

FORSCHE



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About this report

Report design

To make the text easier to read, all references are to the masculine form. This formulation explicitly includes all gender identities.

Report contents and period

→ GRI 102-46, 102-48

This documentation represents the fifth time that Dr. Ing. h.c. F. Porsche AG has published a combined Annual and Sustainability Report. The company published its first report in this format for the 2016 financial year on 17 March 2017. The report is produced annually. This report covers the period from 1 January 2020 to 31 December 2020. Information dating from before this period is also included for completeness. Unless otherwise specified, the reporting date is 31 December 2020. The editorial deadline was in February 2021. Unless otherwise indicated, all information refers to Dr. Ing. h.c. F. Porsche AG. If content that had been previously published has since been corrected, for example due to changes in collection methods for key figures and data, this is indicated. Financial analyses as well as key figures and data are given in compact form at the end of the report and in detailed form online in the Porsche Newsroom [newsroom.porsche.com](https://www.porsche.com/newsroom). This site also contains further information on Porsche and on the company's commitment to sustainability. Management approaches to major topics in this report are contained in the section entitled "Reporting areas".

Reporting standard and assurance

→ GRI 102-49

This report has been prepared in accordance with the Global Reporting Initiative (GRI) standards "Core" option. The GRI Content Index at the end of the report provides details on the reported disclosures and lists where they are located in the print and online versions. Within the scope of the Materiality Disclosures Service, GRI Services has reviewed whether the GRI Content Index is clearly structured and whether the information specified for GRI 102-40 to 102-49 corresponds to the respective sections of the Report. A business audit to obtain limited assurance against the relevant criteria and requirements of the GRI Standards is conducted every two years. Based on this cycle, this Report does not include a business audit of the non-financial information and content.

Non-financial report

Dr. Ing. h.c. F. Porsche AG makes use of the exemption provision in Sections 289b (2) and 315b (2) of the German Commercial Code ("HGB") allowing it not to issue a non-financial report and a non-financial consolidated report, and refers to the separate non-financial report of Volkswagen AG for the financial year 2020, which will be available on the www.volkswagenag.com website in German and English from 16 March 2021.

Basis of consolidation

→ GRI 102-45

Volkswagen AG holds 100 per cent of the share capital of Porsche Holding Stuttgart GmbH and is therefore the ultimate parent company of the Porsche AG Group. A control and profit transfer agreement has been in place between Volkswagen AG and Porsche Holding Stuttgart GmbH since the 2013 financial year. Porsche AG's subscribed capital is wholly owned by Porsche Holding Stuttgart GmbH. Dependency agreements and profit transfer agreements are in place between Porsche Holding Stuttgart GmbH and Porsche AG, and also between Porsche AG and its principal German subsidiaries. The basis of consolidation at Porsche AG includes a total of 113 fully consolidated companies, with 29 headquartered in Germany and 84 abroad.

Courage.

"Only those who have the courage to break new ground will enjoy future success."

Oliver Blume

"I am of the opinion that sports cars actually foreshadow innovations, and that this was true in the past as it will be in the future."

Ferry Porsche



GROUP PHOTO GLOBAL PANDEMIC STYLE: THE BOARD MEMBERS ALL TESTED NEGATIVE FOR COVID-19 BEFORE HAVING THIS PHOTOGRAPH TAKEN

Albrecht Reimold
Production and Logistics

Oliver Blume
Chairman of the
Executive Board

Detlev von Platen
Sales and Marketing

Uwe-Karsten Stadtler
Procurement

Michael Steiner
Research and Development

Lutz Meschke
Deputy Chairman of
the Executive Board
Finance and IT

Andreas Haffner
Human Resources

Dear Reader,

The year 2020 was a very challenging year. The coronavirus pandemic has severely tested human co-existence. Meanwhile, the global economy was subjected to a stress test. Porsche too was affected. We were forced to halt production for six weeks in the spring, and our dealership operations also had to temporarily close.

Our response to these challenges was rapid, flexible and pragmatic. We introduced targeted measures to protect our workforce. And we engaged in systematic crisis management, successfully shoring up our liquidity and stabilising our results. In this way we steered Porsche strategically and robustly through the crisis.

With good results. With deliveries of new vehicles totaling 272,162, we were a mere three per cent down on the record figure set in 2019. Our company remains highly profitable. Operating profit: 4.2 billion euros. Return on sales: 14.6 per cent. Figures that are unmatched in our sector. Figures that represent a great success for our entire team. In a difficult environment, that team has remained united, shown fighting spirit, and been dedicated to the task at hand.

This success is founded on our fresh and attractive product range. 911 Turbo, 911 Targa, 718 GTS – thoroughbred sports cars, and the stuff of our customers' dreams. Then there are our attractive best-sellers: the Cayenne and the Macan. Not forgetting our powerful Gran Turismo, the Panamera.

Our electric mobility strategy has also provided a strong tailwind, noticeably gaining momentum in 2020. In Europe, one third of our new deliveries were already electrified, with an equal split between all-electric and hybrid vehicles. This figure will rise to 50 per cent by 2025. What this shows is that our electrification strategy is taking hold.

Our success is driven by our innovative power. The technological strength that has always set Porsche apart has been concentrated in the Taycan, our first all-electric sports car. Its innovative 800-volt architecture already has a proven track record, used in our winning race cars at Le Mans. This architecture means that it is not only fast on the road, but also quick to recharge. In a further success story, the Taycan was voted the most innovative vehicle in the world in 2020. Internationally, it has picked up more than 50 awards – more than any other Porsche model has ever achieved in the space of one year.

Porsche is clearly committed to the goals of the Paris Agreement, and is a trailblazer in this area. We are pursuing a consistent electrification and sustainability strategy. And we are setting ourselves ambitious decarbonisation targets, including in comparison with the rest of the industry. Porsche is also setting new standards in sustainable production.

Our original plant in Zuffenhausen has been CO₂-neutral since 2020, with the Leipzig plant following suit in January 2021. This is also where the all-electric Macan will come off the production line in future. This underlines our credentials as a sustainable mobility pioneer. Our goal is ambitious: Porsche will be completely CO₂-neutral as early as 2030.

We see ourselves as a partner in society and embrace the responsibilities that this involves – towards the environment, social issues and the economy. Porsche has, for example, supported countless social activities in 2020, the year of coronavirus. These have all been targeted and well coordinated, with a significantly increased volume of donations and a voluntary commitment from many employees. In addition, we supported the state governments of Baden-Württemberg and Saxony in the procurement of Personal Protective Equipment and made our expertise available to the crisis teams. Porsche has also been involved in many aid activities with an international aspect. This has greatly advanced our understanding of sustainability and carries us into the future.

And we are also investing in our employees. Employees who work hard every day to inspire our customers – with pioneering spirit and passion. Last year, we signed works agreements to secure jobs at our locations until 2030, sending out a clear signal of our future intentions. Our team is highly motivated. With that team, we are successfully shaping the future of sustainable mobility.

The new Porsche Strategy 2030 shows us the way forward. This also applies to the further expansion of our digital capabilities: we are systematically stepping up the efficiency, precision and quality of our processes. Making us even faster and even more flexible. We are undertaking considerable efforts to succeed in our goals: between now and 2025, Porsche will be investing 15 billion euros in electromobility, sustainable production and digitalisation. This is money well spent, not least because it will strengthen our commercial success and profitability in the long term. Even in an age of transformation, we remain as focused as ever on our strategic return target of 15 per cent.

In 2020, Porsche showed impressively: our business model is robust and flexible. Our brand has never had such a positive appeal. Strategically, we remain firmly on course. Sustainability, innovation and digitalisation will determine our future path. We are also strongly and profitably positioned for the future. Our good performance in terms of return and capital value allows us to look to that future with confidence: we will embrace our opportunities with self-confidence and a down-to-earth approach.

The Executive Board of
Dr. Ing. h.c. F. Porsche AG

**PORSCHE AND CORONAVIRUS:
FACING THE CRISIS WITH DETERMINATION AS A TEAM**

Around the world, 2020 was a challenging year. The coronavirus crisis tested social cohesion to the limit. Pressure mounted on many business models, and global growth weakened markedly. At Porsche, production was forced to take a six-week break. Nevertheless, we successfully steered our company through the crisis and weathered the storm. Our people made the difference, coupled with innovative products, profitability and high levels of investment in the future. Even more, the crisis revealed Porsche's true understanding of sustainability: a holistic view encompassing ecology, social factors and economy. Running your business at a profit gives it the strength it needs to face challenges. To take a current example, Porsche has been funding not-for-profit initiatives for many years. In spring 2020, the company donated an additional five million euros to specific coronavirus relief measures. Porsche also doubled its donations of groceries to food banks in the regions around our sites.

What people outside the company rarely saw, however, was the teamwork that went on inside. Porsche's response to the crisis was managed systematically and with a sense of responsibility. The Board of Management reacted at a very early stage to the worrying news from China. An expert group was convened to assess the situation around the clock as events unfolded. Porsche also established an interdisciplinary crisis team. Representatives from departments including Health Management, HR and Social Affairs, Production and Logistics, Research and Development, Finance and IT, as well as Sales and Marketing, joined forces in a situation room. The crisis team met each day, with the

"MORE THAN EVER, WHAT IS NEEDED TODAY IS A COMMITMENT TO SOCIETY AND OUR FELLOW HUMAN BEINGS. LOOKING OUT FOR EACH OTHER AND TAKING RESPONSIBILITY, JUST LIKE IN A FAMILY. THESE VALUES APPLY BEYOND THE FACTORY GATES."

**Oliver Blume,
Chairman of the Executive Board**

Board of Management also regularly convening special meetings. Together they discussed hundreds of questions, such as where to store disinfectant for use by the workforce, how to rearrange servings in the factory canteens, how to restart our plants following the halt to production, and how to organise a return to working in the office for our staff.

Instructions were clear, as employees were told to work remotely where possible. Meetings were held online and business trips were cancelled. Only the most essential journeys were permitted. Anyone returning on a flight from abroad was required to quarantine at home for two weeks as a precaution. The approach was one of safety first – no compromises.

On 21 March 2020, it became necessary to stop production because of shortages in global supply chains. The lines would not move for a further six weeks. However, on 4 May 2020 Porsche restarted its production facilities and barely four weeks later was back to working at its normal capacity. In the USA, around half of all dealerships had to shut their doors temporarily in March and April. All dealership operations has already closed in February in China. Nevertheless, demand in the biggest sales market recovered rapidly from April onwards. By the beginning of summer, sales in China were almost back at the previous year's level. Operations in Japan and South Korea also grew. The development of key Asian markets continued on a positive track for the rest of the year. During the crisis, a start-up that was co-operating with Porsche encountered financial difficulties. Porsche took over the company to keep the business going and secure jobs.



AIRLIFT FOR PERSONAL PROTECTIVE EQUIPMENT (PPE)

When grappling with the impact of the coronavirus pandemic, Porsche pursued a clear strategy. All necessary steps were initiated systematically. The workforce was actively involved. At the height of the crisis Oliver Blume delivered a weekly video message with the latest updates on the situation. The internal Carrera media carried daily information too. Communication has always been a core function at Porsche, and continues in this role. As Oliver Blume says, "Everyone in the business needs to be on the ball. Information, education and transparency are key."

Through these efforts, Porsche has succeeded in winning its employees' confidence and navigating the business safely through the crisis. The focus has always been on health and safety at the workplace. Looking back, everyone knows and understands the rules about maintaining distance, hand-washing and face coverings, as well as the difference between an FFP2 mask and a face shield. It was not easy, suddenly having to keep 1.5 metres away from colleagues. However everybody understood how important it was for them all to do their bit. Success requires teamwork.

The crisis management activities actually pushed some trends and developments to a new, higher level ready for the future. For example, it suddenly became possible to stream the annual press conference online. When the Geneva International Motor Show was cancelled at the beginning of March, Oliver Blume and Porsche Brand

Ambassador Mark Webber introduced the 911 Turbo S in an English-language web press conference broadcast on Porsche News TV. The broadcast went out simultaneously in Chinese. And starting in February, sales in China moved onto the WeChat platform. In short: digitalisation has received a massive boost.

The same applies to collaboration with politics and society. Standing shoulder-to-shoulder during the crisis was an important experience. Consultants from subsidiaries Porsche Consulting and management and IT consultancy MHP supported the crisis teams at the state governments in Baden-Württemberg and Saxony. Porsche organized the supply chains for the delivery of Personal Protective Equipment from China. Hundreds of millions of articles flowed through these channels. With up to six cargo flights each week at the busiest time, Porsche worked with its logistics partners DB Schenker and Lufthansa Cargo. Background: the issue was that the two state governments did not have the necessary procurement organisations of their own to purchase the volume of protective personal equipment needed. Porsche gladly came to the rescue, as Oliver Blume explained in an interview, "From day one, we have not seen Porsche in isolation as a business entity, but have also considered our role and responsibility within society. What can we do for people who are in need of emergency assistance? How can we support the countries and regions in which we are represented? We focus on a fundamental perspective: we are there for people in times of crisis too."



**Ab jetzt gilt: möglichst eine
Taycanbreite Abstand halten.**

Bester Zusammenhalt funktioniert auch aus sozialer Entfernung. Bitte halten Sie so weit wie möglich 1,5 m Abstand, damit alle gesund bleiben. Vielen Dank dafür – wir wünschen euch einen tollen Start!

#achtetaufeinander

PORSCHE EMPLOYER CAMPAIGN "ACHTET AUFEINANDER"

IMPORTANT EVENTS

Business Performance

Outlook





911 CARRERA 4S "BELGIAN LEGEND EDITION" WITH MOTOR RACING LEGEND JACKY ICKX

Tribute to Jacky Ickx: 911 special edition (Type 992)

Belgian racing driver Jacky Ickx celebrated his 75th birthday on 1 January 2020. In a tribute to this motorsport legend, Porsche has designed a very special 911 Carrera 4S (Type 992), the Belgian Legend Edition. The 75 units were only available for sale in Belgium. Jacques Bernard "Jacky" Ickx is one of the most successful drivers ever to race and by far the best all-rounder, with victories in Formula 1, Formula 2, the world sportscar championship, touring cars, the CanAm series in the United States and long-distance rallies to his name. In the 1970s and 1980s he notched up many wins for Porsche, taking top honours at the 24 Hours of Le Mans six times. In 1983 Ickx suggested to Helmuth Bott, the Executive Board Member for Development at the time, that Porsche should enter the Paris Dakar rally. One year later he was part of the team and Porsche had won the event. To the engineers who worked with him for almost ten years in Weissach, Ickx is a legend. He was also personally involved in the design of the Legend Edition, together with experts from Style Porsche and the Belgian Porsche importer D'leteren.



MARC RIESS

In a tribute to this motor-sport legend, Porsche has designed a very special 911 Carrera 4S (Type 992), the Belgian Legend Edition.

Marc Rieß appointed as COO of Porsche Financial

Marc Rieß, 43, took over as Chief Operating Officer (COO) of Porsche Financial Services in February. Rieß previously spent eight years as Chief Financial Officer (CFO) of Porsche Financial Services in the United States and Canada since 2012, where he was responsible for risk management and controlling. He has been with the company since 2003, working in various different management positions at Porsche Financial Services, whose portfolio comprises close to 250,000 leasing and finance contracts with a volume of around 7.4 billion euros worldwide. The total number of contracts and size of the portfolio have almost doubled over the past five years. The previous Chief Operating Officer, Jörg Pape, has taken up the position of CEO at Volkswagen Financial Services Brazil.



Pure driving pleasure: The new GTS models

Two new 718-GTS 4.0 models are a good reason to look forward to spring with the 718 Cayman GTS 4.0 and 718 Boxster GTS 4.0 due to be launched later this year. These new two-seaters have four-litre six-cylinder flat engines. The new-generation GTS strikes a noteworthy balance between a taut, sports setup and everyday comfort. The standard Porsche Active Suspension Management (PASM) sports suspension contributes to this, as does the 20 millimetre drop in ride height and Porsche Torque Vectoring (PTV) with mechanical rear differential lock.



PORSCHE CLASSICS GATHER AT PORSCHE PLATZ AT THE ZUFFENHAUSEN SITE

Taycan at the Miami Super Bowl

The Super Bowl is the annual championship game of the National Football League (NFL) and the sporting event of the year in the United States. For the first time since 1997, Porsche featured in a TV advertisement on 2 February, the day of the Super Bowl in Miami. And the main character in this commercial was the Taycan. Entitled "The Heist", the ad was based around a car chase involving nine classic Porsche sports cars from the Porsche Museum. Germany's Black Forest, the city of Heidelberg and beautiful timber-framed architecture of Heppenheim all provided the backdrop. An extended cut is available to view on Porsche NewsTV and the Porsche YouTube channel.

To coincide with the delivery of the first Taycan vehicles in Europe, Porsche has been involved in the creation of a high-performance charging network.

Porsche Charging Service: More than 135,000 charging points in 20 countries

To coincide with the delivery of the first Taycan vehicles in Europe, Porsche has been involved in setting up a high-performance charging network: the Porsche Charging Service gives customers access to more than 135,000 AC and DC charging points in 20 countries. This service is included for Taycan customers for the first three years. There are a further 2,000 AC charging points provided by Porsche Destination Charging at selected hotels, golf courses and marinas in 20 different countries. Porsche customers can charge their vehicle here at no cost. Meanwhile, the entire Porsche dealer network is also being equipped with 800-volt fast-charging stations. Along Europe's motorways and main traffic routes, the joint venture IONITY maintains more than 400 fast-charging parks. The joint venture was established by the Volkswagen Group with the Audi and Porsche brands, the BMW Group, Mercedes Benz AG, Ford Motor Company and Hyundai Motor Group. Taycan drivers can charge their vehicles through the Porsche Charging Service app at a particularly favourable rate of 0.33 euros per kilowatt hour across the board, which is significantly lower than the walk-up rate. Thanks to the 800 V technology installed at the IONITY charging stations, the Taycan can charge at its full potential of up to 270 kW.



PORSCHE CHARGING SERVICE

Mark Anstötz heads Porsche Centre Berlin-Adlershof

Mark Anstötz, 33, was promoted in February from the position of sales manager at the Porsche branch in Hamburg to head up the Porsche Centre Berlin-Adlershof. He is now part of the management team led by Tobias Roch, who is in overall charge of the Porsche Centres in Berlin. With a publicly accessible 800-volt fast charging point and 25-metre photovoltaic pylon, the Berlin-Adlershof site is one of the most modern and sustainable Porsche locations in the world.



DYNAMIC ORDER PICKING: ENERGY-EFFICIENT SHUTTLE TECHNOLOGY FOR WAREHOUSE TRANSPORTATION

Breeze Technologies wins sustainability ideas competition

The Hamburg-based start-up Breeze Technologies was the winner of Porsche's "Mobility for a better world" ideas competition at the end of January. Founded in 2017 by Robert Heinecke and Sascha Kuntze, the start-up impressed the judging panel and the public with its forward-looking environmental sensor technology and analysis software. The Breeze Technologies team are focusing on low-cost air quality sensors. Using artificial intelligence, Breeze identifies local sources of emissions and recommends efficient and specific measures for clean air. The panel considered more than 150 projects, with prize money of 20,000 euros. Awards went to Phantasma Labs (Berlin), Ducktrain (Aachen) and Liight (Madrid). Néng (New Zealand), Third Space Auto (Finland) and Charger Next Door and IUPETIR, both from Berlin, all qualified for the final.

Porsche Ventures invests in Nitrobox start-up

Porsche Ventures is the venture capital arm of Porsche. In February, it invested in the Hamburg-based software start-up Nitrobox GmbH, which helps companies to centralise and flexibly manage their financial processes. New digital products and services can then be brought to market more quickly while keeping costs down. Nitrobox supports the order-to-cash process for new business models: billing for car sharing, "functions on demand", digital parking tickets and charging services can be fully automated using the start-up's platform. Nitrobox GmbH received a seven-figure investment, with the "NeueCapital Partners" fund from Silicon Valley also acquiring a stake in the start-up.

VDA Logistics Award goes to Porsche Leipzig

In early February, the German Association of the Automotive Industry (VDA) presented Porsche Leipzig GmbH with the VDA Logistics Award 2020. Porsche's concept was based on smart planning tools, highly automated processes and energy-efficient storage and order-picking technology. The panel's verdict was as follows: "Strongly integrated, with smart automation and maximum reliability and efficiency, the concept offers innovation potential for the plant, the automotive industry and logistics in other industries." With a saving of 3,500 tonnes of CO₂ per year, Porsche is setting standards in the conservation of resources. At the heart of the automated small parts warehouse are 90 carts that feed and empty all of the small load carriers in two aisles. A fully automatic robot is used for the loading process. This innovation supports the high level of variation in production, cuts costs and makes workplaces more ergonomic.

Porsche went electric back in 1900

20 years of the Retro Classics motor show in Stuttgart – 120 years of electric mobility from Porsche. 120 years? An exhibition at the Porsche Museum in late February revealed why the history of Porsche had an electric start. In 1900, Ferdinand Porsche built his Lohner Porsche "Semper Vivus" ("Always Alive"). His aim was to mitigate the disadvantages of battery weight and range of earlier versions. A faithful replica of his design, the world's first, fully functioning hybrid vehicle, was presented by Porsche 120 years later.



Porsche Consulting: Record sales and three new locations

Sales grow by 17.4 per cent to 203.1 million euros: Porsche Consulting presented its new record results for 2019 in mid-February. The new Future Lab in the Berlin city office literally looks to the future. Companies work with Porsche consultants in the Innovation Lab to rapidly develop new products, services, business models and strategies. Porsche Consulting opened three new offices during the year under review (in Beijing, Paris and Frankfurt) and employs 670 people at twelve locations across the world.



PORSCHE CONSULTING INNOVATION LAB IN BERLIN

Porsche invests in US audio specialist DSP Concepts

The Taycan's unique Porsche sound signature is based on software developed by DSP Concepts, an audio specialist from Silicon Valley. Porsche Ventures invested in DSP Concepts, Inc. in February with Taiwania Capital leading the financing round. DSP Concepts specialises in software and algorithms for audio signals. Its "TalkTo" software, for example, provides reliable voice control functions even in conditions with loud background noise. The rich Porsche engine sound is renowned the world over. Using technology from DSP Concepts, the engineers at Porsche have succeeded in designing a fully electric Taycan that sounds like only a Porsche can sound.

The rich Porsche engine sound is renowned the world over. Using technology from DSP Concepts, the engineers at Porsche have succeeded in designing a fully electric Taycan that sounds like only a Porsche can sound.



PORSCHE TAG HEUER ESPORTS SUPERCUP

TAG Heuer joins Porsche Esports Supercup as title sponsor

TAG Heuer is a Swiss avant-garde watch brand with 160 years of tradition and historical ties to motor racing. Since March, TAG Heuer has been the title sponsor of the Porsche Esports Supercup virtual racing series. The winner of the new Porsche TAG Heuer Esports Supercup will take home 200,000 US dollars. Porsche has been cooperating with this Swiss watch brand in Formula E since the 2019/2020 season.

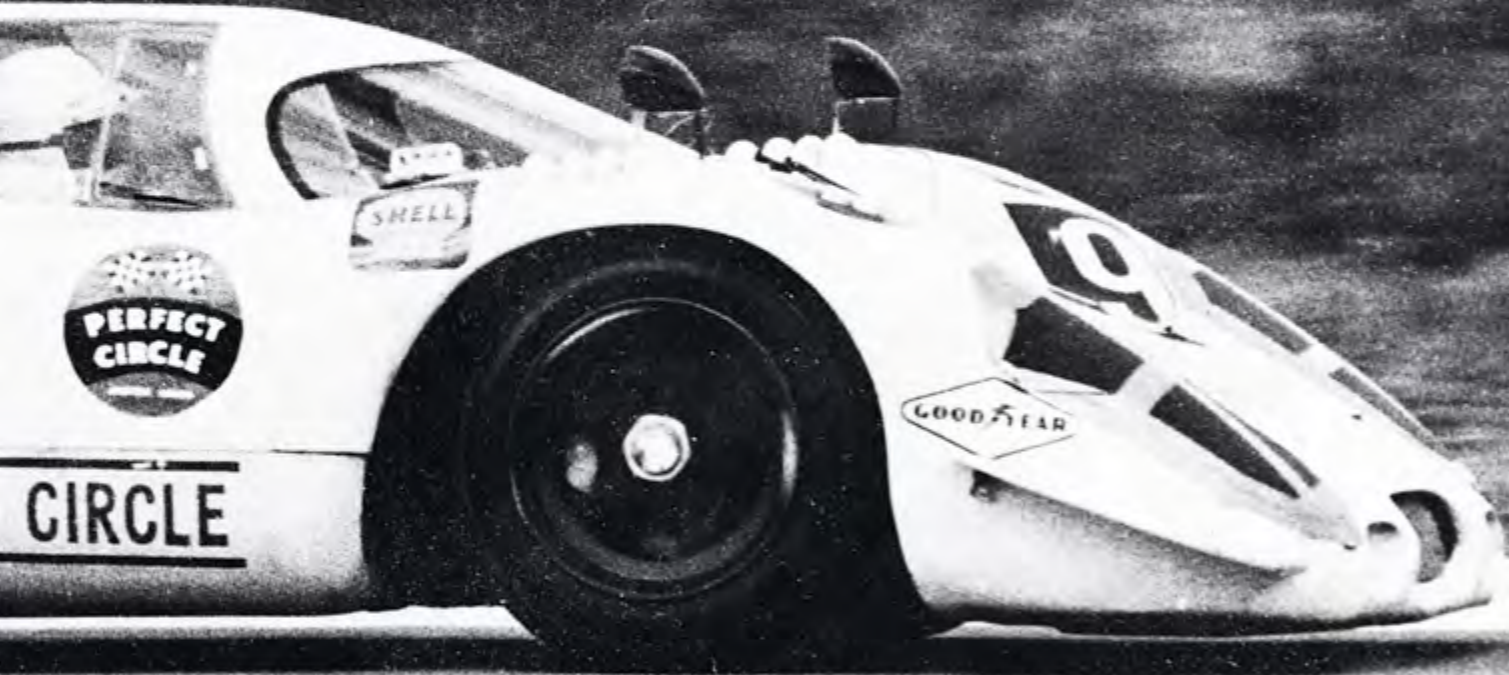


Virtual world product launch: The new 911 Turbo S

After the 90th International Motor Show in Geneva was cancelled at the beginning of March, Porsche unveiled its 911 Turbo S (Type 992) at a digital press conference held in English and Chinese. CEO Oliver Blume, joined by ex-Formula 1 driver and Porsche brand ambassador Mark Webber, presented the new top-of-the-range 911 model. The latest design is more powerful, more dynamic and more comfortable to drive than ever, and available as a coupé or cabriolet.

Richard Attwood, Porsche hero in Le Mans, celebrates his 80th birthday

Sir Richard Attwood secured his place in the history books on 14 June 1970 when, behind the wheel of the legendary Porsche 917 KH from Porsche Salzburg, he and his co-driver Hans Herrmann won the first of 19 overall victories for Porsche at the 24 Hours of Le Mans race. Sir Richard celebrated his 80th birthday in April. The Brit remains one of the most successful works drivers in Porsche history, and has remained loyal to the company throughout his life, taking part in events in the Porsche Museum and appearing at high-profile classic car events across the world.



THE "NEXT VISIONS" RECORDINGS TOOK PLACE IN THE CONTEXT OF THE "HOUSE OF BEAUTIFUL BUSINESS"

Issues of the future: "Next Visions" podcast

What does authentic leadership look like in a technology-driven age? How does the way that cities are designed influence our personality? To what extent is our autonomy limited by artificial intelligence? What can business strategists learn from artists? The new podcast series "Next Visions" was added to Porsche's subject platform in April. Each episode brings together two thought leaders to discuss broad social, economic and ethical issues. The series kicked off with Ebru Koksal, former CEO of Galatasaray Istanbul football club, and Herminia Ibarra, Professor of Organisational Behaviour at London Business School. To conclude the first season, co-founder of the IT company winningminds, Maria Kolitsida, debated with Sophie Kleber, Head of Spaces at Google.

The new podcast series entitled "Next Visions" launched in April expands the Porsche subject platform. Each episode brings together two thought leaders to discuss broad social, economic and ethical issues.

Special payment: Porsche says thank you

This year, Porsche has once again rewarded its employees with a voluntary bonus payment to enable them to share in the company's economic success over the past financial year. The decision by the Executive Board and Works Council was made before the outbreak of the coronavirus crisis. Porsche paid out a bonus of 9,000 euros in recognition of the workforce's particular dedication. Employees received a further 700 euros in the form of a contribution to their Porsche VarioRente pension plan or an individual plan. The company called on the employees to use some of the money to support charitable organisations and foundations such as the Ferry Porsche Foundation. Together, the members of the Executive Board donated half a million euros in a private capacity.

Works driver Kurt Ahrens celebrates 80th birthday

On 19 April, Porsche paid tribute to a very special man as Kurt Ahrens celebrated his 80th birthday. The story of racing driver Kurt "Kurti" Ahrens from Braunschweig is as if borrowed from the 1955 Heinz Rühmann film "Wenn der Vater mit dem Sohne", a film about following in a father's footsteps. Kurti is the son of racing driver Kurt Ahrens, who took his son with him to the track and soon had him racing too. By the age of 28 Kurt Ahrens was a racer in his own right. He made his debut at the German Grand Prix on the Nürburgring in 1968, alongside Jack Brabham and Jochen Rindt in the Brabham Repco. But Kurt Ahrens then decided against a career in Formula 1, opting instead to take care of the family business. From then on he only raced at weekends and celebrated successes as a Porsche works driver: in 1969, he secured victory with Joseph Siffert in the Porsche 917 over the 1,000 km Zeltweg race in Austria. He also topped the podium with Vic Elford in the Porsche 908/03 in the 1,000 kilometre race at the Nürburgring. And he still participates in events at the Porsche Museum to this day.



WINNERS OF THE 1,000 KM RACE AT THE NÜRBURGRING: KURT AHRENS (2ND FROM LEFT) AND VIC ELFORD (2ND FROM RIGHT) (1970)

Puma design featuring automotive elements. A T-shirt features various elements from the world of motor racing.



"PORSCHE LEGACY COLLECTION"

Puma launches "Porsche Legacy Collection" on the market

The sporting goods supplier from Herzogenaurach advertises with the slogan "Puma - the fastest sports brand in the world". In April, Puma elegantly backed up this slogan with its launch of a collection inspired by the Porsche 911 Turbo. The "Porsche Legacy Collection" combines Puma design with elements from the automotive sector. A T-shirt features various elements from the world of motor racing. There are two pairs of trainers in the collection, like this one iconic Speedcat, bringing authentic racing design to the streets.



FIRST NEW CAR COLLECTED AT PORSCHE IN ZUFFENHAUSEN

70 years of collection ex-works

A love of cars can take drivers down many roads, but when that road leads to Zuffenhausen, people are still telling stories like Ottmar Domnick's 70 years later. On 26 May 1950, the 43-year-old specialist in neurology and psychiatry took delivery of his 356 in Fish Silver Grey with commission number 5001. It was his dearest wish to be the first Porsche customer in Germany. The mechanic Herbert Linge remembers the day well: "Domnick celebrated the handover. But he had been dropping in every day before that anyway to see how far we were with the work on his car." 70 years later, about 20 customers a day drive their new car out of the gates. That makes around 2,500 customers a year in Zuffenhausen, and 3,000 in Leipzig. Serendipity and an unbreakable love of cars meant that, in the 70th year of ex-works collection, the very first Taycan was also received in person in Zuffenhausen. More about that in 70 years' time!

On 26 May 1950, the 43-year-old specialist in neurology and psychiatry took delivery of his 356 in Fish Silver Grey with commission number 5001. It was his dearest wish to be the first Porsche customer in Germany.

Pop-up stores: The "Porsche NOW" concept Cars go where customers like to go, to the shopping centre. In mid-May, Porsche and the Hahn Group joined forces to open a pop-up store south of Stuttgart in Breuningerland Sindelfingen: under the name "Porsche NOW", retail partner the Hahn Group presented and sold Porsche sports cars up until the end of the year. "Porsche NOW" is a flexible retail concept designed for short-term use. It was created with busy city centres and shopping malls in mind, and is intended to appeal to new target groups. Retail formats of the future will mean Porsche delivering the basic concept, and the worldwide sales companies and dealers implementing it. Another pop-up shop was opened in Tokyo in July.



OPENING OF POP-UP STORE IN SINDELFINGEN

Online global première: 911 Targa on Porsche web TV

For the first time Porsche presented a new model to the global public using its own web TV format: brand ambassadors Maria Sharapova and Jörg Bergmeister unveiled the new 911 Targa in mid-May. The Coupé and Cabriolet models were followed by the all-wheel drive 911 Targa 4 and 911 Targa 4S, a third option from the new generation of 911. A striking feature remains the fully automatic roof system with its characteristically wide roll bar, a movable roof section above the front seats and a wraparound rear window. Both models are powered by a three litre twin-turbo flat-six engine. Back in 1965, the 911 Targa 2.0 set the tone for a new class of sports car and paved the way for a new, independent concept: as a vehicle with a removable roof.



Headlight expertise: Porsche builds new light tunnel

Porsche is expanding its development centre in Weissach, adding a new test bench for the development of headlights. The plans include the creation of a 100-metre long tarmac light tunnel, an analysis and testing area, and a new light measurement laboratory. The facility is scheduled to come on line in 2022. The existing light assessment track measures 30 metres. To carry out some of their measurements, the engineers currently have to go to the outdoor measuring track and wait for nightfall. In future, the new facility will allow "night-time" measurements to be taken in the light tunnel at any time of day and in the dry.

Track the production of your very own Porsche online!

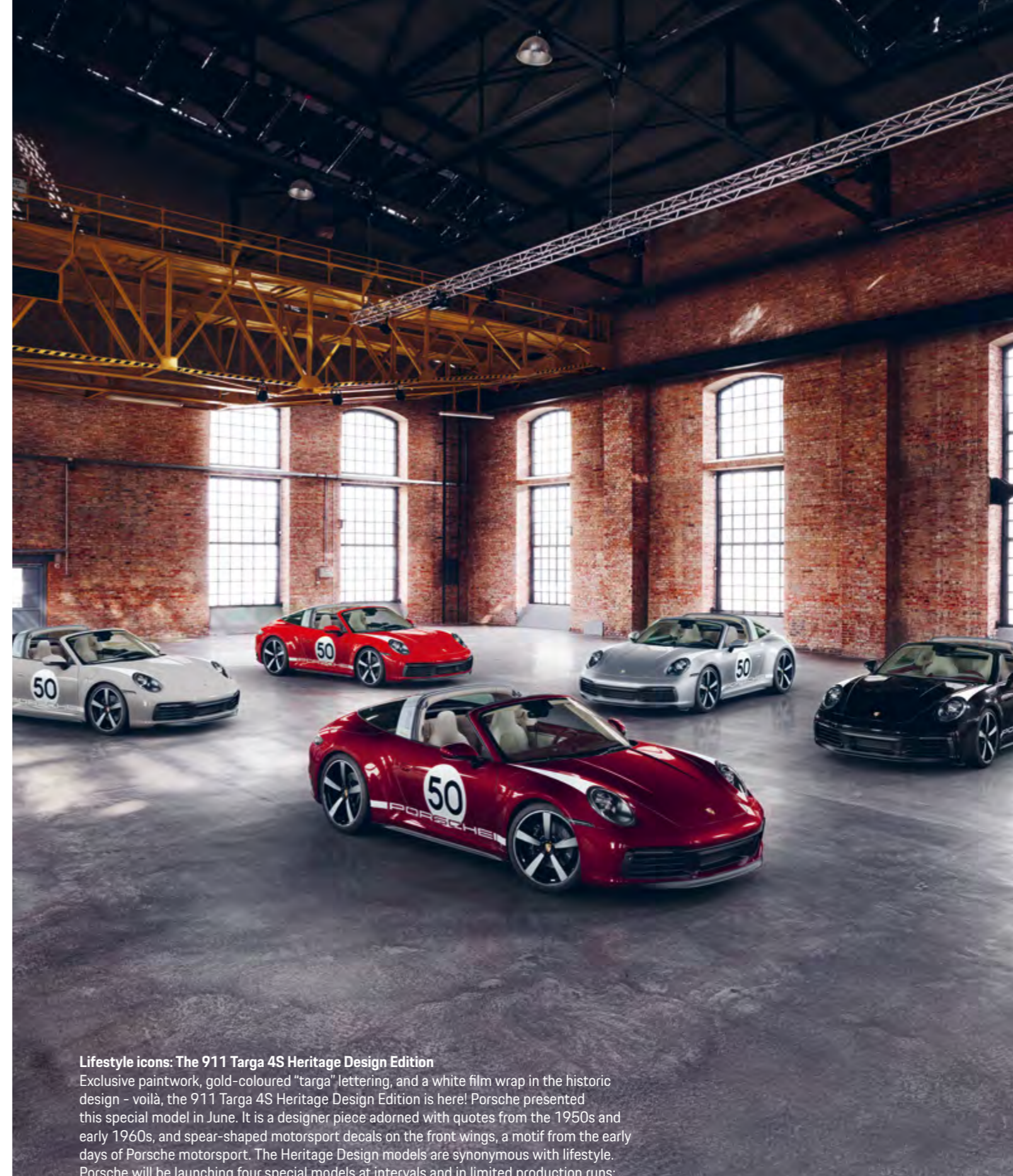
For all those who cannot bear to wait until they take delivery of their Porsche at the factory gate: since May, the "My Porsche" online platform has been providing a glimpse behind the scenes, letting customers take a look behind the scenes at real-life production in Zuffenhausen. Step by step, they can follow the construction of the very car that they themselves have configured. For the two-door 911 and 718 sports cars, Porsche has already installed video cameras at several points and connected them to the production software. New vehicle customers from the USA, Canada, Germany, the UK, Switzerland, Spain, France, Australia and Taiwan can already take advantage of this new offering, while customers across the pond also have the option of using "Porsche Track Your Dream" to track their vehicle's precise location on its journey from Zuffenhausen to the dealer in the United States. "My Porsche" is the central customer portal for vehicle owners and pools all of the offers and services for their individual vehicle.

G rard Larrousse, the fastest Frenchman, turns 80

Racing drivers have a never-ending supply of tales to tell. As far as G rard Larrousse is concerned, these two are particularly notable: in 1969, he and Hans Herrmann missed out on victory at Le Mans – in the closest race for the chequered flag of all time – by 120 metres! In 1970 he came third in the Tour de France. On 23 May 2020, G rard Larrousse turned 80 and shared a third and a fourth anecdote: in 1968, behind the wheel of his Renault Alpine 1300, he was the greatest rival of Porsche works driver Vic Elford at the Monte Carlo Rally, the latter driving his 911 T. It was only when spectators began throwing snow on the road that G rard lost control of the car and had to drop out. But Larrousse had the last laugh. When Porsche engineer Peter Falk asked Elford, a Brit, who the best Frenchman was, he replied: Larrousse! Falk brought him to Porsche. Elford and Larrousse won the 12 Hours of Sebring in 1971 with the 917, and the 1,000-kilometre race at the N rburgring with the 908/03 Spyder.



"BEHIND THE SCENES"



Lifestyle icons: The 911 Targa 4S Heritage Design Edition

Exclusive paintwork, gold-coloured "targa" lettering, and a white film wrap in the historic design – voilà, the 911 Targa 4S Heritage Design Edition is here! Porsche presented this special model in June. It is a designer piece adorned with quotes from the 1950s and early 1960s, and spear-shaped motorsport decals on the front wings, a motif from the early days of Porsche motorsport. The Heritage Design models are synonymous with lifestyle. Porsche will be launching four special models at intervals and in limited production runs: iconic 911 models with features from the 1950s to the 1980s.



LE MANS 1970 WITH THE 917 KH

Remembering designer Hans Mezger

Hans Mezger was an engine designer and inventor of the world-famous Mezger engine. He died on 10 June at the age of 90. Porsche has Mezger to thank for the air-cooled flat-six engine in the 911, the TAG turbo and the overall design of the 917 and its twelve-cylinder power unit. Mezger's journey to Porsche exemplifies just how strong the pull of a brand can be and how Porsche makes the best better in an inspiring environment. Mechanical engineering graduate Hans Mezger from Ottmarsheim near Ludwigsburg was 27 when he found himself with 28 job offers on the table in the midst of Germany's economic miracle. "Porsche wasn't one of them. But I wanted to go to Porsche!" And he did. Influenced by the pioneering spirit of a Ferry Porsche, he developed the Mezger engine, which was to become world-famous, took charge of the newly created racing car design department in 1965 and built the Ollon-Villars-Bergspyder in the space of 24 days, shortly followed by the 910. In the early 1980s, Mezger was commissioned by McLaren to design a completely new Formula 1 turbo engine that would produce more than 1,000 hp on the track. The result was that he virtually made Niki Lauda the world champion in 1984 followed by Alain Prost in 1985/86. It is easy to imagine Mezger as a happy person: his own engine design would accompany him as he drove his 911 Carrera 3.0 for many years to come.

50 years after victory at Le Mans

Porsche commemorated its Le Mans triumph from 50 years ago with an exhibition on 14 June and presented the red and white winning car, a 917 KH, at the Porsche Museum. Drivers Hans Herrmann and Richard Attwood took the first overall victory for Porsche in the 24 Hours of Le Mans on 14 June 1970. After 343 laps and 4,607.811 kilometres. Gérard Larrousse and Willy Kauhsen came second in the Martini Porsche 917 LH, and Rudi Lins and Helmut Marko in the Porsche 908/02 finished third. Since then, Porsche has notched up 19 overall victories and 108 class wins at Le Mans. It is the most successful manufacturer in Le Mans' almost 100-year history.

Le Mans goes virtual: Esports team victorious

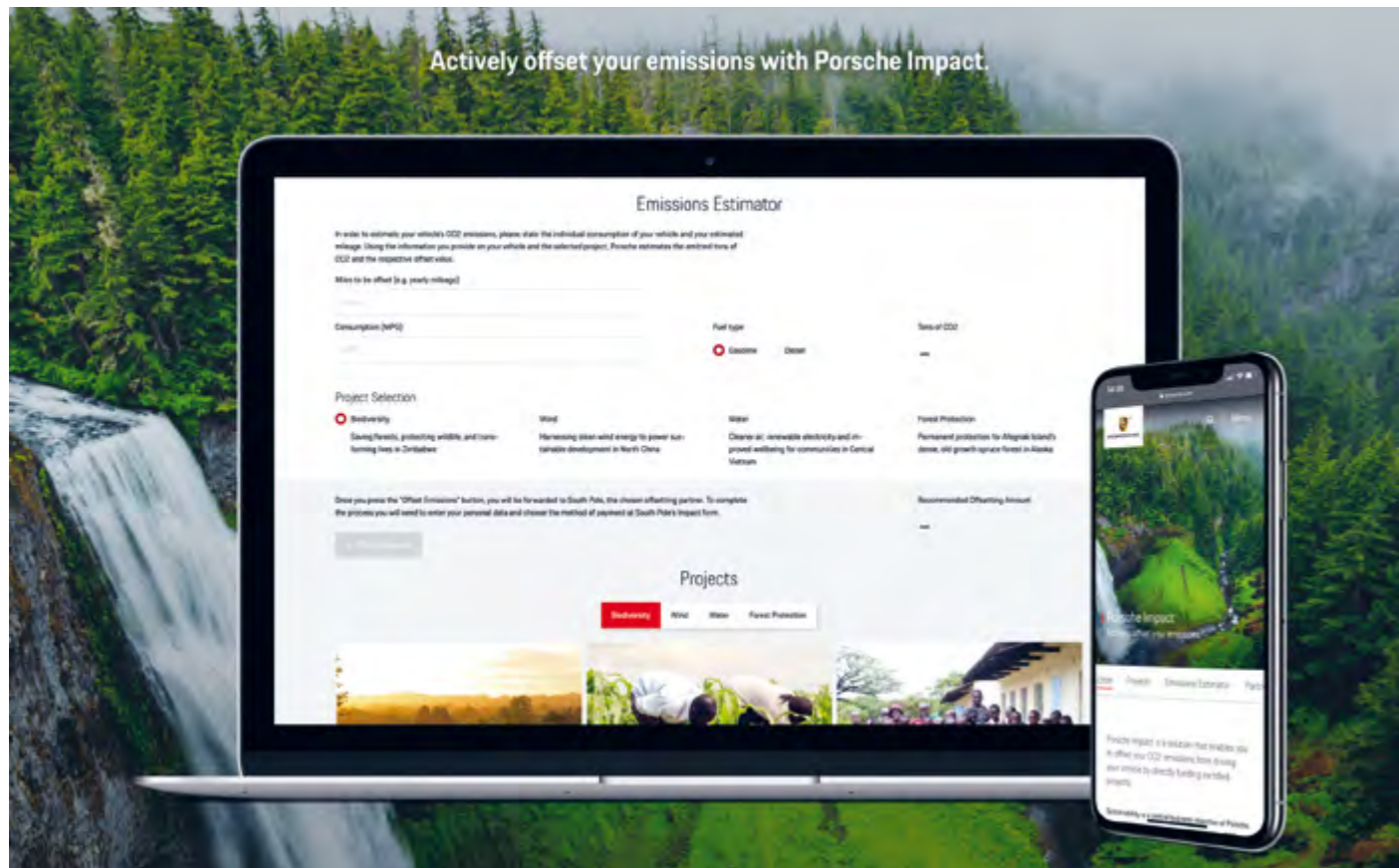
Porsche has enjoyed success in sim racing too. "Sim" is short for "simulation" and refers to video gaming. The virtual edition of the 24 Hours of Le Mans on 13 and 14 June ended with a victory for the newly established Porsche Esports team. The sim racing drivers were Nick Tandy (United Kingdom), Ayhancan Güven (Turkey), Joshua Rogers (Australia) and Tommy Østgaard (Norway). The 2020 season of the Porsche TAG Heuer Esports Supercup was won by Sebastian Job from Team Red Bull Racing Esport. This global Esports championship will be staged for the third time in 2021.



ENGINEERING LEGEND HANS MEZGER



An SUV duo, with sporting chassis set-up and exclusive equipment in the GTS tradition
Porsche presented two new, high-performance Cayenne models in mid-June: the Cayenne GTS and Cayenne GTS Coupé. They are powered by a four-litre twin-turbo V8 engine producing 338 kW (460 hp). Both models, with the Sport Chrono Package, can sprint from zero to 100 km/h in 4.5 seconds. Top speed: 270 km/h.



Actively offset your emissions with Porsche Impact.

“PORSCHE IMPACT”: CALCULATING AND OFFSETTING A VEHICLE’S SPECIFIC CO₂ FOOTPRINT

CO₂ offsetting: “Porsche Impact” extended to further markets

In June, Porsche expanded its “Porsche Impact” service. Using the “Porsche Impact” online calculator, customers can calculate and then offset the specific CO₂ footprint of their own vehicle by supporting international climate projects. These projects range from protecting forests in North America and Australia to energy generation from hydroelectric and wind power in Vietnam and China. Around 45,000 tonnes of carbon dioxide were offset in this way during the pilot period from December 2018 to April 2020. The Porsche fleet also contributed to this. However, at Porsche, avoiding and reducing CO₂ emissions take precedence over offsetting. After Germany, the UK, Poland and the USA, this service is now available in 15 other countries: China, Canada, Singapore, Brunei, Cambodia, French Polynesia, Indonesia, Malaysia, New Caledonia, New Zealand, Sri Lanka, Thailand, Vietnam, Mongolia and the Philippines.

The online emissions calculator lets drivers calculate and offset their vehicle’s specific CO₂ footprint. They can choose to support a range of international climate projects run by offsetting partner, South Pole. These projects range from protecting forests in North America and Australia to energy generation from hydroelectric and wind power in Vietnam and China.

Porsche acquires a stake in serva transport systems

In July, Porsche acquired serva transport systems GmbH, a technology start-up based in Rosenheim, Germany. Serva offers driverless transport systems. Intelligent software and transport robots are used to automate logistics, for example in production of the Taycan, for which Serva systems have automated the logistics of the assembly line. The start-up found itself facing financial difficulties as a result of the pandemic. In order to safeguard business operations and secure jobs, Porsche initially transferred the company to Porsche Ventures, its in-house investment and holding structure. On 1 August, the newly created serva GmbH became a Porsche subsidiary.

Porsche Drive now known as Porsche Drive Rental

In July 2020, Porsche Drive became the new umbrella brand for Porsche mobility services worldwide. The premium rental service is now called Porsche Drive Rental. It has been expanded to ten domestic locations in the reporting year, including the Porsche Centres in Dortmund, Düsseldorf, Cologne, Leipzig, Munich Olympiapark and Saarbrücken. Porsche Drive Rental offers flexible rental of current Porsche sports cars for periods from as little as three hours up to 28 days. In August, the company added the Porsche Drive Abo flexible subscription model to its offering for customers in Germany. This allows vehicles to be rented on the basis of a monthly package price (excluding fuel costs), subject to a minimum term of six months. The range of vehicles includes young “Porsche Approved” used cars from various model series. The transactions are concluded directly through the Porsche Centres. In future, this type of deal will also be available through the online sales channel. Porsche Drive Abo followed the one-year pilot project Porsche inFlow offered in conjunction with Porsche Digital GmbH.

The next generation of the Macan, which will be fully electric, is to be manufactured in Leipzig. Three different drive technologies can now be produced on one assembly line: petrol engines, hybrids and electric drive systems.

Fifth plant expansion in Leipzig

The Porsche plant in Leipzig is on the way to becoming the electric vehicles plant. Porsche’s initial assessment of the construction work in July was positive. Preparations are in progress across the entire site for the launch of electromobility. This marks the fifth expansion of the plant since the initial ground-breaking ceremony in 2000. Porsche is investing more than 600 million euros in the production of entirely electric vehicles. The next generation of the Macan, which will be fully electric, is to be manufactured in Leipzig. Three different drive technologies can now be produced on one assembly line: petrol engines, hybrids and electric drive systems.

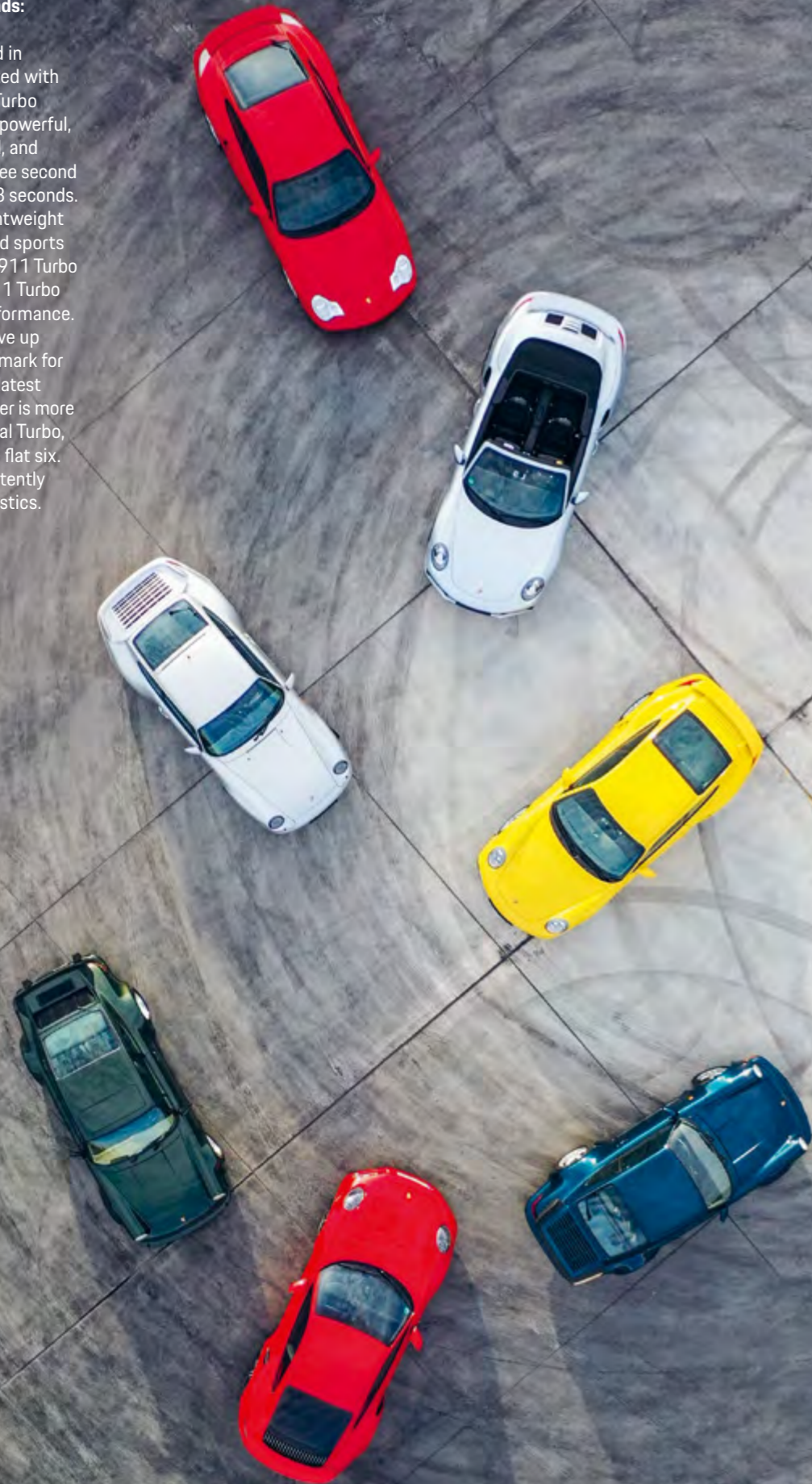


ASSEMBLY LINE AT THE PORSCHE FACTORY IN LEIPZIG: THREE DIFFERENT DRIVE SYSTEMS WILL BE BUILT HERE IN FUTURE

From zero to a hundred in 2.8 seconds:

911 Turbo Coupé and Cabriolet

The Porsche Turbo was 45 years old in mid-July, and the company celebrated with the market launch of the new 911 Turbo Coupé and Cabriolet. Both are more powerful, even faster and even more individual, and both models dip under the magic three second 0-100 km/h mark with a time of 2.8 seconds. Options such as the Sports and Lightweight Design packages, sports chassis and sports exhaust system are available for the 911 Turbo for the first time. Since 1975, the 911 Turbo has been synonymous with top performance. Each generation has continued to live up to the claim of being a global benchmark for high-performance sports cars. The latest generation of the two-plus-two seater is more than twice as powerful as the original Turbo, which was powered by a three-litre flat six. The 911 Turbo has, however, consistently retained its fundamental characteristics.



An electromobility pioneer

The special exhibition “Porsche - An electromobility pioneer” was staged from July to November at the Volkswagen Group Forum in Unter den Linden, Berlin. Porsche showcased its first fully electric sports car, the Taycan, as part of the “Start to Drive Electric” range. The exhibition focused on relevant electromobility topics such as range and battery power, infrastructure and charging technology. It traced the complete story from today’s electric innovation to the pioneering spirit that has flourished in Zuffenhausen for more than 70 years.



SPORTY ELECTRIC MOBILITY AT PORSCHE

Porsche fleet in rainbow colours to mark CSD

At the end of July, the company presented six Porsche 911s in the rainbow colours of red, orange, yellow, green, blue and violet to mark Christopher Street Day (CSD). In front of the Porsche Museum, the company demonstrated its commitment to the values of diversity, tolerance and respect. A rainbow flag was flown from the factory mast. Porsche stands for open cooperation and active diversity. The motto of this year’s CSD was “Diversity needs support”. Porsche HR Board Member Andreas Haffner explained, “We demand and promote equal opportunities and want to enable everyone at Porsche to contribute as they are – regardless of gender, ethnic origin, religion, disability, age or sexual orientation.” In 2017, Porsche set up its Equal Opportunities and Diversity department to raise awareness of diverse teams.

“We demand and promote equal opportunities and want to enable everyone at Porsche to contribute as they are – regardless of gender, ethnic origin, religion, disability, age or sexual orientation.”



CHRISTOPHER STREET DAY 2020 AT PORSCHE AG



More power and a sharper look for the new Panamera

At the end of August Porsche unveiled its new, revamped Panamera. The new model, with its much sharper appearance, can be ordered as sports saloon, Sport Turismo or Executive with lengthened wheelbase. The Panamera 4S E-Hybrid with completely new drive train developing 412 kW (560 hp) rounds off the plug-in hybrid offering. The all-electric range is up to 30 per cent greater than for conventional hybrids, now extending to up to 54 km.



"9:11" PODCAST - KAI DIEKMANN, OLIVER BLUME AND SEBASTIAN RUDOLPH

&Charge boosts e-mobility

Porsche Digital successfully spun off its &Charge platform in August. &Charge enables customers to accumulate "kilometre" credits for their online purchases. These credits can then be redeemed for services including charging of electric vehicles, free trips with public e-scooters and car-sharing. Alternatively, customers can also donate their collected "kilometres" to support certified climate protection projects. In addition to collecting "kilometre" credits customers can make them available for others. &Charge offers so-called Wall boxes on its marketplace. The concept is unique in Europe. &Charge is currently available in Germany, Austria, Belgium and the Netherlands. Since its inception, a large number of cooperating companies have signed up to the initiative – including more than 600 e-commerce partners and eleven mobility providers. &Charge is the first loyalty programme of its kind for e-mobility in Europe. The company is based in Frankfurt am Main.

"9:11" Podcast: News from business, society and sport

At the end of August, Porsche launched its "9:11" podcast series. In the first episode, CEO Oliver Blume and journalist and entrepreneur Kai Diekmann talked about coronavirus and its consequences for public life, society and business. Every month the podcast tackles topics from the world of business, society and sport. The podcast is hosted by Sebastian Rudolph, Vice President Communications, Sustainability and Politics at Porsche. An English-language version has also been available since November, with the name "The Porsche Podcast". All episodes are available at newsroom.porsche.de/podcasts.

Pilot project to research eFuels

Porsche unveiled its commitment to synthetic fuels (eFuels) in September. This area of activity includes a pilot project launched jointly with Siemens Energy and a number of international companies: the world's first integrated and commercial large-scale plant in Chile is scheduled to produce near climate-neutral eFuels from 2022. Porsche will be the main customer. eFuels are produced from carbon dioxide and water using renewable energy. In terms of their basic properties, they are no different from petroleum-based fuels. Using eFuels can help make an important contribution to climate protection: with eFuels, vehicles with combustion engines can potentially be made climate-neutral.



MINISTER PRESIDENT OF SAXONY VISITS PORSCHE PLANT IN LEIPZIG

Minister President Kretschmer visits Leipzig plant

In early September, Michael Kretschmer, Minister President of the Free State of Saxony, visited the Porsche site in Leipzig to see how the plant expansion was progressing. During his visit he pledged his support for the transition to climate-friendly mobility. Kretschmer: "In Saxony, we are very well positioned in the field of e-mobility and have the opportunity to continue to grow and to be at the forefront of development."

Kretschmer: "In Saxony, we are very well positioned in the field of e-mobility and have the opportunity to continue to grow and to be at the forefront of development."



PAUL CASEY

World-class golfer Paul Casey becomes brand ambassador

The British world-class golfer Paul Casey has been a Porsche brand ambassador since the autumn. He made his first appearance at the US Open in September. Casey has been ranked among the world's top golfers for almost two decades, having been as high as world number three. He has also played in the victorious Ryder Cup team three times. Casey won his 19th professional tour title at the 2019 Porsche European Open. Porsche has been supporting the event in the capacity of title sponsor since 2015 and is also involved in other international tournaments. Paul Casey is Porsche's first brand ambassador from the world of golf.



PORSCHE YOUTH DEVELOPMENT PROGRAMME "TURBO FOR TALENTS"

Porsche sponsors youth development at Borussia Mönchengladbach

Porsche has been a partner of Borussia Mönchengladbach since the start of the 2020/2021 Bundesliga football season in September. The sports car manufacturer sponsors youth development. The renowned academy for young players is now known as the "Porsche Foal Stable". Porsche's Turbo for Talents youth support programme will feature on advertising hoardings at home games at Borussia Park. In addition to promoting young up-and-coming talent, the programme is also about instilling values and social skills on and off the pitch. Elsewhere in football, Porsche already supports RB Leipzig, Stuttgarter Kickers and SG Sonnenhof Großaspach.

Andreas Haffner, Member of the Executive Board for Human Resources, "Porsche and the entire automotive industry are undergoing tremendous upheaval. In the coming years, the industry will change more than it has done in the last 50 years. Actively helping to shape this change is certainly a great challenge and motivation for our new Porsche employees."

173 new trainees in September

In September, 143 young people started their training in Zuffenhausen: 110 in industrial and technical professions and 33 as students of the Baden-Württemberg Cooperative State University. A further 30 trainees embarked on their careers in Leipzig. Andreas Haffner, Member of the Executive Board for Human Resources, "Porsche and the entire automotive industry are undergoing tremendous upheaval. In the coming years, the industry will change more than it has done in the last 50 years. Actively helping to shape this change is certainly a great challenge and motivation for our new Porsche employees." The company guarantees these young people a permanent employment contract upon successful completion of their training.



173 TRAINEES JOIN PORSCHE

Startup Autobahn: Mobility ideas from across the world

At the finale of Europe's largest innovation platform "Startup Autobahn" in September, over 30 start-ups from all over the world presented their mobility of the future ideas online. Porsche was involved in five projects, making experienced mentors available to the founders. The CarbonBlock sustainability project set up by the Berlin start-up Circular-Tree, which Porsche helped to establish, also won the Global Innovation Award from the American accelerator Plug and Play. The blockchain application developed by the project makes greenhouse gas emissions from supply chains transparent. Meanwhile, the app developed by Circularise (Netherlands) can be used to trace the individual plastic content of a product part. ClimaCell (USA) adopts a "weather of things" approach and uses several hundred million sensors to do so. Monk from France speeds up the return and inspection of rental cars and lease returns. The Hi.Auto application from Israel is working on audio-visual speech recognition. In addition to the microphone, a video camera records lip movements. Porsche has been a Startup Autobahn partner since the start of 2017.

Since early 2019, Porsche has been manufacturing the doors and rear wing of the small series racing vehicle out of a natural-fibre mix, sourced primarily from renewable raw materials. The vehicle that raced at the Nürburgring also had its front and rear apron, front spoiler, front and rear lid as well as the mudguards and diffuser including the aerodynamic fins made using this regenerative material.

Body parts made from renewable raw materials

The Porsche 718 Cayman GT4 Clubsport MR tackled this year's Nürburgring 24hour race in September featuring a complete body kit made of natural-fibre composite materials for the first time. Since early 2019, Porsche has been manufacturing the doors and rear wing of the small series racing vehicle out of a natural-fibre mix, sourced primarily from renewable raw materials. The vehicle that raced at the Nürburgring also had its front and rear apron, front spoiler, front and rear lid as well as the mudguards and diffuser including the aerodynamic fins made using this regenerative material. In terms of weight and stiffness, the recyclable natural-fibre composite materials of non-structural components share properties similar to carbon-fibre composites (CFRP) and meet the same high safety and quality standards. Natural-fibre composites can also be manufactured more economically and with less energy. The 718 Cayman GT4 Clubsport MR faced a tough test on the Nürburgring but finished in second place in the alternative engine class.

Hans Herrmann and Timo Bernhard meet in Le Mans

The 24 Hours of Le Mans was postponed from June to September this year due to the global pandemic. Porsche, however, took the opportunity to mark the 50th anniversary of its first overall victory at Le Mans, doing so on 14 June at the Porsche Museum and on 19 September in Le Mans itself, where it showed off the winning car from 1970 and five other Porsche sports cars that went on to win Le Mans in subsequent years.

Two generations of Porsche drivers also met in person for the first time: Hans Herrmann was the first overall winner in 1970 (together with Richard Attwood), while Timo Bernhard won the race in 2017 behind the wheel of the 919 Hybrid. Porsche Motorsport presented a 919 Hybrid to the Automobile Club de l'Ouest (ACO). It will be put on display in the permanent exhibition at the "Musée des 24 Heures du Mans", which has included a 917 LH among its exhibits since 1972.



PORSCHE 718 CAYMAN GT4 CLUBSPORT MR WITH BODY COMPONENTS MADE FROM RENEWABLE RAW MATERIALS



70 years of Porsche in the United States

Sales of Porsche sports cars in North America began in September 1950. In Atlanta, company founder Prof. Dr. Ing. h.c. Ferdinand Porsche and the automobile importer Maximilian Hoffman agreed to join forces, and Hoffman duly took delivery of two 356 Coupés in the autumn of the same year. This first delivery from Zuffenhausen laid the foundation for a success story. In 1984, Porsche Cars North America, Porsche's first sales company of its own, opened in Reno, Nevada; since 1998, it has been based in Atlanta, Georgia. Sales in the United States in 2019 reached an all-time high of 61,568 vehicles. Following the world première of the all-electric Taycan in September 2019, the first deliveries worldwide crossed the Atlantic in December – to US customers.





AARON C. ARENA

Aaron C. Arena takes over as Managing Director of Porsche Centre at Stuttgart Airport

With effect from 1 October, Aaron C. Arena took over the management of the Porsche Centre at Stuttgart Airport. The sales expert was the sales manager in overall charge of new cars at the Audi dealership in Stuttgart from 2009 to 2018. Most recently, he managed the Audi Centre in Kempten. The location at the airport and the Porsche Centre Stuttgart form part of Porsche Niederlassung Stuttgart GmbH.

A service for employees with cancer

Since October, Porsche employees who have cancer have been able to take part in the OncoCure programme at the Robert Bosch Hospital (RBCT) in Stuttgart and obtain a second opinion. Where appropriate, genetic analysis will also be carried out. On this basis, cancer patients can be given an individual therapy recommendation in accordance with the latest scientific standards. This offer forms part of the comprehensive Porsche health management service. "The health of our employees is very important to us. That's why we provide employees affected by cancer with professional support and pay the costs of advice and diagnostic care at the Robert Bosch Hospital," explains Andreas Haffner, Member of the Executive Board for Human Resources and Social Affairs at Porsche AG.

Sustainable acquisition of raw materials

Porsche joined the "Responsible Mica Initiative" (RMI) cross-industry coalition in October. Mica are mineral mica pigments. They are used in a range of industrial and cosmetic products – and also in car paint. The coalition of international companies and non-governmental organisations founded in 2017 aims to ensure that the raw material mica is handled transparently and sustainably, thereby improving the living conditions of people in the extraction areas, for example through fair working conditions, health and safety measures and a minimum wage. Porsche represents the Volkswagen Group in the RMI.

The first hybrid Porsche rolled off the production line in Leipzig in 2010. It was a Cayenne S Hybrid. Porsche was to become a pioneer in the introduction of innovative technologies.

Ten years of hybrid production in Leipzig

The first hybrid Porsche rolled off the production line in Leipzig in 2010. It was a Cayenne S Hybrid. Porsche was to become a pioneer in the introduction of innovative technologies. One year later, production of the Panamera S Hybrid was launched, also in Leipzig. In total, the plant has built more than 75,000 of these hybrid models to date.



TEN YEARS OF HYBRID PRODUCTION AT PORSCHE'S LEIPZIG PLANT

Stuttgart to get a Porsche Design Tower

In October, representatives from Porsche, Porsche Design and property developer Bülow AG laid the symbolic foundation stone for the Porsche Design Tower and Porsche Centre in Stuttgart. It is the first joint project involving these three partners. The project is being built on a site measuring 8,500 square meters directly at the Pragsattel, an important traffic hub in the city of Stuttgart. With its height of around 90 metres, the Porsche Design Tower will be one of the tallest buildings in Stuttgart and, together with the Porsche Centre, will form a striking architectural feature. The design of the new structure will take its inspiration from the Destination Porsche concept that is used for all Porsche Centres across the world. The plan is for Porsche's Stuttgart branch to relocate from Zuffenhausen to the Pragsattel in the middle of 2022.



ARCHITECTURAL HIGHLIGHT: THE FUTURE PORSCHE DESIGN TOWER

Detlev von Platen, Member of the Executive Board for Sales and Marketing of Porsche AG, praised the appointment: "Porsche Cars North America could not be in better hands."

Kjell Gruner heads Porsche Cars North America

Dr. Kjell Gruner has been President and CEO of Porsche Cars North America since November. Detlev von Platen, Member of the Executive Board for Sales and Marketing of Porsche AG, praised the appointment: "Porsche Cars North America could not be in better hands." As head of marketing, Kjell Gruner had, he said, made a notable contribution to shaping the global development of the Porsche brand, most recently with the exceptional launch of the Porsche Taycan. As a long-time Porsche colleague and brand professional, his experience would be extremely valuable in North America. Gruner moved to Boston Consulting Group in the United States after his studies, before joining Porsche in 1999. He now succeeds Klaus Zellmer, who will take up the role of member of the Board of Management of the Volkswagen Passenger Cars brand in Wolfsburg with responsibility for Sales, Marketing and After Sales. Executive Board Member von Platen added: "We sincerely thank Klaus for the outstanding performance he's led in the North American market, with successive years of growth and the innovative programmes."

"Porsche cooperates with aircraft manufacturer Embraer

Porsche and the Brazilian aircraft manufacturer Embraer presented an exclusive new pairing in early November: Customers who opt for a special edition Embraer Phenom 300E business jet can now also purchase a matching customised Porsche 911 Turbo S. This is a strictly limited offer for just 10 units. The cooperation between the two brands bears the name "Duet". Porsche and Embraer offer their customers all over the world exclusive products that can be personalised and enhanced in almost limitless ways. "As part of our cooperation, we are using the know-how of both brands to jointly develop a one-of-a-kind duo of a sports car and jet that appeals to both customer groups," commented Alexander Fabig, Head of Individualisation and Classic at Porsche.



DR. KJELL GRUNER

“Porsche Unseen”: Unreleased concept cars

In November, under the title “Porsche Unseen”, Porsche published design studies that had previously been kept under lock and key. In this way, the company is offering an exclusive insight into its design process – from the very first drawing to the finished model ready for series production. The Porsche Newsroom has presented 15 different cars from the period 2005 to 2019 in a series of articles. The 9:11 Magazine web TV format has also dedicated an episode to selected studies. Porsche Chief Designer Michael Mauer examined the connection between the studies and the current production models. A book entitled “Porsche Unseen” has also been published by the Delius Klasing publishing house. A selection of studies will be on display at a later stage for fans to admire up close: the Porsche Museum will be integrating a selection into its exhibition in 2021.



Lutz Meschke becomes Chairman of the Supervisory Board of the HHL

Porsche announced in November that Lutz Meschke would be taking up the position of Chairman of the Supervisory Board of the Leipzig Graduate School of Management (HHL) with effect from 1 January 2021. Meschke is Deputy Chairman of the Executive Board and Member of the Executive Board for Finance and IT at Porsche AG. He has sat on the Supervisory Board of the HHL since 2013. Since then, Porsche AG has supported the Chair of Strategic Management and Digital Entrepreneurship at Leipzig Graduate School of Management (HHL). Porsche Leipzig has also been a Premium Partner of SpinLab, the HHL accelerator, since 2016.



LUTZ MESCHKE

Porsche, MHP and Munich Re found the “FlexFactory”

Porsche, its management and IT consulting subsidiary MHP, along with the insurance group Munich Re, founded a joint venture, the “FlexFactory”, in November. FlexFactory serves as a consultancy and business enabler for more flexible and cost-efficient small series production based on digital processes. The objective is to bring innovation and new variants onto the market more quickly, more efficiently and with less upfront investment.

The Objective of the “FlexFactory”: to bring innovation and new variants onto the market more quickly, more efficiently and with less upfront investment.

Jens Brücker takes over from Christian Friedl in Zuffenhausen

Jens Brücker took over as the head of Porsche’s main factory in Zuffenhausen in the middle of November. Brücker succeeds Christian Friedl, who will manage the Seat plant in Martorell near Barcelona as of 1 January, 2021, after 20 years at Porsche. Brücker was previously responsible for managing the Volkswagen plant in South Africa where he spent more than four years, and before that he was employed by Daimler AG.



PORSCHE 99X ELETRIC

André Lotterer writes Formula E history

In their debut season racing in the ABB FIA Formula E championship in 2019/2020, the TAG Heuer Porsche Formula E team began writing Formula E history from their very first race in Diriyah in Saudi-Arabia: André Lotterer, driving a Porsche 99X Electric, claimed second spot in November. He went on to gain two more podium finishes, as well as one pole position, and finished in the points a further six times. No rookie team has achieved a podium finish in their first race since the inaugural season in 2014/2015.



PORSCHE 911 RSR CELEBRATES DOUBLE SUCCESS IN BAHRAIN

GTLM class: Seven victories in seven years

The North American IMSA series was brought to an end with the double victory of the Porsche 911 RSR at the 12 Hours of Sebring race in November. The results in this class speak for themselves, with seven victories in seven years in the IMSA series and five wins in the North American Endurance Cup.

Double victory for the GT team at the WEC

The Porsche GT Team ended the season at the sports car World Endurance Championship (WEC) in November in Bahrain with a double victory. Porsche secured the runner-up spot in the constructor's championship ranking in the GTE PRO category, behind Aston Martin. Private Porsche GT teams were successful in many race series: Rowe Racing's first place in the 24-hour race at Spa-Francorchamps in October and the SSR Performance team's overall victory in the ADAC GT Masters in November were both outstanding results.

A 911 Carrera S for Gijs van Lennep

Racing driver Gijs van Lennep was presented with a 911 Carrera S built specially for him in mid-November. The car was Porsche Netherlands' tribute to the driver, whose career is closely interwoven with Porsche. The most eye-catching element of this special 911 is Gijs van Lennep's fingerprint on the bonnet. Gijs van Lennep was one of the best racing drivers in the world. He won the 24 Hours of Le Mans twice, driving a Porsche 911 with Helmut Marko in 1971 and then with Jacky Ickx in a 936 in 1976. He also scored points in Formula One, and was European Formula 5000 champion in 1972. In 1973, together with Herbert Müller, van Lennep won the Targa Florio in a 911 Carrera RSR. The race was the last staging of the legendary Sicilian road race and formed part of the sports car world championship. In 1999, van Lennep was voted the best Dutch racing driver of the twentieth century.

Porsche Experience Centre to be opened in Tokyo

The decision on the location of the ninth Porsche Experience Centre (PEC) was made in November. It will be built in Japan in the Chiba prefecture neighbouring Tokyo, with the opening scheduled for 2021. The new PEC Tokyo will be equipped with a circuit track, a dynamics area and an off-road track. The 2.1 km circuit track reproduces famous corners from racetracks around the world, such as the Karussell ("Carousel") from the Nürburgring in Germany and the Laguna Seca corkscrew in the United States. A specific feature of PEC Tokyo will be its undulating 3D track to take advantage of the natural topography. The building and interior will be designed in a Japanese style.



PORSCHE TAYCAN

In November, the Porsche Taycan entered the Guinness World Records™ for the longest drift with an electric vehicle.

53-year-old Targa perfectly restored

The first Porsche 911 S Targa delivered in Germany is back on the road 53 years on and after extensive workshop restoration. The rare soft-window version with a soft rear window instead of a glass pane was delivered by the sports car manufacturer to the Porsche dealer Hülpert in Dortmund in January 1967. Today, the car is owned by a collector and Porsche enthusiast who tracked the Targa down in the United States, locating it under a plastic tarpaulin in an unlocked garage. It is said to have been sitting there for 40 years and was in a terrible condition. The work carried out by the experts from Porsche Classic in Zuffenhausen was correspondingly complex and took more than three years. Now, however, the Targa is as good as new, complete with charming patina. After 1,000 hours of work on the vehicle's body, it was hand-painted in Polo Red. Because the car is also intended to be driven, a paint protection film with a light matt finish was also applied.



PERFECTLY RESTORED TARGA

Taycan drifts into the record books

In November, the Porsche Taycan entered the Guinness World Records™ for the longest drift with an electric vehicle. The world record was set at the Porsche Experience Centre (PEC) Hockenheimring. Porsche instructor Dennis Retera drove 210 laps on the 200 metre-long drift circle without the front wheels ever pointing in the same direction as the curve. After 55 minutes the sideways expert had covered the classic marathon distance of 42.171 kilometres. The vehicle's average speed was 46 km/h. The record was achieved with the rear-wheel drive version of the Taycan.

Porsche invests in Berlin start-up VAHA

Porsche Ventures invested in the Berlin-based company VAHA in late November. This start-up makes interactive exercise mirrors for use during home workouts or relaxation sessions. Artificial intelligence analyses every movement in the mirror's field of vision so that real-time corrections can be implemented. The tool currently offers more than 500 workouts on demand, from cardio and strength workouts to yoga. Alternatively, live courses can also be booked together with other participants, or even one-on-one personal training sessions. Porsche Ventures had already invested in the American start-up Playbook back in October. Playbook operates a digital fitness platform.



EFUELS PILOT PROJECT

Racing driver Walter Lechner has died

Porsche racing driver Walter Lechner passed away on 8 December 2020 at the age of 71. The Austrian from Faistenau in the Salzkammergut region had been a valued member of the Porsche family since 1985. Lechner gained his maiden victory at the Österreichring when racing for the first time at the wheel of a private Porsche 956. During his successful career spanning more than two decades, the racing driver won two titles in the Interserie driving Group C vehicles from Porsche and also contested the 24 Hours of Le Mans. After hanging up his racing helmet in 1996 aged 47, Walter Lechner established a successful motorsport company. Today, Lechner Racing is managed by his sons Robert and Walter Jr. With a total of eleven team titles, Lechner Racing is the most successful team in the history of the Porsche Mobil 1 Supercup.



WALTER LECHNER

By investing in the world's first commercial integrated eFuels plant, Porsche is supporting the development of alternative fuels. eFuels are a sensible addition to electromobility and make a further contribution to climate protection.

Creation of site fire service in Zuffenhausen

The main plant in Zuffenhausen is to be given a site fire service, as announced by Porsche in mid-December. This marks the company's response to the huge expansion of its main site over recent years. The goal is to make a further, significant improvement to the protection of employees, buildings and facilities. Another reason is the increased use of high-voltage components. The firefighters are specially trained for emergency operations of this kind. The plan is for the new site fire brigade to reach squadron strength (six fire fighters) while on duty. 35 full-time fire-fighters are to be employed. By 2023, the Zuffenhausen plant will have its own fire station in a central location. Until then, an interim building will be used as a fire station. To date, the Stuttgart professional fire brigade has been responsible for the Zuffenhausen plant. Porsche's Weissach and Leipzig sites have each already had their own fire service for several years.

Funding for eFuels pilot project

At the beginning of December, the German Federal Government announced funding of around eight million euros for the eFuels pilot project in Chile. Together with Siemens Energy and a number of international companies, Porsche AG is developing and implementing synthetic, virtually climate-neutral fuels (eFuels). The Haru Oni Pilot Plant in the province of Magallanes takes advantage of the excellent wind conditions in southern Chile to produce climate-neutral fuel using green wind power. Siemens Energy is receiving the funding as part of the national hydrogen strategy. During the pilot phase, the plan is for around 130,000 litres of eFuels to be produced per year from 2022 onwards. Production is then to be increased to 550 million litres by 2026. As the main buyer of the fuel, Porsche wants to use eFuels in motorsport, in its Porsche Experience Centres and, potentially, also in production sports cars. The company is investing around 20 million euros in the project. eFuels are easy to use and are suitable for combustion engines as well as plug-in hybrids. They also make use of the existing filling station network. By investing in the world's first commercial integrated eFuels plant, Porsche is supporting the development of alternative fuels. eFuels are a sensible addition to electromobility and make a further contribution to climate protection.

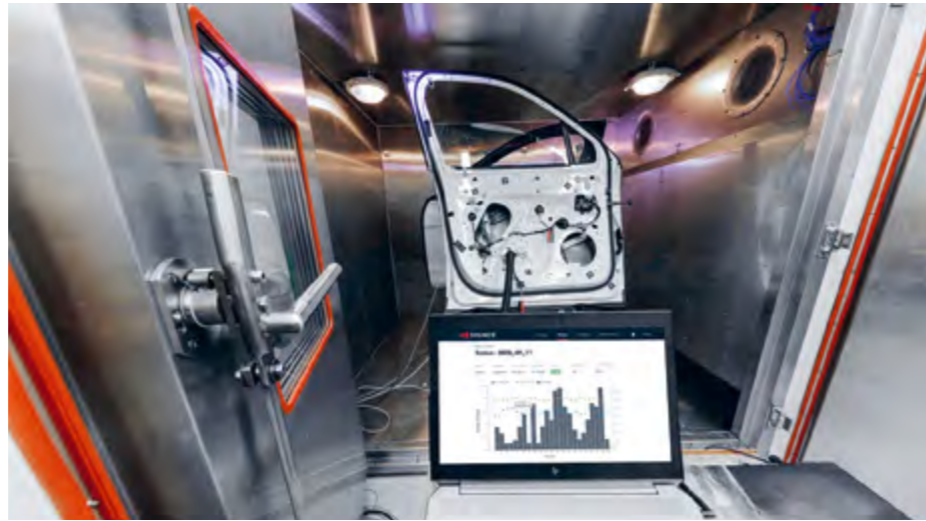


Even more spectacular: The new 911 GT3 Cup

In December, Porsche presented the latest generation of the world's best-selling racing car: the new 911 GT3 Cup. This vehicle is also designed to run on synthetic fuels, enabling a significant reduction in CO₂. The new GT3 Cup features a turbocharged body and puts out 510 hp. Depending on the respective track profile, lap times are expected to improve by a good one per cent. From the start of the 2021 season, it will compete in the Porsche Mobil 1 Supercup as well as in the national Porsche Carrera Cups in Germany, France, Asia and the Benelux – and for the first time also in North America. The first 911 Cup car was presented in 1990. Since then, five further generations have followed and a total of 4,251 units have been produced.

Artificial intelligence detects background noise

Porsche Digital has expanded its product portfolio to include the digital assistant "Sounce". This software can detect background noise, for example, during vehicle component tests. The underlying technology uses deep learning methods. The assistant documents errors in precise detail and simplifies root cause analysis. This takes the strain off development engineers, improves quality and cuts costs. "Sounce" is a collaboration between Porsche Digital and the development department of Porsche AG. The product is available in the form of a Software-as-a-Service (SaaS).



ARTIFICIAL INTELLIGENCE DETECTS BACKGROUND NOISE

New customers through online sales

Being able to order a Porsche while sitting at home on the sofa – following its online presence on the German market, Porsche also activated this service in December for customers in Spain, Portugal, Switzerland, Italy, France, Poland, Slovenia and Estonia. The UK and further markets are set to be added in 2021. E-commerce offers huge potential. In Italy, 40 per cent of online shoppers are new customers. In addition to the rollout in Europe and activities in the United States, customers in China have also been able to buy used vehicles from Porsche dealers via WeChat since autumn. Porsche China offers lifestyle products and online driving experiences via its new Porsche flagship store on Tmall, China's largest B2C online marketplace.

E-commerce offers huge potential. In Italy, 40 per cent of online shoppers are new customers.



PORSCHE CAR CONFIGURATOR: DESIGNING THE KEY POUCH

The latest from the Porsche Exclusive Manufaktur

Since December, the Porsche Car Configurator has been offering individuality down to the smallest detail. The colours of the vehicle key, key case, floor mats and on-board folder can be selected in real time on the configurator according to the customer's tastes and personal preferences. In 2021, it will also be possible to select the colour for logos and lettering. The Porsche Exclusive Manufaktur wants to offer customers maximum scope for design and personalisation. The customers can become the designers. The Manufaktur also produces limited small series and editions. High-quality materials are combined with the latest manufacturing techniques to create a coherent overall concept.

Warming up for the 2021 racing season

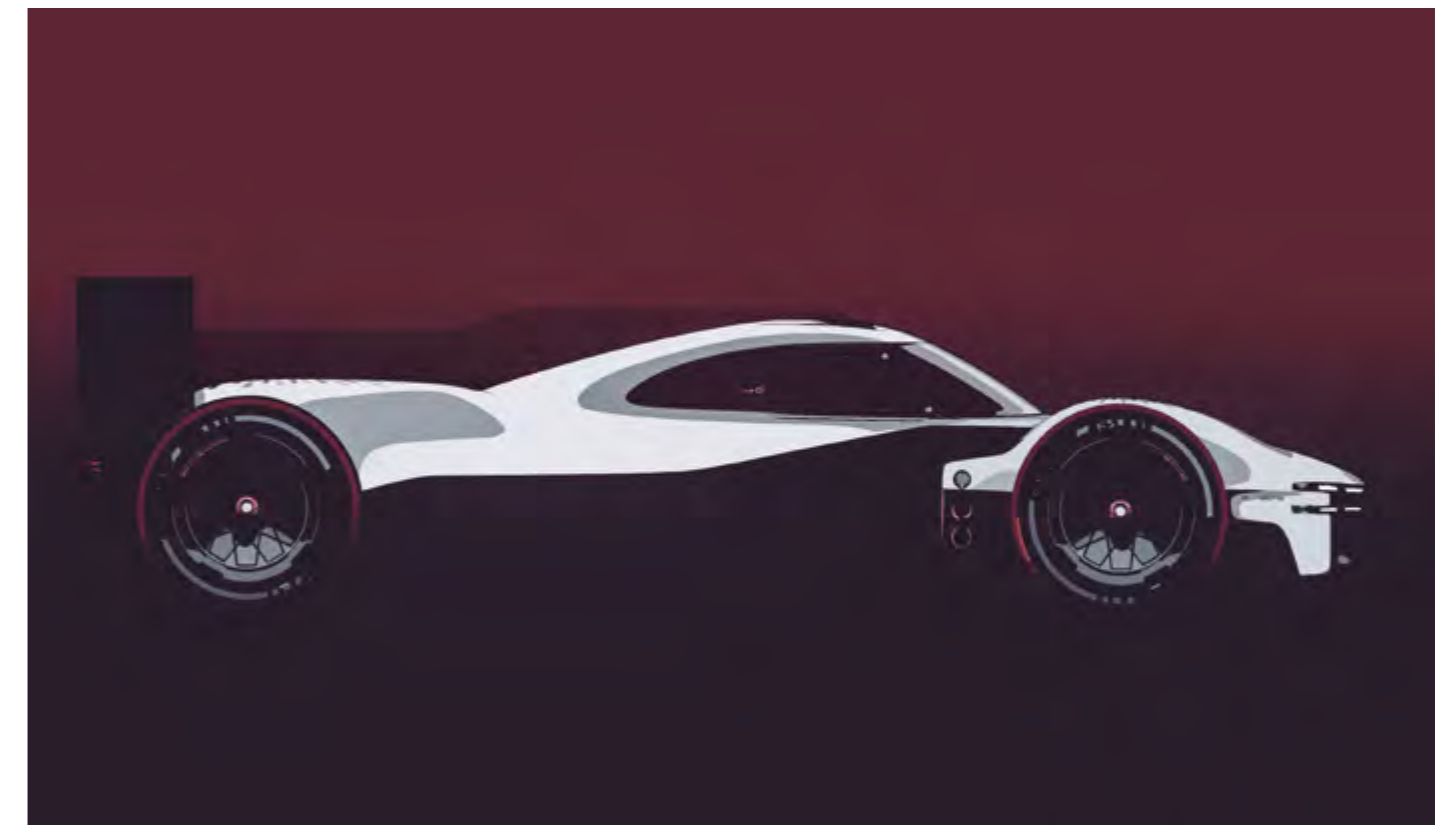
With its first virtual "Night of Champions" on 12 December, Porsche began the warm-up for the 2021 racing season. Porsche Motorsport Director Fritz Enzinger declared his support for continued participation in ABB FIA Formula E: "We firmly believe in the excellent stage and the unique concept. We use purely electric formula racing for consistent development work and to build on our expertise in battery electric drives." The TAG Heuer Porsche Formula E team will start the new season with works drivers André Lotterer (Germany, car number 36) and Pascal Wehrlein (Germany, car number 99) in the Porsche 99X Electric. The backup drivers, both from Switzerland, are Simona de Silvestro and Neel Jani. In the FIA World Endurance Championship (WEC), Porsche continues to field two 911 RSR with around 515 hp. The two cars will compete in all six races with a slightly different driver team in cooperation with Manthey Racing. In the number 91 car, Italian Gianmaria Bruni and Austrian Richard Lietz will again take turns behind the wheel. In the sister car, with number 92, the 2016 World Endurance Champion Neel Jani will drive alongside Kévin Estre from France.

Green light for LMDh prototype

The Executive Board at Porsche AG gave the green light for the development of an LMDh prototype in December. Porsche Motorsport received the order to build a vehicle based on future regulations. From 2023, the LMDh cars will make up a new top class in the FIA World Endurance Championship (WEC) and the North American IMSA WeatherTech SportsCar Championship. Both championships are hugely significant for the Stuttgart sports car manufacturer. Porsche very much welcomed the introduction of the new class for hybrid prototypes. The racing cars, which tip the scales at around 1,000 kilograms, are powered by a hybrid system with an output of 500 kW (680 hp). "Endurance racing is part of our brand's DNA," explained Oliver Blume, CEO at Porsche AG. The new LMDh category will allow Porsche to fight for overall victories with a hybrid system at the Le Mans, Daytona and Sebring classics – without breaking the bank. LMDh stands for Le Mans Daytona Hybrid.

Drive housing from a 3D printer

In December, Porsche produced a complete housing for an electric drive using a 3D printer for the first time. In so doing, the engineers behind this development proved their point, namely that the additive laser melting process can also be used for relatively large, highly stressed components of an electric sports car. The alloy housing passed all of the quality and load tests. It weighs less and cuts the overall weight of the drive by around ten per cent. At the same time, the rigidity in heavily loaded areas is doubled, with considerably reduced assembly time. The optimised e-drive would be ideal for use in a super sports car with a low production run. Especially for special and small series as well as for motorsport, this production technology is an attractive prospect both technically and economically. Newly printed pistons with an innovative design have previously passed their acid test in the 911 GT2 RS high-performance sports car.



GRAPHIC OF THE LMDH PROTOTYPE

BUSINESS PERFORMANCE

Global economy in reverse gear

The robust growth of earlier years came to an abrupt halt in 2020. The global economy shifted into reverse gear, with a negative growth rate of minus 4 per cent (2019: +2.6 per cent). The global coronavirus pandemic and resulting impact on supply and demand were the key contributory factors. The average rate of growth in gross domestic product (GDP) was well down on the previous year in both the developed economies and the emerging markets. Governments and central banks across the world responded with fiscal and monetary policy measures, and interest rates fell even further. On average, consumer prices rose more slowly worldwide than in 2019.

GDP in Western Europe was down 7.2 per cent (2019: +1.3 per cent). In addition to the impact of the pandemic, the uncertainty surrounding Brexit was a further negative factor as the UK negotiated its exit from the European Union (EU). In Germany, consumer and business confidence picked up gradually over the course of the year. However, economic output for 2020 was down by 5.3 per cent (2019: +0.6 per cent). GDP in the economies of Central and Eastern Europe also fell considerably in the reporting year, down by 3.7 per cent (2019: +2.5 per cent). The situation in Russia was much the same, with a fall of 4.1 per cent (2019: +1.3 per cent).

US economic output for 2020 was down by 3.6 per cent (2019: +2.2 per cent), with a doubling in the unemployment rate to more than 8 per cent. In neighbouring Canada, GDP decreased by 5.7 per cent (2019: +1.9 per cent), while the fall in Mexico was 9.0 per cent (2019: 0). Brazil's economy shrank by 4.6 per cent (2019: +1.4 per cent). In Argentina, the economy continued to contract, but at a much higher rate than before, with a fall of 11.1 per cent (2019: -2.1 per cent). The Chinese economy was exposed to the negative impact of the pandemic earlier in 2020 than other countries but subsequently benefited from a relatively low number of new infections as the year went on. GDP recorded a net increase of 2.3 per cent (2019: +6.1 per cent). In Japan, economic output for 2020 fell by 5.4 per cent (2019: +0.3 per cent).

Performance of car markets

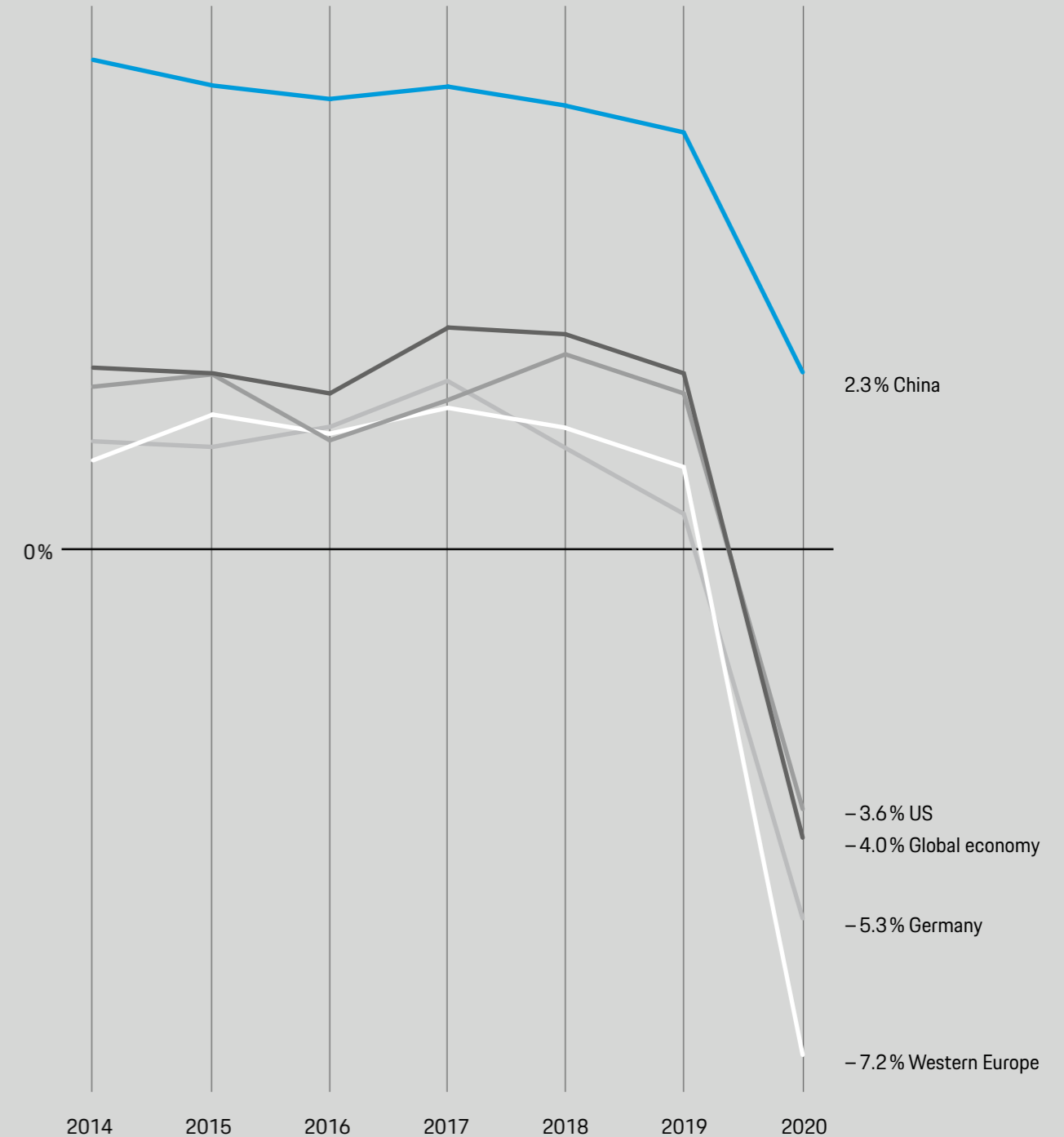
In 2020, the global automobile market shrank compared with the previous year for the third year in a row. The contraction during the reporting year amounted to 15.2 per cent, resulting in a total of 67.7 million new cars. Total new car registrations in Western Europe fell by almost a quarter (-24.5 per cent) compared with the previous year, to 10.9 million vehicles. The negative impact of the spread of coronavirus could be felt in all countries in this region from March 2020 onwards. New registrations remained in negative territory despite the recovery that took effect in the second half of the year. With sales of 2.9 million units, a drop of 19.1 per cent, Germany performed somewhat better than the UK (-29.4 per cent), France (-25.4 per cent), Italy (-27.9 per cent) and Spain (-32.1 per cent).

In North America, the sales of passenger vehicles and light commercial vehicles (up to 6.35 tons) decreased by 15.9 per cent to 17.1 million units. The US market also contracted by 14.5 per cent to 14.6 million units. Here, the drop affected the passenger vehicle segment more severely (-26.8 per cent) than light commercial vehicles, which includes pick-ups (-9.8 per cent). The reduction in new registrations in Canada was even more marked at -19.7 per cent. In Mexico the market shrank by 28.0 per cent, while there was a similar picture in Brazil (-26.7 per cent). The passenger vehicle market in the Asia Pacific region amounted to 30.9 million units in the reporting year, 9.6 per cent below the previous year's total. Here, China recorded a drop of 6.5 per cent to 19.9 million vehicles, and the Japanese market witnessed a decrease in demand of 11.2 per cent, to 3.8 million cars.

The global economy shifted into reverse gear, with a negative growth rate of minus 4 per cent (2019: +2.6 per cent). The global coronavirus pandemic and resulting impact on supply and demand were the key contributory factors. GDP in Western Europe was down 7.2 per cent (2019: +1.3 per cent). In Germany, consumer and business confidence picked up gradually over the course of the year. However, economic output for 2020 was down by 5.3 per cent (2019: +0.6 per cent).

Economic growth

Percentage change in GDP



2020 – Robust result for deliveries

Porsche profited operatively from its strong global organisation in 2020: the sports car manufacturer delivered a total of 272,162 vehicles over the course of the year. The stable result is just three per cent below the figure for the record year 2019 and exceeds the sales achieved in 2018 by just under 16,000 vehicles. This means that the year under review is the second most successful in the company's history – in spite of the coronavirus crisis. A young and attractive product range, the successful launch of the all-electric Porsche Taycan and the powerful charisma of the brand provide the foundation for this success.

A total of 20,015 Taycan cars were delivered in 2020 – in spite of the production shut-down. However, the vehicle's positive momentum could be maintained by means of flexible measures, for example for market premieres. Most Taycan cars were delivered to the US, equivalent to 4,414 vehicles. The company had started deliveries of the first all-electric Porsche in December 2019. The second-strongest Taycan market was the Northern Europe region including Benelux and Austria, accounting for 3,604 vehicles, followed by Germany with 3,294 units. However, Taycan sales only started over the course of 2020 in most markets.

The Cayenne enjoyed the highest demand worldwide, with 92,860 units delivered and an increase of one per cent compared with the previous year. A third of the vehicles delivered were the Coupé model. The two-door sports cars were also very popular with customers. A total of 21,784 units of the 718 models were delivered – six per cent more than in the previous year. The sports car icon Porsche 911 was handed over to customers 34,328 times. 78,124 Macan vehicles were delivered, along with 25,051 Panamera vehicles.

The E-Hybrid Cayenne and Panamera models were again in high demand. Around a quarter of the Cayenne and Panamera vehicles worldwide were delivered as this variant. Globally, 10 per cent of all Porsche cars delivered are now Plug-In Hybrids. A total of 17 per cent of all new vehicles now have an electric drive; this share is even around one third in Europe.

The highest-volume Porsche market remains China with 88,968 vehicles delivered – an increase of three per cent compared with 2019. The Asia-Pacific, Africa and Middle East region also continued to develop positively

overall: 121,641 vehicles were delivered there, equivalent to an increase of four per cent compared with the same period in the previous year.

Steady demand in the coronavirus year 2020

Due to the coronavirus crisis, 2020 was a very challenging year for the Porsche sales organisation. Many dealerships worldwide had to close temporarily in the spring. At the end of the year, there was a renewed lockdown in some markets. Demand recovered noticeably over the course of the year in other countries, and in some cases, there was even year-on-year growth. It was therefore possible to partly make up for the downward trends in the first quarter. This meant that the performance of Porsche was therefore a robust overall one in terms of the delivery results.

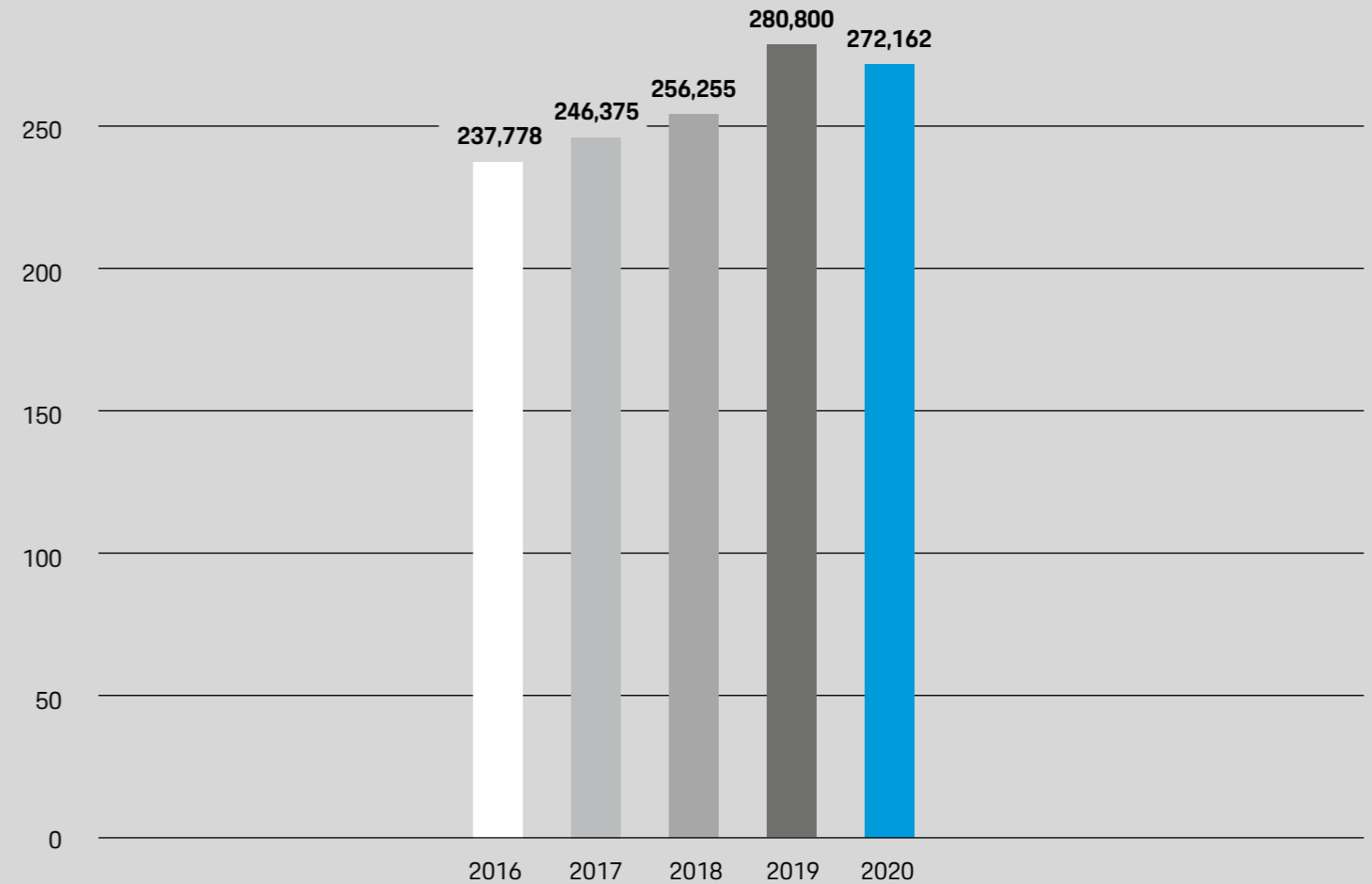
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THE CURRENT PORSCHE PRODUCT RANGE

The figures for fuel consumption, energy consumption and CO₂ emissions are found on pages 212 – 213.

Deliveries of new vehicles



Deliveries in 2020		Year-on-year comparison -3%
Europe	80,892	
America	69,629	
Asia-Pacific, Africa and Middle East	121,641	

America

United States: Second-largest Porsche market

In the United States, around half of the Porsche dealerships were forced to close temporarily due to the coronavirus pandemic in March and April. However, the sales figures already recovered in May and June. This development continued to accelerate in the third and fourth quarters. In the end, the company was therefore able to hand over 57,294 vehicles to customers in the reporting year. This represents a decrease of seven per cent compared with 2019. As a result, the US remains the second-largest Porsche market by far. 4,414 Taycan models were among the vehicles delivered. After Europe, the US therefore accounts for the second-highest number of deliveries of the first all-electric sports car from Porsche. The most successful model in the US was again the Macan, with a total of 18,631 vehicles delivered. The Cayenne almost matched this with 18,092 vehicles. The 911 was delivered to a total of 8,840 customers. The Panamera was delivered 3,870 times, while the 718 Boxster and 718 Cayman accounted for 3,447 units in total.

Canada: Seventh-largest market

Porsche delivered 7,402 vehicles in Canada last year – a decrease of 18 per cent. The Macan was most successful with 2,483 vehicles. This was followed by the Cayenne with 2,342 vehicles. 914 customers took delivery of their Porsche 911. For the Taycan, there were 844 customers. 551 units of the 718 models were delivered; this is equivalent to growth of 43 per cent compared with 2019. 268 Panamera cars completed the deliveries in Canada. 28 per cent of these had an E-Hybrid drive.

Latin America: High E-Hybrid share

Porsche delivered 2,446 vehicles in Latin America (excluding Brazil) last year. This represents a decrease of 16 per cent compared with 2019. The most successful vehicle in the reporting year was the Cayenne with 1,101 units, while 575 Macan cars were handed over to customers. 441 Porsche 911, 195 units of the 718 Boxster and 718 Cayman, and 75 Panamera vehicles were also delivered. Electric mobility is popular among Porsche customers in Latin America: the deliveries included 59 Taycans. In addition, the share of E-Hybrid models was also high: 43 per cent of the Panamera models and 23 per cent of the Cayenne vehicles were E-Hybrid models.

Brazil: Record 911 sales

The figures for Brazil were very good in 2020 in spite of the coronavirus crisis: Porsche was able to deliver 35 per cent more vehicles there than in the previous year. The total deliveries were 2,487 units. All models showed increases, apart from the Panamera with 126 vehicles. The 911 was the most successful model with 774 vehicles. This was followed by the Cayenne (649 vehicles – plus 13 per cent), Macan (508 vehicles – plus three per cent) as well as the 718 models (426 vehicles – plus 21 per cent). The first four Taycan vehicles were delivered to customers at the end of 2020.

Europe

Europe region: Most successful Taycan market

In the European region (excluding Germany), sales remained comparatively stable. Porsche delivered 55,580 vehicles in total here. This represented a decrease of only four per cent compared with the previous year. The Cayenne was the most popular with 17,444 vehicles. 13,050 Macan vehicles were handed over to customers. Taycan was, in its first year, already in third place with 9,714 vehicles. This was followed by the 911 with 8,623 vehicles. There were 3,933 deliveries of the 718 mid-engine sports cars. A total of 2,816 customers took delivery of their Panamera. The E-Hybrid models were again very popular in this region: the share was 64 per cent for the Panamera and 52 per cent for the Cayenne.

Germany: A 911 and Taycan year

Porsche delivered 26,152 vehicles in its home market. This represents a decline of 17 per cent compared with the previous year. There was a high level of demand for the Taycan with 3,294 units delivered. The Porsche 911 was the bestseller with 7,351 vehicles. The Macan was in second place with 5,620 vehicles. This was followed by the Cayenne, of which 5,243 units were delivered. 2,842 customers received their 718 Boxster or 718 Cayman, and 1,802 customers took delivery of their Panamera. 702 of these were Sport Turismo models – a share of 39 per cent. The E-Hybrid shares were also high: 59 per cent for the Panamera, 39 per cent for the Cayenne.

United Kingdom: Taycan in second place

British customers are loyal to Porsche. This was also shown by the year 2020: a total of 14,270 vehicles were delivered. It is the second best sales result in the history of the market – despite the challenges due to Brexit. That is seven per cent less than 2019 – a comparatively moderate decrease.

The considerable increase for the Taycan in particular contributed to this result: 3,179 units of the all-electric Porsche were delivered. This made it the second most popular Porsche model in the United Kingdom. The Macan was again in first place with 3,907 vehicles. A total of 3,096 Cayenne vehicles were delivered. The 911 was handed over to customers 2,052 times, while 1,483 units of the 718 Boxster and 718 Cayman and 553 Panamera models were delivered.

France: Highest E-Hybrid share of all Porsche markets

In France, a total of 5,088 vehicles were handed over to customers, twelve per cent less than in the previous year. The Cayenne was the bestselling model with 2,282 vehicles, which is an increase of 48 per cent. The remaining vehicles ranked as follows: the 911 with 832 vehicles, Macan with 800 vehicles, Taycan with 579 vehicles, the 718 model series with 331 vehicles and Panamera with 264 vehicles, 46 per cent of which were handed over as a Sport Turismo variant. The share of electric cars among all deliveries was at around 60 per cent in 2020. France has the highest E-Hybrid share of all Porsche markets. It is 46 per cent across all models. The top values of 95 per cent for the Panamera and 93 per cent for the Cayenne overwhelmingly accounted for this.

Italy: 911 with increase

Porsche delivered 5,815 vehicles in Italy last year – 13 per cent less than in 2019. The figure also includes 372 Taycan vehicles. The bestselling model was again the Macan with 2,195 units. 1,391 Cayenne vehicles were delivered. The sports car icon 911 saw an increase in deliveries: 1,213 vehicles and therefore three per cent more than in the previous year were delivered to customers. 371 customers received their 718 Boxster or 718 Cayman, and 273 customers took delivery of their Panamera.

Spain/Portugal: Taycan in third place

A total of 2,965 Porsche vehicles were delivered in Spain and Portugal in 2020 – a decrease of 16 per cent compared with the previous year. Both countries were hit particularly hard by the coronavirus pandemic. The Cayenne was most successful with 977 units delivered. 878 Macan vehicles were received by customers. The Taycan reached an honourable third place with 361 vehicles, even though the public charging infrastructure in the two markets is still limited. 327 customers decided to purchase the 911 model series and 243 customers chose the Panamera. 179 units of the 718 models were delivered.

Switzerland: 14 per cent Taycan

Porsche delivered a total of 3,510 vehicles in Switzerland over the course of last year. This is equivalent to a decrease of six per cent compared with 2019. With 492 Taycans delivered, the new electric vehicle achieved a 14 per cent share of the market right from the start. With 1,081 units, the Macan was once again the most popular model series among Swiss customers. This was followed by the iconic 911 sports car with 798 deliveries. The best-selling 911 was the high-performance 911 Turbo S Coupé. 748 Cayenne vehicles were delivered, and 232 vehicles from the 718 Boxster/718 Cayman model series were handed over to Swiss customers. A total of 159 Panamera vehicles were delivered. The Sport Turismo variant accounted for 65 per cent of these. This is the highest share of this derivative in all Porsche markets.

Central and Eastern Europe: 911 and 718 with significant sales growth

In the year under review, Porsche delivered 6,571 vehicles to customers in Central and Eastern Europe. Sales of the two-door sports cars enjoyed considerable growth: a total of 857 units of the 911 were delivered – a plus of 25 per cent compared with the previous year. There were 406 vehicles delivered in the case of the 718 Boxster and 718 Cayman, equivalent to an increase of 23 per cent. The Cayenne was the model delivered most frequently with 2,408 units. The Macan followed in second place with 1,475 deliveries. The Taycan was in third place: 971 units were delivered to customers. This is equivalent to almost 15 per cent of all Porsche deliveries in Central and Eastern Europe. A total of 454 Panamera vehicles were handed over to customers.

Russia: Cayenne with a 65 per cent share

Porsche delivered a total of 5,711 vehicles to Russia last year. 65 per cent of these – an all-time high – were Cayenne vehicles: 3,756 units. The model therefore saw an increase of two per cent. The Macan was in second place with 1,177 vehicles. The Panamera followed with 300 units delivered. The Porsche 911 was delivered to 229 customers, equivalent to growth of twelve per cent compared with 2019. 156 customers chose the Taycan, which was only delivered from December onwards. The 718 Boxster and 718 Cayman mid-engine sports cars were sold 93 times. This represents an increase of 22 per cent compared with 2019.

Northern Europe

(including Benelux and Austria):

Taycan with a share of almost 31 per cent

Porsche delivered a total of 11,650 vehicles to the Northern European region in 2020. This represents an all-time high and a strong increase of 20 per cent compared with the prior-year period. 1,389 vehicles were delivered to Austria in the reporting year. Within Northern Europe, Taycan made a significant contribution, with a total of 3,604 vehicles delivered to customers. This is equivalent to a share of almost 31 per cent and makes the Taycan the strongest model line. Northern Europe was therefore also the second-largest global market for the first fully electric Porsche in 2020. The two-door sports cars enjoyed the strongest growth in the overall market region. A total of 838 vehicles of the 718 Boxster and 718 Cayman were delivered – an increase of 18 per cent. The Porsche 911 accounted for 2,315 vehicle deliveries – the sports car icon therefore saw an increase of ten per cent. A total of 2,786 Cayenne vehicles were handed over to customers, which is a plus of seven per cent. 1,537 Macan were delivered, along with 570 Panamera. The Plug-in Hybrid versions of Cayenne and Panamera also achieved impressive shares within Northern Europe in 2020. Whilst 81 per cent of all Cayenne were delivered in the E-Hybrid version, for Panamera the share was even higher at 85 per cent.

In the European region (excluding Germany), sales remained comparatively stable. Porsche delivered 55,580 vehicles. The Cayenne was the most popular with 17,444 vehicles. 13,050 Macan vehicles were handed over to customers. Taycan was, in its first year, already in third place with 9,714 vehicles.



CAYENNE GTS COUPÉ

Asia

China: Undisputed leader

In 2020, China was undisputedly the largest single market for Porsche. This was in spite of almost all dealerships being closed in February. However, demand picked up again rapidly afterwards. Deliveries had almost reached the same level as the previous year in China by the start of the summer. Porsche delivered a total of 88,968 vehicles there in the year as a whole. This represents an increase of three per cent compared with 2019. The largest share was accounted for by the Cayenne with 35,791 vehicles (plus ten per cent). This was followed by the Macan, of which 28,710 vehicles were handed over to customers. 13,325 Panamera vehicles were delivered. The strongest growth was achieved by the two-door sports cars: 7,304 vehicles from the 718 Boxster and 718 Cayman series were delivered – a plus of 50 per cent. In the case of the 911, the increase was even 70 per cent with a total of 2,398 vehicles. The Taycan achieved 1,440 deliveries right from the start in China.

Japan: 911 drives the highest-ever sales

Porsche deliveries in Japan grew by one per cent in the previous year – a stable result in a difficult global environment. The company delivered a total of 7,141 vehicles to its customers. The highest-volume model was again the Porsche 911. 1,795 units of the Porsche icon were delivered. It was followed by the Macan with 1,765 vehicles. The Cayenne was in third place – 1,498 vehicles were handed over to customers – representing a growth of 44 per cent compared with 2019. The 718 Boxster and 718 Cayman were delivered 1,416 times. 640 Panamera vehicles were delivered. The sales launch of the Taycan in Japan will take place in 2021.

Taiwan: Defying the global trend

Porsche was able to grow by four per cent in Taiwan last year. The sports car manufacturer handed over a total of 3,868 vehicles to customers in the country – a new sales record in this market. The most popular model remained the Cayenne with 1,893 vehicles. Its deliveries increased by 22 per cent in comparison to 2019. A total of 1,126 customers took delivery of their Macan. The two-door sports cars also experienced strong growth: 340 customers received the 718 models, equivalent a year-on-year increase of 33 per cent. A total of 298 Porsche 911 models were delivered, representing an increase of 19 per cent. Furthermore, 146 customers took delivery of their Panamera and 65 customers were able to get behind the wheel of their Taycan for the first time.

South Korea: Single market with the strongest growth

The single Porsche market with the strongest growth was South Korea. The sports car manufacturer delivered 83 per cent more vehicles in 2020 compared with the previous year. This represents an absolute total of 7,850 vehicles. There were considerable increases in the model lines. The model with the highest volume was the Cayenne with 3,768 vehicles (plus 62 per cent compared with 2019), followed by the Panamera with 1,686 vehicles (an increase of 50 per cent). The 911 also enjoyed significant growth with a total of 1,151 units. There were 486 deliveries of the 718 Boxster and 718 Cayman. A total of 711 units of the Macan were delivered. 48 customers in South Korea took delivery of the Taycan, which was delivered for the first time shortly before the end of the year.

Asia-Pacific: Macan most popular

In the Asia-Pacific sales region, Porsche handed over a total of 2,529 vehicles to customers in 2020. This represents a decrease of 16 per cent compared to 2019. The Macan was the most popular in this region, with a total of 907 vehicles delivered. It was followed by the Cayenne with 866 vehicles. The 911 (364 vehicles) and the 718 model series (207 vehicles) both saw growth – with an increase of three per cent in each case. 160 Panamera vehicles were delivered. 25 units of the Taycan were delivered. This model was handed over to customers for the first time at the end of 2020.

Middle East, Africa and India: Best second half result in five years

In the Middle East and Africa region, Porsche recorded 6,202 new car sales and enjoyed an encouraging post-lockdown upturn with the best second-half retail numbers in five years. The Cayenne maintained its position as the best-selling model with 2,788 deliveries. It was followed by the Macan with 1,880 vehicles. Despite challenging conditions, the Taycan was successfully launched in several markets in the final months of the year. A total of 948 units of the 911 were delivered. The 718 Boxster and 718 Cayman put in a good performance, with growth of seven per cent and 391 vehicles delivered. Accounting for 21 per cent of total regional sales, the United Arab Emirates was the largest market for Porsche Middle East and Africa in 2020, closely followed by South Africa. The GCC countries remained a key contributor representing a 62 percent share of new deliveries.

Australia: Two percent growth

Porsche handed over 4,243 vehicles to customers in Australia last year, equivalent to a year-on-year increase of two per cent. This was a remarkable result considering the strict coronavirus measures in the country. The Macan was again the model with the highest volume and saw growth of seven per cent to 2,158 vehicles. The Cayenne achieved an increase of two per cent, with 1,385 vehicles delivered. The 911 was in third place with deliveries of 431 sports cars. 246 mid-engine 718 models were handed over. Additionally, 23 customers took delivery of their Panamera. The sales launch of the Taycan in Australia will take place in 2021.

Once again in 2020, China was undisputedly the largest single market for Porsche. This was in spite of almost all dealerships being closed in February. However, demand picked up again rapidly afterwards. Deliveries had almost reached the same level as the previous year in China by the start of the summer. Porsche delivered a total of 88,968 vehicles there in the year as a whole.

2020 financial year in figures

Porsche AG Group

14.6 %



Operating return on sales
Demonstrates healthy cost structure and long-term high profitability

272,162

Deliveries of new vehicles
The stable result was just three per cent down on 2019, which was a record year.

€4.1 billion



Cash flows from operating activities

20,015

Taycan deliveries
The launch of the new all-electric sports car was a success.

€28.7 billion

Sales revenue
This figure rose slightly year-on-year.

36,359

Number of employees
Global workforce grew by 3 per cent.



€4.4 billion

Profit before tax
This figure grew by more than eight per cent year-on-year.

€4.2 billion

Operating profit (EBIT)

33 %

of deliveries to Europe were electric vehicles.

OUTLOOK

World economy en route to recovery

Our planning is based on the assumption that global economic output will recover on the whole this year. We believe that the effects of the pandemic can be stemmed sustainably in 2021. The anticipated level of growth will probably not be sufficient to return the country to its 2019 GDP level, however. We consider protectionist tendencies, potential turbulence on the financial markets and structural deficits in some countries to be a source of risk. At the same time, growth prospects are being kept in check by ongoing geopolitical tension and conflict. Nevertheless, we believe that both developed economies and emerging markets will register positive movements in economic output.

According to our forecasts, economic growth in Western Europe will strengthen significantly in 2021. This will also be true for Germany. Similarly, we anticipate growth in Central and Eastern Europe, but on the basis of surveys expect only a moderate expansion in the Russian economy. For the United States we forecast that unemployment will fall but remain high. Overall, the economy there should improve considerably. We also anticipate a rise in economic output in neighbouring Canada and Mexico. Our forecast for the Brazilian economy is for a strong growth rate. Meanwhile, in Argentina we do not expect any improvement in the economic situation following three years of declining GDP. Our calculations show that the Chinese economy will continue to grow at a relatively fast pace in 2021. In Japan we expect economic output to increase a little.

Positive growth of car markets

According to our forecasts, demand in the world's passenger car markets will increase overall in 2021. This is based on the assumption that the pandemic can be contained on a lasting basis. We anticipate that new registrations in Western Europe will rise significantly in 2021. This will be the case for all of the major markets, i.e. Germany, the UK, Italy, Spain and France. Passenger car markets in Central and Eastern Europe will also record notable growth, we believe.

We expect that demand in the markets for passenger vehicles and light commercial vehicles (up to 6.35 tons) in North America and the United States in particular will increase considerably compared with the previous year. Furthermore, the highest demand is expected for vehicles in the SUV and pick-up segments. We also expect sales to increase in Canada and Brazil.

Passenger car markets in the Asia Pacific region are expected to be noticeably above the previous year's level in 2021. We anticipate that demand in China will also clearly exceed the previous year's figure. Good-value, entry-level SUV models in particular can be expected to remain very popular. The market in Japan is also expected to improve slightly in 2021 on the whole.

According to our forecasts, demand for passenger vehicles is set to rise across all of the major markets this year. As far as Europe is concerned, this relates to Germany, the UK, Italy and France, and it also applies to the USA and China. This is contingent on a sustained improvement in the situation with regard to the pandemic.



PORSCHE STRATEGY 2030

Porsche – A brand for those who follow their dreams

A strategy leads to success when it is recalibrated over and over, and flexibly adapted to new parameters. In this way, a strategy, and its common thread, can be continuously developed. And that is exactly what we have done: Strategy 2030 replaced Strategy 2025 Plus at the end of the financial year.

Why? The world is changing at breakneck speed. It is becoming more digital, more connected and also more volatile. The automotive sector is undergoing a complete transformation. Digitalisation and new technologies are affecting almost all areas of life and every economic sector. This is inevitably changing markets and what customers need. Working environments are growing ever more complex. At the same time, new ways of thinking and new processes are developing in a range of areas, driven by climate change.

Porsche is looking ahead. We are embracing the huge challenges as opportunities. We are proactively shaping our future. And the new Strategy 2030 is a clear expression of this mindset.

The path to the new strategy

2016: At a time of huge technological upheaval, Chairman of the Executive Board Oliver Blume presented the Strategy 2025, with its focus on the sports car of the future. The key themes were electrification, digitalisation and innovation. One outstanding result is the Taycan. Porsche's first all-electric sports car highlights the extent to which product strategy is geared towards electromobility. The Taycan is produced in the new factory in Zuffenhausen in a CO₂-neutral process. This marks a first in Porsche's history and underscores the company's commitment to the Paris climate goals.

The second stage followed in 2019 with a further sharpening of the strategy, and with Porsche focusing even more closely on current trends. These included growing urbanisation, artificial intelligence, automated driving and the rising importance of data protection and data security. The Strategy 2025 Plus involved the further development of the existing strategic aims. In particular, the cross-cutting issues of product, sustainability and innovation were to be tackled to an even greater extent across the different functions.

A view into the future

Now, in the form of its Strategy 2030, the company is taking the next step. Preparations are based around this question: How will the world of sports car and exclusive mobility develop in future?

Porsche has used three scenarios to move closer to the next decade, and thought its ideas through to their logical conclusion.

In the "Digital Frontiers" scenario, even more areas of life will be digitalised. Health, education and shopping: more and more of the things we do every day are happening in the virtual world. Digital ecosystems with products and services are vying for customers. Privacy and personalisation are becoming increasingly important. Trust is becoming the critical currency. Companies that succeed in building trusting networks with a strong brand will be the winners in this world.

The "Equilibrium Race" scenario highlights how climate change is changing people's views and values. "Zero waste" is becoming the guiding principle in all that we do. The trailblazers are the companies with the most sustainable technology. Individual mobility is becoming less important. Alongside public transport, numerous mobility services are gaining a foothold, especially in urban areas.

The third scenario, "Game of Cities", models life in megacities. There were already more than 38 of these cities in 2019, and their number is rising. This fragmented world of sprawling cities developing at different rates presents us with major challenges, not least dense traffic flows and an environmental impacts. Individual space is becoming more valuable. Mobility must be reorganised.

Using the scenario technique, Porsche can prepare for the most diverse challenges of the future.

Mission 2030

"In the beginning, I looked around and could not find quite the car I dreamed of. So I decided to build it myself."

With this quote, trailblazer Ferry Porsche set the tone for the future. It is now more than 70 years since he built the 356 and created the Porsche sports car brand. Since then, his words have lost none of their appeal. Quite the opposite, in fact. His quote perfectly describes the mission with which the company is shaping its future.

Vision 2030

The company's new vision carries Ferry Porsche's mindset into the future. Porsche – A brand for those who follow their dreams. This explicitly includes the employees.

Chairman of the Executive Board Oliver Blume adds, "Porsche epitomises freedom and independence – and the inner drive to achieve goals. To this day, nothing has changed in that regard. At Porsche, we want to help our customers realise their lifelong dreams."

Goals 2030

Porsche has defined its goals for the four stakeholder groups: customers, society, employees and investors. In keeping with this vision, the company aims to be the most recognised brand and one that particularly excites its customers.

Sustainability is now an even bigger priority. Porsche assumes responsibility for society and is striving to become carbon-neutral as soon as possible, across the entire value chain.

The company's successful future depends on happy employees. The company wants to keep on being an outstanding employer.

Porsche is facing up to the major financial challenges of the present day. The company is investing heavily in such areas as innovation, digitalisation and training. Despite this necessary financial effort, Porsche is sticking to its strategic target of a return on sales of 15 per cent.

Mission 2030

"In the beginning, I looked around and could not find quite the car I dreamed of. So I decided to build it myself."



Photo: Ferry Porsche (left) with his son Ferdinand Alexander

Goals 2030

CUSTOMER

Lead in customer desirability

- Brand perception #1
- Customer excitement #1

EMPLOYEE

Be the top employer of choice

- Employee fascination > 85%
- Attractive employer Top 3

SOCIETY

Drive change for a sustainable world

- CO₂ net neutral value chain
- ESG rating in best class

INVESTOR

Preserve high profitability

- Return on Sales ≥ 15%
- Return on Investment ≥ 21%





STRATEGY HOUSE

Six cross-cutting strategies

Customer, products, sustainability, digitalisation, organisation and transformation: these are the six cross-cutting elements that make up the Porsche Strategy 2030. These topics are managed by cross-functional teams in close collaboration with the Executive Board. They form the centre of the Porsche strategy house and feed into the corporate goals. The results programme provides the foundation. Porsche uses this to increase efficiencies and to tap into additional sources of income.

The second foundation stone is the Volkswagen Group's "Together4Integrity" (T4I) programme, which aims to bolster the Group's integrity and compliance across all brands and companies. These are of equal importance to such factors as sales, earnings, product quality or employer attractiveness as long-term strategic and operational performance indicators.

The cross-sectional "Customer" strategy focuses on the relationship with our customers. Premium customer experiences should further boost customer loyalty and attract new audiences to the Porsche brand. Omni-channel sales and the development of a strong Porsche community are designed to connect customers with the brand online and in the physical world.

The "Products" cross-cutting strategy focuses on the customer requirements of the future, consistently aligning product strategy with digital, networked and innovative products and services. In addition to the core business, individual mobility solutions and financial services should also contribute to corporate profitability.

The "Sustainability" cross-cutting strategy defines and focuses on specific priorities for sustainability at Porsche. These extend from ecological and social aspects to responsible corporate governance. Decarbonisation and maintaining a circular economy along the entire value chain are key. We are also pushing for sustainability in the supply chain and strengthening our social commitment with the aim of empowering and educating members of society.

The "Digitalisation" cross-cutting strategy focuses on building up the company's own digital skills and involving strategic partners in order to accelerate change. Shortening the time-to-market for products and business models, an open-platform strategy, and the use of artificial intelligence and data-driven optimisations should make a major contribution to the business result.

The "Organisation" cross-cutting strategy relates to the future, organisational alignment of Porsche. The goal is to tackle today's fields of activity as effectively and efficiently as possible. We define the strategic value creation fields that we will work on within our own organisation in the future and that will be covered in the context of strategic partnerships or by external suppliers. We want to establish Porsche as an innovation leader in the areas that matter most to us.

The focus of the "Transformation" cross-cutting strategy is on people. The aim is to provide new ways and methods of working and to empower employees to face future challenges. Leadership has a central role to play in this regard: informing employees about changes at an early stage, involving

them in the relevant processes, and motivating them to drive the change forward together. This new form of leadership inspires employees to act with entrepreneurial spirit and is geared towards a long-term vision and goals.

"THE VIEW INTO THE FUTURE IS ALWAYS TINGED WITH UNCERTAINTY. THAT'S EXACTLY WHY IT'S IMPORTANT FOR THE STRATEGY TO GUIDE US AND CONNECT THE MAJOR ISSUES TO SPECIFIC COMPANY AIMS. THE STRATEGY 2030 PROVIDES AN EXCELLENT BASIS FOR THIS. WE ARE MOVING IN A CLEAR DIRECTION, WE HAVE THE TOOLS WE NEED, AND WE KNOW TO BE FLEXIBLE. WE MUST TAKE THE FUTURE INTO OUR OWN HANDS."

Oliver Blume,
Chairman of the Executive Board



SUSTAINABILITY MANAGEMENT
Sustainability strategy
Sustainability organisation
Sustainable Development Goals



SUSTAINABILITY MANAGEMENT

In the reporting year, Porsche approved its Strategy 2030, further developing its strategic focus on sustainability. The company is reviewing the entire value chain with a view to improving sustainability at all levels of its commercial activities, against the backdrop of global challenges. With the sustainability focus of Strategy 2030, Porsche is pursuing its long-term objective of achieving meaningful growth in economic benefit and social responsibility while reducing the ecological footprint of its business.

Sustainability strategy

Businesses are key participants in society. Commercial activities have a diverse range of social, economic and ecological impacts. As employers and economic actors, however, companies also depend on the acceptance and well-being of society. The coronavirus pandemic made this dependency particularly tangible during the reporting year. Society rightly demands that businesses meet their obligations and are accountable and put their power behind universal concerns.

Every year more resources are consumed around the world than can be naturally produced. The planet's population will grow to over eight billion people by 2030. Companies are operating in a new economic context shaped by global competition for resources, the threat of climate change, political upheaval and the global consequences of the pandemic, rampant consumer demand, and the changing views and standards of a range of interest groups in relation to sustainable development. The automotive industry is especially affected by this. It is facing major change and new challenges.

The new Porsche sustainability Strategy 2030 identifies the principal challenges for the company in six strategy fields that are key to the sports car manufacturer's sustainable development. These action areas provide a consistent focus for Porsche's activities. The impact of business activity and of society's expectations for the company are always at the core. With its strategy fields, Porsche is meeting global risks head-on while simultaneously embracing new opportunities to influence and innovate, in collaboration with its suppliers, employees and customers, across the entire value chain of the business.

Porsche organises its sustainability activities on the basis of the following six strategy fields:



DECARBONISATION



CIRCULAR ECONOMY



DIVERSITY



PARTNER-TO-SOCIETY



SUPPLY CHAIN RESPONSIBILITY



GOVERNANCE & TRANSPARENCY

Progress on this journey is subject to regular evaluation and the strategy is continually updated to secure the best possible outcomes. Porsche also engages actively with its internal and external stakeholders as well as with recognised experts such as the members of the Porsche Sustainability Council.

With ambitious aims, the Porsche Sustainability Strategy 2030 is measured against scientific findings and external expectations that create the framework for effective action. The company is also drawing on its inherent values and the brand's calling to be a bold and visionary pioneer of sustainable mobility. Porsche seeks to shape its future responsibly and successfully, with and for society.

The new strategy fields underscore Porsche's commitment to focusing on sustainability in its entirety. Indirect effects of the company's business activities, including in the supply chain, are given the same level of attention as direct, operational impacts. In this way, Porsche is living up to its responsibility along the company's entire value chain.

Strategy areas in Porsche's Sustainability Strategy 2030

ENVIRONMENT, SOCIETY AND RESPONSIBLE COMPANY MANAGEMENT



DECARBONISATION

Consistent reduction in CO₂ emissions throughout the value chain



CIRCULAR ECONOMY

Efficient, circular use of resources at all levels of the value chain



DIVERSITY

Equal opportunities and diversity in all areas of employment



PARTNER-TO-SOCIETY

A commitment to society wherever Porsche is active



SUPPLY CHAIN RESPONSIBILITY

Protection for human rights, good working conditions and responsible processes throughout the supply chain



GOVERNANCE & TRANSPARENCY

Transparent and responsible company management and unconditional compliance

*The chapters in the Sustainability section of this report are organised according to the reporting areas "Innovative Mobility", "Reliable Partner" and "Go to Zero" in line with the previous reporting period. Due to the new strategic direction undertaken in the reporting year, Porsche is in a process of transformation that will also shape the form of future sustainability reporting.

Sustainability organisation

→ GRI 102-43

Sustainability is anchored as a central cross-cutting issue in the Porsche Strategy 2030. The Chairman of the Executive Board is directly responsible for this topic, with additional support from the Member of the Executive Board for Production and Logistics and the Member of the Executive Board for Procurement.

Porsche's sustainability organisation is implemented across the entire Group. A transparent internal structure with defined roles and responsibilities allows sustainability topics to be handled consistently and effectively throughout the business. This is underpinned by the "Group Sustainability Directive". The Directive contains binding rules on organisational processes, topic management, project implementation, and communication of all sustainability topics.

The Executive Board of Porsche AG acts as the highest authority on sustainability. It regularly meets in the context of Board Strategy Workshops and sets the fundamental strategic direction as well as specific targets for sustainability. It also decides on the realisation of far-reaching sustainability measures and light-house projects.

During the reporting year, a new "Sustainability" department was created within the "General Secretary and Corporate Development" division with responsibility for the sustainability strategy, its implementation and its continued development. The department is also responsible for carrying out sustainability projects and managing the company's sustainability bodies. In line with the Volkswagen Group Sustainability Guidelines, the "Sustainability" department is the interface with the Volkswagen Group, where it represents the Porsche brand's sustainability management.

In addition, the "Politics and Society" department of the "Communications, Sustainability and Politics" division is responsible for internal and external sustainability communications, non-financial reporting and the ongoing reinforcement of stakeholder dialogue and collaboration in sustainability networks. The Office of the Sustainability Council and the project management for all activities relating to the Value Balancing Alliance are also firmly embedded here.

As a cross-departmental entity the Environment and Sustainability steering committee sets and consolidates the direction and content of the environment and sustainability

strategy in preparation for its subsequent adoption by the Environment and Sustainability Steering Group and the Executive Board. The steering committee comprises representatives of all departments with relevance to sustainability. It focuses on matters relating to the environment and sustainability strategy, including decisions on the roadmap and objectives. The Environment and Sustainability steering committee also forms working groups to prepare, evaluate and refine topics, projects and initiatives relating to sustainability. It generally holds bimonthly meetings and reports regularly to the Steering Group above it.

The Environment and Sustainability Steering Group is the ultimate instance in Porsche at which the focus and direction of the environment and sustainability strategy can be established in preparation for adoption by the

Executive Board. The Steering Group is composed of the heads of the main divisions and can be expanded flexibly as required. It is concerned with all topics conducive to the development and creation of the environment and sustainability strategy, and commissions the Environment and Sustainability steering committee to prepare and agree topics, projects and initiatives relating to sustainability. The division of roles and responsibilities among the members of the Steering Group and participants in the topic areas is governed for both the Steering Group and the steering committee in accordance with the Porsche Group Sustainability Guidelines. The Environment and Sustainability Steering Group meets once each quarter and provides regular reports to the Executive Board.

PORSCHE SUSTAINABILITY COUNCIL

The Porsche Sustainability Council is a group that advises the company's Executive Board and top management. The Council is composed of independent experts from the worlds of business, science, politics and civic society. Since being founded in 2016, it has been an effective contributor to and critical partner in Porsche's credible, strategic approach to sustainability, through its ideas, regular consultations and its own projects.

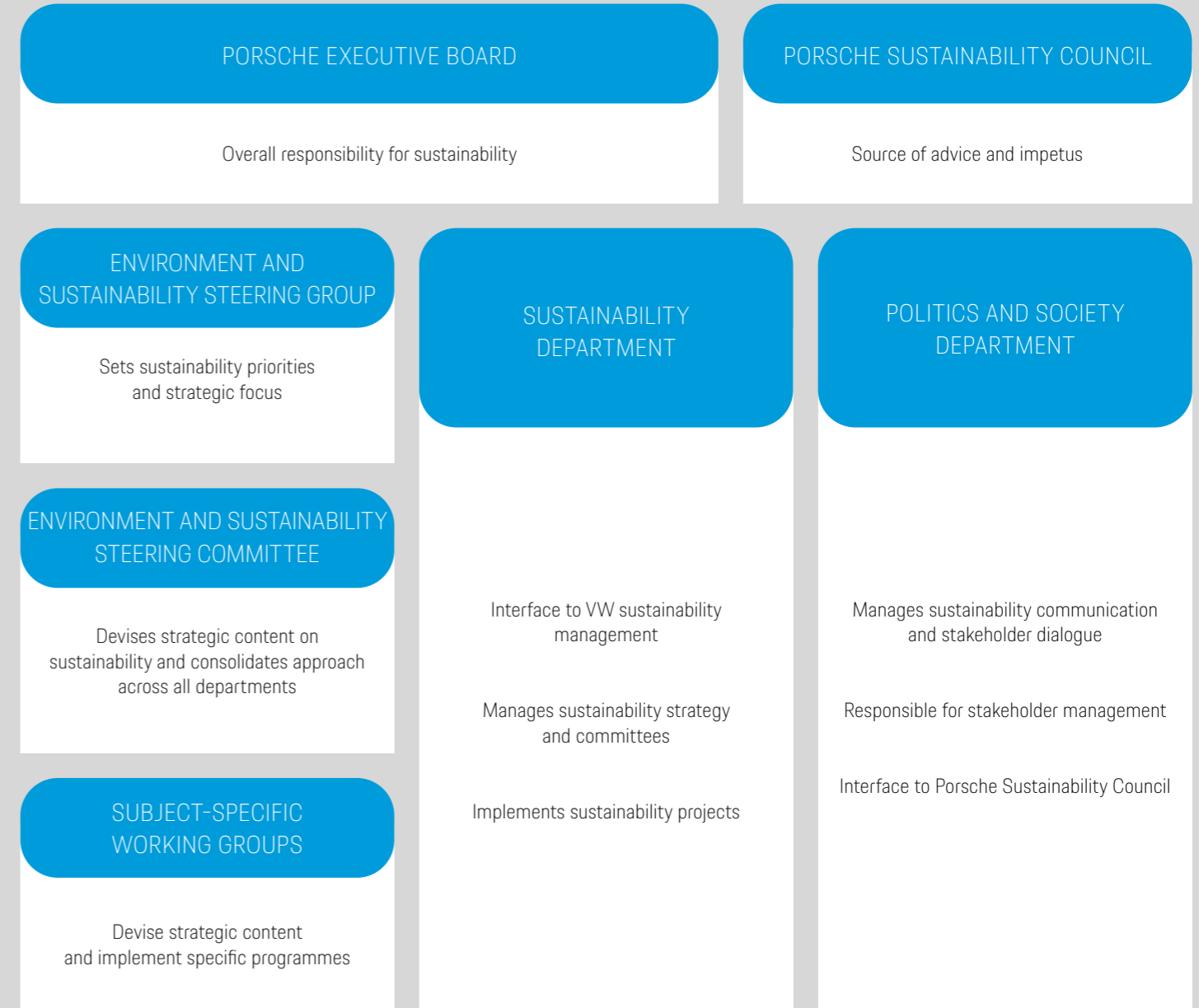
The Sustainability Council convened at the end of 2020 is composed of the following members: Prof. Lucia Reisch, Prof. Sonja Peterson, Prof. Maximilian Gege, Prof. Ortwin Renn and Prof. Klaus Töpfer. The Council members are independent and not bound by instructions. The Executive Board has given the Council far-reaching rights to information and consultation, as well as rights of initiative.



In the reporting year, the Sustainability Council held two consolidated meetings with the Porsche Executive Board. The core topics of discussion included the handling of the coronavirus crisis, decarbonisation and the creation of resilient and sustainable supply chains. The Porsche Sustainability Council also met twice with the Sustainability Council Office and held one meeting with the Volkswagen Group Sustainability Council. Alongside regular conference calls, members of the Council were closely involved in further development of the sustainability strategy and deepening of the stakeholder dialogue.

The Sustainability Council will be further strengthened in 2021, growing from five to six members, in response to the constantly increasing global challenge and rising importance of sustainability.

An overview of sustainability organisation



Sustainable Development Goals

→ GRI 102-47

The United Nations Sustainable Development Goals (SDGs) form the core of the 2030 Agenda for Sustainable Development. The 17 global sustainability goals that have been defined are intended to reconcile economic progress with social justice and environmental compatibility.

Porsche takes its responsibility seriously to counter the depletion of natural resources and climate change and make a positive impact on social development. The company is committed to the SDGs and is focusing its activities for sustainable development on the key topics that can make a tangible contribution through its own business model and associated value creation processes.

Taking account of internal and external sources, there are seven SDGs to which Porsche can make a significant difference through its sustainability activities.

SDG 4 – Quality education

For Porsche, education is a key to sustainable development. This is why the company offers its trainees and staff a diverse programme of vocational and professional training. All employees have access to systematic further development opportunities based on their needs. At its company sites as well as on the international stage, Porsche is also committed to a range of educational and scientific projects, including regional schemes in Stuttgart and Leipzig with the “Ferry Porsche educates” initiative, as well as the international “Porsche Aftersales Vocational Education” (PAVE) programme, which aims to provide and expand local vocational education for Porsche’s sales organisations as required around the world.

SDG 8 – Decent work and economic growth

Porsche creates high quality jobs to create value and achieve sustainable growth, and affirms its commitment to observing and protecting human rights beyond the factory gates and throughout the supply chain. The sports car manufacturer therefore not only assumes responsibility for its employees and invests in their future. It also sets high, internationally recognised standards for social and human rights that must be met by its suppliers. In this way, Porsche provides effective support to the protection of humane working conditions and categorically rejects all forms of modern slavery, such as forced, mandatory and child labour.

SDG 9 – Industry, innovation and infrastructure

Porsche is synonymous with innovative products and services. By expanding a high-performance charging infrastructure for electric vehicles, permanently working to find innovative solutions, and trialling digital technologies and future trends, the company is playing an instrumental role in sustainable development. The Taycan, Porsche’s first fully electric sports car, illustrates the mobility revolution. The new plant constructed for production of the Taycan in the company’s traditional main Zuffenhausen works is also a good example. Here, Porsche has upgraded the entire site to make it CO₂ neutral.

SDG 11 – Sustainable cities and communities

The sports car production at the main plant in Stuttgart-Zuffenhausen is located in a mixed-use zone, surrounded by residential areas. Consequently, the company is directly confronted with the challenges posed by increasing urbanisation of the planet. This is another reason why Porsche feels a sense of duty to actively contribute to the sustainable development of cities by providing smart solutions. Resource-efficient production processes and products, as well as technological and social innovation, are the key factors for the company in this regard. Porsche is putting all its energy into mobility that is fit for the future and is including forward-looking concepts such as sharing, rental and leasing concepts in its portfolio to make urban mobility more flexible.

SDG 12 – Responsible consumption and production

Porsche not only works non-stop on products that are more environmentally and resource-friendly, but also undertakes to make its manufacturing processes as efficient as possible and sparing on the environment. The ecological and social quality of processes is equally as important as the economic, functional and technical qualities. The company places the utmost value on compliance with international rules on employee, health and environmental protection. For this reason, ethical perspectives and standards are also written into the sustainability requirements that apply to the Porsche supply chain.

SDG 13 – Climate action

Climate change is one of the most pressing issues of our time. Porsche is embracing the challenge of pushing technological boundaries, reducing fuel consumption and developing innovative drive systems. The company is aiming for total decarbonisation and CO₂ neutrality, in this way making a contribution to the achievement of the UN climate goals. Throughout the value chain, Porsche follows the principle of avoid, then reduce, then offset.

Porsche accepts its responsibility for tackling the depletion of valuable resources, acting to stop climate change, and making a positive contribution to social development.

The conservation of raw materials and energy is another huge priority. For example, the sports car manufacturer already obtains 100 per cent of its production electricity requirement from renewable sources and is also pushing ahead with additional climate protection projects at its individual sites. Porsche continually reduces the CO₂ emissions of its own car fleet and offsets the CO₂ emissions of its vehicle pool. As its development of electric models gathers pace, Porsche is not only making a contribution to global climate protection but is also helping to improve air quality in cities.

SDG 17 – Partnerships for the goals

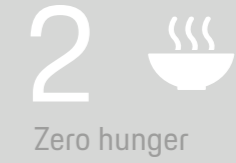
Sustainable mobility solutions and a future world that is worth living in can only be created by working together. This is why a process of permanent exchange with stakeholders and the strengthening of partnerships form the essential basis of Porsche’s sustainability strategy. The company is active in a number of networks including the German Environmental Management Association (B.A.U.M.) and the German Business Ethics Network (DNWE), and also engages in cross-industry sustainability initiatives such as the Value Balancing Alliance. Through this cooperation, Porsche supports knowledge transfer for innovative and relevant approaches from the perspective of sustainability and ensures that the needs of its own stakeholders are embedded and represented within the sustainability strategy.



The United Nations’ goals for sustainable development



No poverty



Zero hunger



Good health and well-being



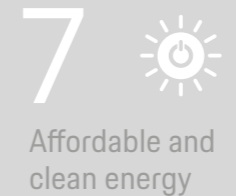
Quality education



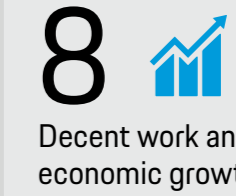
Gender equality



Clean water and sanitation



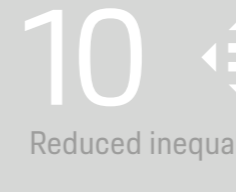
Affordable and clean energy



Decent work and economic growth



Industry, innovation and infrastructure



Reduced inequalities



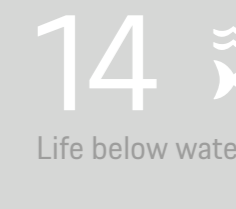
Sustainable cities and communities



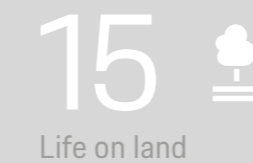
Responsible consumption and production



Climate action



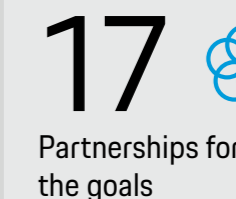
Life below water



Life on land



Peace, justice and strong institutions



Partnerships for the goals

STAKEHOLDER MANAGEMENT
Stakeholder management tools
Dialogue with politics
Memberships and networks
Stakeholder survey and materiality

MOBILITY FOR A BETTER WORLD



NEXT VISIONS
CHANGE THE GAME.
CREATE TOMORROW.

STAKEHOLDER MANAGEMENT

→ GRI 102-40, 102-42, 102-43, 102-44
 Porsche's business activities touch on the interests of many people around the world. Proactive engagement with stakeholder groups is particularly important to the company, and Porsche seeks to continually expand this dialogue. At Porsche, an open, transparent exchange of information and reasoned debate lay the foundation for mutual understanding and acceptance. Stakeholder management at Porsche takes a 360-degree approach that aims to systematically record the expectations of each stakeholder group and use this feedback as the basis for critical reflection on the strategic planning processes. By taking account of the interests and perspectives of various stakeholder groups, the company can quickly identify key social trends and incorporate these in its commercial decision-making. Looking outwards, the two-way sharing of information can reveal what scope for action Porsche sees in current challenges, and articulates the conditions and parameters that are important to the business.

Stakeholder management tools

An exchange that is beneficial for all sides must be based on trust. This is the core value of any long-term relationship between Porsche and its dialogue partners. Credible exchange with our stakeholders must be geared towards the long term and be nurtured on an ongoing basis. Porsche believes it is important for people to talk to one another, not over one another. The company's approach seeks to understand, to break down barriers and to foster long-term partnerships. It does this through a range of communication channels and formats for dialogue with both internal and external audiences.

The most important sources of information for thought leaders, decision makers and customers include the Porsche magazine Christophorus, published in 13 languages around the world, the Newsroom with its Twitter and Instagram channels, the web-based TV channel 9:11 Magazine and the Porsche website. During the reporting year, the 9:11 podcast was added to this extensive range of channels, with both a German and an English-language version. Porsche's employees also have many ways of contributing their own thoughts and ideas, as well as opportunities for interacting directly with technical managers. All internal communications are published in digital and printed formats through the Carrera media. A separate sustainability-focused Info World section on the Carrera Online pages on the intranet

as well as feature articles on sustainability in the Carrera Magazine keep employees up to date with the latest developments. Regular works and departmental meetings, employee information events, and specific topic and innovation weeks also form part of the diverse programme of internal communications.

Porsche seeks to establish personal contact through stakeholder engagement events, such as the regular Neighbourhood Dialogues that take part at the company's sites. Since 2016, these have given local residents the opportunity to raise specific issues with the experts directly. Unfortunately the extensive restrictions implemented as a result of the coronavirus pandemic have meant that the events planned for the reporting year have not been able to take place as normal. In response, Porsche has ramped up its online dialogue with key groups to obtain direct feedback and suggestions. Through a dedicated email address sustainability@porsche.com, the sports car manufacturer offers stakeholders a way of contacting the responsible department directly.

At Porsche, an open, transparent exchange of information and reasoned debate lay the foundation for mutual understanding and acceptance. Stakeholder management at Porsche takes a 360-degree approach that aims to systematically record the expectations of each stakeholder group and use this feedback as the basis for critical reflection on the strategic planning processes.

VALUE BALANCING ALLIANCE

In November 2019, Porsche became the first automobile manufacturer to join the Value Balancing Alliance. The objective of the group is to develop a standardised way of measuring and evaluating in money terms the impact of companies' business activities on the environment and society. The new methodology is being produced in collaboration with the other members BASF, BMW, Bosch, Deutsche Bank, Kering, LafargeHolcim, Mitsubishi Chemical, Novartis, Otto, Volkswagen, SAP, Schaeffler and SK, as well as partners including the OECD and the European Commission.

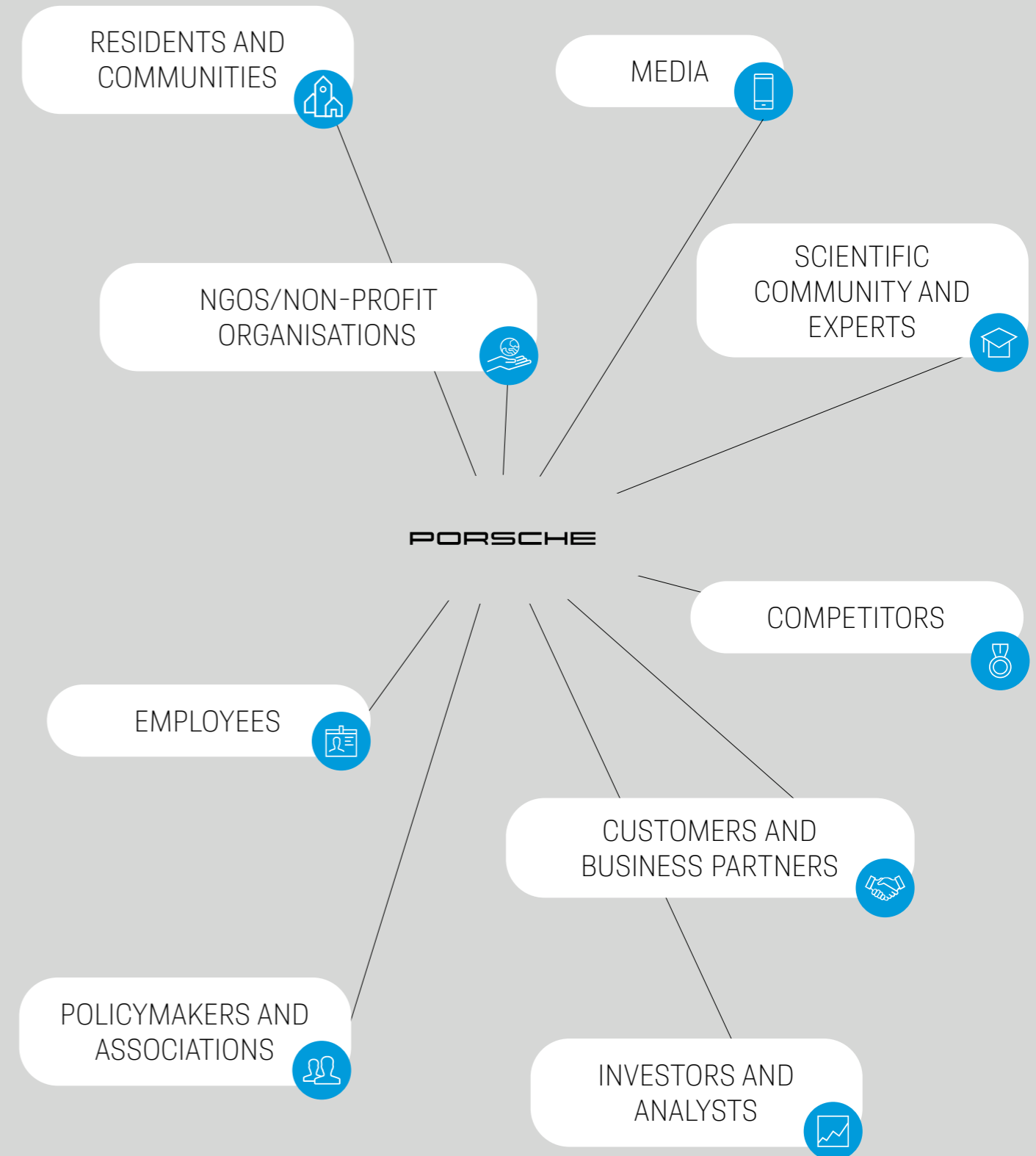
The value of a business is not simply a function of the financial value it creates, but also incorporates its ecological and social value. Porsche is seeking to make its sustainability activities even more effective and to improve how sustainability is integrated across its decision-making processes. In joining the alliance,

Porsche is also undertaking to pilot the methodology within its own organisation. With support from the Volkswagen Group, Porsche is assuming a leading role across all of the Group's brands as a core member of the Value Balancing Alliance.



Our stakeholders
 → GRI 102-40, 102-42, 102-43, 102-44

The most important company stakeholders (internal and external) as determined by internal analyses.



Dialogue with politics

Porsche operates in a complex and heavily regulated field. Its commercial decisions are influenced by numerous requirements, and the decision-making process must assess and take account of consequences for stakeholders. It is necessary to engage in transparent and proactive dialogue with governments, parliaments, authorities, associations, institutions and representatives of civic society through political lobbying to contribute to the environment in which the company undertakes its commercial activities.

The "Politics and Society" department coordinates all political topics that are relevant to Porsche. It does this at all levels, whether local, regional, national or international. It is also responsible for the company's political lobbying. The Politics team works with associations and is in contact with a range of NGOs, and business, civic society and political representatives. Its activities include the organisation of and support for visits by politicians and political events, as well as providing regular updates on political topics and developments to the Executive Board.

Porsche's political activities are coordinated with those of the Volkswagen Group to ensure a joined-up approach and consistent communications in dialogue with partners. Porsche also sits on the Volkswagen Group "Public Affairs" steering committee, which reports regularly to the Group Board of Management.

Principles such as integrity, openness and verifiability, as well as guidelines on contact with politicians are set out in the Group-wide policy. The policy also regulates the political lobbying process. Accordingly, just like all of the brands, foreign markets and divisions that undertake political lobbying in the Volkswagen Group, the people responsible for politics at Porsche provide information to Group Public Affairs about their activities. Activities encompassing business and political organisations also respect the principles of openness, verifiability and responsibility, and are carried out in compliance with competition law, anti-trust and all other legislation.

Porsche does not have representative offices in Berlin, Brussels or elsewhere in the world. The list below provides a selection of the company's memberships of business and political organisations and associations:

- German Association of the Automotive Industry (VDA)
- Industry Association of Baden-Württemberg (LVI)
- Südwestmetall (Baden-Württemberg employers' association for the metal and electrical industry)
- Chamber of Commerce and Industry of the Stuttgart Region (IHK)
- Leipzig Chamber of Commerce and Industry (IHK)
- Society for the Advancement of the Kiel Institute for the World Economy
- American Chamber of Commerce in Germany e. V. (AmCham Germany)

Porsche's activities are directed at promoting a Europe that is harmonious, sustainable and internationally competitive. The single European market, cross-border trade, worker freedoms and the sharing of knowledge are fundamental conditions for competitiveness. Porsche supports the objectives of the Paris Agreement and welcomes the European Green Deal as a key framework for the future. The company supports free, fair, sustainable and rules-based international trading relationships that protect human rights and promote prosperity, employment and growth.

As a matter of course, Porsche remains impartial in its dealings with political parties and interest groups. The company does not donate to political parties. During the reporting year, it incurred no expenditure related to supporting party events, advertising in publications affiliated with parties, or external lobbying agencies or services.

Memberships and networks

Cooperating in networks and engaging in sustainability initiatives and working groups also forms part of Porsche's stakeholder dialogue as it works to drive forward economic, ecological and social issues. Porsche participates across a broad spectrum of areas.



For example, the sports car manufacturer is a founder member of the "Bündnis für Luftreinhaltung" clean air alliance, a member of the "Plattform Urbane Mobilität" and an active participant in the industry dialogue on the German "National Action Plan for Business and Human Rights".



It has also been a member of the "German Environmental Management Association" (B.A.U.M.) since 2016. In 2017, the company joined the German "Business Ethics Network" (DNWE) and became a signatory to the state of Baden-Württemberg's "WIN! charter" for sustainable business, marking its commitment to entrepreneurial responsibility. Since 2018, Porsche has also been one of the cooperation partners involved in the "nachhaltig.digital" competence platform.



The aim of the joint project on the part of B.A.U.M. and the "German Federal Environmental Foundation" (DBU) is to use digitalisation as a tool for future-proof, sustainable development. Together with the Volkswagen Group, Porsche was the first automobile manufacturer to become a core member of the Value Balancing Alliance, doing so at the end of 2019. During the reporting year, the company also joined the "Responsible Mica Initiative" (RMI). This cross-industry coalition campaigns for transparency and improved working conditions in mica mining.



Stakeholder survey and materiality

→ GRI 102-40, 102-43, 102-44, 102-46, 102-47, 102-48

Since 2013, Porsche has asked its stakeholders about their views and expectations on sustainability and future challenges every other year. In autumn 2019, various stakeholders were invited to evaluate the company's sustainability activities for the third time as part of an anonymous and international online survey. In total, 1,459 people from Europe and China responded. Around 79 per cent of the responses came from European markets and around 21 per cent from China. Alongside customers, business partners, analysts/investors, politicians and representatives of public authorities, media outlets, and representatives from NGOs and academia, this survey was the first to feature Porsche employees on a wider scale. Owing to the large number of employee responses, the internal and external stakeholders were assessed using a 50:50 weighting. The responses from external stakeholder groups were also weighted equally.

In consultation with internal and external experts, relevant sustainability aspects within the three reporting areas of Innovative Mobility, Reliable Partner and Go to Zero were identified prior to the online survey, and 18 key topics were put to a vote.

As well as completing a topic evaluation, the Porsche stakeholders demonstrated in their answers to the additional questions that they perceived climate and environmental impacts, changing mobility needs and the scarcity of energy and resources to be the greatest challenges facing the company both now and in the near future. These views are also reflected in the degree of relevance attributed to the topic by the stakeholders and in the strategic action areas of the Porsche Strategy 2030. The surveyed stakeholders also confirmed the view that there is no conflict in principle between sustainability and the manufacture of premium sports cars, with 81 per cent not believing there to be any incompatibility.

The members of Porsche's Sustainability Advisory Committee also had the chance to provide detailed feedback on current sustainability topics at Porsche, considering the potential opportunities and risks. They presented specific recommendations for action to further shape Porsche's engagement. Areas of importance for the committee included new mobility options, alternative drive systems and vehicle emissions, and stakeholder dialogue. The members of the Sustainability Council discussed their ideas on these issues

at two joint meetings with the Porsche Executive Board during the reporting year.

A workshop with representatives of the relevant departments at Porsche was held during the autumn of 2019 to assess the company's own impact in detail. In a process covering multiple steps, the workshop evaluated the impact of Porsche's business activities on the environment, employees and society in terms of the 18 defined topics. The importance of this topic to the business activity of a sports car manufacturer was also assessed. Porsche pooled the results in a materiality matrix before the start of the reporting year, identifying the most important issues and illustrating how these were linked. The resulting findings will be used for the ongoing development of the company's sustainability strategy. In this report, Porsche refers to all topics resulting from the company values, the Strategy 2030, the risks and opportunities for the company, and its corporate goals.

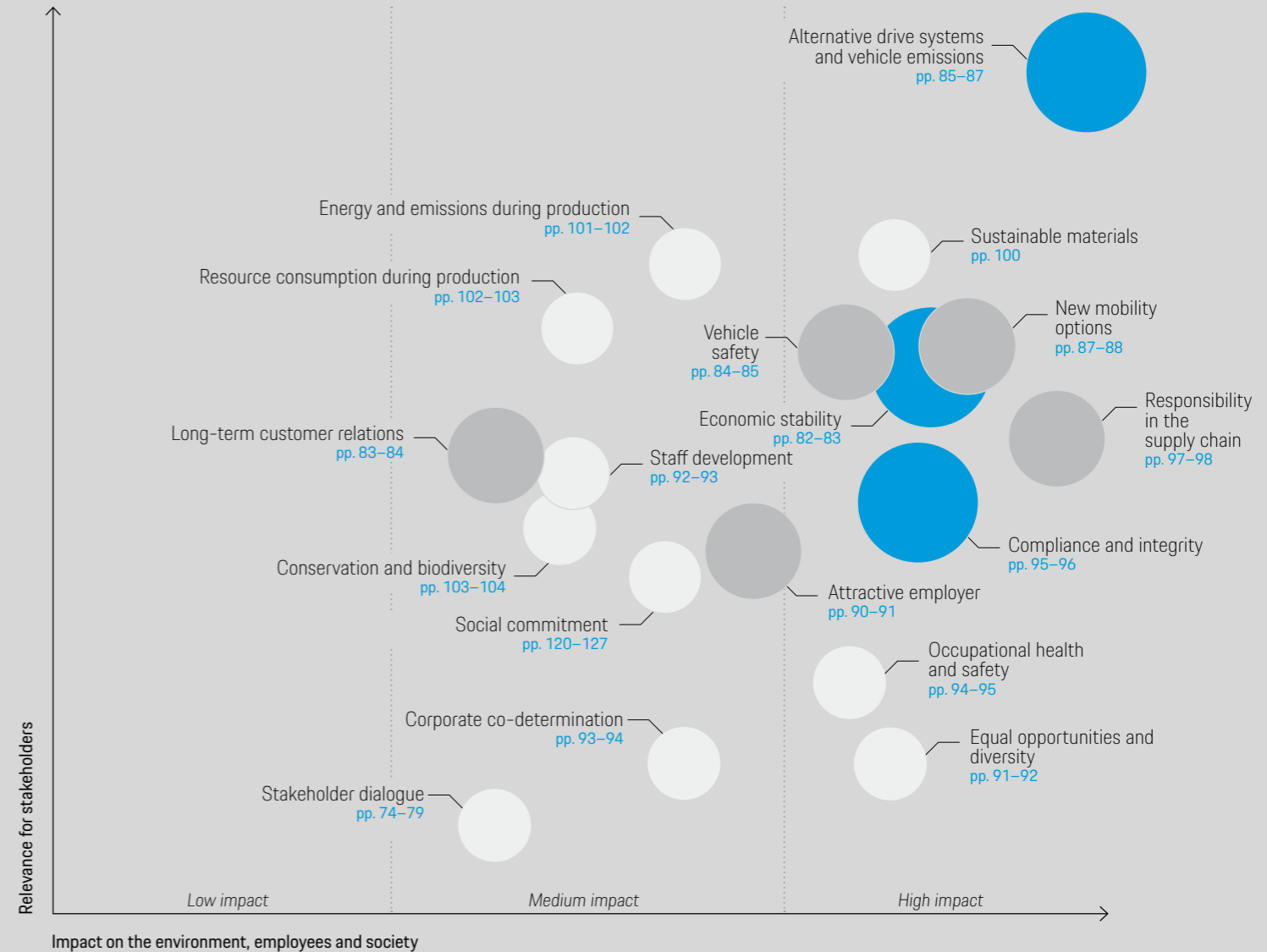
The materiality matrix links the results of the stakeholder survey with the views of the Sustainability Expert Group expressed during the workshop. It establishes a correlation between the direct impact that the business activities have on the environment, employees and society (x-axis) and their relevance for stakeholders (y-axis). As a third dimension to this analysis, Porsche rated the relevance of the 18 key topics to the company's business and illustrated the results of the assessment in differently sized, circular ideograms. The degree of business relevance of the individual topics is shown by means of four levels: none, low, medium and high.

The next Porsche stakeholder survey is scheduled for 2021 and will be expanded to cover additional markets.

The resulting findings will be used for the ongoing development of the company's sustainability strategy. In this report, Porsche refers to all topics resulting from the company values, the Strategy 2030, the risks and opportunities for the company, and its corporate goals.

Materiality matrix

→ GRI 102-44, 102-46, 102-47



REPORTING AREAS

Innovative Mobility

Reliable Partner

Go to Zero





INNOVATIVE MOBILITY

Porsche shapes the mobility of tomorrow with innovative products, pioneering technologies and attractive services. Regularly questioning the status quo is part of the company's identity and continuously ensures its future viability. The sports car manufacturer has set itself the demanding task of maintaining its customer relationships, furthering the allure of the brand and delivering a sporty driving experience, all while promoting environmentally friendly, resource-saving mobility. Porsche also expects the same standards from its own employees, as well as from its suppliers and service providers. Honest collaboration with customers and partners creates trust, which in turn generates economic stability as well as the long-term retention and expansion of jobs – providing a boost to the regional and global economy alike. Porsche is all but unrivalled when it comes to power, dynamics and the appeal of individual mobility. This is further reinforced by the essential features of modern vehicle architecture, such as fuel efficiency, reduced emissions and light-weight construction. With the action area Innovative Mobility, the company unites pioneering and sustainable mobility with Porsche's renowned performance.

The reporting area Innovative Mobility covers the following topics identified in the materiality analysis: economic stability, long-term customer relations, vehicle safety, alternative drive systems and vehicle emissions, and new mobility offerings.

ECONOMIC STABILITY

Effective, sustainable activity is a fundamental prerequisite for the economic success of a business. Only those that enjoy economic success have the means to intercede on behalf of the environment and society – that is why Porsche builds on economic stability and value-creating growth.

Securing high profitability

Porsche has excellent profitability. It has set itself the strategic target of achieving a minimum operating return on sales of 15 per cent and an operating return on investment of at least 21 per cent. Even with high levels of investment in e-mobility, the sports car manufacturer is positive that its continual improvements to productivity and processes, plus strict cost management, will ensure that it continues to meet the future profit targets that it has set for itself. Porsche's company management is focused on always maintaining a flexible and scalable organisational structure and cost structure. Therefore, in shaping its product portfolio, Porsche attaches great importance to consistently prioritising and protecting the business cases of strategic projects and plans in the scope of defined budgets. The company measures and reports on the success of its measures through financial data and value creation calculations.

1 bn.

GREEN SCHULDSCHEIN BOND LOAN

The industry's first "Green Schuldschein"

The transition to climate-neutral products and forms of production that feature a more closed-loop approach will have a key impact on business and competitiveness in the future. As part of the European Union's "Sustainable Finance Strategy", more and more capital will be directed into sustainable investments. Financial products that are used to pursue sustainable objectives form part of this trend. Porsche already embarked on a new path in August 2019, with the refinancing of sustainable projects. The sports car maker is the first automotive manufacturer to offer a "Green Schuldschein" (bonded loan), with the one billion euro transaction being the largest to date. With the aim of refinancing its portfolio of projects, Porsche has earmarked the funds raised for the development of the fully electric Taycan, along with investments in modern, energy-efficient production buildings and facilities that will be used exclusively for manufacturing and developing battery-powered vehicles.

The company has obtained "Clean Transportation" certification from the Climate Bond Initiative (CBI) for the composition of this portfolio of green projects. This has been carried out in accordance with the Green Bond Principles of the International Capital Market Association (ICMA) and was verified by the rating agency ISS ESG. ISS ESG and CBI confirmed that the funds had been used correctly and completely for the project portfolio in the scope of a post-issuance certification carried out in September 2020. The refinanced green project portfolio supports the United Nations Sustainable Development Goals (SDGs), notably target 9.4 (reduce CO₂ emissions through clean technologies) and 11.2 (provide access to sustainable transport systems). In its automotive operations, Porsche's objective is to increase the share of sustainable refinancing from its current level of around 50 per cent to 100 per cent by 2030.

50% to 100% ↑
TARGET FOR SHARE OF SUSTAINABLE REFINANCING BY 2030

Investment in digitalisation

Porsche is also making major investments in its innovative capacity and the digital transformation. Digitalisation impacts all areas of the company – from internal processes to the interaction with customers and the development of new products and services.

The sports car manufacturer firmly believes that digitalisation will be a major factor in securing the long-term, sustainable future of the business. It is a mega trend that encompasses enormous opportunities and potential from the capture and connectivity of information. Digital processes allow data to be exchanged and analysed more quickly, helping to make better decisions more quickly. In addition, digitalisation opens up the prospect of more flexible forms of work that are better tailored for individual needs ("new work"), so that employees can become more environmentally and socially compatible. These options include remote working opportunities for office workers as well as instruments from the Porsche Production 4.0 tool kit, such as the Production app, which supplies master foremen and planners in Zuffenhausen with precisely the overview they need to see the stage of production they are currently at.

SUSTAINABILITY PERFORMANCE RECOGNISED WITH "PRIME" STATUS

In 2020, Porsche was awarded "Prime" status for the first time by the sustainability rating agency ISS ESG for the first time, which means the sports car manufacturer is ranked among the best in its sector. ISS ESG assesses sustainability performance on the basis of more than 100 standardised, industry-specific indicators covering the environment, social factors and company leadership. Each year, over 800 different indicators are analysed at in excess of 8,000 companies around the world using information in the public domain and direct dialogue with the businesses themselves.



ISS ESG stated that its assessment of the Porsche's sustainability performance was particularly positive in the areas "Staff and Suppliers", "Society and Product Responsibility" and "Environmental Management". Above-average results were also confirmed in the industry-specific fields "Product and Data Security", "Sustainability Standards in the Supply Chain", "Alternative Drives" and "Life Cycle Analyses". For its assessments in the automotive industry, ISS ESG focuses particularly strongly on the company's strategy for alternative drives, especially all-electric vehicles. With the Taycan and the all-electric successor to the Macan, as well as its further electrification strategy, Porsche is ideally placed for the future in this area. The company believes this independent external assessment is an important instrument and source of input for the continuous improvement of its sustainability performance.

Porsche is supporting a broad spectrum of digitalisation approaches, including those brought to it from outside the company. The aim is to provide financial support to the best solutions that can be developed in the market or internally, so that they grow and realise their potential. This is why Porsche invests in start-ups that take an entrepreneurial approach to sustainability. In doing so, the company also seeks a financial value contribution and a reduction of costs of innovation. One example is "Miles" www.getmiles.com, a concept supporting rewards for mobility miles. Porsche Ventures is providing growth funding for a business with a concept that unifies city planning and traffic data flows across all forms of mobility. An app recognises whether a user is walking, cycling, travelling by bus, in their own car or using a Lyft or Uber service provider, and rewards them with miles according to how environmentally friendly the journey is.

Porsche also promotes digitalisation and innovation in the scope of public and industry-wide initiatives, such as the Innovation Roundtable www.innovationroundtable.com. This platform allows for specific sharing of information with other companies, promotion of the German Startups Association and participation in the Baden-Württemberg Strategy Dialogue.

LONG-TERM CUSTOMER RELATIONS

High levels of customer satisfaction and close customer relationships have always played a vital role for Porsche as a provider of exclusive sports cars and services. The more differentiated the range of services and products on offer, the more important it is to address each customer as an individual and provide them a tailored offer across the entire life cycle of their vehicle. Porsche can do this thanks to a refined customer relationship management system that extends throughout the whole customer relationship.

Extension of digital customer care

To ensure customers can be reached around the clock, whatever their location, the "Sales and Marketing" division has increased its expansion of digital contact points in recent years. This has proved to be beneficial, especially during the coronavirus pandemic, as it has allowed Porsche to keep in touch with its customers.

Porsche has significantly increased its efforts in expanding the "My Porsche" customer portal and has extended the portal's range to more than 900,000 Porsche ID users around the world. A range of new functions were implemented during the reporting year. These include options to book events, such as dealer events, service appointments and also the option to provide vehicle check videos, allowing the customer to view the servicing at the dealership online.

The new "Behind the Scence" function gives Porsche customers an exclusive look at the sports car manufacturer's production facility in Zuffenhausen, following the construction of a Porsche step by step. This offer lets customers build an individual relationship with the brand and company, from the comfort of their own screen, using digital devices at any time of day. Once the features have completed a successful pilot phase they will be rolled out in other countries where My Porsche is available. The Porsche brand website also offers a live chat function in more than ten of its markets. The service helps customers as they configure their new vehicle and answers questions about Porsche in an interactive format. The activities are enhanced by the creation of a digital marketplace for all Porsche products to give the customer a comprehensive, on-brand digital world to experience.

Goodwill cases are also supported by a data-driven application. Customer and vehicle data are analysed and presented to provide dealers and importers with the knowledge they need on which to base their goodwill decisions. As a result, customers receive personal attention that aims to retain customers with the best long-term service.

Despite all of the online advances, a personal conversation with customers remains an important, vital component of Porsche's dialogue with its clientèle. Around the world, a team of customer service representatives works to provide customers with full and detailed responses to their queries as quickly as possible. During the reporting year, the global sales organisation handled around

179,000 questions. The international Customer Interaction Centre worked its way through some 725,000 queries in the same period, informing customers about topics including smart mobility, Porsche Connect and even arranging museum visits and vehicle configurations.

 **Approx. 725,000**
CUSTOMER INQUIRIES HANDLED

Making use of customer feedback

The Porsche Customer Information app makes an important contribution to shedding light on what drives customer satisfaction. It provides information on wishes, values and facts about customers in the four largest markets. The app summarises customer feedback from many sources and adds information about social trends. From the Executive Board to the shop floor, everyone who needs this information can access it on their company smart phone. For example, at every phase of the production process it is possible to check whether a product or individual feature is meeting customer requirements and whether it might need to be adapted to reflect international customers' wishes.

Each month, an Executive Board committee receives a report on the latest developments in product quality and customer satisfaction, both at Porsche AG and in the international sales subsidiaries. This committee is complemented by regular coordination between Sales and Marketing and international representatives.

 **> 3,000**
STAFF OF THE EUROPEAN DEALERSHIP NETWORKS TRAINED FOR INTRODUCTION OF THE TAYCAN

Introduction of digital products

The reporting year saw the conclusion of the "Road to Taycan" qualification programme, which prepared all Porsche Centre staff for the introduction of electro-mobility, seamlessly transitioning to training for the market launch of the Porsche Taycan. More than 3,000 employees in the European distribution organisation took part in training events over several days to educate them fully about the first all-electric sports car from the Porsche stable. All other employees in the global dealership organisation participated in local events. A comprehensive package of qualifications was enhanced to cement skills in

electro-mobility with the aim of ensuring Porsche customers receive professional advice that addresses their needs.

The coronavirus pandemic meant that plans for training activities for the global market introduction of the new Porsche Panamera in August 2020 had to be rethought. The product training, which was originally planned as an in-person event, was moved entirely online and successfully delivered internationally. Building on this, a qualification concept was produced to support local Porsche companies in planning and implementing local in-person events.

Customer privacy

Porsche takes data protection very seriously, and the right of customers to determine what is done with their data has utmost priority for the company. The management of data protection is organised globally and carried out centrally within the organisation. Porsche's aim is that all products are developed with data protection in mind and designed from the outset in a way that ensures customers can trust that their data is safe.

The data protection management system that the "Group Data Protection" department has developed in accordance with international standards (ISO/IDW) creates the basis for legally compliant and appropriate handling of personal data. The system is regularly verified in line with the ICS standards and further developed in a "plan-do-check-act" process. This approach verifies that the design of the compliance processes is appropriate and effective. At the same time, new data protection requirements can be updated in each process to maintain compliance.

Operation of the management system is designed in particular to ensure the customers' rights as data subjects are upheld. Particularly in the context of the European Union's General Data Protection Regulation (GDPR), customers, in the capacity of data subjects, are able to assert their rights to obtain information from the Group Data Protection Officer through an information process, enabling them to find out what personal data the company holds on them, for example. The management system also implements all requests to delete or correct personal information, and objections to data processing. The data protection incident process ensures that data protection incidents that present a risk to a customer are quickly investigated and the customer is provided with clear information about what has happened.

Data protection organisation and strategy

Porsche firmly believes that effective and evident protection of personal data is essential for maintaining the brand's high reputation, guaranteeing product safety, enabling new business models and thus minimising and professionally managing risk. Thus, the Porsche data protection strategy pursues the mission of "Privacy, driving digitalisation!" and is embedded within the strategic field "Digital Security & Privacy" as part of the Strategy 2030.

The Group Data Protection Officer (DPO) is supported by a dedicated team and other interdisciplinary data protection coordinators. As a spokesperson for the brand, the Group DPO is a member of the Group Steering Group on Data Protection. The objective of the Steering Group is to ensure uniform application of the statutory data protection requirements across all brands, and to exploit synergies from cooperation within the Group. The Group DPO also engages with various associations and specialist working groups.

Due to internal confidentiality guidelines, no reports on specific data protection actions are published.

VEHICLE SAFETY

Vehicle safety is of the utmost importance to Porsche, with the safety of the vehicle's occupants being the top priority. In addition, making sure that other road users are also kept safe is another crucial aim.

Vehicle safety that exceeds legal requirements

Vehicle safety at Porsche encompasses front, side and rear protection, roof and door stability, interior and component safety, as well as protection of pedestrians, cyclists and motorcyclists. One particularly topical issue is the concept of autonomous or highly automated driving and driver assistance systems, which will make the roads even safer.

Porsche's response to vehicle safety extends far beyond meeting the legal requirements. The company's focus is always on providing optimum protection for its customers on the road. There are high expectations of the safety standards and protection capabilities of Porsche cars. As a result, vehicle safety is embedded within the sports car brand.

The requirements and approaches to vehicle safety are discussed and agreed in several functional corporate working groups. The Safety working group comprising safety officers for all of the brands meets regularly.

Safety as a pillar of vehicle development

Vehicle safety is a decisive criterion from the outset in the development of vehicles. Development work in the area of vehicle safety focuses on functions and systems. Everyone who is responsible for the safety of individual vehicle components and systems collaborates in a central function. With regard to "front protection" for example, the relevant experts come together to focus on the structure and aggregate design in terms of energy management and deceleration characteristic, as well as system development, restraint systems and primary safety components including components such as airbags and seatbelts. All of the necessary development tools such as simulations, component trials, system and full vehicle testing are also brought together. The functional properties are further tuned in multiple iterations on the basis of simulations and testing, and improved and refined constantly in pursuit of the defined objective until they are ready for series production.

Alongside accident prevention – by fitting vehicles with ABS or ESP systems or automatic emergency braking systems – the main goal is to reduce the effect of an accident on the vehicle's occupants. With this in mind, the deformation behaviour of the vehicle body is precisely defined for a variety of frontal, lateral and rear end impacts during the development phase of a new model. Vehicles are also fitted with a smart restraint system consisting of airbags and seatbelts. In addition to simulations, the effectiveness of safety systems is also verified using crash testing. In a controlled crash the impact of the entire vehicle slamming into an object, such as a wall, is investigated. Crash test dummies with sensors are used, which allows an evaluation of the possible injuries to the occupants. Specific biomechanical limits are adhered to, stipulating such parameters as maximum acceleration or deceleration of the head.

Responsibility for the functional targets being met lies with the corresponding specialist department within product development. The relevant project coordinator for vehicle safety monitors the overall product maturity tracking, while final approval of the function is given by the responsible head of the specialist area.

Highest level of protection

The targets in relation to the protection of vehicle occupants are derived from both the global legal standards for vehicle safety and numerous voluntary undertakings, as well as a range of internal requirements (the vehicle safety checklist). These guarantee a fundamental standard of safety that represents the state of the art. This general level of protection is ensured irrespective of market or model. Constant monitoring of global legislation, forecasts of new requirements and field observations from Porsche's team of accident investigators and analysts provide the basis for this.

In each case, the procedure to follow is described by the Porsche safety strategy. International compliance with the relevant laws and all internal requirements defines the Porsche safety standard.

ALTERNATIVE DRIVE SYSTEMS AND VEHICLE EMISSIONS

Advancing climate change means that the global automotive industry has a duty to develop vehicles and drive systems that significantly reduce the Earth's CO₂ footprint. Porsche aims to consistently reduce greenhouse gas emissions across its entire value chain and throughout the whole life cycle of the cars it produces. The concerted electrification and hybridisation of the product portfolio form part of these efforts. In addition, the company is pressing ahead with the development of synthetic and climate-neutral fuels.

> 50%

OF ALL NEW PORSCHE VEHICLES SOLD TO BE ELECTRIC BY 2025

Aim: Decarbonisation and CO₂ neutrality

Porsche is exceeding its statutory requirements for the reduction of CO₂ emissions. The sports car manufacturer is working constantly to achieve CO₂ neutrality and thus is playing its part in reaching the UN climate goals. Thanks to optimisation measures, Porsche is steadily avoiding and reducing the CO₂ emissions throughout the value chain. Unavoidable emissions are provisionally offset using internationally accepted standards.

And with its electrification strategy, Porsche is also striving to become a technology leader with the aim of decarbonising individual transport.



As the use phase of cars will continue to have by far the largest impact on greenhouse gas emissions for the foreseeable future, particular attention is being paid to the electrification and hybridisation of the product portfolio, the improvement of petrol engines and the future use of carbon-neutral fuels. Continuous efficiency gains, the development of alternative drive technologies in combination with the use of renewable energy sources and lower pollutant emissions – for Porsche, resource-saving and environmentally friendly mobility is a primary strategic target.

Porsche has adopted a decarbonisation programme with specific measures. It is built around three major principles that also reflect the company's priorities. In first place are measures to avoid or reduce CO₂ emissions. Second come measures that seek to switch the energy sources used throughout the value chain to less CO₂-intensive or renewable energies. Finally, unavoidable CO₂ emissions will be offset by climate protection projects that meet the most stringent international standards.

The Decarbonisation Index is Porsche's most meaningful instrument for measuring progress across all divisions. The index measures average emissions of CO₂ and CO₂e equivalents (referred to together as CO₂e) throughout the life of the Porsche product portfolio and reports these in tons per vehicle. It includes both direct and indirect CO₂e emissions of production sites (scope 1 and 2) as well as all additional upstream and downstream CO₂e emissions of the vehicle life cycle, from raw material extraction to usage and the ultimate recycling of the retired vehicle (scope 3). As a strategic KPI, the index provides a transparent means of tracking the company's overall progress to becoming a CO₂-neutral enterprise.

Drive strategy based on three pillars


The Porsche drive strategy is based on a triumvirate: emotive combustion, powerful hybrids and high-performance e-mobility. The company will market cars with optimised petrol engines and powerful hybrid drives, as well as all-electric sports cars in parallel. For example, the plug-in hybrids of the Panamera and Cayenne ranges will be developed for performance, with an improved electric range of more than 80 km. The iconic 911 sports car also offers prospects for sporting hybridisation, as already experienced in motorsports.

 ~ 15 bn.

INVESTMENT IN ELECTRIFICATION,
DIGITALISATION AND SUSTAINABLE PRODUCTION
OF VEHICLES UNTIL 2025

Until 2025, Porsche will invest some 15 billion euros in the electrification, digitalisation and sustainable production of vehicles, consistently expanding its electro mobility offer. The aim is for 50 per cent of all new Porsche vehicles to be electric by 2025.

During the reporting year, Porsche celebrated the successful introduction of the all-electric Taycan. An internationally renowned jury voted it the world's most innovative car in 2020. Despite the fact that Porsche Centres were forced to shut their doors for several weeks, 20,015 units of the new Taycan were delivered in the reporting year. The technological backbone of the Taycan is its 800-volt architecture, which gives the car its sporting driving performance and fast charging times. In addition, the car can deliver its power again and again as required. Charging capacity is up to 270 kW. This means that within five minutes the vehicle can be recharged with enough power to drive up to 100 km (WLTP). The Taycan's maximum recuperation power is up to 265 kW and the Taycan 4S has a top range of 464 km (WLTP). And production of the electric sports car at the main plant in Zuffenhausen (Stuttgart) is CO₂-neutral. The next model to cross the starting line will be the first derivative of the Taycan, the Cross Turismo. The next generation of the Macan compact SUV will also feature an electric drivetrain, making it Porsche's second all-electric range.

 CO₂-neutral
PRODUCTION OF THE TAYCAN

To make the breakthrough, e-mobility needs an accessible, available charging infrastructure that meets demand and provides a customer-friendly charging process. Porsche is pursuing a holistic approach and is continuing to work on refining charging technologies and developing the charging infrastructure. The aim is to offer new products and services to turn charging into a personal customer experience that is fast and attractive. Through the joint venture IONITY, a network of 350 kW fast charging pedestals is being expanded throughout Europe. The plan is to have 400 charging stations up and running. At home, Porsche customers can top up the Taycan's batteries overnight using a Porsche-developed wall box providing up to 22 kW. And on the road, the Porsche Charging Service provides users with access to more than 100,000 charging points across Europe with the possibility of central billing.

Alternative fuels

In addition to the prioritised electrification strategy, Porsche is also exploring ways of reducing CO₂ emissions to make petrol-engine and hybrid cars more climate friendly in certain areas, with efficiency measures that allow the use phase to be almost completely CO₂ neutral. Here, Porsche is focusing on e-fuels. These are synthetic, liquid fuels that are produced exclusively from hydrogen obtained using renewable power sources and carbon dioxide extracted from the air.

The e-fuels could also be used to reduce the CO₂ footprint of existing Porsche models, which are renowned for their long useful lives. Together with partners in science and industry, the company is working to develop industrial production of these alternative fuels. Porsche is seeking the best locations around the world to exploit renewable energy sources and guarantee that these new fuels will be competitive. For example, in Baden-Württemberg the sports car manufacturer has helped get the "e-fuels – rethinking fuel" project off the ground as part of the "Automotive Industry Strategy Dialogue in Baden-Württemberg" initiated by the state government.

In collaboration with Siemens Energy and a number of international businesses, Porsche developed a pilot project in Chile during the reporting year. The aim of the project is

to develop the world's first integrated, commercial large-scale plant to manufacture synthetic, climate-neutral fuels. The plant is being constructed according to the principles of environmental and social compatibility. The pilot phase will involve the production of some 130,000 litres of e-fuels by 2022. In the second phase, capacity will be increased to around 55 million litres by 2024 and 550 million litres per year in 2026. Porsche is the main buyer of the green fuel manufactured by the pilot plant using electric power generated by the wind. The conditions for wind generation at the project site in Chile are excellent and among the best in the world, with extraordinarily consistent and powerful winds.

Diesel

As of February 2018 Porsche no longer includes any diesel models in its portfolio. Together with other parts of the Group, the company is also actively committed to bringing down nitrogen oxide levels in German cities. Before Porsche's decision to stop selling diesel-powered vehicles, the Federal Motor Transport Authority (KBA) had ordered a recall measure to update the software in certain vehicle types owing to irregularities in the engine management software. The relevant recall for all affected Porsche diesel cars was launched. In 2017, Porsche Cayenne 3.0-litre V6 diesel cars in the Euro 6 emissions class were recalled in Germany due to individual technical characteristics of the engine management software. In mid-October 2017, the KBA approved the software update proposed by Porsche. Porsche has since recalled the vehicles concerned for a free software update. More than 99 per cent of the affected vehicles in Germany have now been updated.

In July 2018, the KBA ordered cars of the type Macan 3.0-litre V6 diesel (Euro 6) to undergo a similar update. The proposed Porsche software update received official approval on 1 August 2018. These vehicles have been accepted back into workshops for a free software update since October 2018. Currently around 98 per cent of the vehicles registered in Germany have been updated.

In addition, the KBA issued Porsche with recall notices for the Cayenne 4.2-litre V8 diesel (Euro 5 and Euro 6) and Panamera 4.0-litre V8 diesel (Euro 6). Porsche's proposed software update for the Panamera 4.0-litre V8 diesel (Euro 6) was approved by the KBA in August 2019. The recall campaign started in November 2019 and the software update has already been applied to around 93 per cent of the affected vehicles.

Approval was granted by the KBA for software updates in respect of the Cayenne 4.2-litre V8 diesel (Euro 5 and Euro 6) in January 2020 (Euro 5) and July 2020 (Euro 6). The owners of the vehicles have been contacted by the responsible Porsche partners and the recall campaign has been launched. So far some 66 per cent of the Cayenne 4.2-litre V8 diesel (Euro 5) models in Germany and 58 per cent of the Cayenne 4.2-litre V8 diesel (Euro 6) models have been updated.

In addition, Porsche voluntarily announced in the scope of the National Diesel Forum that it would produce voluntary software updates for Euro 5 3.0-litre V6 diesel Cayenne and Panamera models (184 kW and 221 kW). The KBA approved this voluntary software update in January 2020. The voluntary service campaign was published immediately in the market and made available to customers as a free software update.

 URBAN MOBILITY MADE MORE
CONVENIENT AND MORE FLEXIBLE

NEW MOBILITY SERVICES

Rising global prosperity and the ensuing increase in demand for mobility have focused even greater attention on the environmental impact of personal transport. Climate change and the shortage of certain resources are creating impetus for innovation and a market for adapting the car and the way in which it is used. Both the diversification of drive concepts to develop more efficient and alternative options, as well as innovative flexible models for car use are the result. Digitalisation and connectivity, as well as customers' desire for more flexibility and sustainability, are accelerating this change.

 Parking
location finder
PIONEERING SOLUTIONS MAKE
PARKING SIMPLER

Personal mobility in the smart city

Mobility today means so much more than simply moving from A to B. Customers' expectations for mobility services range from the provision of new hardware concepts to digital services that enable movement. Owning your own car in an urban environment is becoming increasingly challenging. Porsche

is therefore working on services that make urban mobility more flexible and more convenient. In cities, mobility is gaining importance as one of the most relevant areas in which quality of life can be improved, and city planners are becoming key stakeholders for the automotive industry. Measures that help to mitigate existing challenges such as congestion, CO₂ and noise emissions, wasted time and lack of parking are moving up the priority list. City councils and providers of new mobility solutions need to work in close collaboration to shape urban mobility.

Porsche is developing innovative products and services for flexible mobility that meet people's needs with the aim of creating sustainable personal mobility solutions and making smart cities a reality. These include demand-oriented car usage options (for example flexible usage models and premium rental) and the seamless integration of cars with other forms of transport. Other pioneering solutions are intended to simplify parking (such as an intelligent system to locate parking spaces, and easy-to-use paperless car park ticketing). These reduce the traffic caused by drivers looking for parking spaces and ensure that the available parking facilities are used more efficiently.

The vehicle fleet dedicated to flexible usage models is being consistently expanded with new electric cars. Access to new technologies is allowing Porsche to support the process of transformation towards sustainable mobility. This also includes studies into airborne mobility. An international team is working on a range of aspects of urban air mobility.

Targeted collaboration

The Mobility Services department works as part of the Porsche AG digital product organisation in close cooperation with Porsche Digital GmbH, Porsche Financial Services, Porsche Consulting, external cooperation partners and many other interfaces within the company on concepts for and the operation of new mobility solutions, to keep pace with changing requirements. Agile, interdisciplinary teams develop concepts that are focused primarily on new customer requirements and implement these on their own account. This development is underpinned by tight integration between the company's different departments and an open information policy, as well as by early piloting in various

markets and stakeholder involvement. Synergies within the Group are exploited consistently in the development and operation of services.

 Porsche Impact
PORSCHE CUSTOMERS CAN OFFSET THEIR
PERSONAL CO₂ EMISSIONS

Porsche uses a number of tools for fine adjustment in order to continue optimising existing and new mobility services. These include offsetting local CO₂ emissions of the Porsche Drive fleet through the Porsche Impact offsetting service www.porsche.com/germany/aboutporsche/responsibility/porscheimpact and promoting increased take-up of digital processes to further reduce the ecological footprint.

Managing mobility at Porsche sites

Another priority is the expansion of a sustainable range of mobility options at Porsche sites in the context of site mobility management. The objective is to lessen the environmental and social impact of the workforce's use of mobility solutions on the way to and from work and when travelling for business.

Since 2015, measures have been implemented specifically to take account of mobility offers at the Porsche sites. For example, employees received a monthly subsidy for a local-transport season ticket targeting commuters as well as for the Deutsche Bahn "Job-Ticket". Moreover, travellers on the S-Bahn light rail link between the company's Weilmünd and Zuffenhausen sites in Stuttgart can present their Porsche works ID card in lieu of a travel ticket when on company business. Frequent shuttle buses run back and forth between the sites for all other work trips in order to reduce the amount of individual traffic. In addition, since 2019 Porsche has operated a cycling scheme for employees, offering attractive subsidised purchase options.

The company has also developed its own car-sharing app to promote multiple occupancy of vehicles travelling to and from work and on business trips. The aim is to add flexibility to transport offers. Finding a car parking space at the company's sites has also been improved with the installation of a fixed digital parking guidance and information system.

The impact of the measures on the targets that have been set is assessed through employee surveys and traffic flow analyses. The company is witnessing a continual improvement in the modal split – the distribution of traffic across a range of transport options – as well as in the total volume of traffic.



NEW "CAMPUS AND EMPLOYEE MOBILITY" INITIATIVE LAUNCHED

Further development of mobility services

Thanks to the positive response to measures in the reporting year, the sustainable mobility offer has been further strengthened at Porsche sites and the "Campus and Employee Mobility" initiative has been launched. All activities for staff mobility are coordinated centrally and a plan of measures proposes step-by-step development of mobility options. Alongside additional schemes to reduce traffic, there are also plans to implement electric micro-mobility pilots such as the offer of e-scooters and e-bikes at Zuffenhausen and the introduction of a company-wide mobility dashboard (for visualising the mobility offer in real time).

As part of the expansion of sustainability and alternative forms of mobility, Porsche is also promoting the electrification of its motorised site traffic. An internal network of charging points is being extended, powered by certified green electricity, while new electric vehicles are being added to the fleet of company and leased vehicles all the time.





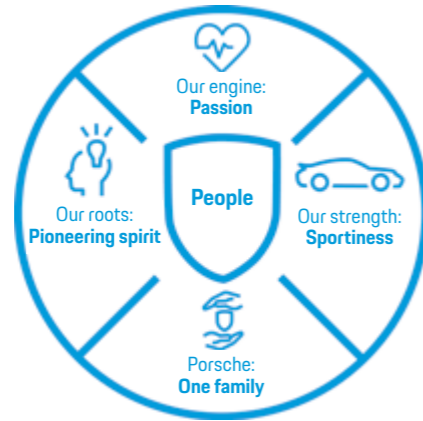
RELIABLE PARTNER

Sustainability is becoming increasingly embedded in the public consciousness and has become a defining element of competitiveness. Porsche sees it as its corporate duty to take the interests of its stakeholders into account. After all, environmentally and socially compatible actions can only be achieved by working together. Ensuring that Porsche demonstrates integrity and responsibility as both an employer and a business partner forms a key pillar of the company's philosophy. At Porsche, the focus is on people – not just employees but also wider society, of which it forms a part. It is therefore essential to Porsche that it behaves ethically. The company stands for diversity and equal opportunities, takes systematic action to tackle corruption and campaigns for the upholding of internationally recognised human rights.

Through its "Reliable Partner" reporting area, Porsche covers key topics identified in its materiality analysis. These include: attractive employer, equal opportunities and diversity, staff development, corporate co-determination, occupational health and safety, compliance and integrity, and responsibility in the supply chain.

ATTRACTIVE EMPLOYER

One of Porsche's central goals is to be an attractive and reliable employer. What this means, first and foremost, is consistently focusing on the workforce and assuming responsibility as an employer. Being an attractive employer is therefore a core aspect of the sports car manufacturer's HR strategy. Alongside the themes of customer, society and investor, it is one of the four central priorities enshrined in the overarching Porsche Strategy 2030.



Corporate culture and being an attractive employer

Against the backdrop of the recent growth in the workforce and the process of digitalisation, it is particularly important to Porsche that it continues to develop its corporate culture on an ongoing basis. This was the reason for the introduction of the Porsche Code, which, drawing on the culture guidelines, encompasses the four elements of dedication, pioneering spirit, sportiness and family.

One of the central goals of the Strategy 2030 is to be an attractive and reliable employer. For Porsche, this means, above all, keeping its promises as an employer to its employees and turning them into a tangible reality in everyday working life. It would also be impossible to be regarded as a top employer by talented candidates on the labour market without a high degree of credibility. This is the only way Porsche can attract the best staff and retain them long term. In order to recruit experienced and creative IT and digitalisation experts in the fields of the future, the sports car manufacturer is constantly stepping up its efforts. One such measure was the creation of a new recruiting unit during the reporting year. Over the coming years, a particular priority will be to expand Porsche's internal job market, with higher levels of staff

rotation across different areas of the company. The Recruiting and HR Marketing team supports the individual departments throughout the recruitment process.

What Porsche is particularly looking for is new employees who want to actively shape the future of mobility and thus drive social change. The company attracts young, talented new employees through measures such as the "Bad Days" employer branding campaign launched in the reporting year on the issue of error culture, as well as partnership-based tie-ups with relevant universities and organisations, such as in the context of the "Formula Student Germany" programme. For these new recruits, a sense of purpose over and above monetary incentives is particularly important to a successful employment relationship.

Work/life balance

Porsche strives to ensure that its staff can achieve a work-life balance. Employees receive support from a wide variety of different measures and options. Local cooperation partners ensure that sufficient childcare places are available in nurseries close to the company's sites, for example. In addition, employees' children can take part in a series of summer activities covering the entire school holiday period. Through its family service, Porsche offers free, individually tailored advice and support on all aspects of family life.

Porsche also takes account of its employees' individual needs and promotes flexible working options with regard to workplace and working hours, giving staff the utmost flexibility in their lives. A works agreement is in place guaranteeing the right to mobile working. This was expanded during the reporting year in response to the coronavirus crisis. The permitted timeframe for working hours was extended, and interns and student employees are now also included in its scope. Employees are free to decide where and, to a certain extent, when they perform their work for Porsche if their role can be carried out remotely.

Further options range from flexitime aligned to the employee's current phase of life through to care leave to support family members. Employees may also take voluntary sabbaticals and have the option of working part-time. Many employees decide to take parental leave. Porsche then helps these individuals make a smooth return to work, also informing them during their parental leave of further qualifications that could simplify the process of returning to work. The reporting year saw a

total of 1,523 (2019: 1,322) employees taking parental leave, of which 281 (2019: 243) were women and 1,242 (2019: 1,079) men.

> 143,000 APPLICATIONS
3,400 JOB ADVERTISEMENTS

Porsche's high level of attractiveness as an employer is also demonstrated by the consistently high number of applicants: in 2020 the Group received more than 143,000 applications in response to over 3,400 advertised vacancies. Once again during the year under review, Porsche was ranked as a top employer by students in relevant employer surveys. In the "Universum Student Survey", Porsche was repeatedly named the most attractive company in the automotive industry and the most attractive employer for engineers in 2020. Porsche also achieved top results in the Trendence Institute's annual student survey, recording its best overall result from both rankings since 2006.

Mood barometer measures employee satisfaction levels

It is very important to Porsche that its employees are actively involved in processes and that their opinions, views and criticism are all listened to. The company conducts an annual survey, the mood barometer, to investigate satisfaction levels among employees and thus also to determine its attractiveness as an employer within the company itself. Porsche is also interested in employees' views of the company's integrity and on the cooperation with the VW Group. The results from the barometer are used to identify potential areas for improvement and to provide managers with information on areas requiring attention in their organisational unit. As part of a defined follow-up process, the management team introduces appropriate measures in dialogue with their employees and with support from the mood barometer team. The team provides a range of tools, including the method toolbox for example. The aim is to secure the long-term implementation of the measures derived from the organisational units. More than 17,400 Porsche AG employees took part in the survey for the 2020 mood barometer, which corresponds to a participation rate of 81 per cent. The resulting mood index – one of the key indicators provided by the barometer – was 80.3 out of a possible 100 index points for the reporting year, slightly up on the previous year's level (2019: 79.5 points).

PAVE – PORSCHE AFTERSALES VOCATIONAL EDUCATION

The Porsche Aftersales Vocational Education (PAVE) programme trains highly qualified employees from Porsche's worldwide dealership organisations and other Volkswagen Group brands. Training for disadvantaged young adults is a particular focus of the programme.

The foundation stone for PAVE was laid more than ten years ago in the Philippines: the first school cooperation project was set up in Manila in cooperation with the Don Bosco Technical Institute and local importer PGA Cars Inc. Since then, PAVE has steadily developed into a global programme with bases in Asia, South Africa and Mexico. Given that local schools and the Porsche dealer organisations are involved, PAVE creates multiple-win situations:

- Young people receive high-quality training that gives them the best opportunities for the future thanks to the direct involvement of the dealer organisations.
- Regional Porsche dealers gain access to the best-trained employees.
- Training skills are embedded locally, ensuring that the programme has a broad and long-term effect.

The activities in the area of initial vocational training contribute to PAVE having a far-reaching positive impact on society. In China, for example, PAVE activities have resulted in the implementation of an entire vocational training programme at national level. Meanwhile, in South Africa, the Department of Education is currently being assisted as it incorporates future-oriented e-mobility skills into the national curriculum.



EQUAL OPPORTUNITIES AND DIVERSITY

Porsche is actively committed to diversity and inclusion at the workplace and creates an environment that promotes everyone's individuality in the interests of the company. The company firmly believes that diversity of views drives innovation and is thus a key factor in success. Active diversity management creates new ideas, a better understanding of the market and a more attractive employer.

 **28%**
SHARE OF WOMEN IN APPRENTICESHIP

Diversity as a corporate principle

Safeguarding and promoting diversity and equal opportunities are hugely important to Porsche, and are enshrined as a corporate principle in all that it does. The company takes it as a given that all people should be given the same chances, and it rejects all forms of discrimination. The aim is to ensure that all employees can fulfil their individual potential. Respectful, tolerant interaction and a positive approach to a wide range of views – such as different skills, experiences and viewpoints – contribute to the achievement of maximum productivity, competitiveness, innovative capacity, creativity and efficiency.

By adding their signature to the "Charta der Vielfalt" (Diversity Charter) in 2019, the Executive Board and Works Council set out in writing their commitment to diversity as part of Porsche culture. The Equal Opportunities department is responsible for the long-term implementation and securing of equality and diversity at Porsche. It serves as a catalyst and expert partner in the area of "HR development and talent strategy".

Porsche has set itself the goal of further consolidating diversity of views in the company by 2030 by means of an ambitious, measurable increase in the number of mixed teams throughout the organisation. The basis for this is the strengthening of a mindset among all employees that is conducive to diversity. This involves creating an awareness of the positive effects of and challenges posed by diversity. At the same time, this approach promotes a corporate culture that perceives the diversity of all employees as an advantage and competitive factor for the company – regardless of gender, nationality, ethnic origin, religion, disability, age, sexual orientation or identity.



In the event of breach of the principles of equal opportunities and equal treatment, Porsche has an impartial whistleblower system in place, via which any incidents can be investigated and appropriate measures taken.

Targeted promotion of diversity

As a matter of principle, Porsche selects, hires and promotes its employees according to their qualifications and skills. In keeping with the gender quota required by law, the sports car manufacturer has set itself the target of increasing the proportion of women at the first and second management levels below the Executive Board to 15 per cent by the end of 2021. To achieve this, increasing the proportion of women at all management levels as well as in the pool of young employees has been made a binding target for all managers. In order to be able to measure gender diversity at Porsche, the company participated in the Frauen-Karriere-Index, a management tool for the advancement of women in business, for the first time in 2019 and was duly named Newcomer of the Year.

Managers have a key role to play in raising awareness of the importance and added value of equal opportunities and diversity in management and the workforce more generally. As part of the Group initiative "Together for Integrity", the opportunities and challenges of equal opportunities and diversity were presented to managers in order to raise their awareness of the issues at stake. A digital "Diversity Toolbox" is available to them in their day-to-day work and management roles, and provides an overview of the relevant indicators. In response to the coronavirus pandemic, training and events were moved online in 2020. In the online formats, managers and employees have the opportunity to experience diversity of perspective in all its dimensions and to question traditional patterns of thinking and behaviour.

In future, the "diversity climate" factor is to be surveyed as a key strategy indicator to enable the effectiveness of culture-promoting measures at Porsche to be measured.

STAFF DEVELOPMENT

Digitalisation is visibly transforming our lives and our work, and Porsche and its employees are no exception. New technologies and different ways of working mean that knowledge dates faster than ever before, with the result that activities and the skills needed to perform them are permanently changing. Porsche provides its experts and managers with the skills they need to keep pace with the challenges posed by change.

Training and education during the Covid-19 pandemic

The pillars of HR development include, in particular, training that focuses on future requirements, ongoing skills acquisition, and options and routes for internal development. The coronavirus pandemic resulted in training and education courses being provided through online offers during the reporting year. The qualification portfolio was realigned accordingly, and face-to-face formats were adapted to e-learning.

> 125,000
PARTICIPATIONS IN
EDUCATION AND TRAINING

Staff development at Porsche is founded on a diverse range of vocational training opportunities. A wide range of training courses in commercial and technical professions, a dual study programme and the "Porsche Trainee Programme" ensure that young employees are given the best start possible. Another important component is the hiring on the basis of permanent contacts of all apprentices who pass their final examination. Throughout their careers, employees have access to a diverse range of programmes for their systematic professional development on all levels. In response to Covid-19, the "Warm Up" introduction programme was arranged in hybrid form for the first time, combining in-person sessions with a virtual live broadcast. This meant that all new employees were able to take part. The "Fit for the Shop Floor" induction programme launched back in 2019 for first-level operational managers was further established in 2020, and the first participants successfully completed the full programme during the reporting year.

For second-level managers, the Porsche Professional Programme, in place since 2019, supplements the modular and international management qualifications available. Implementation of the modules was also adapted

for this programme to ensure that it could continue while retaining the same aims and level of quality.

Digital learning

Porsche's development programme for employees with management potential continued during the reporting year. All of the modules were converted to an online format, including the innovation workshop and the corporate planning game.

"HRQ!", a customised qualification programme for employees in the HR department, was launched during the reporting year. The programme is designed to help participants gain awareness of how their own role can change in the course of digitalisation. It also aims to systematically develop and expand the required skillsets. The twelve-month programme includes various modules in virtual and face-to-face formats, as well as a specific project from the HR department.

In addition to these programmes, the content of the training courses offered to employees and managers has been expanded, with a clear shift towards a virtual or blended learning model, in other words a combination of in-person components and e-learning. New training courses were developed and launched for managers on topics including Leadership and Digital Transformation, Leading Innovation Teams and Inspiring Communication. What they all have in common is that they achieve sustainable learning outcomes through a modular blended learning approach combined with transfer tasks. In addition, participants can be supported by leadership coaches during their transfer phases. Topics such as mindfulness and effective self-leadership, and conflict management specifically during project work or when working in virtual teams are examples of the new material available to all employees. Virtual or blended learning methods are also used here. Tools such as the Transfer app have also been used to help anchor the course content permanently in practice through stimuli and microtasks.

 **Approx. 2,000**
ATTENDANCES OF THE "DIGITAL DAYS 2020"

Due to changes in ways of working as a result of the pandemic, both digital technologies and virtual collaboration gained importance in 2020. The knowledge campaign "Fit for Digit@!" launched in 2017 provided an excellent basis for this. Through a targeted

expansion of the training on offer and the switch from in-person to live online sessions, Porsche made sure that its employees were fit for digitalisation. In addition to communicating current trends, the main focus in the reporting year was on in-depth technical training in Porsche's areas of activity as part of the company's digitalisation strategy (Mission D). During the "Digital Days 2020", specialist presentations given by digital strategy project managers were offered via Microsoft Teams for a whole week. With over 2,000 people signing up, a larger target group was reached than would have been achieved using a traditional format. A virtual exhibition was also developed in the 3D environment "Porsche Spaces", giving employees the opportunity to explore the digital transformation at Porsche virtually. With over 5,000 installations, this exhibition also met with great interest and will continue to be available in 2021.

Strategic skills management

Against the backdrop of the Porsche Strategy and the far-reaching changes in the automotive industry, the structured creation and expansion of future-oriented skills among all employees is a vital aspect of HR development. The strategic skills management approach was developed in response to this. Based on current and anticipated future roles, skills, job functions and requirements are assessed and matched in qualitative and quantitative terms through a systematic process. Any identified skill gaps can thus be addressed at an early stage, for example through targeted re-training and further training, recruitment and new priorities in ongoing training.

Strategic skills management continued to be rolled out across further areas of Porsche AG in 2020. Targeted monitoring of skills acquisition will be used to evaluate the effectiveness of measures and direct the programme in the long term. In 2020, the "Skills Group" concept involving representatives from specialist departments, the Works Council and HR was piloted in the area of technical development.

"Qualification and Development Appraisals", a new approach for short to medium-term qualification and further development of employees was designed and tried out in selected areas. The method focuses on regular, structured dialogue between employees and line managers in relation to each individual's training needs and options for development as well as targets. The Porsche Skills Areas, which describe clusters

of professional and interdisciplinary skills, have been defined as an instrument to guide the appraisals. These areas are defined and applied taking account of the findings from strategic skills management.

CORPORATE CO-DETERMINATION

→ GRI 102-41

One of the key pillars of Porsche's corporate culture is corporate co-determination. There is regular dialogue between employer and employees, including on critical issues. Open and direct communication across all hierarchical levels is a long-standing tradition at Porsche. It provides the basis for exceptionally constructive cooperation.

Works Councils and collective agreements

Porsche's main site is in Germany. This means that it is required by law to engage in collective co-determination. The company has been proactive in meeting this obligation for decades, and has positive experience in this area. For Porsche, it is natural for employees and their legal representatives to be informed about any significant changes as soon as possible and in as much detail as possible, whether these changes relate to operational workflows or the organisation of the company. This is done in compliance with national laws, applicable collective bargaining agreements and works agreements, including beyond Germany's borders. The foundations for this work are laid by, for example, the Supervisory Board with equal representation, the Works Council committees, a range of communication formats and the works agreement database on the intranet.

Porsche has in place collective agreements on wages and conditions that apply to all full-time and part-time employees. Transparent remuneration is ensured on the basis of the applicable pay framework agreement. An additional "Labour Market of the Future" package has been agreed, which brings together numerous working time regulations. These include flexible working hours, voluntary personal sabbaticals and care leave. Porsche AG, as a member company of the employer association Südwestmetall, is part of the actively promoted social partnership between the metal and electronics industry and the IG Metall trade union.

Open communication channels

Porsche offers its employees numerous ways of making suggestions, reporting problems or registering complaints with committees and decision-making bodies. One example includes the union ombudsman structure.

It is also possible to talk directly to individual members of the Works Council at any time. Alongside the Works Council, there are also interest groups for employees with severe disabilities and representation for young workers and trainees. Both of these bodies are closely integrated with the Works Council and involved in its decision-making processes.

Co-determination in the workplace continues to play an important role in the new digital era. The primary aim here is to cover all mandatory areas requiring co-determination by law to ensure compliance. Examples include the introduction of IT systems that are capable of monitoring employee behaviours or performance, or data protection measures and rules on the use of electronic media for communication. Porsche's employee representatives are always involved at an early stage in the process design. Close collaboration between the company and employee representatives is also vital when it comes to research into operating solutions for the new digital world of work. Internal media are used to inform employees about current topics, especially from the perspective of the employees and their elected representatives.

In addition, the Works Council keeps employees fully updated about its works meetings at each of Porsche's sites in Germany and thus provides an open platform for discussion. The coronavirus pandemic during the reporting year meant that no works meetings could take place. Communication with the workforce continued through the intranet, by video and by letter and e-mail, however.

OCCUPATIONAL HEALTH AND SAFETY

The protection of employee health is a core responsibility for any company. It is also a basic prerequisite for ensuring a motivated and capable workforce. Porsche's occupational health and safety management plays a key role in ensuring that the company can continue to develop, produce and sell exclusive cars in the future.

Regulated occupational safety processes

Occupational safety is a top priority for Porsche and its employees. An organised and structured system for occupational health and safety ensures a uniform approach and the implementation of legal provisions. This system helps to prevent accidents at work and occupational illnesses as far as possible.

The central processes are standardised and regulated by the Group guideline on occupational safety. Since occupational safety is regulated in law in Germany, the Group guideline represents a major element of the Porsche compliance management system. It applies to the whole workforce. The managers ensure that their employees are familiar and comply with the provisions of this guideline. Specialists in occupational safety, Works Council members and works doctors are available to all employees in an advisory capacity. All staff members are also represented through their legally defined representatives in the occupational safety committees in accordance with the Occupational Safety Act. The Group guideline is currently being updated. It will be extended to include provisions on health protection to form the basis for a certifiable occupational safety management system.

Safe and humane working conditions are particularly important in respect of the challenge of a more quickly moving and demanding working environment, brought about by automation and the digital revolution. The Occupational Safety department is open to receiving queries from employees. In addition, it regularly tours workplaces with managers who have local responsibilities and provides support for risk assessments and standard operating procedures.

Workplaces, machinery and equipment are designed with input from safety engineers with the aim of preventing accidents and risks to health. Construction and installation sites are monitored and supported by special construction experts beyond what is required by law. Safety standards are subject to ongoing refinement as part of this process.

On the basis of the Occupational Safety Act, works physicians advise on the design of healthy and ergonomic workplaces. They provide employees with advice and carry out preventive checks. In addition, they support the first aid organisation and help with the reintroduction of employees to the workplace after illness.

6.1 INJURY RATE AT PORSCHE AG

In the event of accidents at work, the causes are analysed in detail and measures implemented in the form of action plans to avoid future accidents. The occurrence of accidents in the workplace at Porsche and in its organisational units is measured using the injury rate (occupational accident index) and reported monthly. Annual limits are set with the aim of registering continual improvement in the safety of employees at the workplace.

Preventive health management

Health management encompasses all of the topics that contribute to the health of employees. In addition to safety systems and provision of local medical care for employees at work at the sites, there are additional services for preventive health promotion activities in the workplace. Porsche Health Management offers courses on healthy eating, relaxation techniques and effective self management. Employees can also access individual physiotherapy advice at the workplace.

The Health Management division is responsible for all health promotion activities, structures and processes. Various departments are responsible for providing medical care at work. Occupational medicine plays a key role in the Works Health Management as a preventive discipline. The roles of works doctors include analysis of the effects of work on employees, as well as the promotion of employee health and capabilities and support for the company, the employer, in planning for healthy working conditions. The department also has emergency paramedics who provide acute and emergency healthcare in the factory.

Porsche has a specific occupational reintegration management for restoring employees' capabilities after longer periods of illness. The affected employees are accompanied through a phased reintroduction to the workplace to assist them as they get back to work. The company also provides social care for those with psychosocial concerns.

Employee integration

All employees are represented in occupational safety committees by statutory representation. The site-specific occupational safety committees meet four times each year. All employees receive information on occupational safety and health protection topics at

least once a year. This ensures that they are kept up to date on specific hazards and rules of conduct. The intranet also contains a broad range of information and education on health and safety at the workplace.

To avoid risks to other companies' employees at Porsche sites as much as possible, Porsche stipulates detailed rules of conduct. These apply in particular to construction sites, but also to the procurement and assembly of machinery and equipment.

Support during the coronavirus pandemic

Porsche's risk mitigation organisation dealt in detail with the coronavirus pandemic during the reporting year. It agreed all of the measures required to protect employee health. In addition to providing information to affected internal departments, this also included communication with public authorities. A telephone help desk and central mailbox are used by employees as a point of contact for all queries relating to coronavirus. Employees engaged in administration activities were able to work remotely for their own protection.

In 2019, the conduct principles were updated in accordance with the Group guidelines on compliance management. These guidelines set out all aspects of employees' responsibility for compliance:

COMPLIANCE AND INTEGRITY

Compliance with applicable laws and acting with integrity are essential to responsible operations. Porsche promotes integrity as a key personal attitude for employees and compliance is framed as conforming to rules.

Established compliance structure

The point of compliance is to avoid penalties, fines, claims for damages or other legal consequences for the company or its employees. In addition, compliance contributes to protecting the company's good reputation and therefore helps to avoid loss of trust, including among customers and partners.

The company has put in place a compliance structure based around its business model to ensure that it acts lawfully, with legally secure processes and preventive and reactive measures. Porsche's compliance management system currently encompasses six areas of compliance, including anti-corruption and anti-money laundering measures. In order to avoid any infringements of the law and to help its employees act in accordance with legal and statutory provisions, Porsche has had a compliance system in place for many

years now. This system includes a chief compliance officer, and compliance officers at Porsche AG and at the Group member companies covering every area of the business. The compliance programme encompasses a range of different preventive and reactive measures, while regular risk analysis is carried out to define areas that require action and preventive measures. The company's business model, relevant environmental conditions and the relationships with business partners are all taken into account. Key preventive measures at Porsche include the adoption and communication of binding rules, and the provision of confidential advice. Ultimately, the code of conduct sets out the most important rules to be applied at Porsche in accordance with the company's business model. This code documents the expectations of managers and staff in terms of the responsibility they must assume for compliance as a member of society, as a business partner and at the workplace. The rules are also set out in guidelines, covering such areas as how to avoid corruption or violations of antitrust law, how to handle conflicts of interest or the receipt of gifts, and how to prevent money laundering. To ensure and promote lawful behaviour over the long term, all managers and employees are given regular targeted information and training on compliance and the related risks.

Porsche's central compliance help desk provides information and advice on compliance issues internally, providing expert answers to all questions from managers and employees alike. In addition, information about potential violations of rules and laws can be passed to the internal whistleblower function acting as the interface to the whistleblowing system. Outside the company, Porsche managers, employees, customers and business partners, as well as public officials and other external individuals, can report legal violations anonymously via two ombudsmen. All reports are investigated with care and with due consideration of the applicable data protection rules, and any violations found are responded to appropriately in accordance with the relevant provisions of the employment and co-determination laws. This includes introducing suitable countermeasures and sanctioning cases of individual misconduct. The Executive Board of Porsche AG receives regular reports on actions taken by the compliance organisation and on preventive and response measures implemented in the Porsche Group.

A key emphasis of compliance communication in 2020 was the publication of updated contact details for the whistleblower system. In addition, a guide to submission of relevant information on possible compliance breaches was published. An intranet article, explainer video and an FAQ allowed employees to find out all they need to know.

The effectiveness of the compliance management system is audited by the specialist department as part of the GRC process and in rotation by the Internal Audit department.

Code of conduct for employees

The code of conduct for employees was updated in 2020, in accordance with the terms of the Group guidelines on compliance management and the whistleblower system. These guidelines set out all aspects of employees' responsibility for compliance:

- as members of society: human rights; equal opportunity and equal treatment; product conformity and product safety; environmental protection; donations, sponsorships and charity; communications and marketing; political lobbying.
- as business partners: conflicts of interest; gifts, hospitality and invitations; prohibition of corruption; dealings with public officials and holders of political office; prohibition of money laundering and terrorism financing; accounting and financial reporting; taxes and customs; fair and free competition; procurement; export control; prohibition of insider trading
- at the workplace: occupational safety and healthcare; data protection; security and protection of information, know-how and intellectual property; IT security; handling company assets.

 **Approx. 6,000**
EMPLOYEES RECEIVED ANTI-CORRUPTION
TRAINING IN 2020

In addition, the code of conduct for business partners has been updated in line with the Group guideline on the whistleblower system and published on the internet. The guideline governs Porsche's expectations of its business partners for compliance with applicable laws. Acknowledgement of principles of ethical conduct and expectations for acting sustainably are also enshrined in this binding document.

Compliance training mainly online in 2020

In collaboration with HR, responsibility with carrying out compliance training lies with the managers of the compliance areas. In 2020 a number of in-person and virtual training events were held, including mandatory e-learning modules such as on the code of conduct and the topic of data protection. The range of e-learning options is to be gradually extended to include more compliance issues in future.

The compliance managers deliver the training on the basis of a subject-specific plan, which uses risk analyses to identify target groups and key areas of content, and also defines organisational aspects such as the number and frequency of events and the capacities needed. A regular programme of set training events is in place for (new) managers and employees, as well as for junior managers and trainees. Training is also provided on current topics with specific specialist departments or on request.

For example: since the relaunch of Porsche's programme for junior managers (PE programme), compliance training has been available in various formats and covering a range of issues through classroom-based and online modules. Participants can also gain an insight into the company's compliance culture, management and rules, and its code of conduct, via the virtual module. The in-person training, and events forced online due to the pandemic, cover compliance topics such as anti-corruption, anti-money laundering and anti-trust law, and include presentations from the relevant compliance managers. As well as presentations and case studies, there are also workshop sessions and group work in which practical situations and dilemmas are tackled.

New employees are familiarised with the company's compliance culture during the Porsche Warm-up event, an introductory training session generally held monthly. The event is based around the World Café, in which newly hired staff have the opportunity to look in depth at the code of conduct and basic rules on avoiding corruption. This introduction to compliance at Porsche is complemented by an in-house compliance image video and the presentation of the most important rules and expectations for employees. As a result of the pandemic, the 2020-edition of the in-person event was moved partially online and the World Café was replaced by a multiple-choice session.

All compliance training at Porsche is binding. The amount of training undertaken by

compliance officers is monitored over the course of the year, with the final status being reported to the Compliance Council and to the Executive Board and Supervisory Board. Since 2018, compliance employees' attendance at compliance seminars has been recorded in their continuing professional development file.

Information about the Compliance department's training programme is available to Porsche employees on the intranet. In addition to relevant Group and company guidelines, this information includes contact persons and ways to report concerns either internally or externally, along with a range of materials such as compliance videos, flyers, note cards and brochures.

Upholding human rights

As a company that campaigns for diversity and equal opportunities, Porsche maintains respect for internationally recognised human rights as a matter of course. This is the case both at its own sites and throughout the supply chain. The company rejects child labour, forced labour and compulsory labour as well as all forms of modern slavery. Porsche develops and manufactures its products exclusively with respect for all legal obligations of the European Union. The relevant conventions such as the labour and social standards of the ILO and the OECD guidelines for multinational companies are upheld.

Promoting integrity

Integrity means taking responsible and upstanding actions in accordance with ethical principles. As a central plank of the Porsche strategy, it represents the prerequisite for cooperation among employees. Acting with integrity is also indispensable in retail, which is why it was embedded in the Porsche service standards as the highest value. The high level of attention paid to integrity is also evident from the addition during the year under review of reporting on integrity topics to the Supervisory Board alongside the regular reporting to the Executive Board.

An established catalogue of internal communication measures is used to raise awareness of the topic among the workforce on an ongoing basis. This effort has been further refined in 2020, for example by raising awareness for the interdisciplinary multiplier network "Culture, Brand & Integrity". A poll on conduct with integrity within the corporate organisation is carried out annually as part of the Porsche "Mood Barometer" employee survey. Where cause for concern arises, the origins are investigated and any

suitable measures are introduced in collaboration with HR and the relevant managers.

Integrity is a fixed part of the personal development programme and was expanded in 2020 through a range of learning tools. This was done by deepening the already established dialogue events on the values and culture of Porsche in the organisational units.

RESPONSIBILITY IN THE SUPPLY CHAIN

Economic success, the extension of the product portfolio, and the use of new technologies are focusing ever more attention on the Porsche supply chain. Two examples to illustrate this are the higher delivery figures driving growth in supply parts and the procurement of innovative components. Porsche makes every effort to ensure that its supply chain is as resilient as possible by adopting a responsible and cautious approach.

During Porsche's integration in the Volkswagen Group, much of its Procurement division was integrated into the Group's organisational structure and the existing structures and processes were adapted accordingly. This means that Porsche's procurement decisions are largely coordinated and agreed upon with the Volkswagen Group.

Demanding sustainability from suppliers

Trust-based cooperation between Porsche and its suppliers is based on shared values and strict compliance with the sustainability requirements defined in the Volkswagen Group. The concept of sustainability in supplier relations and the corresponding code of conduct compel all parties to observe and comply with the high environmental, social and human rights standards in the International Chamber of Commerce's charter and the OECD's guidelines for long-term, sustainable development.

The relevant key labour standards from the International Labour Organization (ILO) serve as the foundation for the sustainability requirements. All suppliers are also expected to follow the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas. Porsche is active here in the context of the Volkswagen Group's Responsible Minerals Initiative and the Responsible Mica Initiative. These sustainability requirements are enshrined in supply contracts, the violation of which can result in reviews, formal statements and potentially also the termination of the business relationship.

RESPONSIBLE MICA INITIATIVE

The Responsible Mica Initiative (RMI) was founded in Paris in 2017, with the aim of developing global standards for the mining of mica. The intention is to address safety issues, as well as fair working conditions and wages. Companies that join the Responsible Mica Initiative commit to implementing these standards. The initiative is supported by a range of representatives from the paint, pigment, textile and cosmetics industries. The human rights organisation Terre des Hommes is a founding member.

Mica is used as a raw material in many industrial and cosmetic products. As an automobile manufacturer that uses mica, Porsche also contributes to the worldwide consumption of this raw material. The company therefore joined the RMI in the reporting year in order to campaign for more transparency and better working conditions in relation to the mining of mica as part of this cross-industry association of international companies and non-governmental organisations. Through specific projects in the mining regions, Porsche is aiming to significantly improve the living conditions of local people.



Implementation of sustainability requirements

Sustainability is a core component of Porsche's contract awards. The company has an in-house team that evaluates its suppliers' sustainability performance as part of the tendering process.

Porsche always conducts integrity checks before entering into business relations with new suppliers. Since the introduction of the Sustainability Rating (S-Rating) scheme in 2019, sustainability has been a mandatory award criterion for general risk-based procurement processes. When awarding contracts, sustainability is placed on an equal footing with other criteria such as cost, quality, technological capabilities and logistics. The company's checks include verification of social and environmental risks, as well as compliance including ethical conduct.

IMPROVEMENTS AGREED WITH
OF SUPPLIERS OF PRODUCTION MATERIALS
WITH A NEGATIVE S-RATING

100%

As a first step, suppliers must submit a self-declaration on defined sustainability criteria using a standardised questionnaire that has become established in the automotive industry. If the results of the questionnaire are not satisfactory, a second on-site inspection is carried out by an independent sustainability auditor. Any concerns that are raised during the audit will result in a negative evaluation of the supplier. In collaboration with the supplier, a Corrective Action Plan is initiated with the aim of quickly remedying the risks that have been found. Implementation of any measures is subject to central verification. The affected suppliers are not considered for further contracts until the sustainability requirements are met.

In total, 1,780 suppliers submitted a survey in the reporting year. More than 400 suppliers were able to improve their sustainability performance thanks to relevant measures in 2020. Porsche's sustainability requirements are already met by over 90 per cent of the suppliers that submit an offer in relation to a contract.

All of Porsche's procurement staff are required to take mandatory training in the S-Rating scheme in order to embed sustainability in the operating procurement processes. An e-learning module also allows employees in other departments to find out about the concept and management options provided by S-Rating.

Responsible procurement of raw materials

Porsche also works on upholding human rights in its raw materials supply chains. The company works closely with its immediate suppliers and demands clarification of the origin of materials that are potentially bound up in human rights violations such as child, forced or mandatory labour as well as all forms of modern slavery and people trafficking. The disclosures required include information on the working conditions for those involved in the extraction of raw materials such as cobalt, mica and natural rubber. Since these processes are extremely complex given the depth of the supply chains, which can extend to more than eight levels, Porsche takes a risk-based approach.

Any human rights violations identified during on-site visits will result in the agreement of a tailored plan of measures with the supplier. The deficiencies are then rectified on the basis of this plan. Where the approach is not effective, Porsche will issue punitive measures.

During the reporting year, the Volkswagen Group conducted several projects in which "high-risk" raw materials were analysed in turn. Porsche is working in close cooperation with selected suppliers to verify two of the identified high-risk materials. In this way, the entire supply chain is followed back to the origin of the raw material and all intermediate suppliers are identified to allow human rights risks to be detected at an early stage and measures to be introduced. Within the Group, existing approaches and targets are continually refined to guarantee the responsible procurement of raw materials.

Porsche uses new technologies to increase transparency in certain complex supply chains and reduce the risks of raw-material procurement. Since 2020 the company has been engaged in a pilot project in collaboration with a start-up that uses artificial intelligence to comprehensively screen suppliers. The permanent monitoring of freely available internet sources including social media provides timely indications of possible breaches by the suppliers. This technical solution provides an early warning of potential sustainability violations in the deeper supply chains.

Protection of human rights

Porsche is well aware of its challenges in the supply chain and rejects child labour, forced labour and compulsory labour as well as all forms of modern slavery and human trafficking. A transparent certificate of origin and contractually binding sustainability requirements are important steps in ensuring fair competition and preventing exploitation linked to raw materials.

Along with the Volkswagen Group, the company is actively engaged in industry dialogue on the German federal government's National Action Plan for Business and Human Right. The aim of this dialogue is to guarantee human working conditions from one end of the supply chain to the other. Via the Volkswagen Group, Porsche is also a member of the World Economic Forum's Global Battery Alliance. Featuring public and private partners along the entire battery supply chain, the Global Battery Alliance strives to ensure social and ecological sustainability throughout the whole value chain of the raw materials used in batteries.

In October 2020 Porsche joined the Responsible Mica Initiative. This cross-industry association of international companies and non-governmental organisations is committed to transparency and improved working conditions in relation to the mining of mica. Mica is used as a raw material in many industrial and cosmetic products. As an automobile manufacturer that uses mica in its paints, Porsche also contributes to the worldwide consumption of this raw material. Porsche represents the Volkswagen Group in the Responsible Mica Initiative.



CONSISTENT USE OF RENEWABLE ENERGY IN PRODUCTION OF HV BATTERY CELLS

CO₂ emissions and sustainable materials in the supply chain

Based on a hotspot analysis, Porsche held numerous workshops with suppliers from relevant industries in the reporting year to coordinate and pursue targets and measures to reduce CO₂ emissions and encourage use of sustainable materials. The biggest driver of CO₂ emissions in the supply chain for electric vehicles is the HV battery cells. For this reason, Porsche has consistently made the use of renewable energies for the production of HV battery cells a contractual requirement.

Additionally, the company was involved in the development of a blockchain pilot application together with its suppliers BASF and Motherson, with the aim of making greenhouse gas emissions in supply chains traceable. On the basis of "smart contracts", which are made available to the companies involved in the process, the CO₂ emissions generated by individual components are passed on digitally along the entire supply chain. This means that the CO₂ footprint of a product can be quantified in a standardised way.

Porsche is also doing more to raise awareness of sustainability in the supply chain among its employees and suppliers, staging events dedicated to this issue. These included a virtual "Supplier TechDay" during the reporting year. The aim of the event, focusing on sustainable materials, was to identify potential for the use of more environmentally friendly materials in future models and to inform suppliers about Porsche's sustainability goals. More than 20 companies in total presented their technologies in the focus areas of aluminium components, recycled or renewable raw materials, and sustainable interior concepts, the most promising of which are being followed up internally.



Porsche is working across the entire value chain to continually reduce its environmental impact. This applies to all products and operational activities. As part of the Volkswagen Group, the company is committed to the 1.5 °C limit imposed by the Paris Agreement on climate change. In its calculations, Porsche includes the direct emissions from vehicle usage as well as the entire vehicle life cycle, from material extraction to recycling. Its aim is to reuse materials and return raw materials salvaged at the end of the vehicle's life to a production process. Porsche is pursuing the vision of a "Zero Impact Factory" for its production of the future. The objective of this vision is that commercial production processes should have no effect on the environment, where possible. The use of resources and production of waste will be continually reduced, with the introduction of recycling processes and future technologies.

The reporting area "Go to Zero" reflects the company's response to the topics identified in the Materiality Analysis: sustainable materials, energy and emissions during production, resource consumption during production, and conservation and biodiversity.

SUSTAINABLE MATERIALS

The long service life of Porsche sports cars, their precise workmanship and the use of high-quality materials are written into Porsche's DNA. The company takes account of the environmental effects of its vehicles across the entire life cycle, from the acquisition of raw materials and the vehicle's manufacture and use through to its disposal. Relevant environmental impacts will be more tightly integrated into the development processes of future vehicles as key variables for decision making.

More efficient use of resources

There are limited supplies of many of the raw materials used in car making and their extraction sometimes has a direct effect on the environment. Porsche therefore takes care to maximise the efficiency of its use of materials, and to develop and use more eco-friendly alternatives where possible.

Sustainable raw materials, recycled materials in vehicles and environmentally friendly extraction or procurement of materials all help reduce the negative impact of the company's use of materials. Alongside these approaches, Porsche also works on developing lightweight construction techniques. By using less material the sports car manufacturer can reduce weight, not to mention energy consumption and emissions.

In collaboration with the Volkswagen Group and other partners, Porsche is refining recycling processes to keep even more raw materials within the closed loop in the future. A pilot project is running in which used traction batteries are being recycled for use as energy stores as part of a second life concept.

On the road, electric vehicles also help save the environment and make a contribution to improving air quality in population centres. Given the raw materials and production processes involved, the environmental impact of electric vehicles is front-loaded, occurring primarily in the manufacturing phase. In the future it will be possible to reduce this impact further. Porsche and its suppliers are continually collaborating to achieve improvements in battery production, for example by using electricity from renewable sources when manufacturing battery cells. The amount of raw material used in traction batteries can also be reduced further and the energy density and power intensity increased. Concepts allowing modular repairs, should any be required in the traction battery, can also help conserve resources.

Sustainability in product development

The concept of the "circular economy" is securely embedded as an action area in the company's sustainability strategy, as it seeks to make more efficient use of resources. In the reporting year, an interdisciplinary Circular Economy Working Group was formed to manage the response to this topic with a focus on sustainable materials, end-of-life concepts for HV batteries in vehicles and the circular economy at Porsche's sites. It is connected to the company's existing sustainability committees.

Environmental aspects play an increasingly important role in the pre-development phase in order to minimise products' environmental impact. For example, research is carried out into the use of sustainable raw materials and recycled materials for interior upholstery and support components or when awarding projects.

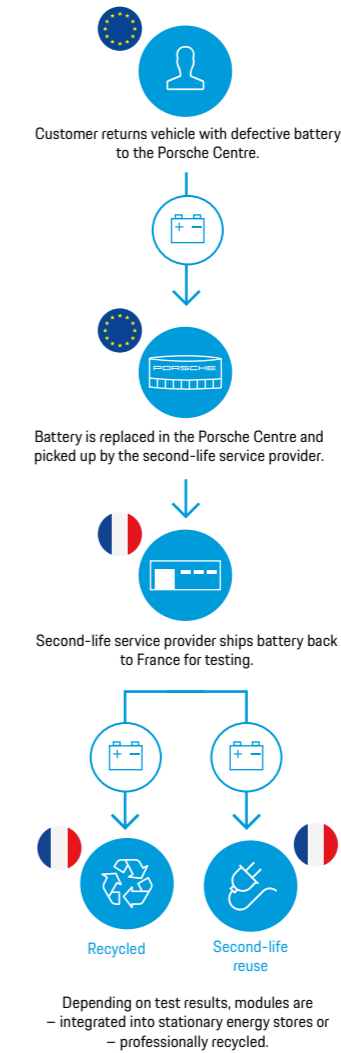
USE OF MICROFIBRE MATERIAL WITH
Approx. 70 %
LOWER EMISSIONS OF CO₂ EQUIVALENTS
COMPARED WITH TRADITIONAL MATERIALS

The company is already making use of sustainable materials, for example in the interior of the Porsche Taycan. Large areas of the vehicle's door coverings are made using natural fibres to reduce CO₂ in manufacturing, and the lightweight construction of the material significantly reduces the weight of the components. The floor coverings use recycled "Econyl[®]" yarn, which is made from materials like fishing nets that can no longer be used. Leather finishes are made using "OLEA" club leather, manufactured using plant-based tannins made from olive leaf extract. For those who do not want any leather in the vehicle's interior, the microfibre "Race-Tex" is utilised instead. In the Taycan this can be made partially from recycled polyester fibres.

The use of this recycled material results in a 70 per cent smaller footprint of CO₂ equivalents in production, compared with traditional materials.

A SECOND LIFE FOR TRACTION BATTERIES

In the scope of its Second Life strategy, Porsche is engaged in a pilot project to revitalise used traction batteries. At the end of their useful life in the vehicle, the batteries will be dismantled and the individual modules reused for stationary energy stores. In addition to technical feasibility and development of prototypes, the scalability of the project for implementation as a series solution will be key to the long-term and sustainable reuse of old batteries. To achieve this, the company is also developing innovative systems to test and measure the quality of used batteries, so that only suitable batteries are selected for the process. In addition, comprehensive concepts for returning used batteries from Porsche Centres throughout the European Union are being developed. Depending on the findings of the pilot project, concepts for other regions of the world will be analysed and evaluated in order to implement tailored second-life concepts in cooperation with importers in the key Porsche markets. The Second Life strategy for HV batteries makes an important contribution to conserving resources and giving sustainable support to the energy revolution.



ENERGY AND EMISSIONS DURING PRODUCTION

Porsche is committed to the UN climate targets agreed in Paris in 2015. The sports car manufacturer takes responsibility for reducing energy consumption and emissions. Alongside its strategy of vehicle electrification, it is also constantly striving to decarbonise its products and business processes throughout the life cycle. In addition to CO₂ emissions caused by vehicles on the road, Porsche also focuses on emissions in the supply chain.

Major steps towards CO₂ neutrality

Internal regulations and key strategic pillars set out Porsche's route for environmental protection. The Group "Environment and Energy Management" guideline defines a standardised approach and responsibilities within the company. This supports the Group companies

in the systematic investigation, observance and checking of the regulatory environmental and energy requirements. Porsche's objective is clear: the "Zero Impact Factory", in which production has no negative effect on the environment. At the Zuffenhausen main plant in Stuttgart, the factory created for the all-electric Taycan is the first milestone in this plan. As part of its plant expansion, the company has optimised the entire site, which is now fully CO₂ neutral.

The new buildings are energy-efficient, while the power comes from renewable sources. On-site CHP generates most of the heat requirement using biogas obtained from unwanted materials and waste.

The Executive Board member for Production and Logistics is responsible for ensuring systematic implementation of the required

measures, with support from the Environment and Energy Management department. Among its targets in the area of energy, the company is aiming to reduce energy consumption and CO₂ emissions by 45 per cent per vehicle between 2014 and 2025. In addition, the sites at Weissach and Leipzig should start CO₂-neutral operation from 2021, following in the footsteps of Zuffenhausen.

– 93 %
CO₂ EMISSIONS PER VEHICLE PRODUCED
SINCE 2014

Certified environment and energy management

In line with the Porsche strategy, short, medium and long-term measures have been defined for environment and energy management. The environment and energy efficiency strategy and the company's own environmental policy are additional strategic guiding principles. In this way the company is implementing a requirement of the international standards for environment and energy management, ISO 14001 and ISO 50001, around which Porsche's internal specifications and processes are based.

For over 20 years, the Zuffenhausen plant has enjoyed validation under the Eco-Management and Audit Scheme (EMAS). In addition, since 2011 it has been compliant with the ISO 50001 energy management standard. Porsche Leipzig GmbH, the Research and Development Centre in Weissach including its external locations, the central parts warehouse in Sachsenheim and Porsche Werkzeugbau GmbH have also all been certified as compliant with this standard and with the ISO 14001 environmental management system.

As well as the official certification programmes, Porsche carries out annual system and process audits to ensure that all applicable environmental and energy legislation is observed and adhered to across the company. These audits are based on high standards and involve the hiring of external environment and energy auditors. The Environment and Sustainability steering group regularly evaluates the targets that have been set.

Porsche records the environmental impact at its Zuffenhausen site using a system for recording and evaluation of environmental aspects (SEBU). All relevant environmental impacts in the air and effluents, energy consumption and waste volumes are evaluated.

Use of renewables

Energy consumption at Porsche has risen in recent years. This can be attributed to expanded production, comprehensive construction activities and a growing workforce. At the same time, the specific CO₂ output per vehicle produced has been reduced by switching to renewable energy sources and biogas.

– 26.5 %

ENERGY CONSUMPTION PER VEHICLE PRODUCED SINCE 2014

Since 2017, the electricity used by Porsche in Zuffenhausen has been generated exclusively from renewable sources. With the opening of the new Taycan factory, certified biogas has been added to the energy mix for generation of power and heating. The highly efficient CHP plant located adjacent to production and office buildings provides heating and a portion of the electrical energy required and complements the site's eco-friendly energy supply. These systems have achieved overall efficiency of more than 83 per cent. The new, energy-efficient buildings in Zuffenhausen clearly exceed the statutory requirements. They use on average 15 per cent less energy than the previous construction standard.

Environmental compliance

Environmental protection is one of the six compliance topics at Porsche. It represents the objective of adhering to all regulations pertaining to environmental and energy legislation. These include European regulations and directives, federal and state requirements within Germany, as well as local by-laws. Officers appointed within the Environment and Energy Management department follow all of the relevant legal developments, evaluating their impact on the company and informing the affected areas. During the reporting period, there were no known breaches of environmental legislation at the Porsche sites.

Complaints management

The Porsche Environment and Energy Management team are the point of contact for queries, suggestions and concerns about environmental issues expressed by both internal and external stakeholders. The company's aim is to maintain an open and transparent channel for stakeholder dialogue. An example for this is the central complaints management function in the Politics and Society and Environment and Construction Management departments. Porsche's neigh-

bours may contact central contact persons with any complaints or suggested improvements. This system enables the company to respond quickly when required and to incorporate suggestions into its long-term planning for the improvement of its sites.

RESOURCE CONSUMPTION DURING PRODUCTION

Humans are consuming a significantly larger proportion of resources than the Earth can sustain. Industrial companies also bear a large amount of the responsibility for more sustainable manufacturing and reducing the consumption of raw materials. Porsche pursues the vision of a "Zero Impact Factory" with production that has no negative impact on the environment.

Objective: environmentally neutral production

Porsche's aim for production that does not impact the environment is built on various action areas. These include efficient use of resources and materials, as well as topics such as pollutants and climate protection. The "Zero Impact Factory" is based on a total of twelve action areas, including resource, material and energy efficiency, and efficient water usage. Other topics such as technology and processes, and logistics, also affect the company's use of resources.

A bespoke strategy allows systematic approaches to ensure the targets the company has set for itself are reached. Key aspects include the targeted reductions in the five core areas of energy, CO₂, waste, water and VOC per vehicle, which should be cut by 45 per cent in the period from 2014 to 2025. Using water as efficiently as possible, through circulation systems and multiple reuse, and the careful handling of contaminated production waste water are important aspects in this regard. Avoiding waste, harnessing low-waste technologies and deploying sustainable disposal solutions are key elements of Porsche's waste management concept. The company's "environmental protection" resource regulation serves as an internal guideline and is also binding on suppliers.

The strategy forms part of Porsche's environment management, which has been certified across the company in accordance with the environmental management standards ISO 14001 and EMAS (at the Zuffenhausen site). Employee participation in these efforts is essential. Awareness of the relevant issues is raised by means of various measures, including an e-learning module, and employees pursue firmly anchored goals. More than

300 individual measures have been implemented since 2015.

Responsible use of natural resources has a positive effect on the environment in addition to reducing costs. Therefore, Porsche is investing in switching its traditional lighting systems to energy-saving LED lights, in demand-driven ventilation systems in the bodyshop, in recycling heat produced by the paintshop and in electromechanical production technologies rather than hydraulic work processes. This final example achieves an annual saving of more than 100,000 kWh just in the riveting process at the bodyshop in Zuffenhausen.

4 kg

WASTE VOLUME FOR DISPOSAL PER VEHICLE PRODUCED

Waste management

Porsche's waste management system is based on a closed-loop system. Its aim is to avoid waste and return materials to the loop in order to protect natural resources. All waste at Porsche is separated for collection on the basis of the ISO 14001 certified environmental management system. Wherever waste is produced, labelled bins or containers are provided for each type of waste. In addition to avoiding waste, Porsche also pursues the aim of increasing the amount of material contained within waste that it can reuse or repurpose. This includes material and thermal recycling processes to reuse materials and the energy that they store.

Water and effluents

Climate change is resulting in increasing periods of drought, even in Germany. Pro-active, responsible management of water is therefore an essential instrument in the effort to make careful use of this resource. Porsche is continuously reducing its water consumption and production of effluents, thereby lessening the environmental impact in terms of drinking water and groundwater shortages. Since 2014, the company has already reduced its fresh-water consumption per vehicle produced by more than 13 per cent.

– 13.1 %

FRESH WATER CONSUMPTION PER VEHICLE PRODUCED SINCE 2014

Porsche's process facilities such as vehicle leak testing equipment, washing equipment and parts washing equipment operate largely in a closed-loop system. In both paint shops, cascade rinsing is used to recycle water, and bath treatment helps to extend life in pretreatment and in dip coating. The cooling systems at Zuffenhausen are mostly closed loops. Porsche has installed water-saving fittings in its bathrooms.

Since 2010, the Zuffenhausen site has only used water from the communal water supply. Treatment of the plant water source to provide its own drinking water supply was not economically viable and was stopped. All Porsche sites are located away from water stressed areas.

All water pollutants produced at Porsche are transported, filled into containers, stored or reused on site, in all hazard classes. The company has effectively reduced the risk of production interruptions when handling water-polluting substances by raising awareness among employees, fitting technical protective devices to the production systems and by installing binding-agent stations at outdoor locations.

The waste water that is generated from production is pretreated in the company's own water treatment plant in order to remove or reduce pollutants. Waste water from the paint shops and washing lines, washing stations and vehicle leak test systems is pretreated using waste water treatment equipment that has been approved or notified in accordance with water legislation. The effluents are regularly analysed and monitored in accordance with the requirements of the authorities.

Green logistics strategy

Throughout the entire value chain, the company's logistics operations exploit potential to reduce CO₂ in order to contribute actively to the aims of the Paris Climate Agreement. Porsche therefore has adopted sustainability as a number-one priority area for logistics. A range of measures and potential options have been identified and implemented as part of the Green Logistics strategy to efficiently reduce emissions and the impact on the environment.

During the reporting year, Porsche's logistics transportation used six natural gas HGVs, one hybrid HGV and one all-electric HGV. The range of LNG HGVs is 600 to 800 kilometres, so they can therefore be used for long-range trips. The local infrastructure for these is excellent, with three LNG stations located close to the Zuffenhausen plant.

3,500
LESS TRIPS



– 10 %
CO₂ SAVINGS

Eurotrailers are used at the Zuffenhausen site, thus saving more than 3,500 trips each year, or around ten per cent of CO₂. The trips saved by the use of these vehicles would create a traffic jam of around 58 kilometres if the lorries were parked end to end.

Porsche uses long trailers for inbound logistics (deliveries of materials) and outbound logistics (delivery of finished vehicles). A long trailer can hold eight vehicles rather than the usual average of six or seven, irrespective of how they are loaded. This allows an annual saving of up to 2,000 HGV trips, corresponding to 19 tons of CO₂. Since 2018, all rail transportation of finished vehicles from the loading stations at Kornwestheim and Leipzig to the ports of Emden and Bremerhaven has used renewable power. This means that these journeys are completely climate-neutral.

The Volkswagen Group is one of the first automobile manufacturers in the world to use low-emissions LNG vessels to ship finished vehicles, on its route from Emden to North America. This achieves substantial reductions in emissions compared with traditional methods: up to 25 per cent of CO₂, 30 per cent of nitrogen oxides, up to 60 per cent of par-

ticulates and as much as 100 per cent of sulphur oxides. The Group currently operates two ships transporting a mixture of models. These can carry up to 4,800 vehicles.

CONSERVATION AND BIODIVERSITY

As part of the ecosystem, biodiversity is vital for human life. Protecting diversity of species is therefore far more than simply nature conservation; alongside climate change it is one of the biggest global challenges of our time. Porsche recognises this situation and is actively committed to preserving biodiversity at its sites.

Evaluating and managing biodiversity

Porsche's conservation efforts are focused on its sites and their immediate environment. The company's objective is to protect the occupied and unoccupied natural landscape and to minimise its own environmental footprint. Porsche pays particular attention to maintaining biological diversity, allowing nature to operate and find its own balance, and securing the future capacity of nature and the landscape to recover.

In order to better evaluate and manage the diversity of species at its production sites, the sports car manufacturer uses an innovative biodiversity tool developed by Volkswagen Group researchers. Starting in 2021, Porsche will be one of the first brands in the Volkswagen Group to study its Zuffenhausen site according to defined biodiversity criteria. The investigation will evaluate four areas: surface management, external impact, internal impact and local factors.

In the future, the company will increase its use of environmental principles and natural concepts. Its approach will take account of both ecological aspects and the importance for diversity, and the required maintenance effort. For example, highly diverse wild-flower meadows will be cut just one to three times a year, and will require significantly less maintenance than grass lawns. Among the additional benefits of a natural environment within the company's premises are improvements in employee health and well-being thanks to an attractive workplace and higher scores in the scope of building certification by the Germany Sustainable Building Council (DGNB).

Sustainable concept for protection of honey bees

In the scope of its commitment to nature and species conservation at the Zuffenhausen site, the company introduced 13 bee colonies, each with some 50,000 bees, to a naturally grown fruit orchard located within the perimeter during the reporting year. As a result, a total of 650,000 honey bees made a new home in the natural area situated between a staff car park and the Taycan assembly factory. Germany's bee population is considered to be at risk; more than half of the 560 native types of bee are in danger of dying out.

 **650,000**
HONEY BEES AT STUTTGART-ZUFFENHAUSEN SITE

The main plant in Zuffenhausen near Stuttgart is the second Porsche site to get its own bee colonies. Since 2017, some three million honey bees have occupied the offroad area of the Leipzig plant, which has been returned to nature.

The life of the honey bee also forms part of the Porsche Safari environmental education programme, which is delivered in collaboration with the Auwald Leipzig educational organisation. Between March and October, school classes and children with their families can take a tour of the Porsche Leipzig offroad track and discover everything there is to know about its fauna and flora.

Porsche's sustainable meadow concept at its Leipzig site is unique within the automotive industry. In addition to honey bees, the sports car manufacturer also introduced Exmoor ponies and wild oxen to the offroad site in 2002. A natural area of 132 hectares is now home to many more wild animals.

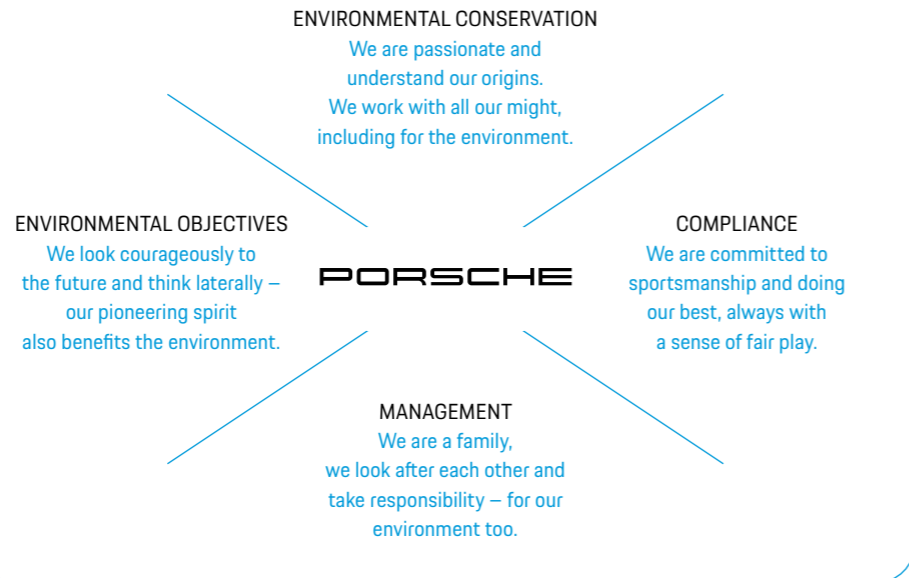
The company is also committed to protecting biodiversity around the Porsche Development Centre in Weissach. Even bigger conservation measures on site are in the pipeline. Experts in landscape design and conservation collaborated with the company on the development of a guideline that recommends specific actions for future planting and creation of green spaces. Special attention has been paid to the particular requirements of protected species of wild bee. The aim of the renaturalisation efforts is to create a wildlife corridor leading to local natural resources and species outside the Development Centre.

NEW GUIDELINES TO PROTECT THE ENVIRONMENT

During the reporting year, Porsche adopted a new Environment and Energy Policy thereby underlining the company's clear commitment to meeting its ecological responsibilities.

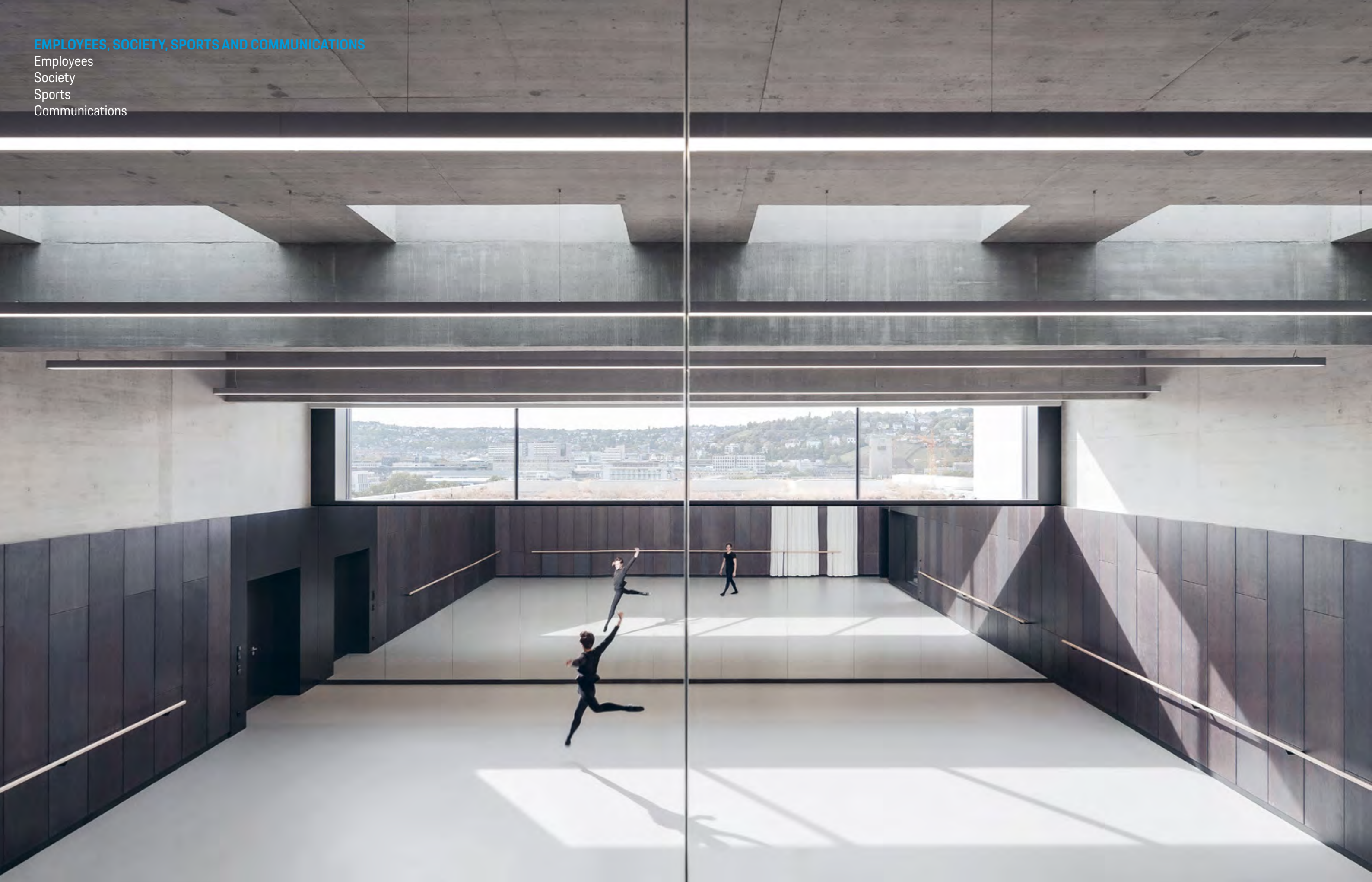
Transparent guidelines run through the four action areas environmental protection, environmental targets, management and compliance. These allow the environmental impact of business operations to be measured and targets to be set with annual progress reports.

Porsche is working across the entire value chain to continually reduce the environmental impact of its products and activities. The company is extremely keen to take a holistic approach. In addition to emissions from its production, it also evaluates the entire vehicle life cycle, from extraction of raw materials through to recycling. This reinforces the view that environmental conservation is a task for the whole company. As well as conserving resources, compliance with legislation and the company's voluntary commitments are top priorities, and are guaranteed by its environmental and energy management system.



EMPLOYEES, SOCIETY, SPORTS AND COMMUNICATIONS

Employees
Society
Sports
Communications



EMPLOYEES

High approval ratings in the in-house mood barometer, a staff turnover rate of well below one per cent for years and top rankings in a wide range of employer league tables: Porsche AG continues to be an attractive employer from many perspectives. Thanks to a close working relationship between employers and employees, Porsche has succeeded time and again in positioning itself as a sustainable and reliable employer to its employees, who currently total 36,359 (as of 31 December 2020). This is impressively underlined by the "Securing a Plant's Future 2020" plans for the companies of Porsche AG. With a realignment in the reporting year, the HR and Social Policy department is also laying the foundation for shaping change even more intensively in the age of digitalisation. A key task here is to work together with the other departments under the theme of "Restructuring, not expansion" to identify future needs and to qualify the Porsche workforce for the challenges ahead.

"DESPITE ALL THE CHANGES THERE IS ONE THING WE CAN SURE OF ABOUT THE FUTURE: AT PORSCHE, PEOPLE ARE AT THE CENTRE OF THE COMPANY."

Andreas Haffner,
Member of the Executive Board –
Human Resources

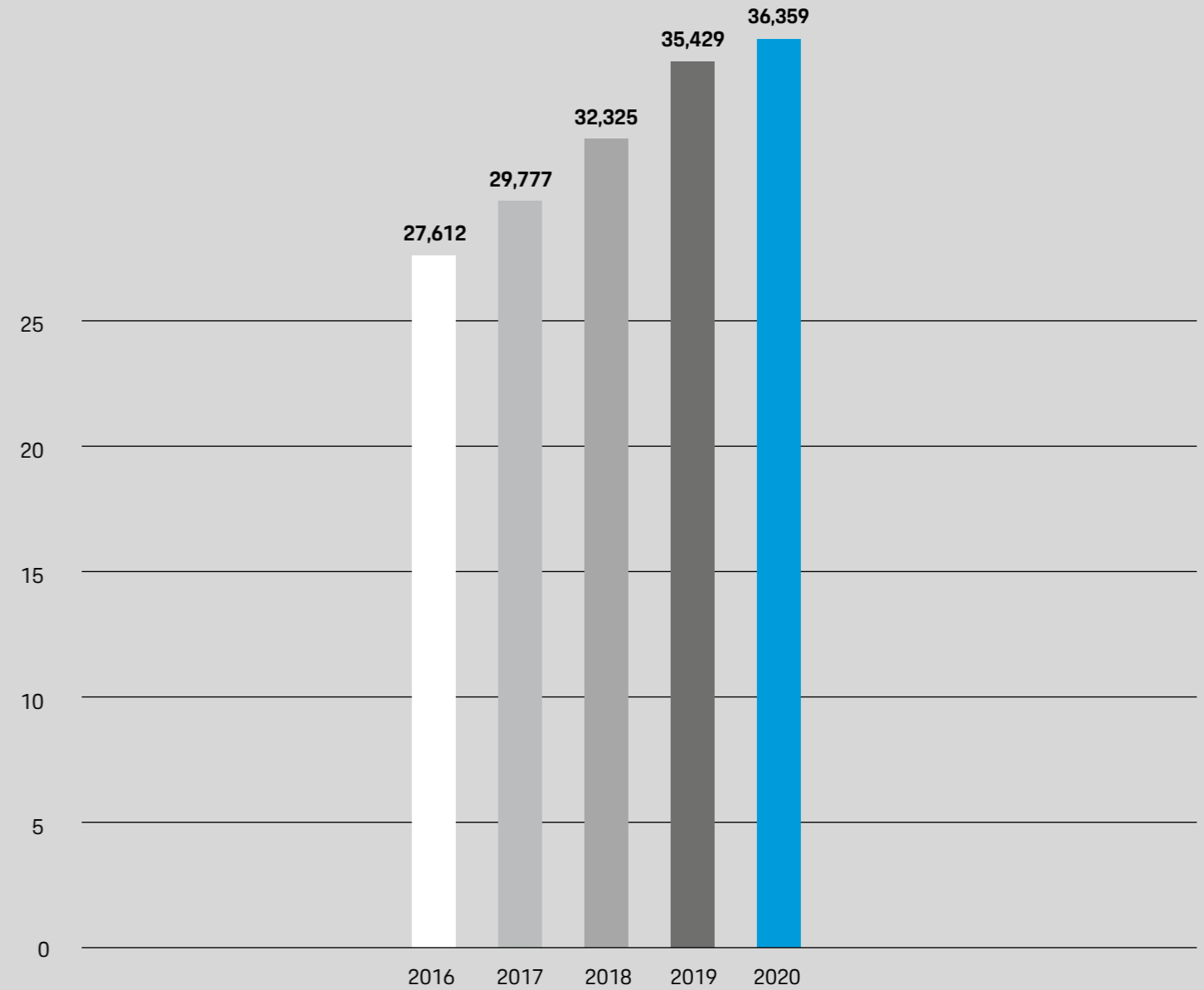
Crisis management in response to Covid-19

The Porsche Corporate Security unit manages the sports car manufacturer's emergency response organisation (GAO), together with Porsche health management. In response to the Covid-19 outbreak, the Corporate Security function is currently in continuous operation. As Porsche's crisis team, the GAO comprises the GAO managers from the German sites, representatives from Human Resources, the Works Council, Communications, Production, Development and Finance. Since the start of the coronavirus pandemic, the crisis team has been meeting several times a week, and over the past few months has made hundreds of decisions and implemented the related measures. These have included updated travel guidelines, the early recall of staff on overseas assignments, dealing with suspected or confirmed Covid-19 cases, general hygiene and behavioural measures, guidelines for meetings, dealing with suppliers travelling from risk areas, and much more. A hotline and a central mailbox provide employees with a point of contact for questions about coronavirus at any time of day or night.



EXECUTIVE BOARD MEMBER ANDREAS HAFFNER (LEFT) AND OLIVER BLUME (CENTRE) WITH THE EMERGENCY RESPONSE ORGANISATION

Employees
Porsche AG Group



Porsche health management takes the strain

During the reporting year, Porsche's health management was the central point of contact and main advisory body for all issues relating to the coronavirus pandemic. As part of Porsche's emergency response organisation, the health management unit was monitoring the development of the pandemic from the beginning of the year, with appropriate measures being developed and implemented in response. The primary goal was and remains to protect the health of the Porsche workforce – through comprehensive communications and specific instructions for action, relating to work in production and administration for example. Covid-19 testing centres have also been set up at the Zuffenhausen and Weissach sites to enable employees with relevant symptoms to access a test quickly and easily. In addition, health management has added an important component to its attractive range of services: since autumn 2020, Porsche AG employees with a cancer diagnosis have been able to obtain an independent second opinion free of charge at the Robert Bosch Centre for Tumour Diseases (RBCT). Where appropriate, genetic analysis will also be carried out. On this basis, cancer patients can be given an individual therapy recommendation in accordance with the latest scientific standards. The RBCT is based at the Robert Bosch Hospital (RBK) in Stuttgart, a world-leading establishment in cancer diagnostics and therapy with its OncoCure programme.



ONCOCURE PROGRAMME

Since autumn 2020, Porsche AG employees with a cancer diagnosis have been able to obtain an independent second opinion free of charge at the Robert Bosch Centre for Tumour Diseases (RBCT).

Reorganisation of Human Resources and Social Affairs

In our increasingly complex world, the demands on human resources work are also growing. For this reason, the Human Resources department at Porsche AG was reorganised in the 2020 financial year to ensure that it is fit for its future role. The main focus was on the changing needs of internal and external customers. Specifically, this relates to employees, managers and job applicants. Greater specialisation in HR consulting will further increase the quality of service and advice provided to employees. Additionally, the HR Business Partners now support managers even more comprehensively with regard to leadership issues, change processes and organisational matters. There is also a special area for executive support, talent development, international mobility and support for the subsidiaries. The recruitment process has been redesigned with the recruitment unit now responsible for all internal and external application processes from start to finish, i.e. from the relevant department first requesting that a position be filled to looking after the successful candidate on their first day. The steering functions and competence centres, for example in the areas of HR Strategy and Innovations, HR and Social Policy or HR Development, have also been given a more precisely defined profile. The reorganisation process additionally involved analysing all HR processes and giving these a new description where necessary.

Artificial intelligence in Human Resources

The term artificial intelligence (AI) is currently on everyone's lips, and AI applications are also increasingly being used in Porsche Human Resources. This is based on the transparent and responsible handling of new technologies, with the aim of enabling a positive customer experience and creating scope for value-adding activities. A good example of this is the Porsche Employee Assistant – a chatbot for employees that is available around the clock to discuss HR issues in particular. This is a valuable tool, especially during the pandemic, for answering frequently asked questions about Covid-19, current business travel regulations or mobile working. There are plans for the chatbot to be further expanded into a digital "personal assistant", which would be able to hold conversations, carry out actions and also respond to voice input. With the help of HR predictive analytics, Porsche is also looking into the future, using data patterns to try to identify trends. For example, a pilot project has investigated the future possibility of being able to predict the monthly health status at Porsche. Meanwhile, a digital training assistant could suggest relevant training seminars to employees on the internal Porsche learning platform, similar to personalised product recommendations on online shopping portals in the consumer environment.

Porsche Ideas Management (PIDM)

To enable even more colleagues to participate in Porsche Ideas Management (PIDM), the PIDM target group has been extended. This means that temporary and contract workers, trainees, interns and student employees, as well as employees of other German Group companies, can now also submit their ideas. With the complete digitalisation and user-oriented optimisation of the PIDM workflow, the "My Porsche Cockpit" provides all of the information needed by those submitting ideas, managers, reviewers and those responsible for implementing the ideas in one place.

New remuneration system for (senior) management

With effect from 1 January 2020, Porsche made changes to its remuneration system for its (senior) managers. The changes were made in connection with the standardisation of the remuneration system for management throughout the Volkswagen Group and forms part of the group strategy "TOGETHER – Strategy 2025". The aim is to offer a level of remuneration that is appropriate and attractive by national and international standards. The remuneration criteria are the individual staff member's remit and the company's economic situation, performance and outlook. Porsche's new remuneration system is made up of fixed and variable components. 50 per cent of the variable remuneration consists of an annual bonus based on a one-year assessment period.

The other 50 per cent is based on a long-term incentive in the form of a three-year performance share plan (based on the last three financial years including the year under review). The annual bonus is generally based on the operating return on sales and operating return on investment recorded by the Porsche Group and/or Porsche brand. The long-term incentive is linked to the (steady state) development of virtual preferred shares of the Volkswagen Group over the last three years. This multi-year assessment basis takes into account both positive and negative developments.

A digital training assistant gives employees suggestions for relevant training courses on the Porsche internal learning platform.



EMPLOYER CAMPAIGN: "ACHTET AUFEINANDER"



IT TEAM DEVELOPS CRISIS CHAT BOT

Expansion of Porsche "JobRad" scheme

Twelve subsidiaries now offer the "Porsche JobRad" scheme to employees. This is an attractive and tax-efficient company bike scheme for staff. Since February 2020, the employees of Porsche Lizenz- und Handelsgesellschaft mbH have also been able to use the scheme, which was originally launched by Porsche back in April 2019. More than 4,500 bikes have been made available during this time, with demand from across all employee groups. Employees who cover more than half of their commute to work each month by company bike were able to apply for an employer subsidy for a "Porsche JobRad" bike for the first time in the reporting year. The internal mobility survey conducted in February 2020 also showed that cycling is increasingly the preferred form of transport for the commute to work. This figure has actually tripled compared with 2015. In this way, Porsche employees are helping to reduce their carbon footprint simply through their daily commute.

Securing a plant's future

Electrification, digitalisation, decarbonisation – the transformation of the automobile industry is also challenging Porsche. Against this backdrop, it was important for the Executive Board and full Works Council of Porsche AG to agree on the "Tradition. Transformation. Tomorrow" package of measures in 2020. The measures, which are far-reaching and forward-looking, aim to make sustainable improvements to the company's competitiveness. The agreement covers a ten-year period. Its main priority is to secure the long-term future of the core workforce. The measures agreed to increase flexibility and productivity, as well as to secure the company's results, will be key factors in the future viability of Porsche.

Taycan recruitment completed

Porsche successfully completed the largest recruitment drive in its history in 2020. Since the start of the recruitment process in November 2018, around 2,000 new employees have been hired for the production of the Taycan in Zuffenhausen. In addition, a further 500 new colleagues have been hired for other direct production areas in the reporting year. Through a large number of applicant days, Human Resources and Production gave interested specialists the opportunity to find out about job opportunities at Porsche during personal discussions. Another important measure for the ramp-up of Taycan production is the Group's cooperation with Audi in Neckarsulm. Under a fixed-term two-year agreement, around 400 Audi employees have been transferred to Porsche since June 2020.



PORSCHE CELEBRATES CHRISTOPHER STREET DAY

A clear signal on Christopher Street Day

In the interests of a colourful society: to tie in with Christopher Street Day (CSD), Porsche has sent a clear signal of acceptance and trust for one another around the theme of "Diversity needs support". Every year at the end of July, millions of people around the world stand up for the rights of gay, lesbian, bisexual and transgender people, taking a stand against discrimination. Porsche also got involved in 2020 with a range of different activities. Andreas Haffner, Member of the Executive Board for Human Resources, was the sponsor of this initiative. He is also a sponsor of the Proud@Porsche network. As a visible sign of acceptance and inclusion of the LGBT*IQ community, a rainbow flag was hoisted on the factory flagpole over the CSD weekend. Passers-by at Porscheplatz could also marvel at a mobile rainbow, as six brightly coloured 911s adorned the forecourt of the Porsche Museum. During the virtual Pride Run, members of the Porsche family set a sign: wearing coloured shirts, they covered kilometre after kilometre on their own choice of running routes in a display of solidarity with the rainbow community.

During the virtual Pride Run, members of the Porsche family set a sign: wearing coloured shirts, they covered kilometre after kilometre on their own choice of running routes in a display of solidarity with the rainbow community.



INCREASING NUMBERS OF WOMEN IN TECHNICAL JOBS

Targets for the percentage of women in the Supervisory Board, Board of Management and management

In the course of implementing the law for the equal participation of women and men in management positions in the private sector, the following targets for the proportion of women on the Supervisory Board and Executive Board as well as the top management levels have been set for Porsche AG with a deadline of 31 December 2021: against the backdrop of the long-term commitments of its members, the Supervisory Board has confirmed the status quo of ten per cent as its target figure. At the time of this decision being made, the Executive Board positions for all departments are occupied exclusively by men with the respective contractual periods extending over several years. For this reason, the status quo (zero per cent) was set as the target for the Board. However, Porsche's Supervisory Board has set itself the target of increasing the percentage of women over the long term. With regard to the first and second management levels below the Executive Board, Porsche AG has set a target of 15 per cent by 31 December 2021.



DIVERSITY AT PORSCHE

Diversity Challenge with Sami Khedira

World Cup winner Sami Khedira challenged the Porsche workforce to a Diversity Team Challenge on the occasion of the 8th German Diversity Day. Around 32,000 employees at the German sites were invited to take part in a digital quiz on diversity and inclusion in randomly selected teams of four. The aim was to raise employee awareness of the huge potential of working teams that are as diverse as possible. The aim was also to show that each person, with their individual abilities and perspectives on life, is important for joint success. Sami Khedira led by example with his own team. The 33-year-old has been playing international football for many years and is an ambassador for Porsche's youth development programme "Turbo for Talents". The footballer's background makes him uniquely placed to stand for diversity and equal opportunities.



FORMULA STUDENT TEAM FROM KIT VISITS PORSCHE

Porsche mood barometer

Once again in 2020, all employees of Porsche AG and its subsidiaries were asked to give an assessment of their current work situation using a mood barometer. More than 82 per cent of employees in the Porsche Group voluntarily took part in the survey, which took the form of an online questionnaire. The mood index at Porsche AG once again improved by 0.8 percentage points compared with the already very good results in 2019. It was particularly gratifying that 93 per cent of staff expressed the view that Porsche was a very attractive employer. After the questionnaires are evaluated, the results are discussed in detail within the respective organisation unit. Managers and employees identify potential for improvement and jointly define specific measures in order to optimise processes or working conditions, for example.

Exclusive partnership with top universities

Porsche's "Executive Leadership Garage" qualification programme was launched during the reporting year. This builds on a research and transfer programme run by Leuphana University Lüneburg with academics from Stanford University as exchange partners. Porsche AG is a founding member of the programme. Its aim is to bring together executives from national and international companies. It also strives to familiarise participants with the latest scientific findings and methods in dealing with digital transformation. This is achieved by combining the latest scientific findings from Silicon Valley, convincing business models from innovative start-ups and the participating executives' own experiences. The programme consists of several modules that can be attended independently of each other. They include, for example, the "Inside Silicon Valley" module on the campus of Stanford University. Other modules focus on topics such as "Artificial Intelligence and its impact on leadership", "Data literacy and the critical examination of data and information" and "Digital change and the successful implementation of complex transformation projects".

Cooperation projects with universities

When it comes to promoting young talent, Porsche continues to back partnership-based cooperation with relevant higher education institutions and organisations. Examples include its cooperation with "Formula Student Germany" and the partnership with the business information systems and industrial engineering courses at the Karlsruhe Institute of Technology (KIT). The existing cooperation agreements with CODE University in Berlin and the Leipzig Graduate School of Management (HHL) were extended in 2020. The cooperation in place with these universities aims to ensure that, during courses of study, science and practice are closely interlinked in the context of digitalisation. This also includes the scholarship programme for computer science students at RWTH Aachen University. Every year, 15 students from the computer science, media informatics, software systems engineering and data science courses receive a scholarship. International university contacts are also permanently being expanded. One such example is the cooperation with the IT chair at Babes-Bolyai University in Cluj (Romania).

Learning platform and media laboratory

In 2020, the Porsche learning platform and media lab remained the central contact points for digital learning, enabling departments to independently design and produce digital learning formats with the support of HR development. Greater use has been made of this offering during the Covid-19 pandemic. The qualification portfolio, comprising offerings from Porsche AG and its subsidiaries, grew strongly this year. Particular support was given to virtual formats that support self-directed and remote learning. For example, "Financial Processes at Porsche", a digital learning module aimed at all Porsche AG employees, was introduced to raise awareness of tax-related issues. In collaboration with the specialist departments and HR development, "AI@Porsche" was created as a further digital offering to introduce employees to the potential uses of artificial intelligence. Together with the "Fit for Digit@l" quiz app, this offering was awarded the "Comenius-EduMedia-Award". Another exciting experiment was the design of a themed week as part of the Corporate Learning Community's Massive Open Online Course (MOOC) 2020. An interdisciplinary team of qualification experts came together to discuss relevant questions concerning the Porsche Learning Lab, doing so in a virtual format and in an open exchange with numerous external HR experts.



WORKING FOR PORSCHE IS FUN

The attractiveness of Porsche as an employer is not only confirmed by graduates, but also by Porsche staff.

Porsche remains a highly regarded employer

In 2020, Porsche again scored very highly among students in relevant employer rankings. In the "Universum Student Survey", Porsche was repeatedly named the most attractive company in the automotive industry and the most attractive employer for engineers in 2020. Porsche also achieved top results in the Trendence Institute's annual student survey, recording its best overall result from both rankings since 2006. The attractiveness of Porsche as an employer is not only confirmed by graduates, but also by Porsche staff. The sports car manufacturer came first in the Glassdoor Ranking for 2019/2020 and fourth at StepStone. Porsche's high level of attractiveness as an employer is also demonstrated by the consistently high number of applicants. Its staff turnover rate remains well below one per cent.



FIT FOR DIGIT@L



20 YEARS OF THE FERRY PORSCHE PRIZE

Down-to-earth, approachable – and not always perfect

With its employer branding campaign, Porsche has been demonstrating since autumn 2018 that behind the exclusive products lies an approachable employer. High-quality black and white pictures of employees give an authentic impression of the working world at the sports car manufacturer. Key themes in Porsche's corporate culture are conveyed to the outside world, including being down to earth, loyal and innovative. The story was developed further during 2020. Under the heading "Bad days" employees tell their stories, warts and all, explaining that their journey to mobility of the future is not always an easy one. Just like everywhere else, employees at Porsche also experience bad days, with difficult decisions to be made or seemingly insurmountable hurdles to overcome. These difficult days reveal more about a job than the easy times. And they also help Porsche employees to grow from their own mistakes. In an authentic way, the new employer branding campaign illustrates the culture of mistakes at Porsche, providing unusual insights into situations that are not necessarily expected. The campaign runs across all of Porsche's personnel market-

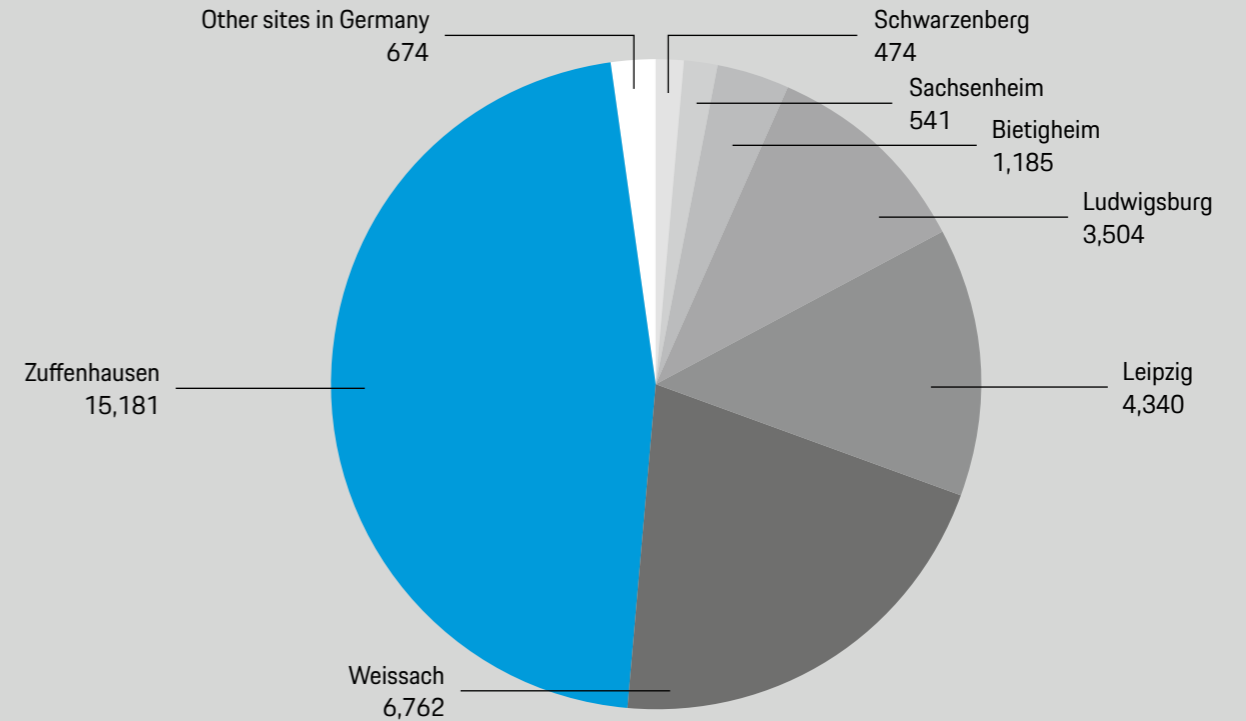
ing social media channels at the same time, and is accompanied by advertisements and editorial contributions in print media. It makes people curious and gives potential applicants the opportunity to find out more about what it is like to work for Porsche.

20 years of the Ferry Porsche Prize

Supporting young talent does not just begin at university. For the last 20 years, the best high-school leavers of the year in Baden-Württemberg have been awarded the Ferry Porsche Prize in the core subjects of mathematics, physics and technology. In 2020, 232 young people received the coveted award. Following a prize draw, six of them were awarded an additional one-year scholarship. The Ferry Porsche Prize is awarded jointly with the Ministry of Culture, Youth and Sport at StepStone in Baden-Württemberg. The intended aim is to increase the attractiveness of STEM subjects and encourage young people to study engineering.

Key themes in Porsche's corporate culture are conveyed to the outside world, including being down to earth, loyal and innovative.

Employees at sites in Germany



Total workforce in Germany			Year-on-year comparison	
2020	32,661			
2019	31,690			
2018	28,764			

Back to work as a training organisation

There were 143 young people who started their careers at Porsche in 2020 as apprentices or dual students. As in previous years, these new members of the Porsche family will be given a permanent employment contract on the successful completion of their training and studies. Training was another area that was strongly impacted by Covid-19 during the year under review. Technical vocational training, which focuses on teaching manual skills, relies particularly heavily on direct interaction between trainees and instructors in the workshop and training room. After detailed planning, the training centre was able to resume regular operations by the end of April, despite the pandemic. The specially developed digital teaching and learning offer was supplemented by additional modules for teaching at the vocational schools and training at the training centre. The use of tablets and e-learning was also continuously expanded. Consequently, the Open Day at the training centre also took the form of a digital InfoNight this year. And the traditional "getting-to-know-you" days for the new training year, which usually take place off-site, were also swiftly moved to the training centre and held in a new Covid-safe format.

Selection process digitalised and optimised

The entire process for selecting future apprentices and DHBW students was made even more transparent and easier to follow in 2020, with efficiencies made by moving more of the processes online. This optimisation ensures that Porsche will continue to find exactly the right young people for its needs in the future. After all, recruiting for Porsche vocational training does not simply mean selecting the best. It is about selecting those applicants who are the best fit for the sports car manufacturer, in other words, the young people who excel in how they behave at school, how they perform in core subjects such as mathematics and German, how they score in the recruitment test, and how they come across in the subsequent interview. As far as the technical occupations are concerned, 85 per cent are young people with a lower secondary school or intermediate school leaving certificate. They stand out thanks to their capacity to learn and motivation, but also on the basis of their technical skills and character. The aim is to keep them in the company for a long time after they have successfully completed their training and to develop them further in their professions. In order to achieve this aim in the future, the selection process has been optimised once again, taking all of these aspects into account.

Porsche Gastronomy launches sustainability campaign

Porsche Gastronomy supports Porsche's sustainability strategy and is increasingly focusing on regional and seasonal ingredients. In this context, ten employee canteens were successfully certified according to the Baden-Württemberg Quality Mark (QZBW) in 2020. From now on, they will display the "Taste the South" quality mark. The next goal is certification "level 2" with an even higher proportion of regionally produced ingredients. At the same time, Porsche Gastronomy has declared war on food waste: as part of a project in cooperation with United Against Waste e.V., the amount of food waste was analysed and measures to avoid waste devised. As a result, food waste has already been reduced by around 30 per cent. Across all canteen operations, this equates to almost 0.7 tonnes per day. In addition, Porsche Gastronomy was the first mass catering operation to switch all of its cleaning supplies to sustainable and biodegradable products. The environmental impact is significantly reduced but the cleaning effect remains the same. Another advantage is that hazards during cleaning activities are also significantly reduced.



TRAINEES EMBARK ON WORKING LIFE AT PORSCHE



PORSCHE SITE FIRE SERVICE

Creation of site fire service in Zuffenhausen

In order to further strengthen the company's emergency response, the Executive Board decided during the year under review to establish a site fire service at its Zuffenhausen factory. Corporate Security was given the task of setting up the fire service, with a total of 35 full-time firefighters. By having its own fire service, Porsche is responding to the expansion of the plant in Zuffenhausen to accommodate production of the all-electric Taycan and the resulting increase in the number of high-voltage components. Response times would be reduced in the event of an emergency, and the company's own experts would be available immediately and with local knowledge.

Chief electrician

Given the increasing electrification of the Porsche model range as well as of buildings and facilities, a chief electrician (GvEFK) was appointed for the company in August 2020. As the central point of contact, the GvEFK is responsible for all internal and external topics relating to electrical safety. The GvEFK's remit is to establish a legally compliant organisation for electrical safety (vehicles, buildings and facilities) and to establish safe processes and standards

wherever electrical current flows. The aim is to anchor awareness of electrical safety in the organisation on a long-term basis. On the basis of the statutory provisions and the requirements defined in state and professional association guidelines, as well as the regulations of the electrotechnical standard-setter VDE, the action required by Porsche is defined and measures rolled out accordingly, across all sites. The GvEFK is a staff function within Corporate Safety and manages more than 1,200 electrical specialists.

Accident index remains stable

Occupational safety remains another focus of health management. In 2020, the accident index was maintained at the previous year's level. Extensive training and awareness-raising as well as the implementation of sustainable measures are having the desired effect. There was a decrease in the severity of accidents compared with 2019, with a fall of 29 per cent. Accident severity is measured by the number of working days lost after an occupational accident. This figure also underlines the strong effort being made across all departments to improve health and safety.

Porsche Gastronomy was the first mass catering operation to switch all of its cleaning supplies to sustainable and biodegradable products.

SOCIETY

With a diverse range of commitments to its name, Porsche strives to be a valued and responsible partner to society. The company actively supports socially disadvantaged groups, promotes culture and sports at its site locations, and is heavily involved in the spheres of education, environmental protection and biodiversity. In response to the huge impact of the coronavirus crisis on the more vulnerable sections of society, Porsche has significantly increased its support. Last year the company made donations to some 200 individual projects in a range of areas, while also engaging in CSR sponsorship and cultural sponsorship activities. Porsche also made further donations to the charitable Ferry Porsche Foundation.

Emergency measures to tackle coronavirus

Porsche has introduced wide-ranging measures in response to the coronavirus crisis, primarily in the regions in which it is based. Funding was boosted by a further five million euros, and grocery donations to food banks were more than doubled, targeting help at people suffering hardship as a result of the crisis. The company also supported numerous local aid organisations in their response to the pandemic, such as with the purchase of Personal Protective Equipment (PPE) or targeted campaigns to mitigate the effects of the pandemic.

The "Gute(r)Dinge" emergency aid fund, set up by the Bürgerstiftung Stuttgart civic foundation, was one such project to receive funding from Porsche. The donations were aimed at helping people without a home in the Stuttgart region. Among the initiatives that benefited from support were a project to deliver food and personal hygiene items to homeless people by cargo bike, as well as providing hot meals.

Porsche also supported the Caritasverband für Stuttgart e.V.'s disability charity to the tune of 70,000 euros. The money was used to buy equipment that was urgently needed to prevent the spread of coronavirus at the Caritas housing complex, which is home to around 170 residents and staff, in Zuffenhausen.

Another project supported by Porsche during the year under review aims to protect children and young people. The Stuttgarter Jugendhaus gGmbH umbrella organisation received a donation of 110,000 euros to fund PPE during the pandemic. This donation



PORSCHE SUPPORTS CARITASVERBAND FÜR STUTTGART'S DISABILITY CHARITY

safeguarded the running of 41 homes for children and young people in Stuttgart.

As part of its relief measures, the sports car manufacturer also made an immediate donation of more than 210,000 euros to the Stiftung Evangelische Altenheimat. Some 580 elderly people in five care homes in Stuttgart and two additional sites in the Ludwigsburg area were provided with urgently required Personal Protective Equipment as a result.

Hospitals and its staff ensure that people receive medical care. In order to cope with the enormous challenges posed by coronavirus, Porsche set up a flagship project worth 1.3 million euros for the benefit of Stuttgart hospitals: Stuttgart Hospital received an emergency aid donation of 810,000 euros. This money was used to purchase 20 anaesthetic machines, 21 ventilators and additional endoscopes for intubation for the Katharinenhospital, the Bad Cannstatt Hospital and Germany's largest children's hospital, the Olga-hospital. The funding was also used to buy laboratory equipment for the detection of coronavirus in DNA samples. Porsche donated a further 500,000 euros to the Marienhospital in Stuttgart. This emergency funding enabled the hospital to buy a mobile x-ray machine, along with 15,000 FFP2 face masks and 100,000 premium-grade surgical masks. The donation also funded the purchase of 30 infusers, which are used as dosing pumps for the continuous injection of medication.

"COLLABORATING IN OUR SOCIETY IS MORE IMPORTANT THAN EVER. INDUSTRY, POLITICS AND SOCIETY: TOGETHER WE BEAT THE CORONAVIRUS CRISIS. PORSCHE TAKES ITS SOCIAL RESPONSIBILITY SERIOUSLY. THIS IS ONE OF OUR FUNDAMENTAL PRINCIPLES AND REFLECTS OUR UNDERSTANDING OF SUSTAINABILITY."

Oliver Blume,
Chairman of the Executive Board

Porsche launched a flagship project in Leipzig too, donating close to one million euros to social and medical institutions. Of this amount, 526,000 euros went to the University Hospital, which used the money to purchase eleven ventilators, two blood gas analysers and additional stocks of protective masks and face shields. In total, Porsche supported 19 institutions and social work associations in Leipzig, including the Johanniter-Unfall-Hilfe accident support organisation, the German Red Cross (DRK), the Diakonie social welfare organisation, the children's clinic at the University Hospital Leipzig (Stiftung Kinderklinik Universitätsklinikum Leipzig) and Herbie e.V.

Approximately 30,000 euros was given to charitable organisations in Schwarzenberg, with the money being invested in urgently needed Personal Protective Equipment. The recipients in this case were the DRK, the Diakonische Werk social welfare organisation, the Lebenshilfe charity and the local food bank.

Meanwhile, through digital networking, Porsche has also been taking a stand against loneliness and isolation. The company donated 125,000 euros to a project organised by the Federal Association of Protestant Aid for the Disabled. Almost 50 institutions in Baden-Württemberg and Saxony were given digital devices, as well as the necessary soft-

ware and basic digital skills training. In this way, people with disabilities were able to connect online and continue to participate in society despite the restrictions on meeting up in person.

Meanwhile, the subsidiaries have also been getting involved in efforts to tackle Covid-19. Porsche Consulting and MHP, for example, contributed their comprehensive consulting expertise to support the state governments' crisis teams in Baden-Württemberg and Saxony.

The sales company Porsche Deutschland supported the DRK Stuttgart and the Wohlfahrtswerk Stuttgart with donations and the delivery of supplies in the region. To take just one example, Porsche sports cars were used to deliver meals to care facilities and to drop off protective clothing and masks. Before Christmas, Porsche Deutschland made a further 50,000 euros donation to the global coronavirus emergency assistance organisation Aktion Deutschland Hilft e.V.

For their part, the international subsidiaries also simply got on with supporting their local organisations on a voluntary basis. A few examples: Porsche Italia, together with the Italian dealer network, donated 1.3 million euros to Caritas Italiana as part of the "Uniti per

Ripartire" campaign. More than 30,000 families received food vouchers and 5,000 school-age children were given devices to help with remote learning. Porsche Iberica stepped in to help people particularly affected by the crisis, providing food and meals. Meals were prepared in the Porsche canteen in Madrid and served to the elderly or donated to the non-profit organisation FESBAL.

Porsche Cars North America (PCNA) auctioned off the last 911 (type 991) to be built, raising 500,000 US dollars during a seven-day online auction. The Porsche subsidiary then doubled the amount to one million dollars before donating the money to United Way Worldwide, an organisation that actively provides Covid-19 assistance in the US.

North American food banks were unable to meet the increased demand triggered by the pandemic. The Goodr Initiative responded to this problem, supporting families in need with pop-up grocery shops. PCNA supported this initiative at the Porsche sites in Atlanta and Los Angeles. Approximately 1,000 families benefited as a result.



PORSCHE SUPPORTS UNIVERSITY HOSPITAL LEIPZIG

Further donations

Children and young people

Porsche trainees have shown exceptional commitment to a good cause. Last year, they presented the Förderkreis krebskranke Kinder Stuttgart e.V., a children's cancer charity, with a cheque for 10,000 euros. The money was the proceeds of a raffle held by the trainees during their Christmas party at the Porsche training centre. The Youth and Trainee Council (JAV) and the Works Council have been organising the raffle for the benefit of the cancer charity for many years now.

The Leseohren association aims to instil a love of language and reading in children. Almost 600 reading mentors volunteer in Stuttgart's childcare centres, libraries and schools. Reading a story aloud helps children to develop a range of skills. The coronavirus crisis sparked many offers of online support for children and young people as they worked on their reading at home. Porsche played its part by making a donation to help with this online provision.

The company is also involved with the German Road Safety Association in Baden-Württemberg, providing cycling proficiency training at all of the primary schools in the state. Traffic safety training, delivered at training centres or by trainers who visit schools, plays a key role in keeping children safe when out and about on the roads.

"A smile for company children with other strengths" (Lukas) is Porsche's own initiative. The aim is to help employees' children with serious mental or physical disabilities who require special support. Porsche helps to fund integrative kindergartens as well as care centres and all-day nurseries that provide childcare for employees' children.



"ACES FOR CHARITY" CAMPAIGN

Youth and training support

Porsche Junior improves the prospects of young people in the labour market. This social welfare project gives young people opportunities to gain important practical experience before starting a traineeship. Porsche has been supporting this project since 2011 and donated 30,000 euros during the reporting year. The sports car manufacturer also supports the Joblinge programme, which provided approximately 700 disadvantaged young people from the Stuttgart region with a place on a training scheme.

Porsche also contributed 30,000 euros to the Stuttgart training campus, a learning and advice centre that brings together all of the institutions involved in the training process in order to help refugees and other young people with support needs find a route into working life. As well as helping the young people to apply for a job, the campus also provides mentoring, extra tuition and language classes.

The "GaraGe" training initiative is based at the Technology Centre for Young People in the Plagwitz district of Leipzig, and is used by more than 80,000 children and young people every year. Porsche's Technology Workshop, featuring a 911 Turbo, forms part of the Centre. Using the car as a real-life example, a Porsche employee introduces the young people to the world of automotive technology. Porsche Leipzig has been involved in the "GaraGe" project for 20 years now.

Aces for charity

As part of the "Aces for Charity" campaign at the Porsche Tennis Grand Prix, the company donated 50 euros for every ace hit during the "German Ladies' Series presented by Porsche". The German Tennis Federation launched this tournament series last year with the help of Porsche when tournaments were put on hold worldwide due to Covid-19. The players served a total of 385 aces – and Porsche generously rounded up the donated sum to 20,000 euros. This amount was split equally between two causes: the Agapedia Foundation, which runs various support projects for children who are in need or facing hardship, and the Baden-Württemberg Sports Federation, where the money was used in the "Integration through sports" federal programme.

Porsche Junior improves the prospects of young people in the labour market. This social welfare project gives young people opportunities to gain important practical experience before starting a traineeship.

International commitments

Porsche and its national organisations are involved in projects all over the world. Porsche China, for example, once again launched the "Dealer CSR Fund" in 2020, supporting local projects throughout China. The project proposals are submitted by Porsche dealers and implemented in collaboration with non-profit organisations. In 2020, Porsche China supported the "Mini Libraries & Reading Space in Rural Schools" project and the "Care for Kids - Anti Kidnapping Educational" programme.

Through its CSR campaign "Porsche Do Dream", Porsche Korea aims to open up new opportunities and prospects to disadvantaged children and young people. One part of this programme is "Porsche Dream-up", a scholarship initiative for particularly talented young people in the fields of art and sports. "Dream Playground" creates play opportunities inside buildings. The background to this is that heavy fine dust pollution in many areas of Korea prevents children from playing outdoors. Six indoor playgrounds have already been built at Korean primary schools. Other projects under this initiative include "Porsche Dream Circle" for environmental education in schools, "Urban Bees Seoul", a honeybee project for greater biodiversity in Seoul, "Seoul Bike X Art Collaboration", an art project for bike sharing in Seoul City, and aid projects for families and artists who have been disadvantaged by the Corona crisis.

Porsche Latin America has been working with the charitable organisation "Un Techo" since 2012. This Latin American non-governmental organisation works to help socially vulnerable families in marginalised neighbourhoods, provides housing in areas of extreme poverty and also offers educational programmes. The donation made in the reporting year will be used to fund at least 50 houses in 14 Latin American countries.

CSR sponsorship

Funding of foundation chairs

Porsche also supports academic education through donations and works together with institutions of higher education. To take an example, the "Dr. Ing. h.c. F. Porsche AG Chair of Strategic Management and Digital Entrepreneurship" was created in July 2013 at the HHL Leipzig Graduate School of Management. By the end of 2020 more than 2,500 students had already benefited from the courses, seminars and projects on offer. The company also supports teaching, research and continuing academic development in the field of modularisation in vehicle development at Esslingen University of Applied Sciences.

Start-up contest for school pupils and trainees

"Jugend gründet" is a business plan and simulation contest organised by the Steinbeis Innovation Centre for Business Development at Pforzheim University. Last year, more than 4,100 trainees and school pupils from year 10 and above from all over Germany submitted their start-up proposals. Porsche has been the main sponsor of the contest since 2016 and also awarded its special "Digital Future" prize for the second time in 2020. Three school pupils from a high school in Achern won over the judging panel with their "E-ChargeNets GmbH" start-up. This e-charging and billing concept uses public energy sources, such as street lamps, as charging stations for private e-vehicles. The winners' prize was a visit to Porsche Digital in Berlin.

Through its CSR campaign "Porsche Do Dream" Porsche Korea aims to open up new opportunities and prospects to disadvantaged children and young people.



PORSCHE KOREA OPENS THE FIRST "PORSCHE DREAM CIRCLE" AT PRIMARY SCHOOL

Youth development in sports

Supporting young people in sports is a fundamental element of Porsche's philosophy of social responsibility. For many years now, the company has been supporting youth work in sports clubs within the context of its wider "Turbo for Talents" initiative. One particular focus is how to balance school, sports and working life. The programme also promotes social aspects and the teaching of values such as team spirit, fairness, passion and respect as well as the development of personalities. The Germany-wide CSR programme focuses on the Porsche site locations of Stuttgart and Leipzig. Since September, Porsche has also been involved in youth development work at Borussia Mönchengladbach.

Stuttgart region

In the Stuttgart region, Porsche has been supporting children and young people at its partner clubs SC Bietigheim-Bissingen Steelers (ice hockey), SV Stuttgarter Kickers, SG Sonnenhof Großaspach (football) and the Porsche Basketball Academy Ludwigsburg for several years.

In September 2020, twelve talented and dedicated young athletes were honoured with the Porsche Turbo Awards. At the awards ceremony in the Porsche Museum, these talented youngsters from local partner clubs were honoured in three categories. The award winners were recognised for their sporting and academic excellence during the past season and for their commitment and exemplary conduct within their teams and clubs.

Leipzig region

Porsche expanded its commitment to Bundesliga football club RB Leipzig in 2020. As a strategic partner of the club's youth section, the sports car manufacturer is now also the sleeve sponsor for the jerseys worn by the U15 to U19 teams. Porsche has been supporting the youth work of the "Red Bulls" since 2014. Through this additional youth sponsorship, the company wants to continue to be an active trailblazer for up-and-coming talent.

The cooperation venture makes it easier for children from socially disadvantaged families to access sports. Porsche pays their fees for attending the RB Leipzig Football School. At the football camps, girls and boys can show off their skills and learn a lot about football in a fun environment. Working together and in cooperation with the Berufsbildungswerk Leipzig (BBW) vocational training centre, Porsche and RB Leipzig are committed to



BORUSSIA YOUTH PLAYERS WITH BUNDESLIGA STAR PATRICK HERRMANN

inclusion and integration: at the football school's inclusive camp, children with and without disabilities or migration backgrounds learn from and with each other.

Every year for the past six years, the best young team from the "Red Bulls" has been crowned the Porsche Talent Team. In 2020, the U17s were delighted to win this title. The award honours young players for outstanding academic and sporting achievements and for their team spirit.

The company ensures that Leipzig fans, social institutions and employees can all get involved too, with ticket allocations and campaigns. On the Porsche Coaching Bench, families and their football-mad children can support their team at every Bundesliga home match directly from the sidelines. The professional players are also regular guests at Meet & Greet events and share their knowledge with the young fans. Children between the ages of five and ten also have the chance to be a Porsche match mascot and enter the stadium alongside their heroes at home games.

West region

The new partnership with Borussia Mönchengladbach at the start of the 2020/2021 season means that Porsche youth sponsorship will also be represented in the west of Germany for the first time. In this way, the premium manufacturer is aiming to expand its social commitment across regional boundaries. At Borussia, Porsche sponsors the youth programme and lends its name to the renowned "Foil Stable" boarding school for young talent. In addition, Porsche's youth sponsorship programme "Turbo for Talents" features on advertising boards at the Bundesliga home games of the first division club.

In addition to promoting talent, successfully combining sports, school and leisure time is another important issue for both partners. This has already been successfully implemented for several years at the Mönchengladbach boarding school, the "Porsche Foil Stable". Joint courses for the professional training of talented young players are also planned. The programme covers aspects including social media, how to apply for jobs, and child protection as well as the prevention of doping, racism and gambling addiction.

Cultural sponsorship

"Wagner 22" festival

Porsche and the Leipzig Opera have launched a joint partnership: looking ahead to summer 2022, the cultural institution is inviting Wagner lovers from all over the world to its "Wagner 22" festival. All of the German composer's operas will be performed in the space of the three-week event. Joint planning for this major celebration has already begun, and Porsche is supporting the event as the title sponsor. The aim is to make culture accessible to everyone and to create unforgettable musical experiences in the heart of Leipzig's city centre. The partnership with Porsche enables Wagner fans and anyone with an interest in opera to attend the performances free of charge: organisers plan to broadcast two of the operas in the Augustusplatz square.

Open-air cinema and classical concerts in Leipzig

Event cancellations and the closure of leisure attractions dominated 2020. Porsche Leipzig found a fitting response. "Roadmovies" was the name given to a new event format in the customer centre – a drive-in cinema on the stage normally reserved for sports cars. There were no issues with maintaining social distance, and room for 200 vehicles at each show-

ing on the impressive 144 square metre screen. With more than 2,400 attendees, "Roadmovies" proved to be a successful format. One of the programme highlights was a stream of the best bits of the popular open-air concerts held in the Rosental featuring the Leipzig Gewandhaus Orchestra from recent years. These concerts also had to be cancelled in 2020 due to coronavirus. The drive-in cinema provided safe entertainment in a special atmosphere. Porsche has been a partner of the Gewandhaus Orchestra since 2011, focusing on the "Klassik erleben" open-air concert events since 2014.

Stuttgart Ballet

Porsche extended its commitment as the principal sponsor of the Stuttgart Ballet in June 2020. The new contract runs until 2023 and also includes the presentation of the "Ballet in the Park" cultural event. Due to the pandemic, the Stuttgart Ballet and the sports car manufacturer joined forces to create an alternative to the cancelled open-air event "Ballet in the Park": on 25 July, the première of the ballet evening "RESPONSE I", supported by Porsche, was performed in the opera house in front of a socially distanced audience of 249 people. The performance was also broadcast live and with free admission on the "BW-Bank Kulturwasen" big screen in Cannstatt. With parking spaces for around

1,000 vehicles, more than 2,000 people were able to enjoy the première from the comfort of their cars. Another 250 people were able to watch from deck chairs. In this way, the Stuttgart Ballet remained true to its motto of "Ballet for all".

One month earlier, the new building housing the John Cranko School was completed. The School has been attracting exceptional ballet talent from all over the world for decades. Porsche provided significant support for the project with a donation of ten million euros. The funding was provided through a foundation that the sports car manufacturer established in 2013 together with the city of Stuttgart.

The School's new home is an impressive tiered structure over ten floors. It is big enough to accommodate and train up to 150 young dancers in the future.



PARTNERSHIP WITH STUTTGART BALLETT EXTENDED

Ferry Porsche Foundation

The Ferry Porsche Foundation, established in 2018, also focuses on a broad range of social responsibilities. Its main focus is support for children and young people, mainly in and around the company's factory sites, where the foundation supports projects in science, research, training, schooling and education. It also supports initiatives in the areas of culture and environmental conservation and helps people who find themselves in social need.

Even in such a turbulent year as 2020, the Ferry Porsche Foundation was able to make an important contribution to the community and assume social responsibility through its own programmes and sponsorships. Despite not being able to hold its usual 6-hour race, the Foundation was still able to support six "everyday heroes" in the form of charitable institutions and associations by donating a total of 200,000 euros. The Olgäle Foundation for Sick Children, the Stuttgart Children's and Youth Hospice, the Gustav Werner School in Zuffenhausen, the Neuwirtshaus School in Zuffenhausen, the Frühstück für Kinder Association that provides breakfasts to schoolchildren, and the Lebenshilfe Stuttgart organisation were once again delighted to receive donations of 33,333 euros each. In December, in honour of the 111th anniversary of the birth of Prof. Ferdinand "Ferry" Porsche, the Foundation donated 5,000 euros to 111 food banks in Germany, making a total donation of 550,000 euros.

In keeping with the motto "Ferry Porsche educates", the Foundation provided around

one million euros, as it did in 2019, in support of gifted students at schools in the Stuttgart area, for environmental education projects, for inclusion in sports and for the education of children and young people with social and health-related disadvantages. The objectives are to promote young talent, to share knowledge and to give socially disadvantaged people access to qualifications and training opportunities.

Three new activities of the Foundation: As part of its cultural sponsorship at the company's factory locations, it has been supporting a scholarship programme at the John Cranko School since last year.

The Ferry Porsche Challenge was held for the first time. This non-profit fundraising competition supported 70 sustainable projects, creative ideas and new initiatives with a total of 1.5 million euros – 500,000 euros more than originally planned. Around 600 projects in the Stuttgart and Leipzig area had applied for funding. The "Ferry Porsche Challenge 2021" launched in November under the motto "Making schools digital". This time, it is aimed at digital projects from schools in Baden-Württemberg and Saxony, for which an amount of one million euros has been earmarked.

The foundation is also active internationally: in cooperation with SOS Children's Villages, it set up a digital education project in São Paulo (Brazil) and also provided support there in the form of basic food and personal hygiene items.



"FERRY PORSCHE CHALLENGE"



FERRY PORSCHE FOUNDATION SUPPORTS EVERYDAY HEROES

"WE SUPPORT PEOPLE WHO NEED OUR HELP. IN A FIGURATIVE SENSE, THE FERRY PORSCHE CHALLENGE IS A BRIDGE THAT MAKES LIFE MORE WORTH LIVING. FOR US, IT'S ABOUT CREATING SOCIAL IMPETUS: TAKING RESPONSIBILITY FOR OTHERS, VOLUNTEERING, REALISING PROJECTS SUSTAINABLY. THESE ARE THE VALUES THAT FERRY PORSCHE, WHOSE NAME WE BEAR, EMBODIES."

Dr Sebastian Rudolph,
Chairman of the Ferry Porsche Foundation



PORSCHE SAFARI 2020

63 bee colonies at Porsche sites

More than 3.5 million honey bees live at Porsche's sites. In May 2020, 13 colonies were introduced to the Zuffenhausen site, each with a population of around 50,000 bees. The measure forms part of the company's commitment to nature and species conservation. At Porsche's Leipzig plant, a total of 50 bee colonies have occupied the wilderness of the offroad area since 2017. The honey produced by the Porsche colonies is sold under the name "Turbienchen" at the employee shops at both sites, in the Porsche Museum and at the Porsche Shop in Leipzig.

This measure reflects the commitment of the company to nature and species conservation.



TURBIENCHEN: SWEET NECTAR FROM PORSCHE



PROJECT MANAGER NORA LOGES AND BEE-KEEPER FRANK GEGGUS

Biodiversity

Biodiversity at the Porsche factory in Leipzig
Last year saw a new addition to the Porsche safari on the Leipzig factory premises with a "Bat Night". School classes, children and families have been enjoying safari trips to the premises since 2018. The 132-hectare natural area is home to 75 wild oxen and 30 Exmoor ponies as well as numerous wild animals such as pheasants, black kites, roe deer, brown hares, bats and amphibians. Three million honey bees have also been living on the nature reserve since 2017. Visitors who take part in the Porsche Safari learn a lot about the native flora and fauna along an approximately four-kilometre-long hiking trail, accompanied by environmental educators from the cooperation partner Auwaldstation Leipzig. These discovery tours have already attracted approximately 1,200 participants over the past three years.

SPORTS

Social commitment and activities in the sporting arena go hand in hand at Porsche. The company's diverse and sustainable commitment to sports is also anchored in its sports sponsorship strategy. The company uses various platforms for traditional brand communication and for special experiences. Porsche has, for example, been the organiser of the Porsche Tennis Grand Prix since 2002 and the title sponsor of the Porsche European Open since 2015. In this way, the company brings annual sporting highlights to tennis and golf fans and the Stuttgart and Hamburg regions.

Tennis

Porsche has been involved in women's tennis since 1978, when it became the title partner of the Porsche Tennis Grand Prix during its first staging in Filderstadt, before also taking on the role of tournament promoter in 2002. Since then, the company has expanded its involvement in tennis considerably worldwide. In addition to its own WTA tournament held at the Porsche Arena in Stuttgart, the premium manufacturer has supported other WTA tournaments in the capacity of automobile partner in recent years and is the title sponsor of the "Porsche Race to Shenzhen", the official season-long race to qualify for the WTA Finals. Due to the coronavirus crisis, the Porsche Tennis Grand Prix and the Porsche-sponsored WTA Finals tournament in Shenzhen had to be cancelled for the first time in their history. Despite the difficult year, Porsche was present at four WTA tournaments during 2020, albeit without any spectators in two cases, namely the Western & Southern Open in New York and the tournament in Linz, Austria. In this way, the company has once again underlined how relevant tennis is.

Social commitment and activities on the sports field go hand-in-hand at Porsche.



PORSCHE EXTENDS PREMIUM PARTNERSHIP WITH DTB

The reporting year also saw the first staging of a new tournament series in Germany. As part of its long-standing partnership with the German Tennis Federation (DTB), Porsche supported the "German Ladies' Series presented by Porsche". This tournament series, which was held over several weeks due to the worldwide tournament hiatus caused by Covid-19, helped a large number of German professionals to gain matchplay experience and to continue to pursue their profession. Also featuring in the draws were numerous players from the DTB junior teams, the Porsche Talent Team and the Porsche Junior Team as well as three members of the Porsche Team Germany: Laura Siegemund, Anna-Lena Friedsam and Mona Barthel. "The fact that Porsche is now also playing a major role in this new tournament series as part of its long-standing partnership with the DTB and its involvement with the national German tennis centres in Stuttgart and Kamen demonstrates the company's sustained commitment to German women's tennis and to supporting up-and-coming players. Particularly now, in such challenging times, this close cooperation with our partner is so important," explained Barbara Rittner, Head of Women's Tennis at the German Tennis Federation. The excellent tie-up between sports and social commitment was also demonstrated by the "Aces for Charity" initiative, as a result of which Porsche donated a total of 20,000 euros to social causes.



GOERGES BIDS FAREWELL TO PLAYING CAREER

Porsche and the DTB also announced the extension of their successful cooperation in December. This partnership, which has been in place since 2012, includes support for Porsche Team Germany in the Billie Jean King Cup (formerly the Fed Cup) as well as for the new generation of female players in the Porsche Talent Team and Porsche Junior Team. The faces of Porsche's successful commitment to women's tennis are Angelique Kerber, as well as Julia Görges and Maria Sharapova, who both retired from the women's tour in 2020. These women are known for their class and personality on and off the court, and represent Porsche and its philosophy as brand ambassadors on the global stage.

Golf

Golf is another sports with a long tradition at Porsche. More than 30 years ago, the company launched the Porsche Golf Cup for its customers in Germany. The international growth of this exclusive series of amateur tournaments demonstrated just how popular golf is among the target group and also inspired Porsche to become involved with men's professional golf, as title partner in the Porsche European Open. After Porsche revived the prestigious European Open in 2015, the sixth edition of the traditional tournament of the European Tour and the fourth in the Hamburg metropolitan region was cancelled this year due to the pandemic. Likewise, the Porsche Golf Cup could not be held this season.

As part of its partnership with the European Tour, however, Porsche was involved in the newly created UK Swing with six consecutive tournaments in the UK and the "Golf for Good" charity initiative during the year under review. In the autumn, Porsche reaffirmed its commitment to golf, extending its title sponsorship of the Porsche European Open for a further three years until 2023. From 3 to 6 June 2021, world-class golfers will once again tee off on the Porsche North Course at the Green Eagle Golf Courses just outside Hamburg.

World-class British golfer Paul Casey competed as a Porsche brand ambassador for the first time at the US Open in September, the second major tournament of the year. The Englishman is the first brand ambassador from the world of golf. He has been among the world's top players for almost two decades, climbing as high as number three in the world rankings, most recently featuring as a regular in the top 20, and has won the Ryder Cup three times. Casey won his 19th professional title at the Porsche European Open 2019, which Porsche has supported as title sponsor since 2015. Casey thrilled the fans attending the tournament in Hamburg with a performance that was characterised by his infectious passion for the event. For example, he spent an entertaining evening with members of the Porsche Golf Circle Community during the week-long competition. Casey has had the Porsche logo displayed on his bag since the US Open and, alongside the Taycan, was the main face of the international "Make it happen" golf campaign. The campaign provides a credible illustration of how dreams can come true – even as a child, the 43-year-old wanted to become a professional golfer and drive a Porsche.



BRAND AMBASSADOR PAUL CASEY

World-class British golfer Paul Casey teed off at the US Open in September, the second major of the year, as a Porsche brand ambassador for the first time.

BRAND AMBASSADORS

Forming part of the Porsche family, Porsche's brand ambassadors are selected strategically and appear in targeted internal and external PR and marketing communications. They lend a personal touch and give a special profile to the company's unique products and to the company as a whole. Their involvement in events heightens the attendees' experience and boosts coverage in the media and public domain.

In 2020, Paul Casey became the first ambassador from the world of golf to join the Porsche family. Tennis superstar Maria Sharapova is another brand ambassador, alongside the two best German players on the women's tour over recent years, Angelique Kerber and Julia Görges. From the world of football, Sami Khedira, a member of Germany's World Cup-winning side, is an ambassador for Porsche youth development.

Brand ambassadors for the sports car manufacturer in 2020 also included German rally driver Walter Röhrl, Australian World Endurance Champion Mark Webber, and two-time Norwegian Olympic champion Aksel Lund Svindal, as well as actor Richy Müller and musician Udo Lindenberg, all of whom featured in Porsche's corporate and product communications.

Two former Porsche works drivers also perform the role of brand ambassador: GT specialist and development driver Jörg Bergmeister and the two-time Le Mans winner Timo Bernhard. As one of the most successful



PORSCHE EXTENDS TITLE SPONSORSHIP DEAL FOR THE PORSCHE EUROPEAN OPEN

endurance racers of all time, Timo Bernhard is a very credible ambassador for Porsche team spirit. He is able to pass on his experience and his team leadership qualities within the Porsche family and shares his passion for sports cars with young drivers, journalists, customers and fans all over the world. With specific regard to the grassroots of his sports, he has gained new perspectives from the collaboration with Germany's U21 national coach Stefan Kuntz from the German Football Association (DFB). A report on this tie-up across sports was broadcast in May 2020 during the ARD channel's Sportschau programme. The two-time Le Mans winner and World Endurance Champion has also been a mentor for young drivers in the Porsche Talent Pool since 2020.

Jörg Bergmeister is another brand ambassador with the ultimate level of driving expertise. Part of his role is to support the development of future production sports cars. He is a test and development driver for the 911 series, applying his knowledge from 20 successful years in professional racing to new vehicle projects. Bergmeister also spends time at the track as part of the Porsche Racing Experience and gives customers driving training sessions in various vehicle models. The sustainability of the Porsche motorsport experience is particularly evident when dealing with new challenges. For their part, Jörg Bergmeister and Timo Bernhard demonstrated genuine team spirit even during the coronavirus crisis: Both stepped in again as works drivers and competed for Porsche Motorsport during individual endurance races in the second half of the year.

Endurance world champion Mark Webber also has several years of motorsport experience at Porsche behind him. The charming and eloquent Australian represented the company at the press driving event for the 718 model series in Estoril (Portugal) in 2020, familiarising journalists with the finer points of Porsche sports car technologies. The former Formula 1 driver demonstrated his versatility as a presenter and introduced the new Porsche 911 Turbo S at the first virtual world product launch in early March. As part of the #GetCreativeWithPorsche campaign initiated by Porsche, he shared everyday tips for keeping fit at home.

Walter Röhrl is considered a genius on wheels. This rallying legend has been a Porsche brand ambassador across the world since 1993 and embodies the company's ideals like few others. Particularly when presenting products with a link to a race track or with a historical reference, he is able to successfully contribute



MARK WEBBER



WALTER RÖHRL



JÖRG BERGMEISTER



UDO LINDENBERG

his many years of experience to product presentations. Thanks to his ability to explain driving behaviour at the limit precisely and simply, he is always a welcome discussion partner for journalists and customers alike. At the press driving event for the new 911 Turbo at the Hockenheimring, Röhrl built an elegant and credible bridge to the previous generations without losing the connection to the new 911 Turbo (type 992).

When success meets appreciation: as one of the best alpine ski racers in the world, Aksel Lund Svindal's familiarity with straights and corners also gives him the necessary feel for driving sports cars safely, and not just on snow and ice. At the première of the Taycan 4S in Levi (Finland), Svindal demonstrated his driving skills and at the GP Ice Race in Zell am See (Austria) at the beginning of February, he also demonstrated the art of skijoring in his quintessentially laid-back, Norwegian manner. The likeable Norwegian and two-time Olympic champion embodies the brand values of the Stuttgart-based sports car manufacturer with his relaxed, understated style.

German rock legend Udo Lindenberg has always been a Porsche fan and has even gone as far as writing songs in his Panamera. He explained his affinity for the Porsche workforce in an interview for the Carrera media, reporting on his personal experiences of lockdown with helpful hints and tips on how to prevent boredom setting in when following

advice to #stayathome. Many joint projects, such as the training and workshop project in Kenya, had to be put on hold for the time being due to the current situation. As a result, the Udo Lindenberg Foundation focused on its own social projects such as a food programme initiated by the "St. Joseph House of Hope Foundation" to ensure that the people in St. Joseph are supplied with the most necessary basic foodstuffs.

The actor Richy Müller also helped to raise the spirits of Porsche employees in a home video during the pandemic, demonstrating how he makes good use of his time during lockdown. To mark the debut of the new 911 Targa 4S, Müller was a guest at the Porsche Museum in July with his brown Targa from the Tatort TV series, providing a striking contrast between the latest version and one of its most famous predecessors. Most recently, Müller, who received the Order of Merit of the State of Baden-Württemberg in 2017 for his commitment to social causes, was a guest at the Theatrum in Leipzig. This non-profit initiative of großstadtKINDER e.V. offers children and young people meaningful leisure activities. During an acting workshop, he introduced the young people to the art of making a good film and divulged a few secrets about the life of a TV detective.

Maria Sharapova retired from tennis in March 2020. A five-time Grand Slam champion and three-time winner of the Porsche Tennis Grand Prix, she is one of the sport's superstars. Sharapova has remained loyal to the Porsche brand and, together with Jörg Bergmeister, was the face of the virtual 911 Targa launch. Like Mark Webber she was also involved in #GetCreativeWithPorsche, sharing her favourite recipes for healthy



RICHY MÜLLER

eating. At the end of the year, the Russian was the first English-speaking guest on the new "9:11" podcast.

Meanwhile, a second brand ambassador from the world of tennis announced her retirement from competition in October, namely Julia Görges. In an interview with Tennis Magazin before her retirement, she shared her serving tips. She also shared insights from her life on the tour in an interview in Electrified Magazin, in which she also spoke about her interest in sustainability issues.

Angelique Kerber had her tennis season cut short too, in her case by injuries and the pandemic. The three-time Grand Slam winner spent some time in the Porsche Newsroom divulging how she prepares for tournaments and her motivation techniques. She also presented awards to the winners of Porsche Germany's marketing prize as part of a digital ceremony.

Sami Khedira has been an ambassador for Porsche youth development since 2018, sharing his wealth of experience as a professional sportsman with up-and-coming

young players. A native of Stuttgart, Khedira is a fitting brand ambassador even outside the "Turbo for Talents" initiative, not least thanks to his social commitment, for which he, like Richy Müller, received the Order of Merit of the State of Baden-Württemberg. In 2020 the footballer, who was part of Germany's World Cup-winning team, talked about his love of the 911 and his daily routine in Porsche's Christophorus magazine. Alongside Porsche employees, he took part in the Diversity Team Challenge, an online quiz dedicated to equal opportunities and diversity at Porsche.

Some of the Porsche brand ambassadors demonstrated their sense of family and social responsibility in a joint film made in late March: Sharapova, Webber, Kerber, Khedira, Görges, Svindal and friend of the brand Patrick Dempsey appealed for solidarity in the fight against the coronavirus. The film generated a great deal of attention on social media around the world.

Some of the Porsche brand ambassadors demonstrated their sense of family and social responsibility in a joint film made in late March.



BRAND AMBASSADORS SHOW SOLIDARITY

COMMUNICATIONS

Cementing a credible reputation

Reputation is key to Porsche's long-term business success, and communication provides the central foundation. It reinforces the public image and social acceptance of the brand, the company and its products. And thus creates meaning and value. Given the importance of communication, the sports car manufacturer introduced a reputation analysis in 2020, to measure progress.

At Porsche, global communication is strategically managed and operationally implemented through the Communications, Sustainability and Politics division. This is where the company's diverse communication measures are designed, pooled, harmonised and tailored to the relevant target groups, markets and channels. Measures address all internal and external stakeholders, from the media and politicians, to interest groups, society and Porsche employees.

Sustainability is a fundamental pillar of the Porsche strategy. Consequently, it also plays an outstanding role in communications. It contributes significantly to Porsche's excellent reputation. The division organises the dialogue with stakeholders, the exchange of information through networks and the integration of the Porsche Sustainability Council, which comprises renowned independent experts.



THE CARS ARE AT THE CENTRE OF PORSCHE'S COMMUNICATIONS: THE TAYCAN AT THE MEDIA DRIVE IN MUNICH

Authenticity and transparency improve the company's credibility and create a basis of confidence for open dialogue with stakeholders.

Credibility creates confidence

Authenticity and transparency improve the company's credibility and create a basis of confidence for open dialogue with stakeholders. Internally, this is reflected in a corporate culture that values openness, responsibility and mutual admiration. Externally, the excellent quality of the operational communication activities means that the information published by Porsche is highly regarded.

During the year under review, Porsche Communications published just under 450 press releases. Globally, the company successfully placed its products and stories on 95 front pages. This earned Porsche a PR value of 1.377 billion euros. The PR value reflects the added value of effective communication work.

Focus on the product

Product communication plays a significant role, especially as part of the introduction of new models. To generate high public awareness in anticipation of the commercial launch, new products are presented to international media in advance, at motor shows and the company's own premières. Automotive journalists get to experience new models up close, putting them through their paces at driving events. Technology workshops allow the sports car manufacturer to present its latest innovations.

In 2020, Porsche unveiled many new models in international markets. The first major press driving event took place in February. The Estoril circuit in Portugal was the backdrop as the company presented its new Macan GTS, 718 Boxster GTS 4.0 and Cayman GTS 4.0 models. Around 250 journalists from around the world put the vehicles through extensive tests.



THE PORSCHE 911 TARGA 4S HERITAGE DESIGN EDITION CELEBRATED ITS DIGITAL WORLD PREMIÈRE IN THE "9:11 MAGAZINE"

Resolute digitalisation

The year under review presented exceptional challenges for Porsche Communications. The coronavirus crisis rewrote the rules of the game. The first major events were already being cancelled in late February. Then, government public health measures to prevent the spread of Covid-19 brought motor shows and press driving events to a complete halt. Porsche's communication experts came up with innovative solutions in this "new normal", quickly developing a range of new digital formats.

The world première of the 911 Turbo S, for example, took place not at the Geneva International Motor Show as planned, but online, as a virtual event. With great success. More than 5.4 million viewers followed the live broadcast of the première on the web. Over 900 press articles have been published about the new top-of-the-range 911 model.

Porsche's corporate communications were also affected by the pandemic. The annual press conference scheduled for 20 March had to be moved online at short notice. To great acclaim as it turned out, with more than 5,250 international journalists logging in to the live stream with Oliver Blume (Chairman of the Executive Board) and his deputy Lutz Meschke (Member of the Executive Board for Finance and IT). Over the following days, the video notched up 1.6 million views. There were more than 100 press articles around the world covering the content of the presentation.

Porsche's communication experts came up with innovative solutions in this "new normal", quickly developing a range of new digital formats.

Innovative communication concept

Press events around the planned world premières of the new Porsche 911 Targa and Porsche 911 Targa 4S "Heritage Design Edition" also had to be cancelled. Instead, Porsche developed an innovative integrated communication concept in their place. This makes much greater use of digital content, alongside the traditional measures. Three new episodes were commissioned as part of the well-established "9:11 Magazine" web TV format. The three-part show provided additional information as well as content with emotional appeal for editorials and reporting. More than 120,000 viewers worldwide followed the online presentation of the two 911 models via a range of channels.

It was not until mid-June that the first live driving event could take place again. Automotive journalists took the Cayenne GTS and Cayenne GTS Coupé for a spin around Zuffenhausen. One month later, experts from the media were able to test the 911 Targa 4, the 911 Targa 4S and the 911 Targa 4S "Heritage Design Edition" on the tarmac outside Stuttgart.

In September, Porsche issued an invitation to the Bilster Berg circuit in Bad Driburg. At the event, accredited experts from the media were given a more detailed look at the development of the second-generation Panamera. They were able to drive the Panamera, Panamera 4, Panamera 4S E-Hybrid, Panamera GTS and Panamera Turbo S variants.

Live digital format

Twelve months after the world première of the Taycan, a new live digital format "Talk Electric" was launched in September. In conversation with an expert motor journalist, a Porsche specialist presented the technical details and future prospects for the company's first all-electric sports car. In an interview, Executive Board Member for Development Michael Steiner explained the contribution made by synthetic fuels to the sustainable decarbonisation of vehicles with combustion engines. Another edition of "Talk Electric" focused on the topics of range and charging. Journalists participated in the live show online, asking their questions through a chat function.

The "Talk Electric" interviews were all recorded and presented at a digital press conference for the Taycan Regional Tour in Germany at the end of September. The tour took in the Hockenheimring, Munich, Leipzig and Hamburg. Regional media experts in each location were given the chance to try out the innovative Porsche electric sports cars for themselves.

In late October/early November, the company invited selected journalists to the Hockenheimring, where the 911 Turbo Coupé and Cabriolet were presented. At the same time, the 718 Cayman GT4 and 718 Spider, two models from the 718 series that feature the Porsche Doppelkupplung (PDK) transmission, were introduced. Later that month, towards the end of November, Porsche welcomed members of the press to an event in the Munich area. Three hybrid versions from the next generation Panamera series were put under the lens: the Panamera 4 E-Hybrid, the Panamera 4S E-Hybrid and the Panamera Turbo S E-Hybrid.



TAYCAN REGIONAL TOUR IN HOCKENHEIM

Porsche is also systematically making its product presentations more sustainable. Now, it uses Augmented Reality technology to present its technologies in fine detail in a virtual environment.



AUGMENTED REALITY

Augmented Reality

Porsche is also systematically making its product presentations more sustainable: at driving events, it has been common until now to demonstrate technical components such as engines and transmissions. These all had to be transported to the event. Recently, the communications division launched a pilot project with the aim of reducing the carbon footprint of its events. Now, it uses Augmented Reality (AR) technology to present its technologies in fine detail in a virtual environment. Smart phone apps render the associated animations in real time. As a result, the actual components no longer need to be transported and the carbon emissions associated with these events can be significantly reduced.

At the same time, by means of AR technology journalists can create even more enticing and interesting audiovisual content. For example, they can use their smart phone camera to record video of the Porsche Taycan. An app on the phone enables an AR layer and adds graphics that show key information such as vehicle specifications. It is even possible to place the electric sports car virtually in a completely different environment, such as on a race track or cruising down the strip. Another function is the transparency mode: A transparent clone of the vehicle is displayed next to the actual car, allowing the viewer to see inside and examine the technology under the skin, such as the drivetrain or chassis.



DIRECT COMMUNICATIONS VIA SOCIAL MEDIA IS BECOMING INCREASINGLY IMPORTANT

First-hand information

The Porsche Newsroom is a central information platform that serves journalists from across the globe as the first point of contact for news about the company and its products. In addition, the public at large are increasingly using the newsroom.porsche.com website to get information first-hand.

During the Covid-19 crisis, the newsroom's editorial team created added value with their #GetCreativeWithPorsche lockdown campaign. Well-known experts contributed their hints and inspiration on how to get through lockdown. For example, Porsche Chief Designer Michael Mauer shared how to draw a 911. Brand ambassadors also got in on the act with Mark Webber providing workout advice and Maria Sharapova gave tips on healthy eating. And champion sim racer Max Benecke revealed the challenges of virtual motorsports.

The Porsche Newsroom published 713 articles in the year under review. More than 6.1 million page impressions were clocked up by 3.4 million visitors in total. The information was offered in versions for ten different markets: US, China, Germany, Russia, Switzerland, France, Spain, Latin America, Australia and International.

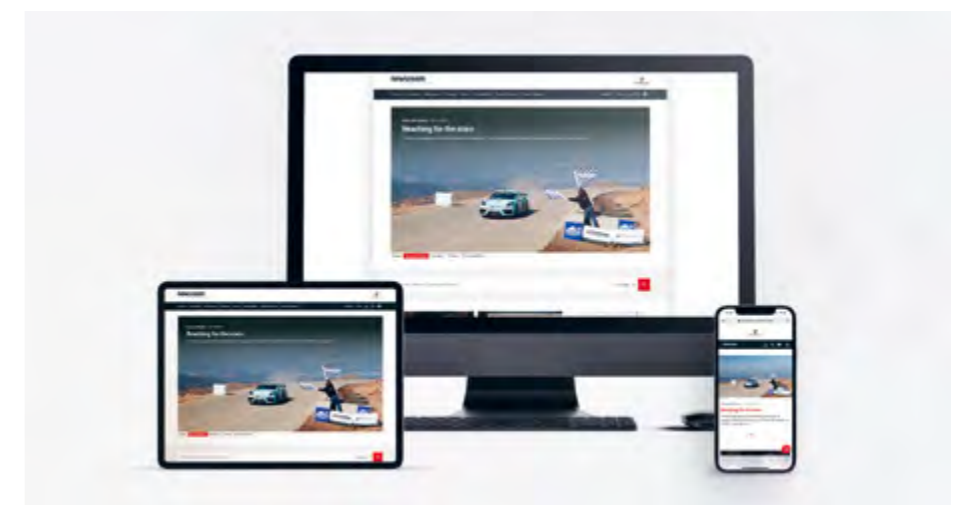
Targeted communication

Direct communications through social media are becoming increasingly important. Far-reaching profiles on Twitter, Instagram and Drivetribe all contribute to the success of Porsche's communications. Porsche registered 1.2 million followers on its Newsroom channel on Instagram during the year under review, achieving some 150 million impressions. The company recorded 36.4 million impressions through Drivetribe. Twitter contributed 590,000 followers with 17.3 million impressions. Across all of its social media channels in 2020, Porsche achieved a total of 288 million impressions and had some three million followers.

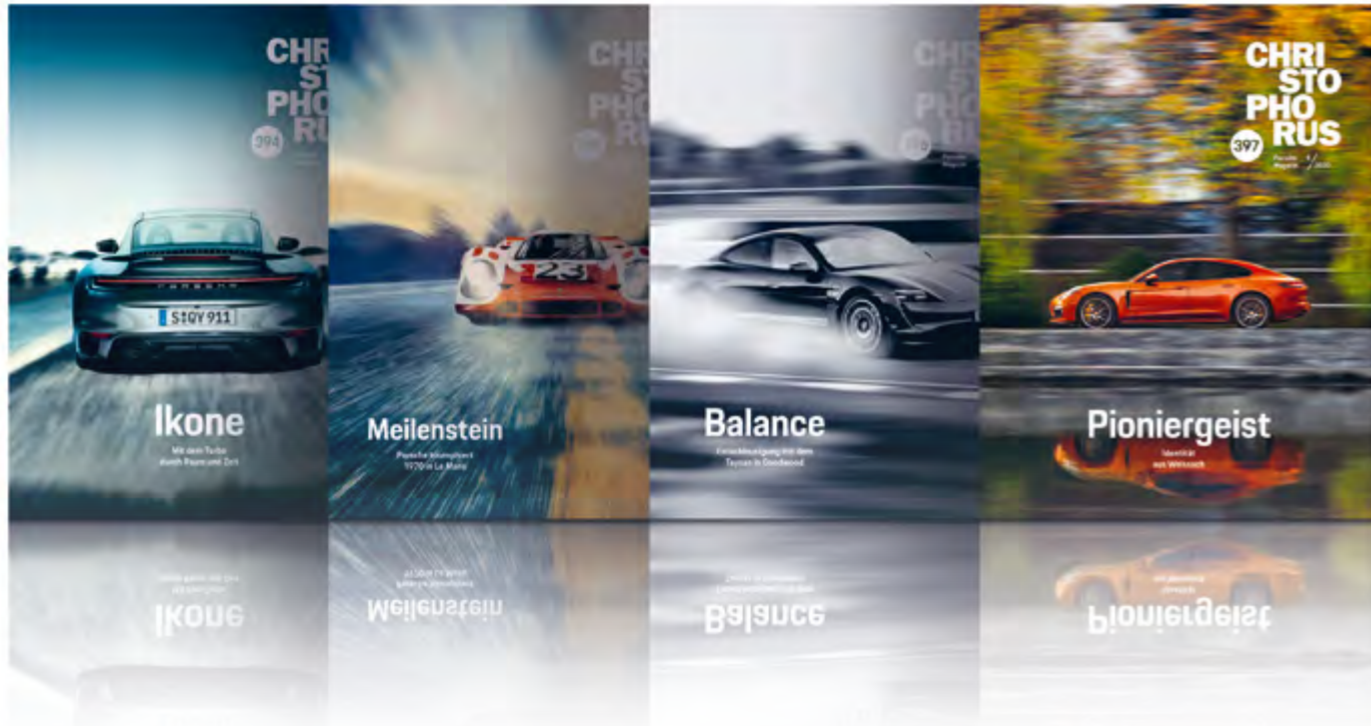
Launched in November 2018, the Porsche NewsTV web channel also enjoys high numbers of views for its attractive and informative video streams. The platform brings together exclusive video content from the sports car manufacturer for journalists, bloggers and the online community. A Content Delivery Network (CDN) is used to ensure that the videos are distributed quickly around the world. At the end of August, the new Panamera celebrated its world première on NewsTV. The bilingual broadcast in German and English reached approaching 100,000 viewers.

The web video series "DANCE – inspired by Porsche" was honoured with the International Communicators Award of the Academy of Interactive & Visual Arts in two categories during the year under review. The format won both the Award of Excellence and the Award of Distinction. The video series featuring global ballet star Friedemann Vogel focused on the fascinating power of dynamic movement, both in dance and when driving a Porsche sports car.

The Porsche Newsroom published 713 articles in the year under review. More than 6.1 million page impressions were clocked up by 3.4 million visitors in total.



THE PORSCHE NEWSROOM IS THE CENTRAL INFORMATION PLATFORM FOR JOURNALISTS AND THE PUBLIC ALIKE



PORSCHE CHRISTOPHORUS

Sustainable print format

Porsche's flagship communication is Christophorus. The magazine has a long-standing tradition, engaging Porsche customers and interested members of the public since 1952. The four editions published in the year under review appeared in 13 languages with a global print run of 600,000 copies per edition. Porsche also publishes the magazine content online, in all of the available languages. The web version at christophorus.porsche.com includes additional photography alongside the articles from the print magazine.

Sustainability plays a key role in the magazine's production. Christophorus is printed on FSC-certified paper using the latest processes. A combined heat and power (CHP) source ensures that up to 52 per cent less CO₂ is emitted compared with traditional printing processes.

During the reporting year, Christophorus was recognised with several awards. Issue 391 took the "German Design Award 2020" in the "Excellent Communications Design Editorial" category. With issue 393, Porsche not only won gold and silver in the "Best of Content Marketing Award 2020", but was also named the winner of the "German Brand Award". Finally, the XL Special Christophorus Edition "The People Issue" won the "Automotive Brand Contest".

Enhanced with online video

The "9:11" digital video channel is the multimedia partner to Christophorus. The online magazine show provides exactly nine minutes and eleven seconds of captivating audio and video footage featuring people's love of all things Porsche.

"9:11" has a deep commitment to journalistic story-telling. Each edition is based around a particular theme. The topics given the multimedia treatment range from highlights of the past through to Porsche of the future. Journalists and online distributors are welcome to use the content in their own media.

As in the previous year, "9:11" won a number of prizes again in 2020. Two video articles were honoured with the "Best of Content Award 2020". The gold medal went to "Freedom to the power of 911", while silver was won by an article explaining the innovative hairpin technology in the Porsche Taycan's electric motor. Prizes in the "Automotive Brand Contest 2020" went to the "Taycan", "The motorsports gene", "911 and the tides", as well as "Freedom to the power of 911" again. The German Art Directors Club also announced two awards for the "9:11 Magazine".

Innovative podcasts

Porsche made a logical addition to its digital communications in the year under review, with the launch of its new podcast format "9:11" at the end of August. In this show, the sports car manufacturer provides a monthly update on interesting topics from the world of business, society and sports. In the opening episode, Oliver Blume (Chairman of the Executive Board) spoke to journalist and entrepreneur Kai Diekmann about the coronavirus and its impact. Subsequent episodes discussed topics such as the mythology of the Le Mans race, design and e-racing. An English version of the podcast made its debut in November. Detlev von Platen (Executive Board Member for Sales and Marketing) kicked off the first episode chatting with tennis superstar and entrepreneur Maria Sharapova about successful brands.

Porsche Communications had already introduced two other podcasts previously: since July 2019, the company has been providing insights from the world's first purely electric racing series with the Formula E podcast "Inside E". And in April 2020 it launched "Next Visions", a podcast that explores the futuristic visions of inspiring personalities from within Porsche's own ranks as well as from the wider world.

Porsche Communications is well established for the future, both internally and externally. A cross-media ecosystem of mutually complementary digital channels and printed media makes a major contribution in this regard.

Instilling confidence in Porsche's people

Porsche's internal communications also adapted quickly and professionally to the challenges of the "new normal" from the start of the coronavirus pandemic. Especially in times of crisis, it is vital to keep providing employees with up-to-date and clear information. At Porsche, internal communication comes first. Any events, developments and decisions that are relevant for the company are, where possible, communicated to the workforce before the general public. This builds confidence.

A central role in this communication is played by the internal Carrera media. Whether in digital formats on the intranet or in printed publications, the Carrera formats foster an identity and ensure the utmost transparency. For example, Carrera Online gave employees early warning that Porsche would have to pause production because of the pandemic. Workers were then kept up to date on subsequent developments by a live ticker that scrolled across the intranet pages. The ticker was viewed 88,600 times.

The digital information offering has been enhanced by a special Carrera app for smart phones, featuring push notifications. This app provided fast, easy-to-access information about news that affected the company, in particular on the impact of the coronavirus crisis on Porsche and its workers. In addition, a chatbot was provided to answer frequently asked questions on the topic.

Carrera media: A functional eco system

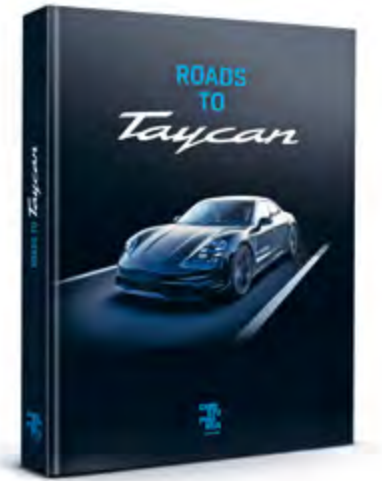
The Chairman of the Executive Board personally provided information to the workforce: Oliver Blume addressed employees directly in numerous video messages broadcast via Carrera Online. He spoke about the Executive Board's key decisions and latest developments in response to the coronavirus crisis.

Up to four multimedia articles a day are published by the Carrera Online editorial team. These keep the company's employees, as well as staff at the subsidiaries, fully up to date. The latest news, video articles from Carrera TV and a range of other services complete the offering. Carrera TV produces up to three new video packages each week. In addition, the Executive Board make video presentations when circumstances require. Extra AR content and audio features can be accessed via the Carrera mobile app.

During the year under review, there were seven editions of the four-page Carrera site newspaper, with 5,800 printed copies. This provided employees in Zuffenhausen, Weissach and Leipzig with specific local information. An eight-page special edition was dedicated to the coronavirus pandemic.

The Carrera Magazine has a print run of 35,000 copies stretching over 60 pages in each issue, published four times a year. Each issue is dedicated to a specific topic. While the first quarter's edition in 2020 was still an automotive-focused issue around the topic "Turbo", by the time August had come around the magazine was concentrating on the coronavirus and its impact on the company. Other areas of interest included the Weissach Development Centre and the new Porsche Strategy 2030.

The Carrera publications regularly win awards. The panel behind the "German Brand Award 2020" recognised the Carrera Magazine with a silver medal for its "Digitalisation" issue.



AWARD-WINNING: "ROADS TO TAYCAN"

Prize-winning publications

Other Porsche media projects also won plaudits during the year under review. The Porsche Annual and Sustainability Report 2019, the Porsche Art Book and the Porsche 911 Design Book were all awarded a German Design Award.

The Annual and Sustainability Report 2019 also won the Red Dot Awards "Best of the Best" top prize. In addition, the League of American Communications Professionals (LACP) listed the publication at number 4 in its Top 100 Reports worldwide. The International Creative Media Award (ICMA) silver medal in the "Annual Report Print" category also went to the Annual and Sustainability Report 2019.

The "Roads to Taycan" book was honoured with the "Best of Best" award in the Corporate Publishing category. This lavishly designed photobook accompanied the commercial release of Porsche's first entirely electric sports car.

Today's Porsche Communications division is well established for the future, both internally and externally. A cross-media ecosystem of mutually complementary digital channels and printed media makes a major contribution in this regard. This diverse range of publications has proven its worth during the coronavirus crisis. It will now be further expanded. Captivating stories beautifully told combine with highly informative content to successfully convey the company's authentic voice to the world at large, thus cementing Porsche's reputation for the long term.



16 JANUARY 2020

Driving pleasure for all the senses:
Two distinctly sporting and exclusive
718 models.



718 Cayman GTS 4.0
ENGINE POWER **294 kW/400 hp**
ACCELERATION 0–100 km/h in **4.5 s**
TOP SPEED **293 km/h**



718 Boxster GTS 4.0
ENGINE POWER **294 kW/400 hp**
ACCELERATION 0–100 km/h in **4.5 s**
TOP SPEED **293 km/h**

18 MAY 2020

The new generation of sports car
with its striking and innovative
roof system.



911 Targa 4
ENGINE POWER **283 kW/385 hp**
ACCELERATION 0–100 km/h in **4.4 s**
TOP SPEED **289 km/h**



911 Targa 4S
ENGINE POWER **331 kW/450 hp**
ACCELERATION 0–100 km/h in **3.8 s/4.4 s (PDK/MT)**
TOP SPEED **304 km/h**

16 JULY 2020

A legendary sports car
for 45 years.



911 Turbo
ENGINE POWER **427 kW/580 hp**
ACCELERATION 0–100 km/h in **2.8 s**
TOP SPEED **320 km/h**



911 Turbo Cabriolet
ENGINE POWER **427 kW/580 hp**
ACCELERATION 0–100 km/h in **2.9 s**
TOP SPEED **320 km/h**

20 OCTOBER 2020

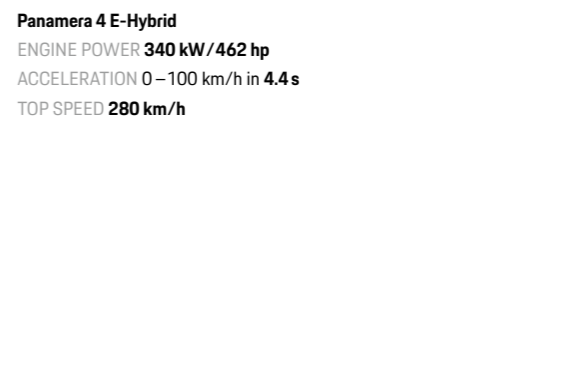
Three more Panamera to
complete the portfolio.



Panamera Turbo S E-Hybrid
ENGINE POWER **515 kW/700 hp**
ACCELERATION 0–100 km/h in **3.2 s**
TOP SPEED **315 km/h**



Panamera 4S
ENGINE POWER **324 kW/440 hp**
ACCELERATION 0–100 km/h in **4.3 s**
TOP SPEED **295 km/h**



Panamera 4 E-Hybrid
ENGINE POWER **340 kW/462 hp**
ACCELERATION 0–100 km/h in **4.4 s**
TOP SPEED **280 km/h**

12 DECEMBER 2020

Racing culture in its purest form.



911 GT3 Cup
ENGINE POWER **375 kW/510 hp**
TOP SPEED **300 km/h**

JANUARY

MARCH

MAY

JUNE

JULY

AUGUST

OCTOBER

DECEMBER

3 MARCH 2020

The 911 top model is
setting new standards.



911 Turbo S
ENGINE POWER **478 kW/650 hp**
ACCELERATION 0–100 km/h in **2.7 s**
TOP SPEED **330 km/h**



911 Turbo S Cabriolet
ENGINE POWER **478 kW/650 hp**
ACCELERATION 0–100 km/h in **2.8 s**
TOP SPEED **330 km/h**

2 JUNE 2020

With historical quotes:
The first of a total of four
collector's items from
the Heritage Design strategy.



911 Targa 4S "Heritage Design Edition"
ENGINE POWER **331 kW/450 hp**
ACCELERATION 0–100 km/h in **3.8 s/4.4 s (PDK/MT)**
TOP SPEED **304 km/h**

12 JUNE 2020

SUV duo with
sports tuning.



Cayenne GTS Coupé
ENGINE POWER **338 kW/460 hp**
ACCELERATION 0–100 km/h in **4.5 s**
TOP SPEED **270 km/h**



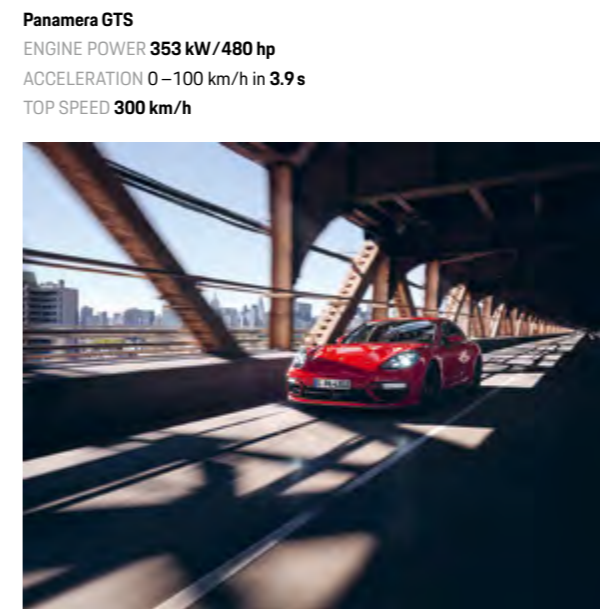
Cayenne GTS
ENGINE POWER **338 kW/460 hp**
ACCELERATION 0–100 km/h in **4.8 s**
TOP SPEED **270 km/h**

26 AUGUST 2020

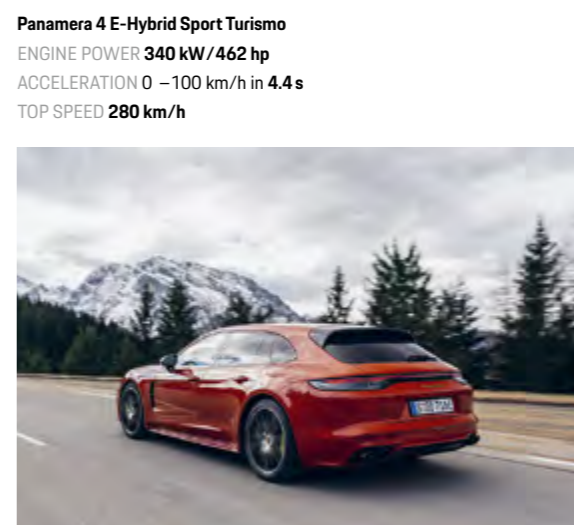
Saloon, Sport Turismo, Executive:
Even greater variety.



Panamera Turbo S
ENGINE POWER **463 kW/630 hp**
ACCELERATION 0–100 km/h in **3.1 s**
TOP SPEED **315 km/h**



Panamera GTS
ENGINE POWER **353 kW/480 hp**
ACCELERATION 0–100 km/h in **3.9 s**
TOP SPEED **300 km/h**



Panamera 4 E-Hybrid Sport Turismo
ENGINE POWER **340 kW/462 hp**
ACCELERATION 0–100 km/h in **4.4 s**
TOP SPEED **280 km/h**



Panamera 4S E-Hybrid
ENGINE POWER **412 kW/560 hp**
ACCELERATION 0–100 km/h in **3.7 s**
TOP SPEED **298 km/h**



Panamera 4
ENGINE POWER **243 kW/330 hp**
ACCELERATION 0–100 km/h in **5.3 s**
TOP SPEED **268 km/h**

RESEARCH AND DEVELOPMENT

Driving cutting-edge technology to the limit through innovation: a speciality that Porsche is passionate about. The company offers the sportiest vehicles in their respective segments and sets important benchmarks in other areas too – from alternative drives to digitally assisted production processes. Some current examples from the reporting year help to illustrate this.

Electric motors based on know-how from Weissach

Porsche's strategy has three pillars: dynamic electric drives, efficient plug-in hybrids and emotive combustion engines. Despite all the differences, each of these pillars has one thing in common, the Porsche sporting tradition, which allows our customers to fulfil their dreams regardless of the powertrain.

The all-electric Porsche Taycan is setting standards in innovation. The Taycan has already won 50 international awards, predominantly in its main markets of Germany, China, the US and the UK. To take one example, the *AutomotiveINNOVATIONS Report* produced by the Center of Automotive Management (CAM) named the electric sports car the most significant innovator on the global automotive market in July 2020 with a total of 27 different innovations to its name. The scientists at CAM classed 13 of these innovations as world firsts, including the 800-volt architecture, the two-speed transmission on the rear axle, the high recuperation power of up to 265 kW and the best c_w value in the segment (from 0.22).

Porsche's technology laboratory is motorsport – including for its series-production vehicles. Insights from LMP1 hybrid systems, for example, provide a strong foundation on which to develop the brand's electric vehicles. The Porsche 919 Hybrid won the 24 Hours of Le Mans three times from 2015 to 2017. It already uses the 800-volt technology that was subsequently brought to series production in the form of the Taycan. This voltage level offers several advantages: it creates a drive with a high continuous power output and reduces the charging time. Reduced cable cross-sections also reduce the weight of the car. The "Porsche E-Performance Powertrain" from the Porsche 99X racing car that competed in the ABB FIA Formula E Championship also built on experience gained in LMP1.



ELECTRIC MOTOR

Porsche has a tradition of constantly breaking new ground in drive train development. Its electric motors are no different. In-house developments optimise the performance of the brand's electrically powered sports cars and improve their efficiency. The permanently excited synchronous motors of the Taycan are highly efficient due to a range of individual measures. For example, the magnetic fields have been optimised. Each motor is also fitted with a cooling water jacket around the stator. This immovable part of the electric motor, in turn, is not wrapped in insulated copper wire with a standard, round cross-section. In the Taycan, the wire has a rectangular cross-section, which is why the coils can be extremely close together. This technology is called "hairpin": the wires are bent and their shape – before they are inserted into the stator's laminated core – is reminiscent of that of hairpins. The open ends are welded together using a laser beam. The result is a compact and comparatively lightweight electric motor with improved heat dissipation and optimised efficiency. This gives a higher range and guarantees permanently high performance.

"ELECTROMOBILITY IS A COMPLETELY INSPIRING AND CONVINCING TECHNOLOGY. BUT IN ISOLATION, IT IS MOVING US FORWARD IN SUSTAINABILITY TERMS LESS QUICKLY THAN WE WOULD LIKE. THAT'S WHY WE ARE ALSO COMMITTED TO EFUELS, INCLUDING IN RELATION TO ITS POTENTIAL APPLICATION IN MOTORSPORT."

Michael Steiner,
Member of the Executive Board –
Research and Development



TAYCAN TURBO S

Hybrid models with new battery and greater range

The batteries for electric drives are constantly being developed. The recently unveiled Cayenne and Panamera models with hybrid drive have also benefited from the advances being made. The gross capacity of the liquid-cooled lithium-ion battery is now 17.9 kWh compared with the previous 14.1 kWh. As a result, the purely electric range has been increased by up to 30 per cent. The new Panamera Turbo S E-Hybrid can now run for up to 50 kilometres, while the Cayenne E-Hybrid reaches up to 48 kilometres (WLTP EAER City in both cases).

The electric motor is integrated into the Tiptronic S eight-gear automatic gearbox in the plug-in hybrid models of the Cayenne and into the eight-speed dual-clutch transmission (PDK) in the Panamera. With 100 kW (136 hp) and 400 Newton metres of torque, the Panamera Turbo S E-Hybrid can reach a purely electric top speed of 140 km/h. The combustion engine takes over when the power demand increases or when switching to the driving modes "Sport" or "Sport Plus". In addition, the full recuperation power is available at all times. This means that the E-Charge mode is now more efficient than before. In the "Sport" and "Sport Plus" performance modes, the battery is always charged to a minimum level to provide sufficient boost for dynamic driving. This is now achieved even more effectively with a higher, reproducible charging power.

With a total of 515 kW (700 hp) and 870 Newton metres of torque, the Panamera Turbo S E-Hybrid is the most powerful model in the range. These figures are based on the combination of a four-litre V8 biturbo engine with 420 kW (571 hp) and the electric engine with 100 kW (136 hp). The result is exceptional driving performance: in combination with the standard Sport Chrono Package, the Panamera Turbo S E-Hybrid manages the sprint from zero to 100 km/h in 3.2 seconds – 0.2 seconds quicker than its predecessor, and puts in a top speed of 315 km/h – an increase of 5 km/h.

eFuels for combustion engines

From 2025, Porsche will be selling half of all its vehicles with e-drives – both fully and partially electric. Porsche vehicles typically tend to be driven for a very long time. Around 70 per cent of all Porsche cars ever built still exist. This is one of the reasons why the company announced in 2020 that it was to get involved in the process of researching and industrialising synthetic fuels. Since such fuels are produced with the help of electrical energy from renewable sources, they are referred to as eFuels. Porsche is targeting the development of eFuels that comply with current fuel standards. These can therefore be used in all combustion engines – in current models as well as in the brand's classics and in motorsport. A major advantage compared with hydrogen, for example, is that eFuels can be distributed via the existing filling station network.

The key argument for eFuels: they can help reduce the amount of CO₂ emitted from fossil fuels that enters the earth's atmosphere. For eFuels, normal water (H₂O) is first split into the gases hydrogen (H₂) and oxygen (O₂) by means of electrolysis. In the next step, the hydrogen is converted into methanol (CH₃OH) in a methanol synthesis process using carbon dioxide (CO₂) extracted from the air.

The eMethanol produced in this way can be used in many industrial processes as a "green substitute" for conventional methanol, which is normally extracted from crude oil or

natural gas. The process route envisaged by Porsche will convert the eMethanol into petrol using the methanol-to-gasoline (MtG) process and then refine the fuel into a standard-compliant petrol.

The efficient and ecological production of the electricity needed for the electrolysis is crucial for the overall environmental balance of eFuels. Ideally, it should be generated in regions of the world with good climate conditions for green power generation. Wind turbines in South America, for example, can generate approximately four times more energy than equivalent installations in Germany. Against this backdrop, Porsche is developing and implementing a pilot project in Chile together with Siemens Energy and a number of international companies. The aim is to create the world's first integrated and commercial large-scale plant for the production of eFuels. Ideally, methanol synthesis should take place directly on site, as transporting electricity across continents always involves very high losses. The resulting methanol or the fuel obtained from it can, however, be transported by ocean-going tankers to European refineries at comparatively low cost, with the refineries then producing the finished fuel.



PANAMERA 4 E-HYBRID



3D PRINTING

3D printing

The development of innovative vehicle technologies repeatedly results in the creation of new production methods. Various vehicle components, such as for small or special series for example, could be produced using 3D printers in future. The experts working at the Weissach Development Centre firmly believe that this will be the case, and have good arguments to back up their conviction. These include pistons produced using the 3D metal printer for the high-performance engine in the 911 GT2 RS. The highlight of the pilot project: the pistons have been designed with an integrated cooling channel, which cannot be produced using conventional methods. This channel reduces the temperature load on the pistons. Another advantage: compared with series-production forged pistons, the weight is reduced by at least ten per cent. This increases engine speed and thus the power by up to 22 kW (30 hp). The pistons from the 3D printer can also withstand the highest demands. They survived a test programme over a simulated 24 hours on a high-speed track at 250 km/h without suffering any damage. This corresponds to a distance of 6,000 kilometres. They were also subjected to 135 hours under full load as well as 25 hours of towing load at a range of speeds.

Porsche has been implementing this project together with its partners Mahle, Trumpf and Carl Zeiss.

The prototype of the complete alloy housing of an e-drive has also been produced using 3D printing. It weighs less than a conventionally cast component and reduces the total weight of the drive by around ten per cent. Special structures, which are only possible thanks to 3D printing, also double the rigidity in heavily loaded areas. Another advantage of additive manufacturing: numerous functions and components can be integrated. This significantly reduces the assembly effort and brings direct advantages in terms of part quality.

3D printing is currently a particularly attractive option for special and small series as well as for motorsport – from both an economic and a technical perspective. Since May 2020, Porsche has also been offering a bodyform full bucket seat individually produced by 3D printing for the 911 and 718 models. Porsche Classic has plastic, steel and alloy parts reproduced using additive processes, thus closing delivery gaps affecting its classic cars.

The pistons from the 3D printer can also withstand the highest demands. They survived a test programme over a simulated 24 hours on a high-speed track at 250 km/h without suffering any damage.

Patents as the basis of innovation

Patents form the basis for the long-term and safe use of innovative developments. However, patent law is in a state of flux: in the past, Porsche's main focus was on classic automotive technology – from chassis development to the combustion engine. Now, topics such as e-mobility, connectivity, autonomous driving and digitalisation are becoming increasingly important. Patents of relevance to today's vehicle components are therefore no longer held exclusively by traditional car manufacturers, but also by companies from the fields of electronics and mobile communications. Artificial intelligence (AI) methods are also growing ever more significant.

The Porsche "Property rights and licences" department in Weissach has adapted accordingly and, among other measures, has added experts in AI to its ranks. The department carries out the foundational work for modern patent protection: in itself, software – a central component of today's vehicles – is not classed as an invention and therefore cannot be protected by patent. This changes when fundamental concepts of a technical application are controlled by a new computer program. In other words, if software makes a technical contribution to solving a problem, it may be protected under patent law.

For example: Porsche has applied for a comprehensive patent for the calibration of control units with the help of AI. Sensors record the data of the device to be controlled – such as parameters for the shifting processes of a PDK transmission or for knocking noises in the engine – and transfer these to algorithms for evaluation. The AI process now independently searches for the optimal control unit setting by making adjustments to the transmission tuning or the ignition timing. It records when a gear change has become smoother or a combustion process has taken place without knocking, for example, and stores the corresponding setting value for optimisation of the processes. Where developers previously had to rely on a laborious trial-and-error method, this technology achieves the optimal value independently and more quickly with the help of "AI-enhanced learning". The method can also be applied in other technical fields. For patent lawyers, the concept of "technicity" is key. Because the technicity required under German and European patent law is applicable in this case, this type of method can be protected in a similar way to classic inventions in automotive engineering.

Technologies "Made in Weissach"

The Weissach Development Centre is the beating heart of innovation at Porsche. It is the company's think tank. From the initial sketch to the finished prototype, vehicles have been developed, tested and prepared for series production here since 1971 with short paths between the individual specialist areas. Design, model construction and first prototypes, testing of aerodynamics, acoustics and electronics, development of drive systems, steering systems and chassis, safety tests and trials, its own test track as well as Porsche's motorsport department – EZW brings together all of these elements. The sports car manufacturer relies on traditional craftsmanship as well as state-of-the-art technology. Just under 6,800 people are employed at the site, around 80 per cent of whom work in development. These employees are shaping change for Porsche, combining the brand's traditional genes with the technologies of tomorrow, and creating new inspirational and emotive products time and time again.



THE WEISSACH DEVELOPMENT CENTRE

SALES, PRODUCTION AND PROCUREMENT

- Sales
- Production
- Procurement



SALES

Sports car enthusiasts the world over dream of owning a Porsche. It is the job of the Sales department to make that dream reality. This is done by making the products and services that are quintessentially Porsche irresistible to customers and by creating unique experiences around the Porsche brand. In 2020, the coronavirus pandemic brought many challenges for Porsche Sales. In February, most of the dealer organisation in China closed down for around three weeks. While the situation there gradually eased from March onwards, the infection rate in Europe and other world regions only increased. Porsche Centres in many markets were closed for about six weeks. In the USA, too, around half of Porsche's locations had to close temporarily at the peak of the lockdown in the spring.

The crisis forced the expansion of tie-in online sales activities. Porsche had already put procedures in place for this before 2020. Virtual purchase consultations via live video, contactless test drives and digital marketing campaigns on social media channels have shaped the customer experience in a positive sense – despite social distancing.

Porsche extended its new car warranty worldwide by three months if the warranty period ended between 1 March and 31 May 2020 in response to the restrictions on the operation of many Porsche Centres. Customers who purchased a "Porsche Approved" warranty after the new car warranty also benefited.



CUSTOMER AT THE HANDOVER OF THE KEYS

High customer satisfaction

At Porsche, people are at the centre of the company. Inspiring customers and offering secure jobs is what drives the company forward. The Sales department also works on this basis, collaborating on an equal footing with its partners in the trade. Every new sports car that Porsche delivers worldwide is an expression of this approach.

Numerous trade magazines and independent studies – including in the USA, Great Britain and Germany – confirm Porsche's very high level of customer satisfaction, thereby proving the success of the customer satisfaction programmes used by the company.

"AS A RESULT OF DIGITALISATION, CUSTOMERS ARE INCREASINGLY USED TO AN ECOSYSTEM OF CONNECTED OFFERS. IT IS ALSO UP TO US TO COME UP WITH AN EXCLUSIVE MOBILITY EXPERIENCE FROM ONE SINGLE SOURCE. THAT'S WHY WE ARE CONSISTENTLY EXPANDING OUR NEW MOBILITY OFFERS, FOR EXAMPLE."

Detlev von Platen,
Member of the Executive Board –
Sales and Marketing



CUSTOMERS IN THE PORSCHE CENTRE

Recognition and awards

The well-known US automotive advice magazine *Kelley Blue Book* awarded the sports car brand its "Best Resale Value – Luxury Brand" prize in 2020. Meanwhile, the Macan, Panamera and Cayenne models received the award for best resale value in their respective categories.

The Taycan won two categories at the World Car Awards. It was named "World Performance Car of the Year 2020" and "World Luxury Car of the Year 2020".

In the "Automotive Performance, Execution and Layout Study" (APEAL) conducted by renowned US market research company J.D. Power, Porsche was ranked in first place in the overall rating and in the luxury segment. The APEAL study looks at the attractiveness of vehicles on the US market. For this purpose, a survey of new car customers is conducted once a year. On this basis, Porsche was found to be the most attractive automotive brand to customers in the USA.

Porsche also achieved first place as the best brand in the "Sales Satisfaction Index" (SSI) for the USA. This index is also compiled by J.D. Power and reflects satisfaction levels among new car buyers during the purchasing process. Buyers of new cars and those customers who subsequently make no purchase are surveyed on their experiences with the authorised dealers.



CAYENNE GTS



911 GT3 RS



TAYCAN 4S

Porsche was also ranked in first place in the category of "Best Luxury Brand" by the current affairs magazine *U.S. News & World Report*. The rating of vehicles and brands was based on study data and the opinions of experts from the automotive industry. The US motorsport magazine *Autocar* voted the fully electric Taycan the best premium e-car and the "Game Changer 2020". Porsche was also ranked in first place for the 911 in the "Top 10 Best Sports Cars" category, while the Porsche 911 GT3 secured the top position in the "Top 10 Best Hardcore Sports Cars 2020" ranking. In the "Top 10 Best Grand Tourers 2020" category, the Panamera left the competition in its wake.

In Germany, more than 100,000 readers of the trade magazine *auto, motor und sport* voted the 911 into first place in two categories in the "Best Cars 2020" ranking: as in the previous year, the 911 came in first in the "Sports Cars" category. In the "Cabriolets" category, the 911 Cabrio or 911 Targa triumphed.

As far as the "Golden Classic" award as voted for by readers of the classic car magazine *Motor Klassik* was concerned, two models shared the title "Classic of the Future": in the "Electric cars" category, the Taycan was voted number one, while the 911 Cabrio took the honours in the "Cabrios" category.

The Taycan was also a big winner at the "Golden Steering Wheel" awards organised by *Bild am Sonntag* and *Auto Bild*. It was voted "Best Sports Car 2020" by the editorial team and the 14-member judging panel. The readers also awarded it the title of "Most Beautiful Car of the Year".

The jury of the "German Car of the Year" award named the Taycan as the "German Car of the Year 2020".

The British magazine *Top Gear* awarded the Taycan two titles: "Car of the Year 2020" and "Game Changer of the Year 2020".



911 TARGA

The British magazine *Top Gear* awarded the Taycan two titles: "Car of the Year 2020" and "Game Changer of the Year 2020".

The judging panel for the "Chinese Car of the Year" named the Taycan as the "Green Car of the Year". Porsche also secured the title of "Performance Car of the Year" in China with the 911, and it cleaned up at the "Sport Auto Awards" too. Readers voted vehicles from the sports car manufacturer the winner in a total of seven categories. The Taycan Turbo S did especially well: in the category of saloons over 100,000 euros, it beat the competition hands down, regardless of engine type.

In the *auto motor und sport* readers' poll, the new 911 Turbo received the "Autonis Award" for the best design innovation of 2020. Another award went to the Porsche Taycan. It won the "Car Connectivity Award" in the readers' poll in the category "Connected E Cars".

Readers of the German magazine *Auto Zeitung* voted the 911 the winner of the "Auto Trophy", while *Connect* magazine awarded the Porsche Taycan its innovation prize. The Taycan was also named the most innovative model of 2020 by the Center of Automotive Management (CAM), an independent, scientific institute for empirical automotive and mobility research. In total, the Porsche Taycan won prestigious awards in 17 different countries.

For the 17th time, *Auto Bild* and Schwacke chose their "Value champions". All models sold in Germany were compared in 13 vehicle segments to find the passenger car with the most stable value in each class. Overall, Porsche scored two class wins: in addition to the 911 Carrera S in the sports car category, the Panamera 4 came out on top in the luxury class.



PANAMERA 4 EXECUTIVE

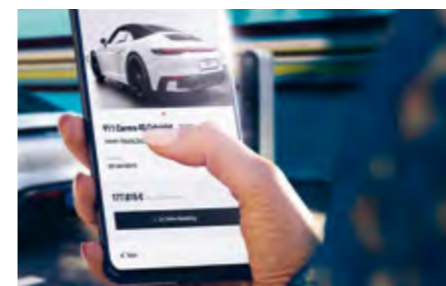


PORSCHE CENTRE AT DORTMUND AIRPORT (GERMANY)

Worldwide sales network

Porsche Sales is constantly responding to changing developments and trends by flexibly adapting its retail landscape. The aim is always to ensure a seamless customer journey between the digital world and physical retail.

The Porsche Centres are important cornerstones in this regard. Many customers view their personal interaction with dealership staff as a core Porsche competence. Surveys show time and again that what Porsche customers want more than ever is to be able to experience the brand with all their senses. At the same time, contact with other members of the Porsche community plays an outstanding role.



ONLINE VEHICLE SALES

The new retail concept "Destination Porsche" strengthens this community mentality. In this vein, the company opened its first pilot of a converted dealership in Hangzhou (China) in May 2020. The first completely new building opened in Dortmund (Germany) in December. Over the course of the next decade, the dealership concept will be rolled out as a central meeting point for the Porsche community at 850 existing Porsche Centres around the world.

Digital offerings complement the physical dealerships. The online sales channel launched in Germany in October 2019 focuses on new and used vehicles with immediate availability. Here, customers and dealers are experiencing online vehicle sales for the first time. Particularly at the height of the lockdown, the online sales channel more than proved its worth, also thanks to additional marketing activities. Demand increased, especially in spring 2020 – among both the existing customer base and a very large number of new customers. This also reflects the high level of trust in the brand. Between the beginning of April and the beginning of May 2020, around 370 orders across all price categories were placed via the German online sales channel. The number of hits on Porsche's own website increased by around 50 per cent per month in the reporting year compared with 2019 levels.

Since summer 2020, the online sales channel has also been available to customers in Spain, Portugal and Switzerland. Italy and France followed in November, as did Poland, Slovenia and Estonia. Starting in autumn 2020, customers in China and the USA have also been able to buy Porsche products online. In order to connect its activities even further, Porsche will be expanding its digital vehicle sales to create a comprehensive marketplace for Porsche products and services.

Surveys show time and again that what Porsche customers want more than ever is to be able to experience the brand with all their senses.

Retail concepts of the future

New retail formats complement classic sales. “Be where I am” is the increasingly common demand from customers nowadays. In response to these changing customer requests, Porsche is implementing innovative sales formats in city centres. These include the Porsche Studios, which are primarily located in bustling city centre locations, such as shopping centres. The studios focus on delivering a special product and brand experience, but also a high-quality visit. In Hsinchu, the “Silicon Valley of Taiwan”, the company opened its twelfth Porsche Studio in October 2020.

Pop-up venues are another example of the new approach to sales. These are a temporary sales format that can be flexibly tailored to the market conditions on the ground. From May until the end of the year, the first “Porsche NOW” pop-up store in Germany was located in Sindelfingen near Stuttgart together with a local dealer. “Porsche NOW Tokyo” followed in Japan in July. The sales pop-ups are hosted by specially trained experts who are on hand to provide advice and drum up enthusiasm for the brand. The target group is people who are not necessarily familiar with the automotive sector and Porsche products, but who are drawn to other aspects of the brand – such as design, technology and sustainability.



PORSCHE STUDIO IN HSINCHU (TAIWAN)



SALES POP-UP STORE IN SINDELINGEN (GERMANY)



SCOPES DRIVEN BY PORSCHE

The specialist teams in Event Marketing have also developed creative event platforms, such as SCOPES driven by Porsche. Artists, musicians and fashion experts organise two-week cultural events in major cities, as has already happened in Amsterdam (Netherlands) and Tokyo (Japan). This format brings people who previously had no contact with the brand into the world of Porsche. Plans to continue with this approach in 2020 had to be put on hold as a result of coronavirus.



ARTIST'S IMPRESSION OF PORSCHE EXPERIENCE CENTRE FRANCIACORTA (ITALY)

Porsche Experience Centre

The Porsche Experience Centres (PEC) are also places where the brand community can meet up and experience the brand for themselves. Construction work is at an advanced stage on the eighth PEC, which is being built in Italy – around 75 kilometres east of Milan – at the “Autodromo di Franciacorta” on a site covering around 60 hectares and incorporating the fully renovated 2,619-metre race track. The opening is scheduled for 2021. Forming the centrepiece will be a brand new building with huge expanses of glass and the “Agora” – a 2,400 square metre multi-purpose area with spectacular, cantilevered architecture. The facility also includes an off-road track where customers can take driving courses with varying degrees of difficulty. An area of 30,000 square metres has been earmarked for safety and car handling courses, including a “kick plate” track, a circuit and a handling track with a low grip surface. A simulation lab will offer virtual reality driving experiences with all of the classic and new Porsche models on the most famous racing tracks in the world. Customers will also be able to take delivery of their new Porsche at the PEC Franciacorta.

At the end of 2020 the company announced its plans for the ninth Porsche Experience Centre. It will be built in the Japanese prefecture of Chiba near Tokyo. The PEC Tokyo will feature a racing circuit, a driving dynamics area, an off-road track and other driving experiences. The design for the 2.1-kilometre circuit is based on famous bends from race

Mobility of the future

Porsche is responding to new mobility requirements with innovative concepts. These are based, for example, on changes in vehicle use as well as urbanisation and sustainability. It is already the case that more than half of the world's population live in cities. The reason for this is the economic might of cities. Experts expect this development to continue. In parallel, the transport infrastructure is increasingly being exhausted, parking spaces are in short supply and congestion and air pollution are on the rise. The portfolio of mobility providers is therefore changing.

Advancing digitalisation also shows how much different areas of life can be connected up to one another. This has an impact on mobility, which will focus less on individual products in future and, instead, be the result of a networked and overarching ecosystem. The boundaries between hardware, software and services are becoming increasingly blurred. More and more customers appreciate being able to book mobility at the touch of a button.

With generational change in our society comes a change in people's values. The growing importance of intangibles is just one example. For many people, having time to enjoy their lives and the ability to make their own plans are more important than owning consumer goods. Status symbols are still important but traditional preferences are evolving. In order to create innovative mobility offers, Porsche is intensively engaging with this type of trend.

tracks around the world, such as the Nürburgring's “Carousel” and the “Corkscrew” at Laguna Seca in the USA. While other PECs have flat tracks, the Tokyo PEC circuit will have elevation changes due to the natural topography of the local area, making it that little bit different.



MOBILITY OF THE FUTURE WILL BE BASED ON DIGITAL NETWORKING AND INTELLIGENCE

Expansion of mobility services

Porsche is continuously expanding its flexible mobility services in response to changing customer wishes and the trend towards digital and individual choice. In order to improve the recognisability of its global mobility services even further, the sports car manufacturer has bundled these under the new umbrella brand "Porsche Drive". The premium car rental service "Porsche Drive – Rental" allows customers to rent current Porsche cars for anything from a few hours to up to 28 days. If required, the vehicle can also be delivered and collected. The 911, 718 Boxster, 718 Cayman, Panamera, Macan and Cayenne model series are currently available for hire from 28 locations in Germany, France, Canada, Russia, Switzerland and the USA. At some locations in Germany, France, Canada and Switzerland, the all-electric Taycan sports car is already available, offering elegant and flexible access to electric mobility. Other countries and locations are due to follow. In terms of German locations, Dortmund, Düsseldorf, Cologne, Leipzig, Munich Olympiapark and Saarbrücken were added as "Porsche Drive Rental" locations in 2020.

The highly flexible vehicle subscription service in North America is now known as "Porsche Drive – Multi-Vehicle Subscription". The service is currently available in five cities in the USA and Canada: Atlanta, Los Angeles, Phoenix, San Diego and Toronto. Using an app, customers can change their vehicle as required with a choice of up to 20 different models. The sports car can be delivered to any location within the contractual territory and is personally handed over by a concierge. The monthly fee includes all running costs with the exception of fuel.



USING THE "PARKEN PLUS" APP



THE FLEET OF PORSCHE DRIVE – RENTAL

In order to improve the recognisability of its global mobility services even further, the sports car manufacturer has bundled these under the new umbrella brand "Porsche Drive".

In the US, Porsche also offers its "Porsche Drive Single-Vehicle Subscription" service: users opt for a specific Porsche model and take out a monthly subscription to the new vehicle. In Germany, the programme is called "Porsche Drive Abo". Nearly new "Porsche Approved" cars from various model series are available. In the case of both programmes, the monthly fee depends on the model, but also includes all running costs with the exception of fuel.

Parking made simple

Porsche is also working on innovative parking services in many countries. The first such service was "Parken Plus", which launched in Germany in 2017. A new app that simplifies many of the processes was introduced in 2020. The Porsche ID Card gives customers contactless access to around 300 car parks throughout Germany. They no longer need to take a paper ticket or to pay at the machine – the parking process starts and ends automatically. All customers need to do in most of the participating car parks is briefly hold up their Porsche ID Card when entering the car park.

In addition to the car park service, the "Parken Plus" app also offers advantages when using on-street parking: users can buy a parking ticket via their smartphone and keep track of how much time is left on that ticket, a service currently available in 250 German cities. They also receive a 15-minute warning that the ticket is about to expire. The parking time can then easily be extended while on the move, again using the "Parken Plus" app. A further advantage is that the app only charges for the

parking time that was actually used via the start-stop function. This makes parking less stressful and more cost-effective for app users, regardless of manufacturer. In 70 cities, users can also access free short-term parking tickets, which are perfect for a quick trip like popping to the baker's for example.

At the end of 2020, the USA joined Germany in having this type of parking service. The "Parking Plus" service allows users to reserve parking spaces at more than 4,000 locations in more than 35 states across the USA in advance via the "Porsche Parking Plus" app.

Detailed illustrated parking information is available for each parking option. Users can tailor their search for a parking space according to their specific needs, thanks to different search options. The app even provides model-specific car park recommendations for the individual Porsche model series. These recommendations are based on feedback from other "Parking Plus" users.

After making a reservation, users simply need to scan or present their digital parking ticket on site using contactless technology. Digital pre-booking and paying in advance means they can drive to their destination without the worry of having to find somewhere to park.



FAST-CHARGING PARK AT THE CUSTOMER CENTRE OF PORSCHE LEIPZIG

If there are any delays en route, however, the reserved time can be extended at many locations. As in Germany, this service is not tied to one manufacturer.

Charging infrastructure for Porsche sports cars

Porsche offers its customers an optimal solution for charging their hybrid or fully electric sports cars at locations that are important to them. The "Porsche Charging Service" gives Taycan customers access to a high-performance charging network with more than 135,000 AC and DC charging points in 20 European countries and additional charging options in China, the USA and Canada. This network includes fast-charging stations from the partner networks IONITY and Electrify America, as well as a fast-charging infrastructure with "Porsche Turbo Charging" stations with 800-volt technology at many dealers in 54 markets. "Porsche Destination Charging" now provides around 2,000 AC charging points in more than 20 countries, for example at hotels, golf courses and marinas. In Leipzig, Porsche opened Europe's most efficient charging park in February 2020. This is powered entirely by electricity from renewable energy sources.

The company offers various solutions for home garages too, such as the Porsche Mobile Charger Connect with a charging power of up to 11 kW (or 9.6 kW in the case of the USA). The Porsche Charging Dock for mounting on a wall or on an existing pillar and the Porsche Compact Charging Pillar for free-standing installation are also available on request. The Home Energy Manager (HEM) is another optional feature. This smart control centre, which must be fitted by an electrician, is connected to the house's mains network to ensure smooth and convenient charging at home. The Home Energy Manager optimises the charging process from the perspective of power, time and cost. It also offers protection against overloading the house's mains network (blackout protection) by reducing the vehicle's charging power as needed in the event of an impending overload, thus preventing the home distribution board from tripping. Together with an external partner, Porsche also offers related services: the Porsche Charging Pre-Check (online) and the Porsche Home Check for checking and planning the situation in the house, all the way through to the installation and commissioning of the charging technology.

Brand cooperation projects expanded

A strong brand is the essential foundation for Porsche's continued success. In fact, experts believe that the importance of brand will only increase in future. It is therefore essential to constantly develop the Porsche brand in order to remain relevant and desirable in the future. This also includes placing the brand in areas where Porsche has not been sufficiently represented so far. The brand values are the guiding principles: Porsche is synonymous with a combination of pioneering spirit and tradition, but also with performance and sustainability. Also relevant to the Porsche brand are its combination of exclusivity and social acceptance, and of design and function.

In order to familiarise Porsche's 35,000 employees with these brand values and the brand mission statement, a web-based application has been available since 2020: the Digital Brand Academy. The application uses game-play and augmented reality to explain what the Porsche brand stands for. Users also have the chance to get hands-on, by taking a virtual ride in the Porsche Taycan for example. 3D scenes, videos and interactive elements are interwoven to create a start-to-finish experience, creating a completely new form of brand training. The Digital Brand Academy was recognised with two Red Dot Awards last year.

Experts believe that the importance of the Porsche brand will only increase in future. It is therefore essential to constantly develop it in order to remain relevant and desirable in the future.



911 CARRERA 4 (TYP 964) BY TEDDY SANTIS



ERODED 911 (TYP 992) BY DANIEL ARSHAM

Aimé Leon Dore Porsche 911 Carrera 4

Teddy Santis, founder and creative director of the on-trend New York fashion label Aimé Leon Dore (ALD), has restored a 911 Carrera 4 (type 964) in collaboration with Porsche. The one-of-a-kind vehicle was created after months of design work, for which Santis made research visits to places such as the Porsche Museum and the 911 production in Stuttgart, to find inspiration. The car was unveiled during the ALD fashion show at New York Fashion Week in early February 2020 and was subsequently put on display at the Jeffrey Deitch Gallery in New York until 9 February 2020. The focal point of the car's restoration is a fully customised interior featuring Schott sunflower leather and Loro Piana houndstooth fabric. Aimé Leon Dore used the same materials in the design house's 2020 autumn-winter collection.

Daniel Arsham Crystal Eroded Porsche 911

In collaboration with Porsche, New York artist Daniel Arsham has transformed a 911 Carrera 4S (992) into a fully functional, driving work of art. As an artist, Arsham is synonymous with multidisciplinary projects, combining art, architecture and performance. In his work, he always asks himself what an iconic product might look like in 1,000 years' time, placing his faith in the growth of something timeless, like precious stones, rather than in decay. Porsche presented the Art Car to customers and fans at various events in Asia in 2020. The one-off piece was put on show for the first time in the Porsche Studio Seoul (South Korea) before being exhibited in China, including at the Chengdu Motor Show as well as in Shanghai and Beijing. Two pop-up galleries in Japan were also used to display the work of art.

Porsche 911 stars in Hollywood blockbuster "Bad Boys For Life"

"Bad Boys For Life", the third film in the globally successful action series, premiered in Hollywood in January 2020. In the film, detective Mike Lowrey, played by Will Smith, drives a Porsche 911 Carrera 4S as he pursues criminals in Miami. The film also stars Martin Lawrence. Hollywood legend Jerry Bruckheimer produced the 124-minute blockbuster, released by Sony Pictures Entertainment. The official film premiere took place on 15 January on Hollywood Boulevard in Los Angeles, and involved the two stars arriving on the red carpet in a Porsche 911 Cabrio. To the cheers of watching fans, Will Smith parked the vehicle next to the original car from "Bad Boys" (1995), the Porsche 964 Turbo 3.6. The film has grossed 426.5 million US dollars, making the third instalment the most successful film of the series by far.

Taycan Turbo S in "Gran Turismo Sport"

The Taycan Turbo S has featured in the "Gran Turismo Sport" game since 2020. This is the result of Porsche's extended collaboration with the Japanese video game development studio Polyphony Digital Inc., which is a subsidiary of Sony Interactive Entertainment. The "917 Living Legend" design study and the "Vision Gran Turismo" are currently in the works. Gamers have been able to drive Porsche vehicles in "Gran Turismo Sport" since as far back as 2017.

Vehicle design and chronograph Porsche Heritage Design

A highly contemporary 911 with quotes from the 1950s and early 1960s: as the first in a total of four collector's items from the Heritage Design strategy, Porsche has presented its 911 Targa 4S Heritage Design Edition. Historical design elements in the exterior and interior have been reinterpreted and combined with state-of-the-art technology in an exclusive special model from the Porsche Exclusive Manufaktur. In keeping with the internal model series number, only 992 units will be made.

To tie in with the introduction of the special model, selected interior elements are available for all current 911 models as part of a Heritage Design package.

Porsche Design is designing matching timepieces exclusively for owners of the Heritage Design vehicles. The first of these was the 911 Targa 4S Heritage Design Edition Chronograph. This timepiece combines classic design features, materials and performance characteristics of the 911 Targa 4S Heritage Design Edition, extending the concept of the sports car to the owner's wrist. The automatic chronograph is powered by the Porsche Design maximum-precision WERK 01.100 with COSC certification. The watch has the titanium case typical of Porsche Design and, just like the car, is limited to 992 pieces.

Two-tone leather interiors

In collaboration with the designers from the Development Centre in Weissach, the Porsche Exclusive Manufaktur has designed a new interior look for the Porsche 911. The concept was unveiled in April 2020. The two-tone leather interior is available in Bordeaux Red/Chalk, Black/Slate Grey, Slate Grey/Island Green and Graphite Blue/Mojave Beige. The many decorative seams are finished in the respective contrasting colour, as is the cross stitching on the steering wheel, creating an innovative, unified concept. Other fine details include the "Porsche Exclusive Manufaktur" embossing on the lid of the storage compartment in the centre console, the embossed Porsche crest on the headrests and the "Race Tex" seatbelt outlet panels on the coupés.

Personalised Porsche chronograph

Since 2020, Porsche Design has been offering customers customised chronograph designs, initially offering this option in Germany, the UK and the USA. In this way the company is transferring the successful concept of the Porsche Exclusive Manufaktur from the street to the wrist. The materials and colours of the wristwatch as well as the types of leather and the yarn used in the decorative stitching of these custom-built timepieces have their roots in vehicle production. Customers can create a highly personalised chronograph, both visually and technically: the colour of the (titanium) case and dial, the material and colour of the bracelet, and the design and colour of the rotor of the automatic mechanism are all freely selectable. There are about 1.5 million possible different combinations – no other watch brand or car manufacturer can currently offer as many. The timepieces are made in the company's own watch factory in Switzerland.



THE 911 TARGA 4S WITH HERITAGE DESIGN BADGE

Further measures to inspire customers

Watching the production of your own Porsche

Porsche customers can now ramp up the anticipation as they wait to take delivery of their purchase: the new "Behind the Scenes" feature of the "My Porsche" online platform offers an exclusive look into the production operations of the sports car manufacturer in Zuffenhausen. They can follow the construction of a Porsche step by step. For the two-door 911 and 718 sports cars, Porsche has already installed cameras at two relevant stations and connected them to the production software. Further camera locations will follow. "My Porsche" is the central customer portal for vehicle owners. It bundles all of the offers and services related to the individual vehicle.

"Porsche Track Your Dream"

Customers in the USA can even follow their vehicle's journey from production in Zuffenhausen to delivery on the other side of the Atlantic. "Porsche Track Your Dream" is the name of the service developed by Porsche Digital Inc. for this market. It is also integrated into the "My Porsche" online platform. It is currently available for individually ordered 911s, with plans to extend it to the Taycan too. Customers can follow the Porsche sports cars as they pass through 14 milestones, including the creation of the order, the last opportunity for vehicle changes, intermediate production statuses, the start of shipping, arrival in the USA and finally at the Porsche dealer. Background information is available for every step, and a clock counts down the miles and days.



VIA "BEHIND THE SCENES" CUSTOMERS CAN FOLLOW THE PROCESS OF BUILDING A PORSCHE



NEW FUNCTIONS IN THE ROADS APP

New functions for "ROADS by Porsche"

The free "ROADS by Porsche" app, developed by Porsche itself, brings together a global community of passionate drivers to discover and share the most beautiful driving routes in the world. Additional functions have been available since August 2020. Users can, for example, now access detailed information about the air quality on their route. ROADS uses a simple traffic light system to display the current pollution level on the route being driven. Drivers can then decide whether or not to drive with open windows. They can also use the best stopping points from an air quality perspective. In addition, the app offers its users the option of organising group trips. In this way, passionate drivers can find like-minded people via the app. Existing groups can gain new members. "ROADS by Porsche" was launched in 2019 and now has more than 100,000 community members from over 60 different countries.

The Taycan VR Experience

Thanks to virtual reality, the Porsche Taycan can be experienced digitally in the showrooms of the Porsche Centres. With the Taycan VR Experience application, customers can discover the electric sports car for themselves car inside and out using a virtual reality headset. What they see is very close to the real thing. By wearing the headset, users can trace the outlines of the new model and thus experience its typical Porsche design language. A superimposed airflow simulates the aerodynamics of the Taycan. The exterior paintwork can be individually selected. The "Taycan VR Experience" is a fun and revolutionary development in virtual reality applications for the retail sector. The next stage will be virtual vehicle configuration, something that Porsche's marketing team is working on tirelessly and which is due to be rolled out soon in the Porsche Centres.



TAYCAN VR EXPERIENCE

The "Taycan VR Experience" is a fun and revolutionary development in virtual reality applications for the retail sector. The next stage will be virtual vehicle configuration.



VIRTUAL APPEARANCE AT THE MOTOR SHOW IN BEIJING

Virtual trade fair stand in Beijing

The coronavirus crisis forced Porsche to adapt its approach to trade fairs last year. At the Beijing International Automobile Exhibition in September, the biggest automobile fair in the People's Republic of China, the company had a digital presence in addition to its physical stand. The highlight of the trade fair was the world premiere of the new Panamera. The digital technology used to create the trade fair stand originates in the computer gaming industry and supports effortless, intuitive access. Chinese users felt equally at home with it as Porsche fans from across the world.

PRODUCTION

2020 was an exceptional year in many respects. Total production was 263,236 vehicles, which corresponds to a decrease of 4.1 per cent compared with the previous year. At the Zuffenhausen site, the production of all vehicles was completely carbon-neutral for the first time.

All vehicles of the 911 (28,672 units), 718 Boxster (12,569 units) and 718 Cayman (6,376 units) model series rolled off the production line at the main plant.

3,710 units of the 718 Cayman were also produced at the Volkswagen plant in Osnabrück.

In the first full year of production, 29,450 units of the Taycan were manufactured – 976 of which were assembled at the Leipzig Porsche plant as part of a temporary measure to provide the workforce with training in the context of BEV readiness.

Total production in Leipzig was 101,298 vehicles, with 78,490 units of the Macan model series and 21,832 Panamera being built in Saxony.

At the Volkswagen Group's multi-brand site in Bratislava (Slovakia), 82,137 units of the Cayenne model series were produced.

Infection protection "made by Porsche"

Production also played a very important role in company-wide infection protection: In July, Porsche Werkzeugbau started producing its own protective face masks for all Porsche locations, with Porsche Logistik GmbH taking care of distribution. The facility in Schwarzenberg can produce up to 80,000 masks a day. Only materials from Germany are used. A distribution centre was set up in the central parts warehouse of Porsche AG in Sachsenheim. From here, the masks and other protective equipment, such as disinfectant, are distributed to the sites. Porsche's central construction, environmental and energy management department ensured that the process was closed loop: used worn masks must not be disposed of in general waste; a waste disposal concept has been developed and implemented for all sites.

Crisis management and the restart

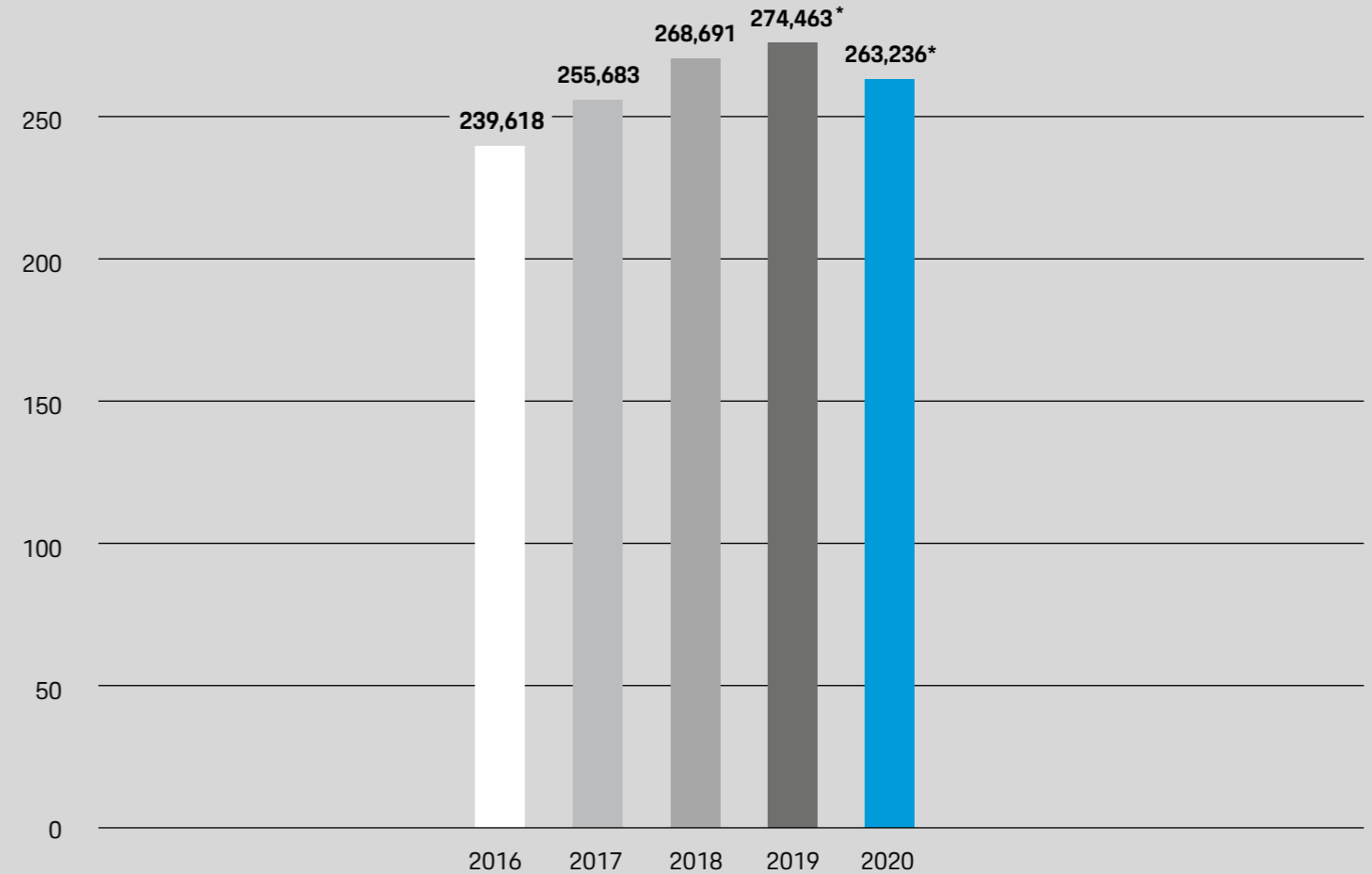
The central challenge in the reporting year was the global coronavirus crisis. Porsche suspended production for an initial period of two weeks on 21 March. This was the company's response to bottlenecks in global supply chains such that normal production operations were no longer possible. Ultimately, production had to be halted at both plants for a total of six weeks. On 4 May, the sports car manufacturer launched its orderly restart with specific plans for each trade and each site. Specific protective measures were introduced in advance to guarantee the utmost safety for the workforce and to return to the assembly line step by step.

At the Zuffenhausen site, the production of all vehicles was completely carbon-neutral for the first time.



PRODUCTION IN ZUFFENHAUSEN: CATHODIC DIP COATING

Production volume
Vehicles



* Production figures from 2019 exclude pre-series vehicles; figures up to 2018 include pre-series

Production in Zuffenhausen

At the main plant in Zuffenhausen, an average of around 400 vehicles rolled off the production line every day – more than ever before thanks to the Taycan. A sophisticated control and production principle allows the assembly of all two-door sports cars – the 911, 718 Boxster and 718 Cayman – on one production line. Highly individual customer wishes are integrated directly into series production thanks to the flexible production system. Put simply, no two vehicles are exactly the same. This also applies to the Taycan, which is produced in its own factory within the factory – and without a classic assembly line.

“THANKS TO THE FLEXI-LINE, WE ARE THE FIRST CAR MANUFACTURER TO USE DRIVERLESS TRANSPORT SYSTEMS IN CONTINUOUS FLOW IN SERIES PRODUCTION. SO PORSCHE IS WAVING GOODBYE TO THE TRADITIONAL ASSEMBLY LINE.”

Albrecht Reimold,
Member of the Executive Board –
Production and Logistics

First full year of production for the Taycan

2020 marked the first full year of production for the first all-electric Porsche, which has been manufactured at the company's main site since 9 September 2019. After the world première last year, it was clear, however, that this electric sports car would exceed customer expectations. The number of units produced by the end of the reporting year totalled 29,450.



PRODUCTION IN ZUFFENHAUSEN



PORSCHE LEIPZIG



DR NICOLE HOFFMEISTER-KRAUT AND ALBRECHT REIMOLD

Economics Minister visits main plant

In July, Baden-Württemberg's Minister of Economic Affairs, Dr Nicole Hoffmeister-Kraut, visited the Taycan production plant in a Covid-safe tour. Together with Production Director Albrecht Reimold, the Minister visited the Taycan assembly line and discussed the future-proof redevelopment of the site in Zuffenhausen with its long tradition of automotive production. The talks also focused on sustainability aspects, which will feature even more strongly in future vehicle production. Dr. Nicole Hoffmeister-Kraut was impressed by the modern and innovative production methods on show. She also praised the strategy of anchoring sustainability as an essential pillar of corporate management, with carbon-neutral production of the first entirely electric sports car.

Production in Leipzig

Around 550 vehicles from the Macan and Panamera model series were produced on a daily basis at the Porsche plant in Leipzig. Meanwhile, the site is also shaping up for e-mobility. The decision to produce the next generation of the Macan as an all-electric variant in Leipzig means that Porsche is investing around 600 million euros in its site in Saxony. With this latest plant expansion, the company is creating the possibility of producing fully electric vehicles on the existing production line alongside petrol and hybrid models in future.

Leipzig plant receives VDA Logistics Award 2020

In February, the German Association of the Automotive Industry (VDA) presented Porsche Leipzig GmbH with the VDA Logistics Award 2020. The Saxony plant had impressed the expert panel with its logistics concept that relies on smart planning, highly automated processes, and energy-efficient warehousing and order-picking technology. With its high level of flexibility and scalability, it also takes account of the challenges inherent in the automotive industry.

“Porsche's logistics concept for supplying the Leipzig plant provides great impetus for the logistics of the future: highly integrated, intelligently automated, trimmed for maximum reliability and efficiency. It demonstrates innovation potential for the Leipzig plant, the automotive industry and also logistics in other sectors,” enthused Prof. Dr Wolfgang Stölzle, Chairman of the VDA Logistics Award judging panel and Managing Director of the Institute for Supply Chain Management at the University of St Gallen.

The concept is based on a planning tool that optimises incoming delivery flows and makes best possible use of the available storage capacities. In this way, it forms the basis for an automated small-parts warehouse with energy-efficient shuttle technology, a patent-pending dynamic order picking system and several driverless transport vehicles. The new concept is also setting standards in conservation: with a total saving of 3,500 tonnes of CO₂ per year, it makes an important contribution to Porsche's sustainability strategy.



PRODUCTION IN ZUFFENHAUSEN: FINAL ASSEMBLY OF THE PORSCHE TAYCAN

Porsche opens Europe's most powerful fast-charge park

In spring, Porsche launched a new charging park by the name of "Porsche Turbo Charging" at its production site in Saxony. A total of twelve 350 kW (DC) fast charging points and four 22 kW (AC) charging points are available at the plant's customer centre – around the clock, seven days a week, and for customers of all automotive brands. The total capacity of the charging park with its six internal fast charging points is 7 MW. At the time, Porsche Leipzig thus boasted Europe's most powerful fast-charging park, powered entirely by electricity from renewable energy sources.



PORSCHE TURBO CHARGING PARK IN LEIPZIG

Local politicians visit Leipzig plant

Tour replaces topping-out ceremony: Covid-19 meant that the official topping-out ceremony for the new bodyshop in Leipzig had to be cancelled. Instead, Leipzig's Mayor Burkhard Jung was able to visit the site for himself and be shown the latest developments: all construction measures are on schedule and the external structure has been completed for the new bodyshop for the next generation of the Macan, which will be fully electric. The next step will be the plant construction inside the building, taking up a total area of 75,500 square metres. During his visit the Mayor commented: "Porsche in Leipzig has grown from an assembly plant to a technology leader for the entire European automotive sector. We are setting the benchmark for the drive technologies of the future here in Leipzig."

In September, Michael Kretschmer, Minister President of the Free State of Saxony, also visited the site to see how the fifth plant expansion was progressing. "In Leipzig, Porsche has set the course for the mobility of tomorrow," he said. "In addition to digitalisation, climate-friendly engines are particularly important. In Saxony, we are very well positioned in the field of e-mobility and have the opportunity to continue to grow and to be at the forefront of development. Saxony will consistently support the transition to climate-friendly mobility."

Porsche Leipzig shapes up for e-mobility

Porsche is investing a total of more than 600 million euros in its production plant in Saxony, setting an important course for the future. The annual plant shutdown in the summer of 2020 was used to expand the assembly line. Specifically, the sports car manufacturer is now able to produce cars with three different types of drive technology on one line in Leipzig: petrol, hybrid and pure electric vehicles. For Porsche, this means maximum flexibility in production. With a view to the BEV readiness of the Leipzig Porsche plant, 1,000 Taycan vehicles were also assembled there as part of a temporary measure to provide the workforce with training. In this way, the company is already preparing itself as well as it possibly can for the next generation of the Macan.

Porsche celebrated ten years of hybrid production in October 2020. This milestone demonstrates how well the concept of e-mobility is embedded in Leipzig.



PRODUCTION IN LEIPZIG: ASSEMBLY LINE



TEN YEARS OF HYBRID PRODUCTION IN LEIPZIG

Ten years of hybrid production

Porsche celebrated ten years of hybrid production in October. This milestone demonstrates how well the concept of e-mobility is embedded in Leipzig: It was in 2010 that Porsche's first hybrid vehicle, a Cayenne S Hybrid, rolled off the production line in Saxony. Porsche thus became a trailblazer in the introduction of innovative technologies and at the same time opened a new chapter in the history of the Leipzig plant. Porsche is fully committed to e-performance. To date, the Leipzig plant has produced more than 75,000 hybrid Cayenne and Panamera vehicles (2010 to 2017).

"By integrating hybrid vehicles into the existing production line, the Leipzig site demonstrated maximum flexibility," explained Albrecht Reimold, Member of the Executive Board for Production and Logistics at Porsche AG.

"We are progressing consistently along the path of integration. By expanding the plant again, we are making it possible to manufacture petrol, hybrid and pure electric vehicles on one single line in the future. We are thus preparing our site in the best possible way for the mobility and customer requirements of the future."



PRODUCTION IN LEIPZIG: A PANAMERA IN THE BODYSHOP

PROCUREMENT

The coronavirus pandemic had a significant impact on Porsche's supply chains in 2020. Production stoppages at its suppliers presented the sports car manufacturer with extraordinary challenges in terms of procuring parts.

Traditionally, procurement plays an important role in the company, with external partners accounting for around 80 per cent of Porsche's value creation. Most of these are included in the group of series suppliers, comprising more than 1,300 partners. Around half of Porsche's suppliers are based abroad. More than a third of these operations had to temporarily shut down their production during the first wave of the pandemic.

The Procurement department reacted quickly to the first signs of coronavirus spreading across the world in January, setting up an interdisciplinary task force to deal with the global pandemic. The goal was to provide the best possible support to suppliers – particularly in countries hit hardest by coronavirus, namely China, Spain and Italy.

Digital media

During the first wave of the pandemic, up to 100 staff members worked together in daily telephone conferences to coordinate their actions across departments and the Group as a whole. In addition to procurement staff, employees working in requirements and capacity management, plant scheduling and logistics, and finance all attended these meetings, exchanging information with suppliers on an ongoing basis. In this way, Porsche maintained a daily overview of the parts supply pipelines and the situation with regard to its most critical partners. During this phase, the company made greater use of virtual conferences and digital media to help process and exchange comprehensive information.

Shoulder to shoulder through the crisis

Porsche halted its vehicle production on 21 March 2021 in response to the disruption affecting its supply chains. Some partners had been ordered by the authorities to close down their production, particularly in Italy and Spain. Intensive communication between buyers and suppliers played an important part in the subsequent ramp-up of Porsche production. On 3 May, the Italian government lifted restrictions. Just one day later, Porsche was again being supplied with important components. Combination indicators, axle components and brake callipers made in Italy arrived at the Zuffenhausen and Leipzig plants. Consequently, on 4 May, the sports car manufacturer was able to restart production.



BOARD MEMBER UWE-KARSTEN STÄDTER AND PROCURERS FROM THE PORSCHE TASKFORCE TAKE DELIVERY OF PPE FROM CHINA AT STUTTGART AIRPORT

During the pandemic, Porsche supported the supply chains through a range of measures: "We don't abandon our partners in a crisis," stressed Uwe-Karsten Städter, Executive Board Member responsible for procurement. The company shared its own protocols for Covid-safe workplaces with its suppliers. Porsche employees also worked on site with partners to tighten up their processes. The company also helped out financially, offering some suppliers extended payment terms. In addition, development costs and tools were paid for earlier than contractually agreed. Porsche took over one supplier: the company serva transport system GmbH, based in Rosenheim, Germany. This supplier of driverless transport systems had run into financial difficulties due to the crisis.

Social commitment

Porsche fulfilled its commitment to society in many areas during the coronavirus crisis. In particular, the Procurement team contributed its comprehensive supply chain expertise. Porsche organised the delivery of PPE from China for the federal states of Baden-Württemberg and Saxony free of charge, working in collaboration with DB Schenker and Lufthansa Cargo. Up to six cargo planes per week were flying from China to Germany between March and May. The total value of the deliveries coordinated by Porsche was in the hundreds of millions of euros.

"LINKING OUR CONTRACT AWARD PROCESS TO SUSTAINABILITY CRITERIA SENDS OUT A STRONG SIGNAL."

Uwe-Karsten Städter,
Member of the Executive Board –
Procurement

S-rating gets a positive verdict

Sustainability as a strategic corporate goal plays a central role in procurement. This is reflected in the Code of Conduct applicable to all direct Porsche suppliers. This sets out the principles for legally compliant, sustainable and responsible business conduct in relation to compliance, social affairs and the environment. Since July 2019, sustainability has been a binding criterion when awarding contracts to any Porsche supplier of production materials. This is guaranteed via the "S-rating", with S standing for sustainability. Suppliers must comply with the requirements of the S-rating in order to continue working with Porsche. The sports car manufacturer supports its partners and advises them on the implementation of appropriate sustainability measures.

By 2020, more than 90 per cent of suppliers had already met the sustainability requirements for production materials. "Linking our contract award process to sustainability criteria sends out a strong signal," commented Uwe-Karsten Städter.

Identification of sustainability risks using AI and blockchain

For the purposes of procurement, sustainability has to be considered in its entirety. This is why Porsche is also committed to transparency in the supply chains of its subcontractors and raw material suppliers. To date, this has required a great deal of research and documentation. Over 3,000 parts are used in every Porsche vehicle produced. The supply chains comprise many small parts and are globally networked. Some sub-supply chains comprise up to eight upstream stages.

Against this background, Porsche began testing new technologies such as blockchain and artificial intelligence (AI) in supply chain analysis during the reporting year. These digital solutions are designed to identify sustainability risks more quickly and efficiently.

For example, AI software used by Porsche to screen local media helps to identify potential violations of sustainability principles at an early stage.

In addition, a blockchain pilot application was developed together with suppliers BASF and Motherson. The algorithm can be used to identify the origin of greenhouse gas emissions in supply chains. On the basis of "smart contracts", which are made available to the companies involved in the process, the CO₂ emissions generated by individual components are passed on digitally along the entire supply chain. This enables the CO₂ footprint of a product to be quantified in a standardised way.



PORSCHE EMBRACES ITS SOCIAL RESPONSIBILITY: UWE-KARSTEN STÄDTER PRESENTS A DONATION TO THE CARITASVERBAND FÜR STUTTGART DISABILITY CHARITY

Porsche began testing new technologies such as blockchain and artificial intelligence (AI) in supply chain analysis during the reporting year. These digital solutions are designed to identify sustainability risks more quickly and efficiently.

Sustainable raw material extraction

Porsche took another step towards sustainable supply chain management by joining the cross-industry "Responsible Mica Initiative" (RMI). This cross-industry association of international companies and non-governmental organisations, founded in 2017, is committed to transparency and improved working conditions in relation to the mining of mica. Mica is used as a raw material in many industrial and cosmetic products, and at Porsche is used in paints.

Porsche represents the Volkswagen Group in the RMI. Through internal analysis of selected paint supply chains up to raw material extraction, Porsche has identified potential risks for sustainability in relation to the mining of mica. Together with its suppliers, the company is committed to transparent and sustainable handling of the raw material. The aim of the projects, based in the major Indian mining regions of Jharkand and Bihar, is to improve the living and working conditions of the local people – particularly by means of fair working conditions, occupational safety and minimum wages.

International scouting with innovative suppliers

The transformation of the automotive industry is in full swing. Procurement is actively helping to shape this process, identifying new and innovative companies for Porsche to work with. Through international supplier scouting, the innovation management team at Porsche works with embassies and consulates to contact prospective partners. For the second time, Porsche carried out a scouting campaign in neighbouring France. A total of 89 French companies – including numerous start-ups – took part in a virtual pitch in October that had been organised in cooperation with the French consulate in Düsseldorf. The participants came from a variety of fields, including e-mobility, battery technology, production 4.0 and 3D design. Both sides benefited from the event, with around half of the companies being invited to further talks. Following scouting sessions with the consulates of France, Canada, Israel, Finland and Taiwan, this format is to be expanded further over the coming years.

Financial analysis

Net assets

Financial position

Results of operations

NET ASSETS

As of December 31, 2020, the total assets of the Porsche AG group stood at € 45,491 million, 7 per cent higher than on the prior-year reporting date.

Non-current assets increased by € 688 million to € 30,395 million. The increase primarily relates to financial services receivables and other financial assets, while deferred taxes decreased. Non-current assets expressed as a percentage of total assets amounted to 67 per cent (prior year: 70 per cent).

At the end of the reporting period, the fixed assets of the Porsche AG group – i.e., the intangible assets, property, plant and equipment, leased assets, investments accounted for using the equity method and other financial assets – amounted to € 18,130 million, compared with € 17,982 million in the prior year.

Fixed assets expressed as a percentage of total assets amounted to 40 per cent (prior year: 42 per cent). Intangible assets increased from € 5,085 million to € 5,437 million. The increase is partly attributable to capitalized development costs, with the largest additions relating to the Macan, Panamera and 911 series. Additions to acquired right-of-use assets and emission rights as well as to other acquired intangible assets also led to an increase. Property, plant and equipment increased year on year by € 71 million to € 8,695 million. The increase is primarily due to additions to buildings and land as well as advance payments made and assets under construction, while other equipment, furniture and fixtures decreased. Compared with the prior year, leased assets decreased by € 215 million to € 3,614 million. This item contains vehicles leased to customers under operating leases.

Non-current other financial assets increased by € 520 million to € 8,870 million. The increase largely results from marking derivative financial instruments to market.

Deferred income tax assets amounted to € 817 million compared with € 1,355 million in the prior year.

As a percentage of total assets, current assets amounted to 33 per cent compared with 30 per cent in the prior year. Inventories increased from € 4,013 million in the prior year to € 4,108 million at the end of the reporting period.

Non-current and current receivables from financial services rose from € 2,683 million to € 3,536 million. The receivables mainly stem from finance leases and customer and dealer financing.

Current other financial assets increased by € 346 million to € 2,761 million. The increase mainly relates to the clearing account with Porsche Holding Stuttgart GmbH of € 239 million and the € 103 million increase from marking derivative financial instruments to market.

Cash, cash equivalents and time deposits increased year on year by € 989 million to € 4,500 million.

The equity of the Porsche AG group increased by € 2,796 million to € 20,224 million compared with the prior-year reporting date. The profit after tax, profit transfer and dividends totalling € 1,302 million as well as the remeasurement from pension plans net of tax and the € 806 million change after tax in the hedge reserve, together with the capital contribution by Porsche Holding Stuttgart GmbH of € 1,028 million contributed to the increase in equity.

Currency translation, on the other hand, reduced equity by € 340 million.

Non-current liabilities relate to pension provisions, other provisions, deferred tax liabilities, other financial liabilities, and other liabilities. They rose by € 343 million to € 13,982 million compared with the prior year. Non-current liabilities expressed as a percentage of total capital decreased from 32 per cent in the prior year to 31 per cent at the end of the fiscal year.

Provisions for pensions and similar obligations increased by € 494 million. The increase is primarily attributable to the rise in the number of eligible employees.

Non-current other financial liabilities decreased by € 372 million. Of this decrease, € 321 million relates to marking derivative financial instruments to market.

Deferred income tax liabilities amounted to € 685 million compared with € 681 million in the prior year.

Current liabilities decreased slightly from € 11,299 million to € 11,285 million, which expressed as a percentage of total capital is equivalent to a decrease from 27 per cent to 25 per cent as of the end of the past fiscal year.

Non-current and current financial liabilities increased from € 7,614 million to € 8,325 million. This increase largely relates to the refinancing of the financial services business in the form of asset-backed securities transactions.

Current other financial liabilities amounted to € 2,959 million (prior year: € 3,082 million). The decrease primarily relates to the € 255 million decrease in marking derivative financial instruments to market. On the other hand, liabilities from the profit and loss transfer agreement and tax allocations with Porsche Holding Stuttgart GmbH increased by € 355 million.

Net assets of the Porsche AG Group

€ million	Dec. 31, 2020	in %	Dec. 31, 2019	in %
Assets				
Intangible assets	5,437	12	5,085	12
Property, plant and equipment	8,695	19	8,624	20
Leased assets	3,614	8	3,829	9
Equity-accounted investments	167	0	298	1
Other equity investments	217	1	146	0
Financial services receivables	2,414	5	1,841	5
Other financial assets	8,870	20	8,350	20
Other receivables	164	0	179	0
Deferred tax assets	817	2	1,355	3
Non-current assets	30,395	67	29,707	70
Inventories	4,108	9	4,013	10
Trade receivables	1,081	2	842	2
Financial services receivables	1,122	3	842	2
Other financial assets	2,761	6	2,415	6
Other receivables	606	1	490	1
Tax receivables	163	0	95	0
Securities	755	2	451	1
Cash, cash equivalents and time deposits	4,500	10	3,511	8
Current assets	15,096	33	12,659	30
	45,491	100	42,366	100
Equity and Liabilities				
Equity	20,224	44	17,428	41
Provisions for pensions and similar obligations	5,932	13	5,438	13
Other provisions	939	2	996	2
Deferred tax liabilities	685	2	681	2
Financial liabilities	5,668	12	5,375	13
Other financial assets	285	1	657	1
Other liabilities	473	1	492	1
Non-current liabilities	13,982	31	13,639	32
Provisions for taxes	111	0	129	0
Other provisions	1,849	4	2,118	5
Financial liabilities	2,657	6	2,239	5
Trade payables	2,335	5	2,582	6
Other financial assets	2,959	7	3,082	8
Other liabilities	1,331	3	1,077	3
Tax payables	43	0	72	0
Current liabilities	11,285	25	11,299	27
	45,491	100	42,366	100

FINANCIAL POSITION

Cash flows from operating activities amounted to € 4,140 million in the 2020 reporting period following € 4,486 million in the prior year. The material effects resulted from the higher profit before tax, lower income tax payments as well as higher depreciation, amortization and write-downs and, on the other hand, higher outflows from other provisions, financial services receivables and in inventories.

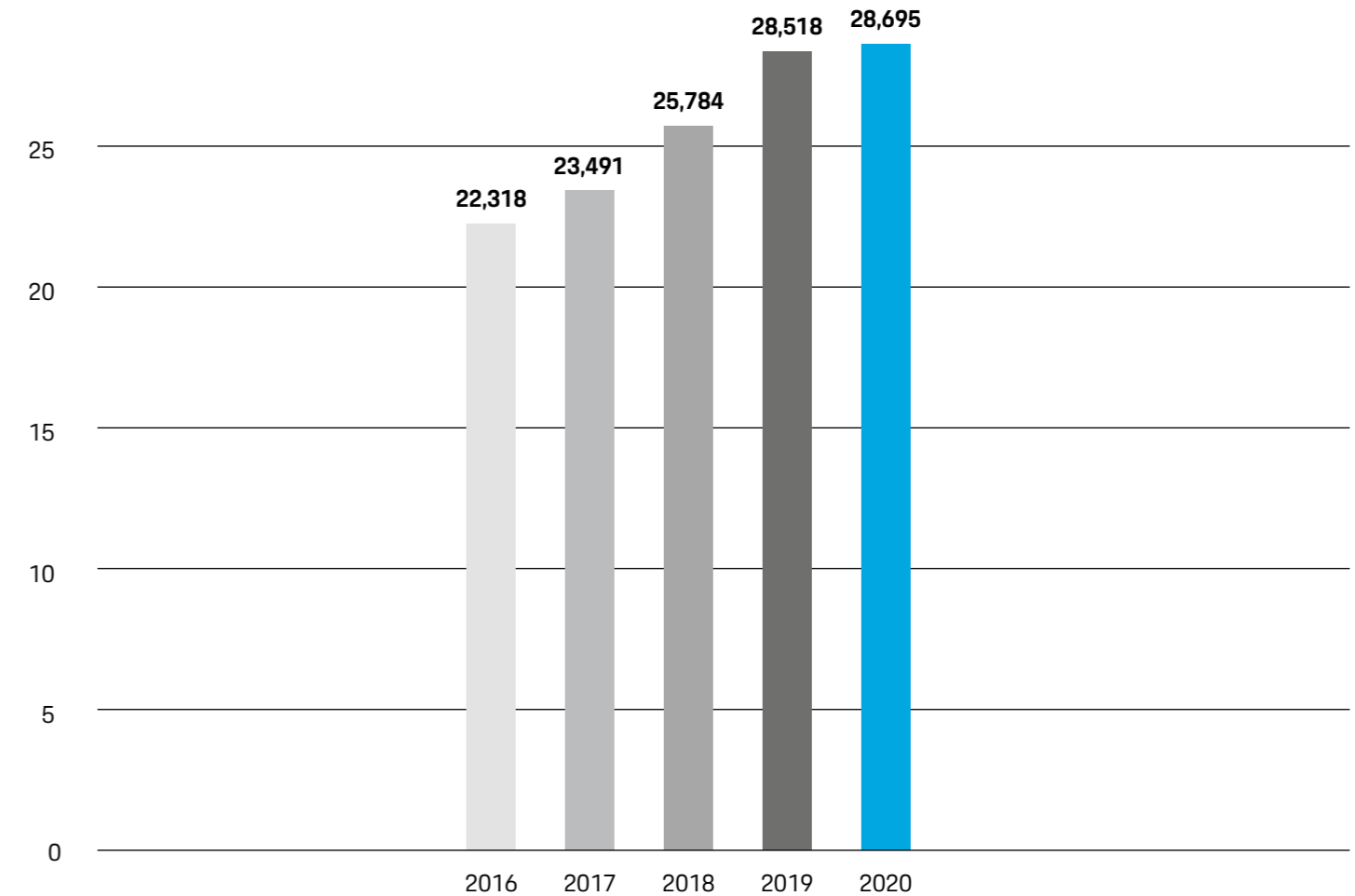
The cash flows from investing activities resulted in a cash outflow of € 3,019 million in the reporting period following € 3,617 million in the prior year. Investments in intangible assets (excluding capitalized development costs) and property, plant and equipment decreased from € 2,044 million in the prior year to € 1,547 million in the current reporting period. Additions to capitalized development costs amounted to € 1,225 million following € 949 million in fiscal year 2019. Cash inflows from the change in loans and time deposits amounted to € 51 million (prior year: cash outflows of € 427 million), with investments in securities resulting in cash outflows of € 300 million (prior year: € 146 million).

Cash flows from financing activities saw a positive change to € 78 million in the current fiscal year after negative € 353 million in the prior year. Payments made in respect of profit transfer and dividends resulted in a cash outflow of € 1,802 million (prior year: € 2,294 million). By contrast, capital contributions made by Porsche Holding Stuttgart resulted in a cash inflow of € 1,028 million (prior year: € 1,273 million).

The net available liquidity of the automotive division – i.e., its gross liquidity less financial liabilities and excluding the financial services division in each case – improved from € 1,785 million as of December 31, 2019 to € 2,961 million as of December 31, 2020.

Porsche AG Group sales rose to 28,695 million euros in the reporting period, from 28,518 million euros in the previous year.

Sales revenue
of the Porsche AG Group in € million



RESULTS OF OPERATIONS

The Porsche AG group's profit after tax increased by € 365 million from € 2,801 million in the corresponding prior-year period to € 3,166 million in the current fiscal year. The tax rate in the reporting period was 28 per cent (prior year: 31 per cent).

Consolidated revenue in the Porsche AG group amounted to € 28,695 million in the reporting period (prior year: € 28,518 million). The Porsche AG group sold 264,989 new vehicles in the past fiscal year. This corresponds to a 4 per cent decrease in unit sales compared with the prior year.

The Cayenne is the bestselling series with 88,261 vehicles sold, followed by the Macan with 77,575 vehicles, which was the series hit the hardest by the drop in sales with 19,189 fewer vehicles sold. The Taycan was mostly able to compensate for the drop in sales with 22,221 vehicles sold coupled with the 3,631 increase in sales of the 718 series. In regional terms, China is still the largest market and, with vehicles sold totalling 87,730 units, remained at the prior-year level. The European and German markets witnessed a particularly strong decline in the fiscal year. In Europe, sales decreased by 10 per cent to 55,085 vehicles. Sales in Germany fell the most in relative terms, by 16 per cent, to 23,321 vehicles sold.

Cost of sales increased slightly to € 21,598 million (prior year: € 21,256 million), which unchanged on the prior year represents 75 per cent of sales revenue (prior year: 75 per cent). In absolute terms, cost of sales rose by € 342 million or 2 per cent. The increase in cost of sales with a simultaneous decrease in unit sales is primarily due to changes in the product and region mix as well as expenses related to factory construction and personnel growth for the Taycan series. The capitalization ratio for research and development costs amounted to 55 per cent (prior year: 44 per cent). The gross margin remains constant at 25 per cent (prior year: 25 per cent).

Following the decline in sales as well as the decrease in marketing events as a result of the coronavirus crisis, distribution expenses fell from € 2,044 million to € 1,881 million. Administrative expenses rose from € 1,029 million to € 1,095 million. In proportion to sales revenue, distribution expenses remained unchanged at 7 per cent (prior year: 7 per cent), while administrative expenses increased to 4 per cent (prior year: 3 per cent) primarily due to higher costs in the area of digitalization.

Personnel expenses across all functions of the Porsche AG group increased from € 4,003 million to € 4,230 million. The increase in personnel expenses is mainly driven by the rise in the average number of employees during the year by 2,009 to 36,019.

Depreciation, amortization and write-downs across the various functions increased to € 3,357 million compared with € 3,044 million in the prior year. The increase mainly relates to the depreciation of right-of-use assets, capitalized development costs and property, plant and equipment.

Other operating income rose from € 846 million to € 953 million. The increase is largely due to the € 85 million rise in income from instruments used in currency hedges as part of hedge accounting. Other operating income decreased from € 1,173 million to € 897 million. In the prior year, this item had contained special items for the diesel issue, specifically a € 535 million fine imposed in the administrative offense proceedings instigated by the public prosecutor's office in Stuttgart. Adjusted for these special items, other operating expenses mainly increased due to the € 135 million rise in expenses from foreign exchange gains.

The operating return on sales is 14.6 per cent, which is within the strategic target band.

Results of operations of the Porsche AG Group

€ million	2020	in %	2019	in %
Sales revenue	28,695	100	28,518	100
Cost of sales	-21,598	-75	-21,256	-75
Gross profit	7,097	25	7,262	25
Distribution expenses	-1,881	-7	-2,044	-7
Administrative expenses	-1,095	-4	-1,029	-3
Other operating income	953	4	846	3
Other operating expenses	-897	-3	-1,173	-4
Operating profit	4,177	15	3,862	14
Financial result	220	0	192	0
Profit before tax	4,397	15	4,054	14
Income tax income/expense	-1,231	-4	-1,253	-4
Profit after tax	3,166	11	2,801	10
Special items Diesel issue	-	-	-535	-2
Operating profit before special items	4,177	15	4,397	15
Profit before tax before special items	4,397	15	4,589	16

Operating profit amounts to € 4,177 million, up by € 315 million from the prior-year profit of € 3,862 million (adjusted for special items in the prior year profit was down by € 220 million from the prior-year profit of € 4,397 million).

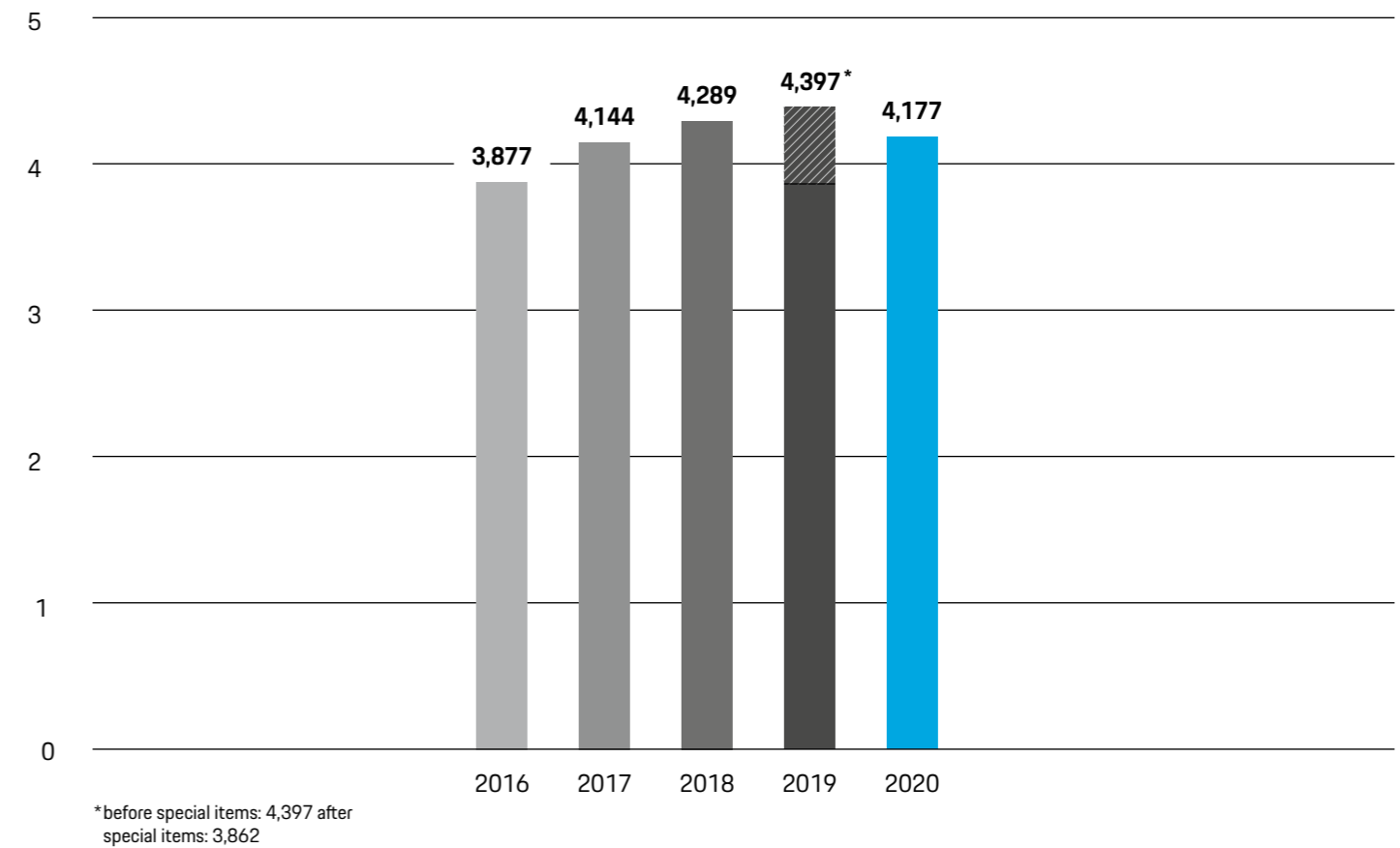
The financial result amounted to € 220 million (prior year: € 192 million). In the reporting year, writedowns of € 115 million (prior year: € 83 million) were recognized on the investment in Bertrandt AG accounted for using the equity method. This was counterbalanced by higher income from the measurement of financial instruments.

Profit before tax amounted to € 4,397 million (prior year: € 4,054 million after special items, € 4,589 million before special items).

The healthy cost structure and the sustainably high earnings power of the Porsche AG group are also reflected in the key performance indicators. Despite the challenges posed by the coronavirus crisis, the Porsche AG group generated an operating return on sales of 14.6 per cent (prior year: 13.5 per cent before special items, 15.4 per cent after special items) in the past fiscal year, mainly due to countermeasures and cost discipline being introduced as an early stage as well as an excellent market performance in the second half of the year. The pre-tax return on sales amounted to 15.3 per cent (prior year: 14.2 per cent after special items, 16.1 per cent before special items). The return on capital, defined as the ratio of the operating result after tax to the average invested assets of the automotive division, amounted to 18.1 per cent (prior year: 18.5 per cent after special items, 21.2 per cent before special items). The return on equity after tax was 16.8 per cent (prior year: 16.5 per cent).

The coronavirus crisis has had a major impact on economic activity around the world. Nevertheless, operating income amounted to 4,177 million euros. This compares with 4,397 million euros (before special items) in the previous year, or 3,862 million euros after special items.

Operating profit (EBIT)
of the Porsche AG Group in € million



Financial Data

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Consolidated Income Statement

of Dr. Ing. h.c. F. Porsche Aktiengesellschaft for the period January 1 to December 31, 2020

€ million	2020	2019
Sales revenue	28,695	28,518
Cost of sales	-21,598	-21,256
Gross profit	7,097	7,262
Distribution expenses	-1,881	-2,044
Administrative expenses	-1,095	-1,029
Other operating income	953	846
Other operating expenses	-897	-1,173
Operating profit	4,177	3,862
Share of profit or loss of equity-accounted investments	-10	-1
Interest income	406	416
Interest expenses	-129	-148
Other financial result	-47	-75
Financial result	220	192
Profit before tax	4,397	4,054
Income tax income/expense	-1,231	-1,253
Current	-998	-1,268
Deferred	-233	15
Profit after tax	3,166	2,801
thereof profit attributable to shareholders	3,162	2,796
thereof profit attributable to non-controlling interests	4	5
Profit transferred to Porsche Holding Stuttgart GmbH	-1,860	-1,798

Consolidated Statement of Comprehensive Income

of Dr. Ing. h.c. F. Porsche Aktiengesellschaft for the period January 1 to December 31, 2020

€ million	2020	2019
Profit after tax	3,166	2,801
Pension plan remeasurements recognized in other comprehensive income		
Pension plan remeasurements recognized in other comprehensive income, before tax	6	- 1,230
Deferred taxes relating to pension plan remeasurements recognized in other comprehensive income	4	364
Pension plan remeasurements recognized in other comprehensive income, net of tax	10	- 866
Fair value valuation of equity instruments that will not be reclassified to profit or loss, net of tax	- 0	-
Share of other comprehensive income of equity-accounted investments that will not be reclassified to profit or loss, net of tax	- 1	- 0
Items that will not be reclassified to profit or loss	9	- 866
Foreign exchange differences		
Unrealized currency translation gains/losses	- 340	92
Transferred to profit or loss	0	-
Exchange differences on translating foreign operations, before tax	- 340	92
Deferred taxes relating to exchange differences on translating foreign operations	-	-
Exchange differences on translating foreign operations, net of tax	- 340	92
Hedging		
Fair value changes recognized in other comprehensive income (OCI I)	1,391	- 397
Transferred to profit or loss (OCI I)	- 283	- 76
Cash flow hedges (OCI I), before tax	1,108	- 473
Deferred taxes relating to cash flow hedges (OCI I)	- 332	141
Cash flow hedges (OCI I), net of tax	776	- 332
Fair value changes recognized in other comprehensive income (OCI II)	- 492	- 680
Transferred to profit or loss (OCI II)	521	401
Cash flow hedges (OCI II), before tax	29	- 279
Deferred taxes relating to cash flow hedges (OCI II)	- 7	83
Cash flow hedges (OCI II), net of tax	22	- 196
Fair value valuation of debt instruments that may be reclassified to profit or loss		
Fair value changes recognized in other comprehensive income	-	-
Transferred to profit or loss	-	-
Fair value valuation of debt instruments that may be reclassified to profit or loss, before tax	-	-
Deferred taxes relating to fair value valuation of debt instruments recognized in other comprehensive income	-	-
Fair value valuation of debt instruments that may be reclassified to profit or loss, net of tax	-	-
Share of other comprehensive income of equity-accounted investments that may be reclassified subsequently to profit or loss, net of tax	- 0	- 0
Items that may be reclassified subsequently to profit or loss	458	- 436
Other comprehensive income, before tax	802	- 1,890
Deferred taxes relating to other comprehensive income	- 335	588
Other comprehensive income, net of tax	467	- 1,302
Total comprehensive income	3,633	1,499
thereof profit attributable to shareholders	3,629	1,494
thereof profit attributable to non-controlling interests	4	5

€ million	Dec. 31, 2020	Dec. 31, 2019
Assets		
Intangible assets	5,437	5,085
Property, plant and equipment	8,695	8,624
Leased assets	3,614	3,829
Equity-accounted investments	167	298
Other equity investments	217	146
Financial services receivables	2,414	1,841
Other financial assets	8,870	8,350
Other receivables	164	179
Deferred tax assets	817	1,355
Non-current assets	30,395	29,707
Inventories	4,108	4,013
Trade receivables	1,081	842
Financial services receivables	1,122	842
Other financial assets	2,761	2,415
Other receivables	606	490
Tax receivables	163	95
Securities	755	451
Cash, cash equivalents and time deposits	4,500	3,511
Current assets	15,096	12,659
	45,491	42,366
Equity and Liabilities		
Subscribed capital	45	45
Capital reserves	13,754	12,726
Retained earnings	6,302	4,991
Other reserves	118	- 339
Equity before non-controlling interests	20,219	17,423
Non-controlling interests	5	5
Equity	20,224	17,428
Provisions for pensions and similar obligations	5,932	5,438
Other provisions	939	996
Deferred tax liabilities	685	681
Financial liabilities	5,668	5,375
Other financial assets	285	657
Other liabilities	473	492
Non-current liabilities	13,982	13,639
Provisions for taxes	111	129
Other provisions	1,849	2,118
Financial liabilities	2,657	2,239
Trade payables	2,335	2,582
Other financial assets	2,959	3,082
Other liabilities	1,331	1,077
Tax payables	43	72
Current liabilities	11,285	11,299
	45,491	42,366

Consolidated Statement of Cash Flows

of Dr. Ing. h.c. F. Porsche Aktiengesellschaft for the period January 1 to December 31, 2020

€ million	2020	2019
Cash and cash equivalents at beginning of period	3,174	2,635
Profit before tax	4,397	4,054
Income taxes paid	-837	-1,310
Depreciation, amortization and impairment losses	3,357	3,044
Gain/loss on disposal of non-current assets	49	10
Share of profit or loss of equity-accounted investments	15	7
Other non-cash expense/income	-13	-127
Change in inventories	-223	-86
Change in receivables (excluding financial services)	-734	-372
Change in liabilities (excluding financial liabilities)	-134	-456
Change in pension provisions	493	417
Change in other provisions	-299	378
Change in leased assets	-945	-807
Change in financial services receivables	-987	-266
Cash flows from operating activities	4,140	4,486
Investments in intangible assets (excluding capitalized development costs), and property, plant and equipment	-1,547	-2,044
Additions to capitalized development costs	-1,225	-949
Change in equity investments	-46	-65
Cash received from disposal of intangible assets and property, plant and equipment	48	13
Change in investments in securities	-300	-146
Change in loans and time deposits	51	-427
Cash flows from investing activities	-3,019	-3,617
Capital contributions	1,028	1,273
Profit transfer and dividends	-1,802	-2,294
Capital transactions with noncontrolling interest shareholders	-	-19
Proceeds from issuance of bonds	3,222	2,410
Repayment of bonds	-2,550	-2,369
Change in other financial liabilities	282	723
Repayments of lease liabilities	-102	-77
Cash flows from financing activities	78	-353
Effect of exchange rate changes on cash and cash equivalents	-29	23
Net change in cash and cash equivalents	1,199	516
Cash and cash equivalents at end of period	4,344	3,174
Cash and cash equivalents at end of period	4,344	3,174
Securities, loans and time deposits	1,518	1,360
Gross liquidity	5,862	4,534

Consolidated Statement of Changes in Equity

of Dr. Ing. h.c. F. Porsche Aktiengesellschaft for the period January 1 to December 31, 2020

€ million	Subscribed capital	Capital reserves	Retained earnings	Other reserves						Total equity
				Hedging			Equity and debt instruments	Equity-accounted investments	Non-controlling interests	
				Currency translation	Cash flow hedges (OCI I)	Deferred costs of hedging (OCI II)				
Balance at January 1, 2019	45	11,453	4,876	75	313	-291	-	0	6	16,477
Profit after tax	-	-	2,796	-	-	-	-	-	5	2,801
Other comprehensive income, net of tax	-	-	-866	92	-332	-196	-	0	0	-1,302
Total comprehensive income	-	-	1,930	92	-332	-196	-	0	5	1,499
Disposal of equity instruments	-	-	-	-	-	-	-	-	-	-
Capital contribution	-	1,273	-	-	-	-	-	-	-	1,273
Profit transfer and dividends payment	-	-	-1,798	-	-	-	-	-	-4	-1,802
Capital transactions involving a change in ownership interest	-	-	-17	-	-	-	-	-	-2	-19
Other changes	-	-	-	-	-	-	-	-	-	-
Balance at December 31, 2019	45	12,726	4,991	167	-19	-487	-	0	5	17,428
Balance at January 1, 2020	45	12,726	4,991	167	-19	-487	-	0	5	17,428
Profit after tax	-	-	3,162	-	-	-	-	-	4	3,166
Other comprehensive income, net of tax	-	-	10	-340	776	22	-0	-1	-0	467
Total comprehensive income	-	-	3,172	-340	776	22	-0	-1	4	3,633
Disposal of equity instruments	-	-	-	-	-	-	-	-	-	-
Capital contribution	-	1,028	-	-	-	-	-	-	-	1,028
Profit transfer and dividends payment	-	-	-1,860	-	-	-	-	-	-4	-1,864
Capital transactions involving a change in ownership interest	-	-	-	-	-	-	-	-	-	-
Other changes	-	-	-1	-	-	-	-	-	-	-1
Balance at December 31, 2020	45	13,754	6,302	-173	757	-465	-0	-1	5	20,224

Value added statement

of Porsche AG for the period 1 January to 31 December 2020

Source of funds in € million	2020	2019	2018
Sales revenue	28,695	28,518	25,784
Other income	709	828	823
Cost of materials	-16,661	-15,956	-14,844
Depreciation, amortization and impairment losses	-3,357	-3,044	-2,567
Other upfront expenditures	-818	-2,128	-855
Value added	8,568	8,218	8,341

Appropriation of funds in € million	2020		2019		2018	
to shareholders (profit transfer)	1,864	21.7%	1,802	21.9%	2,290	27.4%
to employees (wages, salaries, benefits)	4,230	49.4%	4,003	48.7%	3,613	43.3%
to the state (taxes, duties)	1,044	12.2%	1,311	15.9%	1,473	17.7%
to creditors (interest expense)	138	1.6%	136	1.7%	123	1.5%
to the company (reserves)	1,292	15.1%	966	11.8%	842	10.1%
Value added	8,568	100%	8,218	100%	8,341	100%

Non-financial key figures

Environmental and energy key figures

Personnel and social key figures

Environmental and energy figures

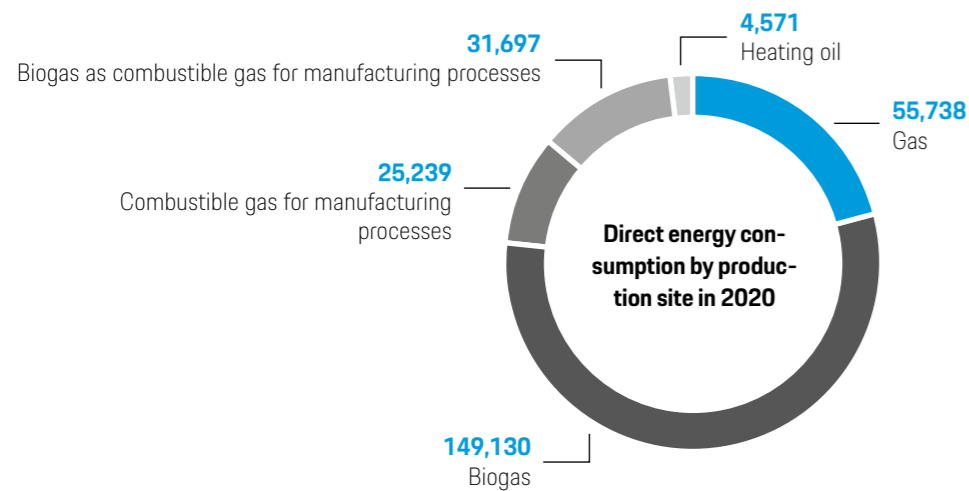
The key figures listed refer to Porsche AG and Porsche Leipzig GmbH.

The categories of "production sites" (Stuttgart-Zuffenhausen and Leipzig including production-related external sites), "development sites" (Weissach including development-related external sites) and "other sites" (Kornthal-Münchingen, Freiberg, Asperg, Weilimdorf, Ludwigsburg) correspond to the categories used in internal reporting relevant for control.

Direct energy consumption by primary energy source in MWh	2020	2019	2018
Total	340,327	327,119	306,692
Production sites	266,375	248,820	229,354
Gas	204,868	150,101	166,359
Of which biogas	149,130	30,000	n/s
Combustible gas for manufacturing processes	56,936	65,505	61,943
Of which biogas	31,697	n/s	n/s
Heating oil	4,571	1,214	1,052
Special energy products ¹⁾	0	0	0
Development sites	61,427	64,437	61,926
Gas	61,222	64,292	61,283
Heating oil	205	145	643
Specialist energy products ¹⁾	0	0	0
Other sites	1,641	1,757	1,649
Gas	1,637	1,748	1,627
Heating oil	4	9	22
Specialist energy products ¹⁾	0	0	0
Fuel ²⁾	10,884	12,105	13,763

¹⁾ The category of special energy products comprises bought-in energy products such as refrigeration or compressed air.

²⁾ Conversion factor from litres to MWh: petrol \approx 8.72 kWh/l; diesel \approx 9.91 kWh/l.

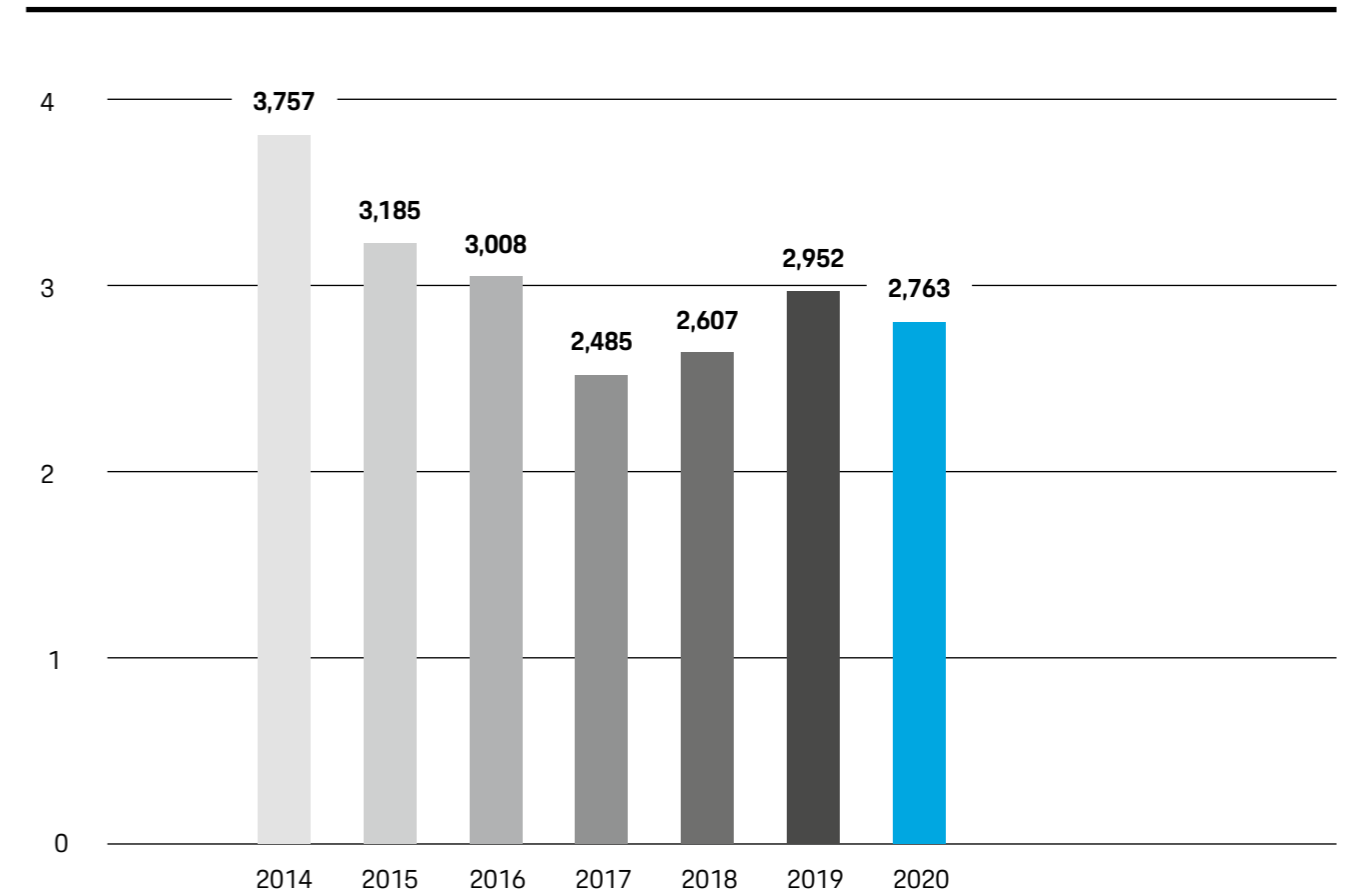


Indirect energy consumption by primary energy source in MWh

	2020	2019	2018
Total	372,023	380,428	353,726
Production sites	294,317	301,608	277,188
Electrical energy ¹⁾	229,176	246,818	222,324
District heating	30,719	26,589	30,097
CHP plants and PV arrays	34,422	28,201	24,767
Development sites	66,380	66,476	64,424
Electrical energy ¹⁾	52,295	52,664	50,431
District heating	1,228	537	443
Weissach CHP plant	12,857	13,275	13,550
Other sites	11,326	12,344	12,114
Electrical energy ¹⁾	8,493	9,249	9,019
District heating	2,833	3,095	3,095

¹⁾ Since the 2019 financial year, Porsche has only purchased renewable energy.

Energy consumption in kWh/vehicle ¹⁾



¹⁾ The energy consumption stated relates solely to Porsche production sites.

Emissions in t of CO ₂ equivalent and significant air emissions in t	2020	2019	2018
Direct and indirect GHG emissions in t of CO₂ equivalent			
Total	26,971	57,685	63,203
Production sites	12,167	42,123	45,548
Development sites	13,744	14,412	14,500
Other sites	1,060	1,150	3,155
Direct GHG emissions in t of CO₂ equivalent (Scope 1)	25,656	56,267	56,862
Production sites	12,166	42,038	43,041
Development sites	13,192	13,906	13,523
Other sites	298	323	298
Indirect GHG emissions in t of CO₂ equivalent (Scope 2)	1,315	1,418	6,342
Production sites	1	85	2,508
Development sites	552	506	977
Other sites	762	827	2,857
Other indirect GHG emissions in t of CO₂ equivalent			
Other indirect GHG emissions (Scope 3)¹⁾	28,753	74,157	58,491
Porsche's vehicle fleet ²⁾	4,936	9,644	no data
Rail ³⁾	0	38	20
Air	8,402	50,774	49,921
Rental cars	15,415	13,701	8,550
Significant air emissions in t of			
NO_x emissions⁴⁾	33.06	42.67	38.96
Production sites	26.2	33.81	30.53
Development sites	6.68	8.62	8.21
Other sites	0.18	0.23	0.22
SO_x emissions	0.24	0.45	0.41
Production sites	0.18	0.36	0.32
Development sites	0.06	0.09	0.09
Other sites	0	0	0
Weight of volatile organic compounds (VOC)	105.29	115.4	119.33
Production sites	105.29	115.4	119.33
Development sites	0	0	no data
Other sites	0	0	0
Weight of dust emissions	0.22	0.14	0.12
Production sites	0.18	0.11	0.1
Development sites	0.04	0.03	0.02
Other sites	0	0	0
Ozone-depleting substances⁵⁾	0	0	0

¹⁾ The reported emissions up to the 2018 reporting year relate exclusively to business travel, i.e. local train travel, rental cars and flights. With effect from the 2019 reporting year, the stated value also includes emissions from Porsche's own fleet.

²⁾ The reported emissions refer exclusively to Porsche's own vehicles at the production sites.

³⁾ Emissions are generally only produced from local travel, as 100% use is made of green electricity for long-distance travel.

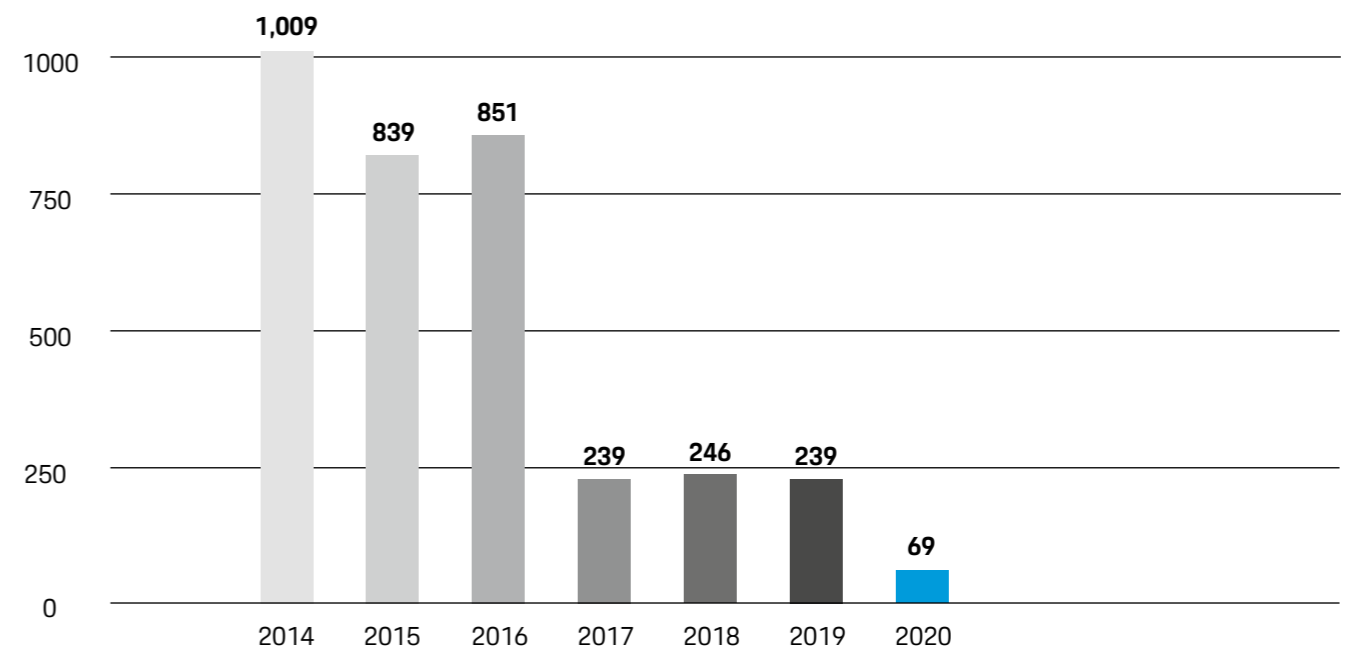
⁴⁾ The NO_x emissions shown here refer exclusively to production processes, and not to Porsche vehicles.

⁵⁾ During the stipulated reporting period there were no emissions of substances included in Annexes A, B, C or E to the Montreal Protocol on Substances that Deplete the Ozone Layer.

Total direct and indirect GHG emissions in t of CO₂ equivalent

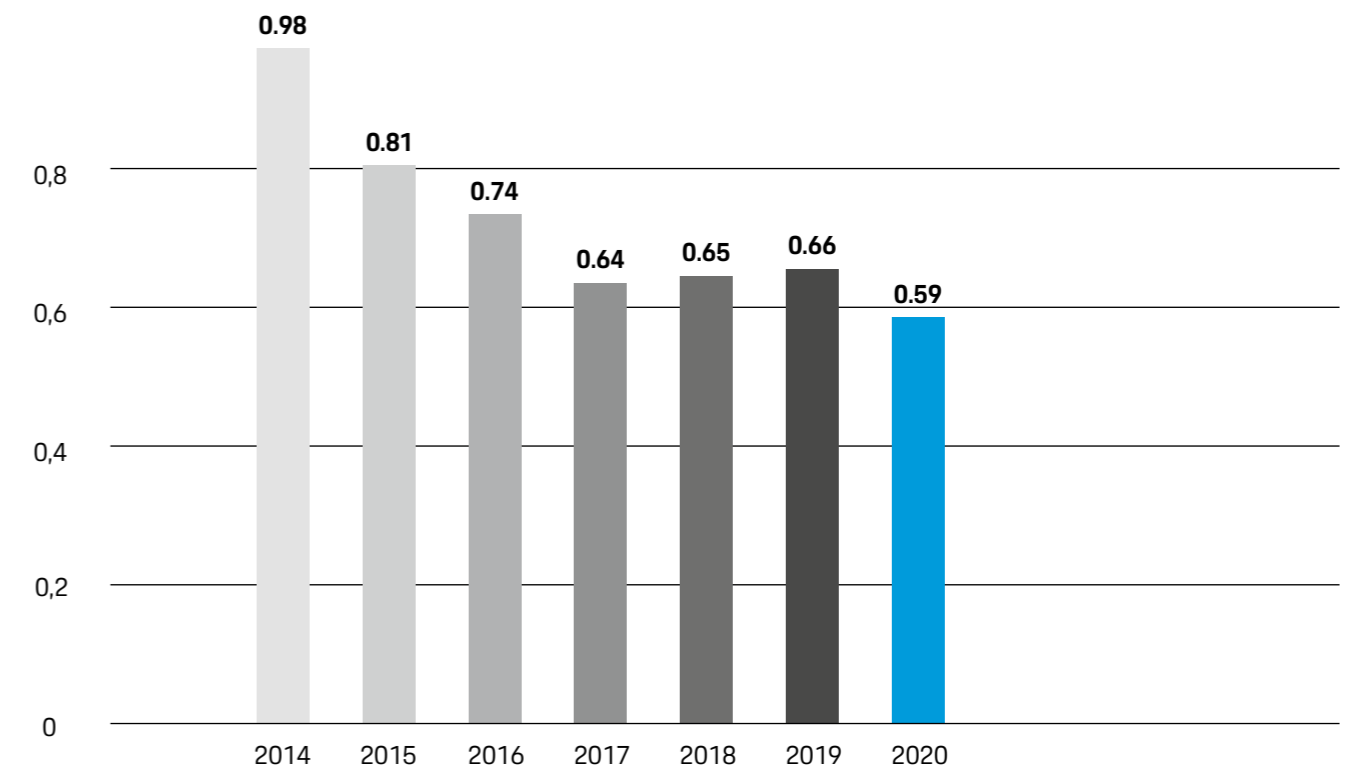
2020		26,971
2019		57,685
2018		63,203

Direct and indirect greenhouse gas emissions in kg/vehicle¹⁾



¹⁾ The reported direct and indirect greenhouse gas emissions relate exclusively to Porsche's production sites.

VOC emissions in kg/vehicle¹⁾



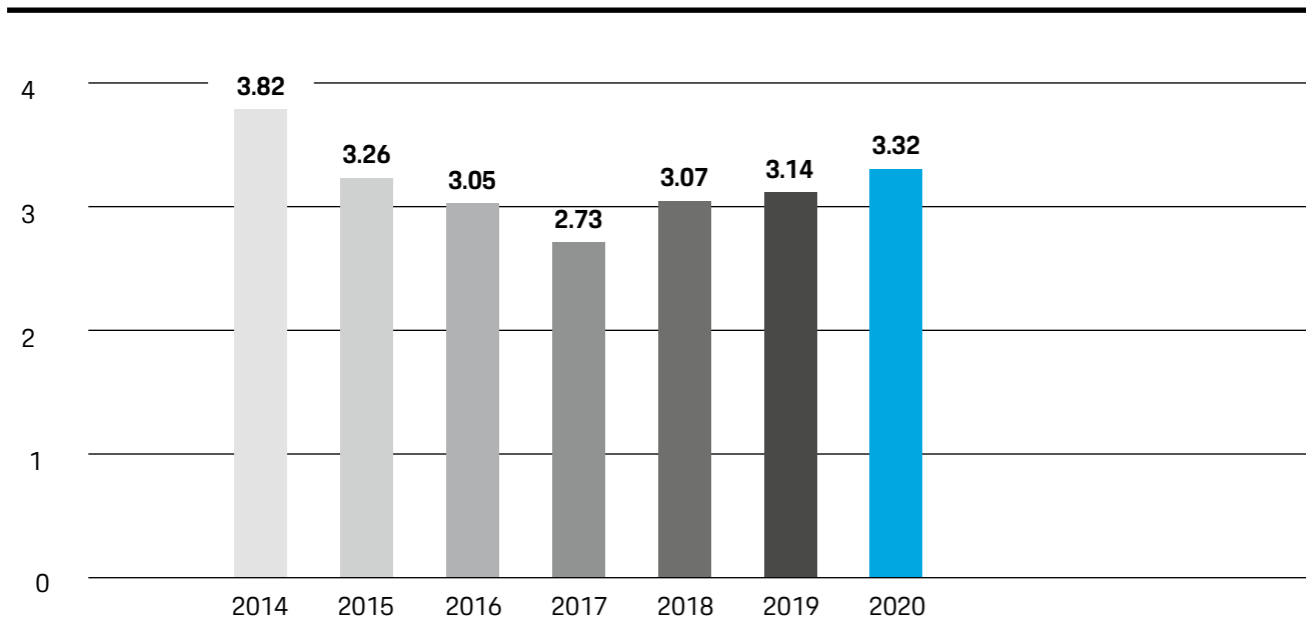
¹⁾ The reported VOC emissions relate exclusively to Porsche's production sites.

Water intake and recirculation in m ³	2020	2019	2018
Water intake¹⁾			
Total	710,237	694,992	684,832
Of which water from third parties	701,308	690,066	666,744
Of which ground water	8,929	4,926	18,088
Production sites	579,832	553,267	549,875
Development sites	111,857	128,437	123,706
Other sites	9,619	13,288	11,251
Water recirculation²⁾			
Total	577,026	603,759	606,175
Production sites	491,679	509,098	510,181
Development sites	75,728	81,373	84,743
Other sites	9,619	13,288	11,251

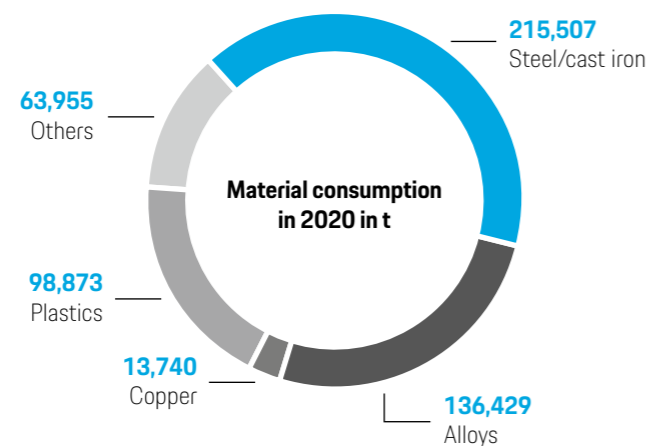
¹⁾ Porsche only draws fresh water (≤1000 mg/l total dissolved solids (TDS)) from areas with no water stress.

²⁾ Porsche only feeds fresh water (≤1000 mg/l total dissolved solids (TDS)) into areas with no water stress.

Water consumption in m³/vehicle¹⁾



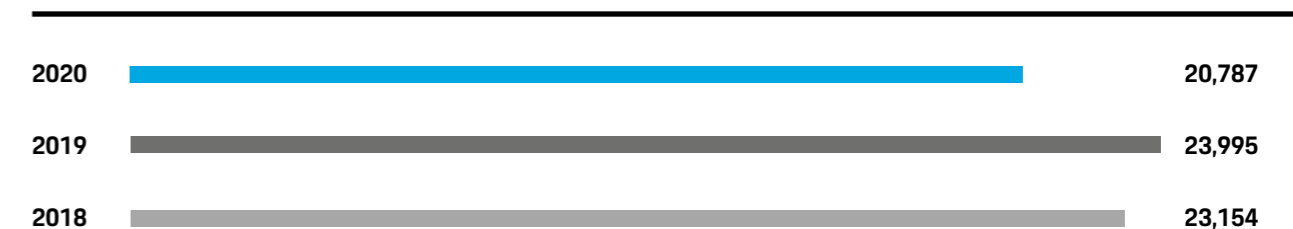
¹⁾ The water consumption stated relates solely to Porsche production sites.



Waste by location, type and disposal method in t ¹⁾	2020	2019	2018
Total	20,787	23,995	23,154
Production sites	13,556	16,202	15,320
Waste for recycling			
Hazardous waste	4,080	5,183	4,096
Non-hazardous waste	5,394	7,365	7,225
Non-production-specific waste	298	341	437
Metallic waste	3,027	2,674	2,989
Waste for removal			
Hazardous waste	630	346	377
Non-hazardous waste	90	241	183
Non-production-specific waste	37	52	13
Development sites	6,797	7,156	7,834
Waste for recycling			
Hazardous waste	1,686	986	814
Non-hazardous waste	1,160	1,666	1,868
Non-production-specific waste	57	176	191
Metallic waste	3,130	3,196	3,401
Waste for removal			
Hazardous waste	18	58	29
Non-hazardous waste	743	1,058	972
Non-production-specific waste	3	16	5
Other sites	434	637	554
Waste for recycling			
Hazardous waste	23	61	25
Non-hazardous waste	336	457	376
Non-production-specific waste	1	15	53
Metallic waste	74	99	98
Waste for removal			
Hazardous waste	2	2	2
Non-hazardous waste	0	1	0
Non-production-specific waste	0	0	0

¹⁾ Recycling and disposal of the reported hazardous and non-hazardous waste are exclusively carried out by external disposal companies.

Total volume of waste in t

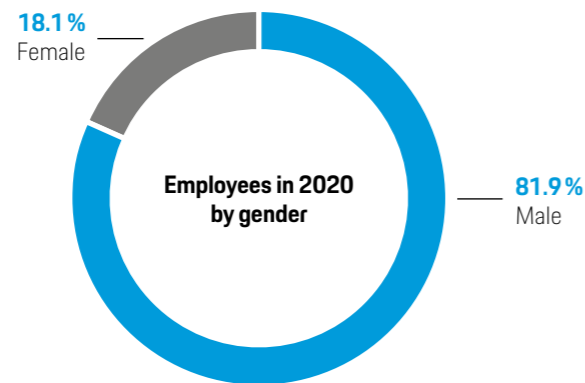


Personnel and social key figures

Unless otherwise stated, the reported key figures refer to the Porsche AG Group (including its subsidiaries).

Total workforce	2020	2019	2018
Total	36,359	35,429	32,235
Of which Porsche AG	22,290	21,371	19,032
Of which Porsche Leipzig GmbH	4,194	4,260	4,252
Of which other Group companies	9,875	9,798	9,041
Region: Germany	32,661	31,690	28,764
Region: Europe (excluding Germany)	1,565	1,581	1,494
Region: North America	819	834	814
Region: Asia	1,055	1,021	974
Other regions (Australia, Latin America)	259	303	279

Employees by gender	2020	2019	2018
No. of employees by gender			
Female	6,588	6,450	5,944
Male	29,771	28,979	26,381
Percentage breakdown of employees by gender			
Female	18.1%	18.2%	18.4%
Male	81.9%	81.8%	81.6%

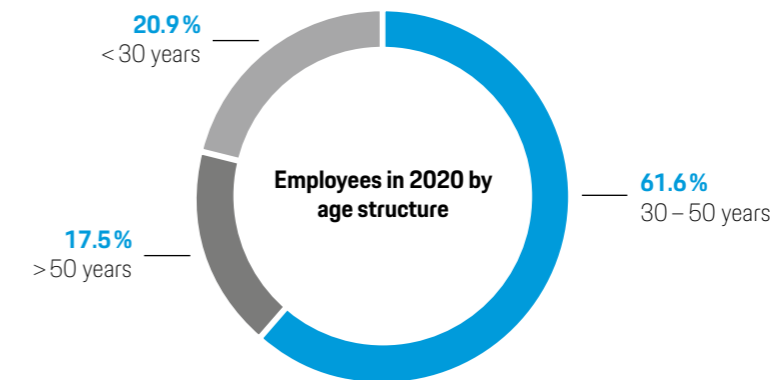


Employees by type of employment ¹⁾	2020	2019	2018
Full-time employees²⁾	34,010	33,512	30,694
Of which trainees	798	853	903
Part-time employees	2,349	1,917	1,631
Employees subject to wage agreements	31,816	31,075	28,220
Employees exempt from wage agreements and executive employees	4,410	4,354	4,105

¹⁾ Due to equal pay and attractive framework conditions, Porsche does not report the number of temporary employees separately.

²⁾ Definition of full-time employee: Full-time employees are all employees with a contractually agreed weekly working time of at least 35 hours. In the case of employees in production who are covered by the reduction of working hours under the "Labour Market of the Future" works agreement, the reduced working time as agreed will be deemed to represent full-time employment. There are no seasonal variations in the size of the workforce.

Employees by age structure in %	2020	2019	2018
Porsche AG Group			
< 30 years	20.9%	22.9%	23.1%
30 – 50 years	61.6%	60.1%	59.3%
50 years	17.5%	17.0%	17.6%
Porsche AG			
< 30 years	22.6%	23.9%	22.9%
30 – 50 years	57.7%	56.4%	55.8%
> 50 years	19.8%	19.7%	21.3%
Porsche Leipzig GmbH			
< 30 years	10.2%	19.1%	18.7%
30 – 50 years	76.6%	71.2%	71.2%
> 50 years	13.2%	9.7%	10.1%



Percentage breakdown of executive employees by age and gender	2020	2019	2018
Breakdown by age			
< 30 years	0.0%	0.0%	0.0%
30 – 50 years	15.6%	25.8%	26.7%
> 50 years	84.4%	74.2%	73.3%
Percentage breakdown by gender			
Female	6.3%	6.5%	6.7%
Male	93.7%	93.5%	93.3%

Employee turnover in % ¹⁾	2020	2019	2018
No. of employees who left the company	2.1%	1.9%	1.3%

¹⁾ Porsche's reporting on employee turnover is not broken down by age group, gender and religion as this data is not of a material nature for the company and is not relevant for control purposes. The reported figure does not include temporary employment contracts, retirements or partial retirement arrangements.

Newly hired employees by region, gender and age group	2020	2019	2018
No. of newly hired employees by region			
Region: Germany	2,221	3,684	3,746
Region: Europe (excluding Germany)	96	127	158
Region: North America	78	36	35
Region: Asia	93	57	148
Other regions (Australia, Latin America)	16	20	40
No. of newly hired employees by gender			
Female	453	679	1,041
Male	2,051	3,245	3,086
No. of newly hired employees by age group			
< 30 years	1,259	2,034	2,116
30-50 years	1,151	1,819	1,899
> 50 years	94	71	112

Parental leave and return to the workplace	2020	2019	2018
No. of employees who took parental leave ¹⁾			
Total	1,523	1,322	1,205
Female	281	243	253
Male	1,242	1,079	952
No. of employees returning after parental leave ²⁾			
Total	1,434	1,095	1,119
Female	244	48	171
Male	1,240	1,047	948
No. of returned employees still employed after 12 months ²⁾			
Total	1,454	1,037	875
Female	236	190	149
Male	1,218	847	726

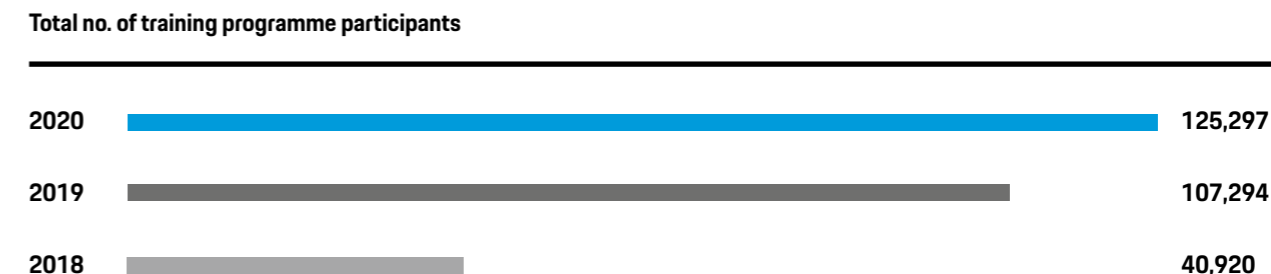
¹⁾ The total number of employees entitled to parental leave cannot be determined because employees are not obliged to report a birth. The year for which the parental leave is recorded is the year in which the period of leave begins.

²⁾ Due to the relatively long duration of parental leave or as a result of leave commencing late in the respective reporting year, not all employees have returned by the time of data collection. The return to work and retention rate cannot be calculated on an annual basis as employees who returned in a given year did not necessarily also begin their parental leave in that same calendar year.

No. of training programme participants	2020	2019 ¹⁾	2018 ¹⁾²⁾
Total	125,297	107,294	40,920
Female	23,767	20,056	7,809
Male	101,530	87,238	33,111
Percentage breakdown of participants by employee category			
Employees subject to wage agreements	85.0%	87.3%	85.4%
Employees exempt from wage agreements and executive employees	15.0%	12.7%	14.6%

¹⁾ Significant increase in the participant numbers due to the launch of a digital learning platform in 2018, and the greater take-up of digital learning modules.

²⁾ The figures reported for the 2018 financial year relate exclusively to Porsche AG and Porsche Leipzig GmbH.



Average number of training hours per participant	2020	2019	2018 ¹⁾
Total	15.9	21.6	20.8
Female	15.7	21.7	23.3
Porsche AG	17.2	22.4	23.7
Porsche Leipzig GmbH	11.3	17.2	20.0
Other Group companies	7.3	19.0	no data
Male	15.9	21.6	20.3
Porsche AG	17.4	23.3	19.7
Porsche Leipzig GmbH	10.4	11.7	23.3
Other Group companies	9.7	22.6	no data

¹⁾ The figures reported for the 2018 financial year relate exclusively to Porsche AG and Porsche Leipzig GmbH.

Average no. of training hours per participant by employee category	2020	2019	2018 ¹⁾
Employees subject to wage agreements	15.5	21.8	21.1
Porsche AG	17.0	23.5	20.7
Porsche Leipzig GmbH	10.1	11.8	23.0
Other Group companies	8.1	21.7	no data
Employees exempt from wage agreements and executive employees	19.9	20.6	19.1
Porsche AG	20.2	20.3	19.0
Porsche Leipzig GmbH	28.8	28.3	20.3
Other Group companies	13.9	20.8	no data

¹⁾ The figures reported for the 2018 financial year relate exclusively to Porsche AG and Porsche Leipzig GmbH.

Number of accidents, lost days and fatalities¹⁾

	2020	2019	2018
Total			
Accidents ²⁾	214	218	202
Lost days ³⁾	1,733	2,556	2,578
Fatalities	0	2	0
Porsche AG			
Accidents ²⁾	191	188	163
Lost days ³⁾	1,440	2,362	1,987
Fatalities	0	2	0
Porsche Leipzig GmbH			
Accidents ²⁾	23	30	39
Lost days ³⁾	293	194	591
Fatalities	0	0	0

¹⁾ Porsche does not make a distinction according to gender or between employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, and does not show the individual categories for work-related injuries (level of detail not material).

²⁾ Porsche only reports accidents that were officially recorded. Non-serious injuries (minor accidents) are not reported. Accidents that do not result in lost days (calendar days) are classed as minor accidents.

³⁾ Missed working days resulting from accidents reported in the reporting period are counted as lost days (usually Monday to Friday); the day of the accident itself is not included (>= 1 lost calendar day).

Injury rate¹⁾

	2020	2019	2018
Porsche AG	6.1	6.1	5.8
Porsche Leipzig GmbH	4	4.6	5.9

¹⁾ Injury rate = accident frequency index: provides information on how frequently reported accidents have occurred within the company relative to the total hours worked. The calculation formula used is the number of reported work-related accidents multiplied by one million hours, divided by the number of hours worked.

Donations made in € million

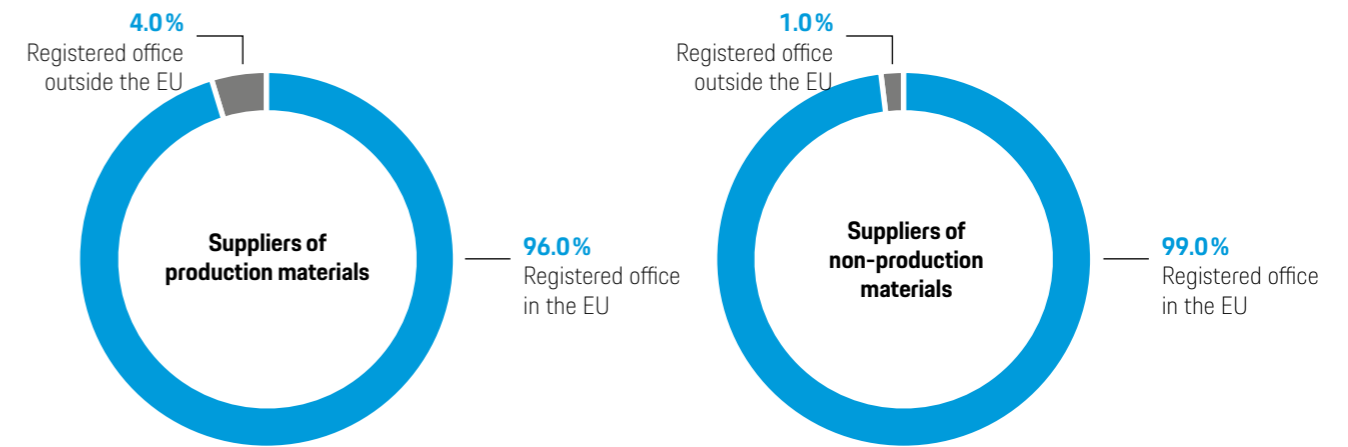
2020 ¹⁾	approx. 21
2019	approx. 4.6
2018 ²⁾³⁾	approx. 27.5

¹⁾ Of which, donations totalling 2 million euros in foundation assets for the Ferry Porsche Foundation.

²⁾ The figure stated relates solely to Porsche AG.

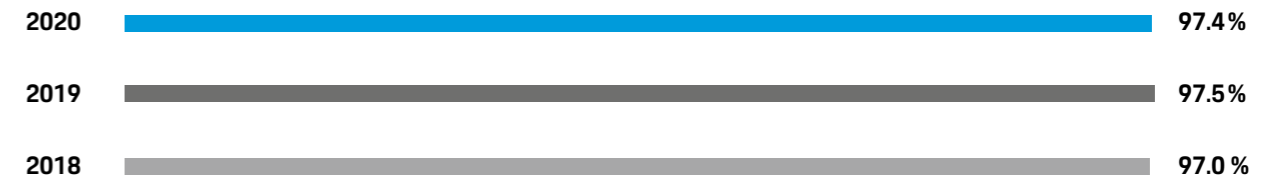
³⁾ Of which, donations totalling 22 million euros in foundation assets for the Ferry Porsche Foundation.

Percentage breakdown of origin of suppliers to Porsche AG in 2020¹⁾



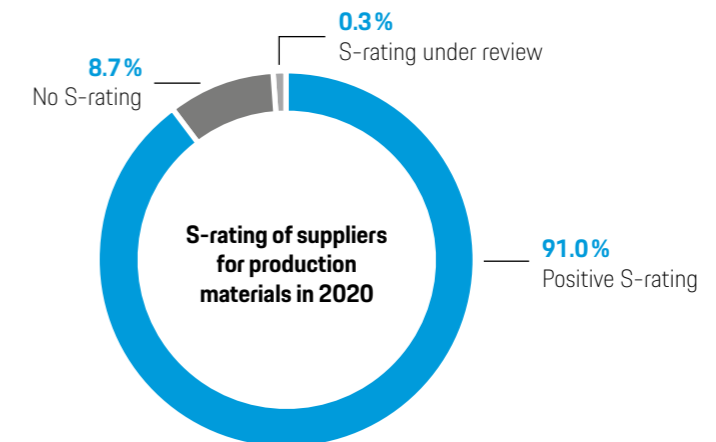
¹⁾ Based on creditor's billing address.

Percentage spend with local suppliers by Porsche AG at main places of business¹⁾



¹⁾ Local suppliers are defined as suppliers with their registered office in the EU. The main places of business are Stuttgart-Zuffenhausen and Leipzig.

Percentage breakdown of S-rating of suppliers of production materials to Porsche AG in 2020



Further information

The Supervisory Board

Emission and consumption information

GRI Content Index

Porsche AG Group – Brief overview

Shareholders

Dr Wolfgang Porsche

Diplom-Kaufmann
Chairman of the Supervisory Board

Dr Hans Michel Piëch

Lawyer in private practice

Hans-Peter Porsche

Engineer

Dr Ferdinand Oliver Porsche

Member of the Board of Management of
Familie Porsche AG Beteiligungsgesellschaft

Dr Hans Peter Schützinger

Member of the Board of Management of Porsche Holding GmbH

Hans Dieter Pötsch

Chairman of the Board of Management of Porsche Automobil Holding SE
Chairman of the Supervisory Board of Volkswagen AG

Hiltrud Werner

Member of the Board of Management of Volkswagen AG
Integrity and Legal division

Gunnar Kilian

Member of the Board of Management Volkswagen AG
Human Resources

Jürgen Rittersberger

Head of Group Strategy and General Secretary Volkswagen AG

Dr Christian Dahlheim

Director Group Sales Volkswagen AG

Employee representatives

Werner Weresch

Deputy Chairman of the Supervisory Board
Chairman of the Works Council Zuffenhausen/Ludwigsburg/Sachsenheim
Chairman of the General and Group Works Councils of Porsche AG

Harald Buck

Member of the Works Council Zuffenhausen
Member of the General and Group Works Councils of Porsche AG

Wolfgang von Dühren

International VIP and Special Sales Porsche AG

Barbara Frenkel

Vice President Sales Region Europe Porsche AG

Akan Isik

Member of the Works Council Zuffenhausen
Member of the Group Works Council of Porsche AG

Björn Kallis

Member of the Board of Management IG Metall

Knut Lofski

Chairman of the Works Council Porsche Leipzig
Member of the Group Works Council of Porsche AG

Carsten Schumacher

Chairman of the Works Council Weissach
Member of the General and Group Works Councils of Porsche AG

Jordana Vogiatzi

Manager responsible for members and finances
of the IG Metall Union, Stuttgart

Sabine Zach

Trade Union Secretary of IG Metall
District management Berlin – Brandenburg – Saxony



Emission and consumption information

Model	Power output [kW]	Power [HP]	Fuel consumption urban [l/100 km]	Fuel consumption extra-urban [l/100 km]	Fuel consumption combined [l/100 km]	CO ₂ emissions combined [g/km]	Energy efficiency class
718							
718 Cayman	220	300	11.8	6.9	8.7	199	G
718 Cayman PDK	220	300	10.6	6.6	8.1	185	F
718 Cayman T	220	300	11.8	6.9	8.7	200	G
718 Cayman T PDK	220	300	10.8	6.5	8.1	185	F
718 Cayman S	257	350	13.0	7.5	9.6	218	G
718 Cayman S PDK	257	350	12.3	7	8.8	200	G
718 Cayman GTS 4.0	294	400	14.7	8.5	10.8	246	G
718 Cayman GTS 4.0 PDK	294	400	13.0	7.6	9.6	219	G
718 Cayman GT4	309	420	15.0	8.5	10.9	249	G
718 Cayman GT4 PDK	309	420	13.7	8.1	10.2	232	G
718 Boxster	220	300	11.8	6.9	8.7	199	G
718 Boxster PDK	220	300	10.6	6.6	8.1	185	F
718 Boxster T	220	300	11.8	7.0	8.8	200	G
718 Boxster T PDK	220	300	10.9	6.5	8.1	185	F
718 Boxster S	257	350	12.9	7.6	9.6	218	G
718 Boxster S PDK	257	350	12.4	7.0	8.8	200	G
718 Boxster GTS 4.0	294	400	14.7	8.5	10.8	246	G
718 Boxster GTS 4.0 PDK	294	400	13.0	7.6	9.6	219	G
718 Spyder	309	420	15.0	8.5	10.9	249	G
718 Spyder PDK	309	420	13.7	8.1	10.2	232	G
911 (992)							
911 Carrera	283	385	12.9	7.4	9.4	215	G
911 Carrera 4	283	385	12.6	7.8	9.6	218	G
911 Carrera Cabriolet	283	385	12.9	7.6	9.6	218	G
911 Carrera 4 Cabriolet	283	385	12.7	8.0	9.7	221	F
911 Targa 4	283	385	12.8	8.0	9.8	223	F
911 Carrera S (MT)	331	450	14.5	7.3	10.0	227	G
911 Carrera S	331	450	12.9	7.7	9.6	220	G
911 Carrera 4S (MT)	331	450	14.8	7.4	10.1	231	G
911 Carrera 4S	331	450	13.1	7.8	9.7	222	G
911 Carrera S Cabriolet (MT)	331	450	14.7	7.4	10.1	230	G
911 Carrera S Cabriolet	331	450	13.1	7.9	9.9	223	G
911 Carrera 4S Cabriolet (MT)	331	450	14.9	7.5	10.2	234	G
911 Carrera 4S Cabriolet	331	450	13.3	7.9	9.9	225	G
911 Targa 4S (MT)	331	450	15.0	7.6	10.3	235	G
911 Targa 4S	331	450	13.3	8.0	9.9	227	G
911 Turbo	427	580	15.3	8.7	11.1	254	G
911 Turbo Cabriolet	427	580	15.2	8.9	11.3	257	G
911 Turbo S	478	650	15.5	8.6	11.1	254	G
911 Turbo S Cabriolet	478	650	15.9	8.6	11.3	257	G
Panamera (G2 II)							
Panamera	243	330	11.4 – 11.1*	7.5 – 7.0*	8.8 – 8.6*	201 – 197*	D
Panamera 4	243	330	11.6 – 11.4*	7.3 – 7.1*	8.8 – 8.7*	202 – 199*	D
Panamera 4 Sport Turismo	243	330	11.4 – 11.2*	7.8 – 7.5*	9.0 – 8.9*	205 – 202*	D
Panamera 4 Executive	243	330	11.3 – 11.0*	7.6 – 7.4*	9.0 – 8.9*	205 – 202*	D
Panamera 4S	324	440	11.6 – 11.3*	7.5 – 7.4*	9.0 – 8.8*	205 – 201*	D
Panamera 4S Sport Turismo	324	440	11.7 – 11.5*	7.7 – 7.6*	9.2 – 9.1*	210 – 207*	D
Panamera 4S Executive	324	440	11.9 – 11.6*	7.6 – 7.5*	9.1 – 9.0*	208 – 205*	D
Panamera GTS	353	480	15.4	8.2 – 8.0*	10.9 – 10.7*	249 – 244*	F
Panamera GTS Sport Turismo	353	480	15.5 – 15.4*	8.5 – 8.3*	11.1 – 10.9*	253 – 248*	F
Panamera Turbo S	463	630	14.9 – 14.8*	8.5 – 8.4*	10.8 – 10.7*	247 – 245*	E
Panamera Turbo S Sport Turismo	463	630	15.0 – 14.9*	8.8 – 8.7*	11.1 – 11.0*	253 – 251*	E
Panamera Turbo S Executive	463	630	15.1 – 15.0*	8.7 – 8.5*	11.0 – 10.9*	251 – 249*	E
Macan PA							
Macan	180	245	9.5	7.4	8.2	186	D
Macan S	260	354	11.4	7.5	8.9	204	D
Macan GTS	280	380	12.1	8.0	9.6	218	E
Macan Turbo	324	440	11.7	8.3	9.6	218	E

Model	Power output [kW]	Power [HP]	Fuel consumption urban [l/100 km]	Fuel consumption extra-urban [l/100 km]	Fuel consumption combined [l/100 km]	CO ₂ emissions combined [g/km]	Energy efficiency class
Cayenne (E3)							
Cayenne	250	340	11.5 – 11.2*	8.2 – 8.1*	9.4 – 9.2*	215 – 210*	D
Cayenne Coupé	250	340	11.7 – 11.4*	8.3 – 8.2*	9.5 – 9.4*	217 – 214*	D
Cayenne S	324	440	12.8	8.0 – 7.8*	9.8 – 9.7*	223 – 220*	D
Cayenne S Coupé	324	440	12.8	8.2 – 7.9*	9.9 – 9.7*	225 – 222*	D
Cayenne GTS	338	460	15.3 – 14.7*	9.1	11.4 – 11.2*	260 – 255*	F
Cayenne GTS Coupé	338	460	15.3 – 14.9*	9.1	11.4 – 11.2*	260 – 256*	F
Cayenne Turbo	404	550	15.5	9.3	11.6	264	F
Cayenne Turbo Coupé	404	550	15.5	9.3	11.6	264	F

Plug-in hybrids

Model	Power output [kW]**	Power [HP]**	Power consumption [kWh/100 km]	Fuel consumption combined [l/100 km]	CO ₂ emissions combined [g/km]	Energy efficiency class	Emission standard
Panamera (G2 II)							
Panamera 4 E-Hybrid	340	462	17.5 – 17.0*	2.2 – 2.1*	49 – 47*	A+	EU6 AP
Panamera 4 E-Hybrid Sport Turismo	340	462	18.2 – 17.5*	2.3 – 2.2*	51 – 49*	A+	EU6 AP
Panamera 4 E-Hybrid Executive	340	462	18.0 – 17.4*	2.2	51 – 49*	A+	EU6 AP
Panamera 4S E-Hybrid	412	560	18.1 – 17.4*	2.2 – 2.0*	51 – 47*	A+	EU6 AP
Panamera 4S E-Hybrid Sport Turismo	412	560	19.3 – 17.4*	2.2 – 2.1*	52 – 49*	A+	EU6 AP
Panamera 4S E-Hybrid Executive	412	560	19.5 – 17.6*	2.3 – 2.2*	53 – 50*	A+	EU6 AP
Panamera Turbo S E-Hybrid	515	700	21.8	2.7	62	A+	EU6 AP
Panamera Turbo S E-Hybrid Sport Turismo	515	700	22.8	2.8	63	A+	EU6 AP
Panamera Turbo S E-Hybrid Executive	515	700	22.7	2.8	63	A+	EU6 AP
Cayenne (E3)							
Cayenne E-Hybrid	340	462	22.0 – 21.6*	2.5 – 2.4*	58 – 56*	A+	EU6 AP
Cayenne E-Hybrid Coupé	340	462	22.4 – 22.0*	2.6 – 2.5*	60 – 58*	A+	EU6 AP
Cayenne Turbo S E-Hybrid	500	680	23.3 – 22.8*	3.3 – 3.2*	75 – 72*	A+	EU6 AP
Cayenne Turbo S E-Hybrid Coupé	500	680	23.5 – 23.0*	3.3 – 3.2*	76 – 73*	A+	EU6 AP

BEV

Model	Power output [kW]	Power [HP]	Power consumption [kWh/100 km]	CO ₂ emissions combined [g/km]	Energy efficiency class	Emission standard
Taycan						
Taycan 4S	320	435	26.2	0	A+	EU6 AX
Taycan 4S with Performance battery Plus	360	490	27.0	0	A+	EU6 AX
Taycan Turbo	460	625	28.0	0	A+	EU6 AX
Taycan Turbo S	460	625	28.5	0	A+	EU6 AX

* Range depending on the tyre set used.

** Overall system performance.

 Current consumption values can be found at <https://www.porsche.com/germany/verbrauchsinformationen/>



This report has been prepared in accordance with the Global Reporting Initiative (GRI) standards on the basis of the "Core" option. The report was submitted to the GRI services team for implementation of the GRI Materiality Disclosures Service. The description of the "materiality-related disclosures" (102-40 to 102-49) was confirmed as correct. A detailed version of the GRI Content Index is available in the Porsche Newsroom: www.newsroom.porsche.com/reports

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		FY 2020	FY 2019	FY 2018
Deliveries	Units	272,162	280,800	256,255
911	Units	34,328	34,800	35,573
718 Boxster/Cayman	Units	21,784	20,467	24,750
Macan	Units	78,124	99,944	86,031
Cayenne	Units	92,860	92,055	71,458
Panamera	Units	25,051	32,721	38,443
Taycan	Units	20,015	813	–
Production ¹⁾	Units	263,236	274,463	268,691
911	Units	28,672	37,585	36,236
718 Boxster/Cayman	Units	22,655	19,263	23,658
Macan	Units	78,490	89,744	93,953
Cayenne	Units	82,137	95,293	79,111
Panamera	Units	21,832	31,192	35,493
Taycan	Units	29,450	1,386	240
Employees ²⁾	Number	36,359	35,429	32,325
Personnel expenses	€ million	4,230	4,003	3,613
Financials				
Sales revenue	€ million	28,695	28,518	25,784
Total assets	€ million	45,491	42,366	38,159
Equity	€ million	20,224	17,428	16,477
Fixed assets	€ million	18,130	17,982	16,099
Investment ³⁾	€ million	2,772	2,993	3,157
Cost of materials	€ million	16,661	15,956	14,844 ⁴⁾
Depreciation, amortization and impairment losses	€ million	3,357	3,044	2,567
Cash flows from operating activities	€ million	4,140	4,486	3,845
Operating profit (EBIT)	€ million	4,177	3,862	4,289
Operating profit (EBIT) before special items	€ million	4,177	4,397	4,289
Profit before tax	€ million	4,397	4,054	4,552
Profit after tax	€ million	3,166	2,801	3,118

¹⁾ From FY 2019 onwards without pre-production vehicles.

²⁾ As of 31 December.

³⁾ Relates to investment in intangible assets and property, plant and equipment without additions to right of use assets according to the new accounting standard IFRS 16 - Leases.

⁴⁾ FY 2018 has been adjusted.

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