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Brands and Business Fields

In 2023, the Volkswagen Group recorded growth in unit sales and sales revenue year-on-year in a difficult market environment impacted by limited vehicle availability.

GROUP STRUCTURE

The Volkswagen Group consists of two divisions: the Automotive Division and the Financial Services Division. The Automotive Division comprises the Passenger Cars, Commercial Vehicles and Power Engineering business areas. Activities of the Automotive Division comprise in particular the development of vehicles, engines and vehicle software, the production and sale of passenger cars, light commercial vehicles, trucks, buses and motor-cycles, as well as businesses for genuine parts, large-bore diesel engines, turbomachinery and propulsion components. Mobility solutions are gradually being added to the range. The Ducati brand is allocated to the Audi brand and thus to the Passenger Cars Business Area. The Financial Services Division's activities comprise dealer and customer financing, leasing, direct banking and insurance activities, fleet management and mobility services.

REPORTING STRUCTURE OF THE VOLKSWAGEN GROUP

Automotive Division			Financial Services Division
Passenger Cars Business Area	Commercial Vehicles Business Area	Power Engineering Business Area	Dealer and customer financing
Volkswagen Passenger Cars	TRATON Commercial Vehicles	MAN Energy Solutions	Leasing
Škoda			Direct bank
SEAT			Insurance
Volkswagen Commercial Vehicles			Fleet management
Tech. Components			Mobility services
Audi			
Porsche Automotive			
CARIAD			
Battery			
Others			

In this chapter, we present the key volume and financial data relating to the Group brands and to Volkswagen Financial Services. In light of the considerable importance of the development of business in the world's largest single market for the Volkswagen Group, we also report on business developments and the results of our activities in China in this chapter.

The production figures and deliveries to customers are differentiated by vehicle brands and their models that carry the corresponding brand logo. Unit sales figures contain vehicles sold by respective brand companies, including models of other Group brands. In some cases, there are marked differences between delivery figures and unit sales as a result of our business development in China.

KEY FIGURES BY BRAND GROUP AND BUSINESS FIELD

Thousand vehicles/€ million	VEHICLE SALES		SALES REVENUE		OPERATING RESULT	
	2023	2022	2023	2022 ¹	2023	2022 ¹
Core brand group	4,826	4,069	137,770	113,762	7,273	4,045
Progressive brand group	1,282	1,070	69,865	61,753	6,280	7,622
Sport Luxury brand group ²	334	314	37,349	34,599	6,938	6,425
CARIAD	-	-	1,078	796	-2,392	-2,068
Battery	-	-	31	0	-417	-121
TRATON Commercial Vehicles	339	306	45,731	39,516	3,715	1,583
MAN Energy Solutions	-	-	4,044	3,565	369	284
Equity-accounted companies in China ³	3,065	3,122	-	-	-	-
Volkswagen Financial Services	-	-	50,765	43,953	3,253	5,584
Other ⁴	-484	-400	-24,350	-18,895	-2,445	-845
Volkswagen Group before special items	-	-	-	-	22,576	22,509
Special items	-	-	-	-	0	-399
Volkswagen Group	9,362	8,481	322,284	279,050	22,576	22,109

1 Prior-year figures adjusted (see disclosures on IFRS 17).

2 Including Porsche Financial Services: sales revenue €40,530 (37,637) million, operating result €7,284 (6,772) million.

3 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 €2,621 (3,280) million.

4 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.

KEY FIGURES OF THE CORE BRAND GROUP

Thousand vehicles/€ million	VEHICLE SALES		SALES REVENUE		OPERATING RESULT	
	2023	2022	2023	2022	2023	2022
Volkswagen Passenger Cars	3,016	2,594	86,382	73,773	3,542	2,647
Škoda	1,056	863	26,536	21,026	1,773	628
SEAT	602	468	14,333	10,941	625	33
Volkswagen Commercial Vehicles	423	340	15,325	11,455	873	529
Tech. Components	-	-	21,282	17,966	582	130
Consolidation	-270	-195	-26,088	-21,399	-121	78
Core brand group	4,826	4,069	137,770	113,762	7,273	4,045

KEY FIGURES BY DIVISION

Thousand vehicles/€ million	VEHICLE SALES		SALES REVENUE		OPERATING RESULT	
	2023	2022	2023	2022 ¹	2023	2022 ¹
Passenger Cars Business Area	9,023	8,175	218,380	189,312	14,704	14,603
Commercial Vehicles Business Area	339	306	45,731	39,516	3,714	1,588
Power Engineering Business Area	-	-	4,044	3,565	366	281
Automotive Division ²	9,362	8,481	268,156	232,392	18,784	16,471
Financial Services Division	-	-	54,128	46,657	3,792	5,638
Volkswagen Group	9,362	8,481	322,284	279,050	22,576	22,109

1 Prior-year figures adjusted (see disclosures on IFRS 17).

2 Including allocation of consolidation adjustments between the Automotive and Financial Services divisions.

KEY FIGURES BY MARKET

In fiscal year 2023, the Volkswagen Group was faced with a persistently challenging market environment. The operating result (prior-year figure before special items) amounted to €22.6 (22.5) billion. While the fair value measurement of derivatives to which hedge accounting is not applied had an adverse effect in the reporting year (€-3.2 billion), it had had a positive effect in the previous year (€+1.8 billion). A year earlier, special items resulting from the diesel issue had weighed on operating result in the amount of €-0.4 billion.

The Volkswagen Group's unit sales in the reporting year stood at 9.4 (8.5) million vehicles. Sales revenue increased by 15.5% to €322.3 billion. The higher volume, improved price positioning and mix effects had a positive impact.

In the Europe/Other markets region, unit sales increased by 19.3% year-on-year to 4.2 million vehicles. Together with improved price positioning, this increased sales revenue to €187.9 (154.5) billion.

Unit sales in the North American markets increased by 24.2% to 1.1 million vehicles in the reporting year. Driven mainly by higher volumes, sales revenue rose to €67.9 (59.9) billion.

On markets in the South America region, we sold 513 thousand vehicles in 2023, an increase of 5.3% compared with 2022. Driven mainly by higher volumes, sales revenue increased by 10.7% to €17.1 billion.

In the Asia-Pacific region, the Volkswagen Group's unit sales – including the Chinese joint ventures – came to 3.6 (3.6) million vehicles in 2023. Sales revenue amounted to €50.1 (51.4) billion. This figure does not include the sales revenue of our equity-accounted Chinese joint ventures.

Hedging transactions relating to sales revenue in foreign currency had a negative impact of €-0.8 (-2.3) billion on the sales revenue of the Volkswagen Group in the reporting year.

KEY FIGURES BY MARKET

Thousand vehicles/€ million	VEHICLE SALES		SALES REVENUE	
	2023	2022	2023	2022 ¹
Europe/Other Markets	4,169	3,495	187,949	154,514
North America	1,078	868	67,908	59,910
South America	513	487	17,139	15,476
Asia-Pacific ²	3,603	3,632	50,109	51,443
Hedges on sales revenue	-	-	-821	-2,294
Volkswagen Group²	9,362	8,481	322,284	279,050

1 Prior-year figures adjusted (see disclosures on IFRS 17).

2 The sales revenue of the joint venture companies in China is not included in the figures for the Group and the Asia-Pacific market.



The Volkswagen Passenger Cars brand celebrated the market debut of the new Tiguan in fiscal year 2023. It also launched the all-electric ID.7 saloon. The operating result improved year-on-year.

BUSINESS DEVELOPMENT

The Volkswagen Passenger Cars brand aims to move people. The centerpiece of the ACCELERATE 2030 strategy is a global initiative through which the brand aspires to transform itself into a technology and software business focused on customer needs.

The high point of the Volkswagen Passenger Cars brand's activities in fiscal year 2023 was the market debut of the completely redeveloped bestselling Tiguan, now in its third generation. The interior, with a clearly structured digital cockpit, an infotainment screen, a head-up display and a driver experience switch, is intuitive and the result of actual customer feedback. The new plug-in hybrid drives permit an all-electric range of up to around 100 kilometers and fast DC charging. The new adaptive chassis control system DCC Pro – a piece of technology from the premium segment – provides maximum comfort and agility. New generations of the popular Passat and Touareg models were also launched in the reporting year.

In April 2023, the Volkswagen Passenger Cars brand celebrated the world premiere of the new ID.7, the brand's first global electric model in the upper mid-sized class. The fully electric saloon combines long ranges, quick charging, a spacious interior and intuitive operation, making it the new benchmark for all-electric premium models at Volkswagen. The innovative panoramic sunroof with "smart glass" can be switched between opaque and transparent electrically by touch control. Impressive new all-electric concept vehicles were also unveiled: the compact ID. 2all and the sporty ID. GTI Concept.

The Volkswagen Passenger Cars brand delivered 4.9 million vehicles globally in fiscal year 2023. This was 6.7% more than in the previous year. Growth was achieved above all in Western Europe (+14.7%), North America (+17.0%) and South America (+15.9%).

The Volkswagen Passenger Cars brand sold 3.0 (2.6) million vehicles in the reporting year. ID. family models, the Tiguan and the T-Roc were increasingly sought-after. The Taigo was also very popular. The difference between deliveries and unit sales is due mainly to the fact that the vehicle-producing joint ventures in China are not attributed to the companies in the Volkswagen Passenger Cars brand.

The Volkswagen Passenger Cars brand produced 4.9 (4.8) million vehicles worldwide in 2023. Volkswagen do Brasil, the largest vehicle manufacturer in Brazil, reached the production milestone of 25 million vehicles in its 70th year of existence.

SALES REVENUE AND EARNINGS

The Volkswagen Passenger Cars brand increased its sales revenue by 17.1% year-on-year to €86.4 billion in 2023. The operating result (prior-year figure before special items) improved to €3.5 (2.6) billion. Higher volume and price effects plus lower fixed costs had a positive impact, while a rise in product costs as well as the deconsolidation of Volkswagen Group Rus weighed on the result. The operating return on sales (prior-year figure before special items) amounted to 4.1 (3.6)%.

PRODUCTION

Units	2023	2022
Tiguan	633,147	604,536
Polo/Virtus/Nivus/Taigo	591,668	448,043
Passat/Magotan	498,369	447,246
Jetta/Sagitar	381,663	292,038
Golf	309,414	300,090
T-Roc	289,426	322,211
Lavida	271,309	377,284
T-Cross/Tacqua/Taigun	261,519	315,036
Tharu/Taos	233,756	216,397
Atlas/Teramont	229,339	217,771
ID.4, ID.5	223,425	207,934
JETTA	170,521	148,666
Bora	149,740	210,896
ID.3	142,216	83,432
Lamando	106,023	99,966
Santana	90,623	111,422
Saveiro	68,334	46,282
Arteon/CC	60,467	69,627
up!	38,420	33,317
Touareg	34,577	31,254
Touran	33,983	27,403
ID.6	15,926	38,846
Sharan/Viloran	15,097	30,888
ID.7	8,592	-
Gol	1,386	122,575
Phideon	31	7,480
	4,858,971	4,810,640

VOLKSWAGEN PASSENGER CARS BRAND

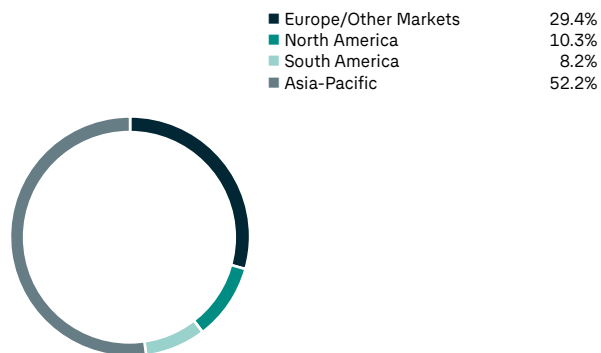
	2023	2022	%
Deliveries (thousand units)	4,867	4,563	+6.7
Vehicle sales	3,016	2,594	+16.3
Production	4,859	4,811	+1.0
Sales revenue (€ million)	86,382	73,773	+17.1
Operating result before special items	3,542	2,647	+33.8
Operating return on sales (%)	4.1	3.6	

ID.7



DELIVERIES BY MARKET

in percent



I FURTHER INFORMATION www.volkswagen.com



The Škoda brand presented the latest generations of the Superb and the Kodiaq in 2023. Unit sales, sales revenue and the operating result were up year-on-year.

BUSINESS DEVELOPMENT

The Škoda models are synonymous with smart understatement, featuring a superior spacious interior, the highest standards of functionality, excellent value for money and a distinctive design. Added to that are a number of "Simply Clever" innovations and new digital services, all aimed at making customers' lives easier.

In the reporting year, Škoda unveiled the fourth generation of the Superb, which boasts a whole range of new features. The flagship model of the Czech brand in the internal combustion engine segment continues to be available as a saloon and an estate and is even more elegant, evocative and dynamic than its predecessor. The Superb impresses with a streamlined design, a dynamic and sleek silhouette, crisp lines and striking lights. Now longer and higher, it gives passengers more space and offers numerous Simply Clever details that increase both comfort and convenience – and not only behind the wheel. The completely redesigned interior shows a clear commitment to maximum comfort and the best possible user experience. Škoda also presented the second generation of the Kodiaq in 2023. This SUV takes sustainability and efficiency to the next level and comes with a new interior concept, the highlights of which are a 13-inch infotainment display, innovative digital dials with haptic controls and new equipment packages. The five powertrain options range from 110 kW (150 PS) to 150 kW (204 PS). The Kodiaq is now available in a plug-in hybrid variant for the first time, offering an electric range of up to around 100 km. The latest generation of LED matrix headlights and Dynamic Chassis Control are also debuted in the new Kodiaq. The all-electric Enyaq iV was updated in the past fiscal year: new motors increase the vehicle's power to up to 250 kW (340 PS) and its range to up to 573 km. The charging speed was also improved.

The Škoda brand delivered 0.9 (0.7) million vehicles worldwide in the reporting year. Sales in Western Europe increased by 27.4%.

Škoda sold 1.1 (0.9) million vehicles in the past fiscal year. The Octavia and the all-electric Enyaq iV were particularly popular with customers.

The Škoda brand produced 0.9 million vehicles worldwide in fiscal year 2023. This was 16.1% more than in the previous year.

SALES REVENUE AND EARNINGS

The Škoda brand's sales revenue increased by 26.2% to €26.5 billion in fiscal year 2023. The operating result improved to €1.8 (0.6) billion thanks to volume and price effects. Exchange rate effects and product costs, and the deconsolidation of Volkswagen Group Rus had a negative impact. At 6.7 (3.0)%, the operating return on sales more than doubled.

PRODUCTION

Units	2023	2022
Octavia	205,764	141,499
Rapid/Scala	172,661	148,895
Fabia	114,335	118,827
Kodiaq	107,323	100,164
Karoq/Kamīq	102,413	106,811
Enyaq iV	86,732	57,213
Superb	71,062	64,780
Kushaq	27,760	26,648
	888,050	764,837

ŠKODA BRAND

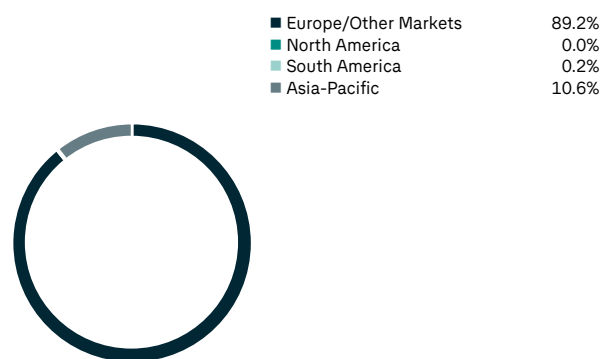
	2023	2022	%
Deliveries (thousand units)	867	731	+18.5
Vehicle sales	1,056	863	+22.4
Production	888	765	+16.1
Sales revenue (€ million)	26,536	21,026	+26.2
Operating result	1,773	628	x
Operating return on sales (%)	6.7	3.0	

Kodiaq



DELIVERIES BY MARKET

in percent

FURTHER INFORMATION www.skoda-auto.com



SEAT is one company with two complementary brands: SEAT and CUPRA. One of the high points of 2023 was the presentation of the all-electric CUPRA Tavascan. Thanks to the success of CUPRA and SEAT's growth, record earnings were achieved in the reporting year.

BUSINESS DEVELOPMENT

The SEAT brand is a Spanish icon revered by millions of people. Founded over 70 years ago, the company offers vehicles with efficient internal combustion engines in addition to mild hybrids and plug-in hybrids, with which it wins over new customers. In 2023, SEAT launched two special editions of the Ibiza and the Arona featuring the new Marina Pack, which improves the sustainability of both vehicles.

CUPRA is the unconventional challenger brand that brings together electrification and performance to inspire the world from Barcelona. In the reporting year, CUPRA held the world premiere of the Tavascan, its fully electric SUV coupé based on the Volkswagen Group's MEB platform. The exterior design delivers athletic and sporty proportions. From the front, the matrix LED headlights with a triangular eye signature are instantly recognizable. Sports suspension with dynamic running gear technology, progressive steering and performance tires translate into a sporty driving experience. The Tavascan will be available with two power outputs. CUPRA also presented the concept vehicle DarkRebel in 2023. It embodies CUPRA's highly provocative design language and sets new benchmarks in design and performance. The DarkRebel is the first vehicle to be completely designed in the virtual space. An all-electric, two-seater shooting brake sports car that reflects the boundary-pushing passion and mindset of the CUPRA brand.

Deliveries to customers from SEAT and CUPRA surged by 34.6% to 519 thousand vehicles in 2023. This increase was largely attributable to the strong performance of the CUPRA brand (+50.9% to 231 thousand vehicles) and to SEAT's return to growth (+24.0% to 288 thousand vehicles).

The company's unit sales amounted to 602 thousand units in the reporting year. This was 28.5% more than in the previous year. This figure also includes the A1 manufactured for Audi. Both CUPRA and SEAT registered higher demand, their respective best-selling models being the CUPRA Formentor and the SEAT Arona.

SEAT and CUPRA produced 534 thousand vehicles in the reporting year. This was 27.0% more than in the prior year.

SALES REVENUE AND EARNINGS

The company's sales revenue was up 31.0% to €14.3 billion in 2023. The operating result reached a record level for a fiscal year at €625 (33) million; this result was mainly driven by the success of CUPRA, higher volumes and positive effects from efficiency improvements. The operating return on sales improved to 4.4 (0.3)%.

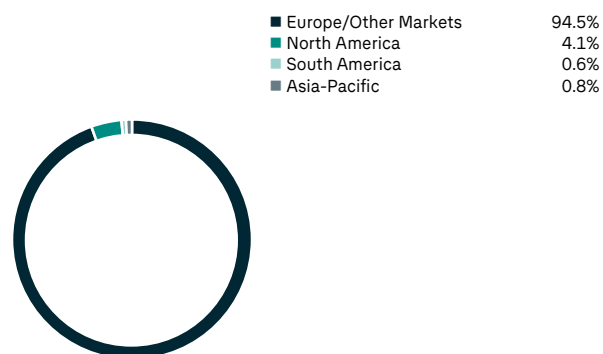
PRODUCTION

Units	2023	2022
SEAT		
Arona	76,594	85,717
Ibiza	74,355	60,385
Ateca	69,486	49,316
Leon	40,862	36,247
Tarraco	25,562	12,453
Alhambra	-	5,341
	286,859	249,459
CUPRA		
Formentor	124,670	105,568
Born	45,748	36,153
Leon	62,103	20,070
Ateca	14,228	8,841
	246,749	170,632
SEAT and CUPRA	533,608	420,091

SEAT

	2023	2022	%
Deliveries (thousand units)	519	386	+34.6
Vehicle sales	602	468	+28.5
Production	534	420	+27.0
Sales revenue (€ million)	14,333	10,941	+31.0
Operating result	625	33	x
Operating return on sales (%)	4.4	0.3	

CUPRA Tavascan

DELIVERIES BY MARKET
in percent

F FURTHER INFORMATION www.seat.com



**Commercial
Vehicles**

Volkswagen Commercial Vehicles recorded a successful year in 2023 and is preparing a model initiative with the long-wheelbase version of the ID. Buzz, the California CONCEPT and the new Transporter.

BUSINESS DEVELOPMENT

As a leading manufacturer of light commercial vehicles, Volkswagen Commercial Vehicles is making fundamental and sustainable changes to the way goods and services are distributed in cities in order to improve the quality of life, especially in inner city areas. In this way, the brand keeps the world of tomorrow moving, with all of its requirements regarding clean, intelligent and sustainable mobility. This is what Volkswagen Commercial Vehicles stands for with its brand promise: we transport success, freedom and the future.

Following the successful rollout of the all-electric ID. Buzz in 2022, the Volkswagen Commercial Vehicles brand celebrated the world premiere of the long-wheelbase version of the ID. Buzz in the reporting year at the surfer hotspot Huntington Beach, on the Pacific Coast Highway near Los Angeles. Made in Germany for Europe – and also for Canada and the United States. The VW Bus is making its comeback in North America as the large six- and seven-seater ID. Buzz. The new panoramic roof, which can be darkened at the touch of a button, is reminiscent of the legendary 1950s Samba Bus. The ID. Buzz again won many international prizes for Volkswagen Commercial Vehicles chosen by panels of experts, among them "Car of the Year Award 2023" from What Car? (UK), "Best Cars" from auto, motor und sport magazine and "Company Car of the Year 2023" as best electric van. At the Caravan Salon 2023 in Düsseldorf, Volkswagen Commercial Vehicles celebrated the world premiere of the California CONCEPT that is based on the long-wheelbase version of the Multivan and is almost ready for mass production. This is the first California model to enable electric travel thanks to the plug-in hybrid all-wheel drive. Volkswagen Commercial Vehicles already started pre-sales of the new Transporter at the end of the year. It will be significantly upgraded in all areas and together with the ID. Buzz and the Multivan creates the most innovative "Bulli" range of all time. Like the new California, the new generation of the model series will celebrate its world premiere in 2024.

Deliveries by Volkswagen Commercial Vehicles amounted to 409 thousand units (+24.6%) in the reporting year. Sales in Western Europe (+21.7%), Central and Eastern Europe (+43.8%) and South America (+29.0%) developed particularly encouragingly.

Volkswagen Commercial Vehicles sold 423 thousand vehicles in the reporting year, representing an increase of 24.5% compared with the previous year. Nearly all models contributed to the increase.

In 2023, the Volkswagen Commercial Vehicles brand produced 398 thousand vehicles, 13.4% more than in the previous year. The four millionth vehicle rolled off the production line at the production plant in Poznań, Poland, which celebrated its 30th anniversary in 2023.

SALES REVENUE AND EARNINGS

Volkswagen Commercial Vehicles increased sales revenue by 33.8% to €15.3 billion in fiscal year 2023. The operating result improved to €873 (529) million. In addition to the higher volume, price effects had a particularly positive impact. The operating return on sales rose to 5.7 (4.6)%.

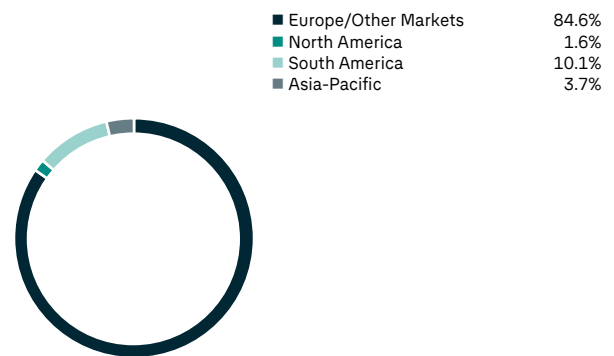
PRODUCTION

Units	2023	2022
Transporter	81,535	67,508
Caravelle/Multivan, Combi, California	81,509	80,698
Crafter, Grand California	70,218	60,326
Caddy Combi	45,671	46,500
Amarok	43,512	42,806
Caddy, Caddy California	40,629	42,352
ID. Buzz	35,272	11,013
	398,346	351,203

VOLKSWAGEN COMMERCIAL VEHICLES BRAND

	2023	2022	%
Deliveries (thousand units)	409	329	+24.6
Vehicle sales	423	340	+24.5
Production	398	351	+13.4
Sales revenue (€ million)	15,325	11,455	+33.8
Operating result	873	529	+64.9
Operating return on sales (%)	5.7	4.6	

Model initiative

DELIVERIES BY MARKET
in percent

FURTHER INFORMATION www.volkswagen-commercial-vehicles.com



The Progressive brand group posted a robust result for 2023 in a challenging economic climate thanks to stable market performance and strong brands.

Audi presented the Q6 e-tron, its first all-electric model based on the brand new Premium Platform Electric (PPE).

BUSINESS DEVELOPMENT

The Progressive brand group combines four strong brands from the progressive premium, luxury and supersport segments: Audi, Bentley, Lamborghini and Ducati. *Vorsprung* is Audi's global brand promise, and one which means the brand with the four rings is consistently focusing on the premium mobility of the future: connected, sustainable, electric, and autonomous. In developing and scaling up innovative technologies, Audi plays a leading role within the Group, not least with the Premium Platform Electric (PPE) for all-electric premium vehicles.

In fiscal year 2023, the Audi brand brought the Q8 e-tron to the market. It is the successor to the Audi e-tron, the brand's electric pioneer. The A6 and A7 family, including the RS derivatives, and the Q8 with its internal combustion engine were upgraded, getting a streamlined design and technology enhancements. The Audi brand also gave a preview of the Q6 e-tron, the first production model based on the PPE platform. Boasting compelling mileage and charging capacity, it also stands out for its systematically enhanced design language for electric vehicles and, with its new electronics architecture, represents the technological spearhead of Audi's portfolio.

Bentley revealed the limited-edition Continental GT Speed Le Mans Collection to mark the 20th anniversary of the Continental GT. Lamborghini unveiled the new Revuelto in 2023, its first series hybrid and the Italian automaker's ticket into an electrified future.

The Progressive brand group delivered a total of 1.9 (1.6) million vehicles to customers in 2023. Disproportionate increases were recorded in Western Europe (+19.0%), Central and Eastern Europe (+25.3%) and North America (+21.7%).

Unit sales at the Progressive brand group amounted to 1.3 (1.1) million vehicles in the reporting year. There was particularly high demand for the Q5, A3 and the all-electric Q4 e-tron. The Chinese joint ventures sold a further 668 (599) thousand locally produced Audi vehicles. Unit sales at the Lamborghini brand amounted to 10.6 thousand vehicles (+19.4%). Bentley sold 13.1 (15.5) thousand vehicles and Ducati 58.4 (65.0) thousand motorcycles.

In 2023, Audi produced 2.0 (1.7) million units worldwide. Bentley produced 12.9 (16.4) thousand vehicles and Lamborghini 9.8 (9.9) thousand. Ducati produced 55.2 (70.4) thousand motorcycles.

SALES REVENUE AND EARNINGS

Sales revenue at the Progressive brand group climbed to €69.9 (61.8) billion in fiscal year 2023. The operating result (prior-year figure before special items) declined to €6.3 (7.6) billion, which was mainly due to adverse effects from commodity hedges to which hedge accounting is not applied. In addition, higher material costs weighed on the operating result. The rise in volume at the Audi brand and the good results of the Bentley, Lamborghini and Ducati brands had beneficial effects. The operating return on sales (prior-year figure before special items) amounted to 9.0 (12.3)%.

AUDI PRODUCTION

Units	2023	2022
Q5	334,480	319,162
A6	257,111	208,729
A3	246,279	210,341
A4	237,830	234,395
Q3	233,472	239,340
Q4 e-tron	125,441	58,764
Q2	94,406	88,372
A5	75,584	66,124
Q7	74,891	52,514
A1	64,859	58,777
Q8 e-tron	54,856	51,545
Q8	47,002	37,330
A7	34,622	17,437
A8	20,442	18,398
e-tron GT	10,045	12,674
TT	9,530	8,126
Q5 e-tron	5,506	3,113
Q6	5,151	2,042
R8	2,127	1,097
Q6 e-tron	7	-
	1,933,641	1,688,280

BENTLEY, LAMBORGHINI, DUCATI PRODUCTION

Units	2023	2022
Bentley		
Bentayga	5,595	7,346
Continental GT	4,168	4,793
Flying Spur	3,178	4,226
	12,941	16,365
Lamborghini		
Urus	5,895	5,751
Huracán	3,705	3,443
Aventador, Revuelto	166	661
	9,766	9,855
Ducati, motorcycles	55,226	70,389

AUDI (PROGRESSIVE BRAND GROUP)

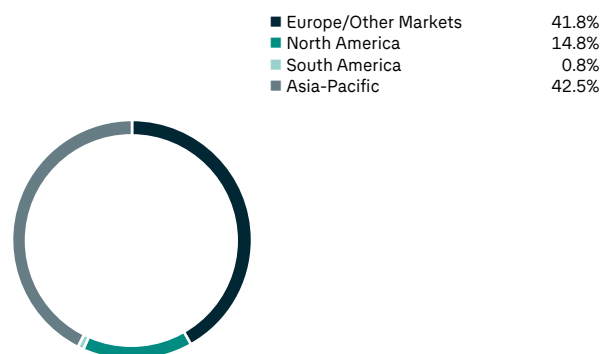
	2023	2022	%
Deliveries (thousand units)	1,919	1,639	+17.1
Audi	1,895	1,614	+17.4
Bentley	14	15	-10.6
Lamborghini	10	9	+9.5
Vehicle sales	1,282	1,070	+19.8
Production	1,956	1,715	+14.1
Sales revenue (€ million)	69,865	61,753	+13.1
Operating result before special items	6,280	7,622	-17.6
Operating return on sales (%)	9.0	12.3	

Q6 e-tron concept car



DELIVERIES BY MARKET

in percent

FURTHER INFORMATION www.audi.com



Porsche celebrated two anniversaries in 2023: "75 years of Porsche sports cars" and "60 years of the Porsche 911". Particularly in its anniversary year, the iconic 911 sports car helped to lift unit sales, sales revenue and earnings year-on-year.

BUSINESS DEVELOPMENT

Exclusivity and social acceptance, pioneering spirit and tradition, performance and sustainability, design and functionality – these are the brand values of the sports car manufacturer Porsche.

For the Porsche brand, 2023 was marked by its 75th anniversary. The sports car history began in 1948 when production of the 356 No. 1 Roadster started. In addition to the anniversary show at Porscheplatz in Stuttgart and two special exhibitions at the Porsche Museum and in Berlin, numerous events to mark the anniversary were held at various locations around the world.

On the occasion of its 75th anniversary, Porsche presented the Mission X concept car, a spectacular reinterpretation of a two-seater hypercar with Le Mans-style doors that open upwards to the front and a high-performance, efficient electric powertrain. The Mission X represents the pinnacle of performance and modern sporty luxury. The concept car is a technology beacon for the sports car of the future and provides critical impetus for the evolutionary development of future vehicle concepts.

In the reporting year, Porsche also celebrated the 60th anniversary of the iconic 911 sports car with an exclusive special edition built for maximum driving enjoyment: in a limited run of 1,963 vehicles, the 911 S/T combines consistent lightweight design, characteristic GT agility and performance as well as an unfiltered acoustic experience to recreate the essence of 60 years of the 911. In addition, Porsche debuted the new generation of the Cayenne with a highly digitalized display and control concept, new chassis technology and innovative high-tech features. High-resolution HD Matrix LED headlights provide for road illumination tailored to any driving situation. An air quality system improves the air in the cabin for passengers. For the first time in the Cayenne, the front passenger has their own infotainment display. With its extensively upgraded design and more powerful family of powertrains, the Cayenne emphasizes its ambition to be the most engaging sports car in its segment. The third generation of the Panamera model was also presented. The luxury saloon underscores its sporty character with the new Porsche Active Ride chassis as well as even more powerful engines, including four efficient e-hybrid powertrains that offer more power, greater range and improved efficiency.

Porsche (Sport Luxury brand group) delivered 320 thousand sports cars to customers in the reporting year; this represented an increase of 3.3% compared with the previous year. The Other markets sales region recorded the highest growth with an increase of 15.7%. Growth was also seen in Western Europe (+10.5%) and North America (+8.8%). In China, 79 (93) thousand vehicles were handed over to customers.

In 2023, Porsche (Sport Luxury brand group) increased unit sales by 6.3% to 334 thousand vehicles. Demand for the 911, 718 and Taycan series in particular was up on the previous year.

Despite the still challenging conditions, Porsche (Sport Luxury brand group) produced a total of 335 thousand vehicles (–0.6%) in 2023.

SALES REVENUE AND EARNINGS

Porsche (Sport Luxury brand group) generated sales revenue of €37.3 (+7.9%) billion in the reporting year. The operating result increased to €6.9 billion (+8.0%) thanks primarily to higher volumes with positive effects attributable to the product mix and pricing. In particular, higher expenditure for new products and innovations and an increase in distribution expenses had an offsetting effect. The operating return on sales is unchanged at 18.6 (18.6)%.

PRODUCTION

Units	2023	2022
Cayenne	95,706	104,745
Macan	87,334	99,468
911 Coupé/Cabriolet	55,655	42,390
Taycan	39,397	37,577
Panamera	33,689	35,258
718 Boxster/Cayman	23,605	18,085
	335,386	337,523

PORSCHE (SPORT LUXURY BRAND GROUP)¹

	2023	2022 ²	%
Deliveries (thousand units)	320	310	+3.3
Vehicle sales	334	314	+6.3
Production	335	338	-0.6
Sales revenue (€ million)	37,349	34,599	+7.9
Operating result	6,938	6,425	+8.0
Operating return on sales (%)	18.6	18.6	

1 Including Porsche Financial Services: sales revenue €40,530 (37,637) million, operating result €7,284 (6,772) million.

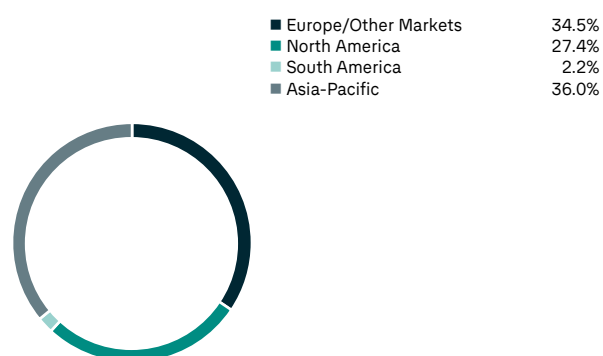
2 Prior-year figures adjusted (see disclosures on IFRS 17).

911 S/T



DELIVERIES BY MARKET

in percent



F FURTHER INFORMATION www.porsche.com



The TRATON GROUP took a major step forward in e-mobility in fiscal year 2023, also continuing to implement its TRATON Way Forward strategy for future success.

BUSINESS DEVELOPMENT

The TRATON Way Forward strategy focuses on three areas: being a responsible company, value creation and TRATON Accelerated!; the company wants to play an active role in shaping the transportation and logistics ecosystem of the future.

TRATON established TRATON Charging Solutions to give drivers of battery-electric commercial vehicles easy access to charging stations and thus facilitate the transition to e-mobility. The services provider offers customers services from contracting, invoicing and route planning, to utilization insights. TRATON's Scania and MAN brands can thus offer their customers access to Europe's most extensive charging network, which currently comprises twelve countries. At the end of 2023, Milence, a joint venture between TRATON, Daimler Truck and the Volvo Group, reached an important milestone in developing the charging infrastructure with the opening of the first charging station in Venlo (Netherlands).

Scania reached key milestones on the road to a sustainable transport system in 2023, being with the opening of a battery assembly plant at its headquarters in Södertälje (Sweden). To simplify the transition to battery-electric trucks for freight forwarders, Scania and digital freight forwarder *sennder* formed the joint venture company JUNA. A unique pay-per-use billing model reduces upfront costs for customers and lessens potential residual value concerns. Access to guaranteed loads via a digital platform also creates commercial predictability. Scania likewise made progress in decarbonizing its supply chains by placing its first order for green steel with the supplier H2 Green Steel.

MAN also reached a significant milestone in the transition to zero-emission technologies. Launched on the market in 2024, the new MAN eTruck is the brand's first battery-electric long-haul truck. The ground-breaking ceremony for large-scale battery production at the Nuremberg site was held in 2023. From 2025, up to 100,000 high-voltage battery systems per year will be manufactured there. Together with other industrial companies and universities, MAN is working on the ATLAS-L4 research and development project to put self-driving trucks on the road. In the ANITA research project, MAN is also working with Deutsche Bahn, the Fresenius University of Applied Sciences and wireless technology specialist Götting KG to test the potential of self-driving trucks for transporting goods between logistics hubs.

As part of an initiative, the North American brand Navistar set itself the goal of cutting its global emissions by half before 2030 and becoming carbon neutral by 2050 in line with the Paris Climate Agreement. In the reporting year, Navistar started production of the International S13 Integrated Powertrain at the company's Huntsville facility in the United States. Customers of Navistar's International and IC Bus brands can now be offered competitive bespoke credit and lease financing through the Group's own financial services provider, Navistar Financial.

Volkswagen Truck & Bus (VWTB) commenced series production of e-Delivery trucks in 2023. It thus follows the TRATON GROUP's strategy of regarding battery-electric drives as the core technology of alternative drive-trains, supplemented by hydrogen drives in niche areas. As part of the internationalization plan, VWTB is further expanding its presence in international markets and will be represented on four continents in the future.

PRODUCTION

Units	2023	2022
Scania	102,283	88,142
Trucks	97,065	82,827
Buses	5,218	5,315
MAN	117,026	88,952
Trucks	84,695	62,009
Buses	5,780	4,675
Light Commercial Vehicles	26,551	22,268
Navistar	86,740	82,071
Trucks	73,317	69,488
Buses	13,423	12,583
Volkswagen Truck & Bus	32,515	58,647
Trucks	28,161	50,075
Buses	4,354	8,572
TRATON	338,564	317,812

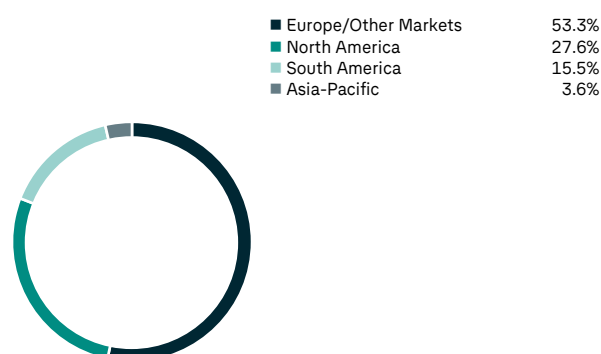
TRATON

	2023	2022	%
Deliveries (thousand units)	338	305	+10.7
Vehicle sales	339	306	+10.7
Production	339	318	+6.5
Sales revenue (€ million)	45,731	39,516	+15.7
Operating result	3,715	1,583	x
Operating return on sales (%)	8.1	4.0	

SALES REVENUE AND EARNINGS

Unit sales of TRATON Commercial Vehicles in fiscal year 2023 rose to 339 (306) thousand vehicles and sales revenue of €45.7 billion was up 15.7% on the comparative figure for 2022. The higher volume of new vehicles and higher capacity utilization due to a significant increase in production figures meant that the operating result more than doubled to €3.7 (1.6) billion. A positive product mix and improved price positioning also had a beneficial effect on profit. The operating return on sales amounted to 8.1 (4.0)%.

Strong brands

DELIVERIES BY MARKET
in percent

FURTHER INFORMATION www.traton.com

Volkswagen Group China

The Volkswagen Group showed its strengths in the fiercely competitive Chinese market during fiscal year 2023. Deliveries were up year-on-year in all segments.

BUSINESS DEVELOPMENT

In 2023, Volkswagen Group China demonstrated the strength of its portfolio in a market environment that was shaped by an intense price war with more than 100 local competitors. Rigorously following a sustainable business model, Volkswagen Group China and its Chinese joint ventures delivered 3.2 million vehicles (including imports) in the Chinese market in the reporting year, 1.6% more than in 2022. The market share stood at 14.5 (15.1)%.

In the premium and sports segment, Audi delivered 728,575 vehicles to customers in China, a significant increase of 13.5% year-on-year.

Volkswagen Group China continues to press ahead with its e-mobility campaign in line with its systematic approach of "In China for China". In the battery-electric vehicle (BEV) segment, deliveries increased by 23% to 190,820 units. The main drivers of this success were the ID.3 and ID.4 models from the Volkswagen Passenger Cars brand and the Audi e-tron models. Not only was the ID.3 one of the best-selling electric cars with around 75,000 units delivered, but it also topped the rankings for the compact car segment in the fourth quarter. The ID.4 was in the top five in the compact SUV class thanks to deliveries of around 60,000. Deliveries of the ID.7 commenced in late 2023. The brand wishes to tap into the mid-sized segment with this model and reach more customer groups in China. Audi's e-tron models witnessed very strong growth in 2023, surging to over 30,000 units in the first full year of sales.

The internal combustion engine (ICE) segment continues to provide a robust foundation for the Volkswagen Group's long-term business development in China. Based on deliveries of 2,997,184 ICE vehicles, the Group expanded its market share to over 20% in 2023. High unit sales and a good cost structure for the ICE models enable Volkswagen Group China to build up its financial position for an accelerated transformation and take the next leap in innovation in connection with its "In China for China" approach.

Volkswagen Group China systematically strengthened its development expertise in China in fiscal year 2023. The newly established Volkswagen China Technology Company (VCTC) is the new center for development, innovation and procurement for intelligent, fully connected electric vehicles (ICV). The aim is to reduce the time to market for vehicles and components by 30% by implementing efficient development processes and using state-of-the-art technologies. Further synergies will be leveraged through close dovetailing of development work with the joint venture companies SAIC Volkswagen, FAW-Volkswagen and Volkswagen Anhui, and also with Gotion (batteries). The partners Horizon Robotics (autonomous driving), ARK (user experience) and Thundersoft (infotainment) will also be incorporated in close cooperation with CARIAD China. Cooperation with local car manufacturers also continued in 2023. The Volkswagen Passenger Cars brand concluded a technological framework agreement with XPeng. Audi and SAIC signed a memorandum to further expand their existing cooperation. Both partnerships provide for the joint development of intelligent, fully connected electric vehicles exclusively for the Chinese market.

EARNINGS

Thousand units	2023	2022	%
Deliveries	3,236	3,185	+1.6
Vehicle sales ¹	3,065	3,122	-1.8
Production	3,072	3,160	-2.8

1 Produced locally.

€ million	2023	2022
Operating result (100%)	7,139	8,827
Operating result (proportionate)	2,621	3,280

Our joint ventures produced a total of 3.1 (3.2) million vehicles in fiscal year 2023. These joint ventures produce a mixture of established Group models and those specially modified for Chinese customers (e.g. with extended wheelbases), as well as vehicles developed exclusively for the Chinese market (such as the Volkswagen Lamando, Teramont, ID.6 X and ID.6 CROZZ).

The proportionate operating result of the joint ventures in the reporting year stood at €2.6 (3.3) billion. The negative impacts of a highly competitive market environment were offset by cost optimization.

The figures of the Chinese joint venture companies are not included in the operating result of the Group as they are accounted for using the equity method. Their profits are included solely in the Group's financial result on a proportionate basis.

ID.3



LOCAL PRODUCTION

Units	2023	2022
Volkswagen Passenger Cars	2,383,703	2,513,613
Audi	670,419	604,439
Škoda	18,365	41,936
Total	3,072,487	3,159,988

VOLKSWAGEN FINANCIAL SERVICES

THE KEY TO MOBILITY

Volkswagen Financial Services recorded a solid year in 2023 despite multiple macroeconomic uncertainties. The number of new contracts increased thanks to improved vehicle availability.

STRUCTURE OF VOLKSWAGEN FINANCIAL SERVICES

Volkswagen Financial Services comprises dealer and customer financing, leasing, banking and insurance activities, fleet management and mobility services in 47 countries. The key companies are Volkswagen Financial Services AG and its affiliated companies such as Volkswagen Leasing GmbH, as well as Volkswagen Bank GmbH, Porsche Financial Services and the financial services companies in the United States and Canada, the only exceptions being the financial services business of TRATON and of Porsche Holding Salzburg.

BUSINESS DEVELOPMENT

Volkswagen Financial Services AG achieved an excellent score of 12.4 in Sustainalytics' first-ever ranking of its sustainability risks. According to the institute, the score achieved by Volkswagen Financial Services AG puts it in the top 3% of the over 200 companies rated. The analysis was carried out in the categories of Product Governance, Data Privacy and Data Security, Business Ethics, Human Capital and Corporate Governance.

Volkswagen Financial Services and the management and technology consultancy Sopra Steria set up the joint venture MyDigitalCar GmbH in 2023. With the services offered, the joint venture partners will make a significant contribution to optimizing economic efficiency in the area of vehicle management for companies by enabling companies to register their vehicles digitally via a vehicle registration platform.

Volkswagen Financial Services and AMAG Leasing AG extended their collaboration in fleet business operations in Switzerland in 2023. As a result, Volkswagen Financial Services AG acquired a 50% stake in movon AG, a subsidiary of AMAG Leasing AG that focuses on fleet leasing and full-service solutions for business customers. The aims of the joint venture are to expand the range of products and services and to create digital tools for fleet owners and dealers.

Volkswagen Financial Services and Pon Holdings (Pon) intensified their partnership in company bike leasing. Within this framework, Volkswagen Financial Services AG acquired a 49% stake in the Pon bike leasing subsidiary Bike Mobility Services. The aim is to jointly expand in the growing bicycle and e-bike leasing business in Europe and the USA.

As part of the "AllerVielfalt" project, the *Alte Aller*, an old branch of the River *Aller* in the District of Verden, was reconnected to the main river in the reporting year. Initiated by the German Nature and Biodiversity Conservation Union (NABU), the project is part of the federal government program "Germany's Blue Belt" ("*Blaues Band Deutschland*") and aims to create near-natural structures in a project area of 2,350 hectares (around 30 river kilometers). Volkswagen Financial Services donated €450,000 to cover NABU's share, thereby ensuring the important start-up financing for the project.

The main refinancing sources for Volkswagen Financial Services are money market and capital market instruments, asset-backed securities (ABS) transactions, customer deposits from the direct banking business and bank credit lines. Volkswagen Financial Services AG published its first "Green Finance Framework" in the reporting year. The framework supports the current sustainability strategy of the automotive financial and mobility services provider with regard to its refinancing and thereby enables the company to tap into a new investor base. The "Green Finance Framework" covers all refinancing products of Volkswagen Financial Services AG. The funds generated under the framework will be used exclusively to refinance credit and leasing contracts for battery-electric vehicles.

On the basis of the Green Finance Framework, Volkswagen Leasing GmbH placed three green bonds with a total volume of €2 billion on the capital markets for the first time in September 2023. In December of the fiscal year now ended, Volkswagen Financial Services N.V. also issued bonds amounting to 1.5 billion Swedish kronor and 1 billion Norwegian kroner based on the Green Finance Framework.

Other bond transactions were conducted in currencies such as pounds sterling, Swedish kronor, South Korean won and Japanese yen, among others. Furthermore, bonds were issued in Australia, Poland, Brazil and Türkiye on the basis of local documentation requirements. In addition to this, private placements were issued in various currencies.

Volkswagen Bank issued three unsecured bonds denominated in euro in the reporting year with a total volume of €2.0 billion.

In fiscal year 2023, Volkswagen Leasing GmbH placed three ABS transactions secured by lease receivables with a total volume of €2.75 billion. The issuances met the quality criteria of the STS Securitization Regulation for particularly high-value securitizations and were oversubscribed several times.

Outside Germany, Volkswagen Financial Services issued ABS transactions in Brazil, Japan, the United Kingdom and Australia.

In the US capital market, Volkswagen Group of America Finance, LLC placed bonds with a total volume of USD 5.65 billion in September and November 2023. Notes with a volume of CAD 750 million were issued in the Canadian refinancing market.

Bicycle leasing



In fiscal year 2023, the number of new financing, leasing, service and insurance contracts from Volkswagen Financial Services signed was up on the prior-year figure at 8.7 (7.8) million. At the end of the reporting year, the total number of contracts stood at 22.3 (22.0) million. The number of contracts in the Customer Financing/Leasing area fell by 1.5% to 10.2 million. The Service/Insurance area accounted for 12.1 million contracts, 3.9% more than in the previous year. From January 1, 2024, other types of insurance contracts will be taken into account; in this case, the number of contracts in the Service/Insurance area as of December 31, 2023 would have been 15.6 million and the total contract portfolio would have comprised 25.8 million contracts. With credit eligibility criteria remaining unchanged, the penetration rate, expressed as the ratio of financed or leased vehicles to relevant Group delivery volumes – including the Chinese joint ventures – increased to 32.6 (32.3)%.

On December 31, 2023, Volkswagen Bank managed 1.8 (1.3) million deposit accounts. Volkswagen Financial Services employed 15,439 people worldwide, including 7,311 in Germany, as of year-end 2023.

SALES REVENUE AND EARNINGS

Volkswagen Financial Services generated sales revenue of €50.8 billion in the reporting year, 15.5% more than in the previous year. As expected, the operating result contracted to €3.3 (5.6) billion. In addition to higher interest expenses, the decline was primarily attributable to adverse effects from derivatives, which had had a positive effect in the prior year. Lower risk costs and strong demand for used vehicles had also had a positive impact in the previous year.

VOLKSWAGEN FINANCIAL SERVICES

		2023	2022 ¹	%
Number of contracts	thousands	22,275	21,976	+1.4
Customer financing		5,299	5,557	-4.6
Leasing		4,888	4,783	+2.2
Service/Insurance		12,088	11,636	+3.9
Lease assets	€ million	63,884	57,906	+10.3
Receivables from	€ million			
Customer financing		69,292	70,266	-1.4
Dealer financing		26,167	19,868	+31.7
Leasing agreements		53,771	47,446	+13.3
Direct banking deposits	€ million	37,531	25,431	+47.6
Total assets	€ million	267,777	239,400	+11.9
Equity	€ million	39,545	38,238	+3.4
Liabilities ²	€ million	219,180	190,588	+15.0
Equity ratio	%	14.8	16.0	
Return on equity before tax ³	%	8.3	15.4	
Leverage ⁴		5.5	5.0	
Operating result	€ million	3,253	5,584	-41.7
Earnings before tax	€ million	3,244	5,528	-41.3
Employees at Dec. 31		15,439	14,796	+4.3

1 Prior-year figures adjusted (see disclosures on IFRS 17).

2 Excluding provisions and deferred tax liabilities.

3 Earnings before tax as a percentage of average equity (continuing operations).

4 Liabilities as a percentage of equity.