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Keynote

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Check against delivery

Roadmap 

Good evening, Ladies and Gentlemen,

I believe you have already met this car: its name is Sedric - the Volkswagen Group's first fully autonomous vehicle. Sedric stands for the future of our industry: for digital connectivity. For autonomous driving. For zero-emission mobility. We are working flat out on that future. That's what this IAA is all about. And we are looking forward to talking with you about that this evening. Welcome to the Volkswagen Group! It's great to have you here!

Sedric is more than just a show car. It will soon be starting self-drive trials at the Wolfsburg plant, shuttling employees from A to B. And our team is already working on ideas for an entire "Sedric family": from fully-autonomous vehicles for the city to luxury long-distance mobility, spectacular sports cars, self-driving delivery vans and heavy trucks. The experience we gain will benefit Group brands and thus ultimately our customers. We will be unveiling one first, fascinating example in a few minutes. Many more will follow in the next few years ...

Ladies and Gentlemen,

This IAA is taking place in unusual circumstances. The heated debate on driving bans in cities, on the future of diesel and e-mobility shows: the times when our industry celebrated itself here in Frankfurt, basking in its own glory, are definitely over. "Business as usual" is no longer enough.

What is at stake is how we shape the major technological transitions ahead. This is about a new understanding of mobility that goes far beyond the automobile itself. But it is also about our self-perception as an industry. About credibility and trust.

Winning back trust will only succeed if we accept justified criticism. If we exercise greater transparency and honesty when it comes to emissions and consumption data. And: if we show even greater courage in tackling the future than we have done so far. Speaking for Volkswagen, I can say: we have got the message. And we will deliver! For example, the present generation of internal combustion engines from our Group ranks among the cleanest and most efficient in the industry. This is not a claim that comes from us, it is confirmed by independent studies.

The performance of our Euro 6 diesel engines in the new WLPT cycle under real-world conditions is above-average. That's important: because the modern diesel is not the problem, but rather an indispensable part of the solution.

The past weeks have also shown: there are no simple answers to complex questions. Anyone who makes those kinds of promises is deceiving themselves and others. You cannot pre-order the future. You have to work on shaping it. Together!

There is much more at stake than just switching from technology A to technology B: we are talking about the transformation of an entire economic structure. A structure that has evolved over decades and brought progress and growth for many – and that merits being continued. This is no call for more of the same. Anyone who clings to the status quo during times of historic upheaval puts themselves on the sidelines... For me, it is rather a question of a system changeover from internal combustion engines to the electric age that is orderly and measured – but at the same time bold, resolute and responsible.

To that end, the ideological trench warfare must cease. Our industry must demonstrate even greater commitment. Therefore we need a framework that fosters innovation in all the relevant areas rather than frustrating it.

No one can predict today exactly what mobility will look like in 15 or 20 years. But our "Together – Strategy 2025" clearly describes our path towards this new world: We are building on Volkswagen's traditional qualities: on innovative strength. Engineering excellence. On the exceptional commitment of our employees. But we are also setting new priorities: in digitalization. On autonomous driving and artificial intelligence. With new mobility services. And, of course, in e-mobility.

We estimate that by 2025, every fourth new vehicle from the Volkswagen Group could already be pure-electric powered. Depending on market development, we are talking about up to 3 million electric cars each year. This figure alone shows what it means when a Group like ours focuses all its energy on one goal.

The last few weeks have once again made me very aware that a company like Volkswagen must move boldly forward! A company like Volkswagen must lead, not follow! That holds true for all major issues of the future. Particularly when what is at stake is the powertrain – the very heart of the automobile.

We want Volkswagen to be the worldwide leader in e-mobility by 2025 – and we will achieve this goal. That is why we are starting the next stage in our journey today: the Volkswagen Group is rolling out “Roadmap E”, the most comprehensive electric offensive in the automotive industry.

First: we are refining our product planning and going the extra mile. We will be bringing more than 80 new electric models to customers by 2025, including some 50 purely battery-powered vehicles and 30 plug-in hybrids.

You’ve already met the Audi e-tron, the Mission E from Porsche and VW’s I.D. family. Moving forward, we will be covering almost every segment – from volume to premium. These vehicles will not just convince people, they will thrill them:

- With a range of up to 600 km.
- With charging times that are as quick as a coffee break.
- With the design, the quality and the safety you know and expect from our brands.
- And all of that at prices which mean electric cars are no longer simply a plaything for the few.

Second: We are the first big mobility group worldwide to put a concrete date on our “Roadmap E”. The Volkswagen Group will have electrified its entire model portfolio by 2030. That means: by then at the latest, there will be at least one electrified version of each of our 300 or so Group models. At all brands, for all markets.

That, Ladies and Gentlemen, is not some vague declaration of intent. It is a strong self-commitment, which, from today, becomes the yardstick by which we measure our performance.

It is also a clear brief for engineers and product developers at all Group brands to think new for future product generations. It is a clear message to our suppliers, telling them what is in store. It is a clear signal for the political decision-makers about what they can expect from us. And not least, is it a promise to our customers that Volkswagen will lead the way to the future.

With “Roadmap E”, we are opening a new chapter in the history of our Group. And we are setting the scene for the final breakthrough for e-mobility. That is because this breakthrough will not come from the self-styled pioneers. It will come from those who can get a new technology up and running on a truly relevant scale. We are not talking about a company with annual sales of 200,000 or 300,000 cars. We are talking about a Group that puts more than 10 million vehicles on the road per year. In all segments – from affordable to luxurious. For both passenger transport and freight transport. Almost anywhere in the world.

Ladies and Gentlemen,

2030 – for the automobile world with its long development cycles that’s practically only the day after tomorrow. And it means: we’ll be really stepping on the gas from now on.

Fulfilling our self-commitment will not only take a great deal of energy. It will also cost a great deal of money. Third, then, we will be rearranging our priorities with “Roadmap E”: Up until 2030, we will be making over €20 billion available for direct investments in the industrialization of e-mobility: in fascinating vehicles based on two entirely new electric platforms. In our plants and in training for the workforce. In charging infrastructure. In trading and sales. Battery technology, too, is something where we intend to remain very firmly at the wheel. We have bundled Group-wide development, procurement and quality assurance activities for all battery cells in a “Center of Excellence” in Salzgitter. That is also where we will be setting up our first pilot line to build up production know-how.

We need something over 150 GWh of battery capacity annually by 2025 just to meet the needs of our own fleet as regards li-ion batteries. To put that into perspective: it is the equivalent of at least four gigafactories for battery cells.

To meet this enormous requirement, we have launched a tender process for long-term strategic partnerships for China, Europe and the USA. We are talking about one of the biggest procurement projects in the history of our industry: with a global order volume in excess of €50 billion over the project term. And this is just for our Groups' future volume vehicles based on the Modular Electrification Toolkit.

That will meet our needs for the first wave of e-mobility. Looking further ahead, though, we are also already preparing for the next generation: solid-state batteries with a range of 1,000 km and more. We also plan to develop this future technology together with partners to market maturity.

Ladies and Gentlemen,

At the moment, e-mobility is still in the early stages. Many issues are outstanding: from raw materials to energy generation and infrastructure – not forgetting the recycling of used batteries. We are ready to contribute our expertise in all these issues and shoulder our responsibility.

For us, the transformation of transportation and the energy transition are inseparable. And creating an extensive charging infrastructure quickly will be essential. In cities and on highways. China and California are leading the way. In Europe, and particularly in the automotive stronghold of Germany, much more needs to happen. Only then will customers' trust grow. And only then will electric cars come out of the niche – and achieve the previously mentioned market shares in the coming years. That is what this is about! It is a joint task that needs support from everyone! I am convinced: this will succeed if politics, the energy industry and automaker cooperate.

Ladies and Gentlemen,

Modern internal combustion engines are part of this picture of the future: as a bridge to the zero-emission era. Conventional and alternative powertrains are not adversaries: we earn the money we need to invest billions in the future from the vehicles we sell today. And without efficient and clean diesel engines, climate targets won't be achievable.

- That is why an SCR catalytic converter is a standard feature of every new diesel engine we produce.
- That is why all our new gasoline engines are equipped with a particulate filter.
- That is why our engine developers are already working on the next generation from 2019 onwards, which will take yet another big step forward as regards greater efficiency and lower emissions.
- That is why we are also working on fuels produced from renewable energies which could make internal combustion engines become carbon-neutral powertrains.
- That is why we are significantly expanding our range of CNG vehicles.
- And finally, it is why, spearheaded by Audi, we are also working on developing fuel cell technology in the direction of market maturity.

Our mission is to enable sustainable and affordable mass mobility. That is why – for the time being – we are working on the entire powertrain spectrum: from conventional to fully-electric. We are not being arbitrary. We are listening to the voice of reason.

Ladies and Gentlemen,

The transformation of our industry is unstoppable. And we will lead this transformation.

Our goal is to redefine mobility. To make it sustainable, clean, better for our customers all over the world. That is what drives us. That is what drives me. And it is what 600,000 employees in the Volkswagen Group and our brands are working towards.

I am proud of my colleagues' achievements. Of their willingness to break new ground. Of their enthusiasm and creativity. This evening and over the next few days, you can see the results of our work – or at least examples of it – here in Hall 3.

I would ask you to engage with us at this IAA. Speak with us. We are really looking forward to that exchange. And we are more than willing to discuss things with you – while others prefer to stay home.

So much for the moment: Thank you for listening. And now – as promised – here is a first, very special highlight of tomorrow's mobility from our Group.
