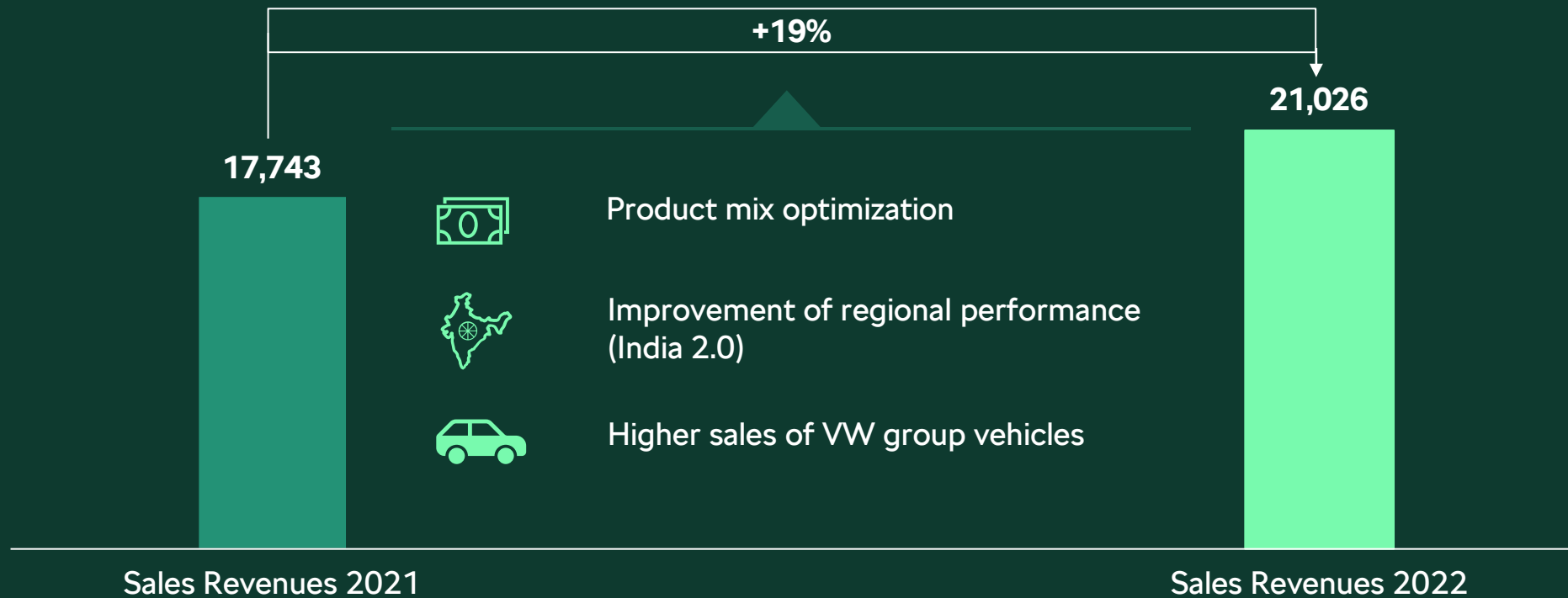


**SKODA**

Annual Press Conference 2023

# Sales Revenues improved by 19% in 2022 compared to 2021

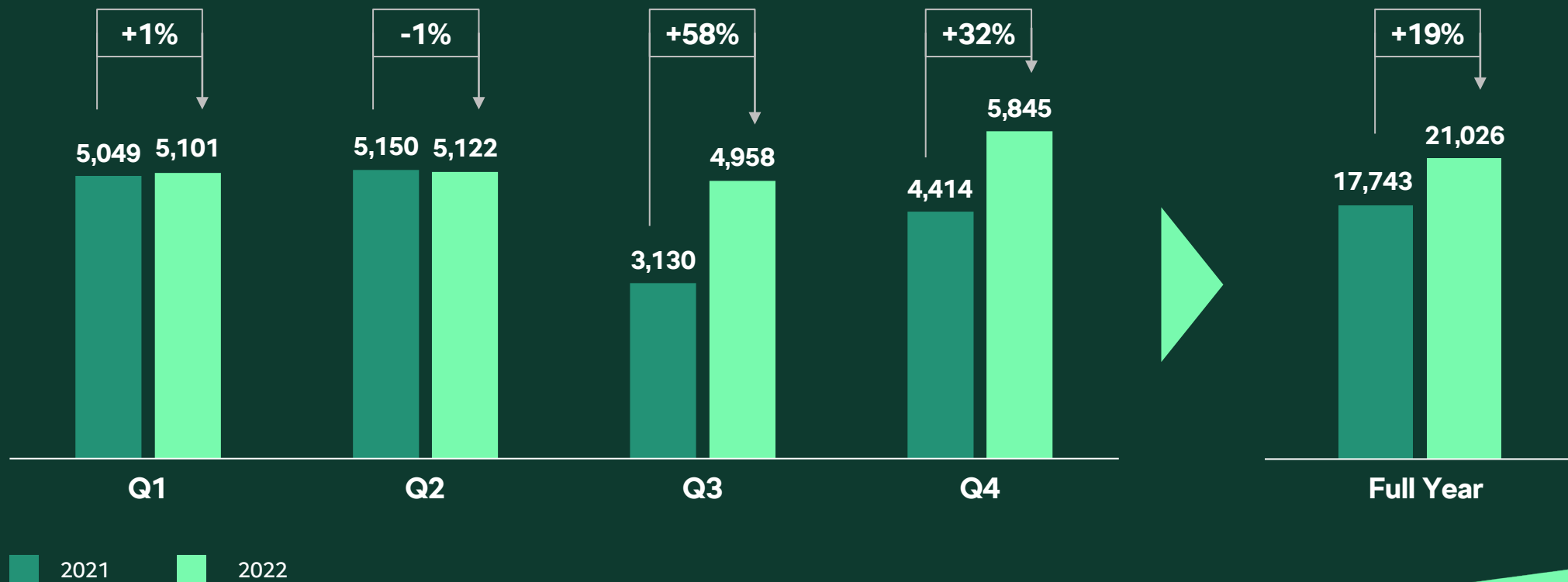
Sales Revenues, Škoda Auto Group  
[EUR mil.]



■ 2021   ■ 2022

# Sales Revenues stabilized with increase at the end of the year 2022

Sales Revenues, Škoda Auto Group  
[EUR mil.]



# Profit improved despite operative challenges before extraordinary effects from the situation regarding Russia

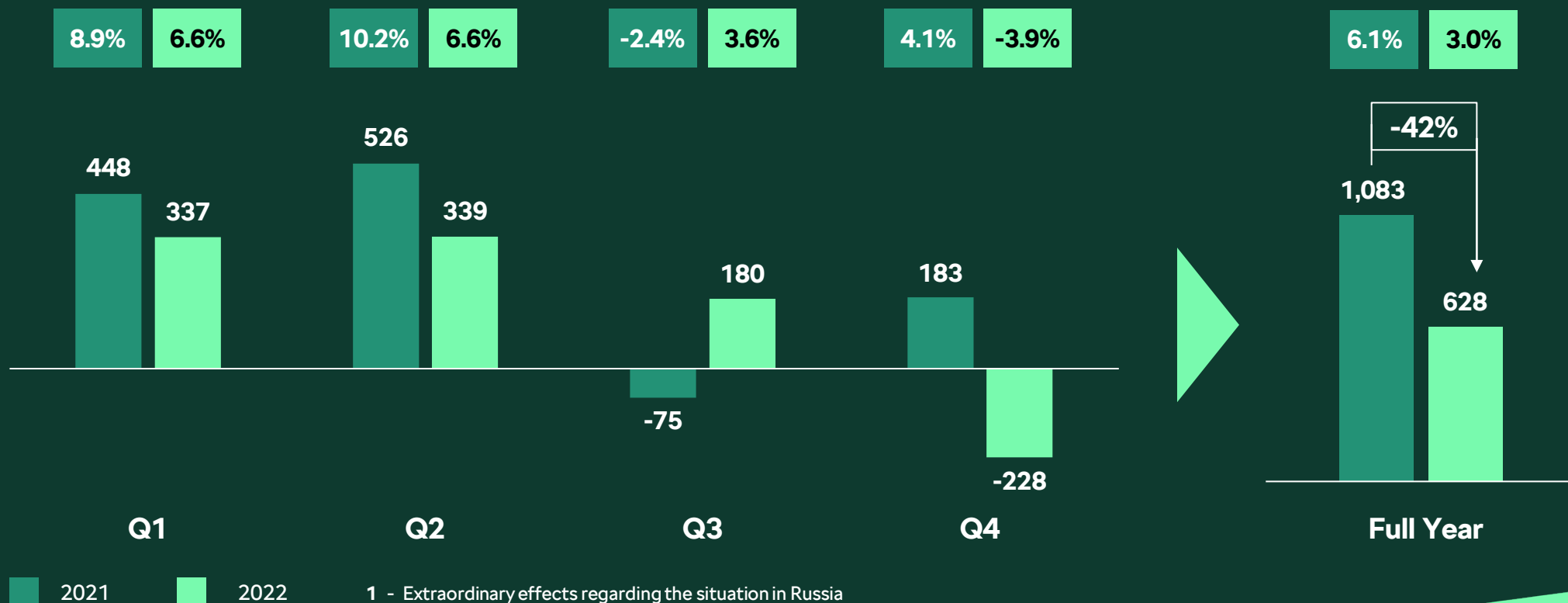
Return on Sales and Operating profit, Škoda Auto Group  
[% , mil. EUR]



2021 2022

# Operating profit in 2<sup>nd</sup> half of 2022 strongly impacted by extraordinary effects<sup>1</sup>

Return on Sales and Operating Profit, Škoda Auto Group  
[% , EUR mil.]



# Overview of key financial figures - Škoda Auto Group

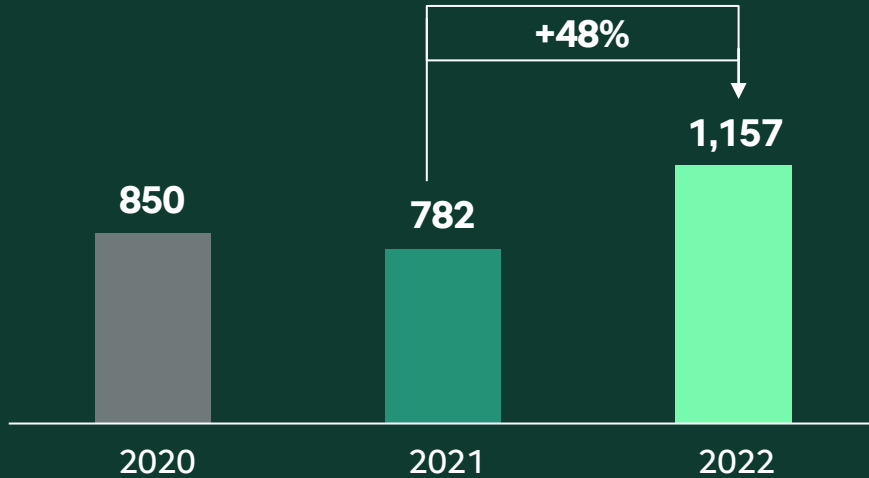
		2022	2021	Change 2022 vs 2021
<b>Sales Revenue</b>	[EUR mil.]	21,026	17,743	3,283
<b>Operating Profit</b>	[EUR mil.]	628	1,083	-455
<b>Return on Sales (RoS)</b>	[%]	3.0	6.1	-3.1 pp
<b>Earnings after Tax</b>	[EUR mil.]	415	876	-461
<b>Net Cashflow</b>	[EUR mil.]	489	554	-65

# Higher investments in 2022 to ensure smooth BEV transformation

Investment quota, Škoda Auto Group [%]



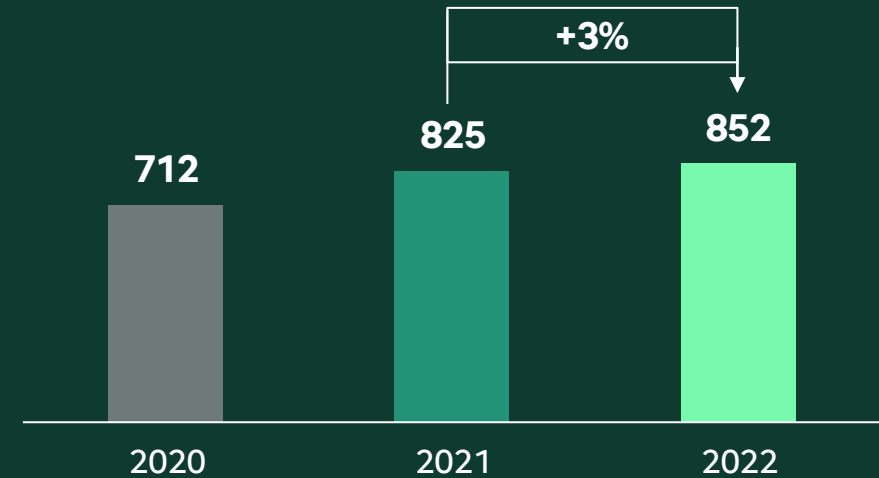
Investments, Škoda Auto Group [EUR mil.]



Research & Development quota<sup>1</sup>, Škoda Auto Group [%]



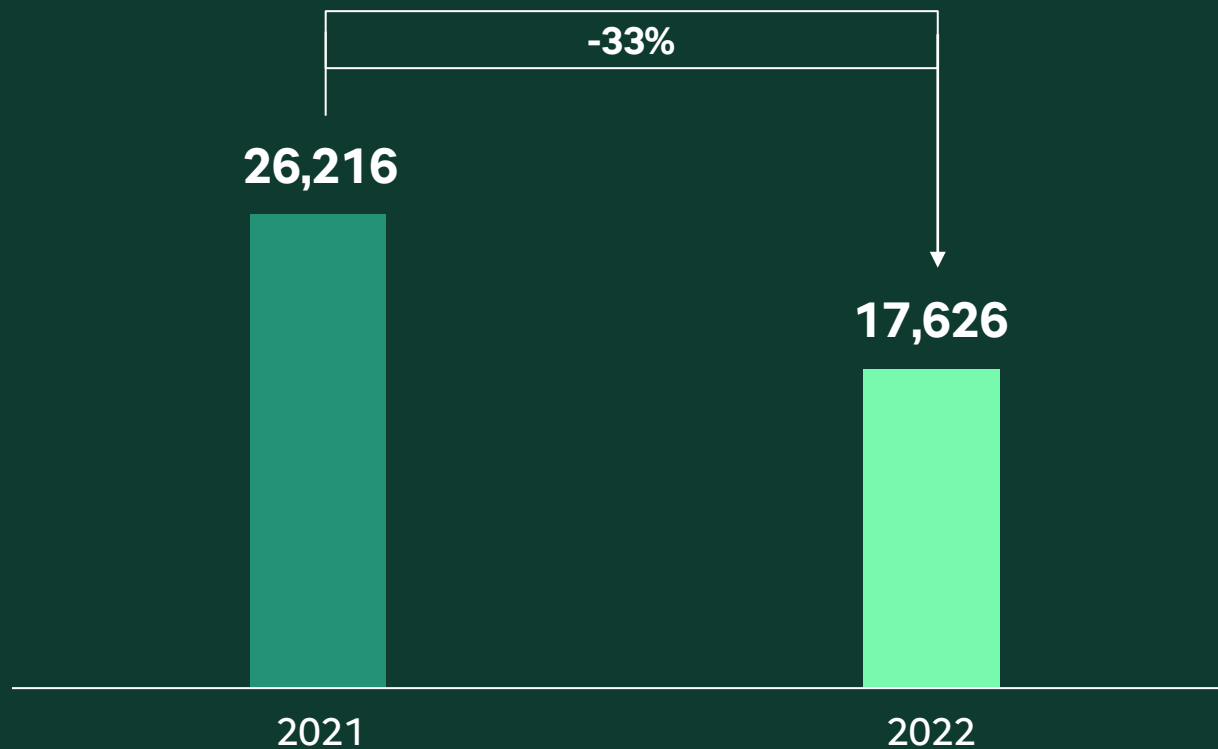
Research & Development expenditures<sup>1</sup>, Škoda Auto Group [EUR mil.]



<sup>1</sup> - Based on primary expenditure, before capitalization and depreciation

# Operating Profit Škoda Auto a.s.

Operating Profit, Škoda Auto a.s.  
[CZK mil.]



2021

2022



# 2023 will be another challenging year, but the Škoda Auto team takes action



## Risks



Parts supply



Inflation



General economic situation



## Countermeasures



Next Level Efficiency+ program



Improvement of product mix



New markets and revenue pools

# The Next Level Efficiency+ program provides long-term profitability and efficiency



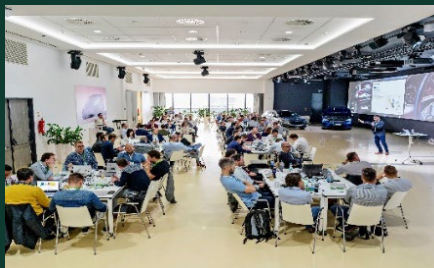
2022

## Maximizing revenue potential



Product and region mix optimization

## Revolutionizing material costs



Identifying customer value and reducing cost through benchmarking

## Optimizing production costs



Production overheads improvement

## Optimizing fixed costs



Overhead costs improvement



2023



Optimizing distribution costs  
Profits from digital services



Additional value from smart and sustainable materials usage



Design for manufacturing and assembly (DFMA - Design for Manufacturing and Assembly)



Optimization of investments

# Disclaimer

This presentation contains perspective statements and information about the business development of the Škoda brand. Such statements can be made in writing or orally and be recognised from words such as ' expect ', assume ', intend ', plan ', believe ', seek ', estimate ' and become ', or other words with a similar meaning . This means that they are based on assumptions regarding the development of the economies in the individual countries and of the automotive industry in particular, which we have made based on the information available and which we considered to be realistic at the time of printing. The assessments made here include a certain element of risk, and the actual developments may deviate from the forecasts stated.

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.

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