

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



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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 | 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.

Synergy family Small-BEV

Our next big milestone



CUPRA



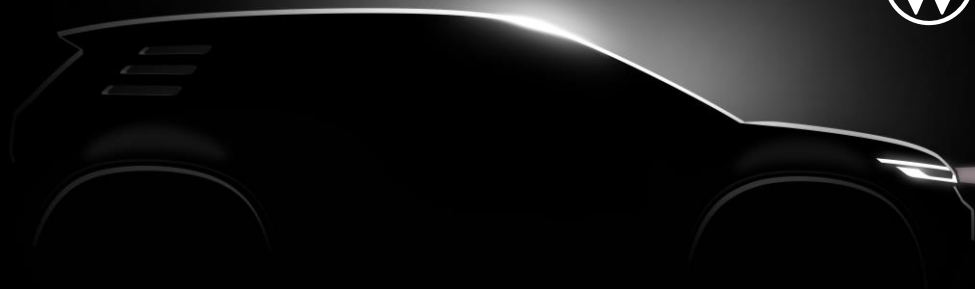
SKODA

Stay tuned

SKODA

Annual Press Conference

Tomorrow 10 a.m.



BRAND GROUP CORE

Concept cars, not for sale yet

6+ Core Driver

Competitiveness EV
Software, Battery, Architecture, platforms

#1



#2

Reduction of Complexity
Reduction of software variants



Time-to-market
Faster in hardware and software

#3



#4

Competitive Cost Structures
Match cost structures of the competition



Optimization Sales Costs
Sales costs reduction & new sales formats

#5



#6

Growth
Volume growth to profit from scale effects




+

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

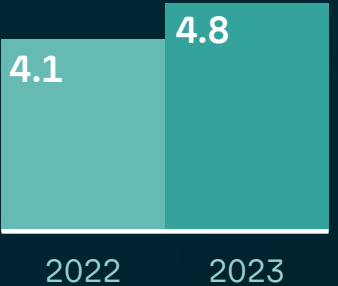


Brand Group Core Financial performance

FY 2022¹ vs. FY 2023

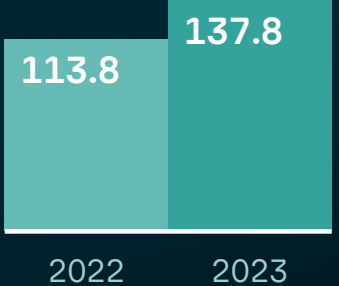
Vehicle
Sales²
[mill. units] 


+19%



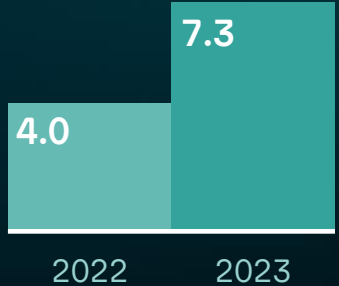
Sales
Revenue
[€ bn] 


+21%



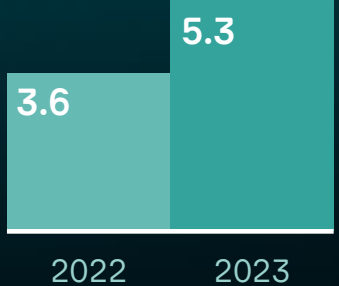
Operating
Profit³
[€ bn] 


+80%



RoS³
[%] 

+1.7pp.



Net Cash
Flow
[€ bn] 



1 previous year adjusted (IFRS17)

2 without China business

3 before special items

Patrik Mayer

Results improved - return on sales within targeted range

| | 2022 | 2023 |
|--|------|------|
| Sales* [million units] | 2.2 | 2.5 |
| Sales revenue [billion euro] | 74 | 86 |
| Operating profit before special items [billion euro] | 2.6 | 3.5 |
| Return on sales [in % of sales revenue] | 3.6% | 4.1% |

* Volkswagen Passenger Cars only, not including China business

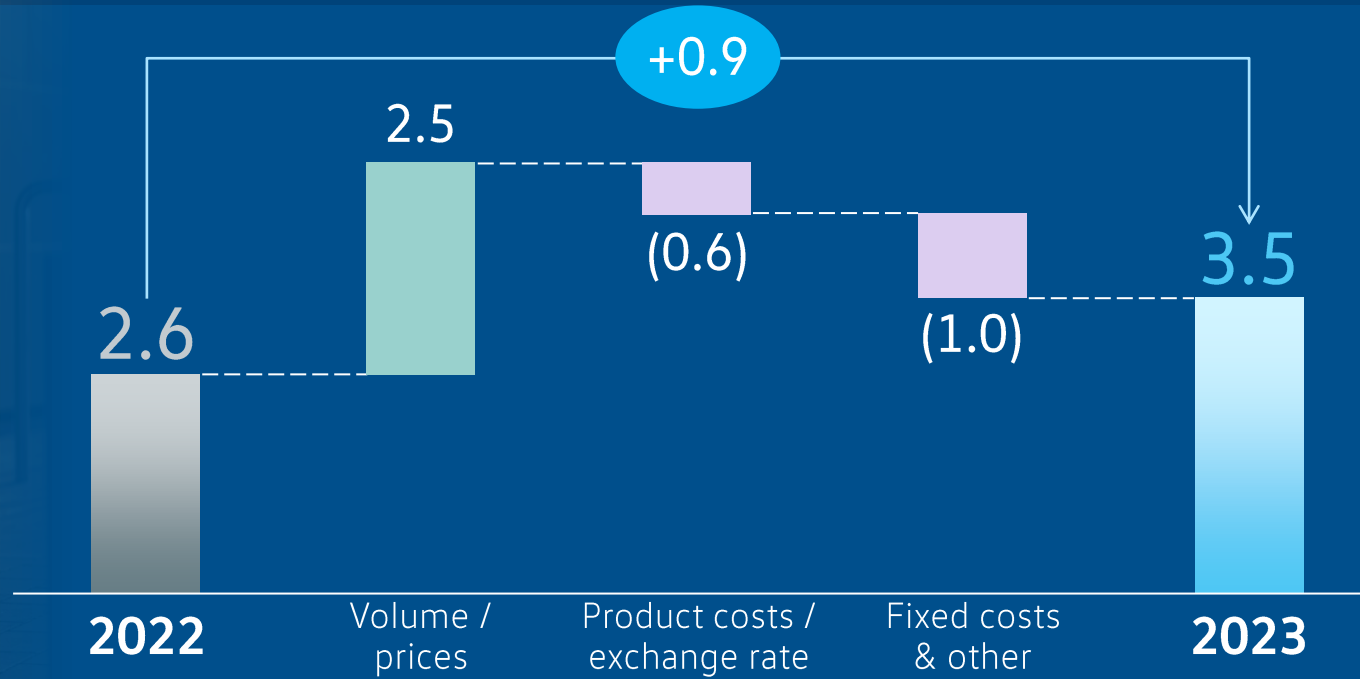


Result impacted by deconsolidation of Russian business and production interruptions due to flooding in Slovenia and semiconductor shortages



Cost increases in product and fixed costs overcompensated by volume and margin improvements

Operating profit
before special items
[billion euro]



Return on sales
[in % of sales revenue]

3.6%

+0.5%p

4.1%

Sales*
[million units]

2.2

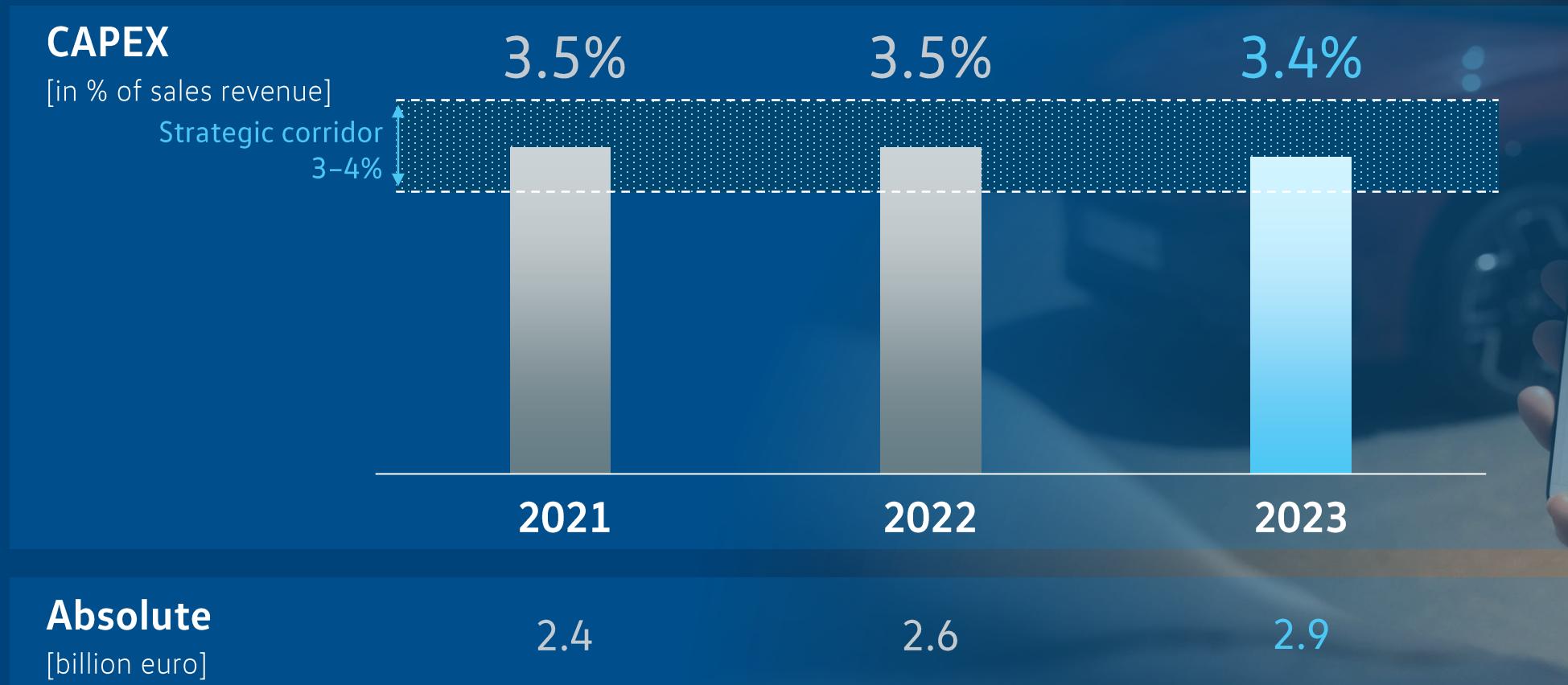
+0.3

2.5

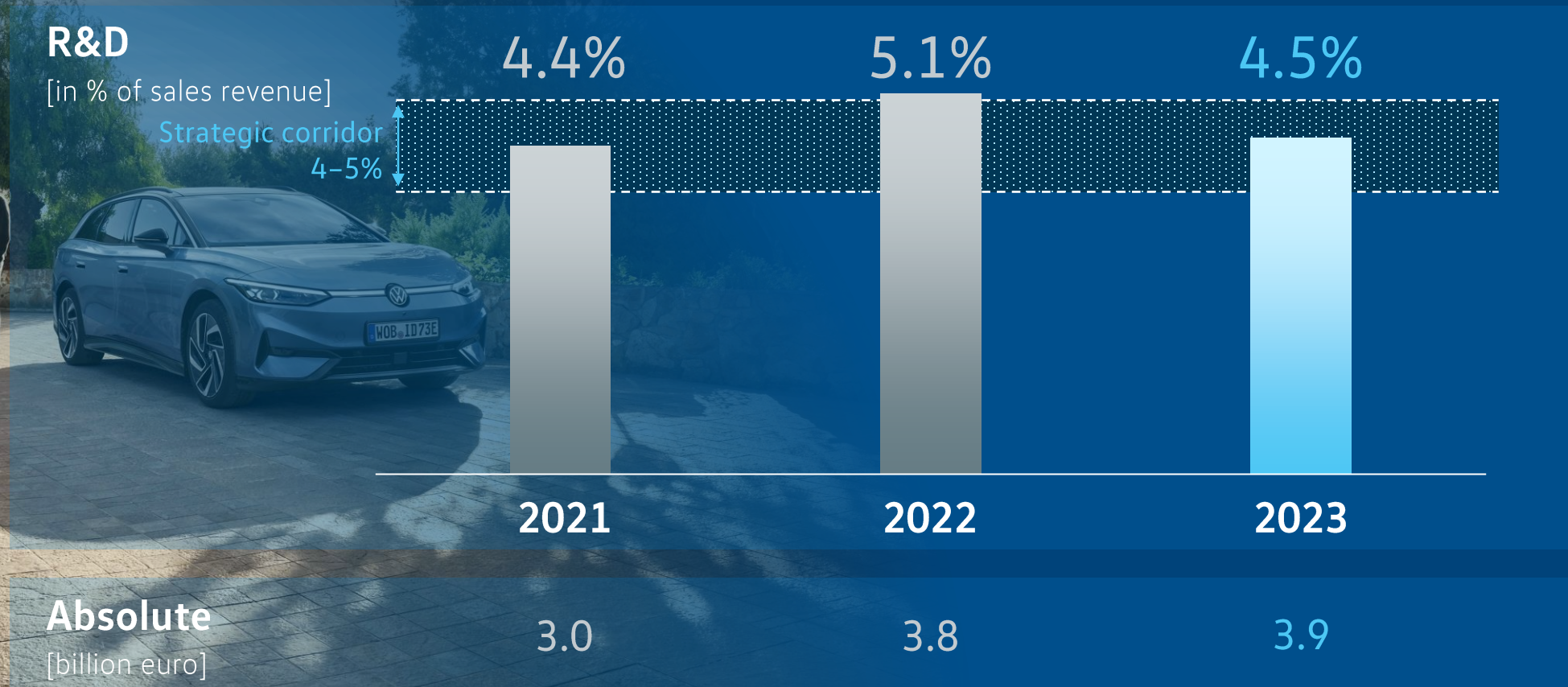
* Volkswagen Passenger Cars only, not including China business



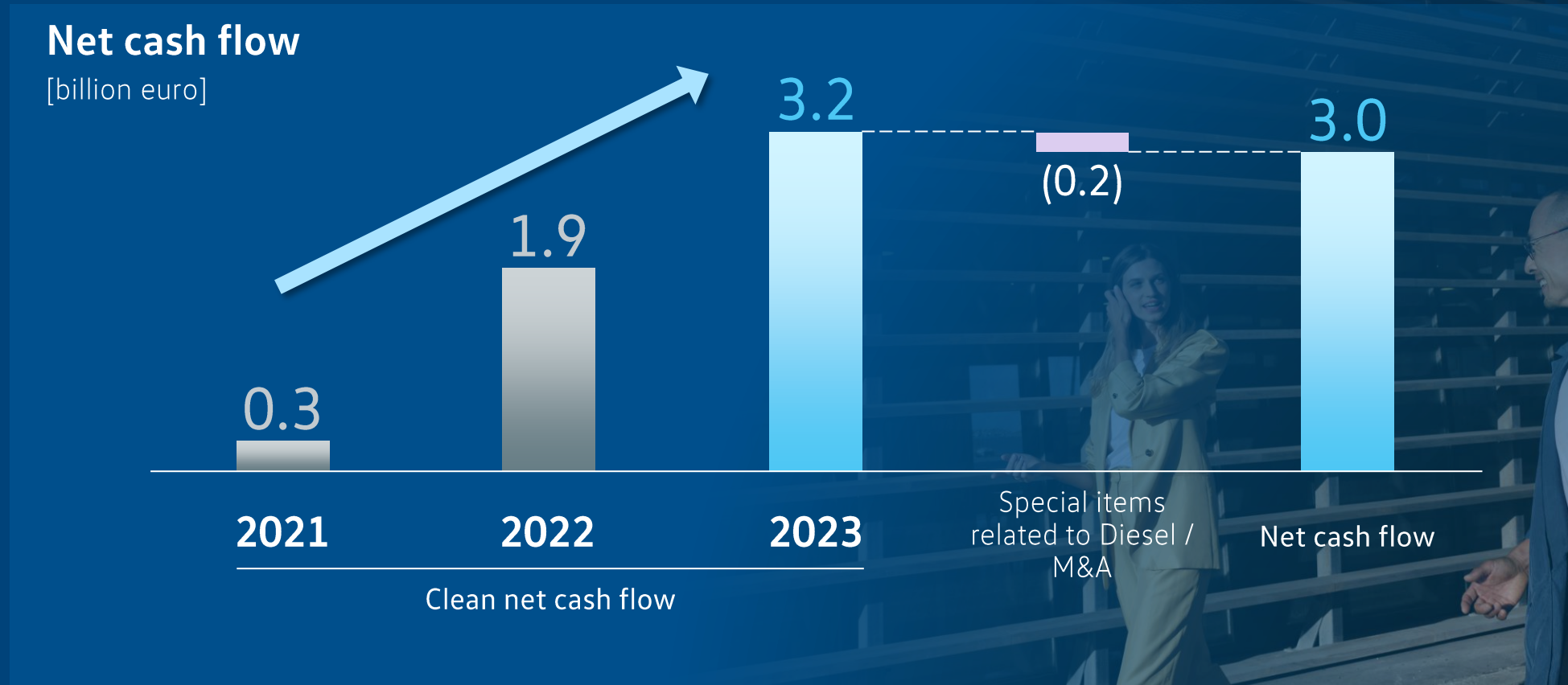
Investment expenditure at record level, but within strategic corridor



R&D ratio within target corridor to meet transformation objectives



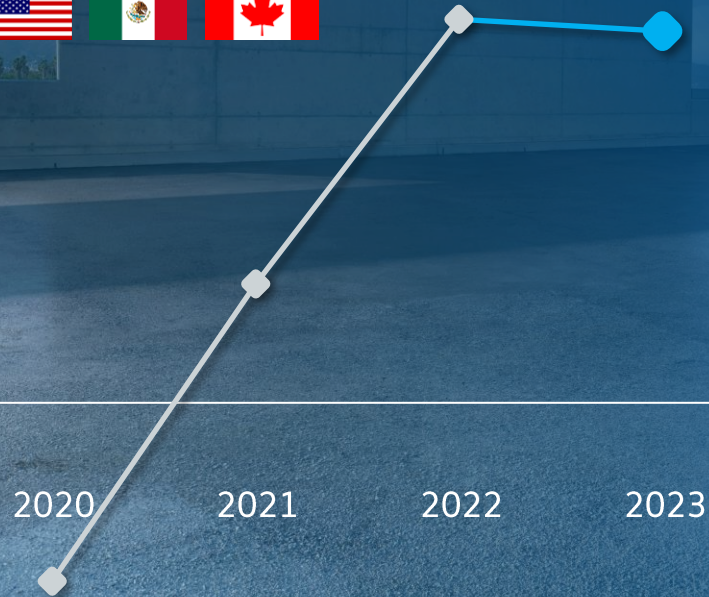
Net cash flow significantly improved mainly due to inventory reduction



Regions proved resilient in a challenging environment with stable results

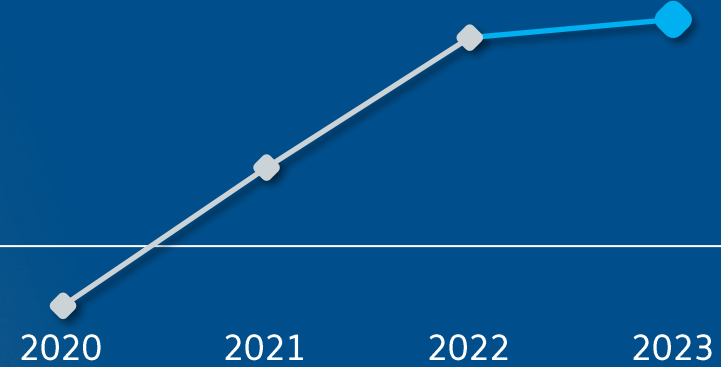
Region North America

[Operating profit]



Region South America

[Operating profit]

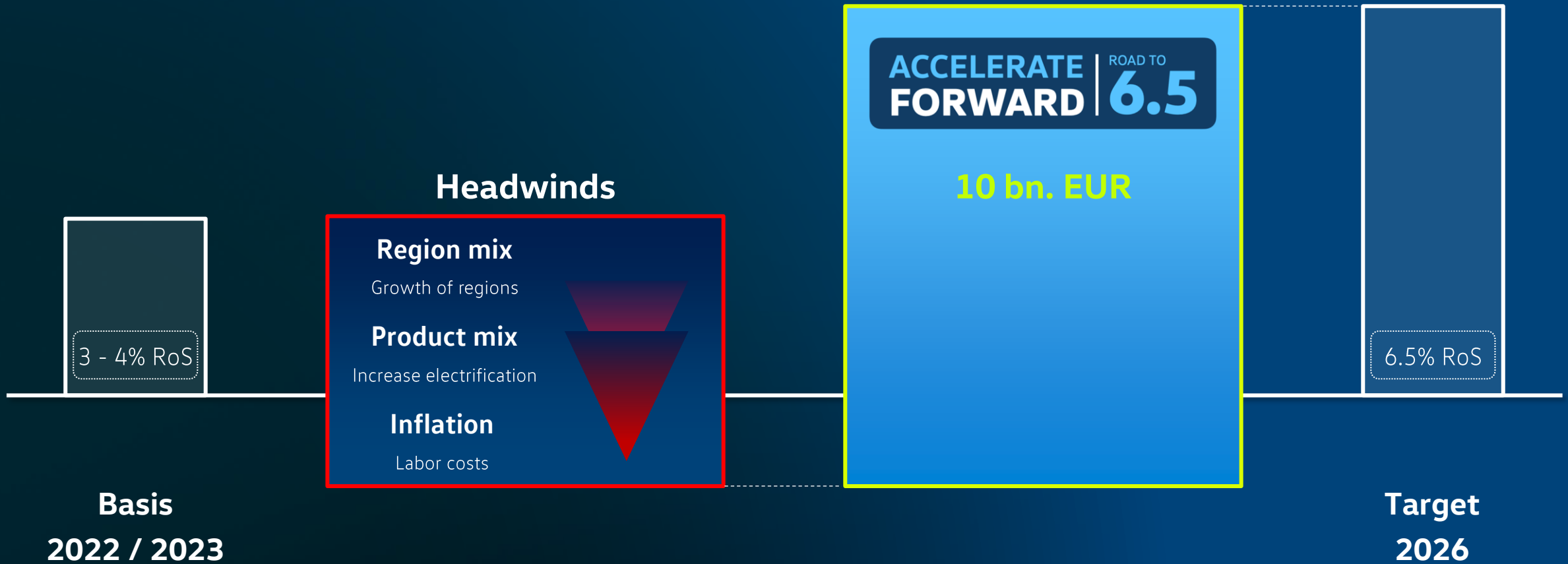


Further improvement in return on sales planned in 2024

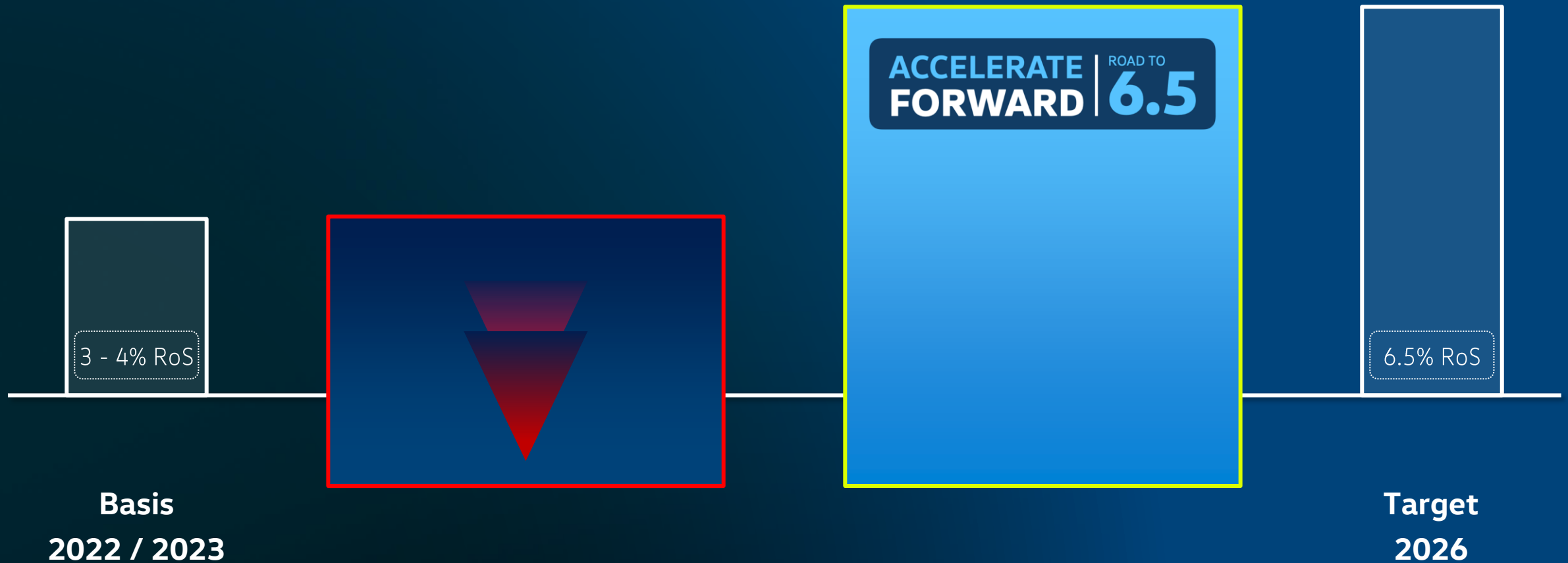
| | Actual 2022 | Actual 2023 | Outlook 2024 |
|---|----------------|----------------|-----------------|
| Return on sales before special items [in % of sales revenue] | 3.6% | 4.1% | 4-5% |
| CAPEX strategic corridor | 3.5% | 3.4% | 3-4% |
| R&D strategic corridor | 5.1% | 4.5% | 4-5% |



Performance program creates foundation for competitive return on sales



Performance program creates foundation for competitive return on sales



Performance program creates foundation for competitive return on sales

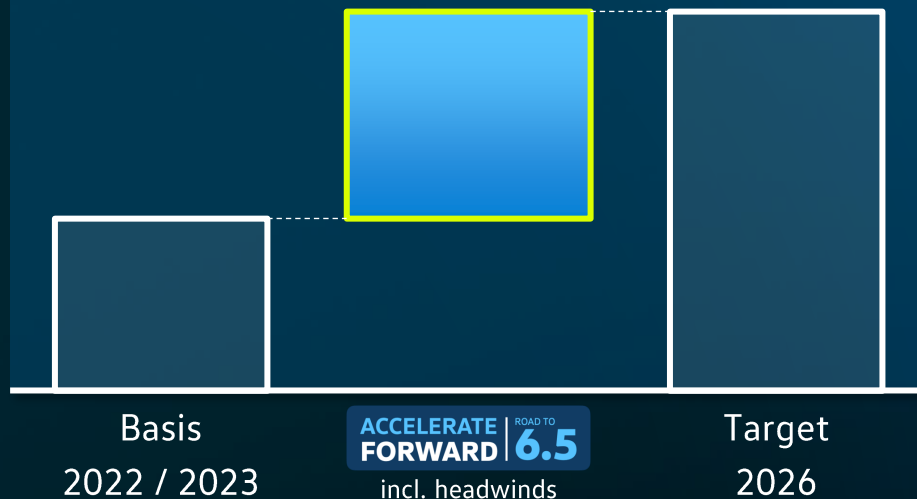


Implementation path clearly defined and performance program secured

Performance Program

[2024-2026]

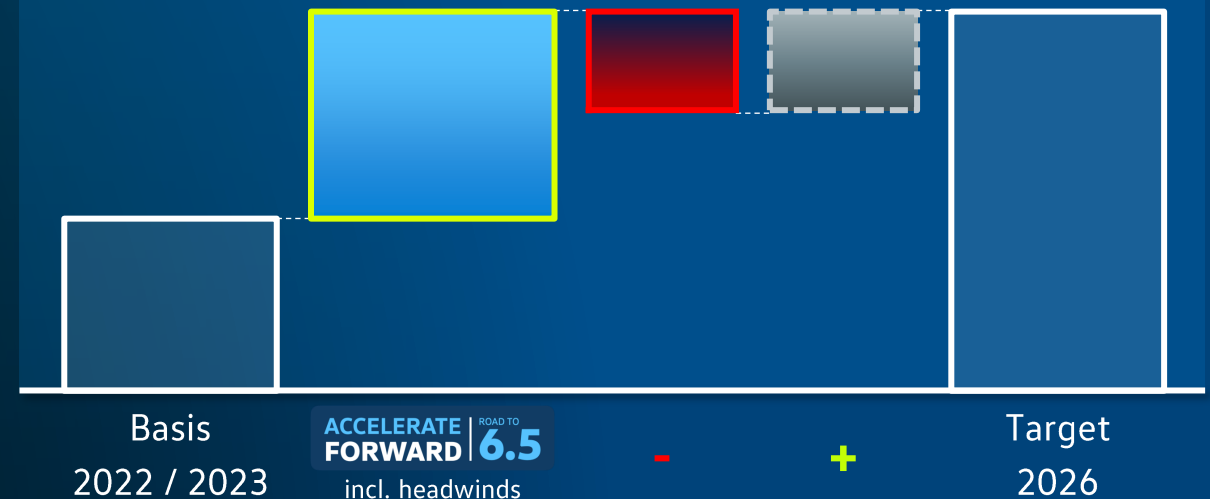
- Target return 6.5% in 2026
- Structural improvement of results
4 bn. € by 2024
7 bn. € by 2025
10 bn. € by 2026



Achieving targeted results in short- & mid-term

[2024, 2025, 2026]

- Includes Performance Program (Net-program)
- Accounting for additional risks and counter effects



Performance Program 2024 already in execution across all business areas

2024



Selected measures 2024

- Optimization of sales and after sales performance
- Reducing material costs
- Optimizing production and logistics
- Significant reduction of fixed costs (e.g. SG&A and engineering costs)
- Accelerating product development process



Thomas Schäfer



VISION

Be the **most-loved** volume brand

We are going to make the VW brand shine again!

Phase 1

Love
Brand

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!



Wenn König Kunde wirklich mal einer zuhört

ADAC

Bedienung: Ein echter Fortschritt



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

11 new e-models by 2027



ID. BUZZ LWB



ID.7 Tourer



ID.7



ID. 2all

Concept car, not for sale yet



ID. GTI Concept

Concept car, not for sale yet



ID. 2all SUV



A-Main SUVe



ID.4 PA



Entry-level E-Volkswagen



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

Love
Brand

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