



# 360° WOLFSBURG



**360° Volkswagen App: with Advent Calendar!**  
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Explained the new Golf to 360°: product expert Petar Danilovic.

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

## Driving Event in Portugal: Test Driving the New Golf<sup>1</sup>

Journalists from around the world tested the model, made in Wolfsburg – an expert explains the highlights of the eighth generation

**H**ow good is the eighth-generation Golf? Journalists tested the bestseller until shortly before Christmas at a driving event in the north of Portugal. In addition to test drives through the

Douro Valley, the program included discussions with Volkswagen product experts. Ralf Brandstätter, who manages the business operations of the Volkswagen brand as COO, and Karlheinz Hell, head of

the Compact series, were recently in Porto to answer the questions of media representatives from around the world. 360° spoke to Golf expert Petar Danilovic (Product Marketing and Project Manager in Sales for the

Golf series) about the highlights of the new Golf. In focus: the intuitive digital cockpit, efficient drives, and new assistance systems for increased safety. → [PAGE 20](#)



### Human Resources: New Contact for Employees

Starting January 7, employees of Volkswagen AG will contact a consultation center. Find out what else will change on → [PAGES 6/7](#)



### 360° Interviews Brandstätter

The COO of the Volkswagen brand, Ralf Brandstätter, thanks employees for their passionate commitment. He also takes about the state of the automotive industry, names his personal highlights of 2019, and provides an outlook for the year ahead. → [PAGE 17](#)

### New Addition to the ID. Family

In Los Angeles, Volkswagen has presented the latest member of the ID. family: the concept car, ID. Space Vizzion<sup>2</sup>. → [PAGE 17](#)



### Internal Shuttle Re-named Move Bus

**New name, new environmentally friendly technology, more comfort:** From the beginning of next year, the internal shuttle at the Wolfsburg plant will be called the Move Bus. Hybrid and fully electric buses are part of the fleet for employees.

### ID.3<sup>3</sup> – Serial Production Begins

At the Zwickau plant, the serial production of the first fully electric Volkswagen in the ID. family has begun. Chancellor Merkel and Group CEO Diess were present when the electric age officially started. → [PAGES 8/9](#)

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

Extension to at least twelve characters to increase security – the second step: checking for insecure combinations

**P**asswords now need to be twelve characters long – but on the flip side, can be used continuously for 365 days: This new password guideline applies to all employees of Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Volkswagen Group Components, and Audi who use a Windows operating system, as of the beginning of December. Previously, they were required to change their password every 90 days.

The new guideline automatically enters into force with the next prompt for each user to change their respective passwords. The password selected by the user is then valid for one year. The increase in the minimum password length from ten to twelve characters will ensure that IT security requirements remain fulfilled, despite the longer validity period. An additional layer of protection is provided by complexity: Passwords must now contain special charac-



Lutz Gutheil, Group IT

ters, numbers, and upper case and lower case letters. In the second quarter of 2020, a quality check will be added, where an algorithm will check for prohibited combinations.

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

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

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



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

kp-wo  
<sup>1,3</sup> This vehicle is not yet on sale.  
<sup>2</sup> Concept car.



New functions: Microsoft Teams helps employees communicate.

## Office 365: Now with New Microsoft Teams Function

**Working. Together. Easily:** This is the motto of the Group-wide Office 365 project. It's about more than just introducing a new system. "Digitalization is transforming the working world. It is becoming more flexible and free. Our work tools need to reflect that. In the course of the Office 365 launch, we will give employees the tools for new, modern forms of digital collaboration," says Linda Dressler-Jahnel, who is responsible for Communication & Change in the Office 365 project.

### Share files and work on documents Group-wide

Office 365 is a package that combines various Cloud-based applications, such as Outlook and PowerPoint, with new functionalities, such as Teams. With the transition, inbox storage will be increased to 100 gigabytes and the personal drive, OneDrive for Business, increased to 1 terabyte. The Microsoft Teams application shows how working together will become easier.

"Teams offers the ability to communicate easily, share files, and work on documents together across the Group," says Martin Mensing, Office 365 Project Manager. With four simple



**Project Manager**  
Martin Mensing

clicks, every employee can create a cross-departmental, cross-division, or cross-brand team – and a virtual workspace is immediately available. "There, I can exchange information with my colleagues and work on documents at the same time. I'm not reliant on sharing drives and have an overview of the current progress of shared files," says Mensing.

The step-by-step transition to Office 365 is in full swing. Every Volkswagen employee will be migrated to the new system.



### Qualification

Various qualification options are available to employees. The advanced training program "IT & Digitalization" by the AutoUni has partnered with the Office 365 project. Further information is available on Group Connect and the Volkswagen Wiki.

# Volkswagen Strengthens New Software Organization

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

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

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

### Skilled workforce to increase

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

more than 10,000 digital experts are expected to work in the Car. Software organization, developing software, digital ecosystems, and customer-related functions for the retail business. In the long term, the goal is to develop the Car.Software organization into a "software brand" within the Group, with its own market presence. "With the Car.Software organization, we will create the optimal

conditions for the best experts and pioneering software development in the Group," says Christian Senger,



**Board Member for Software**  
Christian Senger

the Volkswagen brand board member for Digital Car & Services and responsible for vehicle software across the entire Group. "We will reinforce our competitiveness by significantly growing our share of the added value created through the digitalization of our vehicles. That's why we want to develop cross-brand software environments in the Car.Software organization. This will create significant synergies and economies of scale for all the brands." Chief Human



Resources Officer Gunnar Kilian: "We are creating clear structures and building expertise in important future business fields. Together with employee representatives, we have agreed to negotiate competitive collective working conditions that reflect both the future orientation



**Chief Human Resources Officer**  
Gunnar Kilian

and challenges of the software industry, as well as employer attractiveness." Agile and connected work styles in the software industry and the interests of future employees would need to be taken into account, says Kilian.

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



### Software in the Vehicle

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

## Names & News



**Markus Duesmann (50)** will become a member of the Executive Board this coming April. At the same

time, he will take over from Bram Schot as CEO of Audi. Duesmann is a qualified engineer, and previously held management positions at BMW. There, he was responsible for the board divisions Purchasing and Supplier Network until July 2018. His responsibilities on the Executive Board will include Group research and development, which are currently the responsibility of the CEO. In turn, responsibility for Group sales will be transferred to Herbert Diess.



**Alexander Seitz (57)**, Chief Financial Officer at Audi, will become Chief Financial Officer at Volkswagen this coming March. He holds

a degree in business administration and has worked for the Volkswagen Group since 2005. Seitz's career started at Daimler-Benz in 1987. In

1995, he transferred to Mercedes-Benz do Brasil, and five years later, took on management roles in procurement at Daimler-Chrysler and Chrysler in the US. At Volkswagen, Seitz was initially responsible for Group-wide procurement in the Drives division. From 2008, he was a member of the Executive Board at Volkswagen do Brasil, and from 2013, the first Vice President of the joint venture SAIC Volkswagen in Shanghai, before being appointed Chief Financial Officer of Audi in 2017.



**Arno Antlitz (49)**, Chief Financial Officer of the Volkswagen brand, will become Chief Financial Officer at Audi this coming March.

He has a PhD in industrial engineering and has overseen finances, controlling, and accounting on the Executive Board of the Volkswagen brand since 2010. Since 2018, Antlitz has also been responsible for the North American region. He started his career at the consulting firm McKinsey in 1999. After moving to Volkswagen in 2004, he took over the management of global product controlling for the Volkswagen brand in 2005.



**Murat Aksel (47)**, Senior Vice President of Purchasing at BMW in North America, will become Chief Procurement Officer for the Volkswagen

brand this coming July. The graduate in industrial engineering started his career at Opel in 1998. In 2001, he took on management responsibility at General Motors and Fiat in Turin, before transferring to Shanghai for General Motors in 2008. In 2009, he was appointed Head of Purchasing and Supplier Network for vehicle bodies and equipment by BMW. In this role, he was also responsible for site management for the component network in Landshut from 2011 to 2012. Since 2017, Aksel has been responsible for purchasing and the American supplier network at BMW.



**Dirk Große-Loheide (55)**, Chief Procurement Officer for the Volkswagen brand, will succeed Bernd Martens

as Board Member for Procurement and IT at Audi this coming April. Große-Loheide is a qualified economist and banker. After joining Volkswagen in 1990, he held management positions in purchasing at Seat from 1995 and at

Volkswagen Commercial Vehicles from 2000. There, he was appointed Board Member for Procurement and Production in 2007. In 2011, Große-Loheide was appointed Chief Procurement Officer at Volkswagen de México. From 2014, he was responsible for the procurement of services and equipment at the Group. From 2017, he was Chief Procurement Officer at MAN, and in April 2019 he became Head of Group Procurement Operations, before being appointed Chief Procurement Officer for the Volkswagen brand.



**Sabine Maaßen (53)**, Chief Human Resources Officer at Thyssenkrupp, will succeed

Wendelin Göbel as Head of Human Resources at Audi this coming April. Maaßen has been at Thyssenkrupp since 2016, and held her current position as CHRO since 2018. Previously, the qualified lawyer was on the executive board of IG Metall for over ten years, most recently as head of the Legal department. She has served as an employee representative on several supervisory boards in the automotive industry.

## Legal Notice

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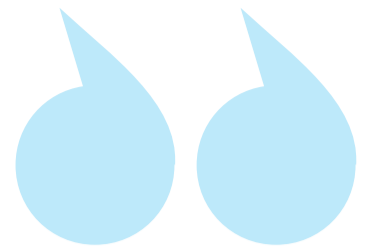
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# A Plant in Turkey? Herbert Diess Weighs In



360° publishes the post made on the social network LinkedIn by the Volkswagen CEO



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

Volkswagen has postponed its decision until the end of the year. We have done so even though a plant in Turkey would be in our economic interests. Thanks to its large market, low costs, and excellent industrial basis, Turkey would be an extremely

favorable production location for us. However, we believe that if companies think that protecting civil and human rights is only the responsibility of the government, there would no longer be any ethical basis for the market economy. Volkswagen shares the opinion of the German government and the European Union on the military conflict in northern Syria. As long as people are still being killed, we will not lay a single brick next to a battlefield.

Our ethical responsibilities as a company mean that we need to consider the long-term consequences of our decisions just as much as the short-term. I am

convinced that free global trade and close economic relationships promote peace, as well as prosperity and freedom. Sanctions cannot lead

to protectionism.

It is part of our corporate responsibility to consider the concrete effects of our activities on the living conditions of large groups of people. The purpose of building an automotive plant is not to secure the existence of a government. It does, however, secure the existence of thousands of people. A secure job with fair conditions. An income to give children a good education and a better future. These people rightfully expect that their hopes and dreams are not treated as a political plaything.

Volkswagen has production sites

all over the world. China, Russia, South Africa, Brazil, India, the United States, and many more. That is the nature of a global company. Wherever we are, we follow the local laws and uphold our own ethical standards. We support the respective community and are part of it. At the same time, we know that not all countries share our idea of a free, democratic, and constitutional state. According to the democracy index of the newspaper *The Economist*, only 4.5 percent of the global population lives in a “full democracy.” However, we cannot be indifferent to the development opportunities of the other 95.5 percent.

## Decision about new plant in Turkey is still pending

That is the difficult trade-off behind all our decisions. Our decision about a new plant in Turkey is still pending. Only one thing is certain: The answers are not always easy when it comes to acting ethically. That applies to governments. And it applies to us, too.

LinkedIn post: CEO Herbert Diess describes the current progress of the decision on the possible construction of a plant in Turkey.



# Business Relationships – But Only with the Right Partners!



Sales, Procurement, and Compliance evaluate business partners in a new, Group-wide review process

**W**hen it comes to business relationships, the same rules apply as for personal ones: look before you leap. If business partners don't follow the laws and regulations, there could be serious financial consequences and reputational damage for Volkswagen.



**New IT system: A project team from Compliance trains colleagues at Volkswagen do Brasil.**

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

includes a compliance review.

In the Business Partner Due Diligence (BPDD) process, current and future business partners will be closely examined with compliance risks in mind. The aim is to identify risks as early as possible and eliminate them through suitable measures, thereby

protecting the company. For example, these might include corruption or money laundering risks. For this reason, there is a particular focus on opaque ownership structures, potential conflicts of interest, or unusual pay-

ment terms. The Procurement division will also review service providers and suppliers for environmental and social risks. The results will appear in the sustainability rankings to help buyers make decisions. The same rule applies to all business partners: in order to work together, they must pass the review process.

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

It sounds simple, but was a complex project: In only 24 months, the team from Compliance, IT, Sales, and Procurement realized the process from conception to execution in 45 countries and a number of Group companies. 18,000 importers and dealers are pending review in the Sales division alone. Depending on the risk assessment, around 3,000 suppliers and service providers will be added annually worldwide in Procurement. To implement the BPDD with the support of IT systems in the future, the team has locally

trained more than 500 colleagues from Sales, Procurement, and Compliance around the world. More than 3,200 partners have already been reviewed and their number is growing daily. Good to know: More information about BPDD (Group Directive 29) is available at <http://compliance> on the Volkswagen Net.

## What the division managers say:



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

**Kurt Michels, Group Chief Compliance Officer**

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

**Christian Dahlheim, Sales**



"Group Procurement is in communication with thousands of service providers, suppliers, and agencies every day.

This is a huge responsibility. That's why we have already defined high standards on the issue of sustainability in supplier relationships. The BPDD is an important part of the sustainability ranking, which will help us to identify and eliminate any risk of passive corruption."

**Ullrich Gereke, Procurement**



# "KulTour": Finale in the Autostadt

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

**F**inale in the Autostadt: As part of "KulTour," employees took part in an unusual event format in the Autostadt in Wolfsburg: they answered controversial questions about their company – and were then introduced to a dialogue partner who held an opposite view.

On the basis of five divisive Yes/No questions, an algorithm assigned the employees to a dialogue partner with opinions that were as different as possible. The event was held in partnership with the Zeit Verlag publishing house.

## Open, honest, and feisty discussion

"Today, we want to begin discussing issues that are important within the company in an open, honest, and feisty way," said Ralph Linde, Head of the Group Academy, describing the dialogue format. The pairs discussed whether the consistent transition to e-mobility is right, whether men and women have the same opportunities at Volkswagen, whether English should be made the Group's official language, whether the culture change is turning Volkswagen into a better-per-



Discussion bringing the "KulTour" to a close in the ZeitHaus at Autostadt: (from left) Ralph Linde, Gunnar Kilian, Hiltrud Werner, and Bernd Osterloh.

forming company, and whether climate protection stands in conflict with the Group's business success. The idea for the dialogue format arose in the Zeit Online editorial offices in 2017, in the run-up to the federal election. Zeit Verlag employed the dialogue format in a business context for the first time as part of the Volkswagen "KulTour" series. The guests on

stage at the ZeitHaus included the two Volkswagen Executive Board members Hiltrud Werner and Gunnar Kilian, and Works Council Chairman Bernd Osterloh, with all three facing some critical questions on the culture change.

As the conclusion of "KulTour," the event was a great opportunity for gathering feedback on the previous meetings in the series and on the process of change. "I was delighted to see that the cultural change is now regarded as a high priority," said Chief Human Resources Officer Kilian. "Using this Zeit format, which forces people to debate issues, we are creating more openness and understanding within the company."

Employees from eight different Volkswagen locations registered for the event beforehand. As they arrived, guests were asked to answer the five Yes/No questions on iPads. Then, the algorithm generated the discussion pairs based on those an-

swers – ensuring there was plenty of potential for debate: 75 out of the 109 dialogue pairs held different opinions on three or more of the issues.

## Big issues: climate protection and business success

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

The aim now, Linde says, is to bring the organized disagreement and dialogue into day-to-day life at the company: "The next step is that we not only talk about culture, but that we also implement our approaches in the individual divisions."



Different opinions: employees (from left) Laurens Boeke, Lisa Kahlert, Martin Skrczypczek, and Melanie Horvat.



## First Job-Sharing Tandem in the Upper Management Circle

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

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

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

with one of us, despite the reduced working hours."

Astrid Vettin-Wansart and Juliane Paul got to know each other

in their previous division, Group Product Strategy. As young mothers, they worked a reduced number of hours. Juliane Paul: "When a subdivision manager position became vacant, we, spurred on by our boss Edda Kristof-Goeman, decided to go for it through a job-share." That worked very well for more than two years, and all colleagues, staff, and process partners soon became used to the new work model. When Juliane Paul was approached by Consulting, her answer was unequivocal: "We come as a pair." Discussions with Richard Petrovic (Head of Volkswagen Consulting) went well – and in December 2018 the two colleagues moved to their new workplace. "In my opinion, Juliane and Astrid

enrich our management team with their skills and the combination of their individual experience in management consulting and the Volkswagen Group. The way the two implement the model, I see only advantages for everyone concerned," says Petrovic.

The model is also a gain for the job-sharing tandem: "We can contribute different experiences, competencies, and networks in our work," says Vettin-Wansart. What's the secret to their success? "Get along very well, communicate even better, and acknowledge the management authority of your colleague in your own area of responsibility."

Gunnar Kilian, the Group's Chief Human Resources Officer, says: "It's vital that reconciling family and work not remain a mere ambition; we must enable it in practice at Volkswagen – and on every level of the hierarchy. This example in Consulting shows how that can work."



The job-sharing tandem: Juliane Paul (left) and Astrid Vettin-Wansart.

## 1,000 New Jobs in Chattanooga

**Volkswagen of America** is investing in the Chattanooga location: Construction work has begun on an assembly line for fully electric vehicles based on the modular electric-drive toolkit (MEB). The Chattanooga plant is scheduled to start production of an SUV from the ID. family in 2022. An assembly plant for battery systems will also be built in Chattanooga. The \$800-million investment will lead to the creation of around 1,000 jobs.

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

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



Starting 2022: An SUV from the ID. family will be built at the Chattanooga site.

## How the Code of Conduct Helps with Decision-Making

**How should I conduct myself at the workplace?** The Volkswagen Group has published its Code of Conduct to provide clarity on this issue. The Code of Conduct is celebrating its second anniversary this year. "The Code of Conduct is the core and the basis for compliant and ethical conduct by all Volkswagen Group employees – globally and on all levels. The second anniversary is a good



Kurt Michels, Group Chief Compliance Officer

opportunity for people to explore the various topics raised in the Code of Conduct, and to establish a connection between it and one's own working environment. In particular, I recommend the compliance mirror as a handy decision-making aid in day-to-day work," says Kurt Michels, Group Chief Compliance Officer.

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

Unsure about a decision you need to make? The basic rules are laid out in the Code of Conduct.

# One HR: Introducing the New Human Resources Division

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

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

## Why is Human Resources being restructured?

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

## What does this mean for employees?

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

## How does the consulting center work, and what advantages does it offer?

Starting January 7, the consulting

center will be the first point of contact for employees' personal concerns (up to the level of the upper management circle [OMK]). The advantage: specialization. Until now, each HR officer processed queries from all "their clients." For employees, that sometimes meant having to wait; for the HR officers, it meant an increasing workload. But the consulting center changes all that. General queries on issues such as parental leave are answered immediately by HR advisers. Now, queries on specialist issues such as semi-retirement are referred to specialists on personnel products, who will then quickly get in touch with the employee.

## How can I contact the consulting center?

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

## What's changing for management?

In order to support all business units in the transformation and to provide specific advice on HR and organizational issues, HR Business Partners

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



Promotional image with colleagues from HR: (clockwise from top left) Madlin Acker (Kassel), Friedrich Stein and Natascha Bieg (both Hannover), and Marie-Luise Garcia Perez (Wolfsburg).

"This restructuring offers lots of opportunities! I am looking forward to working even more closely with the various departments, for example on transformation issues. And to having an increased focus on attracting external specialists in areas such as software. And to even simpler and faster access to HR for all employees."

Wolfgang Fueter, Chief HR Officer at Group Components



"In the future, I will be acting as an expert that specializes in her subject area. The advantage of that is that I no longer have to suddenly acquaint myself with new processes, and can carry out my work more efficiently."

Natascha Bieg, Human Resources Officer Volkswagen Commercial Vehicles



"We in Human Resources now have a chance to develop a stronger focus. I am looking forward to diving more deeply as an expert into my fascinating topics."

Sophia Sivasli, HR Officer at the Braunschweig plant



"With One HR, we are streamlining our processes and are able to improve the quality of support and advice. That allows us to play a part in boosting productivity across the company."

Klaus Fröhling, Head of Human Resources Emden



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

Sebastiano Addamo, Works Council Coordinator responsible for Human Resources



## New Structure: What Will Change for Foremen

Human Resources is keen to provide more support with management tasks

With One HR, Human Resources is also aiming to support foremen in their work. "Our foremen want to finally be able to perform their management tasks again and to look after their staff, and all that entails," explains Nicole Kösling. The Head of Human Resources at the Wolfsburg plant

also emphasizes that the new One HR operational model takes into account exactly these interests, and will provide greater support in the future for foremen's management tasks. In practice, that means specifically that, from January 2020, foremen will be able to address all personal queries to the HR consulting center, by phone, email,

or face to face at the Service Points. If they have any questions about management and team development in future, foremen will be able to turn to an HR Business Partner, who will help them find solutions to management issues. "In the beginning, new contact partners, new interfaces, new task allocations also involve a certain amount

of adjustment, that's true," says Kösling. But after an initial period of familiarization, the new operational model will pay off for foremen, according to the HR manager.



"This change comes with a great opportunity to give foremen what they've been asking for. And we're seizing that opportunity with One HR."

Nicole Kösling, Head of Human Resources at the Wolfsburg plant

# Starting January 7: How Employees Can Contact Human Resources

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

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

Johanna Frodl,  
Head of the HR Advisory Center



**Service points in Wolfsburg**

- 1 Entrance 13, GF
- 2 Hall 15b, 3.8 m level
- 3 Hall 54, TF
- 4 E49, GF
- 5 DR7, GF
- 6 Hall 12\*
- 7 Hall 55\*

**Advisory Center contact info:**  
+49 5361 9 33150  
hrbc.wolfsburg@volkswagen.de

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

**Service points in Kassel**

- 1 Entrance 4, 3F
- 2 OTC 1, 2F
- 3 Hall 6, 2F
- 4 Casting, Entrance 22, 3F

**Advisory Center contact info:**  
+49 561 490 3353  
hrbc.kassel@volkswagen.de

**Service points in Braunschweig**

- 1 Plant 1, Rühmerweg, Hall 10, Gate 2, GF
- 2 Plant 2, Straße 20, Hall 20, GF
- 3 Plant 3, Hansestraße, Hall 31, 2F

**Advisory Center contact info:**  
+49 531 298 3353  
hrbc.braunschweig@volkswagen.de

**Service points in Emden**

- 1 Hall 7, GF
- 2 Hall 18, 2F
- 3 Hall 2, GF

**Advisory Center contact info:**  
+49 4921 86 3353  
hrbc.emden@volkswagen.de

- 5 Power Unit Reprocessing, Lilienthalstr. 140, 2F

**Service point in Salzgitter**

- 1 Hall 2, Sec. 10, 3F

**Advisory Center contact info:**  
+49 5341 23 3353  
hrbc.salzgitter@volkswagen.de

**Service points in Hanover**

- 1 Sector 10, 2F, R102
- 2 Hall 27, Gallery, Room 27.2
- 3 Casting, Hall 3, Room H3S-E03
- 4 Hall 52, 12 m, Room 07
- 5 CKD Loading, H14, GF

**Advisory Center contact info:**  
+49 511 798 3353  
hrbc.hannover@volkswagen.de



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

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

# ID.3

"I Build the ID.3"



"I liaise with Technical Development in Wolfsburg and those responsible for components and help ensure a smooth production process for the ID. family here in Zwickau."

Lukas Sieb, ID. Family Product Spokesperson



"I support the launch of the production of models built using the electric mobility platform (MEB), including the ID.3. I was sent to Zwickau from the Bratislava plant specifically for this purpose."

Martin Matusek, Launch Management



"We're getting ready for the chassis. Among other measures, we are laying high-voltage cables for this purpose."

Jürgen Steinberg, Team Spokesperson, Assembly



"We are providing support to our many departments, including Assembly. For example, we have introduced the new suspension."

Daniela Martin, Planning Management



"I put the batteries in the right order in which they'll be installed later in the ID.3 on the production line."

Christian Paul, Logistics

## From to to

Bernd Perfözl is one of the longest-serving employees in Zwickau – and he's really proud of the latest model

**B**ernd Perfözl knows each and every model that has rolled off the production line in Zwickau, including those currently under production: the Trabant, the Polo, the Golf, the Golf Variant, the Passat and now the ID.3. The experienced employee stands in one of the Zwickau plant's production halls, which has been fully converted for e-production. The 64-year-old stops at the brake fluid filling system, pointing at the axles. "The ID.3 is also getting a drum brake, just like the Trabant," says the assembly technician.

Perfözl has been obsessed with technology since he was a kid. He took up an apprenticeship to become a communication engineer at Sachsenring, which is what the Zwickau VEB Sachsenring Automotive Plant was commonly known as, in 1972 and became a technician in 1974. At the time, 10,000 employees worked at three plants. 700 Trabants a day rolled off the production line over two shifts.

### Polo and Trabant on one line

Production of the four-stroke cycle engine Trabant began in 1988. "We then worked on a mixed Trabant/Polo production line in 1990," recalls Perfözl. "When the wall fell, there was a huge surge of motivation at the plant among all of my colleagues, no exceptions.



Bernd Perfözl at the Golf production line: He's gotten up close and personal with every model produced in Zwickau, from the Trabant to the ID.3.

We were finally in a position to build cars the entire world wanted. Everyone rolled up their sleeves and got to grips with the new processes, solutions were sought and found quickly, and there was a lot of improvisation."

In 1991, the Volkswagen Group began constructing a new plant in Mosel, to the north of Zwickau. There, production of the Golf III began in 1993. "That was a completely different category to the Polo," explains Perfözl. "Everything was bigger and the Golf had a lot more components."

When the economy hit a wall in 2010, production of the Golf and Passat was concentrated in Mosel. "That gave us the breathing space to work depending on which model was in greater demand at any given moment," recalls the technician. "In any case, our location was always kind of a test lab for the Group. Ultimately, our plant was completely rebuilt on a greenfield site, with lean administrative structures. That was and remains the major advantage of the new development in Mosel."

concentrated in Mosel. "That gave us the breathing space to work depending on which model was in greater demand at any given moment," recalls the technician. "In any case, our location was always kind of a test lab for the Group. Ultimately, our plant was completely rebuilt on a greenfield site, with lean administrative structures. That was and remains the major advantage of the new development in Mosel."

### Determined to be involved in building the ID.

The ID.3 has now been rolling off the production line in Zwickau for a few weeks. Perfözl is

enjoying yet another premiere, this time as Technical Specialist in Materials Handling and Automation Technology. He is in charge of the filling equipment – 25 units in total – as well as agreeing maintenance contracts, ordering spare parts and ensuring the availability of an emergency repair service across three shifts.

1,500 ID.3s are set to roll off the production line every day. "The electric drive is inspiring," says Perfözl. He's proud of the new model, saying, "I could have taken early retirement two years ago. But I was determined to be here for the ID." He now plans to retire in 2021. "And then I'll buy myself an ID."



With the ID.3: German Chancellor Angela Merkel and Group CEO Herbert Diess.

## Serial Production Begins

Zwickau: Production of the ID.3<sup>1</sup> has begun – the location is becoming the largest electric car plant in Europe

**A** big step for Zwickau, a big step for Volkswagen: The first serially produced ID.3 model has rolled off the production line. German Chancellor Angela Merkel, Saxony's Minister President Michael Kretschmer, Supervisory Board Chair Hans Dieter Pötsch and Group CEO Herbert Diess attended the ceremony at the plant.

### The ID.3 brings the electric car out of the niche market

"The future belongs to electric mobility. And Volkswagen is delivering the right car for this future. The ID.3 brings the electric car out of the niche market," said Diess. Head of E-Mobility Thomas Ulbrich stressed that this was about much more than simply launching a new car for Volkswagen, saying, "Volkswagen will make this technology affordable for millions of people. And we are

completely redesigning our plant here in Zwickau from 100 percent combustion to 100 percent electric specifically for that purpose."

The Chancellor was particularly pleased that Zwickau will serve as the flagship for this change, making it not only a cornerstone of the German automotive tradition, but also of the future of the German automotive industry. On behalf of the Federal Government, she pledged support for the rapid expansion of charging infrastructure for electric cars as well as incentives for people to buy electric cars. "We know we need to hurry up," says Merkel. "We are ready to take the big steps that are needed." She said that it was important for large numbers of people to be able to afford an electric car as soon as possible, and that the electric car "is becoming part of Volkswagen in the truest sense, like the Beetle and the Golf before it."

Volkswagen aims to assist with the breakthrough of electric vehicles by 2028. The Group hopes to have sold some 22 million electric cars by then. And Zwickau will play a key role as the first plant to be converted for e-mobility with investments of around

1.2 billion euros. This will make Zwickau the largest and most efficient electric car plant in Europe, playing a pioneering role in transforming Volkswagen's worldwide production network.



Speaking to staff and guests: Group CEO Herbert Diess.

### What's in Store for the MEB Plants by 2022

The transformation of production for e-mobility has begun with the Zwickau plant. In future, employees will build electric cars at eight MEB plants on three continents – Europe, Asia and North America. Following in Zwickau's footsteps, the Emden and Hanover locations in Germany will be converted for MEB production. The ID.3 will also be assembled in Dresden beginning in the fall of 2020. In China, two MEB plants will be built in Anting (Shanghai) and Foshan, which will start production next year. In North America, Volkswagen is investing around 800 million USD to produce electric cars in Chattanooga in future.

Part of the team: German Chancellor Angela Merkel and Group CEO Herbert Diess.



Training: Employees familiarize themselves with new IT software applications.

## Ready for the ID.

How the plant is training 8,000 employees

**Q**ualification is a top priority in Zwickau – nearly all of the location's 8,000 employees are getting ready for e-mobility. In future, they will build six electric models for the Audi, Seat and Volkswagen brands. And the task is close at hand – beginning in 2021, up to 330,000 electric cars will roll off the assembly line in Zwickau every year.

Volkswagen is working to ensure its employees are ready for the electric offensive. They are being trained on new production methods and the jobs involved in producing the electric models using the modular electric-drive toolkit (MEB) – around 13,000 training days this year. This means that Zwickau is probably the largest training center in the automotive industry.

The training sessions follow a fixed schedule: Around 3,000 employees, mostly from Assembly, learn the basic skills involved in e-mobility within two days, using modern methods including virtual reality and virtual assembly training. They

also learn more about new usage concepts, testing processes and driver-assist systems in product and process trainings. Employees spend up to 18 weeks in high-voltage training to earn certification as electric specialist officers, electric specialists or electric specialists for specific tasks. In addition, 1,400 employees will undergo basic high-voltage training, while 60 will train to become electronics/electric experts. This 24-month training package covers topics such as product and process planning, data management, product and process programming and product technology. A 200-square-meter high-voltage

laboratory with electric training vehicles has been set up specifically for these trainings. Using digital training and VR headsets, employees will gain hands-on experience with the product and production processes right from the start. Holger Naduschewski, CEO of the Volkswagen Training Institute in Zwickau, says, "Our aim is to best equip each and every employee to produce large numbers of electric cars at the highest quality standards."

## PRESS COMMENTS

Volkswagen is ringing in the electric age

Handelsblatt

Yet another turning point for Zwickau

SZ SÄCHSISCHE ZEITUNG

Volkswagen jump-starts the electric age in Zwickau

dpa

Volkswagen is ready to play the electric card with an impressive show of force

Analyst Frank Schwöpe from NORD/LB to the Redaktionsnetzwerk Deutschland news network.

Frankfurter Allgemeine

Volkswagen is taking on the competition in the electric mobility business from Zwickau

Frankfurter Allgemeine

State-of-the-art electric car plant opens in Zwickau

WDR

"I Build the ID.3"



"I position the doors, complete the trunk lid and I'm also responsible for installing the radiator tank."

Carsten Hruby, Assembly



"We make sure the ID. family models make their way through every station correctly, from the Body Shop to the Paint Shop and assembly to shipment."

Jennifer Böhm, Pre-Series Management



"We install the front seats, doors, the airbag module and the interior mirrors."

Mike Windisch, Assembly



"My team and I install the front ends, fill the brake system, and fit the headlights."

Heiko Gruner, Team Spokesperson, Assembly



"I install the door panels, speakers, and joint sealing in the ID.3."

Sven Wedemann, Team Spokesperson, Assembly



## Production Presents Solutions

**Efficient and sustainable:** those were the key words at the Group Production Management Conference in Berlin. Under the motto "Now. Next. And Beyond.", 150 employees focused on the challenges facing Group-wide Production and Logistics now and in future.

Oliver Blume, CEO of Porsche and responsible for Production within the Group, said, "Our world is undergoing a period of technological and societal change. The automotive industry will change more in the next five years than it has in the past 50. This is what we in Group-wide Production are facing." Gerd Walker, Head of Group Production, said, "It's great to see the outstanding examples of best practices that have already emerged and how global Production is already preparing and developing solutions for the rapidly changing world of individual mobility."



At the conference: Oliver Blume (left) and Gerd Walker.



# How We Can Learn from Others' Mistakes

An interview with Hiltrud D. Werner and Hagen Repke

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

### Ms. Werner, how exactly do you define root cause analysis?

Root cause analysis offers a structured process to query why certain problems have arisen and what circumstances contributed to them. It involves taking a more detailed look at all the factors that contributed to the problem arising in the first place.

### Why is that so important?

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

### How is root cause analysis carried out?

We use the "five whys method" to perform the analysis. This is not a new method. Volkswagen has been using it for a long time in the troubleshooting process in Quality Management. This procedure involves asking why five times to identify the core of the cause.

### Mr. Repke, can you provide a simple example of the "five whys method"?

Imagine a scenario where an employee slips one winter morning.

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

### Why is root cause analysis necessary?

This is governed by Group Directive 33 for Risk Management and Organizational Directive 53 for Volkswagen AG. In the case of high, possibly avoidable losses and damage to



Assessing problems faster: Hiltrud D. Werner, Head of Integrity and Legal Affairs, and Hagen Repke, Head of Group Risk Management.

reputation or even serious rule breaches, it helps to understand whether only human error or one-off errors occurred, or whether there were other avoidable – and changeable – causes.

### What is Risk Management's role?

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

### Who is responsible for performing the root cause analysis?

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

[rms-ics@volkswagen.de](mailto:rms-ics@volkswagen.de)



# China: Music Meets Technology

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

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

The interactive exhibits focused on two themes: Music x Tech and Future ∞. They covered one of AEP-China's most important activities, M.A.P. Class and five interactive stations with inspiring topics. These



Having fun with music: The activity shone the spotlight on the M.A.P. Class, a key part of AEP-China. Musicians "drove" the ID.3 to the stage to illustrate the color of music to attendees.

included the interaction between people and cars, music and brain-wave analysis, AR interactions, inspiring visions and inspiring

future. The activities offered attendees expansive innovative experiences in music, technology and the future of mobility, thereby transcending borders.

### Making a better life possible with music and technology

"Music and automotive technology can open up options for a better life for people in a huge variety of ways," explains Catherine Peng, Vice President and Head of PR & Communications, Volkswagen Group China. "In addition to the fact that mobility is always closely tied to vehicles, Volkswagen Group China is com-



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

mitted to bringing the mobility of the future together with people's everyday lives."

The international experience of Music x Tech is now being aimed at a

wider audience and more people have had the opportunity to broaden their horizons and feel the excitement of the combination of music and technology.



Interactive: The Inspiring Future section offered an interactive visual experience that presented draft plans for smart cities in 2030.

## Jane Goodall: Ape Researcher Visits New Headquarters

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



A special gift: Jane Goodall presented children of VGC employees with a painting called "The Earth I Love."

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

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

Working with a group of committed young people, she started the Roots & Shoots program to foster young environmental conservationists.

As the VGC's NGO partner, Goodall was invited to present a keynote speech during the Environmental Forum. She told fascinating stories, shared her views on conservation and talked about what everyone can do individually.

The Environmental Forum is an expression of the environmental responsibility Volkswagen Group China has committed to. It underscores the Group's commitment to bolstering sustainable social development in China.

"I consider Jane Goodall a real role model. We can all learn from her curiosity, determination and kindheartedness. I am personally so pleased to be able to welcome her here at Volkswagen. We share a major common goal: to promote sustainability."

Stephan Wöllenstein, CEO of Volkswagen Group China



"It is down to each and every one of us, and each and every little difference and contribution counts. VGC will keep its promise. We practice active sustainability here at V-Space. It's the perfect example of the company's efforts to protect the environment and contribute to the welfare of society."

Jens Pfitzinger, EVP of Volkswagen Group China



## Anting: New E-Plant Ready

Production on the ID. family to start in 2020 for China



Pre-series production ready to launch: Group CEO Herbert Diess (center) visits the plant.

The new SAIC Volkswagen joint venture plant in Anting is now ready. It was built exclusively for the production of fully electric vehicles based on the modular electric-drive toolkit (MEB). The festivities marking the launch of pre-series production saw a Volkswagen ID. model specially designed for the Chinese market be the first vehicle to roll off the production line.

The plant is now setting up upcoming milestones in Volkswagen's global electrification strategy. The start of series production for fully electric vehicles based on the MEB platform, with an annual capacity of 300,000 vehicles, is planned for October 2020.

"The Volkswagen Group has plans to have a total volume of 22 million electric vehicles on the roads world-

wide by 2028, with more than 50 percent of those from China. The country plays a key role in our electrification strategy, which is paving the way for Volkswagen's target of becoming carbon-neutral by 2050," said Herbert Diess, CEO of Volkswagen AG. "The start of MEB production also marks the launch of the Volkswagen ID. family in China, a brand new generation of fully electric, fully networked vehicles."

All told, local production in China is set to increase to 15 MEB models from different brands by 2025. The Volkswagen FAW plant in Foshan is also set to start production on ID. models, ultimately leading to a total production capacity of 600,000 vehicles every year.

# Core Components for a New Era

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

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

Production began on the ID.3 in Zwickau in early November. Serial production of one of the core components of the MEB – the battery system – began at almost the exact same time at the Components plant in Braunschweig when the new Hall 32a was officially opened. The battery system stores energy for the electric vehicle.

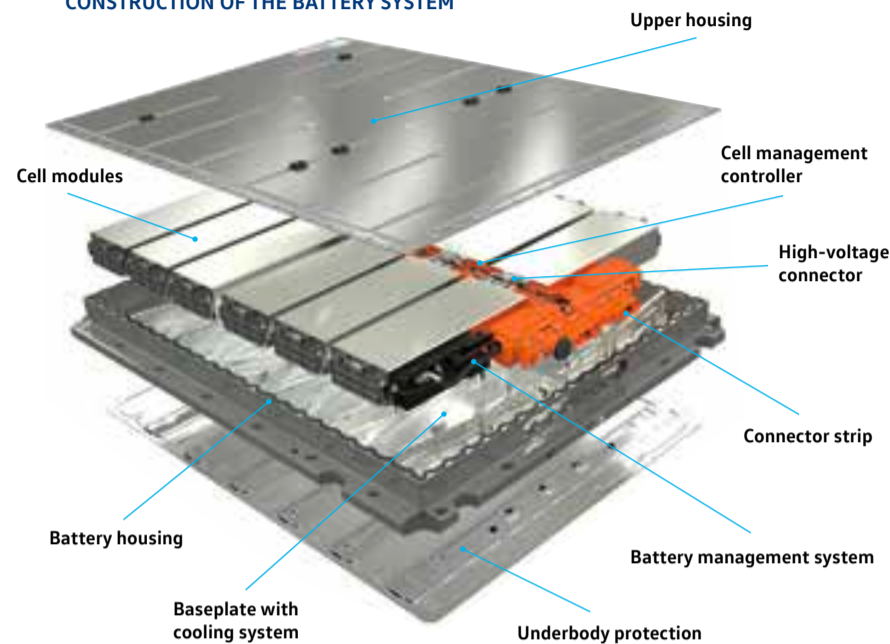
This is because the electric drive also changes the “fuel” – i.e. the type of energy supplied – that gets the vehicle moving. There's no fuel tank in an electric vehicle. Instead, a battery serves as energy storage to power the vehicle. To be clear, we're talking here

about an entire battery system. A battery is merely one component.

## Construction of the MEB battery system

But how is the MEB battery system actually constructed? Under current technological standards, a battery for an electric vehicle consists of multiple lithium-ion cells, just like those in cell phones and laptops. The smallest unit in an MEB battery system is an individual battery cell. It can store energy and then release it. Up to 24 of these cells are currently built into a single battery unit. Up to 12 modules are then linked to a battery system using high-voltage connectors, providing up to 408 volts of electricity. The cell modules and other components are set in place in crash-resistant aluminum housing with a cooling system integrated into the baseplate. From the outside, it is often said that the whole thing resembles a bar of chocolate. The size of this “chocolate bar” varies depending on the number of modules installed

## CONSTRUCTION OF THE BATTERY SYSTEM



and the resulting energy content, i.e. how much electricity it can store. Just as the size of the fuel tank determines a combustion vehicle's range, the energy content of the battery determines the range for electric vehicles. In the future, three battery sizes will be offered for the ID.3 with a range of up to 550 kilometers (WLTP).

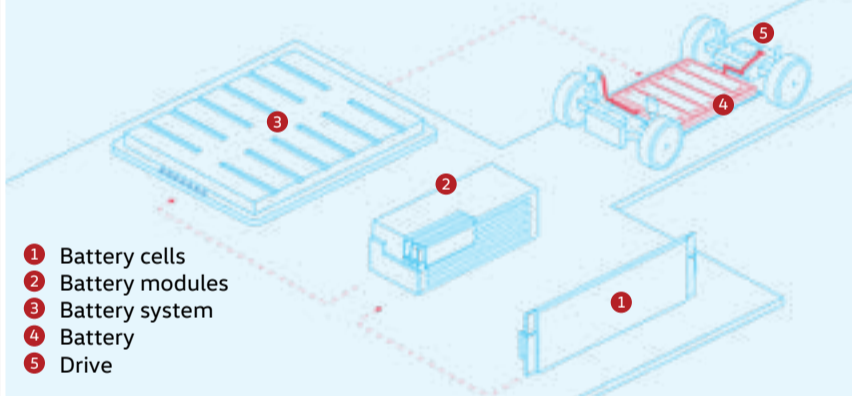
## Braunschweig – center of battery excellence

The entire MEB battery system, including the hardware and software, is developed at the Braunschweig Components plant, which was retrofitted as a center of excellence for electric vehicle batteries in 2013. A newly constructed building outfitted with state-of-the-art equipment and production technology has now been built on a space

roughly the size of nine soccer fields. Serial production of the MEB battery systems will ultimately result in up to 300 jobs being created. Future employees will largely come from within Volkswagen's own ranks. Specially tailored training and qualifications have been and are continuing to be developed for use in the high-voltage sector. Once production is in full swing, 500,000 battery systems will leave the plant every year.

## The Electric Platform's Battery System

MEB – modular electric-drive toolkit



A selection of press comments on the opening of Hall 32a are available on the Group Components app channel.

More information

More information on the Braunschweig page.

## More News from Group Components

The promotional journey of the 34 new Transform Minds is gathering speed. The second stop on the Learning Journey was held in mid-November at the Berlin playing field of the Digital Hub.



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



**Make a Christmas wish come true:** Components' Christmas tree campaign has once again been launched. Christmas trees decked with wishes from sick people and people in need have been placed in the central areas and divisions at Components in Wolfsburg and at many Components plants. Components colleagues have made nearly 2,000 wishes come true over the last three years.

More information

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



## “The Mindset Is Changing”

Three forewomen from Components plants on transformation and diversity on the shopfloor

Group Components is currently in the midst of transformation, with plants continuously focusing on e-mobility. We spoke with three forewomen from our flagship plants – about changes in their workplace, worries about the future, and their experiences as female managers.

**We are in the midst of retrofitting these plants, focusing on e-mobility. How has this changed your job?**

**Franziska Müller (Kassel):** I used to work in the Paint Shop and have been working in hybrid module assembly for DL 382e drives since 2016, so I'm right in the middle of this ramp-up for e-mobility. There's a positive atmosphere, regular informational events are held, and employees are receiving training.

**Miriam Ey (Salzgitter):** I work in Components for combustion engines at Salzgitter, focusing on oil pan production. The location is changing, and the mood is tense. A lot of my colleagues are worried about the future. Some jobs are not being filled, and a few colleagues are taking partial retirement. If

you were to visit our cost center, you wouldn't see anything to do with e-mobility and you wouldn't notice much in the way of major change. In the more future-focused areas like the Center of Excellence and Rotor/Stator, employees find their work fascinating.

**Susanne Sander-Springer (Braunschweig):** I work in Logistics at Braunschweig, which is why not a lot at my job has changed much. Our location produces new chassis axles and a new production hall for the MEB battery system has just opened. Nevertheless, we can't help but wonder what will happen if e-mobility doesn't take.

**We have been operating as our own brand since January 2019. Our goals are to reduce costs, make optimal use of investments, and bolster our international network of plants to shape the transition to e-mobility. Is that trickling down to the teams?**

**Miriam Ey:** One really good thing is the openness of communication on cross-locational issues. This raises awareness of best practices. Many of my colleagues really value the international plant network, including for their own personal development.



Talking with the editorial team: Franziska Müller, Susanne Sander-Springer, and Miriam Ey (back row from left to right).

However, the overarching strategy behind all this is still quite far removed for a lot of people. The focus is the plant's goals, specifically those for the fourth quarter at the moment.

**Susanne Sander-Springer:** There are different views on that. Some colleagues are anxious that perhaps other suppliers will be able to do what we do, and maybe do it cheaper. Everyone is curious to see what happens next, including policy-wise. Even if we sell the planned number of electric cars, will the external framework be ready? We have an employee parking lot with

lots of charging bays, but hardly any of them are used...

**Franziska Müller:** We currently have too few charging stations in Kassel. By the time you get there in the morning, they're already taken! More are already being planned. After all, we did have a major run on the E-Golf thanks to the amazing lease deal being offered.

**Diversity is a key issue for Components. There should be more women in leadership. Teams should be more diverse. What have your experiences been on the shop floor?**

**Franziska Müller:** We are training more up-and-coming forewomen. As a woman in leadership, I've never had any problems. In my experience, you do well when you treat others the way you'd like to be treated.

**Susanne Sander-Springer:** My colleagues are from places like Italy, Poland, Tunisia, and Turkey – we're already quite a multicultural team and have a large number of women working with us. My experience in practice is that diverse teams are ultimately more well-balanced.

**Miriam Ey:** I used to think that when I had a baby, that would be the end of my career. I have a young son and have been working part-time since June. Clean structures and procedures, clear stand-in policies, and a great team and excellent supervisors means this works very well. And the mindset is changing. Even in just 2013, a colleague said to me, “Now even women are becoming foremen – imagine that!” That really affected me. He recently came to me and apologized for saying that. He had changed his mind!

## 3 Questions



Tobias Heine is responsible for the strategic integrity and compliance program "Together4Integrity"

# "Anchoring Processes, Reaching and Inspiring People"

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

With T4I, we are pursuing the strategic goal of "TOGETHER 2025" to become a role model for integrity and compliance as a company. To-

gether, we want a corporate culture that lets everyone act with integrity and in accordance with the rules at all times. At the turn of the year from 2019 to 2020, we will have started with T4I in over 200 of the largest companies in the Group with a total of roughly 430,000 employees – and things will continue until 2025, when we've reached all 660,000 Group

employees in around 700 individual companies.

### 2 What are the basic elements of T4I?

On the one hand, we're establishing processes and standards to ensure excellence in integrity, compliant behavior and culture. On the other hand, we want to generate

understanding and motivation for behavioral changes, for example by promoting a constructive speak-up culture that ensures cooperation with mutual respect. Our set of measures, the "T4I Toolbox" with eleven key initiatives, is adapted to individual needs and will be gradually implemented in coordination with the brands and companies.

Number of the month

# 700

### Living with Integrity

There are currently around 700 colleagues worldwide working in their specialist areas and teams – in addition to their actual duties – as voluntary "ambassadors," contacts and multipliers for integrity topics. Interested? Feel free to join in! 360° Volkswagen Net: <http://integrity>



Integrity ambassador program: some of the more than 700 colleagues worldwide getting involved with the topic of integrity on site in their teams and specialist areas.

### 3 What could our company look like after implementing "Together4Integrity"?

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

# "I Am Proud of What Our Employees Have Accomplished"

Interview: COO Ralf Brandstätter on the state of the automotive industry, the ID.3<sup>1</sup> and Golf 8<sup>2</sup>, and plans for the coming year

An exciting year is coming to an end. The ID.3 was lauded at the IAA, and the new Golf was introduced in Wolfsburg. As COO responsible for the brand's operational business, Ralf Brandstätter also faced some very special events, as he reveals in this interview.

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

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

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

**What was the biggest moment for you personally at Volkswagen this year?**

I look back fondly on two key moments in particular: first, the IAA, where we introduced the world to the "new Volkswagen" and showcased our ID.3 for the first time. That kind of turning point is not something that happens every day. And, of course, it was such an enormous privilege to introduce the new Golf, and especially to get to do so at the works council

meeting in Wolfsburg. That was the first time a new vehicle was introduced to the workforce before the public. It was really something special seeing the pride in our employees' eyes and getting to share that moment with them.

**What is the brand planning over the coming years? What are the top issues?**



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

We will continue to consistently forge ahead on our way to zero-emissions mobility. We are planning to invest more than nine billion euros in electric mobility between 2019 and 2023. We will also consistently drive forward the path to digitalization within our company and our products. Large figures are at play here as well. This will enable us to secure jobs and ensure that we remain just as successful tomorrow as we are today.

**Job cuts with suppliers, production cuts with competitors – what do you say to those who say that the automotive industry is in the grips of a serious crisis?**

The state of the automotive industry will remain tense worldwide in 2020.

Every company is adjusting its plans. It all comes down to finding the right balance between necessary savings and unavoidable investments in the future. We set the course early with our Transform 2025+ strategy. I feel we are well equipped with our motivated team of employees and great new products in the pipeline.

**Emden and Zwickau as dedicated**

vehicles for a long time to come. Our flagship plant in Wolfsburg produces two of our absolute core products, the Golf and the Tiguan. Their success is of crucial importance for Volkswagen. And I would like to point out that electrification is also taking hold here. For example, we are electrifying our bestselling products – such as the Golf eTSI and other plug-in variant – and are building these models in Wolfsburg.

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

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

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

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



Transparent Factory: where the ID.3 is assembled.

## ID.3 to Be Assembled in Dresden Starting Fall 2020

After Zwickau, Dresden will serve as the other German assembly location for the ID.3. The first vehicles constructed using the modular electric-drive toolkit (MEB) are set to roll off the production line there in the fall of 2020. Other ID. family models may also be produced there at a later point in time. That is what Chief Human Resources Officer Gunnar Killian shared when he attended the Works Council meeting. Said Killian, "The decision to bring the ID. family to Dresden means the Saxony location is ready for the future. The number of employees will remain stable. At the same time, we'll be upping the tempo of electric mobility. We need the Transparent Factory to showcase to ensure our customers are on board with electric mobility and digitalization." Lars Dittert, Site Manager



Lars Dittert, Site Manager Dresden

of the Transparent Factory, said, "By building the ID.3, we are building one of Volkswagen's future models. This is great news for Dresden and great news for Saxony. We are pushing our role as a showcase for electric mobility and pressing ahead with technological developments at the Transparent Factory." To ensure the Transparent Factory is fit for the future, there are also plans to establish or expand new divisions focusing on vehicle delivery, insourcing, and the functional testing of vehicles in the tri-country area covering Poland, the Czech Republic, and Germany.



## Dialog: Production Meets Development

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

## In Future, Motorsport to Be Purely Electric

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



Clear focus on e-mobility: the ID.R.



## Volkswagen Presents the New ID. SPACE VIZZION<sup>3</sup>

Volkswagen introduced the ID. SPACE VIZZION at the Los Angeles Auto Show. The concept car is based on the modular electric-drive toolkit (MEB). The 82 kWh gross battery capacity allows for distances of up to 590 kilometers (WLTP). Thanks to a system output (4MOTION) of up to 250 kW, the vehicle can accelerate from 0 to 100 km/h in just 5.4 seconds. The concept car offers a specific outlook on the series version, which will launch in late 2021 and will hit the market in different versions in North America, Europe, and China.

<sup>1</sup> This vehicle is not yet on sale.  
<sup>2</sup> This vehicle is not yet on sale.  
<sup>3</sup> Concept car.

## Names &amp; News



**Francesco Forte (48)** will take over from Stefanie Sprenger-Meinhardt as Head of Sales to Employees and Direct

Customers, as well as Autostadt Customer Management, on January 1. After just two years, he is returning to his previous position at the Autostadt and will continue its development. Forte is currently Head of Group Sales Strategy. He started at Volkswagen in 1990. His experience in sales comes from managing sales in Wolfsburg as District and Regional Sales Force Manager, working in sales for Eastern Europe, North and Central Asia, and from his time abroad as a service manager for the Volkswagen brand in Italy.



**Stefanie Sprenger-Meinhardt (48)** will be taking on a further role as CEO of Marketing

Management Institut GmbH, a Volkswagen subsidiary, on January 1. She has served in leadership roles in different Group divisions since 1998. Among other positions, she has served as Management Board Officer for Production and Logistics, Head of Ordering Processes at Volkswagen de Mexico, and Head of Sales in Production Management and Central Volume Planning for the Volkswagen brand.



**Emmerich Engels (65)** will retire at the end of December. He started at Volkswagen as

Head of the Sales Organization in 2004 after working for Seat Germany for 18 years. In early 2017, he also took on the role of CEO of Marketing Management Institut GmbH, headquartered in Braunschweig-Riddagshausen.

# Trainees Successfully Complete International Experience

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

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

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

## First step: approval from supervising instructors

The first step for participating in the program is obtaining approval for an Erasmus internship abroad from supervising instructors. Candidates can complete the form at [www.machmehrausdeinerausbildung.de](http://www.machmehrausdeinerausbildung.de) and search for an internship provider. When participating in the program, Volkswagen gives trainees time off to complete their internship. They receive EU funding from Erasmus to cover travel costs and the costs of their stay.



Back home: trainees with the organizers and Erasmus project officers at Volkswagen in Wolfsburg.

## Four Weeks in Spain

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



She spent four weeks in the Spanish metropolis of Valencia working in the administrative offices of a private school there. Svenja Neumann (21) is one of the first Wolfsburg-based Volkswagen trainees to participate in the Erasmus program. What did she think? "It was great. I can only recommend the program."

Why? "I now see my work here at Volkswagen through a whole new lens. For example, in terms of technology, our administrative divisions are much more advanced. And we work more and work faster," said the trainee

office manager. She lived with four other Erasmus trainees, including trainees from other companies, in an apartment on the outskirts of the city's old town, which is home to 2.5 million people. "We had to organize everything and get everything done ourselves - from shopping to cooking to cleaning. It has made me a lot more independent," says Svenja Neumann. Her Spanish has also improved since her stay in the southern Spanish coastal city. "I always understood Spanish quite well, even when I was still in school. But now I've got the confidence to speak it," says the Wolfsburg native, proudly.



## Decision Near: Where Is the Brand's Best Plant?

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

**T**he Race4Transformation competition will soon be decided. This series will present the finalists: Bratislava, Palmela, and Kaluga. In this edition: the Portuguese Palmela plant near Lisbon and last year's winner, Kaluga, Russia. Palmela is no stranger to the ending up as a finalist. But they've yet to win. Their competi-

tion, the Bratislava and Kaluga plants, meanwhile have each won twice before. But nobody is discounting the Portuguese.

Palmela has made it to the final three for good reason. "This year we introduced a lot of measures to increase productivity and quality in the long term," says Plant Manager

Miguel Sanches. He says that all of these measures focus on processes to ensure optimal design from the start. "If an error does occur, we want to learn from it and keep on going instead of looking for apologies. We are focusing on the input because that itself ensures the right output," says Sanches. "We're getting the entire team involved in sharing and celebrating the outcomes of our

work. It's not a one man show by any means!" This spirit has seen the team from Palmela hit the nail on the head when it comes to this competition. After all, it's not only about efficiency. Race4Transformation also aims to rouse interest in production and help plants grow even closer as a team.

The employees from Kaluga, however, have won the competition the past two years. So they're naturally heading into this year's competition with a healthy dose of confidence. "Our aim is to be the best in our field and to serve as a role model. The trophy is not just an end in itself. It's a reason to be proud because it shows that

our work is appreciated by the brand," says Plant Manager Stefan Depka.

The plant takes a highly structured approach to the competition - and the top place. "We organize set meetings with the team and those in charge of the eight action areas that make up our TRANSFORM. TOGETHER strategy. Even though Race4Transformation is ultimately a competition, the employees really value that it provides an opportunity to bring individual plants closer together. "We actively communicate with other brand locations, take advantage of our colleagues' experiences and try to put their good ideas to work in our own plants," says Depka. "We don't consider our co-finalists in Palmela and Bratislava our competition, but partners we can work together with to create synergies. A bit of healthy competition promotes the company's development. And competing with other plants allows us to improve ourselves."

In the end, only one plant can win. But the ultimate outcome is that all of the Volkswagen brand's plants win.



Hoping to win the plant competition: the teams from Kaluga (left) and Palmela.



# Model Employees

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

With help from its own employees, Volkswagen is seeking to attract digitalization, electrification and IT experts on the job market: Three IT women are the faces of a major advertising campaign implemented by the Recruiting & Talent Marketing department of Human Resources in collaboration with an agency. The campaign bears the working title “Software is female” and is aimed specifically at women.

“Women are still underrepresented in some working environments, and this issue is also relevant to society. Whoever wins over IT women as a target group is also ahead socially,” says

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

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



Andrea Morgan-Schönwetter



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



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



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

### What exactly do you do at Volkswagen?

I work as a UI/UX designer in the Smart.Production:Lab. In the Lab, we work on the digitalization of production and logistics. I am responsible for the development and design of user interfaces for our applications. My task is to understand the wishes and requirements of our users – production planners and factory employees – and to design our products in a user-oriented manner.

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

I work as a software developer in the Volkswagen Digital:Lab. As part of the Vehicle Connectivity Framework team, I work to interpret approved vehicle data and make it easily accessible to developers who create data-driven mobility applications.

### How did you find modelling in front of the camera for Volkswagen?

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

The shoot was really exciting – great location, great stylist and great photographer. Some of the outfit came out of my own wardrobe. The stylist had also chosen and provided some beautiful things.

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

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

Exciting! I didn't expect the campaign to get such a big response. I was approached by many colleagues and also by acquaintances outside Volkswagen who recognized me – the feedback was very positive. My mom immediately bought several copies of a magazine that had my ad in it. She took them with her when she went to visit relatives in Russia.

Of course, it's a bit weird to see yourself there in so many media channels. Feedback about the campaign from friends, family and colleagues was very positive across the board. I've kept the articles as a memento, of course.

It's just like a dream. I am pleasantly surprised at how well the shots have turned out, and I'm happy about the many compliments I've gotten. My friends and family shared the pictures with everyone they know. Someone even said: Wow! Is that really you, Nikita?

## Atlas Cross Sport<sup>1</sup>: World Premiere in Chattanooga

Employees at the US plant are now building a third model – more dynamic than the Atlas

The Atlas Cross Sport is Volkswagen's third SUV version for the North American market. Now, the production model of the coupé version of the Atlas, classified as a midsize SUV in the US, has celebrated its world premiere in Chattanooga.

The Atlas, with around 240,000 units sold, is an important vehicle for Volkswagen. Under the name Teramont it is exported to Mexico, the Middle East, Russia, and China.

The profile of the Atlas Cross Sport is considerably more dynamic than that of the Atlas: The rear is flatter – the rear lights and the rear bumper shine in a new design. The front has new, fully LED headlights. Chrome accents on the sides of the lower body and the rear bumper underscore the premium look.

For employees at the Chattanooga plant, the premiere of the coupé version of the Atlas is something really special. It's the third vehicle they will build, after the Passat and the Atlas. Scott Keogh, Chairman of the Volkswagen Group of America: “The Atlas Cross Sport is

a social utility vehicle. We build it to connect people – not to their smartphones, but to society.”

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



World premiere: The Atlas Cross Sport surrounded by the team that builds it.



A selfie with the new car: employees taking a photo of themselves with the Atlas Cross Sport.



### The Chattanooga Location

Volkswagen's only plant in the US is in the state of Tennessee. It has 3,800 employees. Volkswagen has invested 340 million US dollars in the expansion to produce the Atlas Cross Coupé alone; that is currently the equivalent of around 308 million euros.

<sup>1</sup> This vehicle is not on sale in Europe.

### A Working Life for the Golf

Richard Roderick has been working on this car for 35 years



Familiar with all generations of the Golf: Richard Roderick, Vehicle Preparation Foreman at the Autostadt.

From the Golf 1 to Golf 8, I can sit in any one of these cars and know instinctively where the light switch is." Richard Roderick has a close relationship to the Golf, and knows the car like the back of his hand. Since the first generation, the Golf has been his constant companion. Roderick: "The Golf 1 and Golf 8 are both revolutionary. In the Golf 1, it was cornering behavior. And the Golf 8 is very digital, very impressive."

From the second generation onwards, Roderick helped to build the Golf. Today, the 58-year-old is a Vehicle Preparation Foreman at the Autostadt. "We take a look at the finished Golf here and check everything again: For example, is there enough coolant, is there a warning triangle in the trunk and are there any scratches?" Afterwards the cars are cleaned and go through a last check in the Autostadt. "We do an awful lot for the quality of our cars," he says. He recalls: "My in-laws had a Golf 1. We drove around in it a lot."

When he was 18, he drove the Golf 1 himself for the first time. "You could take the corners beautifully with that one, it was a great driving feeling." He is also particularly fond of the Golf 4. Roderick: "A real style icon, one of Volkswagen's most beautiful cars."

In 1984, Roderick started working on assembling the Golf 2 in Hall 54. "I installed the door seals and the windshield wipers, among other things," he recalls. At the end of 1999, he moved to Car Completion in Hall 12. There, Roderick put the Golf through its paces on the "rumble track." After the turn of the millennium, he attended foreman training and gradually took on new responsibilities: "In the beginning, I was a foreman on probation, only on a day-by-day basis or as a vacation substitute," says the quality expert. But by 2009 the time had come: Roderick held the title of foreman.

#### Fascinated by the international team

Today, 43 people in Roderick's team work in vehicle preparation. "My team comprises a great many nationalities. That's what fascinates me about my job," says the son of a German mother and an American soldier father who was stationed in Germany. "My father met the prettiest girl in town," says Roderick and laughs. As a child he lived in Florida for a while, then later returned to Germany with his mother. He regularly spends his vacations in the U.S.

# The New Golf<sup>1</sup>: Test Drive in Portugal

Volkswagen expert Petar Danilovic explains the highlights

Digitalized, connected and with intuitive operation – that's the new Golf. How good is the eighth generation of Europe's most successful car? Journalists will be finding out from now until shortly before Christmas at a Volkswagen driving event in northern Portugal. They are testing the new Golf on a 120-km route from the coastal city of Porto through the Douro Valley. There, the journalists will have the opportunity to talk to Ralf Brandstätter, Chief Operating Officer of the Volkswagen Passenger Cars brand, Karlheinz Hell, the Head of the Compact Series, and many other product experts. The focus is on the digital cockpit, efficient drive systems and new assistance systems. 360° was there.

#### Top-class technology is coming to the middle class

Petar Danilovic works in product marketing for the Volkswagen brand and is Project Manager for Sales in Compact Series. He is one of the product experts on hand to answer journalists' questions: "For more than four decades, the Golf has been bringing technologies and innovations from the top to the compact class – the eighth generation more than ever before."

One highlight is the digital cockpit comprising the instrument cluster, infotainment system, touch operating elements and a multifunction steering wheel. "This allows us to offer our customers real added value. We have drastically reduced the number of buttons and switches. Almost all the display and operating elements are digital," according to Danilovic. This makes the Golf particularly intuitive to operate. "The car is as easy to use as a smartphone: swipe, press, have fun."

The new drive systems are the main focus, Danilovic: "We've made the Golf even more efficient. In addition to gasoline and natural gas engines, two plug-in hybrids will also be on sale. In addition, there will be three performance levels for the newly

developed 48-volt mild hybrid system eTSI. This allows fuel consumption to be reduced by up to ten percent. There is also an innovation for the diesel units: With twin-dosing technology, i.e. two SCR catalysts, we can reduce nitrogen oxide emissions by up to 80 percent. The TDI's fuel consumption is up to 17 percent lower than that of its predecessor."

With the eighth generation of the Golf, Volkswagen is once again focusing completely on safety and comfort with many assistance systems. The vehicle will also introduce a new technology to the market: "Car2X represents a milestone in road safety because it gives warnings about local dangers in good time. The car communicates with other Car2X vehicles and the traffic infrastructure. An important contribution to avoiding accidents," says Danilovic. The new Golf is the first model with Car2X; others will follow.

#### Press Comments

The initial assessment of the new Golf in the media has been positive. With the Golf 8, Volkswagen is making high-quality technology accessible to all while remaining true to itself, according to Auto Bild after a first test drive. "That's something else that a Golf has to offer – that unique 'Welcome home' feeling," says Head Developer Frank Welsch. The classic compact car is "compact, lively and agile – a typical Golf," according to the Wolfsburg Allgemeine Zeitung, while focus.de finds "superior stability and corresponding agility in equal measure." Auto Bild's verdict: "You can bet that it'll gain customers back from the popular SUVs!"



The digital cockpit: For Petar Danilovic, it's one of the new Golf's highlights.



Traveling Portugal, efficiently: Journalists test the new Golf.



The new Golf: digital, connected and with intuitive operation.

### 17,500 Dealers in Wolfsburg

Major event in Wolfsburg: With a focus on the Golf 8 and ID.3, more than 17,500 importers, dealers and managing directors of trading companies from 50 countries will be coming to the Autostadt and the Hafen 1 event hall from January 27 to March 18. During the Brand Experience event, they can find out about the new models, and experience and learn about them in various interactive studios. The aim is to communicate the strategic orientation of the brand and the new models in just one event and to prepare around 12,000 European salespeople for market launches in the best possible way.



Hafen 1: Volkswagen also provides information about the new Golf and the ID.3<sup>1</sup> here too.

## Advertising for the New Golf Begins – a Retrospective

Advertising for the new Golf begins around now. The guiding principle is that "This is where life happens." The campaign focuses on the "most digital Golf of all time." 45 years ago, the slogan was: "The new people's sport: Golf". The Golf

kept that promise. More than 35 million Golfs have rolled off the production line, 26 million of those in Wolfsburg. The Golf became a bestseller partly thanks to its original advertising – here's a selection from seven generations.



Golf 1 1974-1983



Golf 3 1991-1997



Golf 2 1983-1991



Golf 4 1997-2003



Golf 5 2003-2008



Golf 6 2008-2012



Golf 8



Golf 7 2012-2019

<sup>1</sup> This vehicle is not yet on sale.

<sup>2</sup> This vehicle is not yet on sale.



# Business Trip to South Africa: Gunnar Kilian and Andreas Tostmann in Uitenhage

The board members visited kindergartens and spoke to talented young people and union representatives – and praised employees for their high productivity

**E**xecutive Board Members Andreas Tostmann (Production) and Gunnar Kilian (Human Resources) visited the Volkswagen headquarters for Sub-Saharan Africa in Uitenhage and the production site of the Polo. Tostmann praised the Uitenhage plant's outstanding performance in productivity compared to all the other Volkswagen plants in 2019. For the first time ever, the plant will have produced a record-breaking 162,000 vehicles this year. Tostmann addressed the workforce: "You have done a fantastic job in the first nine months of the year! As part of the Group and the Volkswagen brand, your contribution counts and is quite remarkable."

As well as a tour of the plant, the program included discussions with talented young people, a visit to the LoveLife Youth Center – a facility to support children and young people – and a visit to a Volkswagen kindergarten.

In addition, Gunnar Kilian spoke to representatives of the National Union of Metalworkers (NUMSA) and the Human Resources department of Volkswagen South Africa. Kilian praised both parties for the successful wage negotiations that took place without any strikes earlier this year. For Kilian, it was the first visit to Volkswagen South Africa since his appointment to Chief Human Resources Officer.



Supporting children and young people: Andreas Tostmann (left) and Gunnar Kilian are impressed.



In the Polo production facility: Gunnar Kilian (left), Andreas Tostmann (seventh from right), and Thomas Schäfer (right), Chairman and Managing Director of Volkswagen for the Sub-Saharan region.



Meeting with talented young people: Gunnar Kilian in Uitenhage.

## Volkswagen Group South Africa

**Plant:** The plant for the Volkswagen Group South Africa is located in Uitenhage, an industrial city approximately 750 kilometers east of Cape Town and 1,000 kilometers south of Johannesburg. The plant grounds are 520,963 square meters in size, which is equivalent to 720 soccer fields. Production facilities cover more than half (294,713 square meters) of the area.

**Production:** Apart from engines for the entire Group, the plant in Uitenhage and its 4,000 workers also manufacture the Volkswagen Polo.

## Small Batch Production to Start in Ghana Next Year

360° interview: Thomas Schäfer, Chairman and Managing Director of the Volkswagen Sub-Saharan region, on the progress of developments on the promising African market

In the first quarter of next year, Volkswagen plans to start small batch production in Ghana. What's more, the company recently started a mobility service with electric vehicles in Rwanda. This is what Thomas Schäfer, Chairman and Managing Director for the Sub-Saharan region and the South African plant, reports in an interview with 360°. Schäfer also explains why he is pleased that South Africa and Great Britain have agreed to continue duty-free access for cars.

**Mr. Schäfer, as well as in Kenya, Rwanda, Nigeria, and Ethiopia, Volkswagen will start small batch production in Ghana next year. Why there?**

After Rwanda, Ghana is probably the

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

**How is small batch production going in the various countries?**

We are satisfied with our progress. We have learned a lot in the last three years or so. There were many unexpected issues to solve, but

we are slowly moving forward. Especially in Kenya and Rwanda, we have established ourselves as a brand. And now we know our customers and what they want. We are growing steadily, although large sales figures will only come when the three biggest problems on the African automo-

tive market are solved: dumping of used cars, poor fuel quality, and lack of financing options. In several key countries, we are about to present solutions to get a handle on some of these problems. The next few years will be interesting.

**The main plant in Africa with by far the highest production quantities is the plant in Port Elizabeth, South Africa. How are things developing there?**

This year, we will build 162,000 vehicles and 97,000 engines. We recently concluded the wage agreements without any strike. Another milestone: The significant risk of a hard, no-deal Brexit has been excluded. The South African government has reached an agreement with Great Britain, which will ensure that vehicles can continue to enter Great Britain from South Africa duty-free. This is really important, considering that we build around 50,000 vehicles a year for the British market in South Africa, all of them right-hand drive. In South Africa itself, the Volkswagen brand has a market share of more than 20 percent and is doing well.

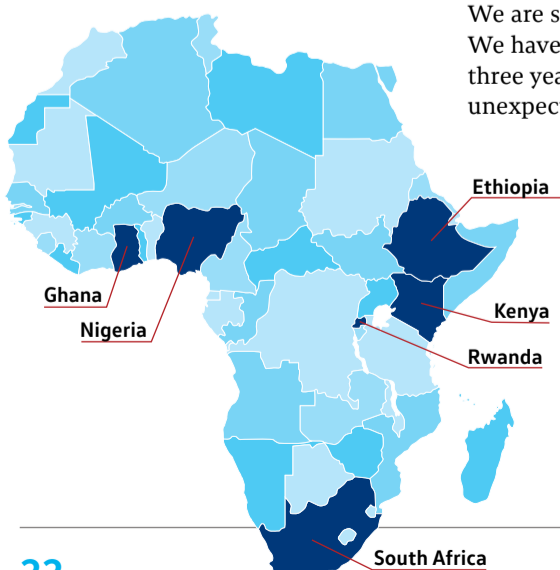


A look back: In August 2018, Thomas Schäfer (left) and the Ghanaian Minister for Industry, in the presence of Chancellor Merkel, signed a memorandum of understanding for the construction of a new plant. Production will start soon.

**Electric cars and the transition to electric mobility are currently a hot topic in Germany and Europe. How about on the African continent?**

So far, the South African government has been somewhat hesitant. Unfortunately, the country's electricity supply is unstable. And the long distances between cities cast doubt on whether e-mobility will be seen as a priority by the population and the government. However, through the automotive association, we are engaging in intensive dialog with the government to try and gather momentum. After all, as a production site that

is highly dependent on exports, we cannot afford to fall behind technologically. In other countries in Africa, there has been a bit more action: For example, we recently introduced our e-mobility initiative in Rwanda with 50 e-Golfs for our mobility services – driven by the heavy focus that several African countries are now placing on the environment, and by the high cost of fossil fuels, which have to be imported all the way from the Middle East at great cost. Don't forget: Africa has a lot of renewable energy sources, such as wind, gas, and certainly solar.





## Great Excitement: Volkswagen Supports Amateur Soccer Players

Jersey handover: In Mainburg (Bavaria), the players put their jerseys on straight away.

From children's leagues to senior teams: In the past few weeks, Volkswagen has outfitted more than 4,500 soccer teams with new jersey sets. "At the beginning of our partnership with the German Football Association, we repeatedly emphasized that local clubs are just as important to us as national teams," says Holger Santel, Head of Sales and Marketing Germany. "We are all aware of the value of the work that the clubs do

at the grassroots level—in terms of both sport and society. We intend to support this dedication." Many Volkswagen dealers have been doing this for many years at "their" local clubs, be it in the district league or at the professional level. Volkswagen has once again raised this regional commitment to a new level in recent months with its nationwide jersey campaign for amateur clubs. "The campaign is our thank-you to the grassroots of soccer," says Santel.

### Competition

Sports Communication and 360° are raffling five Volkswagen jersey sets among all employees who volunteer at a soccer club.

These consist of 14 jerseys, a goalkeeper outfit, pants, and socks. If you would like to enter the competition, please send an e-mail with the subject "Jerseys" to [fussball@Volkswagen.de](mailto:fussball@Volkswagen.de) by Monday, December 16 at 12 noon. Please enter your name, your team number, and a phone number you can easily be reached at. Good luck!

## Employees with Olympic Dreams

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

Sabrina Hering-Pradler and Giovanna Scoccimarro share a dream: The two Volkswagen employees intend to take part in the Summer Olympics in Tokyo next year. For canoeist Hering-Pradler, it would be her second Olympic participation after 2016, when she won the silver medal in Rio. For judoka Scoccimarro, who is five years younger, it would be her first time. "It would be really cool if we both qualified and went to Japan together," says Scoccimarro.

At the moment, it looks good for the 22-year-old: She is leading the German qualification ranking list in the class up to 70 kilograms. "But I can't rest on my laurels. A lot can still happen in the coming months," says the judoka, who works at Volkswagen Commercial Vehicles in Hanover. "At work, I'm primarily responsible for the business travel accounts of our 700 employees." Her two older brothers work at Volkswagen's Wolfsburg

plant: Luigi in Human Resources and Federico in Accounting. It was they who took their little sister to MTV Vorsfelde for judo training at the age of five.

While, for Scoccimarro, a dream would come true by qualifying for the Olympics, her Volkswagen colleague Sabrina Hering-Pradler has completely different ambitions. "The gold medal is our big goal," says the 27-year-old canoeist, who works at VWN's Human Resources Service Center. At the moment, however, her colleagues have to get by without her – Hering-Pradler will be at a training camp in Florida with the German kayaking team until mid-December.

Further training courses are scheduled for spring, before Olympic tickets will be awarded at two national qualifications at the



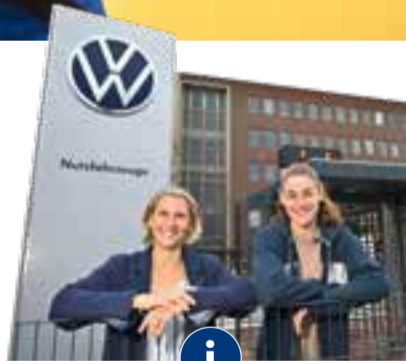
At work and in the gymnasium: Judoka Giovanna Scoccimarro works in Plant Technology in Hanover.



end of March and beginning of April. "I would cry if I didn't make it," says Hering-Pradler, who has good memories of the Summer Games in Brazil. And not only because of the silver medal in the 500-meter four. "My boyfriend asked me to marry him at the track after the race."



In the water and at work: Canoeist Sabrina Hering-Pradler works in Human Resources in Hanover.



### Work and Sports

Sabrina Hering-Pradler (27) and Giovanna Scoccimarro (22) are officially employees of Volkswagen Sports Communication. In order to enable both athletes to combine work and top-class athletic performance, they are deployed at Volkswagen Commercial Vehicles in Hanover: The Olympic bases for canoeing and judo are located in Lower Saxony's state capital. Volkswagen regularly exempts Hering-Pradler and Scoccimarro from work for competitions and training camps.

## 3 Questions



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

### Schäfer: "Let's Stay Realistic"

#### 1 How important was it for VfL to end its non-winning streak with a 2:0 in Frankfurt?

Victories are quality of life for professional athletes, they're what we work towards all week long. That's why it gnawed at the players, the team of trainers, and those of us in charge to lose four times in a row. The team's reaction was very good. Beating Frankfurt while being a man down cannot be taken for granted.

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

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

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

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

# REARVIEW MIRROR – A Look at the History Books of Volkswagen



30 years after the fall of the Berlin Wall: Werner Kazuschke with the Polo G40 at the Marienborn Memorial.



Mixed doubles on the production line: The first Polo came off the conveyor belt in Zwickau in May 1990. In the background is a Trabant.

## 30 Years Ago: Polo from Zwickau

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

November 1989: The Wall has fallen and Volkswagen begins its involvement in the eastern German states: In the Trabant factory of VEB Sachsenring

Automobilwerke in Zwickau, the Polo is set to roll off the assembly line – a major transformation for the plant and its employees. Right in the middle is Werner Kazuschke.

The master craftsman is 48 years old at the time. His job is to set up Polo production at the Trabi plant “Mosel 1” and increase it to 150 units a day. Kazuschke has a lot of experience to bring to the job. He worked for more than 13 years in the Polo assembly department in Hall 10 in Wolfsburg and was responsible for 184 employees. It’s not the first time he follows the Polo: When, in 1984, production of the second generation was relocated from Wolfsburg to Pamplona, Spain, his know-how was in demand.

The Polo mission in Zwickau starts for Kazuschke in spring

1990. Half a dozen employees from Wolfsburg accompany him. They commute by car to Zwickau – heading out early on Mondays and returning on Friday evenings. Kazuschke attaches particular importance to training employees at the Mosel 1 Trabi plant to prepare them for Polo production. He recalls: “My new employees were open to change and happy that their jobs had a secure future thanks to the Polo.”

### Trabi and Polo bumper to bumper

The conversion of Mosel 1 takes place in small steps: To begin with, the Trabi and Polo run bumper to bumper. The employees celebrate the start of this double assembly in May 1990: Mosel 1 celebrates the

completion of the three millionth Trabi and the start of Polo production. The first Volkswagen to roll off the belt is an alpine white Polo with an output of 40 kW (55 bhp). It’s the first of exactly 17,978 Polos from Mosel.

Kazuschke and his Volkswagen team celebrated the completion of German reunification with former GDR citizens in October 1990, in a party room in Mosel. Shortly afterwards, the employee returns to Wolfsburg – again to Hall 10, the former Polo Hall.

Wolfsburg, Pamplona, Mosel, and Wolfsburg again – Kazuschke was wherever the big little car entered series production. And he experienced turbulent times with it – especially 30 years ago, when the Wall fell.



“Punnet of strawberries”: the Golf I convertible after its facelift in 1988.

## 40 Years Ago: “Punnet of Strawberries” New to the Market

The aspiration was clear when Volkswagen launched a new convertible in the Golf series in 1979: The convertible Beetle needed a real successor. The open-top Beetle had been the measure of things for more than 30 years. The convertible Golf fulfills this mission: With the typical roll bar, which soon earns it the nickname “punnet of strawberries,” it turns out to be much more successful than its predecessor.

Production starts in mid-February 1979 at Karmann in Osnabrück, where the convertible Beetle already left the assembly line. The convertible Golf celebrates its world premiere shortly after at the traditional Geneva Motor Show. By March, the first models are already available at the dealers.

The open-top Golf becomes a popular lifestyle car and remains on offer for 14 years. After more than 380,000 units sold, it is discontinued in 1993. In that time, it had become the world’s most-built convertible.

## 43 Years Ago: The Golf Hits the Million

Hundreds of employees and press representatives are there to witness the event: In October 1976, the one millionth Golf rolls off the production line at the Wolfsburg plant – only 31 months after its world premiere!

Toni Schmücker, then Chairman of the Executive Board, and Siegfried Ehlers, Chairman of the General Works Council, pay tribute to the event in a ceremony in the Production department – “without any fanfare and in the objective manner that is appropriate today,” as Schmücker says. He emphasizes: “The buyers demand suitable vehicles. The Golf satisfies this demand.” Works Council Chairman Ehlers emphasizes the great challenges faced by employees during

the transition from the Beetle to the Golf: “Without your willingness, colleagues, associated as it was with many inconveniences and burdens, this tour de force, which is probably unique in the automotive industry, would hardly have been possible.”

Series production began in Wolfsburg in March 1974. Starting in May, journalists get to know the Golf in Munich. It impresses writers with its self-supporting body, front-wheel drive, water-cooled engine, and chassis with twist-beam rear suspension. Under the hood it has a 1.1-liter engine with 50 bhp or a 1.5-liter engine with 70 bhp. Its fuel consumption of eight liters of gasoline per 100 kilometers is considered low. The entry-level price is 7,995 Deutschmarks.



The plant celebrates the millionth Golf. Front: Works Council Chairman Ehlers and Chairman of the Executive Board Schmücker.

## 45 Years Ago: Federal President Scheel Visits the Wolfsburg Plant

As a result of the oil price shock and the world-wide recession, Volkswagen AG’s liquidity in autumn 1974 is severely threatened. A new model generation is intended to lead the company out of the crisis. In this situation, politicians are also closely observing what is happening in Wolfsburg. On November 7, 1974, at 9:30 a.m., a helicopter with Federal President Walter Scheel lands in front of the Administration Tower. He is welcomed by Rudolf Leiding’s Executive Board. During his official inaugural visit to Lower Saxony, the president arrives for a factory tour with Minister President of Lower Saxony Alfred Kubel. Leiding presents the Volkswagen models in the exhibition hall. In the assembly halls, the president makes contact with the employees. He then holds talks with the Lord Mayor of Wolfsburg, Helmut Simson, other members of the Executive Board, and the Works Committee.

After signing the guestbook, the president speaks to the staff over the company PA system:



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

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

Dear Colleagues,



## Learning Journey of the New Transform Minds Gathers Speed

The second stop on the Learning Journey is the Berlin playing field of the Digital Hub



The production of the MEB battery system began at the Braunschweig Components location in early November. The battery system is



used by Volkswagen Group Components to manufacture the core component of electric vehicles such as the ID.3<sup>1</sup>, and thus plays a major role in the Volkswagen Group's e-offensive. We explain how the battery system is structured on page 13 in the Group section of this issue.



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



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

I hope you enjoy this issue!

*Yours sincerely*  
Thomas Schmall

CEO  
Volkswagen Group Components

**3** 4 Transform Minds, two days, and lots of new stimuli: this was the setting for the second stop of the Learning Journey at the Berlin playing field of the Digital Hub on November 18th and 19th. While the first stop of the Learning Journey in Wiesbaden focused on communication, the stay in Berlin focused on the Group Components strategy, ONE MISSION 2025.



Joint dialog: the focus was on the Components strategy.

A light was shone on blockchain programming in the SAP Data Kitchen as an external stimulus. The Data Kitchen is a restaurant whose IT system uses complex blockchain programming to learn independently, and thus automatically optimize waste consumption, for example. An exchange with Components Strategy Manager Ludwig Fazel and Components Communication Manager Ariane Kilian was also on the agenda. During this interchange, connections between the strategy and the individual initiatives for the Transform Minds were clarified. This is important for



Diverse team: the Transform Minds with the organizing team at the Berlin playing field.

the 34 colleagues to be able to play a multiplier role in the locations and support communication between the head office, the locations, and in the indirect and direct areas.

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



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

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

"The integration of the brands is important for a Components-wide strategic process. We've provided crucial impetus for this by discussing key strategic issues today."

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



Further information

You can find a compilation of the highlights from the first stop in Wiesbaden on Group Connect: <https://soco.volkswagen.com/sbc/community/komponente/transform-minds-komponente/blog/2019/11/20/transform-minds-2019-learning-journey-station-in-wiesbaden>



## Volkswagen Group Components Presents Innovations in Ingolstadt

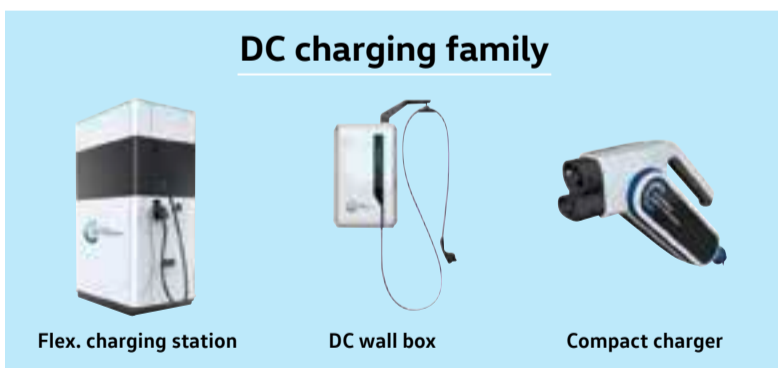
Once again this year, the innovation developers of Group Components had some surprises up their sleeves

**A**t this year's Audi IVET, the Audi brand's innovation and advance development event, Volkswagen Group Components demonstrated its innovation power and development strength with projects that, in some case, are close to series production. The future products for an e-mobile charging infrastructure met with great interest on the part of employees and the executive board. Visitors were also impressed by a new seating concept for automated driving applications.

### A charging solution for every application

E-mobility and charging infrastructure belong together; this is not a new insight. It's not only about the quantity of charging points, but rather about customer-oriented, intelligent and flexible charging approaches. Of strategic importance is DC rapid charging, with which many kilometers in range can be charged in a short time. Against this backdrop, Innovation Development at Volkswagen Group Components

has developed a holistic, DC charging family: there's a fitting charging solution for every relevant



application. At the beginning of the year, the close-to-production trial of the flexible quick-charge station made its debut as the first member of the family. This power bench for electric vehicles can be set up independently of the power grid. When connected to the grid, it becomes a fixed charging point without the outlay of a fixed installation. The DC wall box is intended for use at home or at work, charging at up to 22 kW and allowing bidirectional charging. Bidirectional charging allows normal charging of electric cars – but the car's battery can also serve as an energy storage device and provide electricity. A wall box that allows bidirectional charging can feed electricity back into the grid. The smallest member of the

DC charging family, the Compact Charger, can easily charge an e-vehicle anywhere with any 2 kW household socket. With these charging solutions, the DC charging family opens up the potential to eliminate the on-board charger currently installed in electric vehicles. This allows costs, weight, and complexity to be optimized in the electric car. "With the DC charging family, Group

Components is setting sustainable standards. However, these innovations won't just be seen in the future; they can already be experienced today. In Wolfsburg, the flexible quick-charge station can be used for charging and the first DC wall boxes are set up in the new 'Steimker Gardens' development area," explains Mark Möller, Head of Development at Volkswagen Group Components.

### Seating concept for the car of the future

The Innovation Development teams at Volkswagen Group Components and SITECH have also shown what's possible when ideas from different divisions are combined: a novel concept approach for a vehicle seat that meets the requirements of the future and automated driving. This future seat consists of a lightweight composite material made of steel and plastic. It can turn by 180°, not only for easy boarding, but also for autonomous driving. The actual highlight, however, is in the armrest: A three-dimensional display and

operating concept uses software algorithms and visual technology components to generate a floating image. The system independently recognizes and implements the user's operating preferences. The seat can be adjusted, rotated or set to a relaxed position via hologram. Playlists can be selected to match, and your favorite music can be visually staged with a visualizer. A variety of other applications are possible: surfing the Internet, watching movies, games and entertainment, relaxation or learning activities.



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

<sup>1</sup> This vehicle is not yet on sale.

# Continuous Quality Work Pays Off

Quality results from last year are available – international Regional Conference in Córdoba

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

colleagues use this three-month value as the first report for regular reporting. After these seven-plus-three months, the results of yet another month are evaluated in order to have at least two measured values, and to avoid strong fluctuations in results. As a result, it takes eleven months for a year's quality results to be ready.

And our colleagues' performance in 2018 is impressive. After twelve months in service with the customer, quality issues in engines and gearboxes from Group Components have reached a record low: The global damage claim rate for engines was reduced by 78 percent between 2010 and 2018. The number of breakdowns in the German market (-68 percent) and global warranty costs (-70 percent) are also keeping pace with this positive trend. The production year of 2018 was also a record year for transmissions: Here, the global damage claim rate fell by 63 percent and warranty costs by 50 percent. Breakdowns in the German market were likewise able to be reduced by 50 percent. These good results were achieved despite the strong shift in production volume from manual to more complex direct-shift gearboxes. Our colleagues' objective is to further improve the level of quality.

## International Regional Conference strengthens cooperation



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



Visiting the MQ281 production: Michael Tschoep (QA Manager Volkswagen South Africa), Wilhelm Kosegarten (QA Manager VW Mexico), Jorge Calderón (QA Manager VW Argentina), Andreas Troll (Quality Manager Group Components), Vicente Ricós (Production Manager Puebla), Martin Strassburg (CQ-G Manager), Frank Michael (CQK-Q1 Manager), Santosh Gadekar (QA Manager Skoda India), Magdalena Westermeier (QA Manager Seat Prat) (from left).

Quality Assurance employees also rely on international and cross-location cooperation: this is why the QA leaders of the regions North America, South America, South Africa and India met in the Argentine transmission plant in Córdoba at the Regional Conference for Quality at Volkswagen Group Components in November. On the agenda were technical presentations, the quality monitor and

quarterly quality report, as well as the launch situation of the MQ281. In addition, the QA heads reported from their locations – for example, on the quality strategy at the Córdoba plant, the plant in Aurangabad, and the quality roadmap in Silao. The employees also visited the new MQ281 production facility on site. Our Argentinean colleagues showed the improvement measures that have already been im-

plemented there – and it is now being examined to what extent these can also be used by other plants. Michael Tschoep, Head of QA for Volkswagen South Africa in the Uitenhage plant, had this to say: "It was great to see how well the 'Lessons Learned' exchange between the plants could work, for example in Prat and Córdoba and this help is gladly given."

## "You're Great!"

Components trainees win CCI award

Commitment pays off: On October 29th, four trainees from the Components locations in Braunschweig and Salzgitter were named the best of their examination year by the Lower Saxony Chamber of Commerce and Industry (CCI). This award places them among the 18 best trainees in the Volkswagen Group. All award winners had previously passed their final examination before a Chamber of Industry and Commerce, as the

overall grade is decisive for the award. 107 of Lower Saxony's best were honored at the celebration in Oldenburg this year. A total of 29,837 participants took this year's winter and summer CCI exams in Lower Saxony.

44 trainees from Kassel also finished with top marks. They were honored by the Kassel-Marburg Chamber of Industry and Commerce for their achievements as the regional best in their professions.



The Components trainees Sebastian Larf, Braunschweig, foundry mechanic; Thomas Gauf, Salzgitter, mechatronics engineer; Jakob Gebert, Salzgitter, industrial firefighter; and Jan-Hendrik Schmidt, Salzgitter, industrial mechanic, with the other trainees.

## Joint Future Strategy

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

In mid-November, all international plant managers from the Gearbox and Electric Drive business area met at the Components location in Kassel to promote the transparency of plant capacities throughout the division. Strategic orientation, international KPI reporting for Europe and the world, as well as a reduced variety of versions using the DQ200 as an example were also discussed.

Following the round-table, the Innovation strategic steering committee for the business area met for



Joint tour of Production: the plant managers and Business Area Manager Thorsten Jablonski (front left).

the first time. Here, the results of the Technology Radar, which serves to network, exchange knowledge,

avoid duplication of work and generate new ideas in the business area, were on the agenda.

In addition, the unit team meeting with around 80 international experts from our Transmission locations took place in Kassel. The aim of the meeting is for colleagues to network, solve common tasks together, communicate best practice solutions and relay them to other locations. Topics ranged from tool service lives and tool costs to process and component optimization.

## 3 Questions



Jörg Emmert, Head of Production Planning & Control

## "Approach Technologies with the Right Focus"

After nearly 40 years with Volkswagen, Jörg Emmert is retiring

**1** Mr. Emmert, you've been with Volkswagen for almost 40 years, 16 years of which in Components, both in Germany and abroad. What will you take with you and how will you remember your "journey" in Components?

I was especially influenced by my time as a body supervisor for Auto 5000: in 2002, we executed the Touran launch on a new platform – with new employees with no industrial experience in a newly founded unit. It was a difficult time, but there's one thing I learned: even in difficult times, things keep moving forward. In Components, I like to remember the time I spent in injection molding and die casting at the Braunschweig location. We had a broad technical base and very different processes. Later, as production manager in Braunschweig, it was really exciting for me to work with all kinds of products and customers throughout the entire Group. My stations abroad, e.g. in China, South Africa, and Brazil, were also personally exciting and let

me get to know the company from many sides. The five years at headquarters were a valuable change of perspective. It's good to know the plants' perspectives when you're centrally directing them.

## 2 From your point of view, what are Components strengths? Is it well-positioned for the future?

We have a great team with extensive expertise, and have built up our own strong development skills over many years. Components used to be an extended workbench, while today we're also a development supplier in many areas. For the transformation, we now also have to approach the new technologies surrounding e-mobility with the right focus.

## 3 In your opinion, what are the biggest challenges and what do we have to pay particular attention to in the transformation?

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

# The Last Few Meters to the Finish Line



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

Started in mid-October at SITECH in Wolfsburg, the third factory tour will end in two weeks at the Russian Components site in Kaluga. From then on, the final key figures from December will be reported – and the final results evaluated by January 15th. However,

the placements in the award categories are top secret until the SPEED+ Award ceremony. Like last year, the contenders for the top three places will be invited to Wolfsburg for the presentation of the awards. What's special about this year: Colleagues from the brands Seat (Prat),

Skoda (Mladá Boleslav), and Audi (Győr) also took part in the friendly competition. The SPEED+ Award will thus even more intensively strengthen the merging of the locations into a cross-brand Volkswagen Group Components.



The Battery System Production and Site Optimization teams with auditors. Braunschweig

### New round starts in 2020

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



SFM meeting at the shopfloor board of the DQ200 gearbox production in Dalian.



The category managers, Plant Manager Dirk Strümpfler, and the SPEED+ organizational team. Motor Polska



## What is the C-HPU?

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

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

### Factors for success:

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

Further information  
More information is available on the location pages

### Further information

More information, including on the C-HPU and the SPEED+ Award, is available on the Group Connect page for Industrial Engineering and Production Systems (CO-3): <https://soco.volkswagen.com/sbc/community/komponente/co-3-industrial-engineering-produktions-system>



## Business Area Manager Herbert Steiner Visits Silao and Polkowice

Engine and Casting Business Area Manager Herbert Steiner visited the Silao Components plant in Mexico in mid-November. Together with the new plant manager Milan Stanek, the colleagues visited the engine production department, among other things. In addition to general site topics, the agenda included the status of the 211 engine, which is in the PVS phase, and the EA888evo4 engine, which will go into production in 2020. At the end

of November, Herbert Steiner and business unit representatives went to Polkowice – where Plant Manager Dirk Strümpfler welcomed the colleagues. During intensive discussions and inspections in production, achieving the location's objectives and the challenges for 2020 were discussed within the context of a business review. Another focus was the EA288evo2 project, to be implemented at the site in the future.



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

## Utilizing Diversity in Components

Head of Components at Diversity Wins @ Volkswagen

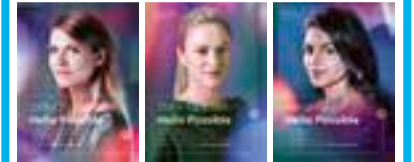


Components' director and plant managers participated in the "Diversity Wins @ Volkswagen" lab in mid-November. The Group-wide training course on the topic of diversity will be offered in Components to all managers, from top management to supervisors, until the end of January. Together, the management team discussed how team diversity can be used to improve decision-making quality. In addition to the projects already started in 2018 at the plants, such as "Fathers in Leadership, further measures will be developed and fleshed out in the coming weeks.



## A Look Into the Volkswagen Passenger Cars Brand

### From Advertising for the Golf to Erasmus



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

### The Golf – number one in advertising across generations:

More than 35 million Golfs have rolled off the production line, 26 million of them in Wolfsburg. The multi-million unit seller is also what it is today thanks to advertising.



Golf 8 (coming 2019)

### Successful premiere of the Erasmus program at Volkswagen in Wolfsburg:

From August to October, 21 trainees ages 18 to 22 were working in the UK, Spain, Italy, Ireland, Finland, Malta and Portugal.

### From children's leagues to senior teams:

In the past few weeks, Volkswagen has outfitted more than 3,000 soccer teams with new jersey sets.



## German-Chinese Cooperation on Environmental Protection

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

Stephan Stoy and Torsten Dohnt from Resources and Competence Management (CO/4) traveled to China for a kick-off workshop

on energy-efficient and resource-saving production, in order to work together with colleagues in Tianjin and Dalian on savings potentials.

Even before the visit, the Chinese colleagues identified potential savings, including energy base load and ventilation efficiency in the plants, which they analyzed together with their German guests on site. In addition, the Wolfsburg employees made theoretical knowledge available to their Chinese colleagues and showed how to make optimal use of this know-how in the production halls. In addition, the workshop in Dalian was attended by other employees from Components' joint venture locations. The aim

is to further expand international cooperation. Benxue Wang from Tianjin emphasized, "We've identified a great deal of savings potential at our plant through professional analysis and joint discussion. Thank you to our two German colleagues!" The meeting was also well-received in Dalian: "The workshop made the ventilation situation in our plant clear. We've gotten many tips on how to make better use of our savings potential. For local operations, we need even more expertise in data analysis, and this is where we want to exchange more information with our German colleagues," is how Yong Ang from Dalian summarized the workshop.



Exchange on the shopfloor: the Chinese and German colleagues.




96%

### The environmental KPI for Components: C-UEP

What percentage of the annual environmental target (reducing energy, CO<sub>2</sub> emissions, water, waste and VOC) has already been achieved as a result of the projects and measures in Components? The C-UEP (which stands for Components – "Umwelt Entlastung Produktion", which translates to "environmental impact reduction in production") indicates the quarterly improvement as a percentage. After the third quarter of 2019, this figure was already at 96 percent.


Names & News



**Jörg Emmert**, previously Head of Production Planning/Control for Volkswagen Group Components, will stop working and enter retirement on December 31, 2019.



**Ralf Sacht**, previously from Group Production, will take over leadership of Production Planning/Control for Volkswagen Group Components on January 1, 2020.



**Hartmut Naumann**, previously Head of Pressing Facilities, Body Shop, and Exhaust Systems (CGK-U) at the Kessel location, stopped working and entered retirement on November 11, 2019.



**Hans-Jürgen Selonke**, previously Head of Product and Project Management (CMS-Z) at the Salzgitter location, will stop working and enter retirement on December 19, 2019.



**Jörg Stübig**, previously Head of Planning at the Chemnitz location, will take over leadership of Product and Project Management (CMS-Z) at the Salzgitter location on December 15, 2019.



Dates

**12/05/2019 Wolfsburg:** International Planning Leadership Group Components

**12/06/2019 MHH Wolfsburg:** Components Talk

**12/11/2019 Wolfsburg:** Works Council meeting SITECH Wolfsburg

**12/11/2019 Wolfsburg:** Works Council meeting Location

# Tripod Production in Wolfsburg Chassis to Be Expanded

*Sustainable field of work after steel wheel phaseout*

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

the support of existing production, the support of the new tripod production facility in Hall 11 will be a central challenge for employees in the coming years.

**Steel wheel production phased out in October**

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

“With the end of steel wheel production at the end of October, we were fully on schedule and were still able to use existing material efficiently. Our colleagues there were highly motivated to the last day. For that, I would like to extend my thanks to the team.”



**Haucke-Frederik Hartmann**, Head of Pilot Production/Logistics Planning/TÄD, formerly Head of Steel Wheel Production

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



**Dominik Nielbock**, Junior Supervisor, Tripod Production

## Responding to Risks in Good Time

*Group Components reports to Group Risk Management*

**C**omponents employees are now also risk managers, as everyone is required to identify possible risks in their daily work and address them directly in the team and with their supervisors. In addition, there are risk contacts in all central areas at Components and at the locations. In addition to the Wolfsburg headquarters and the German locations, SITECH GmbH, SITECH Sp. z o.o., Volkswagen Poznań, Volkswagen Motor Polska Sp. z o.o., and Chemnitz are also being integrated into the risk processes of Group Components.

There are currently two risk management processes: the annual GRC (Governance, Risk and Compliance) rule process for general risks and the quarterly risk process for acute business risks. The risk reports and the measures defined in both processes show that a positive risk culture has been



established in Components. This also reflects the employees’ great commitment to being prepared for risks in order to counter them with suitable measures.

You can find more information and contacts on Volkswagen Group Components’ Risk Management homepage: <https://sites.gs.vw-group.com/id/7f875/SitePages/Home.aspx>

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

*Positive feedback on innovative event*

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



“Bickering” together: the event was held in the Autostadt.

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

You can find a comprehensive article on the event on page 5.

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

Irmgard Franziska Seeger (CS-IG)

## Make a Christmas Wish Come True!

*Components Christmas tree promotion begins*

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

years, almost 2,000 wishes from sick or disadvantaged children and adults have been fulfilled.

**How it works:** Take a wish card from the tree, get the small present, wrap it and place it and the card under the Christmas tree by **December 13** (applies for trees in Wolfsburg). The organizational teams will distribute the gifts to the institutions before Christmas – we’ll report on the Christmas tree event in a 360° update shortly before Christmas.



In 2018, many gifts were able to go to recipients like seniors at retirement homes.