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## Executive Board Presents Future Plan

- The Volkswagen Group has undergone a fundamental realignment over the past three years: key targets across products, technology and regions have been met
- External financial headwinds in the double-digit billions have been sustainably offset through cross-brand performance programs
- The company is now facing the next phase of transformation, with a future plan that positions the Group to be more resilient, more efficient and more competitive
- The model lineup will be gradually concentrated on the most attractive market segments and streamlined by up to 50 percent; offering complexity will be reduced by up to 75 percent
- The Group is extending its technology leadership: key technology fields are being harmonized, Group-wide synergies are being systematically realized, and parallel structures are being eliminated
- Production capacities are being adjusted to the changed global market environment and the sharply intensified competition, targeting 9 million vehicles per year
- The automotive core business is at the center of all activities: the equity and investment portfolio is being focused on strategic contribution and return
- CEO Oliver Blume: "By 2030, we will make the Volkswagen Group the most attractive automotive company in the world – with iconic brands, inspiring products, leading technologies, robust financial results, reliable capital market performance and a team spirit in action. With our future plan, we are now entering the next phase of transformation."

**Wolfsburg, July 9, 2026.** The Executive Board of the Volkswagen Group is continuing the strategic realignment of the company to sustainably strengthen its competitiveness. In today's meeting, the Executive Board presented the Supervisory Board with a comprehensive package of measures comprising 12 initiatives and the 2030 target picture. In the global market environment, it is essential to make the company even more resilient, efficient and agile. The Executive Board has already begun implementing initial measures of its future plan. These include, with immediate effect, reducing complexity and variant complexity in the product portfolio, aligning products, technologies and development more closely with regional markets, adjusting capacities in the production network to market expectations, and streamlining structures and the equity portfolio.

Oliver Blume, CEO of the Volkswagen Group: "Our goal is clear: by 2030, we will make the Volkswagen Group the most attractive automotive company in the world – with iconic brands, inspiring products, leading technologies, robust financial results, reliable capital market performance and a team spirit in action. With our future plan, we are moving into the next phase of

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transformation by our own means. We are making the Volkswagen Group faster, more resilient and more competitive: through less complexity, focused technologies, an even stronger alignment of products, development and production with regional markets, the reduction of overcapacities, a streamlined equity portfolio and significantly leaner structures. In this way, we are creating the conditions for sustained success – even in an increasingly demanding environment."

Arno Antlitz, CFO and COO of Volkswagen Group: "Despite the progress achieved, the cost reductions planned to date under the agreed programs are not sufficient in the current economic and geopolitical environment. We must instead fundamentally realign our business model and achieve structural, sustainable improvements. This includes improving the cost structure of our vehicles without compromising product substance, significantly reducing overhead costs, increasing the efficiency of our plants, and accelerating technology development and decision-making. We can only achieve this by substantially reducing complexity – in our product portfolio and technology platforms, in the number of units and decision-making levels. These areas for action are addressed in the future plan presented today. Swift and consistent implementation is key."

## **Foundation for Future Success**

The Volkswagen Group is now entering the next phase of transformation. Over the past three years, the Group has structurally realigned itself on the basis of its Top-10 programs and undergone a technological overhaul, accompanied by performance programs across all brands and Group companies. Key targets across products, technology and regions have been met – in some cases ahead of schedule. This was achieved despite massive geopolitical and external financial headwinds, which were largely offset.

## **Model Lineup, Software Strategy and Realignment of the China Business**

With the largest model lineup in its history, significantly improved products in design, quality and technology, a new global software strategy, and a fundamental regionalized realignment of its China business, the Group has created the conditions to shape a successful future by its own means. Financially, the company is holding its competitive position with resilience in an increasingly intense market environment. As the clear market leader in Europe, last year the Volkswagen Group achieved a higher market share in electric vehicles than in combustion-engine vehicles for the first time. In the first quarter of 2026, the Group entered as market leader in China and achieved its strongest market share in South America in more than 10 years.

## **Future Plan for the Next Phase of Transformation**

Over the past twelve months, the global situation has continued to change dramatically. Geopolitical tensions, rising costs – driven primarily by tariffs – growing regulatory requirements and an increasingly intense global competitive environment have compounded the challenges facing the automotive industry in an already far-reaching phase of transformation. In response, the Executive Board of the Volkswagen Group has developed a comprehensive future plan that positions the company to be even more resilient against external influences and growing risks, thereby sustainably strengthening its competitiveness – with a clear focus on the automotive core business.

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## **Streamlined Model Lineup and Reduced Offering Complexity**

The model lineup will be gradually streamlined by up to 50 percent and concentrated on the most attractive market segments. Offering complexity – for example, the number of available equipment options – will be reduced by up to 75 percent. This allows investments and development resources to be focused on the products and technologies that deliver the greatest added value for customers and the highest value contribution to the Group.

## **Harmonized Technology Fields**

The key technology fields of platforms, electronic architectures and software landscapes will each be harmonized and concentrated to meet the requirements of the western and eastern hemispheres respectively. The objective is to realize Group-wide synergies more effectively, eliminate technological parallel structures, and further strengthen technology leadership. To this end, the Volkswagen Group is focusing on competitive technologies with high scaling potential and clear customer benefit.

## **Adjusted Technical Capacities**

By further streamlining its technical capacities, the Group is aligning its production network with the changed market environment and sharply intensified competition. The cross-brand target is a demand-appropriate level of approximately 9 million units per year. Prior to the COVID-19 pandemic, the company had invested for approximately 12 million vehicles and has already made significant progress with a reduction of 2 million units. Further steps will follow in China and Europe. In parallel, development and indirect functions are being made more efficient. Digitalization, artificial intelligence and shared services will help increase productivity and speed. Leaner management structures are simplifying decision-making processes.

## **Focus on the Automotive Core Business**

The Volkswagen Group is focusing on its automotive core business. The equity and investment portfolio is being aligned with strategic contribution, return and capital commitment – with the objective of achieving greater focus, lower complexity and additional financial flexibility. The agreement reached at the end of June on the divestiture of a majority stake in Everlence reflects the consistent execution of this strategy. With a cash inflow of approximately 7.4 billion euros, the transaction simultaneously strengthens the Group's balance sheet and expands the financial room to maneuver for the further strategic development of the Volkswagen Group.

## **Strengthened Competitiveness**

The comprehensive package of measures will further improve the Volkswagen Group's resilient position during a demanding period of global transformation for the automotive industry. Strengthening the Group's own competitiveness is at the same time a contribution to the future of Germany as an industrial location. With a successful transformation, the Volkswagen Group will build the foundation for growth, investment and sustainable value creation.

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### **About the Volkswagen Group:**

The Volkswagen Group is one of the world's leading car makers, headquartered in Wolfsburg, Germany. It operates globally, with 111 production facilities in 16 European countries and 10 countries in the Americas, Asia and Africa. With around 663,000 employees worldwide. The Group's vehicles are sold in over 150 countries.

With a comprehensive portfolio of strong global brands, leading technologies at scale, innovative ideas to tap into future profit pools and an entrepreneurial leadership team, the Volkswagen Group is committed to shaping the future of mobility through investments in electric and autonomous driving vehicles, digitalization and sustainability. The goal: As a "Global Automotive Tech Driver", to make the best automotive technologies accessible to customers worldwide - from entry-level mobility to the luxury segment.

In 2025, the total number of vehicles delivered to customers by the Group globally was 9.0 million (2024: 9.0 million). Group sales revenue in 2025 totaled EUR 321.9 billion (2024: EUR 324.7 billion). The operating result in 2025 amounted to EUR 8.9 billion (2024: EUR 19.1 billion).

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## **THE GLOBAL AUTOMOTIVE TECH DRIVER.**

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