

SEAT MAGAZINE

2019

**THE BEST
RESULTS EVER**

**THE NEW AGE OF
URBAN MOBILITY**

**READY TO BE
CONNECTED**



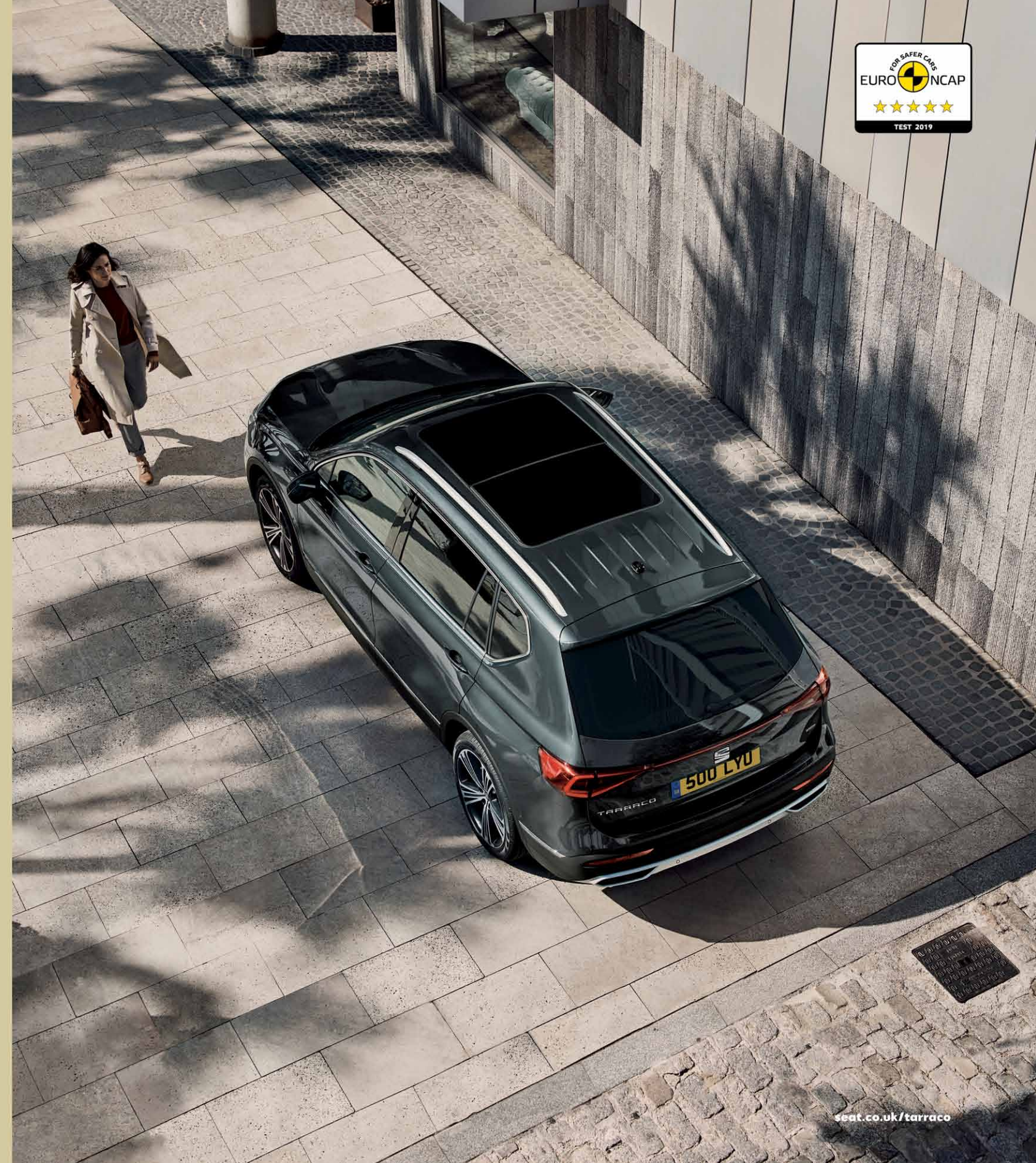
Make a life you don't need a holiday from.

The new
SEAT Tarraco.

Why not now?

Meet the large SUV designed for extraordinary lives. With 7 seats as standard, you can grow how you like. The Fully Digital Cockpit makes every journey an adventure. With a distinctive sporty exterior, and more space, life's about to get a lot more interesting.

Official fuel consumption for the Tarraco range mpg [litres/100 km] combined: 29.7 [9.5] – 47.9 [5.9]. CO₂ emissions 129 – 166 [g/km]. Figures shown are for comparability purposes; only compare fuel consumption and CO₂ figures with other vehicles tested to the same technical procedures. These figures may not reflect real life driving results, which will depend upon a number of factors including the accessories fitted (post-registration), variations in weather, driving styles and vehicle load. There is a new test used for fuel consumption and CO₂ figures (known as WLTP). The CO₂ figures shown, however, are based on a calculation designed to be equivalent to the outgoing (NEDC) test cycle and will be used to calculate vehicle tax on first registration. For more information, please see seat.co.uk/wltp or consult your SEAT Dealer.



seat.co.uk/tarraco

MORE CONNECTED



Christian Stein

GENERAL DIRECTOR COMMUNICATIONS
SEAT AND INSTITUTIONAL RELATIONS
VOLKSWAGEN GROUP SPAIN

SEAT's biggest ever product offensive, which culminated in the launch of the SEAT Tarraco in 2018, and the expansion of our business horizons on the five continents have generated some of the best results in the company's history. The 517,600 customers who opted for our brand enabled us to achieve our highest sales figures ever in the history of SEAT and 2018 was our sixth consecutive year of growth. This success in sales was the foundation of our financial results, closing the year with operating profit of 254 million euros, 33.4% more than in 2017.

SEAT aspires to be a front runner in new types of mobility, more sustainable and more connected, and in order to do this is focussing its efforts on the electrification of its models and becoming a company that provides mobility solutions. Constantly evolving and on the move, SEAT is speeding up its digitalisation process to include key technologies for future production processes. In this sense, the company is consolidating a factory that is intelligent, digitalised, connected and committed to

society. At the same time, we are working to reduce environmental impact, promote safe travel, assure diversity, foster talent in young people and promote a healthy lifestyle.

SEAT is also deeply committed to Barcelona, the city that saw it come to life. The company uses the concept "Created in Barcelona" to promote its brand, products and services on an international scale and it is also behind many initiatives that intend to make Barcelona the European capital of urban mobility, such as the MOBILus consortium, which aims to develop innovations in urban mobility in the European Union, Metropolis:Lab Barcelona, a centre that researches and develops new urban mobility solutions and will soon be setting up its software house in the city – a definitive step towards the digital transformation of the company. Finally, 2018 also saw the birth of CUPRA, a unique brand for unique people, which has its own identity but is fully integrated into the SEAT range. Enjoy reading! —

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an intense generation
shock in the WTCR"



SEAT AT ONE GLANCE



3 PRODUCTION CENTRES
MARTORELL BARCELONA COMPONENTES



517,627
VEHICLES SOLD
SEAT sold 517,627 cars in 2018, an all-time record in the 68-year history of the company

€
1,223 million
INVESTMENTS AND R&D EXPENSES
23 million
invested in training

SEAT HAS A MARKET PRESENCE ON THE 5 CONTINENTS AND EXPORTS
80%
OF ITS CARS to
80 COUNTRIES




SEAT'S AIM IS TO BE A FRONT-RUNNER IN
CONNECTED CARS
with partners like Google, Amazon or Shazam




SEAT WILL LAUNCH
6 ELECTRIC AND PLUG-IN HYBRID VEHICLES
to the market, including among these the SEAT el-Born




THE BRAND THAT ATTRACTS MOST CUSTOMERS TO VOLKSWAGEN GROUP
10 YEARS
younger than European average




≈ 3%
TOTAL EXPORTS OF SPAIN
7,945 million
exports



≈ 1%
GDP OF SPAIN
9,991 million
turnover




474,300
CARS
produced at SEAT Martorell


1st
THE MAIN INDUSTRIAL INVESTOR IN SPAIN
>12%
of its turnover is earmarked for investments and R&D expenses

SEAT'S MICROMOBILITY STRATEGY INCLUDES
FULLY ELECTRIC
vehicles such as the SEAT Minimó concept vehicle and the SEAT eXS e-kick scooter



>15,000
EMPLOYEES
Biggest employer in the sector and one of the biggest in Spain

Each job created

generates
7 NEW JOBS
> 100,000
direct, indirect and induced job vacancies

€
294 million
AFTER-TAX PROFIT



SEAT HAS PROMOTED THE **START4BIG** PLATFORM,
which seeks to attract start-ups that are developing disruptive solutions



SEAT is one of the main companies that participated in selecting
BARCELONA
AS EUROPEAN MOBILITY CAPITAL



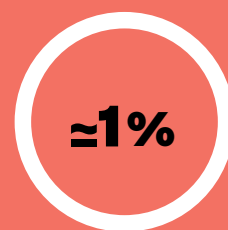
SEAT's Healthcare and Rehabilitation Centre (CARS) served more than
70,000
PEOPLE IN 2018

THE BEST YEAR EVER

The biggest offensive ever seen at SEAT, together with the expansion of business horizons on the five continents, has led to the best results in the history of the brand, which maintains its position as the main export company in Spain and the fastest-growing car manufacturer in Europe.

SALES
GROWTH
10.5%
IN 2018

517,627
CARS SOLD



OF THE GDP
IN SPAIN

€9,991M
TURNOVER



OF EXPORTS
FROM SPAIN

€7,945M
IN EXPORTS



The best year ever

HISTORIC RECORDS



The Arona, a key model in SEAT's sales growth in 2018.

SEAT sold 517,600 vehicles, 10.5% more than in 2017, beating their record from the year 2000. Since 2012, the brand's sales have grown by more than 60% and the company has become the leader in sales in Spain.

SEAT's sales skyrocketed again in 2018, reaching a total of 517,600 vehicles, 10.5% more than in 2017 (468,400). This amounted to SEAT's biggest ever sales volume and smashed the record set in the year 2000 (514,800 cars). In 2018, SEAT entered its sixth consecutive year of sales growth and went through an unprecedented stage of positive development. Since 2012, SEAT's sales have grown by more than 60%. The Arona is the main source of SEAT's sales growth in 2018. In its first full year on the market, 98,900 units of the brand's urban SUV have been sold, making it the third most-sold model in the range. The Arona successfully joins the Ibiza, the Leon and the Ateca as one of the four main pillars of the company.

About to undergo an overhaul, the SEAT Leon is still the brand's bestselling model (158,300) and has achieved one of the best ever results. Ibiza sales amounted to 136,100 vehicles, whilst the Ateca is SEAT's fourth best-selling model with 78,200 units sold in 2018. The new brand CUPRA has also had a successful debut and experienced growth of 40% in 2018, selling 14,400 units, 4,200 more than in 2017 (result included in the total SEAT sales volume).

According to SEAT's President, Luca de Meo, "the sales record attests to the success of our strategy and of the models in the product offensive which we launched in 2016. We have posted double digit growth for the second year in a row, an uncommon achievement in the automotive industry. Customer confidence and the positive financial results we are obtaining make us optimistic about facing the challenges posed by the sector. SEAT aims to be a relevant player in the new era of the automotive industry."

For his part, SEAT's VP of Sales, Wayne Griffiths, stressed that "2018 was a historic year for SEAT. We are one of the most rapidly-growing brands in Europe thanks to our double-figure growth in important markets like Germany, the United Kingdom and France. In Spain, SEAT's sales also increased by more than 10% and it is a solid leader in the market overall, as well as in the channel for private customers. What's more, we are growing outside of Europe, in big countries like Algeria. One in three cars sold by SEAT last year was an SUV, enabling us to increase the profitability of the brand and also of the network of dealerships. 2018 was also the year of the successful launch of CUPRA, which resulted in a sales growth of 40%. In short, we have an

up-to-the-minute range in the majority segments and in 2019 the new Tarraco will give us new drive to keep on growing."

2019 at record speed

SEAT's worldwide sales started 2019 with the same positive trend of the last few years. In January and February sales increased by 12.8% compared with the first two months of 2018 and totalled a record volume of 88,900 cars, exceeding records from the year 2000, when 80,000 vehicles were sold. In the month of February 2019 in particular, SEAT continued to grow steadily and sold 44,500 vehicles, 11.4% more than in the same month of 2018, beating the company record that was set in the year 2000.

The big news in the SEAT range in 2019 is the arrival of the SEAT Tarraco in the dealerships, joining the Arona and Ateca and completing the SEAT SUV range. Moreover, SEAT will also start selling the new Arona TGI, the compressed gas version of the SEAT crossover, and it will also be the first full year of sales of the CUPRA Ateca, which has been on the market since the last quarter of 2018. Other new developments are in store in 2019, which the brand will reveal in the coming months. —

OP-ED

«Leading new projects»



Dr. Herbert Diess
CEO at Volkswagen AG
and Chairman of the Board
of Directors of SEAT

The results of this Annual Report come as no surprise to me. SEAT again closed a record year and has kept up sustainable growth over the past few years, especially the previous three. The evolution of SEAT in this period has not gone unnoticed, neither by the Volkswagen Group nor by the automotive industry itself. SEAT has managed to turn the difficult situation around, and in terms of sales, become the fastest growing volume car brand in Europe.

The Tarraco was the biggest novelty of 2018 and joins the SUV range which already features the two top-selling models Arona and Ateca. Destined to become the brand's flagship model, the new Tarraco will enable the company to sustain sales growth this year and increase its profit margin, which is exactly what the new CUPRA brand's first model, the CUPRA Ateca, is achieving. From now on, SEAT will see further momentum with a new product offensive which we will be detailing in upcoming months, and will include electrified models.

In my new role as Chairman of the Board of Directors of SEAT, in recent months I have had the chance to actively participate in the development and implementation of the company's strategy and can confidently say that it is advancing on the right path. The sustainable growth of recent years has consolidated a basis for stability and trust, focusing on growth opportunities and new markets.

FROM NOW ON, SEAT WILL SEE FURTHER MOMENTUM WITH A NEW PRODUCT OFFENSIVE

SEAT is an attractive brand for the Volkswagen Group because it attracts young customers. Indeed, SEAT customers are 10 years younger than the sector average. And today, this company is also ready to take the lead in projects such as the development of the consortium in North Africa.

In this context, the Group is also placing its trust in SEAT to spearhead various endeavours that will shape the future of urban mobility such as, for example, the 2-wheelers strategy. This effort is already beginning to bear fruit.

Our sights are clearly set on future mobility. Electric cars are the solution

to meeting CO₂ objectives and, therefore, to meeting the Paris 2050 climate change targets for our sector. In this respect, the Volkswagen Group has a firm global commitment - to offer electric vehicles to millions of people, not to millionaires.

The MEB platform is going to revolutionise the affordability of electric vehicles as it will enable us to optimise production processes in order to manufacture different models, and will therefore significantly reduce costs. We will be able to launch electric cars priced similarly to conventional vehicles, and in this strategy, SEAT is going to be relevant starting in 2020. Indeed, when speaking of electrification, we must emphasise the inclusion of SEAT, as Group leader of the project, in the JAC Volkswagen dedicated electric vehicle joint venture. Thanks to the agreements signed in 2018, SEAT is also going to reach the Chinese market, which will be an important milestone for the brand.

THE ELECTRIC VEHICLE AND CONNECTIVITY ARE GOING TO TRANSFORM FUTURE MOBILITY AS WELL AS CITIES

The electric vehicle and connectivity are going to transform future mobility as well as cities. We will go from manufacturing vehicles to offering mobility services, especially in urban areas. I am firmly convinced that we carmakers, for whom mobility is in our DNA, are going to spearhead the new ecosystem because we have already moved past the scope of the sector itself.

Let us picture in our minds a scenario which includes multiple players collaborating to develop mobility solutions based on connectivity, new energy sources and new models of consumption. This picture is more complex than we can imagine, as not only do all these businesses collaborate, but they also compete to take the lead and capitalise on progress. And allow me to add the engine, which is conviction. Luca de Meo and I are both convinced that SEAT will be able to play a prominent role in this new scenario.



Hello, Tarraco!

At the start of 2019 SEAT's biggest product campaign culminated in the arrival of the Tarraco, which will reinforce the brand and contribute towards further growth. According to Dr. Christian Vollmer, Vice-president of Production and Logistics at SEAT, "the Tarraco shows the collaboration among the Volkswagen Group brands in order to generate synergies. This new SUV enables us to enter a new segment, gain sales volumes, boost our brand image and increase our capacity to generate margins."

Production of the Tarraco started in October last year at the Wolfsburg (Germany) plant and cashes in on the synergies of the MQB platform, sharing the production line with the Volkswagen Tiguan and Touran. Dr. Andreas Tostmann, Vice-president for Production and Logistics at Volkswagen says, "A competent, globally leading production network across the Group is one of the biggest levers for efficiency enhancement. The SEAT Tarraco is an example of the way more plants within the Group-wide production network will produce vehicles for several Group brands at the same time in the future."

The arrival of the Tarraco at dealerships is the culmination of a process that was started last September with the international presentation of the model in the old bull ring in Tarragona, the city after which it is named (in its Latin form) after a popular vote by more than 140,000 fans who participated at the end of the campaign #SEATbuscaNombre (SEAT needs a name). This presentation allowed the international press to discover a car that was designed for life, with a cosy interior, excellent engineering and the driving aids necessary for a safe, comfortable drive. —

OP-ED

«A futureproof company»



Luca de Meo
Chairman of the
Executive Committee
of SEAT

2018 was our best year so far. When I look at the commitment, the determination, and the open mindset of our people, it seems easy to believe that SEAT's tomorrow will be better than today. Now stronger than ever, we are entering a time of challenges but also of great opportunities. We are convinced that all the discontinuities that the automotive industry will experience on the technological side and on the demand side represent a big chance for us to start the next race in a better position. Our foundations are solid, our attitude is the right one. With a turnover of 10,000 million euros and an after-tax profit of almost 300 million, our financial situation has never been so good. These results were achieved thanks to unprecedented sales of 518,000 vehicles, an all-time record in the company's 68-year history and a sign of customer confidence and of the competitiveness of our models. In

fact, we have never been so competitive as we are today.

With the successful launches of the Ateca, Ibiza, Arona and Tarraco, we completed a first cycle of the renovation of our portfolio. Soon we will begin a new, even more exciting, second phase with the ambition of being major players in the fields of electrification, connectivity and shared mobility.

SEAT HAS NEVER BEEN SO COMPETITIVE AS IT IS TODAY

Let us not forget that 2018 saw the birth of the CUPRA brand. This represents a new dimension for our company, an opportunity to win over new customers and to introduce more sophisticated technologies, but above all it is very good news for automotive enthusiasts.

2018 was also a key year for laying down the foundations of our globalisation strategy. SEAT still has a lot of potential in Europe and the double-digit growth we have experienced in the last years is clear proof of this, but, at the same time, we are looking at seizing opportunities

beyond European borders. The success stories in Algeria and Mexico, for example, show the potential of our brand globally. Last year we took on a leadership role in developing the Volkswagen Group's presence in the North Africa region. The Relizane production plant's construction and ramp up in Algeria represents a successful starting point. But our ambition goes beyond this project; it is to secure the Volkswagen Group's leadership across the entire region, a region of markets with a lot of untapped potential for our brands.

Then, of course, there is China. Globalisation today cannot exist without having a presence in the world's biggest market and the partnership with JAC represents a turning point in this process. China will set trends in the automotive industry. Being able to compete in this arena means being able to play a role in the future of mobility. It is as simple as that.

BEING ABLE TO COMPETE IN CHINA MEANS BEING ABLE TO PLAY A KEY ROLE IN THE FUTURE OF MOBILITY



Everywhere we will be present, we will be striving to make cities cleaner and safer, and mobility more accessible. We will build expertise in battery technology, new fuels for combustion engines, 5G connectivity, autonomous driving functionalities, and in integrating our products into mobility platforms. We have the privilege of being part of one of the biggest automotive groups in the world, Volkswagen. This puts us in a much stronger position than many of our direct competitors.

Being competitive in the next 10 years will demand cooperation with other sectors and will require a fundamental re-engineering of our

business model and supply chain. In recent months, we have been strengthening connections with global players and startups to create an open, fluid ecosystem, especially in Spain. With Telefónica, for example, we ran the first experiment in Europe involving a 5G connected car, with real use cases. We are also sharing innovations across sectors with key players such as Google, IBM, CaixaBank and Naturgy in order to find synergies and to avoid investing twice in the same area.

In the meantime, we can acknowledge the benefit of engaging directly with startups, taking advantage of their agility, creativity and speed. This is Start4big: a major open

innovation platform that includes some of the leading companies in Spain and the best national and international startups, which have been invited to find solutions to common challenges.

We are convinced that vehicles will become the second largest connected platform after the mobile phone and we will have the chance to integrate them into a rich ecosystem. This transformation forces us to innovate and move beyond the scope of being just a carmaker, stretching our value chain towards new mobility services, platforms and data businesses.

SEAT is going to lead the development of the Volkswagen Group's micromobility strategy. We are immersed in a metropolitan environment and the Barcelona area is not only the European Urban Mobility Capital, the Mobile World Capital and one of the top 5 innovation hubs on the continent, but it is also full of tradition in the two-wheeler industry. All in all, it offers an ideal opportunity to find ideas and is the perfect place to experiment with new solutions.

We believe that great companies are those that not only can produce good results and develop good products, but that also drive progress and share prosperity amongst their stakeholders. This is the ambition that we set ourselves as the leading Spanish industrial organisation: to deserve, year after year, to be part of the league of great companies.

The best year ever

INTERNATIONAL SALES GROWTH

SEAT is the biggest exporter in Spain. It continued to do so during 2018 thanks to the strength of its three pillars, the Ibiza, the Leon and the Ateca, which have been joined this year by the new crossover Arona.

The progressive growth of sales registered by SEAT over the last few years is partly due to the great export potential of the company, a factor that has increased both in Europe and elsewhere thanks to the globalisation of the company and the culmination of the great product offensive started in 2016 with the launch of the Ateca. With a presence on the five continents, SEAT is the main industrial export company in Spain. In 2018, it exported 80% of its sales volume, which amounted to around 3% of the country's total exports, and reached a value of 7,945 million euros. According to Luca de Meo, "SEAT is currently one of the fastest growing brands in Europe, our major catalyst for development, and we are now also focussed outside the Union's bor-

ders. The trust placed in us by the Volkswagen Group to carry out strategic projects such as North Africa and China is the best example. This award recognising SEAT demonstrates that we are on the right track, we're competitive and we create value."

Big markets on the rise

SEAT's historic sales record in 2018 was based on double-figure growth in the brand's five big European markets. Germany is the leader in SEAT sales and for the second year in a row has broken its record with 114,200 vehicles sold (+11.8%). In Spain, SEAT has undergone constant growth, increasing sales by 13.2% up to 107,800 units and becoming the market leader. Moreover, the Leon and the Ibiza are the two bestselling vehicles in Spain.

SEAT sales

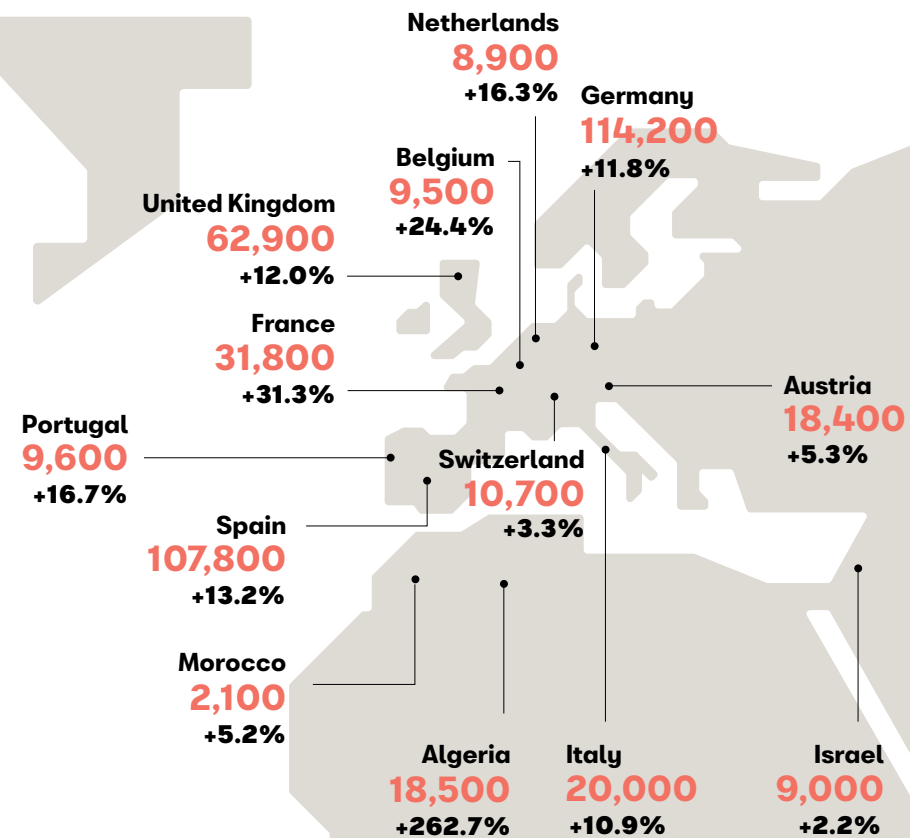
FIGURES IN UNITS

TOTAL SALES
WORLDWIDE



517,600
CARS
+10.5%

The best year ever



The car company also obtained its best ever results in the United Kingdom, the third biggest market contributing to the brand, after a growth of 12.0% (62,900 cars sold). In France, the growth is even more positive (31,800; +31.3%) and it is one of the markets with the highest growth percentage. In Italy, the Spanish brand has stayed on the path of growth and has increased by 10.9% compared to 2017, achieving a total volume of 20,000 vehicles in 2018.

SEAT has also obtained the best sales results in the company history in Austria, where it has grown by 5.3% (18,400 vehicles) and

SEAT's sales record in 2018 was based on double-figure growth in the brand's five big European markets.

has climbed to fifth place in the registration ranking. Other countries in which SEAT has also made solid progress are Switzerland (10,700 cars; +3.3%), Portugal (9,600 vehicles; +16.7%), Belgium (9,500; +24.4%) and the Netherlands (8,900; +16.3%). The company has also obtained unprecedented results in key markets. The most noteworthy

growth of the year was registered in Algeria, where SEAT sold 18,500 vehicles (+ 262.7%). In 2018, SEAT started assembly of the Leon, Arona and Ateca at the Algerian plant of Relizane, joining the Ibiza, a model that has been built in Algeria since the middle of 2017. SEAT is also making progress in Israel (9,000; +2.2%) and Morocco (2,100; +5.2%). —



seat.de/ibiza

Musik in meinen Ohren.

Der
SEAT Ibiza.



Jetzt schon ab 89 € mtl.¹ ohne Anzahlung.

Alles da, um dich vor Freude tanzen zu lassen. Der SEAT Ibiza – ausgestattet mit 6,5"-Media-System, 15"-Leichtmetallrädern und Klimaanlage. Bist du bereit, Spaß zu haben? Worauf wartest du? Start moving.



¹ Ein PrivatLeasing-Angebot der SEAT Leasing, Zweigniederlassung der Volkswagen Bank GmbH, Gifhorn Straße 57, 38112 Braunschweig, für Privatkunden und Finanzierungsverträge mit 24 Monaten Laufzeit. Gültig für SEAT Neuwagen ohne Leasingsonderzahlung. Bonität vorausgesetzt. Es besteht ein gesetzliches Widerrufsrecht für Verbraucher. **Beispielrechnung für den SEAT Ibiza Style 1.0 MPI, 59 kW (80 PS): Fahrzeugpreis: 16.915,00 € zzgl. Überführungs- und Zulassungskosten; Leasingsonderzahlung: 0,00 €; Nettodarlehensbetrag: 12.221,09 €; Sollzinssatz (gebunden) p.a.: 2,09%; effektiver Jahreszins: 2,09%; Laufzeit: 24 Monate; jährliche Fahrleistung: 10.000 km; 24 monatliche Leasingraten à 89,00 €; Gesamtbetrag: 2.136,00 €; Angebot gültig bis 31.03.2019 bei allen teilnehmenden SEAT Partnern.**

Kraftstoffverbrauch SEAT Ibiza Style 1.0 MPI, 59 kW (80 PS): innerorts 6,1, außerorts 4,3, kombiniert 5,0 l/100 km; CO₂-Emissionen: kombiniert 112 g/km; CO₂-Effizienzklasse: C. Weitere Informationen bei deinem SEAT Partner und unter www.seat.de. Abbildung zeigt Sonderausstattung.



NI HAO, CHINA

In 2018, SEAT signed two agreements to join the joint venture between Volkswagen Group China and JAC, making the Volkswagen Group a leader in this project to develop electric mobility in China.



China will take centre stage in future mobility trends and therefore SEAT must be there. For this reason, in July the company joined the joint venture between Volkswagen Group China and JAC (JAC Volkswagen). As a result of their agreement, the companies will take advantage of the strength of their technology and products to develop a platform for electric vehicle production. The agreement to join the joint venture was signed on 9 July 2018 by SEAT's Chairman, Luca de Meo; the Chairman of the Volkswagen Group China, Dr. Jochen Heizmann, and the Chairman of JAC, An Jin, in the presence of German Chancellor,

Angela Merkel, and China's Prime Minister, Li Keqiang, at a ceremony held in Berlin.

The agreement includes the introduction of the SEAT brand into China in 2021 and the creation of an R&D centre in the country dedicated to the development of electric cars, connectivity and autonomous vehicles, which will open its doors in 2021. SEAT will be the Volkswagen Group's leading brand in this project which will offer the company new opportunities in what will be the biggest market in the world for electric vehicles. Last November, coinciding with the visit of the President of the People's Republic of China, Xi Jinping, to Spain, a second agreement was signed with the aim of pro-

moting the development of electric mobility in China.

Since the joint venture was set up in 2017, SEAT has brought its know-how to the areas of design and R&D. After signing the agreement, SEAT's CEO, Luca de Meo, remarked, "our participation in this new phase of the joint venture is a milestone for SEAT. Today will be remembered in the history of the company, as we are entering a new era that will enable us to globalise the brand and boost the development of the electric vehicle. China offers many opportunities for SEAT and we are going to contribute mobility solutions to suit the needs of customers. This is also a chance for us to learn from the future trends that are developing in China." —

The best year ever

SEAT, GLOBAL BRAND



SEAT has the vocation of a global brand and for this reason, it is developing regional strategies to reduce its dependence on the European market.

1. SEAT assembled 22,000 cars in Algeria in 2018.
2. Wayne Griffiths, SEAT's VP of Sales, in Norway during the presentation of the multi-channel distribution format based on an e-commerce platform.

Today, SEAT is a relevant brand in Europe (85% of its sales are concentrated here), but it has the vocation of a global brand. For this reason, it is promoting regional strategies to increase sales and make its investments profitable. The company's intention is to expand in Latin America and North Africa, a region in which SEAT is head of the expansion of the Volkswagen Group after the success of the project started in 2017 in Algeria with the Relizane assembly plant. North Africa is one of the key regions in the SEAT globalisation strategy. Algeria plays an essential role in this strategy. The North African country is one of the five world markets with

the highest SEAT sales in 2018, with 18,500 vehicles, 262.7% more than in 2017. SEAT also has a solid presence in other countries in the area, such as Morocco and Tunisia.

Another of SEAT's globalisation goals is Latin America. The company has an important presence in Mexico thanks to the success of the Ibiza, a model that is commonly seen on the country's roads. The company wants to relaunch the brand in Colombia and sell in Chile.

SEAT would also like to continue to grow in Europe and has disembarked in Norway, a country of reference in digitalisation, new trends and future mobility, with a multi-channel distribution format based on an e-com-

Together with China, North Africa and Latin America are the big future objectives of SEAT's regional globalisation strategies in the next few years.

merce platform that enables customers to buy a SEAT in just five clicks, an innovative customer-focused distribution concept that offers a shopping experience 24 hours a day, 365 days a year. This strategy is included in the company's aim to make SEAT Norway a reference in terms of digital transformation. —



ALL MOVING

SEAT aspires to be an international leader in new, more sustainable and more connected mobility solutions, and to achieve this, it is focusing on electrifying its models and becoming a technology company providing mobility services.



SEAT el-Born
100%
ELECTRIC



CHINA

The SEAT brand
will be available
in China in 2021



SEAT will create its
**'SOFTWARE
DEVELOPMENT
CENTER'**
in 2019



ELECTRIC MOBILITY? YES PLEASE.



The SEAT el-Born, a 100% electric vehicle.

SEAT presented its commitment to electric mobility at Mobile World Congress and the Geneva Motor Show, exemplified in three 'concept cars', also showcasing its leadership of the Volkswagen Group China and JAC alliance for driving electric mobility development in China.

Increasingly stringent pollution limits and policies restricting traffic in certain cities are leading to the emergence of alternative mobility models. In this new paradigm, the future of the automotive industry is in electric mobility. In this sense, SEAT has started its electrical offensive with two angles: The first one at Mobile World Congress and the Geneva Motor Show 2019, where it presented its electric mobility proposals. And secondly in China, with the Volkswagen Group leading the joint venture responsible for driving the electric vehicle.

Electric mobility

SEAT's commitment to developing more sustainable mobility was particularly evident at Mobile World Congress and at the Geneva Motor Show. The SEAT Minimó, a 100% electric concept vehicle that will revolutionise urban micro-mobility, was presented at Mobile World Congress, while the SEAT el-Born concept car, the first 100% electric SEAT vehicle, and the CUPRA Formentor concept car, a plug-in hybrid CUV (cross utility vehicle) with CUPRA DNA that is the first model of the new brand, were presented

at the Geneva Motor Show. The two 100% electric vehicles, designed for more efficient journeys in the cities, and the hybrid engine in high-powered cars such as the CUPRA Formentor, show the way, and SEAT's contribution towards a decarbonised society, as established by the Paris Accords. The SEAT eXS e-kick scooter powered by Segway is part of the same line, a perfect micro-mobility solution for people who want to move about sustainably and efficiently in the city; it was presented at the last Smart City Expo World Congress.

SEAT el-Born. The el-Born concept car is the first SEAT conceived as an electric vehicle and will be launched into the market in 2020. Created to lead SEAT's electric mobility offensive, it will be a true turning point for the brand because of its features, which meet current mobility needs, and for the changes it will bring to the company's procurement, sales and marketing strategy, among others aspects. As a brand with a customer profile ten years younger than the European average, this model will play a fundamental role in bringing electric mobility to younger drivers.

All moving

SEAT's commitment to developing more sustainable mobility was particularly evident at the latest editions of MWC and Geneva Motor Show.

SEAT's first 100% electric car is designed and developed in Barcelona, it will be manufactured in the Volkswagen Group's plant in Zwickau, Germany, and it will be a sports vehicle equipped with the most advanced electrical technology. The model has real autonomy of up to 420 km based on the WLTP driving cycle thanks to its 62 kWh high-energy-density batteries, ready to travel beyond the urban perimeter. The battery is compatible with DC superchargers up to 100 kW and can go from 0 to 80% load in just 47 minutes [provisional data].

SEAT Minimó. With the SEAT Minimó, the company advances towards the future of micro-mobility. It is an electric concept car with excellent handling and is easy to park, combining the comfort and safety of the car with the agility of a motorbike. It is one step further in SEAT's urban micro-mobility strategy and expands the easy mobility ecosystem that the Barcelona brand promotes. The SEAT Minimó has a battery exchange system that enables the vehicle to recharge in a matter of minutes with a range of more than 100 kilometres. The vehicle's configuration can be adjusted with a smartphone and offers a simple digital experience through 5G connectivity, Google voice assistant and a digital key system, three factors that make it an ideal platform for car-sharing.

R&D centre in China

The JAC Volkswagen joint venture has laid the foundation stone for a new R&D centre specialising in new energy vehicles (NEV). This centre, which aims to be a Smart City, will focus on key areas such as electrification, connectivity and autonomous driving. This is an indicator of the progress that the Volkswagen Group is making on 100% electric vehicles, as well as marking a firm step towards the next stage of development. The JAC joint venture is also working on launching the SEAT brand in China in 2021 and on electrifying SEAT vehicles. According to Dr. Christian Vollmer, Vice President of Production and Logistics at SEAT and member of the JAC Volkswagen supervisory board, "it is a great pride for SEAT to be the leading brand of the Volkswagen Group in the JAC Volkswagen joint venture. China is the leading market for the electric vehicle and SEAT's aspiration is to contribute, together with the other partners, to increasingly sustainable mobility." —



The SEAT CNG range

CNG vehicles have two ECO facets. They are ECO-logical and ECONomical, since there are gas reserves for hundreds of years. In this sense, if the fleet of vehicles in Spain had one million CNG light vehicles, they would be allowed to emit 1.2 million tons of CO₂ per year, the equivalent of an annual saving of between 700 and 1,000 euros per driver. The SEAT range currently includes four models —Arona TGI, Ibiza TGI, Leon TGI and Mii Ecofuel— powered by CNG. With this range, SEAT reaffirms its aim to encourage the use of this alternative fuel.

1. Interior of the SEAT el-Born, which will be launched into the market in 2020.
2 and 3. The SEAT Minimó combines the comfort and safety of cars with the agility of two-wheeled vehicles.

All moving

SEAT URBAN MICRO- MOBILITY

Society is looking for attractive, sustainable and efficient solutions for urban mobility; for journeys of less than 10 kilometres. SEAT works on developing these solutions with the aim of becoming a benchmark for urban micro-mobility.

Traffic jams, lack of parking spaces and areas with low emissions in urban centres are just some of the challenges drivers face every day. Adding 20% fewer customers under 30 in Europe willing to buy a car, it is clear that transport needs are changing. In this sense, achieving attractive mobility for younger and more efficient customers has become one of the main challenges to be solved by institutions and manufacturers. SEAT is thus leading the Volkswagen Group's micro-mobility strategy in creating services and products designed to travel short distances.

A leading brand

As part of its Easy Mobility strategy, SEAT's goal is to build a portfolio of products and services with new urban mobility and micro-mobility solutions for trips under 10 kilometres, which represent 60% of total journeys. SEAT aspires to be a benchmark in this urban micro-mobility, with the aim that any person living in an urban environment has information about the options offered by the company to travel around the city in an economical, sustainable, fun and agile way. There are thus two initiatives: the SEAT eXS e-kick scooter powered by Segway, a per-

fect micro-mobility solution for people who want to travel sustainably and efficiently in the city, which was presented at Smart City Expo World Congress; and the SEAT Minimó, a concept vehicle that summarises SEAT's vision of the future on urban mobility.

The new SEAT eXS has been designed by SEAT exclusively for its own customers and includes Segway's leading electric technology, which uses the same platform as its ES2 model. The vehicle enables people to make the final stage of any trip, reaching places where cars cannot easily access with smooth and agile driving. The battery

and motor combination can reach speeds of up to 25 km/h. The eXS is also equipped with front and rear LED lights, customisable ambient lighting, LCD screen, cruise control, anti-theft deterrent and an additional battery can be connected to further increase its range, reaching a maximum of up to 45 kilometres depending on conditions.

The company presented the SEAT Minimó at Mobile World Congress, a prototype vehicle aimed at urban mobility and making car-sharing, the alternative mobility method that will impact the future of traffic in cities, profitable. The SEAT Minimó is a concept car for two passengers (the average occupancy of a car for car-sharing is 1.2 passen-

gers), it is 100% electric, it unites the best of both worlds: safety and comfort of a car with the agility and ease of parking a motorcycle, and introduces the battery swap system, with which the vehicle can be fully recharged in a few minutes and assures a range of more than 100 kilometres. This innovative system, which doesn't require cars having to go to recharge areas, reduces the operating costs of car-sharing platforms by up to 50%.

Connected mobility

At the latest edition of the Mobile World Congress, SEAT also presented its potential for more connected, efficient, intelligent, sustainable and secure mobility: the pilot test of the 5G Connected Car together with Telefónica, which is the first step towards cooperative and autonomous driving; and the new solutions for improving mobility developed by SEAT Metropolis:Lab Barcelona, such as Ride Sharing and Bus on Demand. Ride Sharing is an application for sharing a journey from home to work, thus reducing the number of vehicles on the roads and making the journeys more efficient.

The Bus On Demand project, on the other hand, seeks to improve public transport efficiency with a service adapted to users' demands with flexible routes and schedules. A pilot test has already been completed in Wolfsburg, which is now being extended to SEAT Martorell. Finally, SEAT has added the City of Barcelona to the MOBILus consortium,



All moving

The company aims to provide people living in an urban environment with information about the options for getting around the city economically, sustainably and quickly.

nies and universities from 15 European countries leading European urban mobility through developing the Knowledge and Innovation Community (KIC) on Urban Mobility, whose headquarters will be in Barcelona and will involve an investment of up to 1.6 billion euros.

Another initiative presented at the Mobile World Congress was Mobility Advisor, a new solution designed to transform the urban mobility used by IBM artificial intelligence to help urbanites to make decisions about their different transport options in their day-to-day life: car, motorcycle or bike-sharing through to public transport. It helps people to plan and optimise routes, suggests transport alternatives and adapts to the changing environment. —



1. The SEAT Minimó is designed to adapt to urban mobility platforms of the future.
2. The 5G Connected Car pilot is being tested on the streets of Barcelona, together with Telefónica.
3. The SEAT eXS gets to the final stage of any trip.



**L'ego disait sportive.
La raison disait monospace.
Je dis Arona.**

SEAT Arona.

Do your thing.



Do your thing = Suívez vos envies.

Gamme Arona : consommations mixtes (l/100 km) : de 4,3 à 5,0. Émissions de CO₂ (g/km) : de 105 à 115. RCS SOISSONS 832 277 370.

READY TO CONNECT



Connectivity is one of the factors that will lead mobility of the future, responding to the new demands for mobility solutions from ever-younger and more digital consumers. In this sense, SEAT is working to become a technology company and provider of mobility services.

The automotive sector is in full transformation. The car has become the connected platform in the digital ecosystem, the second after smartphones. Brands must now aspire to be more than just vehicle manufacturers, they must be providers of intelligent mobility networks and services. "SEAT is driving its digital transformation to address the future challenges facing the automotive sector and become the leading brand in connected mobility. It is therefore creating a digital ecosystem with which to personalise and enhance people's experience," says Fabian Simmer, SEAT digital officer.

In this sense, and with the aim of both adapting to change and successfully addressing the company's digital transformation, SEAT will create its own Software Development Center in 2019. This new centre of excellence will work to support two large dimensions of SEAT and the Volkswagen Group. On the one hand, it will reinforce the

All moving

The Software Development Center will work to reinforce the new business models around the new concepts of mobility, connectivity and digitalising the car.

new business models around the new concepts of mobility, connectivity and the digitalising the car, with special focus on SEAT.

The SEAT Metropolis:Lab Barcelona will be integrated into the new centre to continue developing innovative solutions for better mobility. This centre of excellence, whose activity began in mid-2017, aims to analyse and search for intelligent solutions for the challenges faced in terms of future mobility, as well as contributing to the positioning of SEAT as a distinguished leader in connected cars. According to the Chairman of SEAT, Luca de Meo, "this laboratory combines mobile technology and big data to optimise the relationship between citizens, the smart city and mobility services. The objective that SEAT is pursuing is to improve mobility and make citizens' lives safer, more sustainable and more efficient in the smart cities in which they live."

Other SEAT independent companies, such as XMOBA, will also work in the Metropolis Hub to harness synergies. According to the Chairman of SEAT, Luca de Meo, "this new centre, which will be located in Barcelona, confirms the company's commitment to transforming itself from a car manufacturer to a mobility services provider".

Software development

This new centre for technological excellence will also strengthen the network of Volkswagen Group's software development centres, promoting the digital transformation of internal IT solutions and increasing efficiencies by digitalising processes. The centre is searching for the perfect location in the Catalan capital and more than a hundred specialists can now register at www.welovesoftware.seat. —

STAND

"The customer sets the trend"



Sebastian Grams
Head of SEAT's Information
Technologies and Systems

From digital to digitisation.

From standard to personalisation.

Nowadays, the customer dictates the trends. It is no longer a matter of imposing your products. Nokia and keypads, do you remember? Classic OEMs will not survive if they do not evolve.

The engine, the gearbox, the stereo... they are now part of the basics. People want more! They asked for a car/ phone connection, and we gave it to them. They asked to use Siri, Google and Alexa in the car, and we gave it to them. But they want much more, and we have to keep up with their pace.

For this reason, SEAT is establishing its own Software Development Center (SDC) in Barcelona to provide fast and efficient solutions to external and internal customers' demands. And since SEAT is at the cutting edge, it has a responsibility of being a leader for those who will come later. Beyond the car and towards connected life.

The SEAT digital universe

SEAT works on developing mobility solutions that are adapted to the needs of cities of the future and that enable drivers to move around more efficiently, more safely and in a more sustainable manner.

All moving

SEAT
EASY MOBILITY

The use of the mobile device as a car key has been tested in the eMii prototype fleet at SEAT Metropolis:Lab Barcelona.

DIGITAL KEY ACCESS

21%

Among European people, it is the millennials, people born between 1981 and 1993, who were born in the middle of the digital age and who are changing the industry.

RIDE SHARING

Application for sharing the ride from home to work

WAZE

Agreement with Google to offer the app on all cars fitted with Full Link

RESPIRO

A by-the-hour car-sharing service operating in Madrid and Palencia that will be extended to other cities in the future

JUSTMOOVE

Post and reserve, request a taxi and pay for your parking via mobile phone.

AMAZON ALEXA

The first brand in Europe to integrate the total voice assistant

BUS ON DEMAND

The project seeks to improve public transport efficiency with a service adapted to users' demands with flexible routes and schedules.

FULL LINK

Connectivity integrating all apps in the car.

DRIVE

The first car manufacturer in Europe with Android Auto App on Google Play and Carplay in the App Store

SHAZAM

The first car manufacturer in the world to incorporate the popular song recognition service

SEAT
CONNECTED
EXPERIENCE 2.0

How will drivers interact with their cars?

25%

of the people who listen to music every day do so in their car. SEAT integrates Shazam app, which has 300 million users



XMOBA, EASY URBAN MOBILITY

SEAT aspires to become a mobility services provider. Its XMOBA subsidiary has the mission to make this a reality by promoting innovative urban mobility solutions.

SEAT aspires to become a mobility services provider that offers the perfect vehicle in the right place at the right time. This is the mission of XMOBA Ventures, a company founded within SEAT in February 2018 with the aim of being SEAT's mobility service provider. "XMOBA Ventures's work is to promote mobility solutions that adapt to what people are asking with the aim of simplifying mobility in cities," explains Arantxa Alonso, Managing Director of XMOBA Ventures.

XMOBA works on identifying, testing, marketing and investing in new smart mobility solutions such as Justmoove, a platform that aims to integrate all the services and mobility options available in a single application; or the evolution

of Respiro, a car-sharing service in Madrid acquired by SEAT in 2018 that has more than 230 vehicles and more than 10,000 active users. These two initiatives have consolidated XMOBA Ventures as a company with its own entity and capacity to generate real solutions to the future challenges that cities are facing.

XMOBA's work was also recognised in 2018 with the Pure Digital award in the second edition of the Digital Talent Awards, promoted by Accenture. These awards aim to identify, assess and recognise the most relevant initiatives that companies are developing in terms of digital transformation. In this context, the judging panel determined that XMOBA has become a leading

player in the field of mobility and digital transformation, and it has adapted to offer intelligent mobility solutions in just one year of operation.

The XMOBA team was also present at MWC 2019 and presented two new smart solutions that it wants to launch into the market to improve mobility in cities. Bus on Demand, which seeks to improve public transport efficiency with a service adapted to users' demands; and Ride Sharing, which connects users who usually go to work by car, so that they can share the journey. Both solutions, developed by SEAT Metropolis:Lab Barcelona, will enter a second test phase during 2019 and will initially be available in the City of Barcelona. —


THE SEAT CITY

SEAT is like a city that is constantly evolving and moving. Immersed in a transformation process to include key technologies for future production processes, the company is consolidating a smart, digitalised and connected factory.


>15,000
EMPLOYEES


The factory has
2,000
ROBOTS

€
656 M€
INTENDED FOR R+D
in 2018


34.3%
LOWERING THE
ENVIRONMENTAL IMPACT



10,000 0,000

VEHICLES MANUFACTURED

AT SEAT MARTORELL

The Martorell plant, providing jobs for 12,500 employees, has produced 39 different models in its first quarter century of history.

The SEAT factory in Martorell, that celebrated its 25th anniversary last year, met another milestone in 2018 by topping 10 million manufactured vehicles. In this quarter of a century, the production lines of the largest automotive manufacturer in Spain have produced 39 different models, from the second generation of the SEAT Ibiza and the first SEAT Córdoba right up to the SEAT Arona or the Audi A1, that went into production at the end of the year.

The plant was opened in 1993 following an investment of 244,500 million pesetas (1,470 million Euro). Ever since, the brand's main models have been assembled in Martorell, plus two Audi models, the Q3 and the A1. The plant is the third largest Volkswagen

Group factory in Europe. According to Dr. Christian Vollmer, SEAT Vice-president for Production and Logistics, "since it opened in 1993, it has been characterised as being at the cutting-edge of innovation thanks to continuous investment in technology and a highly qualified human team."

SEAT is backing Martorell's Industry 4.0 transformation, aiming to create a smart, digitalised and connected factory, adapted to current production needs and processes, that can manage resources and communication between areas more effectively. As an example of this transformation, Martorell now has more than 2,000 robots that will play an increasingly important role over the coming years and assist workers in a plant that manufactures as

many as 2,400 vehicles a day, in other words one car around every 30 seconds.

Audi A1, 'made in SEAT'

The Audi A1 has also been manufactured at Martorell since the second half of 2018. The Audi A1 was the second premium car to be produced in Spain, following the Audi Q3. Assigning the Audi A1 to the plant acknowledges SEAT Martorell's excellent work on the Audi Q3 production, which began mid 2011. By last July, almost 800,000 units had been manufactured in Martorell, exceeding initial expectations. The previous generation of the Audi A1 was made in Brussels, while the Audi Q3 is now fabricated in the Győr factory in Hungary. —

SEAT Barcelona, a recipe for success

The SEAT Barcelona plant is a model facility. With over 52 million parts manufactured annually by different Volkswagen Group brands, last year it won the CIAC award for the Best Industrial Productivity from the Catalonia Automotive Industry Cluster, after achieving productivity growth of 24% between 2015 and 2017. The key to these figures lay in their ambitious offensive to improve facilities by applying systematic fault assessment programmes and monitoring them, which was able to consolidate efficiency. A change in mindset has played a relevant

role in increasing productivity. According to Ramón Paricio, director of SEAT Barcelona, "the award represents recognition for the effort made by our staff, aware of the need to transform our factory, and the result of combining application of improvement programmes on the facilities with technological progress in our processes." SEAT Barcelona also stands out for applying cutting-edge technological progress such as 3D printing in the press workshop, automatic change of welding tips on the robots in the Sheet Metal Workshop and automation of logistic flows using AGV.

The SEAT City

Assigning the Audi A1 to the plant acknowledges SEAT Martorell's excellent work on Audi Q3 production over the last few years.



Martorell now has more than 2,000 robots that will play an increasingly important role over the coming years.

SEAT Components, ready to manufacture the MQ281

With a staff of over one thousand employees, the SEAT Components plant is a major asset for the brand and the Volkswagen Group. During 2018, they have been working on installing new equipment and assembly lines to manufacture the new MQ281 gearbox. This six-speed manual gearbox, that will begin production in mid-2019, will be used worldwide on vehicles made by the Volkswagen Group on the MQB platform and will allow the El Prat de Llobregat plant to expand its maximum production capacity, from

650,000 to 800,000 annual units. In addition to the new MQ281, that makes its debut this year with the Volkswagen Passat, SEAT Components is manufacturing the MQ200 gearbox that SEAT, Audi and Volkswagen use. The plant carries out all processes for manufacturing the gearboxes that it supplies to Volkswagen, Audi, ŠKODA and, of course, SEAT: casting, machining aluminium, axles and gearings, synchronised parts, heat treatments, assembly and quality tests.



Prête à tout, comme vous.

SEAT Leon URBAN.

Projecteurs Full LED
GPS Europe tactile 8"
Sellerie cuir noire



Gamme SEAT Leon : consommations mixtes NEDC 2.0 (l/100 km) : 4,0-7,1 / WLTP [min-max L/100km] 4,6-8,8. Émissions de CO₂ NEDC 2.0 carte grise (g/km) : 93-153 / NEDC 2.0 mixtes (g/km) : 95-164 / WLTP [min - max g/km] : 108-199.
SEAT France Division de Volkswagen Group France S.A. au capital de 198 502 510 € - 11, avenue de Boursonne Villers-Cotterêts - RCS SOISSONS 832 277 370.

The relationship between Dr. Christian Vollmer, SEAT Vice-president for Production and Logistics, and cars is a family affair, as his father was a car salesman.



Dr. Christian Vollmer,
SEAT Vice-president for
Production and Logistics.

DR. CHRISTIAN VOLLMER SEAT VICE-PRESIDENT FOR PRODUCTION AND LOGISTICS

“The number of launches will grow exponentially”

After 20 years in the Volkswagen Group and working in Slovakia and China, the SEAT Vice-president for Production and Logistics analyses the brand’s strengths and outlines future mobility challenges.

You came to SEAT almost a year ago. What were your first impressions of the factories?

I was surprised to find out that the main SEAT factory was already 25 years old and above all, that it was so big; it should be emphasised that we have the capacity to produce 2,400 cars a day at Martorell. I also noted that the SEAT Barcelona plant was in a very good condition.

In your opinion, what are SEAT’s strengths?

Our strengths include our cars; we have a very complete, up-to-the-minute range, with models from different segments. Another strength for SEAT is its quality, above average in this field. And I’d like to highlight that in 2019, we are producing parts for the whole Group to make efficient use of the SEAT Barcelona and SEAT Components factories.

What will production be like in 25 years?

I think that the global demand for cars will grow, alongside the offer of mobility solutions. In Europe, we have reached levels of between 300 and 500 cars for every 1,000 inhabitants. But we are a long way off these figures in Africa or Asia, so global

demand will increase. New mobility solutions will be necessary in this context and SEAT will form part of them. Within 25 years, we will have a different range and we will produce components for future mobility, including electric cars. We have to get ready.

How will SEAT face the future mobility challenges?

We will have different types of mobility, as the infrastructure and worldwide demand will not be the same, such as in the centre of large cities. So, we need a combination of mobility products and services to tackle the coming decades. One priority will be to make the most of our time in the car as we drive around. As far as electric mobility is concerned, recharging will be increasingly fast and autonomy will improve.

What work is being done on new launches?

My experience in China showed me a new successful way of organising launches and allowed us to launch up to fifteen products in a year. With the Ibiza, Arona and Audi A1, we are gaining experience to optimise launches in the future. The arrival of each new model is an opportunity: it

means sustainability for the brand and jobs in the future.

What do you think about globalisation of the SEAT brand?

In the past, an unfavourable financial situation meant that our growth was based on each model having one or two brothers in the Group, as there was no money to invest or increase production capacity. Looking to the future, we should consider SEAT’s positive results over the last three years to bring new models to Martorell.

SEAT has reduced its environmental impact by 34.3%. Can it improve further?

In China, reducing air pollution is a vital issue and, thanks to my experience there, I am very focussed on this matter. The ideas that we have in mind will help reduce it by half by 2025.

What message for the future would you like to give?

We should continue working to become more competitive in the Group compared to Eastern Europe. Car life cycles are going to get shorter which will exponentially increase the number of launches. —

THE SMART INDUSTRY REVOLUTION



The fourth industrial revolution is upon us. The so-called Industry 4.0 based on the Internet of Things (IoT) represents a real revolution of production processes, making them smart processes.

In order to have the best and most effective production processes, SEAT has started out along a road to transformation by means of progressively incorporating some of the tools and technologies that will stand out in future industries. Advanced automation, collaborative robotics, automatic guided vehicles (AGV), exoskeletons, virtual reality, 3D printing or augmented reality are just some of these innovative technologies, and they are all already part of SEAT's daily work. The Martorell manufac-

turing plant already operates according to the smart factory concept, with innovation as its backbone and digital data and IoT as its main raw material.

From machines to persons

The implantation of this avant-garde vision not only conditions and describes production processes, but also affects persons and how they work. Consequently, the Industry 4.0 concept is moving closer to all SEAT employees.

From automatic stores to predictive maintenance

SEAT is already a productivity and efficiency benchmark thanks to the smart factory. What's more, certain projects help devise a promising future for progress. On the one hand, the finishing touches are being put on the highest automatic store in Spain. This store stands 43.7 metres high with capacity to manage 119,000 boxes of components with 100% automated solutions.

On the other hand, work is being done

to make maintenance in the Martorell factory totally predictive by 2025. Predictive maintenance will guarantee revisions only when necessary, making work more selective and optimised. Furthermore, SEAT is also contemplating introducing other measures, such as integrating new software and hardware in Production and Logistics.

Data, the great value

Digitalising processes not only makes them more effective but it also provides a whole

new asset: data. And, in turn, data provides new value. So, SEAT is backing creation of value through the information that is generated in the actual production processes.

Data has become a new raw material, a real source of value that feeds the processes and makes it possible to really digitalise the company. —

The SEAT City

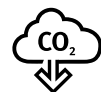
ECOMOTIVE FACTORY

In the last eight years, SEAT has reduced its environmental impact by 34.5%, thanks to the Ecomotive Factory initiative. Chimneys that recycle energy, flooring that reduces contamination by 40% and the SEAT al Sol (SEAT in the Sun) photovoltaic plant are just some of the projects that strengthen the company's commitment to maximise resources and minimise emissions in all its processes.

What's the next goal? Reach 50% reduction by 2025.



15.6
million Euro
invested in 2018



-63.3%
CO₂ emissions



-21.6%
Energy consumption



-32.2%
Waste



-30.9%
Water consumption



-21.4%
Volatile, organic
compounds

SEAT al Sol, in Martorell, is the
largest automotive industry
solar plant in Europe.



THE HEART OF IDEAS

Innovation, design, sustainability and technology are fundamental parts of developing any future proposal. The SEAT Technical Centre is the birthplace of solutions that will shape the future of the automotive industry.

The CTS is the research and development hub at SEAT. Set up in 1975, this technical centre has been the birthplace of vehicle concepts and responsible for improving quality in the technological development process for SEAT models, combined with designs dreamed up by the SEAT Design Team. More than 1,000 engineers are working at this knowledge hub to get the best results in innovation, quality, safety, sustainability, efficacy and technological implementation.

Amazing facilities

It is fundamental to give the CTS engineers the perfect work base so they can develop new vehicles and, therefore, the future of the brand. The CTS occupies a huge space of 200,000 m², of which 43,000 are buildings. It is fitted with the best equipment and the latest technology to facilitate research and development of new solutions. As a result, the CTS team of professionals can, day by day, improve evolution both of processes and services and designs of SEAT products.

These amazing facilities are also boosted by a healthy budget. The CTS thereby received a large share of the 656 million Euro that SEAT devoted to R&D in 2018. These continuous investments allow the CTS to remain a benchmark centre, the only one in Spain and the south of Europe dedicated to the automotive industry.

Consolidating the CTS as a real knowledge hub, where all the company's synergy merges in terms of design, technology and production, means that any new vehicle can be entirely developed there. This goes from the first sketches investigating formal and technological aspects, which should converge with the real technical possibilities, to the new product entering mass production.

So, the joint work of technicians from different development areas in the CTS allows a cyclical work flow between them providing useful feedback thanks to working closely together.

The development phases

Developing a new vehicle involves great technical and technological complexity that

The Prototype Development Centre (CPD)

The quality and reliability of new SEAT models would not be possible without the work developed by CPD professionals, a real benchmark within the Volkswagen Group. The centre provides a meeting point between R&D and Production areas. The CPD brings together all the know-how and technical resources from two mainstays in developing a new vehicle, the CTS Prototypes Area and the Process Engineering Pilot Workshop. Teamwork helps to simulate all processes right from the first prototype to thereby save time, costs and investment when launching a new vehicle. In 2018, some of the main CPD projects were construction for the first SEAT PHEV hybrid car series and the development of the el-Born concept car on the MEB platform. Since it was set up 11 years ago, it has developed 12 concept cars and has detected 14,000 improvement points in the tests.

The SEAT City

Over one thousand engineers work in the CTS, a real investment and knowledge hub. It is the only one in Spain and the south of Europe devoted to the automotive industry.

should be studied and carried out not only with the best technologies and professionals, but also with meticulous reliability. At the start of the process, the Design and Technical Development departments research the formal and technological possibilities that allow a perfect balance between maximum creativity and SEAT's characteristic high standards of technology, quality and functionality. During this phase, all formal aspects of the vehicle will be designed: from the initial design lines to its production. In turn, the Concepts department oversees its technical feasibility, while the Sales department studies its possible definition and positioning on the market. And all of that putting the future driver in the middle of the processes.

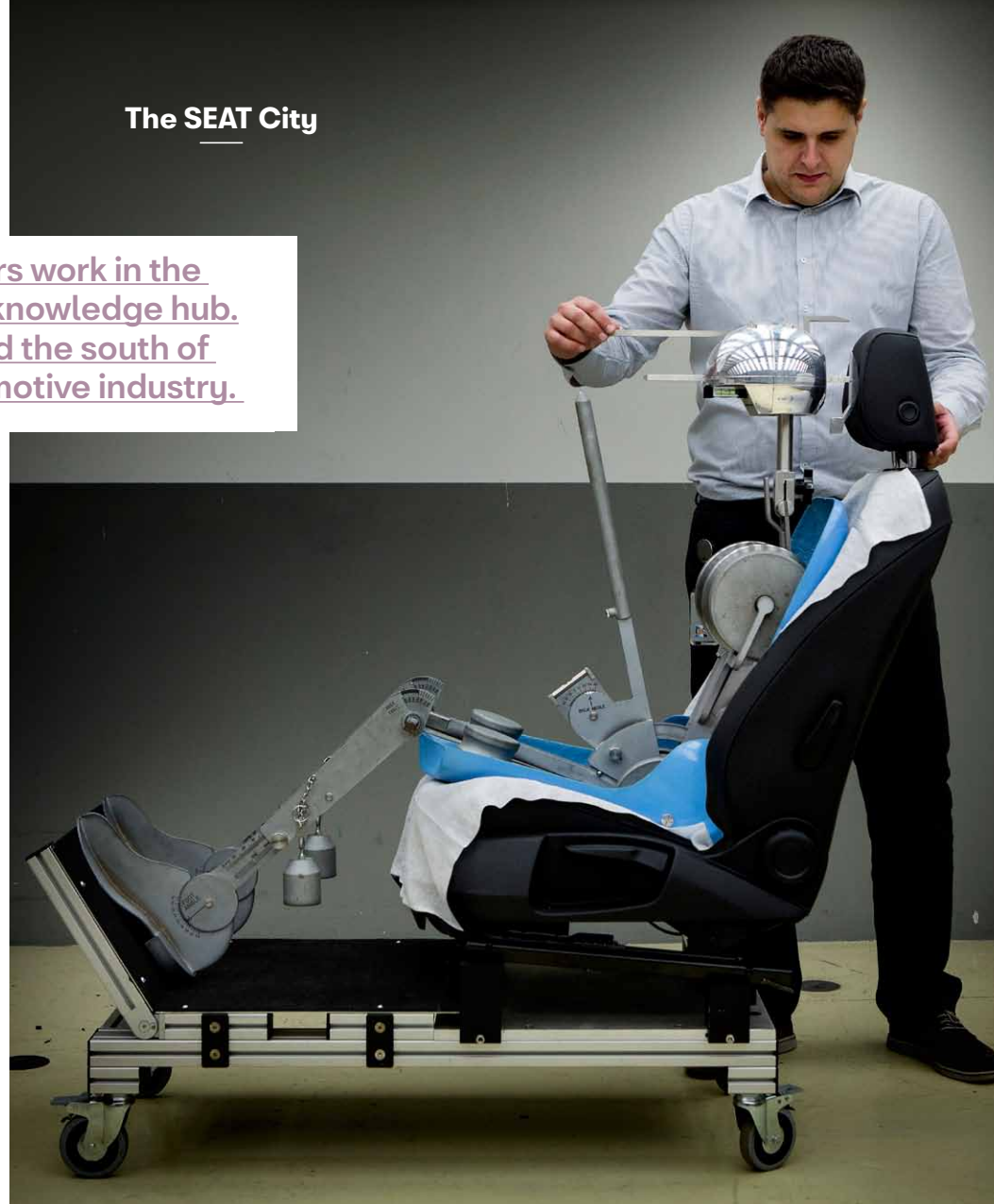
Virtual simulations

We currently have a vitally important tool throughout the process: virtual simulation. Virtual development of SEAT vehicles has become a basic, stable process in all new developments. Thanks to this, it is possible to implement the very tiniest detail of any new vehicle. This works in parallel to different areas and implicates around 1,000 designers and engineers, using advanced virtual reality and simulation tools. These tools allow up to ten configurations of vehicles with more than 400 characterisations of materials, colours and virtual models. This all guarantees product excellence without having to build physical prototypes. —

Axel Andorff, the new R&D man at SEAT

On 1st March this year, Axel Andorff became the new SEAT Vice-president for R&D. Born in Munich (Germany) in 1973, Andorff is a Mechanical and Economics Engineer from the University of Kaiserslauten (Germany) and has almost 20 years' experience at the automotive company Daimler. Over the past few years, he has been in charge of the

electric, compact vehicle architecture for concepts at Mercedes Benz. From his new executive position, he will lead SEAT's innovation projects, which will largely involve connectivity, electrification and new mobility solutions. The Design areas, where all the brand's vehicles are conceptualised, and the CTS also depend on SEAT's R&D vice-presidency.



seat-italia.it

Un giorno vissuto alla grande. Moltiplicato per sette.

SEAT **Ateca.**

Ogni giorno è un grande giorno.

Tocca a te tirare fuori il meglio da ogni giornata. Certo, con SEAT Ateca tutto ti sembrerà più semplice. Il primo SUV creato a Barcellona è pronto ad aiutarti con il suo portellone elettrico ad apertura "handsfree", il Connectivity Box per ricaricare lo smartphone in modalità wireless e il Virtual Cockpit. Sicurezza, tecnologia e design. Tutti i giorni.



Nuova SEAT Ateca. Consumo massimo di carburante in ciclo combinato min-max (l/100km): 8,2 – 8,7. Emissioni di CO₂ in ciclo combinato min-max (g/km): 183-198. Dati riferiti a SEAT Ateca 2.0 TSI 190 CV DSG. Ai fini della verifica dell'eventuale applicazione della Ecotassa/Ecobonus, e relativo calcolo, vi invitiamo a consultare il sito seat-italia.it o a rivolgervi alle Concessionarie SEAT. I valori indicativi relativi al consumo di carburante ed alle emissioni di CO₂ dei modelli di veicoli sono stati rilevati dal Costruttore in base al metodo di omologazione WLTP (Regolamento UE 2017/1151). Eventuali equipaggiamenti aggiuntivi possono modificare i predetti valori. Inoltre, oltre al rendimento del motore, anche lo stile di guida ed altri fattori non tecnici quali - a titolo esemplificativo - le condizioni ambientali e del fondo stradale, contribuiscono a determinare il consumo di carburante e le emissioni di CO₂ di un veicolo. Il biossido di carbonio è il gas ad effetto serra principalmente responsabile del riscaldamento terrestre. E' disponibile gratuitamente presso ogni Concessionario SEAT una guida relativa al risparmio di carburante e alle emissioni di CO₂, che riporta i dati inerenti a tutti i nuovi modelli di veicoli. L'immagine è puramente indicativa.

SEAT raccomanda  **EDGE PROFESSIONAL**

RESPONSIBLE COMMITMENT

What differentiates a large company from a great company is its ability to push progress and share prosperity with society. SEAT has a clear responsibility towards society and the environment and thus continuously works on:



REDUCING ENVIRONMENTAL IMPACT



PROMOTING SAFE MOBILITY



ASSURING DIVERSITY



FOSTERING TALENT IN YOUNG PEOPLE



PROMOTING A HEALTHY LIFESTYLE

 **21%**
OF THE WORKFORCE
ARE WOMEN

 **€23 M**
INVESTED INTO
TRAINING IN 2018

0 Objective
ROAD
ACCIDENTS



PUSHING PROGRESS



Cristobal incorporates safety assistants and 5G technology.

Reducing emissions, producing more efficient and sustainable cars with technologies that help to reduce traffic accidents to a minimum and fostering employees' personal and professional development. This is SEAT's commitment.

ZERO EMISSIONS OBJECTIVE

Climate change and increasing environmental demands have given rise to a definitive boom in renewable energies. In the next 25 years, emissions must be reduced by almost half in order to weather climate change in time and to comply with legislation. SEAT's objective? To achieve ZERO emissions.

And over these 25 years, energy consumption will have risen by around 45% due to growing demand. Therefore, in order to abide by the regulations and continue with its environmental commitment, SEAT is working on reducing CO₂ emissions and decarbonising the Martorell factory, as well as on developing more sustainable vehicles.

Sustainable production

The SEAT factory is a living example of the company's commitment to the environment. SEAT has reduced its environmental impact by 34.3% in the last eight years thanks to the ECOMOTIVE Factory initiative. Martorell has turned the shell of its factory into a set of solar panels that provides the highest level of energy efficiency in its production processes. There are 53,000 solar panels installed in the Martorell plant, on the roof of its factory and in car parks, as well as six photovoltaic plants, generating 15 million kWh per year, which is equivalent to 66.3% less CO₂ per year. Another example of a

project that respects the environment in production is the 'duotràiler', the largest and most-efficient lorry circulating in Europe. It is an innovative and cutting-edge proposal from SEAT and the Sesé Group to improve road transport, save costs and reduce emissions and accidents.

More efficient vehicles

A large part of SEAT's current R&D processes are focused on launching more efficient and sustainable vehicles. This entails producing electric, hybrid and compressed natural gas vehicles in the next few years, for example. In this sense, urban mobility will also play a key role. Indeed, at the 2019 Mobile World Congress (MWC), SEAT presented a new vehicle that responds to the company's new urban micro-mobility strategies. The SEAT Minimó is a 100% electric and hyper-connected concept vehicle that combines the best aspects of a car and a motorcycle. At 2.5 metres long and 1.24 wide and with the capacity to change its features according to the driver and purpose it is used for, the SEAT Minimó is the brand's consolidation of Volkswagen Group's primary commitment in terms of new smart urban mobility trends, efficiency and respect for the environment.

SEAT also presented its first electric scooter, the eXS, at the end of last year at the Smart City Expo World Congress. Co-designed with Segway, the eXS is a state-of-the-art scooter that increases the company's portfolio and meets urban and individual micro-mobility needs. This sector is clearly growing and is becoming the spearhead for

mobility committed to the environment.

ZERO ACCIDENTS OBJECTIVE

Safety behind the wheel has always been one of SEAT's concerns. Today, thanks to the latest technologies in active and passive safety systems, SEAT develop safer vehicles every day. And, with the latest communication technologies applied to connectivity and smart mobility, the zero accidents objective is also closer.

Until now, cars have essentially offered information that the driver can see in real time. However, 5G connectivity offers drivers predictive information, which means they can make faster and better decisions, as well as avoid accidents.

Cristobal: SEAT's guardian angel

It is evident that both reducing reaction time in the communications network and better data processing help to improve safety. In order to guarantee the highest level of safety, the company has therefore developed the SEAT Cristobal, a prototype that has 17 safety assistants that include numerous technological innovations, such as a mirror with no blind spots, remote speed control and a breathalyser test that locks the car if it is positive.

Intelligent mobility ecosystem

SEAT is also leading the intelligent mobility ecosystem: a network in which vehicles,

Responsible commitment

pedestrians and infrastructures will be permanently interconnected. This will achieve more efficient mobility, better traffic management and, above all, much safer driving. According to studies by the international 5GAA association (5G Automotive Association), the arrival of 5G technology could reduce the risk of accidents by 65-68%.

COMMITTED TO PEOPLE

SEAT cares about the reality of its environment as well as professional development for employees and caring for their health, which are all a part of its corporate philosophy. Throughout its history, SEAT's commitment to all the people who are part of the company has therefore been translated into different

achievements and initiatives that have repercussions throughout society.

In 2019, SEAT was awarded the Top Employer certificate for the fifth consecutive year, which attests to its real commitment to employees. Pioneering initiatives such as the Apprentice School and the commitment to Dual Vocational Training are combined with a powerful contracting capacity, a health system for all employees as well as the CARS health centre.

Fostering diversity

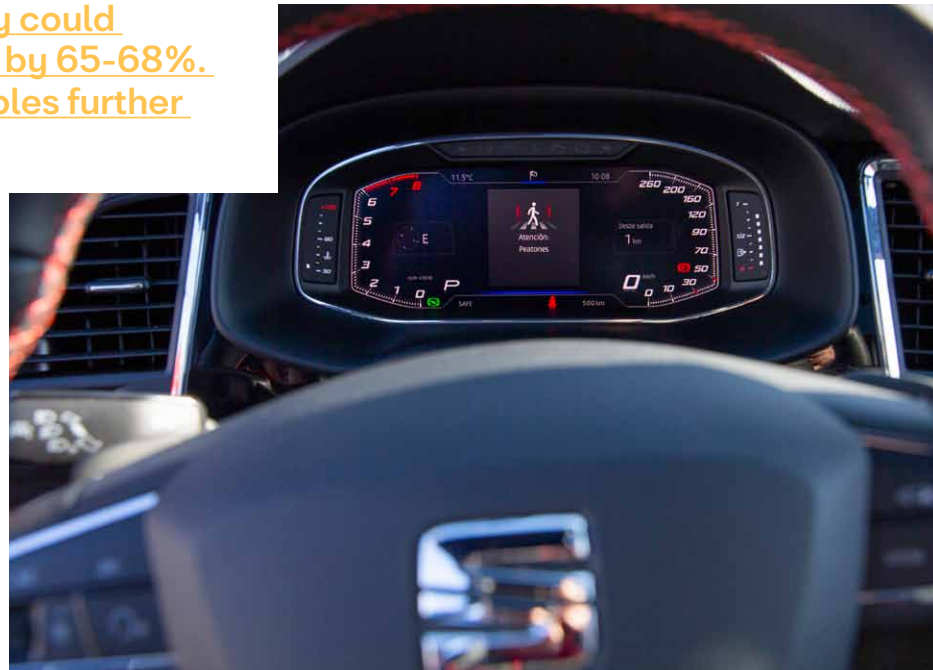
Diversity in profiles and professional backgrounds enriches SEAT. Different actions consolidate this diversity, such as a commitment to hiring women, young people and professionals of different nationalities. Thus, while the average number of women on staff in the sector is 12%, at SEAT it is 21%. The company is also concerned about renewing and hiring young talents, the so-called 'millennials'; the first digital native generation. Having a staff

with different international profiles enhances this essential diversity.

Donations for educational purposes

Finally, programmes are promoted to strengthen training and employment for young people. In 2018, SEAT donated 43 vehicles to regional communities and training centres. Hundreds of students will therefore be able to practice on cars with the latest technologies and learn new skills. Since the beginning of this programme in the 1990s, SEAT has sold almost 1,400 vehicles to different communities. —

The arrival of 5G technology could reduce the risk of accidents by 65-68%. Better data processing enables further progress to be made.



seat.es/tarraco

Nunca es tarde para reinventarte.

Nuevo SEAT Tarraco.

¿Por qué no ahora?

Nuestro nuevo SUV es para los que asumen cambios. Con hasta 7 plazas y espacio para seguir creciendo, un exterior deportivo, tecnología Full LED con intermitentes traseros dinámicos y llantas de aleación de 51 cm (20") que te mantendrán lejos de la multitud. ¿Preparado para algo nuevo?



Consumo medio combinado de 5,7 a 9,5 l/100 km. Emisiones ponderadas de CO₂ de 148 a 214 g/km. (Valores WLTP). Emisiones ponderadas de CO₂ de 129 a 166 g/km. (Valores NEDC). Imagen acabado SEAT Tarraco Xcellence con opcionales.

THE FEMININE SIDE OF SEAT

Did you know that the rear-view mirror, wipers and turn signals were invented by women? They were pioneers when it came to making their way in the automotive world. Today, SEAT has a 21% female presence. These are some of their voices.

Few people know that great advances and inventions that have determined the future of automotive history were created or driven by women. This is the case of June McCarroll, a doctor by profession, who launched a road safety campaign in 1917 to convince the Californian authorities of the need to paint a separation line on the road. Or Florence Lawrence, a movie actress with a passion for cars. She loved repairing her cars and devised a stick-shaped contraption that moved to indicate that the vehicle was about to turn, as well as a visible signal on the back when the driver activated the brake. These were the indicators and the brake light. What's more, although her name does not usually appear in the media or in the

newspaper archives, Elvira Beloso was a transcendental figure in preserving SEAT's legacy. For many years, she was responsible for the press park, and one-by-one saved the models that she thought were important to illustrate the company's history: first and last units, special editions and vehicles for the authorities or special occasions.

Feminine drive and legacy

Beloso removed these special units and left them in disused corners of the Zona Franca factory (Barcelona) so that their value would be recognised as a historical legacy in the future. That day has arrived, and today SEAT has a historical collection of 317 models. Thank you for your perseverance and deter-

mination, Elvira! In keeping with this feminine legacy, SEAT has had an Equality Plan since 2012 that establishes measures for applying the equality and gender principle throughout the company, including the production area. In parallel, SEAT undertakes specific campaigns to attract female staff in schools and is present at all technology trade shows with specific programmes aimed at women, also opening their Apprentice School to them.

SEAT also began the Women in Management programme in 2018, aimed at achieving greater female representation within the company's management positions and fostering professional development for women who hold intermediate positions. Here are some of the voices that represent them. *Girl power!* —

"Every day there are more of us. And we provide a unique approach that enriches all decisions in the company"

LEYRE OLAVARRÍA

INFOTAINMENT
& CONNECTED CAR

She confesses she is passionate about her work and is very proud of her team. Since 2012, she has been responsible for Infotainment & Connected Car, and knows the most about connectivity at SEAT. Her mission is to "drive" the company towards success through one of its main lines of business, the connected car. "In a few years, the car will be a software platform that is always connected, even if the user is not in the vehicle. 5G and artificial intelligence offer great opportunities".

OWN POINT OF VIEW. Leyre Olavarría has been working at SEAT for almost 16 years. Industrial engineer by profession, in 2003 she changed from the cosmetics sector to the automotive sector. "At SEAT, the feminine touch is increasingly evident. The automotive industry is historically a world of men and, by default, they think you are. Sometimes suppliers, partners or colleagues from other brands connect to be by email addressing me in the masculine. I like to see their surprise on the day we meet." She adds: "There are increasingly more women, something is shifting. I would tell women to believe in themselves. Don't be afraid and keep going, pursue your dreams. We're only limited by ourselves!"

“At SEAT, 21% of the workforce is women, which is the highest percentage in the sector in Spain, although there is still a long way to go”



OLIWIA PUPPEL

TALENT ACQUISITION

Her career at SEAT began ten years ago and today she is responsible for Talent Acquisition in Human Resources at SEAT. This encompasses: Employer branding, recruiting and young talent programmes (traineeships, graduate trainees and doctorates, among others). Oliwia believes that "the automotive sector is in full transformation – probably at the most disruptive time in its history–, essentially in terms of technology, although it is the people who are making the difference. And the people are the most important and differentiating factor in companies."

ENCOURAGE YOUNG WOMEN. "Talented women do not usually see the automotive sector as an attractive place to progress in their careers," says Oliwia. SEAT is therefore "developing a specific strategy to encourage girls to study technological careers and to awaken women's interest in the sector," she points out. "I personally have never felt discriminated against at SEAT and I have always perceived a level playing field in all areas. However, on a global scale, as a company and as a society, awareness needs to be raised about this issue and more work done on implementing measures to improve work/life balance."

FRANCESCA SANGALLI

COLOUR & TRIM,
CONCEPT & STRATEGY

She joined SEAT just six months ago, although this time has been very intense, with three working models having been presented at the Geneva Motor Show as a result of the work undertaken within the departments she heads. She explains: "Women dominate in Colour & Trim due to their sensitivity in the choice of colours and material combinations. But their work goes much further than this. The women on my team are very smart, adaptable and proactive. They're also good team workers."

“There are many women who like cars and they are the ones who make the decision to buy”



INNOVATIVE VISION. Francesca points out that the automobile industry has traditionally been an "industry driven by men. Automobile experts are generally men, although the same cannot be said for car lovers. There are many women who like cars and who make the decision to buy." And she remarks, "there are many interesting women at SEAT, with a progressive attitude and vision. I would like to see more women in Engineering and Marketing. We must not replicate, we must innovate," she concludes.



“It is not about trying harder, it is about knowing how to add real value to the work that we do. We are good at what we do, and we know it”

DR PATRICIA SUCH

HEALTH, SAFETY
AND EMERGENCIES

She has led a multidisciplinary team of 63 professionals and more than 125 external collaborators since 2011 to provide a 24/7 service 365 days per year for SEAT and the Volkswagen Group companies in Spain. She promotes pioneering projects on corporate welfare, advanced health services and ergonomics of the future for a total of 18,000 employees. "My job is to take care of people at SEAT, their health, safety and well being," she says.

INCREASE PRESENCE. "There are still very few women in the industry," says Dr Such, who is responsible for SEAT's Health, Safety and Emergency area. There are many women in her area, especially in Occupational Medicine. "We are concerned about women's health and advice has always been offered at SEAT. For the past two years, we have had an in-house gynaecological service that sets a benchmark in Europe. It is further proof that SEAT is committed to women." She also emphasises the need for a work/life balance and encourages young women to empower themselves "with courage and attitude. It is not about trying harder, but about knowing how to add real value to the work that we do. We are good at what we do, and we know it."

TRAINING FOR THE FUTURE

Aware that technology evolves rapidly and that SEAT needs to evolve at the same speed, SEAT and its Apprentice School are taking a step forward with the aim of training its professionals of today and tomorrow in skills for the future.

SEAT has taken one step further in the resources it offers to more than 15,000 workers for their professional growth to prepare them to respond to future challenges in the automotive industry. In 2018, the company invested 23 million euros into training and increased the programmes related to transforming the sector by 237%. SEAT has thus launched the innovative personalised learning programme 'Always Learning', with more than 150 online and classroom courses designed to prepare workers to lead transformation in the sector. In this programme, which complements the company's training offer, the workers themselves choose the direction of their training and learn about the topics that most interest them. Also within the framework of transforming the company, SEAT has launched the Digital Skills Programme to improve employees' technological skills. Without neglecting training and with a focus on tomorrow's workers, the SEAT Apprenticeship School referenced in Dual Vocational Training in Spain, has completely renewed its offer and goes to the next level in preparing future employees when re-

sponding to the challenges presented by Industry 4.0 and digitalisation.

Thus, in the 2018-2019 academic year, it went from providing intermediate-level vocational training to offering higher-grade cycles that were expanded and adapted to the new technological needs. This change implies that students must be at least 18 years old, instead of 16 years old, and have studies from another cycle of professional or bacca-laureate education. From now on, three su-

perior dual training cycles, of about 5,000 hours each, are offered: Superior Technician in Automation and Industrial Robotics, Superior Technician in Production Programming in Mechanical Manufacturing and Superior Technician in Industrial Mechatronics. There are 60 places and they continue to combine theoretical training with practice. —

The school's students are trained in the professions of the future.



SANDRA OLIVERA
SEAT COMPLIANCE AND INTEGRITY MANAGER

“For SEAT, ethics is just as important as technology”

The team has implemented an ambitious programme to internalise ethical and legal standards in SEAT through dynamic training that has involved the entire company.

"The way we do things is as relevant to the company as technology, products and services are," says Sandra Olivera, responsible for compliance and integrity at SEAT. And, to prove it, SEAT has launched 'Together for Integrity', a training mega-programme in which 15,000 workers from three production centres have participated. It entailed 22 sessions of 90 minutes, the equivalent of manufacturing 200 cars.

How did this project come about?

Integrity is key to the company's sustainability. Yet at the same time, integrity is an abstract concept. It therefore seemed necessary to implement an initiative that would involve the entire organisation and enable it to share what is meant by integrity at SEAT. It opted for a format staged by actors, with everyday situations.

Why did you opt for this format?

We wanted to reach all employees in a simple, unique and educational way. The aim was to create a reflective environment by staging everyday situations and promote debate. After all, integrity is something that each person carries inside them and that leads them to act with this in mind. The practical part of the company's culture of integrity is the sum of all personal attitudes, hence the importance of sharing the company's principles and values.

To what extent is it important that staff are informed and involved in matters of compliance?

Our department promotes programmes, advises on identifying legal risks, guides the application of standards, manages complaint channels, provides training, etc.

However, progress is only achieved by actively involving each person, listening to their opinions and responding to their concerns.

What other communication channels are available to workers?

In addition to the classic tools, unique actions are promoted that have greater impact, such as using attractive formats. To bring the code of conduct closer to employees, for example, there is a version in comic format, and posters of cartoons were displayed all around the company. —



CARS: HEALTH IS FIRST

In its two years of activity, the CARS Healthcare and Rehabilitation Centre has proven its effectiveness. Almost one third of the workforce benefited from the services provided in 2018.

The figures attest to the success of the CARS Healthcare and Rehabilitation Centre in 2018. In total, 4,671 people, almost one third of the workforce, benefited from the service after two years of activity. Plus, more than 7,000 preventive, assistance and rehabilitative medicine interventions were carried out, with an average of 325 daily visits to workers.

Early detection and prevention

The most demanded services were traumatology, with 14,642 consultations, and phys-

iotherapy, with 40,897 sessions. One of the most valued by employees was cardiology, where 39 cases with pathologies were detected among the 1,248 consultations made, while the mental health, psychology and psychiatry service attended 1,384 visits.

SEAT is the only company in Spain that offers a complete annual gynaecological review service free of charge that is integrated within the company. In this discipline, 1,145 consultations were held, which detected 18 cases of premalignant lesions and three cases of cancer at an early stage and with a favourable prognosis. This early detection enables treatment to be started immediately, therefore obtaining better prognoses.

Apart from medical care, CARS focuses on prevention. This is proven by the 897 sessions of the 'Return to Work' programme in 2018, which helps workers to prepare for their return to work after an injury. On this preventive line, the Escuela de Espalda, the fitness classes guided by CARSfit and the biomechanics laboratory tests contributed to reducing the risk of injuries in the workplace, thereby reducing the accident rate by 43% with respect to 2017. —

Service for all Volkswagen Group companies in Spain

In its commitment to health, SEAT began integrating Volkswagen Group companies in Spain into its joint prevention service in 2018, benefiting 18,000 people in Spain, or 77% of the Group's workers in the country. The objective of this expansion, which will be progressive, is to provide coverage to the more than 23,000 people who make up the workforce over the next few years. SEAT has already integrated almost 2,500 employees of Volkswagen Group companies in Spain.

A LONG HISTORY ON WHEELS

Classic and competition vehicles, 'concept cars' and the latest series models. A total of around 300 vehicles share space in Building A-122 at the Zona Franca factory in Barcelona. The SEAT Historical Cars Collection is the company's best legacy.

A Panda converted into the popemobile that John Paul II used in his visit to Spain in 1982, the penultimate 600 produced or the first official rally car driven by Carlos Sainz are just some of the 317 treasures in the historical cars collection preserved in Building A-122 at the Zona Franca factory in Barcelona.

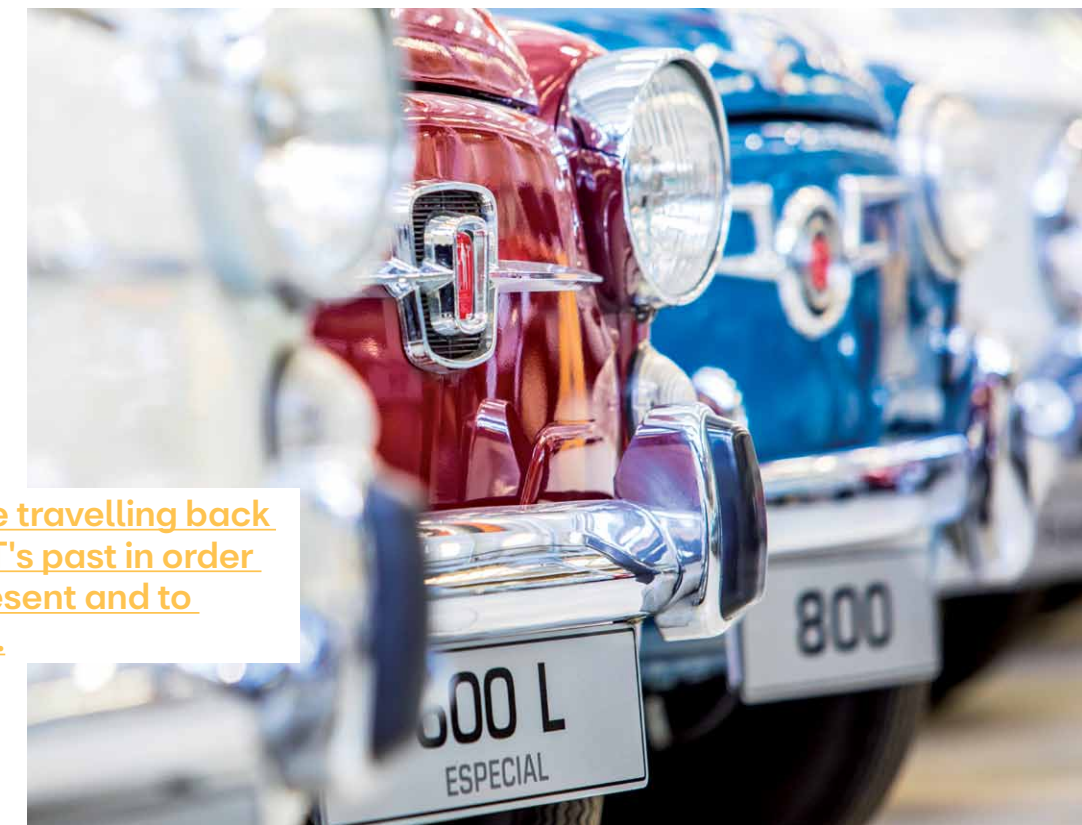
The greatest legacy of classic SEAT cars and prototypes includes legendary models such as the first SEAT that saw the light, a model 1400 from 1953; the 1969 model 124, which was the SEAT one million; the first Ibiza, manufactured in 1984; the Toledo developed for the 1992 Barcelona Olympic Games; the 2008 WTCC Leon that became world champion... The guardian of this enormous treasure is Isidre López, who is passionate about cars and SEAT and has been the head of this department since 2010. He and his team travel all around Spain in search of in-

teresting models to expand the Collection. Once chosen, they are restored, which is sometimes a real challenge, because some of them are falling apart. With professional-

ism, great care and a lot of patience, 90% of the cars that come to him end up working perfectly. Checking that they work, that they are still alive, is always a satisfaction. Some models even leave the building from time to time to take part in some of the main European conventions, such as the Techno Classica in Essen, or to participate in a historic car rally, which are ever popular.

In the 67th edition of the Costa Brava Rally, held in mid-March in Girona, the SEAT Historical Car team participated in the Spain Regularity and Catalonia Regularity Sport championships. The SEAT Ibiza 1.5 GLX group B driven by Josep María 'Mia' Bardolet and Carles Jiménez finished in second position in both divisions, while the SEAT 124 D Special 1800 group 4 of Salvador Cañellas and Eloi Alsina finished fifth. The SEAT Ronda Crono 2.0 of Joan Dalmau and Josué Sánchez qualified eighth in the championship of Catalonia. The three vehicles from the SEAT Collection thus managed to obtain places among the coveted Top 10 in the oldest rally in Spain. —

Visiting Building A-122 is like travelling back in time, understanding SEAT's past in order to better understand its present and to easily anticipate the future.



BARCELONA

Young, dynamic, multicultural and innovative. That's SEAT and that's the town where it all began: Barcelona. The brand's relationship with the city goes beyond geography.

The company is behind many initiatives in an attempt to promote Barcelona as the European capital of urban mobility.



ALMOST

70 YEARS

together

SEAT & BCN



2019

will open
its doors

Casa SEAT



BARCELONA

5th European
technology

'HUB'



FROM BARCELONA TO THE WORLD



SEAT plays an important role in different mobility projects and trends that take place in Barcelona.

SEAT and Barcelona have a very special relationship. The company has been tied to the city since it first began, and in those almost 70 years together, they have locked down countless technological, cultural and mobility projects that encourage innovation and make the company more competitive.

Modernity, creativity and a drive for excellence are just a few features that the car brand shares with the city. Barcelona is a worldwide benchmark in innovation, technology and design and a hotspot in the world of culture. SEAT feeds off these properties to strengthen a mutually beneficial alliance. The company uses the Created in Barcelona concept to project its brand, products and solutions internationally and, working with administrations and universities, it researches how to improve urban mobility. SEAT uses the streets of Barcelona as a backdrop for its advertising in different media formats. In addition, it features on the musical scene by supporting the Primavera Sound festival.

Leading innovation

The European Union has chosen the MOBILUS consortium formed by Barcelona, SEAT and 46 other cities, companies and universities to develop the Knowledge and Innovation Community (KIC) on Urban Mobility, that will run for between 7 and 15 years and oversee developing the European Union's innovations concerning urban mobility, using Barcelona as the platform headquarters. The main goals of the KIC on Urban Mobility are to stimulate competition in Europe, improve mobility and promote the cities, connecting communities and encouraging business innovation while reimagining public spaces.

Developing the project will represent a highly relevant impact for the city and will attract new investments. Among other goals, it is expected to promote setting up 180 start-ups, free up more road space in all participating cities and will train 1450 graduates in specialised fields linked to the consortium, in addition to increasing shared mobility in all the associated cities. Positioning the city as a landscape for innovation takes shape day by day, such as setting up SEAT Metropolis:Lab Barcelona, a centre that researches and develops new urban mobility solutions and that will be included in the Software Development Center, located in Barcelona.

Commitment to Barcelona

Luca de Meo, SEAT president, received the Barcelona Award in November 2018 from the Barcelona Marketing Club, acknowledging his work at the head of SEAT in the international positioning of the Barcelona brand. The jury praised the SEAT president's career and his commitment to the city of Barcelona. During the awards ceremony, the recipient emphasised that "for me, a good company is one that makes a profit, but an excellent company is one that makes a profit and above all, stimulates prosperity and progress in its surroundings." The company's presence in the city is not only emphasised at automotive events such as Automobile Barcelona, but also at the Mobile World Congress and the Smart City Expo.

Created in Barcelona

Further proof of the stable, productive relationship between the brand and the city is the presentation of the SEAT Ateca campaign, shot on location in Barcelona and Madrid. A series of seven adverts were shown on prime-time TV, releasing a different one each day of the week. The main theme was *Your best day is every day*, in an attempt to highlight that your daily routine can be wonderful if you set yourself a series of small challenges each day, overcoming them with a little help from the SEAT Ateca and its variety of innovative equipment. Different locations in Barcelona at different times of the day strengthen the message "The SEAT Ateca captures the wonder of the everyday." As another example of how its ties to the city look to the future, SEAT has named its first 100% electric vehicle after a Barcelona neighbourhood - el-Born.

Powered by SEAT

In another area, passion for music once again connects SEAT with Primavera Sound for the third year running. The automotive brand is a strategic partner for this festival that will hold its 19th edition in 2019. The company is developing three projects: working with the festival in June, setting up the digital radio and audiovisual platform and exclusive sponsorship of the autumn's musical event, Primavera Club.

Primavera Sound is one of the most important music festivals in Europe and its rela-

Barcelona

tionship with SEAT goes way beyond a mere sponsor. The brand creates experiences, sensations and emotions so that both festival-goers and locals in Barcelona can enjoy the festival. In the previous edition, they rocked Barcelona with a light show on the Glòries Tower, although its main contribution was the SEAT Village, inside the Fòrum enclosure that was hosting the festival. This specific brand space featured a robot DJ that was capable of learning from the festival-goers' requests. The company also came up with mobility solutions such as the bus line between El Prat Airport and the Parc del Fòrum and the two public transport routes within the park. Street art fans particularly appreciated a collaborative, multicultural work of art painted by a variety of artists.

SEAT launched Radio Primavera Sound to coincide with the line-up announcement for 2019, with names such as Rosalía, Stereolab, Interpol, James Blake and J Balvin, among others. The new digital radio and audiovisual platform will offer concerts and cultural spaces as a live stream or on-demand 365 days a year, 24 hours a day. You can follow the radio station through the mobile application, already available for iOS and Android, or on the website <https://www.primaverasound.com/radio>. The autumn version of the festival, Primavera Club, for which SEAT is the exclusive sponsor, will be a one-off simultaneous event in Madrid and Barcelona. —

The company uses the Created in Barcelona concept to project its brand, products and solutions internationally. And for the third year running, it will be a strategic partner at the Primavera Sound music festival.



SEAT has played an important role at the Primavera Sound festival for the last three years.

STAND

"Mobility of the future and Barcelona"



Miquel Martí
CEO of Barcelona
Tech City

A little more than a year ago, SEAT decided to set up the SEAT Metropolis:Lab Barcelona to work on sustainable mobility solutions for people. Setting it up on Pier01, SEAT became one of the first major companies to spring into action, as a decisive part of the Barcelona Tech City ecosystem. SEAT Metropolis:Lab Barcelona has now become a vital port of call to understand the alignment sought between corporations and start-ups. According to a variety of rankings, right now Barcelona is considered to be the fifth European technology hub and among the 25 top hubs in the world. The city managed to achieve the great milestone of getting the KIC for Urban Mobility from the European Institute of Innovation and Technology, projects such as Start4big and Avenida Futuro are being developed, and the Casa SEAT will open in 2019. Part of the city's future growth revolves around the Smart City strategy, sustainable mobility and its integration in other technological fields. The continuity of SEAT's implication in the technology sector in Barcelona will be one of our future mainstays.

CASA SEAT

The Casa SEAT will open its doors on the Diagonal intersection with Paseo de Gràcia this autumn 2019. The brand headquarters in Barcelona will be managed by Gabriele Palma. Casa SEAT wishes to participate actively in Barcelona's cultural and economic life and become a meeting point for national and international trends and talent. In an attempt to revolutionise the concept of retail, it will offer new purchasing experiences for mobility goods.

THE NEW CASA SEAT IN THE CITY CENTRE

- The new Casa SEAT will have several interactive spaces to meet customers' new trends plus a special CUPRA corner.
- Casa SEAT will be run by Gabriele Palma, who was SEAT Spain's Marketing Director until January 2019.



Between the Paseo de Gràcia and Avenida Diagonal, SEAT will have a showroom and trends space.

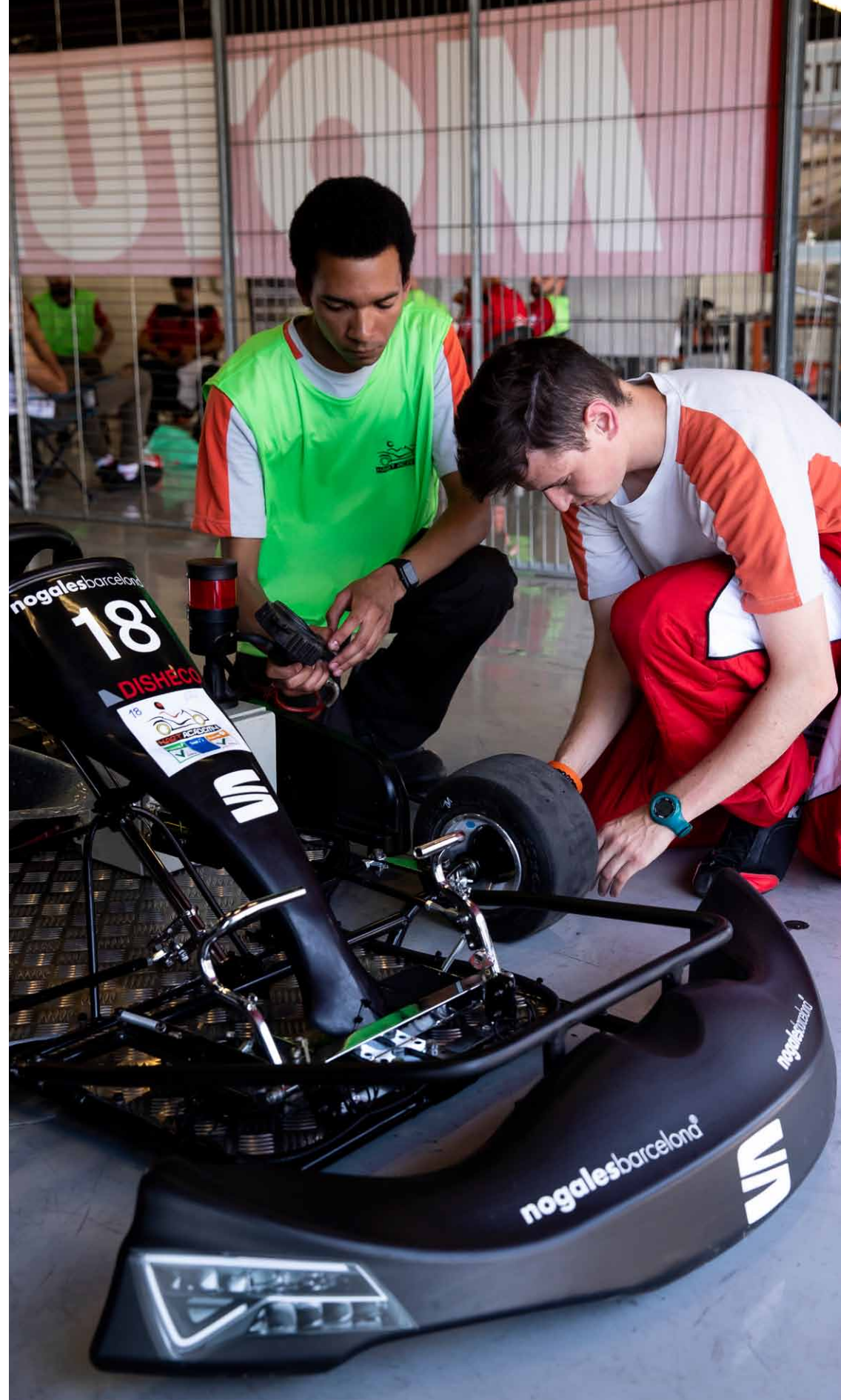
WE BOOST EXCELLENCE

SEAT maintains strategic alliances with universities, administrations and companies from different fields to stick to its commitment to research and innovation at the very highest level.

The company is hardwired for excellence. Right now, as city and mobility concepts are being questioned, SEAT is strengthening its policy of signing agreements with the main players in current and future technology.

Start4big

This is an open project working in multiple sectors, created to attract start-ups from all over the world. SEAT has joined forces with Aigües de Barcelona, CaixaBank, Naturgy and Telefónica to set up this initiative that will resolve challenges around areas such as cybersecurity, artificial intelligence, robotics, blockchain or big data. These solutions will always have a positive impact on people's daily lives. It is the first time in Europe that five major companies from strategic sectors are joining forces to take open innovation to another level: a multi-sector collaborative model to develop technological solutions that make an impact on all relevant areas to these companies. With this initiative, an innovation community on a global scale is emerging, with a state of maturity that has never been seen before in Spain, made up of entrepreneurs, innovators,



experts, investors and key players. This project fits in with the Horizon 2020 goals, set up by the European Commission.

The innovation

SEAT works on developing mobility solutions adapted to future cities' needs and that allow more effective, more sustainable and safer journeys in spaces that are increasingly pleasant to live in and so help attain the goal of zero accidents. Along this line, CARNET, the first research platform on urban mobility in Barcelona funded by SEAT, Volkswagen Group Research and the Universitat Politècnica de Catalunya (UPC) have organised a competition among robotics students from all over Spain, to develop completely autonomous automotive control functions, the Autonomous Driving Challenge. On 15th October, this research and innovation hub received the National Award for Public-Private Partnership in Research and Innovation 2017, given by the Generalitat de Catalunya and the Fundació Catalana per a la Investigació i la Innovació.

Synthesis of solutions

The SEAT Minimó was presented during the Mobile World Congress 2019. It is a two-seater vehicle created to improve urban mobility that intends to analyse and include proposals from municipal administrations to reduce environmental impact, improve safety and connectivity. Revolving around new mobility challenges, SEAT presented the SEAT eXS powered by Segway at the Smart City Expo World Congress 2018 as the first step in its urban micromobility strategy, in addition to new solutions developed by the SEAT Metropolis:Lab Barcelona such as Ride-Sharing and Bus on Demand and a new socially-responsible navigation project working with Waze and the Barcelona City Council.

Design: key element

SEAT is the first automotive brand to sign an agreement with the Barcelona Centre de Disseny (BCD) to consolidate the brand's commitment to Barcelona and make it possible to create synergies to develop the best designs for the company's products. This joint project also means pooling our know-how through training activities and national and international contact networks, as it forms part of the Design Cluster, led by BCD. —

el-Born, convergence of energy that is 'made in BCN'

This is an electric concept car designed and developed in Barcelona. It is autonomous up to 420 km and capable to reaching a speed of 100 km/h in 7.5 seconds. It represents a benchmark in aesthetic and technological design for vehicles of the future. It has high-density batteries with capacity for 62 kWh, compatible with superchargers using a direct current of up to 100 kW, and they can go from 0 to 80% charge in just 47 minutes. It also includes an advanced heat management system to maximise the vehicle's autonomy in the most extreme environmental conditions. The SEAT el-Born intends to make occupants' lives easier and to do this, it includes the latest progress in connectivity and autonomous functionality. Its level 2 autonomous systems offer partial vehicle automation to control the steering, acceleration and braking, as well as including an intelligent parking assistant.

CUPRA ATECA



ELEGIR TU CAMINO O QUE
EL CAMINO DECIDA POR TI.

CUPRA ATECA. CREA TU PROPIO CAMINO.

Cuando creamos un SUV deportivo con 221 kW (300 CV), Cambio automático (DSG) de 7 velocidades y Sistema de tracción 4Drive, no seguíamos al resto. Cuando diseñamos cada detalle por dentro y por fuera, no estábamos eligiendo el camino fácil. Cuando optamos por las llantas de aleación de 48 cm (19 pulgadas) en color cobre, nos alejábamos de los estándares. Simplemente sabíamos dónde queríamos ir, no lo que encontraríamos en el camino. Y aquí hemos llegado. CUPRA Ateca, hecho para aquellos que crean su propio camino.

Consumo medio combinado de 8,5 a 8,9 l/100 km.
Emisiones ponderadas de CO₂ de 192 a 201 g/km. (Valores WLTP).
Emisiones ponderadas de CO₂ de 168 g/km. (Valores NEDC).
Imagen acabado CUPRA Ateca.

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CUPRA MAGAZINE



INTRODUCING A NEW
FORM OF EXPRESSION



"CUPRA HAS BROKEN
RECORDS IN ITS FIRST YEAR.
NOW IT'S TIME TO GO
FULL THROTTLE"



Wayne Griffiths
CEO OF CUPRA

The year 2018 will be remembered as the beginning of the CUPRA era, a unique brand for unique people, designed to captivate customers seeking uniqueness, sophistication and performance. CUPRA surfaced as the dream of a group of people that were looking for a way to conquer a new group of car enthusiasts. This love story began when the brand was presented at an exclusive event at Terramar Racetrack (Barcelona) and CUPRA's first car was revealed: the CUPRA Ateca, a powerful sports SUV that perfectly represents the CUPRA spirit. Recently, the brand celebrated its first year of life with the announcement of its first model with 100% CUPRA DNA, the CUPRA Formentor concept car. The brand also embodies the spirit of motorsport with the CUPRA e-Racer, the world's first 100%

electric racing touring car. Synonymous with sophistication and uniqueness, one year after its creation I can say that CUPRA's reception is surpassing all expectations. Sales grew by 40% in 2018 compared to last year, with a total of 14,400 units sold, and the organisational structure was consolidated with a team of 70 people. These results are a clear example of the good reception the brand is experiencing in the market. Our goal is to double sales in the next three to five years. In addition, CUPRA already has its own space reserved in more than 200 selected SEAT dealers around the world. Now, we will continue on consolidating this brand, which is conquering the most demanding car lovers. We want to continue on the great path we've been creating since 2018. —

MORE THAN A CAR BRAND



UNIQUENESS, SOPHISTICATION AND PERFORMANCE ARE THE VALUES OF THIS NEW BRAND, WHICH OFFERS A UNIQUE LIFESTYLE FOR CAR LOVERS.

CUPRA is a unique brand for unique people and is conceived with its own identity, with the firm objective of growing independently.

CUPRA, which has always been SEAT's highest expression of contemporary sportiness, was conceived as a new brand one year ago to conquer car enthusiasts and all those who are looking for a brand with its own unique personality. After the first year, having achieved 40% sales growth in all models, it has certainly exceeded all expectations. CUPRA champions a lifestyle based on uniqueness, sophistication and performance.

The brand offers high-performance cars, such as the CUPRA Ateca, the first high-performance family car; the CUPRA e-Racer, a 100% electric racing touring car that is pioneering in its field, and the recently-presented CUPRA Formentor concept car, which gained numerous applauses at the Geneva

Motor Show; although CUPRA also aspires to offer innovative experiences to its customers.

Creating its own path

CUPRA aspires to occupy a position between the mass market and premium brands, targeting people who are interested in cars that are different and sophisticated. In short, people who want to blaze their own trail and seek differentiation and individualisation. The CUPRA world has four pillars:

- **Garage:** CUPRA brings another dimension to the sports car segment by offering car enthusiasts the possibility of going back to the garage.
- **Distribution:** the CUPRA network has several spaces located in some SEAT dealer-

ships. It will also have its own stores in different parts of Europe.

— **Experience:** CUPRA collaborates with people and companies that share the lifestyle in developing exclusive and limited product collections, such as Fabike, L.G.R and Trakatan.

— **Racing:** Competition is a part CUPRA's DNA and, taking advantage of the legacy of the successful SEAT Sport, CUPRA is now the brand that competes in the TCR series.

CUPRA's love story with motorsport comes from the path taken by SEAT in the world of racing. Apart from its street models, CUPRA also has its first racing model, the CUPRA TCR, which made an outstanding debut in the TCR series of the 2018 season, and is reaping great

ACQUIRE A CUPRA

With a specific image that fits the brand's design and values, CUPRA customers will enjoy an unique and sophisticated experience when they visit the new CUPRA space in some of almost 280 dealerships and flagship stores around the world. There, they will be able to see and touch the firm's models, have specialists answer their questions and purchase CUPRA accessories and merchandising. There are 28 selected SEAT dealers in Spain, and the brand will have a prominent space in the future Casa SEAT, which is expected to open at the end of the year.

success in the continental, European and regional TCR championships, the World Touring Car Championship (WTCR) and other cups with the ETCC and resistance tests.

Without leaving the competition world behind, the CUPRA brand is already looking towards the future with its most ambitious project, the impressive e-Racer, which will participate in the future ETCR Series of electric cars. CUPRA also has brand ambassadors representing its values, such as athletes Laia Sanz and Saul Craviotto, and official driver Jordi Gené.

Upward trend

2019 is expected to be even more ambitious for the brand, having already confirmed the positive trend of last year's results during the first quarter. In the first two months of 2019, CUPRA delivered 3,600 cars, 101.4% more than in the same period last year. These good results have been reinforced by the consolidation of a structure led by Wayne Griffiths, CEO of CUPRA. The future is promising and stimulating. —

CUPRA's aim is to double sales and captivate motor enthusiasts with its unique, sophisticated and high-performance proposal.



ANTONINO LABATE
DIRECTOR OF STRATEGY, BUSINESS DEVELOPMENT
AND OPERATIONS OF CUPRA

“CUPRA has exceeded all expectations”

The new automobile firm lays the foundations of contemporary sportiness with unique and exclusive models.

What would you highlight about the first two members of the new family; the CUPRA Ateca and the CUPRA Formentor concept?

Both models perfectly represent CUPRA's DNA and its values of uniqueness, sophistication and performance. The CUPRA Ateca was the first car launched on the market, a unique model in the SUV segment that has exceeded all expectations. That's why we decided to present the CUPRA Ateca Special Edition, a limited edition that will be released at the end of the year. The CUPRA Formentor is a clear statement of the brand's principles and what we are capable of achieving. It is the first car developed exclusively by CUPRA, with the future of the brand in mind. It will be launched in 2020 and will enable to lead the path of sports cars innovation.

Which customer will visit the CUPRA showrooms?

This formula of uniqueness, sophistication and performance enables it to address a customer segment looking for the highest expression of contemporary sportiness combined with versatility, functionality and technology. The brand is designed to cater the needs of men and women who have a sophisticated, personal and sporty lifestyle.

How is CUPRA linked to the 'lifestyle' world?

The goal is to create a tribe of fans who feel represented by our values and lifestyle; that's why CUPRA is more than just a car brand. With this objective, projects have been launched with *partners* in the world of *lifestyle* to develop exclusive and limited collections. A carbon fibre bicycle has thus been presented with the Italian firm FABIKE, glasses with L.G.R and a collection of accessories with Trakatan.

Motorsport is in your DNA. How will the e-Racer revolutionise the TCR Series?

CUPRA has developed a pioneering project in the world of motorsport with the CUPRA e-Racer, the first 100% electric racing competition touring car in the world, which has laid the foundations for future electric touring car races. CUPRA is the precursor of the ETCR Series, the first championship of electric cars by brands that will be released in 2020. All manufacturers wishing to compete should take CUPRA technology as a benchmark for developing their vehicles.

If I had to define CUPRA in a few words, it would be...

Uniqueness, sophistication and performance. A unique brand for unique people.

CONTEMPORARY SPORTINESS

BACK TO THE GARAGE

ON ITS FIRST ANNIVERSARY, THE CUPRA BRAND SHOWCASES ITS VISION OF THE FUTURE WITH ITS FIRST TWO FLAGSHIPS: THE CUPRA ATECA AND THE CUPRA FORMENTOR CONCEPT CAR.



CUPRA ATECA

The new sports SUV marked the beginning of a new era, and it is the perfect car to launch the CUPRA brand. A unique model in its segment, until now reserved only for premium brands. The new CUPRA Ateca combines a totally elegant and dynamic design with a spacious interior and a large boot compartment. The 2.0 TSI engine of the

new CUPRA Ateca offers 300 CV (221 kW) and has the 4Drive comprehensive traction system. It emits a pleasant and more powerful sound and has the DSG seven-speed gearbox, which gives it a sportier feel with faster, smoother and more precise changes, and with low consumption and emission levels.



CUPRA FORMENTOR

To celebrate its first anniversary, CUPRA unveiled its most impressive, dynamic and captivating vehicle to date at the recent edition of the Geneva Motor Show: the CUPRA Formentor concept car. It is the first model especially developed by the new brand. This new model, powered by a high-performance plug-in hybrid engine, offers exclusivity in the driving experi-

ence with the latest technological advances. It is a vehicle that combines the qualities of SUVs and sports cars, at a time when the crossover segment is set to start growing at an exponential rate. It has a dazzling and captivating exterior and an inviting interior that includes state-of-the-art technologies.

CUPRA

e-RACER, A PIONEER 100% ELECTRIC

CUPRA'S OBJECTIVE IS TO REDEFINE THE FUTURE OF RACING. AND THE CUPRA e-RACER, THE WORLD'S FIRST 100% ELECTRIC RACING TOURING CAR, IS EXPECTED TO BE THE BRAND'S BEST BET.



CUPRA e-RACER

The CUPRA e-Racer has a 450 kg battery, which is one third of the total weight of the vehicle and influences the entire design of the rest of the car's elements. It is designed to be as low as possible to achieve a centre of gravity near the ground, which favours good dynamics. The battery has 23 panels with a total of 6,072 batteries, which is equivalent to 9,000 mobile phones connected at the same time.

Competition is synonymous with CUPRA. And how could it be otherwise: the new brand not only has utilities, but it also assumes the responsibilities and tasks that up until now were the domain of SEAT Sport. CUPRA inherits the contributions that the Spanish brand has made to the world of motorsports for more than 40 years, although being aware that the future of racing must turn towards alternative, clean and efficient propulsion systems. And the result of all this is the CUPRA e-Racer, the world's first 100% electric racing touring car, which opens the doors to a new driving experience and a new definition of racing. Although it weighs 400 kilos more than the CUPRA TCR, it has excellent performance with acceleration from 0 to 100 km/h in 3.2 seconds and from 0 to 200 km/h in 8.2 seconds. The e-Racer engines are located on the rear axle and run at up to 500 kW (680 hp), which is 242 kW (330 hp) more than usual in the CUPRA TCR petrol version.

Based on the petrol CUP Racer, in addition to using energy that is much cleaner and more respectful to the environment, the CUPRA e-Racer is much quieter and has amazing performance. But what advantages does it offer in relation to a conventional racing car? Firstly, electric motors are much simpler and require much less maintenance. They are also more efficient, since they are fitted with an energy recovery system that can recharge the batteries from the energy generated in braking and acceleration. Apart from that, the rear-view mirrors have been replaced by mini-cameras so that the car gains aerodynamics. A central touch screen also enables the driver to monitor the car's data and performance. The future of racing is written today. —

CUPRA

A TEAM WITH CUPRA DNA

CUPRA TEAM

From left to right, **Mauro Pierallini** (Chief Product Officer), **Wayne Griffiths** (CUPRA CEO), **Antonino Labate** (Director of Strategy, Business Development and Operations), **Khaled Soussi** (Director of Sales and Marketing), **Jaime Puig** (Director and Head of CUPRA Racing), **Alejandro Mesonero-Romanos** (Director of Design), **Xavier Serra** (Chief of Engineering) and **Luca de Meo** (SEAT President).

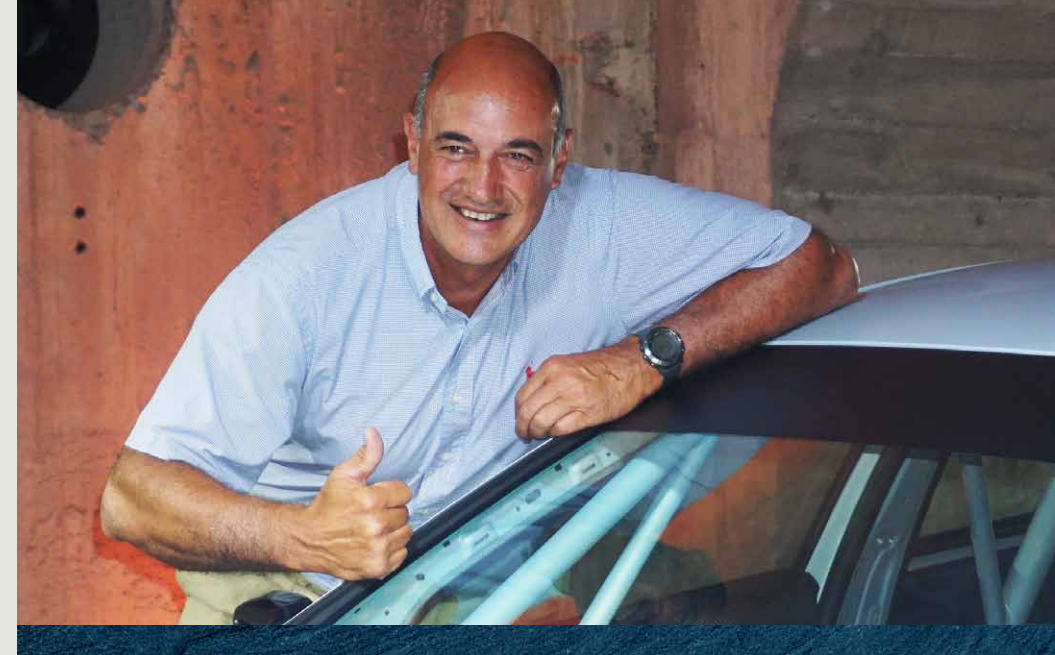


JORDI GENÉ

OFFICIAL TEST DRIVER

CUPRA's test and development driver, linked to SEAT for years, aims to take CUPRA to another level. "The acceleration is impressive and that makes the emotion of driving one of this brand's vehicles incredible," he explains.

"PARTICIPATING IN DEVELOPING THE CUPRA MODELS IS AN EXCITING OPPORTUNITY FOR A DRIVER"

**JAIME PUIG**

DIRECTOR AND HEAD OF CUPRA RACING

CUPRA's head of the Motorsport area, Jaime Puig, answered our questions on taking stock of CUPRA's first year, which has been very positive, while foreseeing a very intense race with four CUPRAs on the grid at the WTCR.

"In 2019 there will be an intense generation shock in the WTCR"

CUPRA has taken the witness of SEAT Sport in competition this year and its results have continued to be good. What is your assessment of this first year in competition?

It is very positive overall, because we have once again been the brand that has won the most races throughout all the TCR championships. No less than 53 victories in the TCR category in 2018 alone. SEAT Sport triumphed as the brand that won the most races, with CUPRA winning the most in its first year. A CUPRA driver also won the European championship with Mikel Azcona, which is the second-highest level championship in the TCR. In the WTCR (TCR World Cup), SEAT has entered the final race with a CUPRA driver, Pepe Oriola, and is in with a chance of winning. So, overall, the work completed throughout the entire year has been very good. We won several more championships: Italy, Thailand... and the 24-Hours; we still have a clear supremacy in the 24-Hours tests so we can be happy about that.

Expect 2019 to be at the same level...

It will be a challenge because there are more and more competitors, and they are getting stronger; this year there will even be a new manufacturer on the grid at the WTCR. It will be difficult to maintain the winning streak because everyone wants to win and we are up against all of them, although we continue with the same enthusiasm: working hard, looking forward and supporting our customers. On the other hand, and this is important, it will also be a difficult season because it will be the last for this car, a car that we are immensely proud of because it started competing in 2013 in the SEAT Leon Eurocup and then jumped a category to be the leading car of the TCR.

A car that has led an era...

Completely. It has led an era and will always remain at this leading edge. Work began on a driver promotion cup that also had to be the future in competitions for private

drivers. We weren't thinking about the World Championship, although in the end it has become the benchmark for touring cars, and it is the example that the organisation has used for its regulations. Today, this car has set the standard, and the world cup for four-door cars takes place using this concept. It is a very happy outcome; a pattern was established in 2013 and today eight manufacturers have followed to compete in the TCR.

Why is competition important for CUPRA?

It's in our DNA, it's where we came from. For CUPRA it is important. There are four fundamental pillars and one of them is the competition: the garage (product), distribution (dealerships), experiences (lifestyle) and racing (competition). The latter is where we come from and this position must be maintained. A lot of work must be invested into a new product and there is a lot to do in the new series cars, although competition is not forgotten". —

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www.seat-mediacent.com
with the latest news about SEAT.

CUPRA ATECA



SETZ DIR ZIELE. KEINE GRENZEN.

Was uns inspiriert hat, einen Sport-SUV mit 300 PS, Doppelkupplungsgetriebe (DSG) und Allradantrieb 4Drive zu entwerfen, ist sicher nicht, der Masse zu folgen. Auch wenn wir jedes seiner Details zum hundertsten Mal hinterfragen, interessiert uns nicht der leichteste Weg. Die Entscheidung für 19"-Leichtmetallräder mit Kupferdetails¹ hat nichts mit herrschenden Standards zu tun. Wir wussten nur eins: wo wir hinwollen. Was uns auf dem Weg dahin erwartet, wussten wir nicht. Aber wir haben unser Ziel erreicht. Wir bauen ein Auto für deinen ganz eigenen Weg. CUPRA Ateca. Create your own path.

¹Optional erhältlich.

Kraftstoffverbrauch CUPRA Ateca 2.0 TSI 4Drive, 221 kW (300 PS): innerorts 8,9, außerorts 6,5, kombiniert 7,4 l/100 km; CO₂-Emissionen: kombiniert 168 g/km. CO₂-Effizienzklasse: D.

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#CreateThePath




SEAT

