

Success factor | Clear differentiation of brands and target groups

BRAND GROUP

CORE



Relationships
for life



SKODA

Let's
explore



CUPRA

Unconventional
challenger



SEAT

Fun &
accessible



Commercial
Vehicles

Space for needs
& dreams



Brand Group Core | Top quality convinces



Golf GTI, Tayron, T-Roc,
ID.7 GTX Tourer
Goldenes Lenkrad



Elroq
28 international Awards (incl.
German Car Of The Year 2025)



TERRAMAR
Goldenes Lenkrad



Shortlisted for the
Car of the Year 2025 Award



ID. Buzz
J.D. Power APEAL Award



T-Roc
Best Cars 2026



Superb
Autocar Five Star Car Award



Caddy
Firmenauto des Jahres
2025 (Minivan)



Golf GTI EDITION 50 - Combined fuel consumption 7.9-7.6 l/100 km; combined CO2 emissions 179-173 g/km; CO2 class: G-F.
ID.7 GTX Tourer - Combined power consumption 18.8-16.6 kWh/100 km; combined CO2 emissions 0 g/km; CO2 class: A.
T-Roc 1.5 eTSI - Combined energy consumption: 6.0-5.6 l/100 km | Combined CO2 emissions: 136-128 g/km | CO2 class: E-D.

Gaining BEV momentum – 5 BEV models ranked in Top 10 in 2025

EU TOP 10



VW ID.7



Škoda Enyaq



VW ID.4



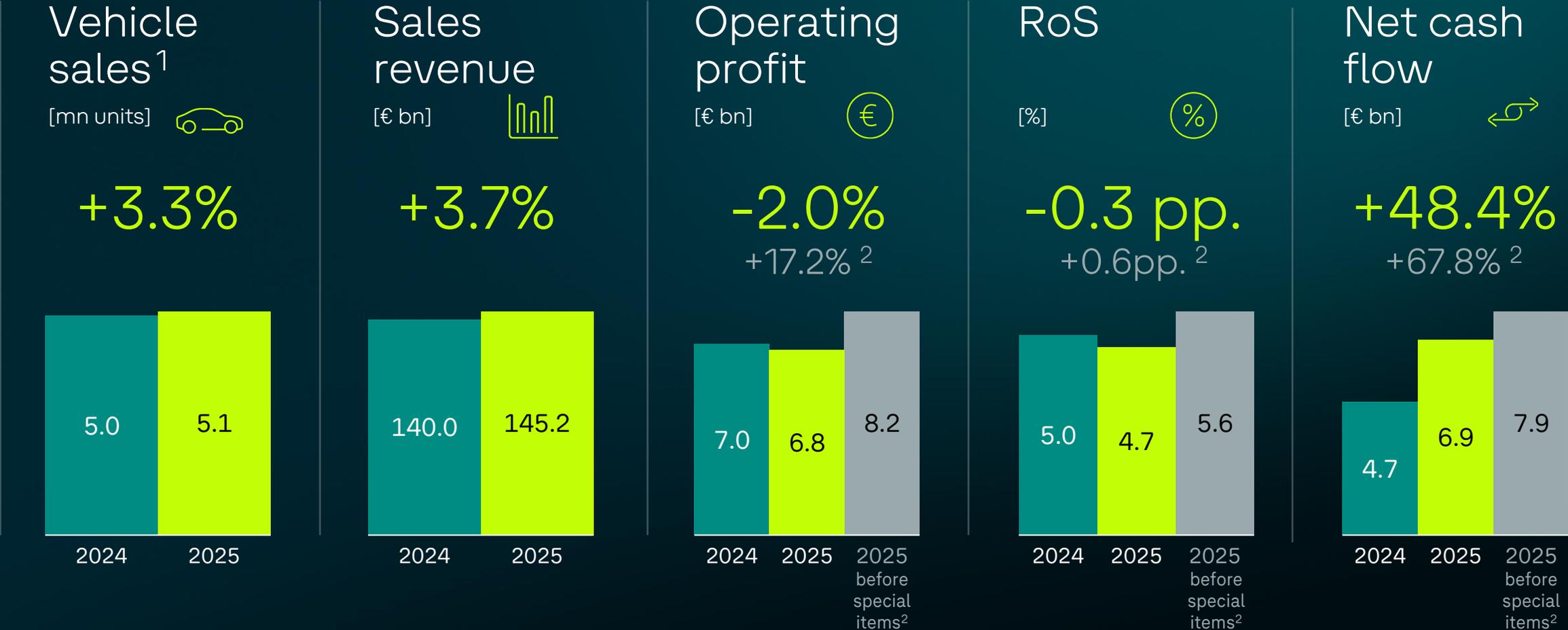
VW ID.3



Škoda Elroq

Financial performance

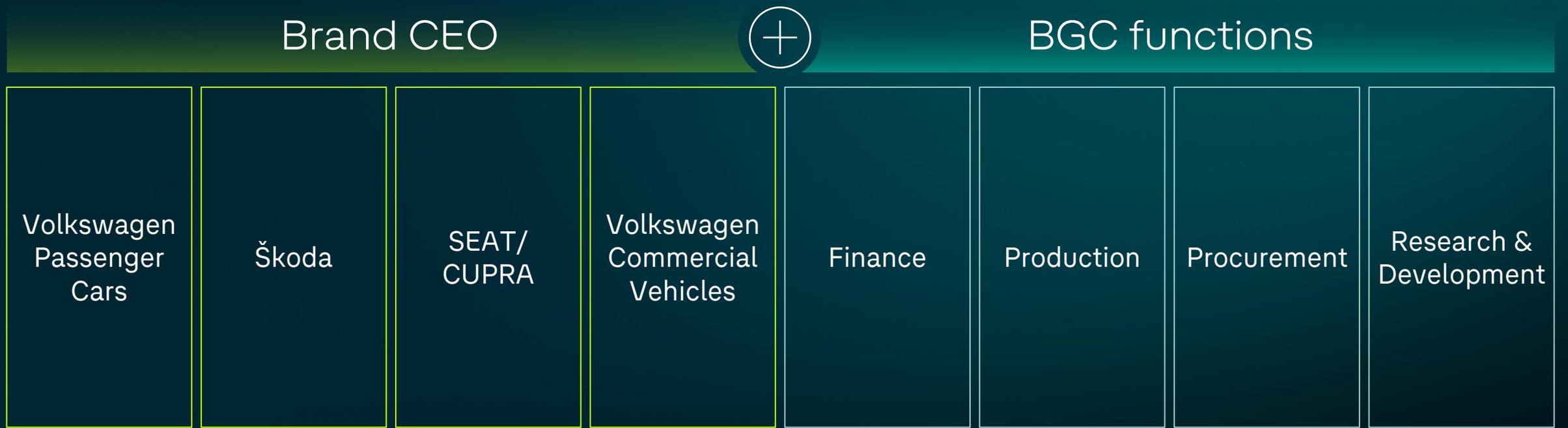
FY 2024 vs. FY 2025



¹ without China business

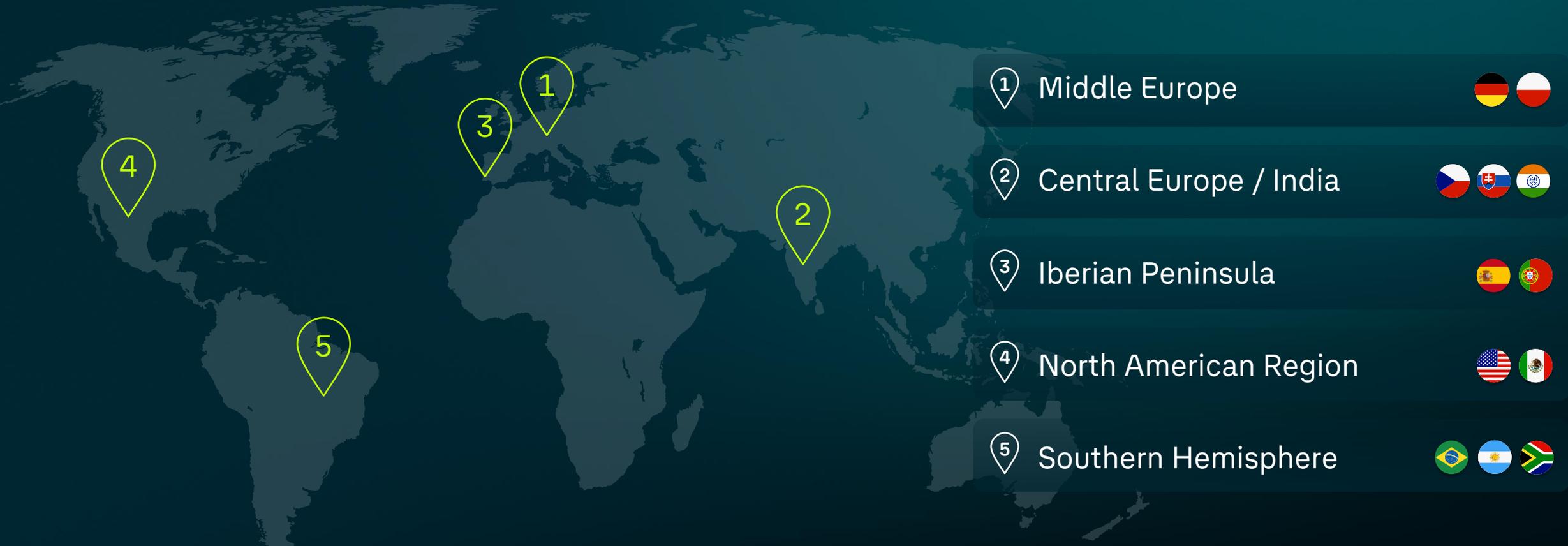
² before personnel related net restructuring expenses, cost related to diesel and US tariffs

New board level Brand Group Core - starting in 2026



Strong brands, lean engine room!

Brand Group Core Production | Future Production Governance

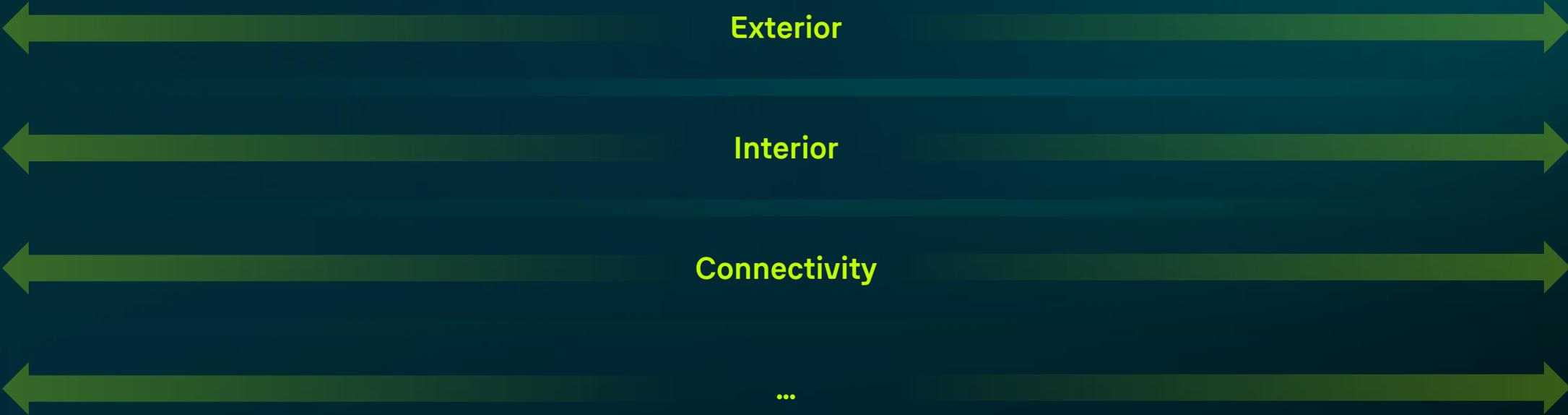


➤ "€1 Billion cumulative savings potential through 2030"

Brand Group Core Procurement | Structural integration to enhance



Procurement



Brand Group Core | Responsibilities in the development network



MQB Classic



MQB evo



MEB 21



SSP



Brand Group Core | Target vision development network



MQB Classic




SKODA



MQB evo




SKODA



MEB 21



 | 
SEAT | CUPRA



SSP





Brand Group Core | Transfer of responsibilities MQB evo to Škoda



5

User brands



5

Global regions



50

Vehicle hats



Brand Group Core | Electric Urban Car Family



Raval



ID. Polo



Epiq



ID. Cross

4

Models

3

Brands

2

Plants

1

Platform

BRAND GROUP CORE



Shared components
~80%

Synergies
~€ 650 Mn

Near-production concept cars.

A dark blue world map is centered in the background of the slide. The map shows the continents in a lighter shade of blue against a dark blue background.

~2.7 Million
Deliveries

without China

+5% vs. 2024



#1 Brand in Europe

+6% new registrations
(vs. 2024)

10.9% 
Total market share



#1 BEV Brand in Europe

+56% new registrations
(vs. 2024)

10.7% 
BEV market share



Highest market share

in Germany since 2016

↗ Total market share **19.6%**

↗ BEV market share **18.8%**

6 Volkswagen models in **Top 10**



#1: **Golf**



#2: **T-Roc**



#3: **Tiguan**



#6: **Passat**

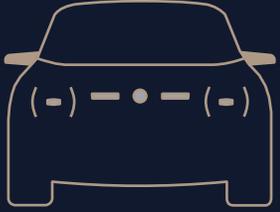


#8: **ID.7** (#1: BEV)



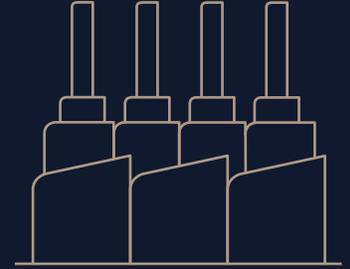
#10: **ID.3** (#2: BEV)





We are a
technology leader

We are a
**high-performing
organization**



Volkswagen
BOOST
2030



We are a
global brand

We have
**enthusiastic employees
and customers**



Volkswagen model offensive: six powerful world premieres

2026

January February March April May June July August September October November December

"New ID.3"



ID. Polo GTI



"ID.3 GTI"



ID. Polo



ID. Cross



"New ID.4"



Volkswagen Passenger Cars Portfolio 2026 in Europe

≤A0

A

≤B

ICE



Polo

Taigo

T-Cross



Golf Family

Tiguan

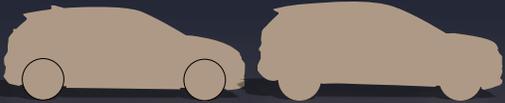
T-Roc

Tayron



Passat

BEV



ID. Polo

ID. Cross



"New ID.3"

"New ID.4"



ID.7 Family

