# BRAND GROUP CORE











### Vision

### We're the CORE of VW Group

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











### Mission

### The CORE Community

Strong brands, one efficient and effective engine.





Plants

>50 Model ranges

in Europe

BRAND GROUP CORE

Strategic priorities

New governance with clear responsibilities

BRAND GROUP CORE

Clear differentiation across brands

Focus on costs & capital efficiency

Synergies, impact as a brand group

### Highlights in 2023

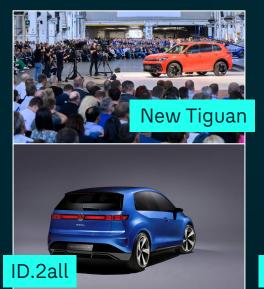






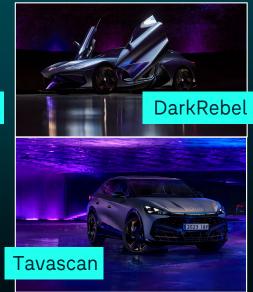












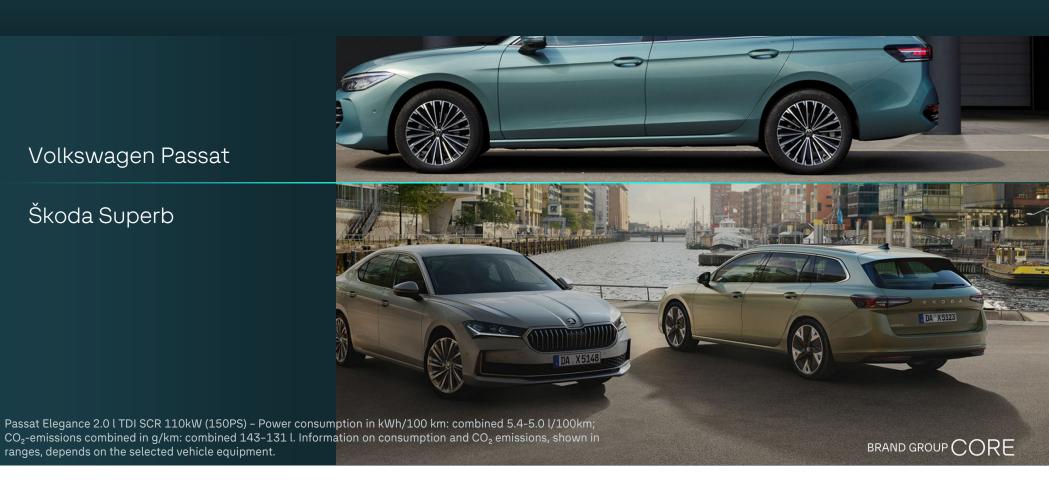
### Synergy family BETA+

Our first lighthouse project

Volkswagen Passat

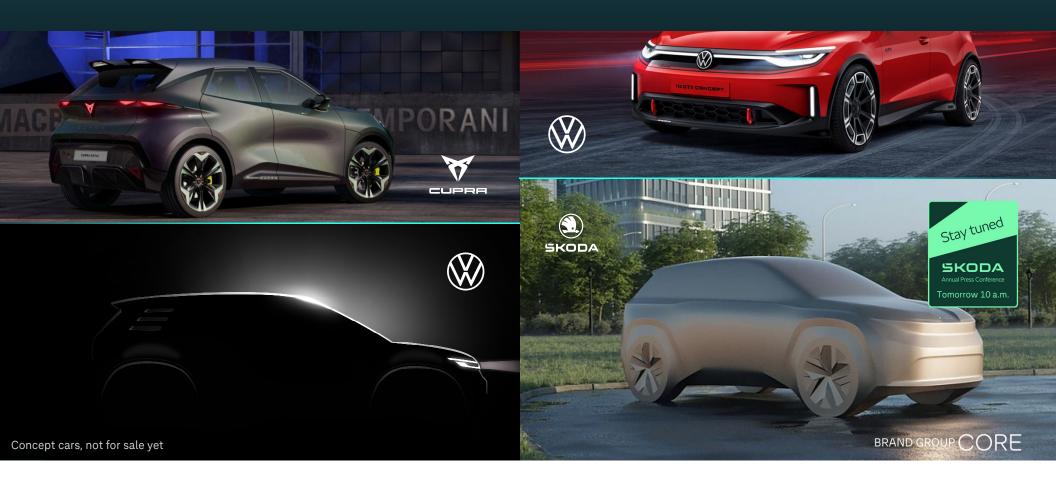
ranges, depends on the selected vehicle equipment.

Škoda Superb

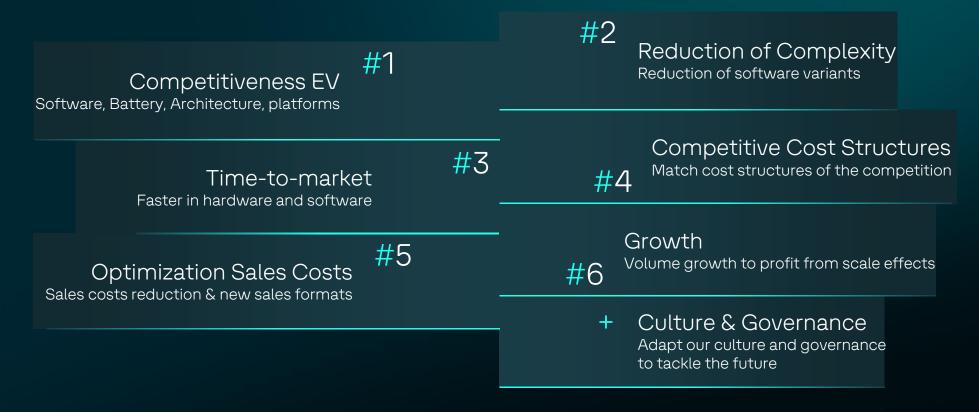


### Synergy family Small-BEV

Our next big milestone



### 6+ Core Driver

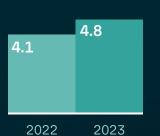


### Brand Group Core Financial performance FY 2022<sup>1</sup> vs. FY 2023

Vehicle Sales<sup>2</sup> [mill. units] Sales Revenue [€ bn] Operating Profit<sup>3</sup> [€ bn] RoS<sup>3</sup> [%]

Net Cash Flow [€ bn]





+21%



+80%



+1.7pp.





1 previous year adjusted (IFRS17)

2 without China business

3 before special items

BRAND GROUP CORE

# Thomas Schäfer



### We are going to make the VW brand shine again!

#### Phase 1



Brand



**Products** 



Customers

### Phase 2



Financial and entrepreneurial resilience





#### **Forbes**

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

The new Volkswagen ID.3: zero-emission elegance





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

welt



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



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;  $CO_2$ -emissions in g/km: combined 0. ID.7 Tourer Pro – Power consumption in kWh/100 km: combined 16.8-14.5;  $CO_2$ -emissions in g/km: combined 0. Information on consumption and  $CO_2$  emissions, shown in ranges, depends on the selected vehicle equipment.



### Globally differentiated portfolio

North America



South America



China







### **11** new e-models by **2027**





**ID. GTI Concept** 

Concept car, not for sale yet



















ID.7 Pro – Power consumption in kWh/100 km: combined 16.3-14.1;  $CO_2$ -emissions in g/km: combined 0. ID.7 Tourer Pro – Power consumption in kWh/100 km: combined 16.8-14.5;  $CO_2$ -emissions in g/km: combined 0. Information on consumption and  $CO_2$  emissions, shown in ranges, depends on the selected vehicle equipment.



### We are going to make the VW brand shine again!

#### Phase 1







**Products** 



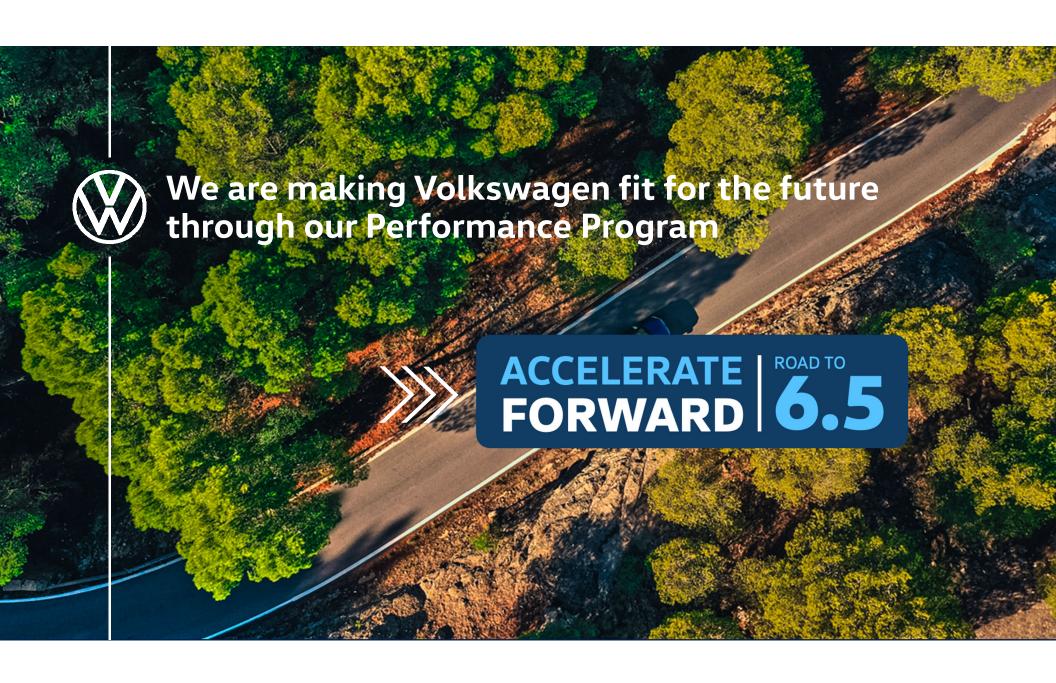
Customers

### Phase 2



Financial and entrepreneurial resilience





### **Performance Program** – the nine fields of action



#### 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:

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