



SEAT S.A.

MUNDO
SEAT

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2022
THE IMPULSE OF
TRANSFORMATION



EDITORIAL



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BE THE IMPULSE!

Last year was difficult, but we're proud of what we achieved together. We're at a turning point for the company and 2022 won't be an easy year, either. For this reason, and with our sights set on the future, we've defined the strategic business priorities that will steer our course. And we want you to join us in this effort.

The first of these priorities is to lead the transformation towards electrification. We must gear up to make electric vehicles and become one of the best electric car manufacturers in the world. CUPRA will be another key part of our journey. It has exceeded our expectations in its nearly four years of existence and we want it to continue to wow. We've already made the leap to a 100% electric vehicle with the CUPRA Born and the Tavascán is on the horizon, as well as an urban electric car that's scheduled for release in 2025.

We also want CUPRA to go beyond the automotive sector and become one of the 100 most acclaimed brands in the world. But, as I've said, not everything is going to work in our favour....

We're living through a pandemic and a continuing global semiconductor shortage crisis. If we've learned anything, it's that we must be prepared for the unexpected. And that means strengthening our business model from a financial point of view, making it more robust and sustainable.

To achieve this, we must evolve and transform the way we work and adopt a culture with new values and leadership principles that will help us win. Because now is the time to "inspire boldness to succeed as one".

This change of mindset also means communicating in a different manner, one that is transparent, two-way, agile, and multichannel, something that's starting to become a reality with Yammer.

This magazine, which is now even more digital, global and bilingual, embodies this change. We invite you to browse its pages, experience it and enjoy all its content. Welcome to the new mundoSEAT!

Cecilia Taieb

Global Director of Communications at SEAT and CUPRA



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FUTURE

100%

ELECTRIC

SEAT S.A. is moving forward with its plan to transform the automotive industry in Spain with the Future: Fast Forward project. The IAA Munich Show and the Automobile Barcelona Show hosted, respectively, the presentations of the CUPRA Born and the CUPRA UrbanRebel Concept, which previews the design of the future urban electric car

SEAT S.A. MOVES AHEAD WITH ITS PLAN TO ELECTRIFY SPAIN

SEAT S.A. remains committed to electrifying Spain, as demonstrated at the recent IAA Munich and Automobile Barcelona shows. The CUPRA UrbanRebel Concept was unveiled in Munich, showcasing many of the qualities of the ultimate urban electric car that will hit the streets in 2025. In Barcelona, the CUPRA Born was unveiled, the brand's first 100% electric vehicle, which is produced at the Zwickau plant (Europe's largest electric vehicle factory) and which came onto the market last November. With the CUPRA Born, the company has the ambition to double the brand's sales by 2022.

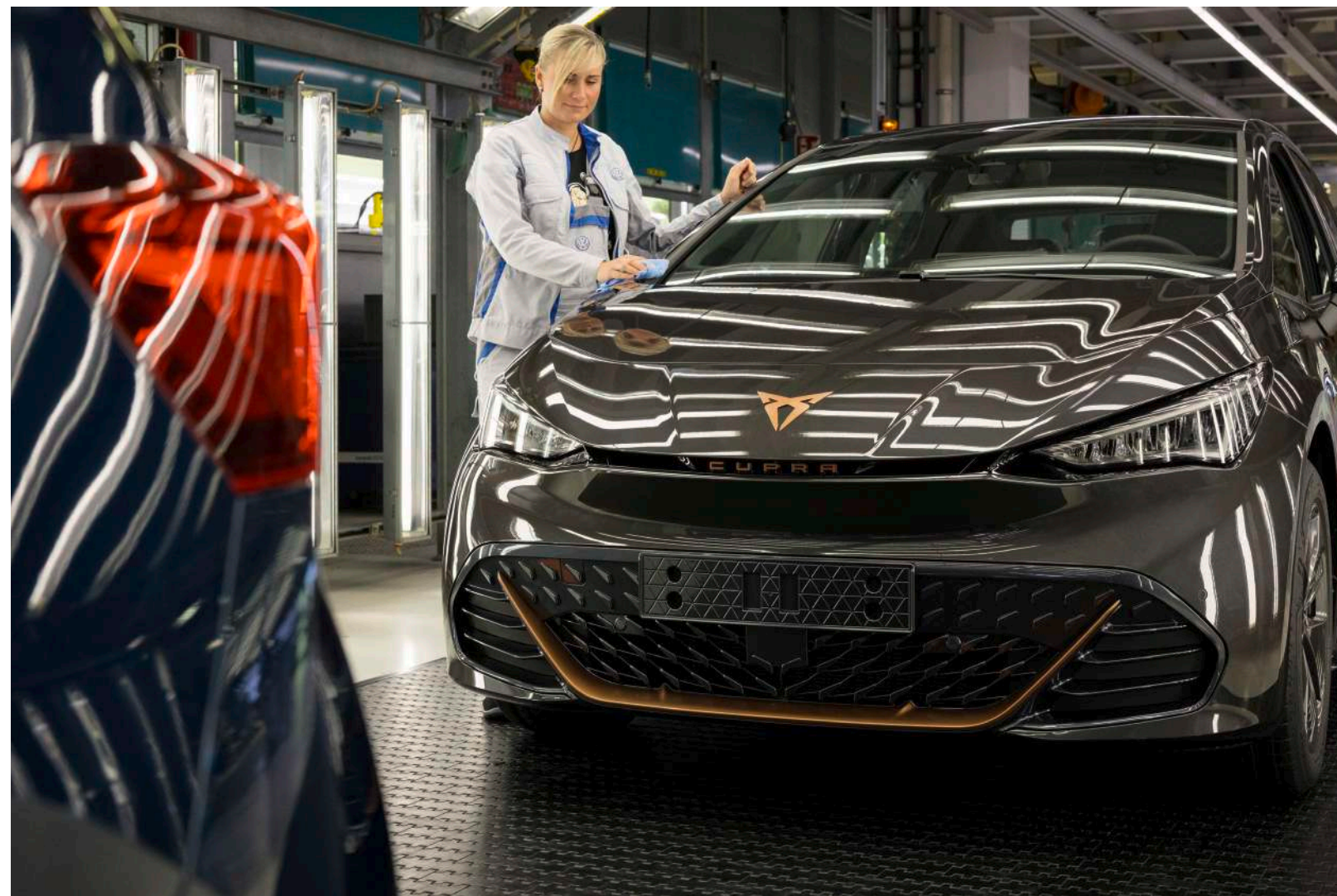
The new model, created to be the driving force of a new generation, seeks to add new emotions to electric cars with its sporty handling. Inspired by the liveliness and spirit of Barcelona's Born neighbourhood, produced with sustainable and recyclable materials such as SEAQUAL®, and with a net neutral concept in CO₂ emissions, the Born will help the transformation of the company and the implementation of a new distribution strategy. With an exciting design, instant high performance, and an all-electric range of over 500 km, the CUPRA Born will help reduce global CO₂ emissions and meet European objectives.

For its part, the CUPRA UrbanRebel Concept showcases many of the qualities of the urban electric car that will hit the streets in 2025. This prototype is the new benchmark for the company in terms of electrification and technology and, thanks to it, CUPRA is furthering its ambition to become a 100%

The CUPRA Born, which was the star of the Automobile Barcelona 2021 show, went into series production at Europe's largest electric vehicle factory in Zwickau (Germany), last September.



AUTOMOBILE BARCELONA 2021
Wayne Griffiths, President of SEAT S.A., introduced the CUPRA Born and the new member of the tribe, the CUPRA UrbanRebel Concept



electric brand by 2030. This urban electric car is a key strategic pillar of SEAT S.A. In this respect, the company is developing the vehicles of the urban electric family, while Volkswagen is responsible for the platform and CARIAD for the software. This urban electric car would be a big project in terms of potential volume. It would represent an important milestone on the road to sustainability and the fight against climate change and could become the driving force for the transformation of the Spanish automotive industry. The segment into which the series production version inspired by the CUPRA UrbanRebel Concept would fit is essential to make electric mobility accessible to the general public and to achieve the objectives of the Green Deal.



Future: Fast Forward. The two presentations are part of the company's *Future: Fast Forward* plan, which aims to turn Spain into a hub for electric mobility in Europe, with the urban electric vehicle at its core. In this respect, SEAT S.A. will play an important



ELECTRIFYING SPAIN
Alfonso Sancha, Vice-President of Purchasing at SEAT S.A., explains the keys to the 'Future: Fast Forward' project

role in the Volkswagen Group's project to develop the urban electric car family. The goal is to manufacture more than 500,000 urban electric vehicles in Spain from 2025. Spain is the second largest car producer in Europe and cannot afford to lose this privileged position. SEAT S.A. has the responsibility of leading the electrification of Spain. According to the president of SEAT and CUPRA, Wayne Griffiths, "70 years ago, SEAT put Spain on wheels, and now we want to put Spain on electric wheels. We have come a long way in a short time with the *Future: Fast Forward* project, and our ambition is to manufacture electric vehicles in Spain. We have to democratise electric mobility and make electric vehicles more accessible."



Electric offensive. The launch of the CUPRA Born last autumn is a further step in the electric offensive that SEAT S.A. launched in 2018 based on four pillars: "more brands, more markets, more cars and more energy". In this regard, in early 2018 SEAT S.A. launched the CUPRA brand with the aim of generating more revenue, attracting new customers, and

SEAT S.A.A. remains committed to electrifying Spain, as demonstrated at the recent IAA Munich and Automobile Barcelona shows.



THE CHALLENGES

Josep Bons, Director of Electrical Development and Electronic explains the challenges involved the arrival of the electric vehicle

boosting the company's image and reputation by integrating technologies such as connectivity, hybridisation, and electrification. The company's two brands, SEAT and CUPRA, are indispensable and have a defined role and their own personality and are aimed at different customers.



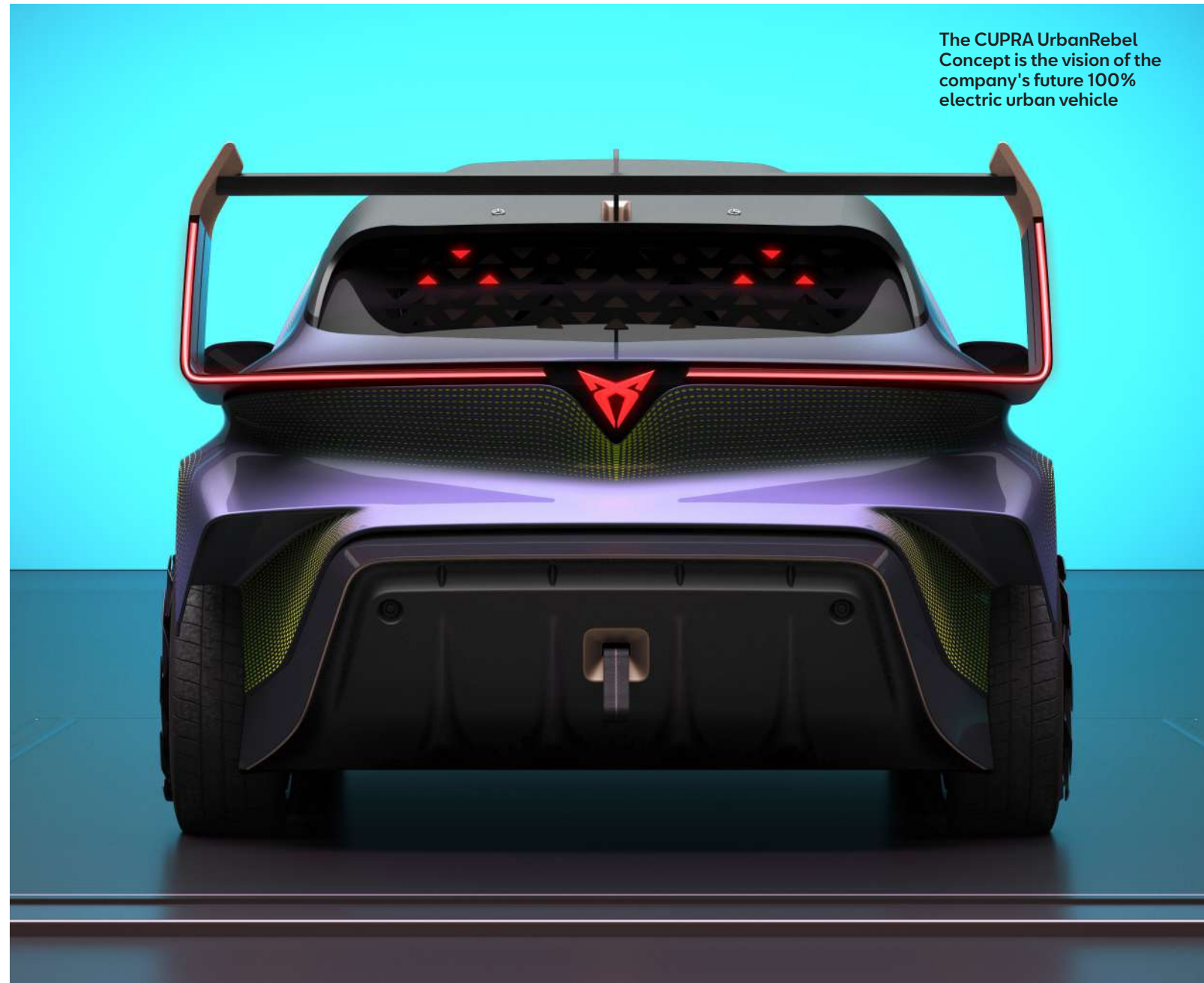
SEAT invests in your future.

SEAT is investing 5 billion euros between 2020 and 2025 in new R&D projects to electrify the range and the Martorell, Barcelona and component plants. With this investment, SEAT will develop new models and undertake the production of new projects to secure jobs and boost the company's future. This investment plan is the way to face the future with determination and optimism and become a stronger and more innovative and efficient company. The objective is for Martorell to manufacture electric cars from 2025, when the electric vehicle market will have grown, and to drive the transformation of the automotive industry in Spain.



Paradigm shift.

The Volkswagen Group, SEAT S.A. and the Spanish government share a common vision of the sustainable transformation of the automotive industry and the electric mobility ecosystem to accelerate the country's economic recovery. As the second-largest car manufacturing industry in Europe, Spain has a major responsibility to achieve the goals of the Green Deal by 2030. To this end, it is essential that Spain accelerates the creation of the electric vehicle ecosystem, stimulates demand and de-



The CUPRA UrbanRebel Concept is the vision of the company's future 100% electric urban vehicle

The Volkswagen Group intends to make Spain a strategic cornerstone of its global electrification plans

velops the public charging infrastructure. In this regard, in March 2021, SEAT S.A., Iberdrola and Volkswagen Group signed a strategic alliance to promote electrification in Spain, supplying renewable energy to the electric vehicle value chain, and developing and creating some 350,000 urban and interurban public charging points by 2030.



PIONEERING CENTRE

SEAT S.A. opens the pioneering battery research and development centre in Southern Europe



Electric mobility hub.

The Volkswagen Group wants to make Spain a strategic cornerstone of its global electrification plans by co-operating with the Spanish government to transform the country into a leading hub for electric mobility. As part of the *Future: Fast Forward* project, the Group could build a battery factory in Spain with the help of the Strategic Projects for Recovery and Transformation [PERTE]. After Sweden and Germany, Spain could become the third location for one of Europe's six gigafactories. Furthermore, the already planned Small BEV family could be produced in Spain. This family will play a key role in the democratisation of electric mobility in Europe, as it will contribute to making climate-neutral electric mobility accessible to more customers. A new mobility that our CUPRA brand aspires to pioneer with three proposals: the Born, which has just arrived on the market, the Tavascán, which will arrive next year, and the UrbanRebel Concept, the inspiration for the urban electric car that could see the light of day in 2025. —



NEW ROADMAP

Wayne Griffiths, President of SEAT S.A., presented the company's electrification strategy at the Automobile Barcelona show



CUPRA BORN

ELECTRIC PASSION

The Born, CUPRA's first 100% electric car, breaks traditional conventions and ushers in a new era in the company's development

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s the industry becomes increasingly aware of how important it is to take care of the environment, electrification is seen as being one of the best solutions for the future. The CUPRA Born

-the brand's first fully electric car, which start-

ed its first deliveries in November- uses the most advanced electric driving technology. The system consists of an electric motor which is either 150 hp (110 kW) or 204 hp (150 kW), and a high-performance lithium-ion battery pack with a net capacity of up to 58 kWh, which has a range of up to 424 kilometres.

The DCC Sport and ESC Sport systems mean the Born is electrifyingly sporty, making it a truly exciting car to drive. Progressive steering, improved front disc brakes, and wide-width tyres mounted on 20" (51 cm) alloy wheels make it incredibly responsive. Its performance is matched by its striking style. The characteristic light sig-

nature, the ribs on the bonnet and the logo give the front end a strong personality. The Born is also fully ready for the digital world thanks to its state-of-the-art infotainment system, online services, downloadable applications, new security system and remote access to information and car functions. —

THE CUPRA BORN'S HIGHLIGHTS

By offering emotion-driven experiences behind the wheel, the CUPRA Born will advance electric transformation without losing its passion for the motor industry

READY FOR EVERYTHING

Its set of safety and comfort systems make this high-performance vehicle a perfect ally for daily life. It has a wide range of systems and thanks to the Head-Up Display with augmented reality, all important information is displayed in the driver's line of sight.

INNOVATIVE MECHANICS

The CUPRA Born's design has two clear purposes: on the one hand, to stand out from the crowd; on the other, to show that electric vehicles are anything but boring. The Born's exterior is immediately eye-catching. It transmits an aura of personality, refinement and determination. The CUPRA Born has a driver-focused interior design, making the driving experience unique and exciting.

LENGTH

4,322 mm

ADVANCED TECHNOLOGY BATTERIES

The Born uses a multi-cell lithium-ion battery system, with water cooling to ensure the battery is always kept at its optimum temperature. The three batteries available (45 kWh, 58 kWh and 77 kWh) provide a maximum driving range of about 540 km (WLTP). But electrification doesn't just mean high levels of autonomy, charging times are also an important factor. With a 135 kW DC charging point, it's possible to add an extra 100 kilometres of autonomy in just 7 minutes, which makes travel just as easy as in a car with a combustion engine. Another important fact: when the battery hits 5%, it takes just 36 minutes for it to charge back up to 80%.

A NEW ERA FOR DRIVING

Under the bodywork is one of the most advanced electric systems. Located on the rear axle, the electric motor is the epitome of excitement and can reach a maximum speed of 16,000 rpm. Torque is delivered to the wheels via a single speed transmission, providing a natural response. In addition to the 150 hp (110 kW) and 204 hp (150 kW) versions, the e-Boost pack takes performance to another level, increasing the Born's power to 231 hp (170 kW).

100% digital ecosystem

The CUPRA Born is ready to be part of the digital ecosystem thanks to its integration of the most advanced connectivity and infotainment solutions. Drivers know how important it is to be able to take their digital life on board without compromising their driving pleasure. That's why vehicles have become an integral part of their daily life. The Digital Cockpit provides increased functionality and means drivers can view the most relevant information quickly and easily. It integrates a Head-Up Display with augmented reality that projects information on the windscreen about vehicle support, navigation or speed. It also has a 12" (30.5 cm) virtual retinal display that allows the driver to touch-operate the system, improving interaction and making it responsive and precise.

HEIGHT
1,540 mm





IN THE BORN'S DRIVING SEAT
We accompanied Edu Vasat, Mexican automotive journalist, on his test drive during the Born's international presentation event

INTERNATIONAL NEWS **IN THE BORN'S DRIVING SEAT**

We accompanied Edu Vasat, Mexican automotive journalist, on his test drive during the Born's international presentation event so that he could tell us what he thought about the first 100% electric CUPRA

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s CUPRA's first electric vehicle, the world was waiting for the Born to arrive. This was apparent during the vehicle's international press presentation, held throughout October. The 400 media entities, from 26 different countries, enthusiastically showcased the great features of this much-awaited new member

of the CUPRA family. To capture the opinions and experiences of the press attending the presentation first-hand, we accompanied the Mexican journalist Edu Vasat on his test drive at the wheel of a Born. A dedicated motoring journalist, Vasat works for Autodesign, a digital platform for the automotive industry, and also for ADN 40, a mainstream Mexican television station. In Mexico, CUPRA is perceived as a brand that has managed to transmit, as Vasat explains, "its philosophy of high performance with aesthetically striking cars and premium interiors of very high quality. As soon as I found out about the Born, it was obvious to me that it was a model with a lot of potential and I really wanted to come and try it out."

Exterior design. As soon as he saw the CUPRA Born, Edu Vasat was pleasantly surprised. From the outside, what most caught his attention was the front: "There is no grill, but I really liked its shape and the details on the bottom. I also loved the optics, especially the daytime lighting. The red rear light that runs across the body also fascinated me." Another detail that caught his attention was the silhouette, "very smart, a blend of sporty and urban". He also notes a smart, elegant look that is emphasised by the Aurora Blue colour, "which contrasts really well with the copper tones on the logo and the wheels."

Interior design. The interior design also had a big impact. "You feel like you're in a car that is much more spacious than it appears given its compact proportions," he noted. Vasat also highlighted the quality of the materials and the layout, both of the instrument panel and the large central screen. "Thanks to its location and subtle size, the instrument panel is easily visible even through the steering wheel, which I find very functional from an ergonomic perspective," he said. Talking about the infotainment system, he highlighted "its ease of use and phone pairing speed". He was also intrigued by the e-Sound, CUPRA's new acoustic system: "The little beep tells you that



you are in an electric car, you feel you're really present, not only because of this system but also due to it's such a quiet vehicle, and because of the excellent interior soundproofing."

Sensations. From an emotional point of view, Edu Vasat said he enjoyed the driving position both on bends and in urban areas. He enthused that it was an easy-to-drive vehicle, with very precise steering. "The suspension was really noticeable and the regenerative braking system is very gradual, which means you can reduce speed without pressing hard on the brakes, giving you a greater feeling of comfort and a simpler, more enjoyable ride," he said. Another highlight was the acceleration, "It isn't as extreme as in many electrics, but it has good acceleration which contributes to the overall ride comfort. It drives like a dream. I also loved its assertiveness when cornering thanks to its efficient platform and suspension." On the journey from Sitges to CASA SEAT, Vasat had the opportunity to test the Born's adaptative chassis. "The dynamic driving mode means you can feel the car's sporty side and then in urban mode, you get a sense of its tranquillity; it's a very good combination," he said.

To sum up his thoughts, Edu Vasat, a lover of rear-wheel drive cars like the CUPRA Born, said: "Having experienced its steering, its suspension, its braking and how it responds when cornering, it seems like a great offering. I was really surprised, since I associated CUPRA with sports cars and, with the Born, it has now also come up with a great vehicle to make its mark in the electric world of emission-free travel. This presentation has been a fantastic way to return to normality and an incredible experience to be able to get to know an electric masterpiece like the CUPRA Born." —



PRESENTATION FOR EMPLOYEES
More than 200 employees attended the Born's presentation at CASA SEAT and enjoyed the brand's first 100% electric car on the streets of Barcelona.



FROM RACING TO SERIES



CUPRA unveiled the Tavascan Extreme E Concept (pictured) at the IAA Munich, a remodel of the e-CUPRA ABT XE1 which competed in Extreme E. The valuable information that the brand collects in races like this makes it easier for the latest technology advances to be transferred from racing CARS to our production models

Throughout automotive history, the motor racing world has been closely linked to series production cars, because a lot of the technology that we use on a daily basis today has its roots in motor racing. For example, if we look back over time, long before the DSG automatic transmissions in our models hit the streets, racing cars were already using semi-automatic gears.

A derivation of those racing transmissions helped develop the dual-clutch automatic transmission which is so common today. As Head of CUPRA Racing, Xavi Serra perfectly placed to explain to us how the brand carries out these innovative technology transfers from racing to street. His team is in charge of everything brand-related to racing, from design conception to manufacturing racing cars for different championships.

According to Serra, the first step when developing a racing car is "to determine which race it will com-

pete in, then carefully analyse the race's rules and regulations, seek out its limits and push them to the maximum to come up with a car that is as competitive as possible." However, sometimes the process happens the other way round. "That's what happened with the e-Racer, for example, which wasn't born out of any kind of existing championship objective, but rather from the idea of imagining the future of electric passenger vehicles, so we really had a blank slate when we started its development," he remembers.

Racing cars enable technological solutions to evolve faster than they would in series production

Racing cars bring about the evolution of technological solutions much faster than they would in series production. "Our first steps with racing cars are based on fewer than five prototypes. Because the series are so limited and manufactured in a very controlled environment, we can explore the technology for these cars and they can evolve in a really agile way. Meanwhile, it takes far longer for a technology to reach the series; there have to be more tests and complete reliability," explains Serra.

This is why the complexity of each case determines the time it takes for certain innovations to go from racing cars to series vehicles. As an example, certain changes implemented by CUPRA Racing in areas such as infotainment



have moved over to production models in a matter of months. "This is particularly the case with issues related to the graphical interface such as rpm indicators or warnings that advise the driver when to change gear," Xavi Serra points out.

However, some technology applications can take years to reach series production. One example is the constant learning process in relation to battery cooling in electric racing cars, both on tarmac and off-road. Xavi Serra high-



The developer drivers' rich experience plays a key role in the transfer of technology

lights that one of the most recent additions from racing to series is "the optimisation of the throttle response to electric motors, which are specialised in that they have a lot of torque available from standstill".

Thanks to their valuable experience with the e-Racer, our developers Mattias Ekström and Jordi Gené, collaborated on implementing this technology in the CUPRA Born, the first 100% electric CUPRA. This model has also enjoyed the transfer of aspects related to the car's general handling to improve steering reactivity and suspension. "As usual, our drivers knew how to seamlessly connect their experience in racing car development with elements that could be transferred to street vehicle tests," says Serra.

It's important to note that transferring innovations between racing cars and series vehicles wouldn't be possible without strong collaboration and interaction between the Technical Centre and the CUPRA Racing development team, who constantly share information. This is key to the success of the whole process. According to Serra, "In our company, progress never stops, which is why nowadays we are already working on advances that could reach the series in the not-too-distant future." —

LESSONS FROM TAVASCAN EXTREME E

Xavi Serra told us that one of the key objectives when conceiving the CUPRA Tavascan Extreme E Concept, the evolution of our 100% electric racing SUV, was to make it "our launching ramp, to demonstrate how far the CUPRA design will go in the years to come". He also revealed that there are really interesting innovations which have a good chance of ending up in the series.

One of them is the use of flax fibre to build exterior panels. This organic and recyclable material is another example of CUPRA's commitment to an increasingly sustainable future. According to Serra, "This material will be used in the series sooner rath-

er than later and it will probably first be used for interior parts which are currently made with plastics." Flax fibre is highly malleable, and with its weight and price, it looks to have a bright future in car production.

The Tavascan Extreme E Concept has become an authentic technological platform. 3D printing of parts is a particular highlight; a technological advance which should leap from racing to series in the not-too-distant future. On the subject, Serra reminds us that: "It's an almost infinite field. We started by printing just one type of material but the spectrum is getting wider; we've even printed metal parts with resistant alloys. This is certainly not the end of the road."

The valuable information gained through participating in the Extreme E competition means we can explore the limits of the electric system, as the cars are subjected to extreme conditions. Racing in environments such as Greenland or Saudi Arabia means that we know how an electric battery cell behaves when it is subjected to temperatures ranging from well below zero, to almost 100 °C during use. "Although the racing battery and the series battery aren't the same, they both use the same technology, so it's very useful to know how far we can push its limits so that our current and future electric cars can benefit from it", says Xavi Serra, Head of CUPRA Racing. —



CUPRA URBANREBEL CONCEPT

RADICAL AND EMOTIONAL

CUPRA presented its most radical interpretation of an urban electric vehicle in Munich.

The UrbanRebel Concept mixes electrification, sustainability and performance with the virtual world's thrilling aesthetics



The CUPRA UrbanRebel Concept lays the design foundations for the future 100% electric urban vehicle. This prototype will be used as inspiration for the production model, although many of its parts have a bolder design to show off its more radical character. The future road version, which could be launched in 2025, will mix astonishing design and amazing dynamics and will be based on the Volkswagen Group's MEB short platform.

"The CUPRA UrbanRebel defies convention, adding excitement to the new electric age with a radical interpretation of the company's urban electric car, which will launch in 2025. We will launch the urban electric vehicle under the CUPRA brand, as CUPRA will initially be focused on electrification, while SEAT will concentrate on hybridisation and high-efficiency internal combustion engines. We will closely monitor how customers respond to electric vehicles and the development of infrastructure in Europe," said Wayne Griffiths, CEO of SEAT and CUPRA, at IAA Munich.

The series version will combine a very striking design with excellent dynamics. The CUPRA UrbanRebel Concept delivers 250 kW of continuous power and up to 320 kW at its peak. It can accelerate from zero to 100 km/h in only 3.2 seconds. It mixes electrification, sustainability and performance with the virtual world's thrilling aesthetics.



The CUPRA UrbanRebel Concept represents the brand's evolution towards a more progressive design language

The UrbanRebel was presented in Munich

CUPRA landed in Munich to present the brand's vision for an electric future. Its new prototype, the CUPRA UrbanRebel Concept, made its first public appearance at Munich City Garage's pre-opening event, during the 2021 Munich International Motor Show (IAA). —



verge at one point... there are a lot of deconstructed triangles. Right from the draft stage, we decided to do it like this, because pure, simple shapes like a square or a circle are much easier to remember. These are shapes that we learnt back in childhood. We chose to use triangles because they are the most dynamic shapes and they can have a direction...always forward," says Jorge Diez.

A car that makes you fall in love. What CUPRA's Design Director likes most about the UrbanRebel is its attitude. "The UrbanRebel is attractive, it has a certain attitude which transforms everything. That decision, that condition of wanting to change something, makes you fall in love. And that's what we do at CUPRA," says Jorge Diez. "Electric cars can be really emotional. Life is all about emotions and you have to enjoy it every day. That's why we wanted to make a defining statement by concentrating CUPRA's essence into a compact model. It's the first time that such a compact model has been developed in such a sporty way, because we believe that when you're in the city, you should also enjoy driving. We don't believe that dimensions of four metres are a barrier to developing this sensibility. What we like most is the emotion the vehicle conveys. We want to make cars that people care about, we want to be ground-breaking, even if that means that not everybody likes what we do. We have tried to maximise the emotional experience," he adds. —

This is how the CUPRA UrbanRebel Concept was created

Making CUPRA's future electric vision a reality. This was the challenge that the CUPRA designers faced when creating the UrbanRebel Concept, the most radical interpretation of an electric urban vehicle. How was the challenge met? Jorge Diez, CUPRA's Design Director, tells us how they came up with the electric age's most rebellious offering. —



One example of that is the dynamic stripe on the side which points forward. Another example is the fact that the car doesn't have a rear window, because in our design philosophy, we always look forward".

Key features. Each of the car's details speaks of the evolution of CUPRA's language, but the UrbanRebel Concept has one key feature which is really simple but has managed to push the limits of design. "Something as simple as a triangle, which is the basis of the CUPRA icon, is reflected across the vehicle: the new look with the triangular headlights made up of three lamps, the brake light design, the stripes on the side that all con-

CUPRA presses on with its global expansion strategy. Its City Garages have become trend-setters in the world's most iconic cities. Very soon, on all continents

CITY GARAGES

● OPERATIONAL CUPRA CITY GARAGES

● IN PROJECT PHASE



One of CUPRA's ways of making itself known and getting more and more people to join its tribe is to be present

in the most iconic places in the world's main cities. Here, too, the brand is breaking new ground and causing a sensation with the CUPRA City Garages. These go far beyond what a dealership would be. They are spaces located in the city centre, where anyone can go to experience the brand, whether they want to buy a car or not. Because, in addition to displaying the CUPRA models, they have a musical atmosphere, you can have a drink and eat at their bar or lounge, or you can just sit and admire the space, the furniture, the works of art on display and learn about all the collaborations with brands that share the CUPRA values: the Maset lamp, the

Trakatan backpacks and bags, the Mikakus sneakers, the L.G.R. sunglasses or the Fabike bicycle and all the merchandising.

The City Garages are also flexible and modular spaces that can be used for events, presentations, business meetings or marketing activities. They also ensure a unique shopping ex-

perience by offering a space for digital and customised model configurations and product displays, as well as an area for sales and closing negotiations. In addition, demonstration cars are always available in a nearby parking lot. The CUPRA Master, who facilitates the customer experience, is responsible for not only selling cars, but also to help visitors to get to know and experience the brand. In a world that is moving to-

wards digitisation, the CUPRA Master is a key figure that connects the online and offline worlds to guarantee that unique and personalised customer experience.

The first CUPRA City Garage opened in November 2019 in one of the most exclusive areas



IN THE CENTRE OF MUNICH...

This CUPRA City Garage is an open-fronted space. Located in an iconic historic building on the Odeonsplatz, CUPRA's design elements merge with the building's architectural elements and original materials, while respecting the history of the space.



... AND IN THE CENTRE OF MILAN

Italy is CUPRA's fourth-largest market worldwide. Therefore, having a presence in the centre of Milan is a more than justified gamble. Located at Corso Como 1, the Milan location is a 350 m² CUPRA City Garage divided into two floors: the street level is dedicated to products, gastronomy and lifestyle, while the basement is a modular and multidisciplinary space for lifestyle and business events.

of Mexico City. The second one opened its doors in September 2020 in Hamburg, and a year later, in 2021, those in Munich -coinciding with the IAA Mobility show in the German city- and Milan -during the Design Week- were inaugurated. Rotterdam, Lisbon and Sydney are on the horizon. —

CUPRA MASTERS

They are the visible face of the brand at points of sale. Hence, special emphasis has been placed on their training, so that they can provide the CUPRA Tribe with a service that lives up to the brand



Khaled Soussi, Head of DND & Customer Experience at CUPRA, and CUPRA Master Karla Cooper talk about their roles

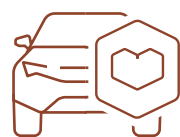
A distinctive brand, with innovative cars, also requires those who sell them to do so in a distinctive way. "We are a brand with an ambition to create cars and experiences that make people feel special. Furthermore, we are a digital native brand, which aims to harness the power of technology to generate emotions," highlights Antonino Labate, Director of Strategy, Business Development and Operations at CUPRA. With this starting point in mind, we have invested in the training of the CUPRA Masters, the sales team that connects with the CUPRA customers. They are brand specialists, they know the models inside out and they embody the CUPRA values, with the same fearless attitude. They guide customers and accompany them so that they feel like true members of the CUPRA Tribe, involving them in exclusive experiences and events, giving them the most specialised advice and service, and offering them priority appointments and distinctive after-sales guarantees.

"The CUPRA Masters are the cornerstone of our distribution strategy. Through them, we can achieve a differentiating factor in terms of customer experience." Khaled Soussi, the head of DND & Customer Experience at CUPRA, is very clear about this. Training these experts in the midst of the pandemic was a challenge, successfully overcome thanks to the deployment of the [CUPRA e-Garage](#), where the first [CUPRA Masters Convention](#) was held. The [CUPRA Master Convention 2021](#) was held in November 2021. Specifically, the opening event took place on the 4th, after which, for a month, digital trainings were held at the Training Hub and through the CUPRA Tribe app. The aim was to prepare more than 1,000 participants for the grand finale of the CMC, a digital event held on December 2 to choose the CUPRA Master of the Year. Raúl Font (picture below), from Spain, was declared CUPRA Master 2021. —



THIS IS HOW CUPRA MASTERS ARE TRAINED TO DELIVER THE BORN EXPERIENCE

BETTER AND FASTER WITH CUPRA PRIORITY



CUPRA continue with its goal of ushering in a new era in the automotive industry through new experiences with the launch of CUPRA Priority, the CUPRA Tribe's customisation and fast delivery service for members of the CUPRA Tribe. This concept allows the customer to customise their own vehicle, follow the delivery process digitally and receive it at the dealership in only 20 to 30 days.



Furthermore, to stimulate demand for electric models, CUPRA initiated this project by offering the two PHEV versions of the CUPRA Formentor, with 204 and 245 hp, both

produced in Martorell. At a later stage, the hybrid variants of the CUPRA León and the combustion engines of both models were added, and now the CUPRA Born, the brand's first 100% electric model, has also been added.



"CUPRA Priority ensures high levels of customisation and rapid delivery, faster than the industry average, and will also allow us to optimise stock management in each market. Our ultimate goal is to provide a unique experience for our customers," says Antonino Labate, Director of Strategy, Business Development and Operations at CUPRA.



In this way, CUPRA creates new shopping experiences taking into account the consumption habits of the new generation of drivers, personalising the experience and making it easier, faster and more transparent thanks to four factors: the digitisation of the purchasing process, the customisation of the offer, flexibility in production and optimisation of stock management.

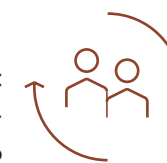


Thus, through the CUPRA Tracking Tool, a digital tool integrated into the brand's official website, the relationship between the customer and the CUPRA Masters, the

specialised salespeople who actually act as personal advisors throughout the purchase process, from the first contact to the vehicle's after-sales service, is further strengthened.



Once the customer places their order at the dealership, they can access a private area of the website using their CUPRA ID, consume brand content and follow the production process of their vehicle step by step from home: the issuing of the manufacturing order, information on the production process, arrival at the dealership and delivery of the vehicle.



For its part, the CUPRA Master will be able to track sales and have a digital and transparent communication channel with the customer.



This level of customisation and fast delivery is made possible thanks to the flexible production and logistics process that has been created for the models contracted under this service. So much so that, from a standard configuration, the CUPRA Master can adapt manufacturing orders according to the customer's desired configuration up to a week before the vehicle is produced.





2021
YEAR
OF THE

AWARDS

a_



2021 has been full of recognition for SEAT and CUPRA. Both brands have triumphed in the main automotive sector awards

CUPRA BORN, CUPRA LEÓN AND CUPRA FORMENTOR VZ5 **GOLDEN STEERING WHEEL AWARDS 2021**



CUPRA has triumphed in the 2021 Golden Steering Wheel Awards. The brand achieved a sensational hat-trick, thus becoming the most successful manufacturer at one of the world's most important automotive events. During the gala, held on November 9 at the Axel Springer headquarters in Berlin, the CUPRA brand achieved a major milestone. Were crowned three of its models in the most hotly contested categories. The CUPRA León was awarded the Gold Steer-

ing Wheel in the Small and Compact Cars category, while the CUPRA Born, the brand's first fully electric model, won the Small and Compact Electric Cars category. Meanwhile, the CUPRA Formentor VZ5 managed to prevail in the competitive SUV category.

The Golden Steering Wheel awards have made CUPRA the most successful manufacturer at one of the world's most important automotive industry events

The Golden Steering Wheel awards were created in 1976 by Axel Springer, Europe's largest publishing company, and are the most important in the automotive industry in Germany. Its combination of votes from readers and experts makes it a highly reputable event in the industry. —



READERS' CAR OF THE YEAR 2021
The CUPRA Formentor received the award bestowed by the readers of the newspapers of the Prensa Ibérica group.



RED DOT AWARD 2021
The CUPRA Formentor won Best Product Design for its combination of practicality, passion and performance.



2021 AXEL SPRINGER MOTOR AWARDS
CUPRA Born, CUPRA Formentor VZ5, and SEAT Arona, big stars at the 2021 Axel Springer Motor Awards.



MUJER HOY AWARD
The readers of Mujer Hoy awarded the plug-in hybrid version of the CUPRA Formentor.

ECOMOTOR AWARD
The CUPRA Formentor won the award for Best Plug-in Hybrid from the digital publication El Economista.

TROPHÉE COUP DE COEUR
The CUPRA Formentor won this award given by the readers of Automobile Magazine (France).

MOTOR AWARDS 2021
The CUPRA Formentor was voted best car of the year and best compact SUV in the awards organised by Coches.net.

AUTO BILD
The "Die besten Marken in allen Klassen" awards from Auto Bild magazine honoured the CUPRA ATECA (small SUV) and the Formentor (medium SUV).

APMC BEST CAR OF THE YEAR
The CUPRA Formentor was awarded "Best Car of the Year in Catalonia 2021" by the Asociación Prensa Motor de Catalunya (APMC).

TROFÉU VOLANTE DE CRISTAL
The CUPRA Formentor won Sports Car of the Year 2021 from Expresso & SIC Noticias (Portugal).

SEAT LEON BEST BUY CAR OF EUROPE 2021

The SEAT León received the Best Buy Car in Europe 2021 award at the AUTOBEST Gala in early October. According to Wayne Griffiths, CEO of SEAT and CUPRA, "This is the best possible recognition for the team involved in the launch of the best León of all time, a success that builds on a 1.1 billion euro investment that has taken it to a new level. This award highlights the importance of our compact model in the marketplace and gives us renewed strength to look to the future with confidence."

The AUTOBEST awards are among the most prestigious in Europe and have been held annually since 2001. This is the second time in SEAT's 71-year history that the company has won this award. The first was in 2017 with the SEAT Ateca. The SEAT León, a benchmark in the compact segment, has been the brand's most successful model since 2014, with 2.3 million units sold across all its generations. The current generation of the SEAT León, designed, developed and produced in Barcelona, is the most efficient, dynamic and safe to date, and is the best-selling compact in Spain in 2021. The León offers a high level of technology that makes it the first fully connected SEAT. —

The new SEAT Leon's combination of dynamics, efficiency, safety and connectivity convinced the 31-member jury from all over Europe

The new SEAT Leon's combination of dynamics, efficiency, safety and connectivity convinced the 31-member jury from all over Europe



ABC "BEST CAR OF THE YEAR 2021" AWARD
The fourth generation of the SEAT León received the most important motoring award in Spain.



ESTRELLAS LUIKE DEL MOTOR 2021
SEAT received four Estrellas Luike awards, including one for the León, the best-selling compact in Spain.



ECOMOTOR "BEST SMALL SUV" AWARD
The readers of elEconomista.es chose the SEAT Arona as the Best Small SUV of 2021.



WHAT CAR? AWARDS: FAMILY CAR OF THE YEAR
Earlier this year, the new SEAT León received the award for best family car of the year from What Car?

CAR AND DRIVER
SEAT León, best car in Car and Driver magazine.

L'ARGUS
SEAT León, best compact and family saloon of 2021 (France).

LOCARENT
SEAT Arona, best utility SUV, and SEAT Ateca, best small family SUV (Portugal).

MOTOR MUNDIAL
SEAT León, Car of the Year 2021 (Spain).

VOLANTE DE CRISTAL
SEAT León, Car of the Year 2021 and Hybrid of the Year 2021 (Portugal).

AUTOMOTOR & SPORT
SEAT León, voted best compact car by the readers (Poland).

CAR DEALER
SEAT Ateca, best second-hand SUV (UK).

FLEET DEALER
SEAT Tarraco, best large fleet SUV (United Kingdom).

AUTO TOURING
SEAT Mii, best small car of 2021 (Austria).

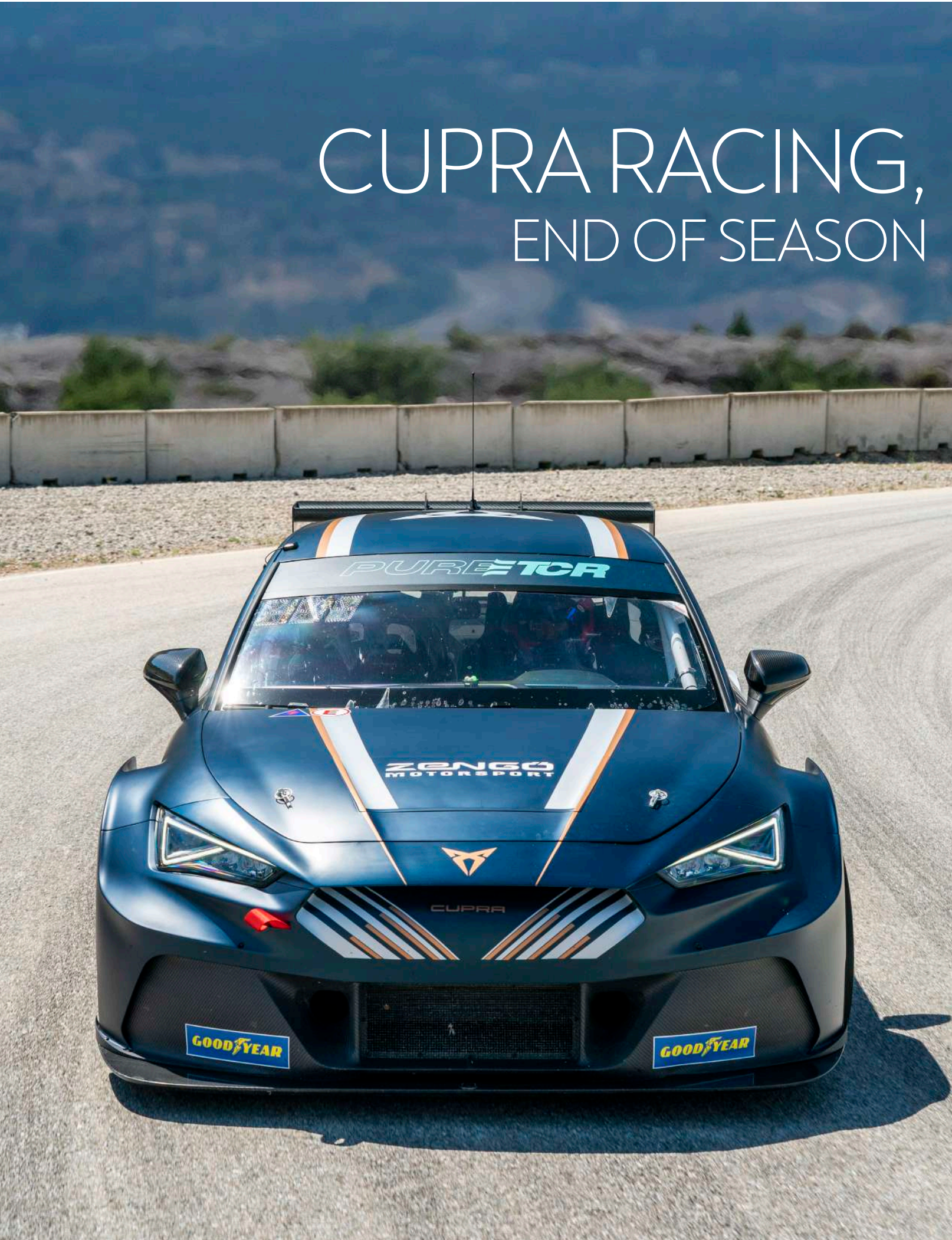
AUTO EXPRESS
SEAT Tarraco, best large SUV of 2021 (United Kingdom).

CUPRA RACING, END OF SEASON

CUPRA has participated in two electric competitions this season, the PURE ETCR touring car series and the Extreme E off-road competition, leading the way towards a new era of racing which is more sustainable and innovative, but just as exciting



Highlights from CUPRA's participation in the PURE ETCR and Extreme E competitions this season



PURE ETCR ELECTRIC SPEED

CUPRA announced mid-year that it would participate in the new PURE ETCR championship together with the Zengő Motorsport Team, with the new CUPRA e-Racer, the world's first 100% electric touring car. The championship aims to showcase the potential of electrical technology in racing, with short and exhilarating races, and is promoted by Eurosport Events, like the World Touring Car Cup (WTCR), in which CUPRA also races together with client teams and the CUPRA León Competition. This new championship adopts the recently developed ETCR concept, an equivalent to the TCR for fully electric vehicles, which redefines thrilling touring car races.

In this first season, CUPRA competed with two e-Racers and with four top-level drivers: Mikel Azcona, Jordi Gené, Mattias Ekström and Dániel Nagy. PURE ETCR has been an unprecedented challenge, not only because it is completely new technology, but also because the competition format has been absolutely innovative. Equality between participants is assured, as all the vehicles will be very similar on a technical level. By regulation all are fully electric, 500 kW, with rear-wheel drive and a 65 kWh battery. The brands are only permitted to conduct and implement R&D on the chassis, aerodynamics, and bodywork dimensions.



Xavier Serra, Head of CUPRA Racing, values the brand's role in the first season of the PURE ETCR

CUPRA won the world's first electric touring car race (Vallelunga, Italy) and Mikel Azcona became the first PURE ETCR King of the Weekend after securing the highest number of points. Mattias Ekström, winner in Aragon, increased his lead in the PURE ETCR drivers' classification with a strong performance in the third round of the championship (Copenha-

The PURE ETCR Championship was created to showcase the potential of electrical technology in motorsport, with short and exhilarating races



FINAL RANKING BRANDS

- 01 CUPRA- Zengő Motorsport** (646)
- 02 Romeo Ferraris-M1RA** (579)
- 03 Hyundai Motorsport N** (578)



INDIVIDUAL FINAL CLASSIFICATION

- 01 Mattias Ekström** (320)
- 02 Jean-Karl Vernay** (316)
- 03 Mikel Azcona** (300)
- 04 Jordi Gené** (260)
- 08 Dániel Nagy** (178)

gen), with Jordi Gené and Mikel Azcona also placing in the top four overall positions. In the fourth race of the competition (Hungary), Mikel Azcona achieved his second victory, and Mattias Ekström's third position allowed him to maintain leadership of the championship with just one round to go before the final. Ekström, Azcona, and Gené were all in with a chance to

take the title in the final test in France. The winner of this last round (Pau-Arnos) was Jean-Karl Veray, but Mattias Ekström gained 9 29-point overall lead before starting the round to secure the championship. Mikel Azcona's third place in the French round consolidated CUPRA's advantage at the top of the final classification by brand. —

CUPRA E-RACER

- Single gear rear-wheel drive
- 4 electric motors with 300kW of continuous power and up to 500kW (680 CV) maximum power at 12,000 rpm
- Peak torque: 960 Nm
- 65kWh liquid-cooled battery
- Acceleration from 0 to 100 km/h: 3.2s
- Maximum speed: 270 km/h

EXTREME E SUSTAINABLE OFF-ROAD

CUPRA began a new electric adventure in September 2020, announcing its participation in the Extreme E as main partner of the ABT Sportsline team. Extreme E is an off-road racing championship for electric vehicles, and is held in the world's most climate change-affected places to promote environmental repair and protection. The nine teams participating in this first edition competed with the same vehicle, the Odyssey 21, a 4x4 electric beast designed by Spark Racing Technology, with batteries from Williams Advanced Engineering.

The different teams were only able to play with the suspension and brake settings, and changes in direction or delivery of power for more understeering, oversteering or neutral reactions, which had to be tailored to the two drivers of the vehicle. The championship requires each team to have one female and one male driver, in an attempt to promote gender equality in top-level motorsports. In the ABT CUPRA XE team, it was CUPRA ambassador and Rally Cross and DTM champion, Mattias Ekström, who initially teamed up with German driver Claudia Hürtgen (later replaced due to illness by fellow German Jutta Kleinschmidt) at the wheel of the e-CUPRA ABT XE1.

Despite suffering a series of incidents in the first round of the season (the Desert X Prix held in Al-Ula,



Saudi Arabia), the ABT CUPRA XE team scored 13 points, allowing them to place seventh in the championship. This result was the prize for their integrity and will to succeed, never giving up in the face of adversity. In the second round, the Lac Rose Ocean X Prix (Senegal), Ekström and Kleinschmidt (in her debut after replacing Hürtgen) were on the verge of reaching the final, where they aimed to fight for the e-CUPRA ABT XE1's first win.

In the third round, the Arctic X Prix, CUPRA reached the semi-final and showed its potential in the first race in history held in Greenland. Ekström and Kleinschmidt reached the semi-final, but a technical problem prevented them from progressing. The team finished in seventh position, and left Greenland on a high note after demonstrating their full potential on qualifying day. The fourth and penultimate round, the Island X Prix, was held on the island of Sardinia (Italy), where CUPRA achieved its first podium in the competition. Ekström and Kleinschmidt finished second, achieving their best result of the season. After this round, CUPRA rose to fifth place in the general classification, a position they retained after the celebration of the Jurassic X Prix, which was held on December 18 and 19 at a military base in Dorset (United Kingdom), where they finished in fourth position. —



Xavier Serra, Head of CUPRA Racing, values the brand's role in the first season of the Extreme E



E-CUPRA ABT XE1

- Single gear all-wheel drive
- 2 electric engines with continuous power and up to 400kW (544 CV) maximum power
- Peak torque: 920 Nm
- 53kWh liquid-cooled battery
- Acceleration from 0 to 100 km/h: 4.5s
- Maximum speed: 200 km/h



STANDINGS

- 01 Taylor-Kristofferson (Rosberg X Racing) 155
- 02 Gutiérrez-Loeb (X44) 155
- 03 Munnings-Hansen (Andretti United) 119
- 05 Kleinschmidt-Ekstrom (CUPRA-ABT Sportsline) 100

Extreme E is an off-road racing championship for electric vehicles that takes place in the world's most climate change-affected places

25 / 30 / 40

HAPPY
ANNIVERSARY
AT SEAT S.A.



JOSE MANUEL GUARDEÑO
25 YEARS AT SEAT S.A.



LAURA PALLÁS
30 YEARS AT SEAT S.A.



EDUARDO GAYA
40 YEARS AT SEAT S.A.

THE MAGIC OF SEAT S.A.

We make magic, that's for sure. We've known that for a while, but on Saturday, September 18, it was confirmed by magician Jorge Blass, who hosted the SEAT S.A. working anniversary.

Against the backdrop of the Teatre Lliure theatre in Barcelona, the magician Jorge Blass performed some of his astonishing illusionist tricks for the 196 workers who were celebrating their 25th, 30th and 40th anniversaries at the company, along with their companions. These milestones were in fact achieved in 2020, but due to the pandemic the soonest they could be celebrated safely was in September last year. In numbers, 25 workers reached their 25th, 149 reached their 30th and 22 celebrated their 40th year at SEAT S.A.

Jorge Blass wasn't the only one making magic at the Teatre Lliure. Xavi-

er Ros, Vice President of Human Resources and Organization, emerged from a CUPRA Born, which suddenly appeared inside a huge box mounted in the middle of the stage. Ros addressed the attendees and thanked them for their "effort, dedication and professionalism" during their years of working at SEAT. The Vice President of Human Resources and Organization also encouraged those present to look to the future with a sense

A group of 196 workers celebrated their 25th, 30th and 40th anniversaries at the company, at an event held at the Teatre Lliure

of optimism: "With projects like Future: Fast Forward we intend to electrify the Spanish automotive industry, with SEAT S.A. as the driving force behind this electrification process. In 1957, with the SEAT 600, we put Spain on wheels, now we intend to put it on electrified wheels." The key, according to Xavier Ros, is "to keep reinventing ourselves. This isn't anything new for us, we've already done it before as one large family". —

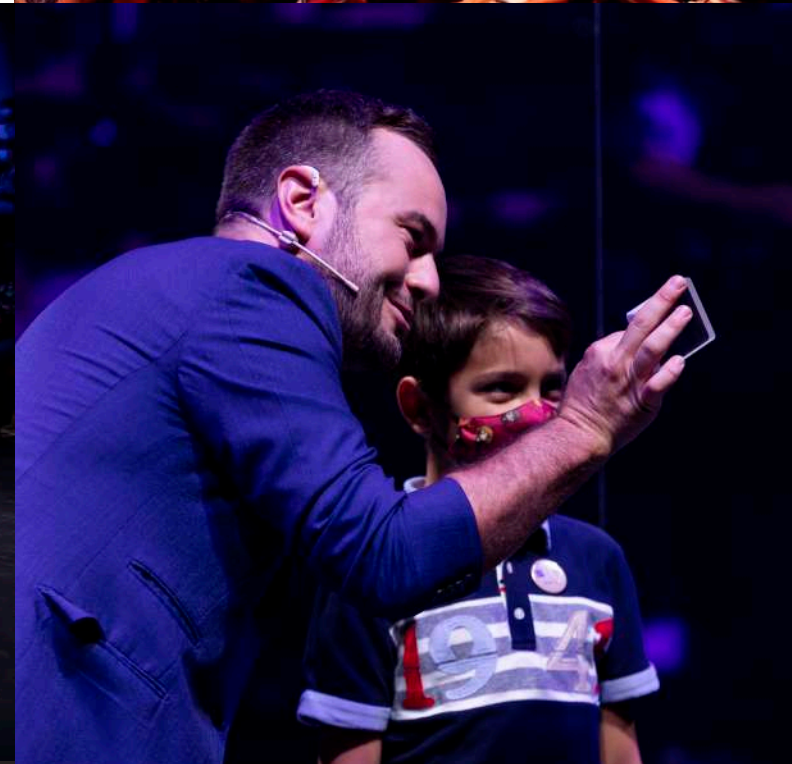


Xavier Ros, during his speech at the event. Laura Pallás, José Manuel Guardado and Eduardo Gaya shared some anecdotes of their time at the company



Wayne Griffiths
CEO OF SEAT AND CUPRA

“ I'm very proud of the SEAT S.A. team, who celebrate their 25th, 30th and 40th anniversaries at the company this year. They all have the spirit of self-improvement that defines SEAT S.A., a company that has always had to strive to achieve its goals. We're now entering a new stage of challenges with the electrification of Martorell and our CUPRA and SEAT brands. Also, on a personal note, I'm happy to be able to share in this moment, because I too am celebrating my 30th anniversary at SEAT, which I first joined in 1981, in Barcelona”.



JOSE MANUEL GUARDEÑO

PP55-PROJECTS
PLANNING

When did you join SEAT S.A.?

I started at the Apprenticeship School in 1987, where I spent 3 years, and then I joined the company in 1990, in the Maintenance area of the Sheet Metal workshop No. 4 of the Zona Franca factory. My father worked at the company and growing up I met a lot of people who also worked at SEAT. When I joined the company I was just 19 years old, and for me it was an opportunity and a dream come true. I also went in as second officer, and that was a source of pride. It came with a level of responsibility, and was in the Maintenance area I felt right at home there.

How has your professional career been within the company?

I spent two years working in the Zona Franca before requesting a leave of absence to study Telecommunications Engineering. After that, I came back to SEAT in 1997, where I spent a while in Production, then in Maintenance and finally in Plant Engineering, where I still am now.

On a personal level, what has been the highlight of your time at SEAT S.A.?

One highlight has been the people I've met along the way: some older,

others younger, and having had the opportunity to learn from one another. And, on a professional level, another highlight has been the chance to expand my field of vision: from a sheet metal workshop to the global view I now have of the factory and the work centres, since our department serves the entire infrastructure of SEAT S. A. And, on a purely personal level, the company has also brought great things my way: I met my wife on the SEAT bus!

How do you see the future of the company?

Despite the current crisis with semiconductors, we have some incredible cars, and with CUPRA on the horizon, I think we're going to grow a lot. Looking ahead to 2030 I see a manufacturer that produces electric cars and that is growing. —



LAURA PALLÁS

AS REGION 2 & CMC
SEAT SPAIN

When did you join SEAT S.A.?

I joined in 1990, but I had already spent two years on an internship thanks to a partnership between the Faculty of Economics of the University of Barcelona, where I studied Economics, and SEAT. It was like winning the lottery; it has been one of the most important and most positive decisions I've ever made. I'm from a small town in the Lleida Pyrenees, and joining SEAT, such a large and well-known company, gave me security. And it made me grow up quickly: I was a young person, a woman, working in a company that at that time was very masculine. But I always felt treated with affection and respect by everyone around me.

How has your professional career been within the company?

I have always been at SEAT Spain. I came in as head of Special Sales and it was an excellent place to start, because I picked up a lot of experience. After two years, I moved on to Network Strategy and, finally, to the After-Sales area. Each of those stages has been interesting, with its own challenges and I've had the opportunity to learn and meet people with experience, who have helped me to develop professionally.

On a personal level, what has been the highlight of your time at SEAT S.A.?

These years have seen me go through all of the major milestones in my personal life. I married my lifelong boyfriend, had

two children and have watched them grow into adults. It was nothing special, but I really enjoyed the peace of mind in the day-to-day of knowing that everything was in its proper place.

How do you see the future of the company?

I see an exciting future because we have a good base. On the one hand, all our products are highly competitive and tailored to what customers - particularly young customers - want. On the other, we have exciting projects in the pipeline, such as the CUPRA brand, electrification, sustainability and, above all, we have talent. We've been able to attract a lot of talent because SEAT S.A. is a very attractive company to work for. In short, I see the company going from strength to strength in the future. And I look forward to the day when I can tell my grandchildren, with pride, that I worked here. —



EDUARDO GAYA

HR CONTACT CENTRE MANAGER,
HR OPERATIONS, HUMAN RESOURCES

When did you join SEAT S.A.?

I started at the SEAT family in 1976, at the Apprenticeship School. When I took the entrance exams I was 14 years old, and passing them was a proud moment for me and my family. My father worked at the company, then I joined and I'm now hoping that one of my daughters, who works at SEAT S.A., although not yet permanently, will carry on the tradition.

How has your professional career been within the company?

I started out as an electrician in the Maintenance department of El Prat and I was there for 14 years. At first, it involved emptying the officers' bins and doing the less pleasant tasks, but over the years I learned a lot. Later, I moved to Human Resources, Industrial Engineering, Payroll, Controlling and finally back to Human Resources. Here I've worked in Personnel Management, Planning, Administration and Social Benefits, and now in HR Operations. After all this time, I've learned a lot and I'm happy with what I've achieved and also with what I've brought to the company.

On a personal level, what has been the highlight of your time at SEAT S.A.?


Everything that's happened in my life has been linked to SEAT. I finished my professional training, I completed secondary school, I

started a couple of technical degrees, which I didn't finish because I switched direction to Human Resources, and I earned degrees in Labour Relations and Labour Sciences. I had my two daughters, my grandson was born... I've been here for almost 41 years now and I have no intention of stopping, because I love my work; I look forward to it every day.

How do you see the future of the company?

I think SEAT S.A. will become a leader in many different markets, if we can hold out, because the immediate future is going to be tough. The strategy with CUPRA, SEAT MÓ, electrification, SEAT: CODE, etc. it will take us from being a car company to a company that provides a range of different services. I think it's heading in a very good direction. —



A portrait of Cecilia Taieb, a woman with short, styled grey hair, wearing a black blazer with silver sequin details and a necklace. She is standing in a modern interior with a dark wood lattice wall and a staircase with white steps on the left. The lighting is dramatic, highlighting her face and the texture of her clothing.

Communicating is her passion. The new SEAT and CUPRA Global Director of Communications joins the company at a challenging time, as we transition towards electrification

CECILIA TAIEB

Cecilia Taieb joined last April SEAT S.A., a company with two well-defined brands, SEAT and CUPRA, and with great challenges and opportunities ahead: the electrification of Spain and the growth of the CUPRA brand. Reporting directly to the CEO of SEAT and CUPRA, Wayne Griffiths, Cecilia leads a team of 30 people responsible for communicating with a wide range of the stakeholders both internal and external amplifying the channels the use and the reach we have. One of the team's main objectives is to communicate the company's transformation and create a pertinent and timely narrative around the change, ensuring that all employees and stakeholders understand and feel part of it.

How would you sum up your first ten months as Global Director of Communications at SEAT S.A.? What motivated you to accept the challenge?

It is different to anything I had done before. I had been working for a pharmaceutical company for eight years. At SEAT S.A. we have the unique opportunity to write the narrative of the transformation towards Spain's electrification, and boost global recognition of a new brand like CUPRA. Projects like these only come up once in a lifetime. I love discovering new sectors, learning, and using my knowledge. Furthermore, I am passionate about the motor world, which helps in a way. And I am not on my own. I have a highly qualified team here who are eager to take on this challenge.

Why is communication important for a company?

Because it's the link between the company's decisions, it's strategy, it's vision and the outside world. It's a window to the world. In a moment of transformation like this, we need to let people know why, what and how we're going about it. All of this contributes to the company's reputation and promotes transparency. The tone we give those messages will determine our personality as a company, which is very important these days, as it allows you to differentiate yourself. You don't buy a product just for its design or price, but also for what it represents, what it stands for.

You arrived at SEAT S.A. at a crucial moment, as we work towards electrifying the company, and pioneering Spain's electrification. What can the Communications department do to contribute to this?

It has a really important role. Firstly, internally, because when facing a transformation of this magnitude, you have to work hand in hand with the employees. But we also have to explain it to our external audience. We want to electrify a country, and that involves a very significant communication project and most importantly, education: explaining



“We have to develop tools that allow us to connect with everyone, whether they are in the factory, offices, or our markets”

what electrification is and how it will happen. The role of SEAT S.A. could have such a big impact that we have to put it into context: 70 years ago we put Spain on wheels, and now, 70 years later, we have the opportunity to put Spain on electric wheels. We want to be a benchmark and become a hub for electric transport in Europe. In fact, our ambition is to go further, to be the world's reference factory for electric cars, and this is what we must aspire to. This carries great responsibility.

SEAT S.A.A. is a company with a very large labour force. What are the challenges involved in reaching so many people with such diverse profiles?

We have to develop tools that enable us to connect with everyone, whether they are in the factory, in offices, or in our markets. At the same time, we need to make sure that this is two-way communication. In our day-to-day lives we are already used to communicating through social networks which facilitate this type of interaction. It has been very important to me from day one. In fact, we are taking this first step thanks to the implementation of Yammer, which will allow us to break down barriers in communication with and between employees, without differences or hierarchy. We are all going to be part of this transformation journey together.

One company, two brands... How do you balance communications tailored to each brand and to the new channels?

On the one hand, we are working with an iconic brand, SEAT, which is very established and has its own value and recognition, and the strongest portfolio it has ever had. This responsibility is an honour for me. And on the other hand, we have the completely different challenge of promoting the growth of a brand like CUPRA, with a new story to tell, no past, but which has managed to gain a lot of visibility over the last three years. As a mother, I compare it to parents who have two children, an older one and a younger one. Let's say the eldest is more independent, more mature, but you have to accompany the little one more and help them grow. We have to continue strengthening SEAT, but at the same time push CUPRA.

How do you coordinate communications with the Volkswagen Group?

Every week I meet with the global directors of the other brands and we share projects, experiences, and best practice. They collaborate, listen to, and are interested in CUPRA, because of its disruptive tone and personality. After all, it

is the first brand to be created which doesn't have a past within the Volkswagen Group

In just four years, CUPRA has already broken the mould. How do you achieve such success in terms of communication and reputation?

I think you have to be very clear about your values, and know how to convey what it is that you want people to see in you. In this sense, CUPRA is doing an excellent job in collaboration with Marketing: we have built a strong brand with personality, and now it is time to develop it even further. That point of rebellion that it has, of a brand created for a new type of client, is undoubtedly what is the most exciting about it. CUPRA goes beyond the automotive industry, it conveys a lifestyle and is an unconventional player within the sector. This means being disruptive, opting for ideas that are different from what's currently being done in our sector and, above all, not being afraid. I prefer completely different ideas over doing the same thing that other car brands have already done. That's not what we're here for. We are about breaking with the established approach, challenging the standard.

Society has a deeply ingrained idea of SEAT S.A. as a car factory and not so much as a mobility service provider. How is this transition from traditional manufacturer to new business models communicated?

The reality is that we currently have an answer to all mobility needs, be it through the SEAT brand, SEAT MÓ, CUPRA, or even through SEAT:CODE, our software development centre. Whatever stage of life you're at, whether you are an owner or a user, there will be a mobility solution from SEAT S.A. that fits your needs, profile, and age.

With all the challenges that the company faces, working on transformation is key. What role does communication have in this?

In order for our transformation to bear fruit, we need not only the engagement of our employees, but also of our customers. Companies do not transform by themselves, employees are the key to transformation. Our role is explaining the what, why, and how to employees, as well as to all stakeholders. You can't expect something to transform if people don't know where it's going and why we are going down that new path. Communication is an agent of change and a catalyst for transformation.

Instagram, LinkedIn, Twitter, YouTube, Twitch... How do you come up with a communication strategy in a world

“CUPRA goes beyond the automotive industry, it represents a lifestyle. We're challenging the standard”

in which information is consumed immediately and bi-directionally on social networks? What part does digitalisation have to play in the whole process?

Communication has evolved a lot in recent years. Nowadays, it's all about reach, how far you get and how many people follow you, what is the engagement or connection that you establish with those people, and how they talk to you. And there, social networks are key. Of course, traditional media are still important, and even more so in the automotive world, but we have to connect with new audiences because the way we consume information has changed. That's why we work in collaboration with Marketing on our network presence, with them promoting and us informing, but always staying aligned and making sure we have a balanced mix. And then we have LinkedIn, a professional social network that helps us attract talent and position the company within its own ecosystem. If we want to be one of the top 100 brands by 2030 with CUPRA, our impact and visibility have to go beyond what we have done in the past.

How has COVID changed corporate communications? Is hybrid reality here to stay?

Exactly. Hybrid communication and events are here to stay. For certain types of information, digital is very well adapted and effective, but it's important to strike a balance. Obviously, we will continue to do face-to-face events. Because a car has to be tested and driven to know what it's really like, and for now there is no simulator that can match the thrill of being behind the wheel. Evidence of this is the success of the presentation to the international press of the CUPRA Born that we held throughout last October in Barcelona. There's nothing like being able to be face to face with journalists again, engaging with them, transmitting our brand values.

There are more and more women in positions of responsibility, but in the automotive sector they're still not very visible. Do you think another transformation is "necessary"?



My answer may not be the most politically correct, but I have always preferred to be selected for having the best capabilities for the job. It is true that I come from a sector, the pharmaceutical sector, in which there are many women, but in the automotive sector things are changing. The Head of Global Group Communications of Volkswagen, is also a woman, Nicole Mommsen. You should always select the most appropriate profile according to their abilities, regardless of gender. But we must also go further and promote team diversity, not only in terms of gender, but also in terms of experience, ethnic and cultural background, nationality, sexual orientation... The full spectrum of diversity greatly enriches us.

What do you think communication will be like in the future?

It has to be communication that is committed to being increasingly agile, dynamic, multichannel and energetic, focused on the employee, the client and the product. At SEAT S.A. we will become increasingly transparent, more direct. It cannot be any other way. Companies have evolved a lot in recent years, and have gone from being very closed to opening up more and more. That is how the trend is going: fearless communication, two-way, creating communities and communication in which everyone in the company has a role. —

Very personal

Sea or mountains?

Sea, you'll never see me in the mountains.

Vanity Fair or Vogue?

Vanity Fair.

Book or E-book?

E-book.

Oasis or Blur?

Blur.

Paella or fish & chips?

Paella!

Dogs or cats?

Dogs, always.

Series or films?

Series.

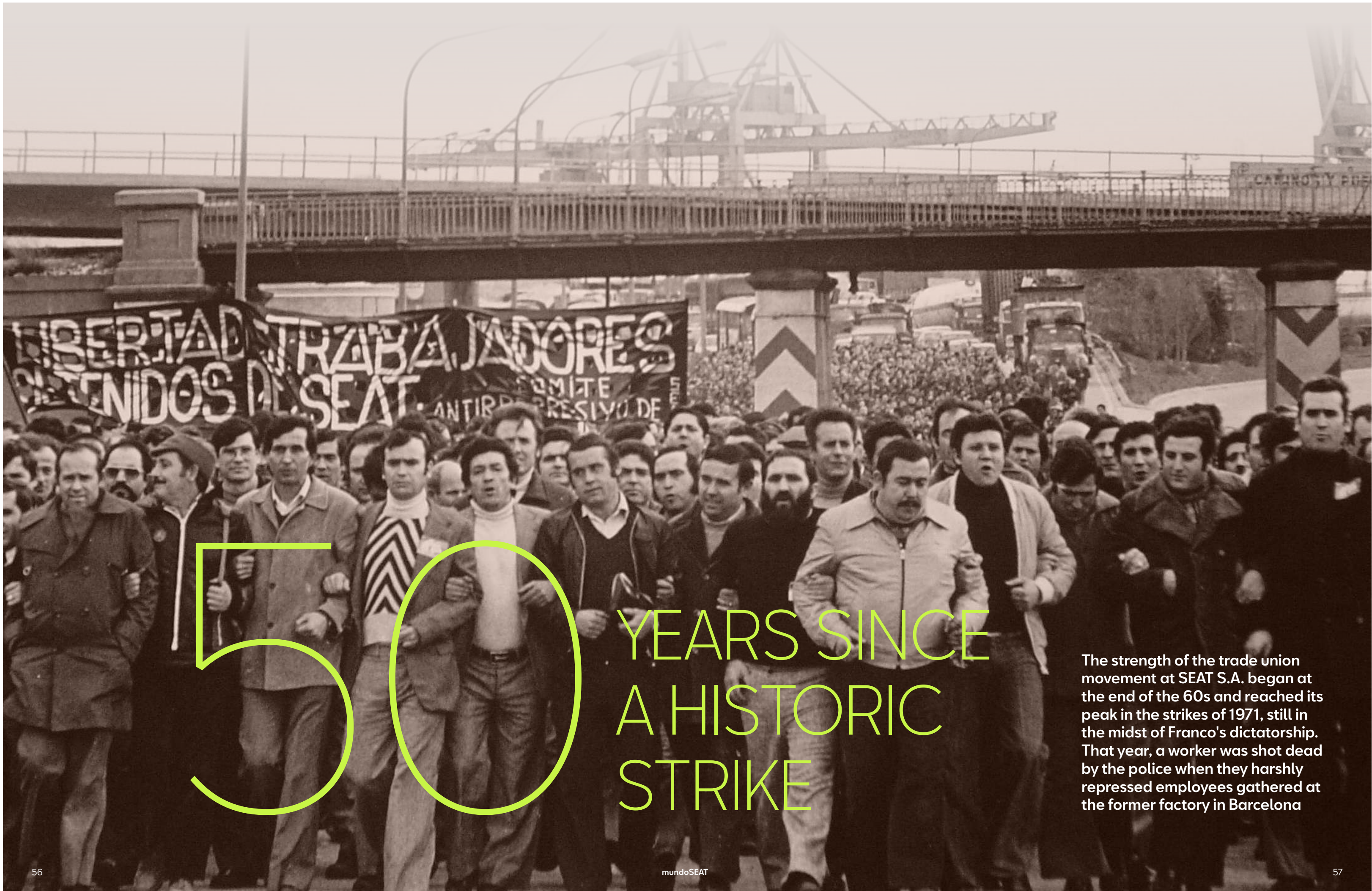
LinkedIn or Twitter?

Instagram.

Netflix or HBO?

Both!





LIBERTAD PARA TRABAJADORES
ENIDOS DE SEAT

50

YEARS SINCE A HISTORIC STRIKE

The strength of the trade union movement at SEAT S.A. began at the end of the 60s and reached its peak in the strikes of 1971, still in the midst of Franco's dictatorship. That year, a worker was shot dead by the police when they harshly repressed employees gathered at the former factory in Barcelona

SEAT S.A. has always been a symbol of industrial and economic progress and an example of the democratisation of mobility. The workers' movement in SEAT S.A., for its part, is a trade union reference. An example is the struggle for trade union rights and democracy in Spain in the late 1960s and early 1970s, during the latter years of the Franco dictatorship. Their trade union mobilisations were a reference point for many others that took place at that time and conveyed the citizens' yearning for freedom.

The first attempts at trade union organisation in SEAT S.A. date back to 1957, when the SEAT 600 was first produced. During those early years, the workers' movement was organised with the company juries in the vertical trade union, the only one allowed under the dictatorship, through the Unión General de Trabajadores (UGT) and of the Comisiones Obreras (CCOO) as a base and clandestine space. The first mobilisations date from that period, for example, the 1958 strike in solidarity with the Asturias miners or those of 1967, when the first major labour conflict broke out in the compa-

ny in protest at the deterioration of working conditions.

On 18 January 1971, the historic occupation of the Free Trade Zone factory took place to protest against the dismissal of the repressed employees who had led the trade union movement. It was one of the most massive and important conflicts of the last years of Franco's regime. From 1971 onwards, there was a phase of permanent conflict until the arrival of democracy. The legalisation of the trade unions and the labour amnesty in 1977 marked the beginning of a new stage in which labour relations normalised.

In the following decades, the company's trade union history was marked by one event: the entry of the Volkswagen Group, which became a turning point in trade union relations with the company. In line with what was happening in Germany, the trade unions became more involved in company decisions thanks to a co-management model that has been maintained to this day. In the aftermath of the dictatorship, a trade unionism of combat evolved into a trade unionism of negotiation typical of democracy, modern, mature and committed to its role as a generator of innovation, development and wealth for a company such as SEAT S.A. —

The combative trade unionism seen during Franco's rule has evolved trade unionism has evolved into a modern, mature and committed trade unionism



Death of a worker

On 18 October 1971, the police entered SEAT Barcelona to repress striking workers who had occupied the factory to demand the reinstatement of dismissed colleagues. In a confrontation with the police, Antonio Ruiz Villalba was shot eight times and died days later. The conflict had started months ago, when the company introduced night shifts. "The strikes and protests led to numerous dismissals of workers who had led the demands. The strike lasted 15 days and generated enormous solidarity from other companies in the Free Trade Zone and from society as a whole. Remembering what happened is necessary to understand that social organisation and dialogue is important to advance social cohesion and collective rights," explains Rafael Guerrero, current Secretary General of CCOO at SEAT S.A.



RAFAEL GUERRERO
Secretary General of CCOO at SEAT S.A.

The rise of democracy

The dawn of democracy marked the beginning of the modern history of trade unions and laid the foundations for today's labour relations at SEAT S.A. Pedro López Provencio, former CCOO leader who took part in the 1971 demonstrations, recalls that in 1977, "before the Amnesty Law, they reinstated all the workers dismissed for trade union reasons". In 1978, within the framework of the Moncloa Pacts, the 8th Collective Bargaining Agreement was signed, which meant a qualitative leap in workers' conditions with important social and trade union improvements. And, for the first time in history, trade unions were allowed to intervene in the organisation of work. "After years of conflict, the company was interested in signing an agreement, in negotiating. The company's needs and ours coincided," explains López Provencio.



Pedro López Provencio
Former leader of Workers' Commissions





The past of the present

There have been many turning points in SEAT's history. One of them was the negotiation with Volkswagen in 1993 and 1994, which allowed the company to take the leap and consolidate its position. This is the opinion of Enrique Montoya, a former UGT union leader, who was directly involved in one of the most important moments in SEAT's history. "In 1994, we met in Germany with the then president of Volkswagen, Ferdinand Piech, and with Klaus Volker, general secretary of IG Metall. And we are now a fully-fledged member of the European VW group. The initial objective was to keep the Martorell plant, and to completely divest the Zona Franca factory. An agreement was reached that the State and the Generalitat would provide the economic resources so that workers could benefit from incentive leave, early retirement, etc. Thanks to negotiation and pressure from the two governments, efforts were made to make SEAT a viable company, and today, it is one of the most renowned companies in Europe."



ENRIQUE MONTOYA
Former union leader



The social peace of 2012

The inauguration of the Martorell factory (1993) coincided with a difficult and complex period for the company. As former union leader Alfonso Rodríguez explains: "The sales crisis in the automotive sector was compounded by the financial difficulties resulting from the devaluation of the peseta, which forced a profound restructuring and rethinking of the future of the Barcelona factory. It was a tense time, as we went from being worried about the transfer to Martorell to the uncertainty about the company's immediate future." The end of production in Barcelona and the reduction of the workforce led to strikes and demonstrations in the autumn of 1993. Finally, in July 1994, an agreement was reached in which SEAT S.A. pledged the necessary investments, both public and from Volkswagen. It was the difficult beginning of a new stage that was redirected until culminating with the social peace of 2012



ALFONSO RODRÍGUEZ
Former union leader

Hello, Volkswagen

SEAT S.A. arrived in 1980 at a delicate time, due to the increase in petrol prices (130% between 1976 and 1980) and vehicle prices (215% between 1973 and 1980), the under-use of its facilities and financial difficulties. According to Carles Vallejo, president of the SEAT Memorial and former trade union leader: "The international crisis and internal problems led FIAT to disengage and hand over its shareholding to the National Institute of Industry (INI)." After the departure of the Italian company, difficult times followed until the SEAT S.A.'s final integration into the Volkswagen Group in 1986. "Spain's imminent entry into the European Union made it necessary to accelerate Volkswagen's takeover. The agreement would not have been possible without the consensus between the trade union representatives and the Volkswagen Supervisory Board," Vallejo recalls.



CARLES VALLEJO
President of the SEAT Memorial and former trade union leader





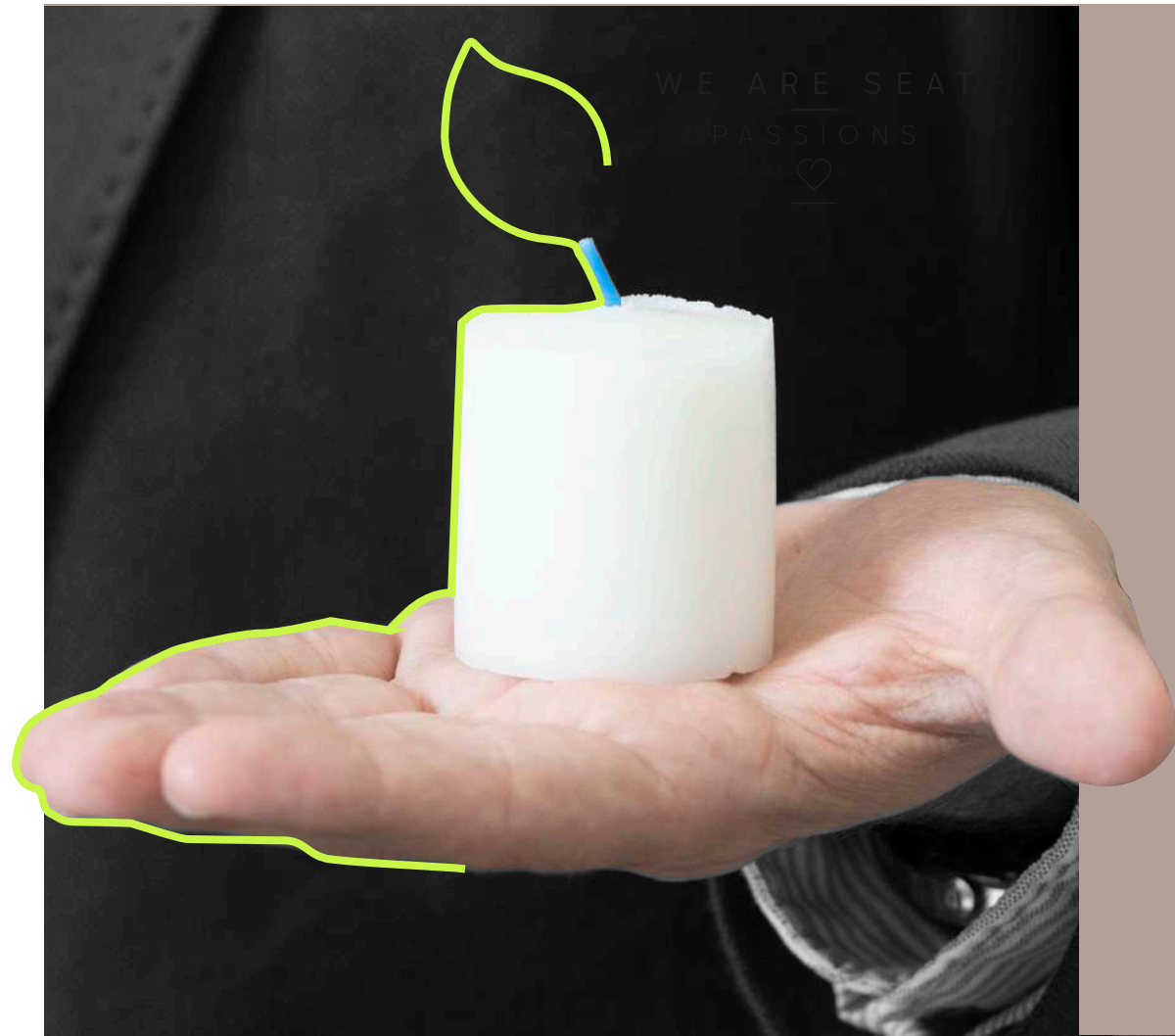
Electric future

The car industry is facing a huge challenge due to the ecological transition, electrification, digitalisation and changing consumer habits. And with all that it will mean for training and employment, as it will change the way cars are made. Because of this, Matías Carnero, Secretary General of the UGT at SEAT S.A., believes that “changing the culture of what it means to manufacture a vehicle is going to be the biggest challenge. Our role in this transformation is to propose, negotiate and agree on legislative changes that will help mitigate the impact that this transformation may have on direct or indirect job losses.” In this sense, Carnero firmly believes that the company “must be the driving force behind electrification and not remain in the tail car. This will require continuous investment in workers’ training”.



MATÍAS CARNERO
Secretario general de UGT en SEAT S.A.; chairman of the Inter-Center Committee of SEAT S.A., and member of the Volkswagen Group Supervisory Board

WE ARE SEAT
PASSIONS



ÁNGEL SUÁREZ

THE SCIENCE WIZARD

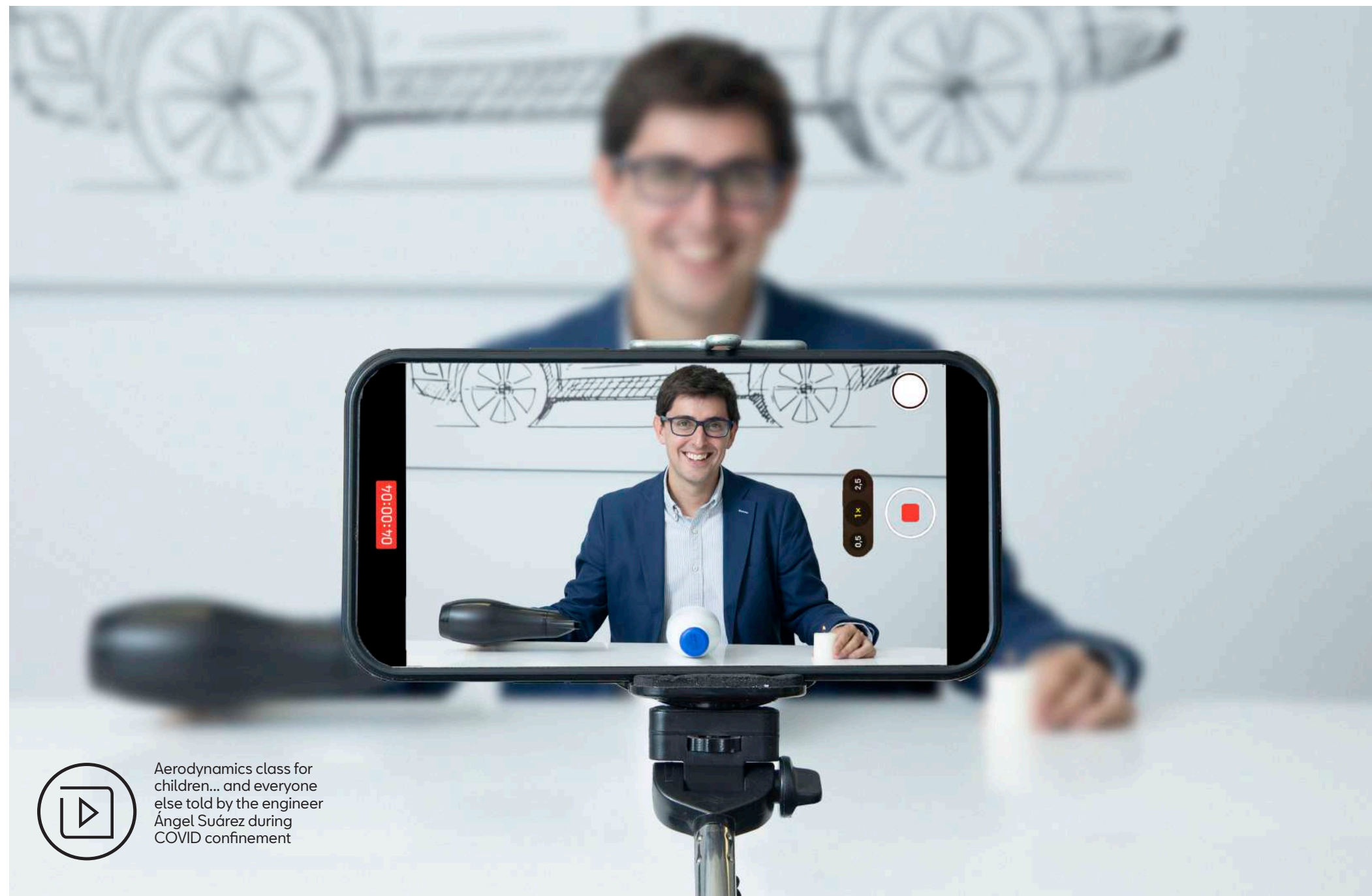
Vehicle Physics Manager at the Technical Centre, he has become a highly successful science communicator on social media in recent months



Four years ago, Ángel Suárez decided to participate in the Science in Action contest, organised by the school of his children, Mateo and Ana. It was about a parent preparing an experiment for the students. He was very clear that he wanted to do something related to his work. And he decided to set up an experiment to explain aerodynamics in Mateo's class with everyday objects such as a candle, a milk bottle and a hair dryer. It was a complete success. "I felt like a magician. The children kept repeating: 'Again! Again!' It was one of the best experiences of my life," he explains.

Ángel got the itch and couldn't stop. Every year an experiment was invented for the contest. Until the pandemic arrived. "I was very sad that I couldn't do the experiment for my daughter Ana's class, and I decided to do it at home, film it and pass it around the parents' WhatsApp group," he says. The video went viral among the classes and he shared it on LinkedIn at a time when doing activities at home with children became popular. It eventually reached his employers at SEAT S.A., and he was invited to make short communication lessons.

The first video. Ángel's famous experiment is very simple. The hair dryer generates an air stream that must be dealt with by cars, in this case, two milk cartons, one Tetra Brik and one plastic bottle. A candle is lit and placed behind the container. When the air from the hair dryer hits the Tetra Brik, it does not blow out the can-



Aerodynamics class for children... and everyone else told by the engineer Ángel Suárez during COVID confinement

dle, but if you place a bottle with a rounded shape, it does. Conclusion: the smoother and rounder the car's shape and the less surface area it has on the front, the less difficult it is to

move. But Ángel's experiments are not only successful because of the simplicity of their approach and execution. The key is the communication skills of this Oviedo native who joined

SEAT in 2007. What is your secret? "To explain aerodynamics to a child," he says, "you have to talk like a child. And what I basically do is acting: I use their expressions and gestures, I look for en-

couragement in familiar cartoon characters, etc."

Media blast. Ángel Suárez's role as a science communicator is now full

"The concepts around sustainability, emissions and electric cars need to be explained in a didactic way, both to our workers and to children, the users of the future"

speed ahead. Working at SEAT has had a lot to do with this media explosion. "When I was on the Trainee programme, there was a lot of emphasis on communication skills and the need to adapt the message to the audience," he explains. Ángel also believes that communication is key in a time of change like the current one. "We need to explain the emerging concepts around sustainability, emissions, or the electric car in an educational way, and it is important to do so both for our own employees and for children, who will ultimately be the consumers of the future," he says.

To understand this gift for telling stories and communicating, Ángel takes a mental journey back to his native Asturias: "In the summer, my parents used to send me to my uncle's house in the countryside. And while my aunt milked the cows, I would sit next to her, and she would tell me stories. Then I grew up and she would tell me stories about my father, and she did it in a way that kept the tension and intrigue going. That fascinated me, and that's where I think it all started." —



ELECTRICAL REPAIR TEAMS 10120102, 10220102 AND 10320102 WORKSHOP 11

Electrical Repair teams 10120102, 10220102 and 10320102 work in Workshop 11 in the Martorell factory. Its members are responsible for carrying out all repairs of the electrical faults in the vehicles. The models currently being verified are the SEAT Arona, Ibiza and Leon, and the CUPRA Formentor and Leon

Below, **Francisco Hidalgo**, Head of the Production Section (RTF), **Francisco Reina**, Electrical Repairs supervisor, and **Ángel Morillo**, spokesperson, start the shift by analysing the status of the group and the schedule for the day. Bottom right, Ángel Morillo informs the rest of the team of the schedule.



Froilán Díaz checks the vehicle for possible defects using his PDA.



Ivan Jové views the ticket containing the car's errors on the screen, which is a significant saving of paper.



Eric Vidal checks the fault in the car's control module to see whether it is affected.



Maria Angeles Lopez checks vehicle schematics on the screen for later repair.



Raul Calvo and **Rafael Gil** analyse an electrical anomaly in the vehicle.



Maite Ruiz repairs the vehicle, in this case it is a PHEV model.



Javier Gómez checks that the repair is completed correctly using MPS.



Francisco José Gutierrez and **Joaquin Castaño** make sure the vehicle is in perfect condition using the FISEQS system.



The members of **Electrical Repair teams 10120102, 10220102 and 10320102** from Workshop 11.



The members of teams 10120102, 10220102 and 10320102 ensure that the models produced in the Martorell factory have no kind of electrical problems

+ SUSTAINABILITY

At SEAT S.A., we have a strong commitment to sustainability and we're working across all spheres to ensure that we are respectful of the environment, focusing on reducing our impact on the natural world. The Management Team will tell you about some of our current initiatives

REDUCING ENERGY CONSUMPTION

We're working to reduce the energy consumption of our three plants when they're not in operation. We've calculated that on average, when a factory is non-operational, it uses 10% of the electricity it requires for "normal operations". We've already reduced this percentage at SEAT Components,

where, hand in hand with the Maintenance and Manufacturing teams, we've been working on a weekend energy consumption reduction project for a year now. The project began at SEAT's Barcelona plant in March and gas consumption at both plants has now started being monitored.

SEAT Martorell even has an Energy Saving Team now. Every weekend they carry out an energy audit on different parts of the factory where they evaluate the status of the systems and energy consumption, and check for any leaks in the compressed air networks. The main aim of these

audits is to check that the facilities are properly shut down and to keep on making improvements where possible. At the end of October 2021, we managed to reduce energy consumption in non-operational hours by 30,000 kWh per shift compared to the start of the year.



Óscar Rodríguez, Facilities Maintenance, SEAT Components
Jordi Costa, Management and Energy Strategy
José Luis Matey, Manager, Motor Plant and Auxiliary Services
Laura Milla, Facility Management & Central Maintenance SEAT Barcelona



NEW PANEL PROTECTORS

The CTS Product Optimization team has developed a panel protection part made with recycled materials which can itself be recycled as it is largely made from plastic. The part optimises processing, brings down costs and reduces environmental impact.

Until last year, panels which were installed in the Martorell factory were protected by a plastic sheet which stopped potential sur-

face damage. Once the vehicle had been put together in Workshop 10 or 11, depending on the model, the protective sheeting was taken off.

This protection process has now been improved and involves putting the protective part into the cockpit from the supplier, SMP, where it remains whilst the vehicle goes through Workshops 8 and 10. There, it's removed and attached to another cart which, once fully loaded, returns to

SMP to be used again on another vehicle. At the moment, this initiative is taking place on line 1 (Ibiza/Arona) and we're working on incorporating it into line 2 (León/Formentor). The project, which is in line with the Move to Zero strategy, contributes to the circular economy, with the company reducing its annual plastic waste by 8 tonnes and resulting in savings of 740,000 euros (calculated over a four-year cycle).

Product Optimization Team A1_A2_A6
From left to right:
Sonia Gutiérrez,
José Antonio Margelí,
José Miguel Pisano,
Rubén Chicón,
Jordi Martínez,
Stefano Fauzia,
Víctor Martínez,
Víctor Rodríguez,
Adrián Martín,
Katarzyna Wisniewska,
Pedro Guardia,
Asier Bibiano and
Fernando Torres

GETTING RID OF SINGLE-USE CONTAINERS IN THE CANTEEN

Last September, SEAT S.A. launched the Care for the Planet initiative with the idea of stopping the use of single-use plastic containers and cutlery used for food in the company canteens.

Take away meals in plastic containers started being used because of the restrictions imposed by the pandemic, whereby seating capacity was reduced from 2,800 to 500 places. The initiative was a great success, but we knew that using this type of plastic wasn't sustainable. This was proven to be the case in Project 1Hour, where we received many messages insisting that we find alternatives.

The project is exploring a system whereby employees getting takeaway food from the canteen bring their own cutlery and containers and then wash them up to be used again. Over a few weeks, the company sold containers and cutlery to staff at a discounted price. If the 5,500 workers using the canteen on a daily basis commit to the project, it would avoid 336kg of single-use plastic every month.

Francisco Núñez
HR Expert Center External Administration
HR OPERATIONS



RENEWING THE EBRO DELTA

This initiative is about implementing a series of updates to repair damage caused by Storm Gloria which hit the region in January 2020, and to improve this natural area's resilience to future climate change-induced weather shocks.

Starting in January 2021, this two-year project has been developed by the NGO SEO-Birdlife with the support of SEAT S.A. and the Volkswagen Group. So far the project has worked on renovating the volunteer houses in Riet Vell, as they were severely damaged by the storm. The project has also worked on footpaths and the surrounding area and has started discussions with Amposta Town Council about restoring a building which is of high ecological

importance, located where the Encanyissada Lagoon joins the sea.

The project is due to run until the end of 2022. The objective is to restore the natural value of significant coastal areas in order to mitigate the impact of climate change and sea level rise, refitting infrastructure in the Riet Vell Ornithological Reserve and improving its public use.

The Ebro Delta is the most significant wetland in the Western Mediterranean basin and is renowned for its biodiversity.

Dr. Joan Carles Casas
Manager, Sustainability Production and Logistics

REUSING PAINTING TOOLS

Up until now, the painting process has used a range of single-use plastic tools. The painting team realised that by grinding up these tools once they were no longer of use, they could produce a new raw material which they could use to make the tools again. An industrial partner (ARSAM), has helped to develop this circular economy project.

The initial objective was to be meticulous with the material samples from the supplier, ensuring that they were just as strong and stable so as to be able to withstand the intense demands of the painting process such as enduring high temperatures.

Now the technical puzzles have been solved, we have an administrative challenge on our hands: how to register the new recycled material in our systems so it can be sold. It's estimated that the recycled painting tools material project will save 45 tonnes of plastic each year.

Alejandro Rodríguez Puig
PP4 - Painting Processes



INTRODUCING RECYCLED POLYMER MATERIALS IN VEHICLES



There's an increasing problem with creating waste, particularly plastics, and a lack of raw materials. The European Union regulates the use of single-use plastic and, despite the fact that there is no regulation forcing manufacturers to introduce recycled plastics into their vehicles, at SEAT S.A. we're working to move the legislation forward and be more sustainable.

At the moment, we're studying pallets of products which have been made with recycled materials from our usual suppliers to determine which ones could be used in our production process. At the same time, we're working out which of our internal processing parts could start using recycled materials, or

whether we can increase the amount of recycled materials in the ones which already use them.

An average vehicle like the León contains approximately 240kg of plastic. Although we couldn't substitute this completely for recycled plastic, if we managed to do it for some parts of the vehicle, we would save enormous amounts of petroleum and we would avoid many tonnes of plastic being thrown away.

Mar Villacampa
Product Environment Technical Compliance



BE THE IMPULSE

HEADING IN THE SAME DIRECTION TOGETHER

We are facing our biggest ever challenge: electrification. To lead this transformation, SEAT S.A. has outlined four major strategic priorities that will help us to transform: preparing to manufacture electric cars, keeping CUPRA growing, strengthening our business model, and transforming the organization and culture

The company's future is already taking shape. There are many people and teams working hard on it. Recent months have seen remarkable changes which are undoubtedly shaping the future of the automotive industry. "After 30 years in the industry, this is the first time I've faced disruption on such a significant scale. We are at a really crucial and strategic moment," says SEAT and CUPRA CEO Wayne Griffiths.

One of SEAT S.A.'s challenges is to maintain its commitment to the climate objectives included in the Paris Agreement and the European Green Pact, which initially established that by 2030, greenhouse gas emissions from vehicles would be reduced to 77g of CO₂/km, a figure that has now been reduced by 20%, to 57g. of CO₂/km.

In this scenario, transport electrification is recognised as the only alternative. According to forecasts from 2018, the hybrid and electric car segment (PHEV + BEV) would represent 7% of the total market in

2021, 17% in 2025 and 33% in 2030. Those numbers have increased: the hybrid and electric segment will constitute 14% of total vehicle sales in 2021, a percentage that will rise to 26% in 2025, and by 2030 it will already be 70%. In other words, by 2030, most vehicles will already be electric.

SEAT S.A. must undergo a profound transformation. The SEAT brand today has its strongest ever portfolio. For their part, SEAT MÓ and SEAT:CODE are also two important drivers of change for our company. And CUPRA is becoming an industry benchmark. Since 2018 it has sold more than 125,000 cars and is showing great potential.

The next few years will continue to be marked by disruption and uncertainty. This is why, "now more than ever we have to focus on what is really important and have a clear direction," says Wayne Griffiths. That address is reflected under the motto *The impulse*, in the company's four strategic priorities to create a robust and sustainable future. It will be both difficult and exciting:

1. Electrify SEAT S.A. This involves electrifying the company, from qualifying

the workers to adapting our manufacturing facilities for electric vehicle production. With a clear objective: positioning the Martorell factory as the best and most efficient in the world; the factory of the future. We also want to lead electrification in our country and become a hub for Europe.

2. Ensure CUPRA keeps growing and being a successful brand. To do this, we are going to work on three pillars: exploiting the European market; increasing our portfolio of products; and globalising the brand.

3. Strengthening the business model. The company had already undergone various transformations that have led to strong profit returns and record sales. However, they were not robust enough to guarantee the sustainability of our business in the face of problems such as COVID-19 or the lack of semiconductors.

4. Transforming our organisation and culture to be an agile, dynamic company with a different energy that places the customer, employees and product at the centre. Employees are a key part of this transformation. They are the ones who have to redefine, reinvent and drive change. —

ELECTRIFYING SEAT S.A.

Electrifying SEAT, S.A. means converting Martorell into a 100% electric factory by 2030 and having a completely electric portfolio, including the future urban electric car that we plan to develop for the Group, the Small BEV. The emergence of electric vehicles is going to be faster than expected and the AO car segment (less than 3.70 m in length) is going to account for 80% of the European market soon. This is why it is important for SEAT S.A. to adapt to be able to manufacture this type of

urban electric cars from 2025. To make this possible, SEAT S.A. has kickstarted the Future project: Fast Forward (F3), whose objectives are to transform Martorell and promote the electrification of the entire automobile industry in Spain. To do this, it has partners such as Iberdrola, Telefónica and Gestamp, among others, and is opting for support from the Government's Strategic Projects for Economic Recovery and Transformation (PERTE).

STRENGTHENING THE BUSINESS MODEL

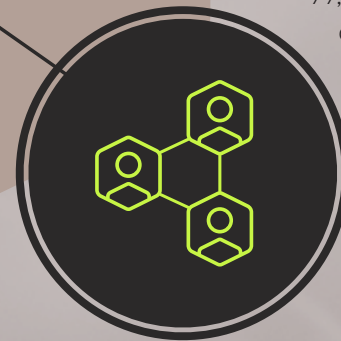
Another of SEAT S.A.'s priorities is strengthening our business model so that we can face any possible crisis. COVID-19 and the shortage of semiconductors have highlighted the need for a broader, stronger and more agile model, which focuses on profitability and means we can improve each model's margin. Along the same lines, the company needs to break its dependence on a few models or certain markets and

achieve a better model-market-channel mix. CUPRA is the way: the brand needs to continue growing in volume and increasing its visibility. For this, the European market will need exploiting further; we need to guide the portfolio towards sectors that can offer even greater benefits; and we need to take the brand to new high-potential markets, such as Australia, which we will open next year.



SEAT S.A.

BE THE IMPULSE



GROWTH OF CUPRA

One of the company's priorities is for the brand to continue growing and reaping success. CUPRA wants to inspire the world from Barcelona. To do this, it will continue strengthening its strategic alliances: with FC Barcelona, the Primavera Sound festival, the World Padel Tour, Mikakus and Marset. The goal is for CUPRA to be among the 100 global brands in the Interbrand consultancy's benchmark ranking by 2030.

CUPRA's influence will also grow thanks to the opening of new CUPRA Garages, which will be added to the existing ones in Mexico City, Hamburg, Munich and Milan. Another key for the future is to completing the portfolio. The Formentor, one of the company's best-selling models and its most profitable, is now joined by Born, the first 100% electric CUPRA, with which the brand expects to double its sales in 2022. The Tavascan and other models that will make a difference will come next.

ORGANISATIONAL AND CULTURAL CHANGE

Achieving these goals will only be possible if we carry out essential cultural and organisational changes. Electrification won't just affect facilities. Not only will it be necessary to acquire the skills and abilities required by the new manufacturing model (more than 77,000 training activities are planned over the next five years), we will also have to change our behaviours and habits to align them with the new culture and adopt new leadership values and principles, integrating them into our processes. We all have to become drivers of change. The motto *Inspiring each other to dare to succeed* summarises our new way of working:



INSPIRING means providing autonomy and embodying honesty, giving and asking for feedback genuinely and regularly.



DARING means continually challenging the status quo, daring to experiment while risking being wrong.



SUCCEEDING means believing that we can achieve anything and challenging ourselves to surpass our limits.



TEAMWORK means being able to give each other support and asking for help, sharing and celebrating all the company's successes as if they were our own.



WE TRANSFORM INTERNAL COMMUNICATIONS



We have a new communication tool that will accompany us in the process of cultural transformation: Yammer, a corporate social network similar in appearance and use to Facebook. The platform is included in the Office 365 package and is the business social network

used by all the Volkswagen Group brands, although SEAT S.A. is pioneering its use. It can be accessed from computer, mobile phone and tablet. Yammer will change the way we communicate to give it a more modern and collaborative approach. The network promotes

instant two-way communication and encourages collaboration, dialogue and the participation of all the people who make up SEAT S.A. and the rest of the Group, because conversations are open between the brands. Yammer also improves teamwork, offers collective knowledge

management, breaks information silos, and connects geographically dispersed teams and workers. Furthermore, it promotes dialogue and feedback at all levels. Yammer is being rolled out in phases and will culminate in 2022 when all staff have access to the tool.



Miguel Carrión
Executive Director
Product Management
& China Business



Thomas Meiers
Chief Governance and
Legal Officer de SEAT S.A.

Victor Monserrate
Head of the Data
Office

Patrick Sievers
Global Head
of CUPRA
Brand
Experience

Laura Carnicero
HR
Management

Francesco De Giglio
Head of CUPRA
Finance

Cecilia Taieb
Global Director of
Communications

Marc Riera
Head of New
Projects &
Purchasing
Estrategy

Benjamin Ramirez
Head of
Culture,
Change &
Diversity

Patricia Such
Director of
Health, Safety
& Emergencies

Jorge Diez
Design
Director

Lourdes de la Sota
Director of
Corporate
Strategy &
Institutional
Relations

Antonino Labate
Director of
Strategy,
Business
Development
and Operations
at CUPRA

Anabel Andion
Head of
Development
Prototypes
Center

Sven Schwirth
Head of
Digital
Business &
Product
Strategy

Daniel Cortina
Director of
Quality

Christian Friedl
Director of the
SEAT plant
Martorell

Adrià Martin
Director of R&D
Operations,
Products &
Concepts

Carlos Buénosvinos
CEO SEAT: CODE



CULTURAL SQUAD

Promoting the company's transformation and spreading the new corporate culture is this team's task. The team consists of 19 professionals from SEAT S.A. from different areas and with very different profiles and trajectories

ENQUIRIES ON COMPLIANCE?



Since January 2019, the Enquiry Channel of the [Compliance and Integrity portal](#) has been available to all SEAT and CUPRA staff and since October 2021 the channel has also been available to SEAT:CODE and SEAT MÓ, as the means to seek advice and conformity on matters of Compliance

On which subjects and in which cases should we use the Compliance and Integrity Portal's Enquiry Channel to report or seek advice?

ANTI-CORRUPTION

- Gifts:**
- Have you received a gift from a business partner and don't know if you can accept it?
 - Are you organising the delivery of gifts to business partners, customers or third parties?
 - Are you giving gifts to employees on behalf of the SEAT Group?

Invitations / Events:

- Have you, as an employee of the SEAT Group, been invited to an event in the course of your professional duties?
- Are you organising a SEAT Group event?
- Are you planning actions with brand ambassadors?
- Has a business partner invited you to an event?

Conflicts of interest:

- Do you need advice on whether you are facing a potential conflict of interest?
- Public sector:**
- Have you been invited to an event involving public sector staff?
- Are you organising or attending a lunch with members of the public sector?

Sponsorships, donations and delivery of tickets:

- Is your area interested in sponsoring or donating?
- In the context of a sponsorship, will you distribute tickets to employed people or third parties?
- Do you want to know more about the Sponsorship, Donations and Tickets approval process followed by the Sponsorship, Donations and Tickets Committee?

BUSINESS PARTNERS INTEGRITY ANALYSIS

- Business partners / legal documentation:**
- Are you going to start a new business relationship with a third party?
 - Has the business partner's information undergone significant changes?
 - Are you planning a giveaway/contest or actions with external influencers?

MONEY LAUNDERING AND TERRORIST FINANCING:

- €**
- Do you have questions about the applicable regulations (DG27 and AD50.17)?

HUMAN RIGHTS:

- 👤👤👤**
- Do you want more information on the matter of human rights?

CODE OF CONDUCT:

- 👍**
- Do you need advice or have questions about the content of the Code of Conduct? —

How to process your enquiry?



1. Access the **Compliance and Integrity Portal** (access always available from the intranet homepage).
2. Go to the Queries Channel and then go to the New Enquiry section.
3. Select the category your enquiry is about (in +info you will find information on the subject).
4. Write your enquiry (you can attach the necessary information).
5. Click on: Accept and send.
6. Once processed, you should receive an email with the enquiry code. Employees without access to the intranet, external staff and third parties such as suppliers and business partners have the following e-mail at their disposal compliance@seat.es. —



INFLUENCERS OF COMPLIANCE AND INTEGRITY



THE INFLUENCERS NETWORK TURNS 1 YEAR OLD

Who better than yourself to know how to improve your day-to-day Compliance and Integrity. The Influencers Network was created a year ago for that purpose. Influencers are people of reference in all areas who lead the promotion of the culture of compliance, integrity and dialogue, with the main role of guiding, acting and improving.

During 2021, the Influencers have continued their role, carrying out and promoting different activities in their environment and participating in meetings to receive more information and training on Compliance and Integrity matters and to exchange experiences and activities carried out in their areas.

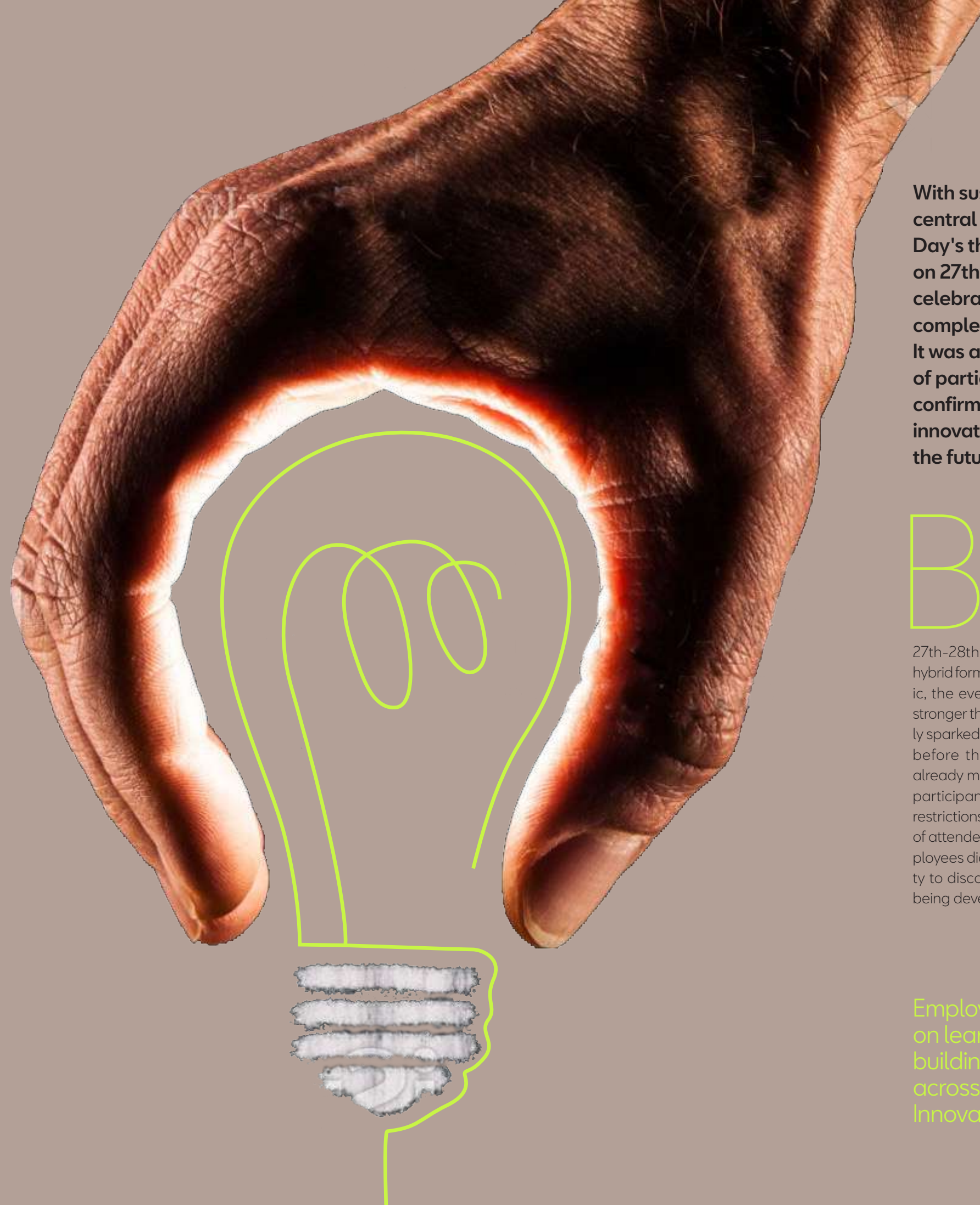
During the last semester, they have increased their knowledge of the Whistle Blowing System, such as how it works, the process, guarantees, matters that should go through this channel, and the Compliance Enquiry Channel, what to consult and how to consult it. All of this is to help them in their role of guiding other employees. In addition, they have been the driving force behind various topics such as the Volkswagen Group's Integrity and Compliance survey and the empowerment of middle management leadership through the use of Compliance and Integrity pills. —

A GREAT SUCCESS. THE NETWORK IS EXPANDING!

At the end of 2021, the Network was expanded following a selection process involving all those candidates who applied when the Network was launched. Together, we are leading the company towards excellence in Compliance and Integrity. Thanks to these people, the issues of Compliance and Integrity are enhanced, promoting an open dialogue culture that allows us to raise our hands when something is not going well or when we want to improve a specific process or our working environment in general. Without all the people who are part of the Network, it would not be possible. Thank you very much to all of you for contributing to our progress! —



INNOVATION DAY 2021



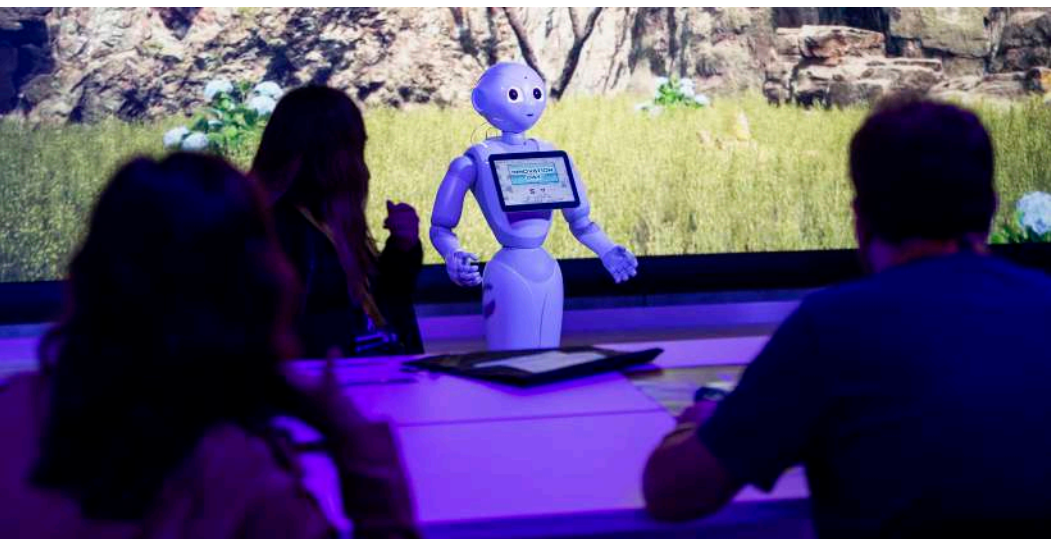
With sustainability as the central theme, Innovation Day's third edition, held on 27th-28th October, celebrated a return to a completely in-person format. It was a great success in terms of participation numbers, confirming our focus on innovation both now and in the future

Born as an inspirational event which celebrates and builds upon employees' positive attitude and innovative culture, the third edition of Innovation Day was held on 27th-28th October. After being held in a hybrid format last year due to the pandemic, the event returned to SEAT Martorell stronger than ever. Innovation Day certainly sparked expectation and interest; hours before the event opened, there were already more than a thousand registered participants and despite some capacity restrictions, it was a great success in terms of attendee numbers. The company's employees didn't want to miss the opportunity to discover all the innovative projects being developed at SEAT and CUPRA.

Employees also worked on learning, knowledge building and creativity across events at the Innovation Day



On the left, a moment from the SEAT Challenges. Bottom left, a session from the Immersive Box



INNOVATION TALKS

Innovation Day welcomed both internal and external experts, who gave presentations either in-person or on the live stream. The day ended with a particularly inspiring fifth talk by Christine Doig-Cardet, Director of Product Innovation at Netflix



Click on the pictogram to see the video of the third edition of Innovation Day



MIGUEL ANGEL RODRÍGUEZ
Electric Vehicle Safety
SEAT TECHNICAL CENTRE

His talk was about the future of mobility and focused on electric car charging and hydrogen-powered vehicles. He also tried to debunk certain myths around lithium batteries: durability, safety, recycling, etc.



GONZALO MESTRE
Founder and CEO
SHEEDO

A graduate of Team Labs' radical learning system, this former student presented his innovative company which specializes in plantable paper, sustainable merchandise and eco-friendly corporate gifts. A company that learnt business by doing business.



VICTORIA GAGO
Co-founder of EUROPEAN
BLOCKCHAIN CONVENTION

Victoria Gago and Jordi Navarro, head of technology management at SEAT S.A., came together to give an authentic blockchain masterclass. Bitcoin, cryptocurrencies, decentralised finance, and data and application control were some of the concepts covered.



KIRIL RIBAROV
Innovation manager
ŠKODA

After discovering the acceleration work being done at MotionLab.Berlin, home to over 70 hard tech start-ups, Škoda's Innovation Manager spoke about Innovation Day, and his two projects based on artificial intelligence and augmented reality confirmed that innovation knows no borders.

Summit and SEAT Talks. Projects linked to strategic concepts such as sustainability, electrification, processes, products, digitisation and new business models were presented at the Summit stands. Another of Innovation Day's objectives was to build connections and uncover talent, and this was exemplified by the SEAT Talks, five interesting conversations with specialists. "External experts have heard about Innovation Day and now they want to come and collaborate with us. It's having a sig-

nificant impact, and it positions us as a brand in the innovation ecosystem," says Laura Vidal, head of Innovation Awards and member of the conference organization team.

Disruptive thinking. New this year was the Immersive Box, an express ideation session designed to enhance creativity, working the brain to make it think outside its rational box. Set in a spaceship and accompanied by a robot, participants had an hour to work as a team, sharing

and reflecting on ideas with the aim of coming up with initiatives to help improve SEAT S.A.'s impact on the planet. "These ideas are a gift both for the employee and for the company, but the important thing is that the employees come out of it with a refreshed way of looking at things from another perspective, so that tomorrow they won't just think up one idea, but one hundred," enthuses Vidal.

Future challenges. Last but not least were the SEAT Challeng-

es, in which workers from across the company divided into five teams and, following the hackathon methodology, developed disruptive proposals with potential solutions to SEAT S.A.'s future challenges, such as with electric or connected cars. All the information from Innovation Day, as well as other talks by experts taking place throughout the year, can be consulted on the SEAT Innova platform, a resource which is constantly being expanded to help employees build their knowledge. —

The Summit showcased projects related to strategic concepts such as sustainability, electrification, processes, products, digitisation and new business models

EUGENIA ALQUÉZAR
Employee Manager
Engagement & Innovation



Year-round innovation

The fact that we have people eagerly awaiting this event throughout the year must be a sign that Innovation Day has already achieved its objective: to be the stand-out innovation event for SEAT S.A.'s employees. In this sustainability-focused third edition, we have managed to return to a 100% face-to-face event, revived this year with more projects and greater participation from all departments. It's a unique opportunity to be able to test things out and experiment again, the successful participation rates are evidence of that. As well as the usual Challenges, cross-cutting projects accelerator and incubator, and our inspiring Talks, we launched a new initiative called Immersive Box, an express ideation session giving employees the tools they need to introduce innovation into their day-to-day life. Although Innovation Day only takes place once a year, its impact continues well into the future. To support this forward-looking approach, we also have the SEAT Innova platform, which supports all employees in adopting an innovative and proactive mindset where they question the status quo and have the courage to try new things and build their knowledge so they can contribute to SEAT S.A.'s success. This is the mentality we need and want to promote, because without it, adapting to change and all the challenges that lie ahead is very difficult. —

SUMMIT PROJECTS

- 1 AI CORE**
Machine learning models to optimise real-time management of the SEAT MÓ sharing service.
- 2 ANTITRASH**
Development of easy-to-clean, antibacterial materials for shared vehicles.
- 3 AQUA**
Artificial intelligence applied to crash simulations to reduce physical tests.
- 4 AR VIEW**
Use of augmented reality, with virtual models to enable several people to interact.
- 5 AUTOMATIC AIRVENTS**
Development of an application to control the air conditioning system automatically.
- 6 CONTAINER FILLING GAME**
Gamification focused on increasing the capacity of the containers in the factory.
- 7 WITH YOU**
New on-line accessory rental service that offers users flexibility during their leisure time.
- 8 CUPRA URBAN REBEL**
Presentation of the new concept by CUPRA to Innovation Day attendees.
- 9 DIANA**
New autonomous driving technology implementation project.
- 10 FORMULA STUDENT**
Autonomous and electric cars designed and developed by university students.
- 11 HELMET**
Integrated helmet design for shared service scooters.
- 12 HOLOGUIDE**
Internal software initiative with augmented reality to perform step-by-step actions.
- 13 INDOOR**
Autonomous flying platform for the location and positioning of drones.
- 14 INNOVA'S**
Mobile application showcasing the Apprentice School's facilities, educational projects and activities.
- 15 KOMBI AR/3D**
Integration of Augmented Reality in driving with all the information the driver needs.
- 16 MEGATRUCK OUTBOUND**
25 metre truck that increases vehicle transportation capacity. It currently links SEAT Martorell with Barcelona port.

- 17 MICRO LENS ARRAY**
Ultra-small projectors with images embedded in micro-optical lenses that produce sharp images in bright colours.
- 18 MOBILITY HOUSE**
Project to transform the dealerships of the future in collaboration with different universities.
- 19 MY CUPRA**
Web portal providing a customer gateway to the CUPRA digital ecosystem.
- 20 NEW WAYS OF TRAINING**
The road to electrification requires innovative methods to rapidly improve capacity building.
- 21 POWER PLATFORM**
New Office 365 functionality focused on personal productivity.
- 22 'LIGHTBULBS' PROJECT**
Employee idea exchange initiative for LED bulbs that will be donated to social entities.
- 23 PS SUSTAINABILITY**
Tour of the company's sustainability initiatives and a glance into the future.
- 24 RECYCLED MATERIALS**
Project focused on the sustainability and recyclability of the materials used in our car manufacturing.
- 25 SALY**
Platform which enables real-time monitoring of the car's electrics.
- 26 ROBOT SIMULATION**
Simulation of Lane Assist safety protocols to meet EuroNCAP requirements
- 27 230V SOCKET**
230V socket service in the boot lining, creating the floating socket effect.
- 28 VR ACADEMY EDITOR**
Tool for creating training experiences based on virtual reality.



THE '15-MINUTE' CITY

Urban planners and experts in the smart city have developed the concept of the "15-minute city" in response to climate change and the urgent need to change the way we live, manufacture, consume and travel, before it's too late. Living differently means, first of all, changing our relationship with time

Fifteen minutes to work, to school, to the supermarket, to the doctor's... This is the bold proposal put forward by the City of Paris, led by its mayor Anne Hidalgo. To combine leisure, work, education, healthcare and personal lives within a one or two-kilometre radius and a maximum travel time of 15 minutes. Utopian it may seem, but the initiative is already underway, and a number of major cities around the world, including Bar-

celona, have signed up, driven by the enormous environmental and health challenges we all now face.

The goal of this initiative by the Parisian council is to make the city more liveable, inclusive, equal and resilient. Until now, we've worked with city models that rely on the use of public or private transport to meet these needs of well-being and daily living. But in major cities, changes have been underway for a number of years to transform this model, which causes serious episodes of pollution, social and economic imba-



lance and a downward trend in the quality of life and well-being of their inhabitants. Hence the emergence of bike lanes, the creation of superblocks and low-emissions zones, all in an effort to improve sustainability.

The COVID-19 pandemic has only accelerated these changes. The limitations and restrictions put in place to halt the spread of the virus have had a massive impact on the way that urban areas operate. As well as reducing activity in cities to a minimum, the maximum travel distance restrictions imposed to control the pandemic have forced inhabitants to find local solutions to meet their daily needs. The widespread implementation of remote working is also a key ally in bringing about the 15-minute city. By working remotely from home, thousands of citizens have avoided travel to the workplace and offices, reducing pollution substantially. In the 15-minute city, all of the time saved in travelling to work, leisure or for supplies would become more time for personal enjoyment, bringing a significant improvement to people's quality of life. By rediscovering time in their immediate environment, inhabitants will have the opportunity to make better use of places with local projects.

In fact, many cities have taken advantage of the pandemic to get working on this, dedicating themselves to extending bike lanes, converting car parks into pedestrianised zones and restaurant terraces, while introducing initiatives to promote sustainability in city districts. Another feature of the 15-minute city is that the same space can have different uses according to the time of day (car parks that can be converted into classrooms), the day of the week (school playgrounds that host markets), or the season of the year (universities that double as conference halls, exhibition spaces or nightclubs).

New forms of mobility. The 15-minute city goes hand-in-hand with clean

FIFTEEN MINUTES, FIVE PRINCIPLES

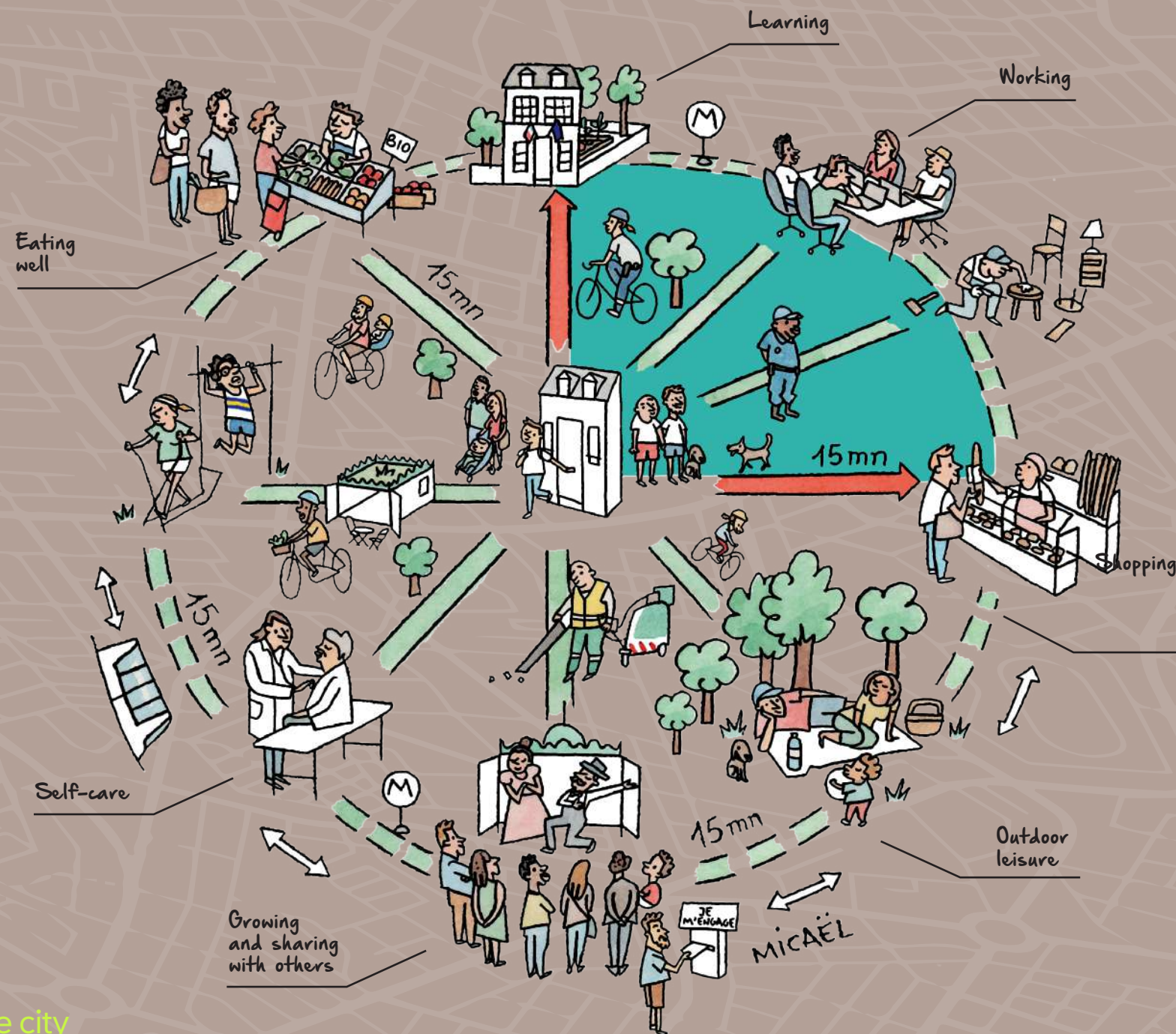
1 Meet the basic needs of leisure and well-being close to home

2 Alternative and sustainable mobility solutions supported by technology

3 Rollout of public facilities that are local to inhabitants

4 Creation of multi-functional spaces

5 Promote the natural environment, sustainable architecture and local projects



The 15-minute city goes hand-in-hand with clean transport and efficient mobility

The 15-minute city means a shift toward a smart and shared model for mobility that makes urban living more sustainable

transport and efficient mobility. A shift towards a smart and shared model of mobility, which makes urban living more sustainable. These new cities are the home of micromobility, i.e., by means of personal transport that are used to travel short distances. It's worth remembering that currently, 60% of the car journeys we make are less than eight kilometres in length. On the other hand, in most cases, these personal transport vehicles (PTV) use electric technology, and users access them through shared use by mobile app.

Some of these personal mobility vehicles are experiencing a genuine boom, such as scooters, the trendy method of transport in cities, and are becoming so widely-used as an alternative that authorities have begun to regulate their use. The scooter is an ideal vehicle for distances of 5 to 10 km, and can easily be stored at home thanks to its foldability and light-weight design. Electric motorbikes and bicycles are also proliferating, with an ever-growing variety of models and alternatives for use. Electric motorbikes do not emit any polluting gases or noise, and are therefore free of restrictions. Additionally, they are easier to drive and run than a conventional motorbike. Electric bicycles are also ideal for travel, because they help the user to climb hills without breaking into a sweat, as well as offering a range of around 50 km. —

INTERNAL COMMUNICATIONS CHANNELS



Here you'll find all communications channels for SEAT employees so that you have them all in one place and know where to look based on your needs or concerns



modoSEAT App DIGITAL

Do you want to always be up-to-date with SEAT news? The **app** is for all staff, and provides information in multimedia format. You can also find service information in the Employee Area and access **SEAT today** and **modoSEAT**. For iOS and Android.



Yammer

Do you want to stay abreast of everything that's going on? This corporate social network will transform the way we communicate. It promotes instant, two-way, collaborative-based communication.



modoSEAT DIGITAL

Do you follow reports and stories featuring SEAT S.A.'s staff? In-depth staff magazine.



Andon display boards DIGITAL

Are you at the end of the line and want to be kept up to date? In workshops 8, 9 and 10 of the Martorell Factory and at SEAT Components, workers instantly receive information they need.

WE WORK FOR YOU

Is there something in particular that you'd like the magazine to cover? Do you have any ideas or news that you'd like to share with your colleagues? We've already had the pleasure of working with many of you before. If you've not been in touch with us before, we'd love to meet you. The Internal Communications team is here for you. You can count on us! You can find us on the 2nd floor of the Martorell Corporate Building, or at comunicacion.interna@seat.es

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