Volkswagen AG
Roadshow Presentation



November 2026

Disclaimer

VOLKSWAGEN GROUP

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.

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1 9M Financial Performance

2 Volkswagen Group Strategy

Volkswagen Group Key Developments in Q3 2026

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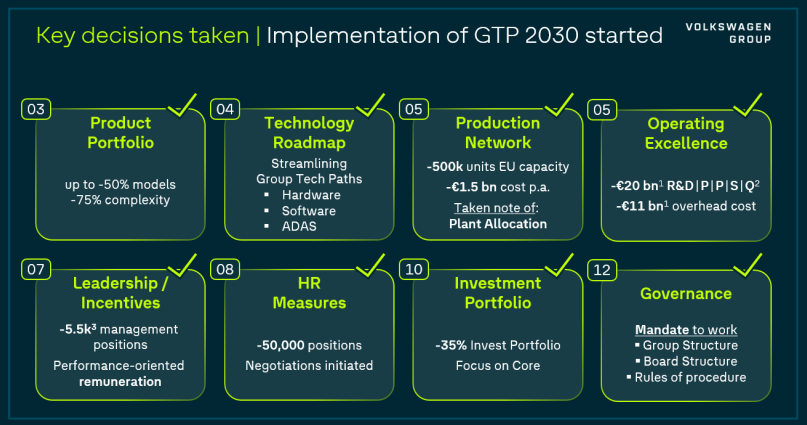
Electric Urban Car Family: Successful launch with around 150k orders received



NEW Atlas: Start of production of the next generation in the U.S.



NEW Audi Q9: Strengthening our premium position in the SUV segment in the US



Supervisory Board approval of **Group Target Picture 2030:** Implementation started



Investment Portfolio: Further progress achieved in portfolio management

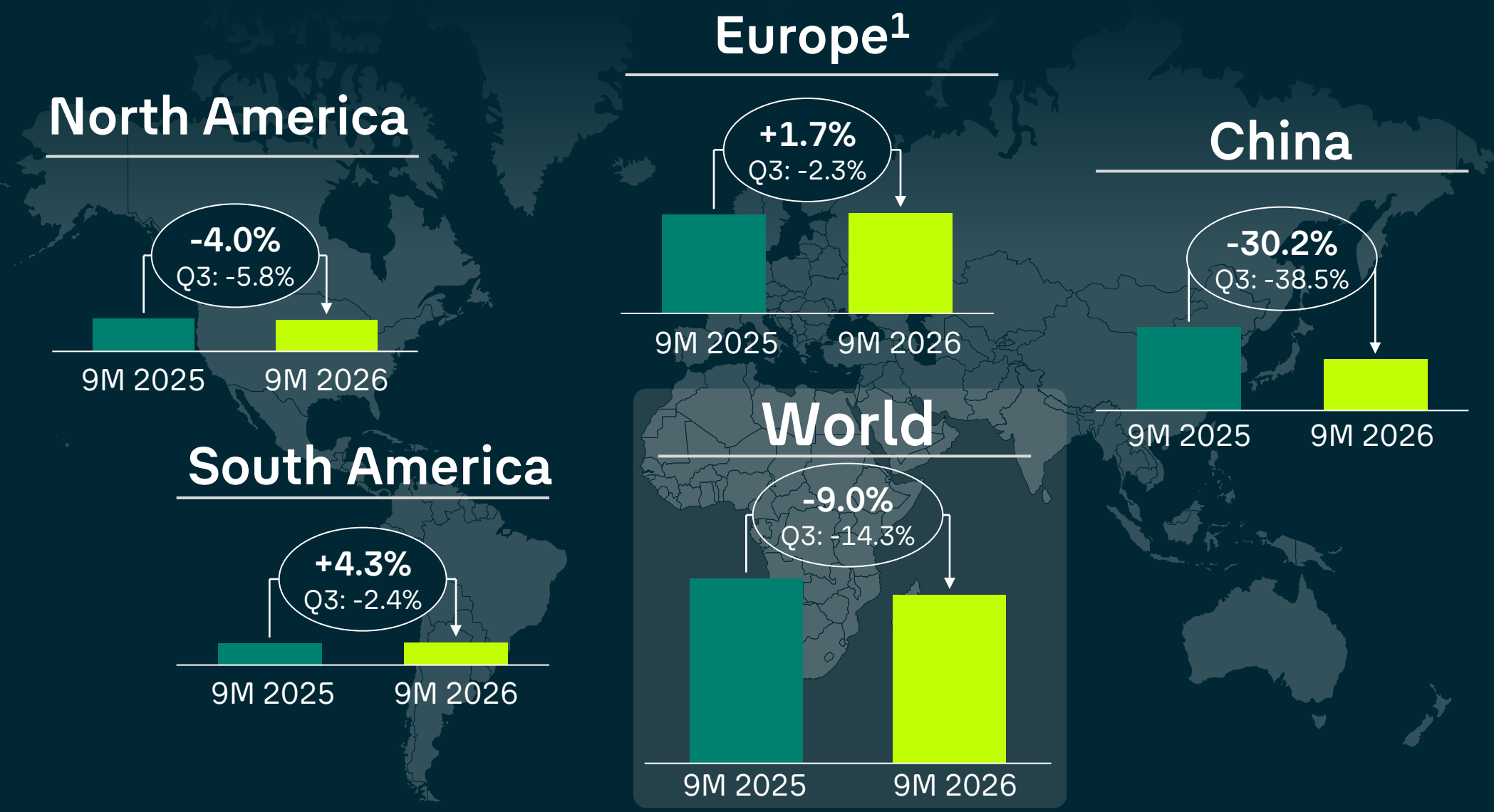


PowerCo & Gotion: Deepening the strategic battery partnership

Volkswagen Group Deliveries by Region

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Deliveries below prior-year levels in key regions, China significantly lower in weak market



1. EU 27+4.

Volkswagen Group 9M BEV & PHEV Deliveries

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Strong BEV growth in Europe partially compensated market pressure in China & North America

Top BEV Models 9M 2026





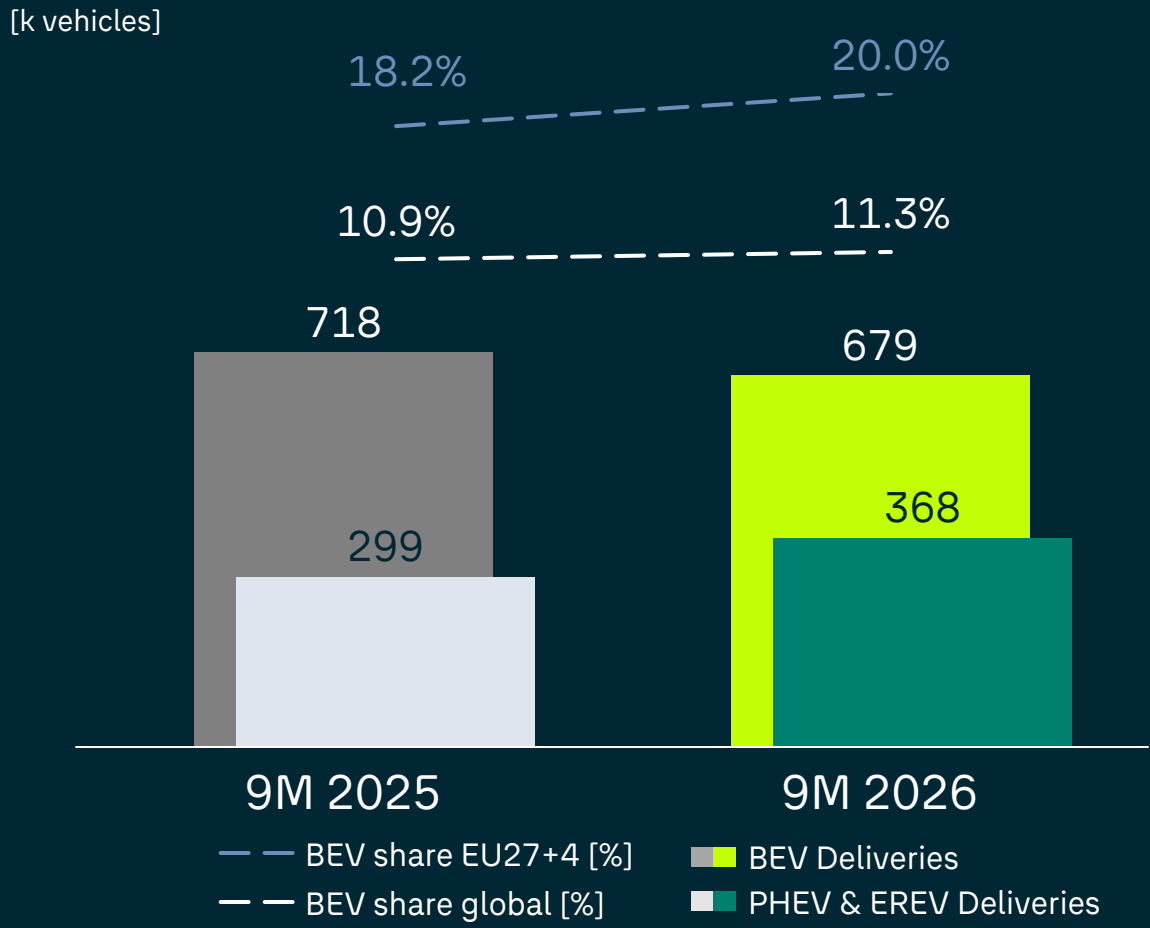








Annual Development



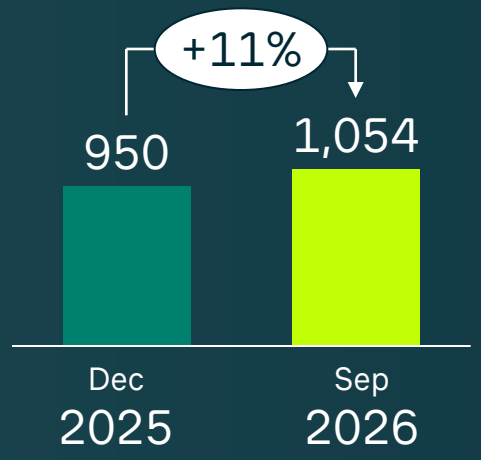
Volkswagen Group Order Situation

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European[1] order book up 11% year-to-date, order book reach at ~3 months

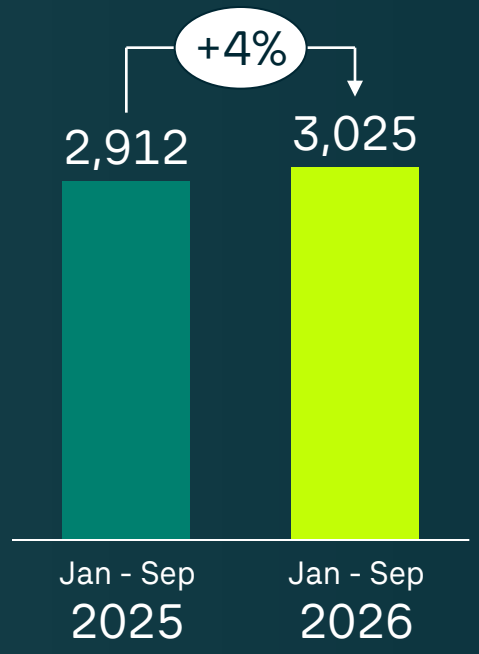
Order book

[k vehicles]



Order intake

[k vehicles]



BEV order intake up 39% year-to-date









1. EU 27+4.

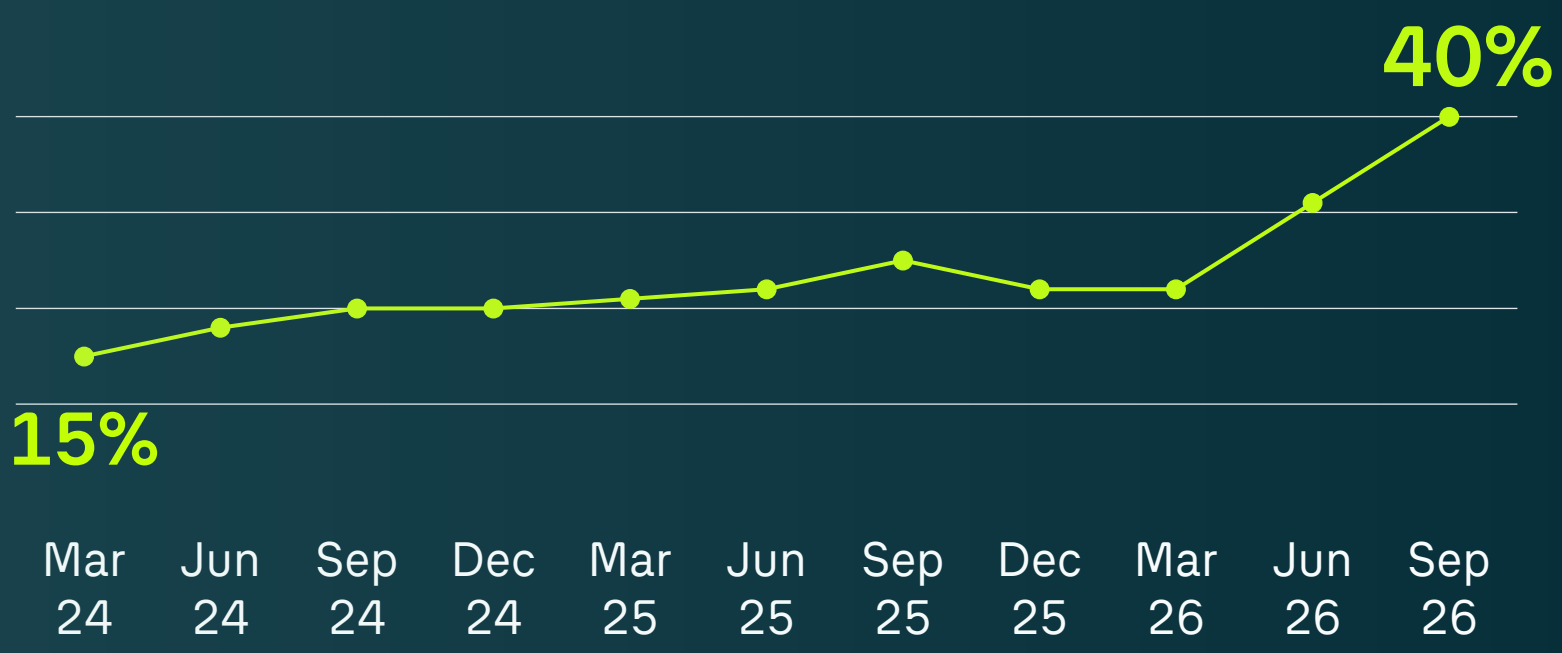
BEVs accounting for ~40% of the European order book

Share almost doubled since 2024

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BEV share in European order book

[% of total order book]



BEV share **strongly up to 40% as per September 2026,** up 18ppt since 12/2025

BEV order momentum supported in particular by the **Electric Urban Car Family with more than 150k orders**

Note: 2024–2025 data are Western Europe; from 2026 the reported scope is EU27+4. Values are rounded as stated in the source documents.

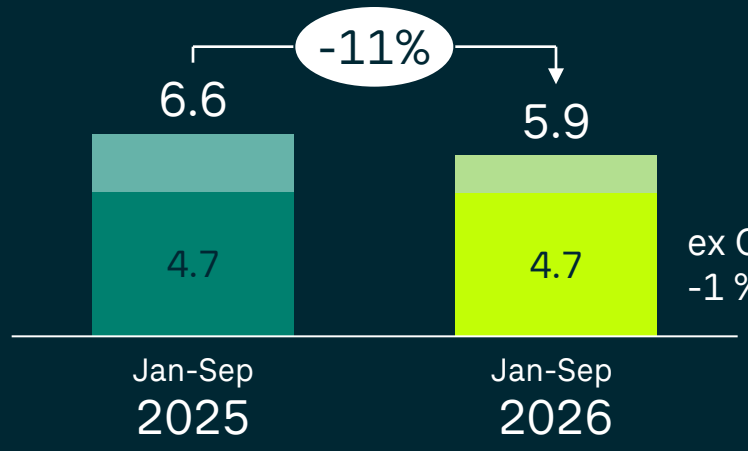
Financial Overview

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9M operating result impacted by significant special effects and soft China business

Vehicle Sales

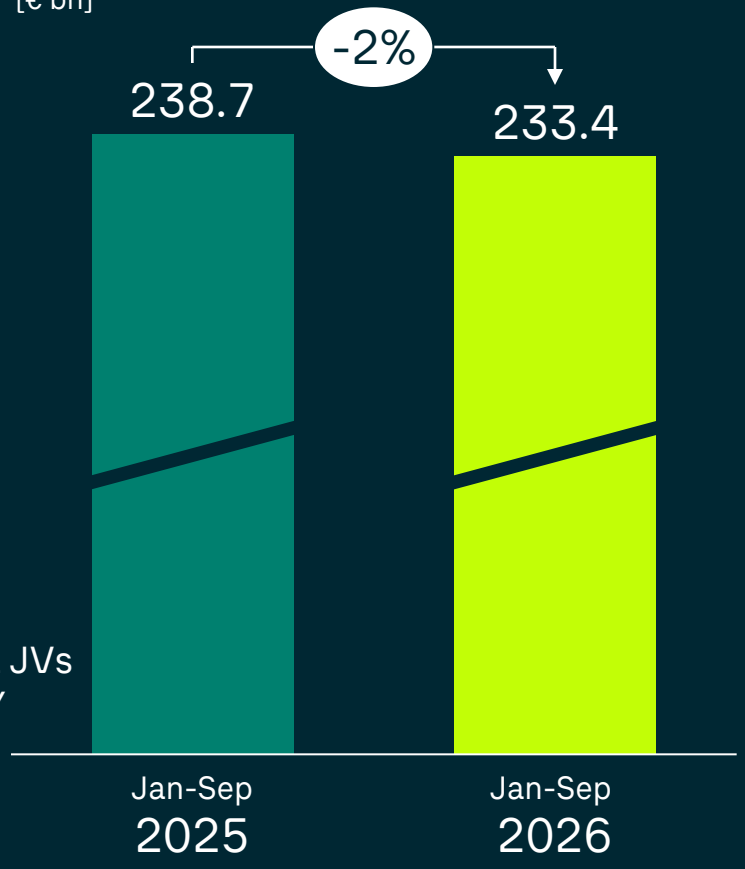
[m vehicles]



ex China JVs
-1 % YoY

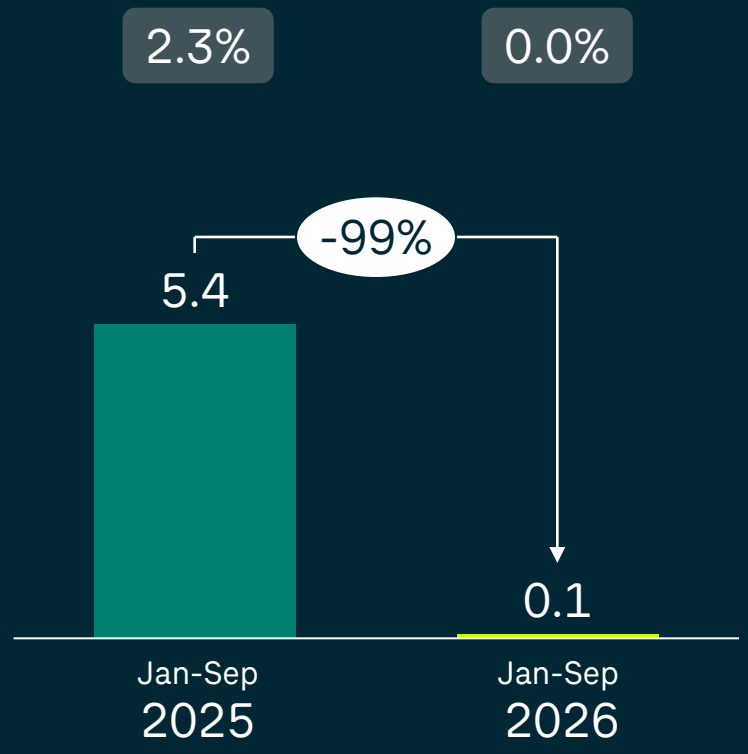
Sales Revenue

[€ bn]



Operating Result & Margin

[€ bn] Margin [%]

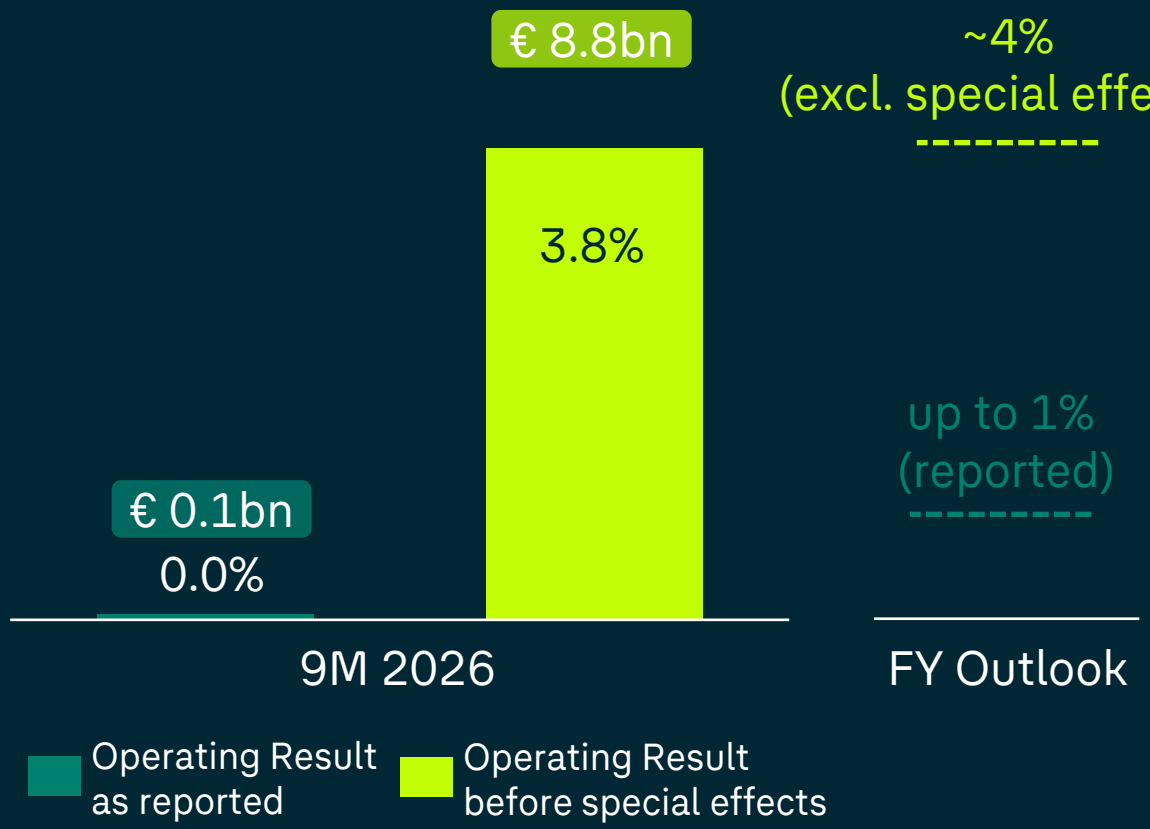


Operating Result and Profitability

€ 8.7bn negative special effects impacting 9M 2026 results, of which € 7.8bn in Q3

Operating Result & Margin

[Margin in %, Operating Result in € bn]



Special effects in 9M 2026

€ 7.8bn special effects in Q3

- € 6.4bn Porsche goodwill impairment
- € 1.0bn impairment of fully consolidated China assets
- € 0.3bn restructuring and other write-offs

€ 0.9bn booked in H1 (ID.4 EOP in U.S., net restructuring and end of Bosch cooperation)

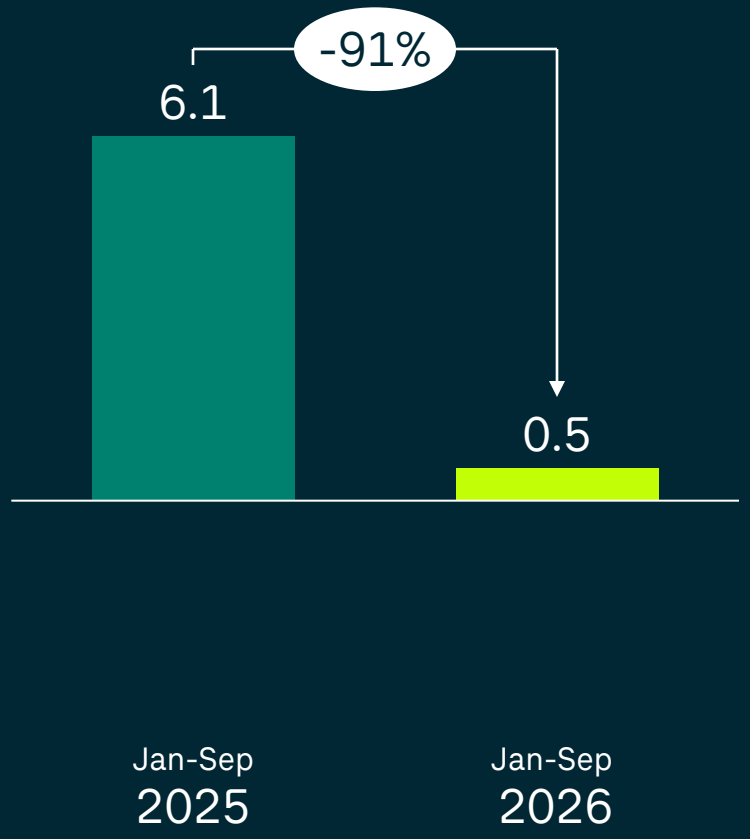
Profit Before and After Tax

Profit after Tax below prior year due to special effects booked in Q3

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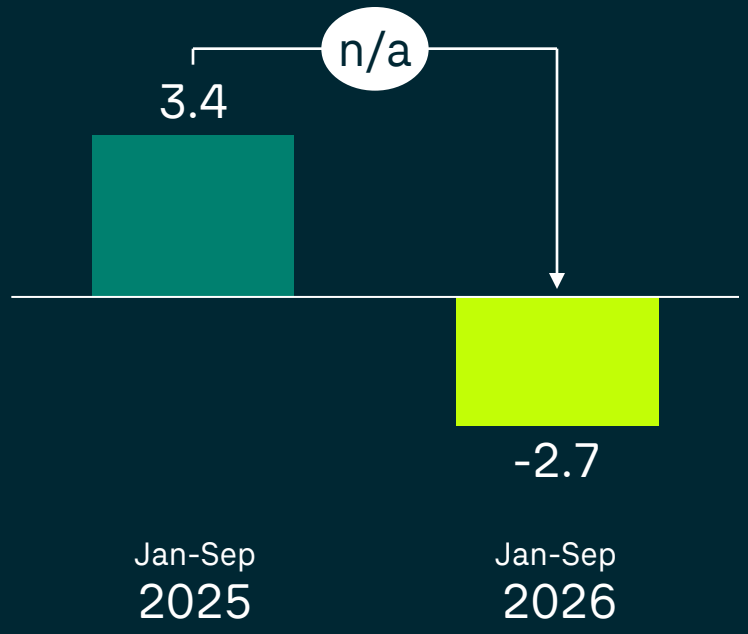
Profit before Tax

[€ bn]



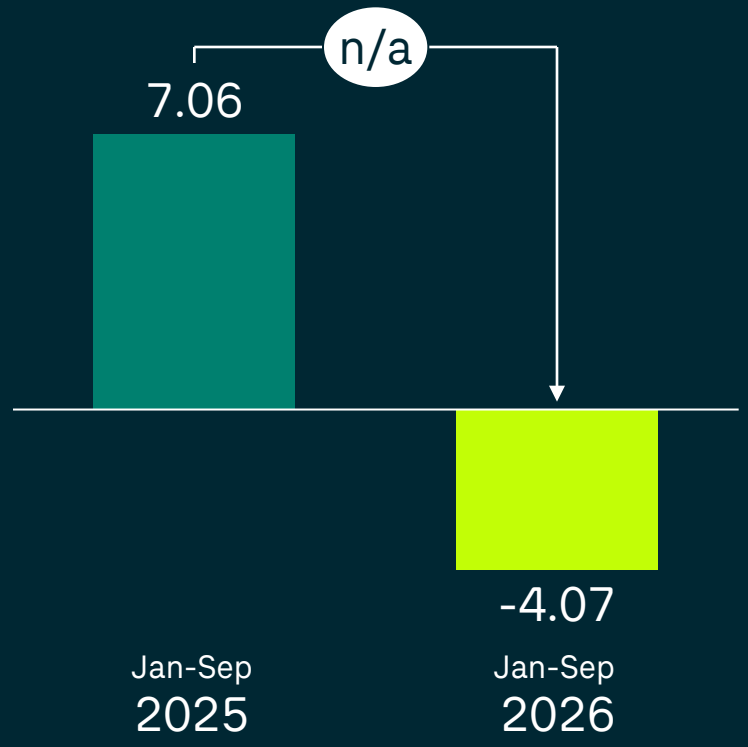
Profit after Tax

[€ bn]



Earnings per Preferred Share

[€]



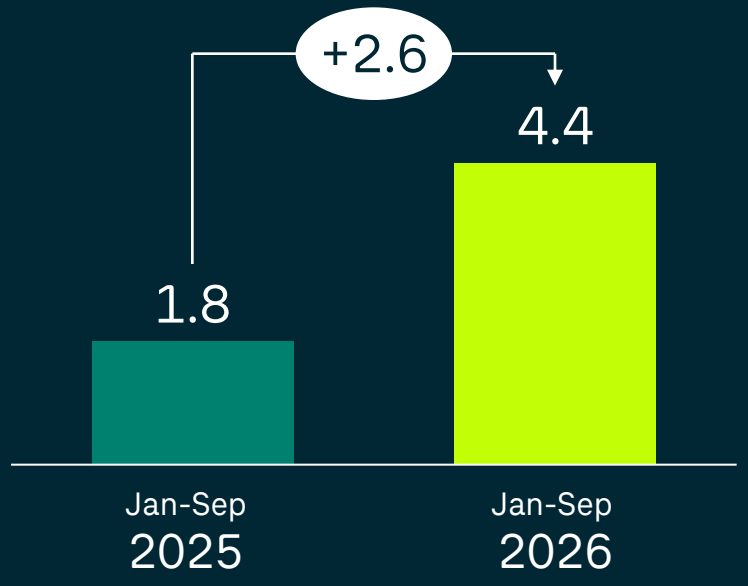
Automotive Net Cash Flow and Net Liquidity

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Reduced investments and portfolio measures support Net Cash Flow

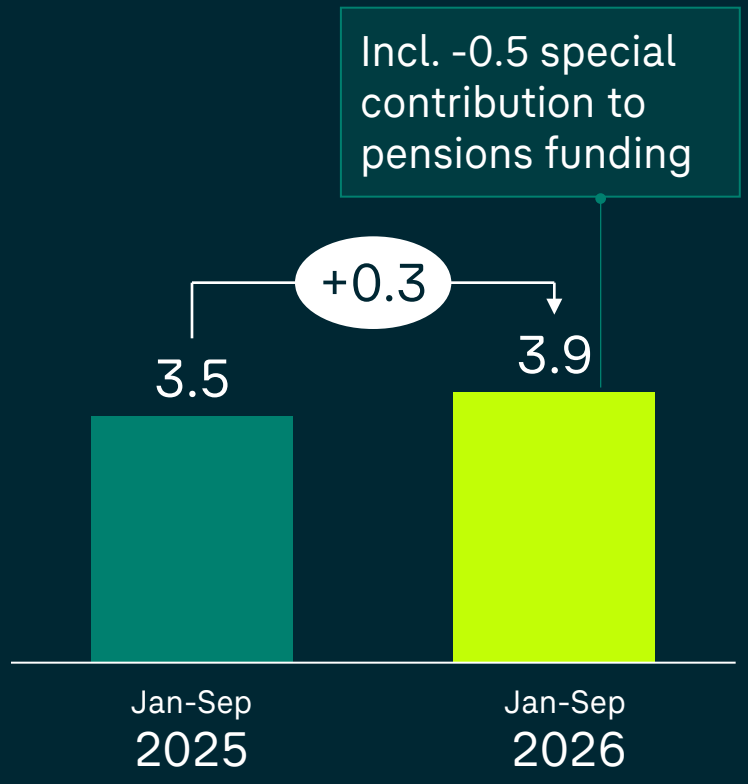
Rep. Net Cash Flow[1]

[€ bn]



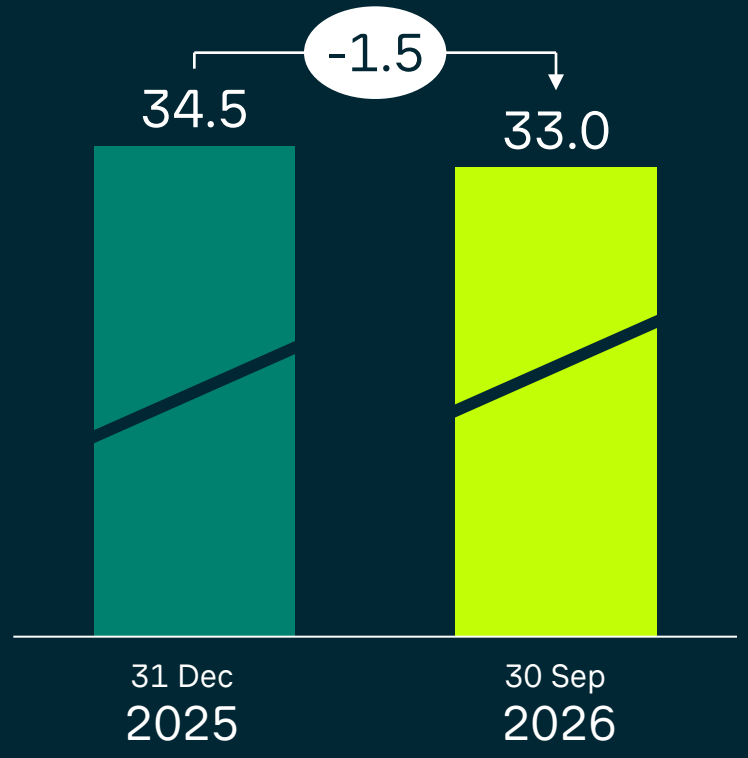
'Clean' Net Cash Flow[1, 2]

[€ bn]



Net Liquidity[1]

[€ bn]

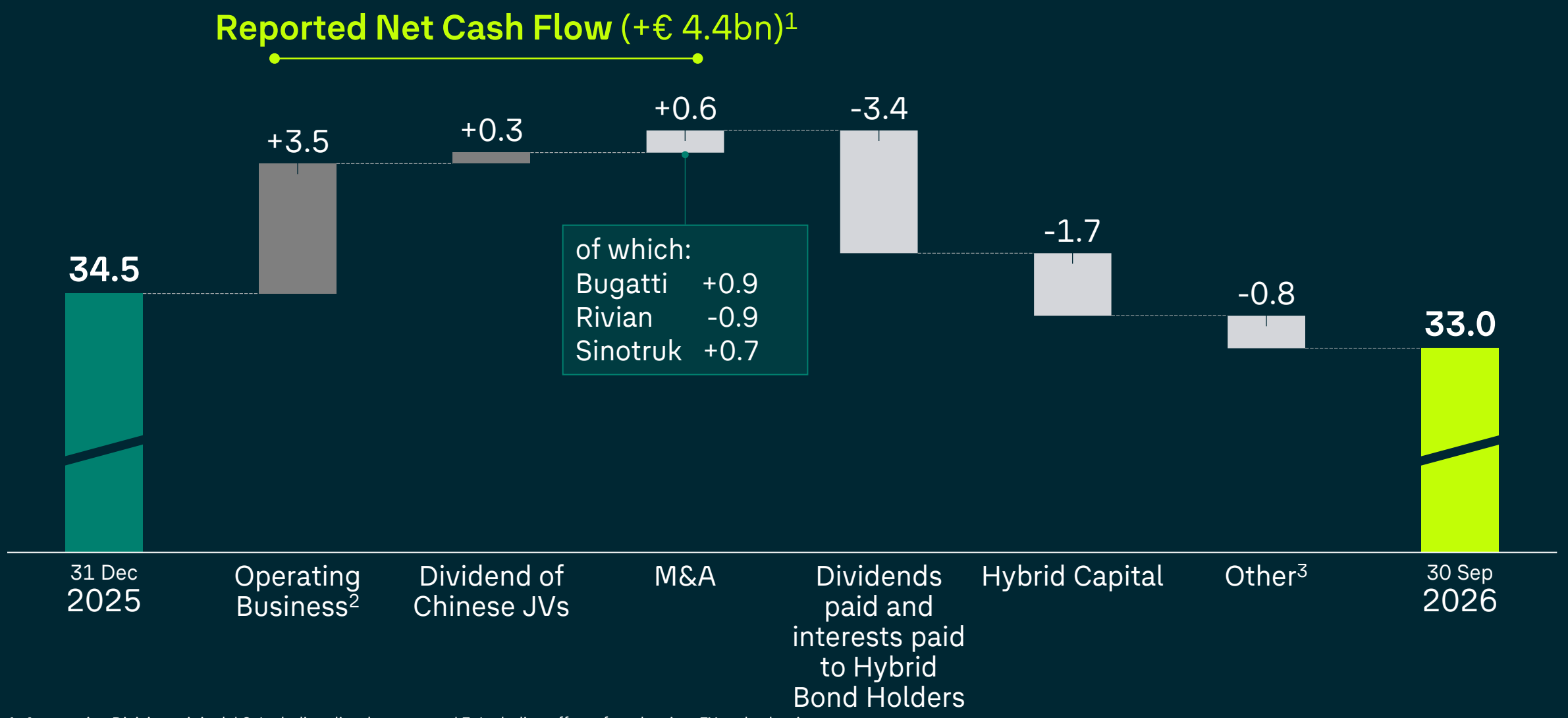


1. Automotive Division original. | 2. Before Diesel and M&A.

Automotive Net Liquidity

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Net liquidity remains at solid level despite hybrid bond redemption, Rivian payment and dividend



1. Automotive Division original. | 2. Including diesel payments. | 3. Including effects from leasing, FX and valuation.

Operating Result by Division

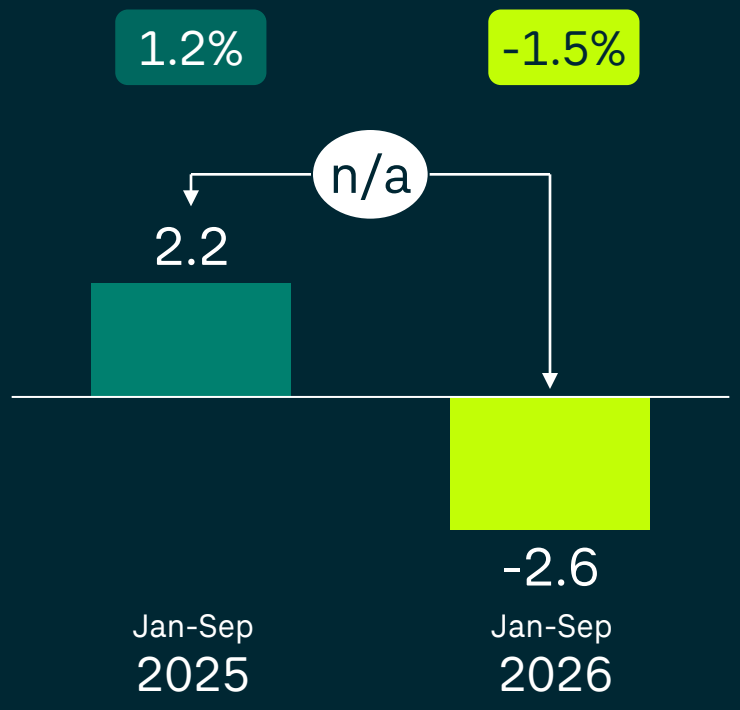
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Passenger Cars significantly burdened by special effects – solid operating performance in Commercial Vehicles and Financial Services despite dynamic environment

Automotive Division[1]

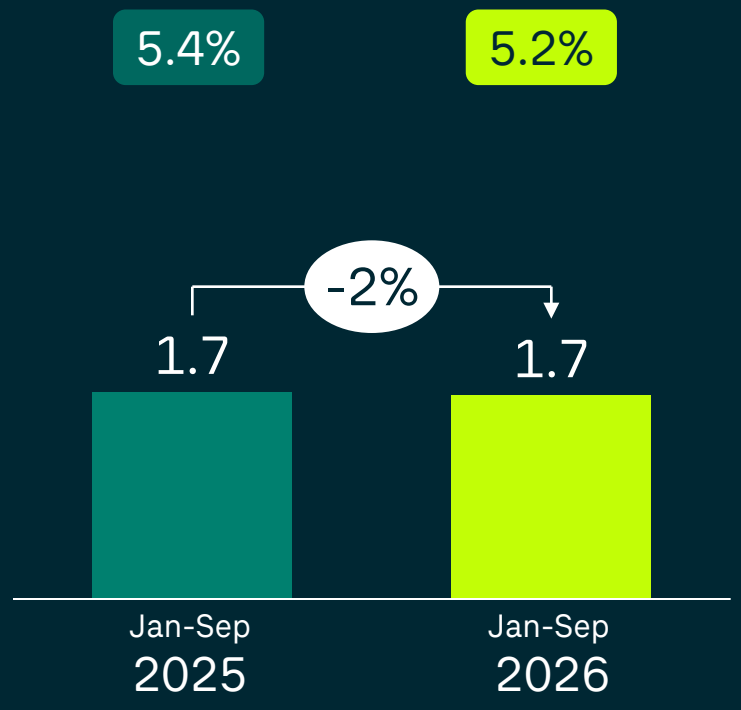
Passenger Cars

Operating Result [€ bn]
Margin [%]



Commercial Vehicles

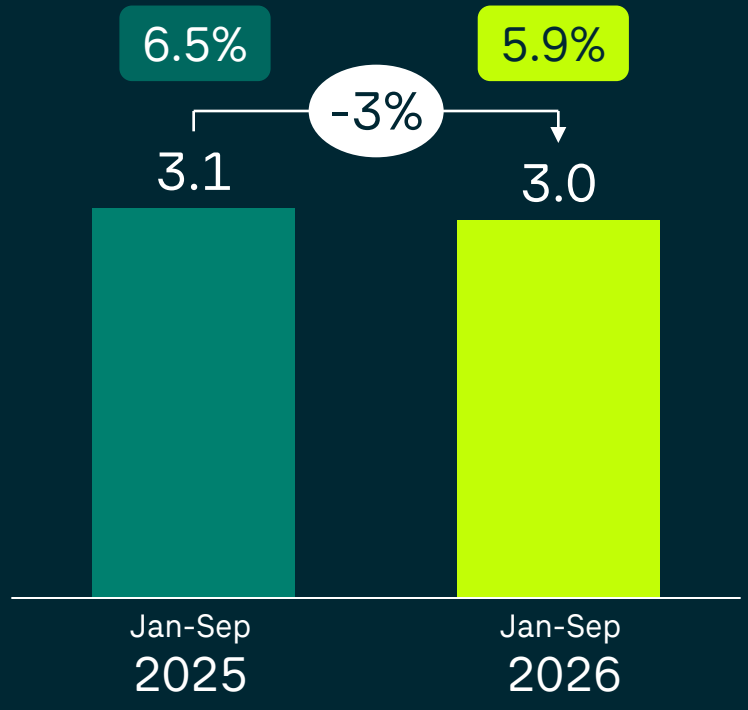
Operating Result [€ bn]
Margin [%]



Financial Services Division

Financial Services

Operating Result [€ bn]
Margin [%]



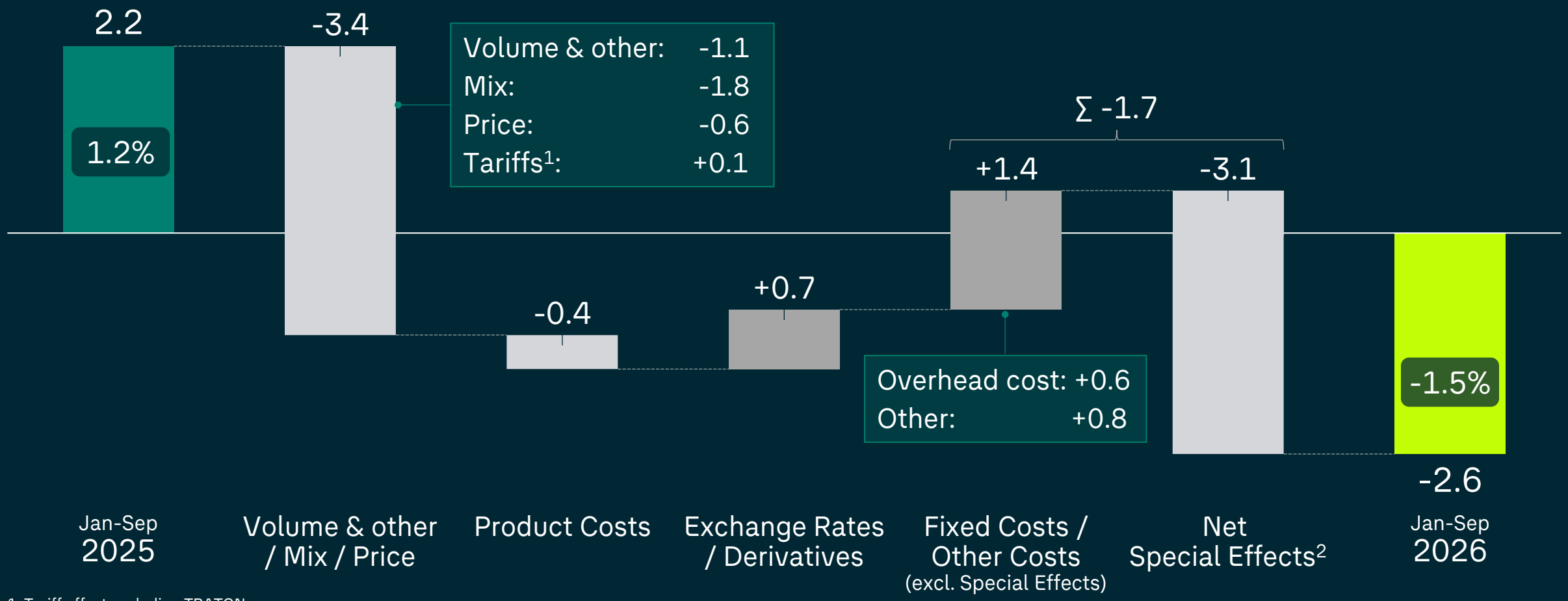
1. Automotive Division original.

Passenger Cars and Light Commercial Vehicles

Volume drags, mix suffers from BEV while fix cost work masked by special effects

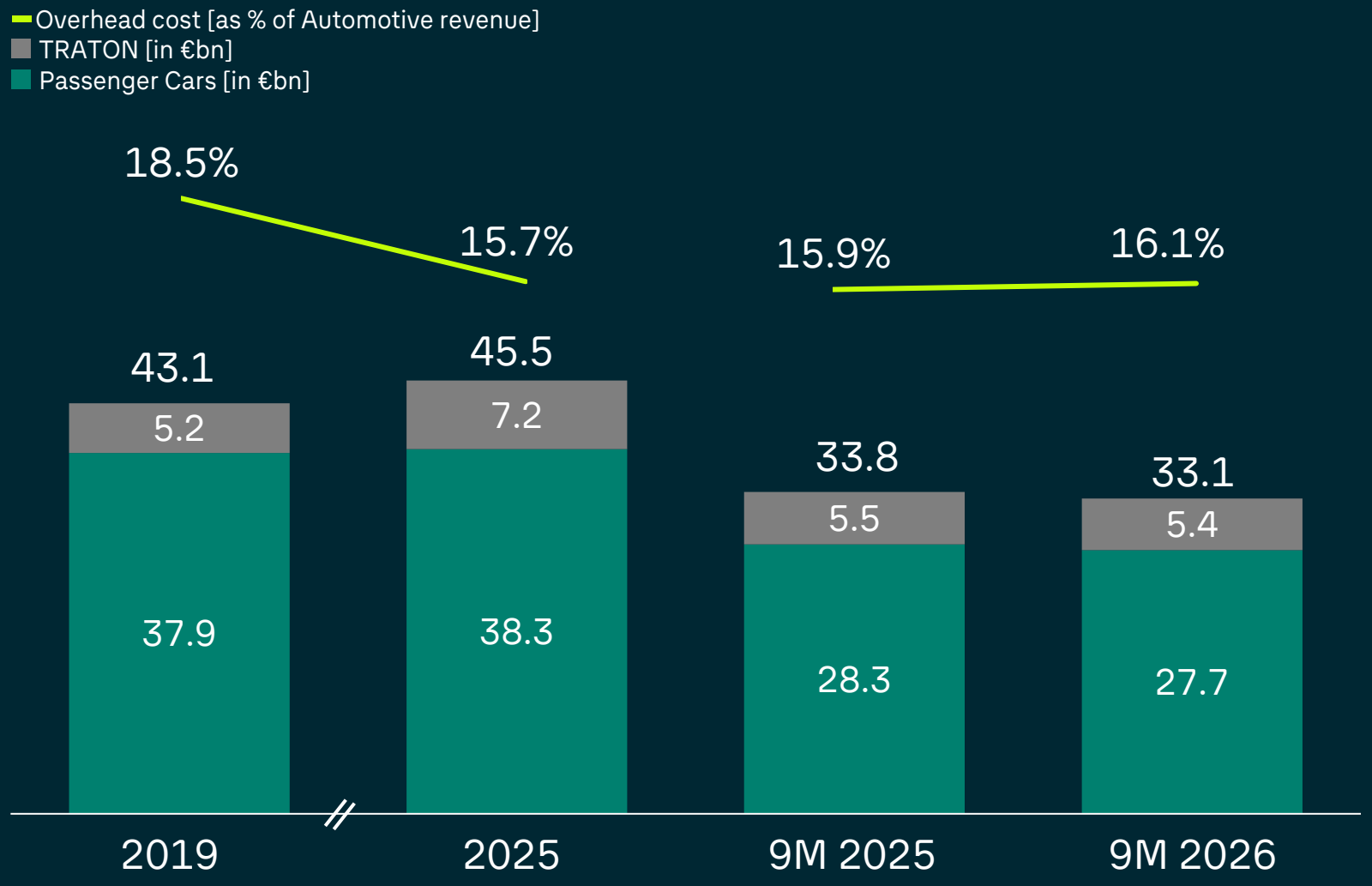
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Operating Result [€ bn]
Margin [%]



1. Tariff effect excluding TRATON.
2. Including amongst others net YoY effects of Porsche Goodwill impairment € -3.7bn, € -1.0bn impairment of fully consolidated China assets and € -0.5bn related to ID.4 production stop in the U.S., partly compensated by € +2.3bn net effect from Porsche realignment.

Overhead Cost Development Automotive Division



Overhead cost improved in absolute terms after 9M 2026, particularly driven by Passenger Cars

Overhead cost **ratio slightly up** due to **lower sales revenue**

9M 2026 Performance Brand Groups

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BGC showing resilience in dynamic market, BGP impacted by China; BGSL improving

	Core	Progressive	Sport Luxury
	Volkswagen, Volkswagen Commercial Vehicles, SEAT, CUPRA, ŠKODA	Audi, Lamborghini, Bentley, Ducati	Porsche
Vehicle Sales [k units]	**3,753** (flat)	**771** (-9%)	**176** (-11%)
Sales Revenue [€ bn]	**106.4** (flat)	**42.1** (-13%)	**22.1** (-7%)
Operating Result [€ bn]	**4.3** (-8%)	**1.2** (-26%)	**1.5** (>+100%)
Operating Margin [%]	**4.1%** (-0.3ppts)	**2.7%** (-0.5ppts)	**6.7%** (+7.7ppts)
Net Cash Flow [€ bn]	**+1.4**	**+2.4**	**+2.5**

9M 2026 Performance Brand Group Core

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Škoda with continued strong performance, VW brand below expectations

	Last 4 quarters trend	9M 26 (reported)	excl. special effects[1]
Brand Group Core		4.1%	4.9%
Volkswagen Brand		**1.3%**	2.6%
Škoda		**8.3%**	
SEAT/CUPRA		0.1%	
VW Commercial Vehicles		3.8%	
Group Components		6.5%	

1. Adjusted for cost related to restructuring, ID.4 production stop in U.S. and sale of Osnabrueck plant.

9M 2026 Performance Brand Group Trucks – TRATON[1]

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Sales revenue momentum further accelerating

TRATON
Sales Revenue [€ bn]	**31.9** (+2%)
Operating Result [€ bn]	**1.7** (-2%)
Operating Margin [%]	**5.2%** (-0.2ppts)
Net Cash Flow [€ bn]	**+0.8** (+1.3)

Revenue up on higher unit sales; International with strong momentum in Q3

Operating result strengthened through operational improvement, offset by tariffs, rising input costs and special effects

Significantly higher **Net Cash Flow** due to stronger operating performance, supported by Sinotruk stake sale

1. Commercial Vehicles. Delta to previous year figures in brackets.

9M 2026 Performance Volkswagen Financial Services

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	Volkswagen Financial Services[1]
Operating Result [€ bn]	**3.0** (-3%)

	Volkswagen Group Mobility
Contracts [‘000 units]	**27,850** (+1.5%)
Credit Loss Ratio [%]	**0.41** (stable)
Return on Equity[2] [%]	**13.1%** (+0.2 ppts)

Solid development of business and margin

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

Increased **residual value risk**

Credit loss ratio on **solid level**

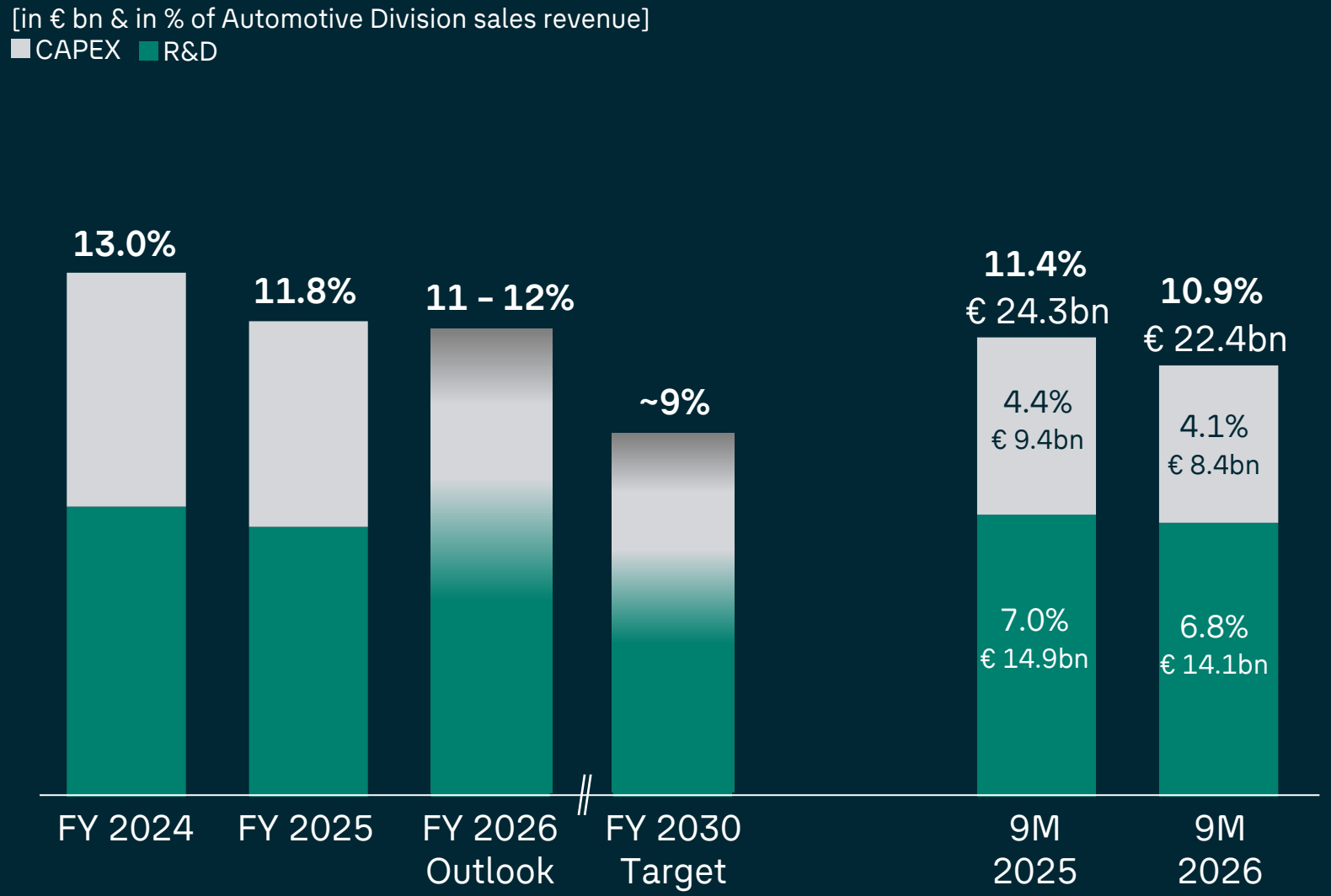
1. Volkswagen Financial Services Division (including TRATON FS and Porsche Holding). | 2. Calculated on basis of normalized 8% equity ratio. Delta to previous year figures in brackets.

Automotive Investment Ratio

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Focused investment spend discipline continues with further notable reduction in 9M 2026

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



Investment spend significantly reduced y-o-y in absolute and relative terms

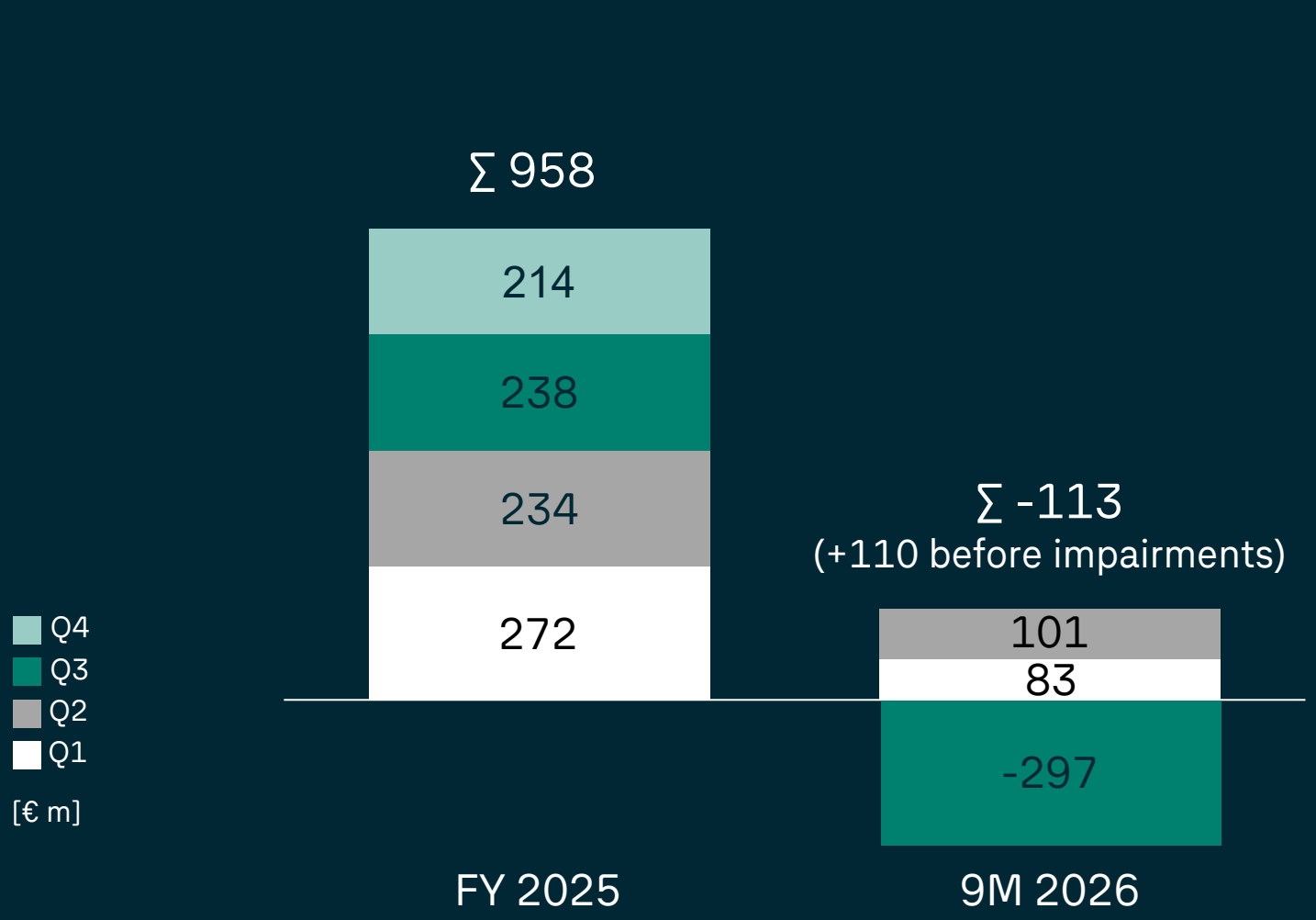
Automotive invest ratio expected within range of 11 to 12% in FY 2026

2027-31 investment plan totaling **€ 135bn** in-line with **~9% target ratio**

China Joint Ventures: Proportionate Operating Result

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Lower volumes and impairment of legacy platform overshadow strong cost work



2026 performance driven by

- sharply **lower volumes** in **weak market with fierce competition**
- cost related to **new NEV launches** with first **contributions** from Q3
- **impairment** of MEB **legacy platform**[1] (€ 0.2bn)
- intensified **cost work**

Before impairments, proportionate operating result expected **around break-even in full year 2026**

1. These impairments have no impact on the Volkswagen Group's financial statements, as the corresponding carrying amounts had already been reduced to zero at Group level.

Financial Outlook Full Year 2026

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	FY 2025	9M 2026	Outlook FY 2026[1]
Sales Revenue	€ 321.9bn	€ 233.4bn	around € 315bn
Operating Profit Margin	2.8%	0.0%	up to 1%
Automotive Investment Ratio[2]	11.8%	10.9%	11% to 12%
Automotive Reported Net Cash Flow	€ 6.4bn	€ 4.4bn	€ 3bn to € 6bn
Automotive Net Liquidity	€ 34.5bn	€ 33.0bn	€ 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 sale of majority stake in **Everllence** nor potential **effects from development and implementation of Group Target Picture 2030**

1. As announced on September 18, 2026 | 2. R&D and Capex combined.

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1 9M Financial Performance

2 Volkswagen Group Strategy

Group Target Picture 2030 | 12 initiatives

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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

Product Portfolio | Record product launch offensive

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>20
new models
in 2026





30
new models
in 2025





30
new models
in 2024



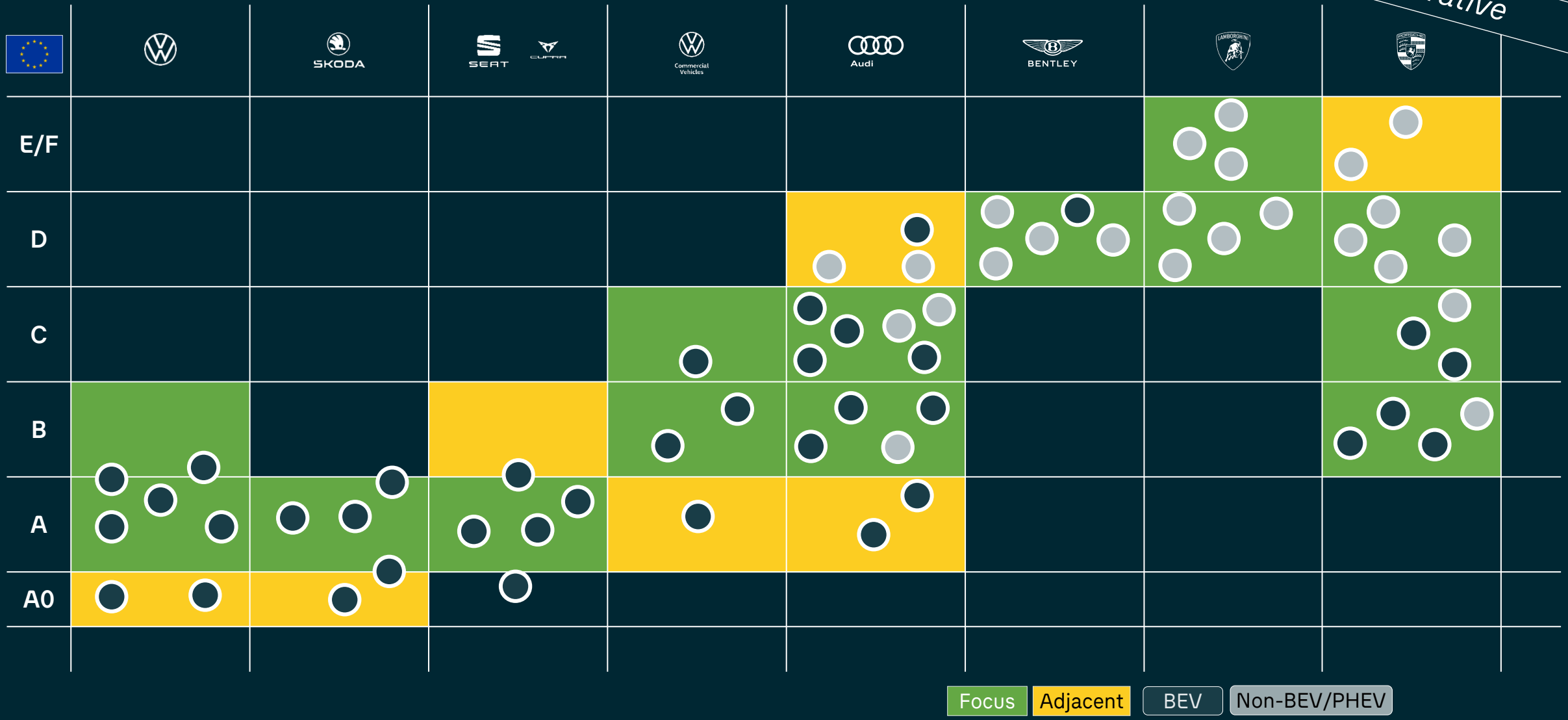


Product Portfolio | Building a future-proof model portfolio

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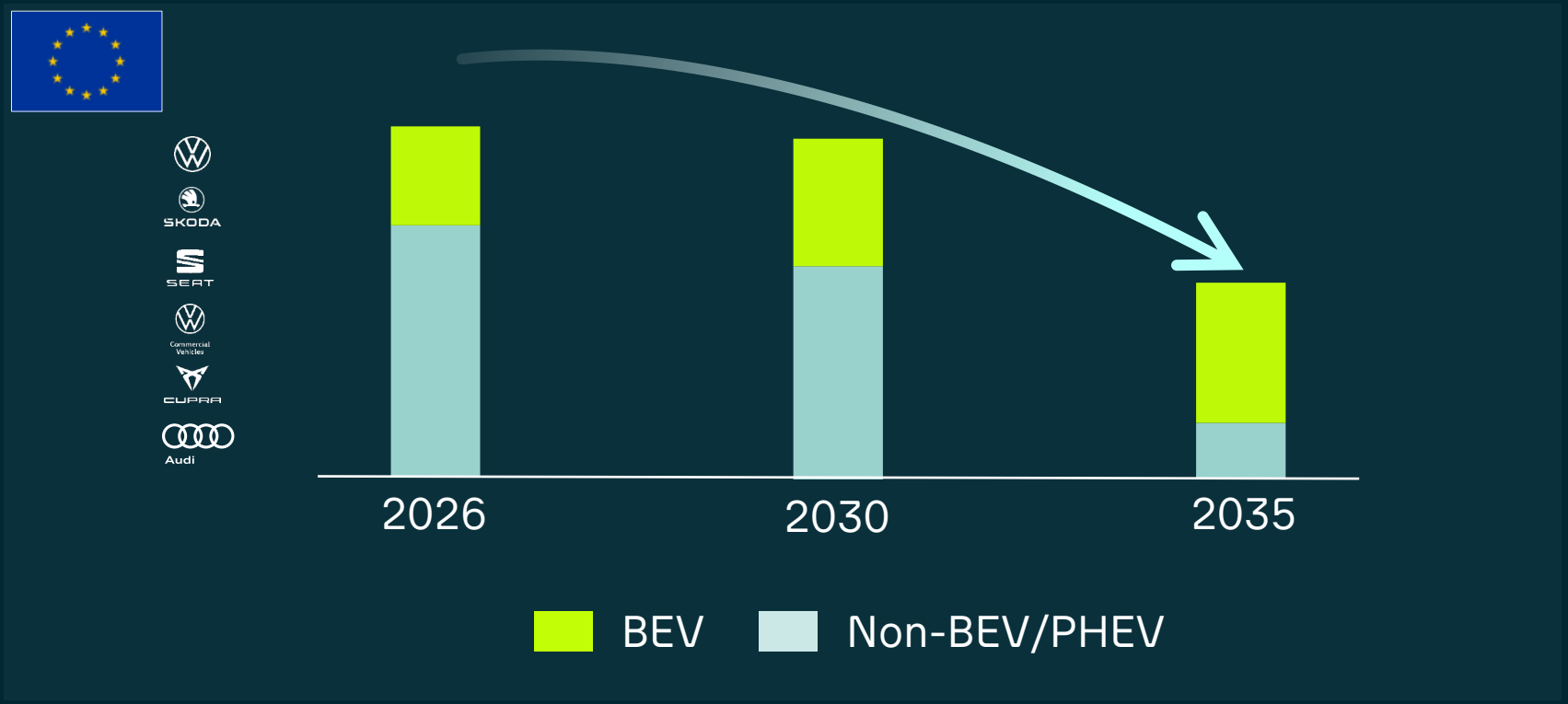
illustrative

2035 EU target portfolio



Product Portfolio | Targeted reduction of portfolio

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-45%
fewer models

+60%
avg. volume per hat

avg. profit per car

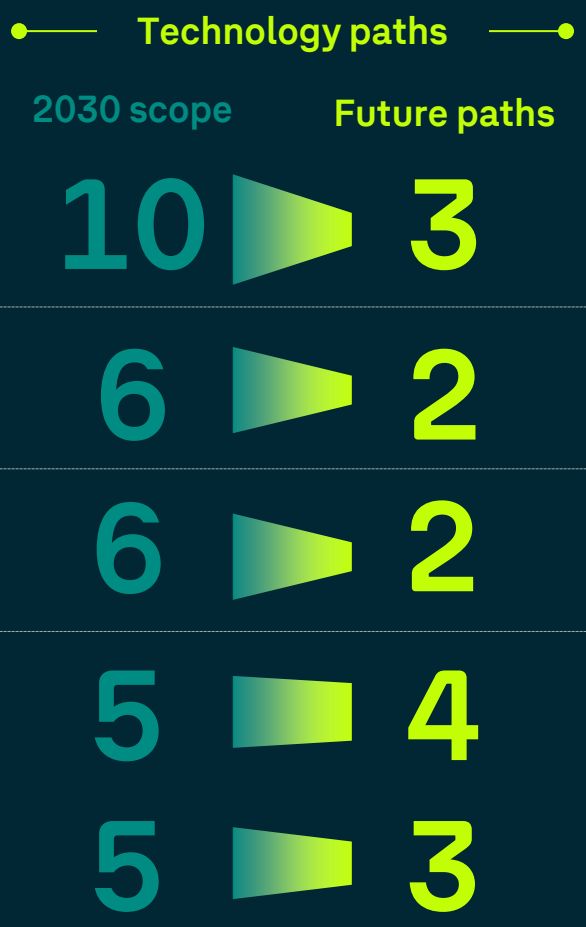
Targeted transformation of volume/premium portfolio **towards electric mobility**

Reduction of variants and niche models esp. in volume segment (e.g., T-Roc convertible)

Significantly **lower cost of R&D, production and sales** as well as **investments**

Technology | Convergence to future technology paths

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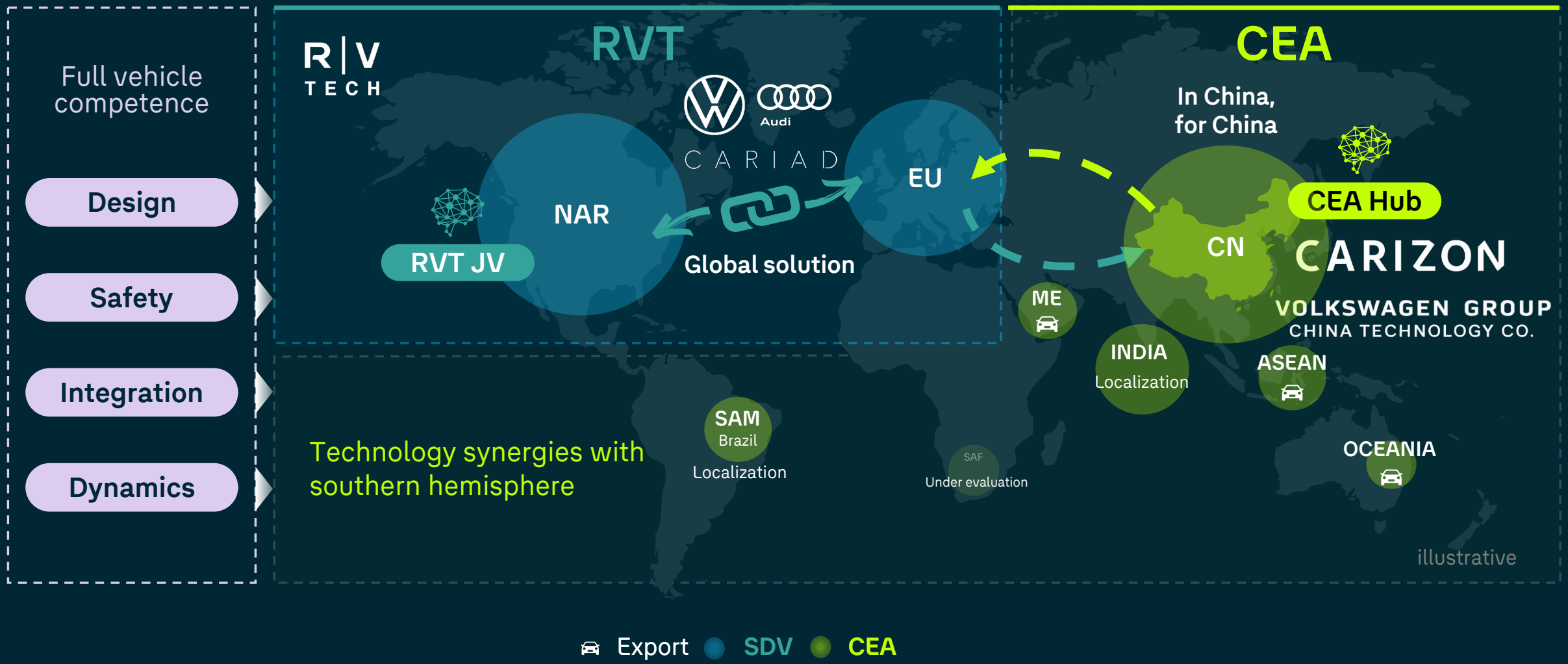
	Eastern Hemisphere	Western Hemisphere
E/E Architectures	CEA	RVT + Next Gen ICE
ADAS	CARIZON	CAS[1] + AI partner
Infotainment	CEA	RVT
ICE Platforms	MQB	MQB, MSB, MMB, MLB
BEV Platforms	CSP, CMP	SSP

32 → **14** technology paths by 2030+

1. Central ADAS Stack (CARIAD)

E/E | Best-in-class in-house capabilities and partnerships

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Note: Porsche with global portfolio

ADAS | Future-proof, flexible solutions for each hemisphere

Western hemisphere

- L2+: ~80% of volume served in-house[1]
- L3/L4: Securing best-in-class solution with low upfront invest

Eastern hemisphere

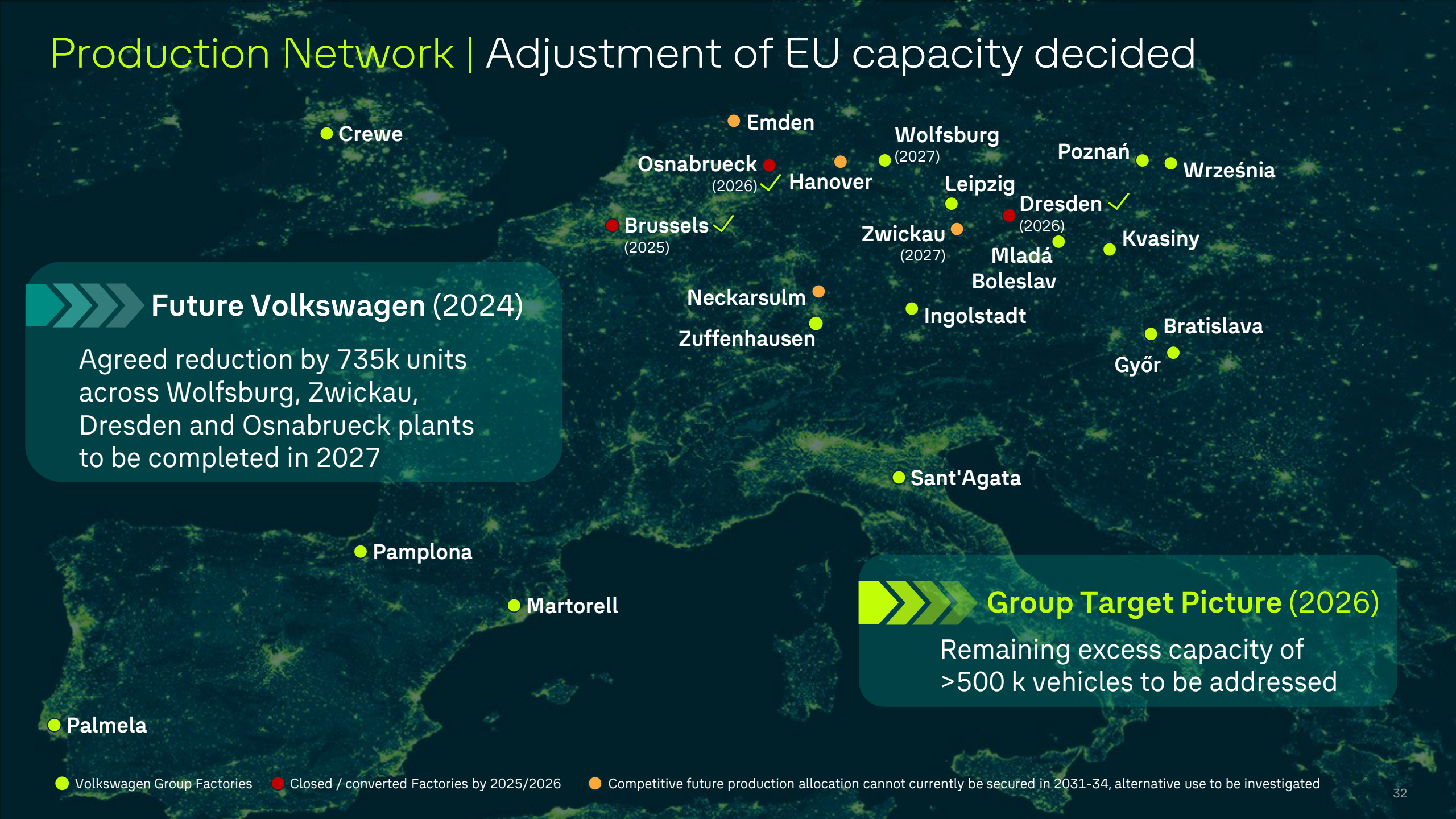
- L2+/L2++ as standard, highly competitive ADAS solution in place
- L3: On track towards readiness by 2027
  L4: In development

Enabled by

	Western hemisphere	Eastern hemisphere
Software	CARIAD A VOLKSWAGEN GROUP COMPANY + AI partner (tba)	CARIAD A VOLKSWAGEN GROUP COMPANY + Horizon Robotics (CARIZON JV)
Chip	NVIDIA / Qualcomm	CARIZON C7

1. % vehicles in SDV 1.0 that are projected to be addressed with L2(+) solution in CAS stack over time

Production Network | Adjustment of EU capacity decided



Future Volkswagen (2024)

Agreed reduction by 735k units across Wolfsburg, Zwickau, Dresden and Osnabrueck plants to be completed in 2027

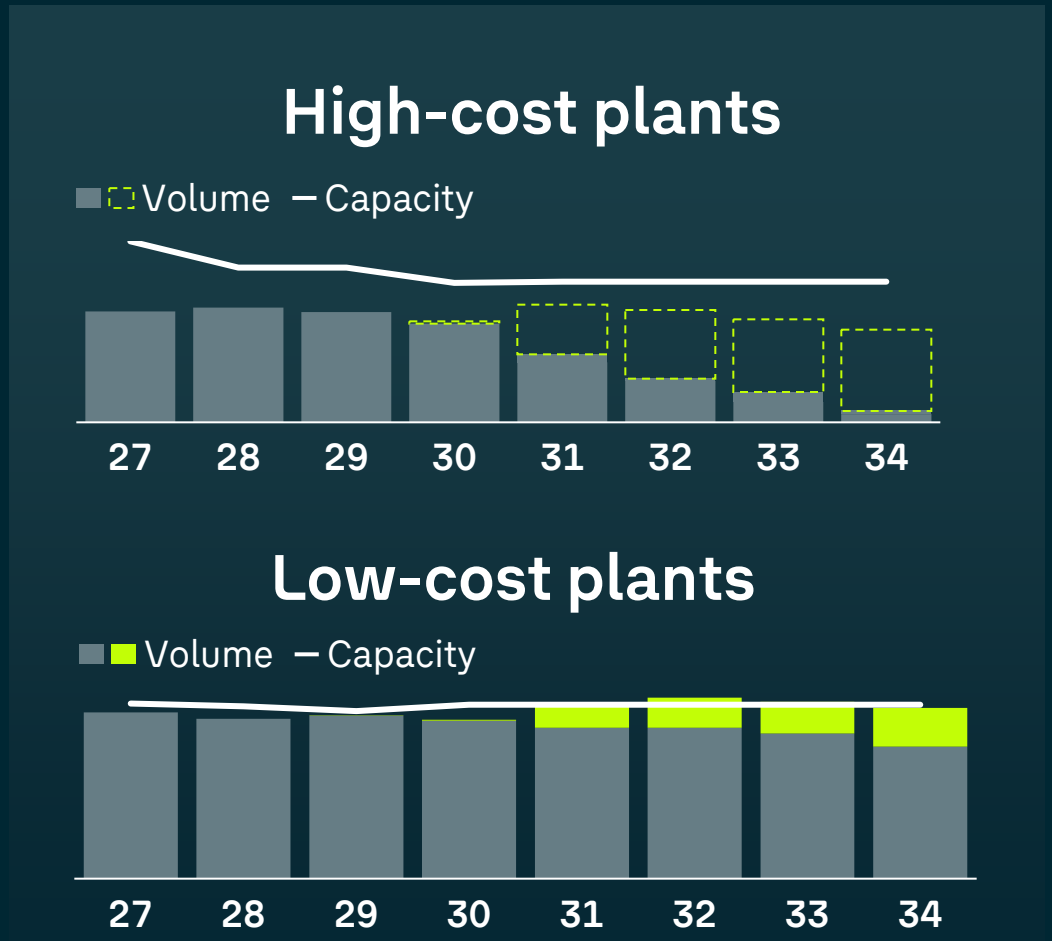
Group Target Picture (2026)

Remaining excess capacity of >500 k vehicles to be addressed

Volkswagen Group Factories | Closed / converted Factories by 2025/2026 | Competitive future production allocation cannot currently be secured in 2031-34, alternative use to be investigated

Production Network
Securing highly synergetic, cost-competitive production set-up

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Stringent product allocation to most cost-competitive locations

> Utilization levels to increase by up to 20 ppt

> Consequent cross-brand optimization

Competitive factory cost in Europe

> Reduction of factory cost in Germany by -20% on average achieved in 2025

> Average factory cost per vehicle to improve by >40% with new allocation

Operational Excellence | Main levers and fields of action

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Research & Development	Procurement	Production
Engineering complexity	Near-/Offshoring & commercial lever	Automation
Testing effort and value depth	Supply-chain and supplier	Production efficiency
Relocation and AI enablement	Requirements and specifications	Indirect personnel and suppliers
Sales	**Quality**	**Overhead**
Pricing and sales incentives	Quality programs	Indirect Personnel
Sales and After Sales organization	Quality methods	Shared services
Marketing costs	Quality and warranty cost	Reduction of dual work

Consistent Execution of portfolio measures

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€10 bn

proceeds from disposals in 2025/2026

Everllence not yet reflected in FY 2026 outlook

		Proceeds	
EVERLLENCE	51% stake sale	~€7.4 bn	Signed; closing by end 2026 envisaged
MHP A PORSCHE COMPANY	100% sale	~€0.3 bn	Signed; closing expected in Q4
BUGATTI RIMAC AUTOMOBILI	remaining stake	~€1.0 bn	Completed in Q3
SINOTRUK	25% share → 18.1%	~€0.7 bn	Implemented in Q1 and Q3
ITALDESIGN	majority stake	not disclosed	Completed in Q2
TRATON GROUP	sale of 2.2% stake	€0.4 bn	Implemented in Q2/2025

Proceeds from completed and additional **disposals** > Potential **Restructuring Cost** related to Group Target Picture 2030

Volkswagen Group in Europe
Strong execution along product, quality, software and cost

VOLKSWAGEN GROUP







Product & Quality

Successful launches of award-winning models, strongly improved quality

Software

Competitive software in series, first RV Tech SDV launch in 2027 on schedule

Cost & Capacity

Reduction of workforce, overhead cost and capacity along 2024/25 agreements on track

With that we re-defined a segment with customer orders more than duplicating budget

VOLKSWAGEN GROUP

Unlocking A0 Scale

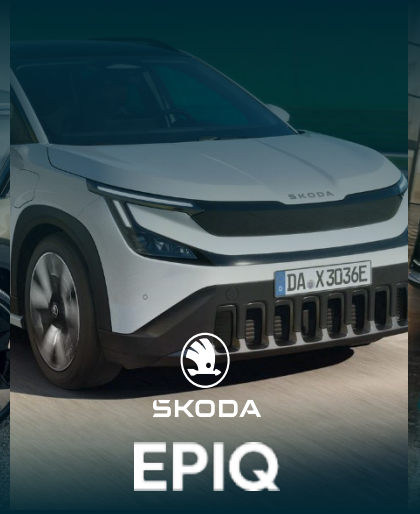
Segment	Market 2026 [k]	BGC [k]	BGC share of BEV segment [%]
A0 Low	313	28	8.9%
A0 High	376	61	16.3%
A Low	268	106	39.7%
A High	1,137	326	28.7%
B Low	295	66	22.5%
B High	431	37	8.6%

Total A0–B BEV
2.8 m market
624k BGC

22.1% BGC share



CUSTOMER ORDERS*
10,308
+138 % vs. Budget



CUSTOMER ORDERS*
33,653
+244% vs. Budget



CUSTOMER ORDERS*
51,215
+122 % vs. Budget



CUSTOMER ORDERS*
53,000
+160 % vs. Budget

*September Data Year to date 2026

Implementation of 2024/2025 agreements as planned

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Wage reduction ✓

€2 bn

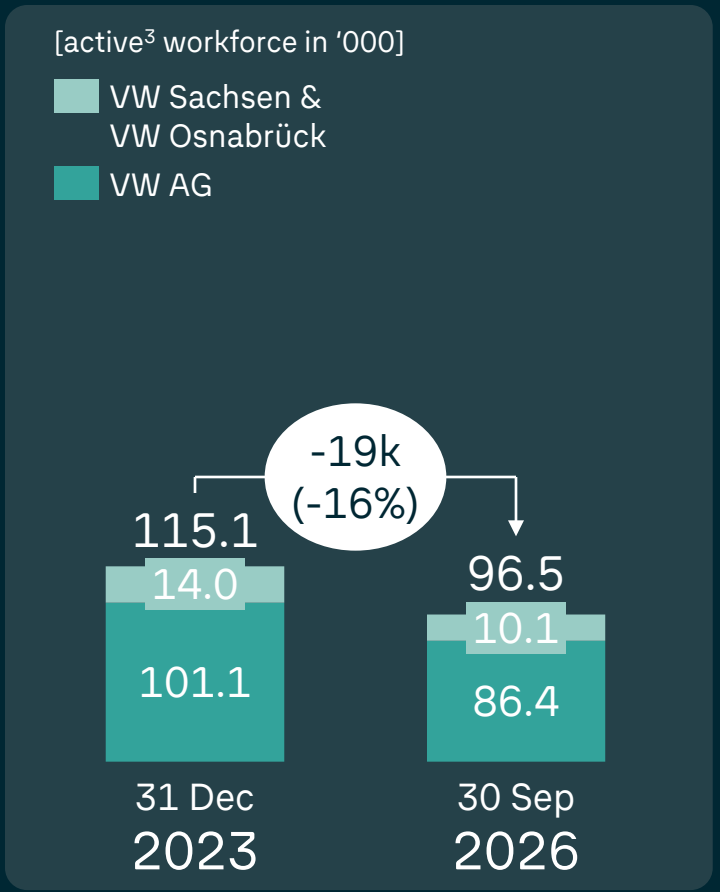
Reduction of technical capacity

1m vehicles[1]

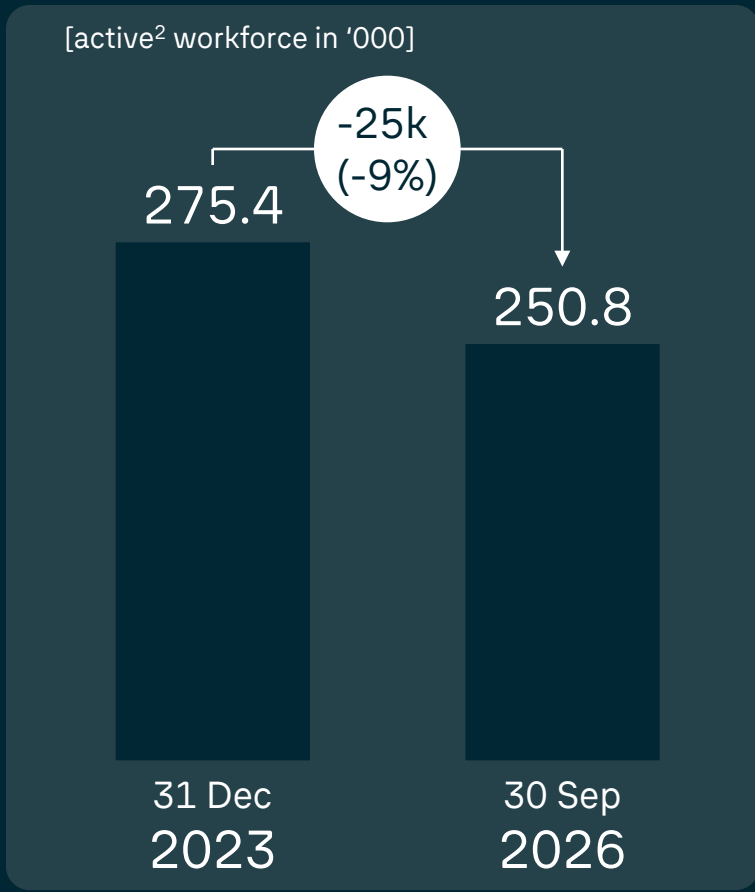
Reduction of headcount

50,000

Volkswagen AG[2] *(Germany)*



Volkswagen Group *(Germany)*



1. Incl. Audi Brussels | 2. Scope Zukunft Volkswagen: Volkswagen AG, Volkswagen Sachsen GmbH, VW Osnabrück GmbH | 3. Active Workforce (excl. employees in passive phase of partial retirement and apprentices)

Securing battery value chain and ramp-up for Europe

VOLKSWAGEN GROUP



PowerCo and **Gotion deepen strategic partnership**

Agreement between PowerCo and Gotion on **joint LFP cell and CAM[1] production** for Europe

Strong **strategic value**

- Access to **leading battery technology** & industrialization expertise
- Diversified **access to key battery materials**
- **Secure accelerated ramp-up** of series production
- **Sharing investments** and industrial responsibilities

1. Lithium Ferrum (Iron) Phosphate cells (LFP), Cathode Active Material (CAM)

Volkswagen Group China
NEV model offensive gaining momentum

VOLKSWAGEN GROUP



Competitive Product

15 new models from VW and AUDI launched of in total 20 by end of 2026 – made in China, for China



Competitive Cost

CMP material cost halved vs. MEB, significant cost reduction achieved across organization



State-of-the-art Tech

CEA launched and further developed in-house, L2++ entered series production in Q3

Leverage China's capabilities to strengthen global competitiveness

VOLKSWAGEN GROUP

01 | Speed

Development
in China

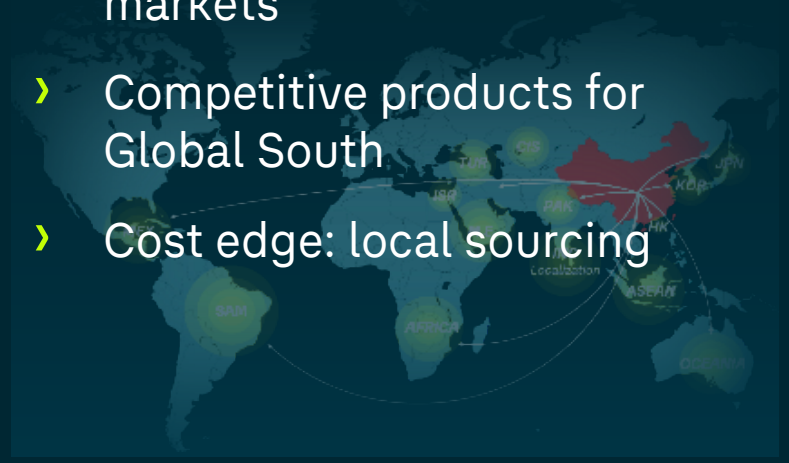
- VCTC at full scale with independent release responsibility
- Local engineering
- Accelerated product developing processes



02 | Cost Competitiveness

Export
from China

- China-built cars for selected international markets
- Competitive products for Global South
- Cost edge: local sourcing



03 | Performance

Enable
China-Tech

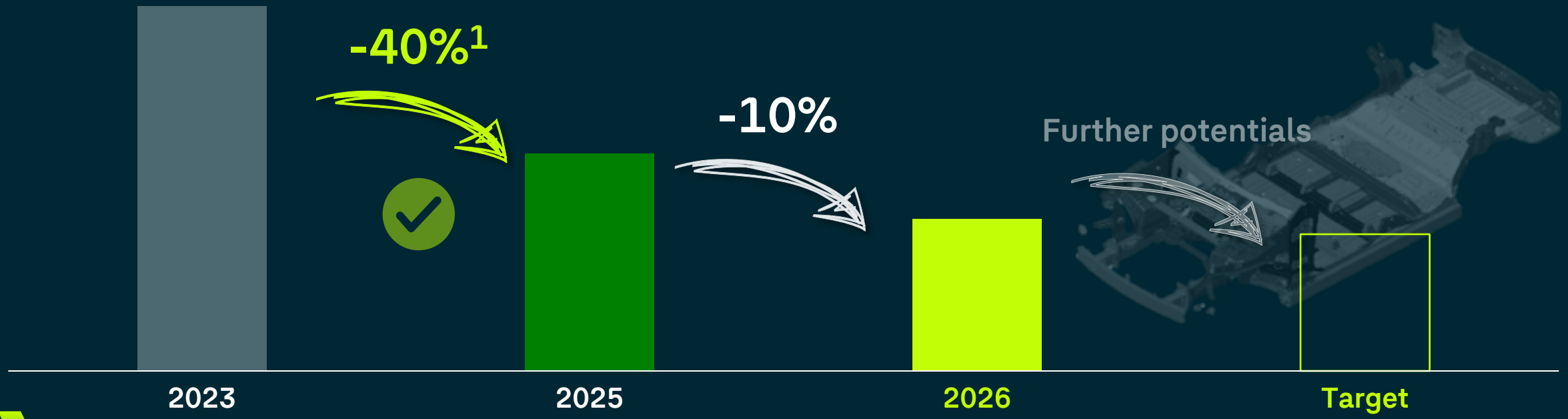
- E/E zonal concept & performance benchmarks
- Adapt China-developed architectures (CEA)
- Scale local tech beyond China (e.g. COP modules)



Great progress in product cost reduction – organization set up for continuous cost optimizations

VOLKSWAGEN GROUP

CMP MATERIAL COST WORK PROGRESS



Volkswagen Group China set-up fully cost competitive in China

1 | As of 2023 MEB vs. 2025 CMP.

Volkswagen China

ID. ERA5x First model to bring together all three key elements of VW owned tech stack

China Electronic Architecture (CEA)

HyperSense 8 ADAS



ID. ERA 5X

Compact Main Platform

Volkswagen Group of North America
Strategic progress along product line-up, localization and steering

VOLKSWAGEN GROUP



Portfolio Re-alignment

Successful start of new Tiguan, new Atlas Cross Sport revealed; production of ID.4 stopped



Scout ramp-up on track

>700 robots installed, milestone reached with first test-welding of vehicle body; >195,000 reservations



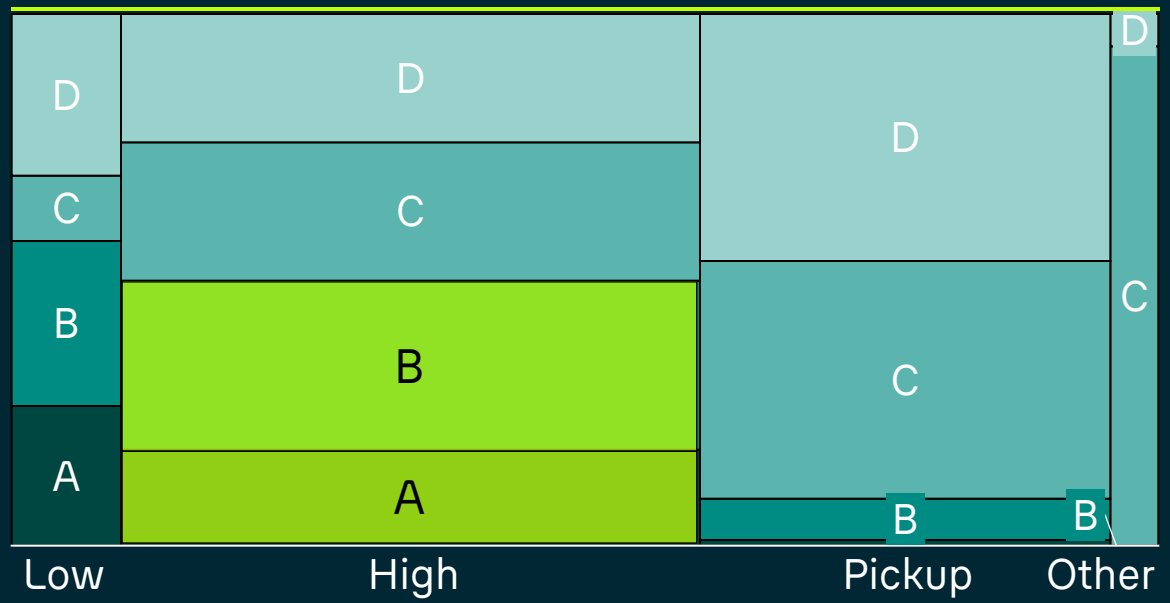
Steering

New regional governance model implemented strengthening oversight and decision-making

Profit Pools | U.S. localization to unlock new profit pools

VOLKSWAGEN GROUP

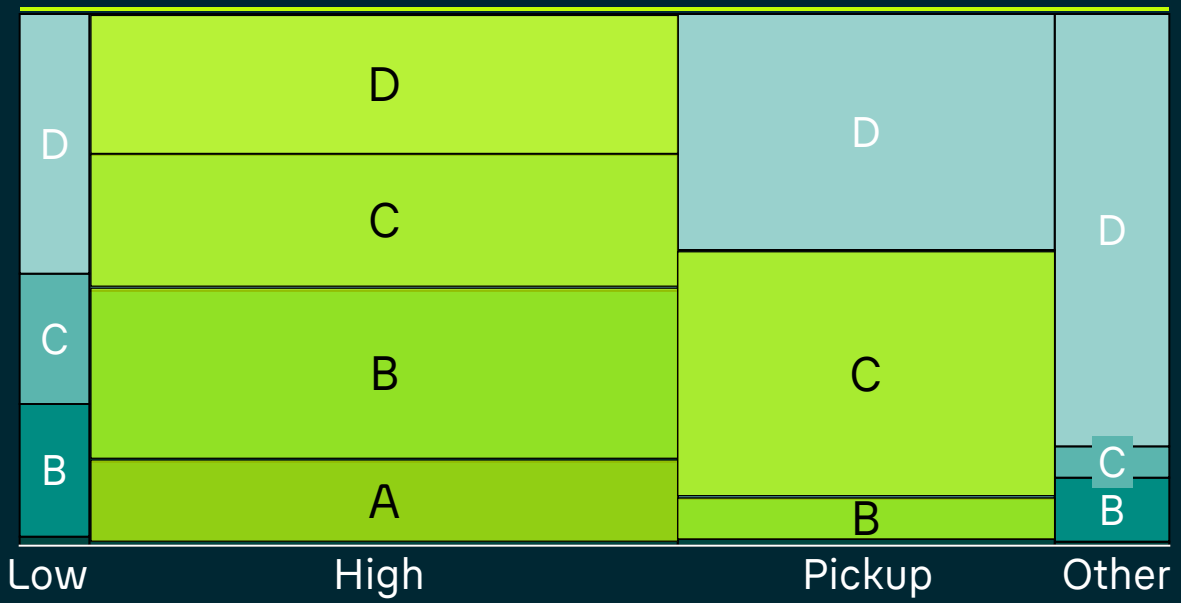
Status quo 2025[1]



2 localized vehicles

- Limited localized A-/B-SUV offering
- No offer for Pickup segments
- C-/D-segment dependent on imports

Target picture 2035[1]



>10 localized vehicles

- Extension to rugged SUVs/Pickup
- Focus on C/D segment
- Launch rugged B-SUV/C-Pickup

1. U.S. market profit pools (including cars and LCVs, other includes transporter/van/bus)

‘In US, for US’ | En route towards stronger local-for-local

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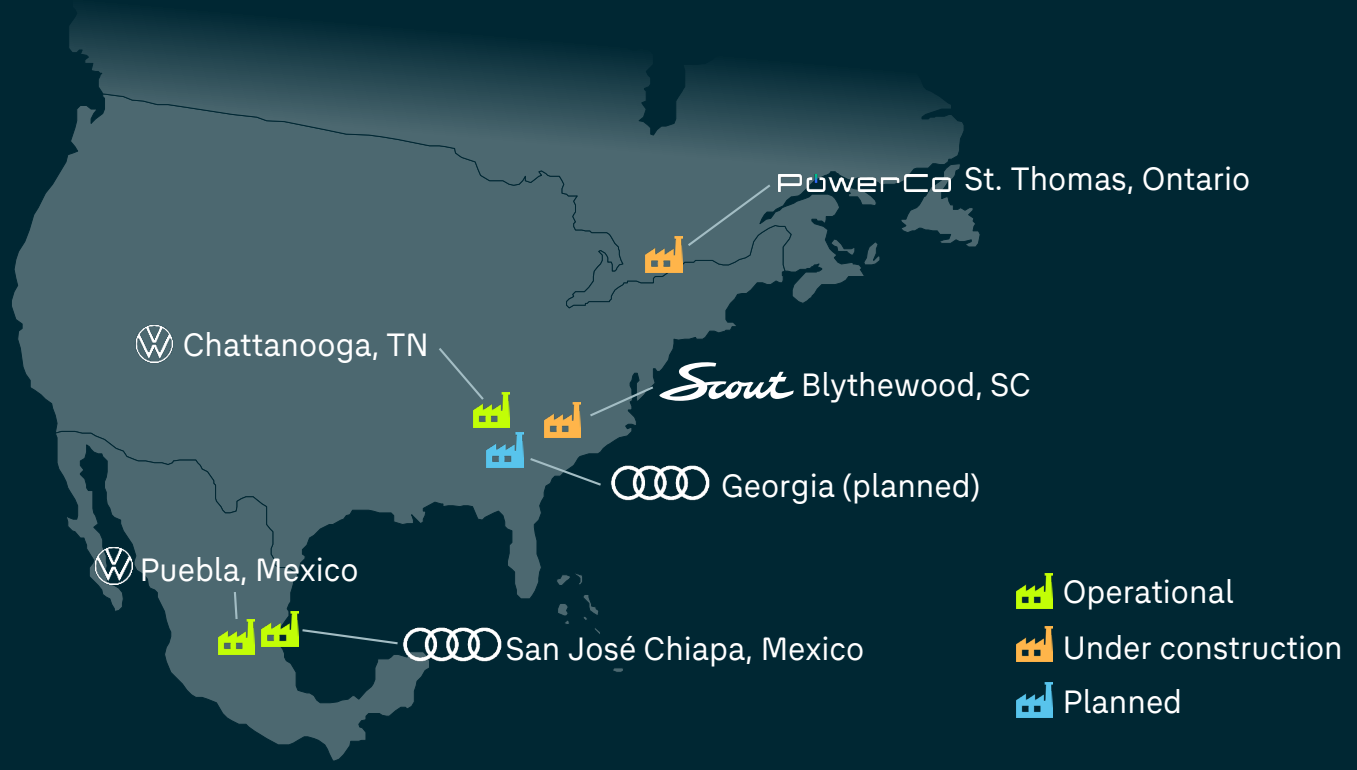




Creating targeted and resilient local-for-local US footprint

VOLKSWAGEN GROUP

Target picture: >60% locally produced in the US



- **Local** portfolio & products
- **Resilient setup** towards tariffs
- U.S. **hub for exports**
- **Imports** from **Mexico** & **Europe**

Audi plans to establish **U.S. production site in Georgia** with ~200k units capacity from early 2030s

Audi targeting local manufacturing of premium SUVs tailored to North American customers

Complementing capacities at **Chattanooga** (Volkswagen) and **Blythewood** sites (Scout, under construction)

Tariff burden totaled **€ 2.1bn YTD**, of which 35% were incurred by BGP

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Ambition 2030

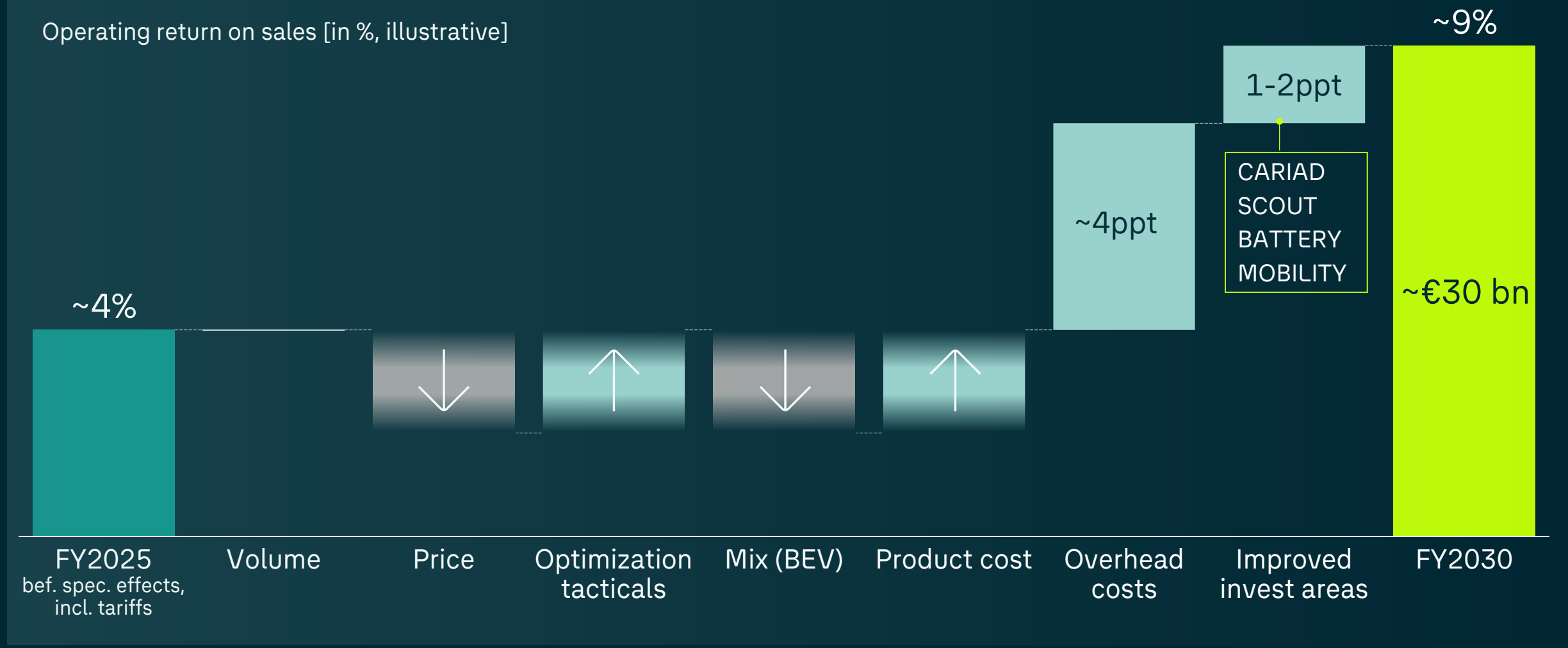
8-10%
Group Margin

>60%
Cash Conversion

6-8%	8-10%	10-15%	10%
Brand Group Core	Brand Group Progressive	Brand Group Sport Luxury	Brand Group Trucks

Bridge towards 2030 Margin Ambition

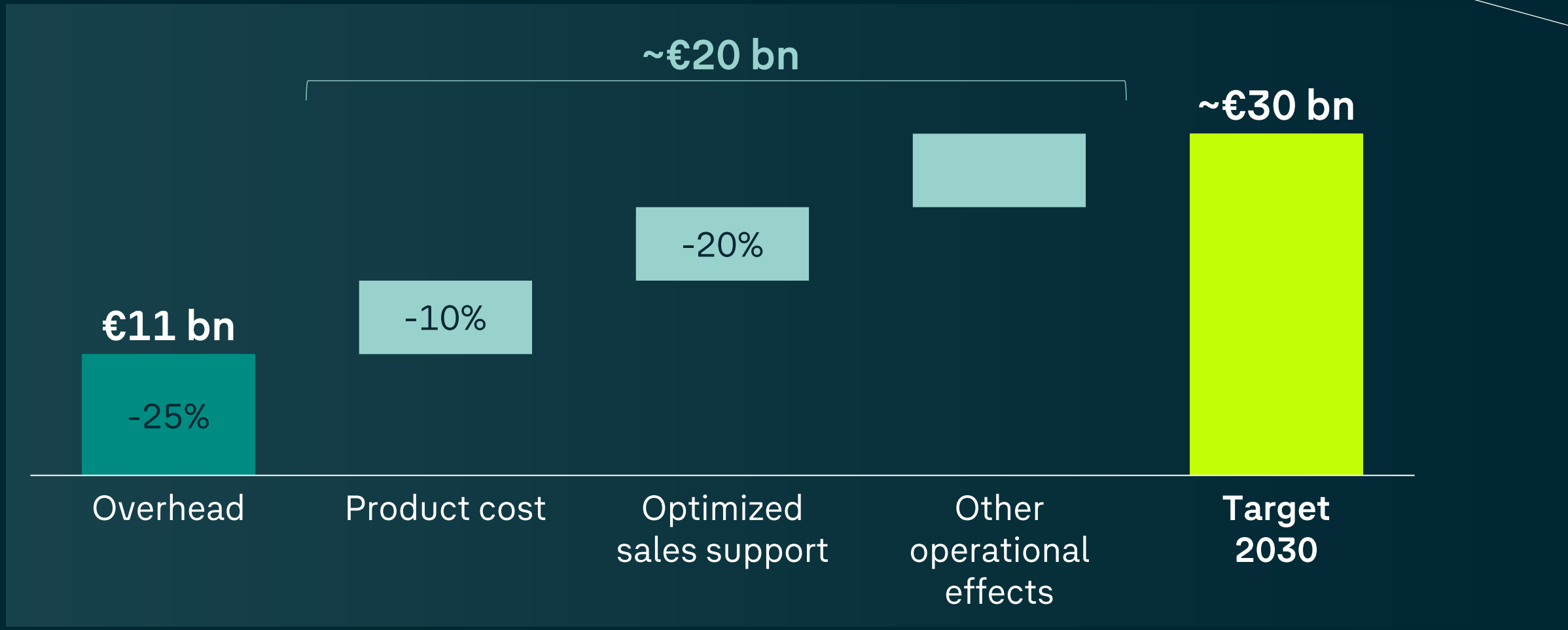
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Overall improvement of ~€30 bn targeted by 2030

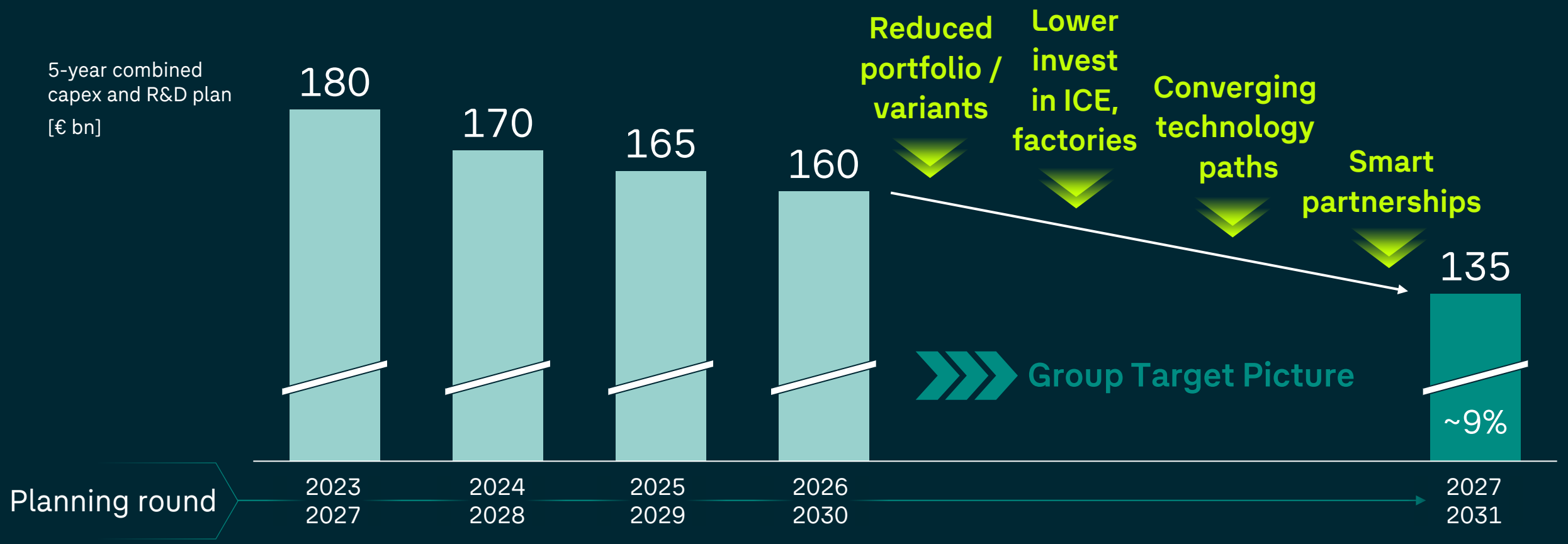
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illustrative



€5 bn p.a. average invest reduction 2027-31

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Reduced invest in R&D and capex **in-line with 2030 target of ~9%** of automotive revenues

Lower investments in R&D and Capex are **key for improved Net Cash Conversion**

Key decisions taken | Implementation of GTP 2030 started

VOLKSWAGEN GROUP

03

Product Portfolio

up to -50% models
-75% complexity

04

Technology Roadmap

Streamlining Group Tech Paths

- Hardware
- Software
- ADAS

05

Production Network

-500k units EU capacity

-€1.5 bn cost p.a.

Taken note of:
Plant Allocation

05

Operating Excellence

-€20 bn[1] **R&D | P | P | S | Q**[2]

-€11 bn[1] overhead cost

07

Leadership / Incentives

-5.5k[3] management positions

Performance-oriented **remuneration**

08

HR Measures

-50,000 positions

Negotiations initiated

10

Investment Portfolio

-35% Invest Portfolio

Focus on Core

12

Governance

Mandate to work

- Group Structure
- Board Structure
- Rules of procedure

1. Versus baseline scenario | 2. Research & Development, Procurement, Production, Sales, Quality | 3. Excluding China

Capital Allocation: Balancing investments in transformation, strengthening financial position and shareholder interests

VOLKSWAGEN GROUP



- Deliver **attractive shareholder returns**
- **Further strengthen balance sheet** and safeguard strong **investment grade rating**
- **Continued invest discipline** in **R&D** and **capex**

Volkswagen Group | Leading Global Automotive Tech Driver

ICONS that excite

COMPETENCE that leads

SCALE that wins



BRANDS

Only we serve volume, premium, sports, and luxury segments worldwide with iconic brands



TECHNOLOGIES

Best-in-class in every market from one source: Own tech ecosystems for East and West



COMPANY

Size as a new strength: Fast and lean structures with strong synergies



PRODUCTS

Products and services that excite and inspire generations of customers



TALENTS

Global opportunities for automotive enthusiasts that create value for customers and investors



GLOBALITY

Global strength with deep local roots in the EU, NAR, and CN

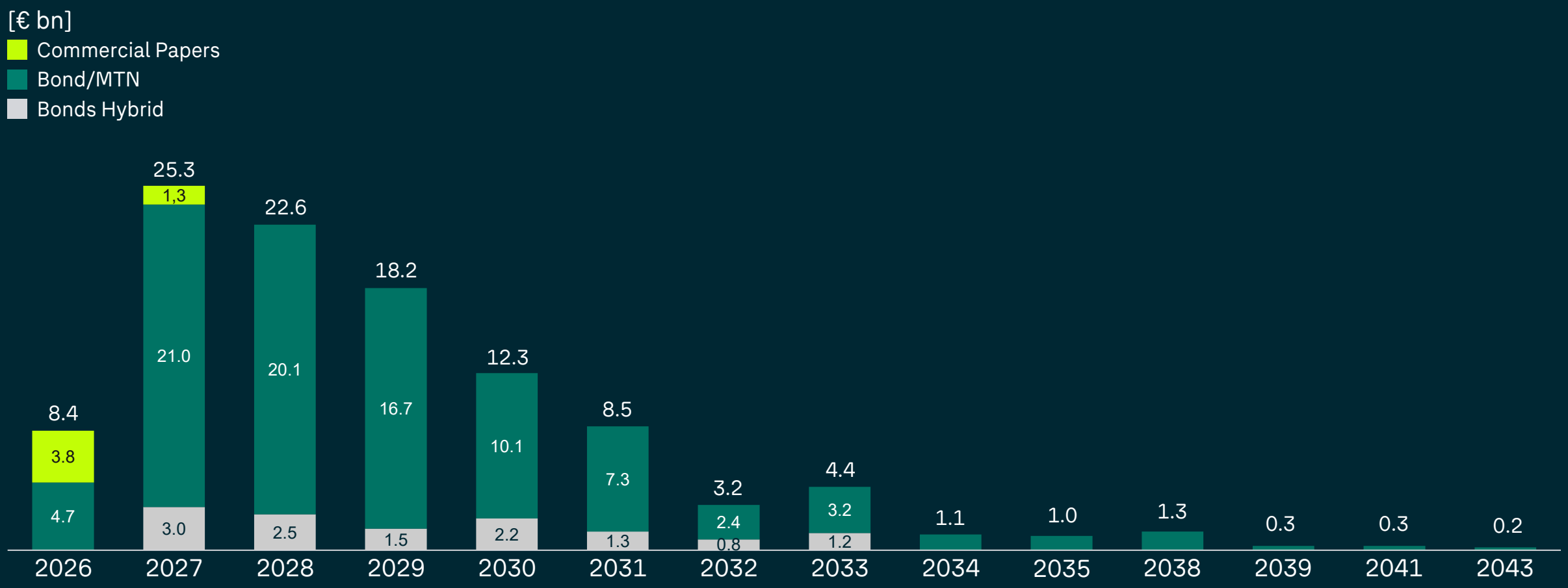
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GROUP

Group Financing

Well-balanced debt maturity profile

VOLKSWAGEN GROUP

Volkswagen Group's Bond Maturity Profile (as of September 30, 2026)



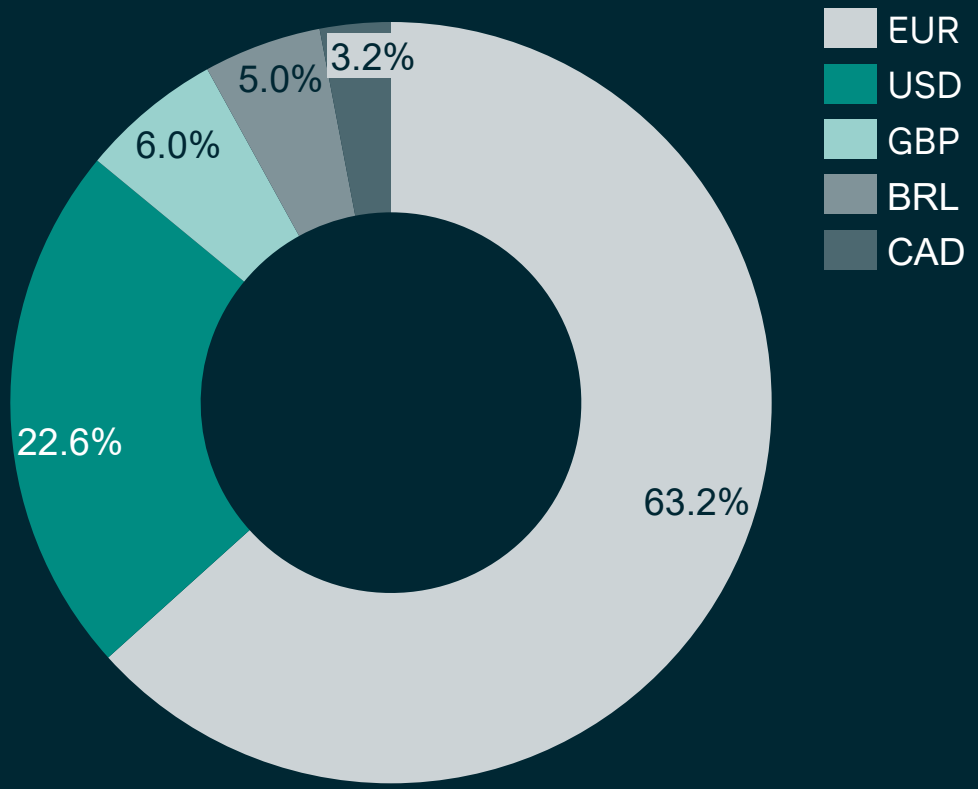
Sums may differ due to rounding effects.

Diversified mix of currencies and tenors

VOLKSWAGEN GROUP

Volkswagen Group's Capital Market Borrowings Diversification of Unsecured Funding (as of September 30, 2026)

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



Fix vs. Float Bonds (excl. Hybrid)



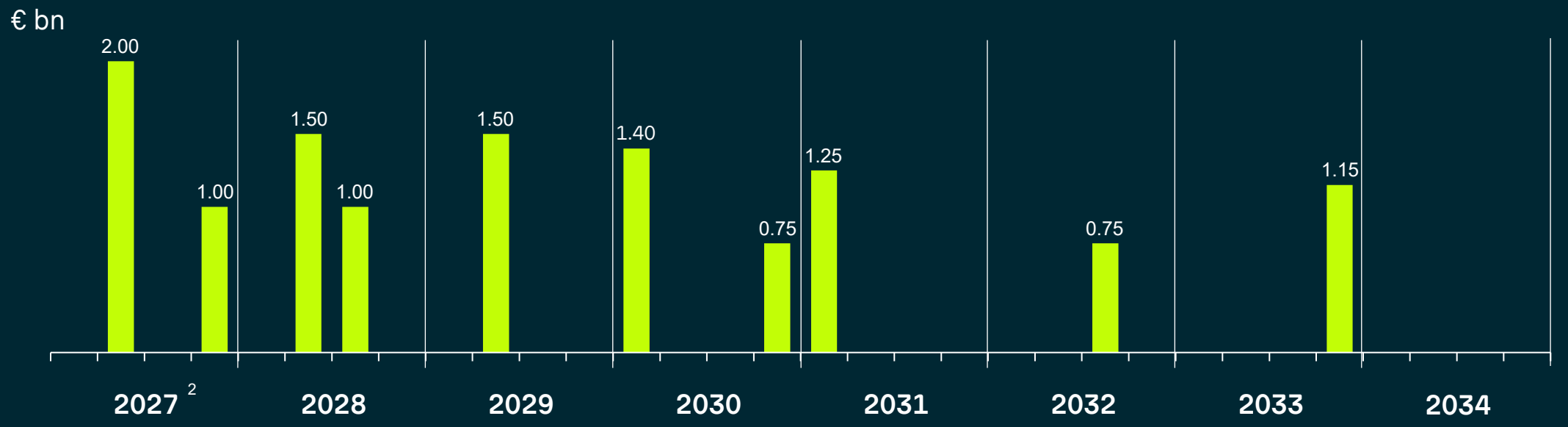
Sums may differ due to rounding effects.

Hybrid Bonds as integral part of capital structure

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Hybrid Capital within the Volkswagen Group[1]

- 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 11/26 | 2. 2027 maturities already partially refinanced by hybrid issuances in November 2026.

Volkswagen AG
Investor Relations incl. AGM, Credit & ESG

VOLKSWAGEN GROUP



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Useful Links

VOLKSWAGEN GROUP

Volkswagen Group

- Group Investor Relations Homepage
- Volkswagen Group IR Presentations
- Volkswagen Group Fact Book
- Paris Motor Show Investor Update 2026
- 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

VOLKSWAGEN GROUP

VW ID. ERA 9x

VOLKSWAGEN GROUP



Up to 1600km
CLTC-rated range

800V
charging technology

AI enabled assistant
LLM-powered

LiDAR based ADAS
& **OTA** capability

Volkswagen T-Roc

VOLKSWAGEN GROUP



Petrol mild-hybrid powertrain

48V mild-hybrid engine

85 kW/ 116 PS

Top speed → 196 km/h

220Nm at 1,498cm³

~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

Cupra Raval

VOLKSWAGEN GROUP



Up to 166 kW
up to 226PS

160 km/h
Top Speed

Up to 445km range
13.6–16.1 kWh/100 km WLTP

441 l
luggage capacity

Škoda Epiq

VOLKSWAGEN GROUP



56 kWh
battery

Up to 435 km
combined range

160 km/h
Top speed

155 kW
DC charging / 10-80% in 24min

Up to 1,345 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

The AUDI E7X

VOLKSWAGEN GROUP



>700km
CLTC-rated range

900V
charging technology

Up to 465 kW
total power output

AUDI 360 with LiDAR
Driving Assist System

AI-powered AUDI Assistant
personal companion

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

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

Volkswagen Group Overview

VOLKSWAGEN GROUP

		Quarter		Change	YTD		Change	LTM vs last FY		Change
in million EUR		**Q3 2025**	**Q3 2026**	*YoY in %*	**9M 2025**	**9M 2026**	*YoY in %*	**FY2025**	**LTM**	*vs FY in %*
Deliveries	k units	2,199	1,885	*-14.3*	6,604	6,011	*-9.0*	8,984	8,390	*-6.6*
Unit Sales	k units	2,218	1,883	*-15.1*	6,581	5,880	*-10.6*	9,022	8,322	*-7.8*
Unit Sales ex China JVs	k units	1,577	1,515	*-3.9*	4,699	4,657	*-0.9*	6,434	6,392	*-0.7*
Sales Revenue	€ m	80,305	75,277	*-6.3*	238,669	233,378	*-2.2*	321,913	316,623	*-1.6*
Operating Result	**€ m**	**-1,299**	**-5,860**	***x***	**5,408**	**71**	***-98.7***	**8,868**	**3,532**	***-60.2***
Operating Margin	**%**	**-1.6%**	**-7.8%**	***-6.2 pp***	**2.3%**	**0.0%**	***-2.3 pp***	**2.8%**	**1.1%**	***-1.7 pp***
Special effects included in operating result[1]	**€ m**	**-4,555**	**-7,760**	***x***	**-5,446**	**-8,691**	***x***	**-5,921**	**-9,166**	***x***
Earnings before tax	€ m	-364	-4,230	*x*	6,059	544	*-91.0*	9,307	3,792	*-59.3*
Earnings after tax	€ m	-1,072	-5,822	*x*	3,405	-2,720	*x*	6,904	780	*-88.7*
Profit attributable to shareholders of Volkswagen AG	€ m	-482	-4,648	*x*	3,523	-2,074	*x*	6,673	1,076	*-83.9*
EPS (pref. share)	**€**	**-0.96**	**-9.24**	***x***	**7.06**	**-4.07**	***x***	**13.35**	**2.21**	***-83.4***
Automotive Net Cash Flow	**€ m**	**3,147**	**1,228**	***-61.0***	**1,797**	**4,394**	***x***	**6,445**	**9,042**	***+40.3***
Clean Automotive Net Cash Flow	€ m	3,363	219	*-93.5*	3,546	3,884	*+9.5*	8,300	8,639	*+4.1*
Automotive Net Liquidity[2]	€ m	31,008	32,982	*+6.4*	31,008	32,982	*+6.4*	34,497	32,982	*-4.4*
Automotive EBITDA	€ m	6,392	6,631	*+3.7*	21,758	23,438	*+7.7*	32,102	33,782	*+5.2*
Investments in R&D and Capex	€ m	8,057	7,563	*-6.1*	24,340	22,412	*-7.9*	34,363	32,436	*-5.6*
Investment ratio	%	11.4%	11.5%	*+0.1 pp*	11.4%	10.9%	*-0.5 pp*	11.8%	11.5%	*-0.3 pp*

1. Special effects excluding tariffs and CO2. | 2. As per end of period.

Volkswagen Group Q1

VOLKSWAGEN GROUP

	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
ŠKODA	315	276	7,921	7,259	660	546	8.3	7.5
CUPRA/SEAT	156	158	3,677	3,895	43	5	1.2	0.1
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)[1]	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[2]	494	610	-	-	-	-	-	-
Volkswagen Group Mobility	-	-	15,831	14,866	868	948	5.5	6.4
Other[3]	-155	-149	-6,788	-6,464	-441	-81	-	-
Volkswagen Group	**1,954**	**2,100**	**75,657**	**77,558**	**2,463**	**2,873**	**3.3**	**3.7**
thereof:								
Automotive Division[4]	-	-	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	-4.2	1.0

1. Porsche (including Financial Services): sales revenue € 8,400 (8,858) million, operating result € 595 (762) million. I 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 I 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 Q2

VOLKSWAGEN GROUP

	VEHICLE SALES (`000)		SALES REVENUE (€ m)		OPERATING RESULT (€ m)		OPERATING MARGIN (%)	
	Q2 2026	*Q2 2025*	*Q2 2026*	*Q2 2025*	*Q2 2026*	*Q2 2025*	*Q2 2026*	*Q2 2025*
Brand Group Core	1,364	1,303	38,161	37,140	2,070	2,337	5.4	6.3
Volkswagen Passenger Cars	814	795	22,407	22,222	922	991	4.1	4.5
ŠKODA	315	306	8,094	7,811	706	739	8.7	9.5
CUPRA/SEAT	173	164	4,018	3,704	79	33	2.0	0.9
Volkswagen Commercial Vehicles	117	116	4,316	4,561	120	170	2.8	3.7
Group Technology	-	-	5,675	5,937	283	364	5.0	6.1
Consolidation	-54	-77	-6,350	-7,094	-40	40	-	-
Brand Group Progressive (Audi Group)	268	297	14,999	17,142	533	550	3.6	3.2
Brand Group Sport Luxury (Porsche Automotive)[1]	62	70	7,777	8,319	692	154	8.9	1.9
CARIAD	-	-	426	327	-435	-417	-	-
Battery	-	-	76	9	-242	-379	-	-
Brand Group Trucks	83	80	11,310	10,869	902	605	8.0	5.6
At equity accounted companies in China[2]	362	632	-	-	-	-	-	-
Volkswagen Group Mobility	-	-	15,743	14,496	805	863	5.1	6.0
Other[3]	-94	-119	-6,048	-7,495	-855	121	-	-
Volkswagen Group	**2,043**	**2,263**	**82,444**	**80,806**	**3,469**	**3,834**	**4.2**	**4.7**
thereof:								
Automotive Division[4]	2,043	2,262	73,466	73,966	2,926	3,021	4.0	4.1
Financial Services Division	-	-	16,973	15,568	898	860	5.3	5.5
Consolidation	-	1	-7,994	-8,728	-355	-47	-4.4	-0.5

1. Porsche (including Financial Services): sales revenue € 8,899 (9,299) million, operating result € 753 (245) million. I 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 € 101 (234) million I 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 Q3

VOLKSWAGEN GROUP

	VEHICLE SALES (`000)		SALES REVENUE (€ m)		OPERATING RESULT (€ m)		OPERATING MARGIN (%)	
	Q3 2026	*Q3 2025*	*Q3 2026*	*Q3 2025*	*Q3 2026*	*Q3 2025*	*Q3 2026*	*Q3 2025*
Brand Group Core	1,162	1,244	33,382	34,470	715	1,263	2.1	3.7
Volkswagen Passenger Cars	710	758	19,649	20,363	-181	373	-0.9	1.8
ŠKODA	270	288	7,117	7,272	557	505	7.8	6.9
CUPRA/SEAT	139	159	3,414	3,642	-116	-22	-3.4	-0.6
Volkswagen Commercial Vehicles	104	99	4,046	3,841	190	13	4.7	0.4
Group Technology	-	-	4,729	5,139	229	363	4.9	7.1
Consolidation	-60	-59	-5,572	-5,787	36	32	-	-
Brand Group Progressive (Audi Group)	243	275	12,886	15,807	29	468	0.2	3.0
Brand Group Sport Luxury (Porsche Automotive)[1]	56	63	6,984	7,696	285	-1,060	4.1	-13.8
CARIAD	-	-	443	396	-461	-328	-	-
Battery	-	-	148	15	-576	-462	-	-
Brand Group Trucks	79	72	10,854	9,993	713	440	6.6	4.4
At equity accounted companies in China[2]	368	640	-	-	-	-	--	
Volkswagen Group Mobility	-	-	16,020	14,777	1,020	1,082	6.4	7.3
Other[3]	-25	-76	-5,440	-2,850	-7,585	-2,703	-136.5	-91.3
Volkswagen Group	1,883	2,218	75,277	80,305	-5,860	-1,299	-7.8	-1.6
thereof:								
Automotive Division[4]	1,883	2,218	65,885	70,402	-6,711	-2,554	-10.2	-3.6
Financial Services Division	-	-	17,290	15,867	1,135	1,186	6.6	7.5
Consolidation	0	0	-7,898	-5,965	-284	69	-3.6	1.2

1. Porsche (including Financial Services): sales revenue € 8,053 (8,707) million, operating result € 387 (-967) million. I 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 € -297 (238) million I 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 9M

VOLKSWAGEN GROUP

	VEHICLE SALES (`000)		SALES REVENUE (€ m)		OPERATING RESULT (€ m)		OPERATING MARGIN (%)	
	9M 2026	*9M 2025*	*9M 2026*	*9M 2025*	*9M 2026*	*9M 2025*	*9M 2026*	*9M 2025*
Brand Group Core	3,753	3,771	106,417	106,950	4,326	4,719	4.1	4.4
Volkswagen Passenger Cars	2,239	2,279	61,953	63,811	813	1,476	1.3	2.3
ŠKODA	899	870	23,132	22,342	1,923	1,790	8.3	8.0
CUPRA/SEAT	468	481	11,109	11,241	6	16	0.1	0.1
Volkswagen Commercial Vehicles	320	324	12,284	12,539	465	220	3.8	1.8
Group Technology			16,614	17,048	1,075	1,114	6.5	6.5
Consolidation	-174	-182	-18,675	-20,030	45	104		
Brand Group Progressive (Audi Group)	771	848	42,063	48,380	1,150	1,555	2.7	3.2
Brand Group Sport Luxury (Porsche Automotive)[1]	176	198	22,143	23,833	1,493	-228	6.7	-1.0
CARIAD			1,257	960	-1,316	-1,500		
Battery			237	26	-1,049	-1,054		
Brand Group Trucks	231	225	31,943	31,188	1,655	1,685	5.2	5.4
At equity accounted companies in China[2]	1,224	1,882						
Volkswagen Group Mobility			47,594	44,140	2,693	2,893	5.7	6.6
Other[3]	-274	-344	-18,276	-16,810	-8,881	-2,662	-46.4	-14.1
Volkswagen Group	5,880	6,581	233,378	238,669	71	5,408	0.0	2.3
thereof:								
Automotive Division[4]	5,880	6,581	205,617	213,132	-1,972	2,216	-1.0	1.0
Financial Services Division			51,251	47,339	3,004	3,096	5.9	6.5
Consolidation	-0	0	-23,490	-21,802	-960	96	-4.1	0.4

1. Porsche (including Financial Services): sales revenue € 25,282 (26,864) million, operating result € 1,735 (40) million. I 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 € -113 (744) million I 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.

Range / consumptions / emissions

VOLKSWAGEN GROUP

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO_2 emissions combined (WLTP)	Electric range combined (WLTP)
VW				
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. Tiguan Life		16,1 - 14,6 kWh/100 km	n/a	up to 607km
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
ID. UNYX 07, 08, 09, ID. AURA T6, ID. ERA 5s, 9x, New Atlas, Atlas X-Sport	These vehicles are not offered for sale in Europe or are not for sale yet and therefore not subjective to Directive 1999/94/EC.			
Tayron R Line Hybrid	1.7 – 1.9 l/100km	14.0 – 15.0 kWh/100km	38 – 42 g/km	up to 116km
T-Roc	5,6-5,0 l/100 km		127-115 g/km	
ID. Polo	n/a	14,5 - 13,3 kWh/100km	n/a	Up to 454km
Mission Efficiency	The vehicle is not offered for sale and is therefore not subject to Directive 1999/94/EC. Consumption and emission data under review.			

Range / consumptions / emissions

VOLKSWAGEN GROUP

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO_2 emissions combined (WLTP)	Electric range combined (WLTP)
Škoda				
Vision O	The vehicle is not 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
Epiq	n/a	13,9 kWh/100km	n/a	~435km
Porsche				
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	14,6 – 13,4 l/100km	n/a	312 – 310 g/km	

Range / consumptions / emissions

VOLKSWAGEN GROUP

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO_2 emissions combined (WLTP)	Electric range combined (WLTP)
Bentley				
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
Bugatti				
CHIRON	25.2 l/100 km	n/a	572 g/km	n/a
Lamborghini				
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.			
Seat / Cupra				
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

VOLKSWAGEN GROUP

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO_2 emissions combined (WLTP)	Electric range combined (WLTP)
Audi				
A5	7.7 - 4.8 l/100km	n/a	176 - 125 g/km	n/a
Nuvolari	11.3l /100km	7.8 kWh (preliminary)	270 g/km	
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.			
Q7 TDI quattro 180 kW	7,8–7,1 l/100 km	n/a	205–186 g/km	n/a
Q9 220kW	8,0–7,4 l/100 km	n/a	209–194 g/km	n/a
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.			
Scout				
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.			
Jetta (China)				
Jetta X	The vehicle is not offered for sale in Europe.			

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