

1.

Hello ladies and gentlemen. Please let me now continue in Czech.

My name is Martin Jahn and I am a member of the board of ŠKODA AUTO for sales and marketing.

Due to the ongoing pandemic and a shortage of selected components, namely chips, new car sales have slowed their growth and even declined in some markets in 2021. However, this has not in any way slowed down ŠKODA employees nor our partners in our markets. Thanks to an excellent team, we were able to deliver the highest possible number of cars in 2021. At the same time, we have succeeded in making progress in a crucial part of the company's transformation, the development of an electric car ecosystem and the strategic growth of the brand.

2.

In total, we have delivered more than 878,000 cars to customers on three continents around the world. Despite the component shortage, we have done well in 2021 compared to many other car brands.

ŠKODA remains to be the eighth-best-selling automotive brand in Europe, and we were able to double our sales results in India.

Taking a look at Europe, the smallest drop took place in its western part which is one of our strategic markets. We have optimised the mix of offered cars and in most cases, we have continued to hold our relative position in the market.

On the right, you see the strategically important markets for which ŠKODA is responsible within the Volkswagen Group - Russia, North Africa, and India. The most encouraging development is happening in India and in North Africa, which recorded significant growth.

3.

Taking a look at our individual models, the Octavia continues to be our best-seller and confirms this with more than 200,000 units sold, followed by two SUVs - the KAMIQ and the KAROQ. The popularity of SUVs is on the rise, and they represent 50 % of total sales in 2021.

The FABIA generational change has brought in 100,000 cars sold.

Our top-of-the-line KODIAQ and SUPERB premium models have also scored very good results and are popular with customers who place high demands on comfort and design. And the ENYAQ, our first fully-electric car, has surpassed all of our expectations and sold out immediately after its market launch.

4

I will return for a moment to a market where we are doing very well - India. In parallel to the mentioned dramatic increase in sales, we were also able to stabilise and expand the dealer network. All of this has been possible thanks to our new and tailored approach to the way we design cars which specifically target the needs of our customers in India.

The first result is the KUSHAQ SUV, a car designed as a ŠKODA which has been adapted to Indian customers, including its pricing. At the end of last year, we have expanded the Indian line-up with the SLAVIA model which will address more traditional customers. Overall, we believe that the ŠKODA brand will continue to succeed in India.

5.

For us, the year 2021 was literally electrifying.

I must say that we at ŠKODA were thrilled with the great response received by the ENYAQ iV. We received tens of thousands of binding orders even before its launch, and the ENYAQ actually continues to be sold out over the long term even until today.

It has become the best-selling electric car in the Netherlands. It is exceptionally successful in the tough German market and in Norway, which has the largest share of electric cars on the road.

We are also very happy about the number of awards it has received from customers, industry organisations, and the press. My personal favourite is the Red Dot Design Award, but I must also mention the Electric Car of the Year award from the UK What Car? magazine. Also, I must not forget Auto Motor Sport, which has declared the ENYAQ to be the best imported compact SUV. The ENYAQ has become the most popular car in Switzerland, and we also take great pride in the Car of the Year award received in Finland.

6.

As part of our new NEXT LEVEL strategy and our vision to “Help the world live smarter“, we are working on creating a digital ecosystem which will encompass two important values of our brand: Simply Clever and Human Touch.

For us, electric mobility does not end when we launch new electric cars. Their owners expect to have access to user-friendly applications linked to their cars. Even today, our customers can use various services, e.g.:

- an ENYAQ iV configurator on social media
- a Range Calculator - because range elicits the greatest number of questions with respect to the switch to e-mobility. The Range Calculator takes all driving condition variables into consideration.

- the MyŠKODAApp mobile app which gives customers full-time information on their car and can be used, for example, to configure interior heating settings or to activate charging
- a comprehensive home Wallbox charging system, or the use of the Powerpass card at chargers located throughout Europe

We aim to develop an easy-to-navigate and intuitive user environment for electric car owners in order to make their everyday interaction with the car as pleasant as possible.

7.

Let us now look at the new models which we will be introducing and launching this year.

- The new FABIA Monte Carlo - a very popular customer lifestyle version with a sporty edge
- The brand's third-best-selling model, the KAROQ, will receive a new facelift.
- This will be followed by our proudest accomplishment today, the ENYAQ Coupe iV, which has attracted a huge amount of attention at its recent premiere, and which I personally consider to be the most handsome electric car on the market.
- And another surprise for the second half of the year - the ENYAQ Coupé RS.

8.

As I have mentioned, the popular Fabia Monte Carlo version is now especially stylish.

9.

The innovated KAROQ and its Sportline version will offer modern design touches as well as interesting and practical equipment - an ideal car for a young family.

10.

Our electric car family will be expanded by the elegant and dynamic ENYAQ iV Coupé and also the most powerful ŠKODA in history - the Coupé iV RS.

11.

However, it is not just design and technological advancements which will enrich ŠKODA this year. As noted by Thomas Schäfer, the ŠKODA AUTO brand is in for innovation. Our new NEXT LEVEL strategy and the overall transformation of the company demands a comprehensive design overhaul - not only with regard to products, but also the whole brand.

The new direction for the ŠKODA brand is MODERN SOLID. This shift represents the most dramatic change for ŠKODA since it became a part of the Volkswagen Group. We will newly define our purpose, positioning, and customer groups, which will shape our new brand design and design language, as well as brand communication.

This revolutionary approach will prepare ŠKODA for a new digital and electric mobility era.

As you can see, in spite of the difficult times, we are focusing not only on flexibly managing car deliveries, but also on preparing strategies for steering the brand and guiding its customer perception.

We will introduce additional details on the new design of the brand in the second half of this year.

Thank you.