
Statements

APRIL 13, 2018

CHECK AGAINST DELIVERY

Hans Dieter Pötsch

Chairman of the Supervisory Board of Volkswagen AG

Ladies and Gentlemen,

Many thanks from me, too, for accepting our invitation at short notice. As you know, there were important topics on the agenda at yesterday's meeting of the Supervisory Board of Volkswagen Aktiengesellschaft. We informed you about the key resolutions in our press release late yesterday evening. Both Dr. Diess and I would also like to explain to you in person the main points and the reasons behind those resolutions.

Yesterday was an important day for the Volkswagen Group. A day which will generate tangible and – of this we are all sure – positive impetus for the next phase of our Company's realignment.

We have already achieved a great deal in the last two and a half years. Since the fall of 2015, the Volkswagen Group has not only had to surmount the biggest crisis in its corporate history. We also faced the parallel challenge of gearing ourselves for an epoch-making upheaval, for the most profound change that the automotive industry has ever experienced. Today, we are pleased to be able to say that our Company has mastered both of these challenges very successfully.

We have largely put the diesel crisis behind us. Volkswagen has also paved the way for a fundamental transformation unparalleled in the industry. Based on its ambitious strategy, TOGETHER – Strategy 2025, the Group has radically realigned itself while at the same time demonstrating its remarkable economic strength. Everything we do is founded upon integrity and compliance, which we work to instill further through our decisions and processes.

We owe this not least to Matthias Müller, who has done outstanding work for our Company. Not only did he safely and successfully navigate Volkswagen through an extremely difficult time. He also initiated the necessary cultural change and, with great personal commitment, made sure that the Volkswagen Group not just stayed on track but is now operationally and strategically more robust than ever before. I would like to take this opportunity to thank Mr. Müller for that on behalf of the entire Company.

We can safely say that Volkswagen has emerged from the diesel crisis with renewed strength. That means we can now dedicate our full resources to sustainably securing our viability going forward and our competitive edge in a rapidly changing environment.

This brings us back to the resolutions we adopted yesterday. After the highly successful first phase of our realignment, the Volkswagen Group is now once again vigorously accelerating its transformation. In this, we are leveraging the experience of the past two and a half years to align the Company's structures and processes around future needs, profitability and competitiveness.

To this end, the Board of Management and Supervisory Board have resolved an extensive revision of the Volkswagen Group's management structure. We are confident that, in this way, we have put everything in place to safeguard our position among the leaders of the automotive industry over the long term. And we are mobilizing the full resources of our Group brands in shaping tomorrow's automotive mobility. More on this from Dr. Diess in just a moment.

The revision of our structures is also accompanied by personnel changes. To secure the management of the Group and of the Volkswagen core brand on a lasting basis at a time of highly dynamic change as well as to continue pursuing our Strategy 2025 purposefully and consistently in the next phase, the Supervisory Board has nominated Dr. Herbert Diess to succeed Matthias Müller as Chairman of the Board of Management of Volkswagen Aktiengesellschaft. Dr. Diess will also head the Volkswagen core brand, with the additional support of a chief operating officer. We are creating this role as a new position which we will occupy as soon as possible. This enables us to ensure the efficient functioning of the new management model.

In transforming the Volkswagen brand, he has demonstrated to impressive effect the speed and rigor with which he can implement radical transformation processes. This accomplishment makes him predestined to fully implement our Strategy 2025 in the decisive years that are now to follow.

Going forward, Dr. Oliver Blume, Chairman of the Board of Management at Porsche, will belong to the Group Board of Management. Gunnar Kilian will be the new member of the Group Board of Management for Human Resources. He follows Karlheinz Blessing, who has been instrumental in realigning the Group and the Volkswagen brand during the past two years. Dr. Francisco Garcia Sanz leaves the Company at his own request. Since 2001, he has built up a state-of-the-art procurement organization at Volkswagen. His leadership of the diesel task force was instrumental in overcoming the diesel crisis. As Chairman of the Supervisory Board of the SEAT brand, he also made a significant contribution to reinforcing the brand.

On behalf of the Supervisory Board, I would like to thank both of them and the entire Board of Management to date for their great personal commitment and the outstanding results they have achieved. The entire Supervisory Board has great confidence in the new Board of Management under the leadership of Dr. Diess and will emphatically support him in all tasks that lie ahead. Dr. Diess will now explain to you how we plan to accelerate the implementation of our Strategy 2025...

Dr. Herbert Diess

Chairman of the Board of Management of Volkswagen AG

Thank you, Mr. Pötsch.

Ladies and Gentlemen,

I would like to begin by thanking the Supervisory Board for the trust they have placed in me. I am very conscious of the responsibility that comes with my new position. And I look forward to embracing this challenge together with our brands and our Group workforce.

So what is our plan for the second phase in the realignment of our brand network? As Mr. Pötsch mentioned, the basis for this comprises Strategy 2025. There is no reason to question the course we have established. The aim now is to continue this course with vigor and focus. In an extremely challenging competitive environment, we must once again significantly step up our pace. Our goal is to make the Volkswagen Group one of the leading companies in our industry in terms of profitability, innovativeness and sustainability. And we are well on track toward achieving that.

I, too, would like to take this opportunity to thank Matthias Müller for his contribution over the past few years. As Chairman of the Group Board of Management, he at all times promoted and supported all activities and agreements in the brands fully and unconditionally – from the Future Pact through to the numerous product-related decisions for the brand. With his work in Group management, he has paved the way for us now to continue our Company's realignment from a position of greater strength.

One of the key levers for this is the extensive revision of the Group structure initiated yesterday by the Supervisory Board. The revision is based on the conviction that strong brands should be managed by a lean Group. The Volkswagen Group's new management structure is aligned around this purpose.

So what specifically are we planning? As a result of this revision to its structure, the Volkswagen Group will be organized into six operating units and the China region:

The introduction of the brand groups Volume, Premium and Super Premium, along with the planned capital market readiness preparations for Truck & Bus, create the basis for a more subsidiary leadership of the Group.

The Chairmen of the Board of Management responsible for the brand groups will be taking on additional cross-brand Group management roles. This spreads managerial responsibility close to the operating business across multiple shoulders. Rupert Stadler will thus be responsible for Group Sales, Oliver Blume for Group Production and Frank Witter for Corporate IT. Additional Group functions will be allocated according to the same principle. I will be in charge of Group

Research & Development and Vehicle IT. My role as Chairman of the Board of Management also encompasses responsibility for the senior executives and their potential development, organizational development for the Group as well as brand and product strategy.

With this new, more compact structure, we are laying the groundwork to be faster in our decision-making and implementation. We are streamlining the Group's management and strengthening our brands with greater responsibility within the brand groups. And, in this way, we are harnessing synergies more systematically than before.

The direction of thrust for the revision of our Group and management structure is thus clear. We will channel all our energies into fleshing out the details in the weeks and months ahead.

Ladies and Gentlemen,

With our new structure, we are pushing forward our transformation process in every sphere of activity. And in doing so, we can build on sound foundations. The Volkswagen Group is a union of strong brands with great potential. Management is provided by a lean Group. Our Strategy 2025 is right. Our results are positive. So this is about an evolution, not a revolution.

We are addressing with vigor the special challenges that lie ahead of us – notably in the areas of e-mobility, digitalization and new mobility services. Furthermore, we will resolutely continue to drive the cultural change that has already begun in the Group. And we will further enshrine integrity and compliance throughout the organization.

We will deliver on our promise and make Volkswagen Group a world-leading provider of sustainable mobility. In the process, we are conscious of Volkswagen's importance and our special responsibility for Germany as a business location and above all for our 640,000 employees worldwide.

Ladies and Gentlemen, that is what I stand for. That is what I – together with my colleagues on the Board of Management and the entire Group workforce – will work to achieve with our concerted energy.