

大众汽车集团(中国)  
VOLKSWAGEN  
GROUP CHINA

# Volkswagen Group China Update for JP Morgan Global China Summit

Ralf Brandstätter, Chairman & CEO of Volkswagen Group China and Board Member of Volkswagen Group  
J.P. Morgan Global China Summit, Shanghai. 22<sup>nd</sup> of May, 2025

# 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.

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 Such statements are valid on the date of publication and can be superseded.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.



Despite a challenging market with extreme discounts,  
we achieved our business goals in 2024

22%

ICE market share record  
since 2005

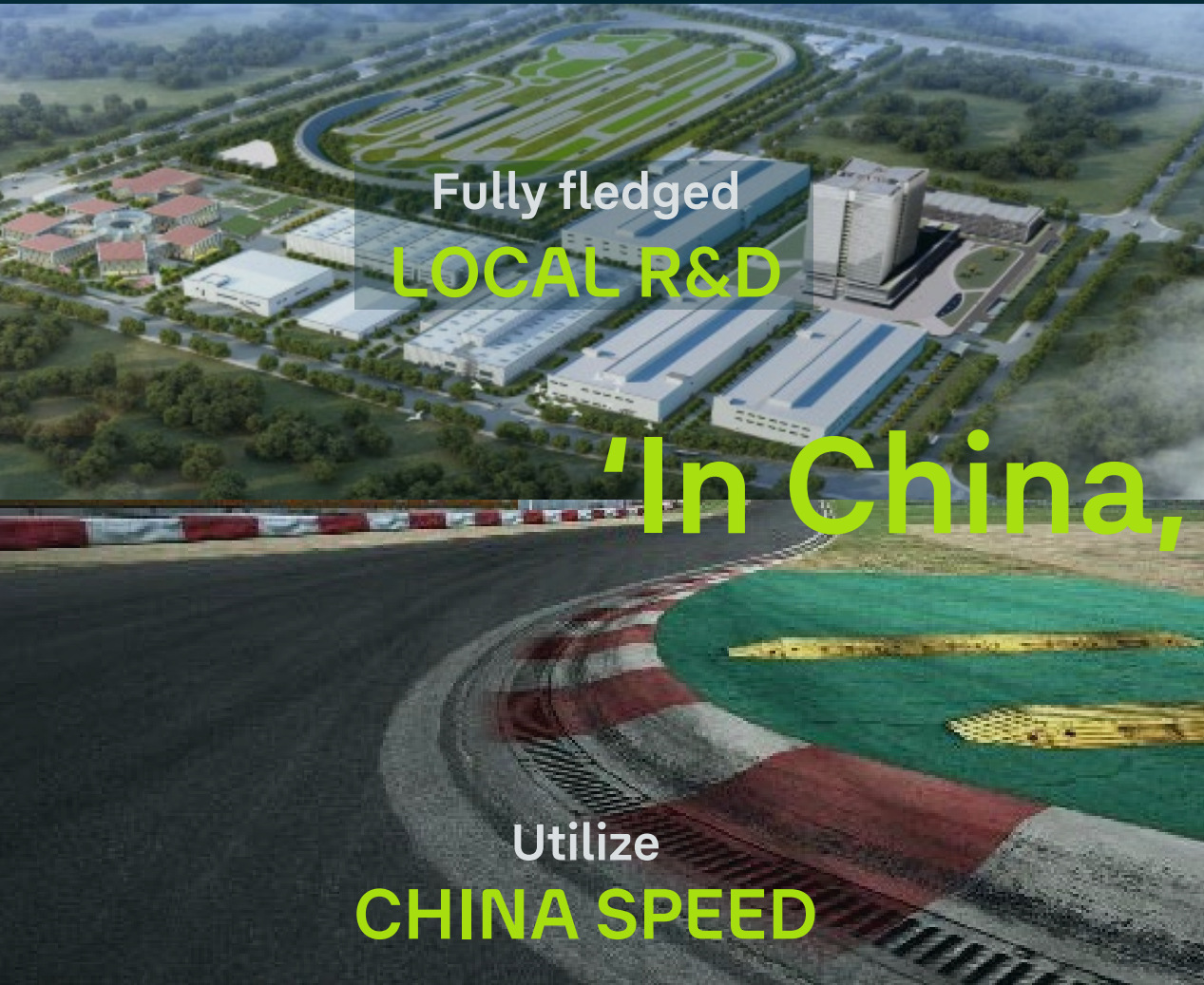
2.9<sub>mn</sub>

VGC sales volume  
within expectations

1.7<sub>bn €</sub>

JV prop. operating profit  
within CM guidance  
1.5 – 2.0bn €

To ensure our success in this dynamic market we have further progressed the implementation of our 'in China, for China' strategy





Together with partners and our fully ramped up VCTC we developed new models in a very short time to market

## NEW MODELS TOGETHER WITH PARTNERS



**24** months

Extended SAIC partnership



**30** months

XPENG partnership

## NEW VCTC TECH DEVELOPMENT



**34** months

Compact Main Platform (VW)  
*further reduction down to 30 months possible*

Competition and price pressure is fiercest in the A BEV Segment  
– that's why we have developed the CMP locally in China



**-20%**

A BEV segment price  
development<sup>1</sup>

**Therefore, we adjust our  
cost structures**



**-40%**

CMP cost target achieved<sup>2</sup>;  
further -10% reduction planned

**Driven by local R&D,  
HV-Battery & zonal E/E arch.**



**-50%**

EXAMPLE

HV-Battery cost reduction  
by 2026

**Via local development and a  
switch to LFP**



From 2025 onwards, our strategy will manifest itself with a strong model campaign of new generation ICVs

**PPE**

2025

**3 models****New ICVs**

From 2025

**3 models****B-Segment  
ICVs**

2026

**2 models****CMP**

2026

**4 models****New EREVs**

From 2026

**3 models**

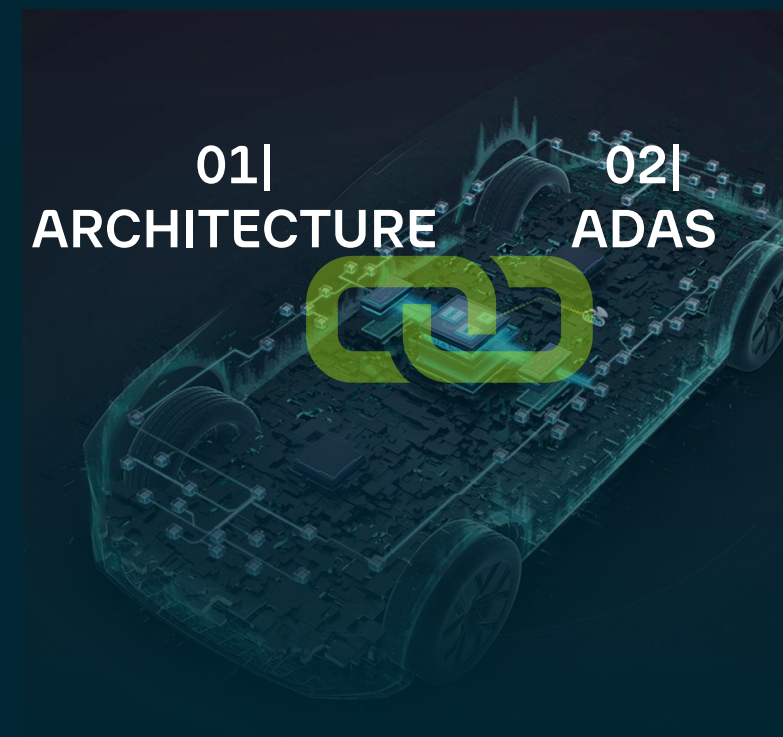
Our competitive in-house architecture and ADAS stack are key enablers to improve our product substance



**Implementation on track –  
1st CMP test vehicles incl.  
CEA on the road**



**>10 mn. lines of source  
code gained and self-  
controlled**

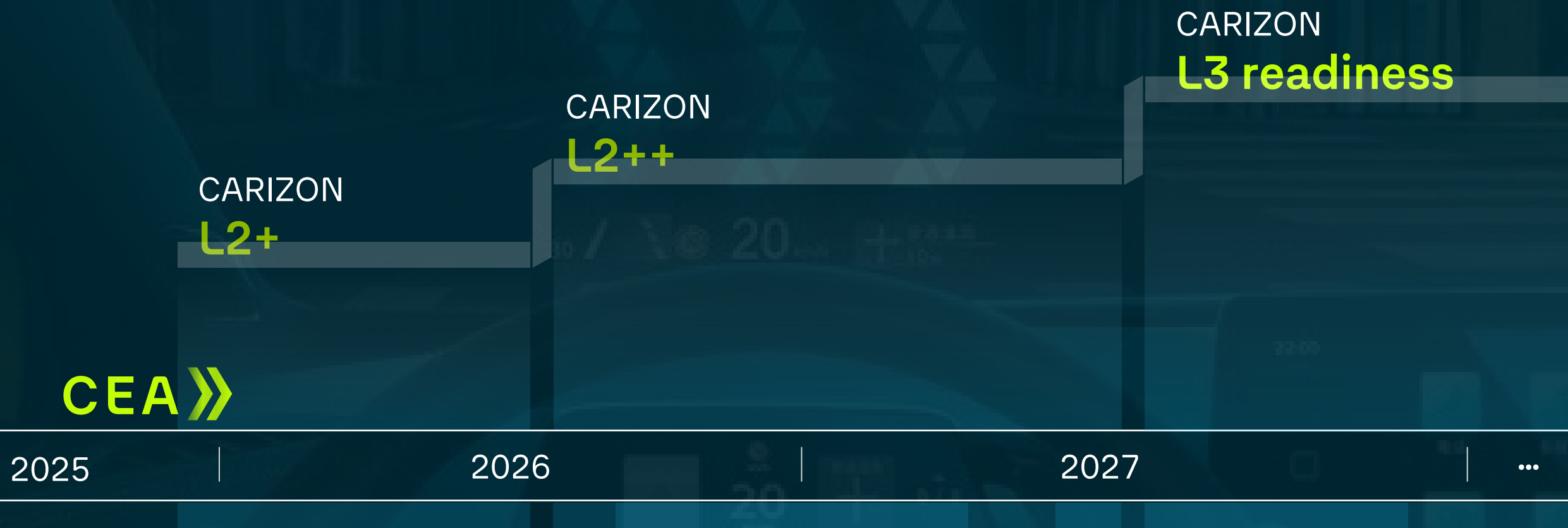


**IN-HOUSE  
CEA & CARIZON ADAS  
solution**



Our in-house ADAS stack with CARIZON ensure L3 readiness by 2027 - enabled by our CEA

## IN-HOUSE ADAS + CEA



We capitalize on the dynamic EREV/PHEV trend with our CSP<sup>1</sup> – the next generation of 'In China, for China' Group tech

**+75%**

EREV/PHEV growth  
2023 - 2024

**Strong NEV growth with  
PHEV/EREV as strong driver**

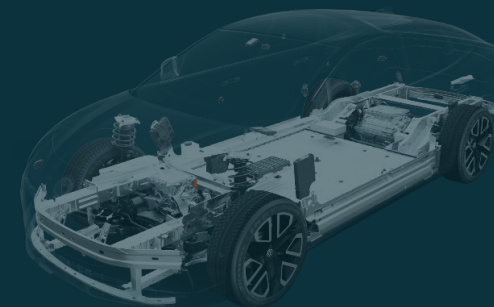
**~35%**

EREV/PHEV total market share  
in 2030

**Strategic flexibility in BEV &  
PHEV/EREV is key!**

**OUR ANSWER:**

**CSP**



**EREV integrated &  
L3 China readiness**



Our CMP and CSP platforms enable us to retain drivetrain flexibility while ensuring portfolio efficiency

1  
Hat

CMP



CSP

NEW!



2  
Drivetrains



BEV



PHEV



BEV



EREV

With the introduction of our CSP platform, we cover all relevant NEV segments with 'In China, for China' technology

SEGMENT

A

B

C

CMP



CSP



NEW!

Partnership



Partnership



PPE / SSP

IN CHINA,  
FOR CHINAGLOBAL  
PLATFORMS



In sum, we realize our Target Picture 2030 ambition via 3 levers

01

**IN-HOUSE  
CEA & ADAS**



**CEA & CARIZON stack**

*increases product substance*

02

**STRATEGIC  
DRIVETRAIN FLEXIBILITY**



**1 hat, 2 drivetrains**

*enhances portfolio efficiency*

03

**LOCAL TECH  
'IN CHINA, FOR CHINA'**



**Key NEV segment coverage**

*enables fast NEV volume ramp-up*