



VOLKSWAGEN GROUP

Porsche Experience Center Hockenheimring
21 June 2023



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

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 2023.

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.

We do not update forward-looking statements retrospectively. Such statements are valid on the date of publication and can be superseded.

This information does not constitute an offer to exchange or sell or an offer to exchange or buy any securities.

Note: The figures for fuel consumption, electric range, energy consumption and CO2 emissions are included in the glossary.

Today's presenters

Oliver Blume

Volkswagen
Group CEO
since 09/2022

Porsche
CEO
since 10/2015



Arno Antlitz

Volkswagen
Group COO
since 09/2022

Volkswagen
Group CFO
since 04/2021



Macroeconomic backdrop & technology transformation

Economic
uncertainty

From global- to
regionalization

BEV & digitalization
reshaping industry

New **entrants &**
competitors

Status quo assessment

Today's strengths

- » Portfolio of **exciting** & **complementary** brands
- » Leading **scale** & **global** presence
- » **Entrepreneurial** team ready to **execute**

Today's challenges

Transitioning technology base «

Group **complexity** «

Fixed costs & **capital intensity** «

Our promise

- ① **New team:** Entrepreneurial spirit with clear sustainability commitment
- ② **Technology at scale:** Speed, agility & performance
- ③ **Unleashed brands:** Unrivalled portfolio with focus on entrepreneurship
- ④ **Regional leadership:** Winning globally with tailored regional strategies
- ⑤ **New steering model:** Fostering entrepreneurship & faster decision-making
- ⑥ **Financials:** Cash flow, profitability & capital efficiency at centre stage

Our ambition 2027

Unrivalled brand portfolio:



Electrified products with leading technology



Regionally balanced footprint:



Tailored investments & overall reduced asset intensity



Cultural shift & capital market orientation:



Entrepreneurial spirit paired with focus on cash flow & profitability throughout the organization



1

NEW TEAM

Entrepreneurial spirit with clear
sustainability commitment

Entrepreneurial spirit with clear sustainability commitment

New
management team

New
leadership principles

New
steering framework

First strategic steps
successfully executed

New executive team to master the transformation

Gunnar Kilian

Group HR,
Brand Group Trucks

Markus Duesmann

Brand Group
Progressive & CEO Audi

Arno Antlitz

Group CFO &
COO

Hauke Stars

Group IT

Manfred Döss

Group Integrity
& Legal Affairs



Thomas Schmall-von Westerholt
Group Technology

Ralf Brandstätter
Group China

Oliver Blume
Group CEO & Brand
Group Sport Luxury

Thomas Schäfer
Brand Group Core
& CEO VW brand

Dual roles to expand know-how from brands to Group level



Christian Vollmer

Production



Dirk Große-Loheide

Procurement



Hildegard Wortmann

Sales



Michael Neumayer

Quality



Michael Steiner

Development



Michael Mauer

Design



Sebastian Rudolph

Communication



New **leadership principles**

'**Dual role**' concept

Enhanced **coordination**

'**Best owner**' approach

Team spirit & passion to unlock full potential



Regional **expertise** with **global** team

Desire to **innovate & perform**

Team **spirit & empowerment**

Steering framework based on three leadership principles



Entrepreneurship

Accountability

Execution focus

Cornerstones of Volkswagen Group's operating model

Brand identity

Group scale

Differentiated designs

Appealing products & UX

Commitment to quality



Customer centricity

Combined technology

Standardization

Cost leadership



Speed, agility & performance

New steering framework for group management



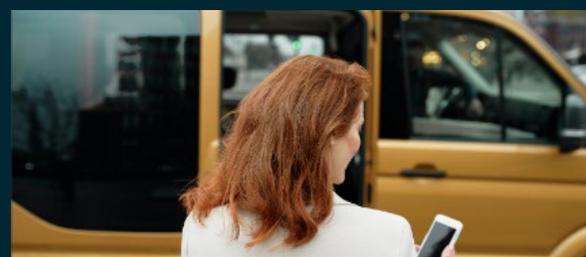
Profitability, cash flow & capital efficiency

Direct Profit & Loss accountability

Aligned & consistent incentivization

75 operational & strategic focus topics identified

75 inventory list



Systematic approach: TOP 10 Group program



01
Planning round



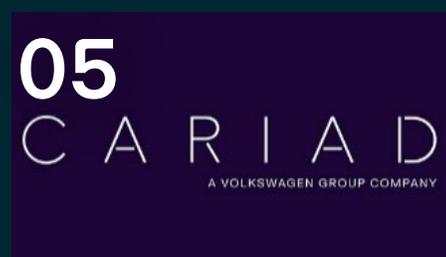
02
Products



03
China



04
NAR



05
CARIAD



06
Platform /
Technology



07
Battery
& Charging



08
Mobility
Solutions



09
Sustainability



10
Capital Market

Key decisions already taken in few months



- » Strategic capital allocation ✓
- » Performance program started ✓



- » New product strategy ✓
- » Brand Design ID ✓
- » Quality program ✓



- » Target Picture 2030 ✓
 - Strong brands
 - Long-term partners
 - Localized tech



- » Establish Scout Motors ✓
- » Battery plant Canada ✓
- » Growth plan NAR ✓



- » Realistic portfolio plan ✓
- » Intensified partnerships ✓
- » Re-structuring started ✓



- » Redesign platform strategy ✓
- » Defined lead brands ✓
- » Holistic synergy approach ✓
- » Competitive tech profile ✓



- » Battery strategy ✓
- » Stage-gated PowerCo ramp-up ✓
- » Securing raw materials ✓
- » Expanding HPC points worldwide ✓



- » Successful integration of Europcar ✓
- » First pilot projects in place & defined roll-out for integrated mobility platform ✓



- » ESG target ambition levels revised ✓
- » Decarbonization target 2030 on track ✓
- » New CSO & refocused Sustainability Council ✓



- » Created virtual equity stories per brand ✓
- » Established Target Summits ✓
- » Sharpen capital market orientation within organization ✓

Sustainability as core business driver

Ambitious
ESG target setting

Systematic breakdown of
decarbonization targets

Holistic circular
economy strategy

Future-oriented renewable
energy strategy implemented

Implementation of measures reflected in improved ESG ratings

Agencies	2020	2023	Target 2025	Status
MSCI	CCC	B	BBB	
Sustainalytics ¹	41	26	<22	
ISS ESG	C	C+	C+	

~10% BEV
deliveries
target share²

30% emission
reduction by 2030
on track

'PAI'³
Scorecard
published

Independent
Xinjiang audit
planned

1. Copyright©2023 Morningstar Sustainalytics. All rights reserved. This slide contains information developed by Sustainalytics (www.sustainalytics.com). Such information and data are proprietary of Sustainalytics and/or its third party suppliers (Third Party Data) and are provided for informational purposes only. They do not constitute an endorsement of any product or project, nor an investment advice and are not warranted to be complete, timely, accurate or suitable for a particular purpose. Their use is subject to conditions available at https://www.sustainalytics.com/legal-disclaimers | 2. Outlook 2023 | 3. Principle Adverse Impacts

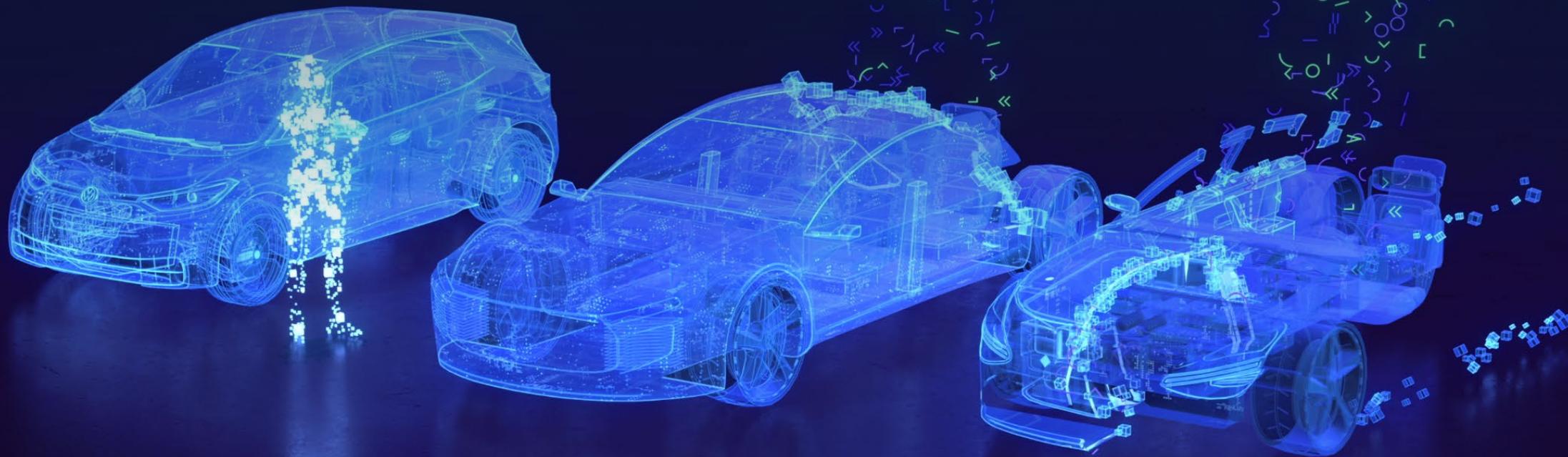
1 NEW TEAM: Key takeaways

- » **New management team** with a new spirit
- » **Entrepreneurship, accountability & execution focus**
- » **New operating model** combining brand identity & Group scale
- » **Accelerated decision making** – many critical topics addressed
- » **Sustainability**: implementation in full swing
- » ... and there is **more to come!**

2

TECHNOLOGY AT SCALE

Speed, agility & performance



Speed, agility & performance

New
steering principles

Focus on **speed,**
agility & performance

Scale for **cost**
competitiveness

Four
key technology areas

Steering principles for our key technology areas



Shift to
'best owner'

**Speed &
execution** focus

Tailored **local-for-
local** strategies

Selected & smart
partnerships

Steering for speed: Allowing technology leadership



Efficient 900 kW¹
recuperation

350KW/900 volt¹
turbo charging

E-motors: direct
stator oil cooling

Battery direct
oil cooling

Steering for scale: Enabling cost competitiveness from mid decade

Cost savings vs. ID.3¹

Battery

-25%

€ per kWh

E-drive

-25%

Production time²

>-20%

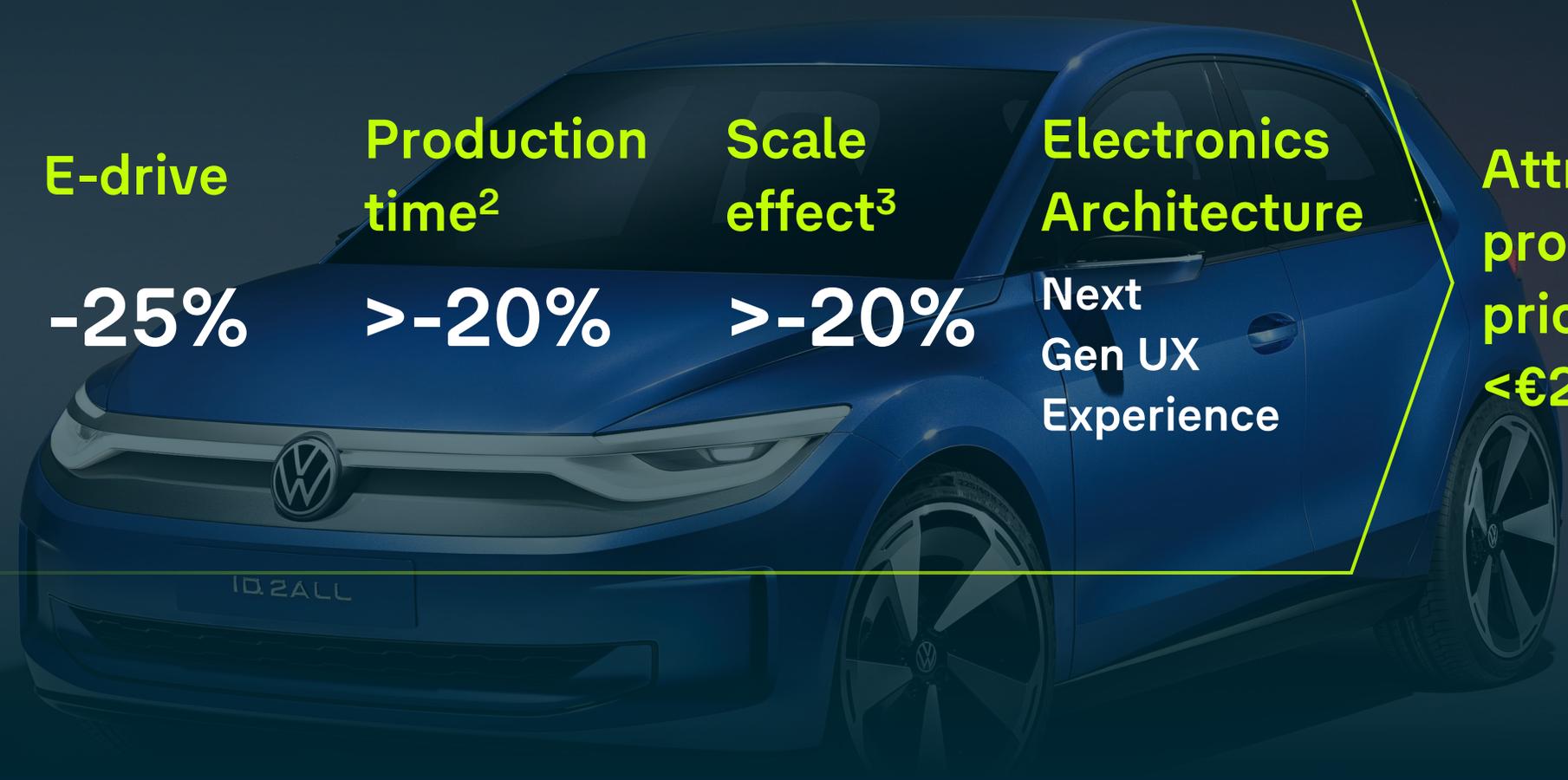
Scale effect³

>-20%

Electronics Architecture

Next Gen UX Experience

Attractive & profitable at price of <€25,000



1. Compared to ID.3 PA1 | 2. Utilized time per vehicle | 3. HUT expense € per vehicle

Four key technology areas centered around customer needs

Architecture

SSP as single
future backbone

Battery

Unified cell with tailored
regional approach



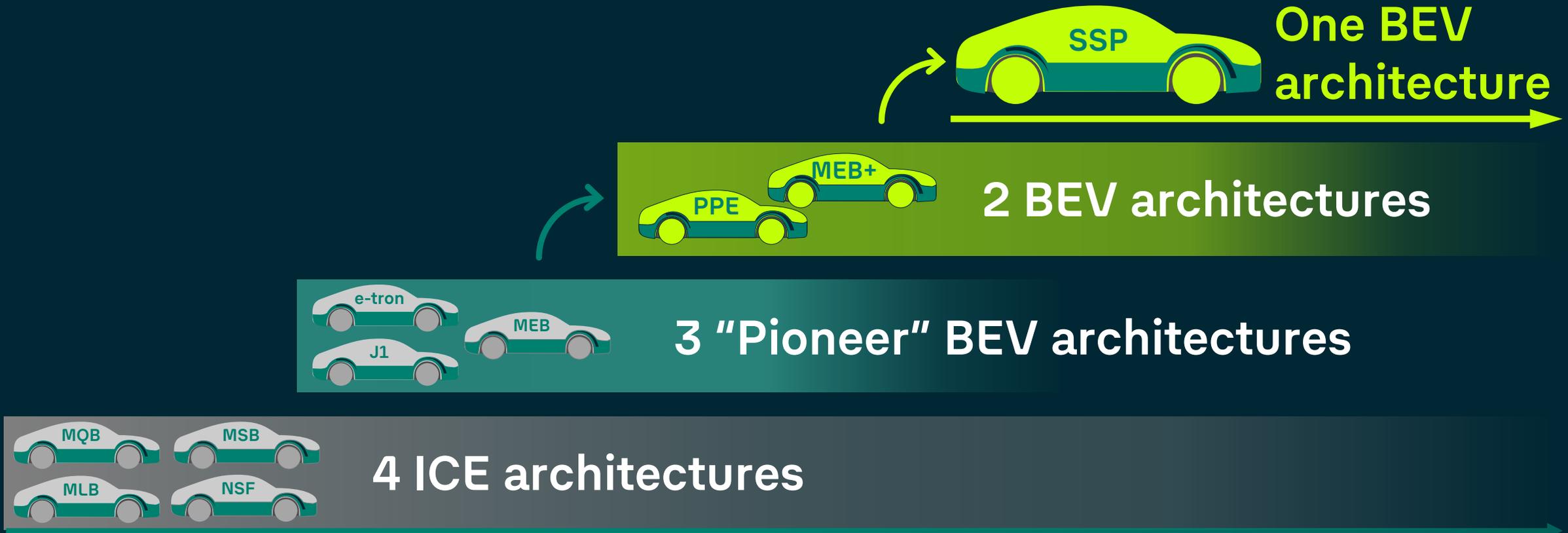
Software

Platform scale & speed
through smart partnerships

Mobility solutions

One platform for
all mobility needs

Clear path to BEV competitiveness & one architecture



2007

2019

2024/25

Today: Complexity due to multiple platforms

BEV **competitiveness** with **MEB+** & **PPE**

Future: SSP as **single backbone**

Advancements along our path to one architecture

Dimensions	MEB	2024+ PPE	2025+ MEB+	2026+ SSP
Main segments	A-B	B-D	A0-B	A0-D
Engine power, kW	110-220	140-700	110-290	120-1,300
Charging time, min ¹	~35	~21	~20	~12
ADAS	Up to L2+	L2++ & more	Up to L2++	Up to L4
Margin parity ²	Some	Selective	Selective	Most

1. Minimum charging time 10-80% SoC (State of charge for MEB/PPE/MEB+), 5-80% for SSP depending on specific set of factors (e.g. battery size, temperature) | 2. Comparison of BEV and corresponding ICE model, parity always depending on specific set of factors (e.g. raw material price fluctuation & production location)

SSP: One single backbone, three lead engineering brands

Functionality

leadership



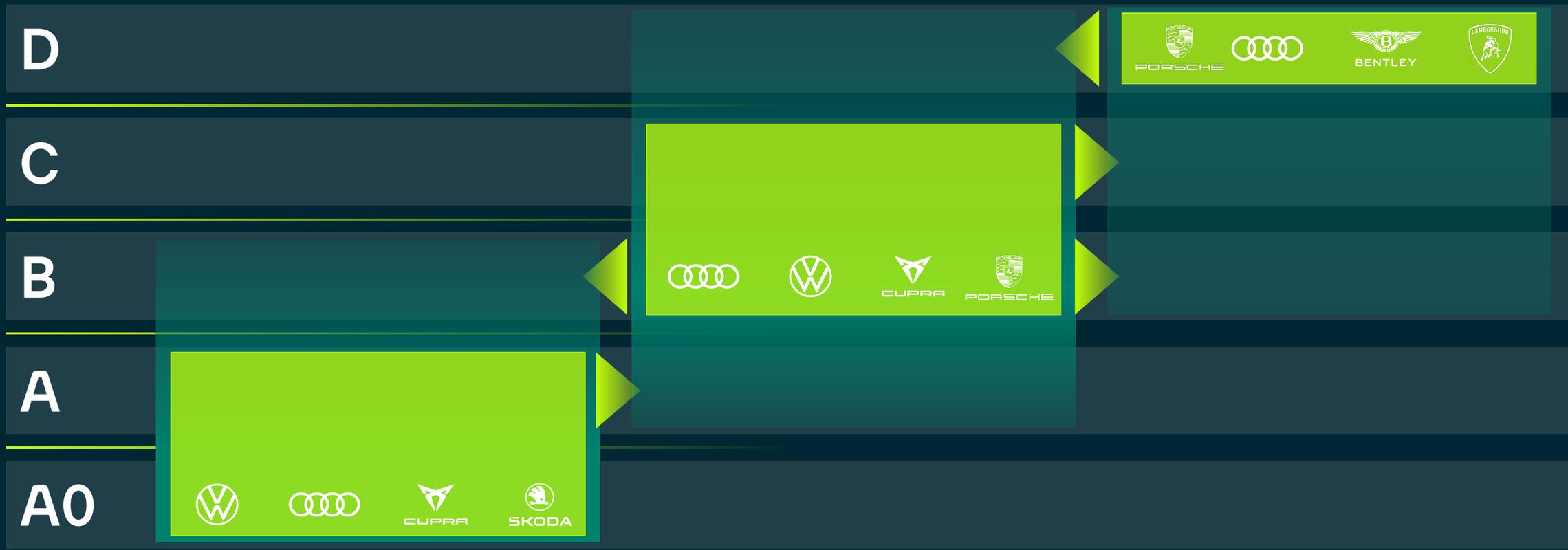
Technology

leadership



Performance

leadership



SSP: Customer oriented technology profile per segment

ILLUSTRATIVE
EXAMPLE OF
A-SEGMENT

C Assumption: Core competitor expected in 5 years¹

1 **2** Assumption: Other competitors expected in 5 years¹



SSP: Clear benefits

Scale & standardization

Speed & differentiation

Significant module sharing for 40m units in all segments



Lead brands with **flexibility to tailor** to segment needs

Volume scale of at least 4 brands in each segment



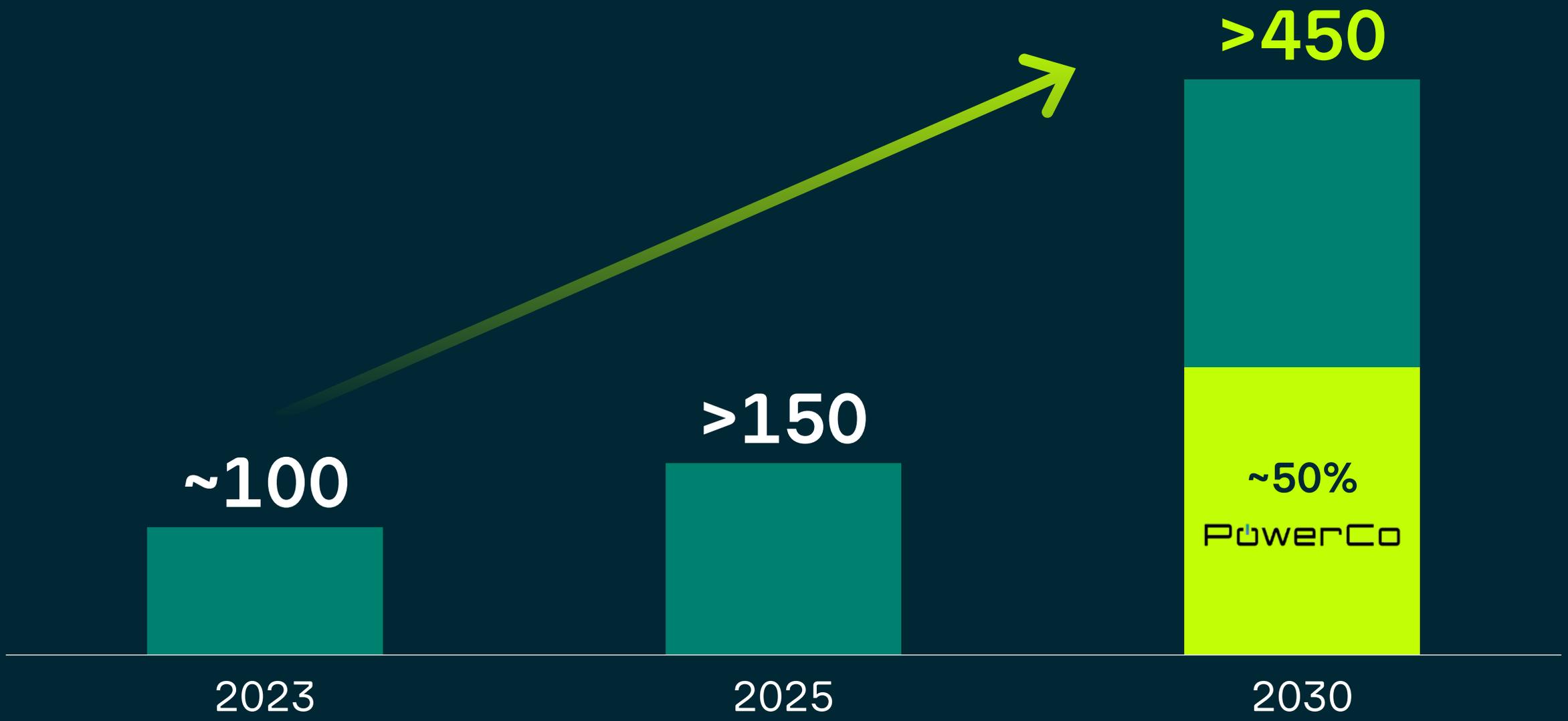
Efficient differentiation between brands within each segment

Ambitions

Margin parity for most BEV models¹
-30% Capex & R&D costs²

1. Depending on specific set of factors (e.g. raw material price fluctuation & production location) | 2. Compared to MEB

More than 450 GWh Volkswagen Group demand in 2030



Key pillars of our battery strategy



Superior & flexible
Unified Cell

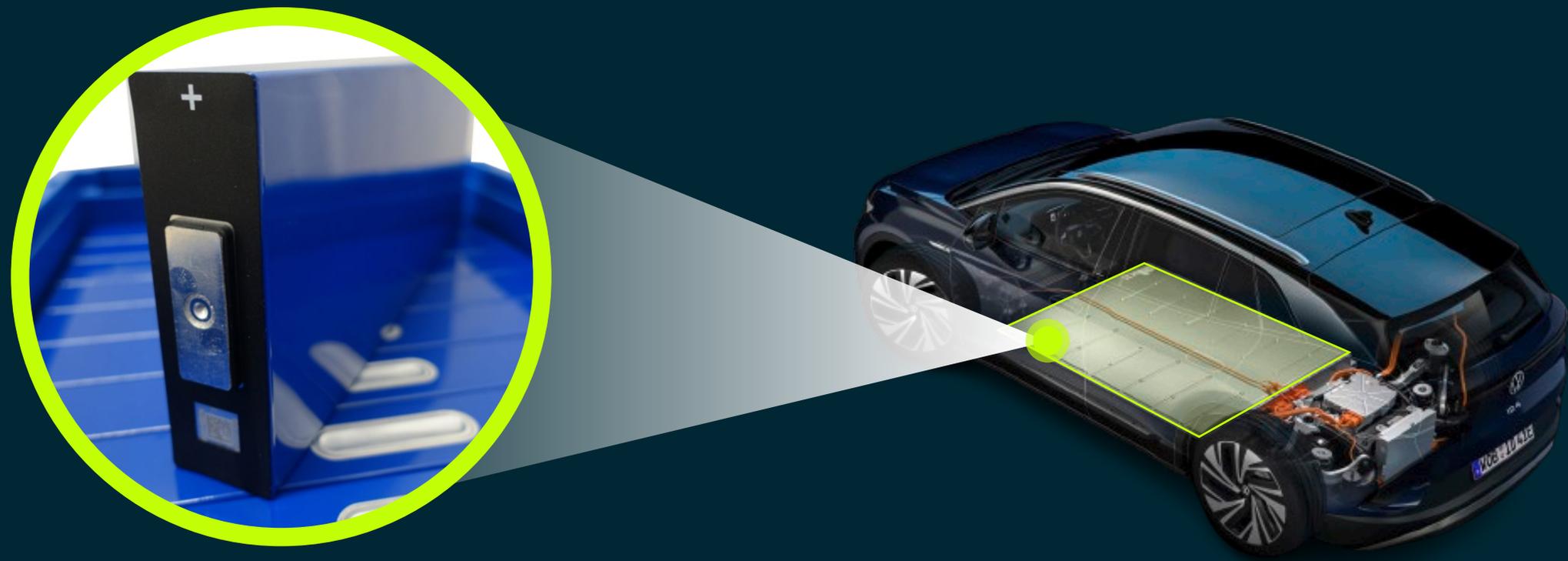
Regional
sourcing
strategy

Tailored
mix of
make & buy

PowerCo:
**Competitive
supplier**

**Vertical
integration**
with partners

Unified Cell: Powering up to 80% of all our BEVs in 2030



Cost reduction of up to **50%¹** through strategic initiatives (e.g. dry coating)

Adaptable to all leading chemistries

Tailored to segments & architectures

1. LFP based chemistry as presented at battery strategy day in 11/2021

Unified cell: Tailored to requirements through flexible chemistries

■ Main volumes of lead brand
 ■ Range of brand group usage

Core



Progressive



Sport Luxury



Battery systems

Performance¹

High-end specs for sport & luxury

Best-in-class

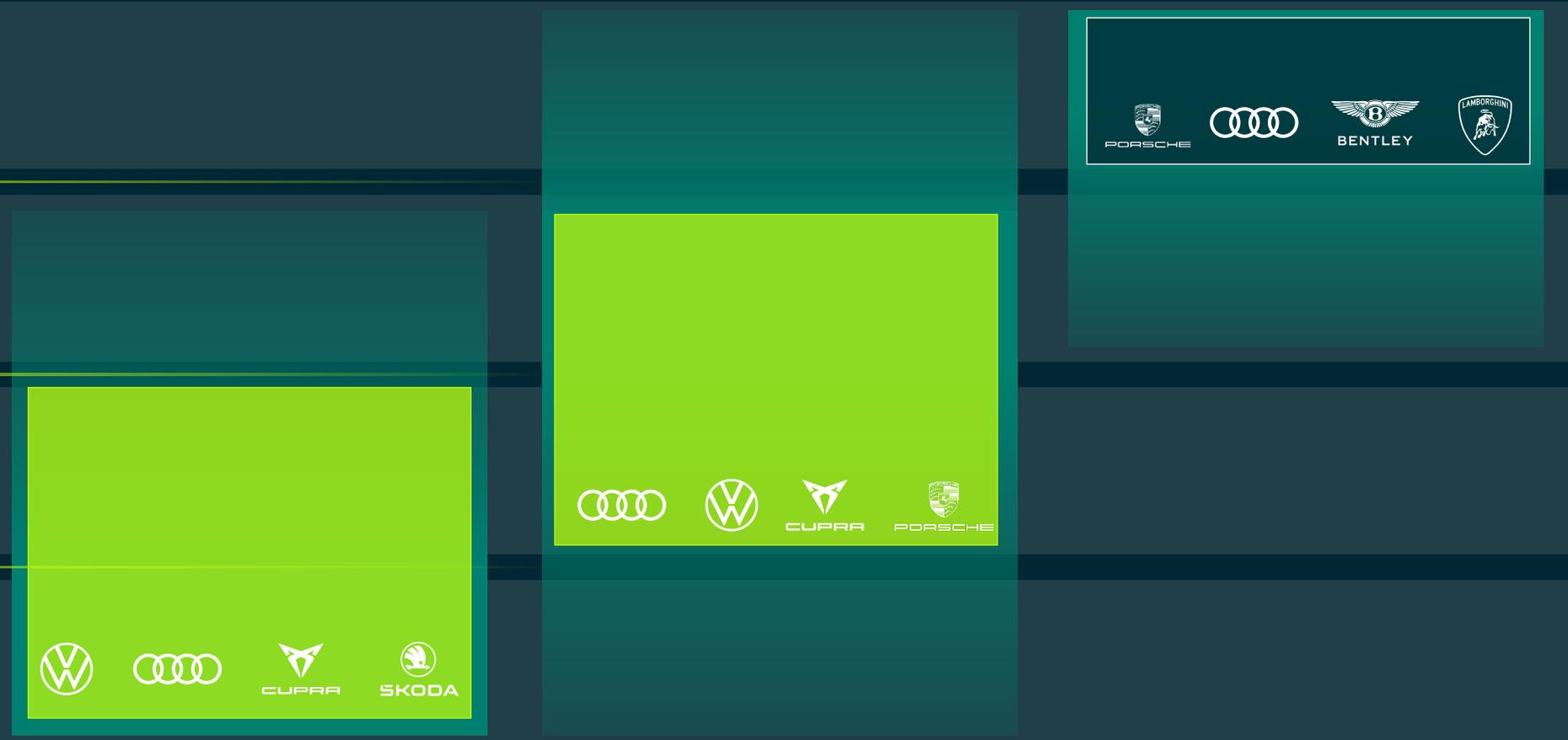
Leadership vs. peers for power & range

Main

Balance between performance & cost

Cost optimized

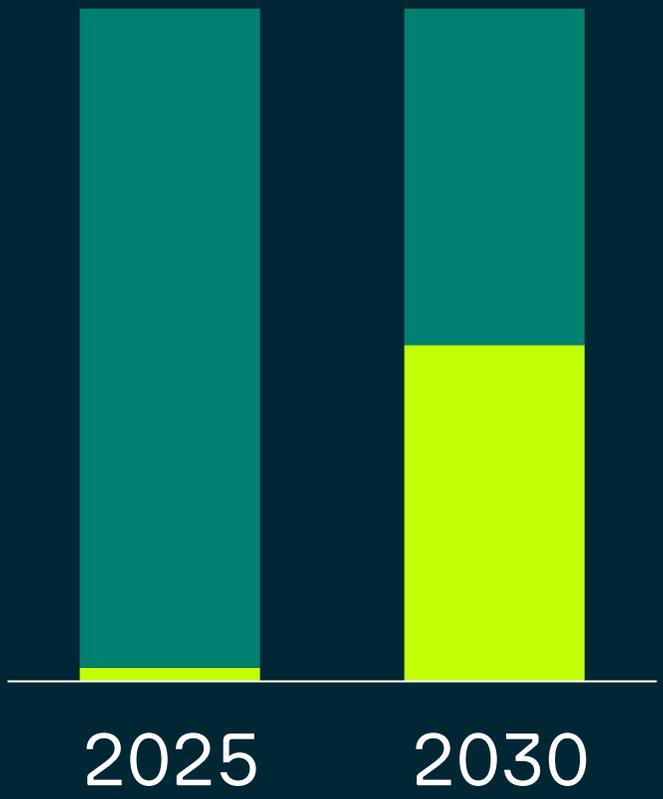
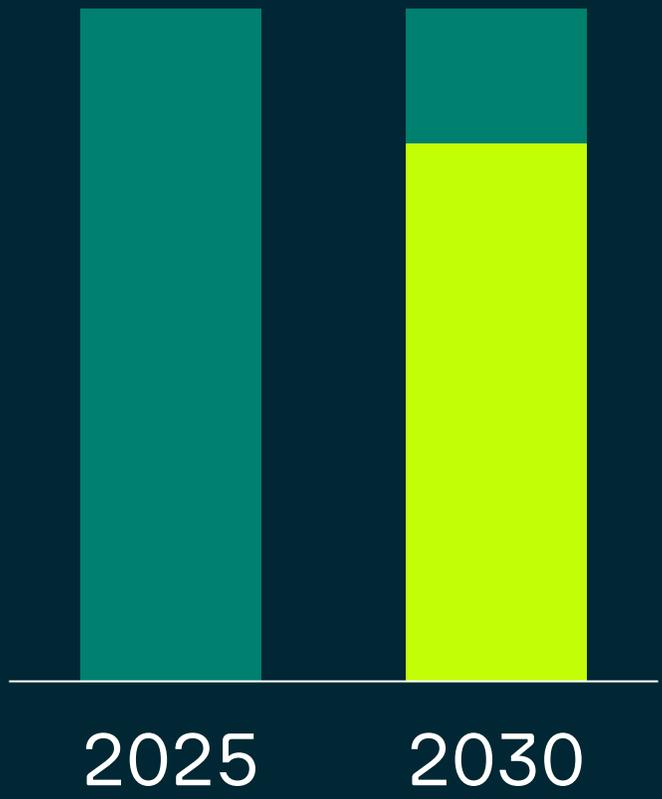
Enabler for attractive price point



1. Functions integrated battery with similar chemistry to best-in-class different to other cell-to-pack UFCs

Regional sourcing: Tailored strategies

PowerCo 3rd party supply



PowerCo: Competitive supplier for NAR & Europe

PowerCo



-30 % Capex per GWh
vs. state-of-the-art

3 factories totalling
~200 GWh

Optionality for
stage-gated ramp-up

PowerCo: Many opportunities ahead

ILLUSTRATIVE

Ready to open
capital structure

Ambition:
Stock market listing

2023

2024

2025

2026

2027

Closing
Umicore JV

BIC¹
chemistry

SOP 
Salzgitter

SOP 
Valencia

SOP 
Ontario

Overall **timeline**
driven by **milestones**

Technology
development as priority

IPO as
tangible option

1. Best-in-class / high performance battery cell

Vertical integration: Balanced approach to secure supply

Instruments

Already secured until 2030¹

- » Financial hedging
- » Long-term agreements
- » Investments & partnerships

Up to ~30%
for all critical
BEV raw materials

Battery strategy: Already delivered



Materials secured
& ramp-up at speed

Leading technology &
focus on **sustainability**

Best talent with
leading experts

Charging: Leading assets

#HPC Charging points by 2025

North America

8,000



Largest public fast charging network in US

Europe

18,000



Largest EU MSP¹, energy supplier & HPC² player

China

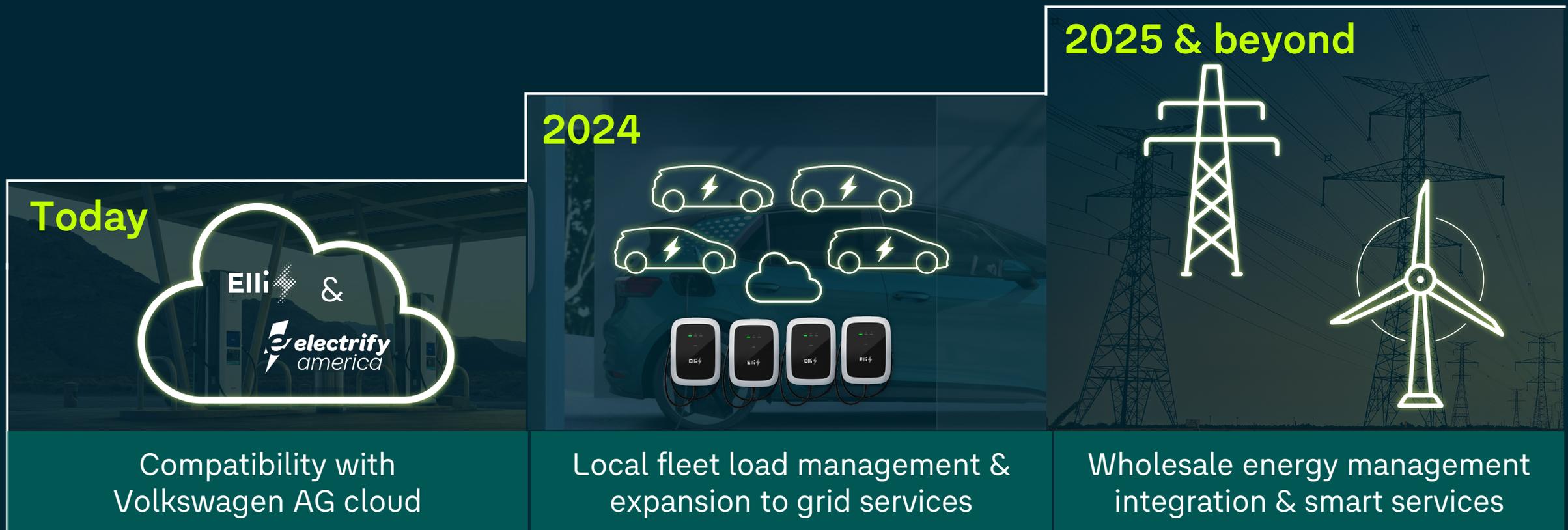
17,000



Leading HPC² player in **China**

1. Mobility service provider | 2. High power charging

Energy: In-house energy stack



Build proprietary energy stack

Manage local fleet loading

Optimize energy market

Software: Status quo assessment

Strengths

- » **Unique position** of Volkswagen Group due to scale
- » **Regional partnerships** (e.g. Horizon Robotics, Bosch)
- » **Growing** technology & software **talent base**

Challenges

- » **Attractiveness** of software features
- » **In-time** delivery at **competitive costs**
- » **Alignment of requirements** across Volkswagen Group

CARIAD: Plan for comprehensive re-alignment



Restructuring
& stronger **ties**
to lead brands

Accelerated
execution of
E³ 1.2 platform

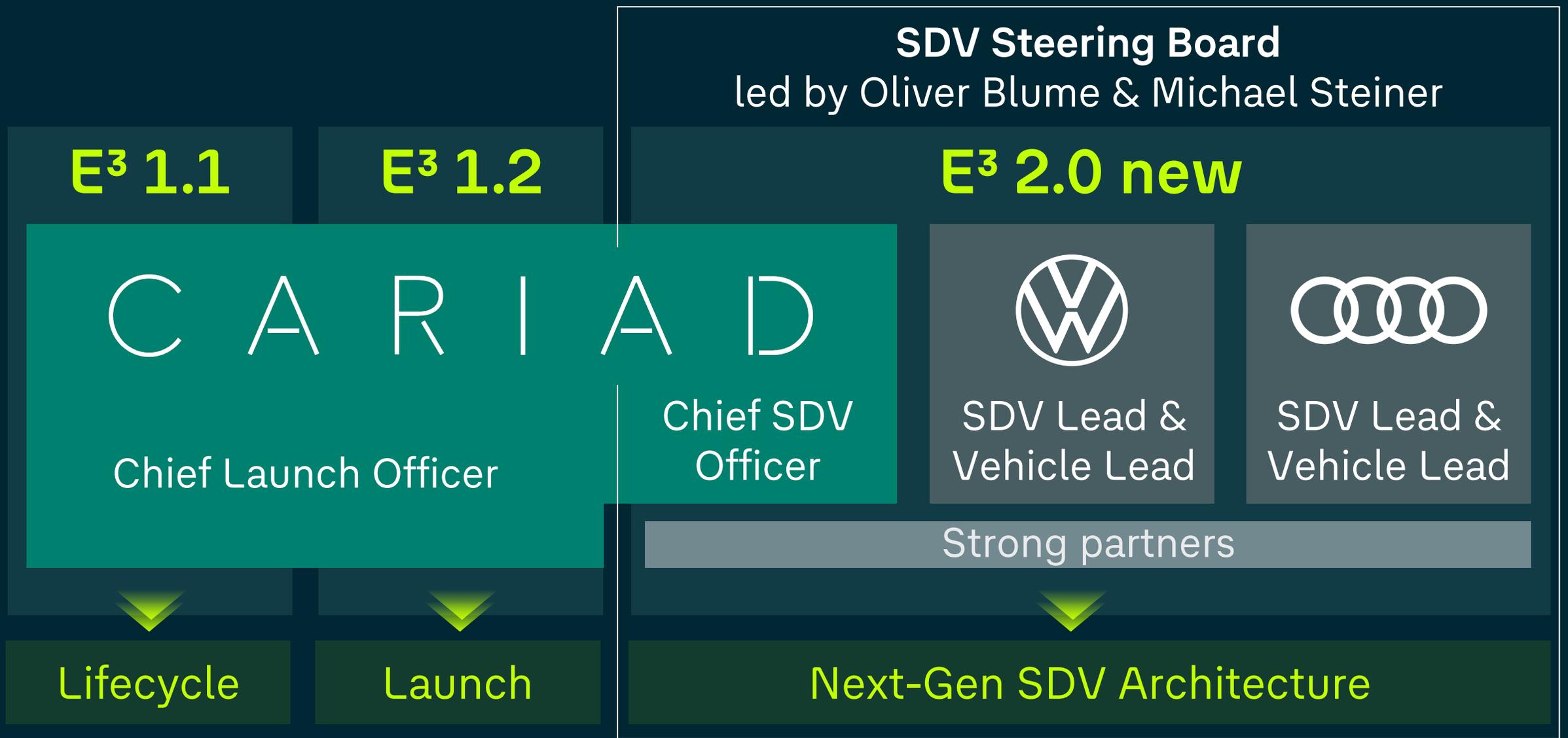
Structural
focus on **SDV¹**
for E³ 2.0

Intensified
technology
partnerships

New leadership
& collabo-
ration model

1. Software defined vehicle

E³: Restructuring along software platforms



E³ 1.1 & E³ 1.2: Accelerated execution with brands

E³1.1+ (2025+)

In collaboration with VW / Audi

» **Increasing competitiveness** via over-the-air updates

» Roadmap of **exciting new features**

Advanced Driver Assistance

Personalized Infotainment

Extended range

Extended battery life

E³1.2 (2024+)

In collaboration with Audi / Porsche

Short-term delivery **push** for **e-Macan & Q6 e-tron**

Development of **highly competitive features**

AI based Assistant

Application Store (e.g. DAZN, Spotify)

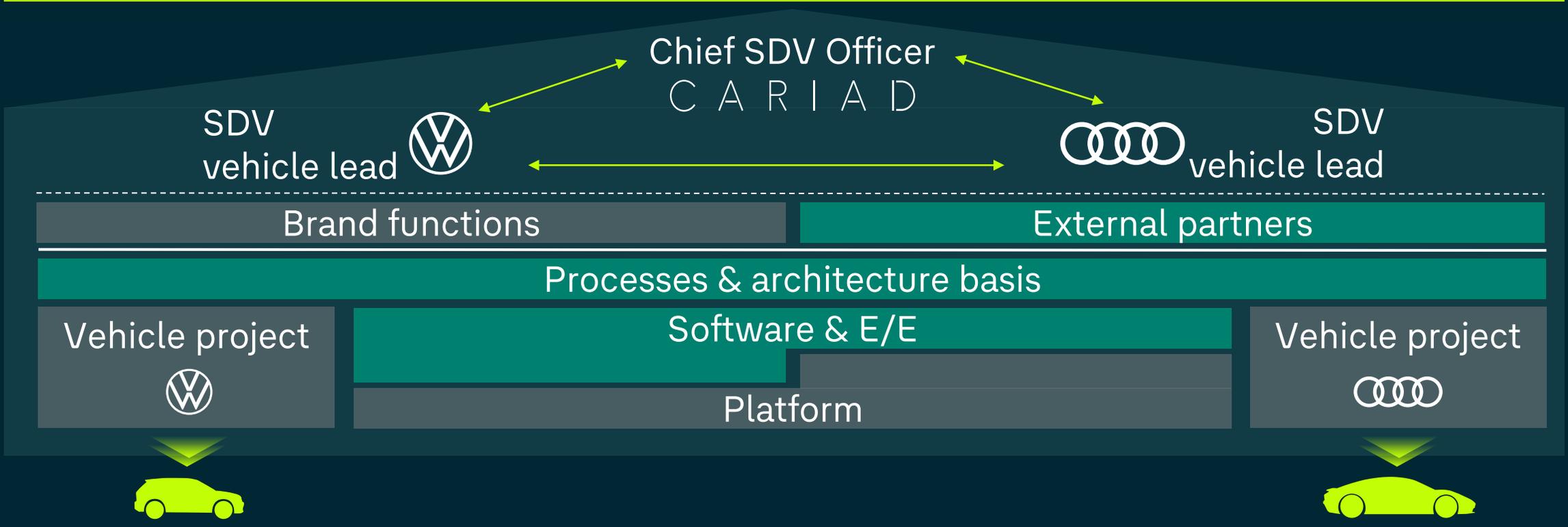
Hands free Driving

Update capabilities for all ECUs

E³ 2.0: Vision for the future

SDV Steering Board

Brands CARIAD



Small, experienced core team

Redefined architecture & partners

Fast time to market as key objective

Empowered SDV development hub

Joint focus on lead vehicle delivery

Partners: Global & regional partnerships

Global

Harman/
Kardon



Apps
Q4/2019

BOSCH

ADAS
Q1/2022

Qualcomm

Semiconductors
Q2/2022

in mobileye™

ADAS
Q2/2023

China



Horizon
Robotics

ADAS
Q4/2022



Connectivity &
Infotainment
Q2/2023

Mobility solutions: Robotaxi strategy & plan

Preparation: Prototypes

Transition: ID. Buzz AD

Scale: SPV



Initial tests already ongoing

First commercial deployment in Hamburg in 2026

Roll-out into 70+ cities with car park of 167k vehicles

Clear plan with **70+ cities in Europe & US**

Competitive offering with **right partners**

Significant experience through MOIA

Stage-gated & **capital efficient approach**

1. Negotiations for partnership currently ongoing

Mobility solutions: Roadmap for mobility platform

- via Volkswagen Group
- via EMG
- via 3rd party

From minutes ...



Micro



Hail / Pool / Robotaxi



Share



Rent



Subscribe



Lease



Finance

ONE FLEET¹

... to years

Brands as face to the customer



Integrated mobility platform as backbone



ONE FLEET¹ operated by EMG



1. Target picture, including vehicles of competitors, referring to subscription & rental; fleet usage for share & hail/pool

2 TECHNOLOGY AT SCALE: Key takeaways

- » **New steering** based on best owner approach & partnerships
- » **Superior architecture** with SSP as single future backbone
- » **Industry-leading battery strategy** with full optionality
- » **Reset of software strategy** to deliver competitive products
- » **One mobility platform** positioned to capture future upside

3

UNLEASHED BRANDS

Unrivalled portfolio with
focus on entrepreneurship



Unrivalled portfolio with focus on entrepreneurship

Unmatched
brand portfolio

Coherent
design strategy

Momentum in
product pipeline

Four **entrepreneurial**
brand groups

Unrivalled portfolio: leading market positions

Segment Market position Volkswagen Group brands

Luxury

1st 



Modern Luxury¹

1st 



Premium

Top 3 



Volume

Top 4 



Trucks

Top 2 



Exciting brands with more than 100 million customers



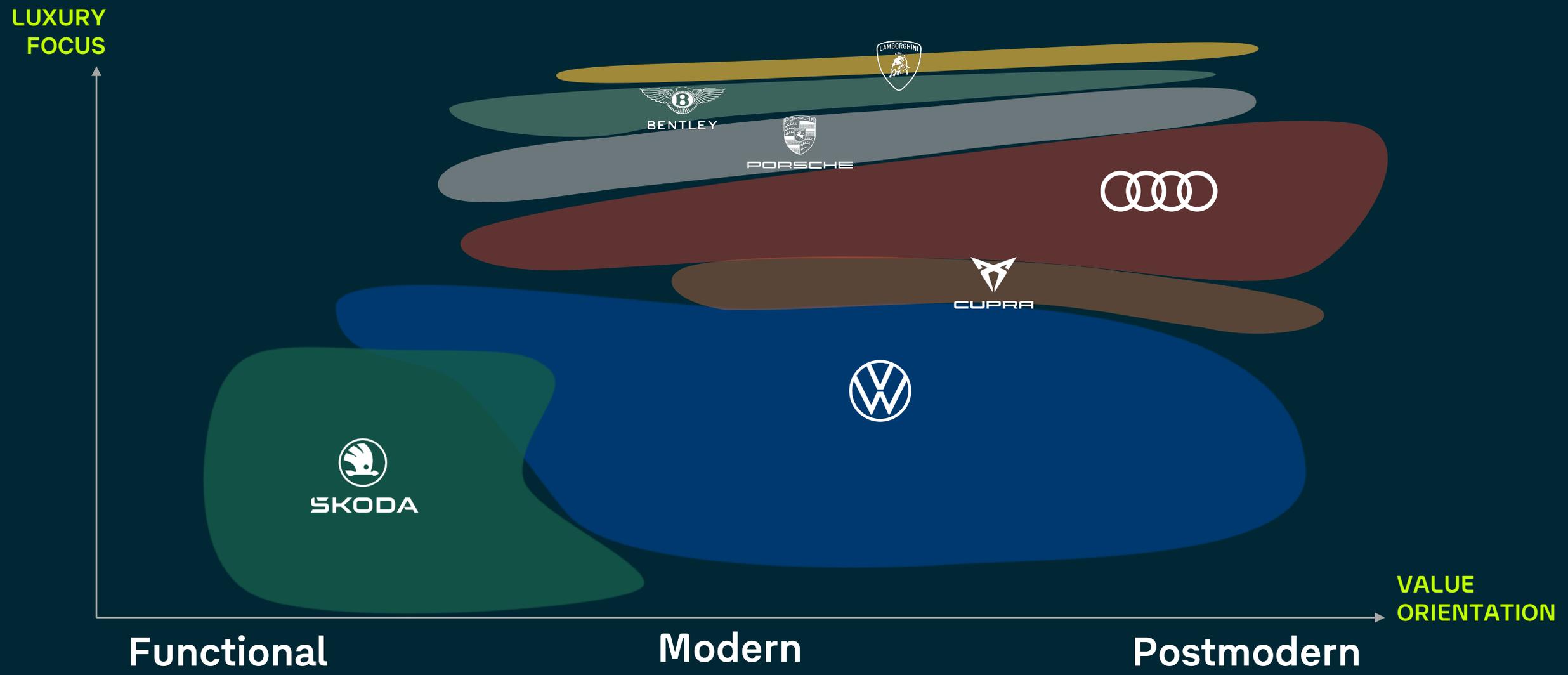
Iconic
heritage

Unique
brand identities

Global
customer base

Continuous
reinvention

Unrivalled portfolio with significant upside potential



Iconic & differentiated design philosophies



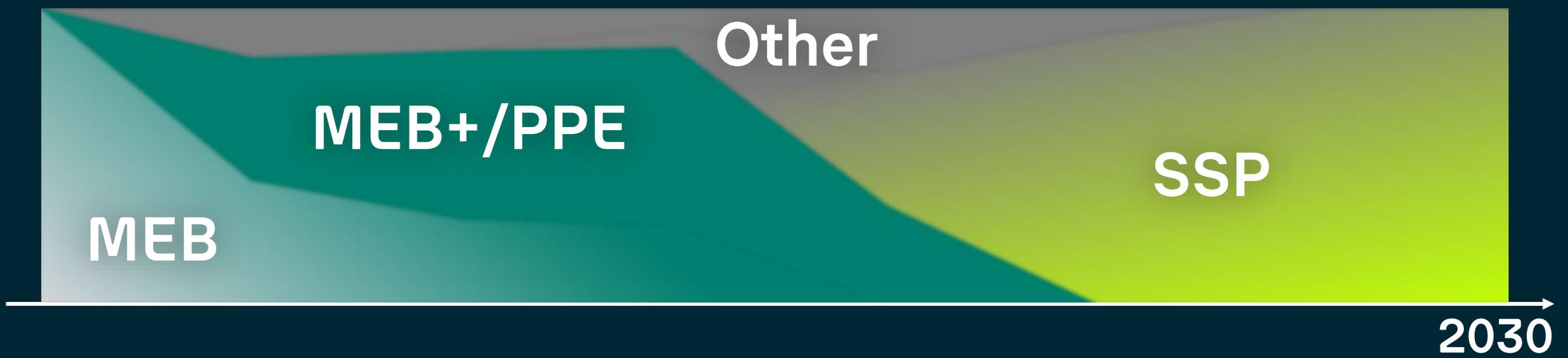
Differentiated
brand identities

From brand design ID
to **product design ID**

Tailormade
user experience

Accelerating momentum of new model launches

ILLUSTRATIVE



Increased competitiveness via launch pipeline

80 BEV launches until 2030

Lower complexity through **SSP** as single architecture

Brand Group Core



SKODA



SEAT



CUPRA



**Commercial
Vehicles**

Status quo assessment

Today's strengths

» **Market leading position** in China & Europe

» Large fleet & **global customer base**

» **Strong brand portfolio**



Today's challenges

High cost base & asset intensity «

BEV & SDV competitiveness «

Brand **differentiation** «

Strategic priorities



New **governance** with clear **responsibility**



Clear **differentiation** across brands



Focus on **costs & capital efficiency**



Synergies, innovation & BEV share

VW brand: Reviving most loved brand



Build on **heritage & fans**

Replicate ICE success in BEV

Significant **cost improvements**

Resilient **cash flow & margins**

VW brand: ACCELERATE FORWARD | Road to 6.5

3.6%

Return on Sales
2022

» **Product positioning**
(mix, content, pricing)

» **Cost initiatives**
(material, fixed, production, sales, R&D costs)

» **Structural synergies**
(overhead, distribution, new business opportunities)

6.5%

Return on Sales
2026

Specific goals aimed at **cost & complexity reduction**

~€10bn **sustainable improvement**

To be developed with **employee representatives involved**



Skoda: Your bold companion to explore the world



Modern solid
design

Functional,
value for money

Cost **efficiency**
champion

Track record
of **10% RoS**

Cupra: Inspiring the world from Barcelona



Contemporary,
young brand

Fastest growing
European brand

Innovation
speedboat

10% RoS as
strategic target

Financial targets – Brand Group Core

Key Performance Indicator	Last Reported 2022	Mid-term 2027	Strategic Target 2030
Sales Revenue	~€114bn		
Return on Sales ¹	3.6 %	~8 %	>8 %
Cash Conversion Rate ²	30 %	~60 %	>60 %
BEV Penetration ³	~8 %	~35 %	>50 %

1. Before special items | 2. Reported Net Cash Flow divided by Operating Result after special items of the Automotive Division | 3. Excluding at equity accounted companies China not included in the consolidated figures

Brand Group Progressive



Status quo assessment

Today's strengths

- » Strong performance **track record**
- » **Leading position** in target markets
- » **Double-digit** RoS & high **cash conversion**



Today's challenges

- Realize **full potential** of the Audi brand
- Re-balance **regional footprint**
- Execute successful **BEV & SDV transformation**

Strategic priorities



Capture **high-margin market potential**

Tailored strategies for North America & China

Brand-specific strategies for **BEV** & **SDV** leadership

Successful execution of product roadmap

Audi brand: Future is an attitude



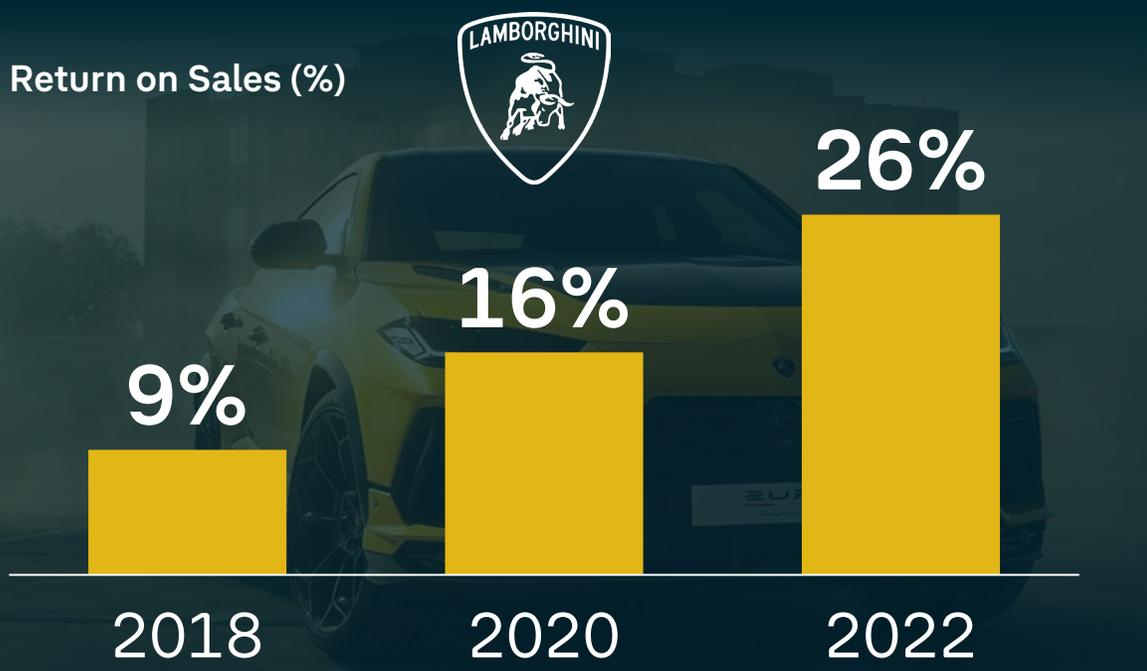
Launch new **competitive BEV** products

Offer best-in-class **design & customer experiences**

C/D model shift & **strengthening RS** offering

Tailored portfolio for China & North America

Lamborghini & Bentley: Success stories to continue



Leading luxury market position

Clear & distinct **brand DNA**



Access to **Group technology**

Attractive **financial profile**

Financial targets – Brand Group Progressive

Key Performance Indicator	Last Reported 2022	Mid-term 2027	Strategic Target 2030
Sales Revenue	~€62bn		
Return on Sales ¹	12.3 % <i>10.5%²</i>	~12 %	~14 %
Cash Conversion Rate ³	64 %	~75 %	~75 %
BEV Penetration ⁴	~11 %	~40 %	~75 %

1. Before special items | 2. Excludes ~€1.1bn of fair value effects | 3. Reported Net Cash Flow divided by Operating Result after special items of the Automotive Division | 4. China evaluated separately

Brand Group Sport Luxury

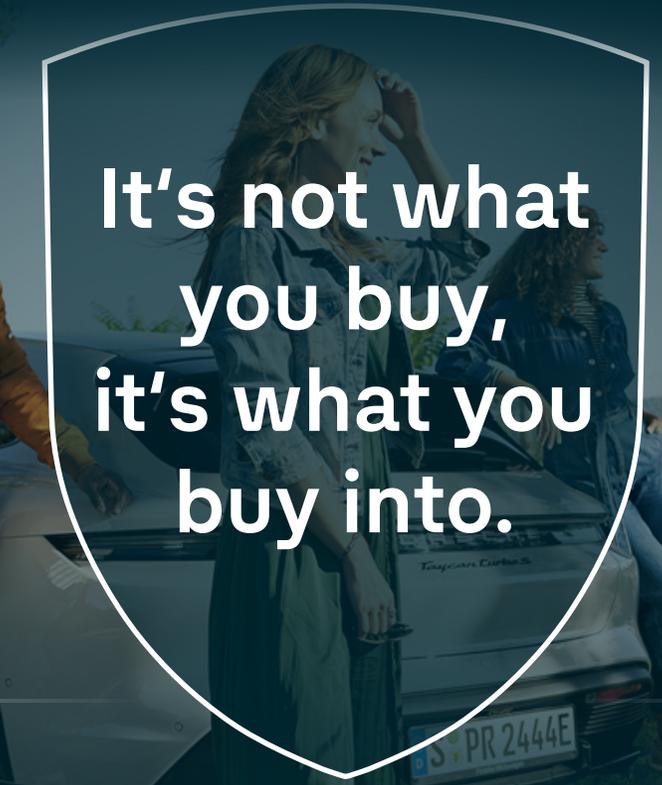


PORSCHE

Porsche definition of modern luxury

Freedom of **self-expression**

Iconic, most **personal product**



It's not what you buy, it's what you buy into.

Porsche family as **community**

Exciting **experiences**

Responsible **corporate citizen**

Unique position in luxury automotive segment

ILLUSTRATIVE

Automotive revenue per car¹, in € k²



1. Ratio Automotive Revenue to Deliveries for Porsche, for other OEMs ratio of automotive revenue to deliveries (as such terms are defined in the respective OEM annual reports. Automotive revenue to the extent possible. Such terms may not be entirely comparable due to differences in accounting policies) | 2. Data 2021 | 3. Aston Martin, Bentley, Ferrari, Lamborghini, McLaren (annual reports). Bugatti and Rolls-Royce not depicted | 4. Audi, BMW, Mercedes-Benz, Tesla, Volvo Cars (annual reports)

Differentiated Porsche portfolio

911

Icon

Taycan

Performance

Macan

Lifestyle

718

Driving Fun

Cayenne

Functionality

Panamera

Elegance



Product philosophy

Portfolio extension

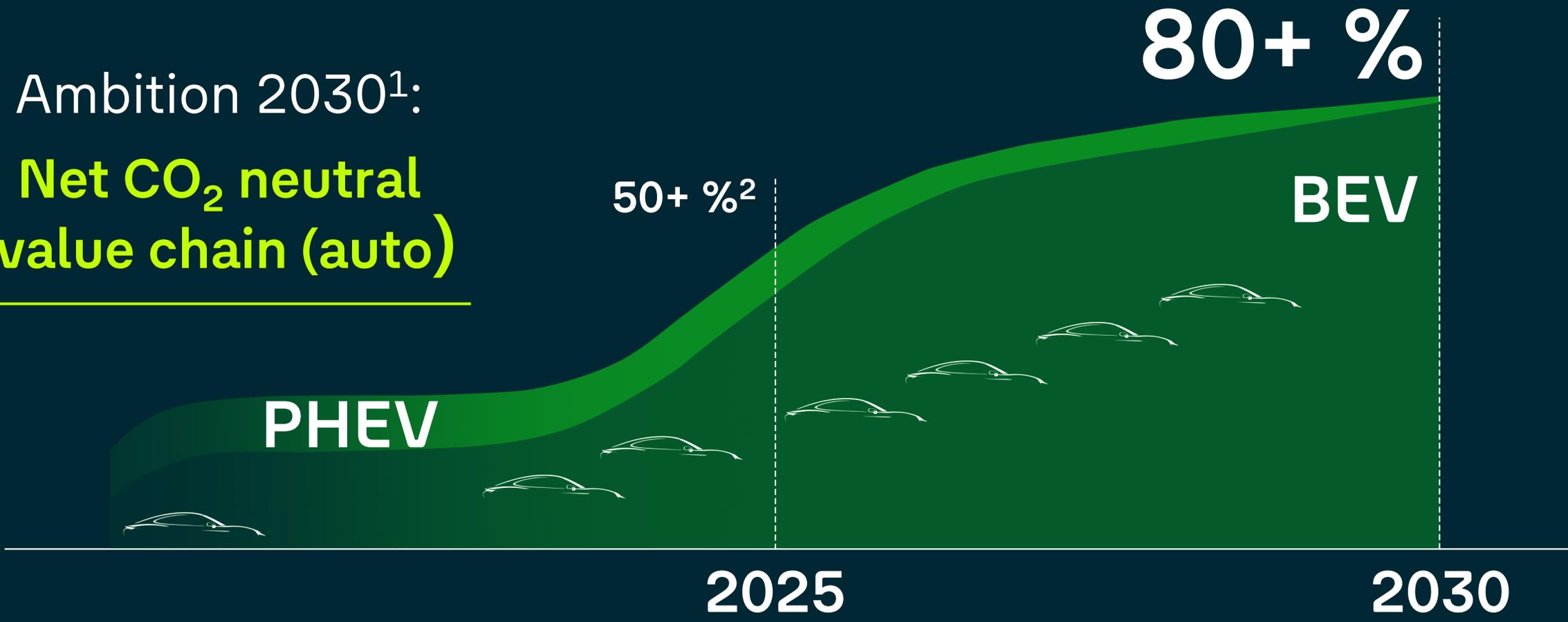
Customization & exclusivity

Porsche with 80+ % BEV share ambition in 2030

ILLUSTRATIVE

Share of Deliveries p.a., in %

Ambition 2030¹:
Net CO₂ neutral value chain (auto)



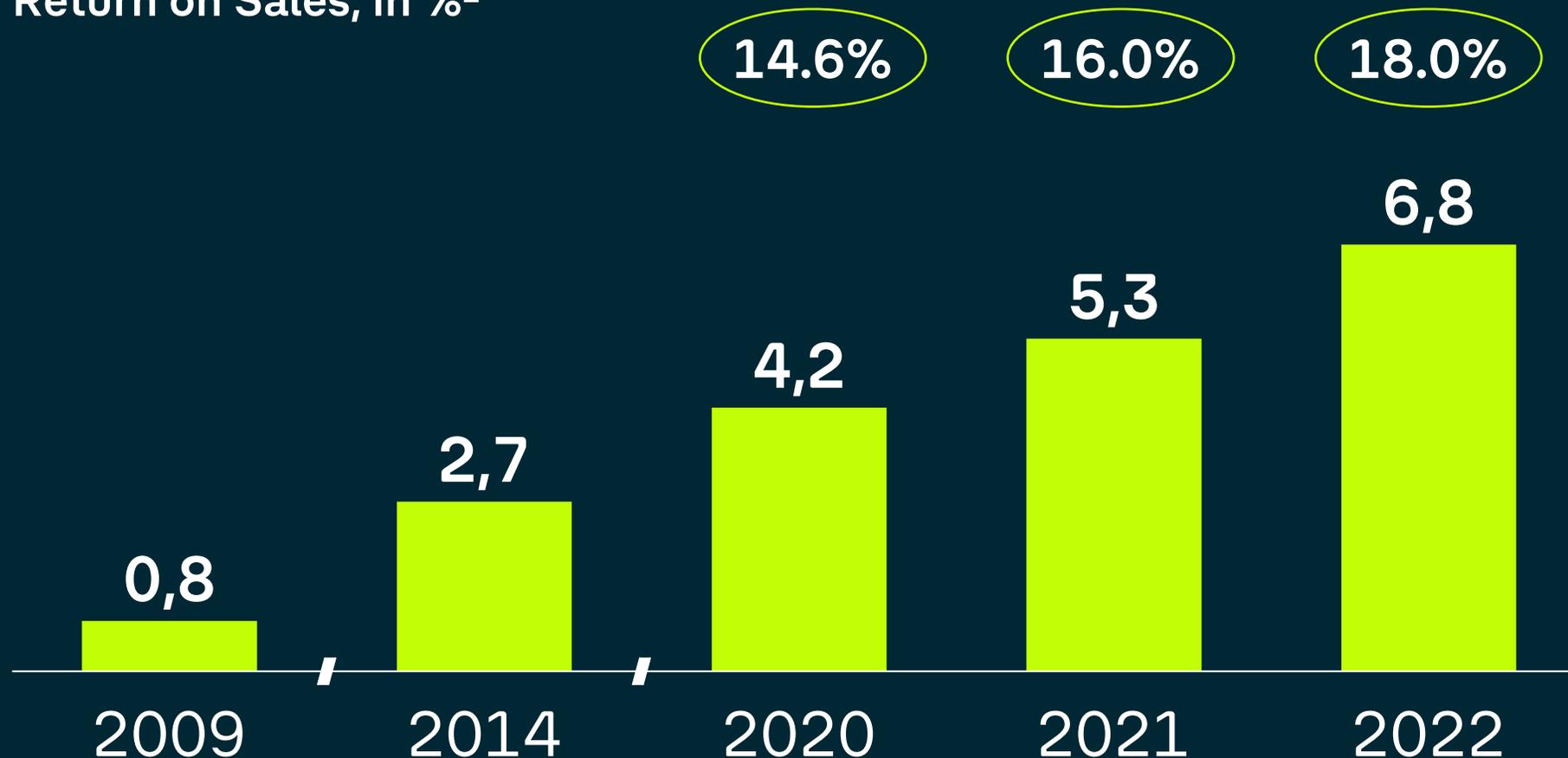
Note: Illustrative, use of silhouettes not indicative of cycle plan | 1. Net carbon neutral value chain of the vehicles in 2030 | 2. Including PHEV and BEV

Strong financials with strong potential

Group Operating Profit (in €bn)

Growth 2020-2022

Return on Sales, in %¹



+62%

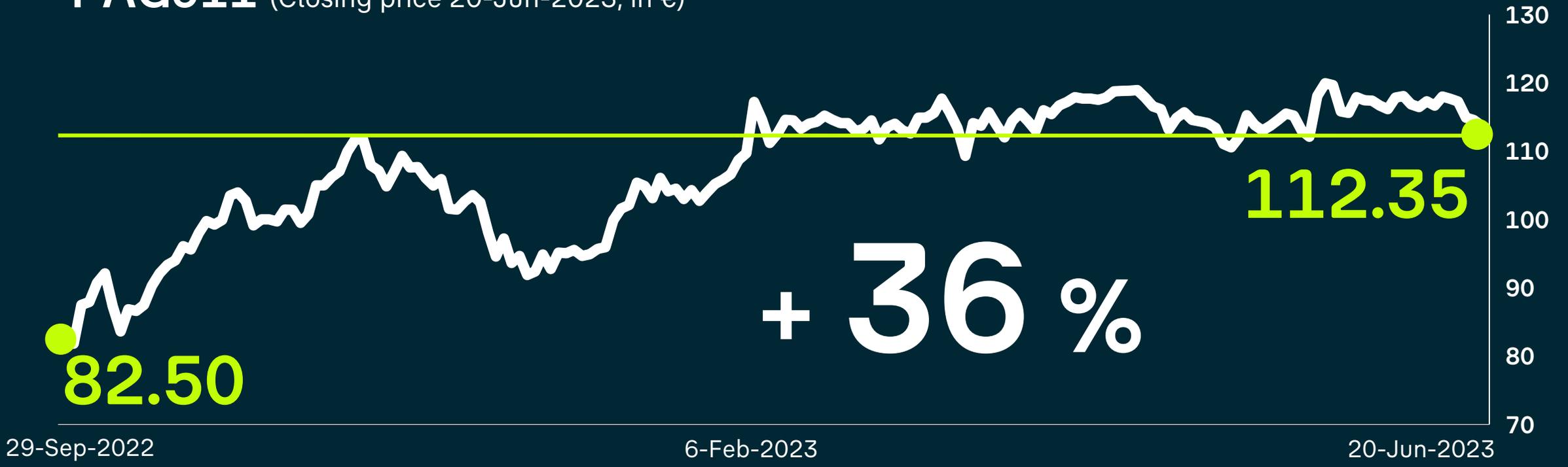
Operating Profit
(Group)

+76%

Net Cash Flow
(Automotive)

Development of stock market price

PAG911 (Closing price 20-Jun-2023, in €)



Landmark IPO
in Sep 2022

Fast-entry **DAX**
inclusion in Dec 2022

Continued
performance

Source: Frankfurt Stock Exchange | Note: starting point: € 82.50 at placement / €84.00 first market price | 1. PAG911 preference shares at the closing price of €112.35 on Stock exchange Frankfurt as of 20 June 2023

Financial targets – Brand Group Sport Luxury

Key Performance Indicator	Last Reported 2022	Mid-term	Strategic Target
Sales Revenue ¹	~€35bn		
Return on Sales ^{2,3}	18.0 %	17-19 %	>20 %
Cash Conversion Rate ^{4,5}	60 %	>60 % ⁶	n/a ⁷
BEV Penetration ⁸	~11 %	>50 %	>80 %

1. Based on Porsche Automotive only | 2. Before special items | 3. Based on Porsche Group operating profit (incl. Financial Services segment) | 4. Reported Net Cash Flow divided by Operating Result after special items of the Automotive Division | 5. Based on Automotive Net Cash Flow and Automotive operating profit (excl. Financial Services segment) | 6. Based on Porsche Automotive only, corresponds to Porsche Net Cash Flow Margin ambition of 12.5-14% as Mid-term target; CCR is no key KPI for Porsche AG; the respective values shown are derived by Volkswagen AG | 7. Porsche AG has currently not provided a strategic Net Cash flow Margin ambition | 8. Mid-Term includes PHEV and refers to 2025; Strategic target refers to BEV penetration in 2030

Brand Group Trucks



Truck
Bus

Status quo assessment

Today's strengths

- » **Portfolio** of strong brands
- » Coverage of **largest** regional **profit pools**
- » **State-of-the-art** products & technology



Truck
Bus

Today's challenges

- Realize potential of **brand collaboration** «
- Transition to **sustainable transport** «
- Improve brand **margins & cash flows** «

Strategic priorities



Leverage
TRATON
Modular System

Sustainable
BEV
transformation

Profitable
growth & new
business models

Focus on
performance &
capital allocation

Financial targets – Brand Group Trucks

Key Performance Indicator	Last Reported 2022	Mid-term	Strategic Target
Sales Revenue ¹	~€40bn		
Return on Sales ²	4.0 %	~9 % ³	~9 % ³
Cash Conversion Rate ^{4,5}	n/a	~70 %	~70 %

1. Based on TRATON Operations only | 2. Before special items | 3. Based on TRATON Operations only, corresponds to TRATON Group strategic target of 9% in 2024 | 4. Reported Net Cash Flow divided by Operating Result after special items of the Automotive Division | 5. Based on TRATON Operations Net Cash Flow and operating profit

3 UNLEASHED BRANDS: Key takeaways

- » Four efficient & entrepreneurial brand groups
- » Achieve **6.5% RoS for VW** brand in 2026
- » Realize **full potential of Audi** in electrified era
- » Continue to exploit **#1 position in luxury**
- » **Further execution on TRATON's** strategic & financial trajectory

4

REGIONAL LEADERSHIP

Winning globally with
tailored regional strategies

Winning globally with tailored regional strategies

Global & regional
powerhouse

#1 international
OEM in **China**

Extend **leading**
position in **Europe**

Double-down efforts
for **NAR profit pools**

Leading global presence with upside

Market share, FY2022 (in %)¹

North America
~5%

Europe
~23%

South America
~13%

China
~15%

1. Refers to FY2022. Based on IHS Light Vehicle sales for segments A-F CY2022E as of 2022. Passenger cars only.

Status quo assessment for China

Today's strengths

- » **#1** Group in China, **#3** in premium, **#1** luxury
- » **Strong brands & partners** with leading **customer** base & **fleet**
- » **Technology & image** advantage **in ICE** segment

Today's challenges

- « Competitiveness in fast-growing **BEV market**
- « New **tech competitors** with **digital ecosystem**
- « **Agility & execution speed**, intensifying decoupling

Strategic priorities



#1 international OEM
& among **TOP 3**
in Chinese market

Tailored,
superior **ICV**
product offerings

Target
proportionate OP
mid-term **>€2.5bn¹**

1. Proportionate operating result accounted at equity within financial result over the mid-term (until 2027)

Focus on China's luxury segment

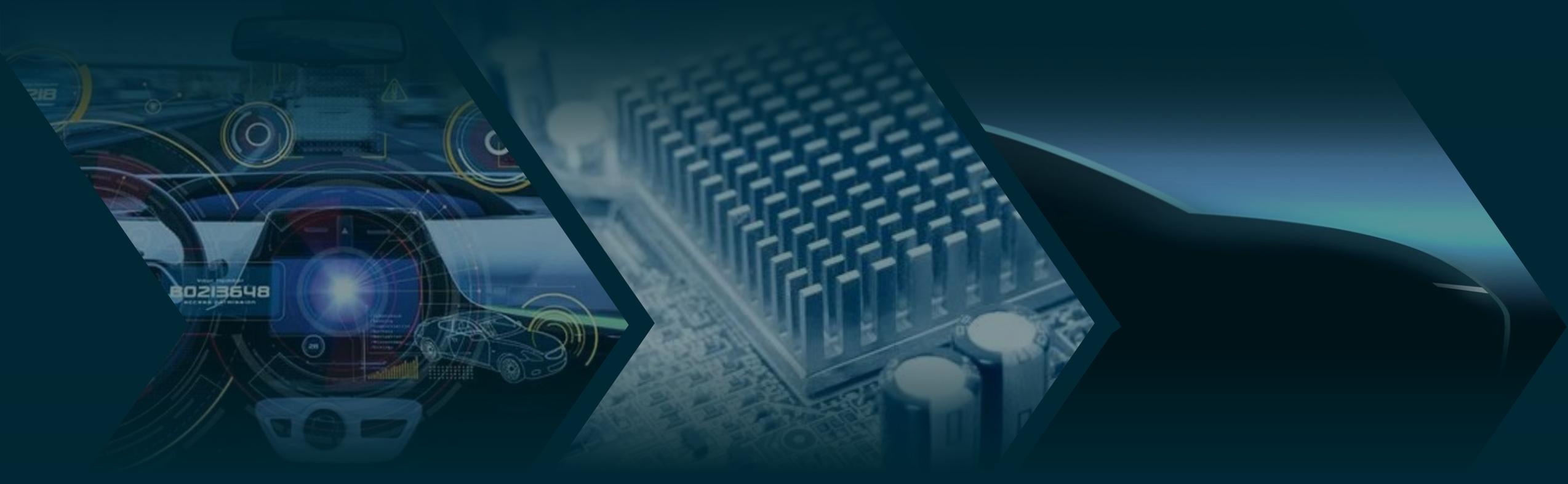


Largest global **market in segment**

Leading brands within luxury market

Extend **#1 position** via dedicated offering

Implementation plan



Enforce **customer centricity** & **upgrade UX**

Fast ramp-up of **100% Tech Co.** as local R&D hub

Lever strength of local **JV partners**

Build on **revitalized brands** & **BEV ramp up**

Status quo assessment for Europe

Today's strengths

- » #1 OEM in home market
- » In-depth **understanding** of customer needs
- » Strong **brand recognition** & loyal **customer base**

Today's challenges

- High **fixed costs** & **capital intensity**
- Competitiveness of **BEV offering**
- High complexity** in portfolio & distribution

Strategic priorities



Sustain #1
in **home market**

Align **invest**
with profit pool

Adjust **production**
capacity

Digitize
dealer network

Status quo assessment for North America

Today's strengths

- » Strong **turnaround** & increasing **profitability**
- » Strong position in growing **luxury segment**
- » Leading **BEV ecosystem** via Electrify America

Today's challenges

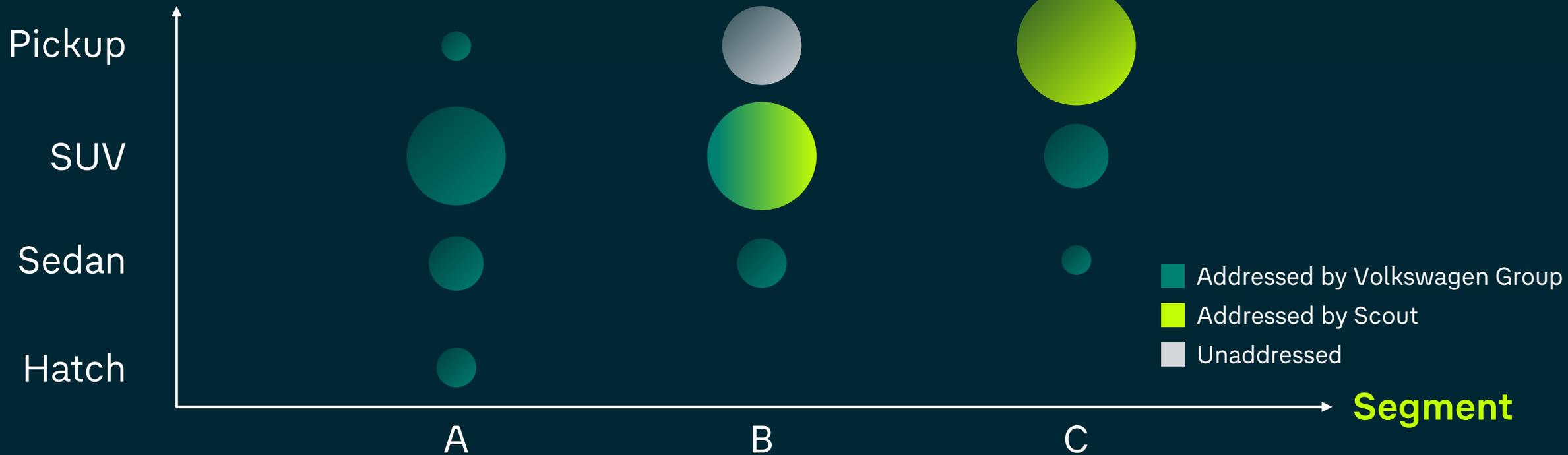
- » **Tailored** product offering
- » Critical **mass** in SUV & pick-up segment
- » Value chain **localization**

Scout to complement the product portfolio

ILLUSTRATIVE

Expected US market profit pools in 2030

Bodystyle

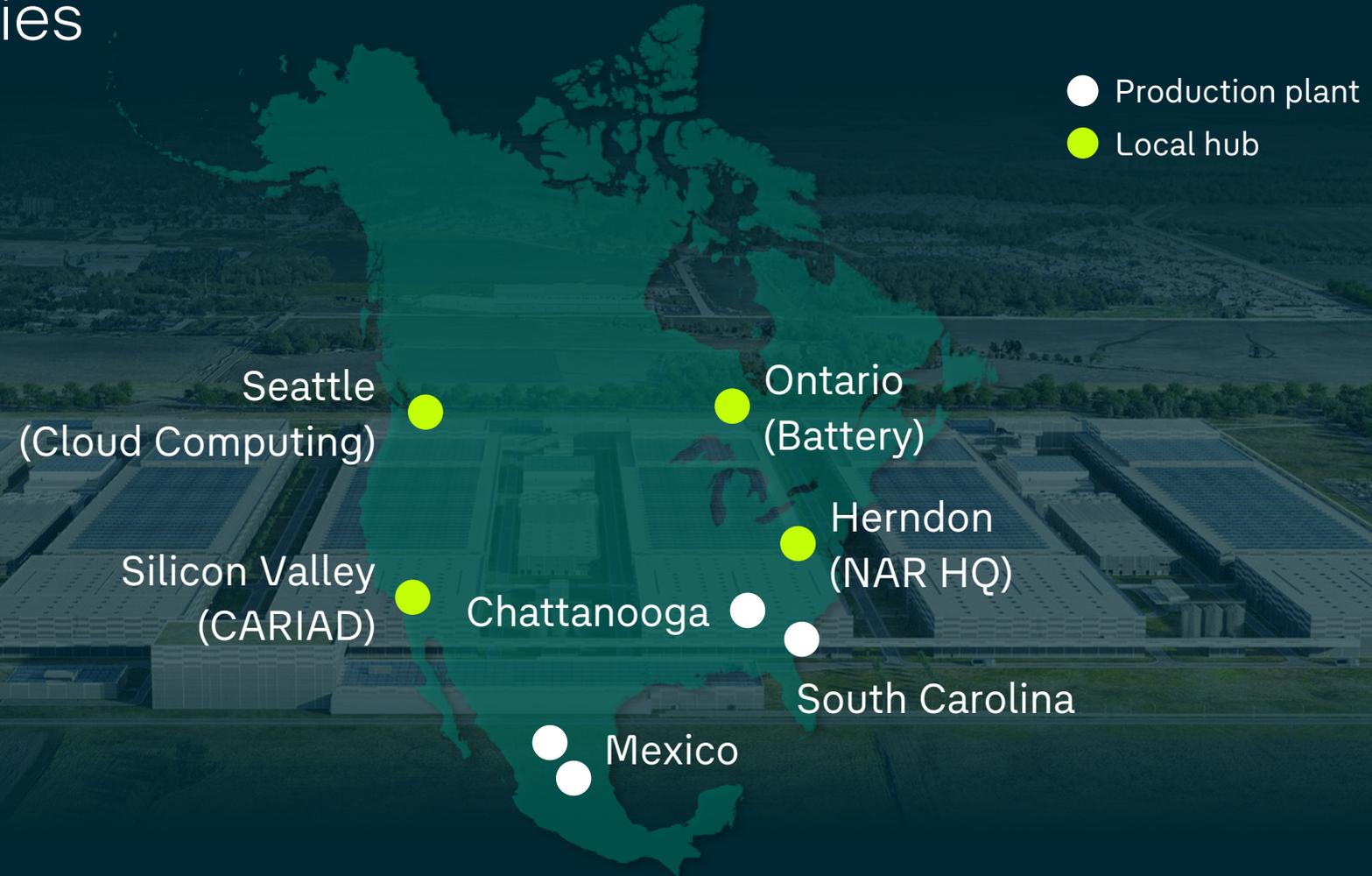


Most promising future **profit pools**

Dedicated **SUV & pick-up** portfolio

Revival of iconic **Scout** brand

Strategic priorities



Tailored **product portfolio**

New **regional governance**

Localization of value chain

New plant in **South Carolina**

Significant potential beyond core regions: South America

● Production plant



Long history
& degree of
localization

Successful
restructuring
over last years

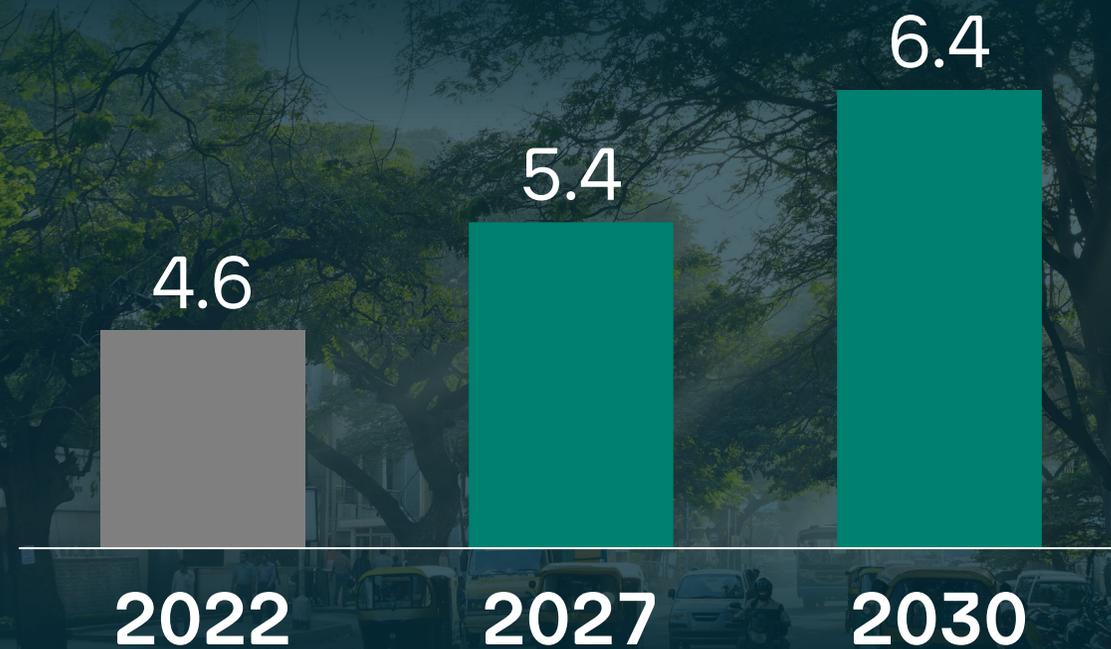
Financial
turnaround
in 2021

Portfolio shift to
attractive **SUV** &
CUV segments

Significant potential beyond core regions: India

ILLUSTRATIVE

Vehicle market sales in India, in #m units¹



Asset-light growth **opportunity**

Opt-in for **Group technology**

Agreed term sheet with **Mahindra**

1. Based on vehicle sales in "Indian Subcontinent" based on S&P Global Mobility Light Vehicle Forecast (May 2023)

4 REGIONAL LEADERSHIP: Key takeaways

- » Leading global scale & regionally **tailored strategies**
- » **China**: #1 international OEM – today & tomorrow
- » **Europe**: #1 in home market & reduced asset intensity
- » **North America**: Address untapped market potential
- » **Overseas**: Seeking additional profit pools worldwide

5

NEW STEERING MODEL

Fostering entrepreneurship & faster decision-making



Fostering entrepreneurship & faster decision-making

Legacy paradigm

“Outgrow fixed costs”

New steering model

“Value over volume”

Clear focus on
profitability,
fixed costs &
cash flow

Capital
efficiency
& **disciplined**
investments

Focused
approach
to **equity**
investments

Aligned
management
incentivi-
zation

Based on
Integrity &
corporate
values

Platforms fostering group-wide cooperation



New Core KPI-Set to unleash entrepreneurial spirit

Principles ("WHAT")

Value over volume

**Profitability focus
& cost discipline**

Cash flow focus

Capital efficiency

Core KPI-Set ("HOW")

Sales revenue growth
(in % p.a.)

Operating result¹
(in €bn)

Return on Sales¹
(in %)

Net cash flow²
(in €bn)

Cash Conversion Rate⁴
(in %)

Investment ratio³
(in %)

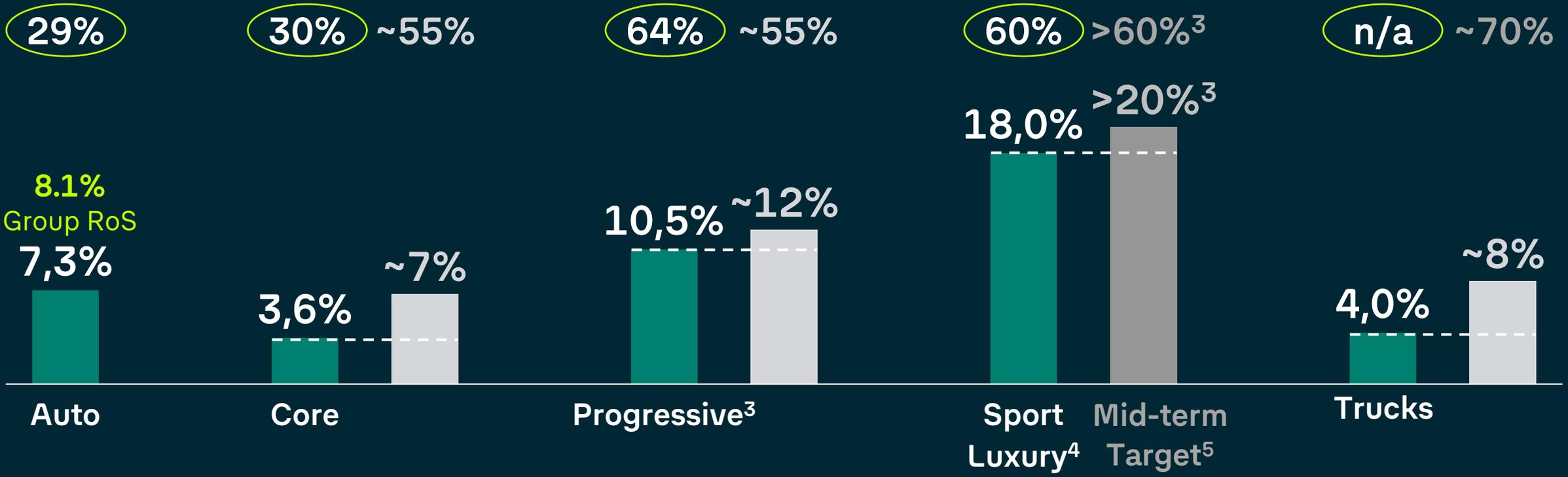
ROI²
(in %)

Steering towards benchmark profitability & CCR

Return on Sales¹ & Cash Conversion Rate² (FY2022)

ILLUSTRATIVE

■ VW ■ Peers % CCR²



Benchmark as **minimum ambition**

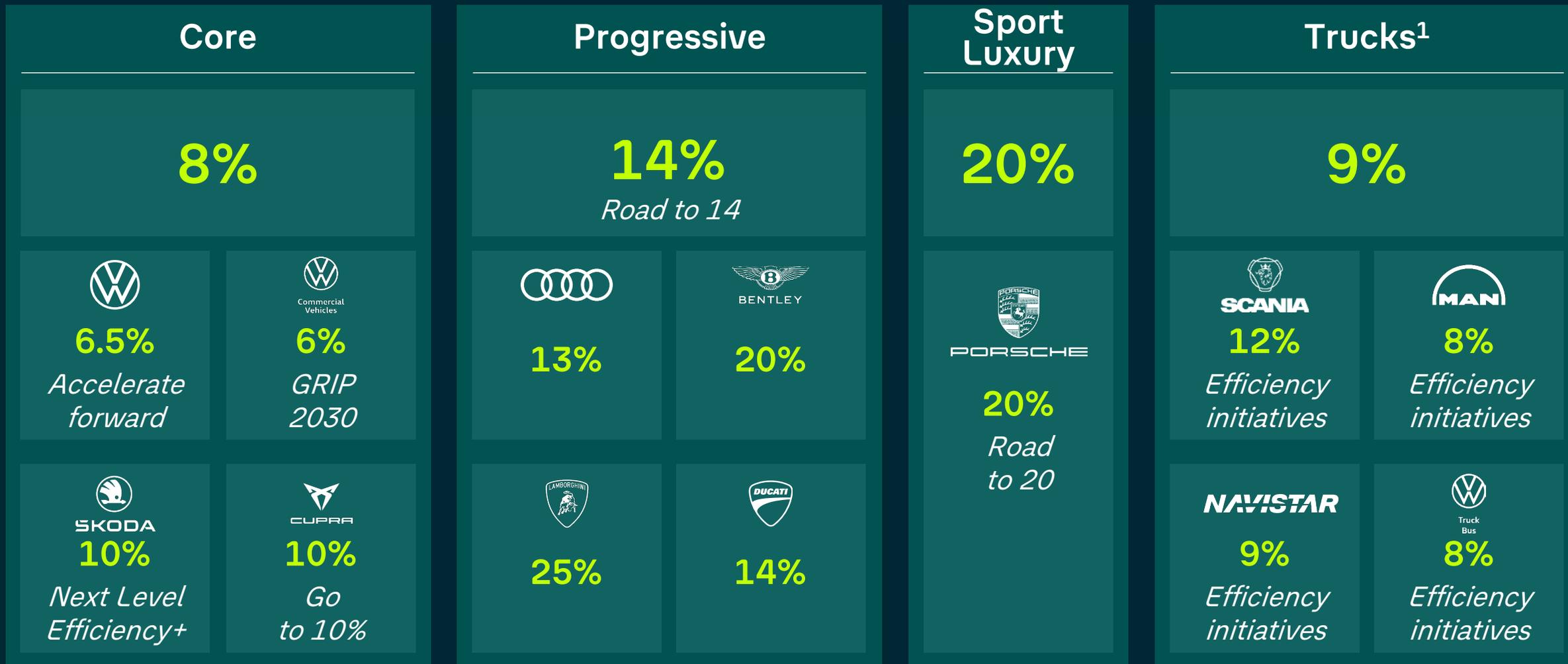
Group-wide **performance programs**

Functional & structural dimension

1. Before special items | 2. Reported Net Cash Flow divided by Operating Result after special items of the Automotive Division (for peers where possible) | 3. Excludes ~€1.1bn of fair value effects | 4. Based on Porsche Group operating profit (incl. Financial Services segment) | 5. Mid-term Target for Porsche AG; CCR Based on Porsche Automotive only, corresponds to Porsche Net Cash Flow Margin ambition of 12.5-14% as Mid-term target; CCR is no key KPI for Porsche AG; the respective values shown are derived by Volkswagen AG

All brands started ambitious performance programs

RoS targets



1. Based on TRATON Operations only corresponds to TRATON Group strategic target of 9% in 2024

Functional fields of action identified on brand level

	Core	Progressive	Sport Luxury	Trucks	CARIAD PowerCo
Revenue quality	   	   	 PORSCHE	   	
RoS / costs	✓	✓	✓	✓	✓
ROI / cash flow	✓	✓	✓	✓	✓

All levers
addressed

Ambitious levels
& action fields

Clear
accountability

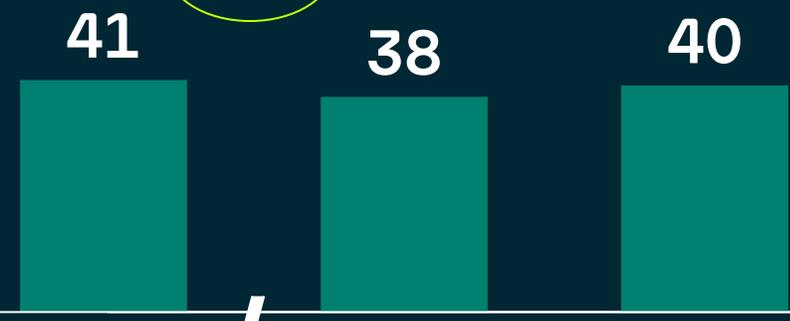
Prudent management of overhead costs on Group level

ILLUSTRATIVE

Group overhead cost¹ (in €bn) as % of Automotive revenue

19,5% 18,2% 17,2%

-9%



Group overhead cost¹ (in €bn)

Ambition:
Further reduction of ratio

2019 2021 2022 Mid-Term Long-Term

Positive contribution of existing programs

Ongoing assessment of **further potential**

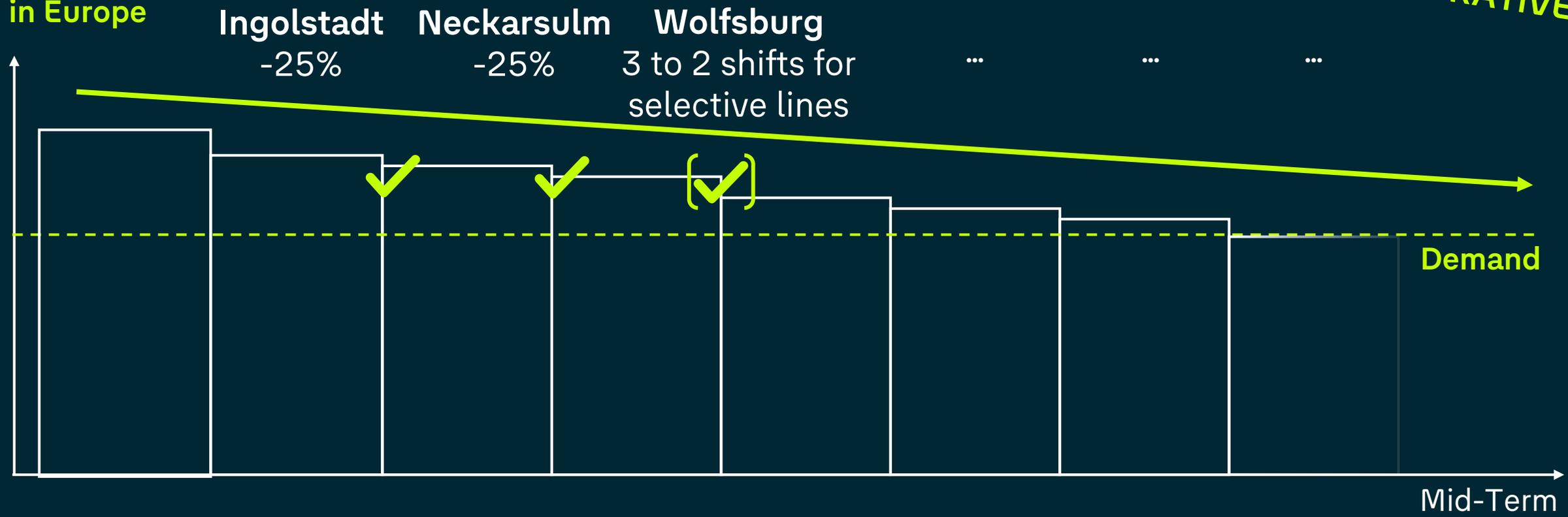
Group-wide steering to ensure target delivery

1. Excluding R&D and capex

Structural measures to optimize capacity utilization in Europe

Factory capacity in Europe

ILLUSTRATIVE



Aligned with **realistic volume** assumptions

Realignment towards **permanent** workforces

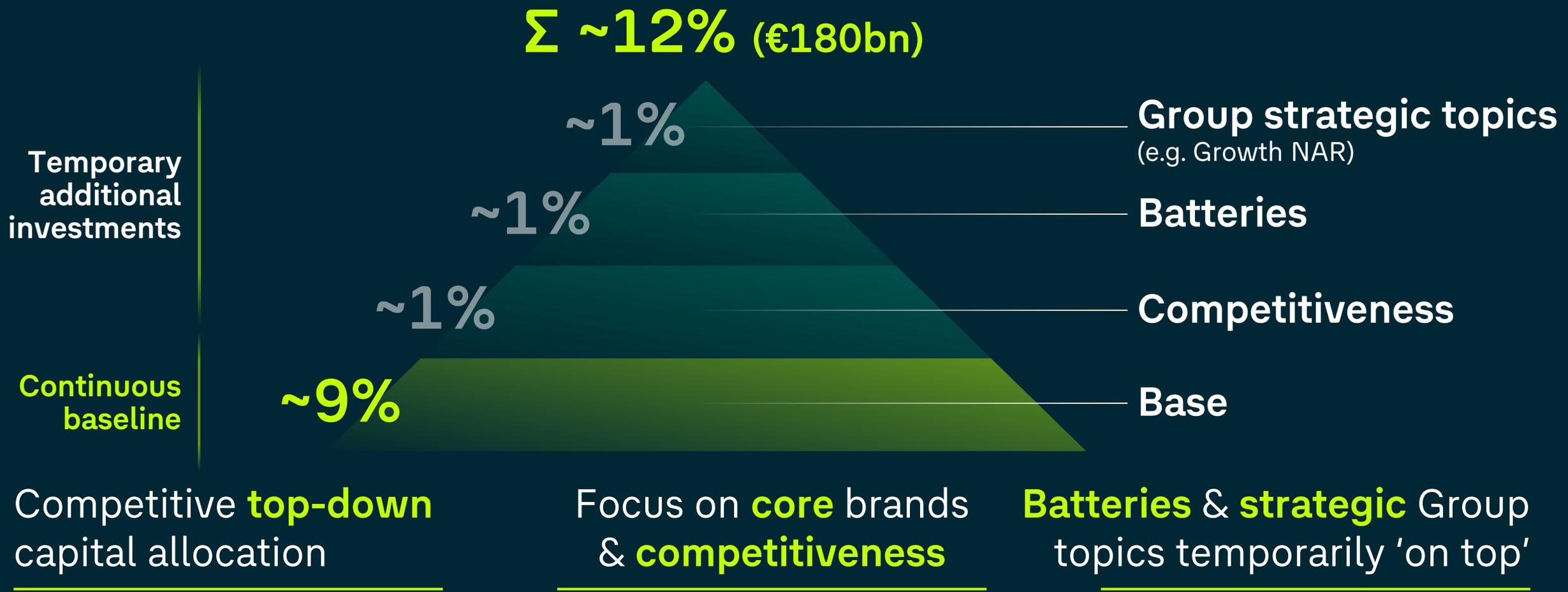
Reduce factory **capacity** by net ~10%¹

1. -10% vs. the technically installed capacity

Clear capital allocation strategy across functions & brands

ILLUSTRATIVE

Capex & R&D combined for the Automotive Division as % of Automotive revenue; cum. over the mid-term¹



1. Based on 2023-27

Regional capital allocation aligned with profit pools

ILLUSTRATIVE

	<u>Expected profit pool</u>	<u>Examples</u>
China		<ul style="list-style-type: none">» VW Anhui» 100% Local R&D hub
North America		<ul style="list-style-type: none">» Scout» Battery factory Ontario
Europe		<ul style="list-style-type: none">» Plant transformation» Battery ramp-up
Overseas		<ul style="list-style-type: none">» India 2.0

Profit pool focus

NAR & Overseas step-up

Local-for-local shift

Investments to decrease after successful transition

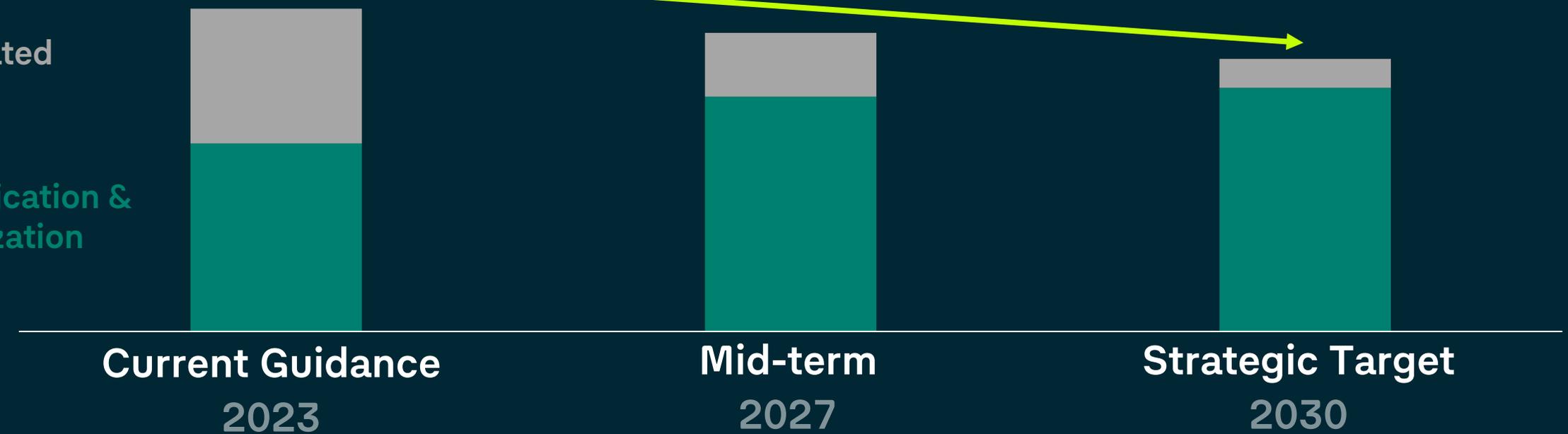
ILLUSTRATIVE

Investment ratio¹, in %



ICE related

Electrification & digitalization



Parallel investments in ICE fading out

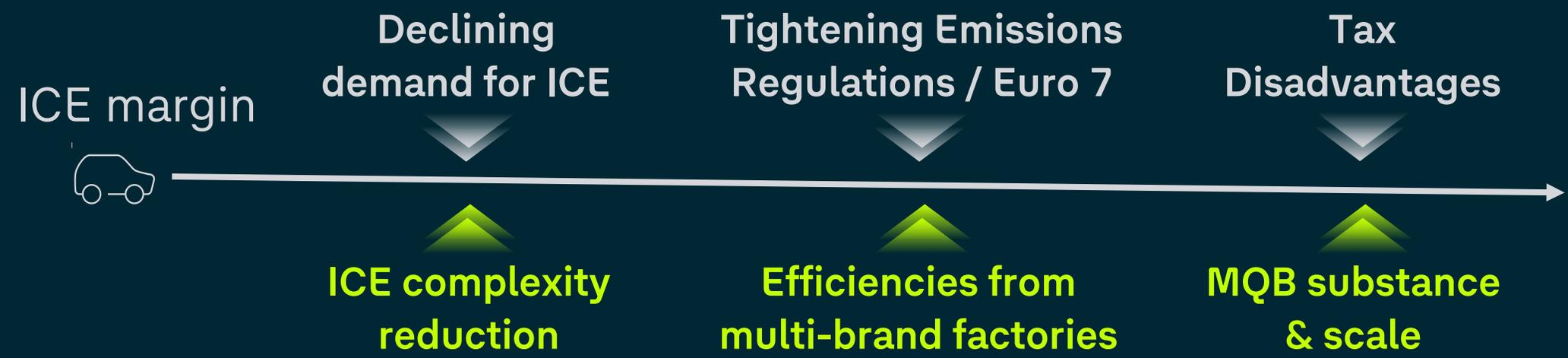
Shift to **electrification & digitalization** investments

Decrease **investments as % of auto revenues**

1. Capex & R&D combined for the Automotive Division as % of Automotive revenue

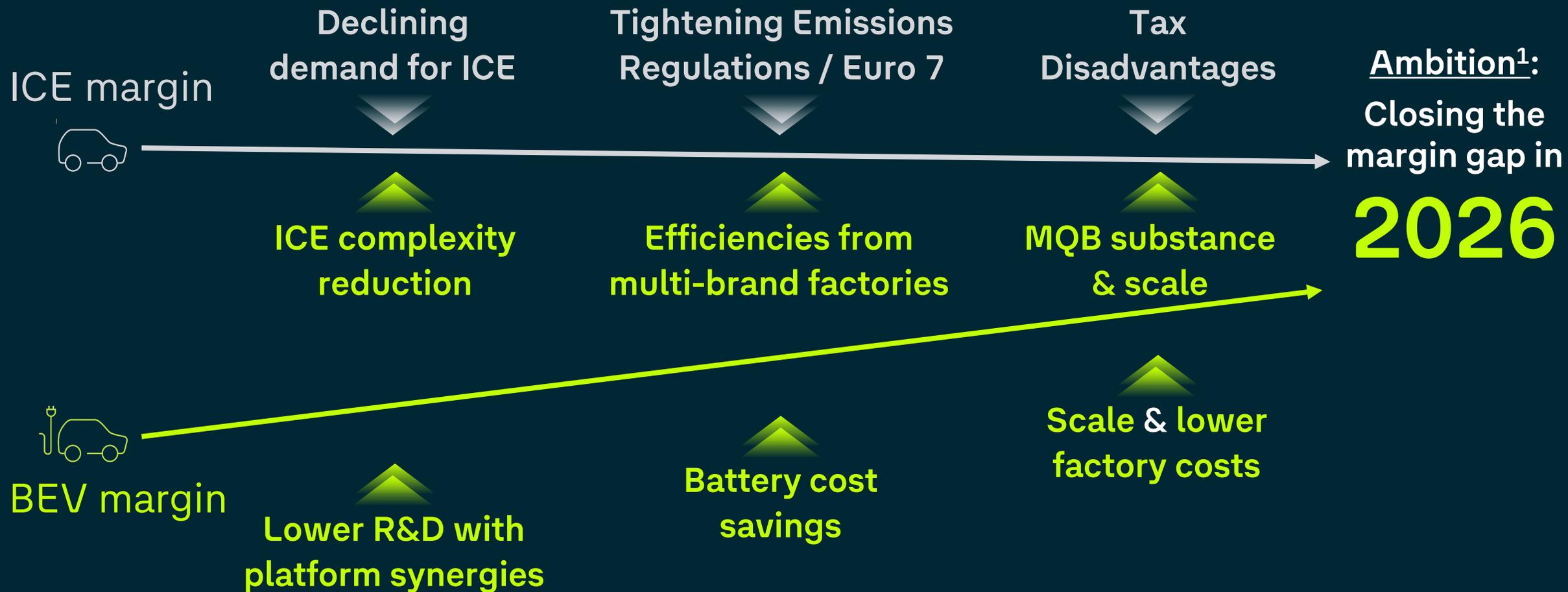
Tangible levers to keep ICE margin stable

ILLUSTRATIVE



Tangible levers for margin parity on selected projects

ILLUSTRATIVE



1. Comparison of BEV and corresponding ICE model, parity always depending on specific set of factors (e.g. raw material price fluctuation & production location)

Active equity investment management approach for NCS¹

~ €**15**bn

Book
value

> **250**

Non-controlled shareholdings
on Group level

Clusters of **strategic & financial** investments

Best-owner principle
as guiding element

Clear reporting lines
for each asset cluster

1. Non-controlled shareholdings

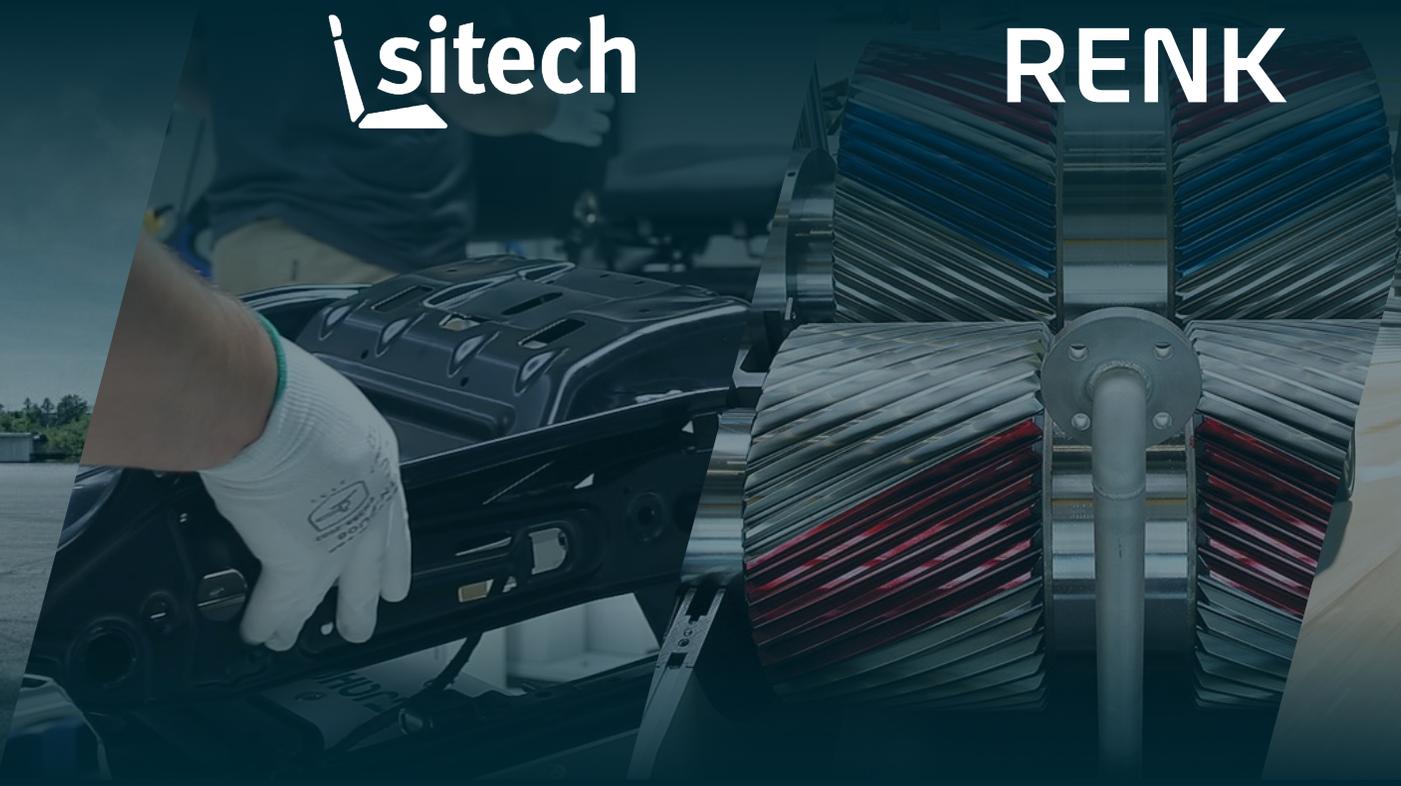
Finding the right solutions for controlled shareholdings

TRATON

sitech

RENK

BUGATTI



Experience across
structural alternatives

Right solution for
individual assets

Blueprints for
future **moves**

Planned changes to variable management compensation

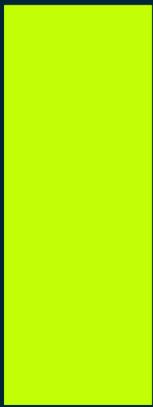
ILLUSTRATIVE

Long-term incentive (LTI)



- » LTI focusses on shareholder value
- » LTI measured against group performance

Short-term incentive (STI)



- » STI focusses on **cash flow** & profitability targets
- » STI measured against **brand & brand group performance**
- » ESG targets as important multipliers in STI (indirectly contained via LTI)

Intention

In progress

Intention

Consistency from the bottom to the top

5 NEW STEERING MODEL: Key takeaways

- » Leadership principles translated **into financial framework**
- » Brand groups target **benchmark profitability & cash flow**
- » Capital allocation with **clear orientation on profit pools**
- » Active **equity investments management** approach
- » **Incentivization** aligned to **brand & brand group** performance



6

FINANCIALS

Cash flow, profitability & capital efficiency at centre stage

Cash flow, profitability & capital efficiency at centre stage

Profitability track record &
very stable **balance sheet**

Strong start
into **2023**

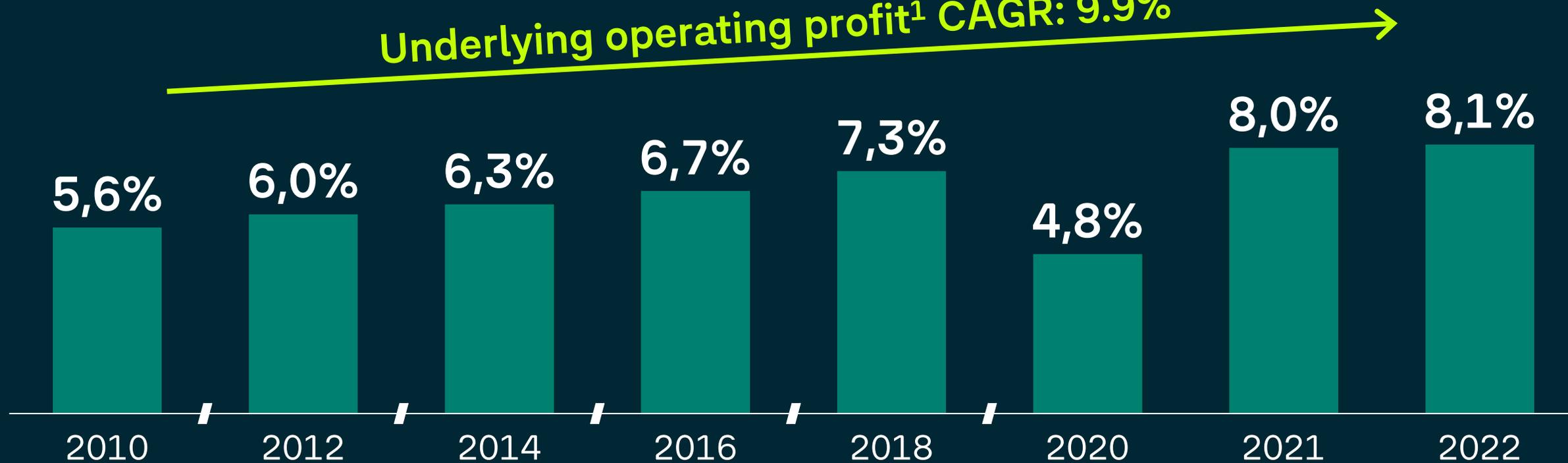
Delivery of financial targets
plus active **approach to NCS**

Focus on attractive
shareholder returns

Track record of sustainable financial performance

Return on Sales, in %¹

Underlying operating profit¹ CAGR: 9.9%



Historical **growth**

Stability in crises

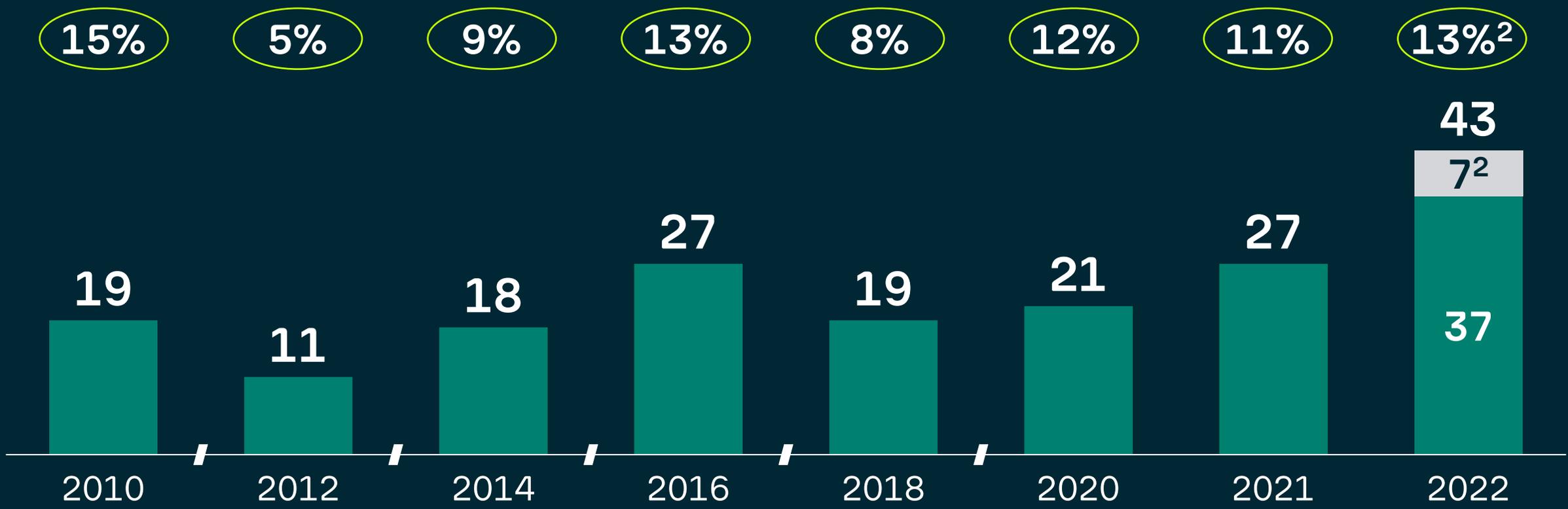
Upside potential

1. Before special items

Balance sheet strength improved over the cycle

Automotive net liquidity (in €bn¹ / as % of Group revenue)

Target level **>10%**



Strong **resilience**

Stable **credit rating**

Solid **liquidity**

1. Rounded year end values | 2. Total Net Liquidity of €43bn including €16.1bn Porsche IPO proceeds of which Porsche IPO special dividend of €6.5bn (net); payout in January 2023

Q1/2023: Continued strong financial results

€76.2bn

Group revenue

€5.7bn

Group operating profit¹

€7.1bn excl. FV of derivatives²

7.5%

Group Return on Sales¹

9.3% excl. FV of derivatives²

€2.2bn

Automotive net cash flow

49.0%

Automotive Cash Conversion
Rate (CCR)³

€38.4bn

Automotive net industrial
liquidity

1. Before special items | 2. Adjusted for fair value of derivatives outside hedge accounting | 3. Reported Net Cash Flow divided by Operating Result after special items of the Automotive Division

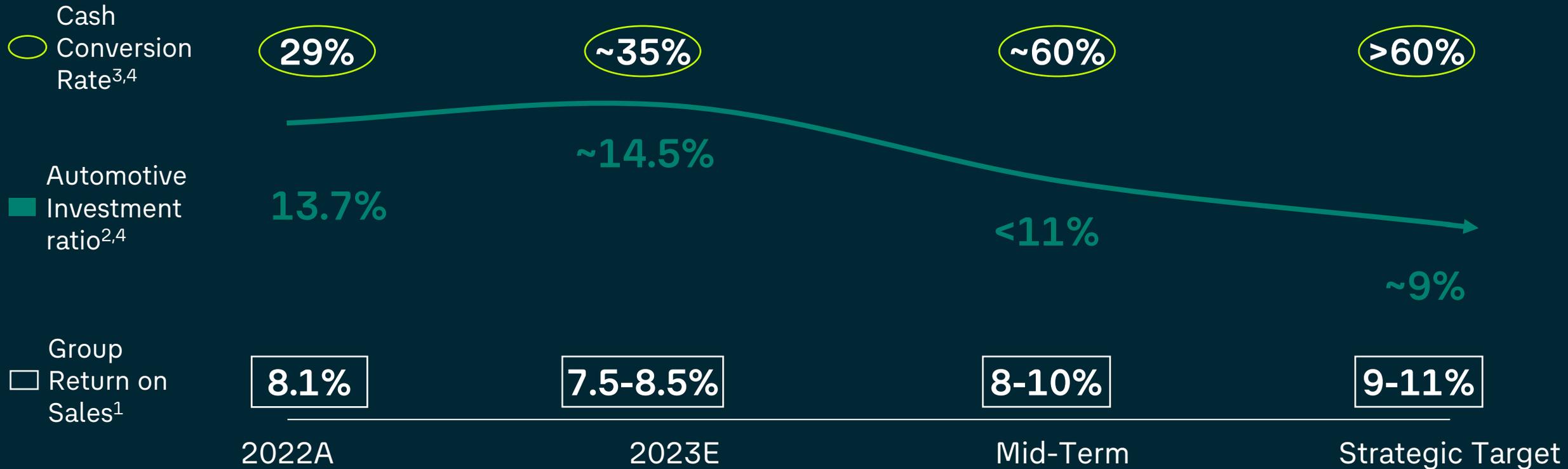
Volkswagen Group financial targets

	Last disclosure 2022	Guidance as anchor 2023	Mid-term 2027	Strategic Target 2030
Group revenue <small>(in % p.a. – CAGR from anchor year)</small>	€279.2bn	€307-321bn	5-7%	In-line with industry
Group Operating Profit¹	€22.5bn			
Group Return on Sales¹	8.1%	7.5-8.5%	8-10%	9-11%
Automotive Investment ratio^{2,5}	13.7%	~14.5%	<11%	~9%
Automotive CCR^{3,4,5}	28.9%	~35%	~60%	>60%
Automotive Net cash flow⁵	€4.8bn	€6-8bn		

1. Before special items | 2. Capex & R&D combined for Automotive Division as % of Automotive revenue | 3. Reported Net Cash Flow divided by Operating Result after special items of the Automotive Division | 4. Calculated against mid-point of Guidance | 5. Automotive Division includes the Passenger car & commercial vehicles (incl. Power Engineering) business

Tangible levers to improve cash flow generation

ILLUSTRATIVE



Brand specific margin targets

Group RoS expansion

Focused investment strategy

Strict working cap. management

Supported by targets on individual brand group level

Brand groups	Core		Progressive		Sport Luxury ¹		Trucks ¹	
	Mid-term	Strategic Target	Mid-term	Strategic Target	Mid-term	Strategic Target	Mid-term	Strategic Target
Return on Sales ²	8%		12%	14%	19% ⁴	20% ⁴	9% ⁶	
Cash Conversion Rate ³	60%		75%		60% ⁵		70% ⁷	
BEV Share ⁸ [%]	35%	50%	40%	75%	50% ⁹	80% ⁹		

1. Not the same time horizon as for the Group, because separate listed entities have their own capital market guidance in place | 2. Before special items | 3. Reported Net Cash Flow divided by Operating Result after special items of the Automotive Division | 4. Based on Porsche Group operating profit (incl. Financial Services segment) | 5. Based on Porsche Automotive only, corresponds to Porsche Net Cash Flow Margin ambition of 12.5-14% as Mid-term target | 6. Based on TRATON Operations only, corresponds to TRATON Group strategic target of 9% by 2024 | 7. Based on TRATON Operations Net Cash Flow and operating profit | 8. China evaluated differently between Brand groups | 9. Including PHEV and including deliveries in China included in the consolidated figures

Tailored targets for PowerCo & CARIAD

Technology Platforms

PowerCo

CARIAD

Strategic Target

Strategic Target

	PowerCo	CARIAD
Sales Revenues ¹	>€20bn	>€4bn
Operating Result ²	>10%	>10%
OP break-even	2029	2027
Cash flow break-even	2030	2028

1. Revenue target for 2030 as communicated at SalzGiga opening 07/2022 | 2. Before special items

VW Group Mobility supporting stability & enabling future profit pools

Q1/2023: VW FS Performance

Financial ambition

21.5

Contracts (in #m units)
31 Mar 2023

0.32%

Credit loss ratio
Jan - Mar 2023

~€4bn

Operating profit
Mid-term

€1.2bn

Operating result¹
Jan - Mar 2023

14.9%

Return on equity²
Jan - Mar 2023

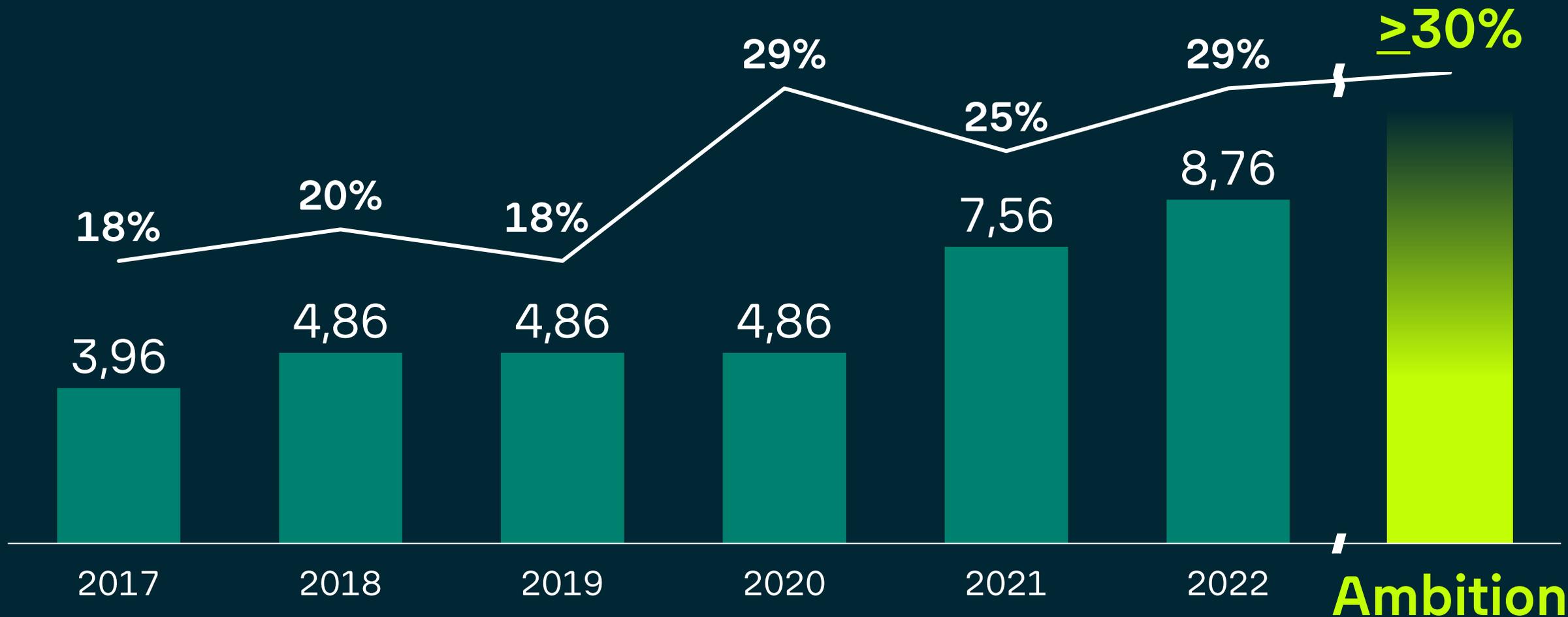
>€5bn

Operating profit
Strategic Target

1. Volkswagen Financial Services Division (including Scania FS and Porsche Holding). | 2. Calculated on basis of normalized 8% equity ratio.

Shareholders to participate in Group success

Dividend per preferred share (in €) ¹ & payout ratio (as % of Group net income)



1. Ordinary Shares to receive 6 cent less each year according to their voting rights ; excluding special dividend from Porsche IPO of €19.06 per ordinary & preferred share

6 FINANCIALS: Key takeaways

- » Active management of transformation from **position of strength**
- » Clear **commitment** to achieving **financial targets**
- » **Disciplined spending** & deliver attractive shareholder returns
- » Ambition of **minimum dividend payout of 30%**

CLOSING REMARKS

Our promise ...

1 NEW TEAM

Entrepreneurial spirit with clear sustainability commitment

VOLKSWAGEN GROUP

2 TECHNOLOGY AT SCALE

Speed, agility & performance

VOLKSWAGEN GROUP

3 UNLEASHED BRANDS

Unrivalled portfolio with focus on entrepreneurship

VOLKSWAGEN GROUP

4 REGIONAL LEADERSHIP

Winning globally with tailored regional strategies

VOLKSWAGEN GROUP

5 NEW STEERING MODEL

Fostering entrepreneurship & faster decision-making

VOLKSWAGEN GROUP

6 FINANCIALS

Cash flow, profitability & capital efficiency at centre stage

VOLKSWAGEN GROUP

FIVE REASONS

Why the Volkswagen Group story **was not compelling** in the past

- 1 **Software:** Turnaround CARIAD & competitiveness
- 2 **China:** Speed of transformation
- 3 **Control:** Complexity, speed & reliability
- 4 **ESG:** Currently not 'investment grade' rated & MSCI red-flag
- 5 **Margins, CCR & capital efficiency:** Scoring low against competitors

FIVE COMMITMENTS

from the new management team

- 1 **Software:** Clear restructuring plan for CARIAD
- 2 **China:** Focusing on customer needs through localization
- 3 **Steering model:** New steering model ensures entrepreneurship
- 4 **ESG:** 'Investment grade' by 2025 & indep. audit in 2023 planned
- 5 **Financials:** Margin & CCR improvements via performance programs

FIVE REASONS

Why the Volkswagen Group story is already compelling

- ① **Unique brand portfolio** with a large global customer base
- ② Credible concept for a **successful transformation**
- ③ Cost advantages through **economies of scale in technology fields**
- ④ **Attractive financial outlook** for cash flow, profit & margins
- ⑤ **New steering model**: focus on entrepreneurship & capital market

Today's Capital Markets Day as the starting point for a series of events – stay tuned!

Today

Volkswagen
Group
CMD

2025



Selected events to look forward to



China
Strategy Day

Software
Strategy Day

Battery
Strategy Day

Volkswagen
Group
Mobility Day



VOLKSWAGEN GROUP | Porsche Experience Center Hockenheimring
21 June 2023



Glossary

Abbreviation	Full Term	Definition
A0-D	Segments A0-D	Car market segments as per Euro Car Segment classification
ADAS	Advanced Driver Assistance System	
Auto	Automotive	Volkswagen Group Automotive division or relative to Automotive division
BEV	Battery Electric Vehicle	
CAGR	Compound annual growth rate	
Capex	Capital Expenditure	
CCR	Cash Conversion Rate	Reported Net Cash Flow divided by Operating Profit after special items of the Automotive division
CEO	Chief Executive Officer	
CFO	Chief Financial Officer	
COO	Chief Operating Officer	

Glossary

Abbreviation	Full Term	Definition
DAX	'Deutscher Aktienindex'	Stock market index consisting of the 40 major German blue-chip companies trading on the Frankfurt Stock Exchange
E/E	Electric / electronic architecture	
ECU	Electronic control unit	
EMG	Europcar Mobility Group	
ESG	Environmental Social Governance	
FV	Fair value	Used on relation to the fair value measurement of derivatives / other financial instruments
HQ	Headquarter	
HPC	High power charging	
HR	Human Resources	
HUT expense	Expense for vehicle derivation	Refers to expense required for vehicle elements that need to be changed to create vehicle derivatives

Glossary

Abbreviation	Full Term	Definition
ICE	Internal Combustion Engine	
ICV	Intelligent connected vehicle	Same meaning as SDV – used for Chinese market.
ID	Identity	
IPO	Initial public offering	
ISS	International Shareholder Services	Leading provider of corporate governance and responsible investment solutions, market intelligence, fund services, and events and editorial content
L2-L4	Level 2-4	Refers to levels of autonomous driving functionality
LTI	Long-term incentive	
MEB / MEB+	'Modularer E-Antriebs-Baukasten'	
MLB	'Modularer Längsbaukasten'	
MQB	'Modularer Querbaukasten'	

Glossary

Abbreviation	Full Term	Definition
MSB	'Modularer Standard-antriebsbaukasten'	
MSP	Mobility service provider	
NAR	North America	Includes United States, Canada and Mexico as per Volkswagen Group market segmentation
Next Gen UX	Next generation user experience	Future user experience for vehicles
NSF	New Small Family platform	
OEM	Original Equipment Manufacturer	
OP / EBIT	Operating Profit	Operating result before financial result and income tax expense
P911		Equity ticker symbol for Dr. Ing. h.c. F. Porsche AG (listed on Frankfurt Stock Exchange)
PHEV	Plug-in Hybrid Vehicle	Plug-In hybrid electric vehicle as defined per S&P Global Mobility

Glossary

Abbreviation	Full Term	Definition
PPE	Premium Platform Electric	
Q1	First quarter	
R&D	Research & development (expense)	
ROI	Return on Investment	Operating result after tax divided by average invested capital
RoS	Return on Sales	Operating Profit divided by Sales Revenue; usually specified as before or after special items
RS	'RennSport'	Range of high performance car models of Audi (via Audi Sport)
SDV	Software defined vehicle	Same meaning as ICV – used for European and North American market.
SoC	State of charge	State of charge for battery in % from 0-100%
SOP	Start of production	
SSP	Scalable Systems Platform	

Glossary

Abbreviation	Full Term	Definition
STI	Short-term incentive	
SUV	Sports Utility Vehicle	
UFC	Unified Cell	
UX	User experience	Digital user experience & interface for vehicles
VW FS / FS	(Volkswagen) Financial Services	Volkswagen Group Financial Services division or relative to Financial Services division
YoY	Year-on-year	Comparison to period in previous year

Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)
VW brand				
VW Golf (p. 95)	6.3-4.3 l/100km	n/a	143-106 g/km	n/a
VW ID.4 (p. 53, 86, 133)	n/a	17.7-16.6 kWh/100 km	0 g/km	361-531 km
VW ID.4 GTX (p. 16)	n/a	19.6-17.2 kWh/100 km	0 g/km	340-480 km
Volkswagen ID.2 all ¹ (p. 26, 47, 58)	n/a	n/a	n/a	n/a
Volkswagen ID.7 ² (p. 62, 64)	n/a	n/a	n/a	n/a
Volkswagen ID. AERO 01 ¹ (p. 91)	n/a	n/a	n/a	n/a
VW Taigo (Nivus) (p. 99)	4.7-5.1 l/100km	n/a	117-108 g/km	n/a

Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)
Skoda				
Skoda Enyaq (p. 14)	n/a	21.6-14.6 kWh/100 km	0 g/km	355-537 km
Skoda Enyaq Coupé RS iV (p. 53, 62, 86, 133)	n/a	17.5-16.9 kWh/100 km	0 g/km	502-517 km
Skoda Vision 7S¹ (p. 58, 65)	n/a	n/a	n/a	n/a

Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)
Cupra				
Cupra Tavascan (p. 16)	n/a	16.6-15.6 kWh/100 km	0 g/km	517-549 km
Cupra Born 77 (p. 53, 62, 86, 133)	n/a	17.5-15.7 kWh/100 km	0 g/km	496-552 km
Cupra UrbanRebel (Raval) ¹ (p. 58, 66)	n/a	n/a	n/a	n/a

Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)
VW Commercial Vehicles				
ID. Buzz Pro (p. 1, 16, 50, 53, 63, 86, 133, 138)	n/a	21.8-20.6 kWh/100 km	0 g/km	402-423 km
VW ID. Buzz Cargo (p. 62)	n/a	22.3-20.3 kWh/100 km	0 g/km	402-425 km

Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)
Audi				
Audi e-tron GT (p. 1, 91, 138)	n/a	21.6-19.6 kWh/100 km	0 g/km	458-502 km
Audi E-Tron Prototyp¹ (p. 16)	n/a	n/a	n/a	n/a
Audi RS e-tron GT (p. 70)	n/a	22.1-19.8 kWh/100 km	0 g/km	Up to 495 km
Audi Q6 e-tron² (p. 47)	n/a	n/a	n/a	n/a
Audi Q8 e-tron (p. 53, 86, 133)	n/a	24.4-20.1 kWh/100 km	0 g/km	Up to 582 km
Audi grandsphere concept¹ (p. 58, 71)	n/a	n/a	n/a	n/a

Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)
Bentley				
Bentley Continental GT (p. 16)	13.7-12.1 l/100km	n/a	311-275 g/km	n/a
Model Range Bentley Flying Spur (p. 72)	15.0-12.7 l/100km	n/a	340-288 g/km	n/a
Bentley Flying Spur Hybrid (p. 70)	3.3 l/100km	n/a	75 g/km	Up to 41 km
Bentley Batur by Mulliner (p. 58)	12.5-14.1 l/100km	n/a	284-320 g/km	n/a

Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)
Lamborghini				
Lamborghini Huracan STO (p. 70)	13.9 l/100 km	n/a	331 g/km	n/a
Lamborghini Urus Performante (p. 72)	14.1 l/100km	n/a	320 g/km	n/a
Lamborghini Revuelto ¹ (p. 58)	n/a	n/a	n/a	n/a

Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)
Ducati				
Ducati Panigale V4 SP2 (p. 70)	7.6 l/100 km	n/a	175 g/km	n/a
Ducati Multistrada V4 S (p. 70)	6.5 l/100 km	n/a	162 g/km	n/a

Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)
Porsche				
Model Range Taycan (p. 1, 75, 77, 138)	n/a	24.1-19.6 kWh/100 km	0 g/km	370-512 km
Model Range 911 (p. 1, 8, 21, 77, 133, 138)	13.4-10.1 l/100 km	n/a	305-229 g/km	n/a
Model Range 718 (p. 77)	13.2-8.9 l/100 km	n/a	299-201 g/km	n/a
Model Range Panamera (ICE) (p. 77)	13.3-10.2 l/100 km	n/a	299-232 g/km	n/a
Model Range Panamera E-Hybrid (p. 53, 77, 86, 92, 133)	3.0-2.0 l/100 km	24.9-22.6 kWh/100 km	69-45 g/km	49-54 km
Model Range Macan (p. 77)	11.7-10.1 l/100 km	n/a	265-228 g/km	n/a

Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)
Porsche (cont'd)				
Model Range Macan (p. 77)	11.7-10.1 l/100 km	n/a	265-228 g/km	n/a
Model Range Cayenne (ICE) (p. 77)	13.4-10.8 l/100 km	n/a	303-247 g/km	n/a
Model Range Cayenne E-Hybrid (p. 77)	1.8-1.5 l/100 km	30.8-28.6 kWh/100 km	42-33 g/km	66-74 km
Porsche Mission R¹ (p. 25, 58)	n/a	n/a	n/a	n/a

Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)
Bugatti				
Bugatti Chiron Super Sport (p. 117)	21.5 l/100km	n/a	487 g/km	n/a

Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)
Mahindra				
Mahindra BE.07 ¹ (p. 100)	n/a	n/a	n/a	n/a

Range / consumptions / emissions

Weitere Informationen zum offiziellen Kraftstoffverbrauch und den offiziellen spezifischen CO₂-Emissionen neuer Personenkraftwagen können dem "Leitfaden über den Kraftstoffverbrauch, die CO₂-Emissionen und den Stromverbrauch neuer Personenkraftwagen" entnommen werden, der an allen Verkaufsstellen und bei DAT (Deutsche Automobil Treuhand GmbH, Hellmuth-Hirth-Str. 1, 73760 Ostfildern, <https://www.dat.de/co2/>) unentgeltlich erhältlich ist.

A guide on fuel economy, CO₂ emissions and electric power consumption which contains data for all new passenger car models is available at any point of sale free of charge and from DAT (Deutsche Automobil Treuhand GmbH, Hellmuth-Hirth Str. 1, 73760 Ostfildern-Scharnhausen, Germany, <https://www.dat.de/co2/>)