



ŠKODA Press Conference at Paris Motor Show 2016
Paris, 29 September 2016

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- The spoken word prevails -

**Speech manuscript for Bernhard Maier
ŠKODA AUTO a.s., Press Conference at Paris Motor Show 2016
29 September 2016**

Thank you for joining us here so early today.

Yes, it is early. And we all know: It`s the early bird that gets the worm. But this morning it is the early visitor that gets the bear. This morning it is all about our bear.

This brings us to the beautiful island of Kodiak, located off the coast of Alaska. The bears of the same name that live there are the world`s largest species of their kind. Their strength, intelligence and endurance make them really quite special – just like ŠKODA`s new large SUV.

For us, the ŠKODA KODIAQ has key strategic significance: This car is pioneering our brand`s SUV campaign. This in turn is an integral part of ŠKODA`s 2025 strategy and with that also a milestone for our future.

Ladies and Gentlemen,

We are building this strategy on a solid foundation. Over the past 25 years under the umbrella of the Volkswagen Group and their tremendous support, we have followed a continuous path in developing our brand:

- We increased our annual sales to more than one million cars.
- We are present in more than 100 markets worldwide.
- And in the first eight months of this year, our products have exceeded our expectations, generating the best-ever sales results in this time span.



So on our 25th anniversary of being together with Volkswagen we are on track and heading to the best financial year in our 121 years` history.

But we will not stop there. With ŠKODA's 2025 strategy, we intend to grow further:

- We will be entering new segments for our brand – starting today with emphasis on our SUV campaign.
- We will be entering new markets exploiting further growth potential.
- We will be developing new business opportunities for ŠKODA, with regard to the digitalisation of individual mobility.

And on top of this we make ŠKODA ready for E-Mobility. Our first plug-in-hybrid car will be on the road in 2019 and short after that you will see the first all-electric ŠKODA.

We are perfectly prepared for these challenges, and we plan to increase the pace of development. So, stay tuned.

Ladies and Gentlemen,

We all know our industry is changing with great momentum:

Now we all are focusing on shaping the future of individual mobility.

- Driving will be safer, cleaner and more convenient.
- Technology will allow us to create completely new driving experiences.

As a result, our products will also change and new driving-related services will emerge.

For ŠKODA, too.

But we will remain true to our promise. In this new world of individual mobility a SKODA will always offer a little bit more car. And we will be offering high quality cars at the upper end of their segments.



As the new ŠKODA KODIAQ proves once again: it is the best overall package in its class.

In Geneva, we already presented our concept car, the SKODA VISION S.

And today here in Paris, you can now see how a concept car has been turned into reality.

Ladies and Gentlemen – the all new ŠKODA KODIAQ! The spear head of our SUV offensive.

This car fits our brand values perfectly. ŠKODA is surprising - simplifying - and human.

And so is the KODIAQ:

- Surprising with its package and presence on the road
- Life enhancing with 30 simply clever ideas and
- People centered with plenty of space for its passengers

And as all SKODA models the KODIAQ represents a smart understatement. Now advanced with ŠKODA's new, modern, expressive and emotive design language. Our design team has created a wonderful and powerful SUV. And - once again - a genuine ŠKODA with a clear, distinctive product identity, shaping the identity of the entire brand.

Form follows functionality – this is one of our mottos and has always been the philosophy of our designers and engineers. That is why the package of our cars is so important.

With superior roominess we are best-in-class in the respective segments.

Just 4 cm longer than an OCTAVIA, it is the only car in it`s class that offers a third row of seats and a record sized boot! See for yourself: larger than expected and more than you get anywhere else.



At the same time, we offer this car with state-of-the-art technology for optimum safety and comfort. We have utilized assistance and infotainment systems otherwise reserved for higher classes.

In terms of connectivity, the ŠKODA KODIAQ begins a completely new chapter: this car is 'always online' and keeps the driver and passengers connected to the vast amount of information on the Internet at all times. You may enjoy Google Street view, find nearby points of interest or receive information about free parking lots.

And with the ŠKODA app, you can stay connected to your car wherever you are, having access to important vehicle data or plan your route of the next day from home.

Ladies and Gentlemen,

'Simply Clever' is one of our brand's promises, which we demonstrate with every ŠKODA car. You already know about the umbrellas in the front doors. Always at hand – when it rains – and in the right place to keep you dry as you get out of the car.

And there are a number of another smart solutions: look at these black plastic strips. That is the door-edge protection – our latest 'Simply Clever' feature: folding out automatically when you open the door, and back again when the door is closed. Open it. And close it. And of course this is working at all four doors. Guaranteed.

In short:

The KODIAQ is a fantastic car:

- with all of the best qualities of a ŠKODA, ready for on and off-road operation
- with the elegance, energy and emotion of ŠKODA's design language,
- and – finally – with the strength of a bear.

Have a great day here in Paris.