

Faculté de philosophie, arts et lettres

VOLKSWAGENS COMMUNICATIE AAN HET BEGIN VAN DIESELGATE, EEN KWESTIE VAN CRISISCOMMUNICATIE EN REPUTATIE

Appendix

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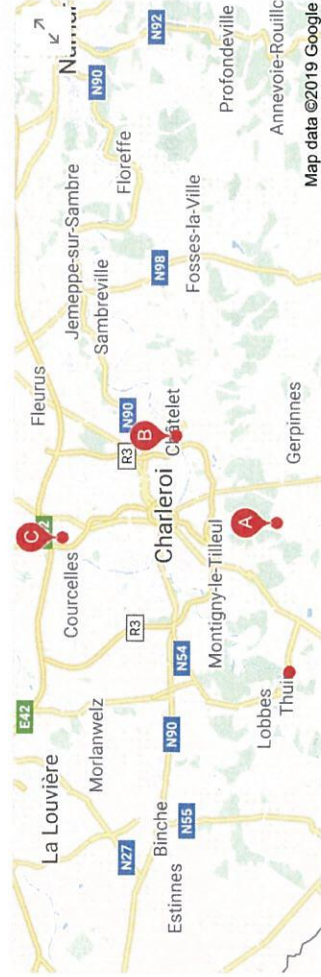
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Volkswagen

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Service client : 00 49 800 8655792436

Fondateur : Deutsche Arbeitsfront

Création : 28 mai 1937, Berlin, Allemagne

PDG : Herbert Diess (13 avr. 2018–)

Organisation mère : Volkswagen

Siège social : Wolfsburg, Allemagne

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News

Wolfsburg, 2015-09-20

Statement of Prof. Dr. Martin Winterkorn, CEO of Volkswagen AG:

The U.S. Environmental Protection Agency and the California Air Resources Board (EPA and CARB) revealed their findings that while testing diesel cars of the Volkswagen Group they have detected manipulations that violate American environmental standards.

The Board of Management at Volkswagen AG takes these findings very seriously. I personally am deeply sorry that we have broken the trust of our customers and the public. We will cooperate fully with the responsible agencies, with transparency and urgency, to clearly, openly, and completely establish all of the facts of this case. Volkswagen has ordered an external investigation of this matter.

We do not and will not tolerate violations of any kind of our internal rules or of the law.

The trust of our customers and the public is and continues to be our most important asset. We at Volkswagen will do everything that must be done in order to re-establish the trust that so many people have placed in us, and we will do everything necessary in order to reverse the damage this has caused. This matter has first priority for me, personally, and for our entire Board of Management.

News

2015-09-22

Ad hoc: Volkswagen AG has issued the following information:

Volkswagen is working at full speed to clarify irregularities concerning a particular software used in diesel engines. New vehicles from the Volkswagen Group with EU 6 diesel engines currently available in the European Union comply with legal requirements and environmental standards. The software in question does not affect handling, consumption or emissions. This gives clarity to customers and dealers.

Further internal investigations conducted to date have established that the relevant engine management software is also installed in other Volkswagen Group vehicles with diesel engines. For the majority of these engines the software does not have any effect.

Discrepancies relate to vehicles with Type EA 189 engines, involving some eleven million vehicles worldwide. A noticeable deviation between bench test results and actual road use was established solely for this type of engine. Volkswagen is working intensely to eliminate these deviations through technical measures. The company is therefore in contact with the relevant authorities and the German Federal Motor Transport Authority (KBA – Kraftfahrtbundesamt).

To cover the necessary service measures and other efforts to win back the trust of our customers, Volkswagen plans to set aside a provision of some 6.5 billion EUR recognized in the profit and loss statement in the third quarter of the current fiscal year. Due to the ongoing investigations the amounts estimated may be subject to revaluation.

Earnings targets for the Group for 2015 will be adjusted accordingly.

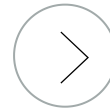
Volkswagen does not tolerate any kind of violation of laws whatsoever. It is and remains the top priority of the Board of Management to win back lost trust and to avert damage to our customers. The Group will inform the public on the further progress of the investigations constantly and transparently.

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Video statement of the CEO of Volkswagen AG

Video statement of Prof. Dr. Martin
Winterkorn, CEO Volkswagen AG



“The irregularities that have been found in our Group’s diesel engines go against everything Volkswagen stands for. At present we do not yet have all the answers to all the questions. But we are working hard to find out exactly what happened. To do that, we are putting everything on the table, as quickly, thoroughly and transparently as possible. And we continue to cooperate closely with the relevant government organizations and authorities. This quick and full clarification has the highest priority. We owe that to our customers, our employees and the public. Manipulation and Volkswagen – that must never be allowed to happen again.

Millions of people all over the world trust our brands, our cars and our technologies. I am deeply sorry that we have broken this trust. I would like to make a formal apology to our customers, to the authorities and to the general public for this misconduct. We will do everything necessary to reverse the damage. And we will do everything necessary to win back trust – step by step.

In our Group, more than 600,000 people work to build the best cars for our customers. I would like to say to our employees: I know just how much dedication, how much true sincerity you bring to your work day after day. Therefore, it would be wrong to cast general suspicion on the honest, hard work of 600,000 people because of the mistakes made by only a few. Our team simply does not deserve that.

That is why we are asking for trust as we move forward: We will get to the bottom of this. We are working very hard on the necessary technical solutions. And we will do everything we can to avert damage to our customers and employees. I give you my word: we will do all of this with the greatest possible openness and transparency.”

News

2015-09-23

Ad hoc: Statement by Prof. Dr. Winterkorn

“I am shocked by the events of the past few days. Above all, I am stunned that misconduct on such a scale was possible in the Volkswagen Group.

As CEO I accept responsibility for the irregularities that have been found in diesel engines and have therefore requested the Supervisory Board to agree on terminating my function as CEO of the Volkswagen Group. I am doing this in the interests of the company even though I am not aware of any wrong doing on my part.

Volkswagen needs a fresh start – also in terms of personnel. I am clearing the way for this fresh start with my resignation.

I have always been driven by my desire to serve this company, especially our customers and employees. Volkswagen has been, is and will always be my life.

The process of clarification and transparency must continue. This is the only way to win back trust. I am convinced that the Volkswagen Group and its team will overcome this grave crisis.”

News

Wolfsburg, 2015-09-25

Matthias Müller appointed CEO of the Volkswagen Group

- Müller remains Chairman of Porsche AG until a successor has been found

Matthias Müller (62) has been appointed CEO of Volkswagen AG with immediate effect. This was decided by the Supervisory Board at its meeting in Wolfsburg today (Friday). Müller is currently Chairman of Porsche AG in Stuttgart. He will continue in this function until a successor has been found.

The interim Chairman of the Supervisory Board of Volkswagen AG, Berthold Huber, underscored: “Matthias Müller is a person of great strategic, entrepreneurial and social competence. He knows the Group and its brands well and can immediately engage in his new task with full energy. We expressly value his critical and constructive approach.”

Bernd Osterloh, Chairman of the Group Works Council, commented: “When it comes to leadership appointments the Volkswagen Group does not need hasty decisions. We know and value Matthias Müller for his determination and decisiveness. He does not work on his own, rather he is a team player. That is what Volkswagen needs now.”

Matthias Müller said: “My most urgent task is to win back trust for the Volkswagen Group – by leaving no stone unturned and with maximum transparency, as well as drawing the right conclusions from the current situation. Under my leadership, Volkswagen will do everything it can to develop and implement the most stringent compliance and governance standards in our industry. If we manage to achieve that then the Volkswagen Group with its innovative strength, its strong brands and above all its competent and highly motivated team has the opportunity to emerge from this crisis stronger than before.”

Matthias Müller was born in Chemnitz (Saxony) on June 9, 1953. He completed his high school education in Ingolstadt followed by an apprenticeship as a toolmaker with AUDI

AG. He then studied computer science at Munich University of Applied Sciences. After obtaining his master's degree in computer science, Müller resumed his career with AUDI AG in Ingolstadt in 1978, becoming Head of the Systems Analysis Division in 1984 and Head of Project Management for the Audi A3 in 1993. He assumed responsibility for Product Management at Audi AG, SEAT and Lamborghini in 1995.

Müller moved to Wolfsburg as Head of Product Management of the Volkswagen Group and the Volkswagen brand in 2007 and also became a General Representative of the Volkswagen Group. He has been Chairman of the Executive Board of Dr. Ing. h.c. F. Porsche AG and a member of the Executive Board of Porsche Automobil Holding SE since 2010. In his function as Chairman of the Executive Board of Dr. Ing. h.c. F. Porsche AG, Müller was appointed member of the Board of Management of Volkswagen AG effective March 1, 2015.

Matthias Müller's current contract as a Board member of Volkswagen AG will continue to apply in his new function as CEO. This contract runs until the end of February 2020.

Matthias Müller succeeds Prof. Dr. Martin Winterkorn, who offered his resignation on Wednesday.

News

Wolfsburg, 2015-09-25

The Volkswagen Group is restructuring: Supervisory Board passes resolutions for new organization

- Brands and regions to be strengthened
- Vahland moves from Škoda to the Volkswagen brand Board of Management
- De Meo, Maier and Stackmann in new functions
- Board Member for Sales Klingler leaves the Group
- Contract with Board member for Procurement Garcia Sanz extended

The Supervisory Board of Volkswagen AG approved a new management structure for the Group and the brands as well as for the North America region today (Friday) in Wolfsburg. The interim Chairman of the Supervisory Board, Berthold Huber, commented: “The new structure strengthens the brands and regions, gives the Group Board of Management the necessary leeway for strategy and steering within the company, and lays a focus on the targeted development of future-oriented fields.”

Details of major changes:

Reorganization of the North America region / Successor Prof. Vahland

The Supervisory Board decided on the reorganization of the Group’s activities in North America. The markets in the USA, Mexico, and Canada will be combined and significantly strengthened to form a new North America region. Effective November 1, the Group’s activities in the region will be led by Prof. Dr. Winfried Vahland (58),

formerly Chairman of the Board of Directors at Škoda, who in this new role becomes a member of the Volkswagen brand Board of Management. Prof. Van der Laan's successor as Chairman of the Board of Directors at Skoda will be Bernhard Maier (55), until now Board Member for Sales and Marketing of Porsche AG. Michael Horn (52) remains President and CEO of Volkswagen Group of America.

Porsche brand group with Bentley and Bugatti

At Group level the management structure will be oriented even more systematically to the modular toolkits. These toolkits feature standardized technical components for each automotive vehicle segment (volume, premium, sport and commercial vehicles). Consequently, a Porsche brand group with Bentley and Bugatti will be established for the sportscar and mid-engine toolkit. The toolkit strategy will come under the even closer guidance of the Group CEO; a separate department will be set up for this purpose. The Audi brand group with Lamborghini and Ducati will be continued as will the Truck Holding, and the Power Engineering and Financial Services business lines. The volume brands Volkswagen (with principal responsibility for the modular transverse toolkit), SEAT, and Škoda will be represented by one member each in the Group Board of Management.

New Group functions for efficiency and future-oriented fields

Group functions will concentrate more closely on efficiency and future-oriented fields; organizational units, for example for Group product strategy, new business fields, cooperations and holdings, connected car activities, and CO2 steering, will therefore be set up. According to Huber, "new, strong Group functions, such as for standardization and harmonized production processes, will lay the timely foundations for efficient decision-making. We will become faster and more agile." Furthermore, a Chief Technology Officer will analyze and, if necessary, co-steer technical developments throughout the Group as mandated by the Group Board of Management.

Upgrading of brands and regions

At the same time, existing corporate bodies, structures and processes will be streamlined at Group level, in particular by strengthening the brands and regional accountability. To that end the Volkswagen brand will introduce a management structure with four regions, each led by a local CEO with a direct reporting line to the brand Chairman, Herbert Diess.

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The production department at Group level, until now led by Thomas Ulbrich in an interim capacity, will be abolished with immediate effect. This is one consequence of delegating responsibility to the brands and regions. Berthold Huber commented: “Going forward, the brands and regions will also have greater independence with regard to production. So it follows that they should also hold the responsibility for these activities.”

The interim Supervisory Board Chairman emphasized that “one key point is that we are scaling back complexity in the Group. In recent weeks, we have already undertaken important steps such as separating Group and brand functions.” He said the developments of the last few days had underscored the urgency of this project: “We will not lose any time. The new management model will be implemented at the beginning of 2016.” This would bring the Board greater freedom to address urgent issues concerning Group strategy, development and steering.

Further Board of Management changes

The Supervisory Board extended the contract with Francisco Javier Garcia Sanz (58), Member of the Board of Management of Volkswagen Aktiengesellschaft with responsibility for Procurement, by five years.

Christian Klingler (47), member of the Board of Management of Volkswagen Aktiengesellschaft with responsibility for Sales and Marketing and member of the Volkswagen brand Board of Management with responsibility for Sales and Marketing, is leaving the company with immediate effect as part of long-term planned structural changes and as a result of differences with regard to business strategy. This is not related to recent events. The new CEO Matthias Müller will head the Sales department at Group level in an interim capacity until further notice.

Jürgen Stackmann (54), previously Chairman of SEAT, will take over Christian Klingler’s function as a member of the Volkswagen brand Board of Management. Stackmann is succeeded by Luca de Meo (48), currently Audi AG Board of Management member for Sales and Marketing. These personnel changes become effective from October 1.

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News

Wolfsburg, 2015-09-25

Statement by the Supervisory Board of Volkswagen AG

The Volkswagen Supervisory Board consulted intensively on the current situation at its meeting today. There is absolutely no excuse for the manipulations which have deeply shocked Volkswagen. The company will leave no stone unturned in getting to the bottom of this, will call those responsible to account, and take the necessary actions. The first consequences in this regard were agreed upon at today's meeting:

1. The Supervisory Board has authorized the Chairman to mandate German and US lawyers to objectively investigate and fully clarify the manipulation of emissions data of diesel engines.
2. The Executive Committee of the Supervisory Board will be charged with coordinating and safeguarding all necessary steps to monitor clarification until such time as a proposed committee commences its work.
3. With the information currently available the Supervisory Board recommended the immediate suspension of some employees. This process is already underway.
4. Matthias Müller will lead the Volkswagen Group going forward as the new CEO of Volkswagen AG. He is what the company needs now. Matthias Müller is exactly the right man at the right time to make a fresh start and to drive clarification of the current crisis that has hit our company with decisiveness and to draw the right conclusions. We expressly value his critical and constructive approach.
5. The Supervisory Board resolved to propose to the Extraordinary Meeting of Shareholders on November 9, 2015 to elect Mr. Hans Dieter Pötsch as a member of the Supervisory Board. The Supervisory Board intends to subsequently elect him as its Chairman.

Berthold Huber, Deputy Chairman of the Supervisory Board, said: "The test manipulations are a moral and political disaster for Volkswagen. The unlawful behavior of engineers and technicians involved in engine development shocked Volkswagen just

as much as it shocked the public. We can only apologize and ask our customers, the public, the authorities and our investors to give us a chance to make amends.” The Supervisory Board today commissioned an American law firm to assist in further clarification and in preparing the necessary steps.

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News

Wolfsburg, 2015-09-29

Volkswagen AG announces action plan to update diesel vehicles with EA 189 EU5 engines

- New vehicles with EU6 engines currently available not affected
- Technical solutions being developed and will be presented to responsible authorities before end of October

Volkswagen AG is announcing its action plan to correct the emissions characteristics of diesel vehicles.

In a first step, the customers affected will be informed that the emissions characteristics of their vehicles will be corrected in the near future. All vehicles are technically safe and roadworthy.

Under the action plan, Volkswagen and the other Group brands whose vehicles are affected will present the technical solutions and measures to the responsible authorities in October. Customers with these vehicles will be kept informed over the coming weeks and months. All of the Group brands affected will set up national websites to update customers on developments.

An internal evaluation on Friday established that a service procedure is required for some five million vehicles from the Volkswagen Passenger Cars brand out of a total eleven million Group vehicles worldwide. These vehicles from certain models and model years (such as the sixth generation Volkswagen Golf, the seventh generation Volkswagen Passat or the first generation Volkswagen Tiguan) are fitted with Type EA 189 diesel engines.

News

Wolfsburg, 2015-09-30

Bode appointed Head of Group Communications, Investor Relations and External Relations at Volkswagen AG

Hans-Gerd Bode (54) has been appointed Head of Group Communications, Investor Relations and External Relations at Volkswagen Aktiengesellschaft with immediate effect. He succeeds Stephan Grühsem (53), who is leaving the company by amicable agreement.

The CEO of Volkswagen AG, Matthias Müller, states: “Stephan Grühsem has played a decisive and strategically shrewd role in shaping communications in the Group over the last nine years. We would like to acknowledge this with gratitude and respect. With Hans-Gerd Bode, another recognized expert is taking over at the helm of communications in our company. He has excellent knowledge of the Group and the automotive industry.”

Hans-Gerd Bode was latterly Head of Public Relations & Press at Dr. Ing. h.c. F. Porsche AG in Stuttgart. He studied German language and geography, and his previous functions included press officer at Mitsubishi and at Opel. He joined Mercedes-Benz AG in 1996. Bode moved to Volkswagen AG in Wolfsburg in 1999 and assumed responsibility for the Group’s brand and product communications. He was appointed Head of Product and Technical Communications at Porsche AG in 2008, becoming Head of Public Relations & Press in October 2010.

Stephan Grühsem joined the Volkswagen Group in 1999 and held various functions including Head of Group Coordination Motoring Press. Grühsem took over as Head of Communications at Audi in 2002. He returned to Wolfsburg as Head of Group Communications, Investor Relations and External Relations in 2007.

News

Ingolstadt, 2015-10-02

Diesel emissions: Individual customer information for Germany on Audi website

- Affected models continue to be technically safe and roadworthy
- Retrofit solutions for EA 189 engines in preparation
- Information at www.audi.de or from dealers
- Action plan to be presented to the authorities in October



Diesel-Emissionen: Individuelle Kundeninformation für Deutschland ab heute auf Audi-Website

Every customer in Germany can find out quickly and easily about his or her Audi being affected by irregularities relating to the software used. The car's chassis number only has to be entered on the website www.audi.de.

Customers can then immediately see whether the car is affected. In the coming week, this function will

also be available in the worldwide markets via national Audi websites.

Alternatively, customers can already find out whether their cars are affected through their Audi dealers or the national customer-support organization. In parallel, technical solutions are being prepared with which Audi models will be retrofitted. This service action will be presented to the responsible authorities later in October.

Audi customers will be informed in the coming weeks and months about how their cars will be retrofitted. The cars affected are Audi models with 1.6-liter or 2.0-liter TDI diesel engines of the type EA 189 and certified according to the European emission

standard EU5. These cars continue to be roadworthy and technically safe without any restrictions.

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The 1.6-liter and 2.0-liter TDI engines certified according to the new EU6 emission standard are not affected. The same applies to V6 and V8 TDI engines, irrespective of whether they are certified according to EU5 or EU6.

News

Wolfsburg, 2015-10-06

Matthias Müller: "We will overcome this crisis"

- Group CEO addresses Wolfsburg employees at works meeting
- Müller announces swift and relentless clarification of emissions scandal
- Müller: "We will do everything we can to ensure that Volkswagen continues to stand for good and secure jobs in the future"
- EU6 diesel vehicles comply with legal specifications and environmental requirements
- Technical solutions for customers are imminent
- Care is even more important than speed – Müller: "We are dealing with four brands and many model variants"
- Efficiency program to be intensified – further critical review of all planned investments

Speaking at a works meeting in Wolfsburg today the CEO of Volkswagen Aktiengesellschaft, Matthias Müller, promised employees "swift and relentless clarification" of the emissions scandal. He said that what had happened went against everything the Group and its people stand for and that there was no excuse. At the same time he encouraged employees to take heart: "We can and we will overcome this crisis, because Volkswagen is a group with a strong foundation. And above all because we have the best automobile team anyone could wish for." He added that the company would do everything it could to ensure that Volkswagen continues to stand for good and secure jobs in the future.

Speaking to more than 20,000 employees in Hall 11 at the Wolfsburg plant, Müller made it clear that "apart from the enormous financial damage which it is still not possible to quantify as of today, this crisis is first and foremost a crisis of confidence.

That is because it is about the very core of our company and our identity: it is about our vehicles." Müller went on to say that solidity, reliability and credibility belong to the essence of the Volkswagen brand: "Our most important task will therefore be to win back the trust we have lost – with our customers, partners, investors and the general public." According to Müller, the first step toward achieving that was swift and relentless clarification. "Only when everything has been put on the table, when no single stone has been left unturned, only then will people begin to trust us again," Müller said.

The CEO asked employees for their understanding, saying that he, too, did not yet have the answer to many questions: "Believe me – like you, I am impatient. But in this situation, where we are dealing with four brands and many model variants, care is even more important than speed."

Nevertheless, he announced that a project team had drawn up an action plan. Over the coming days, the customers affected would be informed that the emissions characteristics of their vehicles would be upgraded. Furthermore, the company has set up websites where customers can check whether their vehicles are affected by entering the chassis number. The company will shortly be presenting the technical solutions to the responsible authorities – in particular the German Federal Motor Transport Authority (KBA) – for approval. Müller said: "In many instances a software update will be sufficient. Some vehicles, however, will also require hardware modifications. We will keep our customers constantly informed about the measures and arrange workshop appointments."

The Group CEO also emphasized that all of the vehicles in question are technically safe and roadworthy: "At no time was the safety of our customers compromised. And above all: all EU6 diesel vehicles comply with legal specifications and environmental requirements. For Wolfsburg, that means production can continue."

On the other hand, Müller did not omit mentioning that "while the technical solutions to these problems are imminent, it is not possible to quantify the commercial and financial implications at present." He added that the company must now respond swiftly: "That is why we have initiated a further critical review of all planned investments. Anything that is not absolutely necessary will be cancelled or postponed. And it is why we will be intensifying the efficiency program. To be perfectly frank: this will not be a painless process." However, he also gave employees reassurance: "We will do everything we can to ensure that Volkswagen continues to stand for good and secure jobs in the future."

Müller added: "At the IAA we demonstrated that the Volkswagen Group is well positioned when it comes to the key technologies of the future. We cannot afford to jeopardize this strong position now. We must make massive savings to manage the

consequences of this crisis. At the same time, though, we cannot afford to economize on the future. That is something else we will also be addressing over the coming weeks and months."

VOLKSWAGEN

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Müller pointed out that not all the facts were on the table yet. One conclusion, however, was already clear: "Volkswagen must once again stand for more integrity. Not just on paper. But anytime, anywhere. We will make every effort to make very sure that the rules are respected by everyone. This Group and its brands stand for sustainability, for responsibility, for credibility. At the moment, much of that seems to have been deeply shaken. But: together with you, I am determined to prove that our values remain our guide. And that Volkswagen, that each one of us, deserves the trust of people everywhere."

News

Wolfsburg, 2015-10-13

Volkswagen Brand Board of Management takes strategic decisions

- Accelerated implementation of the efficiency program creates room for reorientation
- Streamlined processes leverage further cost-saving potential, including cuts in fixed costs
- Investments to be reduced by 1 billion euros per year compared with planning – combined with prioritization of projects for the future
- Product decisions formulated
- New Phaeton will be electric
- New Modular Electric Toolkit planned

The newly-formed Volkswagen Brand Board of Management took further strategic decisions at a special meeting. CEO Dr. Herbert Diess announced major product decisions: a reorientation of the diesel strategy with the most advanced technologies, the development of a standardized electric architecture for passenger cars and light commercial vehicles, and a new approach for the next generation of the Phaeton. Investments are to be reduced by some one billion euros per year, the efficiency program is to be accelerated.

Dr. Herbert Diess underscored: “The Volkswagen brand is repositioning itself for the future. We are becoming more efficient, we are giving our product range and our core technologies a new focus, and we are creating room for forward-looking technologies by speeding up the efficiency program.”

Reorientation of the diesel strategy

It was decided to switch over to installing only diesel drives with SCR and AdBlue technology in Europe and North America as soon as possible. Diesel vehicles will only be equipped with exhaust emissions systems that use the best environmental technology.

Systematic further development of the Modular Transverse Toolkit (MQB)

There will be a major development thrust for the proven MQB standardized technical toolkit, where Volkswagen Passenger Cars holds responsibility for development within the Group network. The focus is on plug-in hybrids with an even greater range, high-volume electric vehicles with a radius of up to 300 kilometers, a 48-volt power supply system (mild hybrid) as well as ever more efficient diesel, petrol and CNG concepts.

A new standard with regard to connectivity and driver assistance systems is to be defined.

MEB electric toolkit

An MEB electric toolkit for future use in compact segment vehicles is to be developed based on the experience gained with existing vehicle architectures. This will be a multi-brand toolkit suitable for both passenger cars and light commercial vehicles and will thus leverage synergies from other electric vehicle projects in the Group. The standardized system will be designed for all body structures and vehicle types, thus allowing particularly emotional vehicle concepts, and will enable an all-electric range of 250 to 500 kilometers.

Phaeton redefined – the future is electric

The Volkswagen Phaeton has embodied the brand's technological competence and brand ambition from the first generation onward. The future generation of the Phaeton will once again be the flagship for the brand's profile over the next decade. In light of this, the Board of Management redefined the current project. The specification features a pure electric drive with long-distance capability, connectivity and next-generation assistance systems as well as an emotional design.

Accelerated efficiency program

Dr. Herbert Diess said: "We are very aware that we can only implement these innovations for the future of the Volkswagen brand effectively if we succeed with our efficiency program and in giving our product range a new focus."

Diess continued: "Together with my Board of Management colleagues and the entire team we are working at top speed on these issues. Time and again, the Volkswagen

team has proved it stands united and is fully focused on shaping the future,
particularly when times are tough. We have now laid the further foundations for that.”

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News

Wolfsburg, 2015-10-15

Federal Motor Transport Authority (KBA) decides on recall for affected EA 189 diesel vehicles

- Volkswagen welcomes KBA decision
- Vehicle owners will be notified
- Current generation of EA 288 diesel engines not affected

Volkswagen welcomes the swift decision by the Federal Motor Transport Authority (KBA) to implement the timetable and plan of measures submitted last week by issuing a recall. This decision gives customers clarity with regard to the continued unrestricted use of the vehicles.

The Volkswagen Group will recall a total of approximately 8.5 million vehicles in Europe (EU28 markets), including some 2.4 million vehicles in Germany, according to KBA. Outside the EU28, each individual country will clarify in detail which emissions classes of the EA 189 engine are in fact affected.

Volkswagen will contact customers and inform them direct. In addition, every Volkswagen customer, for example, can visit the German website www.volkswagen.de/info set up on October 2, 2015 and enter the chassis number of their vehicle to find out straight away whether they are affected. Similar customer websites are active in the other EU countries and for the Audi, SEAT and Škoda brands.

Work on the technical solutions detailed in the plan of measures is currently proceeding at full speed. Remedial action on the vehicles will begin in January 2016 – at no cost to our customers. The technical solutions can involve software as well as hardware measures. These are currently being developed for each affected series and

each affected model year. All measures will first be presented to the responsible authorities. Volkswagen will subsequently inform the owners of these vehicles over the next weeks and months.

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Customers now have clarity with regard to the continued unrestricted use of the vehicles. All of the vehicles affected remain technically safe and roadworthy.

The current successor generation of EA 288 diesel engines (in use since 2012) is not affected.

Note: This text is available from www.volkswagen-media-services.com. The information contained in this press release does not refer to products and services of Volkswagen Group of America.

News

Wolfsburg, 2015-10-22

Volkswagen confirms: EA288 engines designed for EU5 and EU6 are not affected

■ Thorough appraisal of the Diesel emissions issue

Volkswagen confirms today that no software constituting an improper defeat device as defined in law is installed in vehicles with EA 288 EU5 as well as EU6-engines in the European Union. Consequently, new vehicles of the Volkswagen Group offered within the European Union with those engines comply with legal requirements and environmental standards.

Volkswagen AG is systematically reviewing this issue worldwide. The group strives for a holistic solution for complying with the respective valid standards.

After thorough examination it is now confirmed that no software constituting an improper defeat device as defined in law is installed in vehicles with EA 288 EU5-engines. Before, Volkswagen Group has confirmed that new EU6-compliant vehicles offered within the European Union fulfil all legal requirements and environmental standards.

Volkswagen customers can visit the corporate websites such as www.volkswagen.de/info, which was set up on October 2, 2015 and enter the chassis number of their vehicle to find out straight away whether their vehicles are affected. Similar customer websites are active in the other EU countries and for the Audi, SEAT and Škoda brands.

Work on the technical solutions detailed in the plan of measures is currently proceeding at full speed. Remedial action on the vehicles will begin in January 2016 – at no cost to customers. The measures are currently being developed for each affected series and each affected model year and will first be presented to the responsible authorities. Volkswagen will subsequently inform the owners of these vehicles over the next weeks and months.

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Note: This text is available from www.volkswagenmedia-services.com. The information contained in this press release does not refer to products and services of Volkswagen Group of America and Volkswagen Canada.

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News

Wolfsburg, 2015-10-28

Matthias Müller unveils next steps for the Volkswagen Group

- Support for customers top priority
- Volkswagen looks beyond current crisis
- New strategy to be unveiled in 2016



Matthias Müller, Chairman of the Board of Management of Volkswagen AG

Matthias Müller, Chairman of the Board of Management of Volkswagen Aktiengesellschaft, has announced the five key steps to realign the Group. "We have to look beyond the current situation and create the conditions for Volkswagen's successful further development", said Müller in Wolfsburg on Wednesday. He presented a five point plan that he intends to use so that Volkswagen remains one of the world's leading automobile manufacturers in the future. Müller is confident that "Volkswagen will emerge from the current situation stronger than before". He announced that the cornerstones of the Group's Strategy 2025 will be presented next year.

The Volkswagen CEO explained that his top priority is to support the customers affected by the diesel issue. "Our customers are at the core of everything that our 600,000 employees worldwide do", he said. According to Müller, Volkswagen is working intensively to develop effective technical solutions. In contact with the Kraftfahrtbundesamt (KBA – German Federal Motor Transport Authority) the

implementation is set to begin in January 2016.

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Müller's second priority is to systematically drive forward and complete the investigation into what happened. "We must uncover the truth and learn from it", he said, adding that Volkswagen is being extremely thorough in its analysis. For this purpose, audit firm Deloitte has been engaged in addition to the steps already announced. According to Müller, those responsible for what has happened must face severe consequences.

Müller's third priority is to introduce new structures in the Volkswagen Group. "The key point is that Group management will be decentralized to a greater extent in the future", he said, with more independence for the brands and regions. Müller stated that the Board of Management will focus on addressing cross-brand strategies, leveraging synergies and ensuring that Group resources are used effectively. "We will review in detail our current portfolio of more than 300 models and examine the contribution that each one makes to our earnings."

As his fourth priority, Müller is driving forward a realignment of the Group's culture and management behavior. He noted that the pursuit of perfection, the employees' commitment and social responsibility in the Volkswagen Group must be retained. However, he believes that changes are necessary in how Volkswagen communicates and how it handles its mistakes. "We need a culture of openness and cooperation." Müller also called on everybody at Volkswagen to display more courage, greater creativity and a more entrepreneurial spirit in their dealings with one another.

The Volkswagen CEO announced that the fifth priority will be to transform the Group's Strategy 2018 into a Strategy 2025. "Many people outside of Volkswagen, but also some of us, did not understand that our Strategy 2018 is about much more than production numbers. A lot of things were subordinated to the desire to be "Faster, Higher, Larger", especially return on sales." According to Müller, the point is not to sell 100,000 more or fewer vehicles than a major competitor. Instead, the real issue is qualitative growth. Müller announced that the cornerstones of the Group's Strategy 2025 will be developed over the coming months, and that it would be unveiled mid-way through next year.

News

Wolfsburg, 2015-11-02

Statement on the announcement by the United States Environmental Protection Agency (EPA)

The United States Environmental Protection Agency (EPA) informed Volkswagen Aktiengesellschaft on Monday that vehicles with V6 TDI engines had a software function which had not been adequately described in the application process. Volkswagen AG wishes to emphasize that no software has been installed in the 3-liter V6 diesel power units to alter emissions characteristics in a forbidden manner.

Volkswagen will cooperate fully with the EPA clarify this matter in its entirety.

News

2015-11-03

Ad hoc: Volkswagen AG has issued the following information:

After irregularities were found in the development of diesel engines, the Board of Management of Volkswagen AG announced there would be a comprehensive investigation to establish whether there were indications of further irregularities relating to the approval of Volkswagen Group vehicles.

During the course of internal investigations unexplained inconsistencies were found when determining Type Approval CO2 levels. Based on present knowledge around 800,000 vehicles from the Volkswagen Group are affected.

We wish to reiterate that the safety of these vehicles is in no way compromised. A reliable assessment of the scale of these irregularities is not yet possible. An initial estimate puts the economic risks at approximately two billion euros.

The Board of Management of Volkswagen AG will immediately start a dialog with the responsible authorities regarding the consequences of these findings. This should lead to a reliable assessment of the legal, and the subsequent economic consequences of this not yet fully explained issue.

In cooperation with the responsible authorities, Volkswagen will endeavor to clarify the further course of action as quickly as possible and ensure the correct CO2 classification for the vehicles affected.

The Board of Management of Volkswagen AG deeply regrets this situation and wishes to underscore its determination to systematically continue along the present path of clarification and transparency.

News

Detroit/Ingolstadt, 2015-11-23

Statement on Audi's discussions with the US environmental authorities EPA and CARB

- Auxiliary emission control devices (AECD) for US version of V6 TDI 3 liter engine to be revised, documented and submitted for approval
- Technical solution for North America versions from 2009 model year onwards to be worked out in conjunction with the authorities



Statement on Audi's discussions with the US environmental authorities EPA and CARB

Audi will revise, document in detail, and resubmit for US approval certain parameters of the engine-management software used in the V6 TDI 3 liter diesel engine. That is the result of the discussions held between a delegation from AUDI AG and the US Environmental Protection Agency (EPA) and the California Air Resources Board

(CARB). The updated software will be installed as soon as it is approved by the authorities. The three brands Audi, Porsche and Volkswagen are affected. Audi estimates that the related expense will be in the mid-double-digit millions of euros.

The latest discussions focused on a notice of violation of November 2, in which Audi was informed that AECDs (Auxiliary Emission Control Devices) were not sufficiently described and declared in the application for US type approval. That will now be done with the updated software and the documentation.

Audi has confirmed that three AECDs were not declared in the context of the US approval documentation. One of the AECDs relates to the temperature conditioning of the exhaust-gas cleaning system. The other two AECDs are for the avoidance of

deposits on the Ad-Blue metering valve and of HC poisoning of the SCR catalyst with unburnt hydrocarbons. One of them is regarded as a defeat device according to applicable US law. Specifically, this is the software for the temperature conditioning of the exhaust-gas cleaning system.

Audi has agreed with the environmental authorities on further steps of cooperation in which the concrete measures to be taken will be specified. The company has committed to continue cooperating transparently and fully. The focus will be on finding quick, uncomplicated and customer-friendly solutions. The voluntary sales stop for models with the V6 TDI diesel engine, which the three affected Group brands had provisionally decided upon, has been extended until further notice.

This engine was developed by Audi and is used in the Audi US models A6, A7, A8, Q5 and Q7 from model year 2009 onwards. Volkswagen uses the engine in the Touareg and Porsche has used it in the Cayenne since model year 2013. All affected models continue to be safe and roadworthy.

News

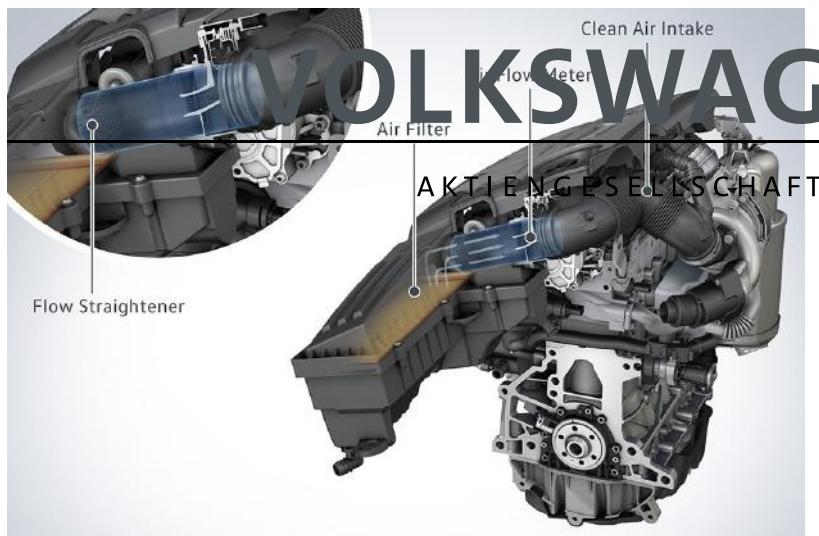
Wolfsburg, 2015-11-25

Technical measures for the EA 189 diesel engines affected presented to the German Federal Motor Transport Authority

- Next step in solving the NOx exhaust emissions issue in Europe
- Minor hardware measures for the 1.6 TDI engines
- 2.0 TDI engines only need a software update
- Target: no adverse effects on fuel consumption and performance

The clarification and solution of the diesel issue is progressing. The Volkswagen Group has presented specific technical measures for the EA 189 engines affected with a displacement of 1.6 and 2.0 litres to the Federal Motor Transport Authority. This means that correction measures have been fixed for the majority of the vehicles affected. In the development of the solutions, the focus was on maximum customer-friendliness. After implementation of the technical measures, the vehicles will comply with the applicable emissions standards. The final technical solution for the 1.2-litre diesel engine will be presented to the Federal Motor Transport Authority at the end of the month and is expected to comprise a software update.

The technical measures developed for the EA 189 diesel engines affected have been presented to the Federal Motor Transport Authority. Following an



1.6 TDI engine (EA 189): flow straightener

intensive examination, these measures have been ratified by the Federal Motor Transport Authority. This means that there is now clarity regarding the correction of the irregularities for the majority of vehicles affected.

- A “flow transformer” will be fitted directly in front of the air mass sensor on the 1.6-litre EA 189 engine. This is a mesh that calms the swirled air flow in front of the air mass sensor and will thus decisively improve the measuring accuracy of the air mass sensor. The air mass sensor determines the current air mass throughput, which is a very important parameter for the engine management for an optimum combustion process. In addition, a software update will be performed on this engine. The time needed for the implementation of the technical measures is expected to be less than one hour.

- The 2.0 litre engines will get a software update. The pure labour time for this measure will be around half an hour.

Thanks to advances in engine development and improved simulation of currents inside complex air intake systems, in combination with software optimisation geared towards this, it has been possible to produce a relatively simple and customer-friendly measure.

The objective for the development of the technical measures is still to achieve the applicable emission targets in each case without any adverse effects on the engine output, fuel consumption and performance. However, as all model variants first have to be measured, the achievement of these targets cannot yet be finally confirmed.

Based on these technical measures accepted by the Federal Motor Transport Authority, the necessary service concepts are currently being developed for the EU28 markets concerned . The aim is to implement the required technical update in the first vehicles during a recall from January 2016. According to the current assessment, all measures in the course of the recall for all engine variants will extend over the whole calendar year 2016.

Volkswagen will ensure that the time needed to implement the technical measures is as short as possible for all customers. In addition, Volkswagen will contact all customers and endeavour to consider individual customer needs during the implementation of these measures to avoid any disadvantages for the customer such as possible curbing of their mobility. In connection with this, the Volkswagen brand will thus ensure that all customers are offered appropriate replacement mobility options free of charge.

For example, since the beginning of October, all Volkswagen customers have been able to check for themselves whether their vehicle is affected by the diesel issue. At www.volkswagen.de/info every customer can enter their vehicle identification number to obtain clear information.

With these defined measures, technical solutions are already available for the majority of all Group models affected in Europe with EA 189 engines. At the end of this month, corresponding measures will be presented to the Federal Motor Transport Authority for the 1.2-litre 3-cylinder diesel engine as well.

Based on the approach of the Volkswagen brand, the Group's other brands – Audi, SEAT, ŠKODA and Volkswagen Commercial Vehicles – are also planning corresponding measures for their affected vehicles.

In addition, until 31 December 2016, Volkswagen AG is expressly forgoing the right to plea on the grounds of statutes of limitations in respect of any warranty or guarantee claims due to the software installed in vehicles with EA 189 engines, as long as the rights to make any such claims have not already expired. Volkswagen customers will therefore not be disadvantaged by any waiting.

One thing is certain: the vehicles remain technically safe and can therefore be driven on public roads without any limitation.

NB: The information in this press release does not refer to products and services from the Volkswagen Group of America or Volkswagen Canada.

Text and photos are available from www.volkswagen-media-services.com

CO2 issue largely concluded

- No unlawful change to the stated fuel consumption and CO2 figures found to date
- Only a small number of the model variants of new cars will have the catalogue figure slightly adjusted

Just a month after questions relating to the CO2 figures measured on some of the Group's models arose, Volkswagen has largely concluded the clarification of the matter. Following extensive internal investigations and measurement checks, it is now clear that almost all of these model variants do correspond to the CO2 figures originally determined. This means that these vehicles can be marketed and sold without any limitations. The suspicion that the fuel consumption figures of current production vehicles had been unlawfully changed was not confirmed. During internal remeasurements slight deviations were found on just nine model variants of the Volkswagen brand.

These model variants will be remeasured by a neutral technical service under the supervision of the appropriate authority by Christmas. In cases where the correctness of original figures is confirmed, there will be no consequences. These cars can be offered for sale by dealers without any reservations. In the case of any deviations, the figures will be adjusted in the future in the course of the normal processes as required.

Volkswagen presented these results to the investigation commission of the Federal Government and the Federal Motor Transport Authority (KBA). The figure of approximately 800,000 vehicles under suspicion originally published by the Volkswagen Group has not been confirmed. The deviations found in the figures for only nine model variants amount to a few grams of CO2 on average, corresponding to increased cycle consumption in the NEDC of approximately 0.1 to 0.2 litres per 100 kilometres. With an annual production of approximately 36,000 vehicles, these model variants correspond to around only 0.5 per cent of the volume of the Volkswagen brand. The list of the nine model variants can be found at www.volkswagen-media-services.com

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The Group's subsidiaries Audi, SKODA and SEAT have also agreed a similar procedure with the approval authorities responsible for the vehicles initially considered.

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Customers' real-world consumption figures do not change and neither are any technical vehicle modifications necessary. Against this background, the negative impact on earnings of €2 billion that was originally expected has not been confirmed.

Whether we will have a minor economic impact, depends on the results of the remeasurement exercise.

Please note: This text and the overview of vehicles to be adjusted in future with new CO2 figures, model year 2016, can be found at www.volkswagen-media-services.com. The information contained in this press release does not apply to products and services from the Volkswagen Group of America or Volkswagen Canada.

News

Wolfsburg, 2015-12-10

Volkswagen making good progress with its investigation, technical solutions, and Group realignment

- Initial results of the emissions investigation available
- Approximately 450 external and internal experts involved in the investigations
- 100 terabytes of data secured – equivalent to information in approximately 50 million books
- Volkswagen will have future emissions tests evaluated independently
- Technical solutions for customers in Europe developed; implementation to begin in January 2016
- Group realignment making good progress

The Volkswagen Group's realignment is well underway. The Group is making progress on all five of the priorities it set at the end of October: The technical solutions for customers in Europe have been devised, presented to the authorities, and positively evaluated by them. These solutions will begin to be implemented in January 2016. The emissions investigation is producing results, and initial consequences have already been drawn based on the findings to date. The implementation of the new structure is proceeding according to plan, and the process of developing a new strategy has commenced. The Chairman of the Supervisory Board of Volkswagen AG, Hans Dieter Pötsch, told the press in Wolfsburg today: "The Volkswagen Group is fully functional in every respect, even during these eventful days. How, and when we meet the current challenges is primarily – although not solely – up to us. In order to pass this test, we must make an enormous, common effort – and we are all ready to do so." The Chairman of the Board of Management, Matthias Müller, said: "We are doing everything to overcome the current situation, but we will not allow the crisis to

paralyze us. On the contrary, we will use it as a catalyst to make the changes Volkswagen needs.’

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For the first time, the Company provided detailed commentary on the status of its investigation, which is being coordinated by a special committee of the Supervisory Board. Approximately 450 internal and external experts are involved in the investigations, which are being conducted in two phases. An internal review, being conducted by a task force of experts from various Group companies with a clearly defined mandate and a deadline, is focused on the mandate to Group Audit by the Supervisory Board and the Management Board to investigate relevant processes, reporting and monitoring systems, and the associated infrastructure. Group Audit will provide its findings to the external experts of Jones Day. The Supervisory Board has given this internationally respected law firm a parallel mandate to completely clarify the facts and responsibilities – i.e., among other things, it has been asked to conduct a forensic investigation. In connection with its work, Jones Day is being provided with operational support by the audit firm Deloitte.

Group Audit has identified process weak points

As reported on Wednesday, extensive internal investigations, which were subject to external independent review, did not confirm the suspicion of irregularities during the CO2 certification process. Now, the first significant findings in the investigation of the nitrogen oxide (NOx) issue are available. Group Audit’s examination of the relevant processes indicates that the software-influenced NOx emissions behavior was due to the interaction of three factors:

- The misconduct and shortcomings of individual employees
- Weaknesses in some processes
- A mindset in some areas of the Company that tolerated breaches of rules.

It is clear that, in the past, deficiencies in processes have favored misconduct on the part of individuals. This is true, for example, for test and certification processes affecting our engine control devices, which were not suited to preventing use of the software in question. Group Audit has suggested specific remedies to correct this. We are concentrating on structuring these processes more transparently and systematically. For example, in the future, software for engine control devices will be developed more strictly in accordance with the 4-eyes principle. In addition, the bodies responsible for the release of such software are being reorganized. They will be given more sharply defined and binding powers and responsibilities. Deficiencies were also found in reporting and monitoring systems. The main problem there was that responsibilities were not sufficiently clear. Volkswagen will now further sharpen them. Group Audit also found deficiencies in some areas of Volkswagen’s IT infrastructure. These deficiencies will also be remedied. Volkswagen will introduce IT systems that

allow individual processes to be monitored with greater efficiency and transparency. This will simultaneously require our dependence on individuals when problematic processes have to be identified and, if necessary, escalated. As Pötsch stated: “Group Audit’s investigation is producing valuable findings which will help us create a structure that, rather than favoring breaches of regulations, will prevent them, or at least allow them to be detected early on.”

The Company has already drawn a key conclusion based on Group Audit’s findings, namely that its testing practice must undergo comprehensive changes. Volkswagen has decided that in the future emissions test will be evaluated externally and independently. In addition, randomly selected real-life tests to assess emissions behavior on the road will be introduced. Chairman of the Supervisory Board Pötsch stated: “We hope that this will help Volkswagen regain lost trust.”

More time is required for the external investigation

Although Group Audit’s analysis of the processes will be concluded shortly, Jones Day will need well into next year in order to finish its work. The external investigators will need more time for their investigation, for two reasons. The first is that they have a massive volume of data to screen. At present, 102 terabytes of information have been secured, which is the equivalent of the information contained in approximately 50 million books. More than 1,500 electronic data storage units have been collected from approximately 380 employees. The second reason is that their investigation of the facts takes legal responsibility into account. Therefore, their findings must not only be plausible and consistent, but must also hold up in court. Volkswagen plans to provide a status update on the external investigation at its Annual General Meeting on April 21, 2016.

The information that has been screened to date has largely explained the origin and development of the nitrogen oxide issue. It proves not to have been a one-time error, but rather a chain of errors that were allowed to happen. The starting point was a strategic decision to launch a large-scale promotion of diesel vehicles in the United States in 2005. Initially, it proved impossible to have the EA 189 engine meet by legal means the stricter nitrogen oxide requirements in the United States within the required timeframe and budget. This led to the incorporation of software that adjusted nitrogen oxide emission levels according to whether vehicles were on the road or being tested. Later, when an effective technical process was available to reduce NOx emissions, it was not employed to the full extent possible. On the contrary, the software in question allowed the exhaust gas treatment additive “AdBlue” to be injected in variable amounts such that the NOx values were particularly low when vehicles were in the test bay, but significantly higher when vehicles were on the road.

Hans Dieter Pötsch stressed that, “No business transaction justifies overstepping legal

and ethical bounds.” As a first step, nine managers who may have been involved in the manipulations were suspended. **Fätsch** emphasized: “I here and now guarantee that we will pursue our thorough investigation to its conclusion. I vouch for this personally, as does the entire Supervisory Board of Volkswagen AG.”

Technical solutions, which have been positively evaluated by the German Federal Motor Transport Authority (“Kraftfahrtbundesamt”), are now available for the European variants of the EA 189 engine type affected. Volkswagen is thus ensuring that the models affected in Europe will meet all legal requirements in the future. The costs of implementing these solutions will be manageable in technical, manufacturing, and financial terms. The software of the 2.0 and 1.2 liter TDI will be updated. For the 1.6 liter TDI, a so-called flow transformer will be used that increases the measurement precision and, in combination with redesigned software, will optimize injection quantity.

Now that the technical solutions have been approved, Volkswagen is working intensely on plans to implement them. The recall of the highest-volume variant, the 2.0 liter TDI, will begin in January 2016. The recall of the 1.2 liter TDI is currently scheduled to begin in the second quarter. The implementation phase for the 1.6 liter models is planned to begin in the third quarter to allow time to prepare for the hardware modification. Under the current plan, the entire initiative will take at least all of calendar year 2016. Matthias Müller, Chairman of the Board of Management, promised: “Volkswagen will not rest until this matter has been resolved once and for all to our customers’ satisfaction.” Volkswagen will inform the owners of the affected vehicles individually as to when their vehicles will be updated. Volkswagen guarantees that the solutions will be implemented free of charge. The company waives any statute of limitations for the technical solutions, and will provide an appropriate replacement vehicle if required.

Due to far stricter nitrogen oxide limits in the United States, it is a greater technical challenge to retrofit the vehicles such that all applicable emissions limits can be met with one and the same emissions strategy. To this end, Volkswagen is cooperating closely with the United States Environmental Protection Agency (EPA) and the California Air Resources Board (CARB). The solution designed for North America will be presented as soon as it has been approved by the responsible authorities.

Implementation of the new Group structure commenced

Parallel to overcoming the crisis, Volkswagen is also instituting a comprehensive new alignment that affects the structure of the Group, as well as its way of thinking and its strategic goals.

Volkswagen will be managed in a more decentralized fashion in the future, and its brands and regions will be granted more independence. The Group’s Board of

Management is fully focused on its core task: advancing the major, global issues for the future, as well as synergies, controls, and strategy. Volkswagen will have significant input to the technical changes that have a major impact on its own business model, becoming more agile, and streamlining its decision-making processes. In addition, Volkswagen will become leaner and improve cost efficiency. All these structural changes ultimately aim to reduce managerial complexity and ensure that the Group can be effectively led over the long term.

At an organizational level, with the appointment of Dr. Christine Hohmann-Dennhardt, the Integrity & Law area will be represented as its own department on the Group's Board of Management in the future – a clear indication that these issues are extremely important to Volkswagen. Significantly more importance will be attached to digitalization, which will report directly to the Chairman of the Board of Management. Overall, direct reports will be reduced from more than 30 to 19.

The renewal of personnel in the Group has recently again been given new impetus. Since the beginning of 2015, the Group's Board of Management has seen six new members join, seven of the brands have had their top personnel changed, and eight departments falling within the CEO's area of responsibility now have new heads. Müller stated: "The team with which we wish to address the challenges of the coming months and years is in place." The details of the new structure are to be worked out in the first quarter of 2016. The new structure will be in place Group-wide by the start of 2017.

New mindset initiated

Müller noted: "We can have the best people, and a great organization, but we can do nothing without the right attitude and mentality." During the upcoming process of change toward a new way of thinking, Volkswagen can build on its traditional strengths: quality consciousness, strong identification with its vehicles, and a high degree of social responsibility. According to Müller, the future will be about more open discussions, closer cooperation, and a willingness to allow mistakes if they are understood as an opportunity to learn. The Chairman of the Board of Management stated, "We don't need yes-men, but managers and engineers who make good arguments in support of their convictions and projects, who think and act like entrepreneurs. I am calling for people who are curious, independent, and pioneering. People who follow their instincts and are not merely guided by the possible consequences of impending failure. In short: the future at Volkswagen belongs to the bold. We need a little more Silicon Valley, coupled with the competence from Wolfsburg, Ingolstadt, Stuttgart, and the other Group locations."

New strategic destination under development

In addition, Volkswagen has initiated development of a new strategic target: “Strategy 2025”, with which Volkswagen will address the main issues for the future, is scheduled to be presented in mid 2016.

Müller explained, “We are realigning Volkswagen strategically and technologically. Our goal is to courageously and decisively participate in shaping the future of mobility.”

Among other things, the Group aims to achieve a significant expansion of its sales outside of its current core business. Furthermore, a digitalization and an electrification offensive are being prepared.

In parallel, Volkswagen is currently doing everything it can to limit the effect the current situation has on its business performance. The operating business is meeting expectations, and the 2015 annual forecast, which was updated at the end of October, remains unchanged. The sales figures are very mixed as regards the various markets and brands. Müller explained, “Overall, the situation is not dramatic, but, as was to be expected, it's tense.”

In summary, the Chairman of the Board of Management stated: “Although the current situation is serious, this company will not be broken by it. We have a clear mission: we will create a new, better, and stronger Volkswagen. A company that uses its strengths to make the transition to the new world of automobiles. A company that now releases new forces, and takes better advantage of its huge potential. And, last but not least, a company that will be successful over the long term on the basis of strong values.”

News

Wolfsburg, 2015-12-14

"inside" – Volkswagen launches International employee magazine

- New medium for all Volkswagen brand plants worldwide

Today, Volkswagen is publishing the first issue of a new employee magazine – "inside". The magazine, which is to appear online and in a printed version, initially in German and English, is intended for the employees of all Volkswagen brand plants throughout the world.

The first printed issue was distributed today at more than 30 locations. "inside" will be appearing every 14 days and will provide employees with concise and comprehensive information on current developments in their brand. Another major focus will be on international topics.

Topics will be clearly presented with a large number of large-format information graphics. The innovative title page of the printed issue also provides an optical transition to the online version at <http://inside.volkswagen.de>. This will present further information on the articles in the printed version and will be supplemented by up-to-date items, photos and films.

The Head of Internal Communications at Volkswagen, Nina Böttger, says: "We want to further sharpen the profile of the Volkswagen brand, also within the organization. Open, rapid communication with employees is a prerequisite for a confident team. Our new presentation with "inside" is a key step in this direction."

News

Wolfsburg, 2015-12-16

NOx issue: customers are being informed, implementation is starting

- Measures for the affected EA189 series 1.2-litre, 1.6-litre and 2.0-litre diesel engines have been ratified by the Federal Motor Transport Authority (KBA)
- Customers are being informed about the next concrete steps
- Implementation of the measures to start in late January 2016
- Important step towards resolving the NOx emissions issue in Europe

The Volkswagen Group has presented the concrete measures proposed for the EA189 1.2, 1.6 and 2.0-litre engines to the Federal Motor Transport Authority (KBA). **After intensive review, the KBA has fully ratified all of the measures. The remedial measures for all affected vehicles are thus confirmed**. The vehicle keepers will shortly be informed about the next steps. In order to ensure that the measures are completed quickly, Volkswagen will begin implementation right at the start of 2016.

In developing the technical measures, finding customer-friendly solutions was an important aspect. The measures for the affected EA189 diesel engines are as follows:

- **The 1.2-litre and 2.0-litre engines will get a software update. The pure labour time will be just under half an hour.**
- **The 1.6-litre engines will also get a software update. In addition, a “flow rectifier” will be fitted right in front of the air mass sensor. The labour time for implementing these measures will be less than an hour.**

These measures apply **to Europe (EU-28 markets)**. After the measures have been implemented, the vehicles will fulfil the duly applicable emissions standards, with the aim of achieving this without any impairment of engine output, fuel consumption or

performance.

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Our customers in Germany will be informed without delay as soon as the addresses are provided by the KBA.

AKTIENGESELLSCHAFT

In a first letter the affected vehicle owners will be informed that a recall measure is scheduled for their car. The customers will also be asked to await further written information before they actively make contact with a Volkswagen partner business. In a second letter Volkswagen will ask the affected customers in good time to make an appointment with a partner business of their choice for implementation of the technical solutions.

The plan is that all affected vehicles will be called into the partner businesses in several waves for the technical solutions to be implemented. The technical measures will be implemented on the affected 2.0-litre engines from the first quarter of 2016. The technical measures for the affected 1.2-litre engines are scheduled for the end of the second quarter of next year. From the third quarter of 2016, concluding the recall, the measures will be implemented on the affected vehicles with 1.6-litre engines.

While the technical measures are being performed Volkswagen AG aims to avoid any disadvantages for the customers, such as any curbing of their mobility. In this connection the Volkswagen brand is assuring all customers that where necessary an appropriate replacement mobility option will be provided free of charge.

Until 31.12.2017 Volkswagen AG is expressly waiving the limitation period in respect of any claims made in connection with the software installed in vehicles with EA 189 engines . The waiving of this limitation applies even where a claim's validity has already expired. The mere act of waiting will therefore not disadvantage Volkswagen customers in any way. This means that all customers affected can wait for the necessary technical measures to be implemented on their vehicles by the above mentioned time.

One thing is certain: the vehicles continue to be technically safe and ready to drive and can therefore be used on the road without any restrictions. Note: You will find this text at www.volkswagen-media-services.com. The information contained in this press release does not refer to any products or services of the Volkswagen Group of America or of Volkswagen Canada.



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Releases

volkswagen statement regarding epa investigation

Sep 18, 2015

Volkswagen Group of America, Inc., Volkswagen AG and Audi AG received today notice from the US Environmental Protection Agency, US Department of Justice and the California Air Resources Board of an investigation related to certain emissions compliance matters. As environmental protection and sustainability are among Volkswagen's strategic corporate objectives, the company takes this matter very seriously and is cooperating with the investigation.

Volkswagen is committed to fixing this issue as soon as possible. We want to assure customers and owners of these models that their automobiles are safe to drive, and we are working to develop a remedy that meets emissions standards and satisfies our loyal and valued customers. Owners of these vehicles do not need to take any action at this time.

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Releases

statement of prof. dr. martin winterkorn, ceo of volkswagen ag

Sep 20, 2015

Wolfsburg, September 20, 2015 – The U.S. Environmental Protection Agency and the California Air Resources Board (EPA and CARB) revealed their findings that while testing diesel cars of the Volkswagen Group they have detected manipulations that violate American environmental standards.

The Board of Management at Volkswagen AG takes these findings very seriously. I personally am deeply sorry that we have broken the trust of our customers and the public. We will cooperate fully with the responsible agencies, with transparency and urgency, to clearly, openly, and completely establish all of the facts of this case. Volkswagen has ordered an external investigation of this matter.

We do not and will not tolerate violations of any kind of our internal rules or of the law.

The trust of our customers and the public is and continues to be our most important asset. We at Volkswagen will do everything that must be done in order to re-establish the trust that so many people have placed in us, and we will do everything necessary in order to reverse the damage this has caused. This matter has first priority for me, personally, and for our entire Board of Management.

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Releases

statement by prof. dr. winterkorn

Sep 23, 2015

"I am shocked by the events of the past few days. Above all, I am stunned that misconduct on such a scale was possible in the Volkswagen Group.

As CEO I accept responsibility for the irregularities that have been found in diesel engines and have therefore requested the Supervisory Board to agree on terminating my function as CEO of the Volkswagen Group. I am doing this in the interests of the company even though I am not aware of any wrong doing on my part.

Volkswagen needs a fresh start – also in terms of personnel. I am clearing the way for this fresh start with my resignation.

I have always been driven by my desire to serve this company, especially our customers and employees. Volkswagen has been, is and will always be my life.

The process of clarification and transparency must continue. This is the only way to win back trust. I am convinced that the Volkswagen Group and its team will overcome this grave crisis."

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Releases

statement from the executive committee of volkswagen ag's supervisory board

Sep 23, 2015

In a meeting on Wednesday, September 23, the Executive Committee of the Supervisory Board of Volkswagen AG discussed in detail the manipulation of emissions data of Volkswagen Group diesel engines and came to the following conclusions:

1. The Executive Committee takes this matter extremely seriously. The Executive Committee recognizes not only the economic damage caused, but also the loss of trust among many customers worldwide.
2. The Executive Committee agrees that these incidents need to be clarified with great conviction and that mistakes are corrected. At the same time, the Executive Committee is adamant that it will take the necessary decisive steps to ensure a credible new beginning.

3. The Executive Committee has great respect for Chairman Professor Dr. Winterkorn's offer to resign his position and to ask that his employment agreement be terminated. The Executive Committee notes that Professor Dr. Winterkorn had no knowledge of the manipulation of emissions data. The Executive Committee has tremendous respect for his willingness to nevertheless assume responsibility and, in so doing, to send a strong signal both internally and externally. Dr. Winterkorn has made invaluable contributions to Volkswagen. The company's rise to global company is inextricably linked to his name. The Executive Committee thanks Dr. Winterkorn for towering contributions in the past decades and for his willingness to take responsibility in this critical phase for the company. This attitude is illustrious.
4. Recommendations for new personnel will be presented at the upcoming meeting of the Supervisory Board this Friday.
5. The Executive Committee is expecting further personnel consequences in the next days. The internal Group investigations are continuing at a high tempo. All participants in these proceedings that has resulted in unmeasurable harm for Volkswagen, will be subject to the full consequences.
6. The Executive Committee have decided that the company will voluntarily submit a complaint to the State Prosecutors' office in Brunswick. In the view of the Executive Committee criminal proceedings may be relevant due to the irregularities. The investigations of the State Prosecutor will be supported in all form from the side of Volkswagen.
7. The Executive Committee proposes that the Supervisory Board of Volkswagen AG create a special committee, under whose leadership further clarifying steps will follow, including the preparation of the necessary consequences. In this regard, the Special Committee would make use of external advice. Further details about this will be decided at the Supervisory Board meeting on Friday.
8. The Executive Committee is aware that coming to terms with the crisis of trust will be a long term task that requires a high degree of consistency and thoroughness.
9. The Executive Committee will work on these tasks together with the employees and the Management Board. Volkswagen is a magnificent company that depends on the efforts of hundreds of thousands of people. We consider it our task that this company regains the trust of our customers in every respect.

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Releases

MATTHIAS MÜLLER APPOINTED CEO OF THE VOLKSWAGEN GROUP

Sep 25, 2015

- Müller remains Chairman of Porsche AG until a successor has been found

Matthias Müller (62) has been appointed CEO of Volkswagen AG with immediate effect. This was decided by the Supervisory Board at its meeting in Wolfsburg today (Friday). Müller is currently Chairman of Porsche AG in Stuttgart. He will continue in this function until a successor has been found.

The interim Chairman of the Supervisory Board of Volkswagen AG, Berthold Huber, underscored: "Matthias Müller is a person of great strategic, entrepreneurial and social competence. He knows the Group and its brands well and can immediately engage in his new task with full energy. We expressly value his critical and constructive approach."

Bernd Osterloh, Chairman of the Group Works Council, commented: "When it comes to leadership appointments the Volkswagen Group does not need hasty decisions. We know and value Matthias Müller for his determination and decisiveness. He does not work on his own, rather he is a team player. That is what Volkswagen needs now."

Matthias Müller said: "My most urgent task is to win back trust for the Volkswagen Group – by leaving no stone unturned and with maximum transparency, as well as drawing the right conclusions from the current situation. Under my leadership, Volkswagen will do everything it can to develop and implement the most stringent compliance and governance standards in our industry. If we manage to achieve that then the Volkswagen Group with its innovative strength, its strong brands and above all its competent and highly motivated team has the opportunity to emerge from this crisis stronger than before."

Matthias Müller was born in Chemnitz (Saxony) on June 9, 1953. He completed his high school education in Ingolstadt followed by an apprenticeship as a toolmaker with AUDI AG. He then studied computer science at Munich University of Applied Sciences. After obtaining his master's degree in computer science, Müller resumed his career with AUDI AG in Ingolstadt in 1978, becoming Head of the Systems Analysis Division in 1984 and Head of Project Management for the Audi A3 in 1993. He assumed responsibility for Product Management at Audi AG, SEAT and Lamborghini in 1995.

Müller moved to Wolfsburg as Head of Product Management of the Volkswagen Group and the Volkswagen brand in 2007 and also became a General Representative of the Volkswagen Group. He has been Chairman of the Executive Board of Dr. Ing. h.c. F. Porsche AG and a member of the Executive Board of Porsche Automobil Holding SE since 2010. In his function as Chairman of the Executive Board of Dr. Ing. h.c. F. Porsche AG, Müller was appointed member of the Board of Management of Volkswagen AG effective March 1, 2015.

Matthias Müller's current contract as a Board member of Volkswagen AG will continue to apply in his new function as CEO. This contract runs until the end of February 2020. Matthias Müller succeeds Prof. Dr. Martin Winterkorn, who offered his resignation on Wednesday.

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Releases

the volkswagen group is restructuring: supervisory board passes resolutions for new organization

Sep 25, 2015

- Brands and regions to be strengthened
- Vahland moves from Škoda to the Volkswagen brand Board of Management
- De Meo, Maier and Stackmann in new functions
- Board Member for Sales Klingler leaves the Group
- Contract with Board member for Procurement Garcia Sanz extended

The Supervisory Board of Volkswagen AG approved a new management structure for the Group and the brands as well as for the North America region today (Friday) in Wolfsburg. The interim Chairman of the Supervisory Board, Berthold Huber, commented: "The new structure strengthens the brands and regions, gives the Group Board of Management the necessary leeway for strategy and steering within the company, and lays a focus on the targeted development of future-oriented fields."

Details of major changes:

Reorganization of the North America region / Successor Prof. Vahland

The Supervisory Board decided on the reorganization of the Group's activities in North America. The markets in the USA, Mexico, and Canada will be combined and significantly strengthened to form a new North America region. Effective November 1, the Group's activities in the region will be led by Prof. Dr. Winfried Vahland (58), formerly Chairman of the Board of Directors at Škoda, who in this new role becomes a member of the Volkswagen brand Board of Management. Prof. Vahland's successor as Chairman of the Board of Directors at Škoda will be Bernhard Maier (55), until now Board Member for Sales and Marketing of Porsche AG. Michael Horn (52) remains President and CEO of Volkswagen Group of America.

Porsche brand group with Bentley and Bugatti

At Group level the management structure will be oriented even more systematically to the modular toolkits. These toolkits feature standardized technical components for each automotive vehicle segment (volume, premium, sport and commercial vehicles). Consequently, a Porsche brand group with Bentley and Bugatti will be established for the sportscar and mid-engine toolkit. The toolkit strategy will come under the even closer guidance of the Group CEO; a separate department will be set up for this purpose. The Audi brand group with Lamborghini and Ducati will be continued as will the Truck Holding, and the Power Engineering and Financial Services business lines. The volume brands Volkswagen (with principal responsibility for the modular transverse toolkit), SEAT, and Škoda will be represented by one member each in the Group Board of Management.

New Group functions for efficiency and future-oriented fields

Group functions will concentrate more closely on efficiency and future-oriented fields; organizational units, for example for Group product strategy, new business fields, cooperations and holdings, connected car activities, and CO₂ steering, will therefore be set up. According to Huber, "new, strong Group functions, such as for standardization and harmonized production processes, will lay the timely foundations for efficient decision-making. We will become faster and more agile." Furthermore, a Chief Technology Officer will analyze and, if necessary, co-steer technical developments throughout the Group as mandated by the Group Board of Management.

Upgrading of brands and regions

At the same time, existing corporate bodies, structures and processes will be streamlined at Group level, in particular by strengthening the brands and regional accountability. To that end the Volkswagen brand will introduce a management structure with four regions, each led by a local CEO with a direct reporting line to the brand Chairman, Herbert Diess.

Streamlining the Group Board of Management

The production department at Group level, until now led by Thomas Ulbrich in an interim capacity, will be abolished with immediate effect. This is one consequence of delegating responsibility to the brands and regions. Berthold Huber commented: "Going forward, the brands and regions will also have greater independence with regard to production. So it follows that they should also hold the responsibility for these activities."

The interim Supervisory Board Chairman emphasized that "one key point is that we are scaling back complexity in the Group. In recent weeks, we have already undertaken important steps such as separating Group and brand functions." He said the developments of the last few days had underscored the urgency of this project: "We will not lose any time. The new management model will be implemented at the beginning of 2016." This would bring the Board greater freedom to address urgent issues concerning Group strategy, development and steering.

Further Board of Management changes

The Supervisory Board extended the contract with Francisco Javier Garcia Sanz (58), Member of the Board of Management of Volkswagen Aktiengesellschaft with responsibility for Procurement, by five years.

Christian Klingler (47), member of the Board of Management of Volkswagen Aktiengesellschaft with responsibility for Sales and Marketing and member of the Volkswagen brand Board of Management with responsibility for Sales and Marketing, is leaving the company with immediate effect as part of long-term planned structural changes and as a result of differences with regard to business strategy. This is not related to recent events. The new CEO Matthias Müller will head the Sales department at Group level in an interim capacity until further notice.

Jürgen Stackmann (54), previously Chairman of SEAT, will take over Christian Klingler's function as a member of the Volkswagen brand Board of Management. Stackmann is succeeded by Luca de Meo (48), currently Audi AG Board of Management member for Sales and Marketing. These personnel changes become effective from October 1.

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Releases

dr. herbert diess, ceo of the volkswagen passenger cars brand, explains: "we are working at full speed on a solution."

Sep 25, 2015

In the press release dated September 22, 2015, the Volkswagen Group announced that Volkswagen Group vehicles worldwide are affected by the current issues regarding emissions.

The internal evaluation revealed that approximately five million Volkswagen Passenger Cars brand vehicles are affected worldwide. Certain models and model years of these vehicles (such as the sixth generation Volkswagen Golf, the seventh generation Volkswagen Passat and the first generation Volkswagen Tiguan) are equipped exclusively with type EA 189 diesel engines.

As previously announced, all new Volkswagen Passenger Car brand vehicles that fulfill the EU6 norm valid throughout Europe are not affected. This therefore also includes the current Golf, Passat and Touran models.

Dr. Herbert Diess, CEO of the Volkswagen Passenger Cars brand stressed: "We are working at full speed on a technical solution that we will present to partners, to our customers and to the public as swiftly as possible. Our aim is to inform our customers as quickly as possible, so that their vehicles comply fully with regulations. I assure you that Volkswagen will do everything humanly possible to win back the trust of our customers, the dealerships and the public."

The Volkswagen Passenger Cars brand will inform all markets worldwide how many of vehicles are affected locally. We are working intensively on remedial measures in close coordination with the certification authorities. The vehicles are and remain technically safe and roadworthy.

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Releases

dr. winfried vahland appointed as president and ceo, volkswagen north american region

Sep 29, 2015

Wolfsburg/Herndon, September 29, 2015 – As part of decentralization of its company activities, Volkswagen Group is strengthening the North American region and is combining its activities in the USA, Mexico and Canada into the newly formed North American Region (NAR). The Supervisory Board has appointed Prof. Dr. Winfried Vahland to take over all responsibility for the North American Region. In this role as President and CEO of Volkswagen NAR, Prof. Dr. Winfried Vahland will be responsible for all Group activities in the newly formed region from November 1, 2015.

With the creation of the new North American Region (NAR), on top of the existing structure of the markets, Volkswagen Group is strengthening its activities in the USA, Mexico and Canada. The step is a further measure in the process of decentralizing managerial responsibility, and it creates another strong pillar in the global structure of the group, in addition to the European and Chinese regions. The aim among other things

is to have the ability to react better to customer demands and tastes in the future; closer proximity to the markets and their customers will enable this. Having recently led the Chinese region and the ŠKODA brand to success in his roles as Group CEO for China and ŠKODA CEO, Winfried Vahland is one of the group's best managers to take responsibility for the new region. As NAR President, he will be a member of the Volkswagen Passenger Car brand's Board of Management. He will take over his new NAR role on November 1, 2015. The exact structure of the NAR is currently being developed.

Prof. Dr. Winfried Vahland graduated from the Technical University Darmstadt with a major in Mechanical Engineering and Economics, and began his professional career with GM in 1984. He joined Audi AG in 1990 and Volkswagen AG in 1993. From 1997, he was Vice President for Volkswagen in Brazil. He was appointed Member of ŠKODA AUTO's Board of Management in 2002, and became Vice Chairman one year later. In 2005, he assumed the position of President and CEO of Volkswagen Group in China. More recently, since 2010, he has been responsible for the brand's new direction as CEO of ŠKODA AUTO.

About Volkswagen of America, Inc.

Founded in 1955, Volkswagen of America, Inc., an operating unit of Volkswagen Group of America, Inc. (VWoA) is headquartered in Herndon, Virginia. It is a subsidiary of Volkswagen AG, headquartered in Wolfsburg, Germany. VWoA's operations in the United States include research and development, parts and vehicle processing, parts distribution centers, sales, marketing and service offices, financial service centers, and its state-of-the-art manufacturing facility in Chattanooga, Tennessee. The Volkswagen Group is one of the world's largest producers of passenger cars and Europe's largest automaker. VWoA sells the Beetle, Beetle Convertible, CC, Eos, e-Golf, Golf, Golf GTI, Golf R, Golf SportWagen, Jetta, Passat, Tiguan and Touareg vehicles through approximately 652 independent U.S. dealers. Visit Volkswagen of America online at www.vw.com or media.vw.com to learn more.

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Releases

bode appointed head of group communications, investor relations and external relations at volkswagen ag

Sep 30, 2015

Hans-Gerd Bode (54) has been appointed Head of Group Communications, Investor Relations and External Relations at Volkswagen Aktiengesellschaft with immediate effect. He succeeds Stephan Grühsem (53), who is leaving the company by amicable agreement.

The CEO of Volkswagen AG, Matthias Müller, states: "Stephan Grühsem has played a decisive and strategically shrewd role in shaping communications in the Group over the last nine years. We would like to acknowledge this with gratitude and respect. With Hans-Gerd Bode, another recognized expert is taking over at the helm of communications in our company. He has excellent knowledge of the Group and the automotive industry."

Hans-Gerd Bode was latterly Head of Public Relations & Press at Dr. Ing. h.c. F. Porsche AG in Stuttgart. He studied German language and geography, and his previous functions included press officer at Mitsubishi and at Opel. He joined Mercedes-Benz AG in 1996. Bode moved to Volkswagen AG in Wolfsburg in 1999 and assumed responsibility for the Group's brand and product communications. He was appointed Head of Product and Technical Communications at Porsche AG in 2008, becoming Head of Public Relations & Press in October 2010.

Stephan Grühsem joined the Volkswagen Group in 1999 and held various functions including Head of Group Coordination Motoring Press. Grühsem took over as Head of Communications at Audi in 2002. He returned to Wolfsburg as Head of Group Communications, Investor Relations and External Relations in 2007.

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Releases

volkswagen of america reports september sales

Oct 1, 2015

- *September sales total 26,141 units, a .56 percent increase over September 2014*
- *The all-new Golf family of vehicles delivered 5,251 units, a 50.6 percent increase over the previous September*
- Golf GTI delivered 1,825 units for the month, a 14.1 percent increase, marking the best September on record
- Tiguan delivered 2,972 units, a 77.5 percent increase, marking the best September on record

Herndon, VA — (October 1, 2015) Volkswagen of America, Inc. (VWoA) today reported sales of 26,141 units delivered in September 2015, a .56 percent increase over September 2014.

The sales results reflect a mid-month stop-sale for all 2.0L 4-cylinder TDI vehicles due to an investigation by EPA and CARB into emissions compliance.

“We would like to thank dealers and customers for the support of the Volkswagen brand,” said Mark

McNabb, chief operating officer, Volkswagen of America. “Volkswagen will continue to work diligently to regain trust and confidence in our brand.”

Volkswagen revealed the newly redesigned [2016 Passat](#) earlier in the month; the vehicle will hit showrooms by the end of the year. In September, the Chattanooga-built Passat delivered 7,228 units.

Recent News Highlights

[·VOLKSWAGEN UNVEILS NEW 2016 PASSAT WITH STRIKING DESIGN, INNOVATIVE TECHNOLOGY AND ENHANCED VALUE](#)

September 2015 Sales

	<u>Sept. 15</u>	<u>Sept. 14</u>	<u>Yr/Yr% change</u>	<u>Sept. 15 YTD</u>	<u>Sept. 14 YTD</u>	<u>Yr/Yr% change</u>
Golf	1,193	1,887	-36.8%	16,193	9,062	78.7%
GTI	1,825	1,600	14.1%	16,817	12,124	38.7%
Golf R	462	-	N/A	2,701	15	>500%
e-Golf	343	-	N/A	2,555	-	N/A
Golf SportWagen	1,428	-	N/A	11,501	-	N/A
Total Golf Family	5,251	3,487	50.6%	49,767	21,201	134.7%
Jetta Sedan	7,746	8,980	-13.7%	94,793	99,142	-4.4%
Jetta SportWagen (now Golf SportWagen)	27	1,265	-97.9%	2,672	15,913	-83.2%
Total Jetta	7,773	10,245	-24.1%	97,465	115,055	-15.3%
Beetle Coupe	890	1,070	-16.8%	10,736	13,335	-19.5%
Beetle Convertible	649		-13.6%			-16.5%

		751		8,330	9,971	
Total Beetle	1,539	1,821	-15.5%	19,066	21,485	-11.3%
Eos	356	216	64.8%	2,156	2,819	-23.5%
Passat	7,228	7,280	-0.7%	63,736	74,913	-14.9%
CC	384	627	-38.8%	4,490	8,157	-45.0%
Tiguan	2,972	1,674	77.5%	22,221	19,120	16.2%
Touareg	638	646	-1.2%	5,314	5,200	2.2%
Routan*	-	-	N/A	-	1,103	-100.0%
TOTAL	26,141	25,996	0.56%	264,215	270,874	-2.46%

**Routan not sold in 2015.*

About Volkswagen of America, Inc.

Founded in 1955, Volkswagen of America, Inc., an operating unit of Volkswagen Group of America, Inc. (VWoA) is headquartered in Herndon, Virginia. It is a subsidiary of Volkswagen AG, headquartered in Wolfsburg, Germany. VWoA's operations in the United States include research and development, parts and vehicle processing, parts distribution centers, sales, marketing and service offices, financial service centers, and its state-of-the-art manufacturing facility in Chattanooga, Tennessee. The Volkswagen Group is one of the world's largest producers of passenger cars and Europe's largest automaker. VWoA sells the Beetle, Beetle Convertible, CC, Eos, e-Golf, Golf, Golf GTI, Golf R, Golf SportWagen, Jetta, Passat, Tiguan and Touareg vehicles through approximately 652 independent U.S. dealers. Visit Volkswagen of America online at www.vw.com or media.vw.com to learn more.

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Releases

MATTHIAS MÜLLER: "WE WILL OVERCOME THIS CRISIS"

Oct 6, 2015

- Group CEO addresses Wolfsburg employees at works meeting
- Müller announces swift and relentless clarification of emissions scandal
- Müller: "We will do everything we can to ensure that Volkswagen continues to stand for good and secure jobs in the future"
- EU6 diesel vehicles comply with legal specifications and environmental requirements
- Technical solutions for customers are imminent
- Care is even more important than speed – Müller: "We are dealing with four brands and many model variants"
- Efficiency program to be intensified – further critical review of all planned investments

Speaking at a works meeting in Wolfsburg today the CEO of Volkswagen Aktiengesellschaft, Matthias Müller, promised employees "swift and relentless clarification" of the emissions scandal. He said that what had happened went against everything the Group and its people stand for and that there was no excuse. At the same time he encouraged employees to take heart: "We can and we will overcome this crisis, because Volkswagen is a group with a strong foundation. And above all because we have the best automobile team anyone could wish for." He added that the company would do everything it could to ensure that Volkswagen continues to stand for good and secure jobs in the future.

Speaking to more than 20,000 employees in Hall 11 at the Wolfsburg plant, Müller made it clear that "apart from the enormous financial damage which it is still not possible to quantify as of today, this crisis is first and foremost a crisis of confidence. That is because it is about the very core of our company and our identity: it is about our vehicles." Müller went on to say that solidity, reliability and credibility belong to the essence of the Volkswagen brand: "Our most important task will therefore be to win back the trust we have lost – with our customers, partners, investors and the general public." According to Müller, the first step toward achieving that was swift and relentless clarification. "Only when everything has been put on the table, when no single stone has been left unturned, only then will people begin to trust us again," Müller said.

The CEO asked employees for their understanding, saying that he, too, did not yet have the answer to many questions: "Believe me – like you, I am impatient. But in this situation, where we are dealing with four brands and many model variants, care is even more important than speed."

Nevertheless, he announced that a project team had drawn up an action plan. Over the coming days, the customers affected would be informed that the emissions characteristics of their vehicles would be upgraded. Furthermore, the company has set up websites where customers can check whether their vehicles are affected by entering the chassis number. The company will shortly be presenting the technical solutions to the responsible authorities – in particular the German Federal Motor Transport Authority (KBA) – for approval. Müller said: "In many instances a software update will be sufficient. Some vehicles, however, will also require hardware modifications. We will keep our customers constantly informed about the measures and arrange workshop appointments."

The Group CEO also emphasized that all of the vehicles in question are technically safe and roadworthy: "At no time was the safety of our customers compromised. And above all: all EU6 diesel vehicles comply with legal specifications and environmental requirements. For Wolfsburg, that means production can continue."

On the other hand, Müller did not omit mentioning that "while the technical solutions to these problems are imminent, it is not possible to quantify the commercial and financial implications at present." He added that the company must now respond swiftly: "That is why we have initiated a further critical review of all planned investments. Anything that is not absolutely necessary will be cancelled or postponed. And it is why we will be intensifying the efficiency program. To be perfectly frank: this will not be a painless process." However, he also gave employees reassurance: "We will do everything we can to ensure that Volkswagen continues to stand for good and secure jobs in the future."

Müller added: "At the IAA we demonstrated that the Volkswagen Group is well positioned when it comes to the key technologies of the future. We cannot afford to jeopardize this strong position now. We must make massive savings to manage the consequences of this crisis. At the same time, though, we cannot afford to economize on the future. That is something else we will also be addressing over the coming weeks and months."

Müller pointed out that not all the facts were on the table yet. One conclusion, however, was already clear: "Volkswagen must once again stand for more integrity. Not just on paper. But anytime, anywhere. We will make every effort to make very sure that the rules are respected by everyone. This Group and its brands stand for sustainability, for responsibility, for credibility. At the moment, much of that seems to have been deeply shaken. But: together with you, I am determined to prove that our values remain our guide. And that Volkswagen, that each one of us, deserves the trust of people everywhere."

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testimony of michael horn before the house committee on energy and commerce subcommittee on oversight and investigations

Oct 8, 2015

Chairman Upton, Chairman Murphy, Ranking Member Pallone, Ranking Member DeGette, other Members of the Committee, thank you for inviting me to testify before the Committee today.

My name is Michael Horn, and I am the President and CEO of Volkswagen Group of America, a subsidiary of Volkswagen AG, headquartered in Wolfsburg, Germany. I have volunteered to come before this Committee at the very outset of these inquiries in an effort to show our commitment to cooperation. We have not had the opportunity to review all aspects of this matter, indeed the investigation is just beginning. Therefore, my testimony and my answers to your questions will, by necessity, have to be considered preliminary and based on my best current recollection and information.

On behalf of our company, and my colleagues in Germany, I would like to offer a sincere apology for Volkswagen's use of a software program that served to defeat the regular emissions testing regime.

In the spring of 2014 when the West Virginia University study was published, I was told that there was a possible emissions non-compliance that could be remedied. I was informed that EPA regulations included various penalties for non-compliance with the emissions standards and that the agencies can conduct engineering tests which could include "defeat device" testing or analysis. I was also informed that the company engineers would work with the agencies to resolve the issue. Later in 2014, I was informed that the technical teams had a specific plan for remedies to bring the vehicles into compliance and that they were engaged with the agencies about the process.

On September 3, 2015, Volkswagen AG disclosed at a meeting with the California Air Resources Board ("CARB") and the U.S. Environmental Protection Agency ("EPA") that emissions software in four cylinder diesel vehicles from model years 2009-2015 contained a "defeat device" in the form of hidden software that could recognize whether a vehicle was being operated in a test laboratory or on the road. The software made those emit higher levels of nitrogen oxides when the vehicles were driven in actual road use than during laboratory testing.

In Volkswagen's recent ongoing discussions with the regulators, we described to the EPA and CARB that our emissions control strategy also included a software feature that should be disclosed to and approved by them as an auxiliary emissions control device ("AECD") in connection with the certification process. As a result, we have withdrawn the application for certification of our model year 2016 vehicles. We are working with the agencies to continue the certification process.

These events are deeply troubling. I did not think that something like this was possible at the Volkswagen Group. We have broken the trust of our customers, dealerships, and employees, as well as the public and regulators.

Let me be clear, we at Volkswagen take full responsibility for our actions and we are working with all relevant authorities in a cooperative way. I am here to offer the commitment of Volkswagen AG to work with this Committee to understand what happened, and how we will move forward. EPA, CARB, the U.S. Department of Justice, State Attorneys General, as well as other authorities, are fulfilling their duties to investigate this matter.

We are determined to make things right. This includes accepting the consequences of our acts, providing a remedy, and beginning to restore the trust of our customers, dealerships, employees, the regulators, and the American public. We will rebuild the reputation of a company that more than two million people worldwide, including dealers and suppliers, rely upon for their livelihoods.

Our immediate goal is to develop a remedy for our customers. While much work is still to be done, I'd like to talk today about how we get from where we are now to that goal.

First, we are conducting investigations on a world-wide scale into how these matters happened. Responsible parties will be identified and held accountable. Thorough investigations have already begun, but any information developed at this stage is preliminary. We ask for your understanding as we complete this work.

Second, it is important for the public to know that, as the EPA has said, these vehicles do not present a safety hazard and remain safe and legal to drive.

Third, technical teams are working tirelessly to develop remedies for each of the affected groups of vehicles. These solutions will be tested and validated, and then shared with the responsible authorities for approval. There are three groups of vehicles involved, each containing one of the three generations of the 2.0L diesel engine. Each will require a different remedy, but these remedies can only be our first step for our customers.

Fourth, we will examine our compliance, processes, and standards at Volkswagen and adopt measures to make certain that something like this cannot happen again.

Fifth, we commit to regular and open communication with our customers, dealers, employees, and the public as we move forward. As first steps, we have set up a designated service line and website to be a channel for

this communication, and I have sent a letter to every affected customer.

I can offer today this outline of a path forward toward the goal of making things right. Nevertheless, Volkswagen knows that we will be judged not by words but by our actions over the coming weeks and months.

*

These events are fundamentally contrary to Volkswagen's core principles of providing value to our customers, innovation, and responsibility to our communities and the environment. They do not reflect the company that I know and to which I have dedicated 25 years of my life. It is inconsistent that the company involved in this emissions issue is also a company that has invested in environmental efforts to reduce the carbon footprint in our factories around the world.

Volkswagen Group has a deep commitment to preserving our environment. As one of the world's largest automobile manufacturers, our commitment to the environment extends throughout every aspect of our business in the more than 150 countries in which we operate. For example, here in the United States, Volkswagen's manufacturing facility in Chattanooga, Tennessee serves as a model for Volkswagen plants around the world for increasing energy efficiency and reducing emissions, water, and materials usage and waste. In recognition of the plant's efficiency, Volkswagen Chattanooga received a platinum certification from the U.S. Green Building Council's Leadership in Energy and Environmental Design ("LEED") program. The facility is the first and only automotive manufacturing plant in the world to receive the Platinum Certification. As environmental protection and sustainability are central to Volkswagen's core values, these events have been particularly troubling. Our conduct in the events that bring us here today belittle the efforts of Volkswagen to lead in environmental responsibility.

Over the 60 years Volkswagen has been in the United States, it has become part of the American culture. There are more than 6,000 Americans employed directly by Volkswagen Group of America in its 60 facilities across the United States: from a customer relations center in Auburn Hills, Michigan and a testing lab in Golden, Colorado, to a parts distribution center in Haslet, Texas, and our state-of-the-art manufacturing facility in Chattanooga, Tennessee. That factory, alone, employs more than 2,200 people and is expanding. We are part of communities all across the country. Thousands more hardworking men and women are employed at our parts suppliers and the network of about 1,000 dealerships across the United States.

In closing, I again apologize on behalf of everyone at Volkswagen. We will fully cooperate with all responsible authorities. We will find remedies for our customers, and we will work to ensure that this will never happen again.

Thank you again for allowing me to testify today, and I look forward to your questions.

* * *

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Releases

volkswagen brand board of management takes strategic decisions

Oct 13, 2015

- Accelerated implementation of the efficiency program creates room for reorientation
- Streamlined processes leverage further cost-saving potential, including cuts in fixed costs
- Investments to be reduced by 1 billion euros per year compared with planning – combined with prioritization of projects for the future
- Product decisions formulated
- New Phaeton will be electric
- New Modular Electric Toolkit planned

The newly-formed Volkswagen Brand Board of Management took further strategic decisions at a special meeting. CEO Dr. Herbert Diess announced major product decisions: a reorientation of the diesel strategy with the most advanced technologies, the development of a standardized electric

architecture for passenger cars and light commercial vehicles, and a new approach for the next generation of the Phaeton. Investments are to be reduced by some one billion euros per year, the efficiency program is to be accelerated.

Dr. Herbert Diess underscored: "The Volkswagen brand is repositioning itself for the future. We are becoming more efficient, we are giving our product range and our core technologies a new focus, and we are creating room for forward-looking technologies by speeding up the efficiency program."

Reorientation of the diesel strategy

It was decided to switch over to installing only diesel drives with SCR and AdBlue technology in Europe and North America as soon as possible. Diesel vehicles will only be equipped with exhaust emissions systems that use the best environmental technology.

Systematic further development of the Modular Transverse Toolkit (MQB)

There will be a major development thrust for the proven MQB standardized technical toolkit, where Volkswagen Passenger Cars holds responsibility for development within the Group network. The focus is on plug-in hybrids with an even greater range, high-volume electric vehicles with a radius of up to 300 kilometers, a 48-volt power supply system (mild hybrid) as well as ever more efficient diesel, petrol and CNG concepts.

A new standard with regard to connectivity and driver assistance systems is to be defined.

MEB electric toolkit

An MEB electric toolkit for future use in compact segment vehicles is to be developed based on the experience gained with existing vehicle architectures. This will be a multi-brand toolkit suitable for both passenger cars and light commercial vehicles and will thus leverage synergies from other electric vehicle projects in the Group. The standardized system will be designed for all body structures and vehicle types, thus allowing particularly emotional vehicle concepts, and will enable an all-electric range of 250 to 500 kilometers.

Phaeton redefined – the future is electric

The Volkswagen Phaeton has embodied the brand's technological competence and brand ambition from the first generation onward. The future generation of the Phaeton will once again be the flagship for the brand's profile over the next decade. In light of this, the Board of Management redefined the current project. The specification features a pure electric drive with long-distance capability, connectivity and next-generation assistance systems as well as an emotional design.

Accelerated efficiency program

Dr. Herbert Diess said: "We are very aware that we can only implement these innovations for the future of the Volkswagen brand effectively if we succeed with our efficiency program and in giving our product range a new focus."

Diess continued: "Together with my Board of Management colleagues and the entire team we are working at top speed on these issues. Time and again, the Volkswagen team has proved it stands united and is fully focused on shaping the future, particularly when times are tough. We have now laid the further foundations for that."

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MATTHIAS MÜLLER UNVEILS NEXT STEPS FOR THE VOLKSWAGEN GROUP

Oct 28, 2015

- Support for customers top priority
- Volkswagen looks beyond current crisis
- New strategy to be unveiled in 2016

Matthias Müller, Chairman of the Board of Management of Volkswagen Aktiengesellschaft, has announced the five key steps to realign the Group. "We have to look beyond the current situation and create the conditions for Volkswagen's successful further development", said Müller in Wolfsburg on Wednesday. He presented a five point plan that he intends to use so that Volkswagen remains one of the world's leading automobile manufacturers in the future. Müller is confident that "Volkswagen will emerge from the current situation stronger than before". He announced that the cornerstones of the Group's Strategy 2025 will be presented next year.

The Volkswagen CEO explained that his top priority is to support the customers affected by the diesel issue. "Our customers are at the core of everything that our 600,000 employees worldwide do", he said. According to Müller, Volkswagen is working intensively to develop effective technical solutions. In contact with the Kraftfahrtbundesamt (KBA – German Federal Motor Transport Authority) the implementation is set to begin in January 2016.

Müller's second priority is to systematically drive forward and complete the investigation into what happened. "We must uncover the truth and learn from it", he said, adding that Volkswagen is being extremely thorough in its analysis. For this purpose, audit firm Deloitte has been engaged in addition to the steps already announced. According to Müller, those responsible for what has happened must face severe consequences.

Müller's third priority is to introduce new structures in the Volkswagen Group. "The key point is that Group management will be decentralized to a greater extent in the future", he said, with more independence for the brands and regions. Müller stated that the Board of Management will focus on addressing cross-brand strategies, leveraging synergies and ensuring that Group resources are used effectively. "We will review in detail our current portfolio of more than 300 models and examine the contribution that each one makes to our earnings."

As his fourth priority, Müller is driving forward a realignment of the Group's culture and management behavior. He noted that the pursuit of perfection, the employees' commitment and social responsibility in the Volkswagen Group must be retained. However, he believes that changes are necessary in how Volkswagen communicates and how it handles its mistakes. "We need a culture of openness and cooperation." Müller also called on everybody at Volkswagen to display more courage, greater creativity and a more entrepreneurial spirit in their dealings with one another.

The Volkswagen CEO announced that the fifth priority will be to transform the Group's Strategy 2018 into a Strategy 2025. "Many people outside of Volkswagen, but also some of us, did not understand that our Strategy 2018 is about much more than production numbers. A lot of things were subordinated to the desire to be "Faster, Higher, Larger", especially return on sales." According to Müller, the point is not to sell 100,000 more or fewer vehicles than a major competitor. Instead, the real issue is qualitative growth. Müller announced that the cornerstones of the Group's Strategy 2025 will be developed over the coming months, and that it would be unveiled mid-way through next year.

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VOLKSWAGEN REAFFIRMS INVESTMENT PLANS IN CHATTANOOGA

Oct 29, 2015

-U.S. remains one of the most important markets for Volkswagen-

Chattanooga, Tenn./Wolfsburg, Germany, October 29, 2015 – The Volkswagen Group has reaffirmed its commitment to expanding its Chattanooga facility, where it plans on producing a newly developed midsize SUV for the U.S. market. As previously announced, the Group plans on a total investment of approximately \$900 million in the production of a newly developed, seven-passenger SUV. In the state of Tennessee alone, Volkswagen Group anticipates a \$600 million investment and creation of 2,000 additional jobs. Production of the new midsize SUV is scheduled to begin in Chattanooga toward the end of 2016.

“The United States continues to be one of the most important markets for Volkswagen, and our commitment to Chattanooga and the state of Tennessee is clear proof of that,” said Michael Horn, president and CEO,

Volkswagen Group of America. “The Chattanooga plant is a core part of our strategy in North America. Here and throughout the region, we will work toward meeting the demands of our U.S. customers and regaining their trust in the Volkswagen brand.”

In addition to investing in a new manufacturing line for the mid-size SUV, Volkswagen has created a new Engineering and Planning Center in Chattanooga. This center will house all future projects for the North American market through a central location, enabling the company to quickly and efficiently implement market-specific changes to vehicles.

“Today, we reaffirm our support of the Chattanooga plant, our employees and the broader community,” said Christian Koch, president and CEO, Volkswagen Chattanooga. “We know we have a lot of hard work ahead of us, but this is a crucial moment in our efforts to deepen our commitment to America.”

To allow for the production of the new midsize-SUV for North America, the current space at the plant in Chattanooga will be expanded by 50,000 square meters. Production of the new vehicle will be integrated into the current plant structure.

Volkswagen has already invested more than U.S. \$1 billion in its factory in Tennessee. Currently, more than 2,400 employees work at the plant; this summer, the 500,000th U.S.-built Passat was built.

About Volkswagen of America, Inc.

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About Volkswagen Chattanooga

The Volkswagen Group of America Chattanooga Operations, LLC (Volkswagen Chattanooga) manufacturing facility began production in April 2011 and currently builds the Passat sedan, specifically designed for the North American market and winner of the 2012 Motor Trend Magazine Car of the Year award. Volkswagen Chattanooga was the first car factory worldwide with a LEED Platinum certification. It is also certified to international standards for energy management (ISO 50001), environmental management (ISO 14001) and quality management (ISO 9001).

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Releases

volkswagen to provide goodwill package to u.s. 2.0l tdi owners affected by emissions issue

Nov 15, 2015

-Package to include \$500 Volkswagen Prepaid Visa® Loyalty Card, \$500 Volkswagen Dealership Card, three-year, 24-hour Roadside Assistance-

Herndon, VA (November 15, 2015) – As a step toward restoring trust among its valued customers, Volkswagen of America, Inc. (VWoA) will provide owners of 2.0L TDI vehicles affected by the emissions issue with a \$500 Volkswagen Prepaid Visa Loyalty Card, a \$500 Volkswagen Dealership Card and no-charge 24-hour Roadside Assistance for three years.

“We are working tirelessly to develop an approved remedy for affected vehicles,” said Michael Horn, President and CEO, Volkswagen Group of America. “In the meantime, we are providing this Goodwill Package as a step to regaining our customers’ trust.”

To receive the 2.0L TDI Customer Goodwill Package, affected TDI owners will be asked to visit vwdieselfinfo.com and enter their Vehicle Identification Number (VIN). After registering on the website, customers will be sent related materials, which they can take to participating dealerships to activate.

Affected customers eligible for the Goodwill Package are not required to waive their rights or release their claims against VWGoA in order to receive the Package.

More information about the 2.0L TDI emissions issue is available at <https://www.vwdieselfinfo.com>.

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Releases

press conference on december 10th 2015

Dec 8, 2015

- Technical information regarding live broadcast

Volkswagen Aktiengesellschaft will hold a press conference on December 10th 2015 beginning 11.00am CET (10.00am UTC) bringing you up-to-date on the current status of the clarification process concerning the diesel issue and on the realignment of the Group. The press conference will be aired LIVE.

Internet:

http://volkswagen.gomexlive.com/vw_live_ag

Here you will also find an embed code to implement the live stream into your website.

Satellite-Feed for TV-Media:

USA - live HD Feed

Live feed to start at apprx. 04.20am EST / 9.20am UTC

Satellite: Galaxy 17

Transponder (digital): 21K, Slot D

Downlink Frequency: 12.133,500 MHz

Polarisation: x

Video Std: 1080i/60Hz in NTSC

Audio Channels: Channel 1: IT (German); Channel 2: English

Modulation: DVB-S2 / 8 PSK

Symbol rate: 7.2000 Msymb/s

FEC: 3/4

MPEG: 4:2:0 / MPEG4

Encryption: No encryption

Contact on site: Benjamin Kern, 0049-179-1008034

All material will be available for downlink without copyright restrictions.

Recordings will be made available for download under

<https://www.volkswagen-download.de>

User: volkswagen

Password: Media-2015

as of December 10th 2015, 12.00pm CET / 11.00am UTC.

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Releases

volkswagen announces engagement of kenneth r. feinberg to design and administer a claims program related to the tdi emissions compliance issue

Dec 17, 2015

Herndon, VA (December 17, 2015) Volkswagen announced today that it has retained attorney Kenneth R. Feinberg, managing partner of The Law Offices of Kenneth R. Feinberg, PC, to design and administer an independent claims resolution program to address claims related to the 2.0L and 3.0L TDI vehicles affected by the emissions compliance issue. Volkswagen believes Mr. Feinberg will develop an independent, fair and swift process for resolving these claims.

“We are pleased to announce the retention of Kenneth Feinberg. His extensive experience in handling such complex matters will help to guide us as we move forward to make things right with our customers,” said Michael Horn, President and CEO, Volkswagen Group of America.

Mr. Feinberg stated that he will “commence work immediately designing an independent claims process that will meet claimants’ needs.” He added that “we hope to have a claims program designed as expeditiously as possible. In order to do so, we will need the input not only of Volkswagen, but also vehicle owners, their lawyers, and other interested parties.”

Mr. Feinberg is a well-respected attorney with extensive experience managing high-profile issues and many of the nation’s most challenging legal matters. He was appointed to two presidential commissions by Presidents Reagan and Clinton and administered several other significant programs. More information on Kenneth Feinberg can be found at <http://feinberglawoffices.com/>

Volkswagen continues to fully cooperate with the U.S. Environmental Protection Agency (EPA) and the California Air Resources Board (CARB) as the Company works to develop approved remedies for the affected TDI vehicles as quickly as possible. As the claims program is developed, Mr. Feinberg will consult these agencies for their input.

For more information regarding the Volkswagen TDI emissions compliance issue, please visit www.vwdieselfinfo.com

About Volkswagen Group of America, Inc.

Volkswagen Group of America, Inc. (VWGoA) is a wholly owned subsidiary of Volkswagen AG, one of the world’s leading automobile manufacturers and the largest carmaker in Europe. VWGoA operates a manufacturing plant in Chattanooga, Tennessee and houses the U.S. operations of a worldwide family of distinguished and exciting brands including Audi, Bentley, Bugatti, Lamborghini and Volkswagen, as well as VW Credit, Inc. Founded in 1955, the company's headquarters are in Herndon, Va.; the company has approximately 6,000 employees in the United States and sells its vehicles through a network of approximately 1,000 dealers

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REACTIE OP ONREGELMATIGHEDEN MET BETREKKING TOT EEN SOFTWARE GEBRUIKT IN SOMMIGE DIESELMOTOREN VAN DE VOLKSWAGEN GROEP

Een studie in opdracht van de Environmental Protection Agency (EPA) en de California Air Resources Board (CARB) bracht onregelmatigheden aan het licht met betrekking tot een software in een aantal dieselmotoren van de Volkswagen groep. In reactie op het recente nieuws, wenst D'Ieteren het volgende te vermelden:

- D'Ieteren werd verrast en is heel bezorgd over deze situatie die, indien bevestigd, een duidelijke inbreuk is op de morele en ethische waarden van de groep.
- D'Ieteren Auto, een divisie van de D'Ieteren groep dat verantwoordelijk is voor de invoer en distributie van de merken van de Volkswagen groep in België, alsook zijn netwerk van zelfstandige concessiehouders, zijn nooit op de hoogte geweest van de onregelmatigheden, noch konden ze deze geïdentificeerd hebben.
- We zullen onze verantwoordelijkheid nemen tegenover onze klanten en partners en zullen, in samenwerking met de Volkswagen groep, alle nodige maatregelen treffen die binnen onze controle zijn om het vertrouwen en de loyaliteit van onze klanten in de merken en producten van de Volkswagen groep, te behouden en herstellen. Zoals altijd werken al onze medewerkers en partners hard om het vertrouwen en de loyaliteit van onze klanten te blijven winnen en verdienen.
- We treffen alle maatregelen binnen onze controle, en werken samen met de groep Volkswagen, om de impact van deze onregelmatigheden op onze klanten in te schatten. In afwachting van de uitkomst van deze inschatting, kunnen we de volgende boodschappen meegeven:
 - o Alle nieuwe voertuigen van de Volkswagen groep die uitgerust zijn met de nieuwste generatie dieselmotoren (EU 6), die momenteel verkocht worden in België, voldoen aan de wettelijke eisen en milieunormen;
 - o We treffen alle maatregelen om de eventuele voertuigen die betrokken zijn bij de onregelmatigheden, te identificeren vóór de levering aan onze klanten.
- De vermeende discrepanties hebben betrekking op voertuigen met Type EA 189 dieselmotoren, die verkocht zijn in België tussen 2007 en vandaag. De Volkswagen groep is momenteel nog niet in staat om aan te geven hoeveel van deze voertuigen getroffen zijn door deze onlangs vastgestelde onregelmatigheden, noch welke modellen en productiejaar betrokken zijn. We werken samen met hen om de situatie zo vlug mogelijk op te helderen.
- We zijn echter vastberaden om:
 - o Alle passende maatregelen te treffen om de onregelmatigheden recht te zetten zodra we de impact van de situatie op de klanten, alsook het effect van de onregelmatigheden, hebben kunnen inschatten;
 - o Zo volledig en transparant mogelijk te communiceren zodra we over de nodige informatie beschikken;
 - o Onze klanten te informeren over hun situatie en over de maatregelen die getroffen zullen worden om de onregelmatigheden recht te zetten.

**PERSMEDEDELING:
REACTIE OP ONREGELMATIGHEDEN MET BETREKKING TOT EEN SOFTWARE
GEBRUIKT IN SOMMIGE DIESELMOTOREN VAN DE VOLKSWAGEN GROUP**

GEREGLEMENTEERDE INFORMATIE

Embargo: Dinsdag 22 september 2015 – 22u

- De Volkswagen groep benadrukt dat de veiligheid en rijgedrag van de betrokken voertuigen helemaal niet beïnvloed zijn door de hierboven vermelde onregelmatigheden.
- D'Ieteren is zich ervan bewust dat deze crisis het imago van de merken Volkswagen, Audi, Seat en Škoda in België, en daardoor de activiteiten van D'Ieteren Auto, zou kunnen aantasten. Het is echter nog te vroeg om de potentiële impact hiervan in te schatten.

Einde van de persmededeling

PROFIEL VAN DE GROEP

D'Ieteren, opgericht in 1805, is een groep die diensten verleent aan de automobilist. Het bedrijf staat ten dienste van ongeveer 12 miljoen individuele en professionele klanten in 34 landen via twee activiteiten:

- *D'Ieteren Auto* verdeelt in België de voertuigen van de merken Volkswagen, Audi, Seat, Škoda, Bentley, Lamborghini, Bugatti, Porsche en Yamaha. Het is de grootste autoverdelers in België, met een marktaandeel van meer dan 22 % in 2014 en 1,2 miljoen voertuigen van de verdeelde merken in omloop. Omzet in 2014: 2,7 miljard euro.

- *Belron* (voor 94,85 % eigendom) is de wereldleider op het vlak van de herstelling en vervanging van voertuigbeglazing via meer dan tien hoofdmerken, waaronder Carglass®, Safelite® AutoGlass en Autoglass®. In 2014 stonden ongeveer 2.400 servicepunten en 9.400 mobiele service-units in 34 landen ten dienste van de klanten. Omzet in 2014: 2,9 miljard euro.

FINANCIËLE KALENDER

Laatste vijf persmededelingen (met uitzondering van persberichten met betrekking tot de inkoop van eigen aandelen)		Volgende evenementen	
31 augustus 2015	Halfjaarresultaten 2015	8 december 2015	Investor Day
17 juli 2015	Aankondiging van een Investor Day	25 februari 2016	Jaarresultaten 2015
28 mei 2015	Arnaud Laviolette wordt benoemd tot CFO van D'Ieteren NV	25 februari 2016	Analistenvergadering & persconferentie FY 2015
28 mei 2015	Trading Update voor de periode eindigend op 31 maart 2015	20 april 2016	Jaarverslag 2015
15 april 2015	Jaarverslag 2014 / Nieuwe Corporate website	26 mei 2016	Algemene Vergadering & Trading Update

CONTACTPERSONEN

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Arnaud Laviolette, *Chief Financial Officer*

Pascale Weber, *Financial Communication* - Tel.: + 32 (0)2 536.54.39
E-mail: financial.communication@dieteren.be – Website: www.dieteren.com

De D'Ieteren app is beschikbaar op:



App Store



Google play

**D'IETEREN AUTO LANCEERT EEN 'CUSTOMER CARE'-WEBSITE OM TE ANTWOORDEN
OP DE BEZORGDHEDEN VAN ZIJN KLANTEN**

D'Ieteren Auto kondigt vandaag de lancering aan van een website om zijn klanten en andere gesprekspartners in België te informeren over de situatie met betrekking tot de vastgestelde onregelmatigheden bij de uitstoot van vervuilende stoffen op bepaalde modellen van de Volkswagen-groep.

De site zal regelmatig geüpdatet worden op basis van de informatie die door de Volkswagen-groep verspreid wordt over dit onderwerp.

De website 'D'Ieteren Auto Customer Care' is beschikbaar op het volgende adres:

<http://www.customercare.dieteren.be/nl/dienstberichten/>

Einde van de persmededeling

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FINANCIËLE KALENDER

Laatste vijf persmededelingen (met uitzondering van persberichten met betrekking tot de inkoop van eigen aandelen)		Volgende evenementen	
22 september 2015	Reactie op onregelmatigheden met betrekking tot een software gebruikt in sommige dieselmotoren van de Volkswagen groep	8 december 2015	Investor Day
31 augustus 2015	Halfjaarresultaten 2015	25 februari 2016	Jaarresultaten 2015
17 juli 2015	Aankondiging van een Investor Day	25 februari 2016	Analistenvergadering & persconferentie FY 2015
28 mei 2015	Arnaud Laviolette wordt benoemd tot CFO van D'Ieteren NV	20 april 2016	Jaarverslag 2015
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App Store



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26 september 2015

D'IETEREN AUTO HEEFT VANOCHTEND BESLIST OM DE COMMERCIALISERING STOP TE ZETTEN VAN VOERTUIGEN DIE MOGELIJK UITGERUST ZIJN MET DE NIET-CONFORME SOFTWARE.

In afwachting van volledige technische informatie vanwege de Volkswagen-groep heeft de D'Ieteren-groep het initiatief genomen om de commercialisering en de levering stop te zetten van voertuigen die mogelijk uitgerust zijn met de niet-conforme software.

Het gaat om diesellootvoertuigen met de EA189-motor (Euro 5-norm) en met een cilinderinhoud van 1,2 l, 1,6 l en 2,0 l, van de merken Volkswagen, Volkswagen Bedrijfsvoertuigen, Audi, SEAT en Skoda.

D'Ieteren Auto wil kunnen garanderen dat deze voertuigen volledig conform zijn, alvorens de commercialisering en de levering van potentieel betrokken voertuigen voort te zetten.

Deze operatie betreft 3.200 voertuigen die momenteel in stock zijn in België.

Ter herinnering: de Volkswagen-groep heeft eveneens bevestigd dat de nieuwe generatie van zijn dieselmotoren (Euro 6), die op dit moment verkocht wordt, volledig conform is aan de wettelijke en milieunormen.



28 september 2015

D'IETEREN AUTO STELT VOOR OM LOPENDE BESTELLINGEN TE VERVANGEN DOOR EU 6 DIESELWAGENS

D'Ieteren Auto wil aan zijn klanten die een voertuig hebben besteld met een EU 5 dieselmotor van het type EA 189, in afwachting van levering en nog niet ingeschreven, voorstellen om hun bestelling te wijzigen naar een gelijkwaardig voertuig met een EU 6 dieselmotor, waarvan de Volkswagen-groep garandeert dat die volledig beantwoordt aan de wettelijke en milieunormen.

Dit initiatief van D'Ieteren Auto betreft ongeveer 800 lopende bestellingen in België van voertuigen van de merken Volkswagen, Volkswagen Bedrijfsvoertuigen, Audi, SEAT en Škoda. De kost van deze operatie, ten bedrage van ongeveer 2 miljoen euro, zal volledig gedragen worden door D'Ieteren Auto.

Deze beslissing volgt op het bericht van 26 september waarin D'Ieteren Auto aankondigde om de commercialisering stop te zetten van ongeveer 3.200 voertuigen die mogelijk voorzien zijn van de niet-conforme software.

Wij nodigen alle door deze nieuwe maatregel getroffen klanten uit om vanaf morgen contact op te nemen met hun concessiehouder.

Deze actie heeft geen betrekking op bestelde voertuigen in afwachting van levering die reeds zijn ingeschreven. Zij zullen indien nodig deel uitmaken van een eventuele terugroepactie.



29 september 2015

AANTAL VOERTUIGEN UITGERUST MET DE NIET-CONFORME SOFTWARE IN BELGIË IS BEKEND

De Volkswagen-groep heeft aan D'Ieteren Auto gemeld dat in België 393.648 voertuigen zijn uitgerust met de EA189-dieselmotor (EU 5) en de niet-conforme software. Het gaat om 197.328 voertuigen van de merken Volkswagen en Volkswagen Bedrijfsvoertuigen, 121.712 van Audi, 23.539 van SEAT en 51.069 van het merk Skoda.

De Volkswagen-groep heeft op dit moment nog niet meegedeeld welke technische procedure moet worden gevolgd om deze wagens weer conform te maken. Ter herinnering, de Volkswagen-groep zal alle kosten die voortvloeien uit de nodige maatregelen voor de betrokken voertuigen op zich nemen en garandeert dat er geen enkele impact is op de technische veiligheid of de betrouwbaarheid van de betrokken voertuigen.

D'Ieteren Auto zal zijn betrokken klanten zo snel mogelijk per post op de hoogte brengen. Wie dat wenst, kan vanaf eind deze week automatisch controleren of zijn/haar voertuig betrokken is, via de website www.customercare.dieteren.be.

Zodra de Volkswagen-groep de te volgen technische procedure bekendmaakt, zal D'Ieteren Auto zijn klanten uitnodigen bij de officiële concessiehouders van het betreffende merk om de vereiste interventies uit te voeren.



16 oktober 2015

ONGEVEER 320.000 VOERTUIGEN VAN DE VOLKSWAGEN-GROEP ZULLEN WORDEN TERUGGEROEPEN IN BELGIË

D'Ieteren Auto heeft kennisgenomen van de beslissing van de federale Duitse autoriteiten (KBA) om de terugroepactie voor voertuigen uitgerust met de EA189-dieselmotor en de niet-conforme software verplicht te maken. Deze beslissing komt tegemoet aan de wens die D'Ieteren Auto vanaf het begin heeft geuit om alle betrokken en ingeschreven voertuigen in België te regulariseren zodat ze aan de geldende wettelijke, reglementaire en milieunormen beantwoorden.

Op dit ogenblik beschikt D'Ieteren Auto niet over gedetailleerde informatie over de aard en de planning van de technische procedures die de Volkswagen-groep ontwikkelt. Zodra deze informatie beschikbaar is, zal D'Ieteren Auto persoonlijk en binnen de kortst mogelijke termijn contact opnemen met de ongeveer 320.000 betrokken klanten.

Wij herinneren eraan dat de Volkswagen-groep zich geëngageerd heeft om alle kosten voor de regularisatie van de betrokken voertuigen op zich te nemen en garandeert dat noch de technische veiligheid, noch het weggedrag van deze voertuigen beïnvloed worden.

D'Ieteren Auto betreurt dat het op dit moment niet meer informatie heeft en raadt zijn klanten aan om geregeld de speciaal gecreëerde website <http://www.customercare.dieteren.be> te raadplegen. Daarop is de recentste officiële informatie over dit onderwerp te vinden, alsook een antwoord op de vaakst gestelde vragen.



4 november 2015

REACTIE VAN D'IETEREN AUTO OP DE BEKENDMAKING VAN ONREGELMATIGHEDEN MET BETREKKING TOT DE CO₂-UITSTOOT DOOR DE VOLKSWAGEN-GROEP

D'Ieteren Auto heeft via een persmededeling van de Volkswagen-groep op 3 november vernomen dat ongeveer 800.000 voertuigen wereldwijd mogelijk onregelmatigheden vertonen in hun CO₂-uitstootwaarden. De Volkswagen-groep werkt nauw samen met de bevoegde controle-instanties om de gevolgen hiervan te bepalen.

Op dit moment heeft D'Ieteren Auto nog geen verdere informatie ontvangen van de Volkswagen-groep en kunnen we dus niet bevestigen of er ook voertuigen in België getroffen zijn door deze onregelmatigheden.

Indien dat het geval zou zijn, zal D'Ieteren Auto contact opnemen met de verschillende betrokken federale en regionale overheden om enige financiële impact voor zijn klanten te vermijden. De Volkswagen-groep heeft bevestigd dat hij alle kosten met betrekking tot deze onregelmatigheden op zich zal nemen.

De Volkswagen-groep garandeert dat er geen impact is op de technische veiligheid van de betrokken voertuigen.



5 november 2015

D'IETEREN AUTO SCHORT DE VERKOOP VAN MODELLEN DIE MOGELIJK GETROFFEN ZIJN DOOR DE ONREGELMATIGHEDEN MET BETREKKING TOT DE CO₂-UITSTOOT TIJDELIJK OP

Op 3 november kondigde de Volkswagen-groep aan dat bij momenteel lopend intern onderzoek onregelmatigheden werden vastgesteld met betrekking tot de CO₂-uitstootwaarden en verbruikscijfers van voertuigen met een diesel- en benzinemotor.

Volgens de Volkswagen-groep zijn er wereldwijd ongeveer 800.000 voertuigen in circulatie betrokken. D'Ieteren Auto kan op dit moment niet bevestigen of er ook in België voertuigen in omloop getroffen zijn door deze nieuwe onregelmatigheden. D'Ieteren Auto kondigt aan dat het contact opneemt met de verschillende betrokken federale en regionale overheden voor overleg over de nodige maatregelen en om enige financiële impact voor zijn klanten te vermijden.

De Volkswagen-groep heeft daarenboven aan al zijn dochterondernemingen en onafhankelijke invoerders, waaronder D'Ieteren Auto, meegedeeld dat actueel gecommercialiseerde modellen van de merken Volkswagen, Audi, SEAT en ŠKODA uitgerust met een dwars geplaatste TDI-motor en een cilinderinhoud van 1.4 l, 1.6 l en 2.0 l, of met een 1.4 TSI- of TFSI-motor, mogelijk eveneens getroffen zouden kunnen zijn door deze nieuwe onregelmatigheden. Het gaat om ongeveer 25% van de in 2015 gecommercialiseerde modellenmix.

Als reactie en in afwachting van de definitieve resultaten van het lopende interne onderzoek van de Volkswagen-groep heeft D'Ieteren Auto beslist om de verkoop van mogelijk betrokken modellen tijdelijk op te schorten. Lopende bestellingen zullen echter wel worden afgehandeld. De Volkswagen-groep doet er alles aan om deze zaak zo spoedig mogelijk op te helderen om opnieuw tot een normale commercialisering van zijn producten en diensten te komen, en garandeert dat er geen impact is op de technische veiligheid van de betrokken voertuigen.



20 november 2015

D'Ieteren Auto vertrouwt erop dat geen enkele fiscale aanpassing zal worden doorgerekend aan de klanten die getroffen zijn door de onregelmatigheden met betrekking tot de CO₂-uitstoot

Alle voertuigen zijn opnieuw beschikbaar voor de verkoop in België

De Volkswagen-groep heeft recent verklaard dat bij intern onderzoek onregelmatigheden met betrekking tot de CO₂-uitstootwaarden en verbruikscijfers werden vastgesteld bij de homologatie van voertuigen met een 1.4 l-, 1.6 l- of 2 l-dieselmotor en met een 1.4 l-benzinemotor. De Volkswagen-groep gaat voort met de opheldering van deze situatie, in nauwe samenwerking met de bevoegde instanties voor de homologatie.

Aangezien deze onregelmatigheden niet technisch van aard zijn, zal er geen enkele technische ingreep nodig zijn voor de betrokken voertuigen. De CO₂-uitstoot en het brandstofverbruik van deze voertuigen bij dagelijks gebruik blijven dus ongewijzigd. De Volkswagen-groep garandeert bovendien dat er geen enkele impact is op de technische veiligheid of het weggedrag van de betrokken voertuigen.

De Europese Commissie heeft de Volkswagen-groep extra tijd gegeven tot het einde van dit jaar om de informatie met betrekking tot de CO₂-uitstoot bekend te maken. De Volkswagen-groep heeft zich daarenboven al geëngageerd om eventuele fiscale gevolgen voor zijn rekening te nemen. D'Ieteren Auto heeft er daarom alle vertrouwen in dat de Volkswagen-groep met de bevoegde Belgische overheden tot een akkoord zal komen om ervoor te zorgen dat noch particuliere klanten, noch fleetklanten enig nadeel zullen ondervinden van mogelijke retroactieve of toekomstige wijzigingen in de belasting.

Rekening houdende met deze informatie zijn alle modellen van de merken Volkswagen, Audi, SEAT en ŠKODA weer beschikbaar voor de verkoop.

