

VOLKSWAGEN GROUP

regenerate+  
Progress Report  
2025



# Our Vision: Nature- and Society- Positive Mobility

Sustainability is a strategic imperative for the Volkswagen Group – and more than ever a decisive driver of competitiveness, innovative strength and long-term viability. We do not view sustainability merely as an obligation, but as an expression of lived responsibility toward the environment, society, and future generations. This commitment forms the foundation of our economic success, secures our social legitimacy and ensures the long-term stability and future viability of our company.

Against this backdrop, in 2024, we rolled out regenerate+, a Group-wide sustainability strategy, which we continued to consistently develop further in 2025. Our vision is to shape mobility across the entire value chain in a way that actively delivers positive contributions to nature, society and the economy – rather than limiting ourselves to reducing negative impacts. Mobility that is accessible to all is both a goal and part of the solution.

In 2025, one aspect gained particular importance: the transformation toward a true circular economy. Europe's industry offers ideal condi-

tions to establish a new economic success model – one that saves CO<sub>2</sub> and resources, keeps materials in use for longer, recovers them, and in doing so, promotes growth, resilience, and innovation at the same time. For the Volkswagen Group, the consistent implementation of circular principles is a key lever to reduce dependencies, minimise environmental impacts and unlock economic opportunities.

Our objectives remain clearly defined: lower emissions, reduced resource consumption and greater social responsibility – combined with long-term value creation for all stakeholders. Since 2025, we have increasingly focused on circular product design, innovative business models, stronger material recovery and the intelligent use of digital solutions as enablers of the circular economy.

With regenerate+, we are navigating this transformation in a structured way. The 2025 Progress Report documents the status of our sustainability strategy and sets out the contribution regenerate+ makes to the nature-, climate-, and society-related aspects of mobility.

# The Four Dimensions of Our Sustainability Strategy

Sustainability is an integral component of our corporate governance – clearly structured, measurable, and effective. We have therefore developed regenerate+ as a holistic framework that organises the company's sustainability

activities, including those of its brands and subsidiaries, into four strategic dimensions, each governed by three Top-KPIs (Key Performance Indicators).



The Volkswagen Group bears responsibility for shaping sustainable mobility for generations. Sustainability is the foundation of our actions. With regenerate+, we have given the Group a binding framework for action and we are on a strong path, with clear milestones and measurable progress. All brands and divisions are working successfully to implement ideas and solutions which align with our defined sustainability goals."



**Oliver Blume**  
CEO  
Volkswagen Group



With our sustainability strategy regenerate+, we have firmly anchored sustainability as a strategic framework within the corporate governance of the Volkswagen Group. regenerate+ serves as our North Star and provides us with clear direction. Our strategy links environmental and social responsibility with economic value creation and makes progress measurable and manageable. In 2025, we further developed regenerate+ in a consistent manner and sharpened its implementation across the entire value chain, with a clear ambition to further reduce the impacts of our business activities while simultaneously making positive contributions to nature, society and the economy."



**Dirk Voeste**  
Chief Sustainability Officer  
Volkswagen Group

## Making Responsibility Measurable

Sustainability needs more than good intentions – it requires clear goals, concrete measures, reliable key figures, and transparent performance control.

Sustainability is a fixed component of Volkswagen Group’s corporate governance. As a central element of The Group Strategy, regenerate+

makes sustainability measurable, verifiable, and steerable – group-wide, cross-brand, and globally.

The defined Top-KPIs in the four strategic dimensions enable us to manage impact in a targeted way – and to make adjustments where necessary.

### Three things are central

1

#### Strategic framework and approach:

How we govern sustainability across the company – through a consistent, KPI-based framework with twelve key performance indicators.

2

**Concrete progress:** The goals we have already achieved – and how we can demonstrate that progress.

3

**Open challenges:** The tasks that still lie ahead – and how we plan to address them.

# Controlling the Metrics

## How the Volkswagen Group Drives and Strengthens Its Sustainability Strategy

Implementation takes place on several levels:

- Governance within the Group Strategy “The Group Strategy – Mobility for Generations” and the Top-10 programme.
- Four strategic dimensions (Nature, Our People, Society, Business) with clearly defined goals in each case, 12 Top-KPIs as binding control variables for all brands.
- OKR-based implementation (Objectives & Key Results) with continuous monitoring and regular progress review.

This approach ensures that sustainability is consistently integrated into the decision-making processes along the entire value chain – from production to investment.

Validation through external perspectives complements our internal governance:

- ESG ratings give us structured feedback on the effectiveness of our measures – and show where there is still room for improvement.
- With the Value Balancing Alliance (VBA) we are testing innovative methods for the monetary valuation of ecological and social impacts. Our aim is not only to make the impact of our contributions measurable, but also to ensure that we generate genuine added value.

## Stakeholder Relations: Shaping Sustainability Together

Sustainability thrives on open and constructive dialogue with society. To strengthen our impact, we rely on open exchange formats, structured feedback, and long-term partnerships.

A key initiative is "The Volkswagen Group Sustainability Forum", held for the third time in 2026. This event brings together representatives from civil society, science, and business with Group and brand representatives to discuss progress, reflect on expectations, and provide genuine feedback for strategic development.

Since its establishment in October 2024, the Sustainability Council has provided an effective platform for structured dialogue with external experts. Across all four strategic dimensions, three

external specialists collaborate with three Volkswagen experts within our dedicated Sustainability Practice Groups. They bring their international expertise directly to bear on strategic development and engage in regular constructive dialogue with the Group Executive Board.

In the past year, the Sustainability Council provided concrete positioning recommendations on European CO<sub>2</sub> regulation and contributed specialist expertise and critical insight to the development of the Circular Economy Strategy. The Sustainability Council also visited Wolfsburg for an open discussion with Group and General Works Council Chair, Daniela Cavallo, on key employee and co-determination issues.

**The Volkswagen Group Sustainability Council is a collaboration model unique in the industry, one that systematically connects external expertise with internal responsibility and generates practice-oriented input for sustainable corporate development and concrete projects.**



As of March 2026

Back row from left to right: Philip Heck, Marcin Piersiak, Ina Othersen, Steve Faraji, Tobias Bahr, Libor Bocek, William Todts, Jonas Brünig, Jean-Louis Warnholz, Maja Göpel, Robert Kallenberg, Mareike Brockmann, Guido Eickenroth

Front row from left to right: Aron Cramer, Ludwig Fazel, Raffaella Garippo, Oliver Blume, Dirk Voeste, Frauke Fischer, May Lee, Joel Hartter, Barbara Snakker, Anika Dominik, Lara Di Martino, Hannah Zoller

# "Nature" Dimension

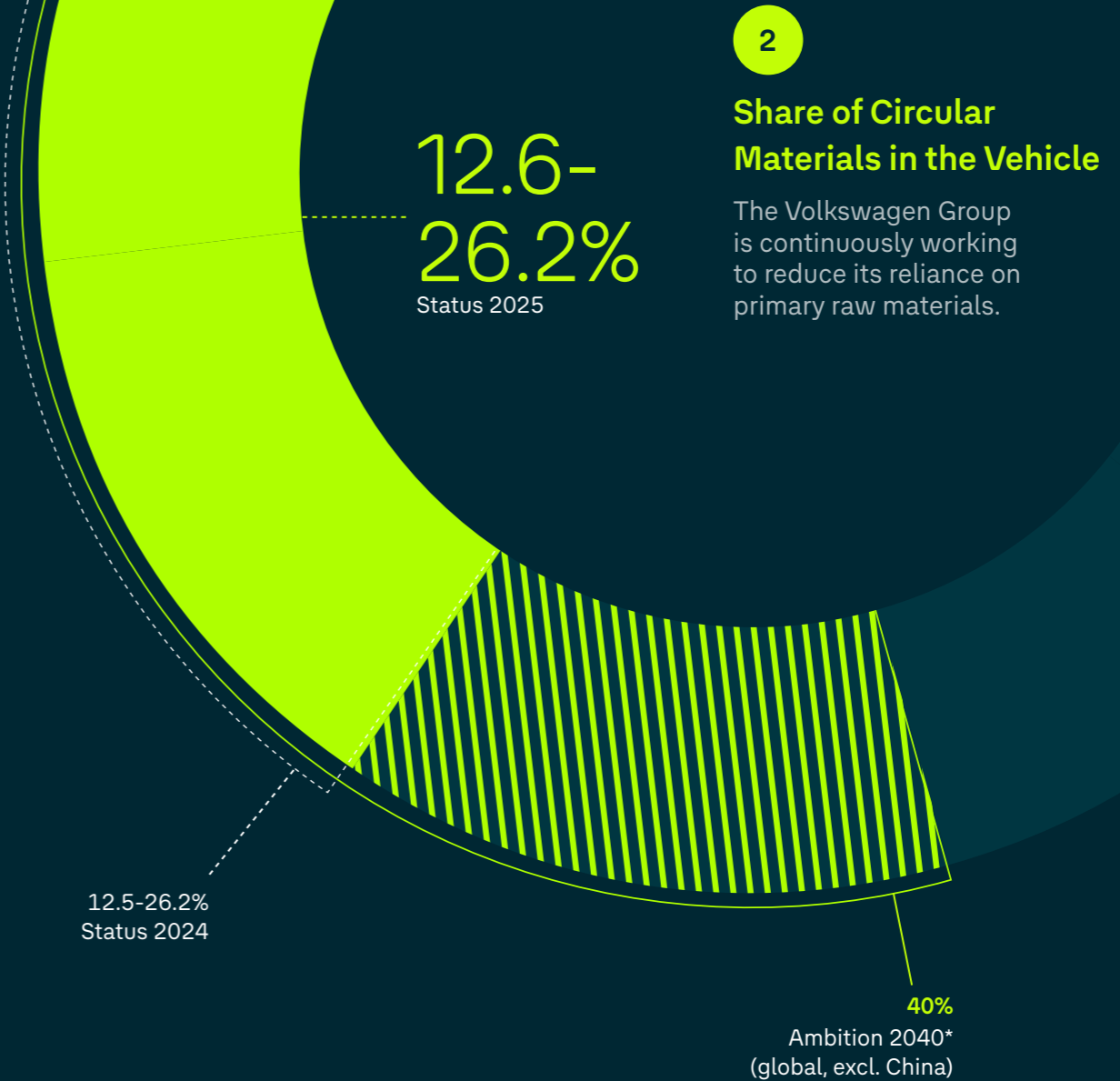
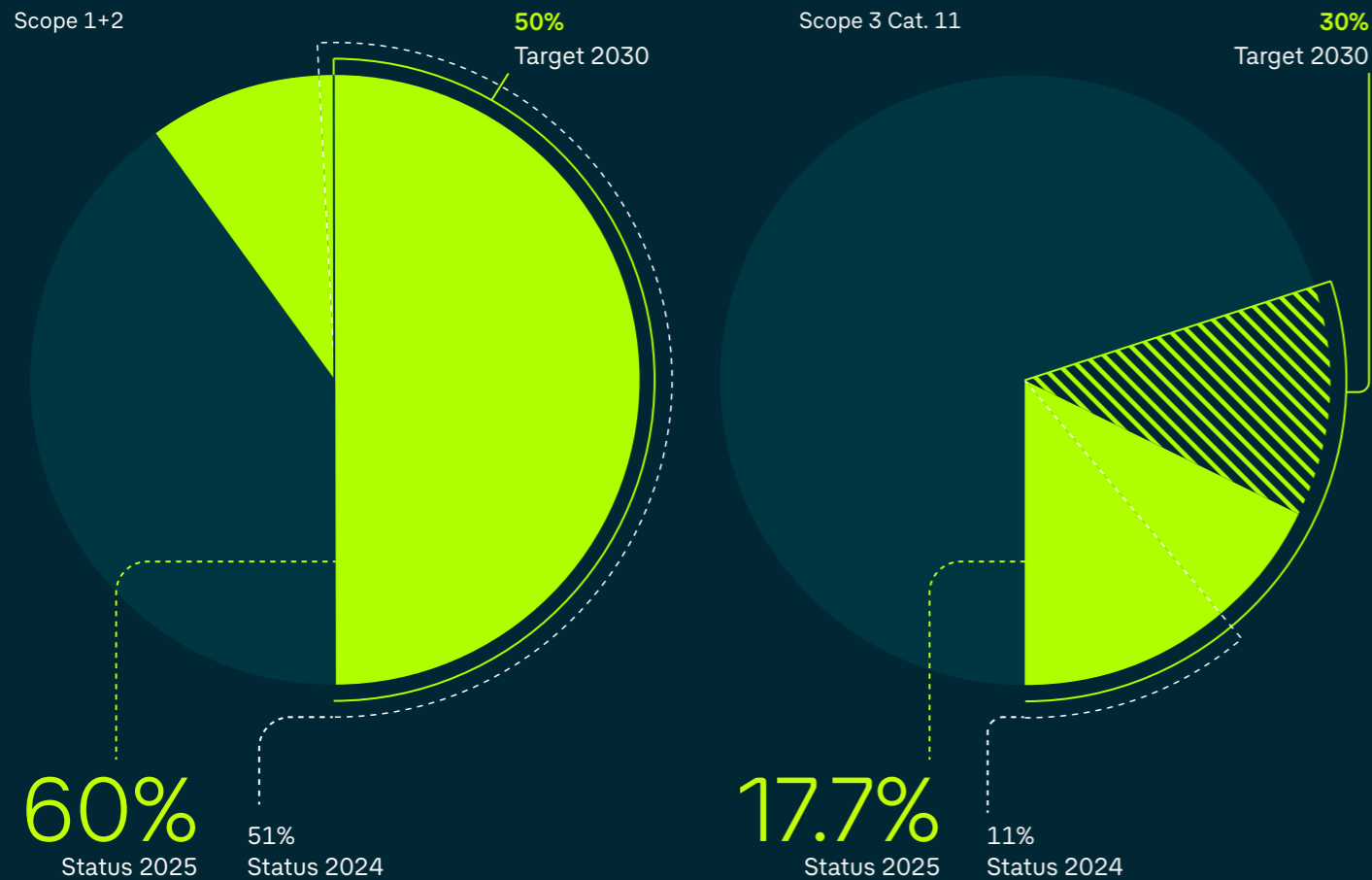
## What We Mean by "Nature-Positive" – and How We Measure It

With regenerate+, the Volkswagen Group pursues the goal of not only protecting nature, but actively strengthening it. Underpinning this is a clear strategic triad: decarbonisation, circular economy, and biodiversity protection. These three fields of action form the foundation for sustainable value creation – from raw material extraction to vehicle recycling. In line with our commitment to the Paris Climate Agreement, by 2050 we intend to be a net CO<sub>2</sub>-neutral company.

1

### CO<sub>2</sub>-Emissions

The Volkswagen Group aims to become a net CO<sub>2</sub>-neutral company.



3

### Biodiversity Index

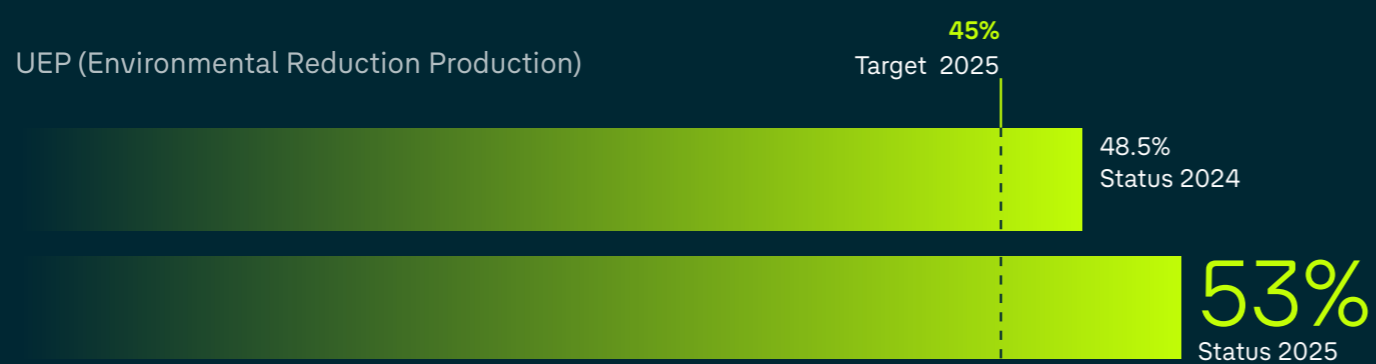
The Volkswagen Group protects, maintains, and promotes biodiversity and ecosystems along the entire value chain.

Target	Status 2025
In development	KPI from 2026 onwards

# "Nature" Dimension

## Examples of How We Protect Nature

### Environmental Reduction Begins in Production

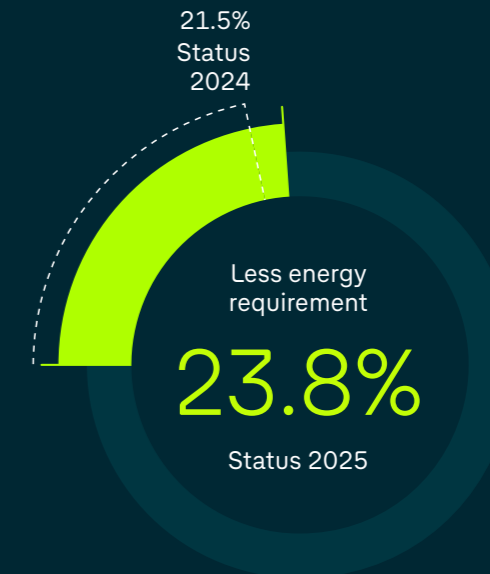
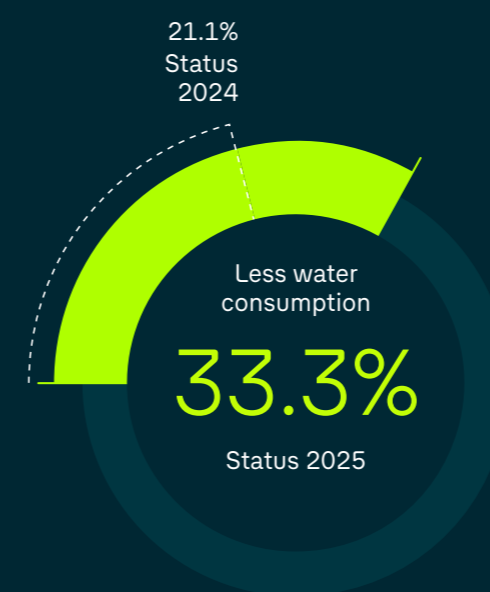
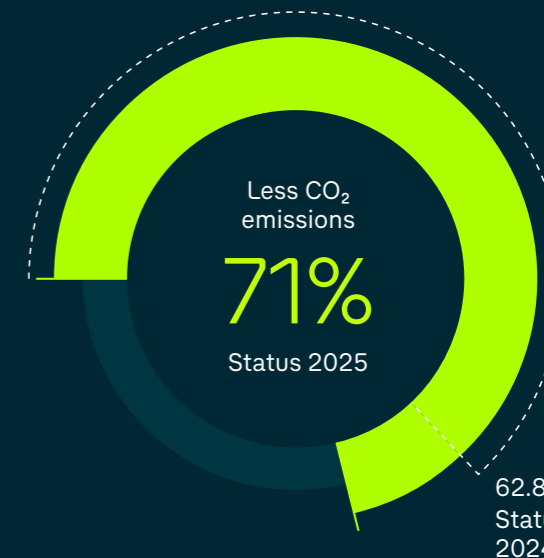
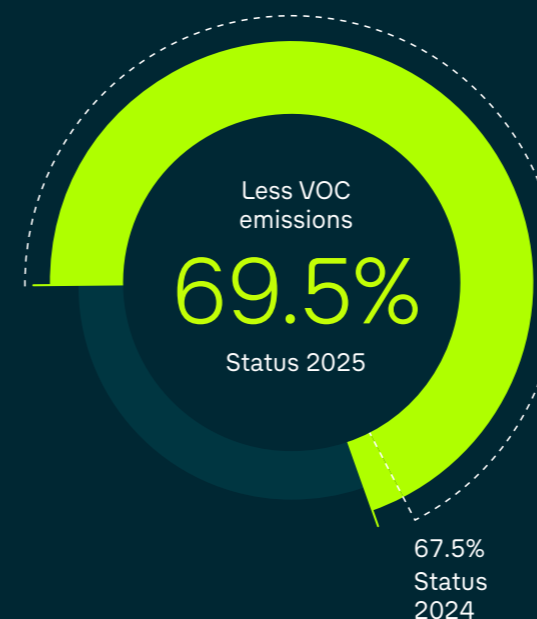
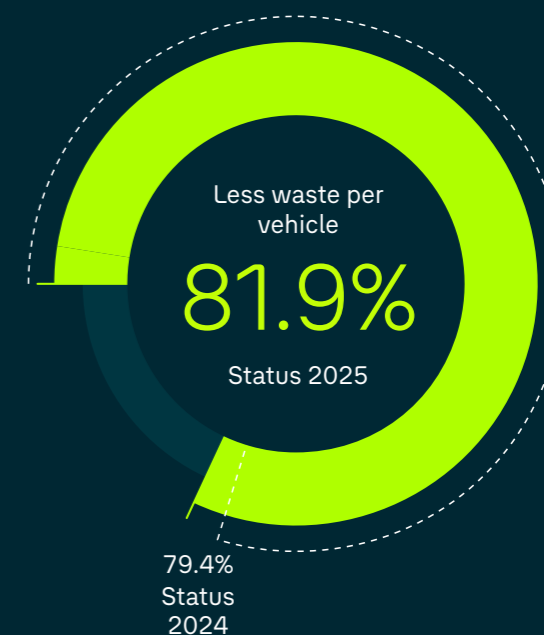


The strong results in 2025 are the outcome of worldwide teamwork, continuous optimisation, and consistently efficient processes across all vehicle manufacturing and component production sites."

Dr. Tobias Bahr  
Head of Group Environment

The Environmental Reduction Production (UEP) metric forms a weighted average of five central environmental indicators: energy consumption, CO<sub>2</sub> emissions, water consumption, VOC emissions, and disposal waste – each related to one produced vehicle (passenger cars and light commercial vehicles as well as components).

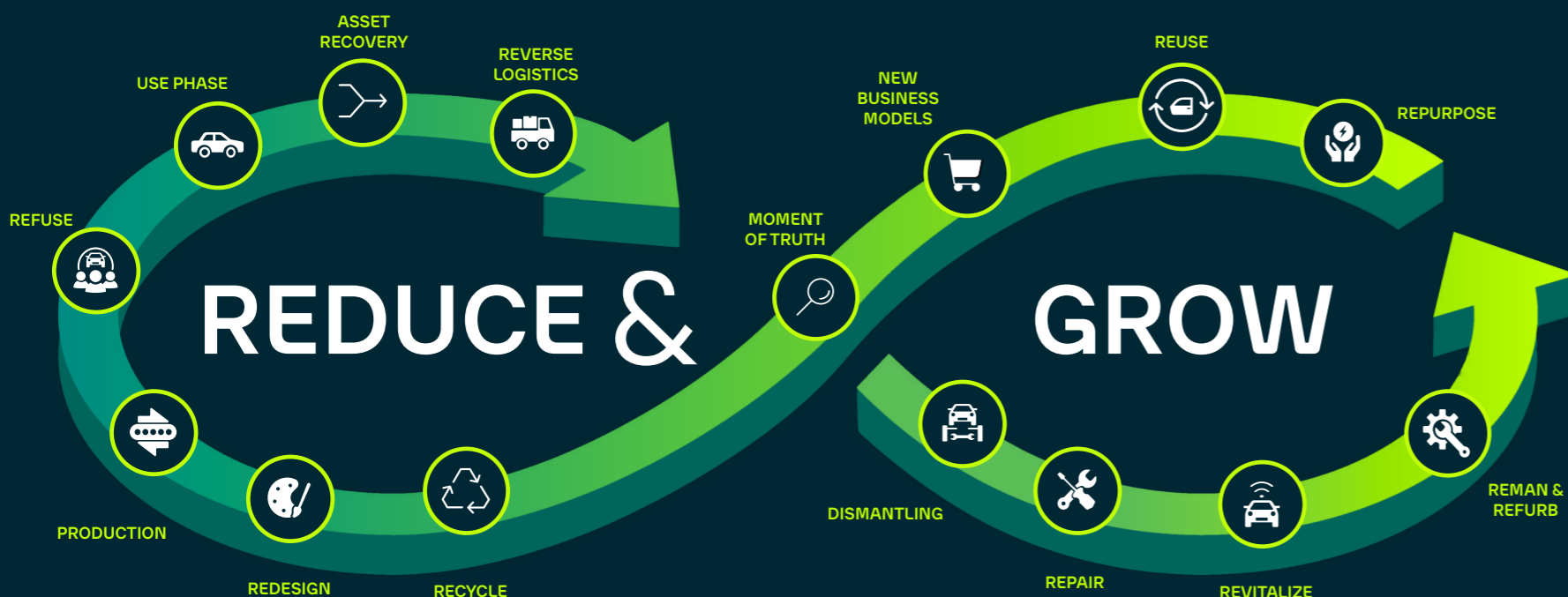
**Concrete results in 2025**  
(compared to the base year 2010)



# "Nature" Dimension

## Group Circular Economy Strategy REDUCE & GROW

"Making Circularity the New Normal in Mobility"



### REDUCE & GROW - The Approach

The Circular Economy Strategy embodies an industrial transformation dual strategy, following the principle "REDUCE & GROW": primary raw materials and emissions are consistently reduced, while at the same time new value creation, resilience, and innovative business models are built up. Implementation and governance are driven through central KPIs such as Circular Materials, Circular Revenues, and decarbonisation.

### Operationalisation of the Circular Economy Strategy

To implement the Group-wide Circular Economy activities, a central unit with a project hub has been established. The Zwickau vehicle plant is becoming the centre of competence; up to 90 million euros are earmarked for the site transformation in the coming years. From 2027, capacity will increase in stages to up to 15,000 vehicles dismantled per year by 2030.

## Current Group Activities / Projects



Volkswagen Passenger Cars: In the new T-Roc, up to 40 kg of recycled plastic is used in the vehicle (depending on equipment and engine type, up to 140 components of the exterior and interior, such as underbody and boot linings or headliners).



SEAT & CUPRA are strengthening their sustainability commitment with the new Circular Economy Hub in Barcelona's Zona Franca – a centre for vehicle dismantling and parts and component recycling.



Škoda: In the project "From bumper to bumper", recycled bumpers serve as the material basis for the series production of new bumpers, contributing to closed material cycles.



Audi: Establishing a return concept for used parts and recycles from end-of-life vehicles – unique industry-wide; a Digital Material Account enables cost-efficient use of recycled post-consumer secondary materials.



Porsche: Initiated a pilot project together with Cylib for the recycling of high-voltage batteries with the goal of integrating recycled materials into the production of new Porsche batteries.



### Vehicle plant Zwickau

Start of site transformation; funding of activities of up to 10.7 million euros by the State of Saxony.

# "Our People" Dimension

## Change Needs People Who Shape It

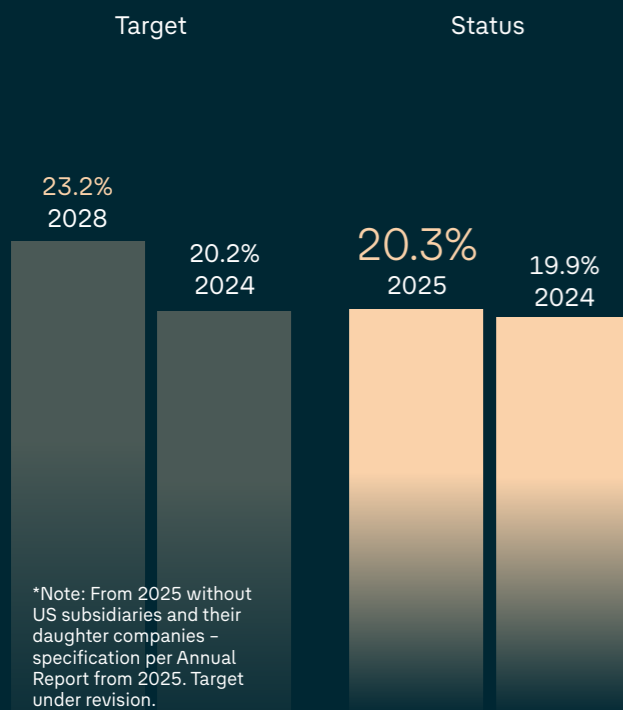
The transformation of mobility is also a transformation of work. Through the "Our People" dimension, regenerate+ focuses on those who make change possible: our more than 660,000 employees worldwide. The aim is to actively promote safety, participation, development, and diversity in everyday working life – while positioning the Volkswagen Group as a future-proof employer.

1

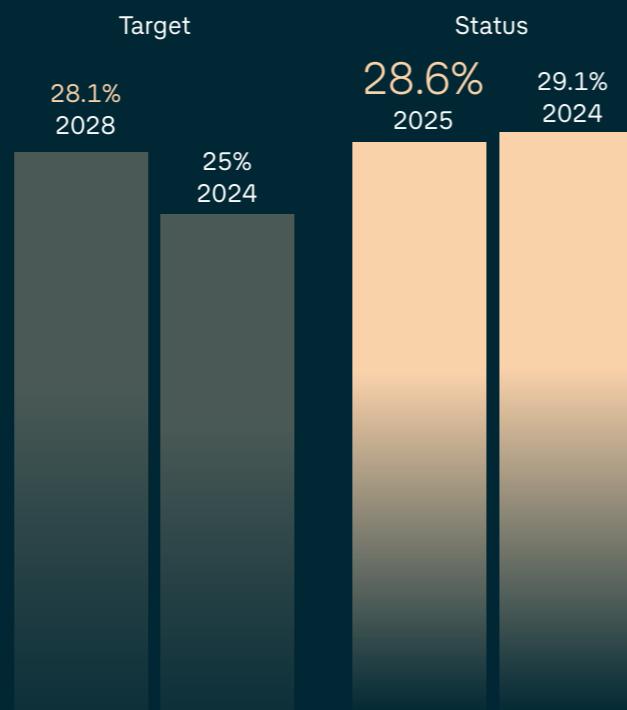
## Diversity Index\*

The Volkswagen Group promotes a diverse, inclusive, and discrimination-free culture.

### Women's share in management



### Degree of internationalisation in top management



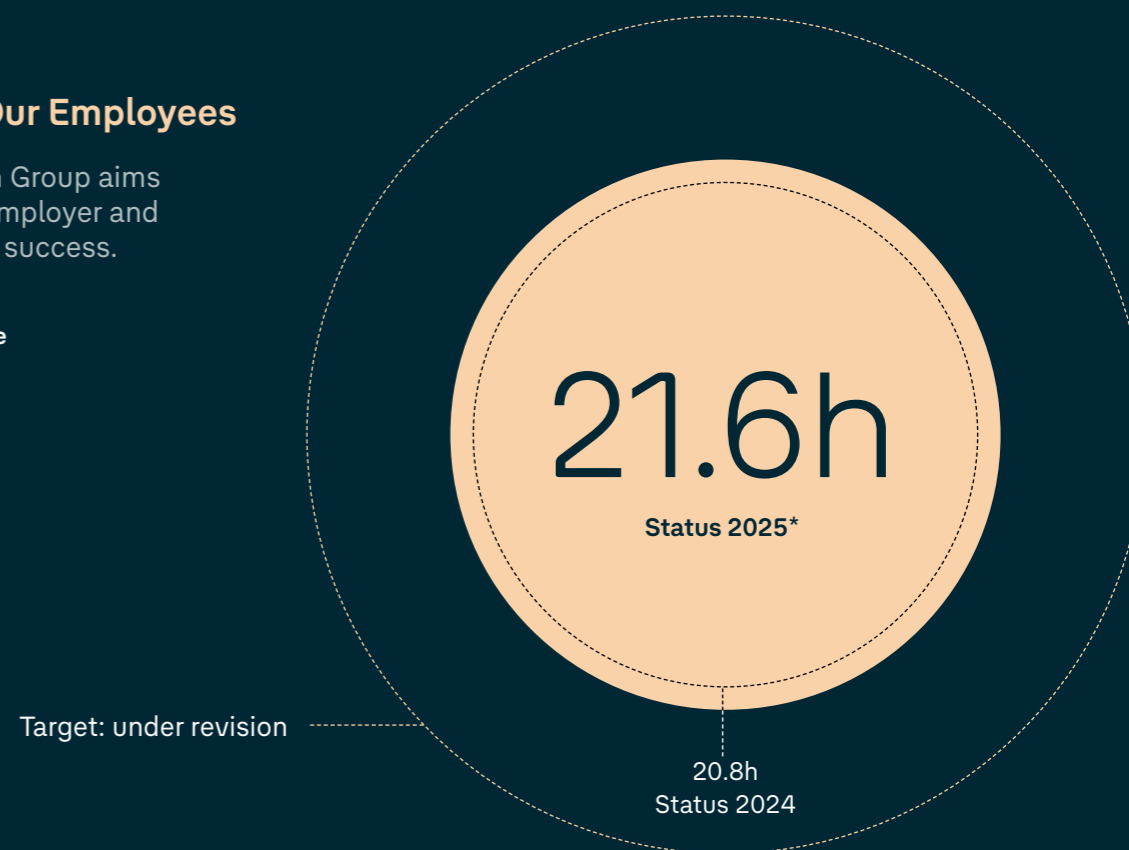
\*Note: From 2025 without US subsidiaries and their daughter companies – specification per Annual Report from 2025. Target under revision.

2

## Training of Our Employees

The Volkswagen Group aims to be a unique employer and to lead teams to success.

### Hours per employee



\*Scope adjustment starting in 2025

3

## Accident Frequency Index (LTIFR)\*

The Volkswagen Group stands for excellent health and occupational safety.



\*LTIFR (Lost Time Injury Frequency Rate)

## "Our People" Dimension

### Group Diversity Conference 2025

The annually held Group Diversity Conference unites and strengthens the global network of Diversity Experts from all brands and subsidiaries of the Volkswagen Group.

In 2025, the two-day conference was held virtually under the leitmotif #TakeaStand, sending a clear signal of commitment and reliability in socially challenging times.

Around 60 participants focused on keynote presentations, panel discussions, and an intensive best practice exchange. Among other things, the International Diversity Community addressed leadership responsibility and "Male Allyship" as decisive levers for sustainable progress towards greater lived diversity in companies.

The conference concluded with a presentation on the impacts of artificial intelligence on the pursuit of discrimination-free organisations.

The Group Diversity Conference advances the worldwide exchange of knowledge and experience and provides important input for the company's strategic direction.

Group Diversity Conference 2025



**Networking is a key building block for lived diversity within the company. It creates spaces for exchange, mutual support, and visibility based on a shared mindset and the commitment of those involved."**

**Dr. Gerrit Spengler**  
CHRO North America Region

### Integrity & Compliance: Tones from the Top and Dialogue Formats

In 2025, all members of the Volkswagen AG Group Executive Board sent clear signals for Integrity and Compliance (I&C) through various formats. They highlighted the importance of a lived I&C culture, a clear stance, and responsible action for long-term corporate success. The communication was directed at employees, who also had the opportunity to deepen their understanding of I&C through a digital "Integrity & Compliance Day". In addition, the "SPEAK & LEAD" format gave managers the opportunity to engage directly with I&C experts on key I&C topics and to further develop their role as value ambassadors.

Furthermore, in the reporting year, the offering of voluntary, function-specific dialogue formats were expanded to complement mandatory compliance training. The interactive formats fostered practical exchange, brought compliance to life in everyday working situations, and were very well received.

**Integrity and Compliance are most effective when they are not merely taught, but are discussed and put into practice in day-to-day work. These voluntary exchange forums create exactly that kind of space."**

**Nicolas Heyer,**  
Group Chief Integrity and Compliance Officer at Volkswagen AG

# "Our People" Dimension

## Volunteer Day 2025

On 13 September 2025, the 4th Volkswagen Volunteer Day took place – a Germany-wide engagement event that brings Volkswagen employees and non-profit organisations together. Across five Volkswagen locations, more than 150 employees volunteered in local projects. In total, around 800 hours of voluntary work was contributed – a powerful demonstration of employees' commitment to their communities and to social responsibility beyond Volkswagen's factory gates.

Altogether, 16 organisations in Emden, Brunswick, Hanover, Kassel, Salzgitter, and Wolfsburg were supported with urgent everyday needs. The teams helped wherever they could support to make a direct impact: preparing meals for those in need, carrying out renovation work at an animal shelter and a hospice, and maintaining a



managed woodland. An apple harvest for charity and repairs to tandem bicycles for visually impaired people also featured on the programme.

Volunteer Day is an integral part of the Volkswagen Corporate Volunteering Programme "Gemeinsam Engagiert" (Committed Together). It fosters connections, makes it easier to get involved in volunteer work, and reinforces the role of volunteering in society.

Volunteer Day gives employees the opportunity to try something new together – a project that puts the "We instead of I" principle into practice, and reflects a vibrant corporate culture throughout all regions. Through this initiative, employees can personally help shape the Volkswagen DNA and become an active part of it.

The Volkswagen Volunteer Day is a prime example of the strong social commitment of our Volkswagen team beyond our factory gates. By doing this, we can make a meaningful difference in our region, and that is what defines our Volkswagen culture."

**Arne Meiswinkel**  
Chief Human Resources Officer  
of the Volkswagen Passenger Cars brand



## Health.Care.Run.

Combining engagement, health and fun: The 3rd International Health.Care.Run. 2025 successfully brought together more than 15,000 participants across 19 runs in 12 countries. From South Africa to Beijing and Brazil to Wolfsburg, thousands of employees invested in their health, built team spirit, and supported a good cause.



The international Health.Care.Run stands for health, community, and social engagement. I am delighted that this sporting event has now become a tradition at Volkswagen – and brings our teams together across national borders."

**Patron Arne Meiswinkel,**  
Chief Human Resources Officer of the Volkswagen  
Passenger Cars brand

When it comes to health, sports are a true miracle cure. As part of a team and as part of something bigger, it's even more fun – and enhances the positive effect on body, mind, and soul."

**Dr. Lars Nachbar,**  
Head of Group Healthcare and  
Occupational Safety, Volkswagen AG

## 10 Years of Volkswagen Group Refugee Aid

Since 2015, the Volkswagen Group Refugee Aid has been supporting refugees as well as victims of terror and natural disasters worldwide. It combines direct aid with long-term integration through education and vocational programmes that open up new prospects for people. More than 5,000 people have received support entering the German job market, demonstrating a strong commitment to social responsibility.

A special highlight from 10 years of refugee aid: the tremendous dedication of our employees and our works council, as well as the largest employee donation in Volkswagen's history for the people in need in Ukraine."

**Dr. Thymian Bussemer**  
Head of Group HR Strategy & Innovation,  
Volkswagen AG

# "Society" Dimension

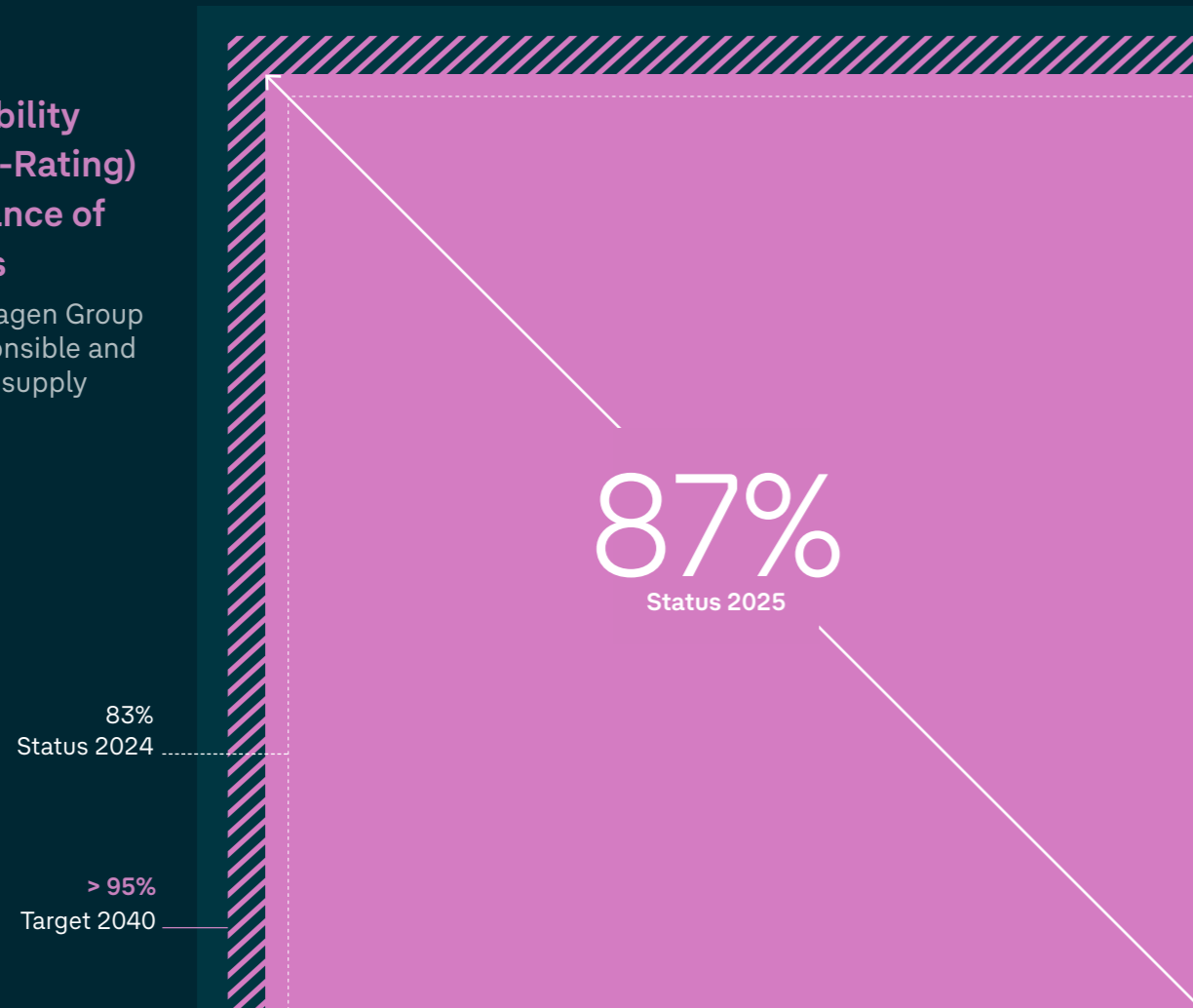
## Social Responsibility - Across the Supply Chain and Beyond

As a global company, the Volkswagen Group is embedded in social systems world-wide - from raw material extraction to everyday local life. The "Society" dimension of regenerate+ is focused on delivering concrete impact: through partnerships, global engagement, and transparent accountability in the supply chain. The goal is to minimise risks and help drive positive change.

1

### Sustainability Rating (S-Rating) Performance of Suppliers

The Volkswagen Group builds responsible and sustainable supply chains.



2

### Global Reputation KPI

The Volkswagen Group is a trustworthy and respected partner.

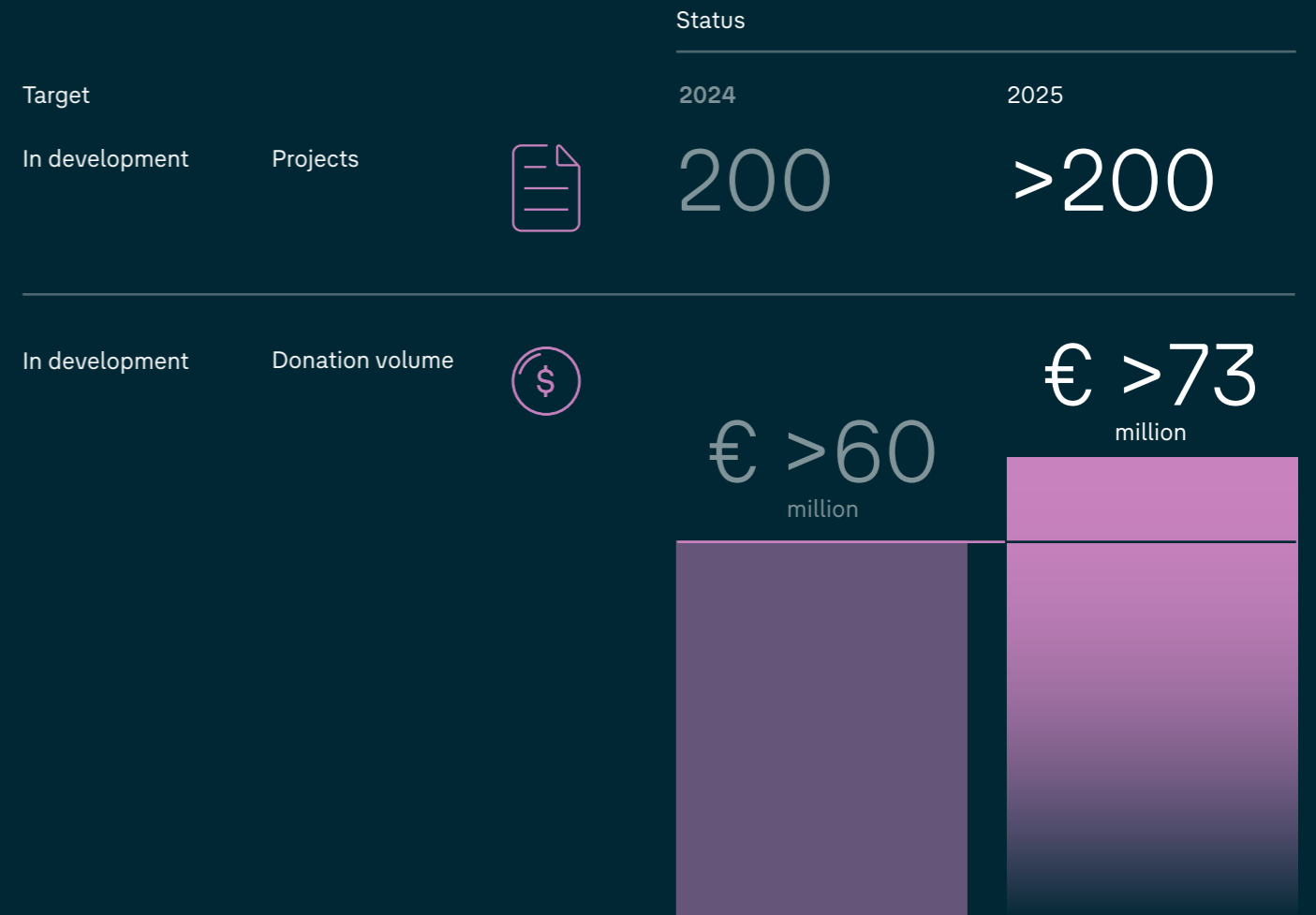
Status 2024: Framework and study under revision  
Target: In development

89%  
Status 2025

3

### Societal Impact (Projects/Donations)

The Volkswagen Group increases the positive societal impact of its actions.



## "Society" Dimension

### Annual Raw Materials Report 2025 Published

In 2025, the Volkswagen Group assessed 18 prioritised raw materials within its Raw Materials Due Diligence Management System to systematically manage human rights and ecological risks along the supply chains. The publication of the sixth edition of the [Raw Materials Report](#) makes this approach – as well as the further development of cross-brand and cross-regional processes – transparent and accessible.

#### Highlights 2025

##### Global Platform for Sustainable Natural Rubber (GPSNR)

For the first time, a representative of the Volkswagen Group participated in the annual GPSNR Conference in Singapore and brought the perspective of an automobile manufacturer into the industry-wide dialogue.

##### Cobalt

The Volkswagen Group has successfully concluded its five-year engagement within the framework of Cobalt for Development (C4D). The programme achieved concrete progress in the Democratic Republic of Congo, documented among other things in a joint Lessons Learned Paper.

##### Lithium

The Volkswagen Group has concluded the Responsible Lithium Partnership in the Salar de Atacama in Chile. The initiative will continue as an independent foundation.

##### Mica

Under the lead of Porsche AG, the Volkswagen Group, together with other automotive companies, has initiated activities in Madagascar aimed at improving working conditions in the mining and processing of the raw material mica. With the same ambition, Porsche AG also supports projects of the Responsible Mica Initiative in mica mining regions in India.



The Raw Materials Report provides a **concise and transparent overview of how we manage risks associated with our 18 prioritized raw materials and implement concrete measures step by step – and offers insight into the essence of our work: how we navigate complex supply chains, assume responsibility, and initiate developments that can contribute to greater sustainability."**

**Friederike Schön**  
Global Head of Supplier Risk & Sustainability Management,  
Volkswagen AG



### Nickel Impact Programme Indonesia (NIPI) Launched

As a founding member of the local partnership project "NIPI", the Volkswagen Group, together with other industrial companies, is committed to improving environmental and social standards in the Indonesian nickel sector – particularly on the island of Halmahera. The region is significant for nickel extraction, a raw material used among other things in batteries for electric vehicles. Given the ecological sensitivity and the social challenges in the mining and processing areas, it was identified as a priority for partnership engagement. The affected communities are at the centre of the measures, even where there is no direct supply relationship with a particular mine. The goals are to protect biodiversity, improve living conditions, and help raise water quality in the mining regions.



# "Society" Dimension

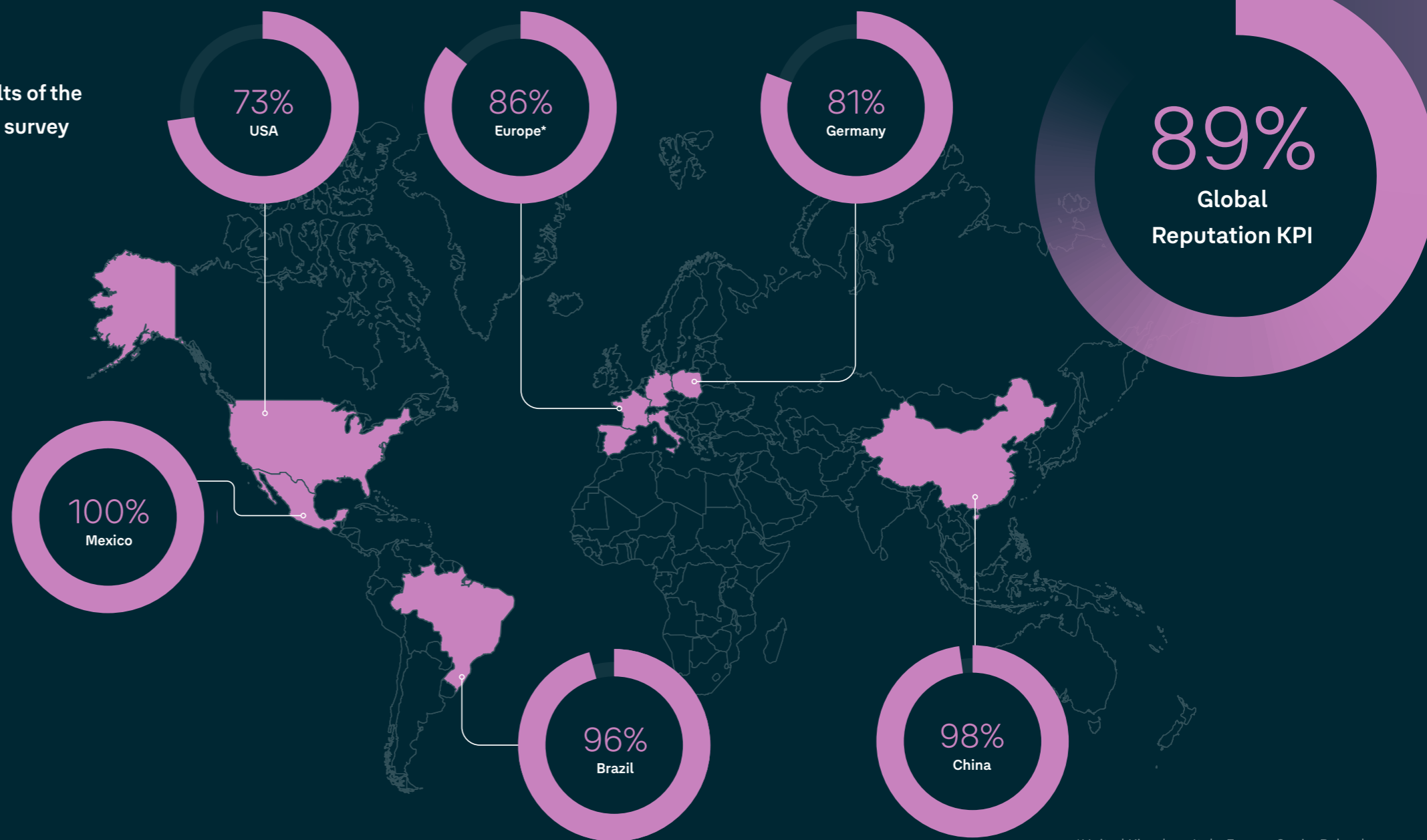
## Global Engagement

Beyond the supply chain, the Volkswagen Group also makes a societal contribution – globally, locally, and through partnerships. This year, more than 200 global projects were reported as local engagements at Volkswagen Group locations. The projects focused on strengthening local communities and building resilience, with poverty alleviation and social security identified as key societal impact areas for regenerate+.

Among other projects, the Impact Fund this year supported the "Gemeinsam engagiert" (Engaged Together) project. This Corporate Volunteering Programme aims to strengthen societal engagement and give employees the opportunity to take an active and sustained part in voluntary work.

A further supported project is aimed at our global trade and service partners: with the initiative goTOzero RETAIL, we support them in measurably reducing their ecological footprint and firmly integrating sustainability into their day-to-day operations.

Results of the 2025 survey



\*United Kingdom, Italy, France, Spain, Poland

## Global Reputation KPI

The reputation of the Volkswagen Group is a central factor in corporate success. Accordingly, the Volkswagen Group has regularly conducted a study since 2017 to measure the trust of external stakeholder groups – media, NGOs, science, politics, investors, analysts, and business partners.

In the years 2024/25, the reputation study was revised together with scientists and experts and now captures, in addition to reputation, also its central drivers and effects.

In 2025, the revised study was conducted for the first time not only in the core markets of Germany, the USA, and China, but also across additional European and American countries, in order to build a comprehensive picture of the Group's reputation in strategically important regions.

The Reputation KPI summarises how the company is rated across three reputation dimensions: trust, likeability and recognition. For each dimension, the share of positive evaluations is captured. The resulting average serves as the KPI for the overall positive perception of the company's reputation.

# "Business" Dimension

## Sustainable Business – Developing Future-Proof Business Models

The future of mobility is emission-free, connected, and circular – and increasingly shaped by regulation. With the business dimension, regenerate+ pursues the goal of embedding sustainability as a business principle: through the promotion of sustainable business models, the expansion of BEV, and financing via sustainable financial products.

1

### Revenue from Sustainable Business Models

The Volkswagen Group develops and promotes sustainability-oriented business fields.

Target: In development

# €63.9 billion

Status 2025

2

### BEV Share of Total Sales

The BEV transformation is a clear priority for a sustainable change in mobility.



8.3%  
Status 2024

# 10.9%

Status 2025

Target:  
Differentiated targets by brand and region, targets in adjustment

3

### Green Bond Share\*

The Volkswagen Group strengthens and intensifies sustainable financing. Green bonds remain an integral component of the financing of the Volkswagen Group.

# 31.5%

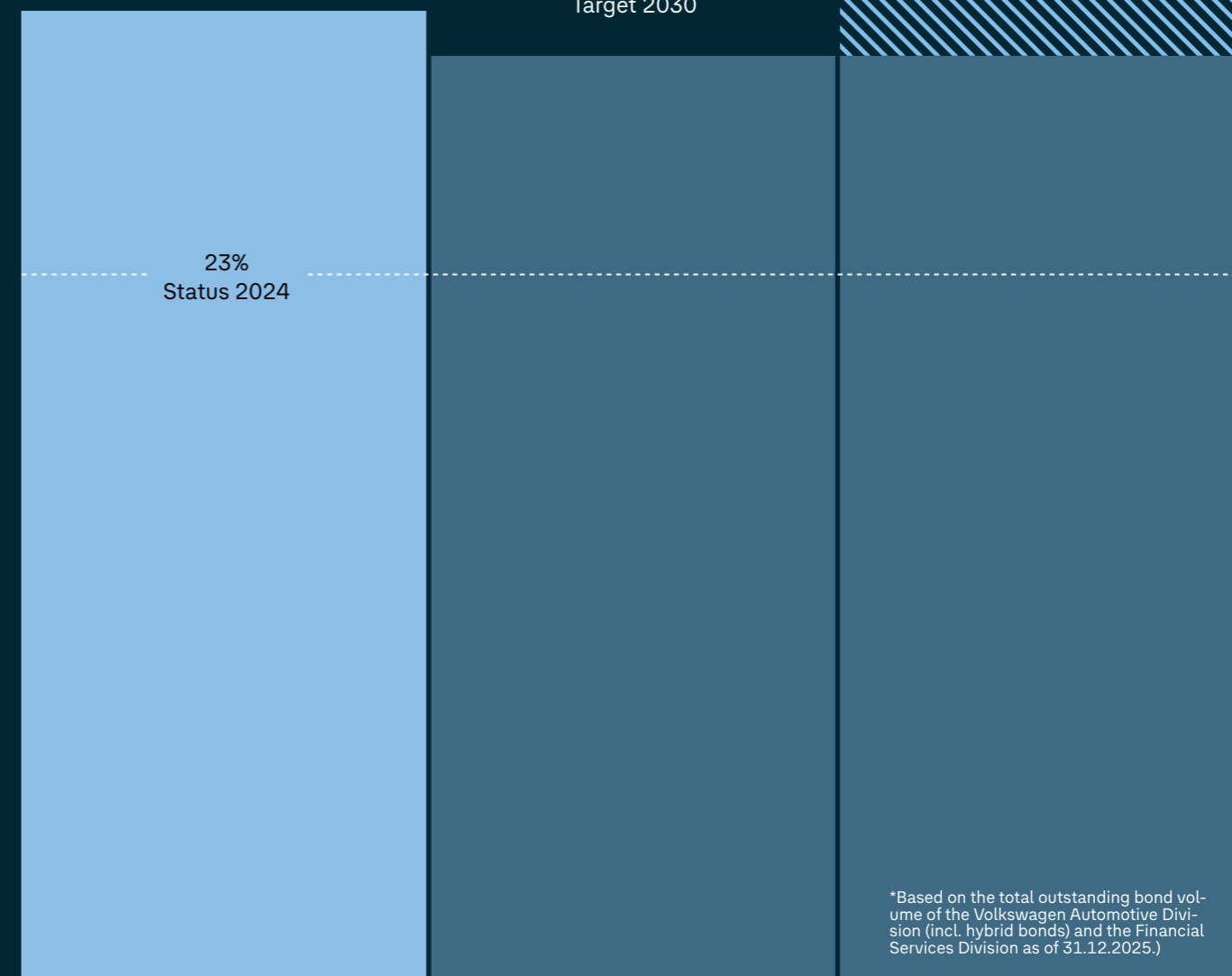
Status 2025

# 30%

Target 2030

# 50%

Target 2040



23%  
Status 2024

\*Based on the total outstanding bond volume of the Volkswagen Automotive Division (incl. hybrid bonds) and the Financial Services Division as of 31.12.2025.)





## “Business” Dimension

### Fully Electric – With Variety in the Model Portfolio

The Volkswagen Group’s portfolio now encompasses more than 30 fully electric models – from the premium segment to the compact city car. This underlines our aspiration, as a company

with strong brands, to make electromobility accessible to all. In 2025, the Volkswagen Group delivered a total of 983,100 BEVs, with a global BEV Share of 10.9%.

#### Top 5 Best-Selling BEVs in 2025

-  Volkswagen ID.4/ID.5
-  Volkswagen ID.3
-  Škoda Elroq
-  Audi Q4 e-tron
-  Audi Q6 e-tron

# 30

## all-electric models in the portfolio

## Sustainable Revenues

### A New KPI for Sustainable Business Models

In 2025, the Volkswagen Group introduced the Top-KPI Sustainable Revenues. It shows what share of our business model already contributes to ecological and societal sustainability goals today – making this progress transparent and manageable.

The assessment is based on a four-tier system, oriented towards external standards such as the EU Taxonomy and FTSE Green Revenues. The sum of Tiers 1–3 forms the overall value of Sustainable Revenues, which is set against total revenue.

This model provides a clear picture of which business areas are already making a meaningful contribution to sustainability and should be expanded going forward. The derivation, methodology, and application logic are all comprehensively documented in our [white paper](#), which can be found on the Group’s website under “Sustainability.”

# €63.9

## billion Total Sustainable Revenues 2025

19.9% of total revenue

Tier 1 €36.6 billion

Tier 2 + €27.4 billion  
Tier 3

**Clear & significant sustainability impact**  
(e.g. BEV business, charging & energy services, battery storage etc.):

**Contribution to sustainable transformation**  
(e.g. public mobility offerings, REEV business)

**Enablers & supporting solutions**  
(e.g. PHEV business, circular after-sales businesses such as remanufacturing)

# What We Want to Tackle Next – Outlook for 2026

After the strategic introduction of regenerate+ in 2024 and the start of operationalisation in 2025, our focus in 2026 is on implementing sustainability even more consistently, making it measurable, and embedding it more deeply in operational processes. Five priority areas lie at the heart of this work:

# 1

## regenerate+ Sharpening and Operational Anchoring

- Integrating the complete regenerate+ Top-KPI Set into all relevant governance and reporting processes.
- Updating ambition levels.

## Intensifying Exchange with Our Stakeholders

- Further strategic development of the Sustainability Council to provide effective input on key sustainability topics.
- Deepening trusted collaboration with key stakeholders.
- Expanding existing dialogue formats (e.g. the Group Sustainability Forum) to incorporate perspectives from civil society organisations, advocacy groups, and the scientific community.

# 2

# 3

## Digital Transformation of ESG Performance Management

- Developing digital tools further using artificial intelligence for ESG data collection and reporting.
- Better addressing strategically relevant ESG rating requirements.

# 4

## Decarbonisation

- Advancing the decarbonisation strategy with the aim of further reducing total emissions and continuously improving the decarbonisation index as the central Top-KPI.
- Identifying and implementing concrete decarbonisation measures.

## Biodiversity – Clear Governance and Start of First Projects


- Updating, refining, and rolling out the Group-wide biodiversity strategy.
- Finalising and integrating a Group-wide biodiversity indicator set.
- Launching the first projects from the biodiversity fund.

# 5

# Our Progress at a Glance – The 12 Top-KPIs of regenerate+

The following key figures form the backbone of our sustainability governance. They apply Group-wide, are strategically prioritised, and are reviewed on a regular basis. In this way we create transparency – internally and externally.

DIMENSION	KPI	TARGET
 <b>Nature</b>	<b>CO<sub>2</sub> Emissions</b>	The Volkswagen Group aims to become a net CO <sub>2</sub> -neutral company.
	<b>Share of Circular Materials in the Vehicle</b>	The Volkswagen Group is continuously working to reduce its reliance on primary raw materials.
	<b>Biodiversity Index</b>	The Volkswagen Group protects, maintains, and promotes biodiversity and ecosystems along the entire value chain.
 <b>Our People</b>	<b>Diversity Index</b>	The Volkswagen Group promotes a diverse, inclusive, and discrimination-free culture.
	<b>Training of Our Employees</b>	The Volkswagen Group aims to be a unique employer and to lead teams to success.
	<b>Accident Frequency Index (LTIFR)</b>	The Volkswagen Group stands for excellent health and occupational safety.

DIMENSION	KPI	TARGET
 <b>Society</b>	<b>Sustainability Rating (S-Rating) Performance of Suppliers</b>	The Volkswagen Group builds responsible and sustainable supply chains.
	<b>Global Reputation KPI</b>	The Volkswagen Group is a trustworthy and respected partner.
	<b>Societal Impact (Projects/Donations)</b>	The Volkswagen Group increases the positive societal impact of its actions.
 <b>Business</b>	<b>Revenue from Sustainable Business Models</b>	The Volkswagen Group develops and promotes sustainability-oriented business fields.
	<b>BEV Share of Total Sales</b>	
	<b>Green Bond Share</b>	The Volkswagen Group strengthens and intensifies sustainable financing.

# Further Information & Publications

The following resources are available  
for everyone wishing to dive deeper:

**Sustainability Strategy Online**

**Sustainability Report 2025 (integrated in Annual Report)**

**ESG Factbook 2025**

## Contact

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We look forward to exchanging ideas with you –  
about our progress, our goals and our joint path  
towards sustainable mobility.