

BRAND GROUP CORE



Commercial
Vehicles



SKODA



SEAT



CUPRA

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

Mission

The CORE Community

Strong brands, one efficient and
effective engine.



200,000

Employees



24

Plants



> 50

Model ranges
in Europe

BRAND GROUP CORE

Strategic priorities

BRAND GROUP CORE

New governance with
clear responsibilities

Clear differentiation
across brands

Focus on costs &
capital efficiency

Synergies, impact
as a brand group

Highlights in 2023



Commercial Vehicles



SKODA



SEAT



CUPRA



New Tiguan



Bus Festival



Škoda in Vietnam



DarkRebel



ID.2all



ID.Buzz LWB



New Kodiaq



Tavascan

Synergy family BETA+

Our first lighthouse project

Volkswagen Passat



Škoda Superb



Passat Elegance 2.0 l TDI SCR 110kW (150PS) – Power consumption in kWh/100 km: combined 5.4-5.0 l/100km;
CO₂-emissions combined in g/km: combined 143-131 l. Information on consumption and CO₂ emissions, shown in
ranges, depends on the selected vehicle equipment.

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Synergy family Small-BEV

Our next big milestone



Concept cars, not for sale yet

BRAND GROUP CORE

6+ Core Driver

#1
Competitiveness EV
Software, Battery, Architecture, platforms

#2
Reduction of Complexity
Reduction of software variants

#3
Time-to-market
Faster in hardware and software

#4
Competitive Cost Structures
Match cost structures of the competition

#5
Optimization Sales Costs
Sales costs reduction & new sales formats

#6
Growth
Volume growth to profit from scale effects

+
Culture & Governance
Adapt our culture and governance
to tackle the future

Brand Group Core Financial performance

FY 2022¹ vs. FY 2023

Vehicle
Sales²
[mill. units] 

+19%



Sales
Revenue
[€ bn] 

+21%



Operating
Profit³
[€ bn] 

+80%



RoS³
[%] 

+1.7pp.



Net Cash
Flow
[€ bn] 



1 previous year adjusted (IFRS17)

2 without China business

3 before special items

BRAND GROUP CORE

Thomas Schäfer



VISION

Be the **most-loved** volume brand

We are going to make the VW brand shine again!

Phase 1



Brand



Products



Customers

Phase 2



Financial and entrepreneurial resilience





Forbes

FORBES > LIFESTYLE > CARS & BIKES

VW's Troubled EV Program Turns Corner With German Car Of The Year Win

The new Volkswagen ID.3: zero-emission elegance

La Gazzetta dello Sport
Tutto il rosa della vita



Das ist der erste gute Elektro-VW – und er besitzt eine ganz besondere Stärke

welt



CARBUZZ

5 Ways The New Volkswagen Golf GTI Is 'Better' Than The Outgoing Model



voiceovercars.com
21.700 Abonnenten

Meine Meinung zum neuen VW Golf 8 GTE Facelift und warum ich ihn mir sogar als GTI Fan kaufen würde!

ADAC

Bedienung: Ein echter Fortschritt

Wenn König Kunde wirklich mal einer zuhört



Golf GTI – Near-production vehicle

Passat – Near-production vehicle

ID.7 Pro – Power consumption in kWh/100 km: combined 16.3-14.1; CO₂-emissions in g/km: combined 0.

ID.7 Tourer Pro – Power consumption in kWh/100 km: combined 16.8-14.5; CO₂-emissions in g/km: combined 0.

Information on consumption and CO₂ emissions, shown in ranges, depends on the selected vehicle equipment.



Near-production vehicle



Globally differentiated portfolio

North America



Atlas

China



Talagon

South America



Amarok



ID.6 X

The vehicles are not sold in Germany.

11 new e-models by 2027



ID. BUZZ LWB



ID.7



ID.7 Tourer



ID. GTI Concept

Concept car, not for sale yet



ID. 2all

Concept car, not for sale yet



Entry-level E-Volkswagen



ID. 2all SUV



A-Main SUVe



ID.4 PA



VW/Xpeng I



VW/Xpeng II

ID.7 Pro – Power consumption in kWh/100 km: combined 16.3-14.1; CO₂-emissions in g/km: combined 0.
ID.7 Tourer Pro – Power consumption in kWh/100 km: combined 16.8-14.5; CO₂-emissions in g/km: combined 0.
Information on consumption and CO₂ emissions, shown in ranges, depends on the selected vehicle equipment.





ID.7 Tourer Pro – Power consumption in kWh/100 km: combined 16.8-14.5;
CO₂-emissions in g/km: combined 0. Information on consumption and CO₂ emissions,
shown in ranges, depends on the selected vehicle equipment.

Near-production vehicle

We are going to make the VW brand shine again!

Phase 1



Brand



Products



Customers

Phase 2



Financial and
entrepreneurial
resilience





We are making Volkswagen fit for the future through our Performance Program



**ACCELERATE
FORWARD** | ROAD TO
6.5

Performance Program – the nine fields of action

ACCELERATE
FORWARD | ROAD TO
6.5

| | | |
|---|---|--|
|  Administration |  Technical development |  Material costs |
|  Products |  Vehicle production |  Sales |
|  Quality |  Additional business fields |  NAR / SAM regions |

Cross-functional projects

Reducing variants for less complexity

Making processes and structures leaner and faster

Lowering product costs (MQB and MEB)

...





Our priorities for the coming months:

1

Full focus on operational execution

2

Consistent implementation of our Performance Program



BRAND GROUP CORE | 2024



Our new products

Successful launch of all brands' new products

6+ Core Drivers

The acceleration layer for the Brand Group Core

2024 Commitment

Track and achieve our higher financial and sales goals

Performance programs

Ramp-up of performance programs within the brands and identify and implement additional synergies