

## **ŠKODA Annual Press Conference**

22.03.2022, Mladá Boleslav

Closing Statement, Thomas Schäfer  
CEO ŠKODA AUTO

### **Outlook 2022**

Status 2.0, 21.03.2022, 16:30 Uhr

**Auf einen Blick**

<b>Was?</b>	Jahrespressekonferenz ŠKODA AUTO a.s.
<b>Wann?</b>	22.03.2022
<b>Wo?</b>	ŠKODA Museum, L&K Hall
<b>Agenda/ Rundown</b>	10:00 – 10:04 Welcome by Jens Katemann 10:04 – 10:30 1 <sup>st</sup> part speech - Mr. Schäfer (review 2021) 10:30 – 10:50 Speech - Mr. Schenk 10:50 – 11:05 Speech – Mr. Jahn <b>11:05 – 11:15 2<sup>nd</sup> part speech – Mr. Schäfer (outlook 2022)</b> 11:15 – 11:30 Q&As (all available BoMs) 11:30 – 11:40 Group Pictures
<b>Art des Beitrags</b>	Wrap Up
<b>Länge</b>	5 minutes
<b>Sprache</b>	Englishh (Übersetzung in CZ)
<b>Publikum</b>	Livestream im Internet
<b>Begleitende Kommunikationsmaßnahmen</b>	<ul style="list-style-type: none"> <li>• Livestream (EN u. CZ)</li> <li>• PM</li> <li>• Twitter</li> <li>• Storyboard</li> <li>• Intranet</li> <li>• LinkedIn Live</li> </ul>
<b>Kommunikationsziele</b>	<ul style="list-style-type: none"> <li>• <b>Zusammenfassen:</b> ŠKODA AUTO in 2021</li> <li>• <b>Einordnen:</b> Finanzergebnis 2021</li> <li>• <b>Erläutern:</b> Strategische Entscheidungen 2021</li> </ul>
<b>Setting</b>	<ul style="list-style-type: none"> <li>• high table</li> <li>• headset</li> <li>• LED wall</li> <li>• teleprompter</li> </ul>
<b>Redebegleitung/ Charts</b>	yes (EN+CZ)
<b>Film(e)</b>	Yes (product & corporate highlights 2021)

Thanks, Martin.

Dear guests,

Before we get to your questions, let's take a quick look ahead.

As many of you know, I will be leading the **Volkswagen brand** from 1 July. At the same time, as a member of the Group Board of Management, I will assume responsibility for the **brand group 'volume'**. This comprises Volkswagen, ŠKODA, SEAT, CUPRA and Volkswagen Commercial Vehicles. On 1 April, I will take charge of Volkswagen brand's operating business. I will continue to lead the ŠKODA AUTO brand until my successor is appointed.

Even though the current times are extremely difficult, I am convinced that ŠKODA AUTO will benefit from the strong foundation we have managed to secure over the past year and a half:

*"Zeugnis"*

- Thanks to our **NEXT LEVEL – ŠKODA STRATEGY 2030**, we have set the direction for the new decade.
- We laid the groundwork for at least **three more all-electric vehicles** below the ENYAQ iV.
- We will create space for **150,000 additional units** available from the end of 2025, thanks to transferring the SUPERB to the Volkswagen plant in Bratislava, among other measures.
- We made tangible progress in becoming more digital for example with the Powerpass – simply clever 2.0 so to say.
- We successfully implemented our **INDIA 2.0 project** that now serves as a blueprint for other emerging markets.
- We have taken over more responsibilities for the Group – not only within the regions, but also for the **MQB A0 platform**.
- We made visible progress in the fields of **sustainability, diversity and cultural change**.
- And we are about to launch a new **design language** that will be a huge wow-moment for both our customers and competitors.

Dear guests,

When I made my first public appearance as ŠKODA's CEO, I said: "ŠKODA has huge potential." In the past 18 months, we have shown

what we are capable of. And now we are going further – we haven't fully unleashed our potential yet. We have a lot on our agenda. And we will deliver.

And now let's get to your questions!