



By Appointment to
His Majesty The King
Major Car Manufacturers
Bentley Motors Limited
Crewe Cheshire



BENTLEY

Press Information

BENTLEY MARKS SEVENTH CONSECUTIVE YEAR OF PROFITABILITY WHILE CONTINUING SITE TRANSFORMATION

- **Transformation of Pyms Lane site continues with the future Battery-Powered Electric Vehicle (BEV) assembly line nearing completion**
- **Reported operating profit of €216 million reflects extraordinary accounting effects, external trade and F/X impacts**
- **Revenue of €2.6 billion, driven by disciplined pricing, a richer derivative mix, and continued growth in Mulliner bespoke demand**
- **Revenue decreased just one per cent, reflecting resilient price position in the market and strong value realisation**

(Crewe, 17 March 2026) Bentley Motors today reports a seventh consecutive year of profitability, demonstrating resilient underlying performance amid a challenging global market environment, while continuing to self-fund significant capital investment at its historic Pyms Lane site in preparation for electrification.

While headline financial results were impacted by a number of external and non-recurring factors, Bentley's core performance remained robust. Customer deliveries declined by five per cent during the year, driven largely by continued market contraction, particularly in China. This was partially offset by increased demand for higher-margin derivatives and a continued shift towards bespoke personalisation, resulting in a revenue decrease of just one per cent. The Bentayga continues to be Bentley's best-selling model, with the Bentayga Speed entering key markets at the end of 2025, further reinforcing the SUV's popularity.

Improved pricing, a favourable model mix and sustained growth in Mulliner content helped mitigate the impact of lower volumes and supported revenue of €2.6 billion across the portfolio.

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Deliveries of Mulliner derivatives increased year on year, reinforcing Bentley's strategy of prioritising value over volume in the upper luxury segment.

Reported operating profit amounted to €216 million, resulting in an operating margin of 8.3 per cent. This outcome was significantly affected by expenses related to the Volkswagen Group's decision to discontinue a D-segment platform as well as additional pressure from U.S. tariffs and detrimental F/X impacts.

Bentley's financial performance continues to support the company's industry-leading Beyond100+ strategy, as it progresses towards self-funding its ambitious site infrastructure and future product cadence investments.

2025 was a year of continued transition for Bentley's product portfolio following the introduction of the fourth-generation high-performance Continental GT and high-performance Flying Spur, both featuring the brand's new V8 hybrid powertrain. Demand remained strongest for Speed and Mulliner derivatives, reinforcing average revenue per vehicle and supporting profitability.

The Bentayga Speed continues to perform strongly across global markets, contributing significantly to the overall revenue of the Bentayga product line. Meanwhile, the recent New York debut of the Supersports reaffirmed Bentley's ambition to expand its portfolio with more extreme, performance-driven variants. Customer response has been exceptional, with the model fully allocated and preparations now underway for first deliveries later this year.

Organisational efficiency measures

As part of its ongoing focus on long-term competitiveness and operational efficiency, Bentley will implement a colleague consultation programme affecting indirect non-manufacturing permanent employees. The programme reflects organisational adjustments, and the overall efficiency activities could result in 275 positions being removed from the organisational structure as the business prepares for its next

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phase of electrification and future product launches. Bentley is committed to managing the process responsibly and supporting affected colleagues throughout.

Commenting on the results, Dr Frank-Steffen Walliser, Chairman and CEO, said:

“2025 was a pivotal year for Bentley as we continue our preparation of the next generation of Bentleys including our upcoming all-electric model. Our high-performance Continental GT and Flying Spur have set new benchmarks for desirability, while the Bentayga remains our best-selling model with the new Speed derivative entering key markets. The all-new Bentley Supersports opened a new chapter for Bentley and underlines our sportiness and driver orientation.

We are investing at unprecedented levels in the Pym's Lane site, including the Design Centre, opened in July last year, the near completion of the A1 building for BEV production, and the upcoming opening of the new Paint Shop later this year. At the same time, we are making some difficult decisions to ensure the long-term competitiveness of the business, including an organisational adjustment potentially impacting approximately 275 positions. I want to express my sincere appreciation to those affected - we are committed to supporting each individual with care, guidance and assistance throughout this transition.

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These actions, alongside our investments and Beyond100+ strategy, ensure Bentley remains financially resilient, strategically focused and well positioned for the next generation of luxury vehicles.”

Axel Dewitz, Board Member for Finance and IT, added:

“Bentley has delivered a seventh consecutive year of profitability, demonstrating strong underlying financial performance despite a challenging macroenvironment. While reported results reflect a non-recurring accounting impact and external trade effects, the underlying business remains resilient.

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Revenue quality is supported by disciplined pricing and a rich model mix, with Mulliner bespoke demand continuing to grow.

These results give us confidence that Bentley's financial foundation is solid, whilst highlighting the need to continue to invest in our future product portfolio and site transformation."

Confirming Bentley's long-term commitment to UK manufacturing, work continues on the transformation of the carbon-neutral Pym's Lane factory and the infrastructure required for BEV production. Progress remains ongoing on the conversion of the site's oldest building, A1, which will become the future BEV assembly line. The Design Centre, opened in July 2025, consolidates Bentley's design and innovation capabilities on-site.

These investments build on the recent opening of the Excellence Centre for Quality & Launch. The new Paint Shop will open later this year, offering customers close to 100 individual paint colours and further enhancing Bentley's personalisation capabilities, while at the same time minimising its impact on the environment. Together, these developments reinforce Bentley's commitment to the Beyond100+ strategy and to securing high-value luxury manufacturing in Crewe for generations to come.

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Notes to editors

From W.O. Bentley, who founded Bentley Motors in 1919, to the current team of over 4,000 dedicated colleagues, the company's extraordinary cars have always been designed and built by exceptional people using only the finest of materials.

From modest beginnings, Bentley has moved from strength to strength – in a relentless pursuit of both luxury and performance. W.O.'s vision continues to guide Bentley's beliefs, actions and ambitions.



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Located in Crewe, England, and owned by the Volkswagen Group since 1998, Bentley Motors remains the definitive British luxury car company, crafting the world's most desirable high-performance grand tourers. Bentley's colleagues design, engineer and handcraft five bespoke models: Continental GT, Continental GT Convertible, Flying Spur, Bentayga and Bentayga EWB. The combination of fine craftsmanship, using skills that have been handed down through generations, and engineering expertise is unique to Bentley.

The luxury marque is creating a future driven by new technologies, materials, fuels and skills in the pursuit of a progressive, new world: one in which the highest levels of luxury mobility are achieved with sustainable methods.

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