February 16, 2018

Matthias Müller
Chairman of the Board of Management
Volkswagen AG
Investor Relations, Letterbox 1849
38436 Wolfsburg, Germany

Dear Mr. Müller:

We are writing as shareholders of Volkswagen AG regarding the company's human capital management practices at its U.S. production facility in Chattanooga, Tennessee. Enclosed is a recent AFL-CIO report titled "At what cost? Workers report concerns about Volkswagen's new manufacturing jobs in Tennessee." We urge Volkswagen to address the human capital management concerns outlined in this report, and we request the opportunity to discuss Volkswagen's workforce management strategy with the appropriate company representatives.

Volkswagen has been ignoring the clear and democratic decision of the Chattanooga plant's 160 skilled trades employees to form a union with the United Auto Workers and collectively bargain over compensation and working conditions. By refusing to recognize the workers' organization, Volkswagen is also losing out on valuable ideas and insights that workers could offer to improve production. The U.S. National Labor Relations Board certified the union on December 15, 2015 after more than 70 percent of the skilled trades workers voted yes. However Volkswagen has continually refused to come to the negotiating table, despite repeated requests.

The AFL-CIO report documents the human capital management concerns of Volkswagen's employees in Chattanooga. According to the report, Volkswagen employees worry that new employees receive inadequate training and question the use of a temporary staffing agency to fill vacancies. As detailed in the report, Volkswagen employees believe that repetitive motion injuries are common at the Chattanooga facility. The report also describes employee fatigue that has resulted from Volkswagen's rotating shift schedule. Lastly, the report notes that employees have experienced offensive and arbitrary treatment from some supervisors.

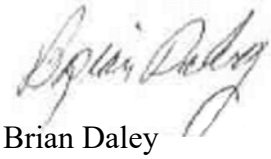
We believe that Volkswagen's human capital management practices at the Chattanooga facility must be improved to align with the company's own global standards. In our view, the effective management of the Chattanooga workforce is integral to company performance and shareholder value. As long-term investors, we want Volkswagen to succeed and believe that success is most likely to result from employing best practices in human capital management.

We urge you to address these concerns and would welcome the opportunity to discuss this matter with the appropriate company representatives. Please direct your response to Brandon Rees, Deputy Director of the AFL-CIO Office of Investment at +1 202-637-5152 or brees@aflcio.org to arrange a mutually agreeable time.

Sincerely,



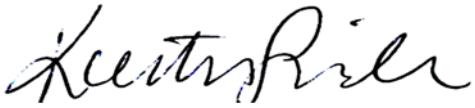
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Director, Corporations and Capital Markets
AFL-CIO



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Enclosure