

## First Quarter: Volkswagen Group makes progress in a challenging environment – overhead costs reduced by one billion Euro, transformation to be accelerated further

“The world is undergoing fundamental change – and we are aligning our strategy consistently. Wars, geopolitical tensions, trade barriers, stricter regulations, and intense competition are creating headwinds. In this challenging environment, we have managed to make tangible progress. In the Passenger Cars and Light Commercial Vehicles segment, operating profit is up by around 43 percent compared to the previous year.

Our product campaign is resonating with our customers. Our cost discipline is paying off. These achievements give us confidence. They form the foundation for further accelerating our transformation. At the same time, the financial result shows that, to improve and sustainably strengthen our competitiveness, we must consistently evolve our business model. We are aligning our products, technologies, and value creation even more closely with regional markets. Above all, our global business gives us decisive advantages in the race for innovation – on our way to becoming the global automotive tech driver.”

**Oliver Blume, CEO Volkswagen Group**





"We made further progress in the first quarter of 2026: order intake in Europe improved, our 'In China, for China' strategy is progressing, we reduced overhead costs by nearly 1 billion EUR, and net cash flow reached 2 billion EUR.

Despite this progress, our operating margin – even before special effects – remains far too low at 4.3 percent. Since we launched the Volkswagen Future Program one and a half years ago, the world has changed significantly: tariffs have been imposed, competition in China continues to intensify, and Chinese players are increasingly exporting competitive pressure to Europe.

In this environment, the planned cost reductions are not enough. We must fundamentally transform our business model and achieve structural, sustainable improvements. This includes improving the cost structure of our vehicles without compromising product substance, significantly reducing overhead costs, increasing the efficiency of our plants, and accelerating technology development and decision-making.

We can only achieve this by significantly reducing complexity – in our product portfolio and technology platforms, as well as in the number of entities and decision-making layers. This is what we will focus on in the coming months."

**Arno Antlitz, CFO and COO Volkswagen Group**

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## Key Figures

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**75.7 billion EUR in sales revenue** in Q1 2026, 2% below Q1 2025 (77.6 billion EUR)

Volume-driven revenue decline partly offset by strong business in Europe and growth in the financial services business.

**2.5 billion EUR Operating Result** in Q1 2026, 14.3% below Q1 2025 (2.9 billion EUR); operating return on sales of 3.3% (3.7%)

Decline in Operating Result mainly due to special effects in the Brand Group Core, Brand Group Trucks, and higher US tariffs.

**2.0 billion EUR Net Cash Flow** in the Automotive Division in Q1 2026, significantly above prior year (-0.8 billion EUR)

Significantly improved net cash flow, partly due to stronger operating performance before special effects, strict investment discipline in M&A activities (prior year -0.7 billion EUR), and lower tax payments. Net liquidity remained at a solid level of EUR 34.2 billion (31.12.25: 34.5 billion EUR).

**2.0 million vehicle sales** in Q1 2026, 7% below Q1 2025 (2.1 million)

Growth in South America (+3%), Western Europe (+1%) and Central and Eastern Europe (+7%) only partially offsets declines in China (-20%) and North America (-9%).

**Order bank in Europe up by around 15%** compared to year-end 2025

New models across all drive types such as the VW T-Roc, CUPRA Terramar, Škoda Elroq, Audi Q3 and Porsche Cayenne Electric are driving higher order intake; order intake across all drive types increases by 3%, BEV order intake grows by 4%.

VOLKSWAGEN GROUP MAKES PROGRESS IN Q1 IN A CHALLENGING ENVIRONMENT - TRANSFORMATION TO BE ACCELERATED FURTHER

SALES	
<b>2.0 m vehicles</b>	<b>-6.9%</b>
SALES REVENUE	
<b>€ 76 bn</b>	<b>-2.5%</b>
OPERATING RESULT	
<b>€ 2.5 bn</b>	<b>-14.3%</b>

All comparisons vs. Q1 2025

OUTLOOK FOR FY 2026 DATED MARCH 10, 2026, CONFIRMED<sup>1</sup>

SALES REVENUE	OPERATING MARGIN
<b>0 - 3%</b>	<b>4.0 - 5.5%</b>
NET CASH FLOW <sup>2</sup>	NET LIQUIDITY <sup>2</sup>
<b>€ 3 - 6 bn</b>	<b>€ 32 - 34 bn</b>

<sup>1</sup>The financial outlook 2026 is based on the tariff situation as per end of February 2026 and does not include effects from potential larger asset disposals but contains 3rd payment to Rivian.  
<sup>2</sup>Automotive Division

## Outlook for 2026

The Volkswagen Group expects sales revenue in 2026 to develop within a range of 0 and +3 percent compared with the previous year. The Group's operating return on sales is expected to range between 4.0 and 5.5 percent.

In the Automotive Division, the company expects an investment ratio of between 11 and 12 percent in 2026. Net cash flow for the year 2026 is expected to range between EUR 3 billion and EUR 6 billion. Net liquidity in the Automotive Division is expected to range between EUR 32 billion and EUR 34 billion in 2026. The Volkswagen Group continues to pursue its objective of maintaining a solid financing and liquidity policy.

Challenges are expected in particular from the macroeconomic environment, uncertainties regarding restrictions in international trade and geopolitical tensions, increasing competitive intensity, volatile commodity, energy and foreign exchange markets, as well as high requirements resulting from emissions-related regulations.

The forecast is based on the assumption that the current tariff situation in international trade remains unchanged. The potential future impact of an escalation in the Middle East cannot be reliably assessed at present and is therefore not reflected in the forecasted figures.

## Further information on the brand groups

### Core

Significantly improved operating result of EUR 1.5 billion (+38%). Positive effects from optimized product costs and consistent cost management more than offset the impact from U.S. tariffs and the ID.4 depreciation in the U.S. Vehicle Sales of 1.2 million vehicles and revenue of EUR 34.9 billion at the prior year level; the brand group's operating margin stood at 4.4%.

[Q1 2026 Results Core](#)

### Progressive

Revenue declined to EUR 14.2 billion (-8.1%). Operating result at EUR 0.6 billion above prior year (+9.5%). Operating return on sales of 4.2% (+0.7 percentage points). Positive effects from continued cost discipline, lower provisions related to CO<sub>2</sub> regulation, and reduced expenses for restructuring measures. Negative impacts included, among others, U.S. tariffs.

[Q1 2026 Results Progressive](#)

### Sport Luxury

Porsche Automotive reported an operating result of EUR 0.5 billion (prior year: EUR 0.7 billion). Main reasons for the decline were lower sales volumes and the impact from U.S. tariffs. The return on sales stood at 7.0%. Revenue fell by 5.6% to EUR 7.4 billion, less than the decline in vehicle sales (-9.5%).

[Q1 2026 Results Luxury](#)

### Trucks

Volume-driven revenue decline to EUR 9.8 billion (-5.3%). Operating result of EUR 40 million (prior year - EUR 640 million). In addition

### CARIAD

Revenue increased by EUR 151 million to EUR 389 million, driven by successful software deliveries to Group brands. The operating result

### Group Mobility

Operating result of EUR 868 million (-8.5%), due to higher risk provisions. Positive development in new contracts (+2.6%) and

to lower sales volumes as well as currency and tariff effects, in particular expenses related to adjustments of projects in the field of electric mobility, legal disputes, and charges associated with the agreement to sell a plant of the brand International in the U.S. had a negative impact.

[Q1 2026 Results TRATON Group](#)

improved by EUR 335 million to EUR -420 million. This was primarily due to progress from the consistent implementation of the transformation program. In addition, earnings in the same quarter of the prior year were impacted by restructuring costs.

in the contract portfolio (+4.2%).

[Q1 2026 Results VW Group Mobility](#)

## Key Figures Volkswagen Group

	Q1		
	2026	2025	%
<b>Volume Data<sup>1</sup> in thousands</b>			
Deliveries to customers (units)	2,049	2,134	-4.0
Vehicle sales (units)	1,954	2,100	-6.9
Production (units)	2,157	2,194	-1.7
Employees (on Mar. 31, 2026 / Dec. 31, 2025)	657.4	662.9	-0.8
<b>Financial Data (IFRS), € million</b>			
Sales revenue	75,657	77,558	-2.5
Operating result	2,463	2,873	-14.3
Operating return on sales (%)	3.3	3.7	
Earnings before tax	2,235	3,109	-28.4
Return on sales before tax (%)	3.0	4.0	
Earnings after tax	1,564	2,186	-28.4
<b>Automotive Division</b>			
Cash flows from operating activities	6,662	4,696	+41.9
Cash flows from investing activities attributable to operating activities <sup>2</sup>	4,669	5,524	-15.5
Net cash flow	1,993	-828	
Net liquidity at March 31	34,237	33,180	3.2
Investment ratio	11.3	11.2	

1) The figures also include the equity-accounted Chinese joint ventures. Prior-year deliveries have been updated to reflect subsequent statistical trends.

2) Excluding acquisition and disposal of equity investments: Q1 EUR -4,823 (-4,834) million.

## Key figures by brand group and divisions from January 1 to March 31

Thousand vehicles/ € million	Vehicle sales		Sales revenue		Operating result		Operating margin	
	2026	2025	2026	2025	2026	2025	2026	2025
Core brand group	1,227	1,224	34,874	35,340	1,541	1,118	4.4	3.2
Progressive brand group	260	277	14,178	15,431	588	537	4.2	3.5
Sport Luxury brand group <sup>1</sup>	59	65	7,381	7,819	517	678	7.0	8.7
CARIAD	-	-	389	237	-420	-755	-	-
Battery	-	-	12	2	-230	-213	-	-
Brand group Trucks	69	73	9,780	10,326	40	640	0.4	6.2
Equity-accounted companies in China <sup>2</sup>	494	610	-	-	-	-	-	-
Volkswagen Group Mobility	-	-	15,831	14,866	868	948	5.5	6.4
Other <sup>3</sup>	-155	-149	-6,788	-6,464	-441	-81	-	-
<b>Volkswagen Group</b>	<b>1,954</b>	<b>2,100</b>	<b>75,657</b>	<b>77,558</b>	<b>2,463</b>	<b>2,873</b>	<b>3.3</b>	<b>3.7</b>

1) Including Porsche Financial Services: sales revenue EUR 8,400 (8,858) million, operating result EUR 595 (762) million.

2) The sales revenue and operating result of the equity-accounted companies in China are not included in the consolidated figures; the share of the operating result generated by these companies amounted to EUR 83 (272) million.

3) In the operating result, mainly intragroup items recognized in profit or loss, in particular from the elimination of intercompany profits; the figure includes depreciation and amortization of identifiable assets as part of purchase price allocation, as well as companies not allocated to the brands.

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## About the Volkswagen Group

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The Volkswagen Group is one of the world's leading car makers, headquartered in Wolfsburg, Germany. It operates globally, with 111 production facilities in 16 European countries and 10 countries in the Americas, Asia and Africa. With around 663,000 employees worldwide. The Group's vehicles are sold in over 150 countries.

With a comprehensive portfolio of strong global brands, leading technologies at scale, innovative ideas to tap into future profit pools and an entrepreneurial leadership team, the Volkswagen Group is committed to shaping the future of mobility through investments in electric and autonomous driving vehicles, digitalization and sustainability. The goal: As a "Global Automotive Tech Driver", to make the best automotive technologies accessible to customers worldwide - from entry-level mobility to the luxury segment.

In 2025, the total number of vehicles delivered to customers by the Group globally was 9.0 million (2024: 9.0 million). Group sales revenue in 2025 totaled EUR 321.9 billion (2024: EUR 324.7 billion). The operating result in 2025 amounted to EUR 8.9 billion (2024: EUR 19.1 billion).

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## THE GLOBAL AUTOMOTIVE TECH DRIVER.

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Volkswagen Aktiengesellschaft

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