Sustainability Report 2025

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Presentation

Report Reflects the Integration of ESG into the Business

(GRI 2-3)

The 2025 Sustainability Report of Volkswagen Brazil presents the company’s key ESG (Environmental, Social, and Governance) achievements and progress, reflecting the evolution of its practices and management throughout the year.

The content has been organized to facilitate the reading and understanding of the priority topics, with interconnected chapters and a focus on presenting information clearly. The publication reflects the company's commitment to transparency and accountability to its stakeholders.

The data follows the Global Reporting Initiative (GRI Standards) methodology and covers the period from January 1 to December 31, 2025, including any relevant updates made after the close of the reporting period. The preparation of this report is coordinated by the Sustainability department, with contributions from various areas across the company in collecting, validating, and consolidating the information.

In 2025, Volkswagen Brazil updated its materiality assessment by adopting the concept of double materiality. This approach takes an integrated view of both the impacts of the company's activities on the environment and society and the risks and opportunities that ESG topics represent for business performance. The results of this process will guide future reporting starting in 2026 and will be presented in greater detail in the next report.

Report Summary

The content is divided into six chapters, which are broken down as follows:

1. Message from the CEO
2. Volkswagen do Brasil
3. Strategy and Management
4. People
5. Factories
6. Suppliers

Material Topics

(GRI 2-29, 3-1, 3-2, 2-4)

Volkswagen's Sustainability Report has been drawn up on the basis of the Material Topics in effect for the period 2022-2025.

The Materiality Framework reflects consultation with internal and external sources of data – such as the Code of Conduct, Environmental and Energy Policy, ACCELERATE Strategy, benchmarking with companies in the sector and other areas – combined with perception of stakeholders through internal workshops and remotely applied forms, distributed in such a way as to reach six priority groups: employees, customers, suppliers, dealers, and society (including government, NGOs, trade unions, and educational institutions). In addition, the commitment to stakeholder dialogue was reinforced by the VW Group's KRL17 guideline, which includes "Premise 7 – Dialogue with Stakeholders" and emphasizes open and transparent dialogue, communicating the company's commitments, responsibilities, and performance.

6
public

+41 thousand
people consulted

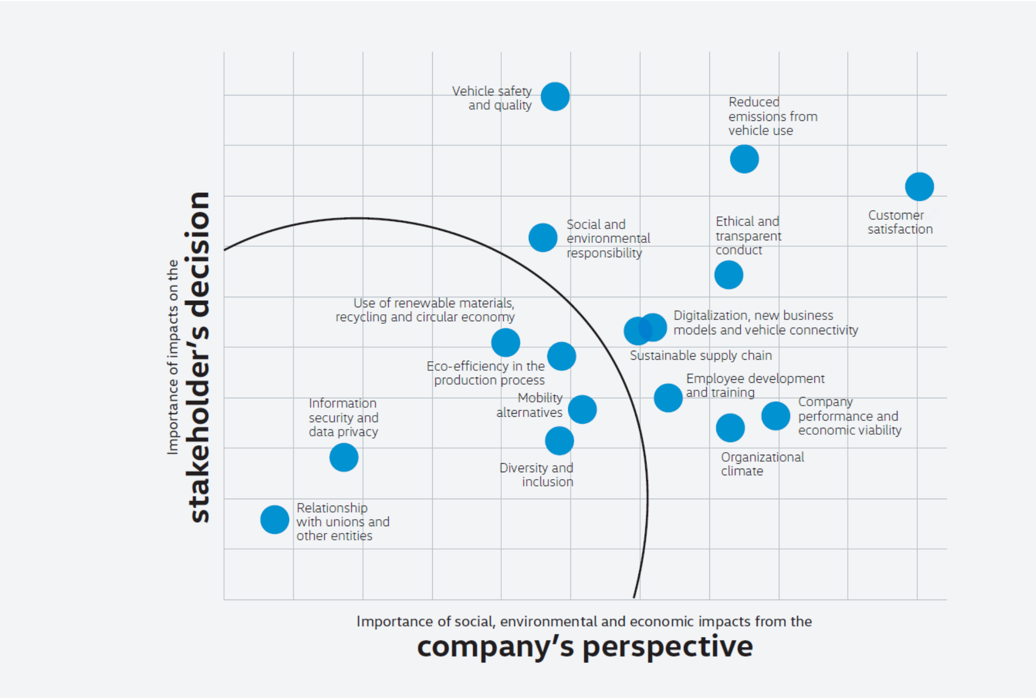
5.71%
sample

2,346
respondents

Based on this data, Volkswagen do Brasil mapped out the most relevant and sensitive issues to the strategic public to make up the guidelines of this document. Thus, the topics covered throughout the 2025 Sustainability Report are:

1.	Customer satisfaction
2.	Vehicle safety and quality
3.	Reduced emissions from vehicle use
4.	Social and environmental responsibility
5.	Ethical and transparent conduct
6.	Company performance and economic viability
7.	Digitalization, new business models and vehicle connectivity
8.	Sustainable supply chain
9.	Organizational climate
10.	Employee development and training

Matrix 2025



The Material Topics are reviewed every three years. In 2025, Volkswagen Brazil consulted stakeholders and prioritized the material topics. The new Materiality Matrix will be presented in the 2026 report.

Accessibility

The web version of Volkswagen Brazil's Sustainability Report is available in Brazilian Sign Language (Libras). The translation is done by an avatar and, to view it, simply click on the icon that appears in the the top right corner of the page (two-handed graphic symbol). Audio description can be activated using the corresponding button, also on the right side. Reading starts by clicking on one of the texts. The accessibility tools also include font size and text contrast adjustments and can be set using the icon in the top right-hand corner of the page.

Questions or additional information?

(GRI 2-3)

Contact Volkswagen Brazil's Sustainability department at: **esg@volkswagen.com.br**

Message from the CEO

A Year of Strong Growth Prepares Volkswagen Brazil for a New Era of Electrification

(GRI 2-22)

We closed out 2025 with results that reinforce Volkswagen Brazil's leadership and the strength of our long-term strategy. In a competitive and challenging environment for the automotive industry, we grew three times faster than the Brazilian market, maintained our leadership in the country's key market segments (SUVs and hatchbacks), as well as in passenger cars, for the third consecutive year, with more than 436,000 units sold and a 17.1% share of the Brazilian market, while increasing our exports by 29%.

These results reflect the strength of our product portfolio and our continued investment in innovation. In 2025, we launched key models as part of our product offensive, which includes 17 new vehicles in Brazil by 2028 (eight of which had already reached the market by the end of 2025), as part of a R$ 16 billion investment cycle in the country through 2028. One of the year's major milestones was the launch of the Tera, a vehicle 100% developed and produced in Brazil, which quickly became a sales success, with more than 48,000 units registered in Brazil, a record-breaking launch (with more than 12,000 orders in just 50 minutes), and 25,000 units exported to 18 markets across Latin America.

Throughout the year, we strengthened our presence in the market's most important segments. The New T-Cross was Brazil's best-selling SUV for the third consecutive year, while the Polo remained the country's best-selling hatchback and passenger car, also for the third consecutive year. This consistency demonstrates our ability to develop products that meet the needs of Latin American consumers.

Our industrial operations also delivered strong results, with all four plants operating on two shifts and at full capacity, resulting in a 17% increase in production in 2025 compared with 2024. This performance was accompanied by the creation of 587
new direct production jobs across Volkswagen Brazil's four plants, approximately 50% of which were filled by women.

Under the environmental pillar, one of the highlights of 2025 was the expansion of biomethane use at the Anchieta and Taubaté plants. This initiative replaced 7.6 million m^3 of natural gas with biomethane, avoiding approximately 16,000 tons of CO_2 emissions, equivalent to the positive climate impact of 92,000 soccer fields covered with vegetation. This marks another step forward in our commitment to the global Way to Zero strategy and our goal of achieving carbon neutrality by 2050. Volkswagen is also a pioneer in the automotive industry, having achieved the multi-site Zero Waste Certification, confirming that all of our facilities properly manage their waste.

We advanced innovation and digital transformation with the launch of OTTO, the first proprietary automotive artificial intelligence developed in Brazil. We have advanced new business models and technological solutions that enhance connectivity and the customer experience. All of these achievements are part of a broader strategy that positions Volkswagen Brazil as an increasingly digital, agile, and people-centered company.

Another decisive step toward the future was strengthening electrification across our portfolio. With the support of innovation and technology funding, we are entering a new phase in which all new models developed and produced in South America will offer electrified versions starting in 2026, including different hybrid technologies designed for Brazil's energy landscape and to maximize the potential of domestic biofuels.

We have expanded our operations without losing sight of our responsibility to people. We are the only automaker that is a signatory to five Diversity & Inclusion forums, and we have significantly increased the proportion of women in leadership positions at Volkswagen Brazil from 9% (in 2020) to 24.8% (in 2025).

These advances reinforce a conviction that guides our decisions: ESG is not just an agenda, but a strategic foundation that guides our investments, projects, and the way we conduct our business. We want to continue driving the growth of the domestic industry, creating jobs, and contributing to increasingly sustainable, connected, safe, and accessible mobility for all.

Looking ahead to 2026, we are embarking on a new phase of transformation. The introduction of new models, the expansion of electrification, and the strengthening of our presence in South America point to a future of innovation and sustainable growth.

In the following chapters, I invite you to learn more about our key performance indicators, the progress made at Volkswagen Brazil's four plants and the Vinhedo Parts and Accessories Distribution Center, developments across our supply chain, our diversity and inclusion initiatives, and the key recognitions we received throughout the year. We continue to be driven by the strength of Volkswagen and the people who are shaping the brand's history in Brazil.

Enjoy your reading!

Ciro Possobom
President and CEO of Volkswagen do Brasil

Volkswagen do Brasil

Volkswagen Brazil Strengthens Its Role in the Brand's Global Strategy

Brazil maintained a prominent position in Volkswagen's global operations in 2025, with 436,336 units sold and 9% growth (three times the market growth rate) compared to 2024, consolidating its position as the brand's third-largest market by sales volume, behind only China and Germany. This strong performance is driven by the local development and production of vehicles, the market's most comprehensive product portfolio, aligned with consumer demands, and the strong performance of our dealer network.

In the Brazilian market, Volkswagen ended 2025 as the leader in the market's two main segments (SUVs and *hatchbacks*, with the T-Cross and the Polo, respectively), as well as in the passenger car segment with the Polo, having held these leading positions for three consecutive years (2023 to 2025). Even in an increasingly competitive market, Volkswagen ended 2025 with a 17.1% market share. Volkswagen ended the year with three VW models among the country's ten best-selling vehicles across all segments: Polo, T-Cross, and Saveiro.

Another major achievement for the Brand last year was its retail sales performance. In 2025, while the Brazilian automotive market declined by 1.3%, Volkswagen grew by 15.8% compared to 2024, with a total of 176,832 new vehicle registrations, representing 24,139 more vehicles than in 2024.

Business Highlights

Among the models produced in Brazil, the Polo was the country's best-selling hatchback and passenger car for the third consecutive year, with 122,677 units registered in 2025. In the SUV segment, the New T-Cross also led the market for the third consecutive year, with 92,842 units sold during the year. Considering the brand's entire SUV portfolio (Tera, Nivus, Nivus GTS, New T-Cross, Taos, Tiguan, and ID.4), 204,899 units were sold in Brazil in 2025, keeping Volkswagen at the top of the SUV segment. This represents a lead of more than 80,000 units over the second-place brand.

Other highlights included the Saveiro, with 67,753 units sold, a 19.4% increase compared to 2024; the Nivus, with 48,702 units sold in 2025; and the Tera, launched in June, which recorded 48,143 units sold in Brazil.

The Largest Exporter

In 2025, Volkswagen Brazil exported 116,495 vehicles, a 29% increase over the previous year. Among the exported models, the Polo, produced at the Anchieta (SP) and Taubaté (SP) plants, led exports, with 32,579 units shipped to 11 Latin American markets. The Tera, manufactured in Taubaté, became the brand's second most-exported model in the country in its first year, with 25,763 units shipped to 18 markets.

In 2025, Volkswagen resumed exports to African countries, which had been suspended since 2023. Shipments began in May with the T-Cross, exported to Cameroon, Côte d'Ivoire, Ghana, Madagascar, Rwanda, and Senegal. In addition to Africa, the company currently exports to 18 Latin American markets, with the leading markets in 2025 being Argentina (57,532 units, representing a 45% increase over last year), Mexico (30,528 units), Colombia (9,014 units), and Chile (6,053 units). The remaining markets are Aruba, Bolivia, Costa Rica, Curaçao, El Salvador, Ecuador, Guatemala, Honduras, Panama, Paraguay, Peru, the Dominican Republic, St. Marteen and Uruguay.

The company operates at the ports of Paranaguá, PR (exports and imports), Santos, SP (exports), Suape, PE (imports), and Vitória, ES (imports). It has historically led Brazil's automotive exports, with more than 4.4 million vehicles shipped to international markets since 1970.

Investment Cycle

Volkswagen is investing R$ 16 billion in Brazil through 2028 as part of a product offensive that includes 17 new vehicles, 8 of which had already been launched by the end of 2025: New T-Cross, New Amarok, New Nivus, Nivus GTS, Tera, Golf GTI, New Jetta GLI, and New Taos. This amount is part of the R$ 20 billion being invested in South America through 2028, covering 21 new vehicle launches.

This investment is bringing innovative, decarbonization-focused projects to Volkswagen Brazil's plants, including the Tera, a new, even more efficient engine for hybrid vehicles, and the MQB Hybrid platform, which supports the integration of the most advanced combustion and electrification systems using a high-voltage architecture.

2025 in numbers

(GRI 2-1, 2-6)

538,657
vehicles produced in the country by Volkswagen do Brasil in 2025

13,646
employees

465
points of sale in Brazil

BRL 48.9 billion
Net revenue

BRL 4.9 billion Paid in taxes (both direct and indirect)

BRL 3.1 billion Employee Salaries and Benefits

BRL 16.2 million Social investments

Production volume in 2025 by factory:

Anchieta

208,648 vehicles

87,562 Saveiro
18,390 Virtus
65,416 Nivus
37,280 Polo

Taubaté

196,650 vehicles

48,512 Polo
69,177 Polo Track
78,961 Tera

Curitiba

133,359 vehicles

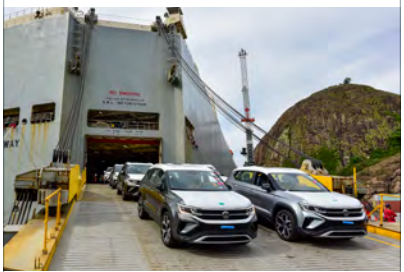
111,225 T-Cross
22,134 Virtus

São Carlos

626,871 engines

7,141 EA111
547,475 EA211
72,255 EA211 export

Imported



19,111 vehicles

12,924 Taos
2,731 Amarok
2,229 Tiguan
61 ID.4
36 ID. Buzz
1,130 Jetta

Direct economic value generated and distributed (BRL) – Volkswagen do Brasil

(GRI 201-1)

	2023	2024	2025
Direct economic value generated: income	34,846,856,162	43,161,814,401	48,866,719,542
Economic value distributed: operating costs, employee salaries and benefits, payments to suppliers	2,050,501,820	2,329,228,226	3,057,113,839
Retained economic value: "direct economic value generated" minus "economic value distributed"	3,364,947,931	4,255,718,596	4,871,584,861

Awards and Highlights

Product

Tera: Autoesporte magazine's ‘Qual Comprar’ award in the Entry-Level SUV category; Quatro Rodas magazine's ‘Best Buy’ award among SUVs priced up to R$150,000; the ‘AutoData Award’ in the Cars and Pickup Trucks category; as well as honors including ‘Best Car of the Year’ by Top Car TV 2025, ‘Best Urban SUV’ by Trend Car (Portal Terra), ‘Best Brazilian Car’ by the Car Awards (Car Magazine), and ‘Best SUV’ by Mobilidade Estadão, from the newspaper O Estado de S. Paulo.

The model was also named ‘Highlight of the Year’ and ‘Best Compact SUV’ at the 2025 UOL Carros Awards. It was also ranked as both the most desirable and the most reliable vehicle priced up to R$150,000 in EXAME Casual's ‘Best Cars of 2025’ ranking, published by Exame magazine. It also received the ‘Best Compact SUV’ award at the 2025 Automotive Press Awards, organized by Abiauto (Brazilian Automotive Press Association), and was named ‘Best SUV/Crossover of the Year’ at the Roda Rio Awards.

Nivus: Autoinforme's 'Highest Resale Value' award in the Entry-Level SUV category (combustion), recognizing the second-lowest depreciation rate over one year, as well as the Automotive Business '2026 Launch of the Year' award in the 'Urban Compact' category.

Virtus: Winner in the Compact Sedan category of Quatro Rodas magazine's 'Os Eleitos' awards, based on direct consumer voting.

Taos: '2025 Clean Mobility Award', also presented by Autoinforme, in the Mid-Size Combustion SUV category.

Corporate

- Top of Mind, for the 34th consecutive year – Folha de S. Paulo;
- Companies with the Best Communication with Journalists - Automobiles category;
- Best Companies for LGBTQIA+ People to Work For, for the second consecutive year – BR 2025 Equity Index - Human Rights Campaign Foundation (HRC), in partnership with Instituto +Diversidade and the Fórum de Empresas e Direitos LGBTI+;
- AB Diversity Award - Inclusion of People with Disabilities in the Automotive Sector category, presented by Automotive Business;
- Top Employer Certification - for the 7th consecutive year;
- GPTW (Great Place to Work) – for the 4th consecutive year;

- Age Friendly Employer Certification, from the Age Friendly Institute;
- Think Work Innovations 2025 Award – Think Work Lab: Innovative HR;
- Human Being Award – Brazilian Human Resources Association (ABRH-SP) – ESG Category – VW in partnership with the NGO Parceiros Voluntários, with support from the Volkswagen Group Foundation;
- Best Automotive Compliance – Leaders League Compliance Summit & Awards Brazil;
- Spotify Hits 2025 – Spotify: Spotifan – Best Use of Spotify Formats;
- Smart Customer 2025, Relationship Innovation category, for the project "VW 24-Hour Assistance - Transforming the Digital Experience": Volkswagen and Time;
- Forbes 2025 List – Forbes magazine: Brazil's 10 Best CIOs (Cristina Cestari);
- Automotive Business Award: Collaborative Innovation;
- Volkswagen Brazil and Accenture, for the Otto project – Brazil's first automotive AI;
- L'Auto Preferita Award: Executive of the Year (Ciro Possobom);
- UOL Cars Award: Automaker of the Year and Executive of the Year (Ciro Possobom);
- Automotive Press Award (Abiauto): Executive of the Year (Ciro Possobom);
- Most Admired CEOs and HR Executives 2025 – HR Management Group: CEO of the Year (Ciro Possobom) and Top 10+ HR Executives in Latin America (Douglas Pereira);
- Black Race Trophy – Afrobras and Zumbi dos Palmares University: (Ciro Possobom);
- Influential Voices in the Automotive Industry – Most Influential Professional, by BlogAuto (Ciro Possobom);
- Horse Consulting’s Thought Leaders 100 Transformational Leader, Top 20 CEOs (Ciro Possobom);
- Best Companies for Employee Communication – Negócios da Comunicação Magazine;
- Peter Gottschalk Medal, as Industrialist of the Year, from Ciesp São Bernardo do Campo (Ciro Possobom).

Strategy and Management

Volkswagen Brazil Extends Strategy Through 2027 and Increases Investments in the Region

The ACELERA VW strategy, launched in 2022, has been extended through 2027 to support the expanded investment cycle and the evolution of Volkswagen Brazil's product plan. Structured around five strategic pillars (+Diverse, +Digital, +Agile, +Customer Centricity and +Carbon neutral), the strategy remains aligned with the brand's global guidelines and guides the company's operations in the Brazilian market and across South America (see the key results for each pillar in the table below).

The plan also included expanding investments and the product offensive in the region. The amount allocated to South America was increased to R$20 billion through 2028, with R$16 billion invested in Brazil. Initially, the strategy called for 15 new vehicles. It now includes 17 vehicle launches in Brazil and 21 across the region, with a particular focus on the upcoming launch of hybrid models.

In 2025, the strategy was implemented through nine areas of focus: People & Culture, ESG, Technology & Innovation, Customer, Market, Product, Quality, Cash Generation & Efficiency, broken down into 28 OKRs (*objectives and key results*), monitored throughout the year. All of these objectives delivered positive results, driven by more than 30 projects implemented across the company's various areas.

Among the key achievements were maintaining leadership in customer satisfaction in sales and after-sales; launching new products, such as the Tera, which entered the market in June and, within just four months, became Brazil's best-selling SUV (in September, October, and November); continuing the decarbonization of industrial operations; and improving organizational and financial performance.

Battle 1: People + Diverse

Main objectives:

— Maintain the Great Place to Work certification.

— Significantly increase the number of women in leadership positions.

— Transformation Office and New Administrative Center

Goals:

Among the goals are prioritizing the health and safety of employees, being a great place to work, integrating people into modern *coworking* spaces, fostering “Exemplary Leadership”, becoming a more diverse and inclusive company, and shifting the *mindset* to create more agile, digital, and innovative teams.

Progress in 2025:

The company maintained certifications such as Top Employer (for the 7th consecutive year) and Great Place to Work (for the 4th consecutive year), in addition to diversity-related recognitions, including Best Companies for LGBTQIA+ People to Work For (for the 2nd consecutive year) and Age Friendly Employer.

The share of women in leadership positions increased from 9% in 2020 to 24.8% in 2025. Industrial hiring during the period reflected greater gender balance: 587 new direct production jobs were created across Volkswagen Brazil's four plants, with women accounting for approximately 50% of the hires.

Initiatives such as the Trainee Program for Black People and mentoring programs were implemented, along with technical training initiatives, including the inauguration of the New SENAI Volkswagen, which has trained more than 7,000 professionals over its 52-year partnership.

Main objectives:

— To launch 17 new cars by 2028, featuring the debut of hybrids, along with more innovations in Total Flex and 100% electric models.

Goals:

This pillar reinforces the offering of digital services, hybrid solutions, and new business models, always focusing on the right technology for the future, solutions for global markets, and enhancing the customer experience. Among the main goals are the development of new products aligned with the decarbonization strategy, solutions for connected cars, and the new Product Offensive, which includes 17 new vehicles by 2028, especially the debut of hybrids, as well as further innovations in Total Flex and fully electric vehicles.

Progress in 2025:

By 2025, eight models had been launched as part of the Product Offensive: New T-Cross, New Amarok, New Nivus, Nivus GTS, Tera, Golf GTI, New Jetta GLI, and New Taos.

Among the results, the New T-Cross retained its position as Brazil's best-selling SUV for the 3rd consecutive year. The Nivus GTS sold out at dealerships, while the Tera achieved sales volumes that placed it among Brazil's best-selling models. The New Nivus ranked among Brazil's 20 best-selling vehicles, contributing to the brand's performance in the SUV segment.

Other launches also generated strong demand, including the Golf GTI, which sold out, the New Jetta GLI, with 1,200 units sold during its first weekend, and the New Taos, which received 1,912 orders when sales opened.

On the digital front, the company also advanced the development of technological solutions, highlighted by the launch of OTTO, its first proprietary automotive artificial intelligence system, and the work of VW Tech, a center dedicated to developing systems and projects using artificial intelligence and other technologies.

Battle 3:
Processes + Agile

Main objectives:

— Achieve zero debt and improve return on investment.

Goals:

The main projects focus on optimizing operations and processes, enhancing local and regional synergies between plants, brands, and countries, with positive impacts on economic efficiency and cultural diversity. The goal is to simplify VW, making the company increasingly agile, practical, efficient, digital, and free of bureaucracy.

Progress in 2025:

The Corporate Center was inaugurated, adopting a coworking model.
The space was designed to promote integration across departments, reduce hierarchical barriers, and foster greater collaboration among teams.

Battle 4:
Clients + Customer Centricity

ACELERA VW
+ Centrada no Cliente

Main objectives:

— Improve customer satisfaction survey rankings.

Goals:

The aim is to develop a customer-centered culture that involves everything from internal processes to the consumer journey. The actions under this pillar aim to place customer satisfaction at the center of all discussions, treating it as a strategic priority and a shared responsibility across the company.

Progress in 2025:

The company maintained its leadership in customer satisfaction in sales and after-sales. The dealer network advanced its digitalization efforts and enhanced the customer experience.

The NBD (New Brand Design) indicator, which tracks dealership modernization, reached 92% of dealerships.

Volkswagen expanded its presence at events, participating in more than 4,000 initiatives across Brazil. The strategy included sponsoring Brazil's leading music festivals (Rock in Rio, The Town, and Circuito Sertanejo), agricultural fairs, and events for Volkswagen customers.

In addition, Volkswagen remained the top-of-mind brand in the Car category for the 34th consecutive year.

Main objectives:

— Way to Zero global strategy: towards carbon neutrality by 2050.

Goals:

This effort is built on pillars such as zero debt, CO_2 reduction – including Way to Zero Center projects carried out in partnership with universities and research centers to advance decarbonization –, a more profitable portfolio, maintaining positive cash flow and operating profit, and creating new revenue streams.

Progress in 2025:

Biomethane operations at the Anchieta and Taubaté plants reached full capacity in 2025, replacing 7.6 million m^3 of natural gas with biomethane. The initiative prevented the emission of 16,000 tons of CO_2, a volume equivalent to the positive climate impact of 92,000 soccer fields covered with vegetation.

The plants have established themselves as pioneers in the use of biomethane in Brazil's automotive industry, in line with Volkswagen's global decarbonization strategy.

Four models are part of the Federal Government's Sustainable Car Program and are exempt from the IPI tax: Polo Robust, Polo Track, Polo TSI MT, and Tera MPI.

Way to Zero: carbon neutrality by 2050

(Sustainability + Carbon Neutral)

Volkswagen's global Way to Zero strategy sets a target of achieving carbon neutrality by 2050, in line with the Paris Agreement. The guideline applies across all of the brand's operations and guides decisions related to emissions reduction.

Its implementation covers the vehicle's entire life cycle, including research, development, production, and use. The initiatives also extend to the supply chain, with a focus on reducing emissions associated with suppliers and logistics processes. The strategy is part of Volkswagen's business agenda and guides investments, product development, and industrial operations, supporting the transition to lower-impact mobility.

Way to Zero Center

The Way to Zero Center manages CO_2 emissions throughout the product life cycle, supports the development of calculation methodologies in Brazil, and conducts research aimed at reducing emissions, including both short-term initiatives and long-term technological advancements. Located at the Anchieta plant in São Bernardo do Campo, the center brings together research projects focused on electrification, the use of biofuels, and the development of product solutions, such as new materials and friction reduction. The research center's activities are aligned with Volkswagen's global decarbonization strategy and include initiatives focused on incorporating new technologies and reducing the environmental impact of vehicles.

The company partners with universities, research institutions, and private companies (including USP, Unesp, Bosch, Raízen, Unicamp, BNDES, and Finep) to develop projects in areas such as sustainability and powertrain technologies.

In 2025, Volkswagen expanded and diversified this collaboration network by adding new partners and broadening its ongoing projects. The year was marked by initiatives aimed at developing more accessible technologies for its products.

As part of its research and development activities, the company participated in the 32nd International Symposium on Automotive Engineering (SIMEA), presenting six technical papers developed by Way to Zero Center teams. Volkswagen received three honorable mentions in the Fuels & Lubricants and Emissions categories for studies on energy efficiency and vehicle performance, and ranked among the event's leading contributors in terms of published papers.

These initiatives are supported by institutions such as Embrapii, BNDES, and Finep, which help enable projects and foster applied innovation.

regenerate+: Volkswagen's New Global Sustainability Strategy

The Volkswagen Group has introduced a new global sustainability strategy, called **regenerate+**, to guide its efforts toward more responsible mobility that is aligned with environmental and social priorities. The strategy is integrated into the company's long-term vision and is based on the principle that sustainability should go beyond reducing impacts by creating positive value throughout the entire value chain.

The framework is structured around four strategic dimensions – nature, our people, society, and business – which guide objectives, targets, and initiatives across the organization. In the environmental dimension, the focus is on decarbonization, the efficient use of resources, and biodiversity protection. In the people dimension, the strategy promotes a diverse, inclusive, and safe workplace. The society dimension focuses on responsible value chains and strengthening positive social impact. Finally, in the business dimension, sustainability is integrated into the development of new products, services, and financial models, driving the transformation of mobility.

The regenerate+ strategy is applied across all Volkswagen Group brands and regions, including Volkswagen Brazil, which is evaluating how to implement these guidelines across its local operations, products, and initiatives. Through this approach, the company seeks to align innovation, competitiveness, and social and environmental responsibility, contributing to more sustainable mobility and creating a lasting positive impact for future generations.

The Era of Electrification

Starting in 2026, all new Volkswagen models developed and produced in South America will be available in electrified versions. Announced in October 2025, this initiative is part of the company's strategy to expand its product portfolio and advance new technologies in the region.

The plan includes hybrid vehicles in different configurations (mild hybrids, hybrids, and plug-in hybrids), designed to meet different driving needs while maximizing the potential of the biofuels available in Brazil. Models equipped with Total Flex engines will remain part of the brand's portfolio. As part of this strategy, the company announced that its Anchieta plant in São Bernardo do Campo (SP) will produce the first vehicle based on the MQB37 platform, featuring a flex-fuel HEV powertrain.

To support the expansion of its product portfolio and technological advancement, Volkswagen Brazil secured R$2.3 billion in credit lines from BNDES. The funding will be used for electrification solutions, advanced driver assistance systems (ADAS), and connectivity, with a focus on enhancing products and the customer experience. The investments also include expanding access to safety technologies, infotainment systems, and connected features across the brand's vehicle portfolio.

Part of the funding will also support exports by strengthening the production and competitiveness of vehicles manufactured in Brazil. In this regard, Volkswagen Brazil remains the leading exporter in Brazil's automotive industry, with more than 4.4 million vehicles exported to 147 markets since 1970.

Corporate Governance

Governance structure

(GRI 2-1, 2-9, 202-2)

Volkswagen do Brasil is a privately held subsidiary of the Volkswagen Group, with independent and autonomous operations from the German parent company.

Corporate governance is led by the Volkswagen Brazil and SAM Region Executive Committee (Comex), which currently consists of 15 members appointed by the Group Headquarters: 12 men and three women, 60% of whom are Brazilian.

In addition to the Executive Chairman, the SAM Region Executive Committee includes the President and CEO of Volkswagen Brazil, the CEO of Volkswagen Argentina, six Vice Presidents, and three Directors. Of these, eight are also members of the Volkswagen Brazil Executive Committee.

The regional committee oversees matters affecting the SAM Region, which includes Brazil, Argentina, and 27 other countries across South America, Central America, and the Caribbean. Its activities are coordinated by the Executive Chairman.

The Volkswagen Brazil Executive Committee comprises the President and CEO, six Vice Presidents, and five Directors, including nine men and three women (66% of whom are Brazilian). The committee meets weekly on an alternating local and regional schedule to discuss the company's activities and ensure alignment with its business strategy.

Composition of the Executive Committee

Alexander Seitz
Executive Chairman of Volkswagen South America Region

Ciro Possobom
President and CEO of Volkswagen do Brasil

Marcellus Puig
President and CEO of Volkswagen Argentina

Dr. Hendrik Muth
Vice President of Sales and Marketing for the South America Region

Miguel Sanches
Vice President of Operations of Volkswagen do Brasil, and SAM Region

Luiz Eduardo Alvarez
Vice President of Procurement for Volkswagen Brazil and the SAM Region

Angie Stelzer
Vice President of Human Resources of Volkswagen do Brasil and SAM Region

Ricardo Ploeger
Vice President of Product Development for Volkswagen Brazil and the SAM Region

Fernando Silva
Vice President of Sales & Marketing for Volkswagen Brazil

Rafael Vieira Teixeira
Vice President CFO of Volkswagen Brazil and the SAM Region

Cristina Cestari
(Director) Chief Information Officer (CIO) for Volkswagen Brazil and the South America Region

Cláudio Rawicz
Executive Director of Communications and ESG for Volkswagen Brazil and Latin America

Thomas Mehringer
Director of Quality Assurance of Volkswagen do Brasil and SAM Region

Amália Cecília Gonçalves Costa
Director of Legal Affairs for Volkswagen Brazil and the SAM Region

Luiz Ricardo de Medeiros Santiago
Executive Director of Institutional and Government Relations for Volkswagen Brazil

ESG Structure

The ESG Committee is composed of seven core areas: ESG, Human Resources, Institutional and Government Relations, Operations, Procurement, Product Developmentand GRC, as well as Internal Audit. Other business areas are invited to participate according to specific needs.

Since 2021, the company has had an ESG Department, within the Communications area, responsible for leading initiatives related to the environmental, social, and governance pillars, reporting directly to the Executive Chairman for the Region and the President and CEO of Volkswagen Brazil.

Sustainability objectives and targets [1]

Environmental responsibility

Base Year	Commitment	Deadline	Status 2025
2012	Energy (MWh/vehicle produced) = 0.88	2025	In 2025, Volkswagen Brazil maintained its result of 1.34 MWh per vehicle produced. The proposed target has not yet been achieved, and performance remained stable compared to 2024. This result reflects the recovery of the automotive market, which contributed to the dilution of energy consumption and greater operational stability. In recent years, the company has implemented energy-efficiency initiatives at all its plants to optimize resources and improve performance.
2012	CO_2 (kg/vehicle produced) = 89	2025	In 2025, Volkswagen Brazil exceeded its target by achieving 72 kg of CO_2 per vehicle produced. This performance was made possible primarily by the start of biomethane supply to the Taubaté and Anchieta plants, together with initiatives to reduce natural gas consumption, particularly by lowering the temperature of the hot-water boilers used in the production process. In addition, 100% of the electricity used at the company's production plants comes from renewable sources and is certified through the i-REC system, contributing significantly to the reduction of CO_2 emissions. (Value according to the GHG Protocol.) The company is currently evaluating, together with the responsible technical department, the establishment of new targets for the coming years.

Footnote:

1. Learn more about Volkswagen do Brasil's environmental commitments expressed in the Environmental and Energy Policy.

Sustainability Week

In June, Volkswagen Brazil held another edition of Sustainability Week, featuring an online program attended by 689 employees (an average of 172 participants per day). The event promoted discussions on key ESG topics, including sustainable mobility and cities, climate communication, the decarbonization of the transportation sector, and operational targets on the path to Net Zero by 2025, reinforcing the company's role as an agent of transformation.

The program featured company leaders and industry experts (including representatives from Anfavea, Cidade Ativa, Scania, Motiva, and Brazil's Ministry of the Environment, among others) who shared different perspectives on the challenges and opportunities of a low-carbon economy. Throughout the sessions, discussions focused on the importance of integrating industry and cities, the role of communication in the climate agenda, the sector's contribution to COP30, and the need for concrete, collaborative actions to advance decarbonization, reinforcing Volkswagen's commitment to a sustainable transition.

Ethical and transparent conduct

Mission, Vision, and Purpose

(GRI 2-23)

Internal and external principles guide the actions of the Volkswagen do Brasil team, especially the company's Mission, Vision, and Purpose.

Purpose

On the road to carbon neutral mobility for everyone.

Mission

We make technology with people in mind.

Vision

Being the most loved car brand.

Values

1. Team
2. Responsibility
3. Curiosity
4. Passion
5. Vision of the future

Guidelines and principles

Internal

Volkswagen Group Code of Conduct for employees and business partners; the Volkswagen Social Charter, which outlines social rights and industrial relations within the company; the Standard Charter, aimed at identifying and analyzing potential conflicts of interest among employees; and the Labor Relations Charter, which expresses Volkswagen's commitment to rights and principles of representativeness and social responsibility.

External

The Volkswagen Group is a signatory to global commitments and declarations that have an effect on all its units around the world, such as the agreement with the International Labor Organization (ILO), guidelines and conventions of the Organization for Economic Cooperation and Development (OECD), the Women's Empowerment Principles (WEPs) (an initiative created by UN Women to promote gender equality), and the UN Global Compact, the world's largest corporate sustainability initiative. It is also the first car manufacturer to join the Paris Agreement, with the aim of becoming carbon neutral by 2050. Nationally, Volkswagen do Brasil is part of the Business Pact for Integrity and Against Corruption (Clean Company). Since 2023, the company has been a signatory to the Women 360 Movement, the Business Initiative for Racial Equality, the Business and LGBTI Rights Forum, REIS (Business Network for Social Inclusion) and the Generations and Future of Work Forum, comprising the five priority guidelines of its Diversity & Inclusion strategy.

Ethical principles

(GRI 2-16, 417-3)

All company activities are guided by the Code of Conduct, the Compliance Policy, the Governance Policy on Government Affairs, and other internal and external documents designed to ensure compliance with applicable laws, ethical conduct, and integrity in day-to-day operations.

In general, Volkswagen's ethical corporate culture follows seven basic principles:

I
We take responsibility for the environment and society.

II
We are honest and speak up when something is wrong.

III
We break new ground.

IV
We live diversity.

V
We are proud of the work we do.

VI
We, not me.

VII
We keep our word.

Legal compliance

(GRI 2-27, 206-1, 417-2, 417-3)

In 2025, Volkswagen Brazil did not record any legal proceedings related to unfair competition, antitrust, or monopoly practices in which the company was identified as a party. For reporting purposes, non-compliance refers to cases involving significant monetary amounts and with the potential to have a reputational impact on the organization.

During the same period, any recall campaigns were duly communicated to consumers in accordance with applicable legislation and remain available through the company's official channels and those of the relevant authorities. Likewise, the company did not record any instances of non-compliance with regulations or voluntary codes related to marketing communications, including advertising, promotions, and sponsorships.

Code of Conduct

Volkswagen Brazil's Code of Conduct, entitled "Our Code," guides the company's practices in accordance with the guidelines of the German headquarters and the other Volkswagen Group companies. The document establishes principles and standards related to ethics, integrity, and workplace relationships, including specific guidelines for leaders. Conduct that is inconsistent with these guidelines is treated as a violation and may result in disciplinary action. To support the implementation of the Code, the company provides guidance, communication, and support to employees, with a focus on prevention and fostering an environment aligned with corporate values.

Click here to download it

Handbook on Preventing and Combating Sexual and Workplace Harassment

Volkswagen do Brasil prioritizes the fight against sexual and moral harassment, reinforcing ethical conduct based on respect, empathy, and the rejection of any form of violence or discrimination. To raise awareness of the issue and encourage the reporting of cases, the company has developed the Handbook on Preventing and Combating Sexual and Moral Harassment, which includes concepts, contacts, and reporting channels, as well as requiring all employees to sign an Acknowledgment Form.

The handbook is available to all employees on the VW&Eu app (within ConectaRH).

Click here to download it

Standard Letter

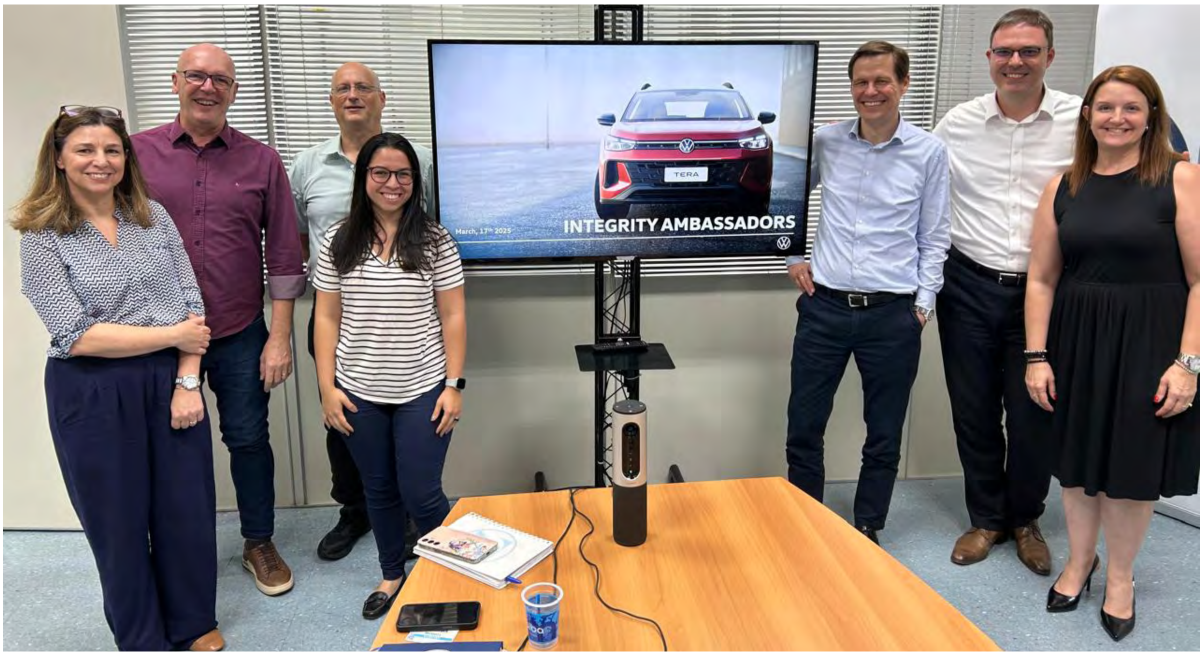
The Standard Letter is the instrument used by Volkswagen Brazil for the declaration of conflicts of interest by administrative and hourly employees, including executives, monthly salaried employees, third parties, service providers, managers, and supervisors across various areas. The process follows the requirements of the Code of Conduct and the Compliance Policy.

The declaration is completed electronically through the VW Portal, supported by an automated SharePoint system that enables faster information analysis while ensuring data confidentiality. The process also includes the declaration of external activities, with guidance on identifying and addressing potential conflicts of interest.

Aligned integrity

(GRI 205-2)

At Volkswagen Brazil, corruption is addressed as part of the Compliance Policy, which establishes standards applicable to all employees. To support these efforts, the company provides the Anti-Corruption Handbook for reference. The documents were developed in accordance with Brazilian legislation, based on the Brazilian Penal Code (Decree-Law No. 2,848/1940) and the Anti-Corruption Law (Law No. 12,846/2013).



The integrity program covers topics such as the Code of Conduct, antitrust, risk management, business partner due diligence, anti-money laundering, and respect for diversity. The content is reviewed periodically, focusing on the groups most exposed to risk and on the company's regulatory and operational requirements. Training is mandatory and offered in both digital and in-person formats, with content tailored to different audiences. Administrative employees receive structured training, while operational teams participate in training adapted to their production routines. Failure to comply may result in disciplinary measures as provided for in the company's internal policies.

In 2025, Volkswagen expanded its training and communication initiatives, with a particular focus on topics related to artificial intelligence (AI). Initiatives were carried out to promote the responsible use of the technology, focusing on risks, fraud prevention, and its application in the workplace. The activities involved different areas and reached employees throughout the organization.

The year was also marked by updates to the training formats. The company introduced more interactive Code of Conduct training, using practical scenarios to support day-to-day decision-making. In-person sessions featuring group activities were also held, covering topics such as compliance, human rights, safety, and organizational behavior. In addition to training, Volkswagen strengthened its internal communication initiatives, particularly the "Compliance Chronicles," a series of content based on real cases reported through the whistleblower channels. These initiatives sought to enhance employees' understanding of investigation processes and the measures adopted by the company.

In addition to its internal initiatives, Volkswagen Brazil maintains initiatives with its dealer network to promote a culture of integrity throughout the value chain through interactions with the Governance, Risk, and Compliance areas.

Directors informed [1] and trained [2] on anticorruption procedures

(GRI 205-2a)

	2023		2024		2025	
	Informed	**Trained**	**Informed**	**Trained**	**Informed**	**Trained**
Total members of the company's Board of Directors	13		13		13	
Directors informed/ trained	13	13	13	13	13	13
% of directors informed/ trained	100%	100%	100%	100%	100%	100%

Employees communicated[1] and trained[2] on anti-corruption policies and procedures

(GRI 205-2b)

	2023		2024		2025	
	Informed	**Trained**	**Informed**	**Trained**	**Informed**	**Trained**
Total number of employees	12,824		13,091		13,732	
Employees informed/trained	12,824	12,824	13,091	13,091	13,732	13,732
% of employees informed/ trained	100%	100%	100%	100%	100%	100%

Business partners communicated[1] and trained[2] on anti-corruption policies and procedures

(GRI 205-2c)

	2023		2024		2025	
	Informed	**Trained**	**Informed**	**Trained**	**Informed**	**Trained**
Total number of partners	2,372		3,626		3,719	
Partners informed/ trained	2,372	2,372	3,626	3,626	3,719	3,719
% of partners informed/ trained	100%	100%	100%	100%	100%	100%

Footnote:

1. Employees who have received at least two communications on topics related to *compliance* and integrity, such as the Code of Conduct and Internal Policies, among others.
2. Employees who received specific training on *compliance* and integrity (target groups identified as being at higher risk based on the activities they perform).

Process monitoring

(GRI 205-1)

Volkswagen Brazil has an internal structure in place to ensure compliance with its ethical and regulatory guidelines. Oversight is carried out by the Internal Audit department through independent and objective assessments based on an annual risk-based plan aligned with the company's Code of Conduct. In addition, a corporate committee composed of representatives from the Governance, Risk and Compliance (GRC), Human Resources, Internal Audit, Security, IT, and Legal areas monitors compliance with internal policies and defines actions to strengthen organizational integrity.

In 2025, 19 organizational units underwent corruption risk assessments, covering 100% of operations. The process covers three main areas: active corruption, characterized by offering undue advantages to public officials; passive corruption, involving the receipt of undue benefits by employees; and conflicts of interest, including situations such as reporting relationships between relatives or ownership interests in partner or competitor companies.

Conflicts of interest are monitored by the Human Resources and GRC departments in accordance with the guidelines established in the company's Compliance Policy. The program also includes ongoing communication initiatives, training, and support for business areas to help guide employees and prevent misconduct.

The risk management process focuses on identifying process weaknesses and assessing the effectiveness of implemented controls. Mitigation measures are monitored through periodic testing to assess whether controls effectively prevent corruption related violations across the company's operations.

Reports and suspected misconduct are reviewed by the appropriate departments, which investigate cases and implement corrective actions when necessary. When matters involve public authorities, the company cooperates with the appropriate authorities.

Institutional and Government Relations

Volkswagen Brazil contributes to the development and ongoing monitoring of public policies and regulations that affect the automotive industry. This work is carried out both directly and through industry associations, with contributions to technical and institutional discussions on the automotive industry, innovation, and the energy transition.

In 2025, implementation of the Green Mobility and Innovation (MOVER) regulatory framework advanced, helping guide investment decisions, technological development, and energy efficiency across the sector. Volkswagen participated in the technical discussions that shaped the program and continues to monitor its implementation, with a focus on regulatory predictability and alignment with industrial and environmental policies.

MOVER has helped strengthen collaboration among industry, government, and research institutions. In this context, Volkswagen Brazil expanded partnerships focused on developing technologies related to electrification, new materials, energy efficiency, and recyclability, while also advancing initiatives to localize component production and strengthen its supplier base.

Green IPI and Sustainable Cars

Polo Robust

Polo Track


Polo TSI MT

Tera MPI

The adoption of the Green IPI under the Green Mobility and Innovation (MOVER) program and the Sustainable Car Program (which provides IPI exemptions for new vehicles based on criteria such as emissions, weight, recyclability, and local production) represents an important step forward for Brazil's automotive tax framework. By linking tax incentives to energy efficiency, emissions, and local production criteria, the program promotes innovation, sustainability, and industrial competitiveness.

For Volkswagen Brazil, these initiatives align with its strategy to improve energy efficiency, advance flex-fuel technology, and incorporate decarbonization solutions. VW currently has the largest number of eligible models under the program, with four vehicles classified as sustainable cars: Polo Robust, Polo Track, Polo TSI MT, and Tera MPI, which was added to the program in January 2026. The company had already been preparing to meet the program's technical requirements, facilitating its qualification under the federal government initiative.

Since the initiative was launched, more than 56,000 vehicles have been sold under the program (through the first quarter of 2026), contributing to a 21% increase in Volkswagen brand sales. Polo sales doubled, highlighting the program's role in accelerating fleet renewal with more efficient vehicles.

Market Challenges

Volkswagen Brazil continues to monitor developments related to Brazil's tax reform, particularly those involving the Selective Tax. The company supports the adoption of objective criteria aligned with environmental and energy efficiency goals, as well as a level playing field between locally produced and imported vehicles. Predictability and legal certainty are considered essential for investment decisions in the sector.

Another challenge is the growing technical complexity and rapid pace of regulatory change, which continue to increase regulatory requirements. For example, the implementation of the new Proconve L8 phases (which establish stricter pollutant emission limits) required significant investments in engineering, calibration, and validation, affecting costs and development timelines.

The company also monitors challenges related to regulatory harmonization across export markets. Differences between Brazilian and international regulations may increase costs, require product-specific adaptations, and reduce economies of scale, affecting Brazil's competitiveness as an export platform.

Data protection

(GRI 418-1)

Volkswagen Brazil's Privacy Governance and Personal Data Protection Program establishes standards in compliance with Brazil's General Data Protection Law (LGPD) to ensure the security of customer, employee, and partner information. The program is structured around policies and procedures that guide the processing of personal data, including awareness and training initiatives, periodic reviews of data mapping, privacy assessments from the design stage onward, and supplier monitoring, including specific contractual data protection clauses.

The company uses tools to identify and monitor incidents, including Data Loss Prevention (DLP), as well as a structured Response Plan to address incidents when necessary. The program is monitored in alignment with the Volkswagen Group and in accordance with global guidelines.

In 2025, no personal data breaches, theft, or losses were identified that resulted in material risk or harm to data subjects, nor were there any incidents requiring notification to the competent authorities.

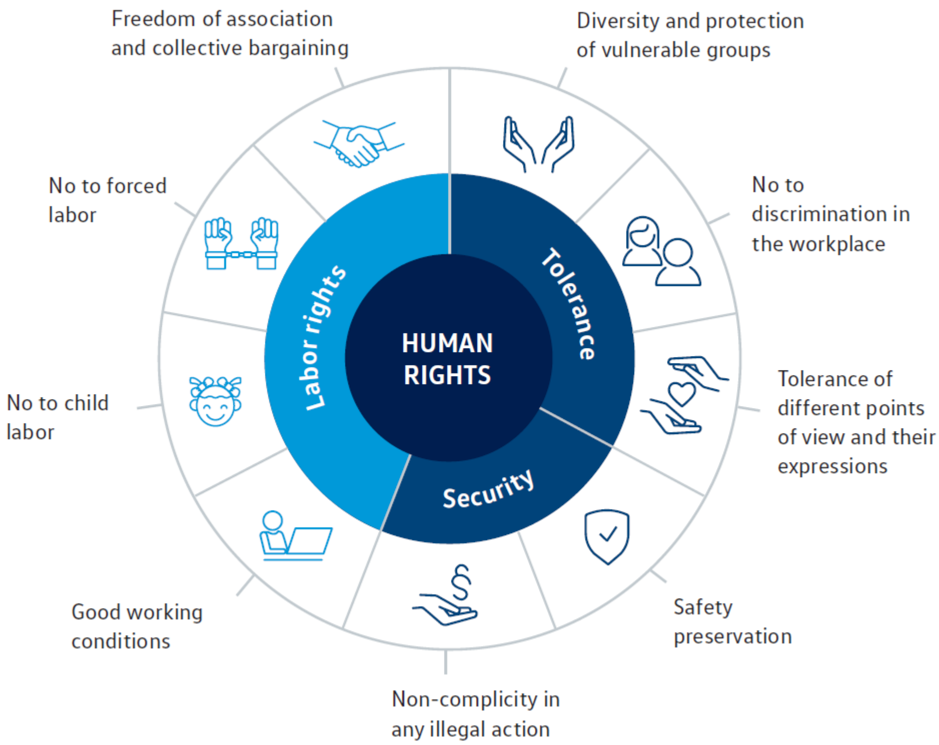
Human Rights Initiatives

(GRI 2-27)

The Group Declaration on Social Rights, Industrial and Business Relations and Human Rights, known as the Social Charter, covers all Volkswagen Group companies and advocates the defense of labor rights, safety and respect in the workplace.

The company is committed to the International Bill of Human Rights and the core labor standards of the International Labour Organization (ILO), and aligns all its activities with the UN Guiding Principles on Business and Human Rights (UN Global Compact). Volkswagen do Brasil also outlines its human rights guidelines in the Code of Conduct for Employees and the Code of Conduct for Business Partners.

The pillars of human rights at VW



Whistleblower channels

(GRI 2-26)

Volkswagen Brazil provides 24/7 reporting channels for reporting misconduct or violations of the company's guidelines. The channels are available by phone, through digital platforms, and, for employees, in person.

In 2025, the company invested in improving process efficiency by enhancing the criteria used to triage incoming reports. These improvements enabled cases to be routed more effectively to the appropriate departments, allowing formal investigations to focus on the matters presenting the greatest relevance and risk. This approach helped optimize resource allocation and reduce investigation time.

The channels are accessible through multiple platforms, including the website, intranet, and mobile apps, making it easier to submit reports, including supporting documents and evidence.

In recognition of these practices, Volkswagen Brazil received the 2025 Leaders League Compliance Award for its compliance program in the automotive sector, after being named a finalist in the previous edition.

Most investigated topics

38%
Harassment, both sexual and psychological

27%
Conflict of interest and potential passive corruption

6%
Mismanagement (interference)

4%
Information leaks

5%
Fraud

4%
Theft / Misappropriation of material

18%
Others

45% of people did it in an identified way.

55% anonymously.

Most used channels

1. Email

2. Intranet Form/Employee App **VWeEU**

3. Personal contact (with representatives from the Reporting Channel, HR, Security or Audit)

4. CIO (Central Investigation Office, reports sent directly to headquarters in Germany)

5. Data Loss Prevention Monitoring Phone

How Reports Are Handled

At Volkswagen Brazil, approximately 200 reports are received each year by the Governance, Risk and Compliance (GRC) department, providing valuable insights for continuous improvement. Reports are analyzed for possible misconduct by Volkswagen Group employees or business partners. If signs of a violation are identified, a dedicated Investigation Unit conducts a thorough investigation and recommends appropriate measures. The whistleblower is informed of the status and outcome of the process.

The whistleblowing channel also accepts reports from suppliers regarding violations of the Code of Conduct for Business Partners, including serious risks to human rights and the environment. In such cases, the relevant departments take measures to mitigate or eliminate violations and risks.

Confirmed Cases of Corruption and Actions Taken

(GRI 205-3)

The indicator is considered confidential. All cases are received through the Whistleblowing Channel, assessed, and dealt with by the company's Compliance and Internal Audit teams. The data is then reported directly to Comex and the VW Group.

Reporting Channels

E-mail:

conduta@volkswagen.com.br
io@volkswagen.de

Hotline

0800 770 5 770,
organization code: 122203
(toll-free and available 24/7)

+55 (11) 4700 8838,
organization code: 122203
(24/7 and service in Portuguese)

Address

Via Anchieta KM 23.5 -
São Bernardo do Campo – SP
ZIP Code: 09823-901/ CPI 1050

Form:

https://goto.speakup.report/volkswagen
(also available in Portuguese)

Ombudsmen:

www.ombudsmen-of-volkswagen.com

SpeakUP app:

- SpeakUp | Listen for a change – Apps on Google Play
- SpeakUp | Listen for a change on the App Store (apple.com)

After downloading the app, enter code 122203, then submit your report by phone or in writing.

People

People at the Heart of the Strategy

This chapter highlights Volkswagen Brazil's approach across three areas: employees, customer relationships, and social investment. These initiatives reflect the company's approach to people management, connecting organizational culture, employee experience, and social impact.

In 2025, Volkswagen Brazil focused on strengthening its organizational culture and developing leaders, aligning its corporate strategy with initiatives driven by employee feedback. The initiatives focused on promoting the company's core values (known as the *People Profile*) while fostering a more collaborative, diverse, and future-ready workplace.

Throughout the year, the company expanded its leadership development programs, focusing on inclusion, accountability, and a long-term perspective. Content related to ethics, diversity, the environment, and innovation was also incorporated into the training programs, reinforcing the role of managers in shaping the company culture and promoting a safe work environment.

The customer journey also advanced through the consolidation of an integrated operating model connecting internal teams, the dealer network, and end customers. The company expanded its digital channels, streamlined processes, and invested in employee training to deliver faster, more consistent service aligned with evolving customer expectations. The adoption of integrated platforms, such as SalesForce, together with the use of data, contributed to greater operational efficiency and an improved customer journey.

In the social sphere, initiatives focused on social mobility and productive inclusion. These initiatives prioritized communities near the company's operations and vulnerable populations through programs focused on vocational training, income generation, health promotion, and strengthening community organizations.

Contributors

GPTW for the Fourth Consecutive Year

In 2025, Volkswagen Brazil retained its Great Place to Work (GPTW) certification for the fourth consecutive year, based on the global culture and engagement survey voluntarily completed by employees. The certification measures employee satisfaction and trust in the workplace.

The assessment is based on 63 questions covering five dimensions: credibility, respect, fairness, pride, and camaraderie. In 2025, the survey achieved a record participation rate, with 59% of employees voluntarily completing the questionnaire, six percentage points higher than the previous year's 53%.

The results showed that pride in working for Volkswagen Brazil was the strongest positive perception among employees. The highest-rated statements reflected employees' pride in telling others they work for the company, their positive perception of its products and services, and their intention to remain with the organization over the long term.

Action Plans

Renewing the certification also helps guide initiatives to further improve the workplace. Among the topics identified in the study are leadership development in the context of industry transformation and the coexistence of different generations in the same workplace. Another point of concern relates to work-life balance, with a focus on mental health.

Based on these results, the company has been expanding its leadership development programs, strengthening initiatives focused on psychological safety, and reviewing practices that impact employees’ workloads and well-being. For the company, the survey serves as an ongoing employee listening tool and supports the continuous improvement of its organizational culture.

7-time Top Employer

For the seventh consecutive year, Volkswagen Brazil earned Top Employer certification from the Top Employers Institute. The company achieved an overall score of 88.34%, exceeding the benchmark average for human resources best practices.

In the 2025 assessment, the company received a perfect score in five areas: Business Strategy, Organization & Change, Purpose & Values, Ethics & Integrity, and Sustainability. The result reflects the evolution of people management practices that has taken place in recent years.

Age-Friendly Employer Certification

In 2025, Volkswagen Brazil earned the Age-Friendly Employer certification for the first time, an international recognition awarded by the Age-Friendly Institute to companies that promote the inclusion of professionals aged 50 and over and combat ageism in the workplace.

The certification recognizes organizations that promote age diversity policies, invest in initiatives that foster collaboration across generations, and maintain formal commitments to creating healthy and inclusive workplaces. With this certification, Volkswagen Brazil joins a global network of companies working to expand the participation of experienced professionals in the workforce.

To mark the certification, the company also launched its 1st Guide to Generational Inclusion, developed by the "Connected Generations" affinity group. The guide offers a learning journey that encourages reflection on the potential of different generations in society and promotes behaviors that help combat ageism (discrimination based on age).

Download the guide here

Innovation in Human Resources

In 2025, Volkswagen Brazil received the Innovative HR certification from the Think Work Innovations Awards, recognizing its innovative people management practices. The company was named Highlight of the Year for its High Emotional Performance Program (PAPE), an initiative designed to support and prepare leaders.

The program helps leaders support emotional well-being while strengthening their leadership skills. Developed in partnership with the Zenklub platform, PAPE offers psychologist-led sessions organized into modules covering topics such as performance, self-care, empathy, and emotional well-being.

The initiative is part of Volkswagen's strategy to strengthen its focus on emotional well-being in the workplace. In addition to one-on-one support for leaders, the company incorporated related guidelines into its Human Resources policies and programs, including training initiatives, discussion groups, learning paths, and the monitoring of workplace climate and well-being indicators.

These initiatives help leaders identify signs of emotional distress within their teams, encourage open dialogue about mental health, and foster psychologically safe workplaces. The initiative also helps strengthen an organizational culture that values the balance between performance, well-being, and professional development.

LGBTQIA+ Inclusion Recognized by the BR Equity Index

For the 2nd consecutive year, Volkswagen Brazil was recognized among the Best Companies for LGBTQIA+ People to Work For, according to the 2025 Equity Index HRC survey, conducted by the Human Rights Campaign Foundation in partnership with the +Diversidade Institute and the LGBTI+ Business and Rights Forum. The certification is part of the Global Workplace Equity Program and recognizes companies that demonstrate leading practices in diversity and inclusion.

In the 2025 edition, Volkswagen Brazil achieved a perfect score (100 points), matching its 2024 performance. The index evaluates corporate practices related to LGBTQIA+ inclusion based on pillars such as non-discrimination policies, affinity groups, training and education programs, public engagement in support of inclusion, and equitable benefits.

Among the initiatives contributing to this achievement is the work of the Colorindo Group, the company's LGBTQIA+ affinity network, which promotes awareness initiatives, lectures, and spaces for dialogue among employees and leaders. The group also participates in external events and partnerships that promote the rights of the LGBTQIA+ community.

In 2025, the Colorindo em Ação project received a Merit Recognition in the study. The initiative supported Casa Neon Cunha, an organization based in São Bernardo do Campo that provides support to LGBTQIA+ people, primarily transgender people and travestis, in vulnerable situations, with support from the Volkswagen Group Foundation.

Diversity & Inclusion

(People + Diverse)

Volkswagen Brazil's Diversity & Inclusion strategy is guided by 38 institutional commitments that steer the company's efforts to foster a more representative workplace. Since 2023, these commitments have been embedded in the company's strategy through its participation in five national forums aligned with its priority pillars: the LGBTI+ Business and Rights Forum, Women's Movement 360, the Business Initiative for Racial Equality, REIS (Business Network for the Social Inclusion of People with Disabilities), and the Generations and Future of Work Forum.

Throughout 2025, the company made significant progress across four key areas: governance, training and awareness, process review, and expanding its impact across the ecosystem. From a governance perspective, the company strengthened its Diversity Committee with the participation of the entire Executive Committee, further integrating diversity into strategic business decisions.

In training and awareness, the company held Diversity Week, which was also open to the public, and developed support materials for leaders and teams. One example is the Diversity & Inclusion Guide for the dealer network, which provides guidance on delivering more respectful
and welcoming service to customers from diverse backgrounds.

As part of its process review, partnerships with specialized forums and organizations strengthened Volkswagen Brazil's ability to assess internal practices and identify potential workplace barriers. Based on these assessments, the company updated its processes, language, and management practices to make them more inclusive and better aligned with its diversity strategy.

In its engagement with the broader ecosystem, the company strengthened its collaboration with the Volkswagen Group Foundation, which began involving internal dialogue groups in events and initiatives with social organizations in communities near its plants, expanding the reach of its inclusion efforts.

In 2025, the diversity dialogue groups marked four years of activity and took on a more active role in proposing initiatives and enhancing internal policies. Key achievements included implementing a strategic indicator to monitor the representation of Black employees, including in leadership positions, and establishing an affirmative trainee program aimed at developing future leaders (learn more below).

The results of this agenda are also reflected in the external recognition the company received, including certifications related to LGBTQIA+ inclusion and the promotion of a multigenerational workplace.

Diversity Week

The 6th Diversity Week reinforced the company's commitment to fostering a more inclusive and respectful workplace. Under the theme "Roots of Respect. Attitudes That Nurture. Inclusion in Bloom," the event, held in August, featured five public livestreams that brought together experts, leaders, and members of the affinity groups to discuss topics such as responsible masculinities, LGBTI+ rights, racial equity, generational inclusion, and accessibility for people with disabilities. In addition to expanding dialogue with society and business partners, the initiative marked the launch of the new Diversity & Inclusion Guide for the Dealer Network (learn more below), strengthening more respectful, empathetic, and welcoming customer service practices across the brand's ecosystem.

The event also featured the launch of the LGBTI+/Transgender Inclusion Guide, a project developed by TozziniFreire Advogados in partnership with Volkswagen Brazil, with institutional support from the LGBTI+ Business and Rights Forum, with the aim to raise awareness among employees, the community, and business partners.

Download the guide here

Institutional Commitments

Since 2023, Volkswagen Brazil has been a signatory to five diversity and inclusion initiatives aligned with the company's priority pillars: gender equity, LGBTI+, generations, racial equity, and people with disabilities.

MOVIMENTO MULHER360 — Pelo avanço da equidade de gênero. https://movimentomulher360.com.br

INICIATIVA EMPRESARIAL PELA IGUALDADE RACIAL — https://iniciativaempresarial.com.br

fórum de empresas e direitos lgbti+ — https://www.forumempresaslgbt.com

FÓRUM GERAÇÕES E FUTURO DO TRABALHO — https://www.forumgeracoes.com.br

Rede Empresarial de Inclusão Social pela Empregabilidade das Pessoas com Deficiência — https://www.redeempresarialdeinclusao.org.br

Dialogue Groups

The five Dialogue Groups are one of the main drivers of Volkswagen Brazil's Diversity & Inclusion agenda. Made up of volunteer employees from different areas and backgrounds, these groups help turn institutional commitments into concrete actions by sharing experiences, proposing initiatives, and expanding dialogue across the organization.

Throughout 2025, the groups played an active role in initiatives such as Diversity Week, which was open to the public, internal awareness campaigns, discussion circles, and training on unconscious bias and accessibility. They also took part in podcasts and events organized by the Volkswagen Group Foundation, expanding the conversation on inclusion beyond the company.

The results of this engagement are reflected both in a stronger organizational culture and in tangible outcomes, such as the Diversity & Inclusion Guide for the dealer network and contributions to the review of communications, training programs, and internal policies. Beyond these initiatives, the Dialogue Groups help build a culture of trust and participation, where employees feel safe sharing experiences, raising challenges, and contributing to a more inclusive workplace.

Genre / Elas aceleram

It works on gender equity processes - encouraging mentoring (for them and for women) - combats harassment and advocates for the career acceleration of female talent, maintaining the Brand's goal (in line with the UN Global Compact) of considerably increasing the number of women in leadership.

LGBTQIA+ / Colorindo

Aims to create an environment where there is more understanding of the LGBTQIA+ cause, through literacy and corporate education programs on the subject, giving visibility to the community within the company and adding people allied to the cause.

Generations / Gerações conectadas

The group combats ageism and fosters connections across generations within the company, bringing together younger and more experienced employees while valuing their perspectives and expertise and encouraging discussions about the future of generations at Volkswagen.

Race & Ethnicity / Nós

Develops affirmative programs and clear targets for the anti-racism struggle, in addition to awareness and literacy campaigns on the subject, and works to raise awareness about other ethnic groups.

People with Disabilities / Sem Limites

Promotes dialog on the accessibility needed for people with disabilities, as well as broadening internal dialog on other types of disabilities and/or neurodiversities, with a view to welcoming employees with disabilities or who are allies of the cause.

D&I as a Guideline for Hiring Processes

The Human Resources department has continued to refine its talent acquisition process in recent years, focusing on reducing unconscious bias and expanding inclusion. The review covers every stage of the recruitment process, from posting vacancies using inclusive language to aligning with leaders on candidate profiles and job requirements, ensuring job descriptions are accessible to diverse audiences. This approach applies to both permanent positions and the company's internship and trainee programs.

As a result, in 2025, 59% of new hires fell within at least one of the company's priority diversity agendas — Gender, Race & Ethnicity, People with Disabilities, Generations, and LGBTQIA+. Of those hires, 26% were white women, 13% were women of other ethnicities (non-white), and 20% were men of other ethnicities (non-white). Volkswagen also continued to increase female representation in leadership positions, rising from 12.5% in 2021 to 24.8% in 2025.

As part of its Race & Ethnicity agenda, the company launched the Volkswagen Potências Trainee Program in 2025, an affirmative action initiative for Black professionals, while also introducing a development program to support their career growth. The initiative is already delivering positive internal and external results, contributing to the company's improved performance in the 2025 Corporate Racial Equity Index, where it gained 2.9 percentage points, ranking 4th among manufacturing companies and 15th among the 84 companies evaluated. Through technical and behavioral learning paths, mentoring, and participation in strategic projects, the program aims to accelerate the development of future leaders and strengthen a more diverse and innovative organizational culture.

Throughout the year, the expansion of operations at the company's plants created significant new employment opportunities. At the Taubaté plant, production of the Tera created 260 new manufacturing jobs, 40% of which were filled by women. At the São José dos Pinhais plant, 232 employees were hired to support higher production volumes, with women accounting for 50% of the hires. At the São Carlos plant, 68 employees were hired (50% women), while the Anchieta plant added 27 new hires, about half of whom were women.

The company also maintains initiatives to promote a more inclusive workplace, such as procedures ensuring that transgender employees and travestis can use their chosen names in internal systems and employee identification.

2025 Highlights

59% of new hires were made within the **company's priority diversity agendas**.

Increase in **female representation in leadership:** 24.8% **in 2025** (12.5% in 2021).

Launch of the Volkswagen Potências Trainee Program, an **affirmative initiative for Black professionals**, along with the introduction of a development and mentoring program.

A 2.9 percentage point improvement in the **2025 Corporate Racial Equity Index**, with a strong position in the national ranking.

Affirmative hiring at the company's plants, with a target of **50% female representation** in new production positions.

The workforce profile

(GRI 2-7, 401-1, 404-2)

The company recorded the creation of 631 jobs, predominantly occupied by women. There was growth in the workforce under 30 and over 50, with a generational focus and, above all, on permanent contracts.

Adjustments to the workforce follow the Collective Agreements signed between the company and local unions. For departures, the Voluntary Severance Program (PDV) mechanism was favored, with a special financial incentive proportional to the length of service with the company. Under the scope of this program, employees voluntarily sign up for severance and can re-plan their lives after leaving the company, taking advantage of the financial incentive and legal severance pay.

Employees by gender and region[1]

(GRI 2-7)

Region	2023			2024			2025		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Anchieta	867	6,251	**7,118**	987	6,220	**7,207**	1,033	6,207	**7,240**
Curitiba	129	1,925	**2,054**	122	1,855	**1,977**	262	1,984	**2,246**
Regionals	19	128	**147**	18	112	**130**	28	126	**154**
São Carlos	84	717	**801**	98	701	**799**	136	726	**862**
Taubaté	249	2,537	**2,786**	298	2,556	**2,854**	393	2,707	**3,100**
Vinhedo	17	31	**48**	17	31	**48**	15	29	**44**
Total	**1,365**	**11,589**	**12,954**	**1,540**	**11,475**	**13,015**	**1,867**	**11,779**	**13,646**

Employees by type of employment contract and gender [1]

(GRI 2-7)

Types of contracts	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Temporary employees (fixed-term)	474	239	**713**	143	90	**233**	418	254	**672**
Permanent Employees (indefinite-term)	11,115	1,126	**12,241**	11,332	1,450	**12,782**	11,361	1613	**12,974**
Total	**11,589**	**1,365**	**12,954**	**11,475**	**1,540**	**13,015**	**11,779**	**1,867**	**13,646**

Employees by type of employment contract, gender, and region [1]

(GRI 2-7)

Region	2023					2024					2025				
	Fixed- term		Indefinite-term		Total	Fixed-term		Indefinite-term		Total	Fixed-term		Indefinite-term		Total
	Women	Men	Women	Men		Women	Men	Women	Men		Women	Men	Women	Men	
Anchieta	105	222	762	6,029	**7,118**	33	62	954	6,158	**7,118**	21	35	1,012	6,172	**7,240**
Curitiba	26	44	103	1,881	**2,054**			122	1,855	**2,054**	123	120	139	1,864	**2,246**
Regionals			19	128	**147**			18	112	**147**			28	126	**154**
São Carlos	2	57	82	660	**801**	3		95	701	**801**	10	20	126	706	**862**
Taubaté	106	151	143	2,386	**2,786**	54	81	244	2,475	**2,786**	100	243	293	2,464	**3,100**
Vinhedo			17	31	**48**			17	31	**48**			15	29	**44**
Total	**239**	**474**	**1,126**	**11,115**	**12,954**	**90**	**143**	**1,450**	**11,332**	**13,015**	**254**	**418**	**1,613**	**11,361**	**13,646**

Footnote:

1. The data was based on reports from the SAP system. Cars & Lights headcount, including employees on *lay-off*.

Number of employees by age group[2]

(GRI 2-7)

	2023	2024	2025
Under 30 years old	1,268	1,342	1,688
Between 30 and 50 years old	9,235	8,368	8,191
Over 50 years old	2,451	3,305	3,767
Total	**12,954**	**13,015**	**13,646**

Footnote:

2. Trainees are not included in the total number of employees.

Total and rate of new hires by gender and age group

(GRI 401-1)

	2023				2024				2025			
	Men		Women		Men		Women		Men		Women	
	Total	Rate (%)	Total	Rate (%)	Total	Rate (%)	Total	Rate (%)	Total	Rate (%)	Total	Rate (%)
Under 30 years old	116	0.14	66	0.15	301	0.34	152	0.34	412	0.38	269	0.44
Between 30 and 50 years old	172	0.02	84	0.10	189	0.03	146	0.15	309	0.04	200	0.18
Over 50 years old	7	0.00	4	0.04	8	0.00	3	0.02	20	0.01	3	0.02
Total	**295**	**0.03**	**154**	**0.11**	**498**	**0.04**	**301**	**0.20**	**741**	**0.06**	**472**	**0.25**

Footnote:
In 2024, the company adjusted the percentage of apprentices in accordance with legal requirements, resulting in a higher share of hires under the age of 30.

Total and rate of new hires by region

(GRI 401-1)

	2023				2024				2025			
	Men		Women		Men		Women		Men		Women	
	Total	Rate (%)	Total	Rate (%)	Total	Rate (%)	Total	Rate (%)	Total	Rate (%)	Total	Rate (%)
Anchieta Factory	256	0.04	120	0.14	310	0.05	200	0.20	192	0.03	131	0.13
São José dos Pinhais Factory	0	0.00	2	0.02	7	0.00	2	0.02	186	0.09	162	0.62
São Carlos Factory	5	0.01	2	0.02	20	0.03	16	0.16	62	0.09	51	0.38
Taubaté Factory	19	0.01	21	0.08	152	0.06	80	0.27	282	0.10	117	0.30
VW Regional Offices	15	0.12	7	0.37	9	0.08	2	0.11	19	0.15	11	0.39
Vinhedo Parts and Accessories Center	0	0.00	2	0.12	0	0.00	1	0.06	0	0.00	0	0.00
Total	**295**	**0.03**	**154**	**0.11**	**498**	**0.04**	**301**	**0.20**	**741**	**0.06**	**472**	**0.25**

Total and turnover rate by gender and age group

(GRI 401-1)

	2023				2024				2025			
	Men		Women		Men		Women		Men		Women	
	Total	Rate (%)	Total	Rate (%)	Total	Rate (%)	Total	Rate (%)	Total	Rate (%)	Total	Rate (%)
Under 30 years old	30	0.04	20	0.05	96	0.11	53	0.12	189	0.18	69	0.11
Between 30 and 50 years old	246	0.03	47	0.06	232	0.03	33	0.03	132	0.02	53	0.05
Over 50 years old	227	0.10	7	0.08	330	0.10	18	0.13	206	0.06	19	0.12
Total	**503**	**0.04**	**74**	**0.05**	**658**	**0.06**	**104**	**0.07**	**527**	**0.04**	**141**	**0.08**

Footnote:

In 2024, a consultation was conducted with the INSS to confirm the deaths still registered in the active base. As a result, there is a high rate of departures, with a total of 95 people over the age of 60.

Total and turnover rate by gender and region

(GRI 401-1)

	2023				2024				2025			
	Men		Women		Men		Women		Men		Women	
	Total	Rate (%)	Total	Rate (%)	Total	Rate (%)	Total	Rate (%)	Total	Rate (%)	Total	Rate (%)
Anchieta Factory	261	0.04	51	0.06	410	0.07	65	0.07	311	0.05	85	0.08
São José dos Pinhais Factory	91	0.05	4	0.03	51	0.03	7	0.06	54	0.03	23	0.09
São Carlos Factory	14	0.02	2	0.02	36	0.05	5	0.05	0.05	14	0.10	38
Taubaté Factory	123	0.05	11	0.04	146	0.06	26	0.09	118	0.04	18	0.05
VW Regional Offices	12	0.09	5	0.26	13	0.12	0	0	4	0.03	0	0.00
Vinhedo Parts and Accessories Center	2	0.06	1	0.06	2	0.06	1	0.06	2	0.07	1	0.07
Total	**503**	**0.04**	**74**	**0.05**	**658**	**0.06**	**104**	**0.07**	**527**	**0.04**	**141**	**0.08**

Footnote:

Following the company's restructuring in 2023, increased production demand and the growth strategy for business areas with strong financial performance, such as Engineering and Technology, led to additional hiring, contributing to a lower turnover rate.

Training

(GRI 404-1)

Volkswagen Brazil's learning and development strategy was refined in 2025 to make its programs more effective and better aligned with the company's priorities and the technological challenges facing the industry. As part of this effort, some mandatory training programs were revised or consolidated, reducing training hours that no longer delivered the same learning impact while maintaining an average of 75 training hours per employee.

During the year, initiatives focused primarily on leadership development, strengthening technical and behavioral capabilities, and preparing teams for the challenges associated with new vehicle technologies. Among the key advances was the launch of a structured leadership development plan featuring a portfolio of solutions ranging from preparing new managers to developing experienced leaders.

In 2025, the company launched the Degreed platform, bringing together more than 16,000 learning resources and integrating internal and external courses into a single digital environment. The platform provides flexible access, personalized learning paths, and on-demand learning, in line with the Volkswagen Group's global guidelines. To complement this strategy, the company introduced a corporate language-learning platform with licenses available to all employees, expanding access to language development and reinforcing a culture of continuous learning.

Another key initiative during the year was the Hello Success ecosystem, launched in 2024. After its first year of operation, the platform reached a 39% adoption rate across the organization and achieved 91% adoption among the target audience for the SOP modules — which includes managers, monthly salaried employees, and indirect hourly employees — with more than 5,000 employees actively using the platform.

As part of its affirmative action initiatives, the company established the Black Professional Development Program. The initiative combines training, mentoring, and career development support to create opportunities for professional growth and career advancement. The program has helped increase the visibility and representation of Black professionals within the organization, strengthening a more representative workplace and encouraging new perspectives on innovation and decision-making.

Average annual training hours by gender

(GRI 404-1)

	2023			2024			2025		
	Total number of employees	**Training hours**	**Average hours of training**	**Total number of employees**	**Training hours**	**Average hours of training**	**Total number of employees**	**Training hours**	**Average hours of training**
Men	11,589	518,417	44.73	11,475	958,117	83.5	11,779	669,174	57
Women	1,365	204,597	149.89	1,540	319,856	207.7	1,867	358,005	192
Total	**12,954**	**723,014**	**55.81**	**13,015**	**1,277,973**	**98.19**	**13,646**	**1,027,179**	**75**

Average annual training hours by gender and functional category

(GRI 404-1)

	2023			2024			2025		
	Total number of employees	Training hours	Average hours of training	Total number of employees	Training hours	Average hours of training	Total number of employees	Training hours	Average hours of training
Executives	**433**	**27,908.00**	**64.45**	**588**	**18,577.00**	**31.59**	**603**	**12,7000.00**	**21.06**
Women	87	9,597.00	110.31	140	4,497.00	32.12	144	2,993.00	20.78
Men	346	18,311.00	52.92	448	14,080.00	31.43	459	9,707.00	21.15
Employees on a monthly salary	**2,387**	**88,078.00**	**36.90**	**2,346**	**82,258.00**	**35.06**	**2,364**	**64,383.00**	**27.23**
Women	564	39,644.00	70.29	597	20,146.00	33.75	603	14,623.00	24.25
Men	1,823	48,434.00	26.57	1,749	62,112.00	35.51	1,761	49,760.00	28.26
Hourly workers	**10,134**	**607,028.00**	**59.90**	**10,081**	**1,177,138.00**	**116.77**	**10,679**	**950,096.00**	**88.97**
Women	714	154,105.00	215.83	803	295,213.00	367.64	1,120	340,389.00	303.92
Men	9,420	452,923.00	48.08	9,278	881,925.00	95.06	9,559	609,707.00	63.78
Total	**12,954**	**723,014.00**	**55.81**	**13,015**	**1,277,973.00**	**98.19**	**13,646**	**1,027,179.00**	**75.27**

Transition programs

(GRI 404-2)

Volkswagen Participações LTDA's initiatives include financial and retirement education programs designed to support active employees, retirees, and pensioners in their long-term planning. The program includes educational lectures, specialized consultations, informative webinars, and activities from the Retirement Preparation Program, which provides participants with guidance on financial matters and lifestyle changes during the post-career phase.

In 2025, VWPP organized lectures and counseling sessions with financial planners, conducting more than 180 individual consultations on topics such as retirement, private pension plans, debt restructuring, and personal financial planning. The digital financial wellness program ended the year with more than 800 registered participants.

Another milestone was the approval by the National Superintendence of Supplementary Pension Plans (PREVIC) of updates to the VWPP Retirement Plan regulations, effective as of November 2025. The changes gave participants greater flexibility, including simplified employer contribution rules, a shorter vesting period for benefit withdrawals or portability, the option to change their investment profile and payout option up to twice a year, as well as digitalized processes and the possibility of partial withdrawals under specific conditions. To help participants understand the new rules, explanatory materials were made available, and information sessions with specialists were held.

In 2025, VWPP welcomed two new sponsoring companies — Volkswagen Group Services and Traton Financial Services — expanding its participant base and strengthening the plan's institutional structure. Following the integration of the new companies, VWPP provided guidance materials and support channels to help employees understand the plan's rules, as well as their contribution and benefit options. The expansion of the group of sponsoring companies also contributes to the foundation's sustainable growth and reinforces a culture of retirement planning among participants.

Return to work and retention rates after maternity/paternity leave

(GRI 401-3)

In 2025, Volkswagen Brazil maintained a 100% return-to-work rate following maternity and paternity leave.

During the year, 51 female employees began maternity leave, representing approximately 2.7% of Volkswagen Brazil's female workforce. After returning to work, 94% of these employees remained with the company 12 months later. Under the collective bargaining agreement, all company sites provide an extended six-month maternity leave.

Among male employees, 215 took paternity leave in 2025, representing 1.8% of the company's male workforce, with a 99% retention rate. The current collective bargaining agreement provides for up to 20 days of paternity leave.

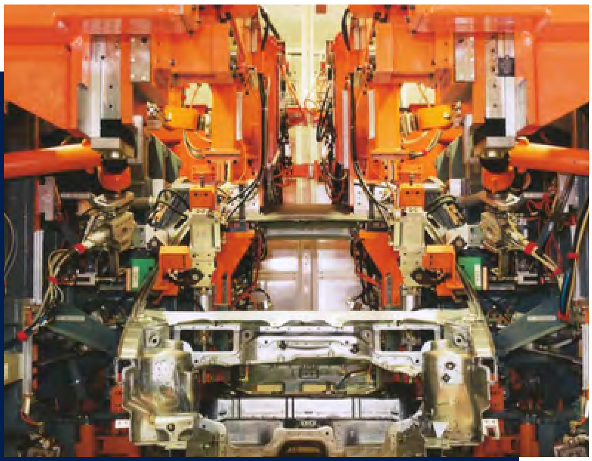
		2023	2024	2025
Total number of employees entitled to maternity/paternity leave	Men	11,589	11,475	11779
	Women	1,365	1,540	1867
Total number of employees who went on maternity/paternity leave	Men	199	197	215
	Women	51	43	51
Total number of employees who returned to work after ending maternity/paternity leave	Men	199	197	215
	Women	51	43	51
Total number of employees who returned to work after maternity/paternity leave and were still employed 12 months after returning	Men	196	193	212
	Women	49	41	48
Return rate (employees who returned after their leave ended)	Men	100%	100%	100%
	Women	100%	100%	100%
Retention rate (staying at work after 12 months from the date of return from leave)	Men	98%	98%	99%
	Women	96%	95%	94%

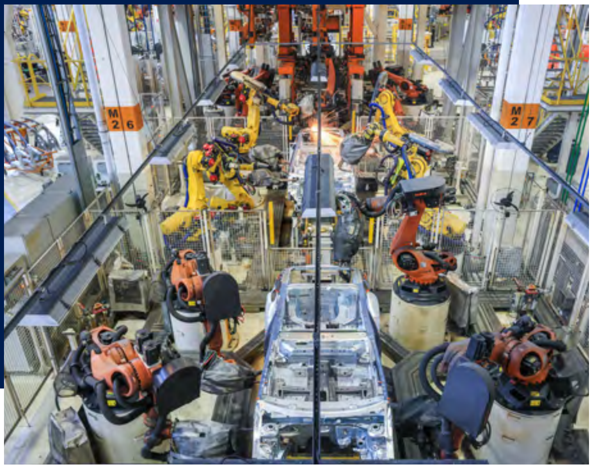
Health, Safety, and Ergonomics

(GRI 403-1)

Volkswagen Brazil's Health, Safety, and Ergonomics management is guided by risk prevention and the promotion of safe work environments. These practices comply with applicable Brazilian legislation, including Ministry of Labor Ordinance No. 3,214/1978 and its Regulatory Standards, and are based on corporate engineering, occupational health, and ergonomics standards.

This management system complies with the requirements of ISO 45001 through internal and external audits, workplace assessments, operational inspections, and employees' biological monitoring. Assessment tools include the Risk Management Program (PGR), which focuses on controlling occupational risks, and the Occupational Health Medical Control Program (PCMSO), which is responsible for preventing, monitoring, and enabling the early diagnosis of work-related health conditions. The company also has a Specialized Occupational Safety and Health Service (SESMT), which supports the implementation of preventive and corrective measures across its operations.





To gain deeper insights into its safety culture, the company conducted an assessment in 2025 with support from DSS+, an international consulting firm specializing in the field. The assessment used the Bradley Curve methodology and included employee interviews, site visits, and a safety perception survey. Preliminary findings showed progress in leadership awareness and commitment while also identifying opportunities to strengthen safe behaviors, standardize practices, and further engage teams. Based on these findings, the company began developing initiatives to strengthen leadership, improve risk management, and foster a more proactive safety culture.

In 2025, the São José dos Pinhais, Taubaté, and São Carlos plants, along with the Vinhedo Parts Distribution Center, achieved ISO 45001 certification, reinforcing the alignment of their operations with international occupational health and safety management standards. Audits for the Anchieta plant's certification are scheduled for 2026.

Ergonomics

Ergonomic assessments of workstations follow the internationally recognized EAWS (Ergonomic Assessment Worksheet) methodology and applicable ISO standards, enabling the identification and measurement of biomechanical risks associated with work activities.

This work begins as early as the product and process design stage, with the goal of ensuring appropriate working conditions from the outset of operations. For new operations, the company uses Digital Factory resources that combine virtual reality and artificial intelligence to simulate and validate solutions before implementation.

For existing workstations, improvement opportunities are identified and prioritized based on ergonomic risk, employee feedback indicators, and the technical feasibility of proposed solutions. In addition to supporting employee health, these initiatives help optimize layouts, balance operations, and improve production efficiency.

Viva Bem Volkswagen

At Volkswagen Brazil, employee health and well-being initiatives are organized under the Viva Bem Volkswagen program. The initiatives are organized around six pillars:

Be Safe

Strengthening health and safety management through the maintenance and expansion of ISO 45001 practices, including audits, preventive actions, and employee engagement to prevent risks and accidents.

Be Ergonomic

Expanding ergonomic assessments and workplace improvements, covering both physical and digital ergonomics across production and administrative areas.

Be Cared For

Comprehensive health programs supporting pregnant employees and employees with chronic conditions. A highlight was the Avatar da Saúde initiative, a gamified program that brought together the Viva Bem pillars and encouraged healthy habits through challenges and rewards.

Be Active

Encouraging physical activity and sports through highly engaging initiatives such as the VW Super League, participation in the Corporate Games, and the Health Care Run.

Be Social

Social initiatives that brought employees, their families, and local communities closer together, strengthening relationships, fostering integration, and reinforcing a sense of belonging.

Be Positive

Promoting mental health through initiatives aimed at leaders, such as the High Emotional Performance Program (PAPE), which helps managers support their teams' emotional well-being.

The company offers a nationwide health insurance plan and an in-house outpatient care network available 24 hours a day across all locations. In recent years, Volkswagen Brazil has significantly expanded its mental health initiatives, focusing on access to care, ongoing support, and leadership development.

Monitoring employees' emotional well-being includes regular assessments and individualized guidance when needed, supported by physicians, social workers, psychologists, and psychiatrists. This information also supports the monitoring of psychosocial risks under the Occupational Risk Management Program, as established by NR-01.

Leaders play a central role in this process. All managers participate in training focused on creating psychologically safe workplaces and encouraging self-care among their teams. One such initiative is the High Emotional Performance Program (PAPE), which provides individualized support for leaders, focusing on self-awareness and mental health management in the workplace. In 2025, the program engaged 32% of the company's leaders, delivered more than 600 sessions, and received recognition through awards such as HR First Class and Think Innovation Lab.

Participation in mental health initiatives has continued to grow over the years. In 2025, voluntary requests for support increased by 17%, while participation in coordinated care programs grew by 127%. Although mental health-related leave has followed the nationwide upward trend, the company has worked to reduce the duration and severity of these cases.

Physical health initiatives focused on encouraging physical activity and healthier lifestyles also remained a priority. Held across the company's locations, the Health Care Run brought together more than 3,000 participants in 2025 for running and walking events. Another highlight was the VW Health Challenge, a ten-month initiative that encouraged healthy habits through a digital app and employee engagement activities. More than 3,000 employees participated, and 71% of those participants showed improvement in health risk indicators.

The company also offers comprehensive care programs, including support for pregnant employees, chronic disease management, travel health services, prevention and support for substance use disorders, as well as dedicated women's and men's health initiatives. Among the latest initiatives is the Emotional Booth, a dedicated space at company locations that provides confidential support, teleconsultations, and professional guidance. The program also includes discussion circles and group sessions that encourage open conversations about mental health and strengthen employee support networks.

These initiatives are complemented by health promotion programs, telemedicine services, clinical follow-up, and specialized care pathways, reinforcing Volkswagen Brazil's strategy of integrating prevention, care, and quality of life into the workplace.

Accidents at work

(GRI 403-9)

In 2025, Volkswagen Brazil recorded a reduction in its workplace accident indicators compared with the previous year. The accident rate declined by approximately 9%, while the lost-time rate decreased by about 10%.

Throughout the year, prevention initiatives engaged employees and leaders across the company's operations. Initiatives such as the Internal Workplace Accident Prevention Week (SIPAT), the Safety Guardians Program, Safety Walking activities, workshops with senior leadership on Occupational Health and Safety (OHS), and regular occupational health and safety dialogue sessions helped reinforce preventive practices throughout day-to-day operations.

Another milestone in 2025 was the completion of a comprehensive assessment of the safety culture across all Volkswagen Brazil operations. The assessment provided deeper insights into behaviors, practices, and opportunities to further strengthen safety management. Improvements implemented during the year included modernizing the system for issuing and tracking personal protective equipment (PPE), as well as reviewing internal safety management processes.

Accidents at work

(GRI 403-9)

Indicators	2023		2024		2025	
	Number	Contents	Number	Contents	Number	Contents
Deaths resulting from accidents at work	0	-	0	-	0	-
Accidents at work with serious consequences (except fatalities)	0	-	1	0.05	2	0.09
Accidents at work that must be reported	165	8.4	161	7.34	157	6.70
Lost days rate	809	41.0	1,853	84.43	1774	75.71
The number of hours worked	19,742,072	-	21,946,776	-	23,431,564	-

Volkswagen Brazil continues to systematically identify hazards and assess risks across its operations, ensuring continuous monitoring and preventive action. The most common workplace accidents recorded in 2025 involved cuts to hands and fingers, sprains, and traumatic injuries. The classification, recording, and monitoring of workplace accidents follow the criteria set out in Law 8213/1991 and NBR 14280.

Dialogue with trade unions

(GRI 2-29, 2-30)

Volkswagen Brazil has a long-standing relationship of constructive dialogue with labor unions. In 2025, this relationship was marked by the renewal of collective bargaining agreements at all plants through 2028, providing operational predictability, job stability, and continued support for the company's planned investments.

Despite challenges related to parts supply and increasing competition in the automotive industry, the integrated bargaining process involving the company's four plants led to further progress in labor relations. The outcomes included new growth opportunities within the industry, the hiring of more than 200 employees at the São José dos Pinhais and São Carlos plants, and increases in Profit Sharing (PPR) payments.

The company maintains ongoing dialogue with employee representatives through Factory Committees and Company Union Committees (CSE), which operate at all of its facilities. This model includes regular meetings with labor unions, as well as quarterly meetings with the Human Resources Vice Presidency and the company's senior leadership.

In 2025, Volkswagen Brazil welcomed representatives from the Global Workers' Committee, including the Chair of the Executive Committee of Volkswagen AG, as well as the president of IG Metall Brazil. These visits strengthen collaboration between local and global employee representatives.

Another highlight of the year was the 3rd Meeting with Labor Unions and Internal Employee Representatives, part of the company's ongoing dialogue with labor unions. The meeting brought together Volkswagen leaders and employee representatives to discuss the economic outlook, challenges facing the automotive industry, and the outlook for labor relations across the company's operations.

Compensation policy

(GRI 202-1)

Volkswagen's compensation policy is based on market benchmarks and the collective bargaining agreements in place at each of its operations, while taking regional specificities into account. The model is designed to ensure competitive compensation while recognizing employees' performance and commitment.

In 2025, the ratio between Brazil's statutory minimum wage and the lowest wage paid by Volkswagen Brazil across all of its plants was 42%.

In addition to fixed compensation, the company offers a comprehensive benefits package that includes health insurance, private pension plans, meal benefits, chartered transportation, childcare assistance, and other benefits. Employees also have access to the Benefits Portal, a platform that brings together information on the company's available programs and benefits.

Customers

Customer satisfaction

(GRI 3-3)

(Customers + Customer Centricity)

Customer satisfaction is one of Volkswagen Brazil's material topics and ranked among the highest priorities identified through stakeholder consultations. This result reflects the growing importance of the customer experience to the business and guides initiatives aimed at continuously improving products, services, and customer engagement channels.

In 2025, the company continued to strengthen its 360-degree Customer Experience operating model by integrating three key areas: internal processes, the dealer network, and customer relationships. The approach provides a broader view of the entire customer journey, helping align teams, accelerate decision-making, and ensure consistency across every customer touchpoint.

The year also marked an acceleration in the company's digital transformation of customer relationships. Advances in technologies such as artificial intelligence, combined with growing expectations for fast, personalized, omnichannel interactions, required the company to further evolve its customer service processes and tools. To address these changes, the company expanded training programs for dealership sales consultants and managers, focusing on improving the quality of customer interactions while promoting more human-centered, inclusive service aligned with the company's diversity and respect principles.

Another important milestone was the implementation of the Salesforce platform, integrating multiple systems and centralizing customer journey data. More than 25 processes were mapped and redesigned throughout the year, covering sales, after-sales, and customer relationship management. The new platform connects dealerships, Customer Experience, and After-Sales teams within a single data environment, enabling faster insights, standardized information, and quicker responses to customer needs.

Beyond modernizing customer service, systems integration improved operational efficiency by reducing rework, minimizing the use of physical resources, and enabling more data-driven processes. The initiative strengthens the company's ability to monitor the entire customer journey and continuously improve its services and customer engagement channels.

3 customer profiles

Contributors
(internal customers)

End customer
(both individuals and companies)

Partners
Dealer network

Throughout 2025, Volkswagen Brazil's Customer Experience team developed initiatives to enhance the customer journey across multiple brand touchpoints. Employee training was expanded through the CX & After-Sales Academy 2.0, offering learning paths focused on empathy, consultative selling, emerging automotive technologies, conflict management, digital channels, and sustainability throughout the customer journey. The team also introduced AI-powered tools to support customer service, including automated case summaries, next-best-action recommendations, and standardized responses across communication channels, all aligned with Volkswagen Group privacy and data security guidelines.

In its relationship with end customers, the company has strengthened its efforts to listen to customers and integrate with its network. One of the highlights was the VW Experience Expedition, which brought together more than 800 participants at regional meetings involving Volkswagen teams and dealerships to discuss improvements in sales and after-sales processes. The company also established the Customer Committee, a forum dedicated to analyzing critical customer satisfaction issues based on service data, customer surveys, and legal indicators. The initiative resulted in the prioritization and implementation of more than 40 action plans aimed at improving processes and systems that directly affect the customer journey.

Dealerships also participated in technical training and customer experience programs, including updated learning methodologies, professional certification, and capability development focused on evolving customer expectations and emerging automotive technologies, including the expansion of the company's electrified vehicle portfolio. Regional events and best-practice sharing initiatives also helped strengthen service standards across the dealer network.

Goals	Progress in 2025
Provide better and faster service.	Currently, 99% of customer inquiries are handled within one business day. This indicator remained stable compared with 2024.
Resolve customer issues within 7 days.	70% of issues are resolved within 7 days. This indicator remained stable compared with 2024.
Increase customer satisfaction in the customer service center.	In 2025, Volkswagen's customer satisfaction score (CSAT) reached an annual average of 86.7%, representing a 3% increase compared with 2024. This result was driven by a 29% increase in promoter ratings (scores of 4 and 5), reflecting customers' stronger perception of service quality and efficiency.
The Academy sets targets for professional certification and dealer network qualification.	92% of the network certified (QIndex), more than 14,000 professionals trained annually, more than 2,000 training sessions offered, and a 96% completion rate for online courses.
Become the No. 1 brand in customer satisfaction surveys.	Maintained its leadership position (with an increase of 2.2 percentage points compared with 2024).

Recognition for Customer Service

Volkswagen Brazil received the Gold Trophy at the 2025 Smart Customer Awards in the Customer Relationship Innovation category. The award recognized the project to digitize the customer journey for the 24-Hour Roadside Assistance towing service, developed in partnership with Tempo.

The initiative implemented an end-to-end customer service journey through WhatsApp, enabling customers to track and resolve requests entirely through digital channels. The new model made the process faster and more transparent while reducing response times and improving resolution efficiency.

Conflict Resolution

The company maintained strong performance across public customer relationship indicators. On Reclame Aqui, Brazil's largest consumer dispute resolution platform, Volkswagen Brazil maintained its "Great" reputation rating, with a resolution rate above 90%, consistent with the requirements for the RA1000 certification. In 2025, 78.6% of customers said they would do business with the brand again, reflecting high levels of customer trust and loyalty.

Best Experience in the Market

Throughout the year, Volkswagen Brazil expanded the digitalization of its customer engagement channels by increasing the use of chatbots on platforms such as Digital IVR and WhatsApp. These improvements increased first-contact resolution rates, streamlined processes, and resulted in a Bronze Award at the 2025 Cliente SA Awards.

Advances in customer experience were also recognized externally. In 2025, Volkswagen was recognized as one of the automakers offering the best customer experience in the market at the Experience Awards – O Cliente Indica, organized by SoluCX and based on more than 10,000 consumer evaluations. Results were tracked through surveys conducted by independent research firms and monitored internally using indicators such as NPS, average response time, and resolution rate.

Sustainability Integrated into the Customer Journey

In 2025, Volkswagen Brazil incorporated sustainability content and practices across key customer touchpoints, aligning the customer experience with the Volkswagen Group's environmental guidelines and the Way to Zero strategy.

Throughout the year, ESG-related content was incorporated into channels such as the Meu VW app, the corporate website, and customer service interactions. These communications cover topics such as the use of renewable energy at dealerships, responsible waste disposal practices, and guidance on efficient vehicle maintenance, linking these actions to reduced emissions and waste generation.

Among the highlights, the "VW Conscious Service" campaign further integrated sustainability into customers' day-to-day interactions with the brand. The initiative included vehicle servicing with certified waste disposal, updates on the amount of waste avoided after each service, and personalized content in the app with guidance on more efficient vehicle use and maintenance. The initiative aims to make sustainability part of the everyday customer experience, with a focus on transparency and customer awareness.

Dealer network

(GRI 2-6)

Region 1
(Greater São Paulo)
40 dealerships

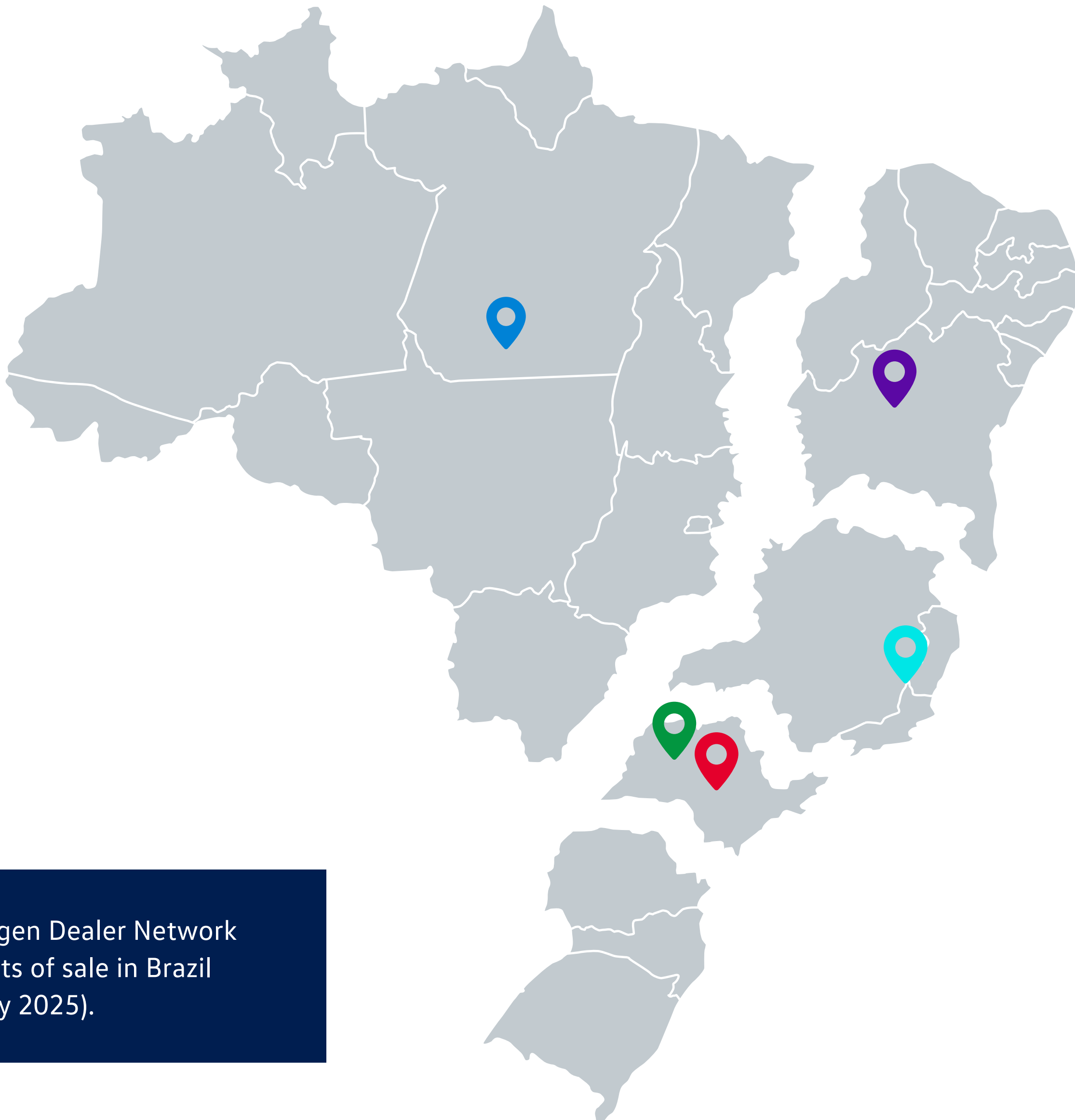
Region 2
(State of São Paulo)
79 dealerships

Region 3
(South)
114 dealerships

Region 4
(Rio de Janeiro, Espírito Santo, and Minas Gerais)
90 dealerships

Region 5
(Northeast, except for Maranhão)
73 dealerships

Region 6
(North, Center-West and Maranhão)
69 dealerships



The Volkswagen Dealer Network has 465 points of sale in Brazil (as of January 2025).

Decarbonization of the Dealer Network – Go to Zero Retail Program

Volkswagen Brazil expanded the implementation of the goTOzero RETAIL certification across its dealer network, a global Volkswagen Group program focused on reducing environmental impact. The initiative is part of the Way to Zero strategy, which aims to achieve carbon neutrality by 2050.

In 2025, 20 dealerships were audited and certified under the program, which provides guidance, assesses, and recognizes environmental management initiatives. The certification is awarded at four levels, Platinum, Gold, Silver, and Bronze, based on criteria covering climate change, resource use, environmental compliance, and ecosystem protection.

Brazil continues to stand out in the Volkswagen Group's global initiative as the first market worldwide to achieve the highest certification level, with the Carbel Prado dealership in Belo Horizonte (MG) and Importadora Veículos in Maceió (AL). One example of the program in practice is the Belcar dealership in Goiânia (GO), which established a recycling center for waste sorting, reuse, and proper disposal. The operation delivered positive financial results in 2025, demonstrating the economic viability of environmental initiatives across the dealer network.

In the coming years, Volkswagen plans to expand the number of audited dealerships and incorporate initiatives related to the social and governance pillars, further strengthening its ESG strategy across its partner network.

Diversity & Inclusion Guide for Dealerships

In 2025, Volkswagen Brazil launched an updated version of its Diversity & Inclusion Guide for the dealership network, covering sales and after-sales teams across the country. Originally released in 2021, the guide was revised to support dealership teams in delivering more inclusive customer service, promoting respectful interactions aligned with the company's Diversity & Inclusion guidelines.

Click here to download the guide

New Brand Design

(Customers + Customer Centricity)

In partnership with its dealerships, Volkswagen Brazil is modernizing all 465 dealerships nationwide under the New Brand Design, creating spaces that are more welcoming, customer-centric, digital, technologically advanced, comfortable, and modern.

NBD is currently in 92% of the chain. The company aims to complete the revitalization of 100% of its stores.

Private Social Investment

Volkswagen Group Foundation

The Volkswagen Group Foundation (FGVW) supports social and educational initiatives through a fund established by Volkswagen. For more than four and a half decades, the Foundation has benefited more than 3 million people. In 2025, more than R$10 million was invested, benefiting more than 36,000 people through the Foundation's own projects and initiatives carried out by supported social organizations.

In recent years, the Foundation has undergone a strategic repositioning and adopted social mobility as its core mission. Based on this strategic direction, the Foundation focused its portfolio on productive inclusion initiatives, emphasizing employability, entrepreneurship, and income generation, while strengthening the capabilities of individuals and social organizations. Projects such as Costurando o Futuro and CO.DE School were maintained and expanded, while new initiatives expanded their scope to include community entrepreneurship, vocational training for vulnerable youth, and regional development.

To maximize impact, activities were organized in priority areas near the Volkswagen Group's operations, such as São Bernardo do Campo (SP), São Paulo (SP), and Resende (RJ), in addition to initiatives in other locations where the company operates in Brazil. Priority audiences include women, young people, and underrepresented groups, with income serving as the primary eligibility criterion. The Foundation also manages projects funded by the brands and carries out volunteer initiatives in partnership with Volkswagen do Brasil and other Volkswagen Group companies.

For more information about the Volkswagen Group Foundation, visit:
https://fundacaogrupovw.org.br/transparencia/

Company social investments by sector[1]

(GRI 3-3, 203-1)

Setor	2023	2024	2025
Culture	-	BRL 2,222,222.22	BRL 2,070,000.00
Education	BRL 2,220,114.51	BRL 2,286,172.18	BRL 166,931.37
Sport	BRL 200,000.00	BRL 1,088,888.88	BRL 740,000.00
Social actions	BRL 156,501.71	BRL 1,201,795.44	-
Health	BRL 4,830,171.77	BRL 9,053,510.42	BRL 13,254,171.26
Others	BRL 1,000,000.00	-	-
Total	**BRL 8,406,787.99**	**BRL 15,852,589.14**	**R$ 16,231,102.63**

Footnote:

1. These figures do not include the social investment made with the Volkswagen Group Foundation's own resources, which exceeded BRL 10.5 million in 2025 (excluding administrative and personnel expenses).

Company social investments by source

Setor	2023	2024	2025
Own resources / direct investment	BRL 200,000.00	BRL 800,000.00	BRL 200,000.00
ICMS Tax Incentives	BRL 8,050,286.28	BRL 14,895,238.14	BRL 13,704,171.26
IRPJ Tax Incentives	-	-	BRL 2,160,000.00
Employee donations to charities	BRL 156,501.71	BRL 157,351.00	BRL 166,931.37
Total	**BRL 8,406,787.99**	**BRL 15,852,589.14**	**BRL 16,231,102.63**

Social investments promoted by Volkswagen do Brasil in 2025

Description	Projects	CNPJ beneficiary	Values 2025
ICMS Tax Incentives	Mobile Women's Health Unit	07.384.026/0001-20	BRL 10,871,671.26
	Architectural design for new hospitals in the municipalities of Guaíra and Matinhos	06.164.906/0001-28	BRL 2,382,500.00
	Exhibit Update at the Paraná Museum of Image and Sound	26.171.337/0001-55	BRL 450,000.00
IRPJ Tax Incentives	In Search of a Star – Year 5	20.816.608/0001-04	BRL 540,000.00
	Artium Institute Activity Plan – Wicked Production	34.659.778/0001-29	BRL 1,080,000.00
	Master Orchestra	28.343.494/0001-26	BRL 270,000.00
	Locomotiva Orchestra	14.451.483/0001-55	BRL 270,000.00
Own resources	SBC Half Marathon	07.936.926/0001-32	BRL 200,000.00
Employee donations to charities	1 Hour for the Future Project	57.716.185/0001-52	BRL 166,931.37
		03.409.038/0001-00	
		04.960.194/0001-28	
		TOTAL	**BRL 16,231,102.63**

2025 IRPJ Tax Incentive Projects

Instituto Brasil Solidário – Cultural Incentive Law

Instituto Brasil Solidário is a nonprofit civil society organization – OSCIP – dedicated to promoting human development through educational projects that foster cognitive skills and socio-emotional development. Through initiatives implemented in public schools across Brazil's 26 states, the organization promotes activities spanning several areas of complementary education: Reading Promotion, Arts and Culture, Environmental Education, Financial Education, Health, Educommunication, Citizenship, and Entrepreneurship. With 25 years of experience, IBS has established itself as a leading social impact organization in Brazil and Latin America through the Vamos Jogar e Aprender project and the PIC$ family of educational games.

- Sponsorship period: January 2025 through December 2025.
- Coverage: Brazil + Latin America.
- 4,500 teachers enrolled.
- + 2,200 participants in in-person workshops.
- + 17,000 students and teachers reached.
- Premiere of the documentary Virando o Jogo celebrating the Institute's 25th anniversary, with screenings in movie theaters across Brazil.

Distance Learning

- +2,000 facilitators trained.
- North: 200 participants.
- Northeast: 1,355 participants.
- Central-West: 117 participants.
- Southeast: 372 participants.
- South: 178 participants.
- By gender: 80% women, 20% men.
- By race: 58% Brown, 30% White, 9% Black, 2% Asian, and 1% Indigenous.

LATAM Distance Learning (with simultaneous Spanish interpretation and sign language):

- 7 participating countries
- Colombia, Chile, Costa Rica, El Salvador, Mexico, Panama, and Uruguay
- 183 educators trained

Wicked – The Untold Story of the Witches of Oz – Cultural Incentive Law

The musical Wicked – The Untold Story of the Witches of Oz is one of the greatest successes in Brazilian musical theater, attracting more than 1 million theatergoers. In 2026, the production will open in Rio de Janeiro, reinforcing Volkswagen Brazil's strategy of connecting with people through culture while promoting diversity and inclusion. The sponsorship is provided through the Rouanet Law as part of the company's social responsibility and cultural investment initiatives. The project also includes initiatives to broaden access, including the distribution of complimentary tickets and educational activities.

- Sponsorship period: 2026 (season beginning July 15).
- Location: Rio de Janeiro/RJ (Cidade das Artes Bibi Ferreira).
- +1 million theatergoers in Brazil.
- Free tickets for social organizations and public schools
- Allotment of tickets at an affordable price.
- Arts education workshops in local communities.
- Sponsored through the Rouanet Law (tax incentive).
- Part of Volkswagen's strategy to strengthen its presence in music and culture alongside initiatives such as national festivals.

In Search of a Star - Sports Incentive Law

Developing high-performance women's soccer players through access to a safe and inclusive training environment. Participants receive multidisciplinary support, including transportation, nutritional counseling, physical therapy, educational guidance, psychological support, and daily meals. Throughout the program, tryouts are held to select participants, along with training sessions and drafts, during which professional teams select the athletes.

- Sponsorship period: July 2025 to June 2026 – ongoing.
- Location: Barra Funda/SP.
- 120 girls supported.
- More than 90 athletes have been recruited by professional clubs since the program began.

Master Orchestra – National Fund for the Elderly

The project brings together an orchestra composed of people aged 60 and over, using music to promote health and well-being. The initiative helps improve participants' balance, mobility, memory, and social interaction. The teaching methodology is tailored to older adults and includes regular performances. The project provides free transportation as well as therapeutic and social support services.

- Sponsorship period: January 2025 through December 2025.
- Location: Santo André/ SP.
- 79 older adults participated in the program during the year.
- 126 therapeutic sessions provided.
- 54 social support consultations provided for participant guidance, assistance, and follow-up.

Quixote Jovem Mundo do Trabalho – Municipal Fund for the Rights of Children and Adolescents

The program promotes the development of job-ready skills through workshops on communication, computer skills, entrepreneurship, culture, financial literacy, and citizenship. Young participants receive a R$200 stipend, transportation vouchers, and meals on site. In addition to the workshops, young participants have access to psychosocial support, which is also extended to their family members when needed.

- Sponsorship period: June 2025 through June 2026 – ongoing.
- Location: São Paulo/ SP.
- 80 young participants per semester.
- 123 psychosocial support sessions.

2025 IRPJ Tax Incentive Projects

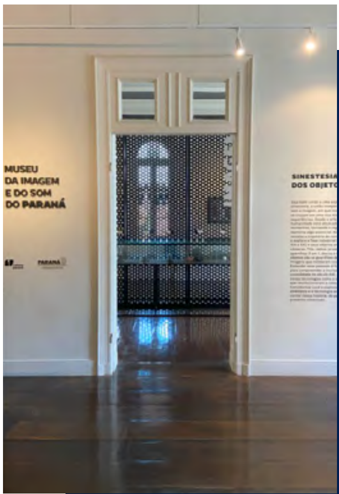
Project: "SESA Paraná Mobile Health Program – Mobile Women's Health Unit"

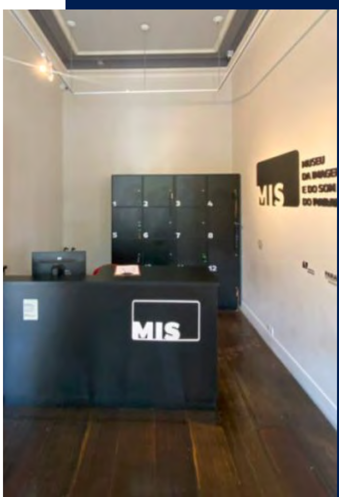
The project aims to promote women's health in the state of Paraná by providing preventive and diagnostic examinations, including mammograms, ultrasound examinations, Pap smears, and thyroid ultrasounds, with a focus on early disease detection and the promotion of women's well-being through a fully equipped mobile clinic.

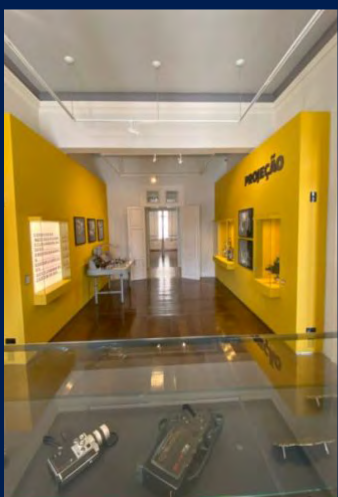
Project results:

- Project period: July 2025 through December 2025.
- R$ 10,871,671.26 invested in the project.
- 121 municipalities served.
- 24,736 appointments scheduled.
- 10,210 women served.
- 19,852 procedures performed (2,066 cytology tests / 5,260 medical consultations / 5,547 mammograms / 6,761 ultrasound examinations).
- 57 cases detected early (abnormal test results).

Project: "Exhibition Design Update at the Paraná Museum of Image and Sound"







Complete renovation of the Paraná Museum of Image and Sound (MIS-PR) permanent exhibition, featuring modern infrastructure, universal accessibility, and the integration of multimedia and interactive resources.

Project results:

- Project period: July 2025 through November 2025 (reopening in November).
- R$ 450,646.32 invested in the project.
- 3,261 visitors in December 2025 (compared with 2,105 in December 2024)
- 3,038 visitors during the first half of January 2026.

Project: “Architectural design for new hospitals in the municipalities of Guaíra and Matinhos”

Engagement of a specialized firm to prepare the executive design projects for the construction of two new hospitals in the municipalities of Guaíra (PR) and Matinhos (PR).

Project results:

- Project period: October 2025 through December 2025.
- R$ 2,382,500.00 invested in the project
- Delivery of the executive design project for the Guaíra hospital, with an estimated area of 6,000 m².
- Delivery of the executive design project for the Matinhos hospital, with an estimated area of 7,000 m²

Contact for information on tax incentive projects
Email: projetos.incentivados@volkswagen.com.br

New SENAI Volkswagen: Training for the Future of the Industry

In 2025, Volkswagen Brazil inaugurated the New SENAI Volkswagen at the Anchieta plant in São Bernardo do Campo (SP) to promote workforce training and talent development for the automotive industry. Established at the plant more than five decades ago, the partnership has trained more than 7,000 students and has become a benchmark in technical education, combining theory and practice in an environment aligned with the real needs of the industry.

The new facility features laboratories for Automation, Mechatronics Projects, and Automotive Technology, as well as advanced resources such as IoT, 3D printers, and production simulators. The school also stands out for its diversity, with nearly 50% of its students being women, contributing to a more inclusive education that is aligned with the future of the industry.

The two-year program includes an Industrial Apprenticeship course (leading to an Automotive Manufacturing Process Operator diploma in the first year) and a Mechatronics Technician program (in the second year). The facility will also offer a new Mechatronics Technician program with a specialization in Electric Vehicles.

Factories

Tera Drives VW's Industrial Growth

The launch of the Tera SUVW expanded Volkswagen Brazil's industrial operations in 2025, driving job creation, the modernization of operations, and economic activity. Produced exclusively at the Taubaté (SP) plant, the model is part of the brand's product offensive of 17 launches in Brazil through 2028, supported by a R$ 20 billion investment cycle in South America that includes 21 launches across the region.

The launch of the Tera created 260 direct jobs at the Taubaté plant, 40% of which were filled by women. As a result, the plant now employs more than 2,900 people. The supply chain is expected to generate up to 2,600 indirect jobs. To support production, the plant was upgraded across every stage of the manufacturing process. In the body shop, where steel components are welded to form the vehicle body, 347 new robots were added, bringing the total to 875. The stamping shop, where steel sheets are formed into automotive parts, increased its number of dies by 80.6%, bringing the total to 354. Final assembly underwent a capacity expansion and greater process automation, including the addition of new equipment and electronic systems.

The plant's logistics operations were also expanded, with a 51% increase in the volume of parts handled. The total number of parts reached 5,385 with the addition of 1,825 new components. The operation now receives 65 additional trucks per day, totaling 345 daily truck movements.

In the paint shop, Tera production is supported by the use of biomethane in the energy mix at the Taubaté and Anchieta plants. The biomethane is used primarily in the body painting process and enables a reduction of up to 99% in CO_2 emissions at this stage compared with fossil fuels.

Developed, engineered, and manufactured in Brazil, the Tera is Volkswagen's new icon and further expands the brand's international presence. The model is already exported to 18 countries across Latin America.

Environmental Mission and Impact Management

The goTOzero Environmental Mission Statement guides Volkswagen Brazil's operations by establishing guidelines for reducing emissions, using resources efficiently, and managing environmental impacts. The document sets out the goals, policies, programs, and indicators of the Environmental Compliance and Energy Management System (SGCAE), which is implemented across all Volkswagen Group companies.

The statement is reviewed periodically to ensure compliance with legal and internal requirements and is based on four objectives monitored through ISO 14001 audits: climate protection, responsible resource use, ecosystem preservation, and environmental compliance.

Protecting the climate

Volkswagen was the first car manufacturer in the world to sign the Paris Agreement, which stipulated an ambition level of 1.5° C (the limit on the increase in global temperature compared to pre-industrial levels). To this end, it has focused its efforts on the electrification of products, the decarbonization of the entire value chain and the use of renewable energy generation to supply sites and customers. The goal is to be a CO_2 neutral company by 2050.

Preserving resources

By using recyclable materials, recycled materials and renewable resources, Volkswagen aims to reduce the need for primary raw materials. To this end, the company has improved its energy and resource efficiency and established cycles for materials and water. Together with business partners, VW works to reduce the use of natural resources throughout the supply chain.

Preserving ecosystems

Volkswagen seeks to reduce harmful emissions into the air, soil, and water. It also wants to minimize the impact of its business activities on biodiversity and ecosystem services, promoting projects to preserve them.

Ensuring environmental compliance

Volkswagen do Brasil wants to be the benchmark of a modern, transparent, and successful company in terms of integrity and compliance, through effective environmental compliance management systems to identify and manage environmental risks and opportunities throughout the life cycle of mobility solutions. The company values an open dialog with stakeholders and considers their expectations when making decisions.

Zero Impact Factory

The Zero Impact Factory initiative establishes environmental guidelines and targets for Volkswagen's industrial operations, focusing on emissions reduction and the efficient use of resources. The program aims to reduce absolute CO_2 emissions by 50.4% by 2030 (2018 baseline) and achieve carbon neutrality (Net Zero) across the Group's operations by 2050.

In 2025, Volkswagen Brazil achieved an environmental efficiency rate of 31.67%, exceeding its annual target of 29.13%. Among the five indicators monitored—energy consumption, water consumption, waste generation, CO_2 emissions, and volatile organic compound (VOC) emissions—the CO_2 and VOC indicators achieved their best performance since 2010, reaching 40% efficiency in both cases.

These results are associated with operational and technological changes at the manufacturing plants. Key factors include the introduction of biomethane into the plants' energy mix, the reduction of VOC emissions at the Anchieta plant through adjustments to the production mix and supplier reviews, and increased water reuse at the Taubaté plant for the painting process.

Since 2018, 1,015 environmental improvement initiatives have been implemented at the plants, with an impact equivalent to reducing the monthly energy consumption of 1.4 million households and saving enough water to meet the daily needs of 2.5 million people.

End of the cycle

In 2025, Volkswagen Brazil completed the Think Blue Factory program, launched in 2011, and discontinued the use of the UEP (production effort unit) indicator as its environmental benchmark. The company began incorporating new tools developed in collaboration with the Group's headquarters, with a focus on standardization and comparability across plants.

This phase marks the transition to the **Zoom Impact Factory** program, which will guide the environmental management of industrial operations beginning in 2026, based on three pillars: Impact Points, Site Checklist, and decarbonization. Volkswagen Brazil was already in a transition phase, with the new metrics being monitored at its plants and processes aligned across the facilities. The tools were introduced throughout 2025 and became performance targets in early 2026.

Among these tools, Impact Points consolidate multiple environmental indicators into a single quantitative metric. Based on a methodology developed by the University of Berlin, the tool enables an integrated assessment of environmental performance. Throughout the year, the company worked to adapt this metric to regional conditions, with a focus on simplifying its application and expanding its use across the plants. The Site Checklist complements this approach with a qualitative assessment based on 146 binary criteria that indicate whether environmental requirements are met across different areas of the operation.

The revised indicators fostered greater integration among the plants and the sharing of operational practices, with joint validation across facilities in Brazil, Argentina, and South Africa. They also made environmental data more accessible, helping employees better understand the environmental and energy performance of the operations. As these changes become fully established, Volkswagen Brazil continues to advance the standardization of its environmental management and the evolution of its monitoring tools, aligning its operations with the Volkswagen Group's global standards.

Assessment of natural resource consumption and gas and waste emissions

Environmental indicators	Target per vehicle 2025	Result per vehicle produced	Absolute numbers
Energy consumption (kWh)	1,238	1,231	663,014,955
CO_2 emissions (kg CO_2)	77.16	72.68	39,151,686
Waste for thermal disposal or landfill (kg)	0	0	0
VOC emissions - volatile organic compounds (kg)	3.93	3.59	1,933,778
Water (m^3)	3.02	2.86	1,541,876

Logistics Chain Emissions

Volkswagen Brazil has two programs aimed at reducing emissions across its logistics chain: Zero Impact Logistics, focused on the transportation of materials and components, and goTOzero Impact Logistics, focused on vehicle distribution. The initiatives aim to reduce CO_2 emissions by 30% by 2030 (based on 2018 levels) and achieve carbon neutrality by 2050.

In 2025, the programs made progress in improving operational efficiency and expanding the use of lower-impact transportation modes. The measures included optimizing truck load factors, reducing the number of trips; expanding the use of double-trailer trucks to increase cargo capacity per route; and expanding the CNG-powered fleet to replace diesel vehicles. Critical freight flows were also shifted to rail transport, contributing to lower CO_2 emissions.

The logistics operation underwent systems integration, enabling greater precision in emissions monitoring. Data standardization and automation reduced inconsistencies and increased the reliability of the information. As a result, the CO_2 inventory became more accurate, transparent, and auditable, strengthening the foundation for setting and tracking decarbonization targets.

Actions implemented in 2025

- Shifting critical freight flows to rail transport, significantly reducing CO_2 emissions.
- Optimizing truck load factors to reduce trips and emissions.
- Expanding the use of double-trailer trucks to transport more cargo per route.
- Expanding the CNG-powered fleet, replacing diesel vehicles.

Environmental and Energy Compliance Management System (SGCAE)

External audits conducted in 2025 confirmed that Volkswagen Brazil's Environmental and Energy Compliance Management System (SGCAE) complies with ISO 14001 (Environmental Management) and ISO 50001 (Energy Management) standards across all operating facilities.

The results highlighted progress in standardizing practices across the facilities. Throughout the certification cycle, the audits also recognized improvements in the energy management framework.

Among the factors contributing to these results was the decentralization of energy management through the designation of responsible personnel in each production area. This approach enabled greater control over energy consumption and more targeted actions in processes such as stamping, body shop, painting, and assembly.

Volkswagen Brazil monitors environmental legislation with the support of a specialized consulting firm and regular updates. The Environmental Risk Management Committee meets every four months to assess risks and prevent impacts, while the SGCAE undergoes semiannual management reviews to evaluate actions and drive continuous improvement.

In the period covered by this report, no real adverse environmental impacts were identified.

Emissions

(GRI 3-3, 305)

Volkswagen Brazil uses its greenhouse gas (GHG) emissions inventory to monitor and manage the environmental performance of its operations. The company follows the GHG Protocol methodology and participates in Brazil's Public Emissions Registry.

In 2025, the company enhanced its inventory data collection and consolidation processes by integrating logistics systems with emissions monitoring, automating data processing, and standardizing criteria across its facilities. The use of operational data improved measurement accuracy and reduced inconsistencies in the records.

The indicators are monitored through the Environmental and Energy Compliance Management System (SGCAE), in accordance with internal standard KRL17, which follows the environmental guidelines established by Volkswagen AG, and VW 98.000. The 2025 GHG inventory, included in this report, was independently audited in April 2026 to validate the data.

Gold Seal GHG Protocol

Volkswagen Brazil retained the Gold Seal of the Brazilian GHG Protocol Program for the fourth consecutive year in 2025. The certification is awarded to companies that meet the program's transparency criteria for publishing their greenhouse gas (GHG) emissions inventory, with data verified by an independent third party.

Volkswagen Brazil has been preparing its emissions inventory for the past 15 years and has publicly disclosed the data since 2021. Among the factors that contributed to the company's strong performance were energy efficiency and emissions reduction initiatives across its operations, such as the use of biomethane at the Anchieta and Taubaté plants, which prevented the emission of approximately 16,000 metric tons of CO_2, equivalent to preserving 695,000 m^2 of green area, or about 92 soccer fields; the reduction in natural gas consumption at the Curitiba plant, which avoided 2,050 metric tons of CO_2 emissions; and the replacement of LPG (Liquefied Petroleum Gas) forklifts with electric models at the Vinhedo facility, reducing CO_2 emissions by 16,000 kg.

Direct greenhouse gas emissions (tCO_2 equivalent) – Scope 1

(GRI 305-1)

	2023	2024*	2025
Generation of electricity, heat, or steam	50,809.1	57,407	55,316
Leakage emissions	3,409.5	6,851	2,755
Total gross emissions of CO_2	**54,219**	**64,258**	**58,071**

	2023	2024	2025
Biogenic emissions CO_2 (t CO_2 equivalent)	7,668.73	10,589	17,884

Footnote:

Base year: 2010 - Think Blue Program. Factory (total emissions in the base year: 75.052 tonCO_2 e/year) and 2018 - GHG Protocol (total emissions in the base year: 54,473 tCO_2e/year).

* Erratum: The total value reported in the 2024 report was incorrect. It should have been the sum of the items rather than the difference. The correct value is presented in this table.

Indirect emissions from the acquisition of energy sources – Scope 2

(GRI 305-2)

After Volkswagen do Brasil decided in 2016 to exclusively use renewable sources to generate the electricity it uses, the CO_2 emissions generated by the electricity are now zero. From 2022, the I-REC (International Renewable Energy Certificate) certificate came into force, which proves that the electricity consumed comes from a renewable source, signaling the company's commitment to reducing its environmental impact.

	2023	2024	2025
Indirect emissions from energy purchases (t CO_2 equivalent)	13,681.9	15,036.2	19,597

Footnote:

Base year: 2010 - Think Blue Program. Factory (total emissions in the base year: 22.956 tonCO_2 e/year) and 2018 - GHG Protocol (total emissions in the base year: 28.619 ton. CO_2e/year).

Other greenhouse gas emissions - Scope 3 (t CO_2 equivalent)

(GRI 305-3)

	2023	2024	2025
Goods and services purchased	201.3	220.4	231.42
Transportation and distribution of materials and parts	6,324.1	8,853.74	9,296.42
Business trips	5,945.9	8,324.26	8,740.47
Employee transportation	55,692.28	61,261.2	64,324.26
Vehicle transportation and distribution	202,198.2	283,077.2	297,231.06
Total	**270,361.8**	**361,736.8**	**379,823.64**

Footnote:
Gases included in the calculation: CO_2, CH_4, N_2O.
Base year: 2018 – GHG Protocol (total emissions in the base year: 264.340 tonCO_2e).

Reducing greenhouse gas emissions (tCO_2 equivalent)

(GRI 305-5)

	2023	2024	2025
Reductions from indirect emissions from energy purchases (Scope 2) – I-REC Project – Total	13,681.9	15,036.2	19,597

Footnote:
Emissions avoided by using 100% of electricity from renewable sources with I-REC (SHP + plants).
Figures calculated according to actual consumption reported to Zero Impact Factory, VW 98000 and GHG Protocol.

Emissions of ozone depleting substances (SDO)

(GRI 305-6)

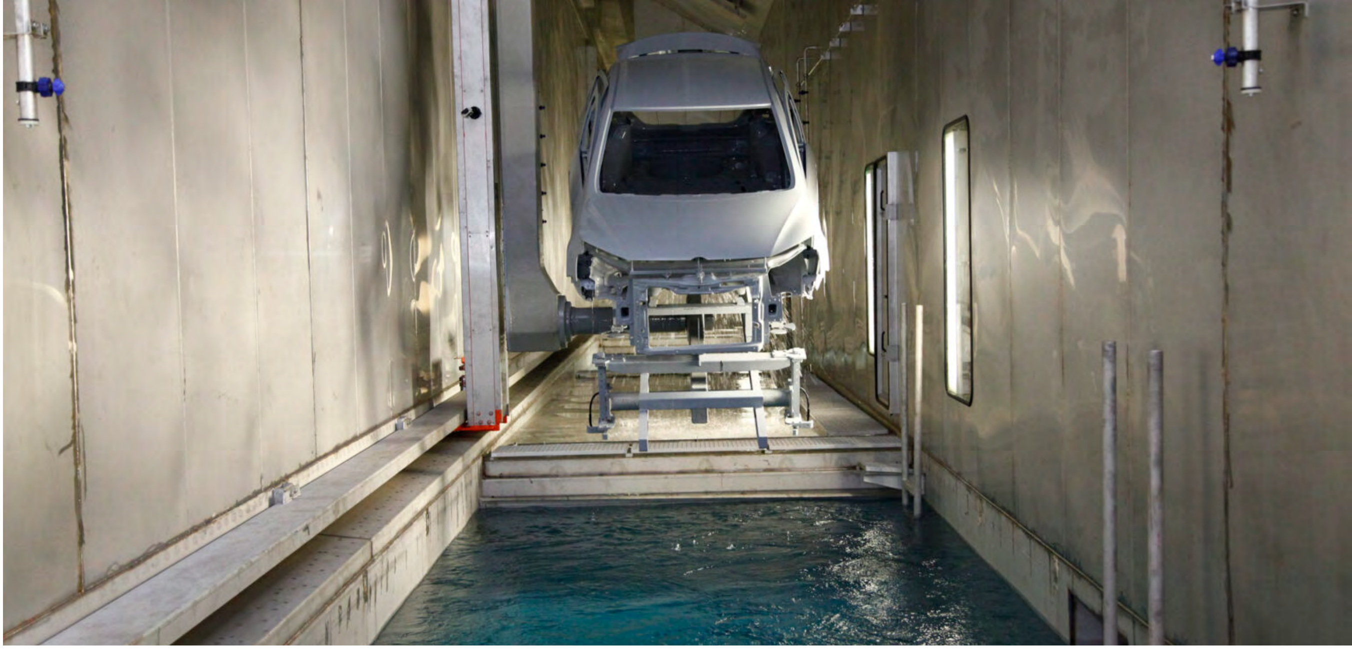
CFC-11 is not used at Volkswagen do Brasil.

Significant atmospheric emissions (t)

(GRI 305-7)

	2023	2024	2025
NOx	145.2	151.5	157.2
SOx	1.4	10.7	14.3
Volatile Organic Compounds (VOCs)	1,580.6	2,091.3	2,021.06

Footnote:
Figures calculated according to actual consumption reported for Zero Impact Factory and VW 98000.



Interactions with water as a shared resource

(GRI 303-1)

At Volkswagen Brazil’s industrial operations, water use is guided by reduction targets established under the global Zero Impact Factory initiative, which aims to reduce consumption by 30% by 2030, compared with 2010 levels.

The water used in production comes from different sources, including external supply, groundwater, and rainwater, and is used in both industrial processes and support activities. In the painting area, reverse osmosis systems enable water to be treated and reused, after use, the water undergoes treatment before being discharged, in accordance with legal requirements.

In 2025, the company reduced water consumption across its operations by 137,000 m^3, equivalent to the daily water consumption of approximately 770,000 people. At the Taubaté plant, increased water reuse reduced water consumption by 42,000 m^3, equivalent to the daily water consumption of approximately 236,000 people.

At the Anchieta plant, projects were implemented to expand water reuse, particularly in the painting area, which accounts for the highest water consumption in industrial operations. The increase in the unit cost of water over the period also influenced the decision to prioritize initiatives aimed at reducing water consumption and improving water efficiency.

Consumption is monitored through a digital system, with monthly tracking of indicators, targets, and actions implemented at the plants. The data is reported annually to the Head Office in Germany and subjected to external audits, enabling performance comparisons and the sharing of best practices among the Group's plants.

Water collection (m^3)

(GRI 303-3)

	2023	2024	2025
Surface water (total)*	2,750.0	2,201.0	1,922.0
Groundwater (total)	80,518.3	81,504.7	88,616.3
Third-party water	1,275,195	1,422,327.0	1,541,876.0
Total funding	**1,358,463.3**	**1,506,032.7**	**1,632,414.3**

Footnote:

* Rainwater harvesting was considered in the surface water indicator.

Total water consumption and total water disposal (m^3)

(GRI 303-4, 303-5)

	2023	2024	2025
Total water disposal	831,616	872,649.5	1,071,404.5
Total water consumption (= total water withdrawal - total water disposal)	526,847.3	633,383.1	561,009.8

Footnote:

For utility water, the total consumption of the Anchieta, Taubaté, Curitiba and São Carlos plants was added up. There is no consumption of surface water or effluents from another organization.

Figures calculated according to actual consumption reported in m^3 for Zero Impact Factory and VW 98000.

Energy

(GRI 302-1, 302-2, 302-3, 302-4)

All Volkswagen Brazil plants use electricity from renewable sources certified through International Renewable Energy Certificates (I-REC) or declarations verified under the GHG Protocol.

In 2025, energy management at the plants incorporated initiatives aimed at improving operational efficiency and reducing emissions. The measures adopted included reducing boiler temperatures at the Curitiba, Anchieta, and Taubaté plants, replacing painting materials with alternatives containing lower levels of volatile organic compounds (VOCs), and optimizing body sequencing in the painting process at the Anchieta plant. The company also implemented initiatives to integrate manufacturing planning and maintenance, optimize natural gas consumption, and replace LPG-powered forklifts with electric models at the Vinhedo facility.

Energy management was further strengthened through the expanded implementation of ISO 50001, which decentralized responsibilities across production areas and enabled more direct control over energy consumption in industrial processes.

Biomethane at Anchieta and Taubaté plants

In 2025, the Anchieta and Taubaté plants expanded the use of biomethane in their energy mix, building on the operation launched the previous year. The plants are pioneers in the Brazilian automotive industry in the use of biomethane on an industrial scale.

Throughout the year, 7.6 million m^3 of natural gas were replaced with biomethane at the two plants. The initiative prevented the emission of approximately 16,000 metric tons of CO_2, equivalent to preserving approximately 695,000 m^2 of green area, or about 92 soccer fields. Biomethane is used primarily in the body painting process, the most energy-intensive stage of production, significantly reducing emissions compared with fossil fuels.

The operation is part of Brazil's free natural gas market, a model adopted by the company to enable the supply of this renewable fuel. Current contracts for the Anchieta and Taubaté plants secure biomethane supply through 2029. Expansion to other plants is currently under evaluation, with studies underway for the Curitiba plant, subject to developments in state regulations.

Energy intensity [1 2 3]

(GRI 302-3)

The figures represent the consolidation of Volkswagen's four factories (Anchieta, Taubaté, São Carlos and São José dos Pinhais) and the Parts and Accessories Center (PAC) in Vinhedo (SP).

	2023	2024	2025
Energy consumption within the organization (in GJ)	2,241,294.8	2,423,052.03	2,525,361.43
Energy consumption outside the organization (in GJ)	11,228.8	11,545.7	11,350.2
Total energy consumption of the organization (in GJ)	2,252,523.6	2,434,597.73	2,536,711.6
Energy intensity (within the organization)	6.19	5.24	4.69
Energy intensity (outside the organization)	0.03	0.02	0.02
Energy intensity (total organization)	6.23	5.27	4.71

Footnote:

1. Energy intensity is the ratio of absolute energy consumption per vehicle produced.
2. Types of energy included in the intensity rate: electricity, natural gas, and diesel.
3. The energy intensity indicators increased in 2022 compared to 2021. There was a reduction in the number of vehicles produced per working day, which affected energy and environmental efficiency.

Energy consumed within the company (in GJ)[1]

(GRI 302-1)

	2023	2024	2025
Fuel from non-renewable sources (diesel and natural gas)	879,062.1	968,931.7	751,984.2
Consumption of fuels from renewable sources (biomethane)	-	48,487.9	275,958.8
Energy consumed (electricity)	1,264,698.7	1,405,632.5	1,497,418.4
Energy sold (electricity)	97,053	38,196	3,056.4
Total energy consumed	**2,241,294.8**	**2,461,248.0**	**2,525,361.4**

Footnote:

1. Figures calculated according to actual consumption reported to Zero Impact Factory, VW 98000 and GHG Protocol.

Energy consumed outside the plants (in GJ) [1]

(GRI 302-2)

2023	2024	2025
11,228.8	11,545.7	11,350.2

Footnote:

1. The figures correspond to the sums of the energy consumed at the Jabaquara financial office in São Paulo and at the Parts and Accessories Center in the city of Vinhedo.

Reductions in energy consumption as a result of implemented improvements (in GJ)[1 2]

(GRI 302-4)

	2023	2024	2025
Reduction of thermal fluid temperature (Anchieta)	1,871.6	29,174.29	23,613.1
12-bar high-efficiency compressors (Curitiba)	1,722.2	11,480.40	6,718.5
Shutdown of the electric boiler (Taubaté)	556.6	1,465.92	1,882.8
Replacement of OP 60 robots (São Carlos)	1,892.2	1,289.16	162.65
Total	**6,042.6**	**43,409.7**	**32,377.03**

Footnote:

1. The largest reductions for the year 2023 were chosen (one per plant). The sum of all the reduction actions can be identified in GRI 302-1.
2. Only the figures reported for 2024 relate to the new stocks included in the index. The actions relating to the 2022 and 2023 figures can be found in previous editions of the report.

Multi-site Zero Waste Certification

Curitiba

São Carlos

Taubaté

Vinhedo

In 2025, Volkswagen Brazil renewed its Multi-site Zero Waste Certification, awarded by the Zero Waste Brazil Institute and recognized by the Zero Waste International Alliance (ZWIA). The company was the first automaker in Brazil to obtain certification under this multi-site model.

Throughout the year, the Taubaté, Curitiba, and São Carlos plants, as well as the Vinhedo PAC, diverted more than 90% of the waste they generated to reuse, recycling, or composting, avoiding landfilling, co-processing, and incineration. The plants were recertified with the highest rating, "A," for good waste management practices. The initiatives included expanding selective waste collection, using biodigesters for organic waste, reusing materials such as pallets and tires, and adopting returnable packaging.

Solutions to promote material circularity were also implemented, including the recycling and chemical balancing of solvents used in the painting process, as well as the reuse of production waste in different industrial processes, for example, the São José dos Pinhais plant reuses adhesive from the body shop in paint production, while the São Carlos plant reuses inserts and drill bits.

Assessment by Plant

96,1%
Vinhedo

92,4%
São Carlos

92,2%
Taubaté

91,2%
Curitiba

Waste generated (t)

(GRI 306-3)

	2023	2024	2025
Total weight of waste generated (metric tons)	75,905.8	78,374	93,262.4
Hazardous waste	3,733.9	4,491.6	5,288.5
Non-hazardous waste	72,171.9	73,882.4	87.973.9

The majority of the waste generated by Volkswagen do Brasil is non-hazardous compounds sent for recycling, of which metals are the largest part. The remaining waste is sent for reuse, recycling, composting, thermal processing, or landfill. Disposal is conducted directly by the company or by third parties, or confirmed directly by VW.

Waste not destined for disposal by recovery operation (t)

(GRI 306-4)

Hazardous Waste	2023	2024	2025
Reuse	153.3	70.5	120.1
Recycling	655.8	708	903.4
TOTAL	**809.1**	**778.5**	**1,023.5**

Non-hazardous waste	2023	2024	2025
Reuse	12,426.4	566.7	0.00
Recycling	57,994.4	70,933	85,000.5
Composting	0.00	0.00	539.9
TOTAL	**70,420.8**	**71,499.7**	**85,540.4**

Waste destined for final disposal (t)

(GRI 306-5)

Hazardous waste	2023	2024	2025
Incineration (with energy recovery)	2,921.8	3,711.6	4,261.6
Incineration (without energy recovery)	3.04	1.6	3.4
Confinement in landfill	0.00	0.00	0.00
TOTAL	**2,924.8**	**3,713.2**	**4,265**

Non-hazardous waste	2023	2024	2025
Incineration (with energy recovery)	1,659	2,294	2,337.2
Incineration (without energy recovery)	0.00	0.00	0.00
Confinement in landfill	92.1	88.7	96.2
TOTAL	**1,751.14**	**2,382.7**	**2,433.4**

Footnote:
Due to the effects of the pandemic, the semiconductor shortage, and its consequences, such as plant closures for a few months, reduced production, and others, the total indicators were strongly influenced.

Reuse of materials and circular economy

Volkswagen Brazil develops circular economy initiatives focused on reusing materials and reducing waste in its production processes. Ongoing initiatives include the reuse of inserts and drill bits at the São Carlos plant, with the tools returned to the supplier after use, and the reuse of adhesive from production processes at the São José dos Pinhais plant in the manufacture of paint for internal applications.

Reverse logistics initiatives remain in place for materials such as oils, batteries, and tires. In 2025, the company advanced the development of new projects aimed at expanding the use of reusable plastic packaging throughout its logistics chain. Throughout the year, initiatives were also carried out in partnership with the Innovation area to expand circular economy efforts.

Among the projects under development is **Part Cycle**, which aims to create a model for recycling end-of-life vehicles (ELVs) in line with automotive industry regulatory requirements. Another ongoing project is **Relife**, which is preparing Volkswagen to take advantage of the benefits offered by the MOVER Program. The project will establish a process for generating, auditing, and validating recycling credits, allowing them to be used to offset IPI tax liabilities in advance.

These initiatives expand the scope of the circular economy across Volkswagen Brazil's operations and further integrate the concept into the company's corporate strategy.

Volkswagen Reaches 26 Million Vehicles Produced in Brazil

In 2025, Volkswagen Brazil reached the milestone of 26 million vehicles produced in the country, reinforcing its position as the largest automaker in the history of Brazil's automotive industry. This volume represents 26% of the 100 million vehicles produced by Brazil's automotive industry.

The milestone was reached with Polo, which also leads sales in the Brazilian market. In 2025, the model reached the milestone of 1 million units produced in Brazil and celebrated its 50th anniversary worldwide, with more than 20 million units sold globally. Production is split between the Anchieta plant in São Bernardo do Campo (SP) and the Taubaté plant, which manufacture the model in Brazil. These plants are part of Volkswagen Brazil's industrial footprint, which also includes the São José dos Pinhais plant and the São Carlos engine plant.

Another highlight was the T-Cross, which reached the milestone of 500,000 units produced in Brazil in 2025. Manufactured at the São José dos Pinhais (PR) plant, the model has been Brazil's best-selling SUV since 2023 and also led the segment in South America in 2025. Launched in 2019 as the brand's first locally produced compact SUV, the T-Cross has established a strong market presence and is part of Volkswagen's regional growth strategy.

New Product Offensive

(Products + Digital)

Volkswagen expanded its product offensive in South America with a plan to launch 21 new models by 2028, backed by R$ 20 billion in investments across the region. Of this total, R$ 16 billion is allocated to Brazil for the launch of 17 new vehicles, as well as new technologies and production capabilities across the company's four plants. The product offensive includes models with different powertrain technologies, including locally developed electrified vehicles.

By the end of 2025, eight models had already been launched in Brazil: New T-Cross, New Taos, New Amarok, New Nivus, Nivus GTS, Tera, Golf GTI, and New Jetta GLI. These launches are part of the strategy to renew the portfolio and strengthen the Brand's presence in key market segments, including SUVs, pickup trucks, and sedans.

The investments also include new industrial projects. The Anchieta plant in São Bernardo do Campo (SP) will produce two all-new vehicles, while the São José dos Pinhais (PR) plant will manufacture the new Tukan pickup. At the Taubaté (SP) plant, production of the Tera marks Volkswagen's entry into the entry-level SUV segment, while the São Carlos (SP) plant is preparing to produce a new engine designed for electrified powertrains.

The product offensive includes the introduction of the MQB Hybrid platform, developed with engineering support from Brazil for the region. The architecture enables the integration of combustion and electrification systems while incorporating advances in connectivity and safety, with a focus on advanced driver assistance systems (ADAS). The project involves technical training and the adoption of advanced simulation tools for vehicle development.

Product line in 2025

Tera


Nivus GTS


Golf GTI


Novo Jetta GLI

Vehicle safety

(GRI 416-1, 416-2)

Vehicle safety is one of the pillars of Volkswagen Brazil's product development, supported by continuous investments in technology and process improvement. Since establishing its Vehicle Safety Laboratory in 1971, the company has played a pioneering role in Brazil, expanding the adoption of active safety systems and driver assistance technologies while incorporating digital tools to enhance testing and validation.

Volkswagen vehicles meet rigorous requirements in accordance with national and international regulations and the company's internal standards, with complementary assessments conducted by independent organizations such as Latin NCAP. In 2025, models such as the New Taos and Tera received the highest safety rating in the tests, expanding the brand's portfolio of five-star vehicles in Brazil (see more below).

Governance of this area includes committees dedicated to risk analysis and the implementation of improvements, as well as continuous training for engineering teams and collaboration with suppliers. The Vehicle Safety Laboratory, located at the Anchieta plant and accredited to ISO 17025 for part of its processes, continues to serve as the foundation for testing and validation. During the reporting period, no cases of non-compliance related to product safety or impacts on customer health were recorded.

Five stars for safety

(GRI 3-3, 416-1)

Volkswagen Brazil continues to have the largest portfolio of 5-star vehicles (the highest safety rating) awarded by Latin NCAP in Brazil, including the Tera, New T-Cross, New Taos, New Tiguan, Virtus, and Jetta GLI.

Among the year's highlights, the New Taos was evaluated again by Latin NCAP and retained the highest rating previously achieved, now under the latest protocol. All versions of the model are equipped with Autonomous Emergency Braking (AEB), six airbags, Emergency Stop Signal (ESS), and electronic stability and traction control. The result reinforces the standardization of active and passive safety equipment across the brand's models.

The Tera, launched in 2025 and produced in Brazil, also earned a five-star rating, joining the group of the country's highest-rated SUVs. The model incorporates driver assistance systems and a structure made with high-strength materials, following the same criteria applied by Volkswagen worldwide.

The Latin NCAP protocol (2020–2025), an independent automotive safety assessment program in Latin America and the Caribbean, is based on four pillars: child occupant protection, pedestrian protection, and driver assistance systems. The final score is determined by the lowest performance among the groups, based on crash tests and the evaluation of safety technologies.

Regulated product emissions

(GRI 302, 302-5)

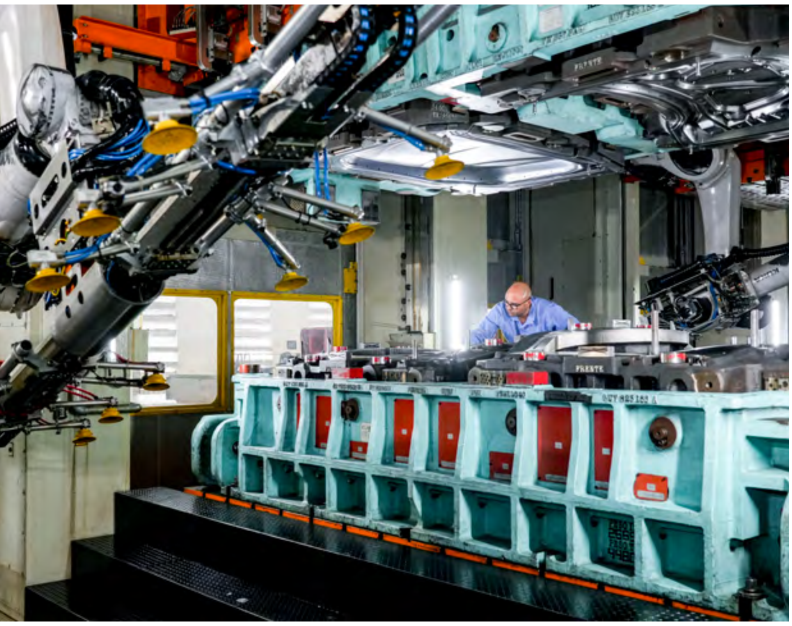
Volkswagen Brazil's involvement in the automotive sector's regulatory agenda includes active participation in the MOVER Program (Green Mobility and Innovation) and Rota 2030, initiatives that establish guidelines for energy efficiency, vehicle safety, and decarbonization. In 2025, MOVER advanced by incorporating new technical criteria, such as carbon footprint, recyclability, and expanded requirements for ADAS technologies, requiring an evolution in engineering approaches and product development.

Throughout the year, the company intensified its technical analyses and adapted its portfolio to these requirements, while participating in automotive industry committees. This progress is already reflected in vehicles, which now incorporate more robust environmental requirements, aligned with programs such as Proconve and MOVER itself. Models such as the Polo Robust, Polo Track, Polo TSI MT, and Tera MPI were included in the Sustainable Car program, taking into account new criteria such as well-to-wheel CO_2e emissions and recyclability rates.

Aligned with the Paris Agreement, Volkswagen established the global Way to Zero strategy, which guides the company toward carbon neutrality by 2050. The approach integrates CO_2 emissions management into business development, with initiatives ranging from the research and development phase to vehicle production and use. This focus also extends to the supply chain, with initiatives aimed at reducing CO_2e emissions and strengthening more sustainable practices throughout the value chain (learn more in ch. Strategy and Management).

Sustainability in product development

(GRI 302-5)



At Volkswagen Brazil, environmental sustainability guides product development from the initial stages, influencing decisions related to engineering, design, and the supply chain. In 2025, this strategic direction focused on energy efficiency, the development of electrified powertrains, aerodynamics and other methods of reducing friction, material selection, and electronic integration. These factors guided the setting of technical goals that balance innovation, regulatory requirements, and market expectations.

The progress made in studies conducted by the Way to Zero Center has expanded the incorporation of emissions criteria into product decisions, particularly the well-to-wheel CO_2e analysis, which takes into account the carbon footprint of the energy sources used by the vehicle. At the same time, the company is preparing to evolve toward the “cradle-to-grave” concept, incorporating factors such as the use of recycled materials and impacts throughout the entire life cycle. Progress was also made in electrified *powertrain* capabilities, thermal management, and power electronics, strengthening the integration between the need for decarbonization and the technologies adopted for the Brand’s vehicles.

Vehicle efficiency is measured in a laboratory according to the NBR 7024 standard, and the fleet's energy consumption is calculated according to the guidelines of the Rota 2030 and MOVER programs. The company also tracks the average energy consumption of its fleet on the market annually and makes projections for the following years, supporting its strategy of new products and technologies aligned with decarbonization.

Technical Structure

Volkswagen Brazil’s **Design and Engineering Center**, located at the Anchieta plant in São Bernardo do Campo (SP), brings together the company’s main product development activities in Latin America. Created in 1965, it was Volkswagen's first fully integrated operation outside Germany, from design to production.

The facility has more than 20 research and development laboratories, including the V**ehicle Safety Laboratory**, responsible for conducting *crash-tests*, among other advanced tests, which is a pioneer in Brazil and a benchmark within the Group, and the **Vehicle Emissions Laboratory**, a pioneer in the country, focused on measuring and controlling emissions. The company also has **Virtual and Augmented Reality Labs**, used in vehicle development, the creation of virtual prototypes, and simulations of production processes, allowing solutions to be validated digitally before physical implementation and increasing project efficiency. In 2024, **SoLiSi** (Sonnenlichtsimulation) was inaugurated — a solar radiation simulation system that accelerates weathering and aging tests on components, reducing validation times. The Anchieta plant concentrates research, development, production, and testing activities, while the Taubaté **Test Track** complements vehicle performance and safety validation.

Innovation and New Business Models

(GRI 3-3)

Volkswagen Brazil’s Open Innovation Challenge, created in 2024, expanded in 2025 with the implementation of the projects selected in the previous cycle and a new round of challenges. Among the initiatives implemented, the startup Ecomilhas—an app that financially rewards users (*cashback* or *gift cards*) for choosing sustainable transportation—

was prioritized for the pilot program with employees. Over the course of the year, participation in the project grew from 100 to about 1,000 participants, driven by the employees' own engagement. The initiative recorded approximately 4,000 metric tons of carbon emissions avoided through monitored trips, including routes outside the corporate context.

In October, the company launched a new edition of the program, with open challenges in the areas of Logistics and Human Resources. About 20 *startups* participated, and two were selected (Implanta and AutoU), focusing on improving operational efficiency and data integration for human resources management. Both advanced to the contracting phase at the end of 2025, with pilot implementations expected to follow, expanding the practical application of the solutions identified by the innovation ecosystem.

Agro Territory

Volkswagen Brazil entered into a partnership with the agtech company Grão Direto to facilitate vehicle purchases through a barter arrangement, with payment made in grain. The initiative uses the Barter Fácil platform, which allows farmers to directly trade their produce as a form of payment when purchasing the Brand's products.

The project began as a pilot program with five dealerships and, throughout 2025, was expanded to include other interested customers, ending the year with 12 participating operations. During this period, nine sales were made using this approach, in addition to the generation of more than 1,000 *leads*, which represent potential conversions into future sales. The program reinforces Volkswagen's position in Agro Territory and represents a trend toward diversifying negotiation methods, expanding access to vehicles with innovative solutions compatible with the reality of rural producers.

Intrapreneurship

In 2025, Volkswagen's intrapreneurship program was revamped and adopted a more comprehensive recognition model, valuing not only those who propose ideas but also all professionals who contribute to their implementation, validation, and approval. Reinforcing end-to-end recognition, the new format was renamed InovaVW (formerly Geração de Ideias). In 2025 alone, the program included 90 initiatives implemented by company employees, which together generated a significant economic impact, with cost reductions and avoided costs totaling approximately R$ 11.6 million.

Vehicle Digitalization and Connectivity

(GRI 3-3)

Volkswagen Brazil launched **OTTO** in 2025, the first generative artificial intelligence developed by an automaker in the country. Available on the Novo Tera for vehicles equipped with Android and iOS systems and an active connected car service, the technology expands connectivity features and introduces a new model of interaction between driver and vehicle.

Developed by the VW Tech_ team in partnership with Accenture Brazil, OTTO uses language models integrated with vehicle data and external applications. The system supports voice commands to access vehicle information, indicate maintenance needs, check routes and services, and answer open-ended questions on a variety of topics, such as weather, routes, vehicle range, and nearby services. The solution also incorporates features such as a generative user manual and vehicle usage tracking, consolidating the Brand's digitalization strategy in the Brazilian market.

Digital Ecosystem

Volkswagen's connectivity strategy in Brazil began in 2020 with the launch of the Nivus and the introduction of the VW Play multimedia system. In 2024, the New Nivus marked the evolution of this system with the introduction of VW Play Connect and the My VW 2.0 app, which expanded digital capabilities and integration between the vehicle and the user.

These solutions provide remote access to various vehicle functions, such as locking the doors, sounding the horn, and turning on the lights, as well as viewing operational information, maintenance alerts, and scheduling service appointments. The ecosystem also includes embedded applications and artificial intelligence-based features, such as interactive digital manuals.

In 2025, connectivity was expanded to new models. The New T-Cross and the New Tera now come standard with VW Play Connect and the My VW 2.0 app, while the New Taos will have these features incorporated into its 2026 lineup. During the same period, Volkswagen launched the Volks Club, a subscription program that offers services and benefits related to the use of connected vehicles.

Details at every stage

(GRI 3-3, 416-1)

1

Product predevelopment

From the start of the project, aspects such as safety, performance and *design* are extremely important. The protection of drivers and pedestrians, for example, is an essential aspect from the very beginning of product development.

2

Development

All vehicle components are designed and tested using the most advanced laboratory processes – including resources such as vehicle prediction simulations – during emissions, *crash*, performance, durability, noise, electronic integration, and other tests.

3

Certification

Volkswagen vehicles have several certifications that guarantee their high standard of quality, exceeding the requirements of Brazilian legislation and standards. Latin NCAP certification, for example, is obtained through exceptional results in destructive *crash-tests*, an essential stage prior to their release to the market. During the process, the latest generation of anthropometric dummies certify the biomechanical values obtained from vital organs. The 5-star results exceed the safety standards required by law.

4

Manufacturing and production

The automaker starts manufacturing the product only after certifying the efficiency of the components and the complete vehicle.
The model must meet the specifications approved in the project.

5

Marketing and communication

The Marketing, Communications, and Technical Assistance areas are responsible for communicating vehicle safety features to consumers and guiding them on the use of the available features.

6

Product use

Guidance on the safety features available and their correct use is a constant concern of the automaker. This is described in detail in the media and in the owner's manual. In addition to this, Volkswagen provides customers with vehicle safety guidelines and a safe driving booklet, with instructions for adjusting safety components in order to obtain the ergonomically safest driving position and achieve the best system performance in the event of a collision.

7

ISO 9001

All the stages that make up the life cycle of Volkswagen do Brasil's products and services are structured on the basis of the company's Quality Management System (ISO 9001), which adds to other internal standards.

Information available to consumers

(GRI 417-1, 417-2)

All products are identified by means of labels and engravings, which comply with legal requirements (product safety, the environment, quality, and telecommunications) and include complementary information from Volkswagen do Brasil itself on the functionality and correct use of certain equipment and vehicle maintenance. The VW Guide, also known as the Owner's Manual, is made available (in digital format) to all customers, with information presented in a didactic manner to facilitate correct use by consumers, guaranteeing their safety.

With a focus on process optimization, cost reduction and environmental awareness, the After Sales team sought common information between vehicles to unify the document. Currently, a manual has been implemented for the entire range of domestic vehicles, one for those exported to Argentina and another for imported vehicles. For the LAM and North African markets, the strategy is under development. By establishing connections with digital platforms, it has been possible to create leaner printed manuals (just 60 pages), which cover safety and legislation issues. The texts direct the reader to find out more on the VW website or in the My VW App, with exclusive digital manuals per model with the full content (up to 350 pages). In addition to the information available in the instruction manual and the Volkswagen Guide, customers also have access to the Cognitive Manual, which uses artificial intelligence to understand and answer questions.

Suppliers

Supply Chain Keeps Pace with Product and Production Expansion

The supplier network plays a central role in Volkswagen Brazil's operations and in supporting the company's strategy for new product launches and production growth. In 2025, the supply chain kept pace with the expansion of the Brand's portfolio and the demand for new projects in the country.

One of the main examples was the launch of the New Tera. The model required approximately R$ 3.23 billion in parts purchases in 2025, equivalent to 12% of the company's total projected parts purchases for the year, estimated at R$ 26.3 billion. The vehicle has a localization rate of 80%, representing more than 230 Brazilian companies. Of these, 21 are located in the Paraíba Valley.

In 2025, the company had 414 vehicle parts suppliers. Of that total, 241 companies supply the New Tera (58% of the Brand's supplier base). The data reflect the strategy of prioritizing local suppliers and integrating the supply chain into vehicle development and production projects in Brazil.

Challenges

Market challenges in 2025 required attention to external factors that impacted the supply chain. Among the challenges were semiconductor availability, limitations in international logistics, affected by geopolitical tensions, weather events, and transportation restrictions, and the financial situation of part of the domestic supplier base, influenced by the credit environment and interest rates.

To mitigate these risks, Volkswagen Brazil adopted strategies such as developing alternative suppliers, managing inventories of more sensitive components, and fostering collaboration among Engineering, Quality, Finance, and Procurement to accelerate decisions and solutions. This operating model made it possible to maintain business continuity and respond quickly to changes in the supply environment.

Volkswagen Sustainable Chain

Volkswagen Brazil continued the Volkswagen Sustainable Chain program, launched in 2024 to strengthen dialogue and the development of ESG practices in the supply chain.

After involving 40 strategic partners in its first cycle in 2024, the project advanced in 2025 with in-depth discussions with 15 suppliers. The discussions focused on programs and actions related to environmental, social, and governance issues, with an emphasis on circular economy initiatives.

The program's goal is to encourage the exchange of experiences and support the development of ESG projects in the Brazilian automotive supply chain, with Volkswagen Brazil serving as the coordinator of this process alongside strategic partners.

ESG measures for the value chain

1. Internal Policies
2. Training
3. S-Rating
4. Media Screening
5. Grievance Mechanism

Internal policies

Volkswagen Brazil's procurement processes are guided by the ethical principles set forth in the Code of Conduct, the Sustainability Policy, and the Best Practices Guide for the Procurement of Goods and Services, documents that define the company's procurement standards and the criteria for conducting negotiations and contracting suppliers. These tools take into account environmental, social, and governance (ESG) factors, as well as economic criteria, which guide the selection of new business partners.

As part of these guidelines, Volkswagen Brazil provides the Diversity and Inclusion Handbook for Business Partners, which guides suppliers in adopting inclusive practices, respecting human rights, and promoting a diverse and discrimination-free work environment throughout the supply chain.

Volkswagen Brazil's procurement policies are reviewed and adjusted by the GRC (Governance, Risk, and Compliance) team whenever necessary and are evaluated annually through internal and external Quality Management audits (ISO 9001).

Training

In 2025, Volkswagen Brazil conducted training sessions for buyers and suppliers focused on sharing knowledge related to sustainability, supplier evaluation criteria (S-Rating), and procurement process guidelines. During the period, approximately 900 hours of training were delivered across different sessions.

Four training sessions were held for suppliers, with 508 professionals participating. The sessions covered topics related to the company's required practices and the criteria applied in supply chain management.

For internal staff, two sessions were held for buyers, bringing together 65 participants to promote alignment with the policies, processes, and criteria adopted in procurement decisions.

In addition, Volkswagen Brazil conducted specific training sessions and educational events on human rights for both suppliers and buyers, focusing on disseminating the provisions of the German Due *Due Diligence* (LkSG) and sharing nvironmental, social, and governance best practices. These initiatives sought to support compliance with the legislation and promote an understanding of the impacts of business activities on employees and surrounding communities.

S-Rating

Since 2019, Volkswagen Brazil has maintained the S-Rating as its supplier evaluation system based on sustainability criteria, used as a reference for the selection of business partners. A positive rating (Grade A) is a requirement for contracting suppliers and for remaining in the company's supplier base.

In 2025, S-Rating 2.0 was implemented. With stricter criteria, it recognizes only a Grade A rating, discontinuing the Grade B rating and significantly raising the level of requirements. That same year, Volkswagen Brazil set a goal of having 85% of its supplier base achieve a Grade A rating in the S-Rating system. At the end of the period, the recorded rate was 88%, exceeding the target. This result was achieved by strengthening supplier engagement initiatives, including training and ongoing communication on sustainability and compliance criteria, as well as improvements to internal assessment processes. Ongoing monitoring of supplier performance and the synergy among the internal areas involved in managing the S-Rating also contributed to the consistent application of the evaluation requirements.

The S-Rating is a dynamic questionnaire consisting of 22 questions that reflects sustainability-related updates. Whenever criteria are added or revised, the company provides guidance and training to affected suppliers to support their adaptation to the current guidelines.

Media Screening

Media Screening is a system used for the continuous monitoring of social media and global content to identify potential deviations from Volkswagen’s principles and guidelines. Whenever a supplier is identified by the system, the Group company with the closest business relationship takes the lead in the investigation, evaluating the evidence and determining the appropriate measures. These actions prioritize guiding partners and supporting their alignment with the established guidelines and may, in specific situations, lead to the review or termination of the business relationship.

In 2025, there was an increase in the volume of alerts ("hints," as pre-cases are called), related to the expanded use of monitoring technologies and artificial intelligence, which made tracking more comprehensive and detailed. These findings identified through Media Screening did not result in any financial or operational impacts for Volkswagen Brazil.

Grievance Mechanism

The Volkswagen Group follows a structured approach to addressing human rights and environmental issues in its supply chain. The Grievance Mechanism is triggered upon receipt of reports through the reporting channels and applies to direct and indirect suppliers, in accordance with the criteria established by the Group and applicable legislation.

In Brazil, the system follows global guidelines and is implemented in a manner aligned with the local context. In 2025, Volkswagen Brazil's Grievance Team reviewed and monitored 13 cases involving suppliers*, all of which remained under review at the end of the period. Of that total, eight cases were initiated during 2025 and remained active in the follow-up process.

Overall, the cases reviewed were related to labor issues, with the most frequent reports involving outsourcing and working hours. In some cases, the investigations identified labor-related situations that did not constitute violations classified as grievance cases or more serious incidents, according to the adopted criteria.

*This figure does not include reports initiated during the same period and subsequently classified as "hints" (pre-cases), either because they fall outside the scope of the applicable legislation (LkSG) or because they are handled by another Brand or region within the Group.

Stages of Supplier Development

To join Volkswagen Brazil’s partner network, all suppliers undergo a sustainability assessment process, the Sustainability Rating (S-Rating), which has been a mandatory criterion for selecting new partners since July 2019. The assessment verifies compliance with environmental, social, and compliance standards applicable to the supply chain.

In December 2022, the Volkswagen Group refined the S-Rating criteria in line with the German Due Diligence Act (LkSG), which establishes strict sustainability requirements for the supply chain, incorporating requirements for monitoring and mitigating environmental, social, and governance risks, including human rights issues. The process involves reviewing supplier information and documentation and complies with international standards, anti-corruption principles, and environmental protection guidelines.

1 ***Inputs*:**

Identification of potential suppliers by evaluating quality, logistics, engineering, and sustainability indicators.

2 ***Awareness* (agreement):**

Contact the supplier to detail a possible development plan. Once accepted, the goals, procedures and scope of the project are defined.

3 ***Assessment*:**

Drawing up the Current Value Stream Map of the part or process previously defined.

4 ***Workshop*:**

Evaluation of the production process in search of optimizations and thus build an Optimized Value Stream Map.

5 ***Implementation*:**

Phase in which the optimized process is put into practice, carrying out follow up to implement the improvement actions identified.

The One

In August 2025, Volkswagen Brazil held its annual The One event, an awards ceremony designed to promote partnerships with suppliers and recognize contributions related to operational performance, innovation, and sustainability by companies that stood out for practices and projects developed throughout the value chain. The event took place in Rio de Janeiro, with more than 250 of the company's strategic partners in attendance.

During the event, awards were presented in **12 categories** covering different areas of the supply chain.

— Supply Security Category: AISIN

— Technical Development & Innovation: ECARX

— Social & Diversity: JSL

— Quality: HUTCHINSON

— Aftersales: POWERCOAT

— Internal Chemical Partnership: ADIENT

— External Chemical Partnership: GOODYEAR

— Metal Partnership: USIMINAS

— Connectivity Partnership: MOURA

— Powertrain Partnership: MAHLE

— Services & Investments Partnership: NGC

— Volkswagen Argentina Partnership: MIRGOR

Supplier profile

(GRI 3-3, 2-6, 204-1)

In 2025, Volkswagen Brazil reported R$ 32.3 billion in purchases, of which R$ 26.3 billion were direct purchases (parts) and R$ 6 billion were general purchases, maintaining its strong presence in the automotive supply chain across different regions of the country. In 2025, Volkswagen Brazil registered a total of 750 new suppliers, including 414 for direct purchases (parts) and 336 for general purchases, as part of its strategy to expand opportunities and strengthen relationships with companies of different sizes. The company's purchasing volume contributes to the economic activity of the communities near its business units, while also generating impacts in other regions of the country.

In recent years, the localization of components and the consolidation of the local supplier base have guided Volkswagen Brazil’s procurement process. This approach is linked to reducing supply chain risks, particularly those related to external factors, while strengthening the country's domestic industry. The procurement of goods and services from micro, small, and medium-sized enterprises is part of this approach whenever the technical, commercial, and compliance requirements are met and the companies are properly registered in the LDB (Lieferant Database).

Over the past few years, the share of suppliers based in Brazil has remained relatively stable, accounting for approximately 85% of the company's total procurement costs: 85.40% in 2023, 85% in 2024, and 85.04% in 2025. The increase in the value of parts purchased accompanied the market's gradual recovery following the pandemic and was also related to the consolidation of Volkswagen Brazil's market share in the automotive sector.

Volkswagen Brazil’s procurement practices are managed through the ongoing evaluation of suppliers based on a global sustainability methodology. This process includes the use of the Self-Assessment Questionnaire (SAQ 5.0), which evaluates environmental, social, and compliance criteria and is part of the S-Rating methodology used as a reference for selecting and monitoring supply chain partners. In 2025, 88% of Volkswagen Brazil's suppliers received an A rating, based on revenue.

Expenses with local suppliers[1]

(GRI 204-1)

	2023	2024	2025
Budget for suppliers (BRL billions)	BRL 17.88	BRL 25.00	BRL 27.40
Amount invested in local suppliers (BRL billions)	BRL 15.27	BRL 21.25	BRL 23.30
% of budget invested in local suppliers	85.40%	85.00%	85.04%

Footnote:

1. Data referring to the four Volkswagen do Brasil plants and the Parts and Accessories Center. All parts produced in Brazilian factories, as well as goods and services supplied, are classified as local.

Environmental assessment of suppliers

(GRI 308-1, 308-2)

Volkswagen Brazil conducts environmental assessments of suppliers to identify, classify, and mitigate environmental risks throughout the supply chain. The process is conducted through document reviews and on-site audits and aims to strengthen the Environmental and Energy Compliance Management System (SGCAE), ensure compliance with the Volkswagen Group's Environmental and Energy Policy, and promote the continuous improvement of suppliers.

Based on the analysis, suppliers are classified according to their level of environmental risk, and the assessment results are formally communicated to them. In cases of non-approval or approval with deviations, corrective and preventive actions are implemented within previously agreed timeframes. The Environmental Management area shares the results with the Procurement and operational areas responsible for monitoring the implementation of the defined actions. In addition, periodic assessments are conducted in accordance with a pre-established internal procedure, including follow-up activities to provide guidance and restore supplier ratings, ensuring continuous improvement and compliance with Volkswagen Brazil's environmental standards. If environmental requirements are not met, the company may restrict the selection of suppliers for new business.

Suppliers approved through either initial audits or follow-up processes receive notification of the results, which are also shared internally with the relevant areas. Those demonstrating outstanding environmental performance are invited to participate in workshops to share best practices and successful experiences.

"**Tier 1**" suppliers and "**critical non-production"** suppliers are evaluated, including companies responsible for transportation, waste management, and effluent treatment, whether potential or active. For active suppliers, selection for audits considers criteria such as activities with high pollution potential, strategic relevance, insolvency risk, and specific requests from internal areas. The frequency of evaluations is determined based on the risk level assigned to the supplier and may include on-site audits when necessary. After each assessment, the environmental risk is reevaluated, allowing for greater control and mitigation of impacts.

Under the new Environmental Management procedure, the assessment is mandatory for both potential and active suppliers. For "Tier 1" suppliers and waste haulers, the assessment is conducted based on available capacity. For other suppliers, implementation of the process is not mandatory. In 2025, no actual negative impacts resulting from the supplier environmental assessment process were identified.

New suppliers selected based on environmental criteria

(GRI 308-1)

	2023[1]	2024	2025
New suppliers considered for contract	769	713	817
New suppliers contracted on the basis of environmental criteria	376	496	520
Percentage of new suppliers contracted based on environmental criteria (%)	48.9%	69.6%	63.65%

Footnote:

1. Reduction in the number of registered and contracted suppliers due to the consolidation strategy.

In 2025, 63.65% of newly contracted suppliers met the environmental criteria, based on the calculation methodology used in previous cycles. The result confirms the consolidation of environmental requirements into the company's procurement strategy, even as the total pool of evaluated suppliers expanded significantly over the period.

The number of partners meeting the environmental criteria continued to rise, increasing from 376 in 2023 to 496 in 2024 and reaching 520 suppliers in 2025. Although the percentage represents a change from 2024, when the index stood at 69.57%, the decrease does not indicate a setback but is directly related to the significant expansion of the total pool of suppliers evaluated during the year.

It is worth noting that all production-related appointments made by Volkswagen Brazil in 2025 were limited exclusively to suppliers that fully met the established environmental requirements, resulting in a 100% compliance rate.

The progress observed over the past few years is driven by initiatives implemented by the company, such as ongoing training for suppliers, the refinement of internal environmental assessment processes, and greater integration with the VW Sustainable Chain project, which has strengthened the implementation of sustainability practices throughout the supply chain. These factors reinforce the consistency of the strategy adopted and the continuous progress in incorporating environmental criteria into procurement decisions.

Suppliers with potential and actual negative environmental impacts

(GRI 308-2)

	2023	2024	2025[3]
Assessed suppliers[1]	73	63	74
Identified suppliers	37	35	33
Significant negative environmental impacts identified[2]	6	233	274
Suppliers with agreed improvements as a result of the assessment	6	11	19
Percentage of suppliers with agreed improvement actions as a result of the assessment	16.2%	31.4%	57.58%
Suppliers identified whose business relationships were terminated as a result of the assessment	0	0	0
Percentage of identified suppliers whose business relationships were terminated as a result of the assessment	0%	0%	0%
Reasons for terminating business relationships with suppliers	In no case was an established business relationship affected. Responsibility for business relationships lies with Procurement, not Environmental Management.		

Footnote:

1. The evaluated suppliers are located in Brazil. Those considered critical are mostly located in the states of São Paulo, Minas Gerais, and Paraná. The change in the service provider contract for environmental assessments impacted the number of evaluations conducted in 2024. A recovery plan has been drawn up.
2. In 2024, the scope for reporting significant environmental impacts (both potential and actual) was reviewed and expanded. The assessment now includes compliance with environmental legal requirements such as waste management, effluents, atmospheric emissions, noise, vibrations, environmental liabilities and other conditions, environmental infractions, as well as AVCB and IBAMA regulations. Additionally, it includes compliance with Volkswagen's specific requirement: ISO 14001 environmental certification.
3. The high failure rate prompted a review of Volkswagen Brazil's procedure. This work is still in progress.

Social impacts

(GRI 2-27, 408-1, 409-1, 414-1, 414-2)

Volkswagen Brazil adheres to strict social responsibility standards throughout its supply chain, which are formalized in contractual documents such as the Special Purchasing Terms for Sustainable Supply and the Sustainability Terms. These documents establish clear obligations regarding the elimination of child labor and forced or slave-like labor, ensuring that partners act in accordance with the standards required by the Group.

These actions are in line with international conventions and guidelines, particularly the ILO Declaration on Fundamental Principles and Rights at Work (1998), which calls for the abolition of slave labor, the elimination of forced or compulsory labor, the prohibition of discrimination, freedom of association, and the right to collective bargaining. Since 2006, Volkswagen Brazil has made available the booklet Sustainability in Supplier Relations, which outlines criteria and commitments related to ethics, human rights, and responsible practices in the supply chain. In 2022, the selection criteria were refined to comply with the German Due Diligence Act (LKSG), resulting in the implementation of a robust procedure for verifying and investigating suppliers' activities, with a focus on mapping, monitoring, and mitigating social and environmental risks.

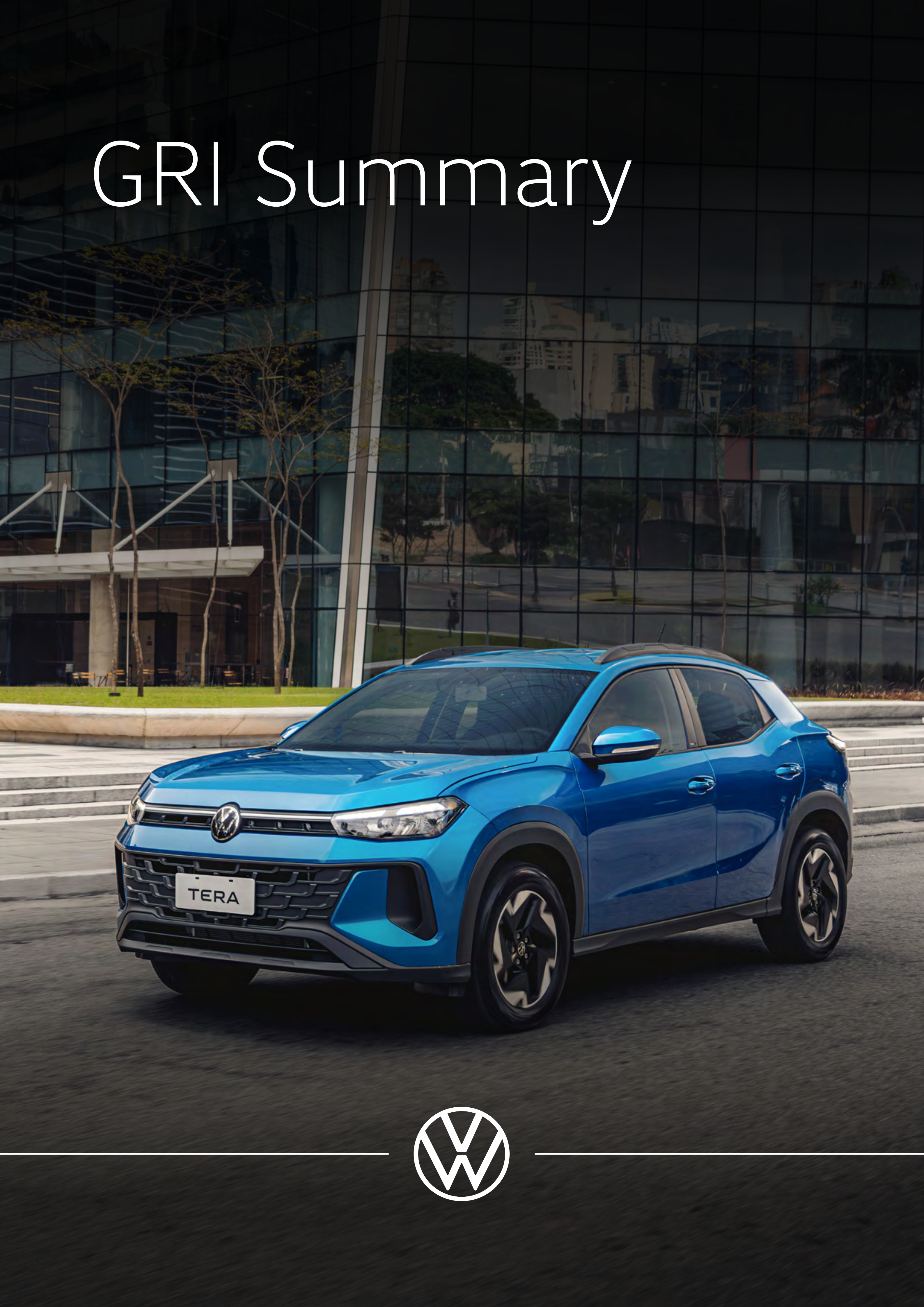
Social risk management is carried out using dedicated tools, such as the S-Rating (Sustainability Rating), which is a mandatory criterion in the supplier selection process (100% of new suppliers). No partner may be contracted without meeting the minimum required level. The assessment is conducted through the Supplier Assurance digital platform, with the analysis carried out by an independent specialized firm, ensuring impartiality and transparency. Depending on the assessment results, on-site visits may be conducted and additional information may be requested, including anti-corruption questionnaires. In 2025, this system was enhanced to assess suppliers for social non-compliance.

To address actual or potential negative impacts, the company has a Grievance Mechanism in place, a channel for investigating possible violations of human rights or environmental requirements by direct and indirect suppliers. Since 2024, the Group has stepped up preventive actions through specific training on Human Rights and ESG for strategic partners, selected based on the criticality of their sector or the activities they perform. In 2025, the company held workshops dedicated to Human Rights Due Diligence, covering issues such as forced labor and conditions analogous to slavery, as well as topics such as working hours, health and safety, non-discrimination, combating harassment, and environmental impacts that may affect workers and surrounding communities.

The effectiveness of these initiatives is monitored using performance indicators, particularly the S-Rating and engagement metrics for the training sessions organized by the Sustainability in Procurement department. The Risk and Sustainability department continuously monitors business partners, providing support to help them maintain compliance with social, environmental, and ethical standards.

In 2025, 520 partners underwent social impact assessments, of which only one presented a significant actual or potential impact. The identified case involved possible violations of working conditions, including health and safety issues and wage irregularities resulting from unpaid overtime. In this case, corrective measures agreed upon by the parties were implemented, with monitoring by the company. Throughout the year, no significant risks related to child labor, forced labor, or labor analogous to slavery were reported in Volkswagen Brazil's operations.

GRI Summary



GRI content summary

(GRI 102-55)

GRI Standard	GRI 2021	Announcement	Where to find	Sustainable Development Goals	Material topic in 2025
	2-1	Organization details	Volkswagen do Brasil Strategy and Management		
	2-3	Reporting period, frequency and point of contact	Presentation		
	2-4	Rephrasing information	Presentation		
	2-6	Activities, value chain and other business relationships	Volkswagen do Brasil People Suppliers		
	2-7	Employees	People	8	
	2-9	Governance structure	Strategy and Management		
	2-22	Declaration on sustainable development strategy	Message from the CEO		
	2-23	Policy commitments	Strategy and Management	16	
	2-26	Mechanisms for advice and raising concerns	Strategy and Management		

GRI Standard	GRI 2021	Announcement	Where to find	Sustainable Development Goals	Material topic in 2025
	2-27	Compliance with laws and regulations	Strategy and Management Factories Suppliers	9, 10	Social and environmental responsibility
	2-29	*Stakeholders* engagement approach	Presentation People	17	
	2-30	Collective negotiation agreements	People	8	
	3-1	Process of defining material topics	Presentation		
	3-2	List of material topics	Presentation	17	
	3-3	Managing material issues	People Factories Suppliers		Customer satisfaction Digitalization, new business models and vehicle connectivity Organizational climate Social and environmental responsibility
201-1		Direct economic value generated and distributed	Volkswagen do Brasil	8	Company performance and economic viability

GRI Standard	GRI 2021	Announcement	Where to find	Sustainable Development Goals	Material topic in 2025
202-1		Ratio between the lowest wage and the local minimum wage, broken down by gender	People	1, 5, 8	
202-2		Proportion of board members hired from the local community	Strategy and Management		
203-1		Investments in infrastructure and support services	People	9, 10	Social and environmental responsibility
204-1		Proportion of spending with local suppliers	Suppliers	12	Sustainable supply chain
205-1		Operations assessed for risks related to corruption	Strategy and Management	16	Ethical and transparent conduct
205-2		Communication and training on policies and procedures to combat corruption	Strategy and Management	16	Ethical and transparent conduct
205-3		Confirmed cases of corruption and measures taken	Strategy and Management	16	Ethical and transparent conduct
206-1		Legal actions for unfair competition, trust, and monopoly practices	Strategy and Management	16	
302		Energy	Factories	7, 8, 11, 12, 13	Reduced emissions from vehicle use

GRI Standard	GRI 2021	Announcement	Where to find	Sustainable Development Goals	Material topic in 2025
302-1		Energy consumption within the organization	Factories	7, 8, 11, 12, 13	
302-2		Energy consumption outside the organization	Factories	7, 8, 11, 12, 13	
302-3		Energy intensity	Factories	7, 8, 11, 12, 13	
302-4		Reduction of energy consumption	Factories	7, 8, 11, 12, 13	
302-5		Reductions in the energy requirements of products and services	Factories	7, 8, 11, 12, 13	Reduced emissions from vehicle use
305-1		Direct emissions (Scope 1) of greenhouse gases (GHG)	Factories	3, 12, 13, 15	
305-2		Indirect emissions (Scope 2) of greenhouse gases (GHG) from energy purchases	Factories	3, 12, 13, 15	
305-3		Other indirect emissions (Scope 3) of greenhouse gases (GHG)	Factories	3, 12, 13, 15	Reduced emissions from vehicle use
305-5		Reducing greenhouse gas (GHG) emissions	Factories	3, 12, 13, 15	Reduced emissions from vehicle use

GRI Standard	GRI 2021	Announcement	Where to find	Sustainable Development Goals	Material topic in 2025
305-6		Emissions of ozone depleting substances (SDO)	Factories	3, 12, 13, 15	
305-7		NOX, SOX, and other significant atmospheric emissions	Factories	3, 12, 13, 15	
306-3		Waste generated	Factories	12	
306-4		Waste not destined for final disposal	Factories	12	
306-5		Waste destined for final disposal	Factories	12	
308-1		New suppliers selected based on environmental criteria	Suppliers	8, 12	Sustainable supply chain
308-2		Negative environmental impacts of the supply chain and measures taken	Suppliers	8, 12	Sustainable supply chain
401-1		New hires and employee turnover	People	5, 8	
401-3		Maternity/paternity leave	People		

GRI Standard	GRI 2021	Announcement	Where to find	Sustainable Development Goals	Material topic in 2025
403-1		Occupational health and safety management system	People	3, 8	
403-9		Accidents at work	People		
404-1		Average hours of training per year, per employee	People	4, 5, 8	Employee development and training
404-2		Programs for improving employee skills and career transition assistance	People	4, 5, 8	Employee development and training
408-1		Operations and suppliers with a significant risk of child labor cases	Suppliers	8, 16	
409-1		Operations and suppliers with a significant risk of cases of forced or compulsory labor	Suppliers	8	
414-1		New suppliers selected based on social criteria	Suppliers	8, 12	Sustainable supply chain
414-2		Negative social impacts of the supply chain and measures taken	Suppliers	5, 8, 16	Sustainable supply chain

GRI Standard	GRI 2021	Announcement	Where to find	Sustainable Development Goals	Material topic in 2025
416-1		Assessment of health and safety impacts caused by categories of products and services	Factories	3, 16	Vehicle safety and quality
416-2		Cases of non-compliance in relation to health and safety impacts caused by products and services	Factories	3, 16	Vehicle safety and quality
417-1		Requirements for product and service information and labeling	Factories	12	
417-2		Cases of non-compliance in relation to product and service information and labeling	Factories		
417-3		Cases of non-compliance in relation to marketing communication	Strategy and Management		
418-1		Verified complaints regarding breach of privacy and loss of customer data	Strategy and Management		

Credits

General project coordination - Volkswagen do Brasil

Paula Fernandes Barreiros

Marcos Alexandre Martins

Photography

Volkswagen do Brasil Archive

GRI consultancy, editorial coordination and design

STAR7

Supervision, editing and writing: Rafael Barbosa

Service: Luciana Junqueira

Creation: Tatiane Rodrigues

STAR7 16262

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