



**VOLKSWAGEN GROUP**

**Roadshow presentation**  
May 2026



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 2024.

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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**Volume to Premium segments covered**  
9 car & 4 truck brands

**All-service provider managing lifetime**  
of vehicles through Financial Services, Mobility Solutions



**9.0m**  
Deliveries

**€ 321.9bn**  
Sales Revenues



**662.9k** employees  
**150** countries

**Global footprint with 111 production facilities**  
67 car, truck and motorcycle production facilities



**10%**  
Global market share

**25%**  
Market leader in Europe in BEV & ICE



# Volkswagen Group: Portfolio of strong brands & businesses

## Brand Group Core



SKODA



SEAT



CUPRA



Commercial  
Vehicles

## Brand Group Progressive



LAMBORGHINI



BENTLEY



DUCATI

## Brand Group Sport Luxury



## Brand Group Trucks



SCANIA



MAN



INTERNATIONAL



Truck  
Bus

## Volkswagen Mobility



VOLKSWAGEN  
FINANCIAL SERVICES  
THE KEY TO MOBILITY

## Other Brands and Business Units

Scout

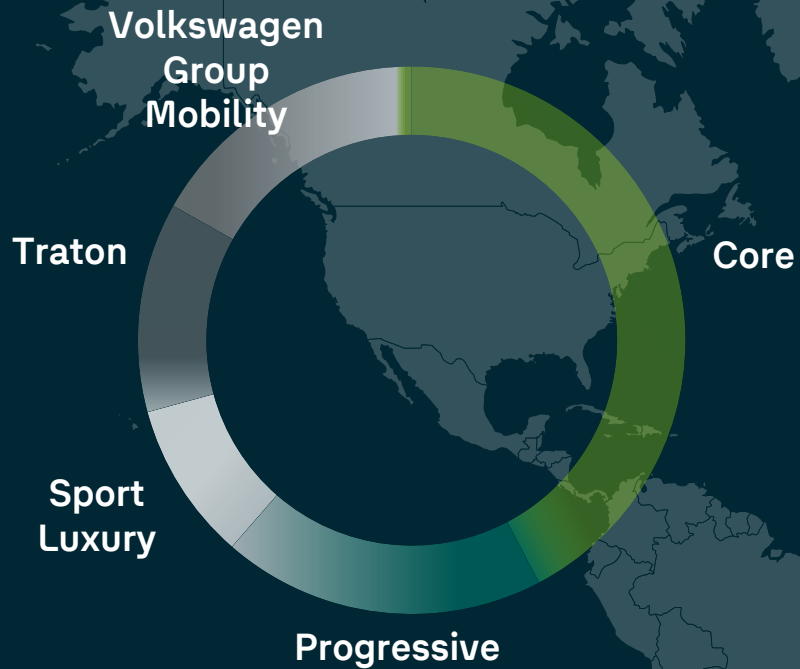
CARIAD

MOIA

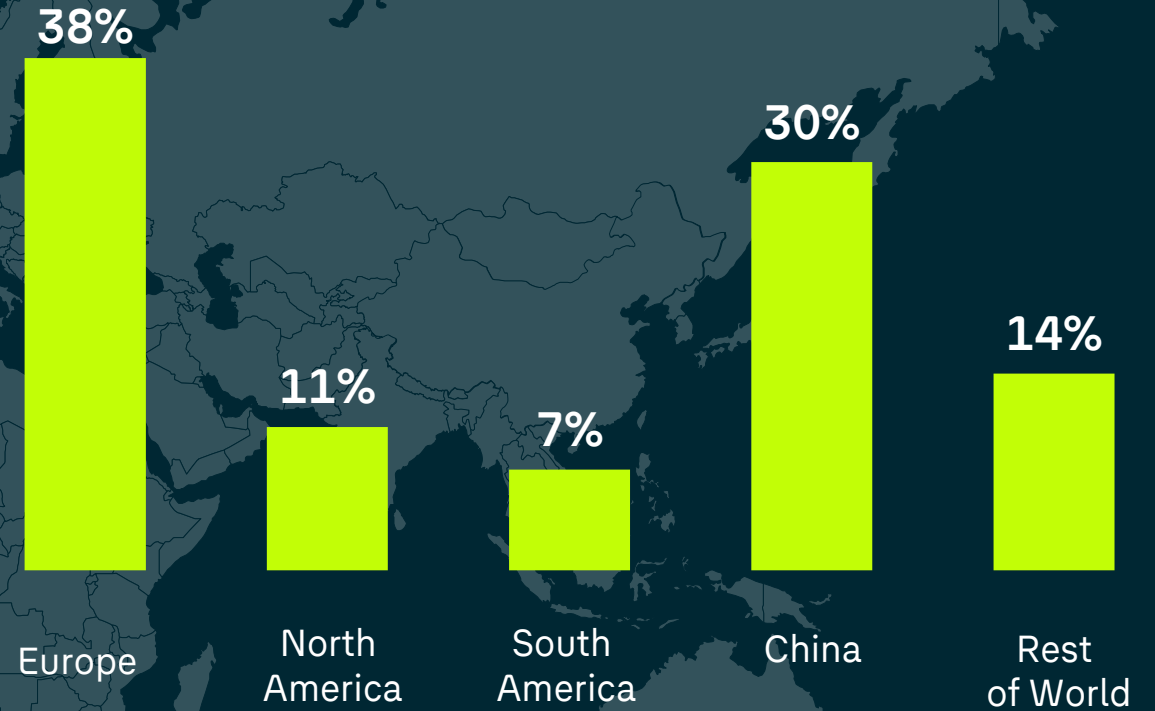
PowerCo

# Diversified by geography, brand groups FY 2025

## Revenues\* by Brand Group



## Deliveries split by Region



\*Indicative, excl. Consolidation, Battery, Cariad, China

# Volkswagen Group FY 2025: Portfolio of strong brands & businesses



**CORE**



**Progressive**



**Sport  
& Luxury**



**Trucks**



**Group  
Mobility**

**Vehicle Sales**  
(in m units)

5,125

1,145

266

306

57,769

**Sales Revenue**  
(in € mn)

145,202

65,503

32,185

42,540

57,769

**EBIT**  
(in € mn) (RoS in %)

6,821

3,371

90

2,411

3,451

**Net Cash Flow**  
(in € mn)

6,946

3,422

1,511

1,034

# Volkswagen Group FY 2025: Portfolio of strong brands & businesses



**Cariad**



**Battery**



**Other/  
Consolidation**

**Sales Revenue**  
(in € mn)

1,775

30

-23,092

**EBIT**  
(in € mn) (RoS in %)

-2,179

-1,386

-3,710

**Net Cash Flow**  
(in € mn)

-1,476

-1,808

-

# Stronger than ever in Europe



Highly **Competitive**  
Portfolio



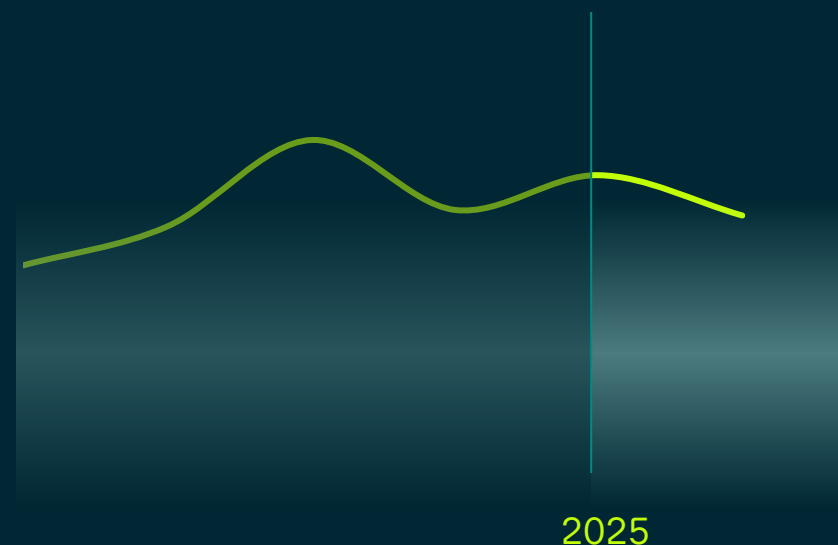
**Winning**  
Software



**Market Leadership**  
Strengthened

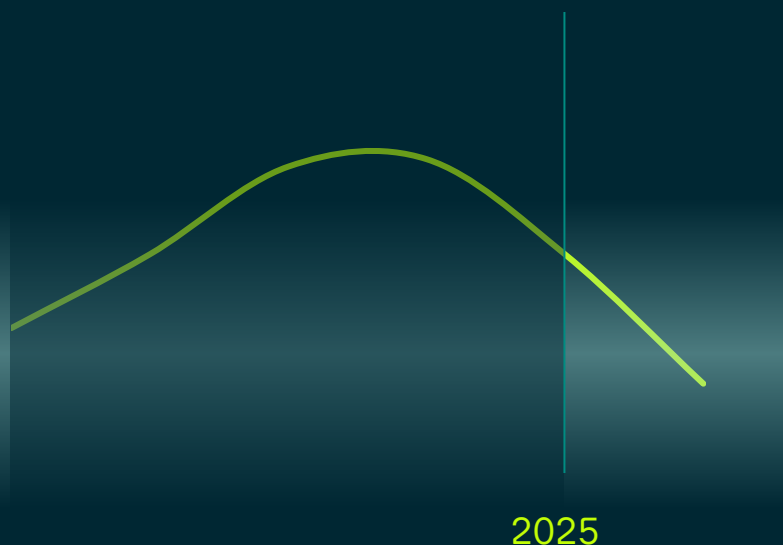
# Bringing portfolio age back to well balanced levels

## Brand Group CORE



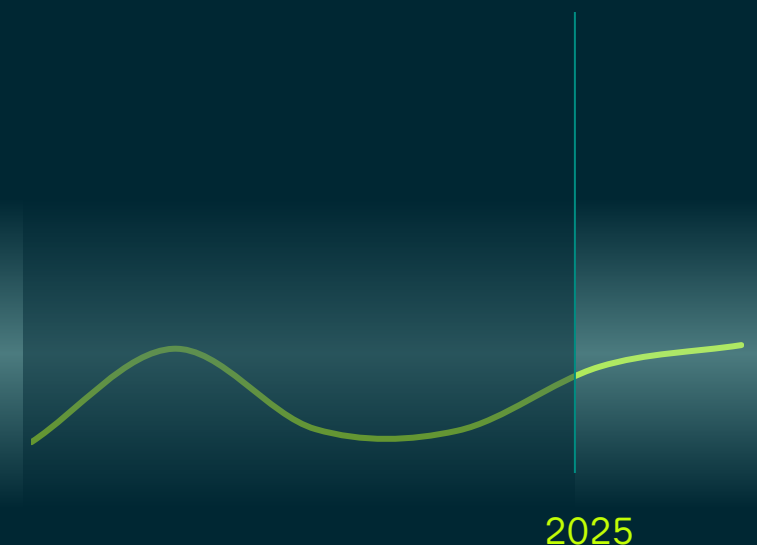
Fleet age lowered to **highly competitive levels across Brand Groups**

## Brand Group PROGRESSIVE



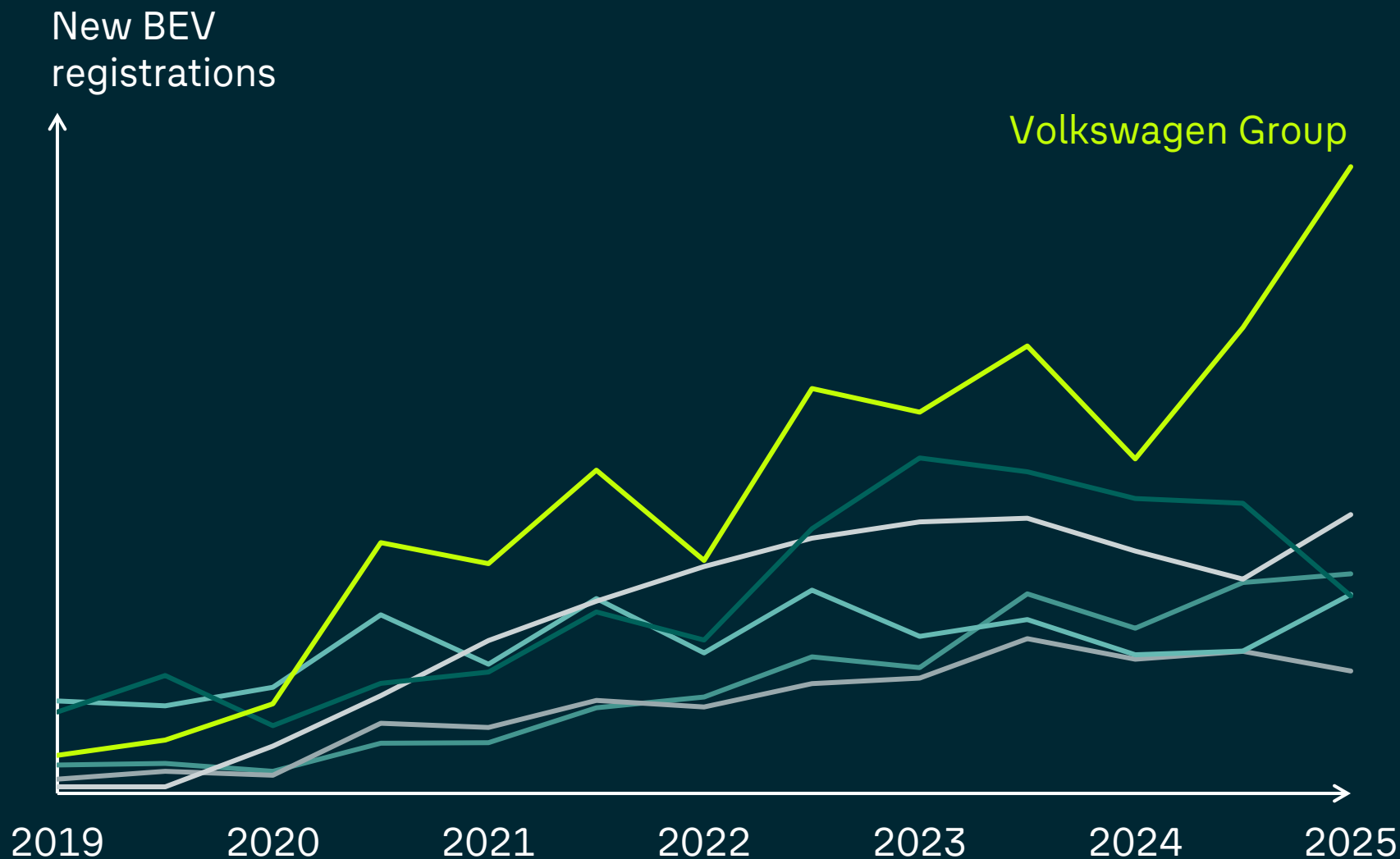
**Renewed & attractive product line-up drives customer demand**

## Brand Group SPORT LUXURY



Supporting **price/mix** helping to **mitigate headwinds**

# Volkswagen Group leading in European BEV market



Volkswagen is further **strengthening** its **position** as **market leader** in the BEV segment with **>25% market share**

# Complementing BEV portfolio in all European market segments



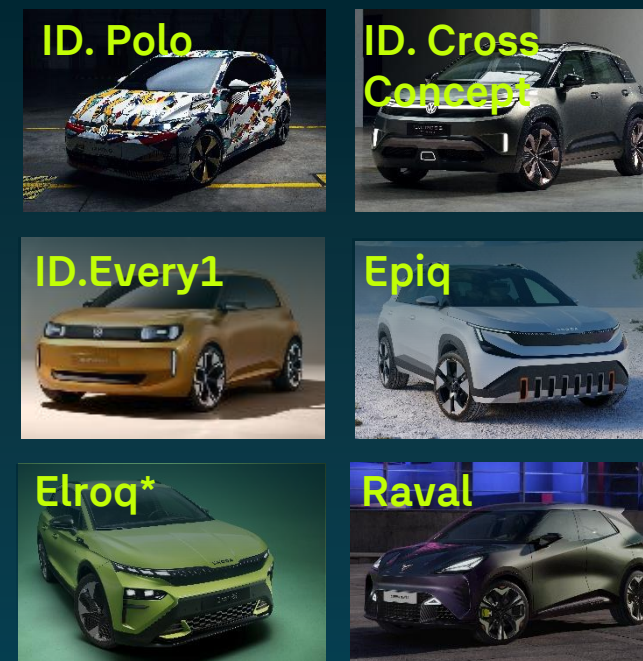
## 1. Wave Middle of the market



## 2. Wave Fleet and high-end



## 3. Wave Entry-level



2020 ...

| 2024 ...

| 2026 ...

\*already launched in 2025.

# Europe: Electric Urban Car Family – a milestone in BEV transformation



80%  
shared components

~€ 650m  
synergies over  
lifetime

## Electric Urban Car Family

4

Models

3

Brands

2

Plants

1

Platform

# Europe 2027: Most desirable portfolio

## ONE Brand Group

FIVE Brands

FOUR Drivetrains

FOURTY-SEVEN Models

≤A0

A

≥B

ICE / xHEV



 Polo mHEV  T-Cross mHEV  Taigo	 Kamīq mHEV  Fabia	 Arona mHEV  Ibiza	 Tiguan PHEV  Tayron PHEV  T-Roc HEV  Caddy PHEV	 Kodiaq PHEV  Octavia Fam. HEV PHEV  Karoq HEV  Scala PHEV	 Terramar PHEV  Formentor PHEV  CU Leon Fam. PHEV	 Leon Fam. PHEV	 Passat PHEV  Superb Fam. PHEV	 Crafter  Amarok PHEV  B Transporter Fam. PHEV
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BEV



 ID. Every1*  ID. Polo*  ID. Cross*	 Epiq*	 Raval*	 ID.4  ID.3	 Enyaq+Coupe  Elroq	 Tavascan  Born	 ID.7 Fam.	 Space BEV	 ID. Buzz  Transporter
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\* Pictures shown are concept cars/ near production vehicles

# Largest model initiative of Audi's history

More than 20 new models by the end of 2025

Previous model launches<sup>1</sup>



BEV



Audi Q4 e-tron (FL)



Audi Q6 e-tron



Audi A6 e-tron



Audi e-tron GT (FL)



Audi A2 e-tron

2024/25

2026



ICE



Audi A5



Audi Q5



Audi A6



Audi Q3



Audi Q7

Audi Q9



PHEV



∅ Portfolio age  
reduced by ~3 years

PPE/PPC  
as backbone

Broad range of  
RS/S models

10 new PHEV  
by the end of 2025

<sup>1</sup> Market Introduction in Germany

# Adapted product portfolio offering flexibility in the transition

## SPORTS CARS<sup>1</sup>

ICON  
**911**



DRIVING FUN  
**NEW 718**  
**NEW**



## SPORTS LIMOUSINES

ELEGANCE

*Panamera*



PERFORMANCE

*Taycan*



## SPORT UTILITY VEHICLES

PRESTIGE

**NEW**



FUNCTIONALITY

*Cayenne*



LIFESTYLE

*Macan*



**NEW**



1) Two-door sports cars; Potential Midterm Drivetrain Portfolio: ● ICE ● (x)HEV ● BEV

# Implementation of cost reduction measures according to plan



**Strong progress** in **workforce realignment**

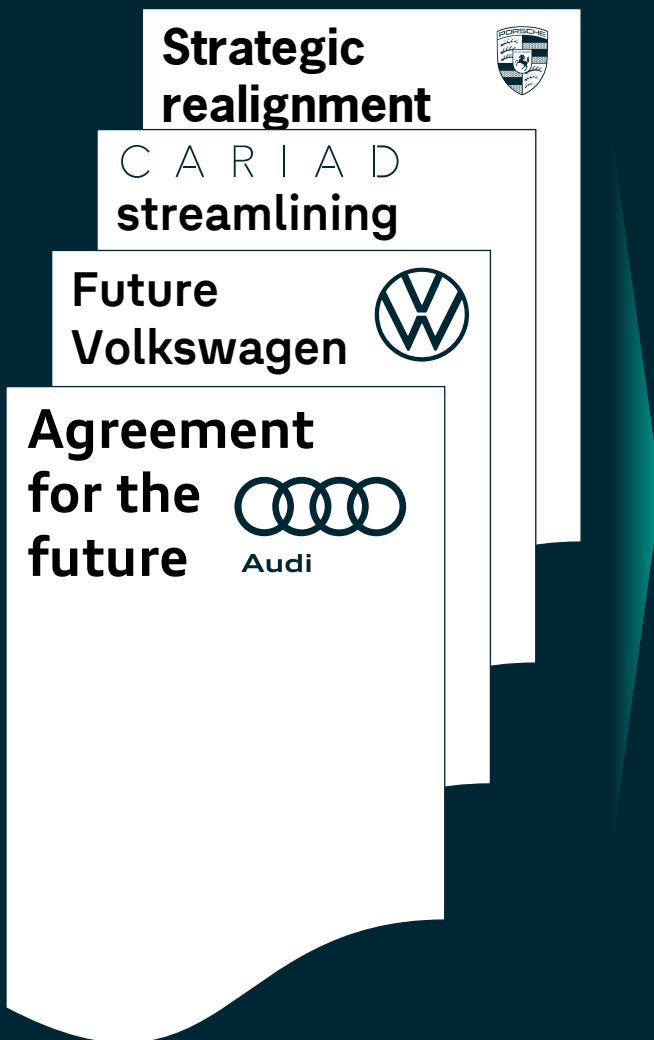
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**Factory cost** improvement **on track**

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**Simplification** of **BGC steering model** initiated

# Group performance programs structured in 3 pillars



Stabilization  
of wages

~€ 2bn

by 2026

Wage increases  
suspended, revised  
bonus & new  
remuneration systems

Alignment of capacity  
to market realities

>1mn<sup>1</sup>

units  
by YE2027

Rightsizing European  
capacity to optimize  
utilization, factory  
productivity & cost

Re-alignment of  
workforce

~50k

headcount reduction  
by 2030<sup>2</sup>

Realignment of  
workforce at German  
locations in a socially  
responsible manner

1. Including Audi Brussels | 2. Compared to year-end 2024.

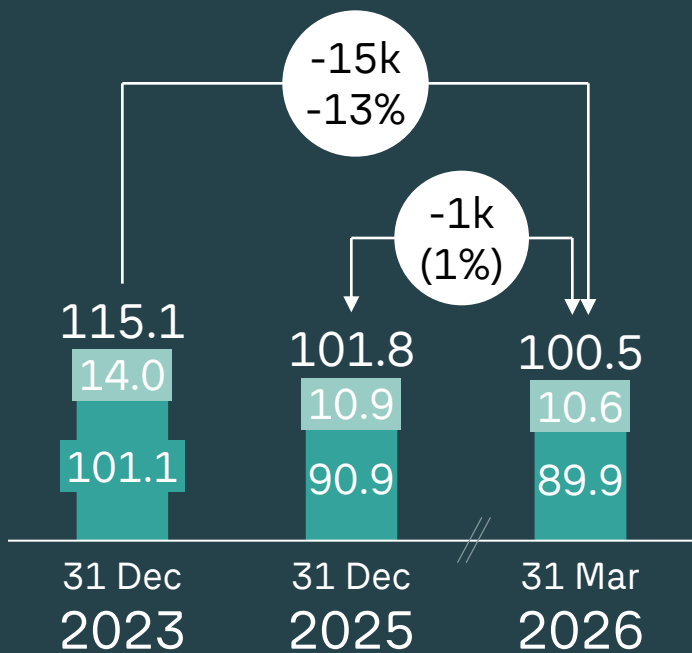
# Development of headcount

Workforce reduction progressing as planned, ~30k exit contracts signed across Group

## Volkswagen AG<sup>1</sup> (Germany)

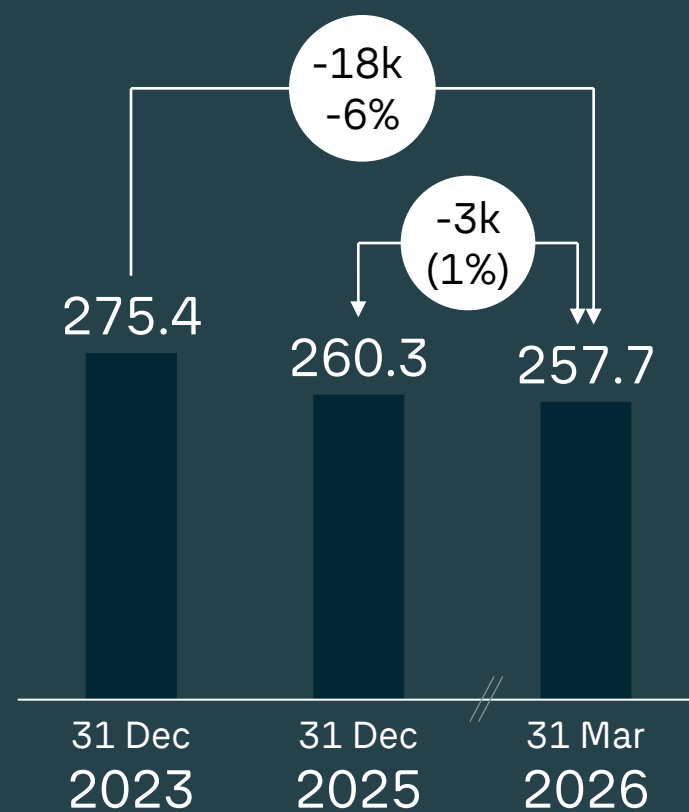
[active<sup>2</sup> workforce in '000]

■ VW Sachsen & VW Osnabrück  
■ VW AG



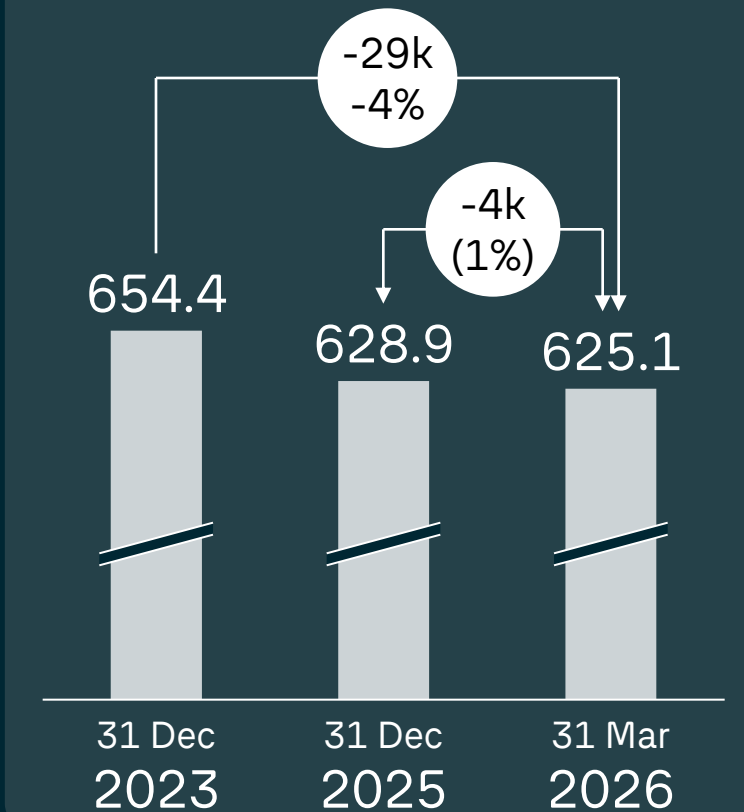
## Volkswagen Group (Germany)

[active<sup>2</sup> workforce in '000]



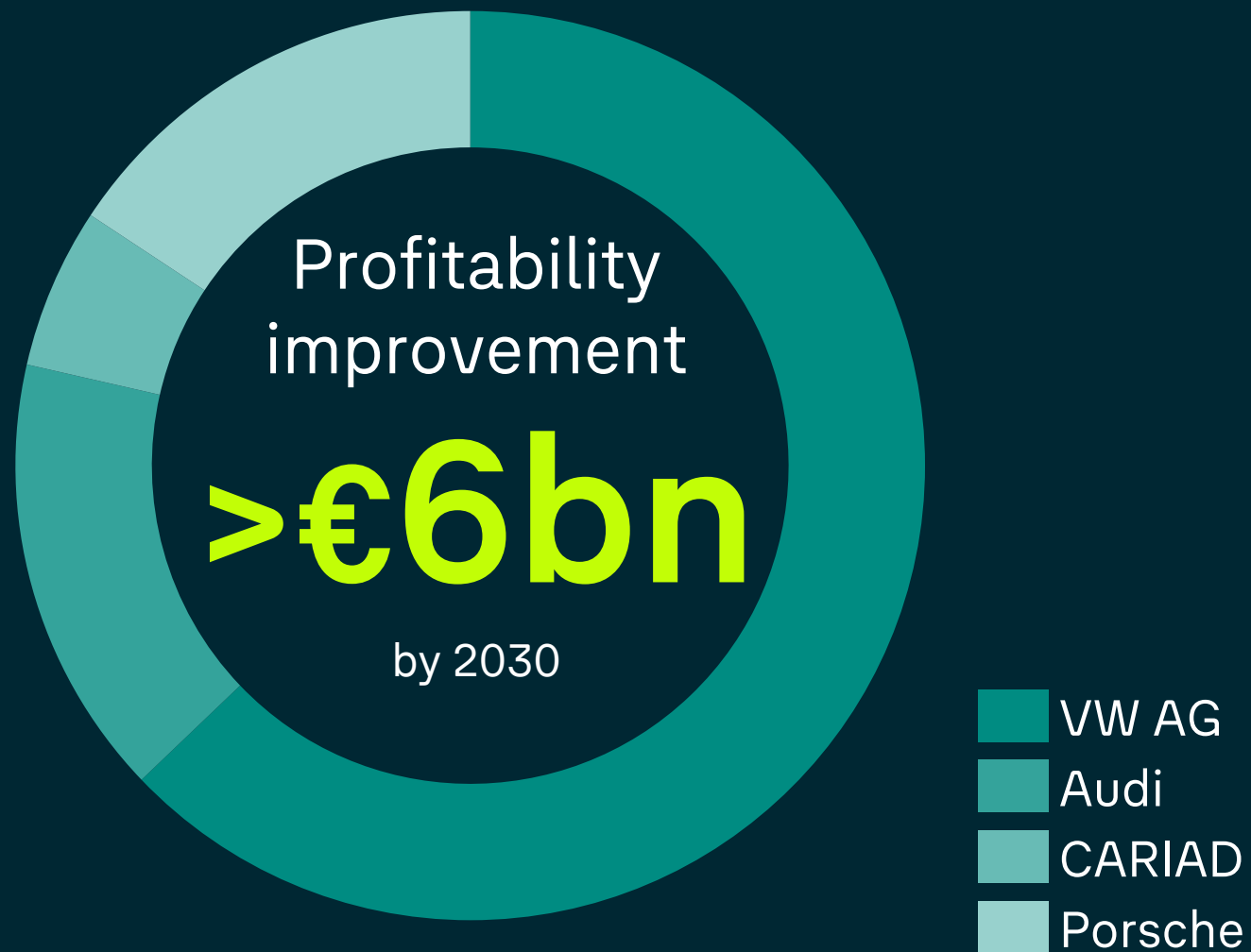
## Volkswagen Group (Global)

[active<sup>2</sup> workforce in '000]



1. Scope Zukunft Volkswagen: Volkswagen AG, Volkswagen Sachsen GmbH, VW Osnabrück GmbH | 2. Active Workforce (excluding employees in the passive phase of partial retirement and apprentices)

Net cost savings of more than € 6bn by end of decade



Implied Group RoS effect

**>150bps**

by 2030

Today we have established unique strategic advantage among intl. OEMs with local R&D & in-house tech stack

## IN CHINA FOR CHINA

LOCAL R&D



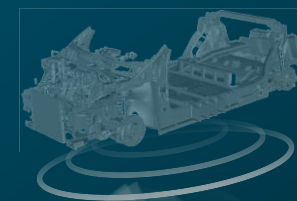
VOLKSWAGEN GROUP  
CHINA TECHNOLOGY CO.

*Esp. CEA One Team*

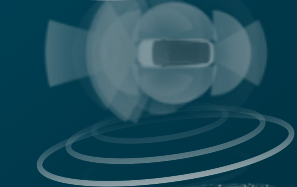
LOCAL IN-HOUSE TECH STACKS



Platform



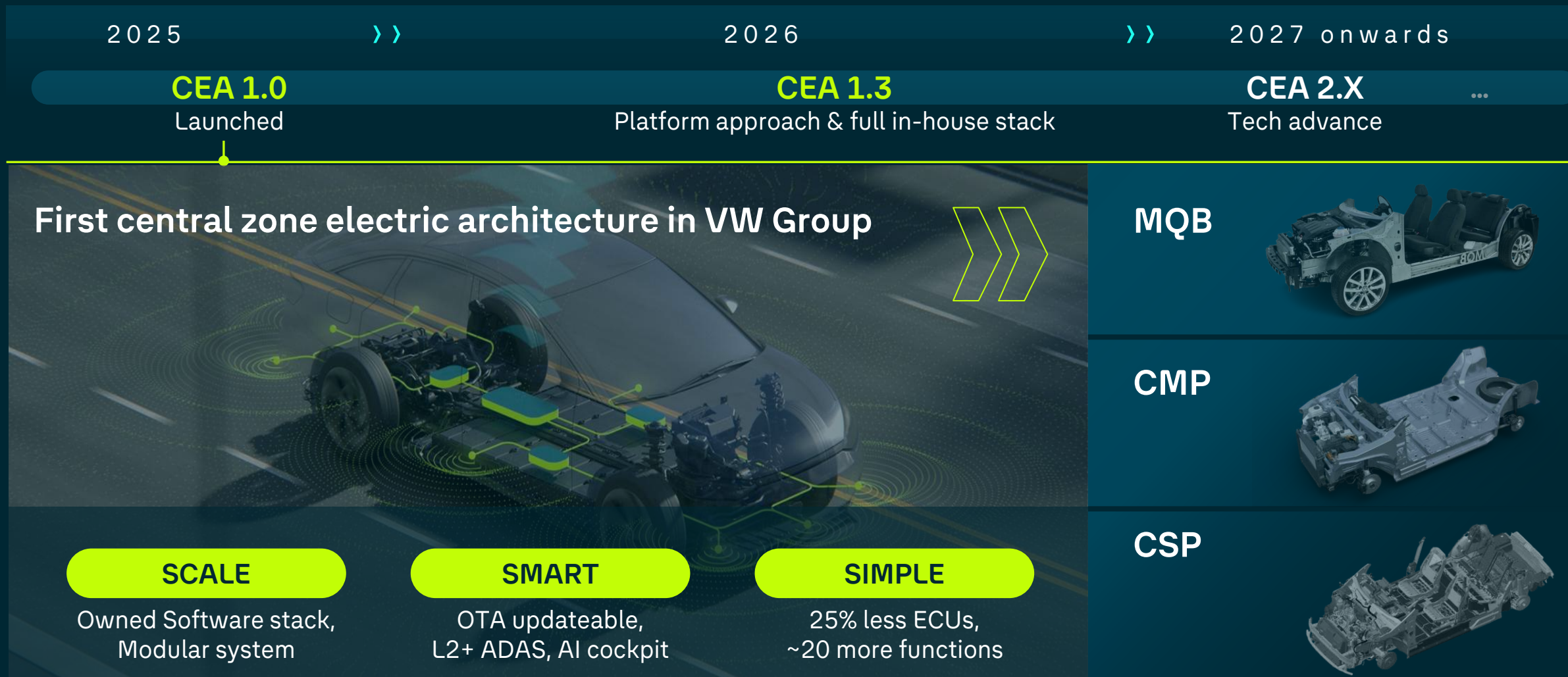
ADAS



CEA



# With our locally developed zonal electronic architecture CEA all our platforms will have unified tech stacks 2027 onward



2025



2026



2027 onwards

**CEA 1.0**

Launched

**CEA 1.3**

Platform approach & full in-house stack

**CEA 2.X**

Tech advance

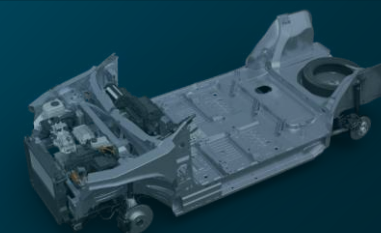
First central zone electric architecture in VW Group



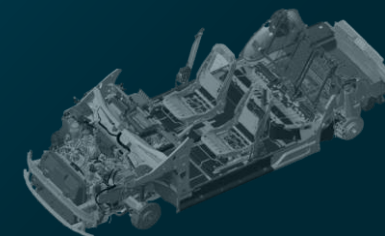
**MQB**



**CMP**



**CSP**



**SCALE**

Owned Software stack,  
Modular system

**SMART**

OTA updateable,  
L2+ ADAS, AI cockpit

**SIMPLE**

25% less ECUs,  
~20 more functions

Based on CEA foundation, we are on fast track to scale in-house ADAS solutions and intelligent smart cabin

Timeline

2026

2027

2029

E/E Architecture

**CEA 1.x**

**CEA 2.x**

**CEA 3.x**

**ADAS  
SOLUTION**  
by CARIZON



L2 Advanced



L3/L4 with in-House SoC



Proactive smart cabin



Cross Domain AI Agent

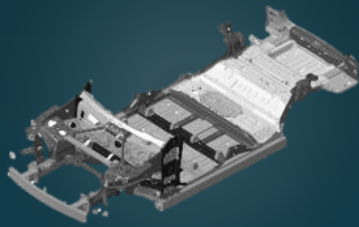
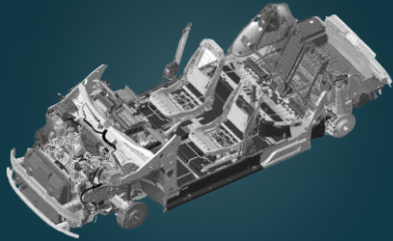








**SMART  
CABIN**

**AI-accelerated evolution**



# Our new local platforms enable us to retain NEV drivetrain flexibility

	Compact Main Platform (CMP) A segment	China Scalable Platform (CSP) A+ and above segments
<b>1</b> HAT		
<b>2</b> DRIVETRAINS	   BEV                      PHEV	   BEV                      EREV
<b>1</b> TECH STACK	<b>CEA &amp; CARIZON</b>	
SOP TIMELINE	2026	2027

Deep-dive in "China Product Strategy" break-out

We will be kick-starting the largest-ever NEV product offensive in China this year

ID. UNYX 08



ID. AURA T6



ID. ERA 9X



ID. UNYX 07



AUDI E7X



ID. UNYX 09



More to come...



AUDI

>20 NEV Models from 2026



Deep-dive in "China Product Strategy" break-out

# Flawless execution of product launches in China



>30

new models  
until 2027

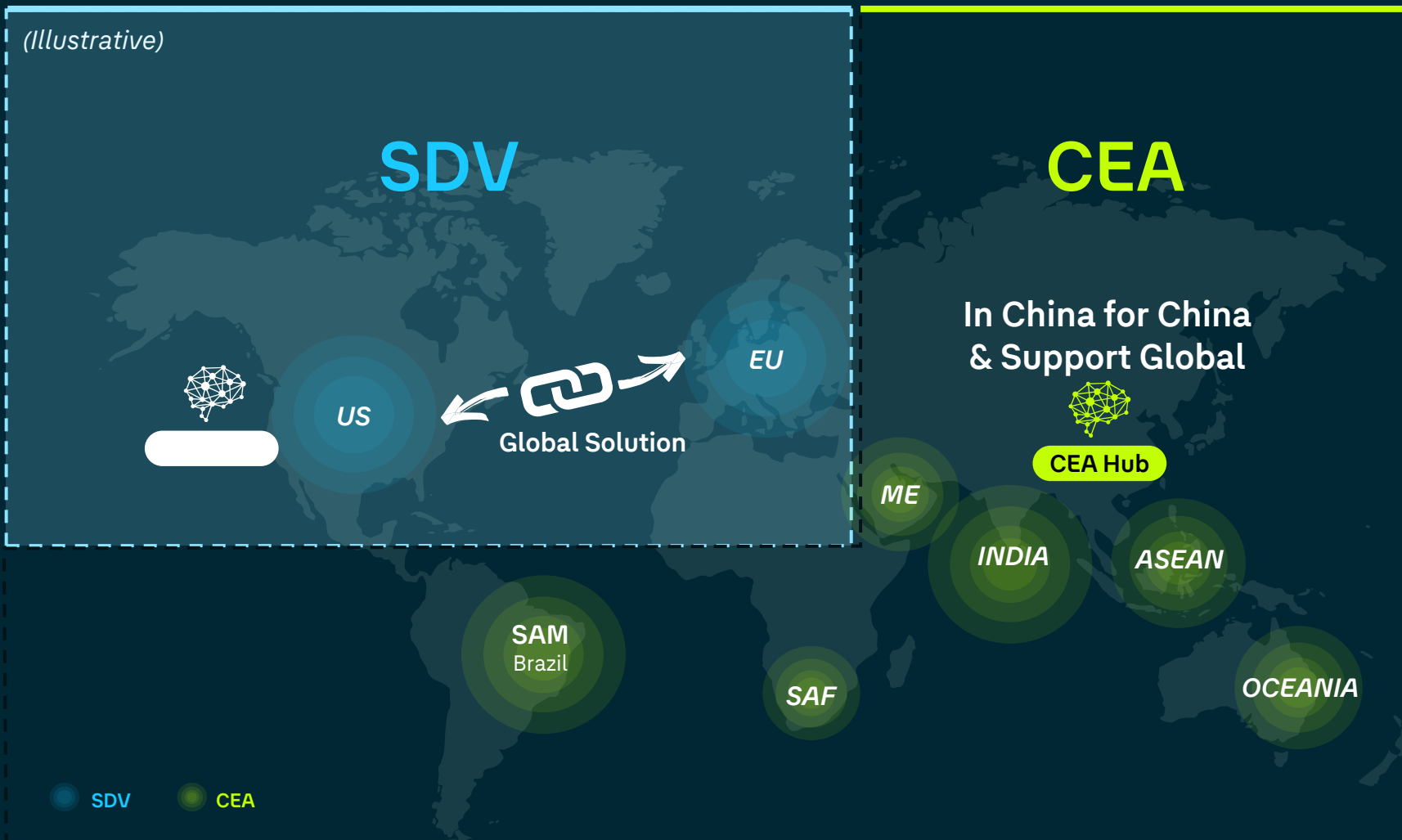


SoC



Advance towards  
inhouse designed  
chip by 2030

We are ready to contribute to better fulfill the needs of global south markets with our competitive CEA and local platforms



## CHINA TECH SUPPORTING GLOBAL SOUTH

- › with **CEA** to ensure tech competitiveness & synergies
- › via **vehicle export and technology localization**

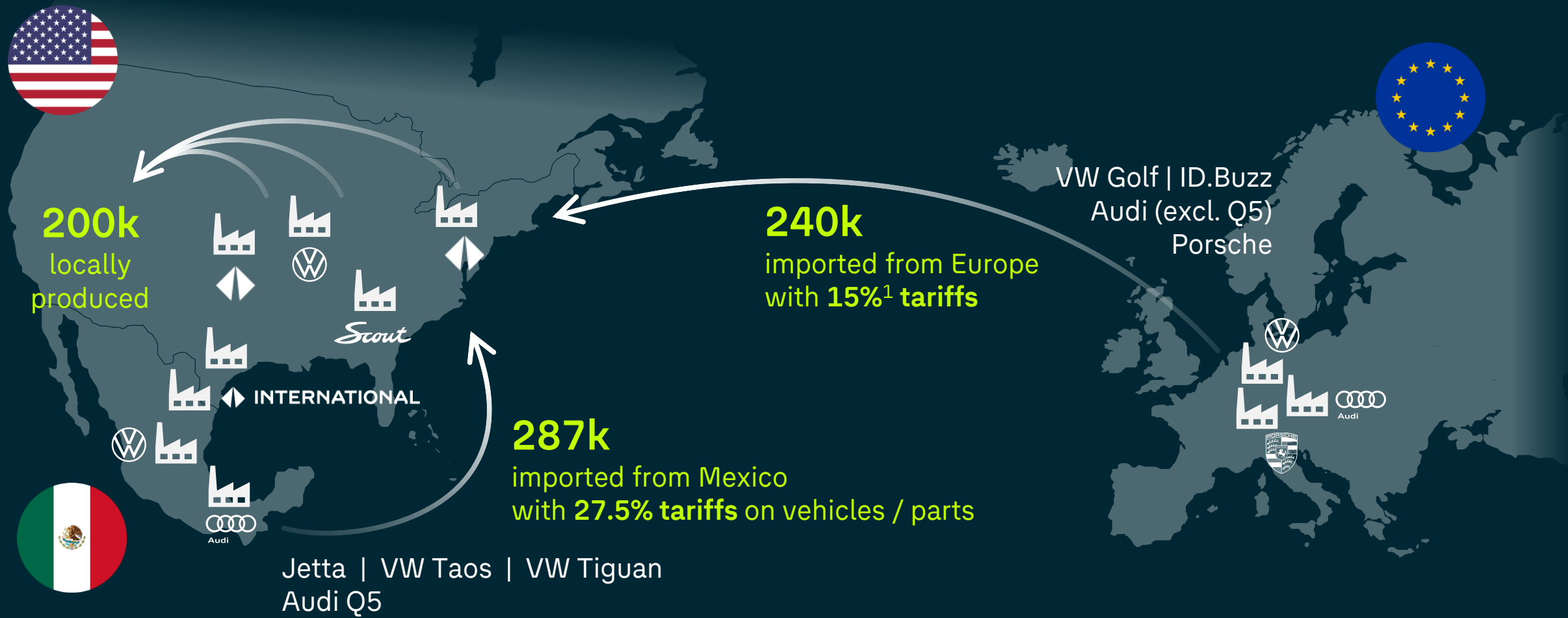
1 |Export incl. Australia, SK, ME ,CIS etc.

# Overview of major assumptions

KEY PERFORMANCE INDICATOR	2024	2025	2027E TARGET	2030 AMBITION
<b>MARKET VOLUME</b> [mn units <sup>1</sup> ]	23.4	24.3	~25	~26
<b>VEHICLE DELIVERIES</b> [mn units <sup>1</sup> ] (IMPLIED MARKET SHARE)	2.9 (12%)	2.7 (11%)	~3.0 (12%)	~3.2 (12%)
<b>NEV PENETRATION</b> [%]	7%	4.6%	~40%	~70%
<b>CORRESPONDING ROS</b> [%] OPERATING PROFIT <sup>2</sup> (PROP.) [bn. EUR]	(1.7)	(1.0)	3~5% (0.8~1.2)	4~6% (1.6~2.0)

1| Acc to S&P Global from March 2026; 2| Including VW Anhui.

# North American production footprint and vehicle flows of Volkswagen Group in 2024



1. Current 27.5% US import tariff expected to be reduced to 15% retroactively from 1 August 2025, implementation of reduced tariff pending.

# Developing North America Target Picture and Plan

VOLKSWAGEN GROUP



**Enhancing portfolio**  
with focus on  
SUVs, Pick-ups and HEVs



Further **localization**  
**of production**  
under consideration

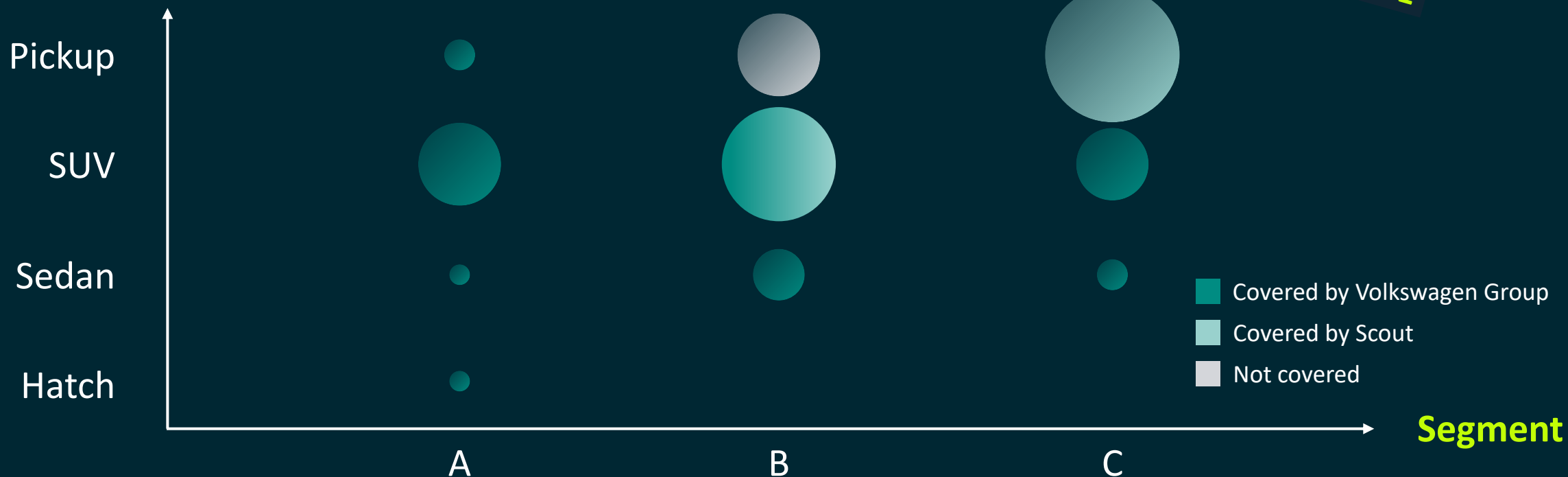


New **US steering model**  
strengthening regional  
responsibility and independence

# Scout to complement current product portfolio

## Bodystyle

Expected US market profit pools in 2030



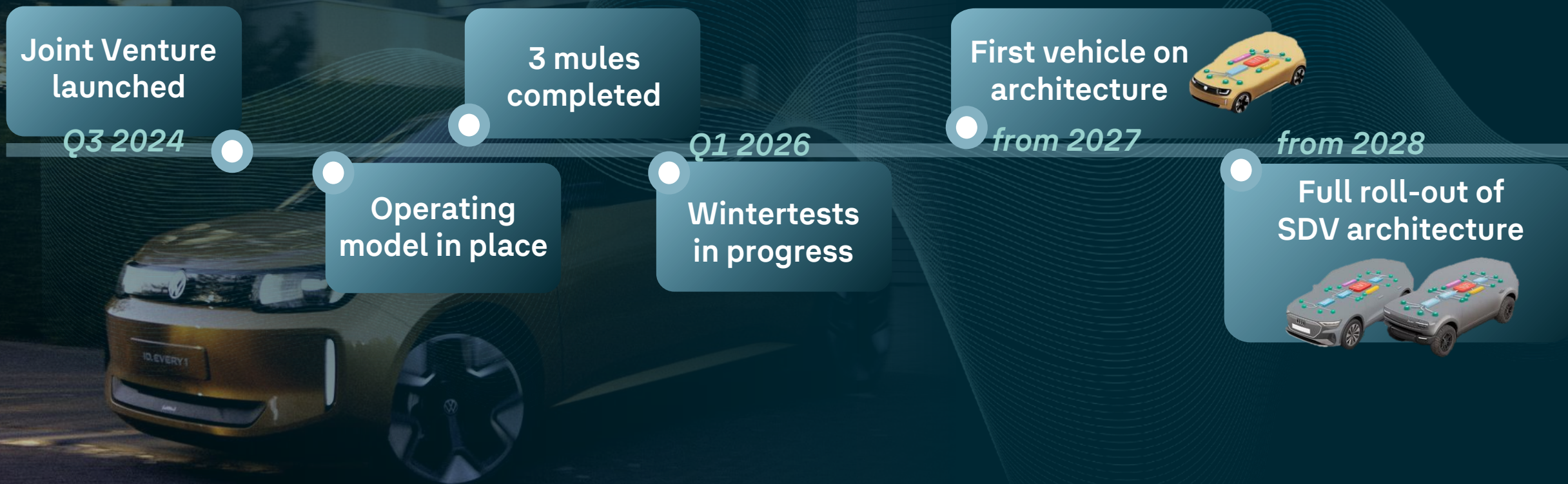
ILLUSTRATIVE

Most promising future **profit pools** addressed

Dedicated **SUV & pick-up** portfolio to be established

Revival of iconic **Scout** brand to complement portfolio

# Successful first full year of Rivian and Volkswagen Group Technologies



Consistent **delivery of milestones** and on track to **series production from 2027**

# North America: Focus on Scout Range Extender



Entrance via highly attractive segments from 2028 on:  
**Pick-ups & rugged SUVs**

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**Heritage brand meeting customers' desires** to strengthen NAR position

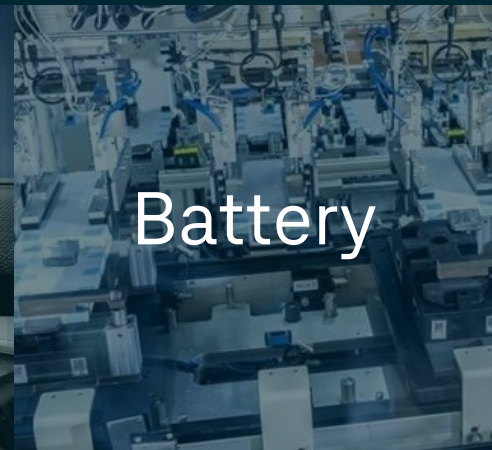
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High adaptability of BEV offering with **gasoline range extender offers**

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# TOP 10 of Volkswagen Group 2026



# What to expect until year-end 2027: Strengthening robustness and resilience

## Product

>50 new models  
across all brands  
incl. Urban BEV family

## China

operating performance  
improved, turnaround and  
profit targets achieved

## North America

resilient set-up and  
enhanced governance,  
Scout ramp-up

## Software

execution of strategy  
(East & West), Rivian JV  
architecture launched

## Battery

ramp-up and delivery of  
highly competitive  
unified cells

## Platform

ready to launch SSP

## ADAS

state-of-the-art L2+/++  
offers to customers in  
Europe and NAR;  
China L3-ready

## Production

productivity improved,  
capacity rightsized and  
progress on synergies

## Financials

tangible progress in  
Group margin and  
Automotive net cash flows

## Cost

stringent execution  
of group-wide  
performance programs

## Investments

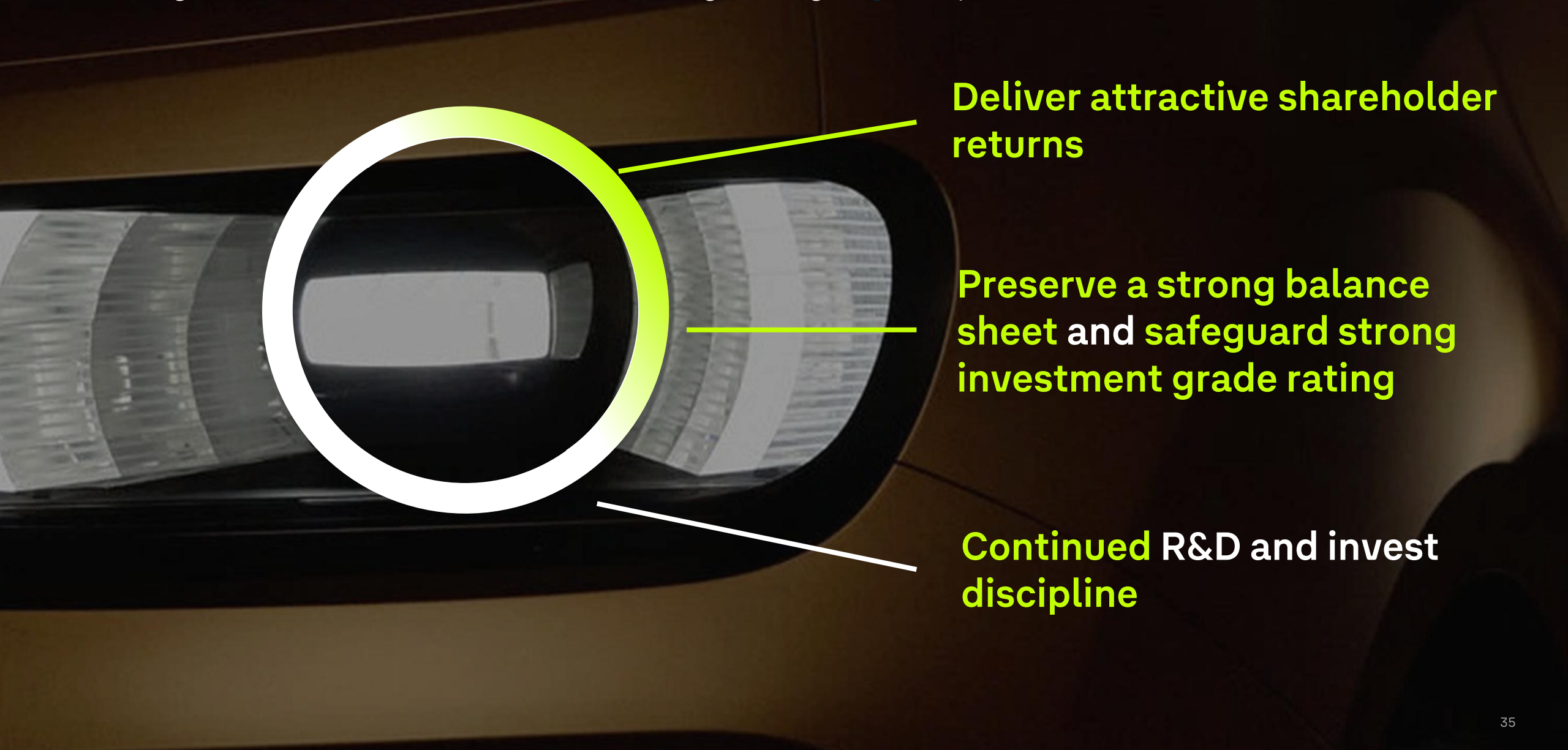
significantly reduced,  
paving way for  
lower capital intensity

## Complexity

corporate structure,  
governance and  
shareholdings streamlined

# Holistic Capital Allocation

Balancing investments in transformation, strengthening financial position and shareholder interests



**Deliver attractive shareholder returns**

**Preserve a strong balance sheet and safeguard strong investment grade rating**

**Continued R&D and invest discipline**

# Ambition

2030



# 8-10%

Operating Margin

# >60%

Cash Conversion

## Strategic pillars towards margin ambition...

**Volume in-line with market, improving mix & premium share**

**Cost effects** under current programs - **step-up of initiatives** to counter headwinds

Further progress towards **BEV margin parity**

Exploiting opportunities in **North America**, successful **Scout**

Managing **Battery** towards break-even

# Group Target Picture – Transformation 2030

## Product Portfolio

Significantly reduced number of models & variants

## Technology Roadmap

Focused approach to E/E architectures, ADAS stacks, modular platforms & infotainment systems

## Production Network

Right-sized & re-engineered global production footprint

## Regional Growth

Independent regional hubs, centrally steered to exploit Group maximum

## Portfolio Management

Significantly streamlined portfolio – best-owner principle

## Operational Excellence

Improved efficiency and effectiveness by centralizing key areas on Group level

## Leadership & Culture

Adapted leadership model and enhanced performance culture

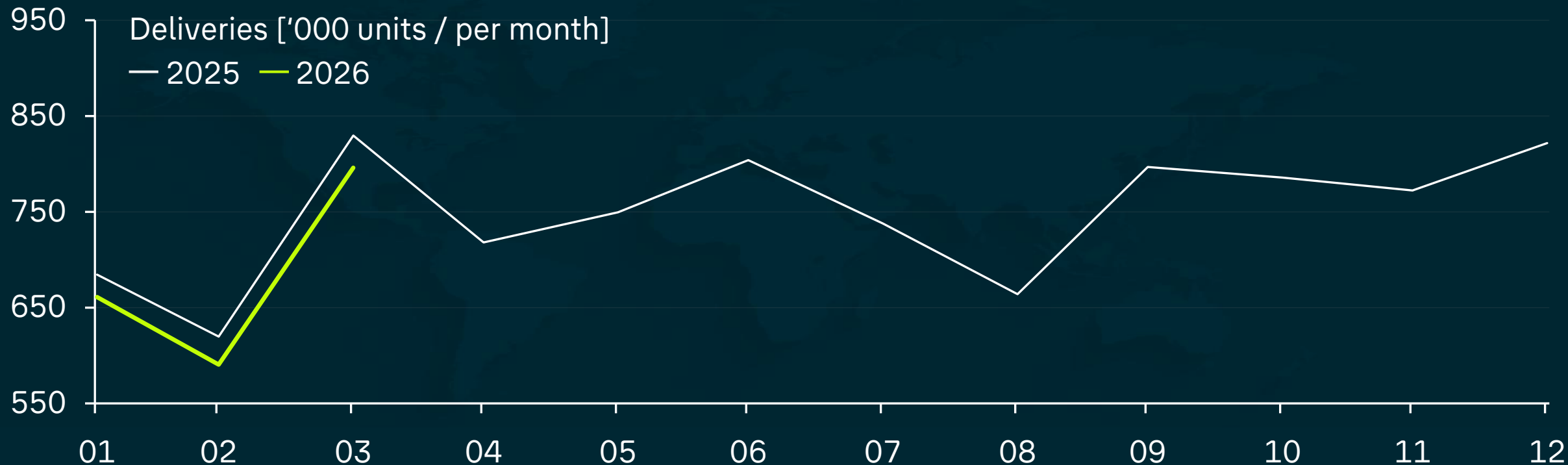
## Group Governance

Reduced complexity and increased speed

# Q1/26 Financials and Outlook

# Volkswagen Group Deliveries

Q1 deliveries below prior-year level, BEV ratio slightly lower year-on-year at 9.8%



**Q1 deliveries** decreased by 4% to **2.05 million units**

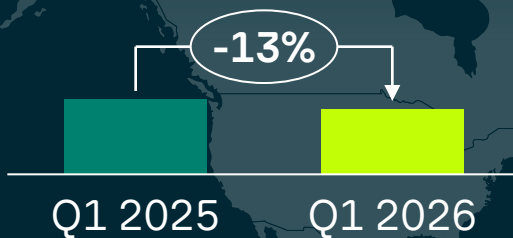
**Q1 deliveries** ex China JVs on **prior-year level**

Global **market share**<sup>1</sup> **stable** above 10%

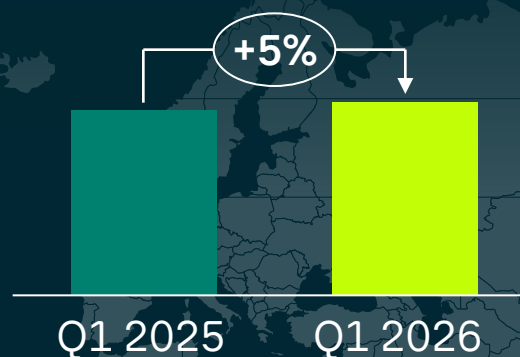
# Volkswagen Group Deliveries by Region, Q1 2026

Growth in Europe and South America partly offset declines in China and North America

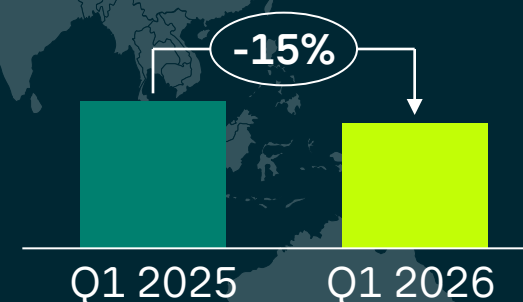
## North America



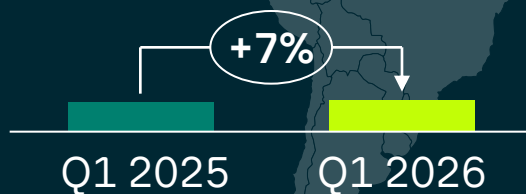
## Europe<sup>1</sup>



## China



## South America

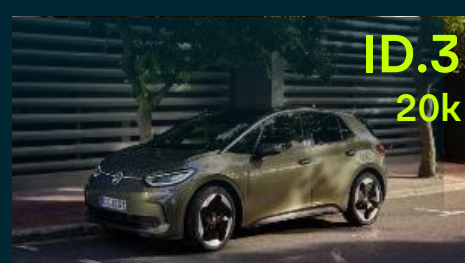


1. EU 27+4. As published on 13 April 2026.

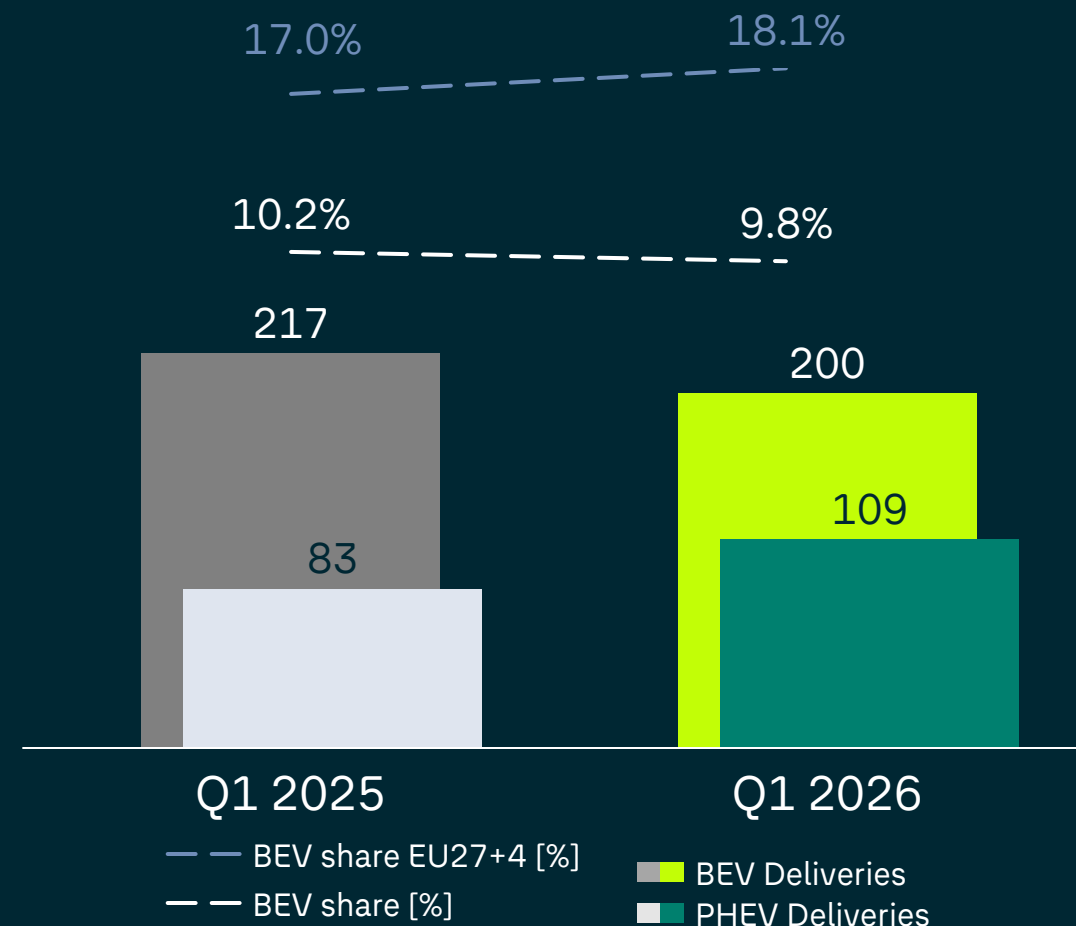
# Volkswagen Group Q1 BEV & PHEV Deliveries

Healthy growth in Europe only partially compensated declines in China & North America

## Top BEV Models Q1 2026

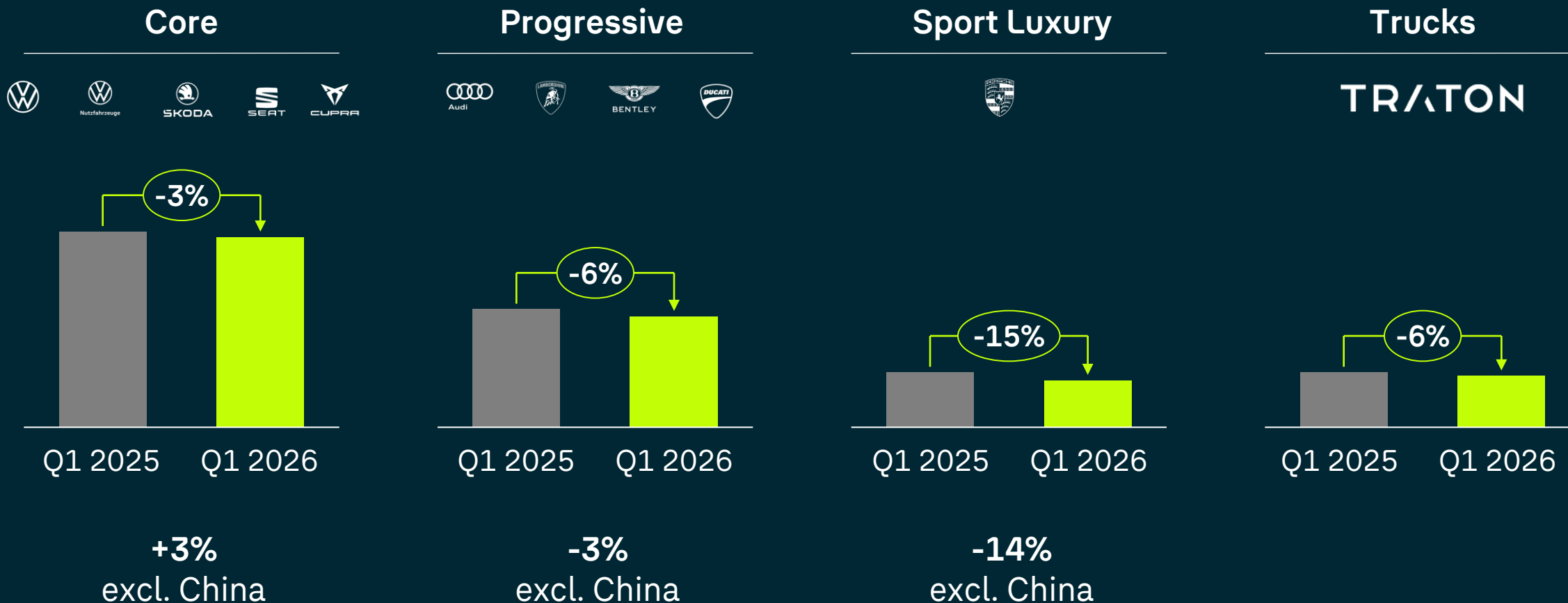


## Annual Development



# Volkswagen Group Deliveries by Brand Group, Q1 2026

ExChina, Brand Group Core compensates for declines at Progressive and Sport Luxury

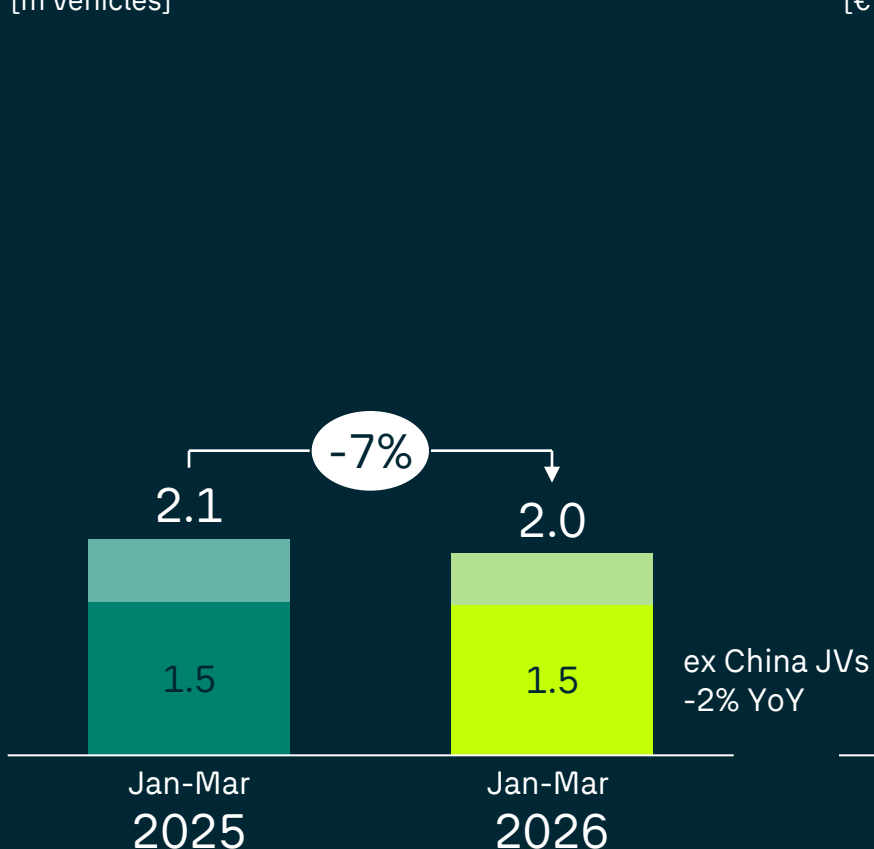


# Financial Overview

Reported operating result impacted by ID.4 US production stop, TRATON and tariffs

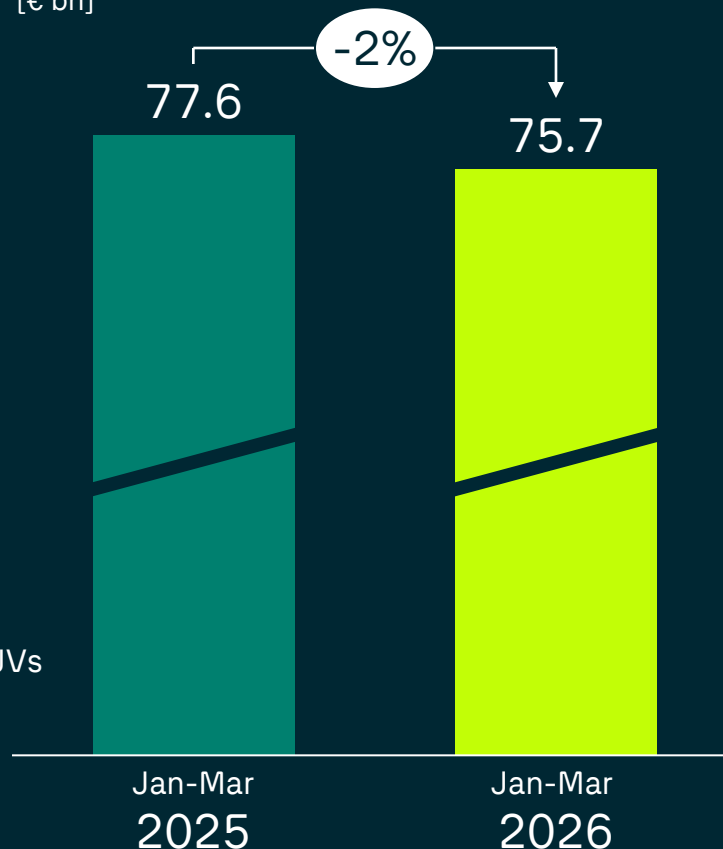
## Vehicle Sales

[m vehicles]



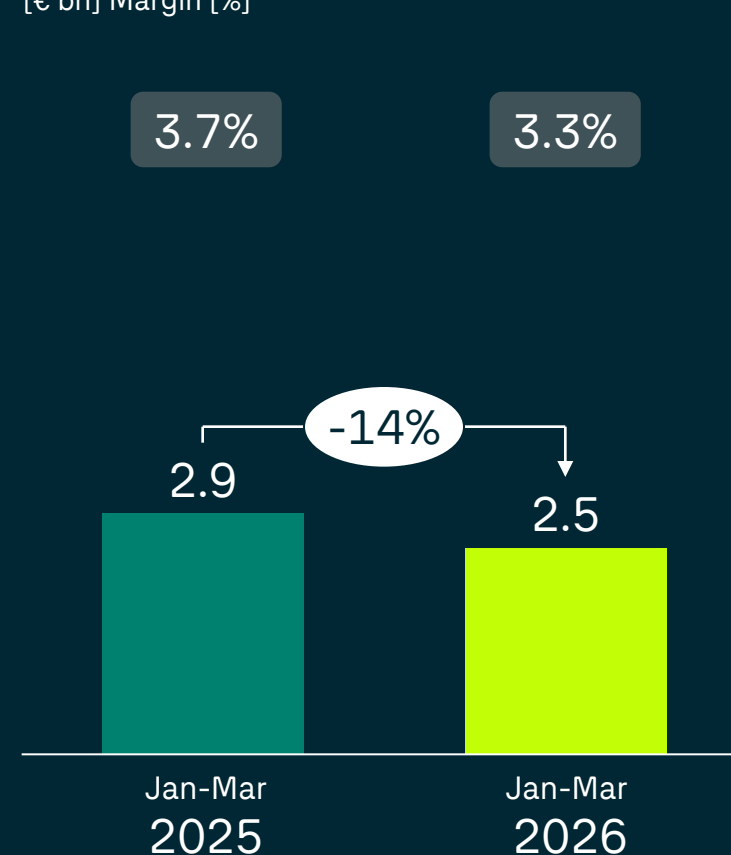
## Sales Revenue

[€ bn]



## Operating Result & Margin

[€ bn] Margin [%]

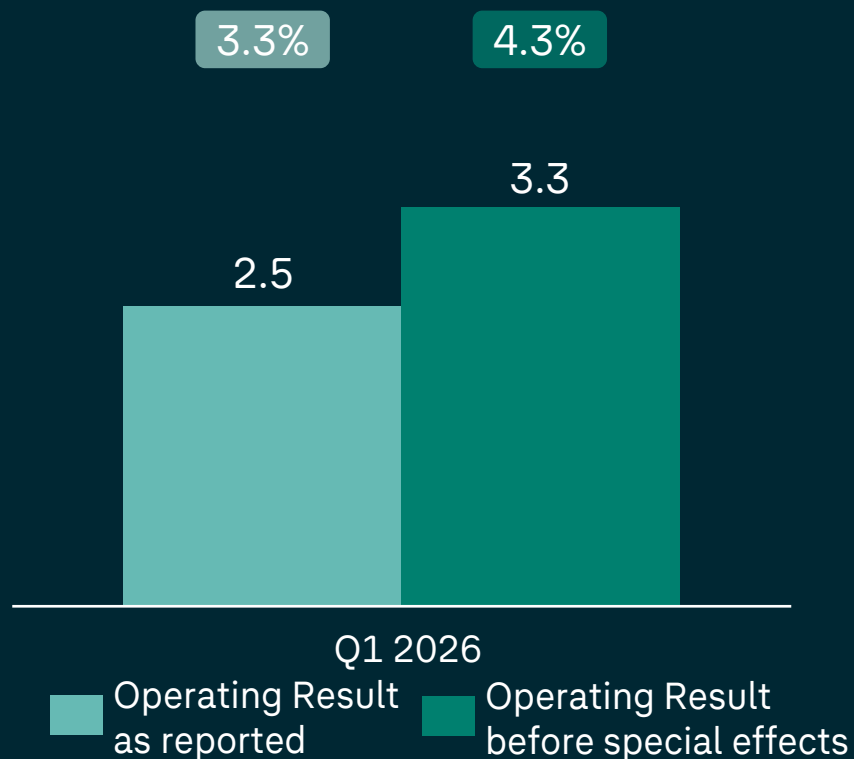


# Operating Result and Profitability

€ 0.8bn negative special effects and € 0.6bn burden from US tariffs impacting Q1 2026 results

## Operating Result & Margin

[€ bn] Margin [%]



### Special effects in Q1 2026

**-€ 0.3bn net restructuring cost**, mainly TRATON and Brand Group CORE

**-€ 0.5bn** cost related to end of production of **ID.4 in the US**

### For information purposes

**-€ 0.6bn** from **US tariffs**

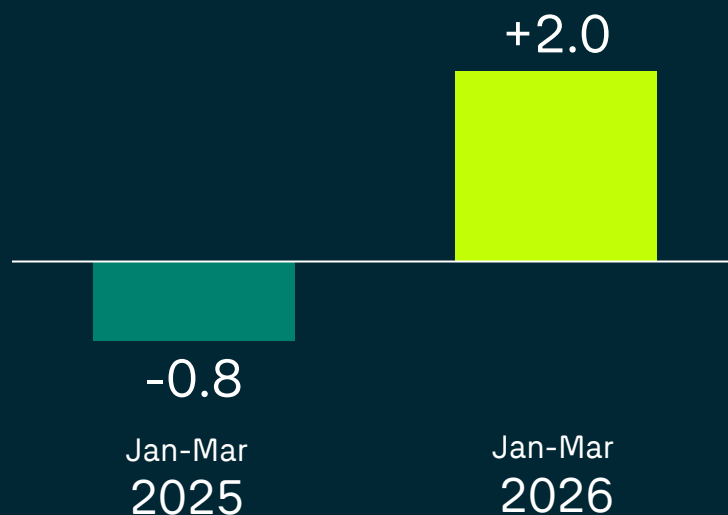
**-€ 0.2bn** TRATON individual e-mobility projects

# Automotive Net Cash Flow and Net Liquidity

High investment discipline and lower cash taxes support Net Cash Flow

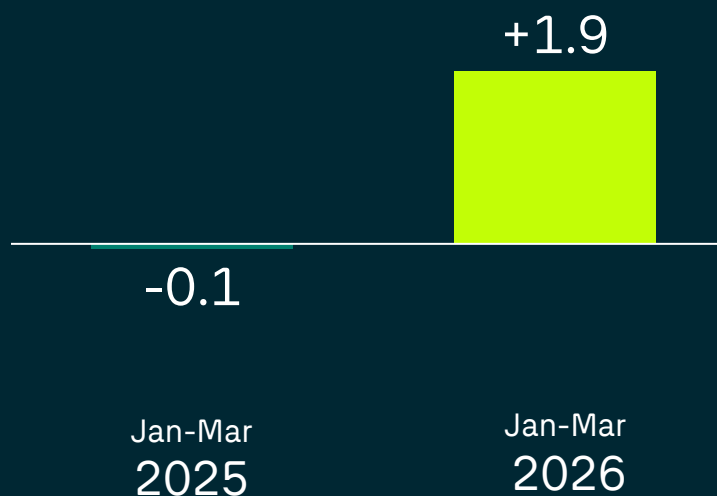
## Rep. Net Cash Flow<sup>1</sup>

[€ bn]



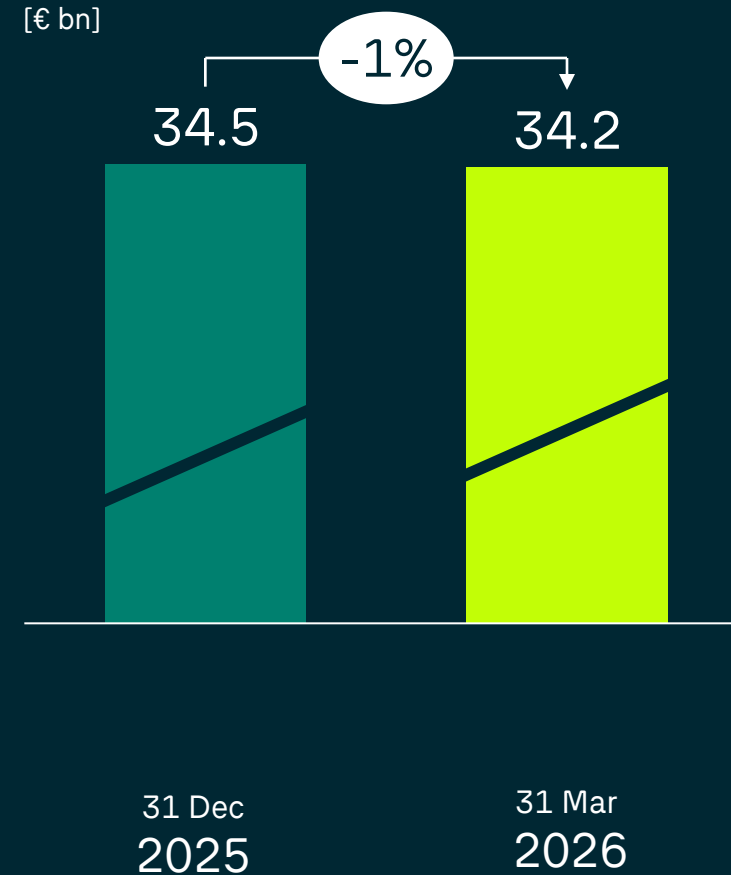
## 'Clean' Net Cash Flow<sup>1, 2</sup>

[€ bn]



## Net Liquidity<sup>1</sup>

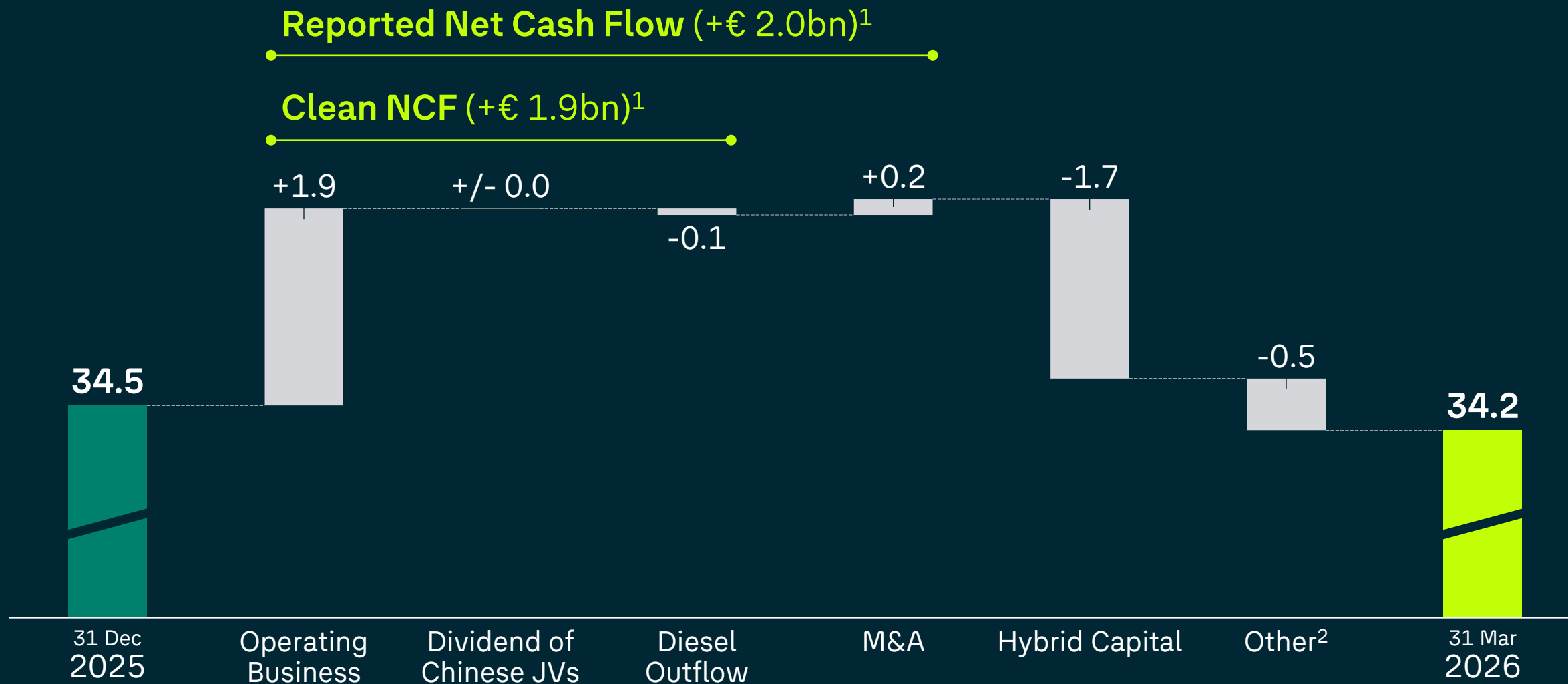
[€ bn]



1. Automotive Division original. | 2. Before Diesel and M&A

# Automotive Net Liquidity

Financial position remains at solid level despite redemption of hybrid bond in Q1



1. Automotive Division original. | 2. Including interest payments to hybrid bond holders and as well as effects from leasing, FX and valuation.

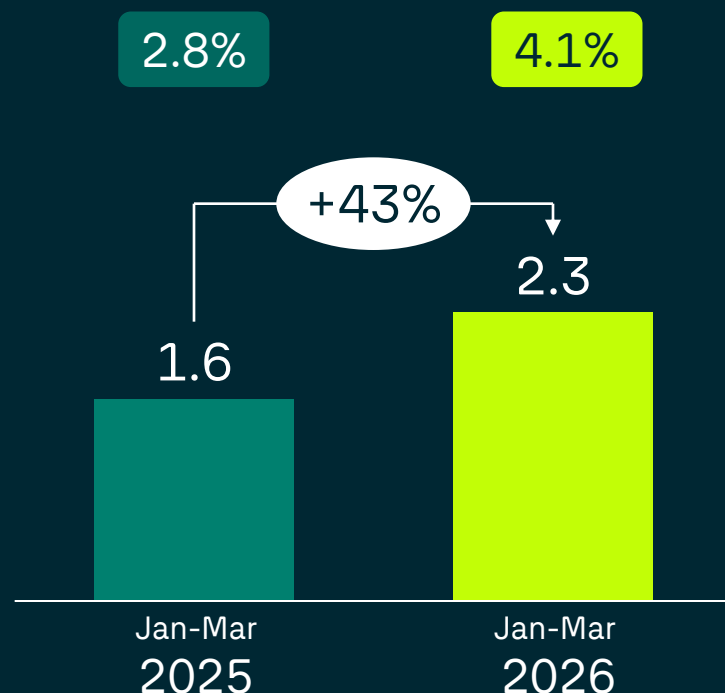
# Operating Result by Division

Improved operating performance outweighs special effects and tariffs in Passenger Cars, TRATON Operations impacted by restructuring and alignment

## Automotive Division<sup>1</sup>

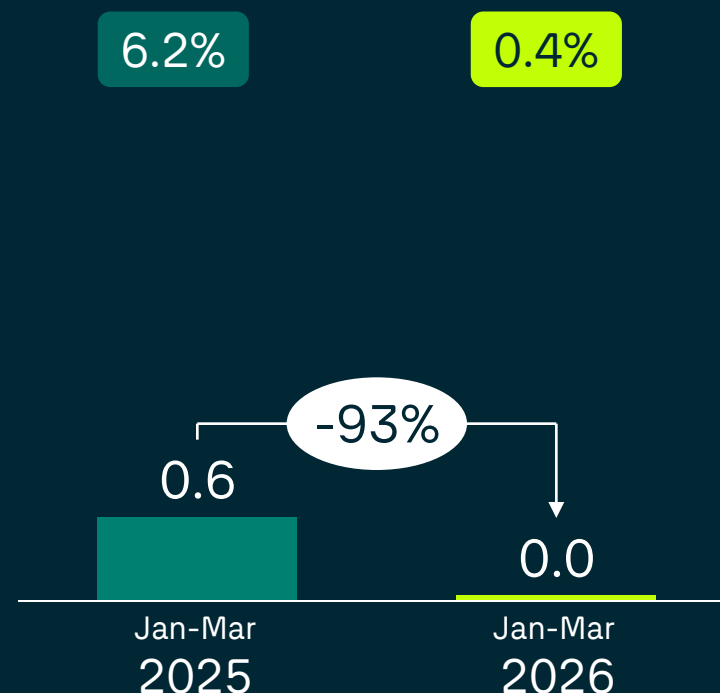
### Passenger Cars

Operating Result [€ bn]  
Margin [%]



### Commercial Vehicles

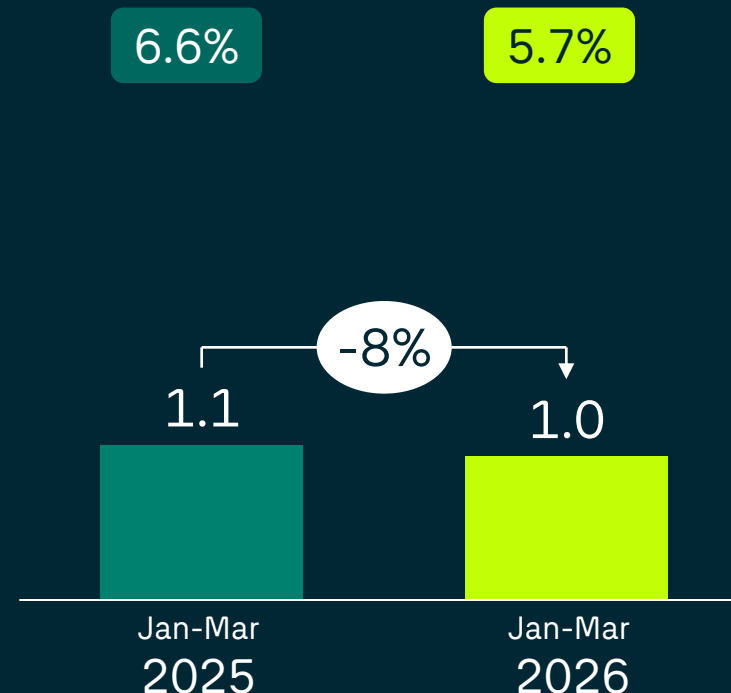
Operating Result [€ bn]  
Margin [%]



## Financial Services Division

### Financial Services

Operating Result [€ bn]  
Margin [%]

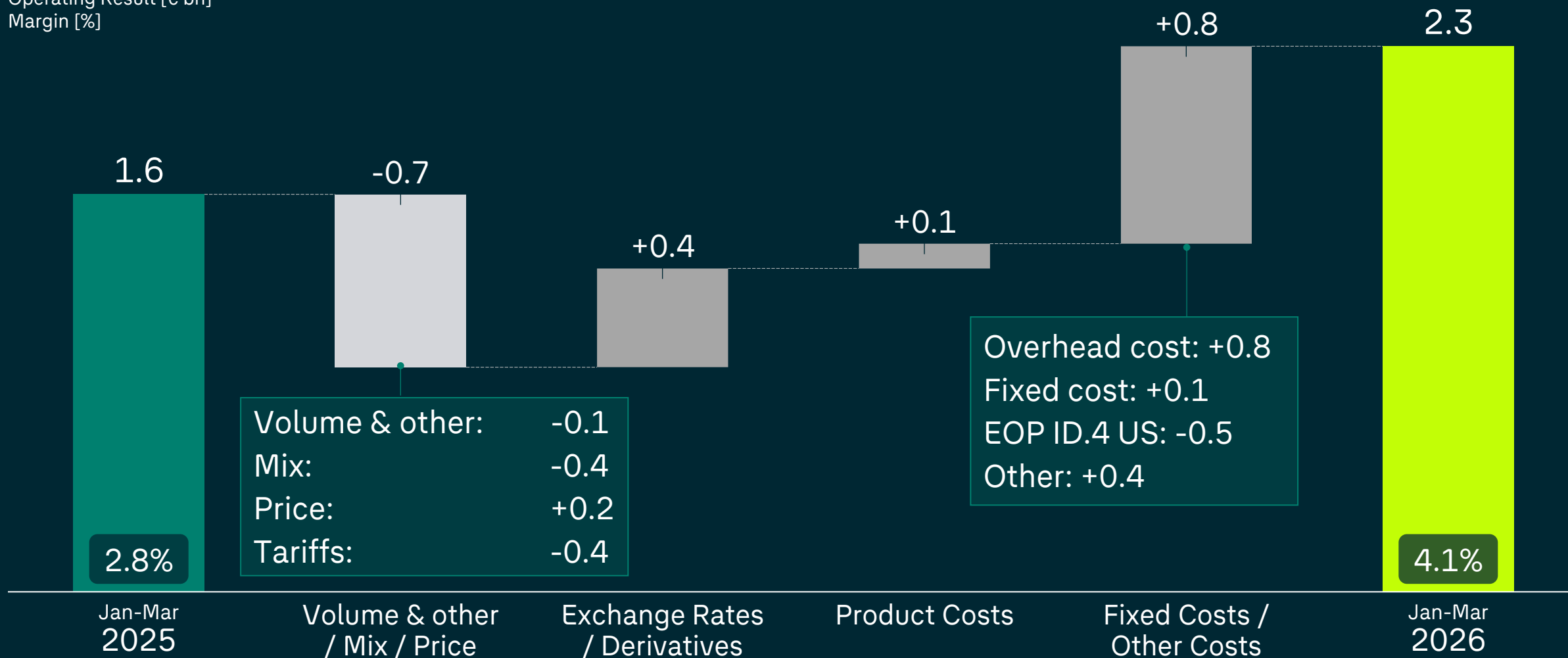


1. Automotive Division original.

# Passenger Cars and Light Commercial Vehicles

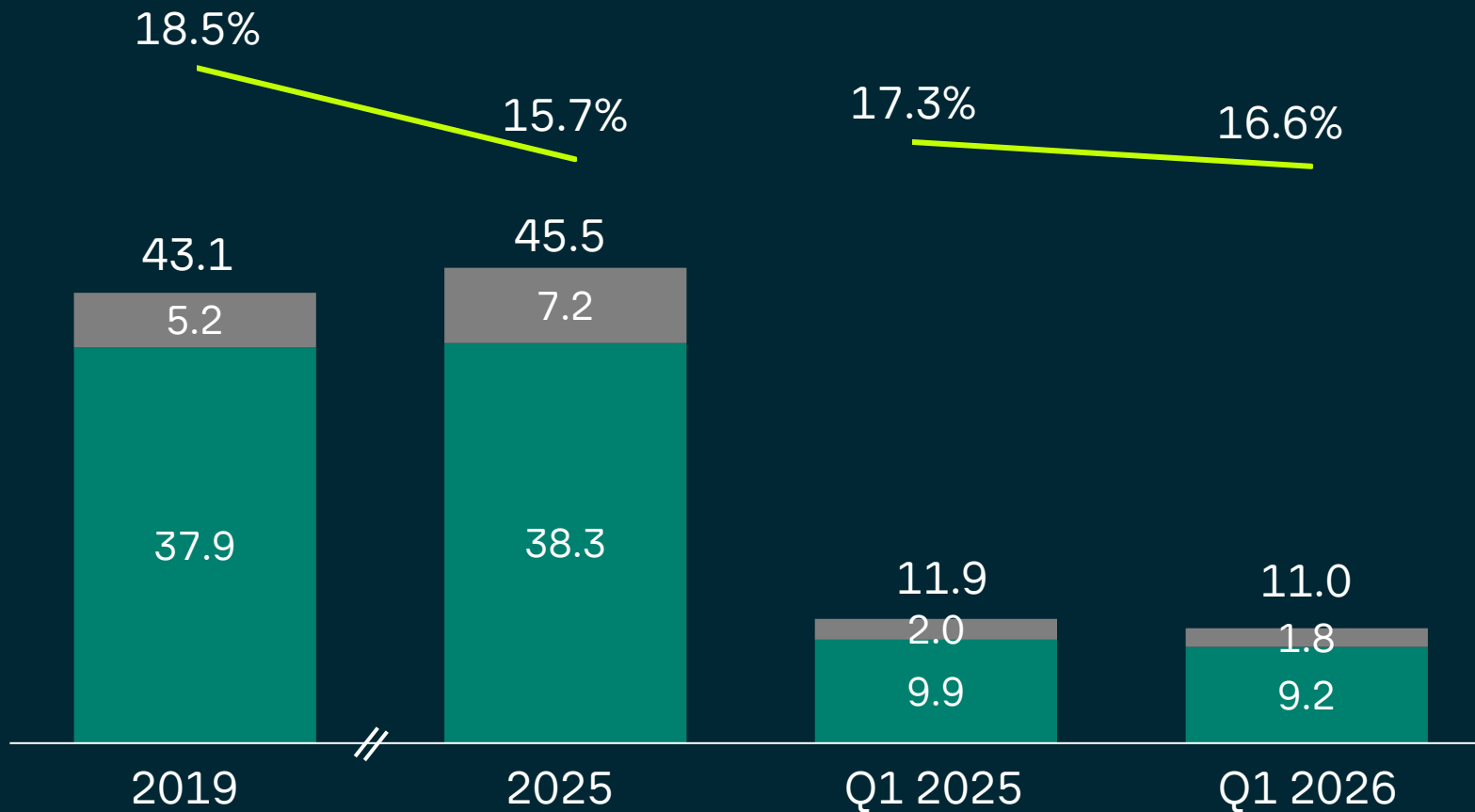
Operating result benefitted from improving cost base

Operating Result [€ bn]  
Margin [%]



# Overhead Cost Development Automotive Division

■ Overhead cost<sup>1</sup> [as % of Automotive revenue]  
■ TRATON [in €bn]  
■ Passenger Cars [in €bn]



**Continued improved overhead cost discipline**

**Overhead cost reductions particularly strong at Brand Group Progressive**

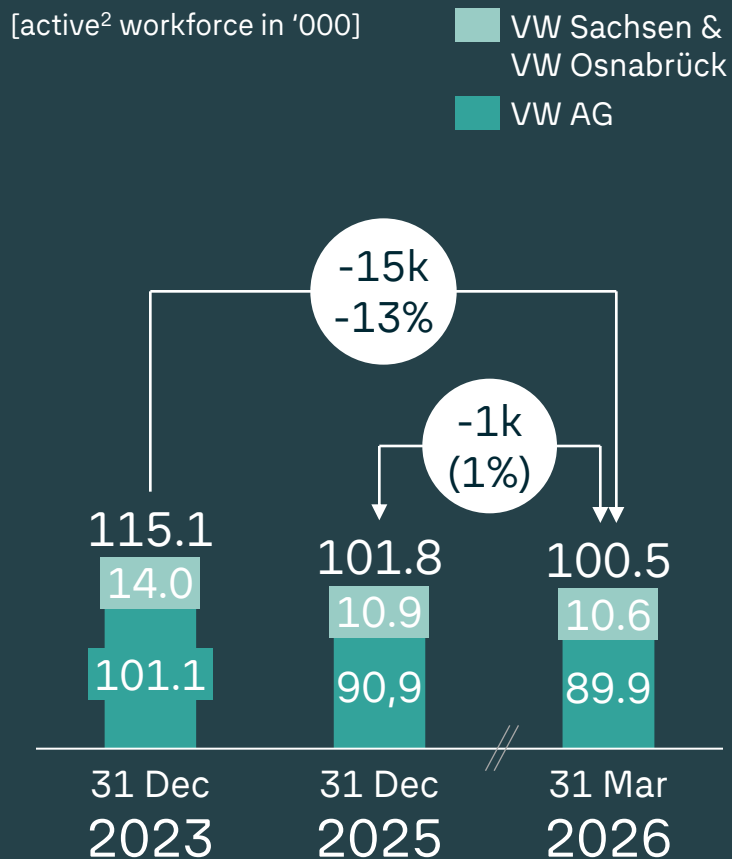
**Cost increases from ongoing ramp-up of new business fields<sup>2</sup>**

1. Excluding R&D and depreciation; 2019 before reclassification. | 2. Ramp-up of PowerCo, Scout, Mobility Solutions and fully consolidated China businesses.

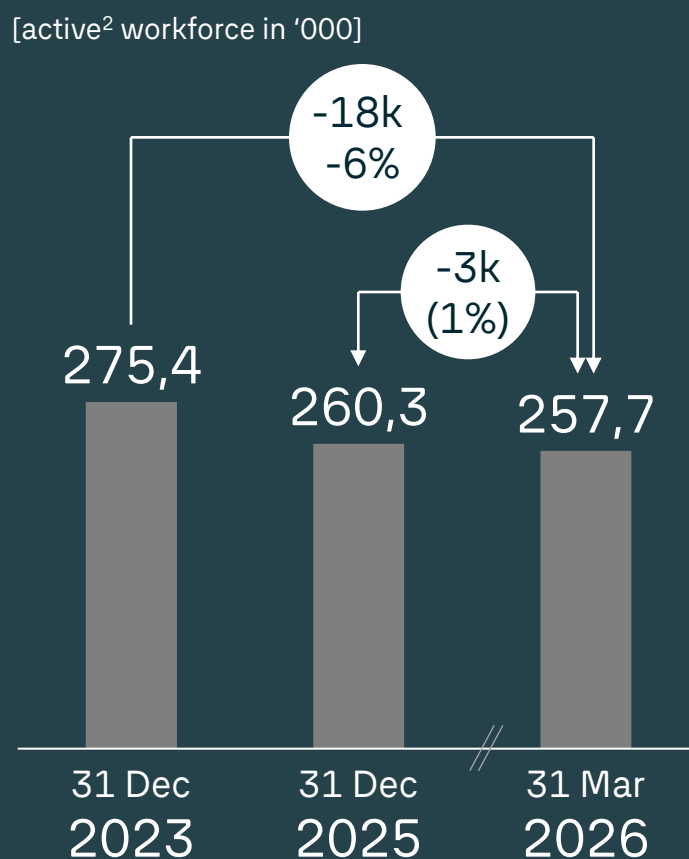
# Development of headcount

Workforce reduction progressing as planned, ~30k exit contracts signed across Group

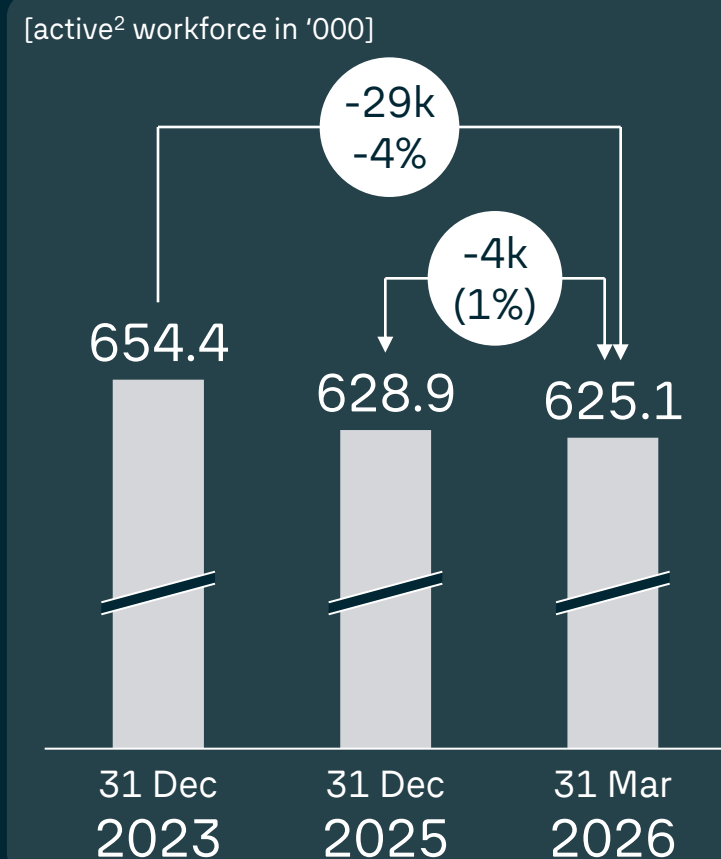
## Volkswagen AG<sup>1</sup> (Germany)



## Volkswagen Group (Germany)



## Volkswagen Group (Global)



1. Scope Zukunft Volkswagen: Volkswagen AG, Volkswagen Sachsen GmbH, VW Osnabrück GmbH | 2. Active Workforce (excluding employees in the passive phase of partial retirement and apprentices)

# Q1 2026 Performance Brand Groups






Operating performance of all passenger car brand groups in line with communicated guard rails

	Core	Progressive	Sport Luxury
			
<b>Vehicle Sales</b> [k units]	<b>1,227</b> (flat)	<b>260</b> (-6%)	<b>59</b> (-9%)
<b>Sales Revenue</b> [€ bn]	<b>34.9</b> (-1%)	<b>14.2</b> (-8%)	<b>7.4</b> (-6%)
<b>Operating Result</b> [€ bn]	<b>1.5</b> (+38%)	<b>0.6</b> (+10%)	<b>0.5</b> (-24%)
<b>Operating Margin</b> [%]	<b>4.4</b> (+1.3ppts)	<b>4.2</b> (+0.7ppt)	<b>7.0</b> (-1.7ppts)
<b>Net Cash Flow   CCR<sup>1</sup></b> [€ bn, %]	<b>-0.1   n/a</b>	<b>+0.9   &gt;100%</b>	<b>+0.5   99%</b>

1. Cash Conversion Ratio, calculated as reported Net Cash Flow divided by Operating Result. Delta to previous year figures in brackets.






# Q1 2026 Performance Brand Group Core

VW brand impacted by ID.4 US end of production, Škoda on continuously strong level, each SEAT/CUPRA, VW CV and Components up year-over-year

	Volkswagen	ŠKODA	SEAT CUPRA	VW Comm. Veh.	Group Components
		 SKODA	  SEAT CUPRA	 Nutzfahrzeuge	
<b>Vehicle Sales</b> [k units]	<b>716</b> (-1%)	<b>315</b> (+14%)	<b>156</b> (-2%)	<b>99</b> (-8%)	
<b>Sales Revenue</b> [€ bn]	<b>19.9</b> (-6%)	<b>7.9</b> (+9%)	<b>3.7</b> (-6%)	<b>3.9</b> (-5%)	<b>6.2</b> (+4%)
<b>Operating Result</b> [€ bn]	<b>0.1</b> (-35%)	<b>0.7</b> (+21%)	<b>0.0</b> (>100%)	<b>0.2</b> (>100%)	<b>0.6</b> (+45%)
<b>Operating Margin</b> [%]	<b>0.4</b> (-0.2ppts)	<b>8.3</b> (+0.8ppts)	<b>1.2</b> (+1.0ppts)	<b>3.9</b> (+3.0ppts)	<b>9.0</b> (+2.6ppts)

# Performance Brand Group Core

Continued strong performance of Škoda, Volkswagen brand slightly below full year target of >4% before special effects

	Q1 26 (reported)	Last 4 quarters trend	excl. effects <sup>1</sup>
Brand Group Core	4.4%		6.3%
Volkswagen Brand	0.4%		3.5%
Škoda	8.3%		
SEAT/CUPRA	1.2%		
VW Commercial Vehicles	3.9%		
Group Components	9.0%		

1. Adjusted for cost related to restructuring, end of production of the ID.4 in the US.

# Q1 2026 Performance Technology Platforms

CARIAD with improved revenue and operating result, Battery broadly stable year-on-year

	Software	Battery
	C A R I A D	P o w e r C o
<b>Sales Revenue</b> [€ bn]	<b>0.4</b> (+64%)	<b>0.0</b> (n/a)
<b>Operating Result</b> [€ bn]	<b>-0.4</b> (+0.3)	<b>-0.2</b> (-0.0)
<b>Operating Margin</b> [%]	- (-)	- (-)
<b>Net Cash Flow</b> [€ bn]	<b>-0.2</b> (-0.4)	<b>-0.4</b> (-0.3)

## CARIAD:

Operating result improved due to higher sales revenue & consequent execution of transformation program; prior year burdened by restructuring costs

## PowerCo:

Operating loss on stable level despite Salzgitter production ramp-up and continued capacity ramp

# Q1 2026 Performance Brand Group Trucks – TRATON<sup>1</sup>

Slow start to the year as special effects & weak NA and LatAm business weigh on profitability

	TRATON
	
<b>Sales Revenue</b> [€ bn]	<b>9.8</b> (-5%)
<b>Operating Result</b> [€ bn]	<b>0.0</b> (-93%)
<b>Operating Margin</b> [%]	<b>0.4</b> (-5.8ppts)
<b>Net Cash Flow</b> [€ bn]	<b>+0.0</b> (+0.3)

Sales revenue below previous year due to **lower unit sales**, partly offset by vehicle services business

**Operating result** impacted by lower volumes, tariff costs, FX headwinds, and special effects, including:

- Adjustments to individual e-mobility projects
- Sale Springfield/Ohio site
- EU truck case

# Q1 2026 Performance Volkswagen Financial Services

	Volkswagen Financial Services <sup>1</sup>
<b>Operating Result</b> [€ bn]	<b>1.0</b> (-8%)
	Volkswagen Group Mobility
<b>Contracts</b> ['000 units]	<b>27,877</b> (+4.2%)
<b>Credit Loss Ratio</b> [%]	<b>0.42</b> (+/- 0 ppts)
<b>Return on Equity<sup>2</sup></b> [%]	<b>11.0%</b> (-1.9 ppts)

**Solid development of business and margin**

**Growth of contract volume and strong cost discipline**

**Risk situation slightly deteriorated in Europe and in the US**

**Credit loss ratio on solid level**

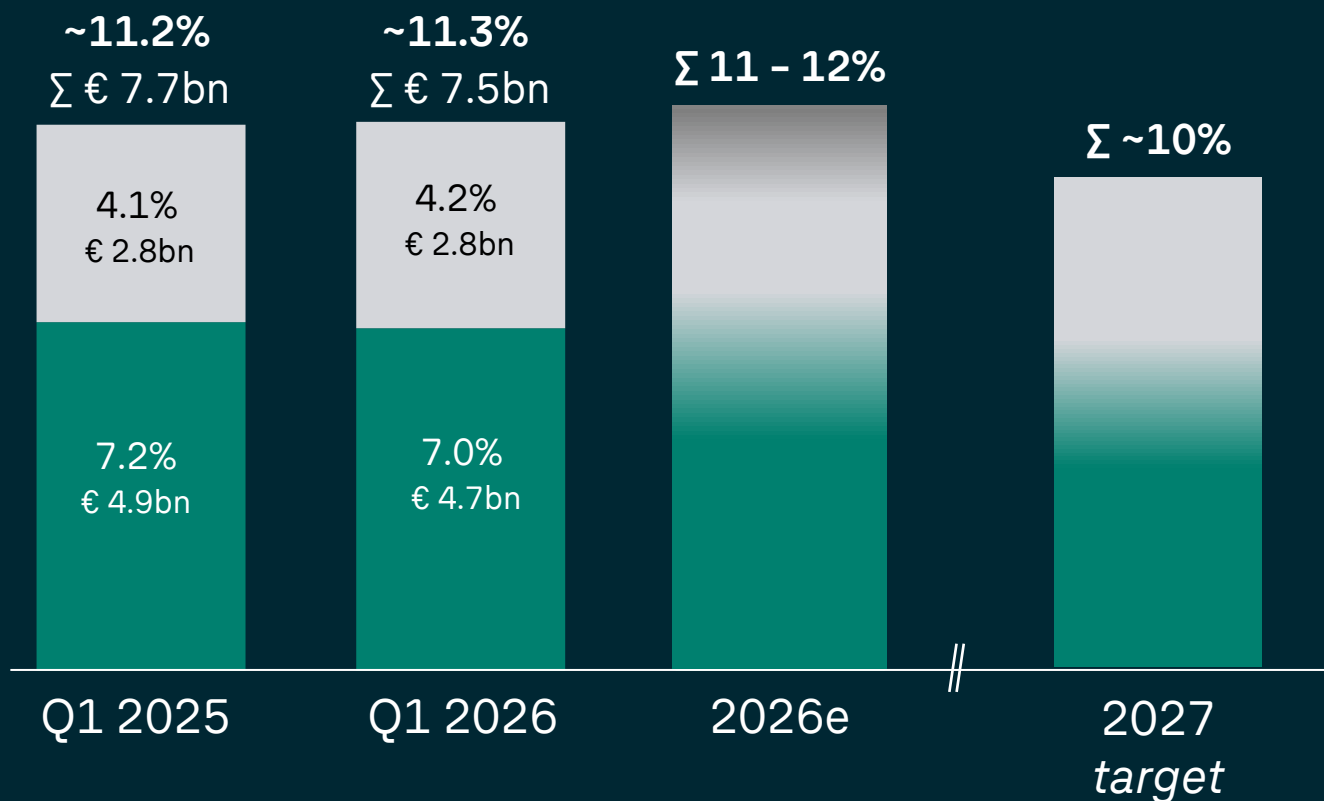
1. Volkswagen Financial Services Division (including TRATON FS and Porsche Holding). 2. Calculated on basis of normalized 8% equity ratio. Delta to previous year figures in brackets.

# Automotive Investment Ratio

Focused investment spend discipline continues with further reduction in absolute terms

[in € bn & in % of Automotive Division revenue]

■ CAPEX ■ R&D



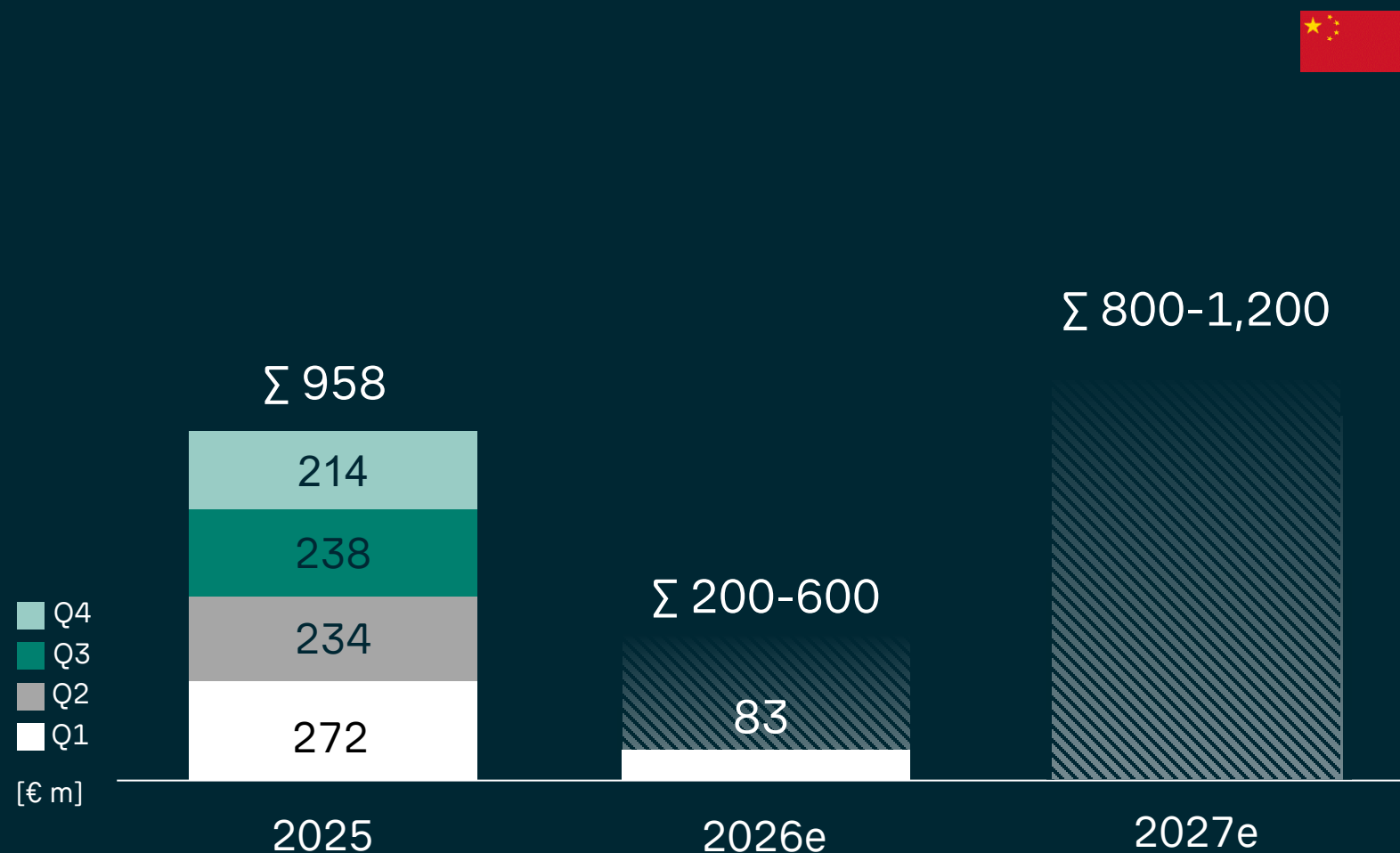
**Investment spend** broadly stable year-on-year, both in absolute and relative terms

**Automotive invest ratio** expected within range of 11 to 12% in FY 2026

Investment spend of **€ 160bn confirmed for 2026 to 2030 period**

# China Joint Ventures: Proportionate Operating Result

Switching to delivery mode with 'in China, for China' strategy in an overall weak market




2026 performance driven by

- continued **fierce competition**
- persistently tough market conditions, esp. in **premium**
- Cost related to **launches of new NEVs**, partially compensated by cost work
- **new NEV models** with first meaningful contributions from H2

Proportionate operating result of **€ 0.2-0.6bn** expected in **2026**

# Financial Outlook Full Year 2026 confirmed

	FY 2025	Q1 2026	Outlook FY 2026
Sales Revenue	€ 321.9bn	€ 75.7bn	0% to 3%
Operating Profit Margin	2.8%	3.3%	4.0% to 5.5%
Automotive Investment Ratio <sup>1</sup>	11.8%	11.3%	11% to 12%
Automotive Reported Net Cash Flow	€ 6.4bn	€ 2.0bn	€ 3bn to € 6bn
Automotive Net Liquidity	€ 34.5bn	€ 34.2bn	€ 32bn to € 34bn


 Financial outlook 2026 based on **current tariff situation**, while **potential future impact from further escalation in Middle East currently cannot be reliably assessed** and is **thus not included**. It **does not include effects** from **potential larger asset disposals** but contains **3<sup>rd</sup> payment to Rivian**.

# Active portfolio management in full swing



Successful placement  
of **TRATON** shares

Majority sale of **Italdesign**

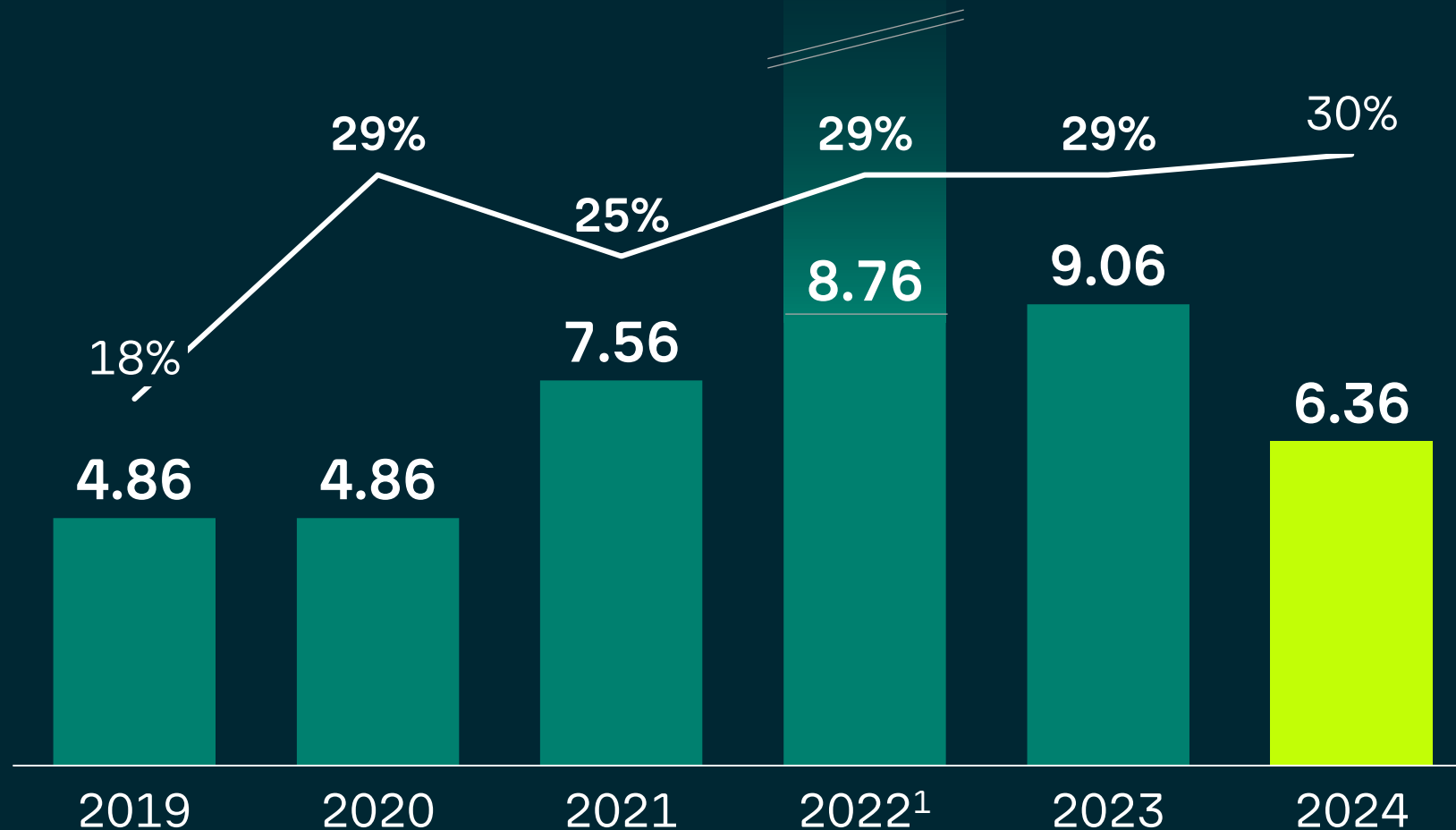
Sale of **Sinotruk** stake

Sale of majority stake in  
**Everlence** initiated

Ready to open capital  
structure of **PowerCo**

# Volkswagen Group pursuing continuous dividend policy

Regular dividend per preferred share [€]  
Payout ratio [as % of Group net income attributable to Volkswagen AG shareholders]



Dividends paid for period  
2021-2024 totaling

**Σ € 25bn**

Committed to strategic target

**≥30%**

payout ratio on  
reported net income


**Dividend 2025:**

Board intends not to take into  
account non-cash Porsche  
goodwill impairment

1. For 2022 € 8.76 plus € 19.06 special dividend

# Financial Outlook Full Year 2026 confirmed

	FY 2025	Q1 2026	Outlook FY 2026
Sales Revenue	€ 321.9bn	€ 75.7bn	0% to 3%
Operating Profit Margin	2.8%	3.3%	4.0% to 5.5%
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1. R&D and Capex combined.

# Group Financing

# Well-balanced debt maturity profile

## Volkswagen Group's Bond Maturity Profile (as of Dec. 31, 2025)

[€ bn]

- Commercial Papers
- Bond/MTN
- Bonds Hybrid

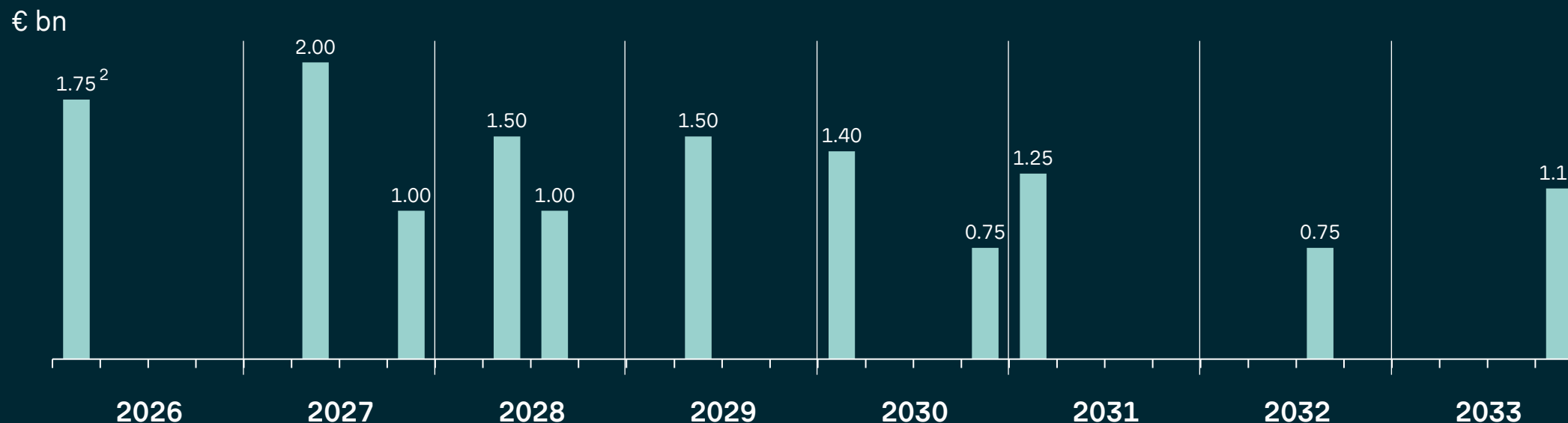


Sums may differ due to rounding effects.

# Hybrid Bonds as integral part of capital structure

## Hybrid Capital within the Volkswagen Group<sup>1</sup>

- Provides 100% IFRS equity
- Long-term commitment towards hybrid capital supporting Volkswagen Group's credit metrics such as Net Industrial Liquidity
- Well diversified maturity profile

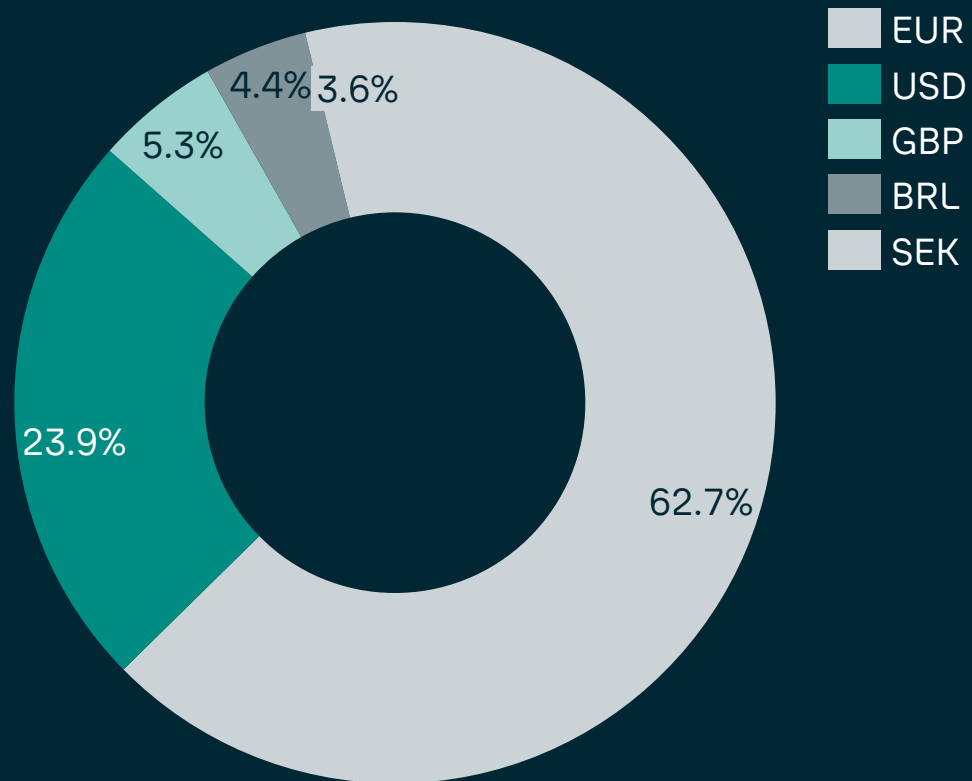


1. First call dates of hybrids are shown in the table as of 12/23 | 2. 2026 maturity already refinanced by hybrid issuances in May 2025.

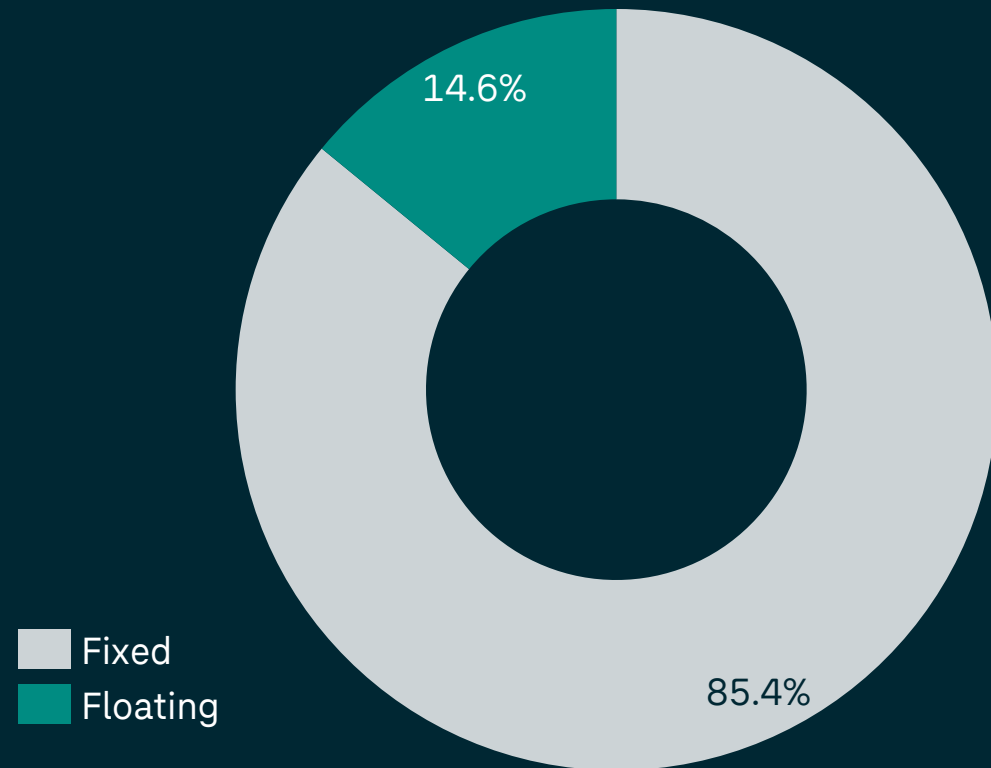
# Diversified mix of currencies and tenors

## Volkswagen Group's Capital Market Borrowings Diversification of Unsecured Funding (as of Dec. 31, 2025)

Top 5 Currency Breakdown Commercial Paper and Bonds (excl. Hybrid)



Fix vs. Float Bonds (excl. Hybrid)



Sums may differ due to rounding effects.

# Backup

# Volkswagen Group Financials Q1/26

	VEHICLE SALES (` 000)		SALES REVENUE (€ m)		OPERATING RESULT (€ m)		OPERATING MARGIN (%)	
	Q1 2026	Q1 2025	Q1 2026	Q1 2025	Q1 2026	Q1 2025	Q1 2026	Q1 2025
Brand Group Core	1,227	1,224	34,874	35,340	1,541	1,118	4.4	3.2
Volkswagen Passenger Cars	716	726	19,897	21,226	73	112	0.4	0.5
SKODA	315	276	7,921	7,259	660	546	8.3	7.5
SEAT	156	158	3,677	3,895	43	5	1.2	0.2
Volkswagen Commercial Vehicles	99	109	3,922	4,138	154	37	3.9	0.9
Group Technology	-	-	6,211	5,972	562	387	9.0	6.5
Consolidation	-59	-46	-6,753	-7,149	49	32	-	-
Brand Group Progressive (Audi Group)	260	277	14,178	15,431	588	537	4.2	3.5
Brand Group Sport Luxury (Porsche Automotive) <sup>1</sup>	59	65	7,381	7,819	517	678	7.0	8.7
CARIAD	-	-	389	237	-420	-755	-	-
Battery	-	-	12	2	-230	-213	-	-
Brand Group Trucks	69	73	9,780	10,326	40	640	0.4	6.2
At equity accounted companies in China <sup>2</sup>	494	610	-	-	-	-	-	-
Volkswagen Group Mobility	-	-	15,831	14,866	868	948	5.5	6.4
Other <sup>3</sup>	-155	-149	-6,788	-6,464	-441	-81	-	-
<b>Volkswagen Group</b>	<b>1,954</b>	<b>2,100</b>	<b>75,657</b>	<b>77,558</b>	<b>2,463</b>	<b>2,873</b>	<b>3.3</b>	<b>3.7</b>
thereof:								
Automotive Division <sup>4</sup>	-	-	66,267	68,764	1,813	1,748	2.7	2.5
Financial Services Division	-	-	16,989	15,903	971	1,051	5.7	6.6
Consolidation	-	-	7,598	-7,109	-321	74	-	1.0

1. Porsche (including Financial Services): sales revenue € 8,400 (8,858) million, operating result € 595 (762) million. | 2. The sales revenue and operating result of the equity-accounted companies in China are not included in the consolidated figures; the share of the operating result generated by these companies amounted to € 83 (272) million | 3. In the operating result, mainly intragroup items recognized in profit or loss, in particular from the elimination of intercompany profits; the figure includes depreciation and amortization of identifiable assets as part of purchase price allocation, as well as companies not allocated to the brands. | 4. Automotive Division original.

# Volkswagen Group Financials FY/25

	VEHICLE SALES ( ` 000)		SALES REVENUE (€ m)		OPERATING RESULT (€ m)		OPERATING MARGIN (%)	
	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024	FY 2025	FY 2024
Brand Group Core	5,125	4,960	145,202	140,004	6,821	6,961	4.7	5.0
Volkswagen Passenger Cars	3,104	3,109	86,570	88,262	2,612	2,587	3.0	2.9
ŠKODA	1,173	1,090	30,105	27,787	2,502	2,305	8.3	8.3
CUPRA/SEAT	657	637	15,272	14,530	1	633	0.0	4.4
Volkswagen Commercial Vehicles	428	404	16,857	15,124	245	743	1.5	4.9
Tech. Components			22,476	20,645	1,503	703	6.7	3.4
Consolidation	-238	-281	-26,078	-26,345	-42	-11		
Brand Group Progressive (Audi)	1,145	1,123	65,503	64,532	3,371	3,903	5.1	6.0
Brand Group Sport Luxury (Porsche Automotive) <sup>1</sup>	266	313	32,185	36,438	90	5,286	0.3	14.5
CARIAD			1,775	1,327	-2,180	-2,431		
Battery			30	8	-1,386	-1,053		
TRATON Commercial Vehicles	306	335	42,540	46,183	2,411	4,204	5.7	9.1
At equity accounted companies in China <sup>2</sup>	2,588	2,742						
Volkswagen Group Mobility			57,769	54,806	3,451	3,000	6.0	5.5
Other <sup>3</sup>	-407	-435	-23,092	-18,643	-3,710	-810	-14.4	-2.2
<b>Volkswagen Group before special items</b>	<b>9,022</b>	<b>9,037</b>	<b>321,913</b>	<b>324,656</b>	<b>8,868</b>	<b>19,060</b>	<b>2.8</b>	<b>5.9</b>
Special Items								
<b>Volkswagen Group</b>	<b>9,022</b>	<b>9,037</b>	<b>321,913</b>	<b>324,656</b>	<b>8,868</b>	<b>19,060</b>	<b>2.8</b>	<b>5.9</b>
thereof:								
Automotive Division <sup>4</sup>	9,022	9,043	290,390	290,646	5,279	16,300	1.8	5.6
o/w: Passenger Cars & Light Commercial Vehicles	8,756	8,741	244,484	241,526	4,966	13,656	2.0	5.7
Commercial Vehicles	306	335	42,540	46,183	2,417	4,218	5.7	9.1
Financial Services Division			62,136	58,769	3,708	3,119	6.0	5.3
Consolidation	0	-6	-30,612	-24,759	-119	-358	-0.4	-1.4

1. Porsche (including Financial Services): sales revenue € 36,272 (40,083) million, operating result € 413 (5,637) million | 2. The sales revenue and operating result of the equity-accounted companies in China are not included in the consolidated figures; the share of the operating result generated by these companies amounted to € 958 (1,742) million | 3. In the operating result, mainly intragroup items recognized in profit or loss, in particular from the elimination of intercompany profits; the figure includes depreciation and amortization of identifiable assets as part of purchase price allocation, as well as companies not allocated to the brands | 4. Including allocation of consolidation adjustments between the Automotive and Financial Services divisions.

# Special Effects within Operating Result

Special effects totaling -€ 8.8bn in 2025

	Q1 2025	Q2 2025	Q3 2025	Q4 2025	FY 2025
Restructuring expenses, mainly Brand Group Progressive, CARIAD and Brand Group Core	-€ 0.4bn	-€ 0.6bn	+€ 0.1bn	-€ 0.4bn	-€ 1.3bn
Release of personnel related provisions (BGP)	+€ 0.2bn	+€ 0.2bn	-	-€ 0.0bn	+€ 0.3bn
<i>Expenses in connection with the import duties introduced in the US since April</i>	-€ 0.1bn	-€ 1.2bn	-€ 0.8bn	-€ 0.8bn	-€ 2.9bn
Adjustments to diesel issue related provisions	-€ 0.2bn	-€ 0.0bn	+€ 0.0bn	+€ 0.0bn	-€ 0.1bn
Porsche product realignment: € -2.0bn and Porsche goodwill impairment: € -2.7bn	-	-	-€ 4.7bn	-€ 0.0bn	-€ 4.7bn
<b>Total</b>	<b>-€ 0.5bn</b>	<b>-€ 1.7bn</b>	<b>-€ 5.3bn</b>	<b>-€ 1.2bn</b>	<b>-€ 8.8bn</b>
For information purposes					
Provisions in connection with CO <sub>2</sub> regulation in Europe and emissions regulations in the US	-€ 0.6bn	+€ 0.0bn	+€ 0.1bn	-€ 0.1bn	-€ 0.5bn

ID. UNYX 08

VOLKSWAGEN  
GROUP



**>700km**

CLTC-rated range

**800V**

charging technology

**AI assistant**

LLM-powered

**ADAS L2++ & OTA**

capability

# The AUDI E SUV concept

VOLKSWAGEN  
GROUP

**>700km**

CLTC-rated range

**800V**

charging technology

**Up to 500 kW**

total power output

**AUDI 360**

Driving Assist System

**AUDI Assistant**

personal companion



Audi





ID. POLO

VOLKSWAGEN  
GROUP



**450km**

Max WLTP-rated range

**<130kW** DC charging  
10-80% in ca. 27 minutes

Up to **166 kW**  
total power output

**435 -1,243 l**  
luggage capacity

**IQ.DRIVE**  
Latest generation driver assistance



## Petrol mild-hybrid powertrain

48V mild-hybrid engine

**85 kW / 116 PS**

Top speed → 196 km/h

**220Nm at 1,498cm<sup>3</sup>**

~5.5–5.7 l/100 km -> strong and efficient

**475 – 1,350 l**

luggage capacity

# Volkswagen Tayron

VOLKSWAGEN  
GROUP



**Up to 195 kW**

R-Line / 265 PS / > 230 km/h Top speed

**Up to 400 Nm torque**

strong pulling power

**Full Engine Lineup**

Petrol, Diesel and PHEV

**885-1,900 l**

luggage capacity

# Volkswagen ID.7

VOLKSWAGEN  
GROUP



**Up to 709 km**  
WLTP-rated range

**Up to 185 kW**  
86-kWh battery / 10-80% in ca. 27 min

**210 kW**  
286 PS electric motor

**1.714 l**  
Luggage capacity / flexible storage options

**IQ.DRIVE assist systems**  
Latest IQ. systems

# Cupra Terramar

VOLKSWAGEN  
GROUP



**Up to 150 kW**  
204 PS / TSI engine

**225 km/h**  
Top Speed

**7.5 l/100km**  
fuel consumption combined

**1.544 l**  
luggage capacity

Škoda Elroq

VOLKSWAGEN  
GROUP



**79 kWh**  
battery

**Up to 546 km**  
combined range

**180 km/h**  
Top speed

**185 kW**  
DC charging / 10-80% in 26min

**1.580 l**  
Luggage capacity

# Audi Q5

VOLKSWAGEN  
GROUP



**220 kW**

V6 TDI engine

**299 PS**

250 km/h Top speed

**7.9-5.8 l/100km**

fuel consumption combined

**1.473 l**

Luggage capacity

# Audi A6 etron

VOLKSWAGEN  
GROUP

**Up to 340 kW**

462 PS

**738 km**

WLTP- range

**800 V**

charging technology

**270 kW DC**

10-80% in 21 min

**AUDI Assistant**

4Personal companion



# Audi A6 Avant

VOLKSWAGEN  
GROUP



**3.0 litre V6 TFSI**

mild hybrid version  
available

**367 PS at 550Nm**

0-100 km/h in 4.7 sec.

**Cd value of 0.25**

best among Audi  
combustion engine models

**503 - 1.534 l**

luggage capacity

# The AUDI E5 Sportback

VOLKSWAGEN  
GROUP

**770km**  
CLTC-rated range

**800V**  
charging technology

**Up to 579 kW**  
total power output

**AUDI 360**  
Driving Assist System

**AUDI Assistant**  
personal companion



# Audi Concept C

VOLKSWAGEN  
GROUP



# Porsche Cayenne Electric

VOLKSWAGEN  
GROUP

**Up to 442 & HP 325 kW**

Overboost Power with Launch Control

**Up to 643 km**

WLTP- range

**>390 kW DC at 850 V**

10-80% in 16 min

**3,500kg**

Towed weight

# Porsche 911 GT3

VOLKSWAGEN  
GROUP



**510 PS at 450 Nm**

4l engine, rear wheel drive

**0-100 km/h in  
3.4 sec**

Benchmark for road-legal track  
performance within 911 range

**~320km/h**

Top Speed

# Lamborghini Temerario

VOLKSWAGEN  
GROUP



**920 PS at 730 Nm**  
4l engine V8 twin turbo HPEV

**0-100 km/h in  
2.7 sec**

Torque-vectoring front axle +  
rear e-motor

**~343km/h**  
Top Speed

# Investor Relations Team



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## Volkswagen Group

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[Volkswagen Group IR Presentations](#)

[Volkswagen Group Fact Book](#)

[Group Product & Tech Investor and Analyst Update 2025](#)

[China Investor Update 2026](#)

[IR Team and Contacts](#)

[Financial Calendar and Events](#)

[Sustainability Homepage](#)

[ESG Strategy](#)

[Group ESG Controversies](#)

[Media Homepage incl. Press Releases](#)

[Share Price Monitor](#)

## Brands

[Volkswagen Financial Services IR Homepage](#)

[Audi IR Homepage](#)

[Porsche AG IR Homepage](#)

[TRATON IR Homepage](#)

[Volkswagen Brand Media Homepage](#)

[ŠKODA Media Homepage](#)

[Cupra Media Homepage](#)

[VW Commercial Vehicles Media Homepage](#)

[Bentley Media Homepage](#)

[Lamborghini Media Homepage](#)

[Porsche AG Media Homepage](#)

[TRATON Media Homepage](#)

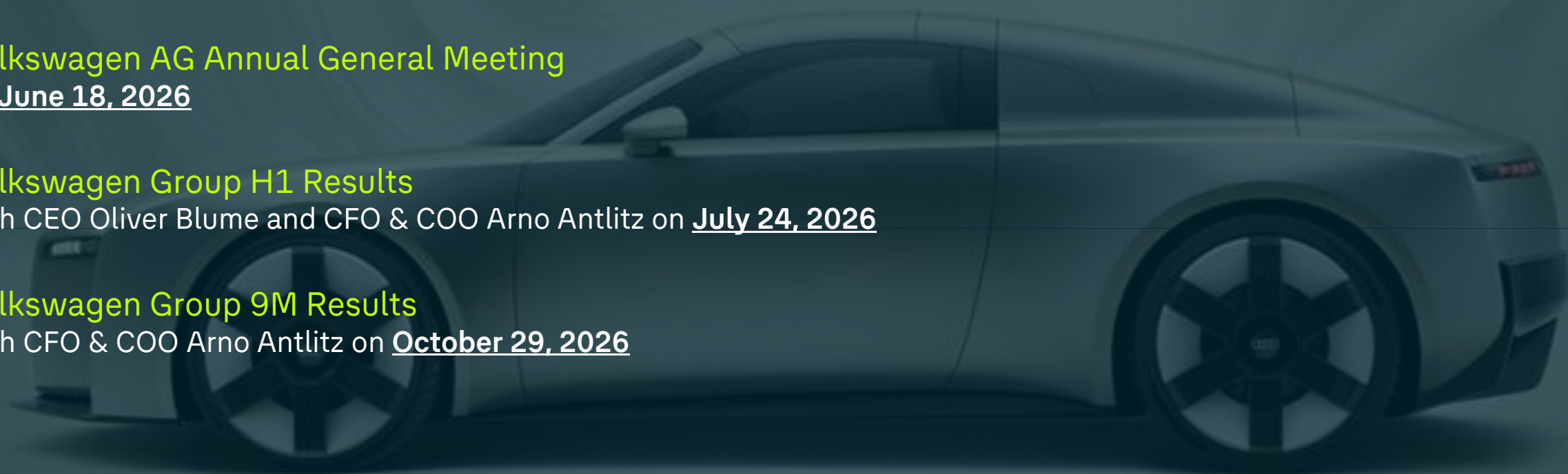
# Upcoming Events

Volkswagen Group ESG Conference  
on June 10, 2026

Volkswagen AG Annual General Meeting  
on June 18, 2026

Volkswagen Group H1 Results  
with CEO Oliver Blume and CFO & COO Arno Antlitz on July 24, 2026

Volkswagen Group 9M Results  
with CFO & COO Arno Antlitz on October 29, 2026



# Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO <sub>2</sub> emissions combined (WLTP)	Electric range combined (WLTP)
<b>VW</b>				
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.5 Pro	n/a	15.5 – 18.0 kWh/100km	n/a	492 – 567km
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
<b>ID. UNYX 09, ID. AURA T6, New Atlas</b>	These vehicles are not offered for sale in Europe.			
Tayron R Line Hybrid	1.7 – 1.9 l/100km	14.0 – 15.0 kWh/100km	38 – 42 g/km	up to 116km

# Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO <sub>2</sub> emissions combined (WLTP)	Electric range combined (WLTP)
<b>Škoda</b>				
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
<b>Kaylaq</b>				
The vehicle is not offered for sale in Europe.				
<b>Porsche</b>				
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	13,8 - 13,7 l/100km	n/a	312 - 310 g/km	

# Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO <sub>2</sub> emissions combined (WLTP)	Electric range combined (WLTP)
<b>Bentley</b>				
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
<b>Bugatti</b>				
CHIRON	25.2 l/100 km	n/a	572 g/km	n/a
<b>Lamborghini</b>				
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.			
<b>Seat / Cupra</b>				
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 <sub>2</sub> emissions combined (WLTP)	Electric range combined (WLTP)
<b>Audi</b>				
A5	7.7 – 4.8 l/100km	n/a	176 – 125 g/km	n/a
Concept C	Vehicle is not yet offered for sale & is therefore not subject to Directive 1999/94/EC. Consumption & emission data under review.			
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.			
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.			
<b>Scout</b>				
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.			
<b>Jetta (China)</b>				
Jetta X	The vehicle is not offered for sale in Europe.			

**VOLKSWAGEN GROUP**