



VOLKSWAGEN GROUP

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All figures are rounded, so minor discrepancies may arise from addition of these amounts.

Any changes in significant parameters relating to our key sales markets, or any significant shifts in exchange rates, energy and other commodities or the supply with parts relevant to the Volkswagen Group will have a corresponding effect on the development of our business. In addition, there may also be departures from our expected business development if the assessments of the factors influencing sustainable value enhancement and of risks and opportunities presented develop in a way other than we are currently expecting, or if additional risks and opportunities or other factors emerge that affect the development of our business.

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We are the CORE



Enhancing competitiveness through structural efficiency with the Go Live of our new governance model

Brand CEOs



BGC Functions



 Significant reduction of board of management positions from 28 to 19

 >25% reduction of management levels ongoing

"Future Volkswagen" - We delivered on agreed cost and efficiency measures since 2024



Employee reduction

Year to date +
fixed exits until 2030

-29.4k¹



Capacity reduction

until 2027

-735k



Factory costs

until HY1 2026

-24%



Fix costs

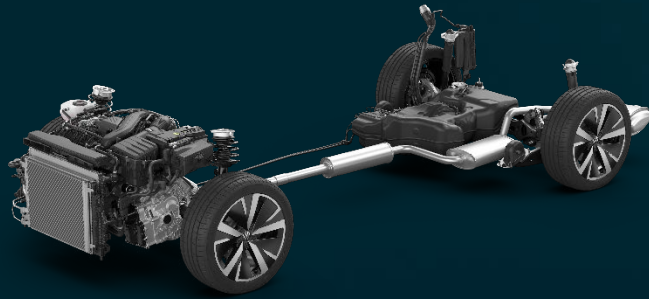
until 2026

-€1.5 bn

1. Including contractually agreed early retirement and scope Volkswagen Passenger Car brand, Volkswagen Commercial Vehicles and Volkswagen Group Components, including Volkswagen Sachsen Car Manufacturing and Volkswagen Osnabrueck

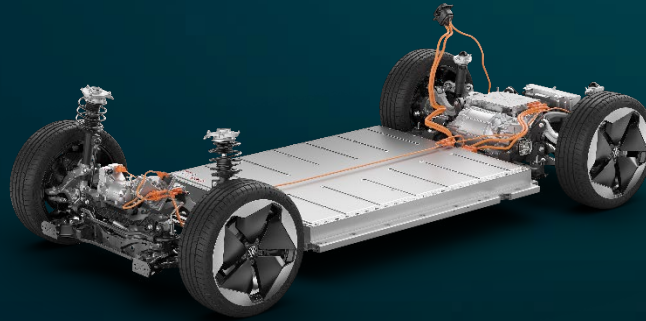
Relentless cost discipline by regularly reviewing our current and future products, challenging the cost basis of all platforms

MQB



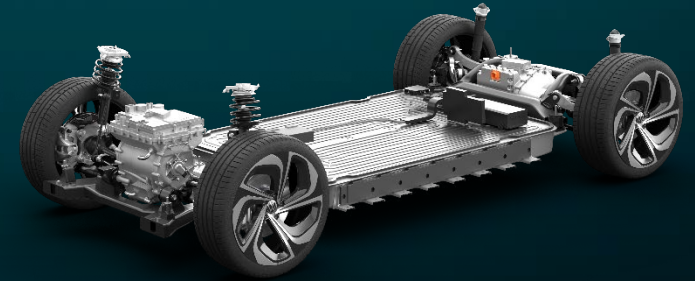
Improvement of **100€ / vehicle¹**

MEB



Improvement of **900-1,200 € / vehicle¹**

SSP

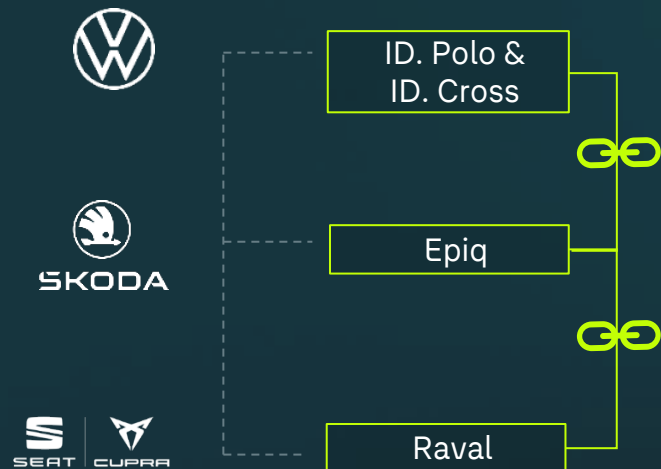


Improvement of **1,000-1,500 € / vehicle¹**

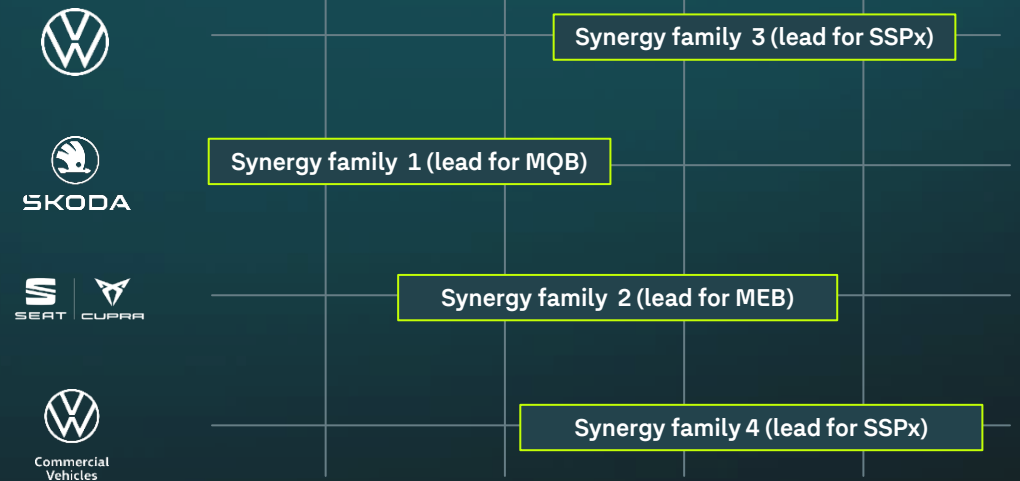
Our new BGC product organization is **based on vehicle synergy families** with **lead functions within the brand network**

ILLUSTRATIVE

Electric Urban Car Family as an exemplary synergy family



Steering across the leading brands



The **cross-brand** product organization **strengthens** the **optimal use of resources** and **compatibility** to important **process partners** within the Volkswagen Group

With that we re-defined a segment with customer orders more than duplicating budget

Unlocking A0 Scale

Segment	Market 2026 [k]	BGC [k]	BGC share of BEV segment [%]	
A0 Low	313	28		8.9%
A0 High	376	61		16.3%
A Low	268	106		39.7%
A High	1,137	326		28.7%
B Low	295	66		22.5%
B High	431	37		8.6%

Total A0-B BEV
2.8 m market
624k BGC

22.1% BGC share



CUSTOMER ORDERS*

10,308

+138 % vs. Budget



CUSTOMER ORDERS*

33,653

+244% vs. Budget



CUSTOMER ORDERS*

51,215

+122 % vs. Budget



CUSTOMER ORDERS*

53,000

+160 % vs. Budget

*September Data Year to date 2026

Gaining BEV momentum in Europe also in other segments



5 Brand Group Core models in TOP 10



SKODA
Elroq



#2



SKODA
Enyaq



#5



ID. 4



#6



ID. Tiguan

New



ID. 3



#7



ID.3 NEO

New



ID. 7



#10

But in **today's market environment**, we need to adapt each of our regional strategies accordingly

Brand Group Core **4.5 m** sales deliveries in 9m 2026 (-8.6%)

9.5% NAR (+1.6%)

- Pickup1 Offensive conquering that segment
- Transform core portfolio from ICE to multi-traction BEV
- Hybrid-Offensive with 3 locally developed xEVs

50% EUROPE (+1.7%)

- Small-BEV-Offensive
- Leadership in Technology
- Broad portfolio of powertrains

22% CHINA (-31.9%)

- Largest product offensive with 10 NEV models
- In-house technologies (CEA, CMP, CARIZON)

18.5% International (+1%)

- Expansion of export activities ex China to the ASEAN region
- Increased usage of China Tech in South America
- Launch „Sub4Meter“ in India in 2027

Leverage China's capabilities to strengthen global competitiveness

📍 01 | Speed

Development in China

- › VCTC at full scale with independent release responsibility
- › Local engineering
- › Accelerated product developing processes

📍 02 | Cost Competitiveness

Export from China

- › China-built cars for selected international markets
- › Competitive products for Global South
- › Cost edge: local sourcing

📍 03 | Performance

Enable China-Tech

- › E/E zonal concept & performance benchmarks
- › Adapt China-developed architectures (CEA)
- › Scale local tech beyond China (e.g. COP modules)

High-body segments dominate the 2035 profit pools



Profit Pools 2035

	LOW	HIGH
C	0,1% €9 m 195m	7% €485 m 400m
B	4% €312 m 676m	21% €1,535 m 1,416m
A	4% €297 m 1,439m	51% €3,644 m 4,381m
A0	3% €207 m 1,684m	10% €685 m 2,719m

2035 PROFIT POOL

51%

A-high segment

21%

B-high segment

	Share of 2035 profit pool
	Profit Pool 2035
	Segment 2035 [units]



A focused portfolio addresses the 2035 profit pools

Portfolio 2035

	Hatch / Estate	CUV / SUV
C	–	1 <i>model</i> -1 vs. 2026
B	– -5 vs. 2026	4 <i>models</i> -2 vs. 2026
A	4 <i>models</i> -7 vs. 2026	7 <i>models</i> -7 vs. 2026
A0	2 <i>models</i> -2 vs. 2026	3 <i>models</i> -4 vs. 2026

Model count & portfolio efficiency changes versus 2026

BGC PORTFOLIO 2035

21
models in total

>2x
more volume per hat

142k
portfolio efficiency

Moving from cost programs to structural competitiveness

1

*DELIVERING
AGREED MEASURES*

Renewed products
Performance programs
Cost discipline

2

*STRUCTURALLY RESETTING
THE OPERATING MODEL*

Product & portfolio
Production, procurement, R&D
Organization & processes

TARGET ECONOMICS

↓ Cost per vehicle
↓ Fixed cost base
↓ Investment intensity

Fewer models
Stronger business
Higher returns



The People's Brand

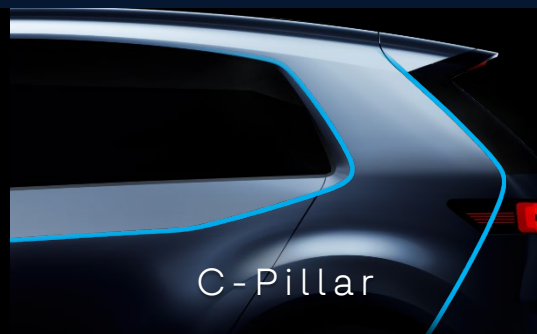
Building relationships for life



Stable



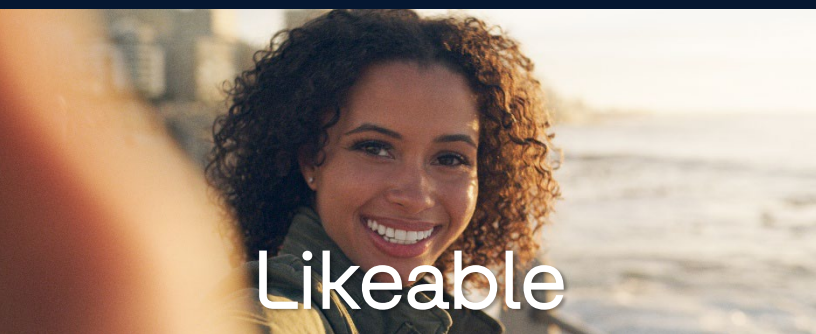
Stance



C-Pillar



Horizontal



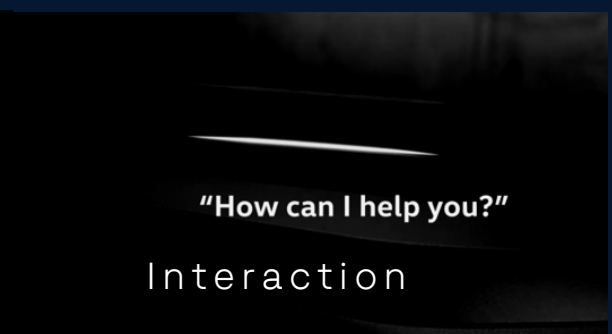
Likeable



Human expression



Positive
Tension



"How can I help you?"
Interaction



Secret Sauce



Sense of humor



High-value



Unexpected

ID.Tiguan

Souvereign E-SUV
Strong | Trustworthy | Mature

Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)
VW				
Golf R	8.1 – 8.5 l/100km	n/a	184 -193 g/km	n/a
Golf 8 GTI	7.3 – 7.1 l/100km	n/a	167 -162 g/km	n/a
ID.3 Neo	n/a	14.3-15.7 kWh/100km	n/a	up to 629km
ID.3 Pro S	n/a	14,9 kWh/100km	n/a	402 – 575km
ID.4 Pro	n/a	17.5-16.1 kWh/100km	n/a	395 – 545km
ID. Tiguan	The vehicle is not yet offered for sale and is therefore not subject to Directive 1999/94/EC. Consumption and emission data under review			
ID.7 Pro	n/a	16.1 – 14.0 kWh/100km	n/a	up to 618km
ID.7 GTX	n/a	18.8 – 16.6 kWh/100km	n/a	up to 584km
ID. Buzz Pro	n/a	20.5-21.7 kWh/100km	n/a	420 – 461km
ID. Buzz GTX	n/a	21.6 – 20.5 kWh/100km	n/a	402 – 423km
ID. Buzz LWB Pro	n/a	21.2 – 19.5 kWh/100km	n/a	up to 487km
Caravelle	7.9 – 7.2 l/100km	n/a	207 – 188 g/km	
Passat R eHybrid	5.6 - 6.0 l/100km	17,5-16,6 kWh/100km plus 0,5-0,4 l/100km	9 g/km	up to 118km
ID. UNYX 07, 08, 09, ID. AURA T6, ID. ERA 5s, 9x, New Atlas, Atlas X-Sport	These vehicles are not offered for sale in Europe or are not for sale yet and therefore not subjective to Directive 1999/94/EC.			
Tayron R Line Hybrid	1.7 – 1.9 l/100km	14.0 – 15.0 kWh/100km	38 – 42 g/km	up to 116km
T-Roc	5,6-5,0 l/100 km		127-115 g/km	
ID. Polo	n/a	14,5 - 13,3 kWh/100km	n/a	Up to 454km

Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)
Škoda				
Vision O	The vehicle is not yet offered for sale and is therefore not subject to Directive 1999/94/EC. Consumption and emission data under review.			
Enyaq Laurin & Klement 85	n/a	15.7 - 20.3 kWh/100km	n/a	565 - 589km
Enyaq Sportline	n/a	15.8 - 16.6 kWh/100km	n/a	410 - 428km
Elroq 85	n/a	15,2 - 16,6 kWh/100km	n/a	540 - 580km
Epiq	n/a	13,9 kWh/100km	n/a	~435km
Porsche				
Macan S	n/a	21,1 - 17,9 kWh/100km	n/a	516 - 613km
Taycan Turbo S	n/a	18.8-16.6 kWh/100km	n/a	558 - 630km
Panamera 4S E-Hybrid	10.4 - 9.3 l/100km	28.6 - 26.0 kWh/100km	33 -24 g/km	83 - 91km
Porsche Taycan GTS Sport Turismo	n/a	24.1 - 21.0 kWh/100km	n/a	424 - 490km
Taycan 4	n/a	20.6 - 17.6 kWh/100km	n/a	478 - 559km
Porsche 911 Carrera	10,7 - 10,1 l/100km	n/a	244 - 230 g/km	n/a
Porsche GT3	14,6 - 13,4 l/100km	n/a	312 - 310 g/km	

Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)
Bentley				
Continental GT Speed	10.3 l/100 km	28.1 kWh/100km	29 g/km	n/a
Bentayga Speed	14.7 l/100 km	n/a	335 g/km	n/a
Bugatti				
CHIRON	25.2 l/100 km	n/a	572 g/km	n/a
Lamborghini				
Revuelto	11,86 l/100km	n/a	276 g/km	n/a
Urus S	14.1 l/100km	n/a	320 g/km	n/a
Urus SE	2,08 l/100km	39,5 kWh/100 Km	51 g/km	n/a
Temerario	The vehicle is not yet offered for sale and is therefore not subject to Directive 1999/94/EC. Consumption and emission data under review.			
Seat / Cupra				
Born	n/a	14.9 – 16.7 kWh/100km	n/a	up to 594km
Tavascan VZ 250 kW 77kWh	n/a	16.6 kWh/100km	n/a	up to 522km
Terramar VZ 1.5 e-HYBRID 200 kW	0,4-0,5 l/100 km	7,6-19,0 kWh/100 km	10-12 g/km	n/a
Raval VZ Extreme	n/a	16.1 kWh/100km	n/a	up to 381km

Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)
Audi				
A5	7.7 – 4.8 l/100km	n/a	176 – 125 g/km	n/a
Nuvolari	11.3l /100km	7.8 kWh (preliminary)	270 g/km	
Q4 e-tron 55	n/a	16.8 – 19.5 kWh/100km	n/a	449 – 523km
Q5	7.9-5.9 l/100km	n/a	180-148 g/km	n/a
Q6L e-tron	The vehicle is not offered for sale in Europe.			
Q7 TDI quattro 180 kW	7,8-7,1 l/100 km	n/a	205-186 g/km	n/a
Q9	The vehicle is not offered for sale in Europe.			
Q8 55 e-tron	n/a	20.6 – 24.4 kWh/100km	n/a	460 – 595km
S5 Avant	7.5-7.9 l/100km	n/a	169-180 g/km	n/a
A6L e-tron	The vehicle is not offered for sale in Europe.			
AUDI E7X	The vehicle is not offered for sale in Europe.			
Scout				
Terra	Vehicle is not yet offered for sale & is therefore not subject to Directive 1999/94/EC. Consumption & emission data under review.			
Traveler	Vehicle is not yet offered for sale & is therefore not subject to Directive 1999/94/EC. Consumption & emission data under review.			
Jetta (China)				
Jetta X	The vehicle is not offered for sale in Europe.			

VOLKSWAGEN GROUP