
References - Miroslav Matušinský - Engineering BUS Director - ŠKODA Electric

- **General statement:**

I would like to recommend Miroslav as a professional who has brought technical and procedural experience to our company. During his tenure, Miroslav showed extraordinary effort to achieve the result that was required. He was faced with a situation where the company was in a complete transformation, he had to deal with its effects not only on himself, but also on his subordinates. He was part of an international team.

Miroslav and the ability to focus on key technical aspects of our business was and very beneficial. His ability to plan and implement technical projects has led us to successful results that have allowed us to grow and expand our portfolio. Miroslav has always been enthusiastic about new technologies and finding innovative solutions.

In terms of cost management, Miroslav managed his department's budget without any problems.

Miroslav focused his managerial work on building team spirit and creating a positive working atmosphere. Communication within the group has not always been easy and Miroslav has made significant progress in this area during his time in our company.

Miroslav was able to create very natural and respected interpersonal relationships with members of his team. His empathy, ability to listen and support for the development of his subordinates were key factors in his success. Thanks to him, our employees have become not only more efficient, but also more satisfied.

The company is undergoing a gradual transformation, as a result of which there was no agreement between the employer and Miroslav. He decided to take on more interesting challenges than we were able to offer him. Miroslav has great potential, which he is able to develop.

- **Example of a successful project:**

One of the most striking examples of Miroslav's exceptional abilities was about managing a team during a challenging 12-metre hydrogen bus project that our team was working on. The project had ambitious deadlines, complex technical requirements and a team with diverse skills and personalities. Despite the demanding work under pressure, Miroslav was able to effectively lead the team and create a positive working atmosphere.

I can safely recommend Miroslav for a similar position.

15. září 2023

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Ing. Petr Novotný
President Components & Bus Mobility
Chairman – Škoda Electric a.s.