



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 Such statements are valid on the date of publication and can be superseded.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
- 2 Brand Group Core with Financial Results and Outlook
- 3 Volkswagen Brand with Financial Results and Outlook
- 4 Q&A

# BRAND GROUP CORE

The background is a dark teal color. It features several thin, flowing, wavy lines in a lighter teal shade that sweep across the lower half of the image. In the center-right area, there is a faint, semi-transparent grid pattern that overlaps with the wavy lines.

# BRAND GROUP CORE

## Vision

We're the CORE  
of VW Group

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



# BRAND GROUP CORE

## Mission

### The CORE Community<sup>1</sup>

Strong brands, one efficient and effective engine.



22

Plants



>200,000

Employees



60

Model  
Ranges

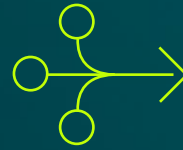
<sup>1</sup> China not included

# BRAND GROUP CORE

## Strategic Priorities 2024 for all Core Brands



Competitive  
EV's



Reduction of  
Complexity



Time-to-  
market



Cost  
Reduction



Growth



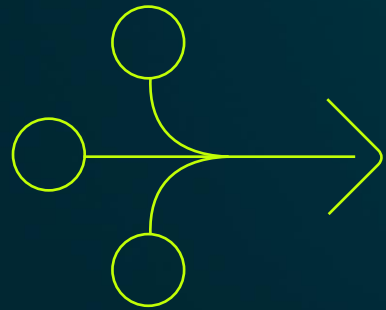
Culture &  
Governance



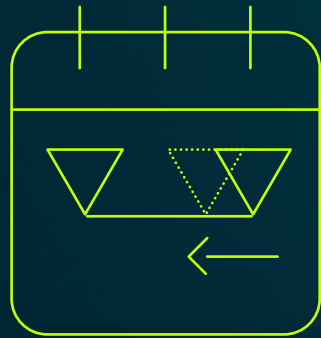
-50%

Reduced  
Battery Costs  
until 2027





# Radical Reduction of Software Variants

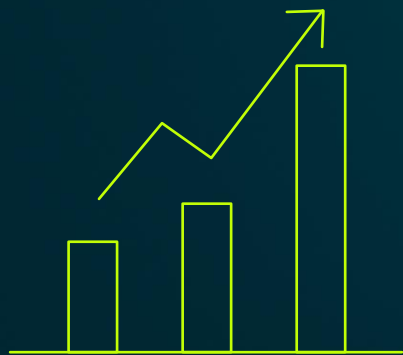


36 months

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

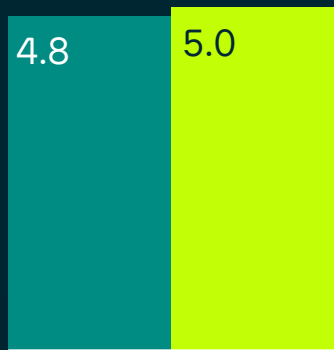
# Financial performance

FY 2023<sup>1</sup> vs. FY 2024

Vehicle  
Sales<sup>2</sup>

[mill. units] 

+2.8%

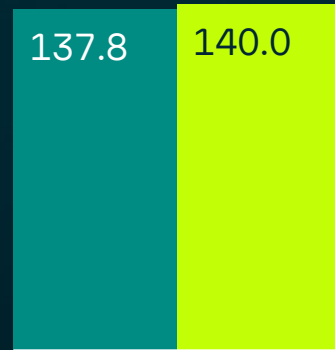


2023 2024

Sales  
Revenue

[€ bn] 

+1.6%

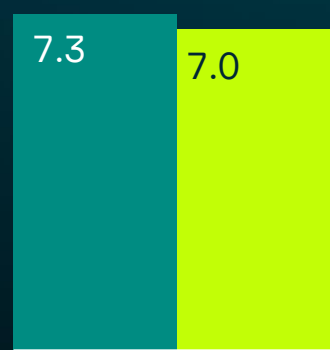


2023 2024

Operating  
Profit<sup>3</sup>

[€ bn] 

-4.3%



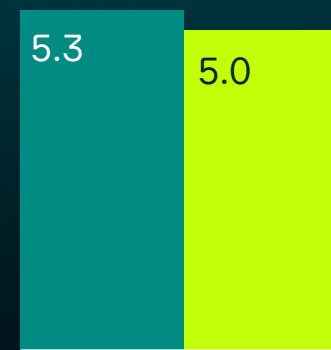
2023 2024

RoS<sup>3</sup>

[%]



-0.3 pp.

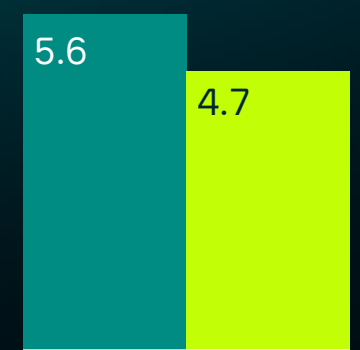


2023 2024

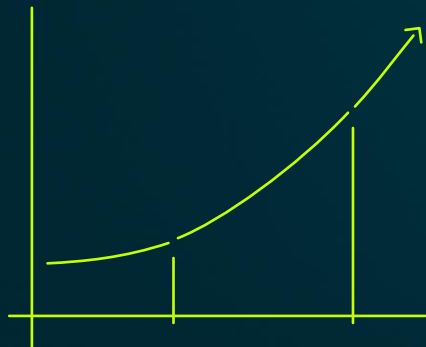
Net Cash  
Flow

[€ bn] 

-16.8%



2023 2024



8% RoS

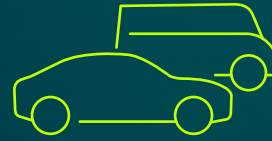
Mid-term  
ambition

# BRAND GROUP CORE

## Updated Strategic Priorities in 2025



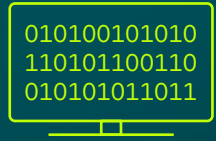
Cost &  
Performance



Products



Regions



Software



Battery



Sustainability

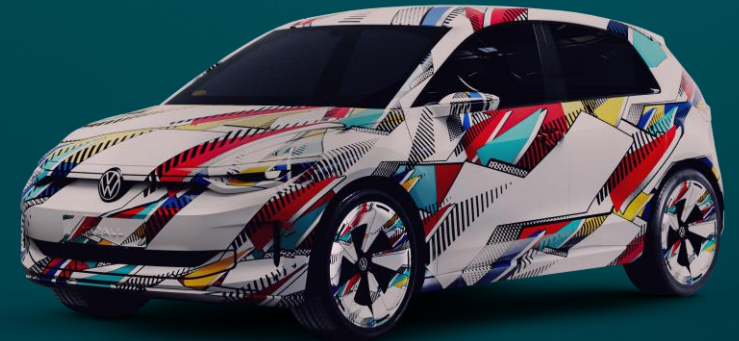


Governance



BRAND  
GROUP  
CORE

Electric Urban Car Family



~€ 650mn Synergies