

SUPERVISORY BOARD APPROVES FUTURE PLAN 2030

A STRONG SIGNAL FOR VOLKSWAGEN GROUP

Investor & Analyst Call

04 September 2026

Disclaimer

The following presentations as well as remarks/comments and explanations in this context contain forward-looking statements on the business development of the Volkswagen Group. These statements are based on assumptions relating to the development of the economic, political and legal environment in individual countries, economic regions and markets, and in particular for the automotive industry, which we have made on the basis of the information available to us and which we consider to be realistic at the time of going to press. The estimates given entail a degree of risk, and actual developments may differ from those forecast.

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

Any changes in significant parameters relating to our key sales markets, or any significant shifts in exchange rates, energy and other commodities or the supply with parts relevant to the Volkswagen Group will have a corresponding effect on the development of our business. In addition, there may also be departures from our expected business development if the assessments of the factors influencing sustainable value enhancement and of risks and opportunities presented develop in a way other than we are currently expecting, or if additional risks and opportunities or other factors emerge that affect the development of our business.

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 Such statements are valid on the date of publication and can be superseded.

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

Transformation need in a massively changed environment

Turnaround

2023-2025

TOP 10
programs

**Changed
environment**

Geopolitics

Trade

Regulations

Markets

Transformation

**Transformation
need**

**GROUP
TARGET
PICTURE
2030**

Group Target Picture 2030 | 12 Initiatives

01

TARGET PICTURE

02

FINANCIAL FRAMEWORK

I. TECHNOLOGY

- 03 Product Portfolio
- 04 Technology Roadmap
- 05 Production Network

II. PERFORMANCE

- 06 Operational Excellence
- 07 Leadership and Incentives
- 08 HR Measures
- 09 Growth

III. STEERING

- 10 Investment Portfolio
- 11 Regions (CN, NAR, EU)
- 12 Governance

Supervisory board approves future plan

Volkswagen Group sets course for sustainable success

Supervisory Board
approves
comprehensive
Group Target
Picture 2030

Group and brands:
more competitive,
more effective and
more future-oriented

Board to **jointly drive**
implementation with
brands, entities, and
employee
representatives

FINANCIAL FRAMEWORK

Strengthening the financial foundation

Annual sales **volume** of
9mn vehicles as premise
for future cost base

**Operating margin target
of 9% by 2030** - midpoint
of 8-10% ambition

Invest in capex and R&D
to be reduced to
€135 bn (2027-31)

I. TECHNOLOGY

Sharpening technology and focusing the portfolio



Reducing number of models by -50% and component variety by 75% by 2035

Consolidation of platforms, E/E-architectures, ADAS, and software aligned to two hemispheres

Winning products and technologies with higher volumes per model at lower costs

I. TECHNOLOGY

Ensuring competitive production structures



Excess capacity of
>500,000 vehicles
in Europe
to be addressed

Currently no model allocation
for **Emden Zwickau, Hanover**
and **Neckarsulm plants**
(2031-2034)

Locations with opportunity
to **develop sustainable,**
competitive production
concepts within 6-12 m

II. PERFORMANCE

Boosting performance and operational excellence

Excellence programs
across **R&D, Procurement,**
Production, Quality, Sales
and **Overhead**

Lean **leadership structures**,
transparent **performance**
management culture -
rewarding **excellence**

Group-wide **workforce**
adjustment of add. **~50k**
positions agreed, incl. **25%**
of **global management roles**

III. STEERING

Sharpening steering and structures for the future

Focus on automotive core:
Streamlining the **portfolio**
and **focused capital**
allocation

Board with mandate to
develop model for **evolved**
decision-making and
leaner Group structure

Clear responsibilities
and **fast, more efficient**
and **modern** Group
management

III. STEERING

Future-ready business model and product priorities

NORTH AMERICA:

Reset for **growth**,
localized approach

EUROPE:

Secured **leadership**
in **core market**

CHINA:

#1 foreign OEM,
local-for-local



Decisions on the Group Target Picture 2030

Group Target Picture 2030

Units

9 million

Margin

9 %

SCA

€135 bn

EBIT

+ €31 bn¹

Product Portfolio

03



-50 % models

-75 % complexity

Technology Roadmap

04



Streamlining of technology paths

- Hardware
- Software
- ADAS

Production Network

05



-500k units of capacity

-€1.5 bn cost p.a.

Operational Excellence

06



-€20 bn¹ E|B|P|V|Q

-€11 bn¹ Overhead

Leadership/Incentives

07



-5.5K²

management positions

Performance-based compensation

HR Measures

08



-50,000 positions

- Partial retirement
- Mutual agreements
- Further instruments

Investment Portfolio

10



-35% invest portfolio

Focus on core business

Governance

12



- Structure of VW Pkw + Group Components
- Board composition
- Rules of procedure

Group target picture enables vision 2030

TARGET PICTURE

Focused product portfolio

Best-in-class technologies

Future-proof business model

Unique brand setup

Increased profitability

Efficient structures

Sorted investment portfolio

>>> VISION 2030



COMMUNICATION

Volkswagen Group. DRIVE.

Employees and leadership:
Mindset | DRIVE.

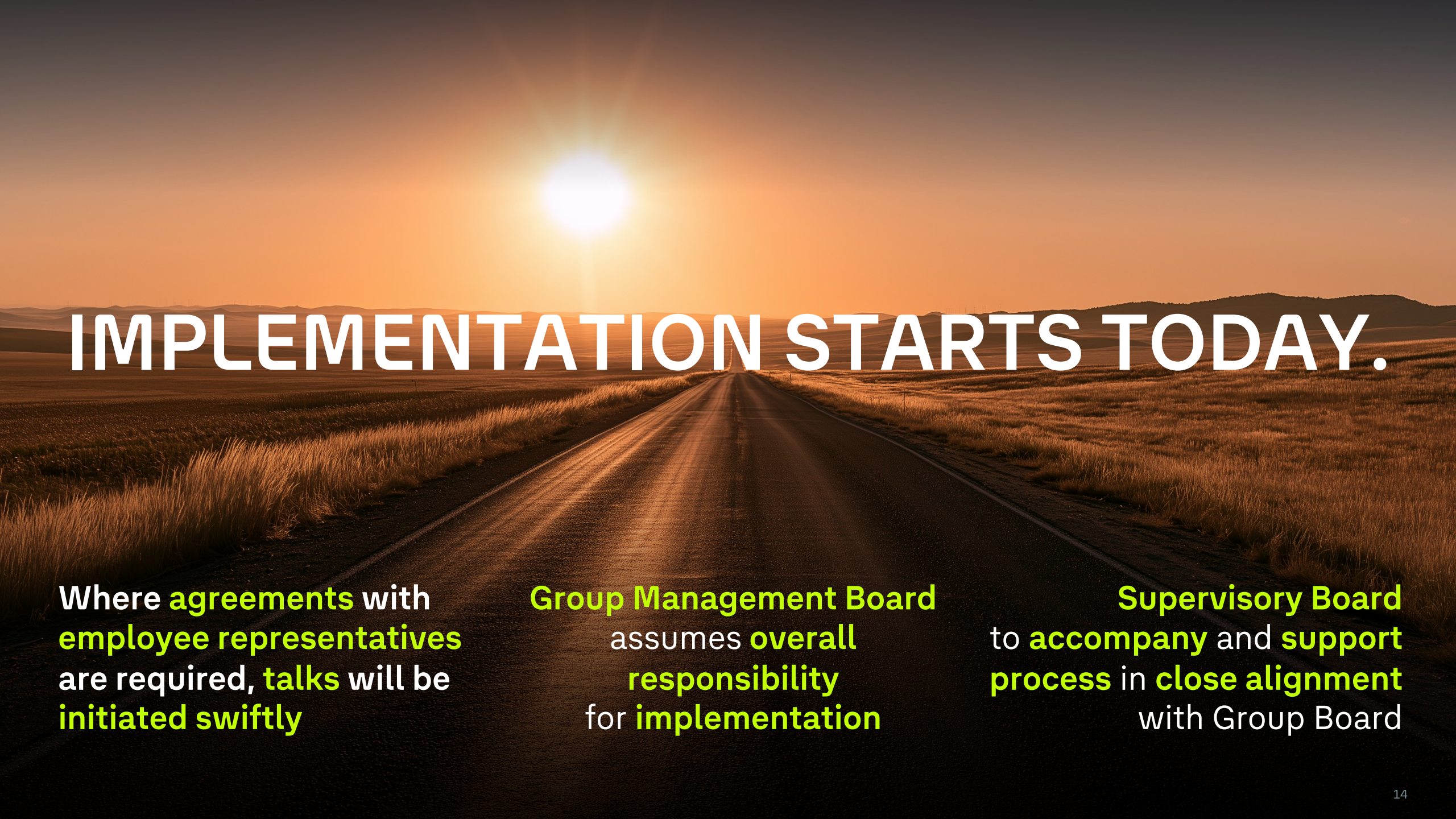
Capital market:
Credibility | DRIVE.

Public:
Confidence | DRIVE.

Politics and industry:
Trust | DRIVE.

Society:
Responsibility | DRIVE.

Partners:
Collaboration | DRIVE.



IMPLEMENTATION STARTS TODAY.

Where **agreements** with **employee representatives** are required, **talks** will be **initiated swiftly**

Group Management Board assumes **overall responsibility** for **implementation**

Supervisory Board to **accompany** and **support process** in **close alignment** with Group Board

Q&A

VOLKSWAGEN GROUP