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
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 totalling 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, notably 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 never been more evident. The Taycan was voted the most innovative vehicle in the world 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.

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 10 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
“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

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.”
The figures for fuel consumption, energy consumption, and CO₂ emissions are found on pages 212–213.
In a tribute to this motorsport legend, Porsche has designed a very special 911 Carrera 4S (Type 992), the Belgian Legend Edition.

Marc Rieß appointed as CDO of Porsche Financial
Marc Rieß, 43, took over as Chief Operating Officer (CDO) 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.

Marc Rieß
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 Heat,” 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.

Mark Anstötz heads Porsche Centre Berlin-Adlershof
Mark Anstötz, 53, 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 Roeh, 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.

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 Kutzke, 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 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 with its automated 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 feeds and empties all of the small load carriers, while the medium-sized robot feeds and empties all of the small load carriers, while the fully automatic robot feeds and empties all of the small load carriers. It is used for the loading process. This innovative order-picking technology offers the 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 feeds and empties all of the small load carriers, while the medium-sized robot feeds and empties all of the small load carriers. It is used for the loading process. This innovative order-picking technology offers the 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 feeds and empties all of the small load carriers, while the medium-sized robot feeds and empties all of the small load carriers. It is used for the loading process. This innovative order-picking technology offers the potential for the plant, the automotive industry and logistics in other industries.”

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 with its automated 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 feeds and empties all of the small load carriers, while the medium-sized robot feeds and empties all of the small load carriers. It is used for the loading process. This innovative order-picking technology offers the potential for the plant, the automotive industry and logistics in other industries.”

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 feeds and empties all of the small load carriers, while the medium-sized robot feeds and empties all of the small load carriers. It is used for the loading process. This innovative order-picking technology offers the potential for the plant, the automotive industry and logistics in other industries.”

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. Mean 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. Porsche drivers can charge their vehicles through the Porsche Charging Service app at a particularly favourable rate of 0.33 euros per kilowatt hour. The figures for fuel consumption, energy consumption and CO₂ emissions are found on pages 212 – 213.
Porsche went electric back in 1900 – 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 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 Taiwan 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.

TAG Heuer joins Porsche Esports Supercup as title sponsor
TAG Heuer is a Swiss avant-garde watch brand with 160 years of tradition and historic 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 coupe or cabriolet.

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

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.

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

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.
Important events

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.

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.

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!

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.

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Online global premiere: 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: a vehicle with a removable roof.

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

Gérard Larrousse, the fastest Frenchman, turns 80
Racing drivers have a never-ending supply of tales to tell. As far as Gérard 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, Gérard 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 Gérard 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 Nürburgring with the 908/03 Spyder.

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.
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.

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.
Porsche acquires a stake in serva transport systems

In July 2020, Porsche acquired a stake in Serva Transport Systems GmbH, a technology start-up based in Rosenheim, Germany. Serva offers driver-less 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 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 hydro-electric and wind power in Vietnam and China.

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 hydro-electric and wind power in Vietnam and China. Around 46,000 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 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 groundbreaking 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.
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.

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 systems 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 new 911 Turbo has, however, consistently retained its fundamental characteristics.

Options such as the Sports and Lightweight Design packages, sports chassis and sports exhaust systems 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 new 911 Turbo has, however, consistently retained its fundamental characteristics.

SPORTY ELECTRIC MOBILITY AT PORSCHE

“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

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

&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.

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 4 E-Hybrid with completely new drive train developing 412 kW (560 hp) rounds off the plug-in hybrid offerings. The all-electric range is up to 50 per cent greater than for conventional hybrids, now extending to up to 54 km.

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

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.”

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.”

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.

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.

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

Porsche: “Using the power of the past to shape the future.”

Porsche Ausbildung

Porsche Youth Development Programme: “Turbo for Talents”

173 new trainees join Porsche

MINISTER PRESIDENT OF SAXONY VISITS PORSCHE PLANT IN LEIPZIG

Important events

MINISTER PRESIDENT OF SAXONY VISITS PORSCHE PLANT IN LEIPZIG
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.

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 HiAuto 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.

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.

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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 Maxfield Hoffman agreed to join forces, and Hoffman duly took delivery of two 356 Coupes 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 81,568 vehicles. Following the world premiere of the all-electric Taycan in September 2019, the first deliveries worldwide crossed the Atlantic in December to US customers.
A.Important events

Resources and Social Affairs at Porsche AG.

Member of the Executive Board for Human

Bosch Hospital,” explains Andreas Haffner,

why we provide employees affected by cancer

our employees is very important to us. That’s

health management service. “The health of

forms part of the comprehensive Porsche

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man

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new cars at the Audi dealership in Stuttgart

Centre at Stuttgart Airport. The sales expert

took over the management of the Porsche

ctor of Porsche Centre at Stuttgart Airport

A. 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. 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 (RBBT) 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 Initia-
tive” (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-govern-

mental organisations founded in 2017 aims

to ensure that the raw material mica is han-
dled 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 rep-

resents the Volkswagen Group in the RMI.

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 impor-

tant traffic hub in the city of Stuttgart. With

its height of around 90 metres, the Porsche

Design Tower will be one of the tallest build-

ings in Stuttgart and, together with the

Porsche Centre, will form a striking architec-
tural 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.

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 innova-
tive technologies.

Ten years of hybrid production in Leipzig

The first hybrid Porsche rolled off the produc-
tion 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 70,000 of

these hybrid models to date.

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.”

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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

collaborator and brand professional, his experi-

ence 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 suc-

ceeds 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, Market-

ing 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.”

Kjell Gruner heads Porsche Cars North America

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“Porsche cooperates with aircraft manufac-
turer Embraer

Porsche and the Brazilian aircraft manufac-
turer 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 match-
ing 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 en-
hanced 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.

TEN YEARS OF HYBRID PRODUCTION AT PORSCHE’S LEIPZIG PLANT

ARCHITECTURAL HIGHLIGHT: THE FUTURE PORSCHE DESIGN TOWER

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Classic at Porsche.

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

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.

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.

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 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.
The Porsche GT Team ended the season at the Double victory for the GT team at the WEC American Endurance Cup. 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 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.

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 the undulating 3D track to take advantage of the natural topography. The building and interior will be designed in a Japanese style.

PERFECTLY RESTORED TARGA

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. The vehicle’s body 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.

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

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 65 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.
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.

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 firefighters) while on duty. 35 full-time firefighters 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.

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.

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 Interseie 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 Jnr. With a total of eleven team titles, Lechner Racing is the most successful team in the history of the Porsche Mobil 1 Supercup.

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.

The figures for fuel consumption, energy consumption and CO₂ emissions are found on pages 212 – 213.
China’s largest B2C online marketplace. via its new Porsche flagship store on Tmall, er’s in China have also been able to buy used products and online driving experiences and activities in the United States, custom- ers. In addition to the rollout in Europe 2021. E-commerce offers huge potential. In Italy, 40 per cent of online shoppers are new potential. In Italy, 40 per cent of online shoppers are new customers. 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 cus- tomers 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, custom- ers 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.

New customers through online sales

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

Important events

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 excel- lent stage and the unique concept. We use purely electric formula racing for consistent development work and to build on our exper- tise 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 Champion- ship (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 Kevin 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 champion- ships 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 spe- cial 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 GT3 RS high-performance sports car.

The latest from the Porsche Exclusive Manufaktur

Simon 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 configura- tor 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.

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 devel- opment engineers, improves quality and cuts costs. “Sounce” is a collaboration between Porsche Digital and the development depart- ment of Porsche AG. The product is available in the form of a Software-as-a-Service (Saas).

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

Artificial intelligence detects background noise

New customers through online sales

E-commerce offers huge potential. In Italy, 40 per cent of online shoppers are new customers.
Economic growth
Percentage change in GDP

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).

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). 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 (-26.4 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).
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 shutdown. However, the vehicle’s positive momentum could be maintained by means of flexible measures, for example for market premiers. 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.
The figures for fuel consumption, energy consumption and CO₂ emissions are found on pages 212–213.
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 7,860 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. At 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 6,302 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 per cent share of new deliveries.

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.

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 437 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.

Important events

The figures for fuel consumption, energy consumption and CO₂ emissions are found on pages 212 – 213.
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 slightly in 2021 on the whole.

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.

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.

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

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

Lead in customer desirability
• Brand perception #1
• Customer excitement #1

Drive change for a sustainable world
• CO₂ net neutral value chain
• ESG rating in best class

Society

Preserve high profitability
• Return on Sales ≥ 17%
• Return on Investment ≥ 21%
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
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.

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Overall responsibility for sustainability

Internal and external sustainability communication

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 related 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.

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.
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 investors 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 highly 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 home, 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. 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.

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 United Nations’ goals for sustainable development

- **SDG 1** - No poverty
- **SDG 2** - Zero hunger
- **SDG 3** - Good health and well-being
- **SDG 4** - Quality education
- **SDG 5** - Gender equality
- **SDG 6** - Clean water and sanitation
- **SDG 7** - Affordable and clean energy
- **SDG 8** - Decent work and economic growth
- **SDG 9** - Industry, innovation and infrastructure
- **SDG 10** - Reduced inequalities
- **SDG 11** - Sustainable cities and communities
- **SDG 12** - Responsible consumption and production
- **SDG 13** - Climate action
- **SDG 14** - Life below water
- **SDG 15** - Life on land
- **SDG 16** - Peace, justice and strong institutions
- **SDG 17** - Partnerships for the goals
STAKEHOLDER MANAGEMENT
Stakeholder management tools
Dialogue with politics
Memberships and networks
Stakeholder survey and materiality
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.

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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, as well as with business, civic society and political representatives. Its activities include the organisation 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 policymakers 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 “Platform 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.
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.

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The figures for fuel consumption, energy consumption and CO₂ emissions are found on pages 212–213.
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 sporting 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 economy alike. Porsche is renowned for its fine craftsmanship, excellent profitability. It has set itself the demanding task of achieving 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.

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. Every year, over 800 different indicators are evaluated for more than 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 achieved in the industry-specific fields “Product and Data Security”, “Sustainability Standards in the Supply Chain” and “Innovative Capacity 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 also promotes digitalisation and innovation in the scope of public and industry-wide initiatives, such as the Innovation Roundtable “Onecar” (www.onecarroundtable.com). This platform allows for specific sharing of information with other companies, promotion of the German Startup 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 all-consuming 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.

ECONOMIC STABILITY

Effective, sustainable activity is a fundamental requisite for the economic success of a business. Only those that enjoy economic success have the means to intervene 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 a strategic target of achieving a minimum operating return on sales of 15 percent and an operating return on investment of at least 21 percent. 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 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 plants 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 SCHULDSCHINDELBOND LOAN

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Introduction of digital products

The reporting year saw the conclusion of the “Road to Taycan” qualification programme, a preparatory phase for the launch of 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 workforce, especially the 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/IEC 27001) creates the basis for legally compliant and appropriate handling of personal data. The system is regularly verified in line with the ICO standards and further developed in a “plan-do-check-act” process. This approach verifies that the design of the compliance process is appropriate and effective. At the same time, new data protection requirements can be integrated in each process to maintain compliance.

Operation of the management system is designed in particular to ensure the customer’s 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 objects 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 protection” (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 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 integrity, interior and component safety, as well as protection of pedestrians, cyclists and motorcyclists. Organisational concepts of automated or highly automated driving and driver assistance systems, which will make the roads even safer.

Vehicle 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 “direct vehicle protection” these 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 refined in multiple iterations on the basis of simulations and testing, and improved. At the end of the defined objective until they are ready for series production.

Accidental protection – by fitting vehicles with ABS or ESP systems or automatic braking systems – the main goal is to reduce the effect of an accident on the vehicle’s occupants. With this in mind, the devaluation 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 impact of the entire vehicle slamming into an object, such as a wall, an investigator crash test dummies with sensors are used, which allows an evaluation of the possible injuries to the occupants. Specific test conditions 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 departments of vehicle 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 even more stringent (the vehicle safety checklist). This guarantees a fundamental standard of safety that represents the state of the art. This general position 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 prepare for a completely carbon-neutral future. Thanks to optimisation measures, Porsche is steadily avoiding and reducing the CO₂ emissions throughout the value chain. Unavoidable emissions are offset using internationally accepted standards. And with its electrification strategy, Porsche is also striving to become a technology leader with a clear 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 example 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, determined by internal and external factors, will continue to be offset by alternative projects that meet the most stringent international standards.

The Decarbonisation Index is Porsche’s most meaningful instrument for measuring progress in this area. The index includes average emissions of CO₂ and CO₂ equivalent (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 CO₂ emissions of production sites (scope 1 and 2) as well as the upstream CO₂e emissions of the product 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 three pillars: emotive combustion, powerful hybrid engines 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 sporty hybridising, as already experienced in motorsports. The umvirate: emotive combustion, 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 sporty hybridising, as already experienced in motorsports.

Until 2025, Porsche will invest some 15 billion euros in the electrification, digitalisation and sustainable production of vehicles, consistently expanding its electric 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 called it the world’s most innovative car in the history of the industry.

The Porsche drive strategy is based on a triad of pillars: emotive combustion, 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 sporty hybridising, as already experienced in motorsports.

In the reporting year, Porsche voluntarily announced in the scope of the National Diesel Forum that it would produce voluntary software updates for the 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.

Approval was granted by the KBA for software updates in respect of the Cayenne 4.2-litre V8 diesel (Euro 5) models in July 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 66 per cent of the Cayenne 4.2-litre V8 diesel (Euro 5) models, and 58 per cent of the Cayenne 4.2-litre V8 diesel (Euro 6) models have been updated.

NEW MOBILITY SERVICES

Rising global prosperity and the ensuing increased 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 mobility models, will help to meet the rising demands of smart cities and tourism. Urban mobility is evolving towards a more sustainable, efficient and attractive future. In addition to its already well-established mobility solutions, Porsche is also exploring options of new mobility concepts in order to continue optimising existing offers and providing innovative solutions. To achieve this, the company is continuously adapting its mobility services.

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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.
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, it is its corporate duty to take the interests of competitiveness. Porsche sees it as and has become a defining element and diversity, staff development, corporate responsibility in the supply chain. 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.

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 defined in the overarching Porsche Strategy 2030. 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 bridge the company’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: 249) were women and 1,242 (2019: 1,079) men.

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 and the wider environment. 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 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 unit. 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).

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 7,460 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. Internal opportunities, talent acquisition, monitoring 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 bridge the company’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.

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

**Diversity as a corporate principle**

Shaping and promoting diversity and equal opportunities are hugely important to Porsche, and are enshrined as a corporate principle within the company. As such, it is given a higher priority as it is as a goal that all should be given the same chances, and it rejects all forms of discrimination. The aim is to ensure that all employees can fulfill their individual potential. Respectful, tolerant interaction and a positive approach are the range of measures designed to motivate 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 and Diversity Department is responsible for the long-term implementation and securing of equality and diversity in the workplace. 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 strategy. In 2019, the company made a significant step in this direction. 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. Examples include Porsche’s commitment to diversity, national identity, 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 is planned in 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-Karrierer-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 Diversity”, 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 all the 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.

For second-level managers, the Porsche Professional Programme, in place since 2019, supplements the modular and international management development as well as targets. The mentoring 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 are conducted online, 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 skill sets. The twelve-month programme includes various modules in virtual and in-person 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 focus on a blended approach. A learning model, in other words a combination of in-person components and e-learning. New training courses were developed and launched in the areas of leadership, 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 phase. 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 approach can be used to teach the course content permanently in practice through stimuli and microtasks.

Porsche’s strengths include the systematic process of identifying skill gaps and thus being 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 2019 and is now a standard operating procedure. Skills and 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.

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**Attainments of the “Digital Days 2020”**

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 Digital” was launched in the second half of 2019. An excellent basis for this. Through a targeted expansion of the training offer on the one hand 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 2020 was on in-depth technical training in Porsche’s areas of activity as part of the company’s digitalisation strategy (Mission D). 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 blended skill profiles for all employees is a vital aspect of HR development. The strategic skills management approach was developed in response to this. Based on current management needs and guidelines in specialist areas, 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.

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**Qualification and Development Appraisals**

A new approach for the first time in 2020.

**CORPORATE CO-DETERMINATION**

One of the key pillars of Porsche’s corporate culture is corporate co-determination. Therefore, the Works Council for managers and employees, including on critical issues. Open and direct communication across all hierarchical levels is a long-standing tradition at Porsche. Diversity and inclusion is one of the exceptions to constructive cooperation.

**Equality of opportunity and equal treatment**

In the reporting year, Porsche was surveyed as a key strategy indicator to ensure that it could continue while retaining the same aims and level of quality.

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Porsche has its place collective agreements on wages and conditions that apply to all full-time and part-time employees. Transparent representation of the collective bargaining agreements provides the basis for this. Through 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 agreements database on the intranet.

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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 company's 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 representatives 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 challenges of a more quickly moving and demanding work environment, brought about by automation and the digital revolution. The Occupational Safety department is open to receive 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.

Occupational safety is a top priority at Porsche. The company's success is based on occupational safety at all levels, including the implementation of legal provisions.

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 accidents) and is 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, occupational health and social 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 receive individual physiotherapy advice at the workplace.

Political lobbying

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 operating. 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 for damages and other legal consequences for the company or its employees. In addition, compliance contributes to protecting the company's good reputation and stores risk for the company as a whole, 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: compliance 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 regulatory standards, the company ensures that employees have a complaint management system in place for many years. This system includes a chief compliance officer, and compliance officers at the Group level and at Porsche sites as well as companies covering every area of the business.

The compliance programme encompasses 20 focal areas, including 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 management in society and for each other and 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 and improve the company’s corporate conduct.

Reporting areas

Support during the coronavirus pandemic

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

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- 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; dealing 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 health; data protection; security and protection of information, know-how and intellectual property; IT security; handling company assets.

In addition, the code of conduct for business partners has been updated in line with the Group guideline on the whistleblowing system and published on the internet. The guideline governs Porsche’s expectations of its business partners and the implementation of legal provisions. 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 regard to personal data protection and the compliance council, as well as 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 training has gradually extended to include more compliance issues in the future.

The compliance managers deliver the training on the basis of a subject-specific plan, which uses risk analyses to identify target groups and ensures that the training is tailored to the specific 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 training managers. Training is also provided on topics with specialist departmental-sites.

For example: since the relaunch of Porsche’s programme for junior managers (PE pro- gramme), compliance training has been available in various formats and covering a range of issues through classroom-based and online modules. Participants can also gain insights into the ethical framework, management and rules, and its code of conduct, via the virtual module. The in-person training, and events focused online due to the pandemic, cover compliance topics such as anti-corruption, anti-money laundering and anti-trust law. They include presentations from the relevant compliance managers. As well as presentations and case studies, there are also role plays and quizzes that test compliance 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 on the Porsche culture of Porsche, in which newly hired staff have the opportunity to look in depth at the code of conduct and build an understanding of avoiding corruption. This intro- duction to compliance at Porsche is comple- mented by an in-house compliance image video and the presentation of the most im- portant rules and expectations for employees. As a result of the pandemic, the 2020-edition of the Porsche “Mood Baremo” 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 with the Executive Board and Supervisory Board. Since 2018, compliance employees’ attendance at compliance seminars has been recorded in their ongoing professional development file.

Information about the Compliance depart- ment’s training programme is available to Porsche employees on the intranet. In addition to relevant Group and company guide- lines, 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 sustainability (Sustainability), Porsche places a particular 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 a matter of principle and in line with its corporate culture. Porsche develops and manufactures its products exclusively with respect for all legal obliga- tions 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 up- standing 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 sustainability programme. The high level of attention paid to integrity is also evident from the additional year under review of reporting on integrity topics to the Supervisory Board along with the regu- lar reporting to the Executive Board.

An established catalogue of internal communica- tion 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” on conduct with integrity within the corpo- rate organisation is carried out annually as part of the Porsche “Mood Baremo” employee survey. Where cause for concern arises, the origins are investigated and any suitable measures are introduced in collabo- ration with HR and the relevant managers.

Integrity is a fixed part of the personal devel- opment 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 prod- uct portfolio, and the use of new technolo- gies are ever more focusing on the use 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 traffick- ing. The disclosures required include infor- mation 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 specific actions are based on the risk 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. 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 conti- nually 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 involved in a pilot project in collabora- tion with a start-up that uses artificial intelligence to comprehensively screen sup- pliers. The manual monitoring of freely available internet sources including social media provides timely indications of possible breaches of human rights. This solution provides an early warning of poten- tial sustainability violations in the deeper supply chains.
Additionally, the company was involved in the development of a blockchain pilot application together with its suppliers BASF and M hollow, 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.

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 Rights. 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 across 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.

The figures for fuel consumption, energy consumption and CO₂ emissions are found on pages 212 – 213.
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 materials 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, in tandem 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 actions 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 life cycle. In addition, the company is 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.

**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 de-carbonise its products and business processes throughout the battery’s life cycle. CO₂ emissions caused by vehicles on the road, Porsche also focuses on emissions in the supply chain.

**MAJOR STEPS TOWARDS CD NEUTRALITY**

Initial regulations require the automotive industry to set out Porsche’s route for environmental protection. The Group’s “Environment and Energy Management” guideline defines a standardisation process. In the future, the company will use the Group’s companies in the systematic investigation, observation and checking of the regulatory environmental 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 is currently working on 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 needed by the factory, 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 the targets set in 2016, the company is aiming to reduce energy consump-

**CO₂ EMISSIONS PER VEHICLE PRODUCED SINCE 2014**

<table>
<thead>
<tr>
<th>Year</th>
<th>CO₂ Emissions</th>
</tr>
</thead>
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<tr>
<td>2014</td>
<td>100 kg CO₂ per vehicle</td>
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<tr>
<td>2016</td>
<td>90 kg CO₂ per vehicle</td>
</tr>
<tr>
<td>2017</td>
<td>85 kg CO₂ per vehicle</td>
</tr>
</tbody>
</table>

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 the technical feasibility and development of prototype types, 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.

**A SECOND LIFE FOR TRACTION BATTERIES**

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**CONTINUING TO REVITALISE TRACTION BATTERIES**

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 the technical feasibility and development of prototype types, 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.

**SECOND LIFE SERVICE PROVIDER SHIPS BATTERY BACK TO FUTURE FOR TESTING**

Depending on test results, modules are either integrated into stationary energy stores or professionally recycled.
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 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 and improving the circulation systems and multiple reuse, and the careful handling of contaminated production waste are important aspects in this regard. Avoiding waste is also enabled by 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 environmental 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.

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 that Porsche is separated for collection on the basis of the ISO 14001 certified environmental protection 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.

Porsche’s aim for production that does not cause damage to the environment is the Zero Impact Factory. This concept is based on a total of five principles, which have been introduced at the site. They are: energy efficiency, where the energy that they store.

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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 contamination by extending 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, correspond-

Porsche's objective is to protect the occupied and unoccupied natural landscape and the environment in the regional footprint. Porsche pays particular attention to maintaining biological diversity, allowing nature to operate and find its own way, 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 local factors.

In the future, the company will increase its use of environmental principles and natural concepts. Its approach will take account of the growing importance for diversity, and the required maintenance effort. For example, highly diverse wild-flower meadows will be cut only 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 further im-

Eurotrailer are used at the Zuffenhausen site, therefore 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 instead of 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, correspond-

Porsche’s logistics strategy throughout the entire chain, the company’s logistics teams act as the task force 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 LNG and five all-electric vehicles. 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.

The “Zero Impact Factory” is based on a total of five principles, which have been introduced at the site. They are: energy efficiency, where the energy that they store.
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 renaturisation efforts is to create a wildlife corridor leading to local natural resources and species outside the Development Centre.

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

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.

NEW GUIDELINES TO PROTECT THE ENVIRONMENT

ENVIRONMENTAL CONSERVATION
We are passionate and understand our origins. We work with all our might, including for the environment.

ENVIRONMENTAL OBJECTIVES
We look courageously to the future and think laterally – our pioneering spirit also benefits the environment.

MANAGEMENT
We are a family, we look after each other and take responsibility – for our environment too.

COMPLIANCE
We are committed to sportsmanship and doing our best, always with a sense of fair play.
EMPLOYEES, SOCIETY, SPORTS AND COMMUNICATIONS

Employees
Society
Sports
Communications
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.

Employees
Porsche AG Group

<table>
<thead>
<tr>
<th>Year</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
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<tr>
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</tr>
<tr>
<td>2019</td>
<td>35,429</td>
</tr>
<tr>
<td>2020</td>
<td>36,359</td>
</tr>
</tbody>
</table>

Executive Board member Andreas Haffner (left) and Oliver Blume (centre) with the emergency response organisation.
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 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.

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.

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

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.

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EMPLOYER CAMPAIGN: “ACHTET AUF EINANDER”

IT TEAM DEVELOPS CRISIS CHAT BOT

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Employees, Society, Sports and Communications
Porcely tripled compared with 2015. In this way, increasingly the preferred form of transport for employee groups. Employees who cover more than half of their commute to work each month by company bike were able to apply for an employee subsidy for a “JobRad” bike for the first time in the reporting year. The internal mobility survey conducted in February 2020 also showed that cycling is 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.

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 Handels-gesellschaft 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 employee subsidy for a “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.

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.

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.

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 adored 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.

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Increasing numbers of women in technical jobs
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.

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

PORSCHE CELEBRATES CHRISTOPHER STREET DAY

INCREASING NUMBERS OF WOMEN IN TECHNICAL JOBS
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. The 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 Digital@" quiz app, this offering was awarded the "Dominius-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.

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 employer for engineers in Germany. As an employer is also confirmed by graduates, but also by Porsche staff. The sports car manufacturer came first in the Glassdoor Ranking for 2019/2020 and fourth in 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.

FORMULA STUDENT TEAM FROM KIT VISITS PORSCHE

The figure for fuel consumption, energy consumption and CO₂ emissions are found on pages 221 – 233.

FIT FOR DIGITAL@
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-

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

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.
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 cope across 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 creativity, persistence and motivation. These aspects are thus also in the selection process.

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.
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 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 most 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.

Porsche launched a flagship project in Leipzig, 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 analyzers 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 Universitäts- klinikum 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 software 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 Wohlfahrts- werk 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 Hilfe e.V.

For their part, the international subsidiaries also simply got on with supporting their local communities 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 “Unit 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 Ibérica stepped in to help people particularly affected by the crisis, providing food and meals. Meals were prepared in the Porsche canten in Madrid and served to the elderly or donated to the non-profit organisation FESBÁL.

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 Good 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.

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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 Trainees Council (JAV) and the Works Council have been organising the raffle for the benefit of the cancer charity for many years now.

The Lesotho 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 severe mental or physical disabilities who require special support. Porsche helps to fund opportunities 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.

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 Jolbing 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 “GaraSe” 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 “GaraSe” 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 of facing hardship, and the Baden-Württemberg Sports Federation, where the money was used in the “Integration through sports” federal programme.

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 Stuttgart 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 Aachen 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.

Employees, Society, Sports and Communications

The figures for fuel consumption, energy consumption and CO₂ emissions are found on pages 212 – 213.
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 sites 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 youth and young people at its partner clubs SG Bietigheim-Bissingen Stecklers (ice hockey), SV Stuttgart Kickers, SG Sonnenhof Großaspach (football) and the Porsche Basketball Academy Ludwigsburg for several years.

In September, 2012 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 young 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 socio-economically 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 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 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 “Foal 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 Foal 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; organisations 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 showing 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 abenteuer” 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 premiere 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 Kulturwisen” big screen in Cannstatt. With parking spaces for around 1,000 vehicles, more than 2,000 people were able to enjoy the premiere 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.

In September, twelve talented and gifted young people in their ages of five and ten also have the chance 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 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
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 even in such a turbulent year as 2020, the need.

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 – 600,000 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, the foundation supports projects in science, research, training, schooling and education. As part of its cultural sponsorship at the company’s factory locations, it has been supporting a scholarship programme at the Gustav Werner School in Zuffenhausen, the Stuttgart Children’s and Youth Hospice, and the Stuttgart Children and Young People’s Hospital. The Foundation provided 5,000 euros to 111 food banks in Germany, making a total donation of 550,000 euros.

In May 2020, 13 colonies of 50 bee colonies have occupied the wilder area near the company’s factory locations, each with a population of around 50,000 bees. 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 wilder- ness 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.
Tennis

Porsche has been involved in women’s tennis since 1978, when it became the title partner of the Porsche Tennis Cup Graz in Austria. 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 several other WTA tournaments in the capacity of premium manufacturer. Has 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 their professional development. Also featuring in the draw were numbers of players from the WTA 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 the new tournament series as part of its long-standing partnership with the WTA 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 Stoecker, 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.

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 and off the court, and represent Porsche and its philosophy as brand ambassadors on the global stage.

**SPORTS**

Social commitment and activities in the sports 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.

Golf

Golf is another sport with a long tradition at Porsche. More than 50 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 rebounded to 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 named 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 6 to 12 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 17th 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 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 brand 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 plumbers, Society, Sports and Communications
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 Sportscraft 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 know-how 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 Bernhard 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 ever 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 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 premiere 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 skipping in his quintessentially laid-back, Norwegian manner. The likeable Norwegian and two-time Olympian 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 Panamerica. 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 Targa 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 Theatreum 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 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 Magazine before her retirement, she shared her serving tips. She also shared insights from her life on the tour in an interview in Electrified Magazine, in which she also spoke about her interest in sustainability issues.

Annelise 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.
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.

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 Coupe 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 Blitzer 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.

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.

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.

Emphasising the brand
Communications, especially in media and politics, to interest groups, internal and external stakeholders, from the markets and channels. Measures address all measures are designed, pooled, harmonised and tailored to the relevant target groups, culturally 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.

THE FIGURES FOR FUEL CONSUMPTION, ENERGY CONSUMPTION AND CO₂ EMISSIONS ARE FOUND ON PAGES 212 – 213
Live digital format

Twelve months after the world premiere 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 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 Coupe 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 microscope to an event in the Munich area. Three hybrid versions from the next generation Panamera series were put under the microscope.

Porsche also is 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

Porsche is using Augmented Reality technology to present 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.

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 Porsche 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 Porsche Newsroom is the central information platform for journalists and the public alike.
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 scrawled across the intranet pages. The ticker was viewed 86,600 times.

The digital information offering has been adapted quickly and professionally to the company’s needs during the coronavirus pandemic. Especially in times of crisis, it is vital to keep providing employees with up-to-date and clear information. Internal communications are, where possible, communicated to the workforce before the general public.

The “Roads to Taycan” book was honoured with the “Best of 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” top prize in addition to several other awards. The Carrera Magazine has a print run of 36,000 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.

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.

Capping 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.

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 honured with the "Best of Best" award in the Corporate Publishing category. This lavishly designed photo book 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.

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The figures for fuel consumption, energy consumption and CO₂ emissions are found on page 212 – 213.
Driving cutting-edge technology to the limit through innovation: a specialty 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 fulfill 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. Meanwhile, the two-speed transmission on the rear axle, the high recuperation power of up to 265 kW and the best efficiency 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 Powetrain” 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 — bending the wires 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

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 195 kW (262 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 fuels. 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.
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.

3D printing

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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.

Research and development

The prototypes 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.

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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 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.

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

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.

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.

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

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 “Autonews 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 Connecet 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 3.0 in the sports car category, the Panamera 4 came out on top in the luxury class.

The new car 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.

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.

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Retail concepts of the future

New retail formats complement classic sales. “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 temporary formats 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.

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.

Sales, Production and Procurement

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 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

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.

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The figures for fuel consumption, energy consumption and CO₂ emissions are found on pages 212 – 213.
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 58 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 personally handed over by a concierge. The monthly fee includes all running costs with the exception of fuel.

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.Ado”. 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.

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.

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

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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 situtation in the house, all the way through to the installation and commissioning of the charging technology.

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.
Details of the 911 Carrera 4 (TYP 964) by Teddy Santis

Teddy Santis, founder and creative director of the fan-favourite New York fashion label Aimé Leon Dore, 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 Schätt sunflower leather and Loro Piana houndstooth fabric. Aimé Leon Dore used the same materials in the design house’s 2020 autumn–winter collection.

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 Werke 01.150 movement, with COSC certification. The watch has the titanium case typical of Porsche Design and, just like the car, is limited to 3995 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 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.

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.

Markets and products

While sales were reorganised with a focus on brand training. The Digital Brand Academy and sustainability. Also relevant to the Porsche brand is the importance of brand reputation and tradition, but also with performance and sustainability. Also relevant to the Porsche brand are the guiding principles: Porsche is synonymous with a combination of exclusivity and tradition and a fully customised interior featuring Schätt sunflower leather and Loro Piana houndstooth fabric. Aimé Leon Dore used the same materials in the design house’s 2020 autumn–winter collection.

“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 Lowery, 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 404.5 million US dollars, making it 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 developer 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.

Sales, Production and Procurement

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

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.

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 21,808 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 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.

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.

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 3,600 tonnes of CO₂ per year, it makes an important contribution to Porsche’s sustainability strategy.

Albrecht Reimold,
Member of the Executive Board – Production and Logistics

“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.”

Production in Zuffenhausen: final assembly of the Porsche Taycan

Production in Leipzig

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Porsche celebrated ten years of hybrid production in October 2020. This milestone demonstrates how well the concept of e-mobility is embedded 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.”

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 75,600 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.”

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 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.

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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.

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 serves transport system GmbH, based in Rosenheim, Germany. This supplier of driver-less transport systems had run into financial difficulties due to the crisis.

Social commitment
Porsche fulfilled its commitment to society in many areas during the corona 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 cargoes 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.

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 9,000 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 Matherson. 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 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.

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 foreign 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.

Board member Uwe-Karsten Städter and Procurers from the Porsche Taskforce take delivery of PPE from China at Stuttgart Airport

“LINKING OUR CONTRACT AWARD PROCESS TO SUSTAINABILITY CRITERIA SENDS OUT A STRONG SIGNAL.”

Uwe-Karsten Städter, Member of the Executive Board – Procurement

Porsche embraces its social responsibility: Uwe-Karsten Städter presents a donation to the Caritasverband für Stuttgart disadvantage charity

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 Jharkhand 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 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, India, Israel, Finland and Taiwan, this format is to be expanded further over the coming years.
Financial analysis
Net assets
Financial position
Results of operations
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 € 686 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 capitalization of 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 € 196 million to € 4,600 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 transfers and dividends totalling € 1,302 million 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 € 644 million. The increase is primarily attributable to the rise in the number of eligible employees.

Non-current other financial liabilities increased from € 4,013 million to € 8,325 million. This increase largely relates to the refinancing of the financial services business in the form of asset-backed security transactions.

Current other financial liabilities increased from € 7,614 million to € 8,325 million. The increase primarily relates to the refinancing of the financial services business in the form of asset-backed security transactions.

Non-current and current liabilities decreased slightly from € 11,285 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 security transactions.

Net assets of the Porsche AG Group

<table>
<thead>
<tr>
<th>€ million</th>
<th>Dec. 31, 2020</th>
<th>in %</th>
<th>Dec. 31, 2019</th>
<th>in %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible assets</td>
<td>6,437</td>
<td>12</td>
<td>6,085</td>
<td>12</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>8,699</td>
<td>19</td>
<td>8,624</td>
<td>20</td>
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<tr>
<td>Leased assets</td>
<td>3,914</td>
<td>8</td>
<td>3,869</td>
<td>9</td>
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<td>Equity-accounted investments</td>
<td>176</td>
<td>0</td>
<td>298</td>
<td>1</td>
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<tr>
<td>Other equity investments</td>
<td>217</td>
<td>1</td>
<td>146</td>
<td>0</td>
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<tr>
<td>Financial services receivables</td>
<td>2,416</td>
<td>6</td>
<td>1,841</td>
<td>6</td>
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<tr>
<td>Other financial assets</td>
<td>8,870</td>
<td>20</td>
<td>8,350</td>
<td>20</td>
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<tr>
<td>Other receivables</td>
<td>149</td>
<td>0</td>
<td>179</td>
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<tr>
<td>Deferred tax assets</td>
<td>817</td>
<td>2</td>
<td>1,355</td>
<td>3</td>
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<tr>
<td><strong>Non-current assets</strong></td>
<td>30,395</td>
<td>67</td>
<td>29,707</td>
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<tr>
<td><strong>Inventories</strong></td>
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<td>9</td>
<td>4,013</td>
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<tr>
<td>Trade receivables</td>
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<td>3</td>
<td>842</td>
<td>2</td>
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<td>Financial services receivables</td>
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<td>842</td>
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<td>Other financial assets</td>
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<td>Other receivables</td>
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<td>Tax receivables</td>
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<tr>
<td>Securities</td>
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<td>401</td>
<td>1</td>
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<tr>
<td>Cash, cash equivalents and time deposits</td>
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<td>10</td>
<td>4,017</td>
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<tr>
<td><strong>Current assets</strong></td>
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<td>33</td>
<td>12,699</td>
<td>30</td>
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<tr>
<td><strong>Current other financial liabilities</strong></td>
<td>45,491</td>
<td>100</td>
<td>42,366</td>
<td>100</td>
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<tr>
<td><strong>Equity and Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Equity</td>
<td>20,224</td>
<td>44</td>
<td>17,428</td>
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<tr>
<td>Provisions for pensions and similar obligations</td>
<td>5,932</td>
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<td>5,438</td>
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<td>Other provisions</td>
<td>999</td>
<td>2</td>
<td>996</td>
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<td>Deferred tax liabilities</td>
<td>686</td>
<td>2</td>
<td>681</td>
<td>2</td>
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<tr>
<td>Financial liabilities</td>
<td>5,668</td>
<td>12</td>
<td>5,375</td>
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<tr>
<td>Other financial assets</td>
<td>286</td>
<td>1</td>
<td>607</td>
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<tr>
<td>Other liabilities</td>
<td>473</td>
<td>1</td>
<td>492</td>
<td>1</td>
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<tr>
<td><strong>Non-current liabilities</strong></td>
<td>13,982</td>
<td>31</td>
<td>13,639</td>
<td>32</td>
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<tr>
<td>Provisions for taxes</td>
<td>111</td>
<td>0</td>
<td>129</td>
<td>0</td>
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<td>Other provisions</td>
<td>1,849</td>
<td>4</td>
<td>2,118</td>
<td>6</td>
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<tr>
<td>Financial liabilities</td>
<td>2,657</td>
<td>6</td>
<td>2,299</td>
<td>6</td>
</tr>
<tr>
<td>Trade payables</td>
<td>2,335</td>
<td>5</td>
<td>2,582</td>
<td>6</td>
</tr>
<tr>
<td>Other financial assets</td>
<td>1,286</td>
<td>3</td>
<td>3,063</td>
<td>7</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>597</td>
<td>1</td>
<td>1,077</td>
<td>3</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td>11,285</td>
<td>26</td>
<td>11,299</td>
<td>27</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>45,491</td>
<td>100</td>
<td>42,366</td>
<td>100</td>
</tr>
</tbody>
</table>

Financial analysis
Porsche AG Group sales rose to 28,695 million euros in the reporting period, from 28,518 million euros in the previous year.

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 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 € 61 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 € 2,761 million as of December 31, 2020.
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 86,256 1 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 € 1,045 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. Other operating income mainly relates to the depreciation of right-of-use assets, capitalized development costs and property, plant and equipment.

Operating expenses mainly increased by € 535 million to € 3,357 million. This corresponds to a 4 per cent increase in administrative expenses compared with 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.

Financial analysis

Results of operations of the Porsche AG Group

<table>
<thead>
<tr>
<th>€ million</th>
<th>2020</th>
<th>in %</th>
<th>2019</th>
<th>in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales revenue</td>
<td>28,695</td>
<td>100</td>
<td>28,518</td>
<td>100</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>-21,598</td>
<td>-75</td>
<td>-21,256</td>
<td>-75</td>
</tr>
<tr>
<td>Gross profit</td>
<td>7,097</td>
<td>25</td>
<td>7,262</td>
<td>26</td>
</tr>
<tr>
<td>Distribution expenses</td>
<td>-1,096</td>
<td>-4</td>
<td>-2,044</td>
<td>-7</td>
</tr>
<tr>
<td>Administrative expenses</td>
<td>-1,096</td>
<td>-4</td>
<td>-1,045</td>
<td>-4</td>
</tr>
<tr>
<td>Other operating income</td>
<td>-963</td>
<td>-4</td>
<td>866</td>
<td>3</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>-897</td>
<td>-3</td>
<td>1,173</td>
<td>4</td>
</tr>
<tr>
<td>Operating profit</td>
<td>4,177</td>
<td>15</td>
<td>3,862</td>
<td>14</td>
</tr>
<tr>
<td>Financial result</td>
<td>220</td>
<td>0</td>
<td>192</td>
<td>0</td>
</tr>
<tr>
<td>Profit before tax</td>
<td>4,397</td>
<td>15</td>
<td>4,054</td>
<td>14</td>
</tr>
<tr>
<td>Income tax income/expense</td>
<td>-1,231</td>
<td>-4</td>
<td>-1,259</td>
<td>-4</td>
</tr>
<tr>
<td>Profit after tax</td>
<td>3,166</td>
<td>11</td>
<td>2,801</td>
<td>10</td>
</tr>
<tr>
<td>Special items Diesel issue</td>
<td>-</td>
<td>-</td>
<td>-535</td>
<td>-2</td>
</tr>
<tr>
<td>Operating profit before special items</td>
<td>4,177</td>
<td>15</td>
<td>4,397</td>
<td>15</td>
</tr>
<tr>
<td>Profit before tax before special items</td>
<td>4,397</td>
<td>15</td>
<td>4,589</td>
<td>16</td>
</tr>
</tbody>
</table>
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, € 4,289 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.
Financial Data
Consolidated Income Statement
Consolidated Statement of Comprehensive Income
Consolidated Statement of Financial Position
Consolidated Statement of Cash Flows
Consolidated Statement of Changes in Equity
Value added statement
## Consolidated Income Statement

of Dr. Ing. h.c. F. Porsche Aktiengesellschaft for the period January 1 to December 31, 2020

<table>
<thead>
<tr>
<th>€ million</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales revenue</strong></td>
<td>28,695</td>
<td>28,518</td>
</tr>
<tr>
<td><strong>Cost of sales</strong></td>
<td>–21,598</td>
<td>–21,256</td>
</tr>
<tr>
<td><strong>Gross profit</strong></td>
<td>7,097</td>
<td>7,262</td>
</tr>
<tr>
<td><strong>Distribution expenses</strong></td>
<td>–1,881</td>
<td>–2,044</td>
</tr>
<tr>
<td><strong>Administrative expenses</strong></td>
<td>–1,095</td>
<td>–1,029</td>
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<tr>
<td><strong>Other operating income</strong></td>
<td>953</td>
<td>846</td>
</tr>
<tr>
<td><strong>Other operating expenses</strong></td>
<td>–897</td>
<td>–1,178</td>
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<tr>
<td><strong>Operating profit</strong></td>
<td>4,177</td>
<td>3,862</td>
</tr>
<tr>
<td><strong>Share of profit or loss of equity-accounted investments</strong></td>
<td>–10</td>
<td>–1</td>
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<tr>
<td><strong>Interest income</strong></td>
<td>406</td>
<td>416</td>
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<tr>
<td><strong>Interest expenses</strong></td>
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<td>–148</td>
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<td><strong>Other financial result</strong></td>
<td>–47</td>
<td>–75</td>
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<tr>
<td><strong>Financial result</strong></td>
<td>220</td>
<td>192</td>
</tr>
<tr>
<td><strong>Profit before tax</strong></td>
<td>4,397</td>
<td>4,064</td>
</tr>
<tr>
<td><strong>Income tax income/expense</strong></td>
<td>–1,231</td>
<td>–1,203</td>
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<td><strong>Current</strong></td>
<td>–998</td>
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<tr>
<td><strong>Deferred</strong></td>
<td>–23</td>
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<tr>
<td><strong>Profit after tax</strong></td>
<td>3,166</td>
<td>2,801</td>
</tr>
<tr>
<td><strong>thereof profit attributable to shareholders</strong></td>
<td>3,162</td>
<td>2,796</td>
</tr>
<tr>
<td><strong>thereof profit attributable to non-controlling interests</strong></td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td><strong>Profit transferred to Porsche Holding Stuttgart GmbH</strong></td>
<td>–1,860</td>
<td>–1,798</td>
</tr>
</tbody>
</table>
## Consolidated Statement of Comprehensive Income

of Dr. Ing. h.c. F. Porsche Aktiengesellschaft for the period January 1 to December 31, 2020

<table>
<thead>
<tr>
<th>€ million</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Profit after tax</strong></td>
<td>3,166</td>
<td>2,801</td>
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<tr>
<td>Pension plan remeasurements recognized in other comprehensive income</td>
<td>6</td>
<td>1,230</td>
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<tr>
<td>Pension plan remeasurements recognized in other comprehensive income, before tax</td>
<td>4</td>
<td>364</td>
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<tr>
<td>Deferred taxes relating to pension plan remeasurements recognized in other comprehensive income</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Pension plan remeasurements recognized in other comprehensive income, net of tax</td>
<td>10</td>
<td>-866</td>
</tr>
<tr>
<td>Fair value valuation of equity instruments that will not be reclassified to profit or loss, net of tax</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Share of other comprehensive income of equity-accounted investments that will not be reclassified to profit or loss, net of tax</td>
<td>5</td>
<td>-76</td>
</tr>
<tr>
<td><strong>Items that will not be reclassified to profit or loss</strong></td>
<td>0</td>
<td>-866</td>
</tr>
<tr>
<td>Foreign exchange differences</td>
<td>-340</td>
<td>92</td>
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<tr>
<td>Unrealized currency translation gains/losses</td>
<td>-340</td>
<td>92</td>
</tr>
<tr>
<td>Transfer to profit or loss</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Exchange differences on translating foreign operations, before tax</td>
<td>-340</td>
<td>92</td>
</tr>
<tr>
<td>Deferred taxes relating to exchange differences on translating foreign operations</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Exchange differences on translating foreign operations, net of tax</td>
<td>-340</td>
<td>92</td>
</tr>
<tr>
<td><strong>Hedging</strong></td>
<td>-</td>
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<tr>
<td>Fair value changes recognized in other comprehensive income [OCI I]</td>
<td>1,391</td>
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<tr>
<td>Transferred to profit or loss [OCI I]</td>
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<td>-76</td>
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<td>Cash flow hedges [OCI I], before tax</td>
<td>1,108</td>
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<td>Deferred taxes relating to cash flow hedges [OCI I]</td>
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<td>141</td>
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<td>Cash flow hedges [OCI I], net of tax</td>
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<td>-335</td>
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<td>Fair value changes recognized in other comprehensive income [OCI II]</td>
<td>492</td>
<td>-880</td>
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<tr>
<td>Transferred to profit or loss [OCI II]</td>
<td>60</td>
<td>-90</td>
</tr>
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<td>Cash flow hedges [OCI II], before tax</td>
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<td>-710</td>
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<tr>
<td>Deferred taxes relating to cash flow hedges [OCI II]</td>
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<td>279</td>
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<td>Cash flow hedges [OCI II], net of tax</td>
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<td>-196</td>
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<td>Fair value valuation of debt instruments that may be reclassified to profit or loss</td>
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<td>-</td>
</tr>
<tr>
<td>Fair value changes recognized in other comprehensive income</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transferred to profit or loss</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fair value valuation of debt instruments that may be reclassified to profit or loss, before tax</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Deferred taxes relating to fair value valuation of debt instruments recognized in other comprehensive income</td>
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<td>-</td>
</tr>
<tr>
<td>Fair value valuation of debt instruments that may be reclassified to profit or loss, net of tax</td>
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<td>-</td>
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<tr>
<td>Share of other comprehensive income of equity-accounted investments that may be reclassified subsequently to profit or loss, net of tax</td>
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<td>-</td>
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<tr>
<td><strong>Items that may be reclassified subsequently to profit or loss</strong></td>
<td>458</td>
<td>-436</td>
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<tr>
<td>Other comprehensive income, before tax</td>
<td>802</td>
<td>-1,891</td>
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<tr>
<td>Deferred taxes relating to other comprehensive income</td>
<td>-335</td>
<td>588</td>
</tr>
<tr>
<td>Other comprehensive income, net of tax</td>
<td>467</td>
<td>-1,302</td>
</tr>
<tr>
<td><strong>Total comprehensive income</strong></td>
<td>3,633</td>
<td>1,499</td>
</tr>
<tr>
<td>thereof profit attributable to shareholders</td>
<td>3,629</td>
<td>1,494</td>
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<tr>
<td>thereof profit attributable to non-controlling interests</td>
<td>4</td>
<td>5</td>
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</table>
### Consolidated Statement of Financial Position
of Dr. Ing. h.c. F. Porsche Aktiengesellschaft as of December 31, 2020

<table>
<thead>
<tr>
<th>€ million</th>
<th>Dec. 31, 2020</th>
<th>Dec. 31, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible assets</td>
<td>5,437</td>
<td>5,085</td>
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<tr>
<td>Property, plant and equipment</td>
<td>8,695</td>
<td>8,624</td>
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<tr>
<td>Leased assets</td>
<td>3,914</td>
<td>3,829</td>
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<tr>
<td>Equity-accounted investments</td>
<td>167</td>
<td>298</td>
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<tr>
<td>Other equity investments</td>
<td>217</td>
<td>146</td>
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<tr>
<td>Financial services receivables</td>
<td>2,814</td>
<td>1,851</td>
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<tr>
<td>Other financial assets</td>
<td>892</td>
<td>856</td>
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<tr>
<td>Other receivables</td>
<td>264</td>
<td>179</td>
</tr>
<tr>
<td>Deferred tax assets</td>
<td>817</td>
<td>1,206</td>
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<tr>
<td><strong>Non-current assets</strong></td>
<td>30,395</td>
<td>29,707</td>
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<tr>
<td>Inventories</td>
<td>4,108</td>
<td>4,013</td>
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<tr>
<td>Trade receivables</td>
<td>1,081</td>
<td>842</td>
</tr>
<tr>
<td>Financial services receivables</td>
<td>1,123</td>
<td>842</td>
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<tr>
<td>Other financial assets</td>
<td>2,761</td>
<td>2,475</td>
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<tr>
<td>Other receivables</td>
<td>202</td>
<td>470</td>
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<tr>
<td>Tax receivables</td>
<td>163</td>
<td>76</td>
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<tr>
<td>Securities</td>
<td>705</td>
<td>401</td>
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<tr>
<td>Cash, cash equivalents and time deposits</td>
<td>4,600</td>
<td>3,911</td>
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<tr>
<td><strong>Current assets</strong></td>
<td>15,096</td>
<td>12,659</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>45,491</td>
<td>42,366</td>
</tr>
<tr>
<td><strong>Equity and Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subscribed capital</td>
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<td>45</td>
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<tr>
<td>Capital reserves</td>
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<td>12,726</td>
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<tr>
<td>Retained earnings</td>
<td>6,302</td>
<td>4,991</td>
</tr>
<tr>
<td>Other reserves</td>
<td>218</td>
<td>(239)</td>
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<tr>
<td><strong>Equity before non-controlling interests</strong></td>
<td>20,219</td>
<td>17,423</td>
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<tr>
<td><strong>Total liabilities</strong></td>
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<tr>
<td><strong>Equity</strong></td>
<td>20,224</td>
<td>17,428</td>
</tr>
<tr>
<td>provisions for pensions and similar obligations</td>
<td>5,932</td>
<td>6,438</td>
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<tr>
<td>Deferred tax liabilities</td>
<td>688</td>
<td>681</td>
</tr>
<tr>
<td>Financial liabilities</td>
<td>6,668</td>
<td>5,575</td>
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<tr>
<td>Other financial assets</td>
<td>286</td>
<td>657</td>
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<tr>
<td>Other liabilities</td>
<td>872</td>
<td>972</td>
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<tr>
<td><strong>Non-current liabilities</strong></td>
<td>13,982</td>
<td>13,639</td>
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<tr>
<td>provisions for taxes</td>
<td>11</td>
<td>129</td>
</tr>
<tr>
<td>other liabilities</td>
<td>2,538</td>
<td>2,582</td>
</tr>
<tr>
<td>Financial liabilities</td>
<td>2,507</td>
<td>2,239</td>
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<tr>
<td>Trade payables</td>
<td>2,335</td>
<td>2,582</td>
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<tr>
<td>Other financial assets</td>
<td>2,795</td>
<td>3,382</td>
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<tr>
<td>Other liabilities</td>
<td>1,411</td>
<td>1,077</td>
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<tr>
<td>tax payables</td>
<td>41</td>
<td>72</td>
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<tr>
<td><strong>Current liabilities</strong></td>
<td>11,285</td>
<td>11,299</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>45,491</td>
<td>42,366</td>
</tr>
</tbody>
</table>
## Consolidated Statement of Cash Flows
of Dr. Ing. h.c. F. Porsche Aktiengesellschaft for the period January 1 to December 31, 2020

<table>
<thead>
<tr>
<th>Description</th>
<th>€ million</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents at beginning of period</td>
<td>3,174</td>
<td>2,635</td>
<td></td>
</tr>
<tr>
<td>Profit before tax</td>
<td>4,397</td>
<td>4,054</td>
<td></td>
</tr>
<tr>
<td>Income taxes paid</td>
<td>127</td>
<td>127</td>
<td></td>
</tr>
<tr>
<td>Depreciation, amortization and impairment losses</td>
<td>3,357</td>
<td>3,044</td>
<td></td>
</tr>
<tr>
<td>Gain/loss on disposal of non-current assets</td>
<td>49</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Share of profit or loss of equity-accounted investments</td>
<td>15</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Other non-cash expense/income</td>
<td>18</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Change in inventories</td>
<td>223</td>
<td>86</td>
<td></td>
</tr>
<tr>
<td>Change in receivables (excluding financial services)</td>
<td>734</td>
<td>372</td>
<td></td>
</tr>
<tr>
<td>Change in liabilities (excluding financial liabilities)</td>
<td>184</td>
<td>456</td>
<td></td>
</tr>
<tr>
<td>Change in pension provisions</td>
<td>493</td>
<td>417</td>
<td></td>
</tr>
<tr>
<td>Change in other provisions</td>
<td>946</td>
<td>686</td>
<td></td>
</tr>
<tr>
<td>Change in leased assets</td>
<td>946</td>
<td>686</td>
<td></td>
</tr>
<tr>
<td>Change in financial services receivables</td>
<td>987</td>
<td>266</td>
<td></td>
</tr>
<tr>
<td>Cash flows from operating activities</td>
<td>4,140</td>
<td>4,486</td>
<td></td>
</tr>
<tr>
<td>Investments in intangible assets [excluding capitalized development costs], and property, plant and equipment</td>
<td>-1,547</td>
<td>-2,044</td>
<td></td>
</tr>
<tr>
<td>Additions to capitalized development costs</td>
<td>-1,226</td>
<td>-949</td>
<td></td>
</tr>
<tr>
<td>Change in equity investments</td>
<td>-46</td>
<td>-46</td>
<td></td>
</tr>
<tr>
<td>Cash received from disposal of intangible assets and property, plant and equipment</td>
<td>48</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Change in investments in securities</td>
<td>-306</td>
<td>-146</td>
<td></td>
</tr>
<tr>
<td>Change in loans and time deposits</td>
<td>51</td>
<td>427</td>
<td></td>
</tr>
<tr>
<td>Cash flows from investing activities</td>
<td>-3,019</td>
<td>-3,617</td>
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<tr>
<td>Capital contributions</td>
<td>1,028</td>
<td>1,279</td>
<td></td>
</tr>
<tr>
<td>Profit transfer and dividends</td>
<td>-1,802</td>
<td>-2,294</td>
<td></td>
</tr>
<tr>
<td>Capital transactions with noncontrolling interest shareholders</td>
<td>-2</td>
<td>-9</td>
<td></td>
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<tr>
<td>Proceeds from issuance of bonds</td>
<td>3,322</td>
<td>2,340</td>
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<tr>
<td>Repayment of bonds</td>
<td>-3,566</td>
<td>-2,369</td>
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<tr>
<td>Change in other financial liabilities</td>
<td>262</td>
<td>725</td>
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<tr>
<td>Repayments of lease liabilities</td>
<td>-102</td>
<td>-77</td>
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</tr>
<tr>
<td>Cash flows from financing activities</td>
<td>78</td>
<td>-352</td>
<td></td>
</tr>
<tr>
<td>Effect of exchange rate changes on cash and cash equivalents</td>
<td>-29</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>Net change in cash and cash equivalents</td>
<td>1,199</td>
<td>516</td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents at end of period</td>
<td>4,344</td>
<td>3,174</td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents at end of period</td>
<td>4,344</td>
<td>3,174</td>
<td></td>
</tr>
<tr>
<td>Securities, loans and time deposits</td>
<td>1,818</td>
<td>1,360</td>
<td></td>
</tr>
<tr>
<td>Gross liquidity</td>
<td>6,862</td>
<td>4,534</td>
<td></td>
</tr>
</tbody>
</table>
Consolidated Statement of Changes in Equity
of Dr. Ing. h.c. F. Porsche Aktiengesellschaft for the period January 1 to December 31, 2020

<table>
<thead>
<tr>
<th>Other reserves</th>
<th>Currency translation</th>
<th>Hedging</th>
<th>Equity and debt instruments</th>
<th>Equity-accounted investments</th>
<th>Non-controlling interests</th>
<th>Total equity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€ million</td>
<td></td>
<td>Cash flow hedges (OCI I)</td>
<td>Deferred costs of hedging (OCI II)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Subscription capital</th>
<th>Capital reserves</th>
<th>Retained earnings</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at January 1, 2019</td>
<td>45</td>
<td>11,453</td>
<td>4,876</td>
<td>75</td>
<td>313</td>
<td>-291</td>
</tr>
<tr>
<td>Profit after tax</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other comprehensive income, net of tax</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total comprehensive income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disposal of equity instruments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<td></td>
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<td>Profit transfer and dividends payment</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital transactions involving a change in ownership interest</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other changes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at December 31, 2019</td>
<td>45</td>
<td>12,726</td>
<td>4,991</td>
<td>167</td>
<td>-19</td>
<td>-487</td>
</tr>
<tr>
<td>Balance at January 1, 2020</td>
<td>45</td>
<td>12,726</td>
<td>4,991</td>
<td>167</td>
<td>-19</td>
<td>-487</td>
</tr>
<tr>
<td>Profit after tax</td>
<td>3,162</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Other comprehensive income, net of tax</td>
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<td></td>
<td></td>
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<tr>
<td>Total comprehensive income</td>
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<td></td>
</tr>
<tr>
<td>Disposal of equity instruments</td>
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<td></td>
<td></td>
</tr>
<tr>
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<td>1,067</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Profit transfer and dividends payment</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital transactions involving a change in ownership interest</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other changes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at December 31, 2020</td>
<td>45</td>
<td>13,754</td>
<td>6,302</td>
<td>-173</td>
<td>757</td>
<td>-466</td>
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</table>
Value added statement
of Porsche AG for the period 1 January to 31 December 2020

Source of funds in € million

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
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<tbody>
<tr>
<td>Sales revenue</td>
<td>28,695</td>
<td>28,518</td>
<td>25,784</td>
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<td>Other income</td>
<td>799</td>
<td>828</td>
<td>823</td>
</tr>
<tr>
<td>Cost of materials</td>
<td>–16,661</td>
<td>–15,956</td>
<td>–14,844</td>
</tr>
<tr>
<td>Depreciation, amortization and impairment losses</td>
<td>–3,357</td>
<td>–3,044</td>
<td>–2,567</td>
</tr>
<tr>
<td>Other upfront expenditures</td>
<td>–818</td>
<td>–2,128</td>
<td>–855</td>
</tr>
<tr>
<td>Value added</td>
<td>8,568</td>
<td>8,218</td>
<td>8,341</td>
</tr>
</tbody>
</table>

Appropriation of funds in € million

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>to shareholders (profit transfer)</td>
<td>1,864</td>
<td>1,802</td>
<td>2,290</td>
</tr>
<tr>
<td>to employees (wages, salaries, benefits)</td>
<td>4,230</td>
<td>4,003</td>
<td>4,676</td>
</tr>
<tr>
<td>to the state [taxes, duties]</td>
<td>1,034</td>
<td>1,311</td>
<td>1,675</td>
</tr>
<tr>
<td>to creditors [interest expense]</td>
<td>108</td>
<td>146</td>
<td>125</td>
</tr>
<tr>
<td>to the company [reserves]</td>
<td>1,292</td>
<td>966</td>
<td>842</td>
</tr>
<tr>
<td>Value added</td>
<td>8,568</td>
<td>8,218</td>
<td>8,341</td>
</tr>
</tbody>
</table>
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" (Kamenz-Münchingen, Freiberg, Asperg, Weilimdorf, Ludwigsburg) correspond to the categories used in internal reporting relevant for control.

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>340,327</td>
<td>327,119</td>
<td>306,692</td>
</tr>
<tr>
<td>Production sites</td>
<td>266,076</td>
<td>248,820</td>
<td>229,354</td>
</tr>
<tr>
<td>Gas</td>
<td>204,884</td>
<td>166,310</td>
<td>166,310</td>
</tr>
<tr>
<td>Of which biogas</td>
<td>149,130</td>
<td>95,500</td>
<td>116,310</td>
</tr>
<tr>
<td>Combustible gas for manufacturing processes</td>
<td>56,936</td>
<td>56,310</td>
<td>61,943</td>
</tr>
<tr>
<td>Of which biogas</td>
<td>31,697</td>
<td>n/s</td>
<td>n/s</td>
</tr>
<tr>
<td>Heating oil</td>
<td>4,571</td>
<td>1,214</td>
<td>1,025</td>
</tr>
<tr>
<td>Special energy products</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Development sites</td>
<td>61,427</td>
<td>64,437</td>
<td>61,926</td>
</tr>
<tr>
<td>Gas</td>
<td>61,222</td>
<td>64,292</td>
<td>61,283</td>
</tr>
<tr>
<td>Heating oil</td>
<td>205</td>
<td>145</td>
<td>642</td>
</tr>
<tr>
<td>Specialist energy products</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other sites</td>
<td>1,641</td>
<td>1,767</td>
<td>1,647</td>
</tr>
<tr>
<td>Gas</td>
<td>1,637</td>
<td>1,748</td>
<td>1,627</td>
</tr>
<tr>
<td>Heating oil</td>
<td>4</td>
<td>0</td>
<td>22</td>
</tr>
<tr>
<td>Specialist energy products</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Fuel</td>
<td>10,884</td>
<td>12,105</td>
<td>13,768</td>
</tr>
</tbody>
</table>

*The category of special energy products comprises bought-in energy products such as refrigeration or compressed air.

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>372,023</td>
<td>380,428</td>
<td>353,726</td>
</tr>
<tr>
<td>Production sites</td>
<td>294,317</td>
<td>301,608</td>
<td>277,188</td>
</tr>
<tr>
<td>Electrical energy</td>
<td>229,176</td>
<td>246,818</td>
<td>222,324</td>
</tr>
<tr>
<td>CHP plants and PV arrays</td>
<td>34,422</td>
<td>28,201</td>
<td>24,767</td>
</tr>
<tr>
<td>Development sites</td>
<td>64,385</td>
<td>64,476</td>
<td>64,424</td>
</tr>
<tr>
<td>Electrical energy</td>
<td>52,295</td>
<td>52,654</td>
<td>50,431</td>
</tr>
<tr>
<td>District heating</td>
<td>1,226</td>
<td>1,357</td>
<td>996</td>
</tr>
<tr>
<td>Weissach CHP plant</td>
<td>12,867</td>
<td>13,275</td>
<td>13,791</td>
</tr>
<tr>
<td>Other sites</td>
<td>11,326</td>
<td>12,344</td>
<td>12,114</td>
</tr>
<tr>
<td>Electrical energy</td>
<td>6,493</td>
<td>9,249</td>
<td>9,019</td>
</tr>
<tr>
<td>District heating</td>
<td>2,833</td>
<td>3,095</td>
<td>3,095</td>
</tr>
</tbody>
</table>

*Since the 2019 financial year, Porsche has only purchased renewable energy.

Energy consumption in kWh/vehicle

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>3,757</td>
<td>3,185</td>
<td>3,008</td>
<td>2,485</td>
<td>2,607</td>
<td>2,952</td>
<td>2,763</td>
</tr>
</tbody>
</table>

*The energy consumption stated relates solely to Porsche production sites.
## Non-financial key figures

### Direct and indirect GHG emissions in t of CO₂ equivalent

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Production sites</th>
<th>Development sites</th>
<th>Other sites</th>
<th>Direct GHG emissions in t of CO₂ equivalent (Scope 1)</th>
<th>Production sites</th>
<th>Development sites</th>
<th>Other sites</th>
<th>Indirect GHG emissions in t of CO₂ equivalent (Scope 2)</th>
<th>Production sites</th>
<th>Development sites</th>
<th>Other sites</th>
<th>Other indirect GHG emissions (Scope 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>26,971</td>
<td>12,167</td>
<td>13,744</td>
<td>1,060</td>
<td>25,656</td>
<td>12,166</td>
<td>13,192</td>
<td>1,060</td>
<td>1,316</td>
<td>1</td>
<td>1,009</td>
<td>1</td>
<td>28,753</td>
</tr>
<tr>
<td>2019</td>
<td>57,685</td>
<td>42,123</td>
<td>14,912</td>
<td>3,548</td>
<td>56,267</td>
<td>42,123</td>
<td>13,906</td>
<td>3,548</td>
<td>1,418</td>
<td>1</td>
<td>9,644</td>
<td>1</td>
<td>74,157</td>
</tr>
<tr>
<td>2018</td>
<td>63,203</td>
<td>45,548</td>
<td>14,500</td>
<td>3,155</td>
<td>56,862</td>
<td>45,548</td>
<td>13,523</td>
<td>3,155</td>
<td>4,342</td>
<td>1</td>
<td>3,508</td>
<td>1</td>
<td>58,491</td>
</tr>
</tbody>
</table>

### Significant air emissions in t of

<table>
<thead>
<tr>
<th>Emission Type</th>
<th>Year</th>
<th>Production sites</th>
<th>Development sites</th>
<th>Other sites</th>
</tr>
</thead>
<tbody>
<tr>
<td>NOX emissions</td>
<td>2020</td>
<td>26.2</td>
<td>3.5</td>
<td>0.18</td>
</tr>
<tr>
<td>SOX emissions</td>
<td>2020</td>
<td>0.18</td>
<td>0.06</td>
<td>0.06</td>
</tr>
<tr>
<td>Weight of volatile organic compounds (VOC)</td>
<td>2020</td>
<td>105.29</td>
<td>115.4</td>
<td>119.33</td>
</tr>
<tr>
<td>Weight of dust emissions</td>
<td>2020</td>
<td>0.22</td>
<td>0.14</td>
<td>0.12</td>
</tr>
<tr>
<td>Ozone-depleting substances</td>
<td>2020</td>
<td>0.04</td>
<td>0.04</td>
<td>0.02</td>
</tr>
</tbody>
</table>

### Total direct and indirect GHG emissions in t of CO₂ equivalent

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Production sites</th>
<th>Development sites</th>
<th>Other sites</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>26,971</td>
<td>12,167</td>
<td>13,744</td>
<td>1,060</td>
</tr>
<tr>
<td>2019</td>
<td>57,685</td>
<td>42,123</td>
<td>14,912</td>
<td>3,548</td>
</tr>
<tr>
<td>2018</td>
<td>63,203</td>
<td>45,548</td>
<td>14,500</td>
<td>3,155</td>
</tr>
</tbody>
</table>
### Waste by location, type and disposal method in t

#### Total

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>20,787</td>
<td>23,995</td>
<td>23,154</td>
</tr>
<tr>
<td>Production sites</td>
<td>13,556</td>
<td>16,202</td>
<td>15,320</td>
</tr>
<tr>
<td>Waste for recycling</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hazardous waste</td>
<td>4,080</td>
<td>5,199</td>
<td>4,099</td>
</tr>
<tr>
<td>Non-hazardous waste</td>
<td>6,094</td>
<td>7,305</td>
<td>7,205</td>
</tr>
<tr>
<td>Non-production-specific waste</td>
<td>296</td>
<td>343</td>
<td>437</td>
</tr>
<tr>
<td>Metallic waste</td>
<td>3,027</td>
<td>2,674</td>
<td>2,989</td>
</tr>
<tr>
<td>Waste for removal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hazardous waste</td>
<td>4,385</td>
<td>346</td>
<td>377</td>
</tr>
<tr>
<td>Non-hazardous waste</td>
<td>25</td>
<td>243</td>
<td>165</td>
</tr>
<tr>
<td>Non-production-specific waste</td>
<td>37</td>
<td>62</td>
<td>15</td>
</tr>
<tr>
<td>Development sites</td>
<td>6,797</td>
<td>7,156</td>
<td>7,834</td>
</tr>
<tr>
<td>Waste for recycling</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hazardous waste</td>
<td>1,686</td>
<td>998</td>
<td>876</td>
</tr>
<tr>
<td>Non-hazardous waste</td>
<td>1,165</td>
<td>1,666</td>
<td>1,998</td>
</tr>
<tr>
<td>Non-production-specific waste</td>
<td>57</td>
<td>176</td>
<td>191</td>
</tr>
<tr>
<td>Metallic waste</td>
<td>3,100</td>
<td>3,799</td>
<td>3,401</td>
</tr>
<tr>
<td>Waste for removal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hazardous waste</td>
<td>78</td>
<td>88</td>
<td>75</td>
</tr>
<tr>
<td>Non-hazardous waste</td>
<td>743</td>
<td>1,098</td>
<td>972</td>
</tr>
<tr>
<td>Non-production-specific waste</td>
<td>3</td>
<td>16</td>
<td>6</td>
</tr>
<tr>
<td>Other sites</td>
<td>434</td>
<td>437</td>
<td>564</td>
</tr>
<tr>
<td>Waste for recycling</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hazardous waste</td>
<td>23</td>
<td>41</td>
<td>25</td>
</tr>
<tr>
<td>Non-hazardous waste</td>
<td>336</td>
<td>402</td>
<td>376</td>
</tr>
<tr>
<td>Non-production-specific waste</td>
<td>1</td>
<td>15</td>
<td>53</td>
</tr>
<tr>
<td>Metallic waste</td>
<td>70</td>
<td>99</td>
<td>78</td>
</tr>
<tr>
<td>Waste for removal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hazardous waste</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Non-hazardous waste</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Non-production-specific waste</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

1) Recycling and disposal of the reported hazardous and non-hazardous waste are exclusively carried out by external disposal companies.

### Waste by location, type and disposal method in t

#### Total volume of waste in t

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>20,787</td>
<td>23,995</td>
<td>23,154</td>
</tr>
<tr>
<td>2019</td>
<td>20,787</td>
<td>23,995</td>
<td>23,154</td>
</tr>
<tr>
<td>2018</td>
<td>20,787</td>
<td>23,995</td>
<td>23,154</td>
</tr>
</tbody>
</table>

---

**Non-financial key figures**

---

### Water intake and recirculation in m³

#### Total

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>710,237</td>
<td>694,992</td>
<td>684,832</td>
</tr>
<tr>
<td>Of which water from third parties</td>
<td>701,308</td>
<td>690,056</td>
<td>666,744</td>
</tr>
<tr>
<td>Of which ground water</td>
<td>8,929</td>
<td>4,906</td>
<td>18,086</td>
</tr>
<tr>
<td>Production sites</td>
<td>579,822</td>
<td>563,207</td>
<td>549,875</td>
</tr>
<tr>
<td>Development sites</td>
<td>11,187</td>
<td>12,437</td>
<td>12,706</td>
</tr>
<tr>
<td>Other sites</td>
<td>9,619</td>
<td>13,288</td>
<td>11,261</td>
</tr>
</tbody>
</table>

2) Porsche only feeds fresh water (≤1000 mg/l total dissolved solids (TDS)) into areas with no water stress.

### Water consumption in m³/vehicle

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Water consumption</td>
<td>3.82</td>
<td>3.26</td>
<td>3.05</td>
<td>2.72</td>
<td>3.07</td>
<td>3.14</td>
<td>3.32</td>
</tr>
</tbody>
</table>

---

**Material consumption in 2020 in t**

- Steel/cast iron: 219,507 t
- Copper: 13,740 t
- Alloys: 136,429 t
- Plastics: 98,873 t
- Steel/metal: 63,955 t
- Others: 13,740 t
Non-financial key figures

Unless otherwise stated, the reported key figures refer to the Porsche AG Group (including its subsidiaries).

<table>
<thead>
<tr>
<th>Total workforce</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>36,359</td>
<td>35,429</td>
<td>32,235</td>
</tr>
<tr>
<td>Of which Porsche AG</td>
<td>22,290</td>
<td>21,371</td>
<td>19,032</td>
</tr>
<tr>
<td>Of which Porsche Leipzig GmbH</td>
<td>4,194</td>
<td>4,260</td>
<td>4,292</td>
</tr>
<tr>
<td>Of which other Group companies</td>
<td>9,975</td>
<td>9,798</td>
<td>9,021</td>
</tr>
<tr>
<td>Region: Germany</td>
<td>32,661</td>
<td>31,690</td>
<td>28,764</td>
</tr>
<tr>
<td>Region: Europe (excluding Germany)</td>
<td>1,565</td>
<td>1,581</td>
<td>1,674</td>
</tr>
<tr>
<td>Region: North America</td>
<td>819</td>
<td>834</td>
<td>814</td>
</tr>
<tr>
<td>Region: Asia</td>
<td>1,056</td>
<td>1,023</td>
<td>974</td>
</tr>
<tr>
<td>Other regions (Australia, Latin America)</td>
<td>769</td>
<td>703</td>
<td>279</td>
</tr>
</tbody>
</table>

Employees by type of employment

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time employees</td>
<td>34,010</td>
<td>33,612</td>
<td>30,694</td>
</tr>
<tr>
<td>Of which trainees</td>
<td>798</td>
<td>804</td>
<td>904</td>
</tr>
<tr>
<td>Part-time employees</td>
<td>2,349</td>
<td>1,917</td>
<td>1,631</td>
</tr>
<tr>
<td>Employees subject to wage agreements</td>
<td>21,876</td>
<td>21,875</td>
<td>20,220</td>
</tr>
<tr>
<td>Employees exempt from wage agreements and executive employees</td>
<td>4,410</td>
<td>4,384</td>
<td>4,105</td>
</tr>
</tbody>
</table>

\* Due to equal pay and attractive framework conditions, Porsche does not report the number of temporary employees separately.

\* 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 %

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Porsche AG Group</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 30 years</td>
<td>20.9%</td>
<td>22.9%</td>
<td>23.1%</td>
</tr>
<tr>
<td>30 – 50 years</td>
<td>61.6%</td>
<td>60.1%</td>
<td>59.3%</td>
</tr>
<tr>
<td>&gt; 50 years</td>
<td>17.5%</td>
<td>17.0%</td>
<td>17.6%</td>
</tr>
<tr>
<td>Porsche AG</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 30 years</td>
<td>22.6%</td>
<td>23.3%</td>
<td>22.9%</td>
</tr>
<tr>
<td>30 – 50 years</td>
<td>57.7%</td>
<td>56.4%</td>
<td>56.8%</td>
</tr>
<tr>
<td>&gt; 50 years</td>
<td>19.8%</td>
<td>19.7%</td>
<td>21.3%</td>
</tr>
<tr>
<td>Porsche Leipzig GmbH</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 30 years</td>
<td>10.2%</td>
<td>19.1%</td>
<td>18.1%</td>
</tr>
<tr>
<td>30 – 50 years</td>
<td>76.6%</td>
<td>71.2%</td>
<td>71.2%</td>
</tr>
<tr>
<td>&gt; 50 years</td>
<td>13.2%</td>
<td>9.7%</td>
<td>10.1%</td>
</tr>
</tbody>
</table>

Employees by gender

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>6,588</td>
<td>6,450</td>
<td>5,944</td>
</tr>
<tr>
<td>Male</td>
<td>29,771</td>
<td>28,979</td>
<td>26,381</td>
</tr>
</tbody>
</table>

Employees in 2020 by age structure

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 30 years</td>
<td>20.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt; 60 years</td>
<td>61.6%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Employees in 2020 by gender

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>18.1%</td>
<td>18.2%</td>
<td>18.4%</td>
</tr>
<tr>
<td>Male</td>
<td>81.9%</td>
<td>81.8%</td>
<td>81.6%</td>
</tr>
</tbody>
</table>

Percentage breakdown of executive employees by age and gender

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breakdown by age</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 30 years</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>&gt; 60 years</td>
<td>84.4%</td>
<td>74.2%</td>
<td>73.3%</td>
</tr>
</tbody>
</table>

Percentage breakdown by gender

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>62.5%</td>
<td>61.5%</td>
<td>61.3%</td>
</tr>
<tr>
<td>Male</td>
<td>37.5%</td>
<td>38.5%</td>
<td>38.7%</td>
</tr>
</tbody>
</table>
### Parental leave and return to the workplace

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of employees who took parental leave</td>
<td>1,523</td>
<td>1,322</td>
<td>1,205</td>
</tr>
<tr>
<td>Female</td>
<td>281</td>
<td>243</td>
<td>253</td>
</tr>
<tr>
<td>Male</td>
<td>1,242</td>
<td>1,079</td>
<td>952</td>
</tr>
<tr>
<td>No. of employees returning after parental leave</td>
<td>1,434</td>
<td>1,095</td>
<td>1,119</td>
</tr>
<tr>
<td>Female</td>
<td>244</td>
<td>48</td>
<td>171</td>
</tr>
<tr>
<td>Male</td>
<td>1,190</td>
<td>1,047</td>
<td>948</td>
</tr>
<tr>
<td>No. of returned employees still employed after 12 months</td>
<td>1,454</td>
<td>1,037</td>
<td>875</td>
</tr>
<tr>
<td>Female</td>
<td>236</td>
<td>190</td>
<td>149</td>
</tr>
<tr>
<td>Male</td>
<td>1,218</td>
<td>847</td>
<td>726</td>
</tr>
</tbody>
</table>

1) Porsche’s reporting on employee turnover is not broken down by age group, gender and religion as this data is 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.

2) 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 to work 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.

### Newly hired employees by region, gender and age group

<table>
<thead>
<tr>
<th>Region</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>2,221</td>
<td>3,065</td>
<td>3,746</td>
</tr>
<tr>
<td>Region: Europe (excluding Germany)</td>
<td>96</td>
<td>127</td>
<td>158</td>
</tr>
<tr>
<td>Region: North America</td>
<td>78</td>
<td>96</td>
<td>96</td>
</tr>
<tr>
<td>Region: Asia</td>
<td>16</td>
<td>94</td>
<td>148</td>
</tr>
<tr>
<td>Region: Other regions (Australia, Latin America)</td>
<td>16</td>
<td>20</td>
<td>45</td>
</tr>
</tbody>
</table>

#### No. of newly hired employees by gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>453</td>
<td>679</td>
<td>1,041</td>
</tr>
<tr>
<td>Male</td>
<td>2,051</td>
<td>3,245</td>
<td>3,086</td>
</tr>
</tbody>
</table>

#### No. of newly hired employees by age group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 30 years</td>
<td>1,259</td>
<td>2,034</td>
<td>2,116</td>
</tr>
<tr>
<td>30-50 years</td>
<td>1,151</td>
<td>1,819</td>
<td>1,899</td>
</tr>
<tr>
<td>&gt; 50 years</td>
<td>94</td>
<td>77</td>
<td>112</td>
</tr>
</tbody>
</table>

### Employee turnover in %

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of employees who left the company</td>
<td>1.9%</td>
<td>1.9%</td>
<td>1.3%</td>
</tr>
</tbody>
</table>

1) The figures reported for the 2018 financial year relate exclusively to Porsche AG and Porsche Leipzig GmbH.

### Newly hired employees by age group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2020</th>
<th>2019</th>
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</thead>
<tbody>
<tr>
<td>&lt; 30 years</td>
<td>1,259</td>
<td>2,034</td>
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</tr>
<tr>
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<td>1,151</td>
<td>1,819</td>
<td>1,899</td>
</tr>
<tr>
<td>&gt; 50 years</td>
<td>94</td>
<td>77</td>
<td>112</td>
</tr>
</tbody>
</table>

### No. of employees who took parental leave

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>1,523</td>
<td>1,322</td>
<td>1,205</td>
</tr>
<tr>
<td>Female</td>
<td>281</td>
<td>243</td>
<td>253</td>
</tr>
<tr>
<td>Male</td>
<td>1,242</td>
<td>1,079</td>
<td>952</td>
</tr>
</tbody>
</table>

### No. of employees returning after parental leave

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>1,434</td>
<td>1,095</td>
<td>1,119</td>
</tr>
<tr>
<td>Female</td>
<td>244</td>
<td>48</td>
<td>171</td>
</tr>
<tr>
<td>Male</td>
<td>1,190</td>
<td>1,047</td>
<td>948</td>
</tr>
</tbody>
</table>

### No. of returned employees still employed after 12 months

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>1,454</td>
<td>1,037</td>
<td>875</td>
</tr>
<tr>
<td>Female</td>
<td>236</td>
<td>190</td>
<td>149</td>
</tr>
<tr>
<td>Male</td>
<td>1,218</td>
<td>847</td>
<td>726</td>
</tr>
</tbody>
</table>

### Average number of training hours per participant

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>15.9</td>
<td>21.6</td>
<td>20.8</td>
</tr>
<tr>
<td>Female</td>
<td>16.7</td>
<td>21.7</td>
<td>23.3</td>
</tr>
<tr>
<td>Male</td>
<td>17.1</td>
<td>23.3</td>
<td>23.0</td>
</tr>
</tbody>
</table>

### No. of training programme participants

#### Total

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>125,297</td>
<td>107,294</td>
<td>40,920</td>
</tr>
</tbody>
</table>

#### Percentage breakdown of participants by employee category

<table>
<thead>
<tr>
<th>Employee Category</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees subject to wage agreements</td>
<td>89.0%</td>
<td>87.3%</td>
<td>85.4%</td>
</tr>
<tr>
<td>Employees exempt from wage agreements and executive employees</td>
<td>10.0%</td>
<td>12.7%</td>
<td>14.6%</td>
</tr>
</tbody>
</table>

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 no. of training hours per participant by employee category

<table>
<thead>
<tr>
<th>Employee Category</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees subject to wage agreements</td>
<td>15.6</td>
<td>21.8</td>
<td>21.1</td>
</tr>
<tr>
<td>Porsche AG</td>
<td>17.0</td>
<td>23.6</td>
<td>22.0</td>
</tr>
<tr>
<td>Porsche Leipzig GmbH</td>
<td>10.1</td>
<td>11.8</td>
<td>23.6</td>
</tr>
<tr>
<td>Other Group companies</td>
<td>8.1</td>
<td>21.7</td>
<td>no data</td>
</tr>
<tr>
<td>Employees exempt from wage agreements and executive employees</td>
<td>19.9</td>
<td>20.6</td>
<td>19.1</td>
</tr>
<tr>
<td>Porsche AG</td>
<td>20.4</td>
<td>23.0</td>
<td>19.5</td>
</tr>
<tr>
<td>Porsche Leipzig GmbH</td>
<td>28.8</td>
<td>28.0</td>
<td>20.5</td>
</tr>
<tr>
<td>Other Group companies</td>
<td>18.9</td>
<td>20.8</td>
<td>no data</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accidents</td>
<td>214</td>
<td>218</td>
<td>202</td>
</tr>
<tr>
<td>Lost days</td>
<td>1,735</td>
<td>2,056</td>
<td>2,078</td>
</tr>
<tr>
<td>Fatalities</td>
<td>0</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td><strong>Porsche AG</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accidents</td>
<td>191</td>
<td>188</td>
<td>166</td>
</tr>
<tr>
<td>Lost days</td>
<td>1,440</td>
<td>2,362</td>
<td>1,987</td>
</tr>
<tr>
<td>Fatalities</td>
<td>0</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td><strong>Porsche Leipzig GmbH</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accidents</td>
<td>23</td>
<td>30</td>
<td>39</td>
</tr>
<tr>
<td>Lost days</td>
<td>293</td>
<td>324</td>
<td>591</td>
</tr>
<tr>
<td>Fatalities</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

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 rate ¹

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Porsche AG</td>
<td>6.1</td>
<td>6.1</td>
<td>5.8</td>
</tr>
<tr>
<td>Porsche Leipzig GmbH</td>
<td>4.0</td>
<td>4.6</td>
<td>5.5</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>approx. 21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>approx. 4.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>approx. 27.5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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 S-rating of suppliers of production materials to Porsche AG in 2020

9.0% Positive S-rating

8.7% S-rating under review

0.3% No S-rating

S-rating of suppliers for production materials in 2020

Percentage breakdown of origin of suppliers to Porsche AG in 2020

96.0% Registered office in the EU

4.0% Registered office outside the EU

Percentage spend with local suppliers by Porsche AG at main places of business

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>97.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>97.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>97.0%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹ Local suppliers are defined as suppliers with their registered office in the EU. The main places of business are Stuttgart-Zuffenhausen and Leipzig.
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 Zeh
Trade Union Secretary of IG Metall
District management Berlin – Brandenburg – Saxony
### Emission and consumption information

<table>
<thead>
<tr>
<th>Model</th>
<th>Power output (kW)</th>
<th>Power (HP)**</th>
<th>Fuel consumption urban (l/100 km)</th>
<th>Fuel consumption extra-urban (l/100 km)</th>
<th>Fuel consumption combined (l/100 km)</th>
<th>CO₂ emissions combined (g/km)</th>
<th>Energy efficiency class</th>
</tr>
</thead>
<tbody>
<tr>
<td>718 Cayman</td>
<td>220</td>
<td>295</td>
<td>11.9</td>
<td>8.1</td>
<td>9.7</td>
<td>199</td>
<td>G</td>
</tr>
<tr>
<td>718 Cayman PDK</td>
<td>220</td>
<td>295</td>
<td>11.6</td>
<td>8.1</td>
<td>9.7</td>
<td>185</td>
<td>G</td>
</tr>
<tr>
<td>718 Cayman S</td>
<td>278</td>
<td>374</td>
<td>11.0</td>
<td>8.5</td>
<td>9.9</td>
<td>218</td>
<td>G</td>
</tr>
<tr>
<td>718 Cayman S PDK</td>
<td>278</td>
<td>374</td>
<td>11.0</td>
<td>8.5</td>
<td>9.9</td>
<td>206</td>
<td>G</td>
</tr>
<tr>
<td>718 Cayman GTS</td>
<td>294</td>
<td>400</td>
<td>11.0</td>
<td>8.5</td>
<td>9.9</td>
<td>246</td>
<td>G</td>
</tr>
<tr>
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<td>11.0</td>
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<td>232</td>
<td>G</td>
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<tr>
<td>718 Boxster</td>
<td>220</td>
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**Plug-in hybrids**

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**BEV**

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*Range depending on the tyre set used.
**Overall system performance.

Current consumption values can be found at [https://www.porsche.com/germany/verbrauchsinformationen/](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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Porsche AG Group

Brief overview

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1) From FY 2019 onwards without pre-production vehicles.
2) As of 31 December.
3) Relates to investments 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.

Porsche Newsroom provides more information and an interactive comparison of our current financial and volume data. By selecting various parameters such as time period, indicator type or display type, you can generate and save individual comparisons in different formats.

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