

regenerate+

Moving What Matters

Dr. Dirk Voeste
Chief Sustainability Officer
Volkswagen Group

7th ESG Conference 2025, May 7, 2025

Disclaimer

The following presentations as well as remarks/comments and explanations in this context contain forward-looking statements on the business development of the Volkswagen Group. These statements are based on assumptions relating to the development of the economic, political and legal environment in individual countries, economic regions and markets, and in particular for the automotive industry, which we have made on the basis of the information available to us and which we consider to be realistic at the time of going to press. The estimates given entail a degree of risk, and actual developments may differ from those forecast.

All figures are rounded, so minor discrepancies may arise from addition of these amounts.

Any changes in significant parameters relating to our key sales markets, or any significant shifts in exchange rates, energy and other commodities or the supply with parts relevant to the Volkswagen Group will have a corresponding effect on the development of our business. In addition, there may also be departures from our expected business development if the assessments of the factors influencing sustainable value enhancement and of risks and opportunities presented develop in a way other than we are currently expecting, or if additional risks and opportunities or other factors emerge that affect the development of our business.

We do not update forward-looking statements retrospectively. Such statements are valid on the date of publication and can be superseded.

This information does not constitute an offer to exchange or sell or an offer to exchange or buy any securities.

Our sustainability vision

Becoming a
**nature and
society positive**
mobility provider

Our commitments framing regenerate+

- 1 | We **protect and strengthen** our environment.
- 2 | We treat people with **dignity and respect**.
- 3 | We act **with integrity** and **in compliance**.
- 4 | We take **responsibility towards society**.
- 5 | We provide **sustainable mobility** and **business models**.

Impact-driven ambition towards sustainable mobility

NATURE



OUR PEOPLE



SOCIETY



BUSINESS



Achieved notable **progress**
in the **TOP KPI set**

Integration into
The Group Strategy

Strong commitment to our
strategy and framework

Systematic steering of KPIs documents our responsibility towards ...

... impact on nature & environment

- Reduction of CO_{2eq} Inventory
- Share of Circular Materials
- Biodiversity-Index

NATURE

... our own employees around the world

- Proportion of diversity in management
- Ø qualification hours per employee
- Lost Time Injury Frequency Rate

OUR PEOPLE

... our supply chain & society

- Sustainability Performance of supplier in S-Rating
- Global Reputation KPI
- Societal impact by donations and projects

SOCIETY

... incremental business from sustainability

- Revenues: sustainable business models
- BEV shares
- Share of Green Bonds

BUSINESS

NATURE | Transform our sites and expand our environmental impact beyond our value chain

Reduction of absolute CO₂ emissions in production and component sites by **50.4% since 2018**

Target 2040: All factories to operate net carbon neutral

ID family: headliners, seats and door panels made from **recycled materials**¹

Ambition 2040: 40%² of circular materials

Development of a holistic biodiversity approach

Avoid & Reduce
Conserve & Restore

Biodiversity-Fund with up to **€25mn./a**

Climate

Resources

Ecosystem

¹ for the ID family within the EU; ² Ambition 2040 (world excl. China) for vehicle projects with SOP in 2040 and beyond

NATURE | Zero Impact Factory: Reducing the production-related impacts

- Volkswagen Group's production and component sites have made remarkable strides in environmental performance.
- 48.5% improvement of environmental lead indicator UEP (2010–2024)¹ and surpassed the 45% target set for 2025:
 - Waste volume reduced by 79.4%¹
 - CO₂ emissions reduced by 62.8%¹
 - Energy consumption reduced by 21.5%¹
 - Water consumption reduced by 27.1%¹
 - VOC emissions reduced by 67.5%¹

Environmental milestone reached earlier

¹ Metric per vehicle and in the area of passenger cars and light commercial vehicles



Various measures at the locations: e.g.,

- **Wolfsburg:** CO₂ reduction through power plant conversion and efficiency measures.
- **Puebla:** 99% industrial waste recycling.
- **Pamplona:** Less than 1 m³ water per vehicle produced.

**Outstanding performance
of production and component sites**

OUR PEOPLE | Empower our people and deliver the best for our customers



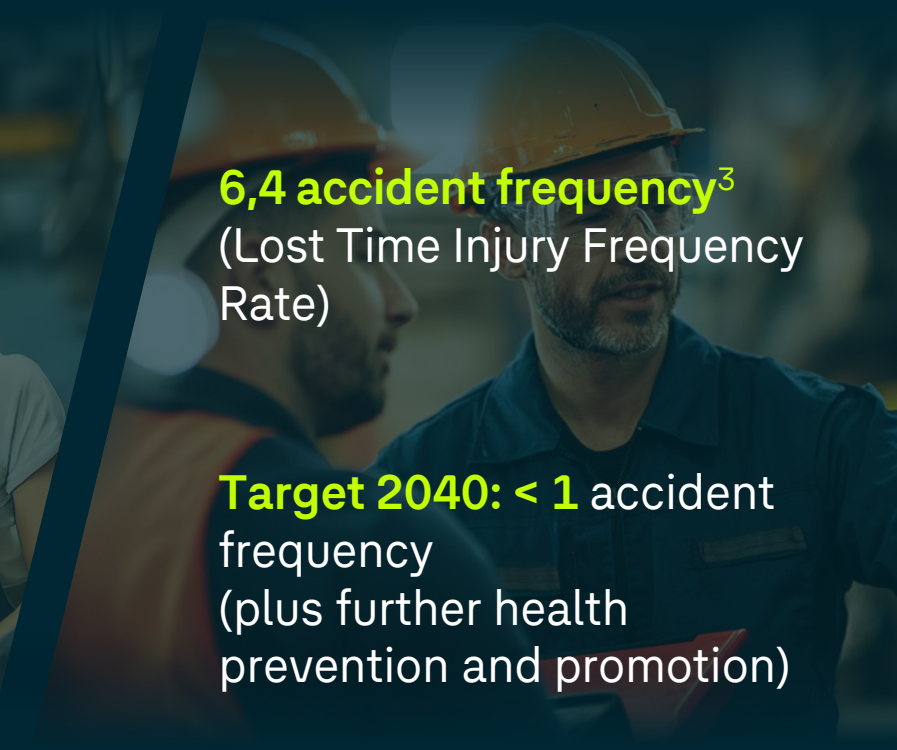
19.9% proportion of women in management

Target 2025: 20.2% proportion of women in management¹



20.8 training hours per employee

Target 2030: +35% in trainings²



6,4 accident frequency³ (Lost Time Injury Frequency Rate)

Target 2040: < 1 accident frequency (plus further health prevention and promotion)

Culture

Workforce

Occupational Health & Safety

¹ Status Annual Report 2024; ² baseline: 22.3 hours per employee per year;

³ Not comparable to previous years due to methodological changes and in scoping

SOCIETY | Driving supply chain responsibility and social impact beyond the value chain



83% positive performance of suppliers in **S-Rating**

Target 2040: >95% positive S-Rating



New types of **stakeholder dialog** to engage with partners & society

Target 2025: revised reputation study



> 200 global projects and **> €60mn. in donations**

Sustainability Impact Fund with up to **€20mn./a**

Supply Chain

Stakeholder

Societal Impact

SOCIETY | Societal impact reduces risks, secures long-term value creation and strengthens reputation

- 2024: more than 200 global projects

Areas:



69% within the region

25% at national level

4% at international level

Focus of the outcome: e.g.,



- Strengthening local communities & resilience
- Education & knowledge transfer
- Gender equality & inclusion
- Healthy ecosystems & biodiversity

Corporate citizenship projects safeguards the license to operate



The **Sustainability Impact Fund** supports **global projects** of the Volkswagen Group brands and companies aimed at **sustainable development** and strengthens **ESG performance** measurably.

- **Focus:** Internal projects, innovations, and methods.
- **Funding:** up to 5 Mio € in 2025 and a maximum allocation of up to 20 Mio € in 2028 / 2029
- **Status:** First application phase completed. Selection of the projects to be funded is currently taking place.

Sustainability Impact Fund

BUSINESS | Generating value and promoting sustainability-driven business fields across industries

Cross-industry decarbonization technologies by MAN ES

Invest in innovations by **Venture Capital Fund**

8.3% share of BEV

Target 2030: the global BEV share is expected to reach **50 percent**

23% share of green bonds

Target 2040: > 50% of outstanding bond volume through **green bonds**

Sustainable Revenues

Financing

Our Circular Economy strategy links sustainability benefits with new business opportunities

Increased
RESILIENCE

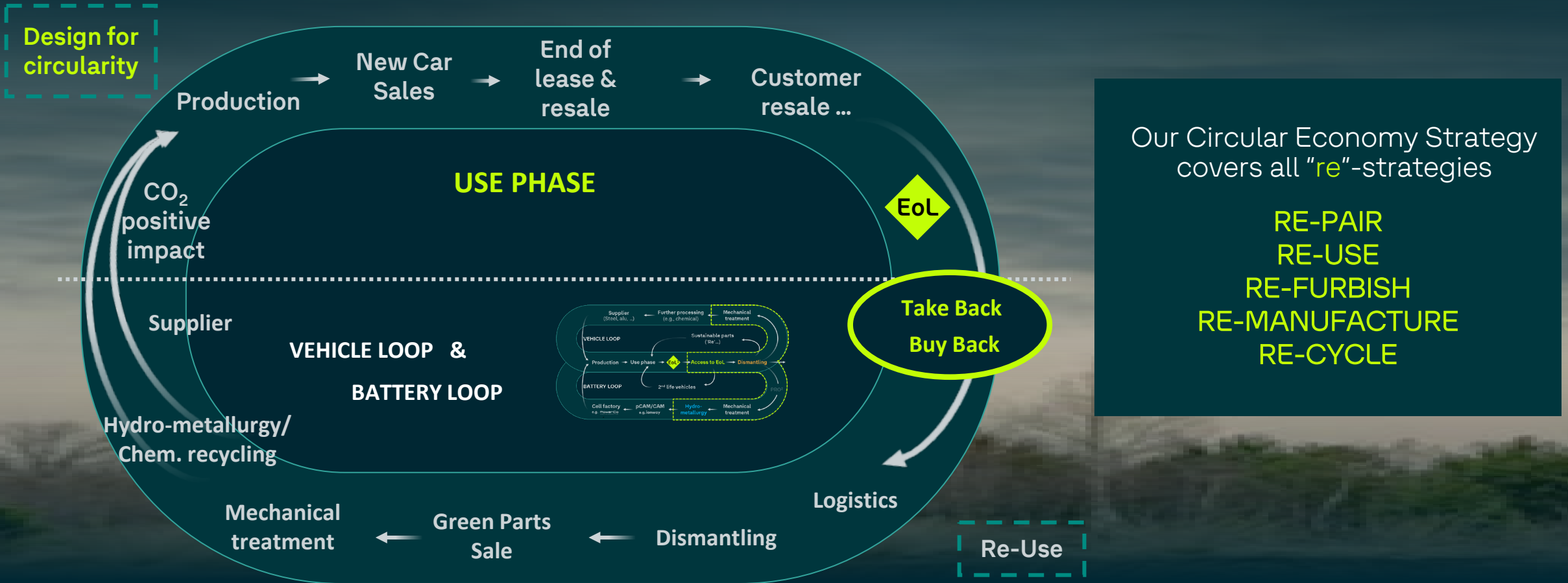
Untapped
PROFIT POOL

Accelerated
DECARBONIZATION

Uncertain
LEGISLATION

High
MARKET DYNAMICS

Set up of an effective and efficient Circular Economy business



Integrating Volkswagen Groups Circular Economy initiatives to gain speed and leverage volumes



Vehicle recycling

Take back, dismantling
& used parts business



Battery recycling

Investments in battery
recycling start ups

CoE
BATTERY

PowerCo & partner

Battery recycling
technology



Audi MaterialLoop

Holistic closed loop
for secondary materials

Group wide implementation

nature ^{our}people society business



The success of our regenerate+ sustainability strategy is becoming visible

¹ <https://www.value-balancing.com>

ESG ratings: performance trends and ambition levels 2030

ESG RATING ¹	2020	2023	2024	Trend since 2020	Ambition Level 2030
MSCI	CCC	B	B	↗	Improve rating level
SUSTAINALYTICS	41.1 Severe risk	26.4 Medium risk	26.8 Medium risk	↗	Improve "Medium risk"
ISS ESG	C	C+ Prime ² status	C+ Prime status	↗	Maintain "Prime" status

¹ MSCI scale: CCC | B | BB | BBB | A | AA | AAA, Sustainalytics scale: the lower, the better; negl (0-10) | low (10-20) | med (20-30) | high (30-40) | severe 40+, ISS scale: A+ to D-; ² "Prime" marks best result as fulfillment of sector specific performance requirements

NEW Sustainability Reporting Landscape at Volkswagen

RELEASE: 16th May 2025

SUSTAINABILITY REPORT

Combined non-financial statement as part of the annual report 2024

- In full application of the ESRS¹
- 1st Double Materiality Assessment



~ 250 pages

ESG FACTBOOK

Additional capital market-relevant "Further Information"² & references in existing sources

- All ESG facts in one place
- Increased ESG Transparency



TABLE OF CONTENT

ESG @ VOLKSWAGEN GROUP	
ENVIRONMENT SOCIAL GOVERNANCE	
APPENDIX	JUST TRANSITION
	PAI SCORECARD
	SASB REPORT

¹ European Sustainability Reporting Standards as a framework / ² Not included in the sustainability report.

Sustainability Practice Groups: a new and agile council format

Unbiased expertise in
regenerate+ dimensions

**Exchange, inputs and
challenge**

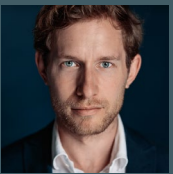
Direct impact on strategy
and projects

Collaborative working model

Advise and **open opinion** for
all levels in the company



Sustainability Practice Groups: our members and topics

NATURE			OUR PEOPLE			SOCIETY			BUSINESS		
											
Frauke Fischer	Rebecca Tauer	Julian Zuber	Joel Hartter	Christina Schildmann	Hannah Zoller	Aron Cramer	Laura-Kristine Krause	Marcin Piersiak	R. May Lee	William Todts	Jean-Louis Warnholz
Biodiv. & Monitoring	Circular Economy	Climate Legislation	Human.cent. Strategy	Future of work	Sociology & Empl. Develop.	Corp. Social Responsibility	Social cohesion	Resp. Mining/ Sourcing	Biz. Innovation/ Transformation	Sustainable Mobility	Fintech/ future strat.
Agentur auf!; University of Würzburg	WWF Germany	GermanZero e.V.	Parallel Labs; University of Colorado	Hans-Böckler-Foundation	University of Labour	BSR	More in Common e.V.	Alliance for Resp. Mining	Rensselaer Polytechnic Institute	Transport & Environment	Future
Impact of Ecosystem Services on Value Chain & Business			Inputs into Strategy Development (Empower Talents)			Value Proposition & Framework for "Society Positive"			Incentive Mapping & Development for BEV		
Impulses for Advocacy on Sustainability & regenerate+			Define Needs & Measures to foster a Culture of Diversity & Participation			Input & Enhancement Stakeholder Relationship Strategy			Inputs & Challenge on Integrating regenerate+ as Part of Group Strategy into Business & Value Chain		
Climate Change related Business Risks (e.g. Water)											

Empower People. Protect Resources. Regenerate Progress.

Climate neutrality is achievable by reaching net-zero emissions and protecting natural resources.

Circular economy reduces primary resource demand and safeguards environment and society.

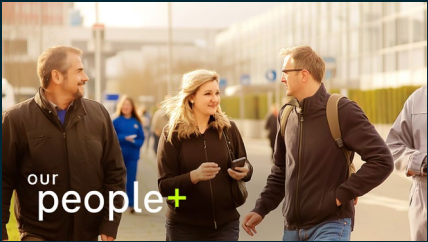
Regeneration can only be achieved through close partnerships and transparent stakeholder engagement.

Empowering people through diversity, inclusion, and open dialogue drives **transformation for long-term business success.**

Shaping a Sustainable Future Together - Moving what Matters

regenerate+ Moving What Matters

Overview about targets, TOP KPIs and indicators

Dimensions	Target	TOP KPI		Year	Quanti.	Quanti. Performance (FY2023)	Quanti. Performance (FY2024)	Further Info
 nature+	The Volkswagen Group wants to become a net-carbon-neutral company.	Reduction of CO _{2eq} Inventory	Scope 1+2 Scope 3 Cat.11	2030	-50%	-33.7% ²	-51% ²	Carbon Neutrality in 2040 (-90%)
	The Volkswagen Group is working to continuously reduce our demand of primary resources.	Share of Circular Materials		2030	-30%	-10.8% ^{3,4}	-11.3% ^{3,4}	Carbon Neutrality in 2050 (-90%)
	The Volkswagen Group supports biodiversity.	Biodiversity-Index		2040	40% ¹	on track	12.5-26.2%	Reference: body weight for EU vehicles
								KPI in development with base year 2025
 our people+	The Volkswagen Group fosters a diverse, inclusive, and holistic non-discriminatory culture.	Proportion of diversity in management ⁵	Women Internationalization	2025	20.2%	19.2%	19.9%	Status Annual Report 2024
	The Volkswagen Group wants to be a unique employer leading teams to success.	Ø Qualification hours per employee		2025	25%	25.6%	29.1%	
	The Volkswagen Group stands for excellent health and safety at work.	Lost Time Injury Frequency Rate		2030	30h	22.1h/employee	20.8h/employee	The baseline value is 22.3 hours and is the average for the years 2015 to 2019.
				2040	< 1	3.6	6.4 ⁶	Value per 1 million hours worked
 society+	The Volkswagen Group shapes responsible and sustainable supply chains.	Sustainability Performance of supplier in S-Rating		2040	> 95%	79%	83%	Revenue percentage of direct suppliers with a positive S rating in total procurement volume
	The Volkswagen Group is a reliable partner.	Global Reputation KPI						KPI will be published based on revised reputation study in 2025
	The Volkswagen Group increases the positive social impact of its actions.	Social impact by donations and projects					> 60 Mio € > 200 projects	Strategic target in development
 business+	The Volkswagen Group identifies and promotes sustainability-related business areas.	Revenues from sustainable business models						KPI will be published with base year 2025
		Share of BEV		2030	50%	8.3%	8.3%	Brand- and regional specific targets
	The Volkswagen Group strengthens and intensifies sustainable financing.	Share of Green Bonds		2030 2040	30% 50%	13.3% ⁶	23% ⁷	Excluding Porsche AG & TRATON SE

¹ Ambition 2040 (world excl. China) for vehicle projects with SOP in 2040 and beyond ² absolute reduction target ³ intensity target measured per vehicle km ⁴ based on assumptions and information from markets EU+3, US, CN; value may be subject to change with base year recalculation process [see Group Annual Report 2024, p. 291]; ⁵ Diversity-Index with the Sub-KPIs Women in Management and Internationalization in Top Management; ⁶ new scope and metric in 2024; ⁷ implicit disclosed; point of reference: 11.03.2025