

DR.-ING. HERBERT DIESS

CHAIRMAN OF THE BOARD OF MANAGEMENT

18 May 2018

Dear Mr. Kell,

I would like to ask for your understanding that I am only now responding to your letter from March, which was addressed to my predecessor Matthias Müller and the Group Board of Management.

I would particularly like to assure you that I very much appreciate all of the work that you have done to date. Going forward, I hope to strengthen our dialogue, for example with bilateral meetings between Council members and members of the Board of Management and of top management, as well as with further public communication events.

As I highlighted recently in my speech at the Annual General Meeting in Berlin, I am firmly convinced that Volkswagen needs to become more open and to engage in contentious discourse. The Sustainability Council can and should play a key role in this process.

It is exactly this kind of support that you have kindly offered, along with specific expectations regarding the future development of our company. I would like to thank you for your constructive recommendations. They play an important role for the topics *electrification* and *decarbonisation*, as well as for the *political role* of our company and the *change in its corporate culture*.

I am very much looking forward to our next meeting in September, here in Wolfsburg. We would like to use that opportunity to intensively discuss your proposals, and thus lay the foundations for further cooperative activities. From my perspective, specific topics include the following in particular:

- The joint conception of further public communication events.
- The organisational restructuring of sustainability within the Group.
- The product presentation for the modular electric drive matrix (MEB) and the electric vehicle portfolio as well as other technical components (batteries, charging infrastructure); in this regard, we have already sent you a separate invitation to our *Research Exhibition*.
- The discussion of new services and business areas.
- The development of a decarbonisation concept.

I firmly believe that together with you, as a valuable member of the Sustainability Council, we have a unique opportunity to transform the Volkswagen Group into a leading company for sustainability, faster and with a clearer emphasis than ever before. To do this, we need to fast-track the opening up of our company and the changes in its corporate culture. It is in this regard that I rely on your expertise, commitment, and honest and critical advice.

I look forward to welcoming you personally in September at the very latest.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'H. Diess', is positioned below the text 'Yours sincerely,'.