

MUCH MORE THAN YOU IMAGINE

At SEAT, every detail counts. As the “Discover SEAT” campaign reflects, when we take a step back and see the company from the outside, as a whole, we discover SEAT’s spectacular potential. Everything is assembled to perfection and forms a harmonic image that makes up one of the benchmark brands in the automotive sector in Europe. These details convey innovation, technology, employability, productivity, sustainability and leadership.

SEAT IS MUCH MORE

Manuel Vázquez Montalbán, the prestigious writer from Barcelona whose books are read all around the world, said that “the day that Spaniards got into the 600 (the first iconic model of the brand), they started to distance themselves from their past and began a weekend excursion which they still haven’t returned from”. SEAT, just like Vázquez Montalbán, projects the creative and non-conformist spirit of the city of Barcelona to the world. And it has known how to turn its cosmopolitan, innovative and dynamic values into a reality that translates into one of the cornerstones of the brand. Just like the third most visited city in Europe, SEAT surprises all those that dare to get to know it up close.

Throughout these more than 60 years, SEAT has become the main industrial driver at a local and national level and acts as a driver for development among companies, engineers, universities and technological partners of the company. Part of the Volkswagen Group, today SEAT

symbolises a young and dynamic spirit and aspires to have a more leading role in the European car industry. The company, whose turnover represents almost 1% of Spain’s GDP, has consolidated in 2016 the path towards success begun in the last few years. SEAT has completed its best financial period in recent years and has surpassed the milestone of 400,000 cars sold for the second consecutive year. Specifically, the automotive company delivered nearly 410,000 vehicles around the world. In the last four years, SEAT’s sales have increased by more than 27%, which represents almost 90,000 vehicles more than in 2012. And this is only the beginning.

SEAT has grown and evolved to the point of fully entering Industry 4.0, a concept that above all implies a technological push by its manufacturing plants (Martorell, Barcelona and El Prat de Llobregat), but which, in reality, is an attitude that is embedded in the whole company.

SEAT is the company with the highest exports in the Spanish industry. The company’s exports represent almost 3% of the total for Spain and it exports to more



than 80 countries. SEAT is also synonymous with a young spirit (it is the brand with the youngest customers in the sector), commitment to quality in its vehicles' features and it is one of the main proponents in Europe of the connected car within an efficient and smart urban mobility network.

After an excellent 2016, with an unprecedented product offensive and with the Ateca as the protagonist, three more models are coming in 2017: a version of the Leon with more features, the new Ibiza and the SEAT Arona.

THE LARGEST INDUSTRIAL INVESTOR IN R&D IN SPAIN

The figures show that SEAT is the leading automotive brand in Spain and the only company in the sector to design, develop, manufacture and sell cars in the country.



SEAT is the largest industrial investor in R&D of what is currently the fourth largest economy in Europe and it is one of the companies that allocates the most resources to this field. In 2015, SEAT invested almost 400 million euros in activities related to research, development and innovation, which represents 4.5% of its revenues and 2.9% of the total amount spent on R&D in Spain. No other industrial company comes close to these figures.

A large part of the result of this investment materialises in the SEAT Technical Centre. This centre of excellence, established in 1975 in the industrial complex that includes the Martorell factory, is today a hub of knowledge from which innovation is pushed in the company. The Technical Centre was born with the goal of guaranteeing the brand's progress, creating an identity and a distinctive style and constantly incorporating the most advanced technologies into its models. At present, more than 1,000 engineers, designers and technicians work there and it is the only centre of its kind in Southern Europe and one of the most cutting edge in the continent.



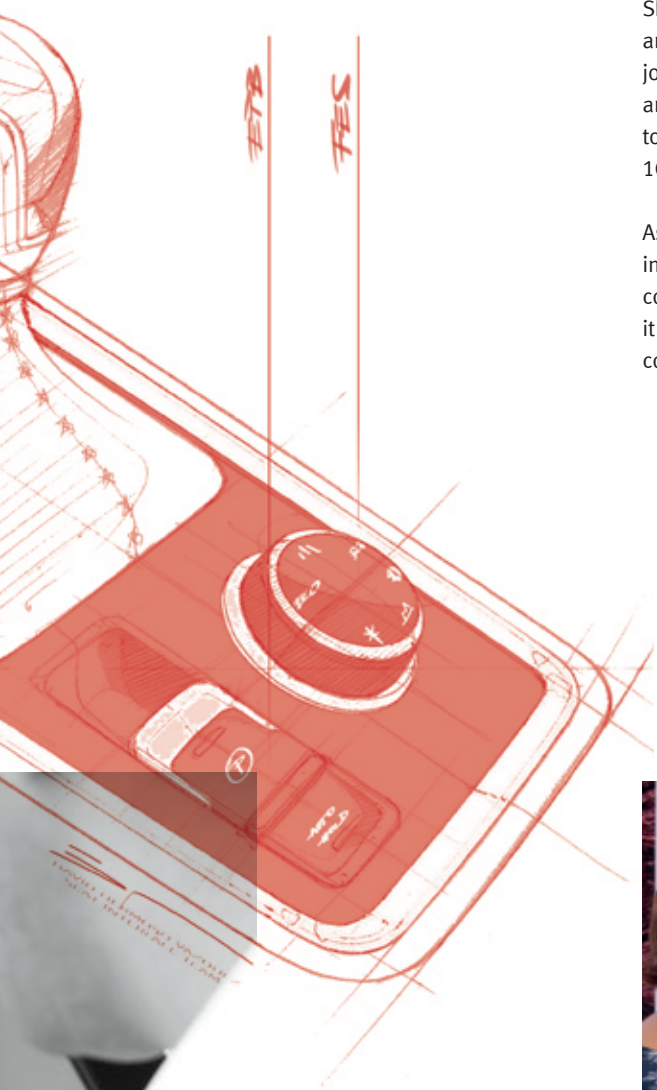
TOP EMPLOYER: QUALITY EMPLOYABILITY

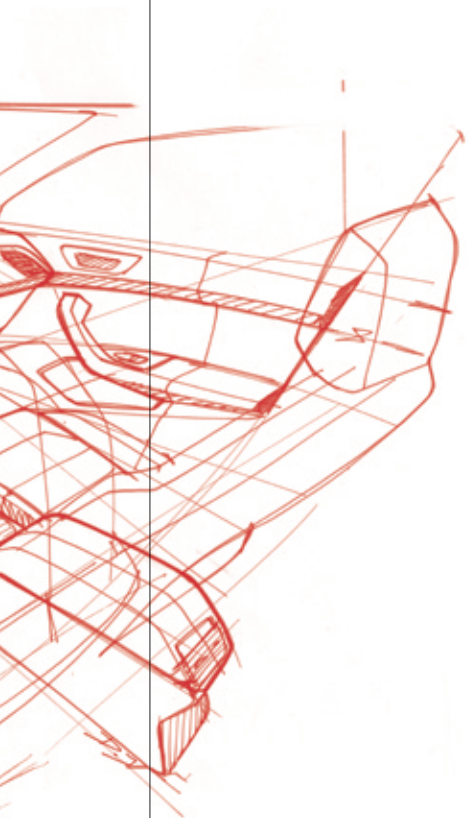
SEAT is the largest employer in the sector and one of the largest in Spain. For every job created directly by SEAT, a total of seven are generated. In all, SEAT contributes to employment in Spain with nearly 100,000 jobs.

As well as being the leading employer in the sector, SEAT is also one of the best companies to work for, which has made it the "Top Employer" for the third consecutive year.

In the field of employment, one of the main areas that SEAT promotes is equality between men and women. 21% of the company is made up of women and the number of women at the SEAT factory is approximately double the average for car factories in Spain (11%). This mentality has been present for decades. In fact, the SEAT factory was the first to include women on its production lines.

There is also a firm commitment to young people. SEAT is constantly searching for young talents for the various areas of the company, and it is a pioneer and a benchmark in dual training, making a significant contribution to job creation in this age bracket. In a general context of youth unemployment, in 2015 more than half of new hires were under 30 years of age.





THE MOST EFFICIENT FACTORY IN EUROPE

In its Martorell factory, SEAT has one of the many examples that demonstrate why the company is “much more than you imagine”. It is one of the most modern factories in Europe. With a surface area of more than 2,800,000 metres squared (which is equivalent to 400 football pitches), of which 260,000 correspond to green areas, the factory has put SEAT and its vehicles among the top positions in the productivity rankings, as well as receiving prestigious prizes such as the Lean Award and the Lean & Green Management award, which certifies the Martorell factory as the most efficient of the sector in Europe.

A factory of 15 buildings for some 7,000 people, who produce around 2,100 vehicles every day with the help of 2,400 robots, today the Martorell plant is a “smart factory”. In the last few years, the company has implemented the latest and most advanced technologies for digitally simulating the vehicle production process, or augmented reality functions, and almost

all tasks are automated. All of this allows the company to offer a quality product, capable of satisfying customers’ needs.

This “smart factory” is also home to “SEAT al Sol” (SEAT in the Sun), the largest solar plant of the car industry in the world, with 53,000 solar panels assembled across 276,000 metres squared. SEAT’s “Ecomotive Factory” has become the flagship of the company’s environmental commitment, and has made it one of the most sustainable and environmentally responsible industrial companies in all of Europe.

Furthermore, the Martorell facilities have 2 train lines totalling 40 km which connect the company with the rest of the world. They are used to transport vehicles directly to the Port of Barcelona and components from the facilities of Barcelona’s Zona Franca district. At the same time, they reduce lorry transportation by some 50,000 journeys each year and avoid the emission of 2,000 tonnes of CO₂.

Today, we can look back on more than 60 years of history of an unstoppable brand that reinvents itself and surprises every day. Sometimes you have to take a step back to value what you have around you. The commander of the Apollo 8 mission said so when the spacecraft crossed the dark side of the moon and they saw the Earth rise: “We were all surprised to have travelled 240,000 miles to see the moon, when the Earth was what was really worth contemplating”.



WHAT DOES SEAT SOUND LIKE?

Engine, spark plugs, the steering wheel when you make a turn, the change of gears, the windscreen, the hazard lights... When we think of a car, thousands of different sounds come to mind. But really, what is the sound that best defines a car? Can a single sound really represent the experience of driving? And represent an entire brand?

For SEAT there are no limits to the imagination. "If we have a logo that everyone knows, why not have a logo that everyone can listen to?"

Said and done. In March last year, SEAT became a music producer and made an appeal to the best musical talents in the world to help it to find its own sound logo, inspired by the city of Barcelona.

After receiving 1,924 pieces of music from 1,185 contestants, from seven different countries, the brand chose the 14 best proposals to perform a Musicathon in Berlin, a 48-hour musical marathon to develop the projects with the advice of experts from the music industry. After an intense competition and without any respite, SEAT chose three finalists who travelled to Los Angeles, mecca of the global music industry, to develop the company's new sound logo.

Today, the whole world knows a brand that never ceases to surprise. From 2017, it will also know what it sounds like.

