

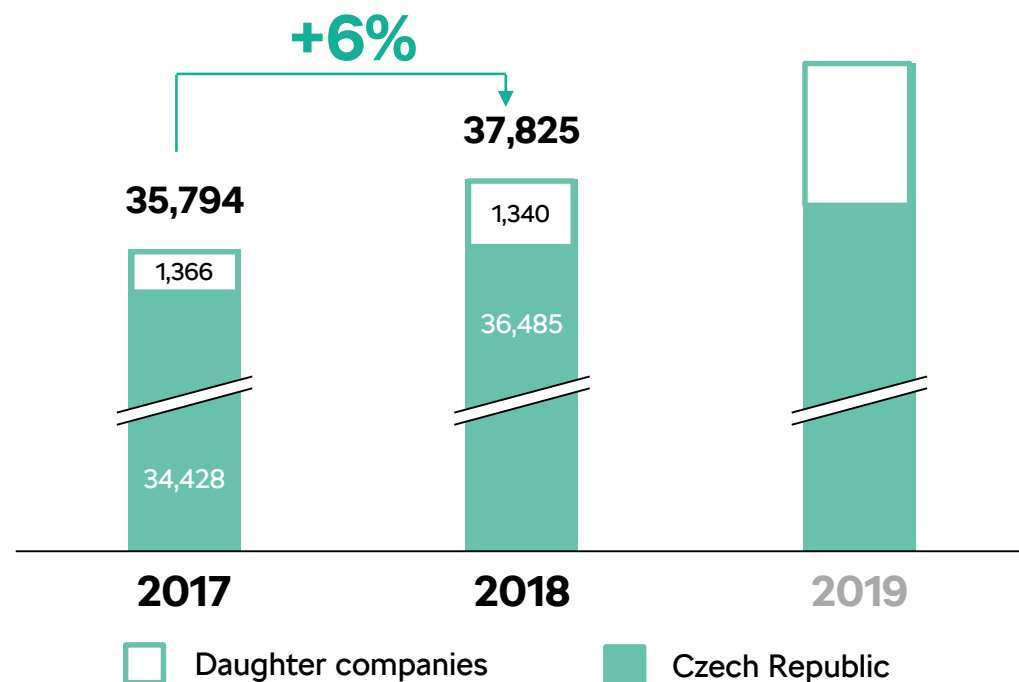
BOHDAN WOJNAR

Board Member

for HR Management

ŠKODA AUTO GROUP: GROWING HEADCOUNT

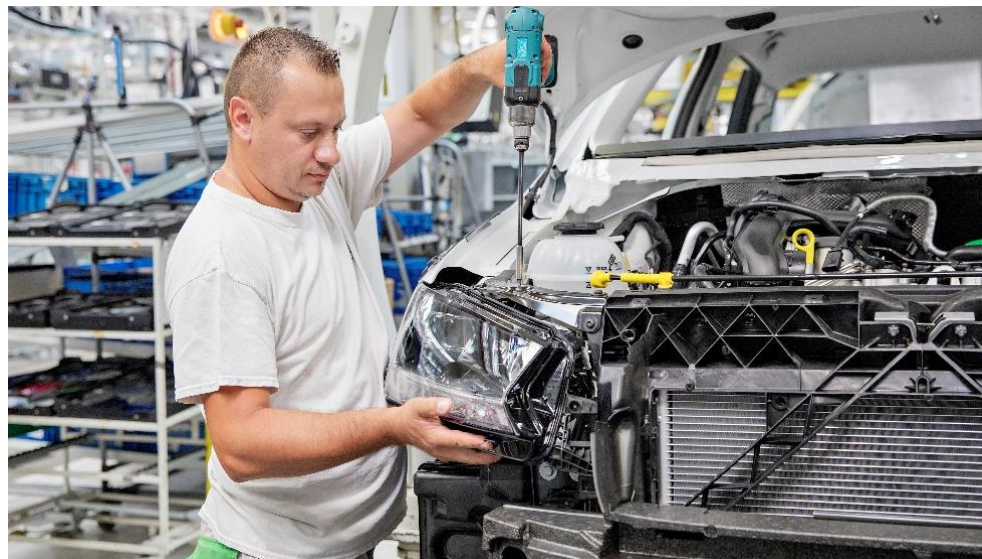
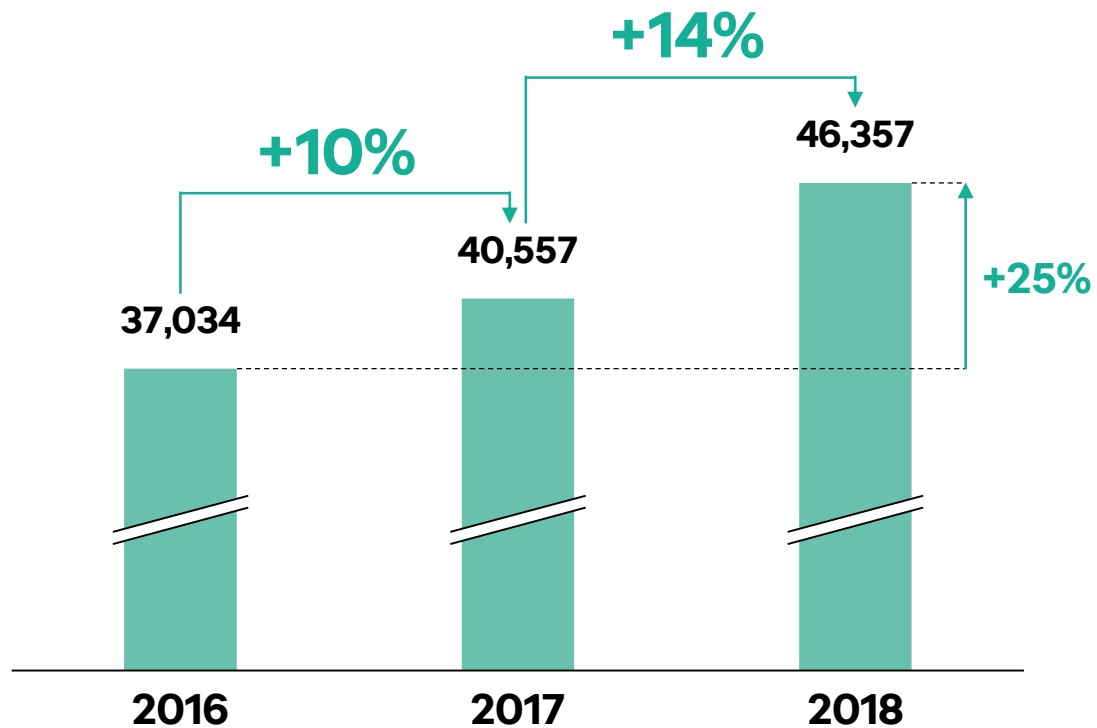
Record-breaking headcount



Status as at 31 Dec.

DEVELOPMENT OF WAGES

Increase in average wage of production employees at ŠKODA AUTO a.s.



SOCIAL INFRASTRUCTURE

Campaign in social infrastructure development

17.1 mil. €

Investments in social infrastructure in 2018 in addition to our regular activities



Staff
restaurants
and kiosks



Parking



Changing
rooms

COMPANY TRANSFORMATION

New outlook on individual mobility

PRODUCTS



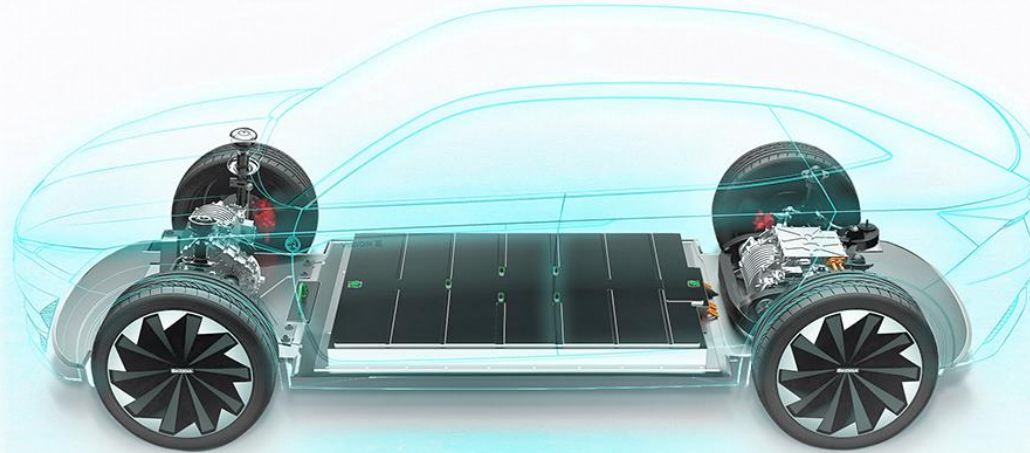
eMobility



Connectivity



Emissions



COMPANY

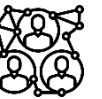
Responsibility



Digitalisation



Corporate culture



OUR RESPONSIBILITY DOES NOT END AT THE GATES

Increase in activities away from the production plants

CSR



Promotion
of the region



ŠKODA
Nadační fond

Collaboration with
governmental institutions



DIGITALISATION

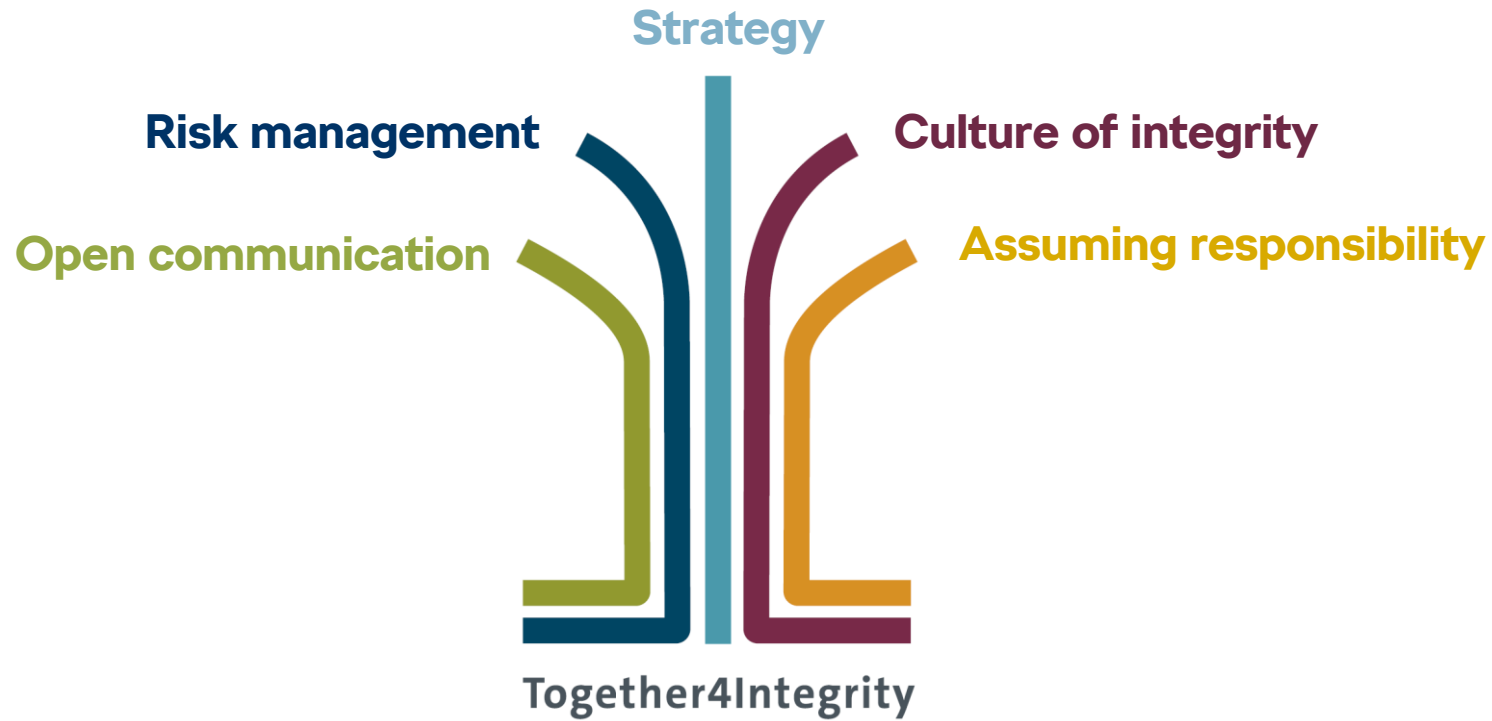
Access to the necessary information from all devices

MOST ATTRACTIVE EMPLOYERS IN IT

1. Google
2. Microsoft
3. IBM
4. Seznam.cz
5. ŠKODA AUTO



DEVELOPMENT OF CORPORATE CULTURE



SUMMARY

- **Record-breaking headcount**
- **Transformation of the company in response to the new era of mobility**
- **Development of the social infrastructure and assuming more responsibility for regional development**
- **Gradual digitalisation of the company**
- **Building on a high-quality social dialogue**

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.
- We do not retrospectively update the perspective statements. These forecasts are valid at the time of publishing and may be replaced.