



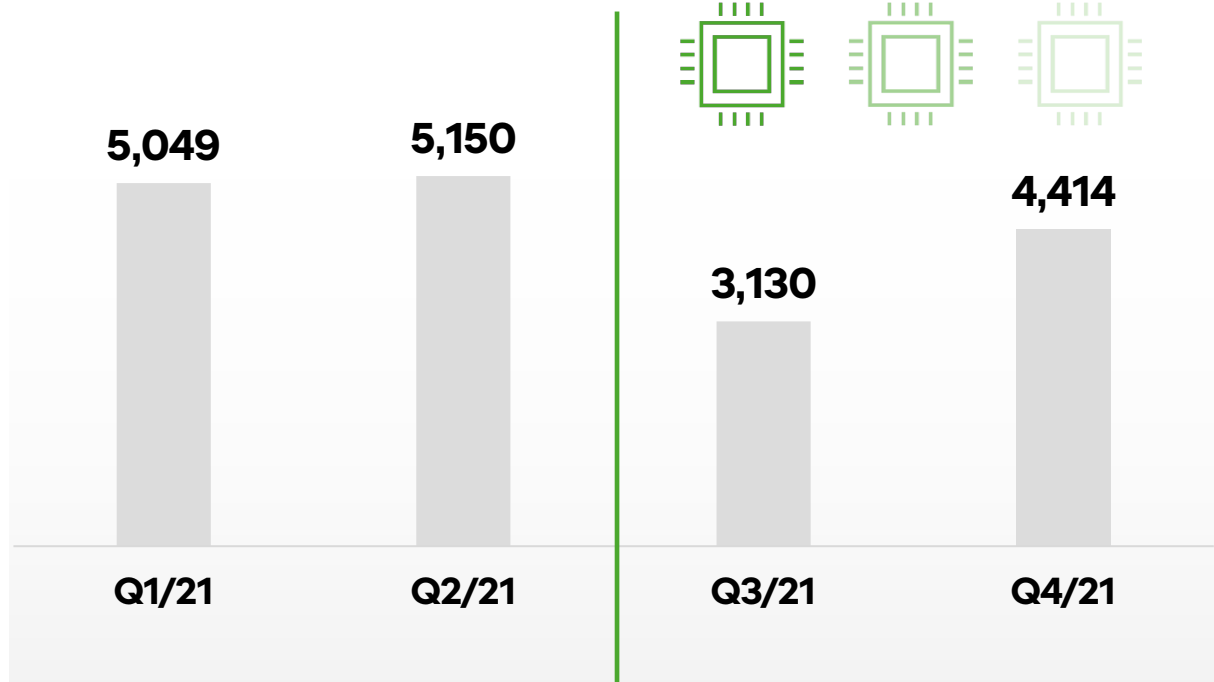
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2022

1st HALFTIME | MARKETS REOPENED WITH STRONG DEMAND

Sales revenue 2021 (ŠKODA AUTO Group)



Sales revenue (EUR, in millions)

2nd HALFTIME | PRODUCTION INTERRUPTIONS DUE TO SEMICONDUCTOR SHORTAGE

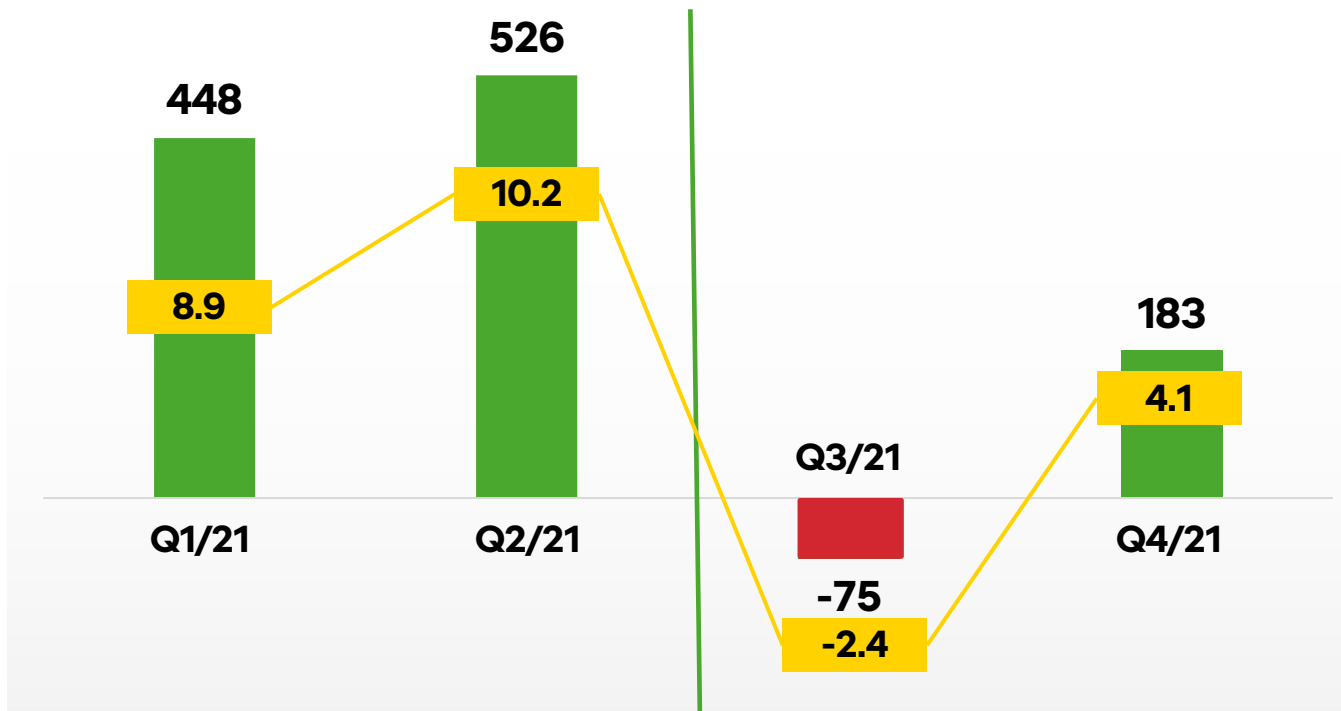


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1st HALFTIME | HIGH PROFITABILITY

2nd HALFTIME | SETBACK WITH SLIGHT RECOVERING IN Q4

Operating profit (ŠKODA AUTO Group)



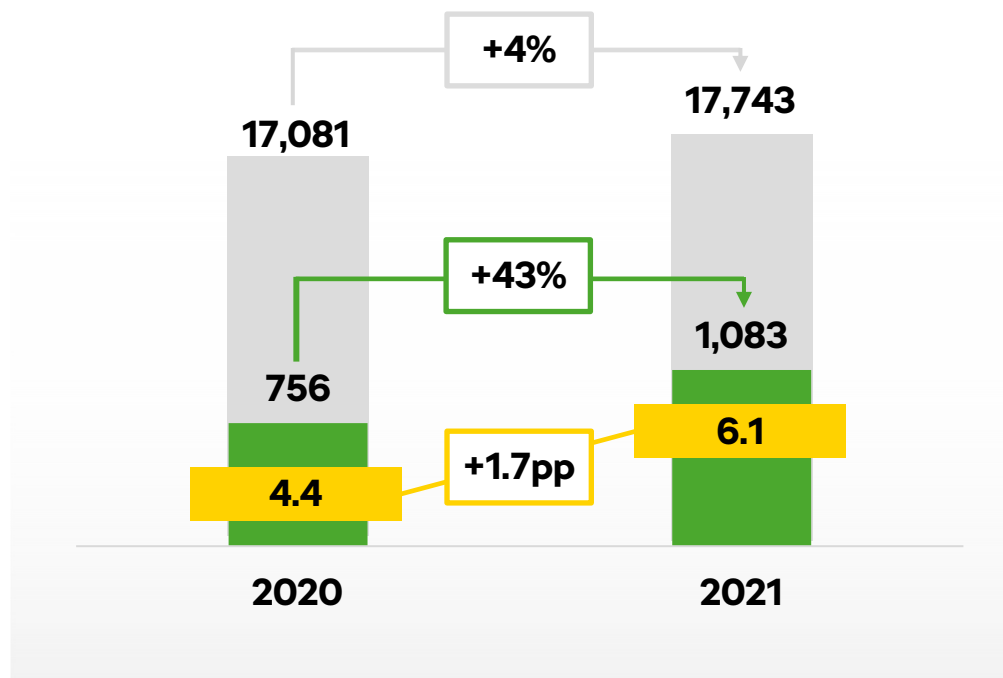
■ Operating profit (EUR, in millions) ■ Return on Sales (RoS, in %)



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PROFITABILITY INCREASED IN 2021

Sales revenue and operating profit 2021 (ŠKODA AUTO Group)



Operating profit (EUR, in millions)

Sales revenue (EUR, in millions)

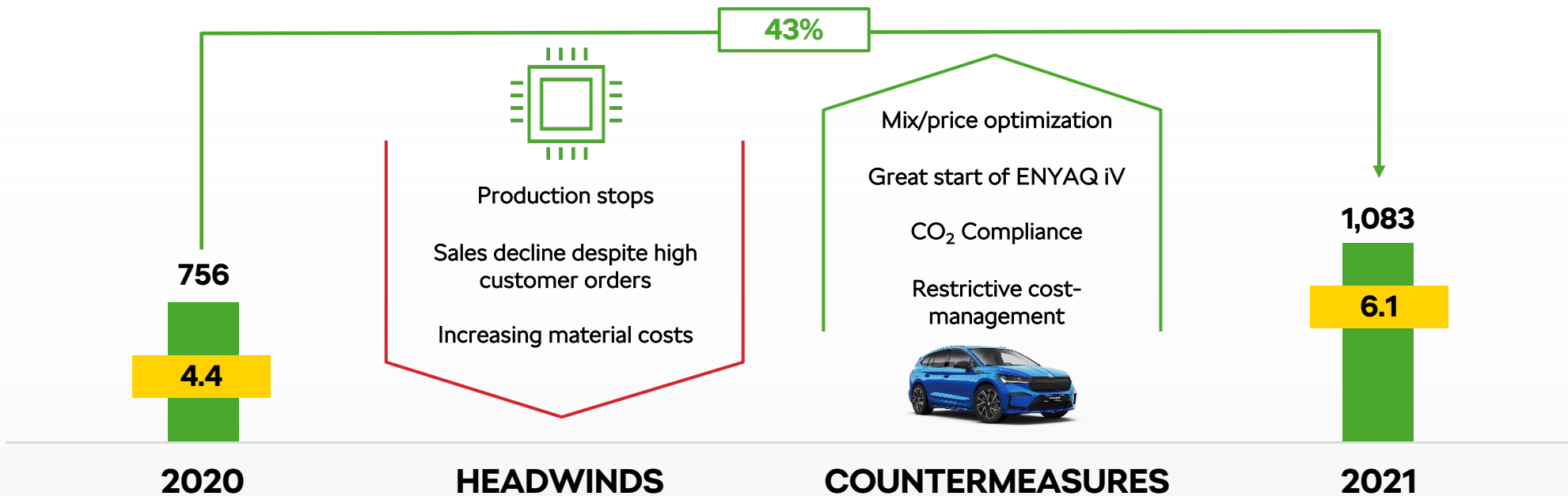
Return on Sales (RoS, in %)



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DESPITE SALES DECLINE PROFIT INCREASE IN 2021

Operating profit bridge 2021 (ŠKODA AUTO Group)



■ Operating profit (EUR, in millions) ■ Return on Sales (RoS, in %)



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CONSEQUENT CRISIS-MANAGEMENT ASSURES THE IMPROVEMENT OF FINANCIAL KEY FIGURES

(ŠKODA AUTO Group)

	2021	2020	CHANGE
Deliveries to customers Cars (thousand)	878	1,005	-12.6%
Sales revenue EUR (in millions)	17,743	17,081	+3.9%
Operating profit EUR (in millions)	1,083	756	+43.2%
Return on Sales (RoS) % (per cent)	6.1	4.4	+1.7 *
Earnings after tax EUR (in millions)	876	529	+65.6%
Net cashflow EUR (in millions)	554	213	+160.0%

* Percentage points

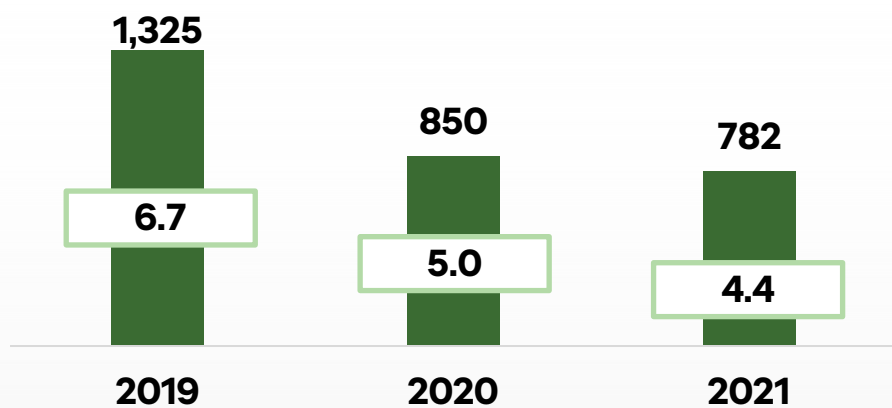
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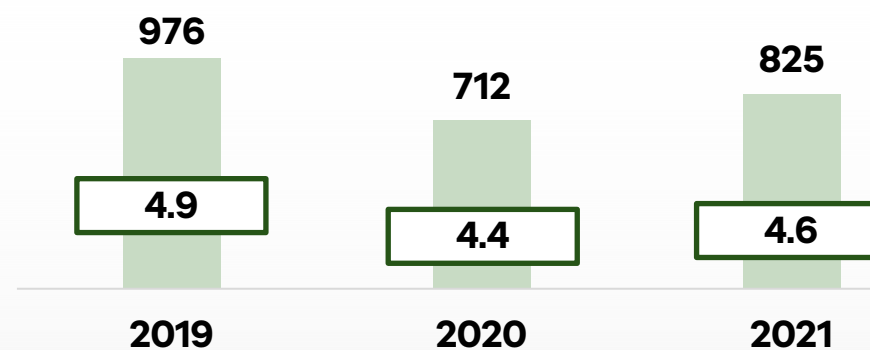
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STRICT COST MANAGEMENT CONTINUED IN 2021

(ŠKODA AUTO Group)



INVESTMENTS IN TANGIBLE ASSETS



R&D EXPENDITURES

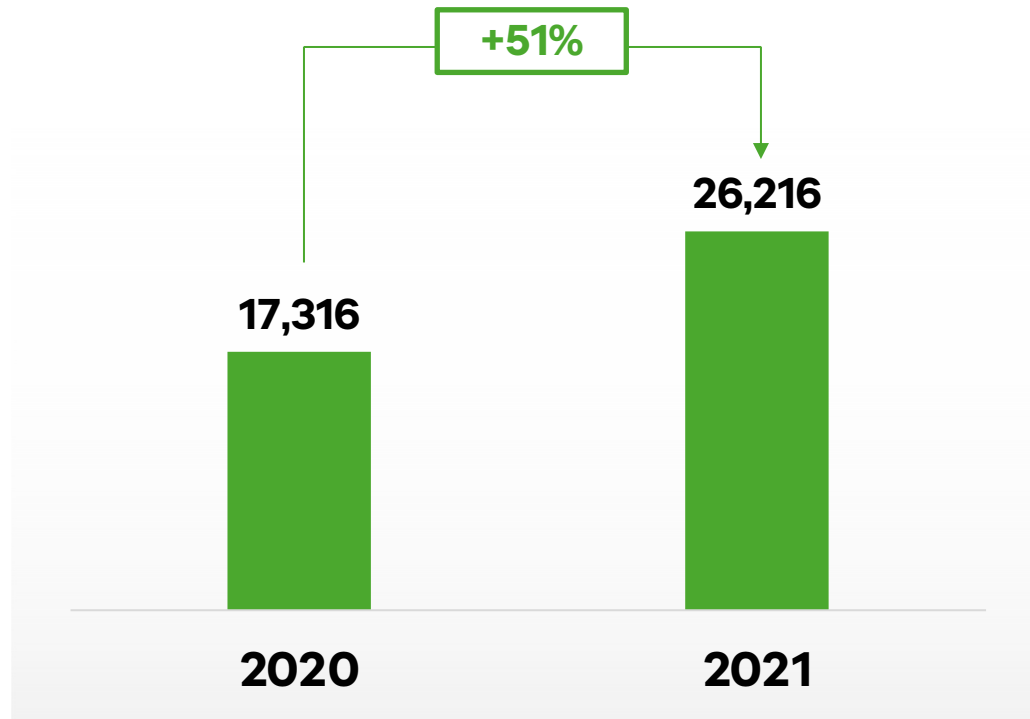
■ Investments in tangible assets (EUR, in millions) □ Investment quota ■ R&D expenditures (EUR, in millions) □ R&D quota



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OPERATING PROFIT AT ŠKODA AUTO a.s. IMPROVED

Operating profit 2021 (ŠKODA AUTO a.s.) in mil. CZK



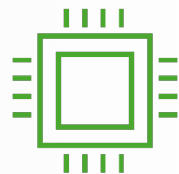
Operating profit (CZK, in millions)



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2022 WILL BE THE THIRD CHALLENGING YEAR IN A ROW

Continous pandemic and shortages in supply chain plus war in Ukraine



**COVID-19 AND SHORTAGE OF
CRITICAL MATERIALS AND MODULS**

WAR IN UKRAINE



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EXISTING PROGRAMS UNIFIED IN ONE PROFITABILITY PROGRAM

Four action-fields

NEXT LEVEL EFFICIENCY⁺

Maximizing
revenue
potential

Revolutionizing
material costs

Optimizing
production
costs

Optimizing
fixed costs



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- Consequently, any unexpected decline in demand or any economic stagnation in our core markets such as in Western Europe (particularly Germany) or China will have a corresponding influence on our business development. This also applies in cases of considerable adjustments to the current exchange rate with regards to the euro, the US dollar, the British pound or the Chinese renminbi.
- Should one of these risks or others occur, or in the event that the assumptions that underlie these statements prove to be incorrect, the actual results may substantially deviate from those expressed by the statements or contained in them.
- We do not retrospectively update the perspective statements. These forecasts are valid at the time of publishing and may be replaced.

