

For Europe: Volkswagen Group shows how Europe's strengths can be turned into an agenda for the future

- At the "For Europe" event on the eve of the Paris Motor Show, the Volkswagen Group combines industrial transformation, technological sovereignty and attractive products into a clear European agenda for the future, in close cooperation with policymakers
- Electric Urban Car Family represents European scaling: four models, three brands, one technological base, developed and produced in Europe
- Overarching message of the event: Europe's future will be created by joint action from the business community, the political sphere and society

Paris/Wolfsburg, October 11, 2026 – Under the theme "For Europe", the Volkswagen Group demonstrated on the day before the opening of the Paris Motor Show how Europe's industrial strength can be translated into competitive products, technologies and value creation. At the Palais de Tokyo, the focus was on the Electric Urban Car Family, the consistent use of Group synergies and close cooperation between business and policymakers. The shared message: Europe has industrial substance, technical expertise and innovative strength. The key is to combine and scale these strengths more quickly and industrialize them in Europe.



"For Europe": The Volkswagen Group combines European value creation, technology and attractive products

company.

Europe as an industrial home and a location for the future

The Volkswagen Group is combining its commitment to Europe with a comprehensive transformation program. Complexity in products, processes and structures is being reduced, decisions are being accelerated, and investments are being focused on technologies and business segments that deliver high value for customers and the

At the same time, the Group is advocating for a regulatory framework that rewards genuine European value creation, supports the ramp-up of electric mobility and enables fair international competition.

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Oliver Blume, CEO Volkswagen Group: "Europe has strong foundations: a broad industrial base, a high level of innovative strength and many motivated, highly qualified people. What matters is what we make of these strengths. That is exactly what 'For Europe' is about: combining Europe's strengths, bringing them to market faster and using them to create growth, value and employment in Europe. This is a shared task: the business sector must become more competitive and create attractive offerings, while policymakers must establish the right framework conditions. At the Volkswagen Group, we are starting with ourselves and driving the necessary structural change through the largest transformation program in our history. Europe's future is in our collective hands."

In his keynote address, Sébastien Martin, France's Minister Delegate for Industry, shared his perspective on "Made in Europe". This was followed by a discussion with Oliver Blume.

Scaling and artificial intelligence as efficiency levers

Platforms, architectures and modules are to be scaled more consistently across the Group. Joint development, reduced duplication of work and the targeted use of artificial intelligence throughout hardware and software development are intended to shorten development times and bring innovations to customers faster. At the same time, the brands will retain their differentiation through design, character and positioning.

Arno Antlitz, CFO & COO Volkswagen Group: "Our starting position remains robust, even in a challenging market: powerful brands, competitive products, leading technologies. The purpose of our Future Plan is to protect these strengths and put them on a more sustainable financial foundation. Volkswagen is not stepping back from the future. We are investing with greater focus and discipline. By using our scale, our brand portfolio and our technology base more effectively. That is how we strengthen profitability today while preserving our ability to innovate tomorrow."

Werner Tietz, member of the Group's Extended Executive Committee for Research & Development: "We want to make consistent use of our technological strength across all brands in the Group. Shared technology where it creates added value. Clear differentiation where customers experience the difference. The Electric Urban Car Family shows how this works: jointly developed and produced in Europe, while giving each brand a strong and distinctive character."

Electric Urban Car Family: European cooperation becomes a product

For the first time, all four production vehicles of the Electric Urban Car Family – the Volkswagen ID. Polo and ID. Cross¹, the Škoda Epiq and the CUPRA Raval – appeared together on stage. More than 80 percent of the components and technologies are shared across the family. The models are produced in Martorell and Pamplona. The common technical base creates economies of scale while also enabling distinctive designs and brand profiles that appeal to different customer segments. At the time of the event, the model family had received almost 150,000 orders.

Thomas Schäfer, CEO of the Volkswagen Passenger Cars brand and Head of the Brand Group Core: "The Electric Urban Car Family shows what 'For Europe' means in practice: strong cars, developed

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and built in Europe, that people really want. Competitiveness, industrial strength and electric mobility for many can go hand in hand. From Europe, for Europe."

Acting together – For Europe

The contributions in Paris shared a common ambition: Europe's industrial future will be created when companies resolutely drive their transformation and policymakers establish reliable, innovation-friendly and competitive framework conditions. The Volkswagen Group intends to contribute through investments, European production networks, scalable technologies and attractive vehicles.

"For Europe" therefore stands for a concrete industrial agenda: combining existing strengths, scaling innovations faster and turning technological expertise into growth, value creation and employment in Europe.

1) Volkswagen ID. Cross: combined energy consumption 16.9–14.3 kWh/100 km, combined CO2 emissions 0 g/km, CO2 class A

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About the Volkswagen Group:

The Volkswagen Group is one of the world's leading automobile manufacturers and is headquartered in Wolfsburg, Germany. It operates globally and has 111 production facilities in 16 European countries and 10 countries in North and South America, Asia and Africa. The Group employs around 663,000 people. Group vehicles are sold in more than 150 countries.

With a comprehensive portfolio of strong global brands, leading technologies on an industrial scale, innovative ideas for tapping future profit pools and an entrepreneurial management team, the Volkswagen Group is committed to shaping the future of mobility through investments in electric and autonomous vehicles, digitalization and sustainability. The goal is to make the best automotive technologies available to customers worldwide as the "Global Automotive Tech Driver" – from entry-level mobility to the luxury segment.

In 2025, worldwide deliveries of Group vehicles amounted to 9.0 million (2024: 9.0 million). Group sales revenue totaled EUR 321.9 billion in 2025 (2024: EUR 324.7 billion). The operating result amounted to EUR 8.9 billion in 2025 (2024: EUR 19.1 billion).

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