

The image features a dark teal background with several flowing, wavy lines in lighter shades of teal and blue. The text 'BRAND GROUP CORE' is centered in a white, sans-serif font. The word 'CORE' is significantly larger than 'BRAND GROUP'.

BRAND GROUP CORE

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 Such statements are valid on the date of publication and can be superseded.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.

Annual Media Call Brand Group Core 2025

- 1 Welcome
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BRAND
GROUP
CORE

The background is a dark teal color with several thin, flowing, wavy lines in a lighter shade of teal. These lines originate from the bottom left and curve upwards and to the right, creating a sense of movement and depth. The text is positioned in the upper left quadrant of the image.

BRAND
GROUP
CORE

Vision

We're the CORE
of VW Group

The most desirable brands for our customers.
With top technology at competitive costs.



Commercial
Vehicles



SKODA



SEAT



CUPRA

BRAND GROUP CORE

Mission

The CORE Community¹

Strong brands, one efficient and effective engine.



22

Plants



>200,000

Employees



60

Model
Ranges

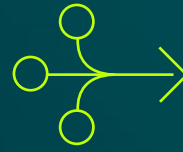
¹ China not included

BRAND GROUP CORE

Strategic Priorities 2024 for all Core Brands



Competitive
EV's



Reduction of
Complexity



Time-to-
market



Cost
Reduction



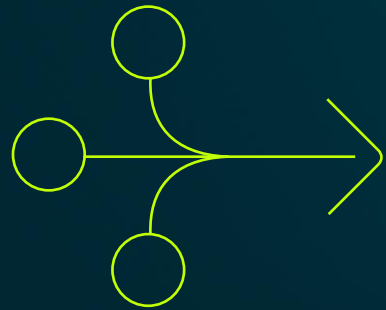
Growth



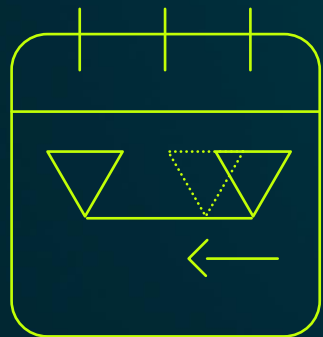
Culture &
Governance



-50%
Reduced
Battery Costs
until 2027



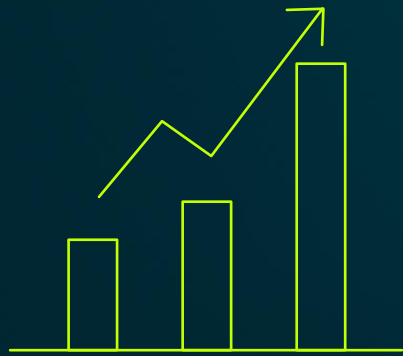
Radical Reduction of Software Variants



36 months
Time to Market



Focus on
Cross-Brand
economies
of scale



20.1%

Market Share
in 2024 (EU)

(+0.9 pp vs. 2023)



One strong engine

Production

R&D


Procurement

Quality

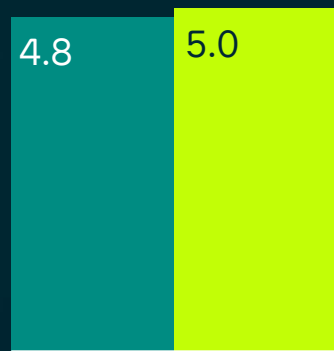
Financial performance

FY 2023¹ vs. FY 2024

Vehicle Sales²


[mill. units] 

+2.8%

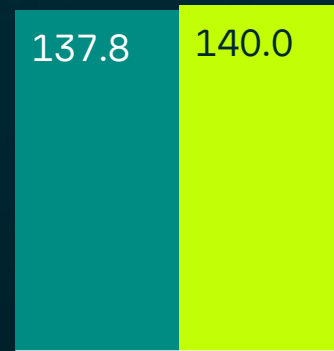


2023 2024

Sales Revenue


[€ bn] 

+1.6%

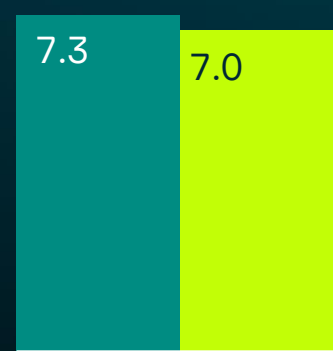


2023 2024

Operating Profit³

[€ bn] 

-4.3%



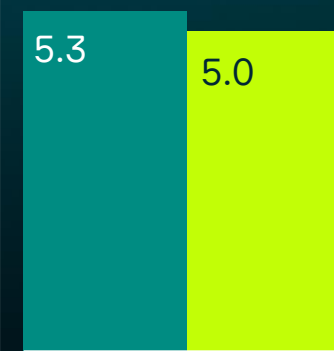
2023 2024

RoS³

[%]



-0.3 pp.

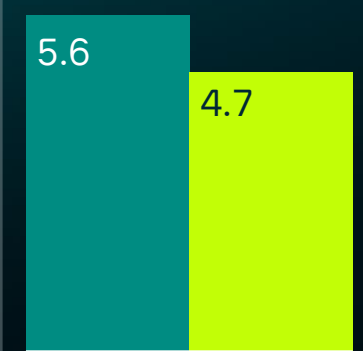


2023 2024

Net Cash Flow

[€ bn] 

-16.8%

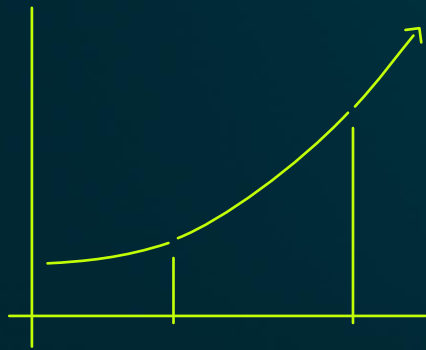


2023 2024

¹ previous year adjusted (IFRS17)

² without China business

³ after special items



8% RoS

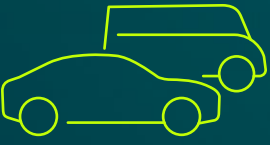
Mid-term
ambition

Updated Strategic Priorities in 2025

BRAND
GROUP
CORE




Cost & Performance



Products



Regions




Software



Battery



Sustainability



Governance

Electric Urban Car Family

BRAND
GROUP
CORE



~€ 650mn Synergies