

**VOLKSWAGEN**

AKTIENGESELLSCHAFT

A wireframe illustration of a car, likely a Volkswagen Golf, is shown in profile, facing right. The car is composed of a grid of white lines. The background features a stylized landscape with blue mountains and a city skyline on the right, including two wind turbines. The entire scene is rendered in a low-poly, wireframe style.

## 5<sup>th</sup> Annual Volkswagen Group ESG Conference for Investors & Analysts

**“Together for Integrity”**

Tobias Heine— Head of Group Integrity

6<sup>th</sup> October 2022

# Disclaimer

The following presentations as well as remarks/comments and explanations in this context contain forward-looking statements on the business development of the Volkswagen Group. These statements are based on assumptions relating to the development of the economic, political and legal environment in individual countries, economic regions and markets, and in particular for the automotive industry, which we have made on the basis of the information available to us and which we consider to be realistic at the time of going to press. The estimates given entail a degree of risk, and actual developments may differ from those forecast. At the time of preparing these presentations, it is not yet possible to conclusively assess the specific effects of the latest developments in the Russia-Ukraine conflict on the Volkswagen Group's business, nor is it possible to predict with sufficient certainty to what extent further escalation of the Russia-Ukraine conflict will impact on the global economy and growth in the industry in fiscal year 2022.

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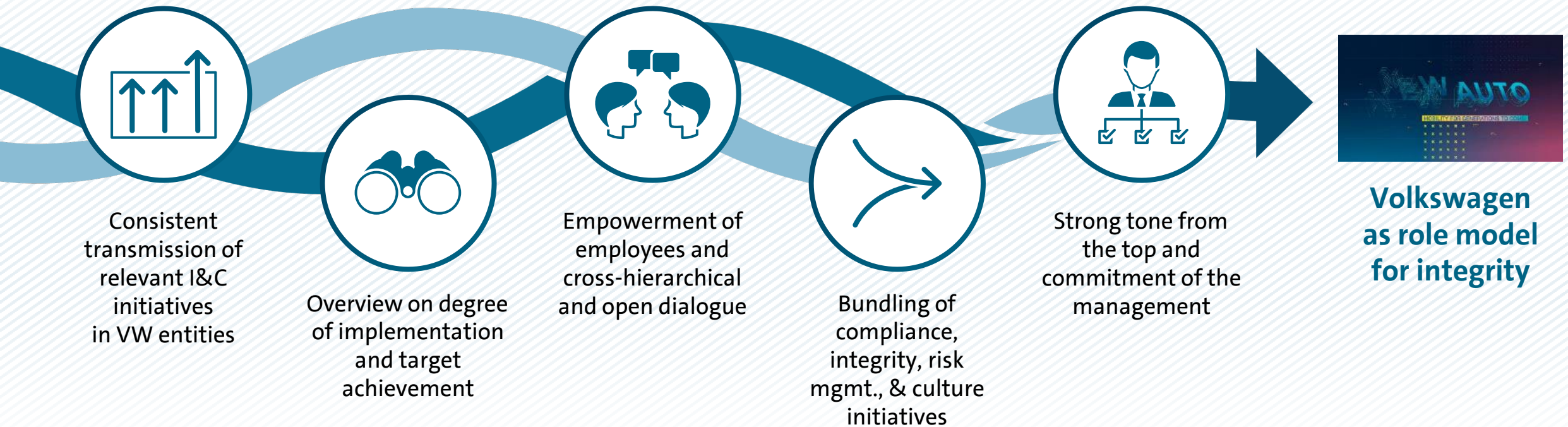
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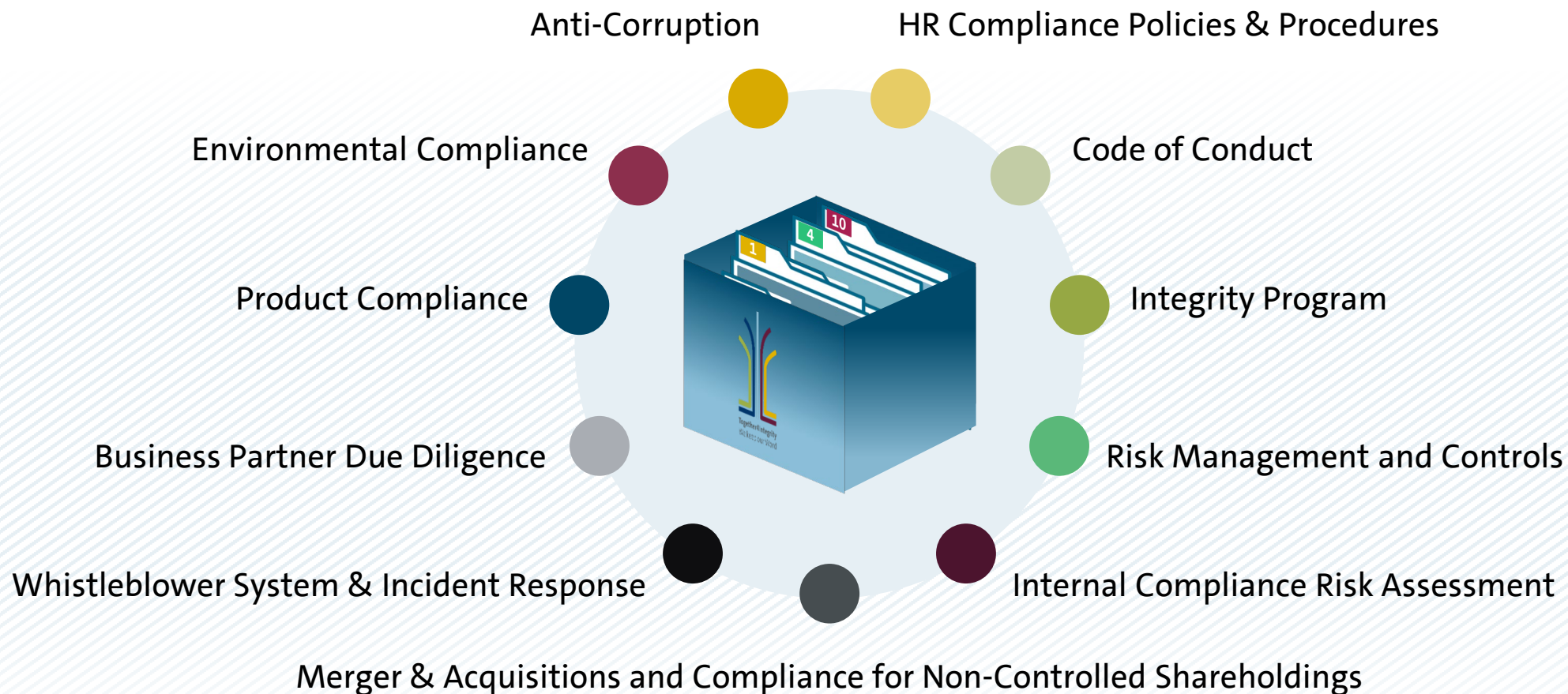


# T4I is enabler to embed Integrity & Compliance (I&C) in Volkswagen's DNA

Integrity & Compliance is key element of VW NEW AUTO Group strategy & one of six focus topics in the VW's ESG program

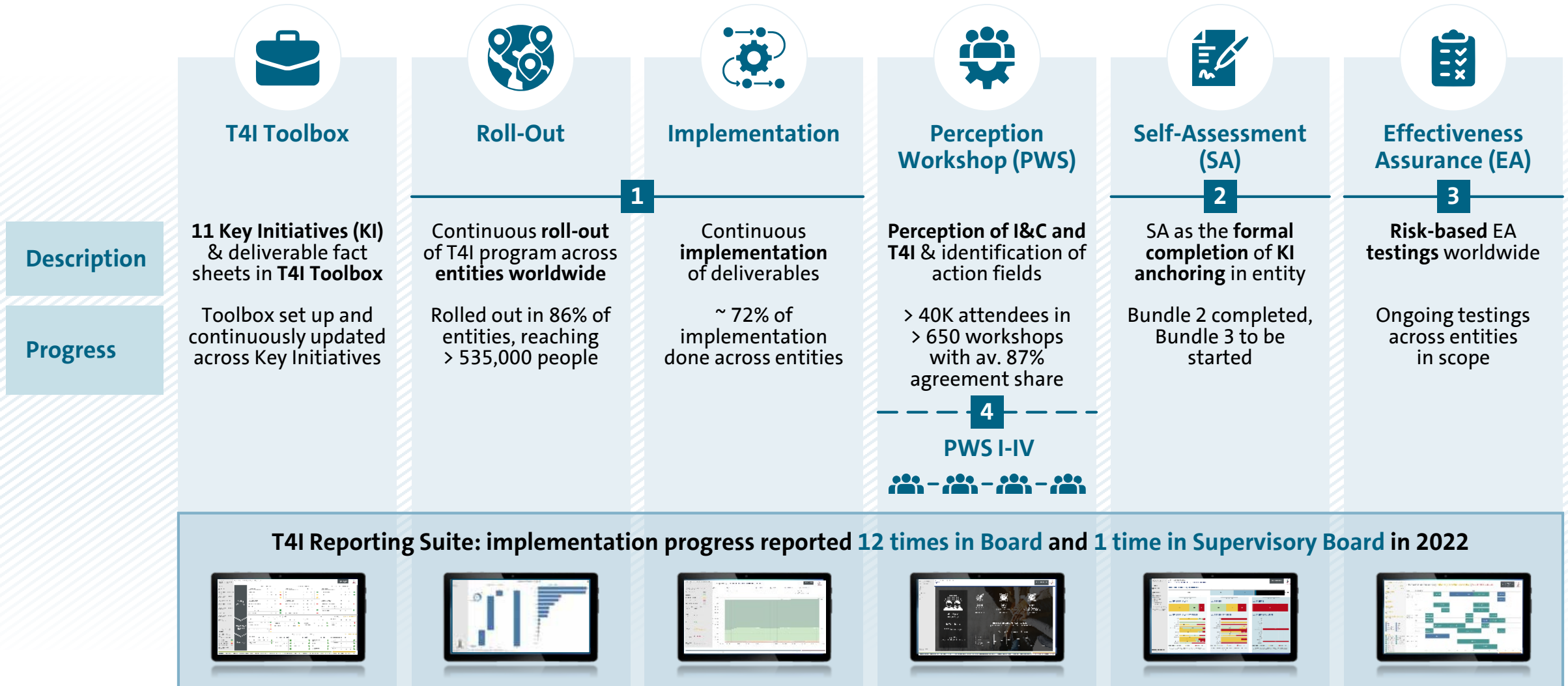


# Heart of the program are 11 Key Initiatives bundled in T4I Toolbox & ensuring global standards



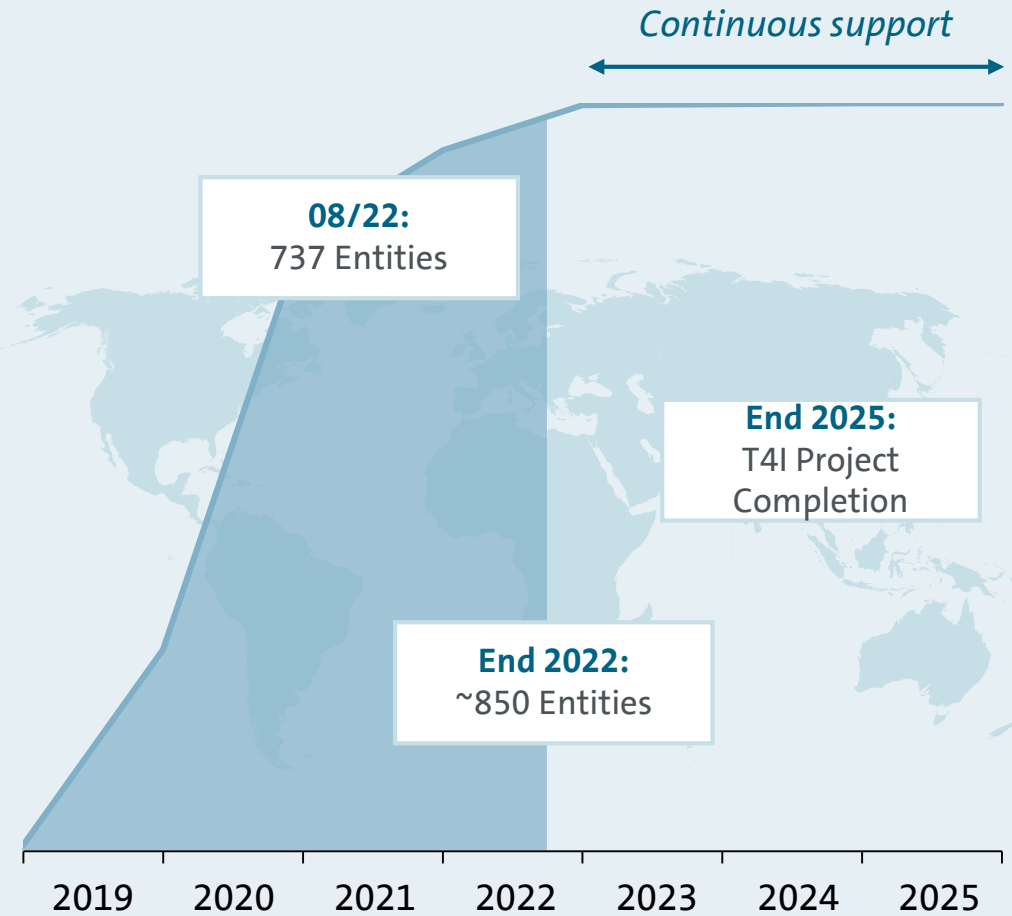
Employees have access to recurring and (partially) compulsory online and web-based trainings

# T4I is consistently rolled out across ~ 850 entities worldwide & tracked in T4I reporting suite



**1 T4I success across rollout & implementation... ..& already reached over 700 Entities**

 <p><b>&gt;535.000</b> employees impacted</p>	 <p><b>&gt;100.000</b> People reached via employee engagement formats</p>	 <p><b>&gt;2.400</b> Key Initiatives in roll-out</p>
 <p><b>&gt;4.000</b> tool users by end of 2021</p>	 <p><b>68</b> countries reached</p>	
 <p><b>&gt;145.000</b> milestones tracked</p>	 <p><b>&gt;2.000</b> experts interviewed</p>	



## 2 Self-Assessments to confirm effective Key Initiative implementation...

...with high fulfilment across entities



Final step for entities to **formally complete anchoring of 11 Key Initiatives** in entities

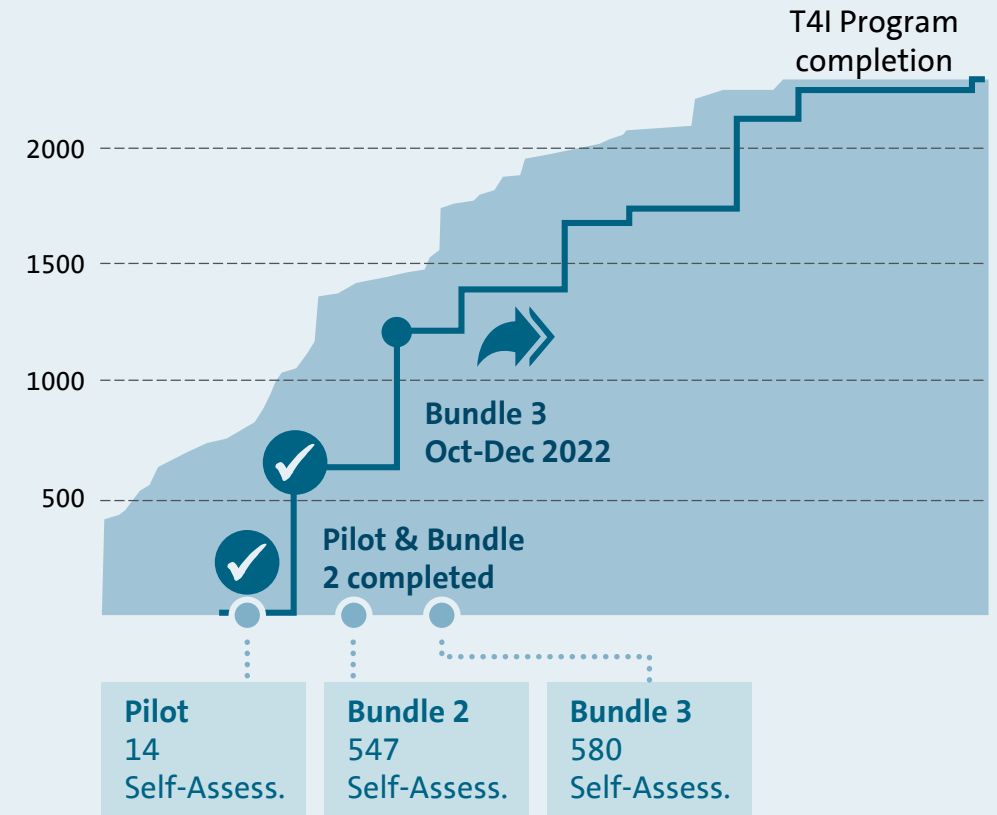


Each entity is required to **assess all implemented Key Initiatives** and confirm assessment



Hereby entities **evaluate** and confirm that the implementation has **lasting effect and is robust**

### Self-Assessments conducted in bundles





### 3 Effectiveness Assurance conducts risk-based testing to ensure effectiveness of Key Initiatives



EA established to test and ensure effectiveness of 11 Key Initiatives implementation in entities



Deviations in testing are tackled with remediation measures and tracked until mitigated



Testing follows a risk-based approach across all Key Initiatives and entities

#### Remediation Measure systematically tracked in dashboard



#### Exemplary deviations

Gifts & invitations without sufficient approval

Segregation of duties & resources not ensured

#### Exemplary measures

Proper documentation for granting & receiving gifts/invitations is properly archived

Evaluation & assignment of tasks & responsibilities and performance of a resource analysis

## 4 Four measures to embed and assess Integrity & Compliance in Volkswagen



### Perception Workshops

Annual recurring **Workshops** measuring employee **perception** on integrity, compliance risk and culture topics

~**89%** approval rate from T4I PWS (2022)



### I&C Survey

2<sup>nd</sup> **I&C survey** in 2023 after success in 2021 across ~**47,000 employees** globally enabling profound insight on I&C culture

~**86%** approval rate on importance of Integrity and Compliance (2021)



### Opinion-barometer

Integrity index of VW AG via **Opinion-barometer**:  
Question targeting Integrity: *"In our OU, everyone can act with integrity"*

~**86%** approval rate regarding integrous behavior in VW (2021)



### Integrity Skillset

Skillset to enable **VW leadership** to embed **integrity** in everyday behavior & stress its importance for **employee development**

~**89%** recommendation rate; Implementation in 8 Brands

Over 100k people reached via employee engagement formats

# Perception Workshops reflect integration level of I&C principles into everyday behavior in VW

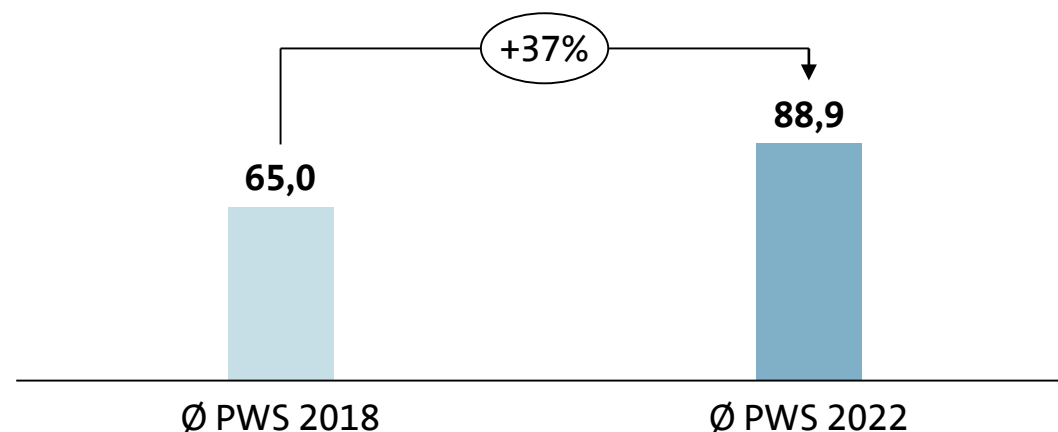
## Engagement format to inspire and motivate people & measure the impact of the T4I program



- Representatively selected employees and managers
- Create deep understanding about I&C as well as T4I
- Assess employees' perception of everyday practice of I&C
- Identify entity-specific measures and improvement potential

### Average results in Brands 2018 and 2022 (in %)

  
~40k participants



## Selection of questions raised in Perception Workshops



"I&C issues are discussed in meetings along with current issues"

"I am familiar with the rules and conduct guidelines that are important for me"

"I can openly ask questions and openly address potential problems"

"Our supervisors function as role-models for integer and compliant behavior"

"In my team, we have the ambition to act with I&C"

# Opinion-barometer captures sentiment & translates it into measures



## Opinion-barometer question on Integrity:

"In our Org.-Unit, everyone can act with integrity"

## Opinion-barometer results of 2017 & 2020 in VW AG (in %)

