the title-winning team. You don't meet many people

Souvenir photo: Schindler with former VfL top goal scorer Grafite.



Service Factory Trials "Honesty Fridge"

New service for employees: help yourself to fresh snacks and don't pay until the next day

A new service is being launched at the company restaurant in the Wolfsburg brand tower: an "Honesty Fridge" is now available for employees next to the checkout counters. The fridge is packed with snacks such as fresh wraps, salads, crudités, fruit, muesli, filled pretzel sticks, baguettes and rolls from 2:00 p.m. on Monday to Thursday. There is also a range of the ever-popular 400 g take-out meals to choose from.

The concept has been named the "Honesty Fridge" because employees can take snacks and not have to pay until the next day when the company restaurant has reopened between 8:30 a.m. and 9:30 a.m. or between 11:30 a.m. and 1:30 p.m. The customer hands over a card at the checkout counter that states exactly what they have purchased.

"We are primarily providing this new service for employees who have not managed to pick up some food at



With the "Honesty Fridge" in the brand tower cafeteria: Martin Mura (center) and Patrick De Vincenzo (right) from the Service Factory and Frank Paetzold from the Works Council.

lunchtime or who need a pick-me-up later in the day," explains Martin Mura. The branch manager of the Volkswagen Service Factory announced, "we are seeing how things

go with the 'Honesty Fridge' in the brand tower cafeteria until April 30." If the scheme is well received, the Service Factory plans to install additional "Honesty Fridges" in other cafeterias

in Wolfsburg and potentially at other Volkswagen sites.

As if that weren't enough, the Service Factory will also be trialling an order service from April 1. Employees will be able to place orders from the daily menu until 11:00 a.m. and pick them up from the pigeonholes in VWAG R: WOB, Bella Vista cafeteria and VWAG R: WOB, brand tower after 2:00 p.m. According to Mura, "this will give us an opportunity to look after employees who need a snack in the afternoon, evening, or for the commute by train."

Frank Paetzold of the Works Council welcomes the fact that the Service Factory is trialling new services for employees: "Providing high-quality catering is so important. It contributes to a healthy working environment and employee satisfaction. I hope our colleagues respond well to the new services on offer."

DO I KNOW YOU?

We bump into each other in the parking lot, on the way to the plant in Wolfsburg, or in the cafeteria, but we often don't know very much about each other. But that's all set to change, as inside will now be introducing Wolfsburg employees in this new feature.



Christian Bürger (31) from Lübbecke, with Volkswagen for three years



MY PREVIOUS JOBS

Before joining Volkswagen, I worked for an expert organization as a court expert for accident reconstruction and vehicle technology. I was responsible for a crash facility and learned a lot that has come in useful in my current job.



MY CURRENT JOB

I work on technical surveys as part of the Volkswagen accident research team. We analyze Volkswagen vehicles that have gotten into accidents and put a lot of thought into how to protect the people inside the vehicles as best we can.



MY CAR

I have always been good with technology and love tinkering around on my cars. I currently drive two old Audis, one of which is a convertible.



MY HOBBIES

I don't spend a lot of time sitting around. I like to play handball and ride my mountain bike. I also spend my spare time renovating my period house and acting as an assessor on the side. Of course, I make sure I spend time with my family and friends.



MY DREAM

I'd love to live on a huge farm with my family. It would have to have plenty of room for my cars.



Photo from 1974: the Golf undergoing final inspection.

The Golf Turns 45

The Golf celebrated its 45th birthday just a few days ago: production officially launched at the Wolfsburg plant on March 29, 1974. At the time, no one had any idea that the successor to the legendary Beetle would become a bestseller in its own right. Since then



Plant Manager Stefan Loth

the company has sold more than 35 million of the vehicles around the globe, making the Golf the most successful European car of all time. "Our colleagues faced the challenge of managing the switch from Beetle to Golf in 1974," Plant Manager Stefan Loth says. "Since then, we've further developed our flagship plant to the point where we are now producing the e-Golf¹, the Golf GTE² and the Golf Sportsvan³ in addition to the Golf, plus three more models."



Meet Me for Lunch

New event series encourages discussion among employees

A new program for employees at IT:City and Bürozentrum Nord: the Mega Lunch Date will allow colleagues from neighboring departments to get to know one another. Software randomly pairs employees interested in the event to meet for lunch. The aim is to encourage discussion between employees from different departments. A great success: more than 120 participants have already registered and attended the first two events.

Andreas Meier and Sebastian Böttcher (both from Digital Employee Experience) came up with the idea for the new event series and developed the software behind it. "Many of us are familiar with the experience of coming across the same colleagues every day in the stairwell or on the elevator," Meier says. "You say hi to each other, but the conversation never goes further than that. We created the Mega Lunch Date to change all that." "On the one hand, it's just plain interesting to learn something about other people and the work they're doing," says Böttcher. "On the other, it makes it easier to get in touch with colleagues from

other departments on a professional basis later if you've already spent time chatting with them during lunch. We

wanted to use the Mega Lunch Date to encourage this kind of knowledge transfer and bolster understanding for other colleagues' and departments' skills."

The feedback was positive after the first two events.

So, by popular demand, a third event will be

held on Thursday, April 25. Employees interested in the event can register online. The software will automati-

cally notify you about your lunch date in a timely manner before the event.

Participants are free to decide among themselves how to go about their lunchtime get-together.

Other divisions and Group brands are free to use the Mega Lunch Date idea and the software, which is available from IT in Wolfsburg.



Mega Lunch Date organizers Andreas Meier (left) and Sebastian Böttcher.



¹ e-Golf: power consumption, kWh/100 km: combined 14.1 (17 inches)–13.2 (16 inches); CO₂ emissions combined, g/km: 0; efficiency class: A+.

² Golf GTE, fuel consumption, L/100 km: combined 1.8–1.6; power consumption, kWh/100 km: combined 12.0–11.4; CO₂ emissions combined, g/km: 40–36; efficiency class: A+.

³ Golf Sportsvan: fuel consumption in L/100 km: urban 6.5–5.9/extra-urban 4.6–4.3 t/combined 5.2–4.9; CO₂ emissions combined, g/kg: 118–112; efficiency class: B–A.

ANYONE can do it!



Come and RUN with us!



Presenting the symbolic key: from the left, Claudius Colsman (Autostadt), Bernd Helmstadt (Nüssli) and Roland Clement and Uwe Horn (both from the Autostadt)

A First: Run through the Halls of the Plant

Organized by Production: the Charity Family and Friends Run will be held in Wolfsburg for the first time on May 12

By Production, for Production – and everyone else working in Wolfsburg: this year marks the first time a run will be held through the halls of the Production facility. And it's for a charitable cause to boot.

It's always good to do good, and the Charity Family and Friends Run will be held on Mother's Day this year, May 12. The proceeds will be donated to the KindgeRecht organization in Wolfsburg. To register for the event, Volkswagen employees and up to three friends or family members can register as runners or spectators. Runners can choose between a five-kilometer and a ten-kilometer course through the premises. The courses even pass through the production halls. And young runners are welcome to participate as well. Two short-distance races are open for children, staggered by age, plus a fun-filled agenda of activities surrounding the races. "The Charity Family and Friends Run is a plant run organized by Production in Wolfsburg. The race marks the start of a new chapter for us here: this is the first time a race is being run through our production halls. This run is all about contributing to a good cause. It goes without saying that it's definitely the thought that counts here: we're one team with one goal!" says Plant Manager Stefan Loh.



Getting his shoes tied to try it out: Christian-Alexander Bohm.

The race is designed to be all about fun. The motto is "Anyone can do it!" Motivated by this sentiment, Christian-Alexander Bohm decided to register. The subdivision manager working in the Body Shop got back into regular running workouts

ning shoes instead of on a company bicycle during work. And I think the charity aspect of the event is really cool," he says. Bohm registered for the ten-kilometer race, and his wife and two children will be there to cheer him on. "My family is really looking forward to being there. My daughter thinks the plant is full of noisy robots running around. It'll be great for her to get a chance to see what it's really like here."



How to register

Participation fees for runners:
5 kilometers: 5 euros
10 kilometers: 10 euros
Visitors: free

Course distance:
5/10 kilometers
For kids: 400 and 800-meter runs

Visitor's area:
event space to the south of the brand tower (start/finish)

Registration and all other info available on the Volkswagen portal under **Company > Locations > Wolfsburg > Wolfsburg. The Plant. > Charity Family and Friends Run**

On Schedule: Hafen 1 Celebrates Topping-Out Ceremony

After just under three months, the shell construction of the new Hafen 1 event hall is complete. The Autostadt is now holding a topping-out ceremony to celebrate. Some 80 attendees from the Autostadt, Volkswagen AG and the companies involved in the construction got together to celebrate the final piece of the building being put into place, raising a toast to the building on the northern bank of the harbor basin. The Autostadt is building Hafen 1 as a modern venue with space for up to 1,400 guests. Event spaces ranging from 50 to 250 square meters are spread across three levels. And eager visitors have already marked their calendars for the first big highlight at the venue this summer: the popular Movimentos dance festival will get into full swing at Hafen 1 on July 19 (tickets go on sale on April 8).

Roland Clement, CEO of the Autostadt, spoke about the special significance of Hafen 1 for the Autostadt. He said that the Volkswagen Group, its brands and outside companies will all benefit from the venue's extraordinary location on the harbor basin. It not only provides an ideal space for festivals like Movimentos but is also perfect for conferences, conventions and events.

And, in keeping with the spirit of the topping-out ceremony, the bakers from the Autostadt bakery Das Brot even dedicated their own sourdough creation, which spelled out Hafen 1, to the new building on the harbor.

Wolfsburg Artist Saws Amarok from a Tree Trunk

André Löbnitz uses a chainsaw to carve sculptures out of wood – and has even carved his own car

His motto is simple: "The tree that blocks the path today will be sawed into a statue tomorrow." An original André Löbnitz quote. The quality assurance specialist who works in final vehicle inspections in Hall 12 has a rather unusual hobby: he's a chainsaw artist. And Löbnitz has just crossed something off his bucket list: to carve an Amarok out of a one-ton oak trunk.

He used his own vehicle as a model. The main attraction: the Allgemeine Zeitung newspaper from Uelzen was on hand to film his attempt – now featured on the Volkswagen portal.

It was 14 years ago that André Löbnitz visited a forest center near Schneverdingen. "That was the first time I saw an artist speed carving," recalls the 56-year-old.

The best tool for the job? A chainsaw. It's a skill that fascinates him



Here we go: André Löbnitz makes the first cut with his chainsaw.



The original and the wood version: André Löbnitz used his truck, a Volkswagen Amarok, as a model to carve a wooden version from a tree trunk.

to this day. "Spatial thinking is really key," explains Löbnitz, who has enjo-

yed drawing since he was a schoolboy. It's hard to believe what Löbnitz has

since managed to make out of well-aged oak trunks: mythical creatures,

horses and even Darth Vader. Most people working at Volkswagen in Wolfsburg are familiar with the owl and the eagle in front of Hall 6 on Mittelstrasse at the Volkswagen plant. It was Löbnitz who carved them around ten years ago.

This time it's an Amarok: the whole thing can be seen on YouTube. Löbnitz hauls the oak log from the woods with his own Amarok and brings it to his workshop in Suderburg in Uelzen. There he sketches the vehicle out on the log before pulling the chain and getting to work amid lots of noise.

He uses an angle grinder and a torch for the finer details at the end. And voilà – the Amarok is finished. In practically no time at all, Löbnitz has managed to do something others couldn't do in a lifetime. "It only took me three hours," he reveals.

Contact André Löbnitz:
www.motorsaeckenkuenstler-loebnitz.de



Reason to celebrate: a T6 Caravelle is the ten millionth vehicle to roll off the production line at the Hanover plant.

Celebrating Ten Million Vehicles

Volkswagen Commercial Vehicles donates the milestone T6 to a hospital in Hanover

Production milestone in Hanover; on March 8, the day the plant was founded in the Stöcken district of the city, the ten millionth vehicle rolled off the production line – a red and white T6 Caravelle. Volkswagen Commercial Vehicles is donating the nine-seater vehicle to the Hannoversche Heilanstalt Auf der Bult foundation.

Volkswagen Commercial Vehicles CEO Thomas Sedran, along with Plant Manager Thomas Hahlbohm and Chair of the Works Council Bertina Murkovic, presented the T6 to Chief Physician Prof. Olga Kordonouri and Amalie von Schintling-Horny from the foundation. “The ten millionth vehicle from our plant in Hanover is a symbol of our unique success story,” Sedran said. “And we want to continue this success into the future. To do so, we are completely reorganizing the plant – with new products

and business models.” Sedran says the brand is pushing forward with a sustainable outlook for the Hanover location and its employees.

“Congratulations to Volkswagen Commercial Vehicles on this milestone,” Amalie von Schintling-Horny

said. “What a great joy to be lucky enough to receive this bus for our patients!” The vehicle will help patients go on important therapeutic outings and will help the Auf der Bult children’s hospital with its latest program that requires employees from the dermatology department to visit patients with serious skin diseases for follow-up care.

“Our employees have been building this great vehicle for 63 years – a project spanning the generations,” Plant Manager Thomas Hahlbohm said. “Our staff do their job with pride, passion and a love for detail. I would like to thank each and every one of our employees with all my heart for this work.”

“Ten million vehicles from Hanover – that is an

impressive figure,” said Works Council Chair Bertina Murkovic. “Behind this milestone are the generations of employees who have built this vehicle and made their livelihoods for themselves and their families in doing so. A special thanks to all of you!”



The Hanover Plant

Production of the T1 began in the Stöcken district of Hanover on March 8, 1956. In addition to the T generations, the LT, the Taro pickup and occasionally even the Beetle were produced there. Nowadays employees in Hanover produce the T6 – and soon the updated T6.1 – and the Amarok.



A symbolic presentation of the keys: Volkswagen Commercial Vehicles donates its milestone vehicle.



“So cool!": Matze Knop with the Amarok.

Matze Knop in the Amarok for Tour Premiere

His parodies of athletes, musicians and showbiz stars have achieved cult status. Now Matze Knop is back on tour with his latest comedy show – “Welcome to Matzeknopien” – in an Amarok. He picked up the vehicle shortly before his new show premiered in Hanover. He’ll be making his way around Germany and Austria to 50 tour stops in the V6 pickup in Indium Grey Metallic.

“It’s so cool, this Amarok. It’s perfect for me. You need a bit of fun built in when you’re driving around on tour. And I can’t wait to hear what my friends from my Mau Mau club south of Lippstadt have to say about it,” jokes the 44-year-old comedian, who grew up in Lippstadt (North Rhine-Westphalia).



A festive meal in Poznań: a tasty time was had by all.

Volkswagen Commercial Vehicles Takes on 91 Young Men and Women

The up-and-coming young employees have successfully completed their training



Success: 91 young men and women completed their training.

Here we go: 91 young men and women have successfully completed their training at Volkswagen Commercial Vehicles at the Hanover location. Each and every trainee was hired by Volkswagen Commercial Vehicles. The young people will now start work in the Body Shop, the Paint Shop, Assembly, Materials Management, Casting, Quality Assurance and Healthcare.

Their training officially ended when they were presented with their course certificates followed by a party at the plant, where parents and friends were invited to celebrate with graduates. The employees

had the opportunity to acquire extensive knowledge in 12 different fields. “I can only recommend staying on the ball, remaining committed and qualifying in new fields so we are well positioned for the future,” said Olaf Böker, Head of the Volkswagen Academy in Hanover.

“My sincere congratulations to all trainees!” said Deputy Works Council Chair Stavros Christidis. “By completing your training and being hired here at the Hanover plant, you’ve made it to a whole new stage of your lives. High-quality training is especially valuable in this era of digitalization, networking and electric mobility.”

Twice the Reason to Celebrate in Poznań

At the Poznań plant in Poland, 37 employees attended a festive dinner to celebrate both the plant’s 25th year of operation and 25 years of working for Volkswagen. Among them were Production employees, technicians, office workers and managers who have been there from the start – employees from different divisions with different stories. The celebration was open to others besides those celebrating important work anniversaries – relatives, board members and plant management also took part.

A Major Update to an Iconic Classic: Say Hello to the T6.1

Volkswagen Commercial Vehicles presents the Bus at the Autostadt in Wolfsburg

It is an icon among commercial vehicles: the Bus. The entire range has now been upgraded to T6.1. The latest in a series of icons.

Transporter, Caravelle, Multivan and California – all of them best-sellers. Over six generations – from the T1 to the T6 – Volkswagen Commercial Vehicles has sold nearly 12 million vehicles worldwide. And now these vehicles are getting an update: digitalized and networked. With an armada of new assistance systems, the premiere of digital tools (the Digital Cockpit) and a new generation of infotainment with continuous internet access. Also new: the design of the front end of the vehicle and

the instrument panel. The drive gets a boost from the latest TDI engines (90 to 199 bhp). Another innovative feature in the Bus is a purely electric drive system. The new T6.1 will have its market launch in select countries this fall.

Volkswagen Commercial Vehicles presented the Bus 6.1 to international media representatives at the Autostadt in Wolfsburg – just a few meters from the spot where the first prototypes of the series first rolled off the production line 70 years ago. Since then, the blueprint for European transporters, vans and caravans has had to be reinvented, redeveloped and optimized time and again. And

this time is no different. “The new T6.1 is the vehicle for the here and now,” CEO Thomas Sedran said. “We’ve taken a tried and tested vehicle and equipped its assistance and infotainment systems and connectivity with state-of-the-art technology: the T6’s hydraulic power steering has given way to an electromechanical system in the T6.1. This changes everything because it enables access to the latest assistance systems. We wanted the T6.1 to set the standard for vehicle safety and comfort.” The vehicle’s stability is particularly important, according to Sedran. “We’ve made clear progress here.”



Truly eye-catching: the new, state-of-the-art T6.1.



Strong performance: all gold, silver and bronze SPEED+ Award-winning teams at the phaeno.

SPEED+ Award: The Winners

Efficiency competition: Volkswagen Group Components CEO Thomas Schmall, Group CEO Stefan Sommer and Works Council Chair Bernd Osterloh present

Around 250 colleagues from numerous plants in six countries came to the Wolfsburg phaeno science center for a festive awards ceremony. The SPEED+ Award is the efficiency competition between international plant lines organized

by the Components division. Thomas Schmall, CEO of Components, and Group CEO Stefan Sommer awarded gold, silver and bronze medals to 2018's best teams in five categories: plant efficiency, assembly efficiency, shop floor management, process

excellence, and tool costs.

Schmall and Chair of the General and Group Works Council Bernd Osterloh jointly presented the Networking Award to Motor Polska and Sitech Polkowice for the best cooperation between plants. The winners

accepted their awards to the cheers of their colleagues. Guests learned about the measures that had led to the top rankings in short film sequences.

Schmall thanked all the SPEED+ Award participants, saying, "I am proud of the approximately 8,000 colleagues who took part in 2018. From Salzgitter to Silao, they have worked on their lines with commitment, ambition and good ideas, increasing productivity and plant availability and reducing costs."

Stefan Sommer said, "The SPEED+ Award sparks healthy ambition, motivation and team spirit. At the same time, it makes it possible to improve plant structures and work routines. The result? The improvements achieved in productivity and efficiency are thoroughly impressive throughout the entire assembly line, setting an example for the entire Group." Christian Bleiel, Plant Manager in Salzgitter, was presented with the Plant Award – a special trophy – on behalf of his team.

The reason? The Plant Award was launched in 2018 to promote the exchange of best practices between production lines.

The third round of the SPEED+ Awards launched back in January. Teams from other brands, including Audi, Škoda and Seat, are now being included as well. This is expected to lead to even more innovative ideas, line improvements and networking across locations and internationally in the Components world.



Components Talk with CEO Thomas Schmall: Colleagues from Europe, Brazil and

Topics covered included the structure of the new brand, efficiency tips from the team and strategy



Components Talk: roughly 180 spectators on site and several thousand participants – including international participants – on Group Connect.

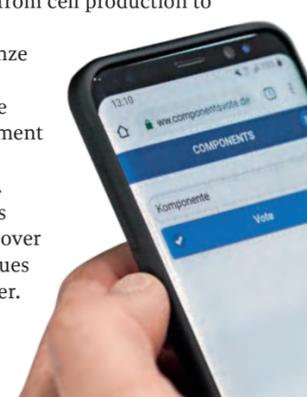
Launching your own brand and tips from masters of efficiency – these were just two of the topics covered in the latest Components Talk. The online talk show produced by Volkswagen Group Components was attended by 180 employees at the brand tower in Wolfsburg. Several thousand watched the talk online on Group Connect.

CEO Thomas Schmall had invited all locations and brands to participate in the discussion: the talk focused on the division's structure as an independent corporate unit, the goals outlined in the ONE MISSION 2025 strategic program and the Group-wide roll-out of the SPEED+ Award internal efficiency competition.

Group Components has been operating as an independent unit since early this year, with corporate business divisions and lean central offices controlling 61 plants with some 80,000 employees. Schmall presented the cornerstones of the ONE MISSION 2025 Components strategy.

He clarified which measures will be put in place to achieve the return target of six percent by 2021. The aim is to ensure competitiveness at Group Components, making it future-proof. Schmall stressed that new business fields, such as charging infrastructure, are important for successfully forging the path to e-mobility. Components is also implementing the Group's battery strategy at its locations and is responsible for battery issues – from cell production to recycling.

Heiner Lanze introduced himself as the new procurement manager for Components. The stage was then handed over to six colleagues from Salzgitter. Olaf Gerdel, Christian Caruso,





t awards to winning teams



Salzgitter champion: Thomas Schmall presents Christian Bleiel (right) with the special trophy for most medals won at the Plant Awards.

and Mexico Join In

Thorsten Hunscha, Daniel Roeder, Yvonne Reschke and Florian Ziegler had come to Wolfsburg to represent their plant. The visitors from Salzgitter had received the most medals at the SPEED+ plant awards. Future Salzgitter plant manager Andreas Salewsky and his colleagues reported on their experiences, enjoyed receiving congratulations, and all agreed: teamwork is the most important factor for success.

Six times during the talk, attendees were asked to give their opinion on various topics. They were able to vote live via smartphone, laptop or tablet – the results were immediately evaluated and discussed.

Components, Electrified

Kassel is manufacturing the first drive systems for the ID. by Volkswagen

Volkswagen's ID. family is making e-mobility accessible to millions of people worldwide. And the Kassel Components plant is at the forefront. Here, the first Base+ drives are already leaving the new Production facility in Hall 1. Some 30 drive systems are currently being manufactured each week. In five years, this number will be 2,000 units a day. This corresponds to around 500,000 drive systems per year.

The MEB (modular electrification toolkit) is the magic word that points the way into the electric future of mobility. Where employees were still manufacturing the MLxx2 and MQ250 manual transmissions and the HL600 rear axle drive less than a year ago, the company's electric future is now emerging. Some 1,000 employees will work here in the future, many of them from the old manual gearbox production.



The transformation is changing the way we work: Jürgen Kaufmann is one of many employees who have switched from analog production to electromobility. The plant operator in the Base+ assembly department has been with Volkswagen since 1985.



What is the Base+ drive?

The Base+ engine is the rear-wheel drive for the MEB, with an output of 150 kW. The rotor and stator are manufactured at the Salzgitter plant, while the housings come from the Kassel, Poznań and Hanover casting facilities. But the transmission is manufactured at the mechanical production plant in Kassel and assembled with the components from the other components plants during final assembly. The finished product is made up of 104 individual parts. For comparison, the old MQ250 manual transmission had 143 components. The electric engine for the front axle – called the base – will even be manufactured entirely in Kassel in future. The assembly lines for this are currently being set up.



Salzgitter symposium: Marvin Schoske (left) provides information on details of stator/rotor production for the electric drive system.

Teams Present Innovations

Focal points: change, product optimization and plant efficiency

Smart steps for higher productivity, major potential for innovation and concentrated expertise in battery technology – this was demonstrated by colleagues at the latest symposiums held in Salzgitter and Braunschweig.

Salzgitter: with its Battery Cell Center of Excellence, rotor/stator production and the pilot plant for battery recycling, the Salzgitter plant is on its way to transforming from a classic combustion engine plant to an e-mobility location. The rotor and stator are the central components of the electric drive system used in the ID. family. The stator is manufactured using hairpin technology, which enables higher performance and shorter production times. The first Group-wide hairpin production plant for mass production is being built in Salzgitter specifically for this purpose. In future, up to 2,000 stators and rotors will be manufactured here every day.

At the symposium, Plant Manager Christian Bleiel's team also demonstrated how they have increased the number of EA211 production units with a few clever measures. The extensive conversion from diesel to

more gasoline engines was showcased using the example of the assembly line for the 1.5 TSI. Impressive: overall, productivity improved by 22 percent in 2018.

Braunschweig: colleagues at the Braunschweig plant are manufacturing the centerpiece – the battery

“Components is undergoing a shift towards e-mobility. The commitment of the workforce and the efficiency measures are a massive support to this process.”

systems – of the European market's upcoming ID. family. A new hall is currently being built in Plant 3 West for this purpose. Proven chassis components will be used in the new MEB vehicles. The team at the Braunschweig plant develops and manufactures products such as steering systems, axles, and swivel bearings. The team under plant manager Werner Gose has also optimized productivity with clever ideas for classic chassis components. Example: The production time for twist beam axles

was able to be more than halved.

With a view to future technologies, the Braunschweig team is developing new products. This includes steering systems that are already designed for autonomous driving: Steer-by-Wire steering generates steering commands electronically. Also very

important: The colleagues in Braunschweig are working on components made of new lightweight materials to save on weight.



Symposium Braunschweig: Sabrina Prübe explains the manufacturing steps in building the housings for the new MEB battery system.

Names & News



Heiner Lanze, previously Head of Procurement at Volkswagen do Brasil and the South America Region, took over as Head of Procurement for Components on March 1, 2019, reporting directly to Thomas Schmall.



Stephan Beyse, previously Head of Procurement Components, took over as Head of Procurement for Original Parts in Kassel on April 1, 2019.



Frank Engel, previously Head of Components Production for the Group brand Škoda Auto, will take over all component activities at the Volkswagen Group China as Executive Vice President for Components, Logistics and Quality on May 1, 2019.



Christian Bleiel, previously Plant Manager in Salzgitter, will take over as Head of Components Production for the Group brand Škoda Auto on May 1, 2019.



Andreas Salewsky, previously Production Manager in Salzgitter, will take over as Plant Manager in Salzgitter on May 1, 2019.



Maximilian Deutscher (left) accompanies Thomas Schmall.

Quality Assurance Visitor to the Executive Board

Based on the “A week in the life of” role model program, Quality Assurance employee Maximilian Deutscher from the Braunschweig Components plant looked over the shoulder of Group Components CEO Thomas Schmall for three days. The young engineer had become aware of the program through a video in the Volkswagen Portal, and had applied for an insight into executive life. After signing a confidentiality clause, appointments such as the strategy meeting or a Jour fixe on the Zukunftspakt were on the agenda. Maximilian Deutscher was impressed by the variety of topics, the structured yet dynamic way of working in appointments, and the insights into future technologies: “I also found the cross-brand collaboration particularly exciting, for example with Audi. My conclusion: Even with topics at ‘high altitude,’ it is enormously important to have your goal clearly in mind and to act in a solution-oriented way.”



360°: Something new is coming your way!



Final check: an employee explains the necessary repairs to Joey Kelly.



12,000 kilometers in a restored T1: Joey Kelly and his son Luke (18) are driving from Berlin to Beijing.



Dear Readers,

Today you hold in your hands the last inside, the last issue of the Volkswagen brand employee magazine. Time for change, time for a new employee magazine, and also a new media family for the Volkswagen Group: on Wednesday, May 8, a new media brand will appear for the first time: 360°.

The new Volkswagen Portal and an employee app will also be added to the magazine.

360° – it stands for a panoramic view of the entire Group and its changes, its brands, locations and specialist areas. In other words, we report on everything that is important.



What's special and new is that each location will have its own independent 360°: 360° Wolfsburg, 360° Emden, 360° Osnabrück, 360° Dresden/Zwickau, 360° Chemnitz, 360° Kassel, 360° Braunschweig, 360° Salzgitter, and 360° Hanover. Each of these editions has its own section for the respective location, with reports about programs and projects, stories about teams and technology – and colorful reports about employees and their jobs, their extraordinary hobbies and talents, and their social engagement.

In addition to this "local section" – if you want to call it that – there is, as with other magazines, the "jacket". It deals with Group and brand issues of importance to the entire team, provides information on strategies and innovations, focuses on international markets and models, and provides the latest on compliance, integrity, human resources and sports.

But first of all, we hope you enjoy reading the latest and last ever inside. And then join us in looking forward to the new 360°, premiering in May.

Your Internal Communications

Joey Kelly: To China in a Van

Extreme athlete drives more than 12,000 kilometers from Berlin to Beijing in a restored bus with his son, Luke

In a restored T1, the extreme sportsman and TV star, Joey Kelly, wants to travel from Berlin to Beijing together with his son, Luke (18). In late June, they started their journey to the Chinese capital without any money for gas or food – they wanted to earn it on the way by doing odd jobs.

The 45-year-old received support from Volkswagen Classic Parts for the repair of the van. Together with the Classic Competence Center Auto

Wichert from Hamburg, they got the old T1, which Kelly had discovered in a barn in southern Germany, in shape for the long journey. Everything had to be overhauled, from technology to interior fittings. What was important, however, was that the classic remained untouched, and there was no room for the latest technology.

As an extreme athlete, Kelly is used to rough situations: seven years ago, he hustled his way from west to east

through 17 US states without money or food. He has already run 50 marathons, more than ten desert runs, and well over 100 half marathons. His son, Luke, emulates his father, himself also an enthusiastic marathon runner who climbed Kilimanjaro at the early age of just 15.

Nevertheless, the more than 12,000 kilometers across Russia, Mongolia, and northern China pose a special challenge for the two exceptional athletes. Kelly: "Siberia gets very hot

during the day in the summer. And after Moscow it's a real no man's land. The roads in Mongolia aren't very good. We will have to concentrate especially hard there to avoid damaging the bus." Stefan Neubacher, CEO of Volkswagen Classic Parts: "Two legends hitting the road! The T1 and Joey Kelly embody and accomplish what others can't." You can follow the journey on the TV program "Stern TV" on RTL. A broadcast date has not yet been set.

MIRROR – a look at the history books of the Volkswagen company



46 Years Ago:

Three Beetles on an Extra Tour



35 Years Ago: "Premium Passat" Comes onto the Market

In March 1984, Volkswagen supplemented its range of models surrounding the Passat Carat. Several luxurious attributes made it into a "Premium Passat." Visually, it differed from other Passat models in its metallic jade green paint, protective strips on both sides, as well as its black wheel arch and sill extensions.

The list of optional extras was unusually long for that time. The Passat Carat had light alloy rims, a rear window frame with black foil, electric exterior mirrors on both sides, sport seats, a sport steering wheel, and gear shift in leather, "Braunschweig II Stereo CR" radio with automatic antenna and much more.

Drei Käfer auf Extra-Tour

Viele Extras. Viel billiger. Null Anzahlung.



Ich bin der Sporkäfer auf Extra-Tour. Ein VW 1200 mit Radio (UW, MW, UKW), breiteren Reifen (6,00/15), Sonderlackierung in Rottengrün und Blutorange, verschließbarem Tankdeckel, Rückfahrleuchten, Schlußleuchten und Stoßstangen vom VW 1303, Chrommitten in Schwarz, Kraftstoffanzeiger, beheizbarer Heckscheibe, Beifahrerhaltegriff und Kleiderhaken, abblendbarem Innenspiegel, Beifahrersonnenblende, 12-Volt-Anlage. Bei Ihrem VW-Betrieb.

Sie sparen 350 Mark.



Ich bin der Komfort-Käfer auf Extra-Tour. Ein VW 1303 mit Radio (UW, MW, UKW), Stahlgitterreifen, Sonderlackierung in Rottengrün oder Blutorange, schwarzer Stoffpolsterung, verschließbarem Tankdeckel, Motorraumdeckelschloß, beheizbarer Heckscheibe, Stoßlänger-Gummileisten, abblendbarem Innenspiegel, Rückfahrleuchten. Bei Ihrem VW-Betrieb.

Sie sparen 400 Mark.



Ich bin der Sporkäfer auf Extra-Tour. Ein VW 1303 S mit Sportfelgen, Sportlenker, Schalthebel mit Edelstahlschloß, Radio (UW, MW, UKW), extra breiten Stahlgitterreifen (165 SR 15), Marathon-Metall-Lackierung, schwarzer Stoffpolsterung, verschließbarem Tankdeckel, Motorraumdeckelschloß, beheizbarer Heckscheibe, Stoßlänger-Gummileisten, abblendbarem Innenspiegel, Rückfahrleuchten. Bei Ihrem VW-Betrieb.

Sie sparen 600 Mark.



In March 1973, Volkswagen advertised three special models under the slogan "Three Beetles on an Extra Tour." Strictly limited, the special series of the successful model could only be ordered until the end of May. The year before, Volkswagen had already had two special Beetles on offer, which not only sold very well, but also gave their drivers a lot of pleasure: the World Champion Beetle and the May Beetle. Volkswagen continued this success story with the three Extra Tour Beetles.

The range of equipment was tempting for all three special models: available were the Spar Beetle with 34 bhp, the Comfort Beetle with 44 bhp, and the Sport Beetle with 50 bhp. All were equipped with a heated rear window, dimmable interior mirror, lockable gas cap, "Emden" radio and its own special economy, comfort, or sport version. The Extra Tour Beetles enjoyed great popularity, and not just back then. They still evoke excitement among vintage car collectors and Beetle fans today.

Newspaper advertisement from the year 1973: how Volkswagen advertised its special models.

Impressum inside

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