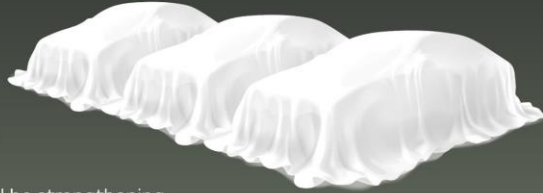


NEXT LEVEL PRODUCT PORTFOLIO

- › **3 new e-models** by 2026
 - BEV in the small car segment
 - Compact SUV
 - 7-seater
- › We aim to increase the **share of BEVs in our European deliveries** to over 70% by 2030
- › During the transition phase to e-mobility, we'll be strengthening our portfolio of highly efficient ICE models:
 - New-generation SUPERB and KODIAQ arriving in the second half of
 - Refreshed OCTAVIA in 2024



ŠKODA

NEXT LEVEL BRAND IDENTITY

- › Strengthening the brand's profile by introducing new products, a new design language, a new logo and a new brand identity
- › The first production vehicle featuring the new design language will be an all-electric SUV positioned below the ENYAQ iV in 2024

NEXT LEVEL CUSTOMER-CENTRICITY

- › We're fully unlocking the potential of our current target groups and thus expanding our customer base
- › We're remaining true to our core brand values - ŠKODA models will continue to be accessible, functional and spacious, as well as offering excellent value for money



NEXT LEVEL TRANSFORMATION

- › Over the next five years, we'll be investing **5.6 billion euros in e-mobility and 700 million euros in further digitalisation**
- › We'll be investing around 500 million euros in further employee training and education between 2022 and 2030
- › Over 22,000 employees have already received e-mobility training

NEXT LEVEL SUSTAINABILITY

- › We will reduce CO₂ fleet emissions by over 50% by 2030 compared to 2020
- › We've established an independent Sustainability Advisory Council
- › We consistently align our purchasing processes with circular economy principles

