

A male mechanic in a white uniform is working on a car's tire. He is looking up at the tire with a focused expression. The car is elevated, and the mechanic is using his hands to adjust the tire. The background shows a modern garage with large windows.

**PORSCHE**  
HOLDING

**LET'S WIN  
THE RACE**

**SUSTAINABILITY  
POWERED  
BY PEOPLE**

SUSTAINABILITY  
REPORT 2023

# PROGRESS STARTS



## CURRENT STATUS OF SUSTAINABILITY AT PORSCHE HOLDING SALZBURG

### PORSCHE HOLDING SALZBURG

#### VISION

WE ARE SHAPING MOBILITY  
FOR A BETTER FUTURE.

7  
FOCUS FIELDS

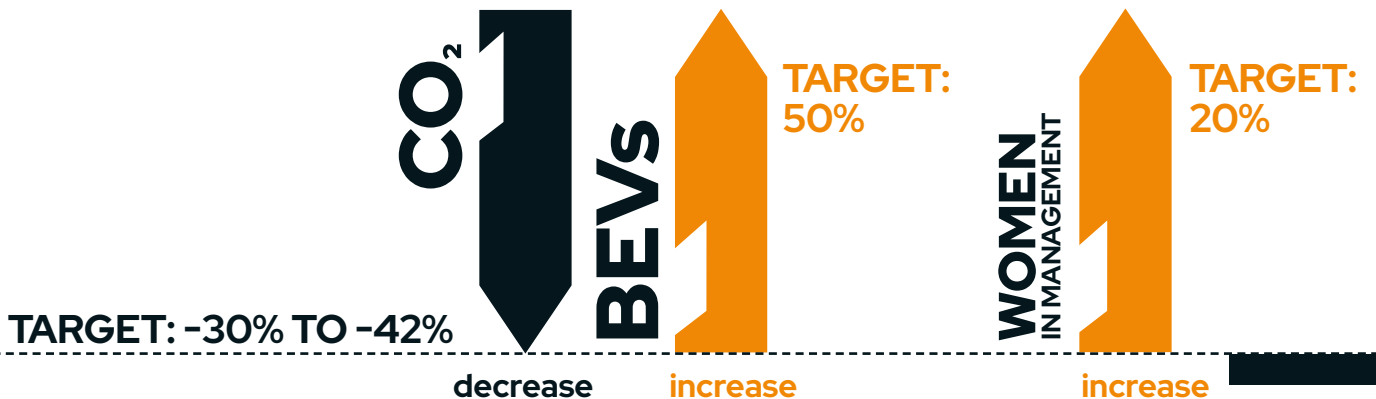
527  
RETAIL LOCATIONS  
WORLDWIDE

35,755  
EMPLOYEES

#### BUSINESS DIVISIONS:

wholesale, retail, financial services, IT systems

#### OUR THREE CENTRAL GOALS BY 2030:



# LET'S WIN THE RACE

That is our mission. How do we drive our mission forward? By joining forces – with people, ideas and possibilities.

We are constantly looking at our mission with fresh eyes. For the Sustainability Report 2023, we are focussing on the people who work for Porsche Holding Salzburg.

**LET'S WIN THE RACE – POWERED BY PEOPLE.**

## FOCUS FIELDS FOR THE SUSTAINABILITY STRATEGY









**“THE PATH TO CO<sub>2</sub> NEUTRALITY IS LIKE A MARATHON. IT TAKES A CONCRETE GOAL AND THE PERSEVERANCE TO ACHIEVE IT.”**

**JOHANN LECHNER, CFO**



**POWER**

**People make  
the difference  
in the mobility  
transformation**

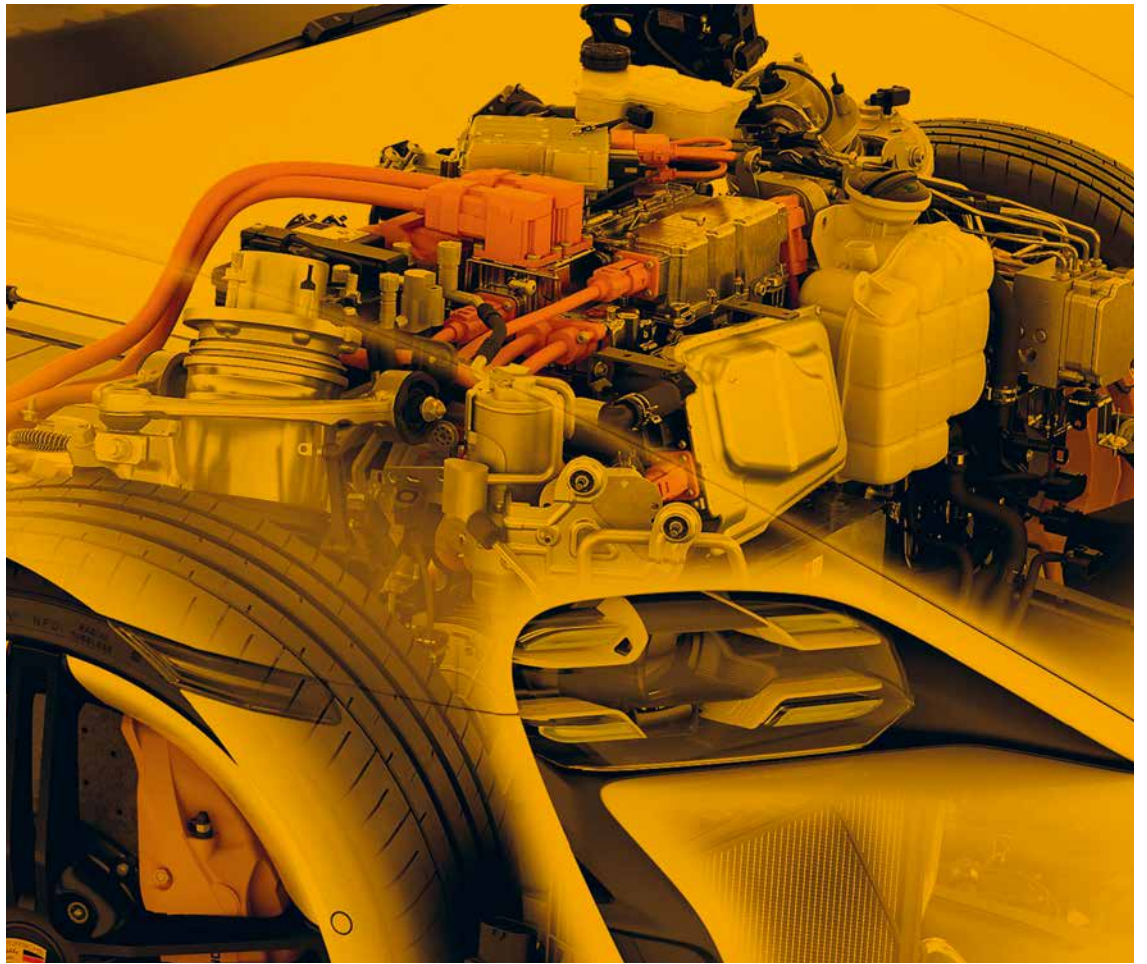
**The urgent need to drive forward the climate transition is more noticeable than ever before. It requires speed, endurance and above all – each and every one of us. We need people who embrace sustainable mobility concepts and people who make them possible. Thanks to the 35,755 employees of Porsche Holding Salzburg, we were able to make progress in 2023 and take vital steps on the path to ensuring a sustainable future for all.**

WE SET THE PACE FOR ACHIEVING OUR OWN ENVIRONMENTAL TARGETS OURSELVES. THE FACT THAT OUR EMPLOYEES GET INVOLVED IN AND IDENTIFY WITH OUR TARGETS PROVIDES THE FUEL THAT GETS US THERE.

# LESS EMISSIONS? MY MISSION







# CLIMATE POWER

100% together on  
the path to zero CO<sub>2</sub>

# HARNESSING OUR OWN ENERGY

WE ARE TACKLING KEY ISSUES FOR THE CLIMATE TRANSITION OURSELVES AS A GROUP: OUR COMMITMENT RANGES FROM REDUCING OUR CO<sub>2</sub> EMISSIONS TO SUSTAINABLE PROCUREMENT AND RESOURCE- FRIENDLY USE OF IT DEVICES.

## Fleet management and car sharing: sustainable mobility for employees

The topic of sustainability has long been an issue in our fleet segment. Our teams support companies with environmentally friendly mobility solutions for their employees – from electrically powered vehicles for their fleet to environmentally friendly car sharing models.

Our experts can also draw on their own experience, as we are continuously developing our concepts for sustainable employee mobility. Our internal corporate e-car sharing scheme for employees at Porsche Holding GmbH Salzburg ("Porsche Holding") has been very popular for many years, with colleagues covering several hundred thousand kilometres each year in the all-electric vehicles.

Our teams are committed to supporting companies on their way towards a sustainable future and advising them on the conversion of their vehicle fleets. The Volkswagen Group's wide range of vehicles includes a suitable electric model for every field of application. And that's not all – **in addition to the vehicles, our comprehensive range also includes the required infrastructure.** We are leading the way in charging infrastructure with the smart, data-driven energy solutions we have developed for companies through our subsidiary MOON POWER.



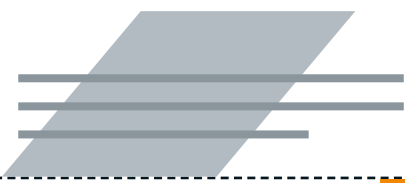
Scan the QR code to  
watch the interview.



"I work in the field of sustainability for various reasons, including to debunk myths and inspire people to embrace e-mobility. This still involves a lot of pioneering work, but it's fun."

Wolfgang Baumgartner,  
Store and Event Manager  
MOONCITY





# 9.0%

of the CO<sub>2</sub> emissions were reduced in 2023 compared to the base year 2021

In addition to fleet customers such as Fronius, ARAC GmbH and A1, we have also been able to convince the Austrian Federal Ministry of the Interior (BMI) of the **future potential** of e-mobility and a corresponding partnership, with police in four federal states testing a total of 22 Volkswagen Group electric cars in service since 2023.

In addition to e-cars, we are continuously expanding the sustainable portfolio of our fleet management with additional components that are fit for the future. **As well as to leasing options for BEVs, we have also been offering bicycles and e-bikes for employees since 2023.** The Federal Minister for Climate Action, Environment, Energy, Mobility, Innovation and Technology, Leonore Gewessler, presented us with the prestigious Austrian Ecolabel at the beginning of 2023 for our sharetoo e-car sharing programme. In addition to private customers, we also manage to reach municipalities, cities, companies, housing developers and public institutions with this service. We are already offering an innovative concept for the company fleets of tomorrow through our cost-effective corporate car sharing service.



From charging stations to electric cars – we cover the entire portfolio.



## Travelling together

**Porsche Holding** has set itself ambitious emissions targets. We realise that we can only achieve them by working together. Our employees bring our strategy to life, drive it forward and play their part in ensuring that we win the race. That's why we involve all employees when developing our targets as well as in our measures and progress using various formats. A wide range of initiatives and measures at the locations provide evidence of this success.

**A central energy competence team and special energy teams at all locations in Germany are responsible for identifying and implementing measures aimed at increasing energy efficiency.** The energy competence team is responsible primarily for coordinating the energy teams, monitoring and reporting key energy figures and checking the plausibility of actions and measures. The energy teams meet at least three times per year and usually consist of a service manager, workshop manager, parts service manager, sales manager and in-house technician. They raise awareness among their colleagues of energy-saving behaviour, carry out regular location tours to identify energy-saving potential and are responsible for monitoring the locations when it comes to energy-related changes. They are also involved in internal and external energy audits.







With the active support of employees and their families, the Ruta Azul initiative in Chile has already achieved remarkable impacts.

We are supporting the Ruta Azul initiative in Chile, which includes landscape maintenance, textile recycling, technology recycling and sustainability training in schools as part of its programme. Among other measures, the initiative launched by Volkswagen Trucks has collected a total of 496 tonnes of cardboard and 166 tonnes of plastic since 2019, and is implementing various sustainability initiatives locally at Porsche Holding.

The Salzburg Parts Distribution Centre (TVZ) also underwent changes relating to sustainability in 2023: we expanded the photovoltaic system (PV) on the roof by 300 kilowatt peak (kWp) to a total of 627 kWp, covering almost a quarter of the electricity requirements. **Our plan is to expand the capacity in the current year to just under 1,000 kWp. Wherever possible, we use reusable containers at the Parts Distribution Centre (TVZ) for the delivery of spare parts.** If additional packaging is required, we use cardboard packaging with a recycled content of up to 80 per cent and have been using plastic bags made from 100 per cent recycled material since 2023.

Our Sustainability Task Force in Singapore ran a variety of campaigns to raise awareness of sustainability issues in the reporting year, encouraging employees to donate clothes, electronics, kitchen appliances and cuddly toys, and give them a second life. The task force presents sustainable practices to the team via a specially created screensaver and held a competition for upcycling Christmas decorations in December.







With our "User & Device Support", we offer repair options for IT devices.

## Green IT: new teams for tackling an important issue

We have also focused on the topic of "Green IT" when it comes to minimising our CO<sub>2</sub> emissions. Porsche Informatik is consistently driving this area forward within the Group across all focus fields. We developed a targeted strategy and identified initial measures on that basis in the reporting year. The strategy focuses on potential and optimisation measures in all areas – from devices, digital workstations and infrastructure to software solutions. The broad-based approach means that numerous colleagues from different areas are involved and can share and expand their knowledge together.

We also intend to make targeted use of the high potential of digitalization as a company to reduce CO<sub>2</sub> emissions. The use of sustainable cloud solutions or our own software for the digitalization, management and archiving of documents are just some of the numerous usage examples. Life cycles for hardware is another crucial lever. The "User & Device Support" team in Austria therefore provides a repair service for the purposes of extending hardware service life. The team also takes care of the sustainable recycling of used devices and IT assets. **A cooperation partnership collects old appliances and refurbishes them. We resell the appliances or donate them to schools and charitable organisations wherever possible.**



100%

of our employees in procurement  
were trained in 2023



With our defined sustainability criteria in procurement, we create sustainable supply chains.



## Green procurement: an issue for the entire workforce

**Procurement** is also an area that has a significant impact on the environment at Porsche Holding: in addition to the direct impact of the goods and services purchased, the topic is also useful in acting as a catalyst and amplifier when it comes to raising awareness among employees. That's why, when it comes to procurement processes, we attach great importance to ensuring that all colleagues at all levels understand our shared values.

**In addition to engaging with our suppliers** and consistently advancing our existing measures for sustainable supply chains and procurement activities, we also organised numerous training sessions in 2023. The goal of this was to ensure that all employees in the Group Procurement Network had received training on sustainable procurement by the end of the year. We also organised a total cost of ownership training course specific to the procurement process, which we are also offering to employees working in relevant areas in the current year. These training courses enable us to ensure that our decisions to award contracts are made on a holistic basis, for example by also taking CO<sub>2</sub> emissions into account in a monetised form. We also rely on extensive knowledge beyond the procurement departments and therefore provide all employees with a checklist for sustainable procurement as well as various guidelines and in-depth information.

**MORE DIGITAL, MORE SUSTAINABLE,  
MULTIMODAL: THE MOBILITY SECTOR  
IS CURRENTLY REINVENTING ITSELF  
IN ORDER TO BE FIT FOR THE FUTURE.  
THIS ALSO REQUIRES COMPLETELY NEW  
SKILLS AND JOB PROFILES. WE TRAIN,  
EDUCATE AND PROMOTE THE COURAGE  
TO CHANGE.**



**MOBILITY**

**IS OUR  
JOB**







# SOCIAL POWER

100% committed to people  
and society

# FORWARD FOR ALL

WE RESPOND TO NEW BUSINESS MODELS AND WORKING METHODS WITH TARGETED SKILLS MANAGEMENT THAT QUALIFIES OUR EMPLOYEES AND OPENS UP SUSTAINABLE DEVELOPMENT PATHS FOR THEM.

## Workforce transformation: we encourage and protect our employees

We have linked our comprehensive LIFE@Porsche personnel strategy with the sustainability strategy through our **Workforce Transformation focus field**. This has allowed us to focus on developing our employees and promoting diversity.

Digitalization and the switch to electric drives play an important role in this development. The transformation with changes to repair and maintenance tasks and expanded service offerings requires new skills from our employees, as does the "digital dealer". We focus on further training as part of our modern work culture. Among other things, this training specifically links the areas of IT and management in order to equip our employees with the tools they need to work with new technologies and processes. In partnership with Vienna University of Technology, for example, we have developed our **Data-Driven Business MBA**, a further education programme for the areas of data analytics and the use of artificial intelligence. Other examples of our wide range of programmes for new skills include further training within retail, special programmes for young IT talent, finance courses, excellent management programmes and our international trainee programme, which focuses on young talent.



# 25%

of managers in senior management should be of international origin by 2030





## Diversity as a **success factor**

As a leading employer in our industry, we are committed to a diverse and inclusive working environment in which talented people of all ages and genders can make the best contribution possible, regardless of their origin or cultural background. We continued to work on this at various levels in the reporting year. Among other things, we have introduced an international network for women in management positions. "Female Link x PHS" is an international platform for discussion, mutual support and development for female managers and aspiring managers. We promote a healthy work/life balance through programmes such as the company childcare facility in Salzburg, which was expanded in 2023.

As part of a pilot project, we have hired an employee in the IT department who is on the neurodivergent spectrum and is distinguished for his outstanding analytical skills. We are planning to hire more employees on the neurodivergent spectrum in the current year in collaboration with the experts at Amazing 15. Along with sustainable development for internal executives, our strategic succession planning and potential analysis has also had a strategic focus on increasing diversity in management.

We keep a close eye on hazards in everyday working life and take measures for occupational health and safety.

## Health and safety **for our teams**

As a responsible employer, we minimise accidents, illnesses and hazards as far as possible and take measures to protect health and safety at work. Occupational safety measures focus on training, careful risk analyses and a comprehensive prevention programme at all locations. We offer the majority of training courses via digital platforms. We identify potential risk factors through regular site inspections and initiate targeted improvement measures. Continuous evaluation and improvement of our safety practices are key components in our efforts to promote a culture of safety and a conscious approach to occupational risks.





In addition to implementing structural measures, we also focus on a wide range of activities aimed at promoting health. Special initiatives such as the Health Days, workshops and training sessions on dealing with mental stress or physiotherapy programmes **promote the health** and well-being of our employees at our locations worldwide and thereby contribute towards our positive working atmosphere.

## Towards the digital dealer

In the reporting year, we continued our focus on simplifying processes for customers and on data protection as part of the process of **responsible digitalization** of our services at the dealerships. Employees at Porsche Informatik in particular have been working on numerous projects that, for example, simplify contract processing so that we can continue to offer our customers the best service in the future. As a result, customers in selected markets can already sign their contracts digitally, saving valuable time and effort.

**We attach great importance to protecting the sensitive data of our customers and employees, particularly considering these types of innovations. This is an aspect that contributes towards the important role played by information security at Porsche Holding. Our mission here is clear: we ensure the prevention and detection of potential cyberattacks and make sure that these receive the appropriate response.** This only works if all employees put this approach into practice on a day-to-day basis – they are crucial to our information security as the first line of defence in the event of attacks on our systems and data. This is why we raise awareness among our colleagues and train them on using digital systems securely. At the same time, our IT and specialist departments work closely together to secure all processes and develop security protocols in the event of an IT failure or ransomware attack.



The vehicle can be dropped off or picked up in a flash at any time of day or night at the digital reception of the PIA Fastlane.

## Digitalization: the courage to change



Scan the QR code to  
watch the interview.

Increasing digitalization is posing new challenges for every company. But more than anything, we see this development as an opportunity for sustainable change. This not only applies to the services we offer our customers, but also to us as a company with 35,755 employees at 527 locations in 29 countries. Digitalization allows for new forms of collaboration and gives rise to structures and processes that enable us to react quickly to changes in our industry.

That is why successive optimisation of our processes is also a key component in our digitalization measures: our locations all around the world use various digital solutions that facilitate communication and collaboration between departments and optimise the processes for managing important documents. We take care of these topics from development and requirements management to product management, ensuring that we leverage the potential provided by the opportunities for digitalization of our processes throughout the company today and in the future.



**“We came up with the idea for the “Drive together” app at the Apprentice Hackathon 2023. We wanted to develop something that would help reduce CO<sub>2</sub> emissions and promote social contact. We have received several awards for this.”**

**Katharina Wallner and  
Stefan Tabernig, Apprentices  
Porsche Bank**

## FIT FOR THE FUTURE: WE ARE TRAINING HIGH-VOLTAGE TECHNICIANS

**IF OUR INDUSTRY** reinvents itself for the future with BEVs and other innovations, this will also have a significant impact on our workshops and the people who work there, as new technologies are changing the tasks, processes and skills required. As a company, we support our employees in their courage to embrace change with the right training and development programmes.

**QUALIFICATIONS IN THE HIGH-VOLTAGE SECTOR** provide a path with a future. The maintenance and repair of BEVs, fuel cell vehicles and plug-in hybrids requires new expertise and skills to complement existing training formats, not least because some of these vehicles are operated using very high electrical voltages and incorrect handling of the high-voltage components can have dangerous consequences.

**OUR EMPLOYEES CAN ACQUIRE SPECIALISED KNOWLEDGE** in various ways, with even our trainees acquiring basic knowledge of e-mobility and high-voltage systems. Our two-day advanced qualification in e-mobility technology is open to all technicians who have completed basic training within the Group. The training focuses primarily on the use of tools and work instructions as well as on imparting specialist knowledge in the areas of drive concepts and fault identification. Colleagues who have gained this qualification can move up into the top league and qualify as “high-voltage experts” with our further training programme. Lasting several days, the programme trains employees to become specialists in repairs involving direct intervention in a battery’s high-voltage system.

CLEAR COMMUNICATION IS EVERYTHING WHEN IT COMES TO SHARING CORPORATE VALUES AND PUTTING THEM INTO PRACTICE. FOR US, IT STARTS AT THE JOB INTERVIEW AND REACHES OUR EMPLOYEES IN WORKSHOPS AND OFFICES ALIKE.

A  
DRIVE  
THAT  
REACHES US  
EVERY-  
WHERE







# VALUE POWER

100% committed to  
people and society



# 360° MINDSET

PEOPLE MAKE THE DIFFERENCE WHEN IT COMES TO SUSTAINABILITY AND OUR CORPORATE CULTURE. WE SUPPORT PEOPLE WITH THE TOOLS THEY NEED TO LIVE BY OUR VALUES AND ACT SUSTAINABLY.

## We provide a **solid framework**

Our **Code of Conduct** is a central pillar for good compliance. It is equally important and binding for all employees across all brands, hierarchy levels, departments and locations. As the centrepiece of our value-driven actions, it seamlessly combines integrity and compliance issues. **The Code of Conduct is more than just a series of rules: it is the "basic law" for acting in accordance with our shared corporate values.** Its content reflects the rules and values by which we act and serves as an ethical compass for managing the complexity of our employees' professional landscape.

**In the reporting year, we drew up a new Code of Conduct**, which has been applicable throughout the company since 1 January 2024. We see all of our employees as having a key role in implementing this. For this reason, selected employees from our company are providing testimonials for an international communication campaign and acting as the faces of the new Code of Conduct.





All major investments are scrutinised by an investment committee. We also support this committee in our common goal of channelling our financial flows towards sustainable development. We tested a new procedure in a pilot phase during the reporting year in order to be able to assess the consequences of investments with regard to sustainability aspects. **The completion of an ESG statement has been mandatory for every investment application since August 2023. Applicants evaluate and justify the impact of the investment on selected focus fields within our sustainability strategy.** Following the evaluation of the pilot phase, this ESG statement has already been permanently integrated into our processes in the current year.



We also pursue our strategic sustainability ideas and the approach of working with as many people as possible on our sustainability targets when dealing with our business partnerships. In this context, we implemented the necessary measures at policy level across the entire company at the beginning of 2023. These include the integration of our Code of Conduct for business partners in all orders, the formalisation of the CSR rating process and the systematic handling of grievances in the supply chains through the provision of whistleblower channels and structured processing for these (the "supply chain grievance mechanism").





Scan the QR code to  
watch the interview.



“Marketing plays a major role in the transformation, not in the sense of advertising, but in the sense of education. Events like the “Wiener Elektrotage” are important because you get expert advice, fun entertainment and sustainable cuisine.”

Andreas Martin,  
Managing Director Porsche  
Media & Creative

89%

is the average integrity awareness  
of the workforce in 2023



## Living values together

The only true values are those that we **put into practice**. This belief determines our strong commitment to communicating our values in our day-to-day work. In the reporting year, we continued to use a variety of channels to ensure that all employees are familiar with our values, can put them into practice in the workplace and can share them in their environment.

**Our corporate culture puts people at the centre of everything we do. Key aspects here include responsibility and the principle of entrepreneurship: we encourage every employee to think in an entrepreneurial way and create an environment in which individual ideas are valued. Our corporate culture also focuses on appreciation and working together in the spirit of trust. This is because trust, recognition of achievements, open communication and respect in cooperation create a motivating atmosphere.** Our principles of remaining grounded and professional emphasise the focus on our business, with our customers at the centre. An open and pragmatic approach is just as much a part of this as a willingness to solve problems together. Last but not least, we are also committed to integrity and compliance. We emphasise our responsibility by complying with laws, internal rules and ethical principles. By integrity, we mean honesty, transparency and ethical principles in all our actions. Integrity is non-negotiable as a value. This applies to our managers and to all other employees at Porsche Holding because we firmly believe that integrity and compliance form the basis for long-term relationships and our company's success.

**Entrepreneurship & responsibility**

**Appreciation & togetherness**

**Integrity & compliance**

**Down-to-earth approach & professionalism**

We actively communicate our values during the application process to ensure that new colleagues agree with them. We give new employees an overview of our corporate values at our Welcome Days. We ensure that these values become fully integrated through e-learning sessions and other channels. **As part of our annual Management Performance Evaluation (MPE), we reinforce our value-driven corporate culture and incorporate key aspects of our values into the feedback.** Our development programmes also focus on respectful interaction and integrity, relying on mutual exchanges and learning from one another. We use our personnel development programmes to make corporate values tangible through interaction irrespective of whether those taking part are apprentices or managers.



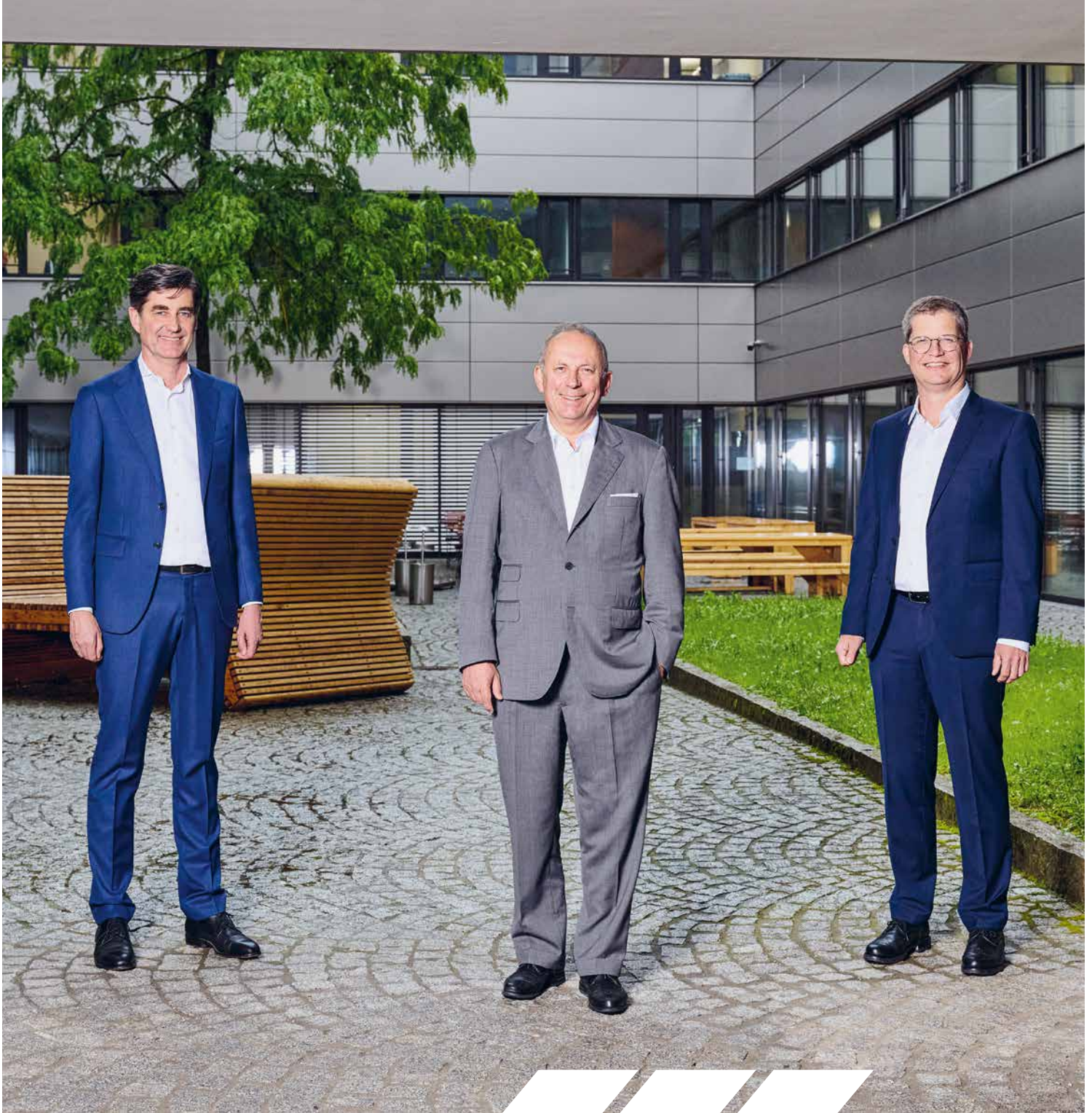
## ADVANCING SUSTAINABILITY TOGETHER

**ENSURING THAT TOPICS BECOME TANGIBLE FOR OUR EMPLOYEES** in the community is an important part of successful communication for us. We continued this tried-and-tested practice in 2023 with numerous events on the topic of sustainability. For example, we organised Project1Hour for the third time on Earth Day. This included an awareness week with a multi-channel campaign as well as a voluntary one-hour workshop for all employees. We informed employees in 29 countries about what they can do to reduce their carbon footprint at work and jointly developed tangible ideas for each individual to get involved in up to 35,000 working hours spent on climate protection.

We presented our sustainability report and numerous activities putting sustainability into practice at two online events **IN AUSTRIA IN JULY** with a total of 1,500 participants. Sustainability experts from 14 subsidiaries came together at the Porschehof headquarters in Salzburg for an in-depth exchange of experiences as part of Porsche Bank's international sustainability conference in November. We invited representatives from each location in Spain to our sustainability breakfast in Barcelona to develop measures jointly for more sustainable working. Direct involvement raises awareness on the topic among these people in the long term and turns them into ambassadors within their teams.

**OUR LOCATIONS IN PORTUGAL** continued their successful environmental training programmes for all employees in workshops and offices in the reporting year. The agenda included environmental practices in waste management for automotive workshops as well as environmental policy and best practice. The aim of the training courses is to expand knowledge of waste types and proper waste separation, environmental policy and Porsche Holding's strategy.





**From left to right: Johann Lechner, Dr Hans Peter Schützing, Rainer Schroll**



# DEAR EMPLOYEES, DEAR CUSTOMERS, DEAR PARTNERS AND OTHER READERS,

One year ago, we documented our commitment to sustainability in a sustainability report for the first time. Our motto: "Let's win the race". This motto still applies to us, because obviously the race is not yet won. To achieve this big goal, we need speed as well as endurance. And we need people who embrace sustainable mobility concepts and people who make them possible.

**Sustainability is only possible through all of us.** We are therefore placing people and their drive at the centre of our current sustainability report – "Sustainability powered by people". On behalf of their colleagues, Porsche Holding employees report on exciting sustainable projects in their everyday lives in our current sustainability report and also in short clips on our website and on social media.

Thanks to our dedicated, strong team, we were able to make further progress in 2023 and set the course for sustainable mobility for everyone.

In a rapidly changing environment with many challenges, Porsche Holding continued to systematically develop its strategy in the 2023 reporting year. We launched a stakeholder survey in November 2022 and completed our materiality analysis in spring 2023 with an examination of the economic, environmental and social impact. The requirements of the new EU Sustainability Directive were already incorporated here. This resulted in updates and adjustments to the focus fields of our sustainability strategy. Porsche Holding had defined five focus fields in the area of climate and environmental action for achieving its overarching goals of the sustainability strategy. In the reporting year, two more were added, relating to the "Social" and "Governance" pillars of sustainability. In the "Workforce Transformation" focus field, we are taking a comprehensive approach to changing tasks and new framework conditions, focussing on further training and creating new apprenticeships. In the "Governance" focus field, we use strong and clear structures to ensure that the company fulfils its responsibility to the environment and society, for example through compliance and integrity.



**"We guarantee a holistic ESG approach by expanding our existing strategy to include focus fields in the areas of "Social" and "Governance"."**

JOHANN LECHNER, CFO

**Green IT is anchored in all focus fields** and supports the achievement of the following goals: reduce CO<sub>2</sub> emissions by 30%, increase the share of BEVs sold to at least 50% and increase the percentage of women in management to 20%. We know that sustainability, environmental protection and diversity are only going to become more important for the company's long-term success moving forward into the future. We have recognised the importance and urgency of reducing our emissions by raising the CO<sub>2</sub> target to -42% after the end of the reporting period in spring 2024.

**As Europe's most successful automotive retail company**, we see our greatest leverage for reducing the ecological footprint in the retail sector. On the product side, we as a sales organisation are making a significant contribution to driving e-mobility forward. There is no other technology that can help achieve the challenging climate targets for mobility more quickly in the coming years. E-mobility is the best solution for sustainable individual mobility. Porsche Holding therefore aims to achieve its target of a 50% share of electric cars in its core markets by the end of the decade. With that, Porsche Holding is also supporting Volkswagen AG's "New Auto" strategy.



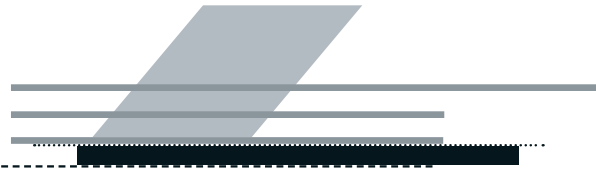
**"Sustainability affects all areas – from green procurement and financial services to human resources."**

DR HANS PETER SCHÜTZINGER, CEO



**“In retail, the operation of our locations plays a central role for sustainable energy and CO<sub>2</sub> reduction.”**

**RAINER SCHROLL**



**On the retail side, we are also committed to driving forward the transition to a digital dealer.** Customers do not have to visit the local dealership for all steps in the purchasing process, thus saving on travel and reducing emissions. Retail is also where the majority of energy consumption takes place in our day-to-day business, which means that we, in the retail sector, can make the biggest contribution to achieving the goal of reducing energy consumption. Through the use of PV systems, we will further expand the use of green electricity generated in-house and additionally reduce emissions.

**We consider ourselves well positioned** to meet challenges of the market. Even if the ramp-up of e-mobility is currently slower than expected, we are keeping our ambitious goals. We want to further increase sales of electric models and continue to expand the charging infrastructure. We also see great opportunities in digitalization, which lets us future-proof the company through innovative solutions. Porsche Holding works closely with vehicle manufacturers in this regard. Our goal is to offer unique and innovative driver experiences by seamlessly integrating software, services and vehicles. Climate change can only be stopped if we make sustainable innovations accessible and usable for all. We are working on this. Every day. And every one of us.

**Our thanks go to our employees for their commitment and contribution to our common goal of winning this race.** We are pleased that convincing them about the importance of sustainability has never been necessary, as everyone is aware of its significance and willingly engages in it. We recognise that this is not something to be taken for granted. With this in mind, we look forward to more good ideas and continued fruitful cooperation.

**Dr Hans Peter Schützinger**  
Speaker of the Porsche Holding  
Management Board

**Rainer Schroll**

**Johann Lechner**  
CFO



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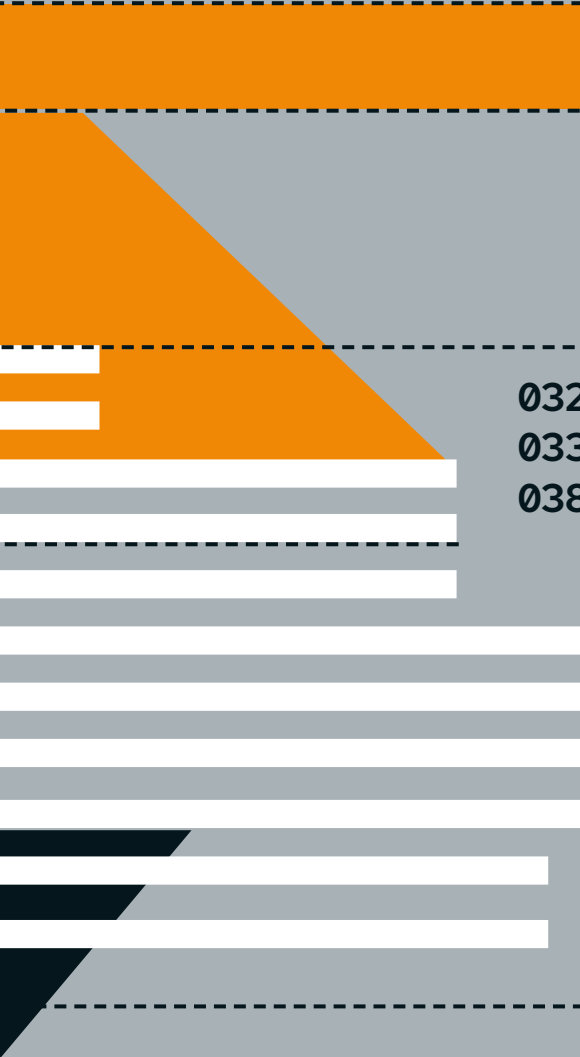
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# THE COMPANY

**COMMITMENT TO SUSTAINABILITY** is essential for the long-term success of Porsche Holding. As the most successful automotive retail company in Europe, the company has the power to propel e-mobility forward and take mobility into the future.

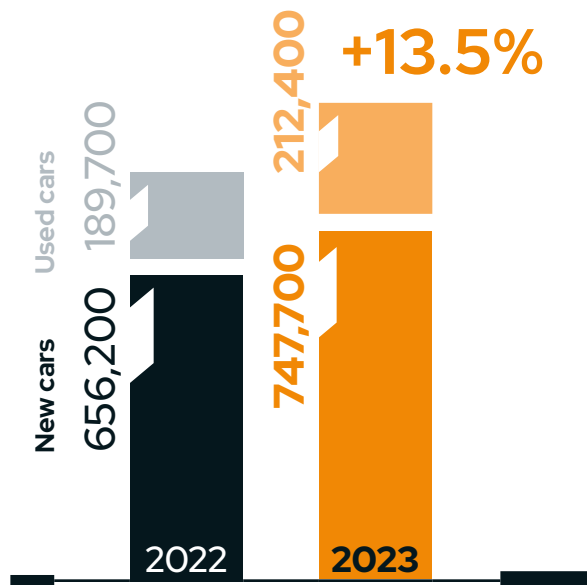


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  - 033 Company structure**
  - 038 Porsche Holding's management**

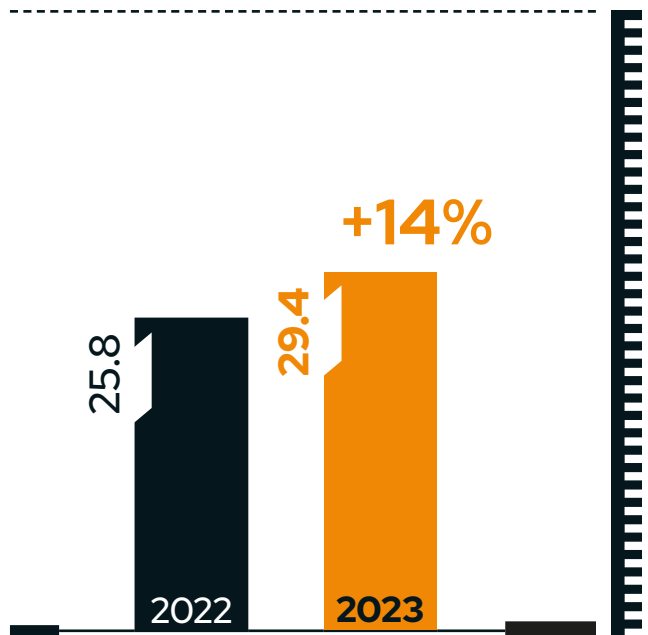
## COMPANY PROFILE

### DEVELOPMENT OF THE KEY FIGURES

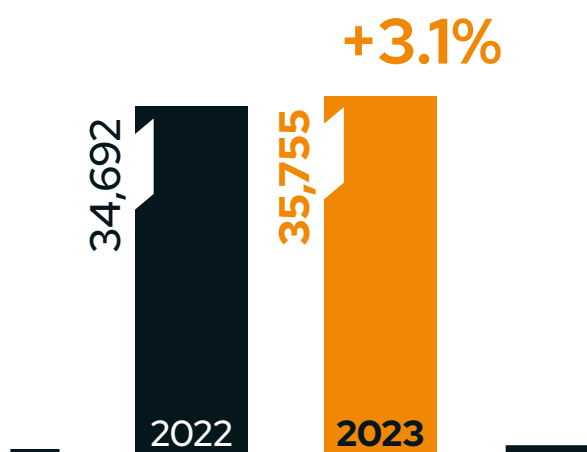
#### SALES VOLUME



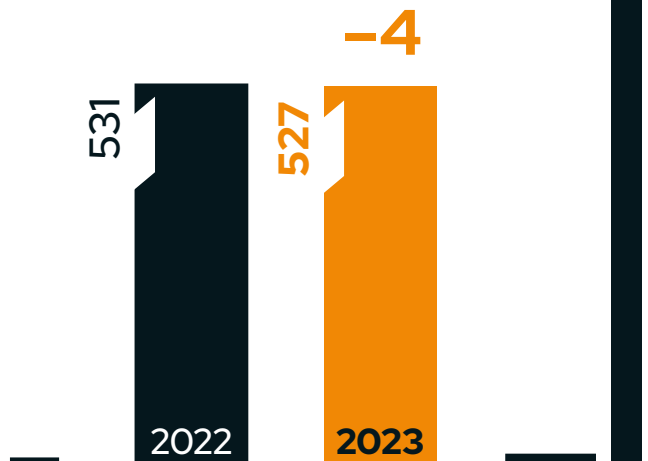
#### REVENUE IN EUR BILLION



#### EMPLOYEES



#### RETAIL LOCATIONS



# COMPANY STRUCTURE

## Business divisions of Porsche Holding

As the most successful automotive distribution company in Europe, Salzburg-based Porsche Holding GmbH (referred to below as Porsche Holding) has been a subsidiary of Volkswagen AG since 2011.

Ferdinand Porsche's two children, Louise Piëch and Ferry Porsche, founded the company in 1947. Today Porsche Holding represents the brands of Volkswagen AG in wholesale and retail operations as well as in the after-sales and servicing business. The company also covers the entire spectrum of automotive retail with spare parts distribution, a full range of vehicle financing services and in-house IT systems development.

Porsche Holding contributes its decades of expertise in the automotive trade to the global sales activities of Volkswagen AG. **At the end of 2023, the company employed a workforce of around 35,755 employees. In the reporting year, Porsche Holding sold 747,700 new cars and 212,400 used vehicles and generated revenue of 29.4 billion euros.**

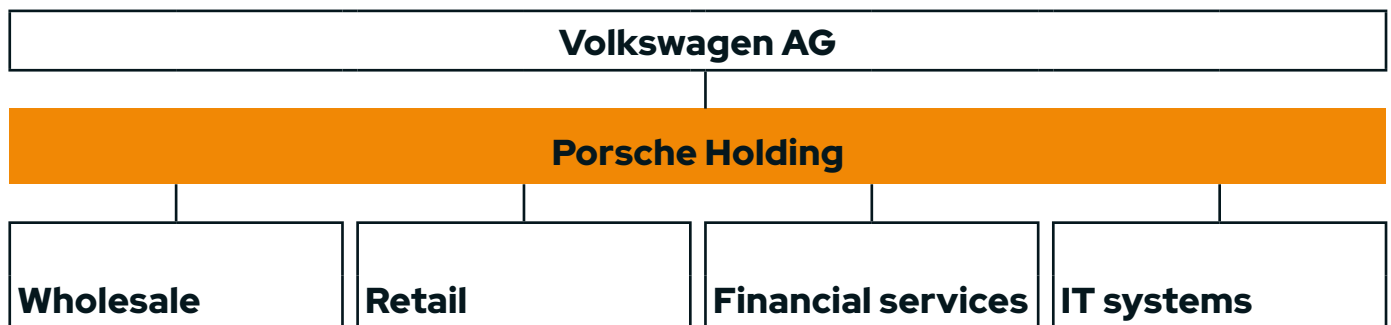
Porsche Holding has wholesale and/or retail operations in a total of 29 countries and has 527 retail locations around the world.

**Porsche Holding sells the brands under the umbrella of Volkswagen AG as a wholesaler and retail distributor.** The company is divided into four business divisions – wholesale, retail, financial services and IT systems. All the business divisions share the same vision and values. The business divisions complement each other with their different areas of responsibility and together cover the entire value chain in automotive retail.



## PORSCHE HOLDING AND ITS BUSINESS DIVISIONS

GRI 2-6



Within the **wholesale** business division, Porsche Holding imports and distributes the Volkswagen Group brands in Austria, large parts of South-Eastern Europe (CEE), Portugal, Colombia, Chile, Malaysia and Singapore. It is also involved in after-sales (service) and spare parts distribution. The wholesale division sells vehicles to the retail operations and also distributes original spare parts and accessories through Porsche Konstruktionen GmbH & Co KG. There is also a heavy focus on building up new business areas related to e-mobility and digitalization within the business division.

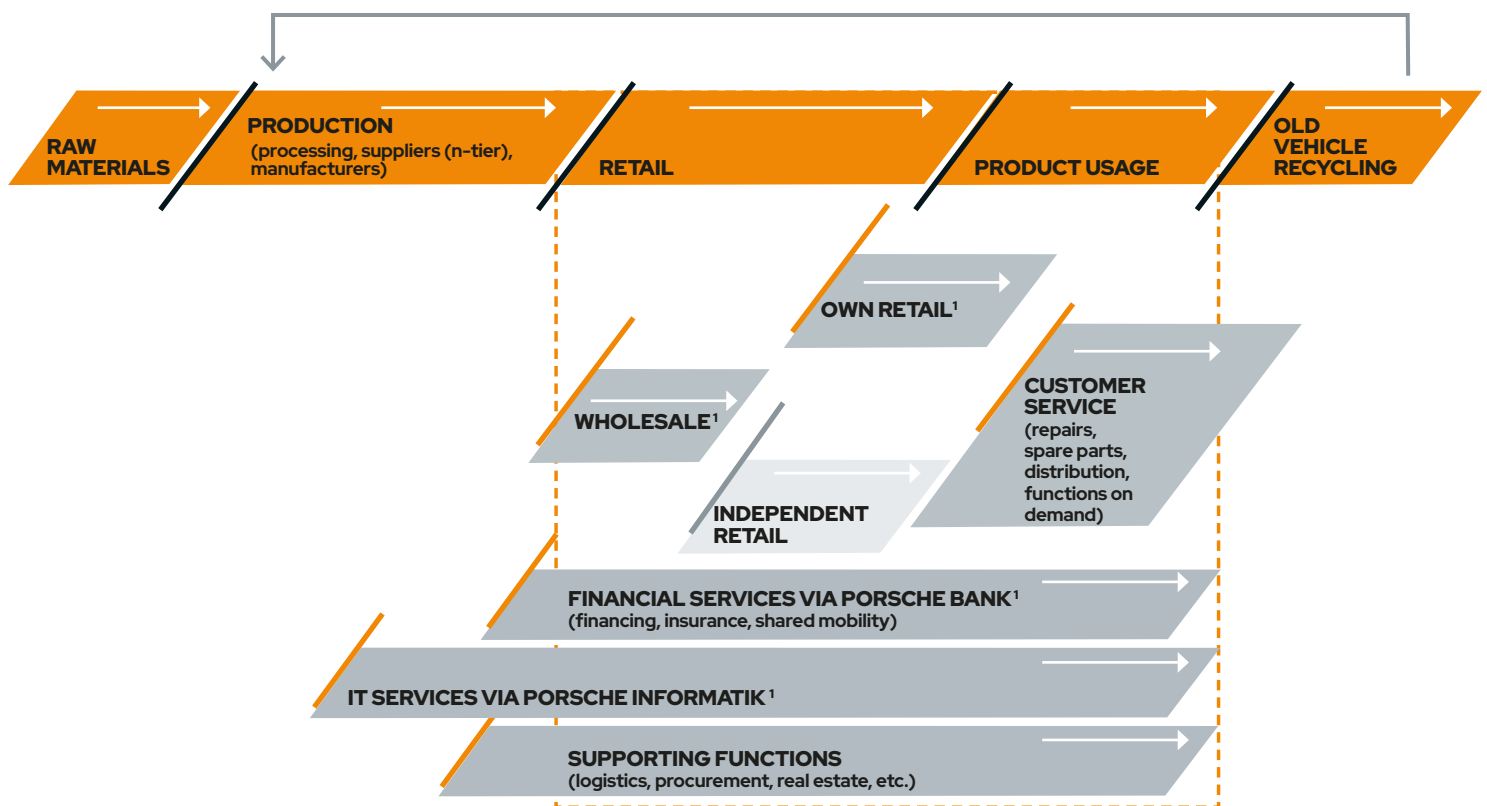
The **retail** division represents the Volkswagen AG brands at 527 locations across Europe, Asia and South America. With 42 car dealerships, Porsche Inter Auto is by far the largest retail

group in Austria's motor vehicle industry. **Its focus is on selling cars and providing the related after-sales and repair services.**

The **financial services** business division offers a full range of services, with Porsche Bank AG providing everything from leasing and lending to insurance and maintenance for the Group brands. The company has been the market leader for vehicle

## THE VALUE CHAIN

GRI 2-6



1) Porsche Holding is not equally represented in all countries with all four business divisions (wholesale, retail, financial services, IT services). There were no significant changes compared to the previous year.



leasing and insurance in Austria for over 50 years. Porsche Bank AG offers its services to support vehicle sales in most of the markets in which Porsche Holding has wholesale or retail operations, mainly in Austria and Eastern Europe but also in Chile and Colombia. The financial services division includes Volkswagen Versicherungsdienst (VVD) GmbH and ARAC GmbH alongside the bank. VVD offers a wide range of vehicle insurance services, while ARAC is responsible for the rental car brand Europcar Austria.

Within the **IT systems** business division, Porsche Informatik develops and operates IT systems for the international Porsche Holding organisation and for the parent company, Volkswagen AG. It covers all accompanying consulting, rollout and support services. Porsche Informatik combines decades of experience in the IT and car retail sectors with a holistic vision for the digital transformation of the motor vehicle industry. **The business division builds on innovative technologies in the areas of software development, cloud and big data, driving the digitalization of automotive retail with 180 solutions in 34 countries on four continents as it stands. The modular structure of the custom applications gives a clear market advantage to the dealerships, importers and financial service providers that use them.**

With locations in Salzburg, Vienna and Hagenberg (lab:hagenberg), the company is one of the largest software providers in Austria. Porsche Informatik also operates two development hubs in Romania – in Iași and Bucharest – and has branches in Paris (POI France), Verona (Digilab Italia) and Ljubljana (DASOF).

■ GRI 2-1; GRI 2-2; GRI 2-6

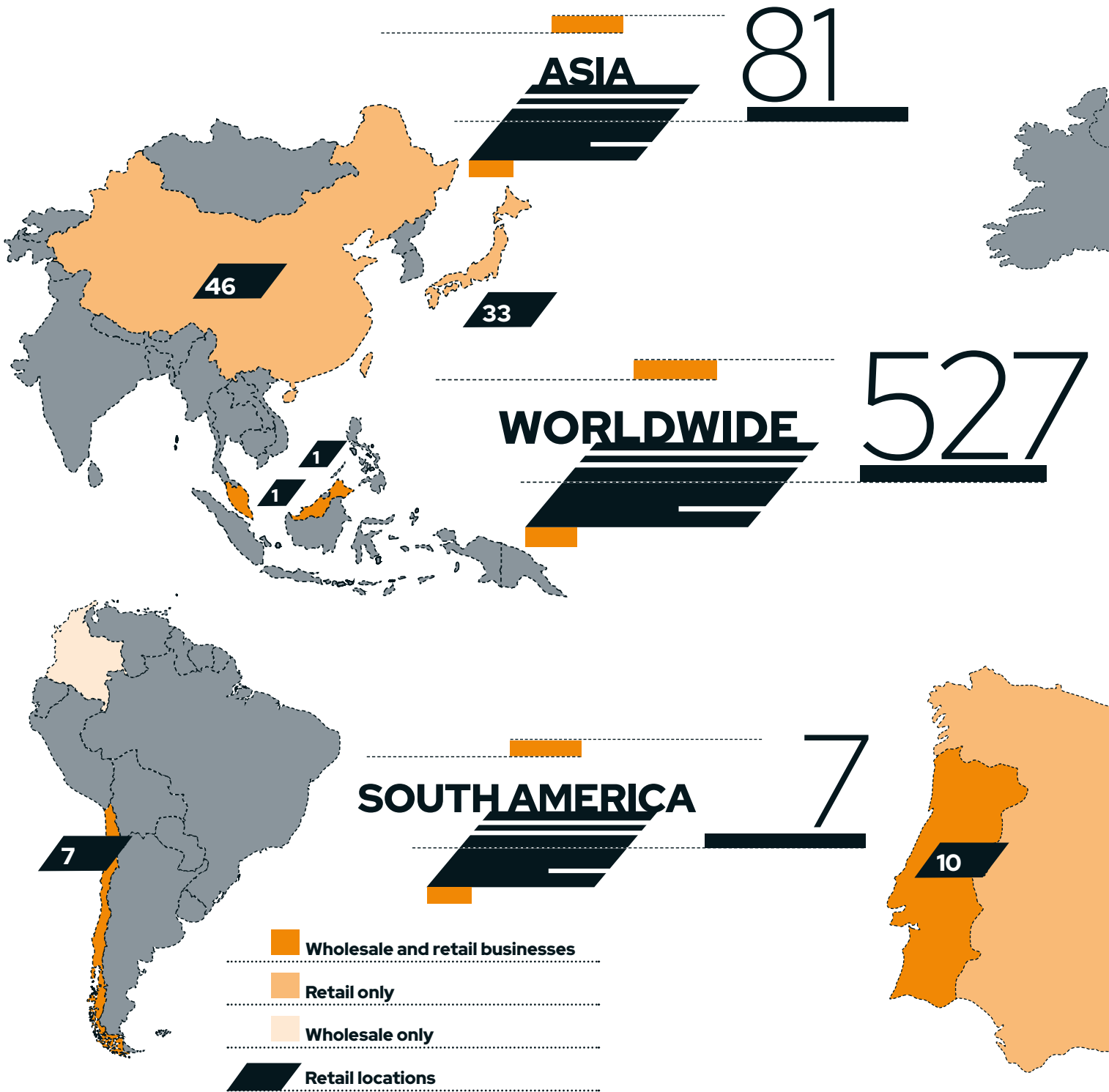


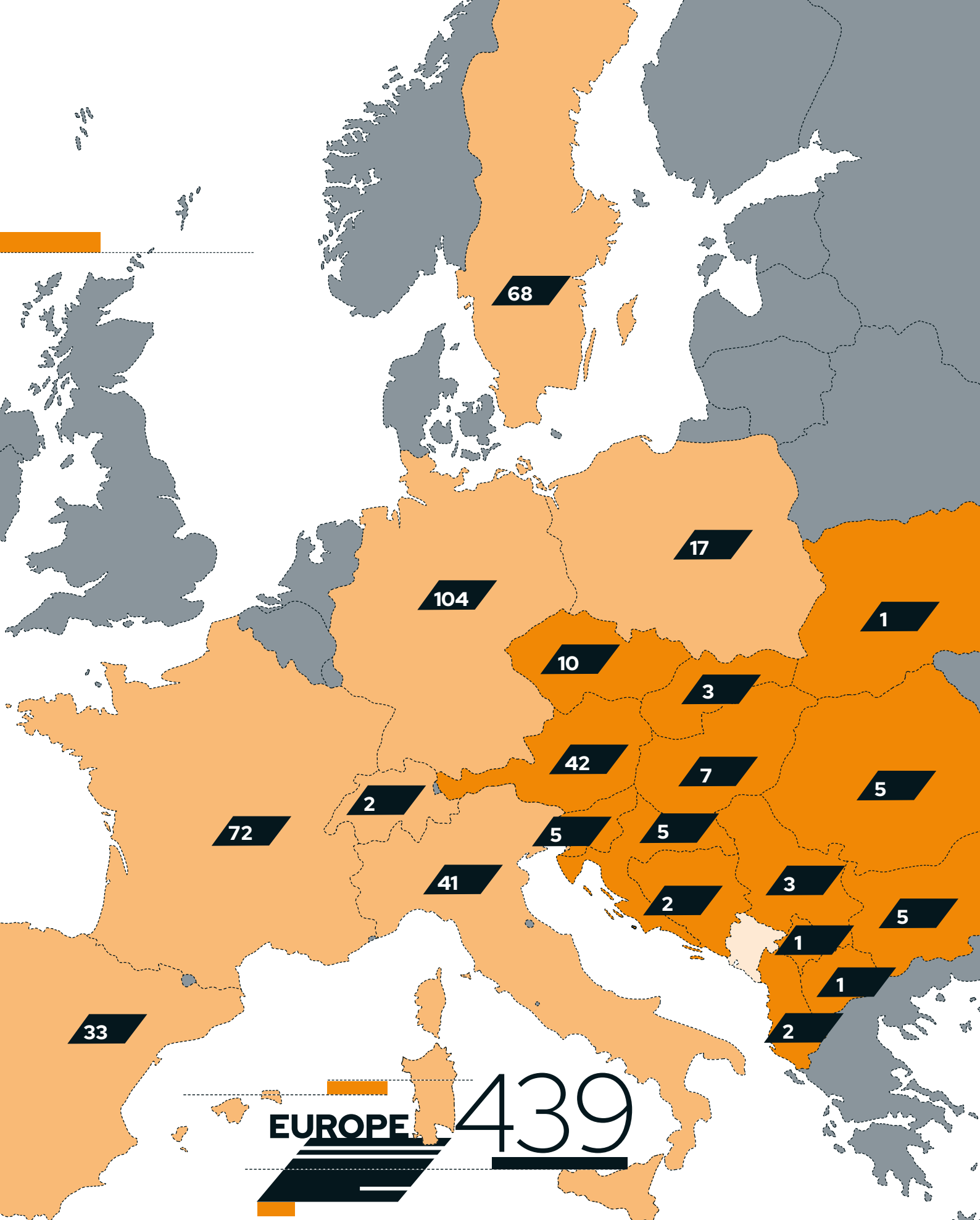
> 50

years Porsche Bank AG has been the market leader in the areas of vehicle leasing and insurance

# DISTRIBUTION OF WHOLESALE AND RETAIL LOCATIONS WORLDWIDE

GRI 2-6

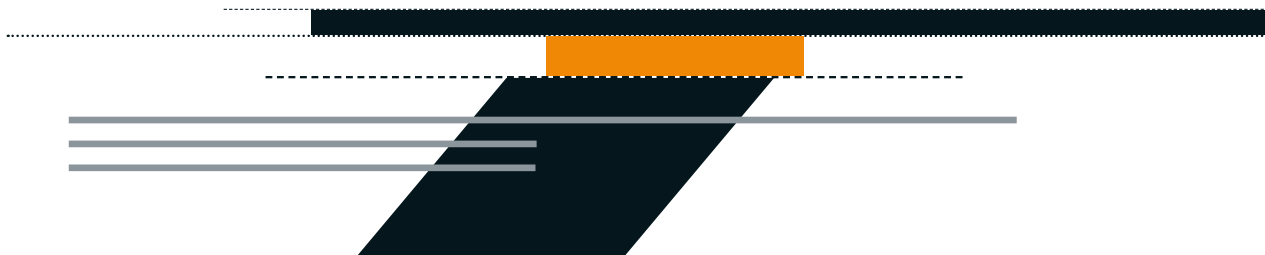




**EUROPE** 439

# "PORSCHE HOLDING HAS GREAT LEVERAGE FOR SUSTAINABLE DEVELOPMENT, AND WE CAN MAKE A BIG DIFFERENCE IN RETAIL IN PARTICULAR."

**RAINER SCHROLL - PORSCHE HOLDING BOARD MEMBER**



## PORSCHE HOLDING'S MANAGEMENT

At management level in Porsche Holding, the Management Board and Supervisory Board have a constructive working relationship built on mutual trust.

### Management Board

The Porsche Holding Management Board is made up of the CEO of Porsche Holding, the head of the retail business division and the CFO.

**Dr Hans Peter Schützinger is the CEO of Porsche Holding.** Having worked at the company in various leadership

positions since 1989, he joined the Management Board in 2002. He has extensive experience in the automotive sector, with a focus on financial services, sales and brand development. Before taking over as CEO in 2017, he was the Board Member responsible for finance, financial services and the multi-brand operations of the PGA Group in France, the Netherlands, Belgium and Poland.

**The retail business division of Porsche Holding is headed up by Rainer Schroll.** Before joining the Management Board in 2013, he worked in various management positions in the IT, financial services and wholesale business divisions at Porsche Holding.

## THE MANAGEMENT BOARD

<b>Dr Hans Peter Schützinger</b> CEO	<b>Rainer Schroll</b>	<b>Johann Lechner</b> CFO
Wholesale	Retail	Finance
Financial Services		IT Systems



**Johann Lechner is the CFO of Porsche Holding**, having joined the Management Board in 2021. He is responsible for finances and IT systems. Johann Lechner has worked for Porsche Holding since 2002. He played an instrumental role in developing the finance function at the company, with a special focus on integration into Volkswagen AG. As a strong supporter of sustainability in the automotive industry, Johann Lechner has been – and indeed still is – heavily involved in a range of initiatives designed to reduce the company’s impact on the environment and prioritise sustainability. He is also responsible for the company’s commitment to sustainability.

## Supervisory Board

At the end of the reporting year, the Supervisory Board of Porsche Holding had 17 members (eleven male and six female), including six employee representatives. Members of the Supervisory Board are elected by the annual general meeting. The Chairman of the Supervisory Board is Hans Dieter Pötsch. Dr Arno Antlitz is the Deputy Chairman.

**The Supervisory Board is responsible for making key strategic decisions, monitoring the Porsche Holding Management Board and advising on aspects of Porsche Holding’s strategy and long-term development.**

■ GRI 2-9a/b; GRI 2-12a/c; GRI 405-1a-i

## THE SUPERVISORY BOARD

**Dipl. Wirtsch.-Ing. Hans Dieter Pötsch** (Chairman)  
**Dr Arno Antlitz** (Deputy Chairman)

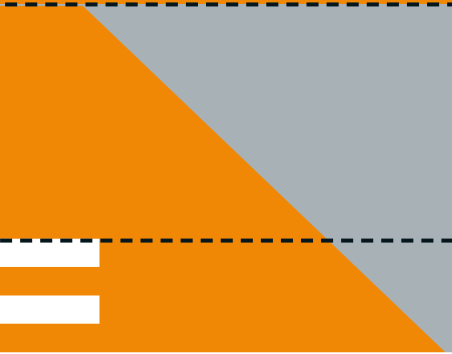
– Dr Wolfgang Porsche	– Dr Hans Michel Piëch	– Peter Daniell Porsche
– Hildegard Wortmann	– Sophie Piëch	– Imelda Labbé
– Ferdinand Rudolf Porsche	– Dr Ferdinand Oliver Porsche	– Daniela Cavallo

### Employee representation

– Johannes Hack	– Gerhard Redolf	– Stephan Thuswaldner
– Andrea Prantler	– Christine Schweinzger	– Christian Vogl

# STRATEGY AND MANAGEMENT

The **SUSTAINABILITY STRATEGY** is a key component of the corporate strategy. Sustainability is managed through central regulations and the measures are implemented in line with local requirements in the 29 countries and at the 527 retail locations as well as at all other business locations.



- 042 Influenced by megatrends**
- 045 "evolve 2030" corporate strategy**
- 046 Sustainability strategy and materiality assessment**
- 052 Integrating the business with the focus fields**



## INFLUENCED BY MEGATRENDS

Current economic, social and environmental challenges in the world, combined with technological upheavals, are giving rise to a raft of global risks. These include delays in mitigating and adapting to climate change, natural disasters and extreme weather events, biodiversity loss and ecosystem collapse. With 2024 being declared an El Niño year, the World Economic Forum revealed extreme weather as the risk most likely to present a material crisis in its Global Risks Perception Survey 2024.

**The European Green Deal, with its focus on circular economy, and the Paris Agreement, with its 1.5°C threshold for global warming, entail significant change for the automotive industry.** Porsche Holding is keeping this in its sight along with trends on the energy markets and their effects on the volume of greenhouse gas emissions. **Global supply chain challenges are another key area of concern.** The increasing legal requirements for supply chains are significant in this respect. Porsche Holding regards respect for human rights along the entire supply chain as part of its corporate social responsibility.

**Tighter regulation and new EU-wide regulations are affecting vehicle operation and production.** Porsche Holding purchases vehicles from manufacturing companies, which means that changes at vehicle manufacturers – such as new developments in e-mobility – also have an impact on its own business.

The impact of climate change on people's health and lifestyle and the changes in consumer behaviour brought about by the social pressure to buy eco-friendly and sustainable products also have a knock-on effect on the company. Health is one important factor defining the lifestyle of many people today, making preventive health care a key concern in companies. Porsche Holding is responding to this trend by creating a modern working environment and taking targeted measures relating to health and safety in the workplace. Examples of these measures are listed in the chapter "Health and safety in the workplace" / see ► p. 098 f. / . **The anticipated shortage of skilled labour as a result of new requirements and demographic change is another major challenge facing Porsche Holding.** Porsche Holding is responding to the technology-driven changes to roles and responsibilities in workshops



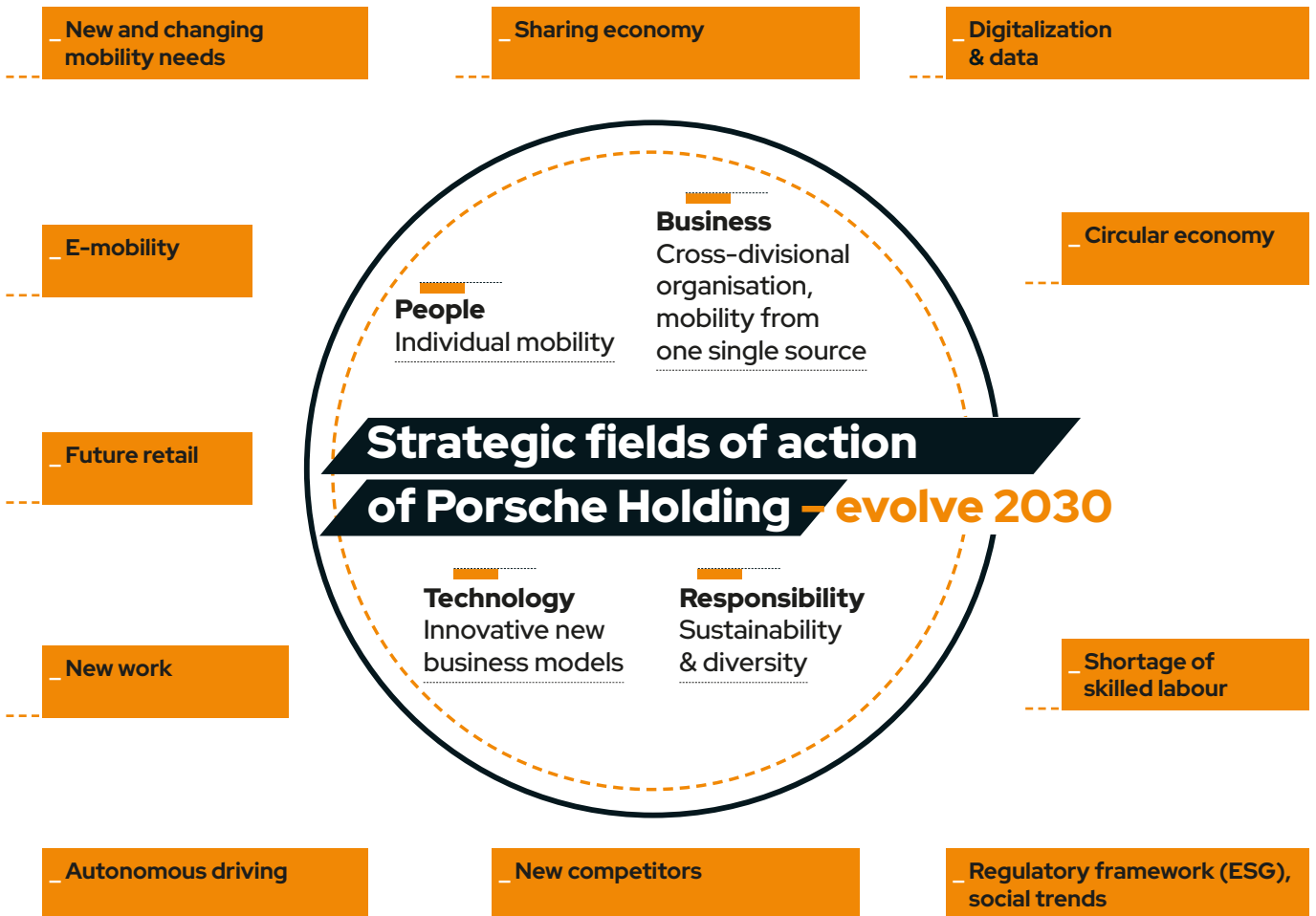
by offering training opportunities and apprenticeships in specialist areas such as high-voltage technology and IT. When positioning itself as an employer, the company takes into account the fact that young people in particular are drawn to employers that demonstrate a clear sustainability strategy and take corresponding action. **The company has also embraced the new work megatrend through its new "Workforce Transformation" focus field / see ► p. 093 ff. / .** Porsche Holding takes an active approach to social megatrends by monitoring them constantly and responding quickly to related issues, their impact on the company and potential actions.

The company is well aware that megatrends cause new competitors to emerge and drive major change within the automotive industry. With that in mind, Porsche Holding is continuously developing its strategy and adapting its sales strategy and customer communications to changing mobility needs. Sustainable mobility, the sharing economy, environmental compatibility and autonomous driving are some of the key focus fields. Porsche believes that digitalization will open up promising opportunities to future-proof the company through innovative solutions.

Porsche Holding is also supporting Volkswagen AG's "New Auto" strategy, which aims to systematically drive forward the transition from vehicles with an internal combustion engine to battery-powered electric vehicles, with a focus on autonomous driving and environmental, social and governance (ESG) aspects being taken into account in corporate governance.

## STRATEGIC DEVELOPMENT

### Driver of change

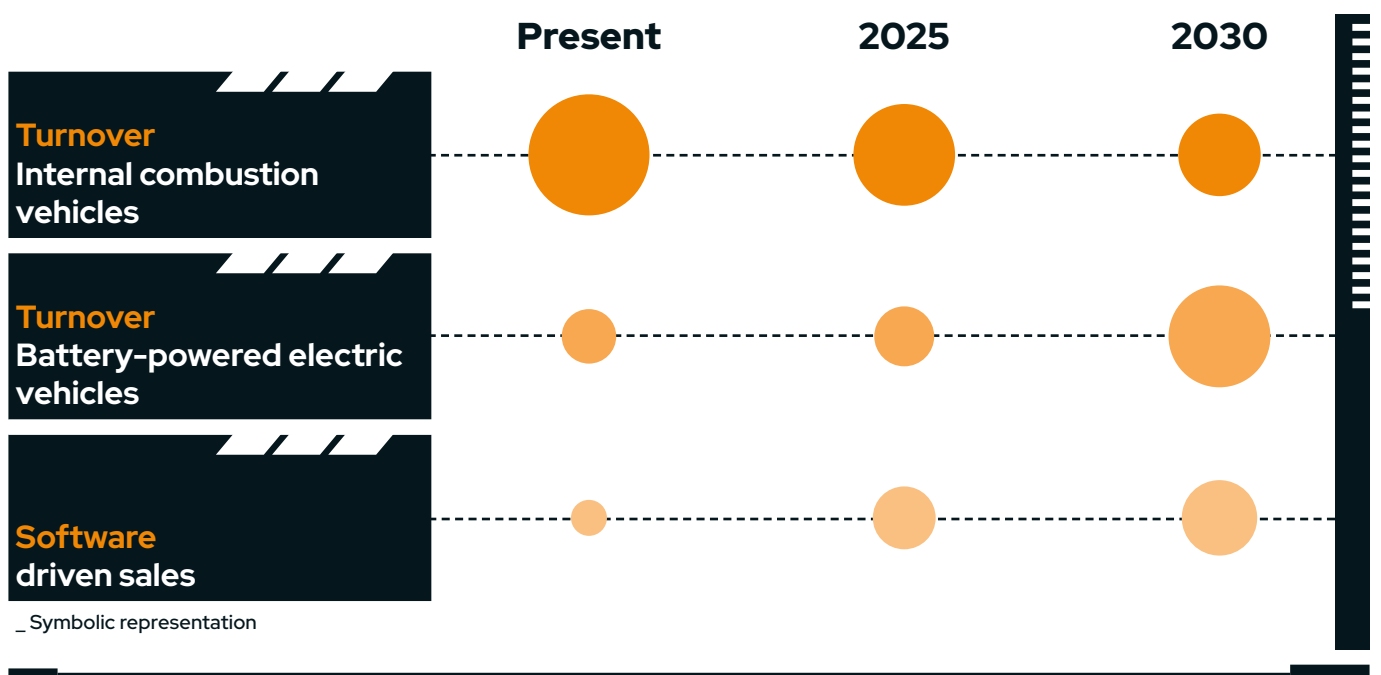


## Focus on selling battery-powered electric vehicles

Porsche Holding is achieving increasing success on its mission to sell battery-powered electric vehicles (BEVs) in place of vehicles with an internal combustion engine (ICE) with a view to reducing greenhouse gas emissions. The company is prioritising collaborations with brand partners so it can develop a wide range of sustainable models that are fit for the future. Confident that software is set to increasingly drive sales, Porsche Holding is also working closely with automotive manufacturers to develop innovative technologies. Porsche Holding is working towards its goal to offer its customers unique and innovative driver experiences by seamlessly integrating software, services and vehicles. This future-focused strategy is laying the foundations for long-term success in an ever-changing industry.

**When it comes to selling BEVs, vendors face infrastructure-related challenges that might slow the rate of demand growth.** For example, the EV charging infrastructure is still inadequate and progress is not being made at the required pace. Equally, the shifts in the prices of electricity and oil are reducing the financial benefits of using BEVs. This is being reflected in a drop in demand. Furthermore EV incentive schemes, which have had a positive impact on consumer behaviour, are coming to an end in many countries. More and more Chinese brand competitors are entering the global market and increasing the competitive pressure for manufacturers.

## THE AUTOMOTIVE INDUSTRY IN A STATE OF TRANSITION







## “EVOLVE 2030” CORPORATE STRATEGY

Porsche Holding’s “evolve 2030” strategy sets out the framework for business activities and provides a road map for the company’s vision of shaping mobility for a brighter future. **Sustainability, climate protection and diversity are at the heart of the strategy.** Porsche Holding strives to play a proactive part in the transition and assume a leading position in the new world of mobility alongside Volkswagen AG. The new VW “regenerate+” sustainability strategy will be integrated in 2024 as part of this, requiring a number of adjustments and modifications to Porsche Holding’s existing strategy.

**Porsche Holding may be a global cross-brand sales and service company, but it has a decentralised organisational structure made up of local, customer-centric units. The company’s local proximity to its customers is one of its greatest strengths.** The insights gained from this positioning and the experience gathered over the decades in automotive retail make the company ideally placed to keep on developing customer-focused solutions. This business approach allows the company to involve all stakeholders and boost the collective awareness of the future of mobility.

### The four pillars of the company’s strategy

The main factors influencing Porsche Holding’s business activities are new mobility needs, climate protection, diversity, e-mobility and digitalization. These factors provide the basis for developing the four strategic areas – individual mobility, innovative new business models, one organisation, and sustainability and diversity. Porsche Holding does what it does best when implementing the strategy. This includes putting the customer first and working towards the strategic goals with entrepreneurial spirit on every level.

#### Individual mobility

Porsche Holding is aiming to expand its mobility portfolio by 2030. The company already offers its customers bespoke solutions, including financial services for new and used cars, fleet options for business customers and new forms of mobility such as car sharing.

#### Innovative new business models

Porsche Holding values innovation as a way of actively shaping the transition within the automotive industry. The subsidiary MOON POWER / see ► p. 063 / and Porsche Holding InnoVentures are two positive examples of this in action. This approach allows Porsche Holding to reinforce its innovation efforts internally, while pursuing new ventures externally.

#### One organisation

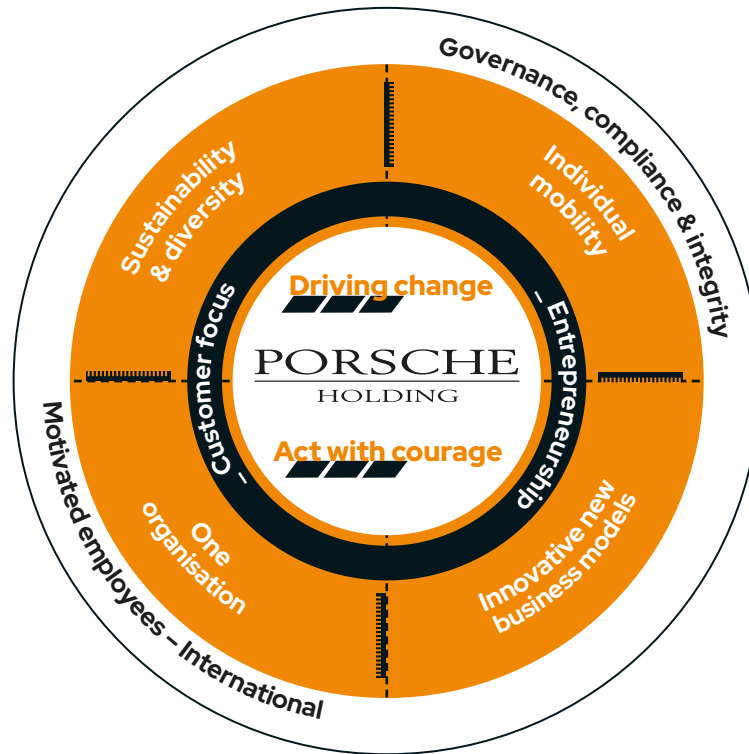
Porsche Holding provides its customers with a range of mobility solutions from a single source. For that reason, the company maintains an agile organisational structure and draws on strengths within Volkswagen AG.

#### Sustainability and diversity

As the most successful automotive distribution company in Europe, Porsche Holding takes its responsibility towards people and the planet very seriously. Guided by its sustainability strategy, it conducts its day-to-day business activities in a responsible and climate-conscious way. The company’s vision is to make carbon-neutral mobility accessible for all stakeholders in the medium to long term. Porsche Holding also actively promotes diversity as part of its corporate culture. This boosts its ability to innovate and shape the future of mobility with promising solutions.

Porsche Holding’s broad-ranging commitment allows for sustainability to be incorporated into all business processes, continually improving the company’s performance as far as environmental, social and governance aspects are concerned.

## STRATEGIC FIELDS AND COMPETENCES



## SUSTAINABILITY STRATEGY AND MATERIALITY ASSESSMENT

The automotive industry has a major role to play in overcoming the current challenges, especially in relation to climate change. **As part of Volkswagen AG, Porsche Holding is committed to achieving the targets of the Paris Agreement and the European Green Deal.** In that vein, Porsche Holding pursued sustainability targets by taking a range of relevant steps during the reporting year.

Further information on the individual indicators and measures is provided in the section on "Sustainability in action" / see ► p. 054 ff. /.

Porsche Holding has included its sustainability strategy as an integral part of its "evolve 2030" strategy and set clear goals for its business activities:

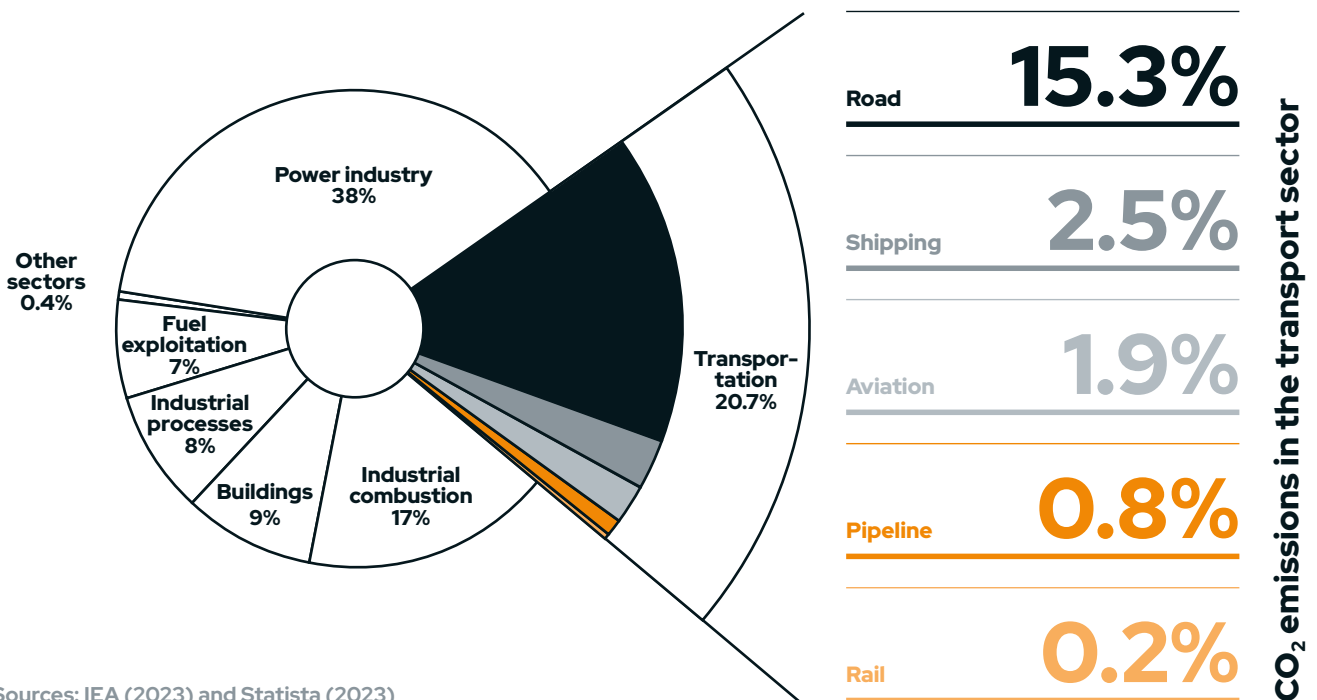
- We aspire to create lasting value, provide good working conditions, treat the environment and resources with care and yet operate exceedingly profitably.
- Our day-to-day activities will increasingly focus on conducting business in a responsible and climate-conscious way – across all business divisions and throughout the entire supply chain.
- We aim to make carbon-neutral mobility accessible for all in the medium and long term. For our customers, for our employees, for our planet.

## 7 focus fields are taken into account in the sustainability strategy

The sustainability strategy integrates the main challenges for Porsche Holding and currently summarises them in seven focus fields. Until now there have been five focus fields relating to climate action and environmental protection. These are the fields that the company has identified as providing the most opportunities. During the reporting year, the company added two more focus fields in social and governance on the basis of a materiality analysis. The existing focus fields were further developed and adapted based on the key topics. Further details are provided in the section on "Seven focus fields for the sustainability strategy" / see ➤ p. 056 /.

■ GRI 3-1; GRI 3-2

## CO<sub>2</sub> EMISSIONS BY SECTOR



Sources: IEA (2023) and Statista (2023)

## THE THREE OVERARCHING GOALS OF THE SUSTAINABILITY STRATEGY

### TARGETS → 2030

CO<sub>2</sub> reduction\*

**-30%**

BEV share  
for new  
cars sold

**50%**

Women  
in management

**20%**

\* Target increased to -42% CO<sub>2</sub> in spring 2024

### Goals and ambitions

The transport sector is responsible for around 20% of global CO<sub>2</sub> emissions. Sustainability, environmental protection and diversity are only going to become more important for the company's long-term success moving forward into the future. Consistently reducing the company's carbon footprint is a top priority for Porsche Holding. **To that end, the company is focusing on three key targets to be achieved by 2030:**

- Reduce CO<sub>2</sub> emissions by 30%  
(from 2024: new target of 42%)
- Increase the share of  
BEVs sold to at least 50%
- Increase the percentage of women  
in management to 20%

Porsche Holding is making progress towards these targets within the seven focus fields, which in turn encompass additional goals, KPIs and action plans. All strategies, measures and activities that can be classified as "Green IT" have an overarching role.



## Materiality assessment

Porsche Holding has carried out a materiality assessment based on the latest criteria from the EU Corporate Sustainability Reporting Directive (CSRD). The company started the assessment in November 2022 with an international stakeholder survey and completed it in spring 2023 following an economic, environmental and social impact analysis.

### Process for carrying out the materiality assessment

The process for carrying out the materiality assessment followed the principle of double materiality. This relates to environmental, social and governance (ESG) aspects.

Environment	Social	Governance
_Energy & climate protection	_Own workforce	_Corporate policy & integrity
_Environmental pollution	_Labour in the value chain	
_Biological diversity and ecosystems	_Affected communities	
_Use of resources and the circular economy	_Consumers and end users	

Double materiality takes sustainability aspects into account from two perspectives, analysing both the impact of business activities on the environment and people as well as the opportunities and risks of sustainability issues for business success. Porsche Holding conducted an online stakeholder survey in order to align the materiality concept with the needs of stakeholders.

The first step was for Porsche Holding to document and analyse its entire value chain. As part of this process, the company conducted a review to ascertain whether the standard CSRD topics covered everything or whether further sustainability topics needed to be taken into account. Following this, experts assessed the environmental and social

impact of Porsche Holding's core business in relation to the individual sustainability issues. The criteria used were the scope, reach and irreversibility of the various impacts.

**Assessment of the material topics**

The economic impact of the individual sustainability topics on Porsche Holding's core business was assessed by internal experts from the worlds of finance, risk management and sustainability management. They assessed the scope of various

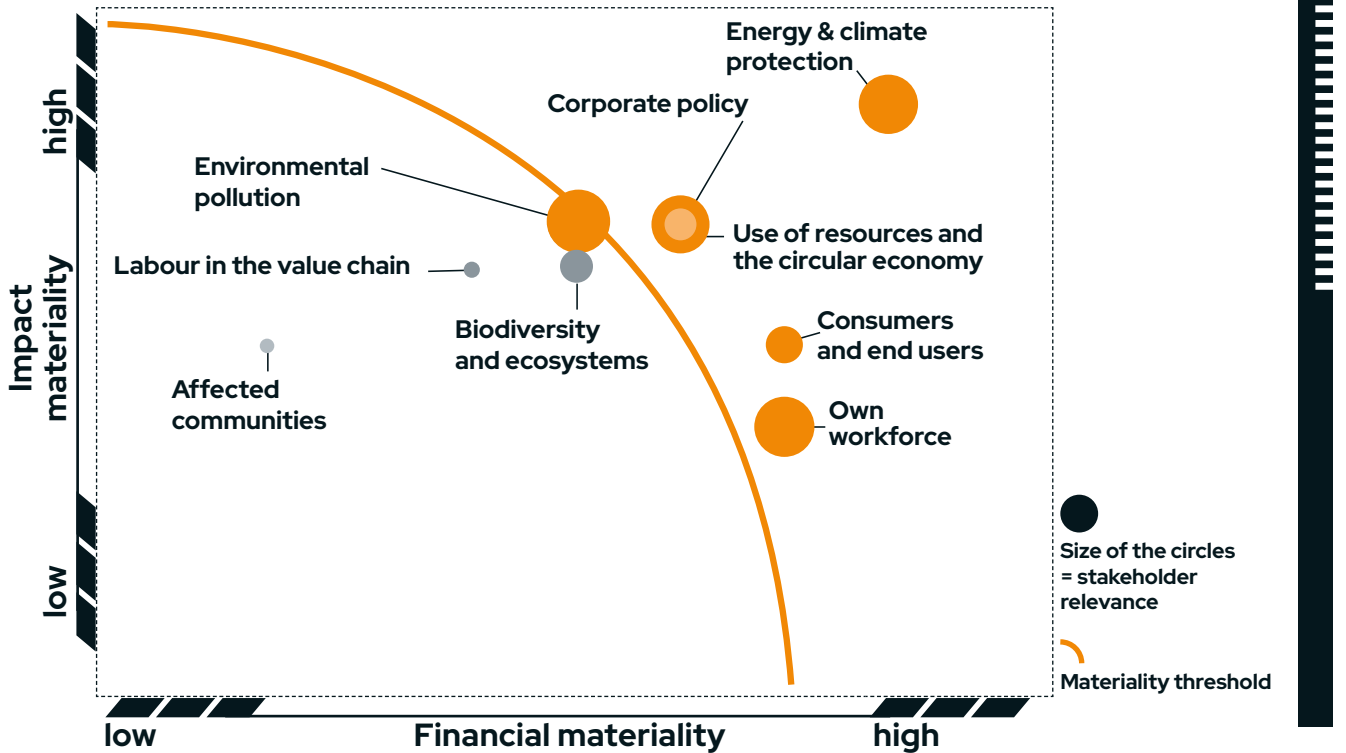
scenarios in the individual topic areas and the likelihood of these assumed developments occurring.

The stakeholder survey included internal and external stakeholder groups. Internally, Porsche Holding distributed the survey among the top management team, the sustainability officers in all countries, the Works Council, the sales managers and the customer advisors. Externally, the company involved Volkswagen AG, vehicle manufacturers, logistics partners, fleet customers, strategic suppliers and interest groups.

GRI 3-1

**MATERIALITY MATRIX**

GRI 3-1





**“WE HAVE ALREADY  
ASSESSED THE  
MATERIALITY OF OUR  
TOPICS WITH REGARD TO  
THE NEW REPORTING  
OBLIGATIONS.”**

**DANIELA WERDECKER-DAVIES  
HEAD OF SUSTAINABILITY, ENERGY & ENVIRONMENT**



**Results of the materiality assessment**

Porsche Holding went on to combine all the results in a materiality matrix. The following material topics are thus identified for Porsche Holding:

**Key environmental issues**

- Climate and energy: this includes operational energy consumption, carbon emissions from internal combustion engines and the impact on climate change, the transition to BEVs and shared mobility
- Use of resources and the circular economy: this includes operational water consumption and waste, battery recycling, second-life battery solutions and repairs

**Key social issues**

- Own workforce: the focus is on health and safety, diversity, training and development and the shortage of skilled workers
- Consumers and end users: this covers digitalization in sales, data protection and access to finance

**Key governance issues**

- Corporate policy and integrity: this includes integrity, internal control mechanisms and risk management.

■ GRI 3-2



## INTEGRATING THE BUSINESS WITH THE FOCUS FIELDS

Porsche Holding's commitment to sustainability guides everyone in the business every day. Sustainability action at the company is thus organised across multiple structures and teams. This ensures that sustainability is integrated into all business divisions and processes. **Porsche Holding introduced a cross-functional organisational structure spanning business divisions and countries in 2022.** Alongside central sustainability management, there are sustainability coordinators and focus field managers in every country. The employees in these roles are responsible for adapting activities to the specific conditions in their location and driving progress at the local level. On the whole, Porsche Holding has managed to integrate sustainability into the entire organisation in a stable and effective way.

There are strategic and operational heads for each of the focus fields who hold central strategic or specialist management roles in the company (at least department management).

For example, experts from Group Procurement, the Parts Distribution Centre (TVZ) and MOON POWER head up the three action fields within the "Circular Economy" focus field centrally. They manage and continually develop the action fields with the support of the employees who are responsible for them at the local level.

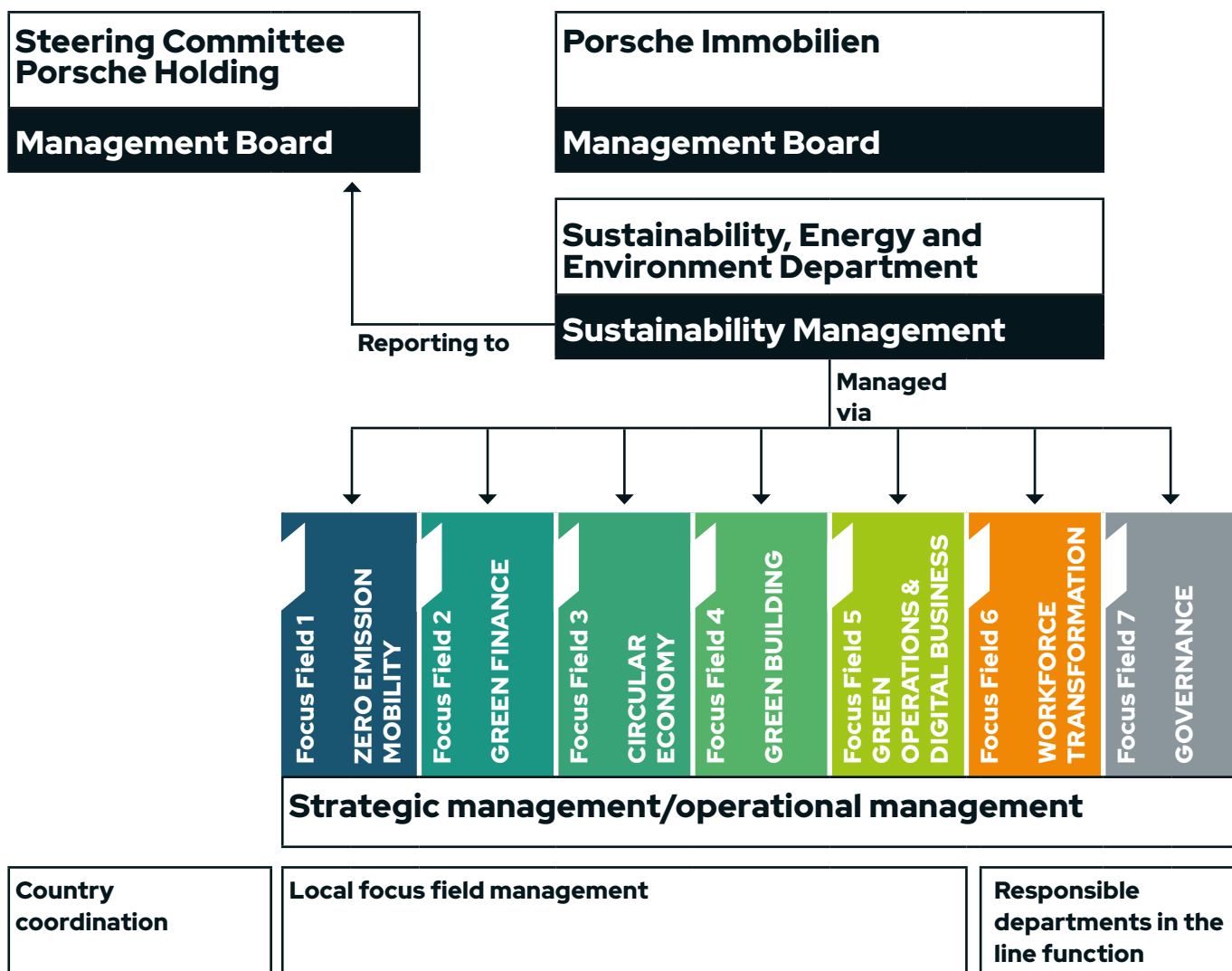
**Porsche Holding also invites relevant internal stakeholders to get involved in projects with a specific focus.** These experts might work in Green IT or Porsche Media & Creative (PMC), for example. The structure of the cross-functional and cross-disciplinary focus field teams brings together people with different backgrounds, perspectives and expert knowledge with a view to promoting the topic of circular economy collectively. The focus fields also cooperate with each other due to the topics overlapping. The aim is to implement even more measures as a result.

The sustainability management team is based within the Sustainability, Energy and Environment department at Porsche Immobilien GmbH and is responsible for coordinating sustainability efforts across Porsche Holding. This department reports to the Steering Committee at least once a quarter. The Steering Committee is made up of the Porsche Holding Management Board and the head of the Strategy department. The Management Board in turn reports to the Supervisory Board. Critical matters are discussed in a Steering Committee meeting convened on an ad hoc basis and, if necessary, brought to the attention of the Supervisory Board by the Management Board. There were no critical matters in the reporting year. The company has integrated central reporting on non-financial information for all international locations into its standard reporting with the aim of increasing transparency and optimising governance. Integrating sustainability into the organisational structure is an important step in giving the corporate strategy a sustainable direction in the long term.

■ GRI 2-1; GRI 2-12; GRI 2-13; GRI 2-14; GRI 2-16; GRI 2-25; GRI 2-26



## SUSTAINABILITY IN THE ORGANISATIONAL STRUCTURE



# SUSTAIN- ABILITY IN ACTION

Porsche Holding puts sustainability front and centre in its principles. The company has identified climate action as the area providing the most opportunities here, which is why this topic is at the heart of five of its seven focus fields. In the reporting year, Porsche Holding added a sixth and seventh focus field relating to the Social and Governance pillars of sustainability.

**056 Seven focus fields for the sustainability strategy**

**058 Strategy expanded to seven focus fields**

**058 Porsche Holding's corporate carbon footprint**

**062 Environmental protection and climate action**

062 Focus Field 1 "Zero Emission Mobility"

069 Focus Field 2 "Green Finance"

074 Focus Field 3 "Circular Economy"

080 Focus Field 4 "Green Building"

087 Focus Field 5 "Green Operations & Digital Business"

**093 Employees**

093 Focus Field 6 "Workforce Transformation"




**101 Corporate governance**

102 Focus Field 7 "Governance"

**111 Comprehensive climate action and  
environmental protection**

# SEVEN FOCUS FIELDS FOR THE SUSTAINABILITY STRATEGY

■ GRI 3-3

	SHORT DESCRIPTION	VISION
<b>ZERO EMISSION MOBILITY</b> 	_SIGNIFICANT REDUCTION in CO <sub>2</sub> emissions in our core business of mobility and a substantial increase in the share of e-mobility in all markets.	WE MAKE low-emission mobility accessible for all: for our customers, our employees, our planet.
<b>GREEN FINANCE</b> 	_INVESTMENT in sustainable projects plus development of sustainable and innovative financing products.	WE PROVIDE our customers with access to "boundless mobility at the cutting edge" through sustainable investments as well as sustainable, customer-centric, innovative financing products.
<b>CIRCULAR ECONOMY</b> 	_REDUCTION of environmental and social impact throughout the entire supply chain as well as systematic reduction and recycling of materials.	WE WORK transparently with suppliers that uphold our supply chain standards. We ensure the use of recyclable products and packaging as well as sustainable services.
<b>GREEN BUILDING</b> 	_REDUCTION in energy and resource consumption as well as the environmental impacts on new and existing buildings.	WE CONSTRUCT and operate sustainable, resource-efficient buildings that are as free from harmful emissions as they can be.
<b>GREEN OPERATIONS &amp; DIGITAL BUSINESS</b> 	_REDUCTION in the ecological footprint in retail by lowering consumption of resources. Expansion of the integrally sustainable approach in the processes and in the products sold, supported by digital solutions.	WE SELL products and services that generate the lowest possible rates of emissions. We also design all processes relating to dealership sales so as to minimise emissions.
<b>WORKFORCE TRANSFORMATION</b> 	_PEOPLE AT THE CORE with a focus on employee development, health and safety in the workplace, and diversity.	A POWERFUL PLACE TO CREATE THE FUTURE OF MOBILITY: We are positioning ourselves in tomorrow's job market with a modern corporate culture in a safe working environment that focuses on diversity, team spirit, appreciation and developing our talents.
<b>GOVERNANCE</b> 	_INTEGRATE GOVERNANCE, COMPLIANCE & INTEGRITY into all four strategic principles of the evolve 2030 Group strategy. Keeping to a clear set of values, we act dependably and in compliance with the regulations in all focus fields across all countries.	Our vision is to have STRONG AND CLEAR GOVERNANCE STRUCTURES. This ensures that we can seize opportunities to make environmental and social improvements and manage the impact on the company, the environment and society accordingly.



## GOALS

## EXAMPLE MEASURES

<ul style="list-style-type: none"> <li>_INCREASE the share of BEVs sold to at least 50% by 2030</li> <li>_INCREASE the BEV share of company cars to 80% by 2030</li> <li>_SELL AND INSTALL PV systems to customers with a total annual capacity across all markets of 100 MWp by 2030</li> <li>_Reduce CO<sub>2</sub> emissions from mobility from –30% to –42% by 2030 (2021 baseline)</li> </ul>	<ul style="list-style-type: none"> <li>_Active promotion of BEVs, e.g. through the establishment of MOON CITIES or different event formats</li> <li>_Training of MOON Commanders</li> <li>_Regular use of BEVs as company cars and development of own charging infrastructure at the locations</li> <li>_Implementation of the ‘Level of Competence’ for expansion of PV systems, charging infrastructure and energy storage</li> </ul>
<ul style="list-style-type: none"> <li>_INCREASE the proportion of green assets in the financial portfolio to 30% by 2030</li> <li>_AT LEAST 50% of newly financed vehicles to be BEVs by 2030</li> <li>_REDUCTION in average CO<sub>2</sub> emissions from new financial contracts by 50% by 2030 (corresponds to a reduction to 72.8 g CO<sub>2</sub>/km measured against the base year 2019)</li> </ul>	<ul style="list-style-type: none"> <li>_sharetoo AutoAbos and sharetoo car sharing services</li> <li>_Smart Driver Plus service</li> <li>_Training programmes on sustainable products</li> <li>_Offer attractive financing packages for sustainable products to customers and own employees</li> <li>_Financing of MOON products</li> </ul>
<ul style="list-style-type: none"> <li>_INCREASE the share of suppliers with CSR rating</li> <li>_INCREASE the number of Purchasing employees who receive training in sustainability criteria to 100% by 2030</li> </ul>	<ul style="list-style-type: none"> <li>_Implementation of Green Procurement, Green Logistics and Green Battery handling, e.g. by             <ul style="list-style-type: none"> <li>• processing of the CSR rating process,</li> <li>• providing tools such as guidelines for specialised departments and training</li> </ul> </li> <li>_Incorporating sustainability as a fully-fledged decision-making criterion in procurement</li> </ul>
<ul style="list-style-type: none"> <li>_REDUCE CO<sub>2</sub> emissions: buildings by 42% by 2030 (2021 baseline)</li> <li>_CERTIFICATION for all new buildings to the German Sustainable Building Council (DGNB) Gold Standard or similar standards</li> <li>_INCREASE buildings’ efficiency ratings</li> <li>_REDUCE CO<sub>2</sub> emissions from leaked refrigerants by 42% by 2030 (base year: 2021)</li> </ul>	<ul style="list-style-type: none"> <li>_Green Dealer renovations</li> <li>_Implementation of the international energy efficiency project</li> <li>_Expansion of PV systems</li> <li>_Implementation and further development of the environmental and compliance management system</li> <li>_Sustainable building certifications</li> </ul>
<ul style="list-style-type: none"> <li>_REDUCE energy consumption by 30% by 2030</li> <li>_REDUCE water consumption by 20% by 2030</li> <li>_INCREASE the percentage of recycled water used in car wash stations to 90% by 2030</li> <li>_IMPROVE the existing disposal and scrapping concepts</li> </ul>	<ul style="list-style-type: none"> <li>_Implementation of measures to reduce energy consumption, e.g.             <ul style="list-style-type: none"> <li>• development of targets for countries and locations to reduce energy consumption by 2030;</li> <li>• creation of energy teams at locations;</li> <li>• monthly reporting on energy-related data;</li> </ul> </li> <li>_Implementation of measures to reduce water consumption such as water treatment in the car washes</li> <li>_Development of existing disposal and scrapping concepts</li> </ul>
<ul style="list-style-type: none"> <li>_REDUCE the Lost Time Injury Rate to ≤ 10 by 2030</li> <li>_REDUCE the severity rate to ≤ 90 by 2030</li> <li>_INCREASE the proportion of women to 27.5% by 2030</li> <li>_INCREASE the proportion of women in management positions to 20% by 2030</li> <li>_INCREASE the rate of internationalization in upper management to 25% by 2030</li> <li>_INCREASE the implementation rate for annual employee appraisal interviews to 90% by 2030</li> <li>_REDUCE the Fluctuation Rate to ≤ 10% by 2030</li> </ul>	<ul style="list-style-type: none"> <li>_Training and site inspections for risk analysis for health and occupational safety</li> <li>_Collection of key figures on accident statistics</li> <li>_Offers of specialised and personal training and further education</li> <li>_Targeted training programmes for the areas of sales, finance and IT</li> <li>_Targeted increase in the proportion of women in management positions, e.g. through targets in appraisal interviews, monthly tracking of ratios and successor planning</li> <li>_Holding “Diversity &amp; Inclusion” workshops</li> <li>_Local measures such as expansion of the company kindergarten</li> <li>_Implementation of works council committees</li> <li>_Employer branding aimed at target groups</li> </ul>
<ul style="list-style-type: none"> <li>_INCREASE training on the Code of Conduct, anti-corruption and data protection to over 90% of employees by 2030</li> <li>_RAISE awareness of integrity and risk management to over 80% by 2030</li> <li>_PREVENT data breaches</li> </ul>	<ul style="list-style-type: none"> <li>_Ensure compliance and integrity in the organisation through clear responsibilities and framework conditions (e.g. Code of Conduct)</li> <li>_Track and implement employee training on the Code of Conduct, anti-corruption, data protection and data security</li> <li>_Implement anti-corruption audits</li> <li>_Ensure early identification of risks through risk management</li> <li>_Operate a whistleblower system</li> <li>_Social commitment, e.g. through donations</li> </ul>

## STRATEGY EXPANDED TO SEVEN FOCUS FIELDS

In the reporting year, Porsche Holding added social and governance objectives to its sustainability strategy in line with a holistic ESG approach.

### Goals and visions of the seven focus fields

Porsche Holding has defined five focus fields in the area of climate and environmental action for achieving its overarching goals of the sustainability strategy. In the reporting year, it added two more, relating to the Social and Governance pillars of sustainability. Each focus field represents one vision on the basis of which targets, activities and actions are developed.



#### KPI-driven management

Porsche Holding uses defined key performance indicators (KPIs) to measure and control the level of target achievement. Strategic KPIs have been defined for all seven focus fields. The company reviews the existing targets for each KPI and defines long-term targets for 2030 and interim targets for the coming years for new KPIs. Based on these targets, Porsche Holding develops measures for their achievement, each one building on the one before. The company established the main

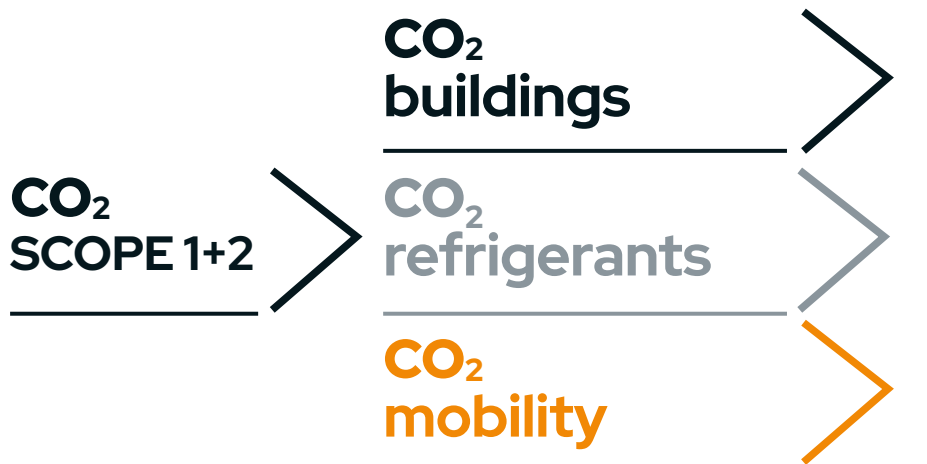
sustainability KPIs – carbon emissions, BEV share and women in management – at the highest strategic level and also presents this decision in the relevant management formats.

Porsche Holding again worked hard in the reporting year to optimise data quality, processes and KPI systems. It formulated regional and annual interim targets which will be integrated into the sustainability dashboard in 2024 so that the targets for all locations and entities can be monitored. The company expects the reporting and the targets to help it to identify and move forward additional measures in all focus fields and divisions.

## PORSCHE HOLDING'S CORPORATE CARBON FOOTPRINT

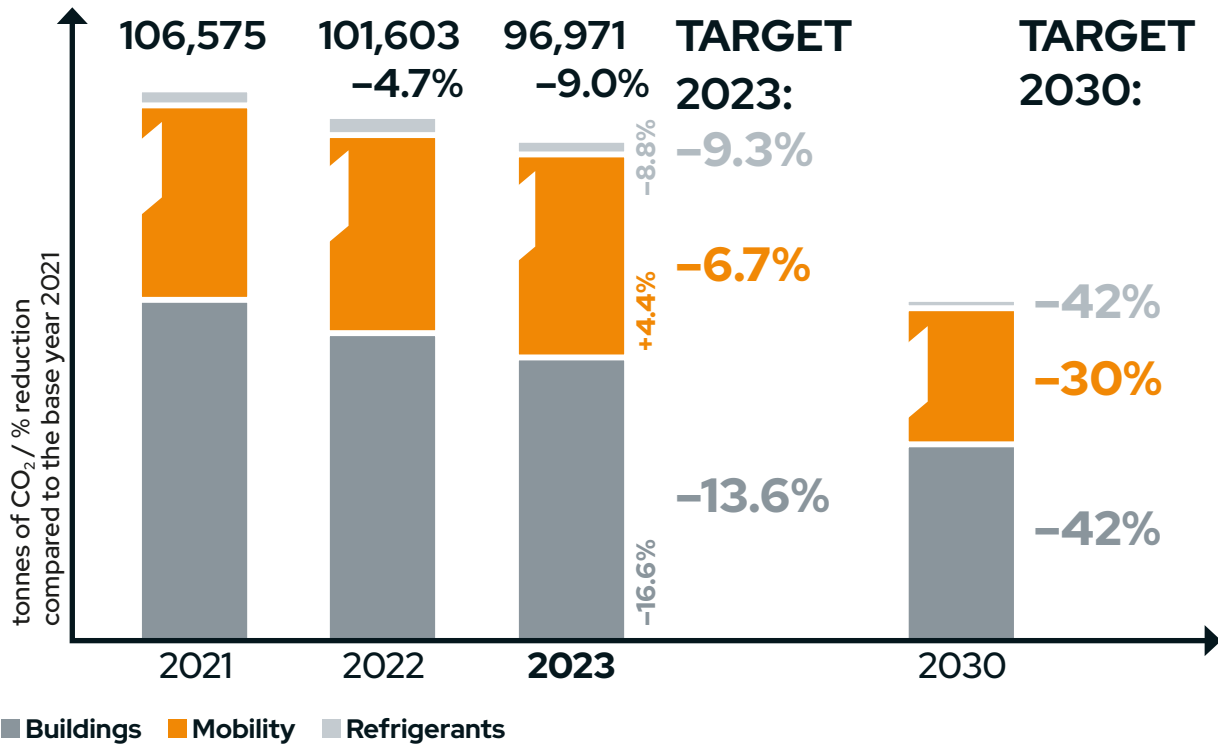
Porsche Holding's corporate carbon footprint provides the company with the data it needs to analyse its emissions and systematically work towards making improvements.

### CO<sub>2</sub> REDUCTION TARGET



2021 Target: – 30% to – 42% 2030

## DEVELOPMENT OF CO<sub>2</sub> EMISSIONS: BUILDINGS, MOBILITY, REFRIGERANTS



The company has set itself the clear target of reducing its CO<sub>2</sub> emissions by 30% by 2030, taking 2021 as the baseline. In the area of buildings, Porsche Holding increased its target to a 42% reduction during the reporting year. The company has also raised its target for mobility to a reduction of 42% in 2024. In the reporting year, Porsche Holding's carbon footprint was 96,971 tonnes of CO<sub>2</sub>. This amounted to a saving of 9.0% compared to the base year, meaning that the interim target of a saving of 6.7% for 2023 was more than achieved. The year 2021 was defined as the baseline year for energy and CO<sub>2</sub> topics due to the sustainability strategy that was launched at that time and rolled out on a broad basis in the following years. This included the development of an international key performance indicator system covering all sustainability strategy topics. The selected baseline year is also highly representative in relation to the COVID pandemic. The calculation also includes internal emissions from buildings such as electricity, heating, and refrigerants, as well as the company fleet. External emissions

within the value chain (Scope 3) are not included. In 2023 Porsche Holding had already reduced emissions in the buildings area by 16.6% compared to 2021. A reduction in emissions from refrigerants of 8.8% was also achieved. Emissions from mobility rose by 4.4% compared to the baseline year. The plan is to reduce emissions in stages through a 6-point plan:

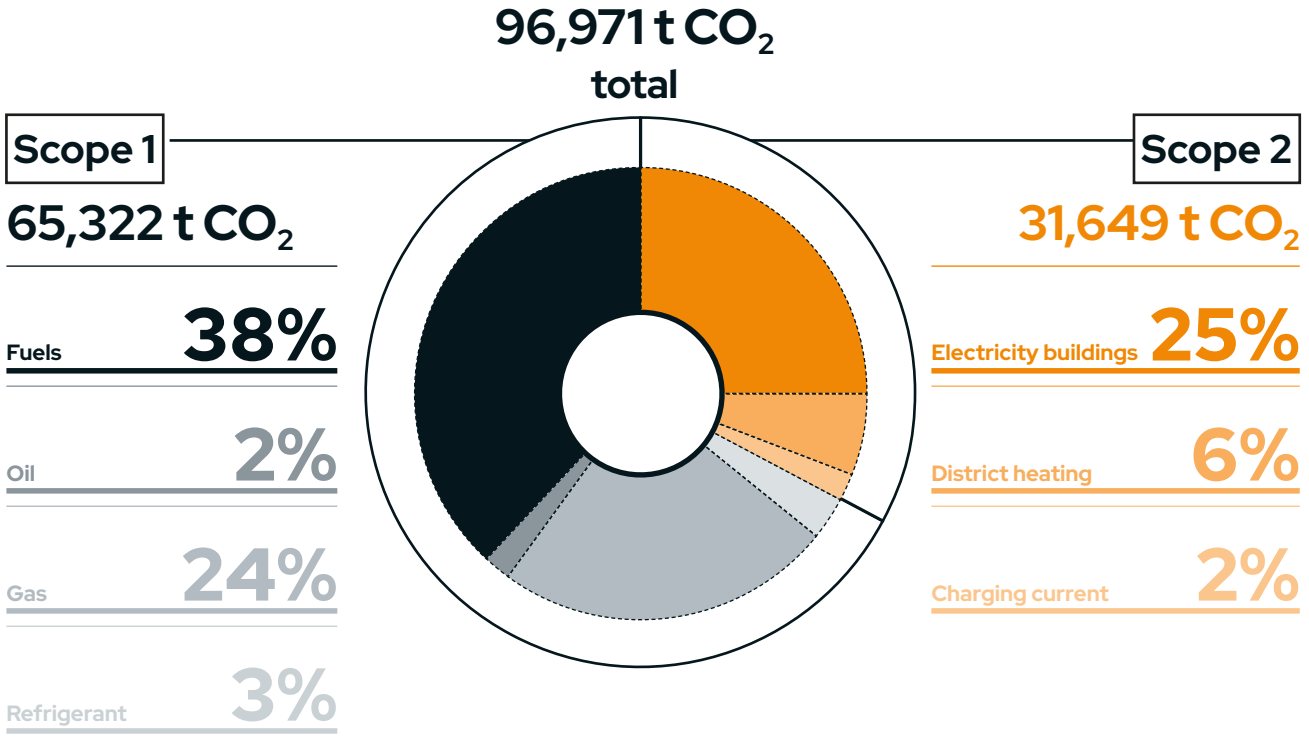
1. Energy savings
2. "Green Dealer" renovations
3. Switching the company car fleet to BEVs
4. Expansion of PV systems
5. Purchase of green electricity
6. Compensation for remaining emissions

Details on emissions can be found in the chapters for the focus area "Zero Emission Mobility" / see ► p. 062 ff / and the focus area "Green Building" / see ► p. 080 ff /.

■ GRI 305-1; GRI 305-2

## CARBON FOOTPRINT: EMISSIONS BY ENERGY SOURCE\*

■ GRI 305-1; GRI 305-2



\* Emissions in the base year 2021: Scope 1: 74,266 t; Scope 2: 32,309 tonnes; total: 106,575 t

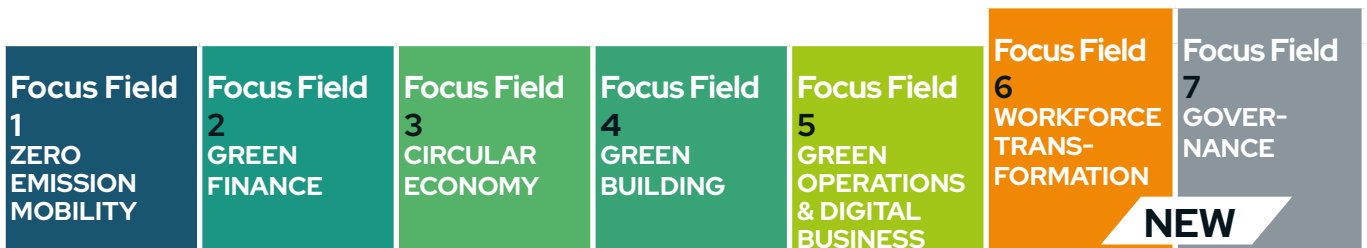
Porsche Holding's carbon footprint varies across the countries it operates in due to the differences in the number of locations and the unequal opportunities to purchase green energy. The locations with the largest carbon footprint are in Germany, Austria, Italy, France and Poland. Together, they account for more than 50% of the carbon footprint based on Scope 1 & 2 emissions.

The carbon footprint based on Scope 1 & 2 emissions can be divided into three main parts. Around 25% of the carbon footprint comes from internal electricity consumption. As a result, Porsche Holding focuses heavily on measures to improve energy efficiency and introduce photovoltaics (PV).

Group Procurement is responsible for strategic management of purchases of green energy, supported by the Energy department. However, decisions are made independently by each country. Around 35% of CO<sub>2</sub> emissions are caused by heating and cooling buildings, including replacing refrigerants. The company is therefore pushing ahead with the medium-term conversion of the heating and cooling systems at the locations to renewable energies / see ► p. 084 ff /. The remaining 40% is accounted for by fuel and charging current. Porsche Holding is gradually switching over its own fleet to BEVs / see ► p. 064 ff /.

## PORSCHE HOLDING SUSTAINABILITY STRATEGY

■ GRI 3-2





Of the total Scope 1 & 2 emissions of 96,971 t of CO<sub>2</sub> (previous year 101,603 t CO<sub>2</sub>), 65,322 t are categorised under Scope 1 (fossil heating energy and fuels) and 31,649 t under Scope 2 (electricity and district heating). The company emitted 1.6 tonnes (2022: 0.8 tonnes) of biogenic CO<sub>2</sub> emissions. The CO<sub>2</sub> emissions are calculated on the basis of the above-mentioned energy sources and the newly added refrigerant refill quantities. Porsche Holding's total energy consumption in 2023 was 533,081 MWh (2021: 581,716 MWh; 2022: 556,028 MWh). This is divided into 387,674 MWh from non-renewable energy and 145,407 MWh from renewable energy from PV systems and green electricity or, viewed another way, 213,499 MWh from electricity consumption and 319,583 MWh from heat consumption.

Following an initial estimate of Scope 3 emissions in 2022, Porsche Holding further refined its calculations in the reporting year. Scope 3 emissions are indirect emissions that occur in a company's upstream and downstream activities in the value chain.

As with most companies, Porsche Holding's Scope 3 emissions are many times higher than the carbon footprint in Scope 1 & 2. Initial calculations for the base year of 2021 reveal that the company's Scope 3 emissions amount to around 300 times the company's Scope 1 & 2 emissions. It is standard in the industry for Scope 3 emissions in the downstream use of products by customers to make up the majority of overall emissions. Here lies in reducing total emissions, which Porsche Holding is mainly addressing by increasing the percentage of BEVs in the total number of vehicles sold / see ► p. 064 ff /. The procurement of products and services, the leasing business and disposal of old vehicles provide further opportunities / see ► p. 071 ff and p. 074 ff /. Based on the findings from a Scope 3 calculation completed in 2024, the Group will focus more strongly on these emission categories in years to come. Porsche Holding aims to develop targets and measures to reduce its overall carbon footprint, and the sustainability strategy with its seven focus fields provides the ideal starting point for this.

■ GRI 302; GRI 305-1; GRI 305-2

### Two new focus fields

Porsche Holding has introduced an additional focus field in the areas of social affairs and governance in order to ensure a holistic view of all three pillars of sustainability and key topics.

In the reporting period it established the focus field "Workforce Transformation" in the Social pillar of its sustainability strategy. This focus field centres on the topics of the Life@Porsche personnel strategy, but also entrenches the key topics of health and safety in the workplace more deeply in the strategy. Porsche Holding has likewise been implementing measures in the Governance pillar for many years. With a view to more holistic sustainability management, the company integrated governance topics such as integrity, compliance, risk management, corporate security and data protection in the new Governance focus field into the sustainability strategy.

■ GRI 3-2

## CONTRIBUTION TO THE SDGs



### Sustainable Development Goals (SDGs)

The 17 Sustainable Development Goals (SDGs), which were adopted by the 193 member states of the United Nations in 2015, provide guidance to Porsche Holding for its sustainable development. **As part of the community, the company bears responsibility for ensuring a liveable future and remains firm in its belief that the SDGs will lead to faster progress being made in achieving sustainability.** The goals defined in Porsche Holding's sustainability strategy coincide with the priorities of the SDGs that are relevant for the company. Specifically, these are SDG 5 Gender Equality, SDG 7 Affordable and Clean Energy, SDG 11 Sustainable Cities and Communities and SDG 13 Climate Action.

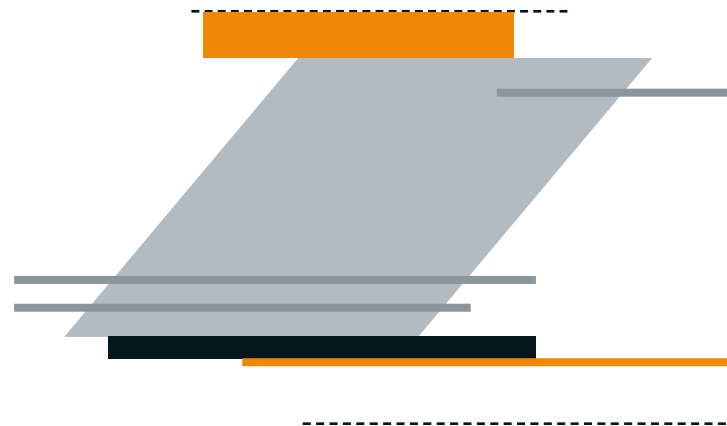
# ENVIRONMENTAL PROTECTION AND CLIMATE ACTION

Porsche Holding believes that it can be most effective in tackling climate change by taking climate action and steps to protect the environment. The company's carbon footprint is the main benchmark for measuring progress, and therefore all measures are taken with the aim of reducing this for good.

Porsche Holding intends to achieve this goal by reducing CO<sub>2</sub> emissions and increasing the number of BEVs sold and is driving it forward by strategically taking steps in the Zero Emission Mobility, Green Finance, Circular Economy, Green Building, and Green Operations & Digital Business focus fields in particular. Climate action and the reduction of CO<sub>2</sub> emissions are broad in scope, spanning multiple focus fields and business segments. The following sections provide detailed explanations of the focus fields.

**The sustainability strategy is centred around the five focus fields relating to climate action because Porsche Holding has identified this as the area where the company can have the biggest impact.** In the Zero Emission Mobility focus field, the company is working to increase the number of BEVs it sells and includes in its own fleet, while improving the overall conditions and infrastructure for e-mobility. The aim behind the Green Finance focus field is developing innovative, customer-centric financing products that encourage e-mobility and take sustainability aspects into account. The Circular Economy focus field concentrates on sustainable procurement and logistics with a selection process in place to ensure that suppliers meet the expectations for sustainability alongside the likes of scalable return and recycling processes for traction batteries. Through the Green Building focus field Porsche Holding is dedicated to sustainable buildings that are resource-efficient and as close to emission-free as possible in their construction and operation. In the "Green Operations & Digital Business" focus field, Porsche Holding is looking to make sustainable improvements to operations at its sales sites, such as saving energy and reducing water consumption. Sales of BEVs will be driven forward within this focus field in conjunction with the Zero Emission Mobility focus field.

■ GRI 3-3; GRI 305-1; GRI 305-2



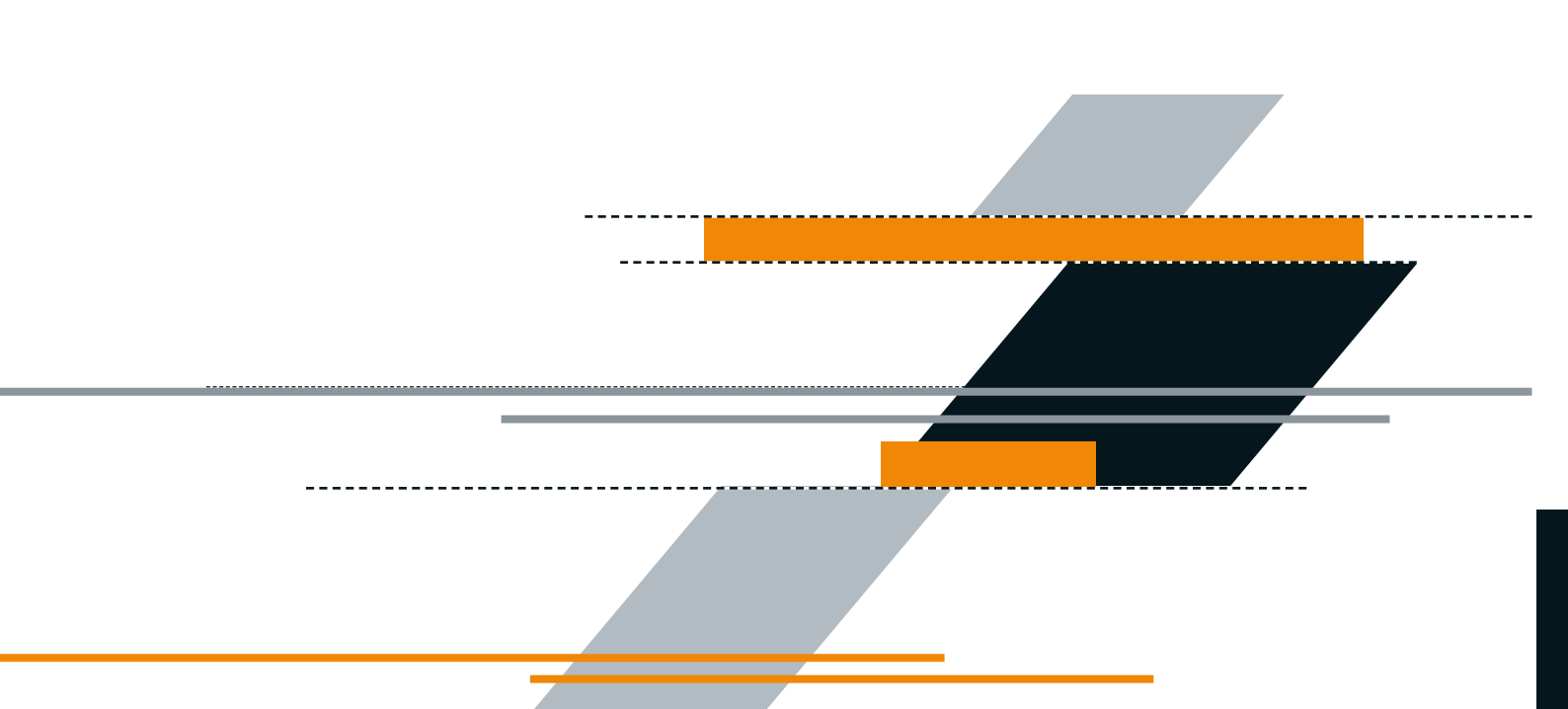
## FOCUS FIELD 1 "ZERO EMISSION MOBILITY"



Porsche Holding's vision in this focus field is to enable low-emission mobility for all – for the benefit of the customers, the employees and the planet.

Back in 2017, Porsche Holding started focusing on e-mobility and the associated infrastructure. **The company is forging ahead with plans to implement VW AG's ambitious targets for BEVs sold in order to significantly reduce CO<sub>2</sub> emissions in its core business of mobility.** At the same time, Porsche Holding is working on electrifying its own fleet.

In the industry, emissions that occur in the upstream and downstream activities of a company



make up the overwhelming majority of overall emissions, which often amount to over 95%. To achieve an improvement in this regard, Porsche Holding is focusing on making the transition from vehicles with combustion engines to BEVs, thereby primarily reducing the emissions in relation to product use.

Battery-powered electric vehicles charged with green energy do not produce any emissions that are harmful to the environment when they are being run. But when the entire product life cycle is considered, emissions are generated all the way from production to scrapping. Depending on the calculation used, experts come up with very different results when comparing the carbon footprint of all-electric vehicles with that of vehicles with internal combustion engines. Volkswagen AG also conducted its own research and performed a life cycle assessment as part of this work. Life cycle assessments (LCAs) cover the manufacturing process, including the extraction of raw materials, material production and supplier processes as well as in-house production, the utilisation phase with vehicle emissions and the necessary provision of charging power and fuel, and culminating in the dismantling of the vehicle at the end of its life. Volkswagen AG works with professional tools to prepare detailed LCAs that conform to ISO standards. This enables data to be exchanged Group-wide and allows for standardised calculation bases for LCAs.

One of Porsche Holding's goals is driving forward the shift in technology. The company intends to achieve this through sales of BEVs driven largely by the "Zero Emission Mobility" focus field, with the focus field being supported by the focus field "Green Operations & Digital Business", and by building an infrastructure to support all-electric vehicles. This is where MOON POWER comes in. The subsidiary sells charging stations, PV systems and battery storage units, bringing integrated energy concepts to life for its customers in 20 countries. MOON POWER focuses its efforts on promising ideas for projects and develops viable business models for all stages of the value chain. Some examples include:

- second life storage for extending battery life, while reducing the costs for customers;
- community charging, with multiple customers benefiting from shared power;
- bidirectional charging, whereby battery-powered electric vehicles can bring redundancy and reliability to the power supply. Bidirectional charging will become increasingly important in future.



## Strategy Focus Field 1

Mobility is being shaped by the rapid development of new technologies that will make it more sustainable and environmentally friendly. These developments cover electrification, infrastructure and innovative travel concepts like car sharing. Porsche Holding intends to advance the vision of completely carbon-neutral mobility in this focus field by concentrating on four core measures in particular:

- increase the number of BEVs sold;
- increase the share of BEVs in our own fleet;
- reduce customers' footprint by using green electricity they generate themselves (photovoltaic installations);
- train and update our own employees in relation to e-mobility.

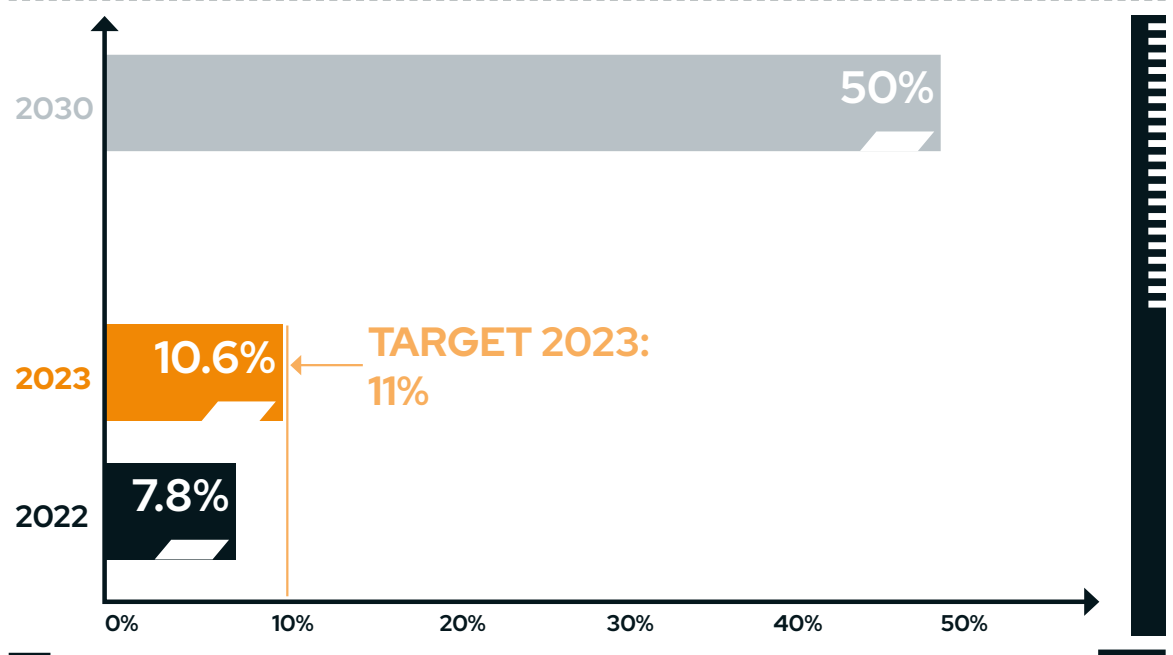


## Operational KPIs and targets Focus Field 1

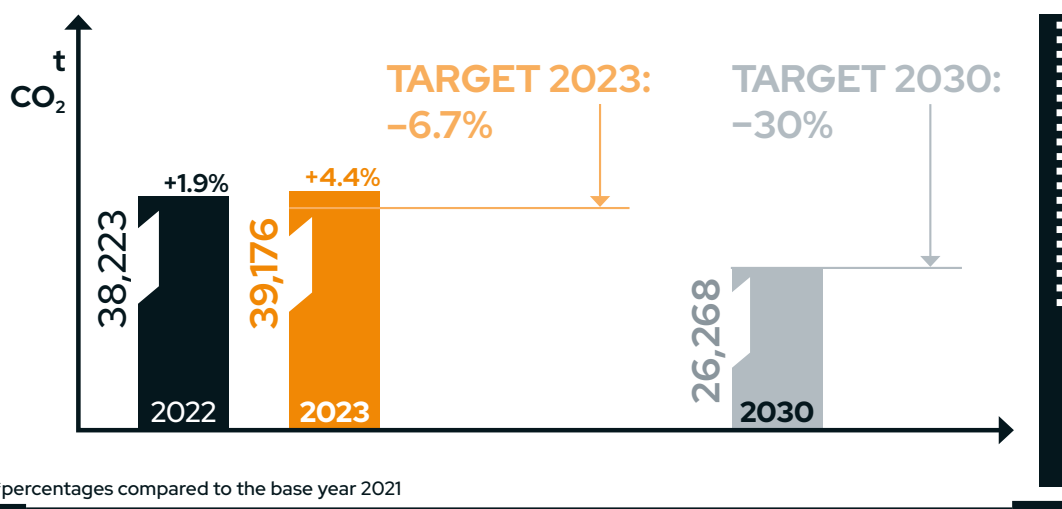
One of the main KPIs in the Zero Emission Mobility focus field is the number of BEVs sold as a share of total sales. Porsche Holding is aiming to increase this globally to 50% by 2030. In the reporting year, BEVs made up 10.6% of total sales. Achieving this target depends on the plans made by brands of the manufacturing companies and is also influenced by market fluctuations, e.g. caused by supply shortages. The share of company cars used by Porsche Holding employees that are BEVs is another key indicator. The increase in the share of BEVs among company cars to 21.4% in the reporting year is significantly higher than the target of 17% set for 2023, which is an increase of more than 4 percentage points. Porsche Holding plans for 80% of the company's fleet of company vehicles to be BEVs by 2030.

The company records the CO<sub>2</sub> emissions from its own fleet so as to measure the impact on the environment and take steps to reduce those emissions. Originally, Porsche Holding aimed to

## BEV SHARE OF VEHICLES SOLD



## CO<sub>2</sub> EMISSIONS MOBILITY\*



reduce its cumulative Scope 1 & 2 CO<sub>2</sub> emissions by 30% before 2030 compared with the base year of 2021. The company raised this target in spring 2024 and now seeks to reduce carbon emissions by 42%. Mobility is critical to achieving this target, as it was responsible for 38,223 t in 2022 and for 39,176 t of CO<sub>2</sub> emissions in the reporting year. This includes all emissions from fossil fuels such as diesel, petrol, natural gas and kerosene as well as the charging power for all vehicles used internally as company cars, pool cars, demo cars, courtesy cars and Porsche Air Service jets, but also for initial fuelling and electricity charging for customers. This means that the target of reducing CO<sub>2</sub> emissions in mobility by 6.7% by 2023 versus the base year was not achieved. The reasons for this include the fact that the charging current was reported separately in the mobility category for the first time in 2023 and therefore there was no longer a one-off negative effect in electricity consumption compared to the base year and the total number of vehicles was also increased. Another goal is focused on increasing the generation of green electricity under the KPI "PV systems installed (customers)" in the unit Megawatt peak (MWp). The aim is for the electricity required for charging BEVs to be covered by

renewable energy sources. Porsche Holding plans to sell sustainable PV systems with a total annual capacity of 100 MWp to customers, internal companies and dealerships and have these installed by 2030. **The company exceeded the interim target for 2023.**

	2022	2023	Target 2023	Target 2030
BEV share of vehicles sold	7.8%	10.6%	11.0%	50%
BEV share of company cars	13.2%	21.4%	17.0%	80%
PV systems installed (customers)	3.1 MWp	6.5 MWp	6.0 MWp	100 MWp
CO <sub>2</sub> emissions mobility*	38,223 t	39,176 t	35,024 t	26,268 t

\* The previous year's figures were subsequently amended; details can be found in the section "Subsequent amendments to the previous year's report" / see ► p. 120 ff. /



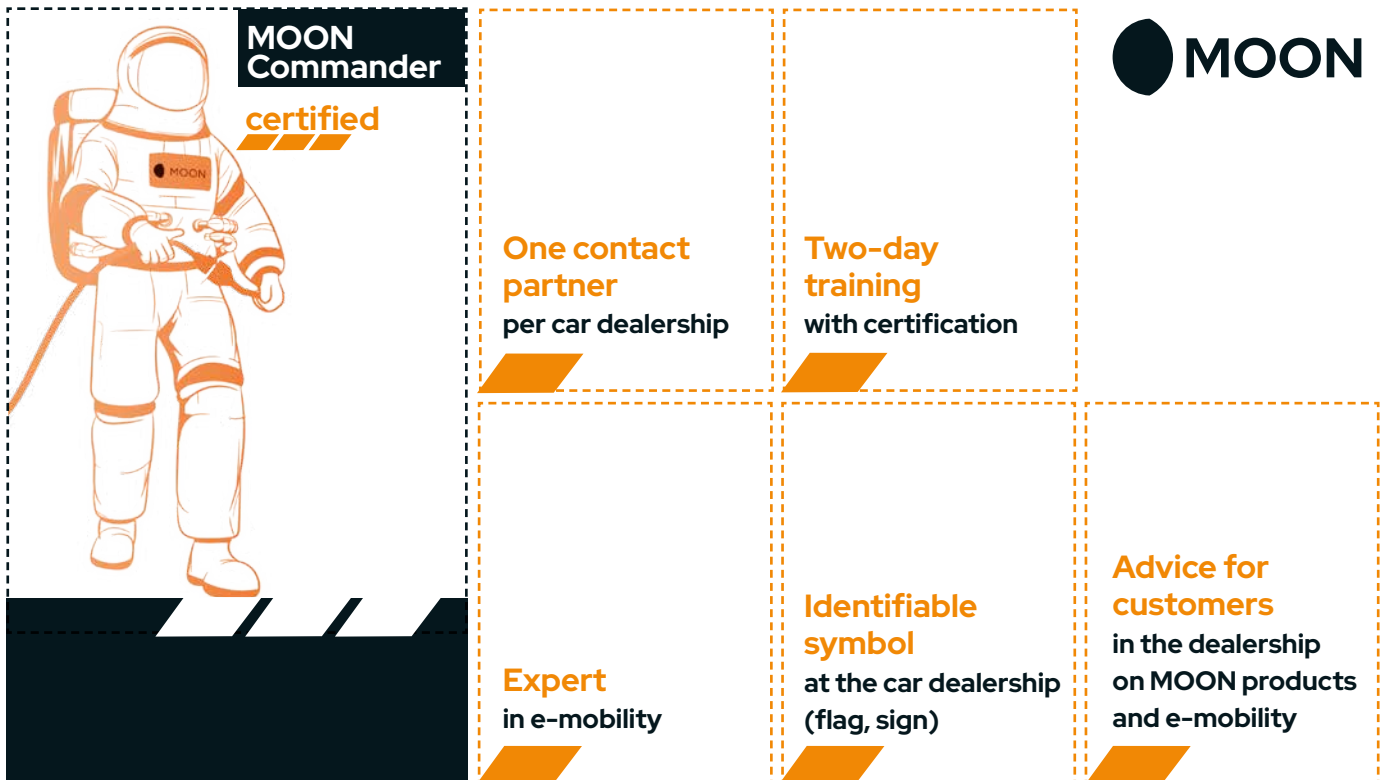
## Measures Focus Field 1

Porsche Holding is taking steps one after the other to achieve its overarching objectives. **The measures in the "Zero Emission Mobility" focus field aim to make BEVs more widespread and develop integrated energy concepts.** Many of these measures are being driven by the subsidiary MOON POWER. The company will mainly increase the share of BEVs in its company car fleet through its fleet management activities at Porsche Bank as well as in the Wholesale and Retail business divisions. The Zero Emission Mobility focus field also overlaps with the Green Finance focus field, particularly in the area of e-car sharing offered by Porsche Bank as a service. The Workforce Transformation focus field has overlaps with the area of employee mobility.

### International MOONCITIES

One of the most important measures being taken to make BEVs more widespread is the development of the international concept of MOONCITIES. The idea is that potential customers will leave a MOONCITY feeling enthusiastic about e-mobility. They can also access advice on the charging infrastructure required and on the funding options. MOONCITIES were and are opened in places like Vienna, Zagreb, Ljubljana and Bucharest. In June 2023 the company opened another MOONCITY in Budapest, and there are plans to expand the concept further. The flagship store opened in Salzburg in December 2019 was redesigned in 2024 and turned into Austria's biggest city-centre fast-charging park. The store has received the "Green Location" Austrian Ecolabel from the Ministry for Climate Action, Environment, Energy, Mobility, Innovation and Technology.

## MOON COMMANDER – TRAINING FOR ELECTRIFIED DEALERSHIPS



### **MOON Commander**

Positioning a MOON Commander in most Porsche Holding dealerships in Austria also serves to increase the number of BEVs sold. These specialists are on hand to advise customers about all things e-mobility – cars, charging infrastructure, funding and everything else.

### **Level of Competence**

Porsche Holding is aiming to sell and install holistic energy concepts and PV systems with a capacity of 100 MWp by 2030. It is the reason why the company is developing the necessary skills and expertise in all the countries in which MOON POWER operates and has introduced the “Level of Competence” concept. This should ensure that all countries are brought up to the same high level over the next few years. The concept was launched in June 2023 at the annual international MOON Summit in Budapest, Hungary.

The company assigned all the franchise countries to one of the six designated levels. The next step was to create a development plan for each country with the aim of bringing them up to the ideal level.

### **Development of PV systems, charging infrastructure and energy storage units**

The MOON POWER product portfolio comprises PV systems, charging infrastructure and energy storage units, rounded off by wide-ranging service, support and maintenance options. This means that Porsche Holding customers have access to the infrastructure that goes alongside their BEVs.

A PV system allows customers to generate their own environmentally friendly solar power, which they can either use themselves or feed into the public electricity grid in exchange for payment.

Fixed charging stations are usually located in company and dealership car parks, in public institutions, on motorways (fast-charging stations), in charging parks and in cities. They help make battery-powered electric vehicles more widespread and reduce the use of fossil fuels.

Besides public charging stations, another option is wall boxes that can be installed at home, in car parks or on business premises. Dealerships can sell these directly to customers. However, MOON POWER’s focus is B2B.

**An integrated energy concept includes the energy storage units to go with a PV system and charging infrastructure.** Energy storage units reduce the dependence on grid operators and open up the option of self-supply with cheaper power. Energy storage units also take some of the pressure off the power grid by reducing the peak loads.

### **Extended charging infrastructure at Salzburg head office**

With a view to increasing the number of BEVs within its own fleet, Porsche Holding greatly increased the number of charging points at Salzburg head office in 2023.

## **Examples of best practice**

### **Focus Field 1**

#### **Bringing e-mobility to life**

Bringing e-mobility to life will also help to make BEVs more widely accepted and used. At the MOONCITIES as well as at events, those interested in battery-powered electric vehicles have the opportunity to not only look at them but also drive them.

Audi has teamed up with MOON POWER to open its first charging hub in Austria next to MOON-CITY Salzburg. The public fast-charging stations are supplemented by buffer storage consisting of second-life batteries, which are used, reconditioned lithium-ion batteries. The company has taken steps to ensure barrier-free access for use of the fast-charging infrastructure.

**Assisted by multiple cooperation partners, Porsche Holding organised the Wiener Elektro Tage family event promoting a sustainable lifestyle from 13 to 17 September 2023.** Visitors gleaned information on e-mobility, charging infrastructure and financing from exhibitions and panel discussions. The successful concept for this event will be continued in 2024.

#### **Everyday Heroes**

For the last two years, MOON POWER and Porsche Austria have worked with a number of partners to create awareness that e-mobility slots easily into everyday life with improved BEV ranges and a broader charging infrastructure. Models from Volkswagen AG now have a range of up to 700 km.

MOON POWER launched an “Everyday Heroes” campaign to give pioneers a platform to present their sustainable business models in combination with e-mobility. One example is



the Stanglwirt family-run business in Tyrol, which has added 14 charging points to its business in collaboration with MOON POWER after replacing the bulk of its own fleet with electric vehicles.

#### **A pilot project with the police**

Porsche Austria handed over 22 all-electric ID.3 and ID.4 vehicles and one Porsche Taycan to the Austrian police force within the scope of a pilot project. Since June 2023, 20 police stations in Styria, Lower Austria, Vienna and Tyrol have been taking part in this project, testing the electric vehicles across the gamut of police operations. Particular attention is paid to performance, charging management and security aspects. The practical testing, which is being overseen by scientific experts, is expected to be completed by the end of 2025, followed by analysis and preparation of the results.

Porsche Austria is supporting the nationwide "Gemeinsam. Sicher" (Safe.Together) campaign using an all-electric ID.Buzz for promotional purposes. In handing over the vehicle to the police to use free of charge, the company is contributing to a professional dialogue on security between members of the public, municipalities and the police that will last until mid-2025.

■ GRI 3-3

## Outlook Focus Field 1

As things stand, the success of the Zero Emission Mobility focus field rests on people moving over to e-mobility in many areas of life. The range electric vehicles now have is more than enough for most users. As ranges grow and charging services improve, e-mobility will become more and more practical for everyday use, especially as solar power is generated locally. Electrifying large fleets like those of police forces is also important as it sends a signal to the general population. These measures will be accelerated even more so that the new target of reducing CO<sub>2</sub> emissions by 42% by 2030 is achieved.

Business partners will continue to play a key role in driving e-mobility forward in the future. The Everyday Heroes campaign Porsche Holding developed shows how e-mobility works in everyday life.

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## FOCUS FIELD 2 "GREEN FINANCE"



**Porsche Bank and Porsche Corporate Finance (Group Treasury) together make up the "Green Finance" focus field. The sustainable transformation at Porsche Holding is centred around the financing and mobility products offered by Porsche Bank and the corporate refinancing managed by Group Treasury.** For this, Porsche Bank is pushing new financing products with sustainability as a key factor. The company and its customers alike should be able to reap the benefits of sustainable financial products. Porsche Bank is aiming to set the industry benchmark with its products and, in so doing, assume a leading position in promoting e-mobility.

### Strategy Focus Field 2

The Group Treasury follows the Porsche Holding sustainability strategy by integrating green refinancing into the existing corporate refinancing portfolio. The focus here is on sustainability-linked financing structures that tie the finance costs to Porsche Holding's sustainability performance. Porsche Holding has thus created a company-wide incentive to improve this further in the long run. Performance is measured annually on the basis of externally validated sustainability goals developed from the strategic focus. This way, Porsche Holding will be confirming its commitment to investors and to financial market participants.

The financing and mobility products offered such as e-car sharing create an interface to the Zero Emission Mobility focus field that aims to reduce CO<sub>2</sub> emissions generated by transportation. By using more BEVs as company cars for its employees,

Porsche Holding can reduce Scope 1 emissions within its own sphere of activity. The Green Finance focus field can also help to reduce Scope 3 CO<sub>2</sub> emissions: if the share of battery-powered electric vehicles sold or leased rises on the back of attractive financing packages for employees and customers, Scope 3 emissions fall.

Sustainability is becoming a decisive competitive factor for financial services providers and hence for Porsche Bank to an increasing degree. Customers and investors are expecting more and more from banks in this area. Existing and future requirements under EU regulations have to be factored in too.

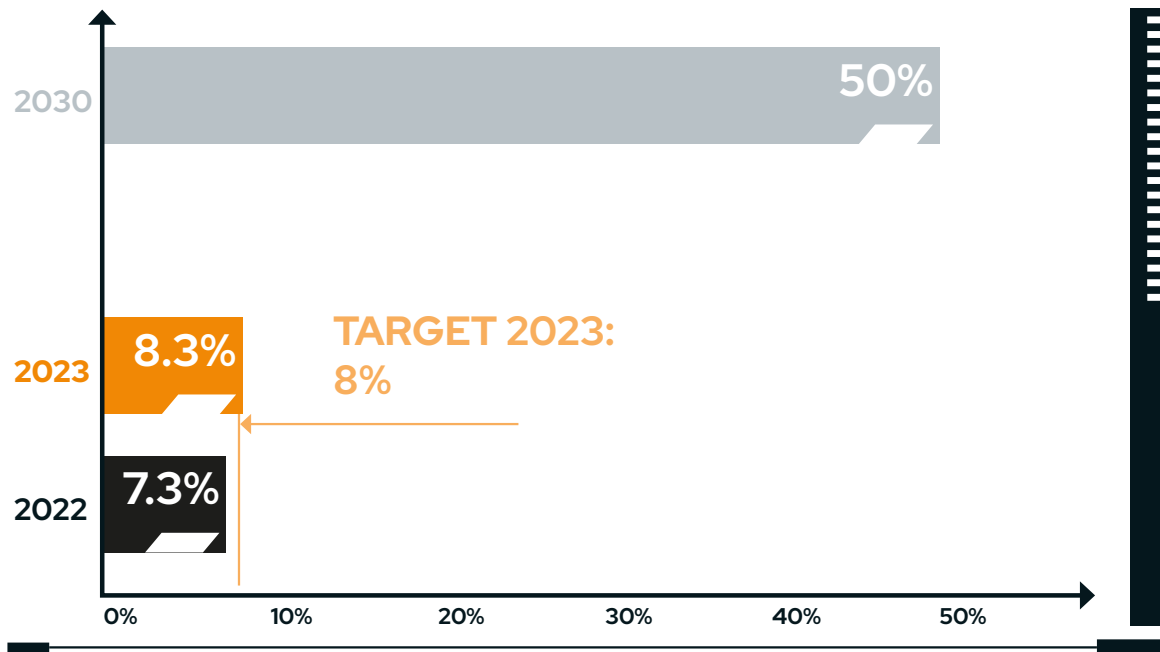
**The Green Finance focus field puts Porsche Holding in a strong position to keep aligning its business model and business processes with principles of sustainability.** Regular cross-border exchange on sustainability priorities and sustainability in risk management is part of Porsche Bank's strategic focus.

Along with the requirements that apply to the whole of Porsche Holding, Porsche Bank as a financial institution is subject to further regulatory requirements and is strongly bound to the steadily growing interest of its stakeholders in sustainability. Against this backdrop, Porsche Bank is publishing a specifically tailored ► **Sustainability Report**, as in previous years. Due to the differing regulatory obligations, Porsche Bank has established a Group-wide sustainability strategy that is in line with the sustainability strategy of Porsche Holding.

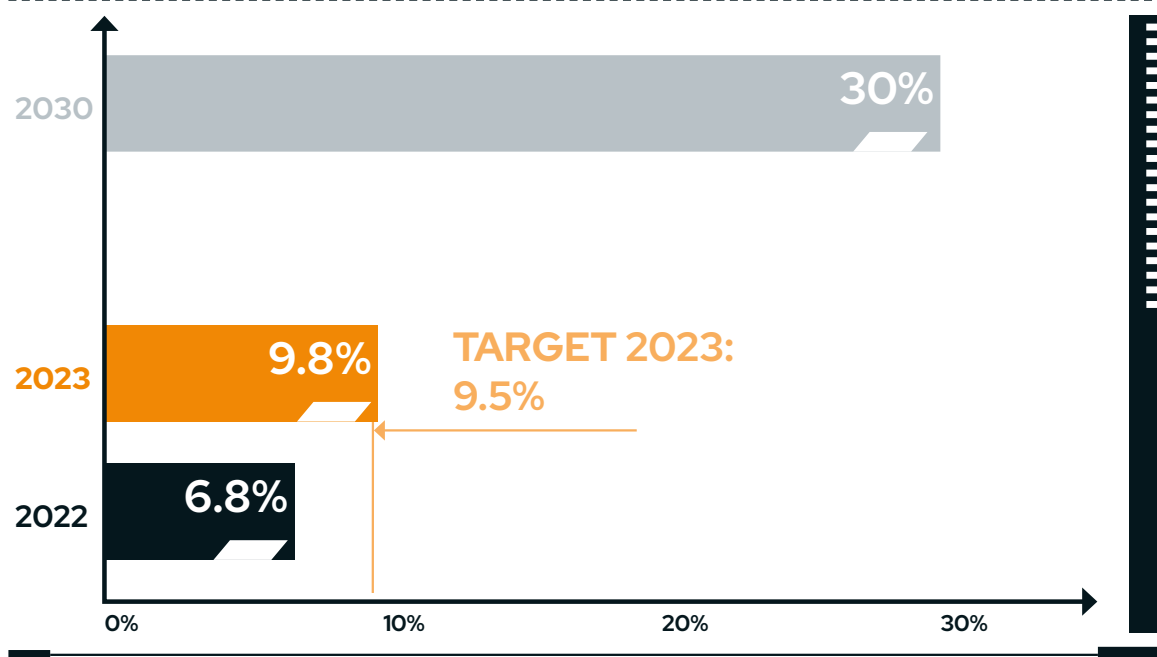
Scan this QR code  
to read the Porsche Bank  
Sustainability Report.



## FINANCED BEV SHARE (OF NEW CONTRACTS)



## GREEN ASSET RATIO





## Operational KPIs and targets

### Focus Field 2

Three main KPIs have been defined for the Green Finance focus field. The first KPI is the Green Asset Ratio, which specifies the share of environmentally friendly or rather taxonomy-aligned assets in the financial portfolio. Porsche Holding determines what is categorised as taxonomy-aligned assets based on the statements in “Economic Activity 3.3” in the EU Taxonomy Regulation. Porsche Holding is aiming to achieve a Green Asset Ratio of at least 30% by 2030. The company achieved its interim target in the reporting year with a ratio of 9.8%.

An equally relevant KPI is the share of financed BEVs, which represents the percentage of all new financing contracts concluded for vehicles during the calendar year that are for BEVs. Here, Porsche Holding strives for the ambitious target of reaching a share of at least 50% by 2030. The share of financed BEVs in the 2023 reporting year was 8.3%; this represents an increase year-on-year and also achieved the interim target set.

The company uses the average CO<sub>2</sub> emissions associated with new financing contracts as another KPI to assess sustainability within financing. This indicator shows the average CO<sub>2</sub> emissions of the vehicles financed by Porsche Bank.

Porsche Holding is aiming to halve the CO<sub>2</sub> emissions associated with new financing contracts, taking the figure from the 2019 base year down to 72.8 g CO<sub>2</sub>/km by 2030. To achieve this, Porsche Holding set the goal of achieving CO<sub>2</sub> emissions of 126.0 g CO<sub>2</sub>/km in 2023. With volumes of 127.2 g CO<sub>2</sub>/km, the company only narrowly missed its target, due for example to strong demand for vehicles with internal combustion engines and for more cost-effective used vehicles.

	2022	2023	Target 2023	Target 2030
Green Asset Ratio	6.8%	9.8%	9.5%	30%
Financed BEV share (of new contracts)	7.3%	8.3%	8.0%	50%
Av. CO <sub>2</sub> emissions of new finance contracts	126.0 g CO <sub>2</sub> /km	127.2 g CO <sub>2</sub> /km	126.0 g CO <sub>2</sub> /km	72.8 g CO <sub>2</sub> /km

In view of the fact that Porsche Bank is included in the VW Group’s consolidated group reporting and therefore does not have an independent reporting obligation, the Green Asset Ratio is calculated in accordance with the requirements of the EU Taxonomy Regulation “Economic Activity 3.3”.

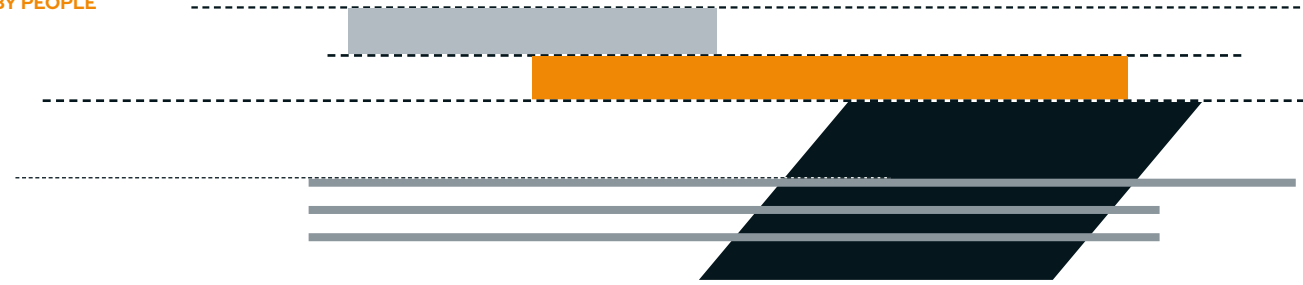
## Measures

### Focus Field 2

Porsche Bank plays a major role in developing new mobility concepts and fields of business to meet the needs of its customers. Key concepts here are the sharetoo car subscription (AutoAbo) and the sharetoo car sharing services alongside conventional leasing and attractive financing packages for BEVs.

#### Sharetoo AutoAbo

The sharetoo AutoAbo is designed for customers who need flexibility in their mobility. It sits somewhere between highly flexible car rental and a long-term leasing model within the product portfolio. Sharetoo AutoAbo users have 3 to 24 months to trial this resource-efficient form of mobility – with full flexibility and no long-term commitment. Ample flexibility in the booking periods means that vehicle capacity can be used efficiently. AutoAbo is ideal as a temporary solution, such as when there is an unusually long waiting time for a car on order. There are currently 70 models from four vehicle segments available, with 71% of those being electric.



### Sharetoo car sharing

Porsche Holding has offered sharetoo car sharing to municipalities, businesses and communities for a number of years. sharetoo has also been available to private individuals in Vienna since the autumn of 2021. In cooperation with Wiener Linien (WienMobil), 100 battery-powered electric vehicles, including the VW ID.Buzz, have been available for car sharing since September 2022. All customers in Vienna now have full access to over 115 stations. sharetoo car sharing already has over 45,000 users. In January 2023 the service received the Austrian Ecolabel in recognition of its contribution to climate action, conservation of resources and circular economy.

### Smart Driver Plus

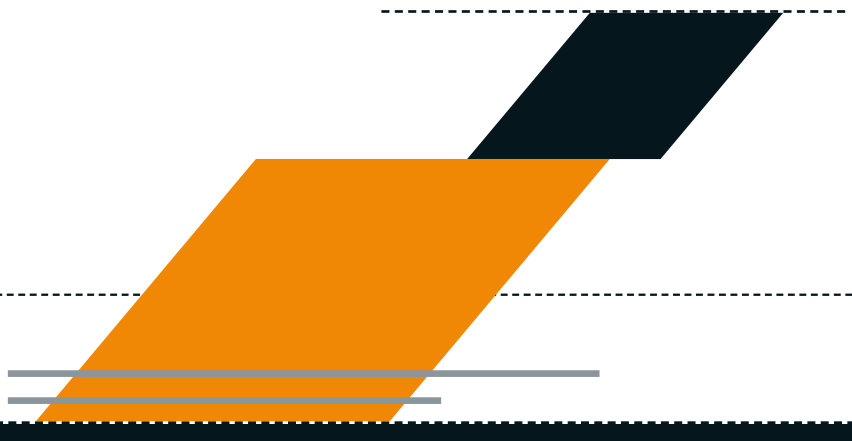
The subsidiary Porsche Versicherungs AG has an innovative product – Smart Driver Plus – which rewards safe, sustainable and proactive driving. **Customers can use the Smart Driver app to track their driving with regard to acceleration, braking and cornering, as well as their speed and use of mobile phones at the wheel.** By making improvements they can save up to 20% on monthly car insurance premiums. This system gives customers incentives to drive safely and efficiently, with proactive driving having a positive impact on fuel consumption and emissions too. At the end of 2023, the proportion of comprehensive insurance policyholders who have also selected the smart driver component is 50.2%. This represents an increase of 5.9 percentage points compared to the previous year.

### Opportunities for training on sustainable products

In 2023 the company provided regular training opportunities for customer-facing employees so that customers can learn about Porsche Holding's sustainable product portfolio and its benefits. Further opportunities will be rolled out in future.

### Sustainable financing

In corporate refinancing, Porsche Holding entered into initial financing arrangements with a sustainability component in 2023. The company implemented sustainability-linked transactions with a total volume of 925 million euros. This includes a syndicated, revolving credit line in the core banking group as well as one public and one bilateral promissory note transaction with terms of between three and seven years. Three strategically developed, standardised KPIs from the environmental and social pillars of sustainability serve as a basis for this, with their performance being measured annually using agreed targets. If the defined targets are achieved, there is a (non-cumulative) reduction in current financing costs for each KPI. Otherwise, a corresponding premium will be applied.



## SUSTAINABLE PRODUCT RANGE

Battery-powered electric vehicle offers	Smart Driver Plus	AutoAbo	sharetoo	Co-operation with MOON POWER
<ul style="list-style-type: none"> <li>Special offers for private customers/companies regarding financing, insurance and service products for battery-powered electric vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Porsche Versicherung's app-supported telematics tariff</li> </ul>	<ul style="list-style-type: none"> <li>Flexible long-term rental offers with a high proportion of battery-powered electric vehicles</li> </ul>	<ul style="list-style-type: none"> <li>App-supported car sharing for local authorities, companies and private individuals</li> </ul>	<ul style="list-style-type: none"> <li>Financing of PV systems</li> <li>Charging stations for BEVs and accessories</li> </ul>
Added value				
<ul style="list-style-type: none"> <li>Attractive offers for establishing battery-powered electric vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Encouraging fuel-efficient driving behaviour</li> </ul>	<ul style="list-style-type: none"> <li>Focus on e-mobility</li> <li>Bridging solution</li> <li>Mobility as a Service</li> </ul>	<ul style="list-style-type: none"> <li>Supplementary mobility</li> <li>Fleet of battery-powered electric vehicles</li> <li>Relief for public transport network</li> </ul>	<ul style="list-style-type: none"> <li>All-round package for e-mobility</li> </ul>

## Examples of best practice Focus Field 2

### Sustainability incorporated into risk management at Porsche Bank

As a way of incorporating sustainability into the relevant risk categories at the Porsche Bank Group, the company created a heat map in 2021 with general implications and performed a materiality assessment for sustainability risk. This analyses and evaluates the impact of sustainability-related risks on other types of risks. The internal credit rating process was updated in 2022 within the context of the EBA "Guideline on loan origination and monitoring" (EBA/GL/2020/06). The company added sustainability as a new factor to bring in an in-depth analysis and ensure that ESG risks are considered as part of the credit approval process for business customers. This makes it possible to identify business models and practices that are not sustainable before it is too late.

**As part of its risk management, Porsche Bank already considers sustainability-related risks within the Internal Capital Adequacy Assessment Process (ICAAP).** During the overall bank stress test, a specific climate-related scenario was applied

and used to map the impact of ESG risks. Porsche Bank aims to be as transparent as possible when it comes to sustainability, ensuring an accurate indication of its CO<sub>2</sub> emissions, high-risk assets and commitment to social and environmental action, among other things.

### Second sustainability conference

Porsche Bank organised its second consecutive sustainability conference in 2023. This gave sustainability managers from 14 countries an opportunity to talk about best practices with other experts. The agenda was also supplemented with a variety of talks and round table discussions all about sustainability.

■ GRI 3-3

Scan this QR code  
to read the Porsche Bank  
Sustainability Report.



## Outlook Focus Field 2

Porsche Holding will continue to expand its sustainable product range and financing opportunities in 2024. Porsche Bank will make a major contribution to these endeavours. The company will continue to develop its attractive financing packages for employees and customers as well as its all-round packages for battery-powered electric vehicles, including insurance, in order to promote e-mobility and contribute to reducing CO<sub>2</sub> emissions.

In addition, Porsche Holding will roll out the sharetoo AutoAbo website in Croatia, Hungary and Slovenia. After this, the sustainable car leasing concept will be extended to other countries. The sharetoo car sharing concept is very popular among companies and fleet customers and receives funding from the federal government. In light of this situation, Porsche Holding will prioritise further expansion in the electric fleet and B2B business. There are also plans to publish another sustainability report and continue the transnational sustainability conference for sustainability and risk managers in 2024.

## FOCUS FIELD 3 "CIRCULAR ECONOMY"



Porsche Holding has a vision of sustainable value chains and establishes these internally and externally in cooperation with suppliers through recyclable products, and packaging, as well as environmentally and socially sustainable services and safety. The company's aim here is to help reduce waste and CO<sub>2</sub> emissions, while minimising sustainability-related risks for Porsche Holding and its business partners. One of the aims of the Circular Economy focus field is to preserve nature's regenerative capacity by using resources efficiently, reducing waste and emissions, and closing energy and material cycles.

Working towards this vision, Porsche Holding is committed to sustainable procurement and logistics within the Circular Economy focus field. Porsche Holding Salzburg is a retail company with a focus on holistic mobility services ranging from vehicle sales to after-sales services and financing, all the way to IT services for dealerships. This is why the company's potential in terms of circular economy is different from that of the manufacturing affiliates of Volkswagen AG.



## Strategy

### Focus Field 3

Porsche Holding has defined three principal action areas in the Circular Economy focus field:

- 1. Green procurement
- 2. Green logistics
- 3. Green battery handling relating to the reuse of traction batteries

As Porsche Holding's ambitious sustainability goals can only be achieved collectively, the "Circular Economy" focus field relies on cross-divisional cooperation and promotes dialogue with stakeholders.

In this focus field, Porsche Holding collaborated transparently with suppliers once again in the reporting year to uphold its supply chain standards. A strategy is set out in all three action areas:

#### **Green procurement – gatekeeping and multiplying know-how**

Because expenditure is so high and procurement acts as an interface to external suppliers, it is the area with the biggest potential to have a positive impact. **A fairly significant proportion of total emissions (Scope 1 to 3) originate from the procurement of goods and services.** Porsche Holding has distributed a checklist for sustainable procurement throughout the company, set up a central information point on the Group Procurement SharePoint and developed product group strategies for sustainable procurement that serve as the basis for calls for tender.

**Group Procurement and the relevant specialist departments focus on giving employees the tools they need by providing comprehensive training on sustainable procurement and total cost of ownership.** However, Porsche Holding's efforts to reduce emissions in procurement are not limited solely to internal structures: active involvement of suppliers not only provides an important source of information for Porsche Holding, but also fosters the exchange of innovations and development of sustainable solutions.

#### **Green logistics – laying the foundation for sustainability by increasing efficiency over the years**

Successful supply chains are ones that work efficiently over time. What used to drive efficiency improvements in logistics on the cost side is now supplemented by the aspect of sustainability. Route optimisation or optimum stock levels, for example, are an integral part of logistics.

**The transportation of vehicles and spare parts makes up a large share of emissions.** Porsche Holding works tirelessly to optimise data so that it can measure performance. In the reporting year, the company added a CO<sub>2</sub> reporting component to all central transport tenders for new vehicle logistics. Porsche Holding is also driving forward with its responsible approach to products at logistics centres. On account of the high level of emissions, logistics and the implementation of sustainable delivery processes have special priority here.

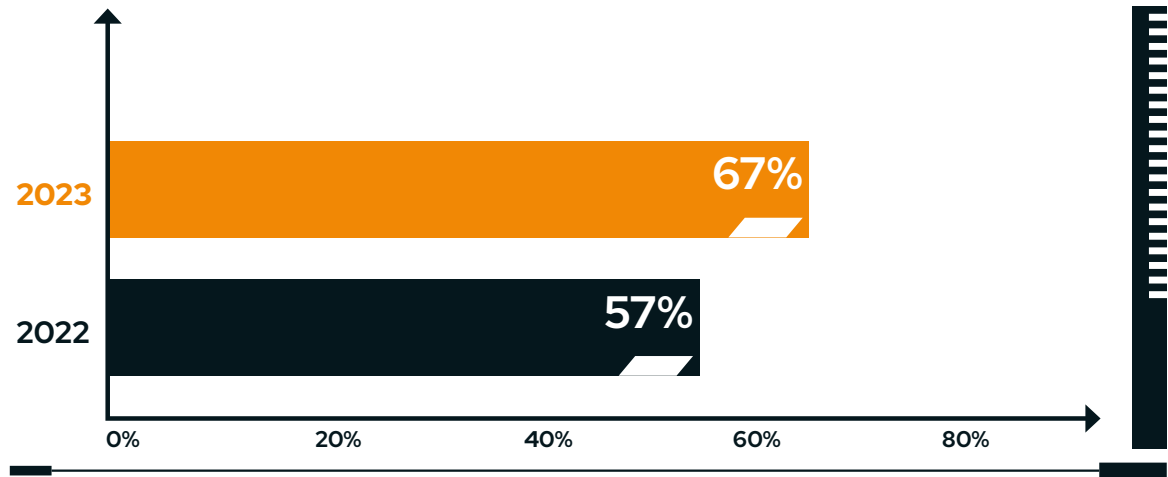
#### **Green battery handling – opportunities for new business models**

The automotive world is moving away from combustion engines and towards electric vehicles. This is leading to Porsche Holding, Europe's biggest automotive retail company, becoming a major provider of battery capacity. **In 2023 the company focused on its second life strategy, which creates safety concepts for second use of used traction batteries.** Traction batteries are rechargeable sources of electrical energy. They are used in electric vehicles to store and provide energy for the drivetrain. To take this innovative subject area from the strategic level and implement it in day-to-day operations, the company continued its development of technical and organisational parameters that it had started in the previous year, taking as a basis the processes and standards defined in cooperation with the specialist departments of Volkswagen AG.



## SUPPLIERS WITH CSR RATING

GRI 414-2a



## Operational KPIs and targets Focus Field 3

### Suppliers with CSR rating

Porsche Holding has defined its main KPIs for the Circular Economy focus field to measure progress towards achieving a sustainable supply chain. One key indicator is the number of suppliers that have received a CSR rating (360-degree sustainability rating). This figure stood at 67% in 2023, with the goal having been set to increase it as much as possible by 2030, balancing legal requirements with meaningful environmental and financial criteria. To achieve this goal, procurement at Porsche Holding always uses this KPI in the context of the procurement-based expenditure for a given financial year. In 2023, 90% of this expenditure was already covered by suppliers with a CSR rating.

GRI 414-2a

### Trained procurement employees

Porsche Holding attaches great importance to the training and development of its own employees. **Since a significant proportion of the company's ecological footprint and social impact is attributable to purchased products and services, i.e. logistics activities, having well-trained procurement employees is vital:** Porsche Holding can make an active contribution to sustainable development through specific demand for sustainable products and services. The global procurement organisation (Group Procurement Network) has a key role to play in these processes as the interface between consumers and suppliers. Committed to keeping the negative impact to a minimum, Porsche Holding is giving its employees in the Group Procurement Network the tools they need to make better judgments on matters relating to sustainability. This

is the reason why Porsche Holding records the number of employees working in the Group Procurement Network who have received the relevant training as a KPI. By the end of 2023, 100% of all relevant people had already completed training. The company intends to maintain this level for years to come.

	2022	2023	Target 2023	Target 2030
Suppliers with CSR rating*	57%	67%	TBD	TBD
Expenditure with CSR rating	90%	90%	-	-
Trained procurement employees	70%	100%	100%	100%

\* Values from the 2023 report onwards based on suppliers in the respective financial year. For data availability and quality, / see ➤ p. 079 ff /

## Measures Focus Field 3

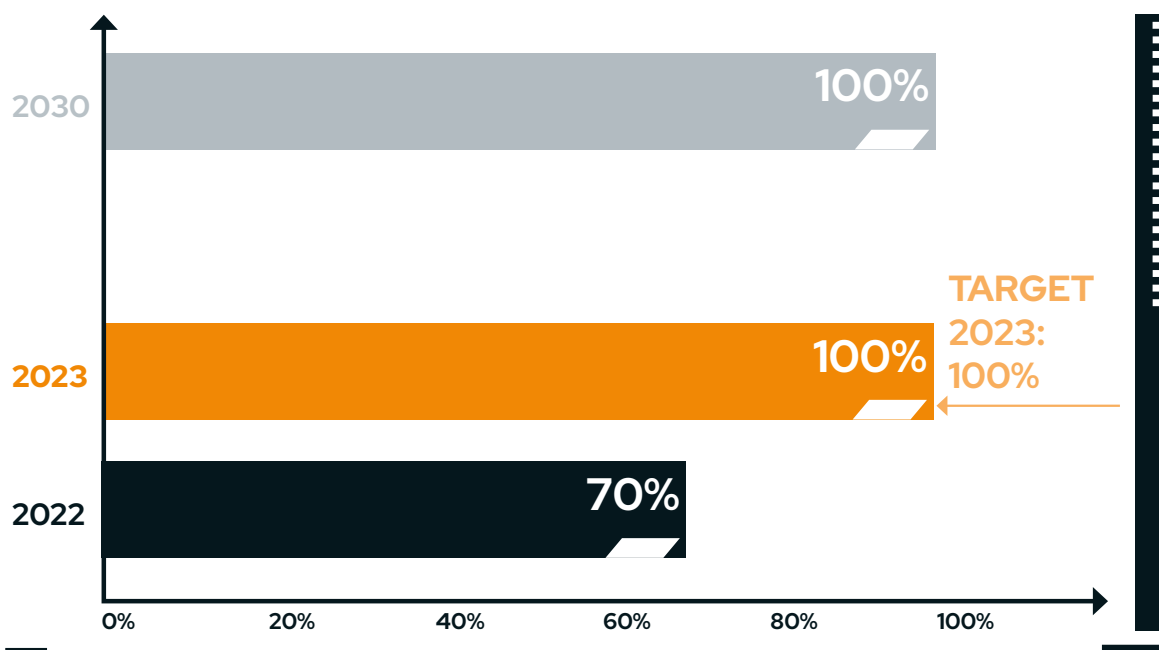
Porsche Holding has launched a number of pilot projects in the Circular Economy focus field with the aim of creating a circular economy.

### Green procurement

In the spirit of "Powered by people", the focus of the action area in 2023 was on providing employees in the Group Procurement Network and relevant specialist departments with the tools they need for success.

**Comprehensive training on sustainable procurement for employees in the Group Procurement Network is an integral part of the Group Procurement skills profile and was achieved by the end of the year.** In addition, Porsche Holding organised a total cost of ownership training course (TCO training) specific to the procurement process, which is also being offered to employees working in relevant areas in the current year. These courses enable us

## TRAINED PROCUREMENT EMPLOYEES



to ensure that our decisions to award contracts are made on an even more holistic basis, e.g. by also taking CO<sub>2</sub> emissions into account in a monetised form.

Since the specialist departments need to be involved if sustainable procurement is to be implemented effectively, the company distributed a checklist on this topic throughout the company as part of the #Project1Hour / ➤ see p. 112 f / and provided employees with various guidelines and information through a central information point.

**Furthermore, Porsche Holding pressed ahead with and refined the existing measures for sustainable supply chains and procurement activities.** Successful measures, such as making the Code of Conduct for Business Partners essential for all contracts, formalising the process for performing CSR ratings and introducing a structured way for dealing with issues along the supply chains at Porsche Holding, have been established within company-wide policies since 1 January 2023. Using the CSR rating, the company will be able to manage its suppliers more efficiently and sustainably. After potential suppliers are initially assessed in terms of their environmental and social risks, they will be subject to AI-based monitoring for the duration of the business relationship. Building on this, Porsche Holding can find targeted solutions swiftly in the event that problems arise along the supply chains. Whistleblowing channels have also been established so that employees of Porsche Holding and our suppliers can be proactive in reporting irregularities.

With a view to getting suppliers more involved in sustainability efforts, Porsche Holding created the initial framework in 2023 for asking bidders in a structured format what they are

already doing to improve their own sustainability performance as a company and how they feel that they can contribute to helping Porsche Holding achieve its sustainability targets. The company also arranged workshops with strategically important suppliers to provide an opportunity to work with them on innovative and sustainable solutions. These measures will help Porsche Holding be more effective in achieving its ambitious sustainability targets, thereby having a positive impact on society and the environment.

### Green logistics

When it comes to logistics, the emissions associated with transportation – which is essentially what logistics is all about, e.g. moving cars or spare parts from A to B – can be assumed to have the biggest impact on the environment. The company is continuing to work on bringing greater transparency to all Scope 3 emissions. In 2023 for example, a CO<sub>2</sub> reporting component was added to all central transport tenders for new vehicle logistics. Porsche Holding also relies on extensive measures to continuously improve its sustainability performance, particularly in its own logistics centre for the supply of (spare) parts.

## CSR RATING PROCESS IN PROCUREMENT





## Green battery handling

Last year the main focus was on defining the principal technical specifications, which provide the basis for successful implementation of the strategy defined in 2022. **One of the steps was to develop an inspection manual for classification of the battery modules at a local level; this is a crucial basis for determining the possibilities for second use of batteries.** It also ensures long life and transport capability.

**In addition, Porsche Holding has issued usage approvals that define clear specifications for handling and conditions of use.** These are essential to ensure a seamless process and safe second use. The company has also defined technical specifications with specific thresholds for second-life applications. These provide the basis for assessing the performance of the battery modules and ensure that they meet the highest standards in terms of safety, performance and durability. Defining essential technical parameters provides a fundamental basis for safe and ecological second-life application and will allow prototypes to be used for the first time at a future date.

## Examples of best practice Focus Field 3

Porsche Holding has launched a number of pilot projects in the Circular Economy focus field with the aim of creating a circular economy. Companies wishing to act sustainably have to consider the entire supply chain, which includes the production and logistics processes upstream and the recycling of resources.



## Green procurement – gatekeeping and multiplying know-how

Sustainability has been a serious factor in decision-making within procurement at Porsche Holding ever since 2022. Alongside the requirement to assess suppliers through a CSR rating, extensive sustainability standards have also been put in place by means of the Code of Conduct for Business Partners through the company's procurement conditions and contracts. Porsche Holding relies on the procurement department to act as a gatekeeper tasked with continually improving the sustainability performance along the supply chains.

Before being given the go-ahead, suppliers will be put through a risk-based screening process supported by artificial intelligence (AI) as part of their CSR rating. This will check for environmental, social and corruption risks. For the duration of the business partnership, suppliers will be monitored so that

any potential instances of misconduct relating to human rights and sustainability issues can be identified.

Assessing suppliers for sustainability risks poses significant challenges in terms of data management. **To obtain a complete and accurate overview of its suppliers, Porsche Holding started consolidating the underlying financial data for the supplier survey and the data models behind it in 2023.** This led to an improvement in data quality, which enabled the results for 2022 to be supplied and made available on time for the reporting year. It will also be used to set coverage targets and define measures to achieve these targets in 2024.



## Green logistics – sustainability in the Parts Distribution Centre (TVZ) in Salzburg

The Parts Distribution Centre (TVZ) in Salzburg assumes environmental responsibility in its holistic efforts to achieve sustainability in the spare parts business and successfully implemented a number of measures in the reporting year. The capacity of the PV system on the roof of the TVZ was expanded by 300 kW peak in 2023, increasing the installation's total capacity at present to 627 kW peak, which covers around 23% of the TVZ's electricity requirements. The proportion of own consumption reaches 95%. There are plans to expand the capacity in the current year to just under 1,000 kW peak.

Another environmentally friendly initiative is reducing the heating temperature in the TVZ's warehouse to 18 degrees Celsius, which has reduced the centre's gas consumption by 13%. This equates to annual savings of 451,427 kWh. In its endeavours to use sustainable packaging, the TVZ has been using plastic bags made from 100% recycled material since 2023 and uses reusable containers wherever possible for the delivery of spare parts. If additional packaging is required to protect parts or package them individually for transportation, the TVZ uses cardboard packaging with a recycled content of up to 80%.

■ GRI 3-3



## FOCUS FIELD 4 "GREEN BUILDING"

### Outlook Focus Field 3

Within this focus field, Porsche Holding will progressively work on the three action areas of green procurement, green logistics and green battery handling with the involvement of the relevant stakeholders and develop them further, balancing market conditions with internal and other external drivers.

The company's plan for the current year is to continue with the steps that are already being taken to achieve sustainable supply chains while introducing new measures. For example, on the way to being certified as a sustainable procurement organisation by the German Association of Materials Management, Purchasing and Logistics (BME), the company plans to achieve Level 2 by the end of 2024 after having achieved Level 1 in the reporting year (voluntary commitment).

In addition, Porsche Holding will introduce the Sustainability Score tendering system in parallel with the implementation of global procurement software to facilitate structured reporting of the sustainability aspects implemented by purchasers during a tender. Consumers and suppliers will also be incorporated to a greater extent through awareness-raising measures in workshops and training seminars.

7 AFFORDABLE AND  
CLEAN ENERGY



12 RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



13 CLIMATE  
ACTION



Porsche Holding is also making a significant contribution to the overarching goal of reducing CO<sub>2</sub> emissions with its "Green Building" focus field. The main focus of activities here is sustainable buildings that are resource-efficient and as close to carbon-neutral as possible in both their construction and their operation.

**To this end, the company allocates existing buildings at all locations to efficiency categories on the basis of their energy consumption and CO<sub>2</sub> emissions.** This makes it possible to analyse locations, set priorities, identify strengths and weaknesses and determine the appropriate next steps. Porsche Holding is concentrating on carrying out thermal renovations on buildings, replacing heating and cooling systems and installing PV systems. These actions are backed up by a global environmental compliance and management system (ECMS), which is designed to manage and optimise the operation of existing buildings. Porsche Holding has put minimum standards in place for quality assurance on new buildings. The checklist used here includes component quality, systems, electrical technology and building quality control.

Porsche Holding is also required to perform environmental and technical due diligence when buying and selling properties of any kind. This involves environmental risks being identified and assessed, including pollution in the soil,



## Green car dealerships powered by Zeinab

Scan the QR code to watch the interview.



**Zeinab Alameddine,**  
Operative Leader  
Green Building Focus Field

**Zeinab Alameddine, you work in the Sustainability, Energy and Environment department at Porsche Immobilien.** Yes, I am responsible for building certification here and also the operational manager for Focus Field 4 Green Building. My aim is to ensure that our buildings are sustainable, resource-efficient and emission-free in operation.

**What specific measures have you already initiated?** There are many different things. Firstly, we have established minimum standards to ensure sustainability and quality in the buildings. Secondly, we have integrated certification criteria in many buildings, i.e. DGNB and LEED. Thirdly, we have categorised all properties worldwide into efficiency classes and developed strategies for improvement.

**What does sustainability mean to you personally?** Sustainability is a mission for me because I believe that we all have a responsibility for our planet. I've been working in sustainability for 15 years, it's my passion and a part of me.

**How do we win the race against climate change, Ms. Alameddine?** Winning the race requires a collective effort at every level. Porsche Holding is the right place to make a difference because we can have a positive impact on a large scale through our many locations around the world.

groundwater and building structure. Technical due diligence (TDD) is a thorough examination of a property's structure and systems. The priorities here are maintenance and repairs, the building structure and technology, pollutants, fire protection, escape routes and the energy certificate.

When it comes to saving energy, there are close synergies between this focus field and the Green Operations & Digital Business focus field, which concentrates on recording and reducing energy consumption. There are also links to the Circular Economy focus field, which covers the procurement of green energy.

### Strategy Focus Field 4

**Porsche Holding locations have a significant impact by reducing their Scope 1 and 2 emissions. This is why the Green Building focus field ensures that locations are becoming more sustainable and concentrates on energy-efficiency measures in building construction and operation.** In each case, a decision has to be made between individual actions and extensive renovation. For example, there are plans to insulate the top-floor ceiling/roof and replace the windows/skylights at some locations. Other energy-efficiency measures include performing hydronic balancing on heating and cooling systems, continuing to reduce cooling systems and refrigerants known to damage the environment, changing the running times for ventilation and cooling systems, and shifting to a decentralised hot water system.

As part of its energy-efficiency measures, Porsche Holding also implements a central regulation system and energy monitoring to improve system efficiency going forward. Energy flows are mapped out to make it easier to identify potential savings. The company will also make the transition from fossil fuels to renewable energy at even more locations. This will be achieved by installing more PV systems and swapping gas heating systems for heat pumps that run on green energy.

## Operational KPIs and targets Focus Field 4

Within the Green Building focus field, Porsche Holding has set itself KPIs that monitor the progress towards sustainable buildings. One key indicator of the environmental impact here is the amount of CO<sub>2</sub> emissions emitted from operating buildings in tonnes. In 2022 the company set itself the target of reducing emissions by 30% by 2030, taking 2021 as the baseline. This target was increased to 42% for buildings in 2023. The CO<sub>2</sub> emissions of the buildings in 2023 amounted to 54,975 tonnes, which corresponds to a reduction of 16.6% compared to the base year 2021. The reduction target of 13.6% for 2023 was therefore met. The company achieved significant reductions in relation to building heating in particular due to the energy-saving measures introduced and the fact that it was a mild winter.

The percentage of new buildings achieving Gold DGNB certification or equivalent certification (e.g. LEED or BREEAM) is another KPI for Porsche Holding. These certificates are issued when a building meets high ecological, financial and sociocultural standards. According to the target the company has set itself, all new buildings will achieve Gold DGNB certification or equivalent from 2023.

All new buildings completed in the reporting year were planned before this target was set, so they have not been included in the plans for certification yet. The Porsche Centre in Styria is in the process of being certified even though it was designed before this target was set too. The Lamborghini building completed in Verona in the autumn of 2023 achieved LEED Silver certification in March 2024.

Porsche Holding is currently working towards achieving DGNB or LEED certification, or similar, for seven new-build projects in Germany, Austria, Slovenia and Poland.

	2022	2023	Target 2023	Target 2030
CO <sub>2</sub> emissions: buildings*	59,699 t	54,975 t	57,012 t	38,255 t
Certified new buildings	No new buildings	No new buildings	100%	100%
Efficiency class per location (A-F)*	A/B 19% C/D 49% E/F 32%	A/B 24% C/D 47% E/F 29%	A/B 21% C/D 50% E/F 29%	A/B 31% C/D 64% E/F 5%
CO <sub>2</sub> emissions: refrigerants	3,680 t	2,821 t	2,804 t	1,794 t
PV electricity generated	5.6 GWh	6.4 GWh	TBD	31GWh

\* The previous year's figures were changed retrospectively; details can be found in the section "Subsequent changes to the previous year's report" / See ➤ p. 120 ff /

Another KPI measures the percentage of locations assigned to an efficiency class from A to F. Locations are categorised on the basis of two criteria: CO<sub>2</sub> emissions and energy consumption per m<sup>2</sup> (gross conditioned floor area).

The ratings are defined as follows:

- Efficiency class A: Energy consumption ≤85 kWh/m<sup>2</sup> and CO<sub>2</sub> emissions ≤10 kg/m<sup>2</sup>
- Efficiency class F: Energy consumption >300 kWh/m<sup>2</sup> and CO<sub>2</sub> emissions >70 kg/m<sup>2</sup>

## CERTIFICATION OF THE BUILDINGS



- Styria Centre
- Audi Augsburg (main building)

Pre-certificate



- Lamborghini Verona

Aiming for certification

- Schwaba second hand car centre Augsburg
- Audi Augsburg (adjoining building)
- Porsche Centre Verovškova
- Porsche Centre Warsaw
- Company kindergarten Salzburg
- Salzburg training centre

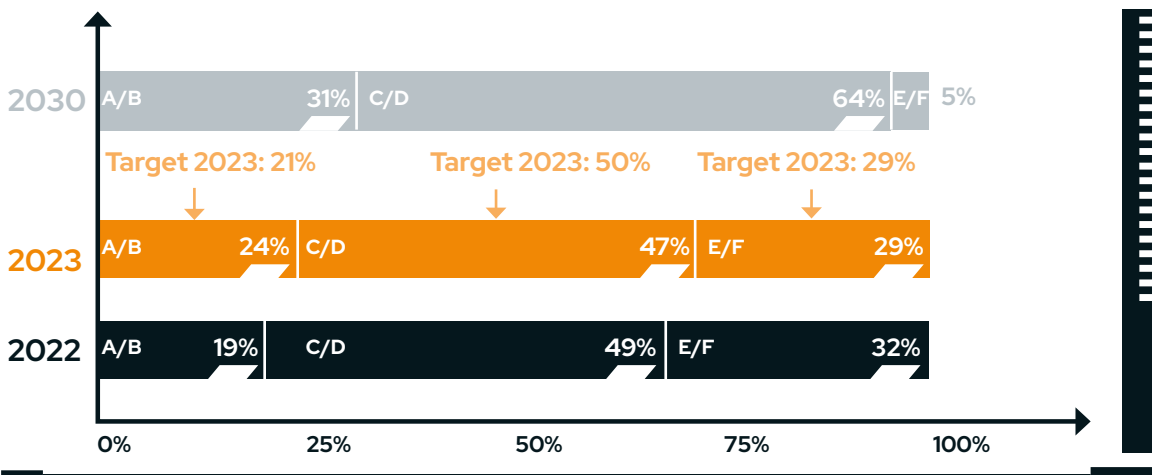
This KPI indicates the progress being made in modernising and renovating buildings to improve their energy efficiency and environmental impact. Porsche Holding will use the findings to set long-term goals relating to efficiency classes in the future.

A KPI “CO<sub>2</sub> emissions: refrigerants” was introduced during the reporting year to make it possible to monitor the reduction in their use in buildings. Fluorinated gases (known as F gases) are usually used as refrigerants but they have a high global warming potential (GWP), meaning they have a significant impact on climate change. Refrigerant gas is emitted to the atmosphere when systems used to regulate temperature leak due to technical faults.

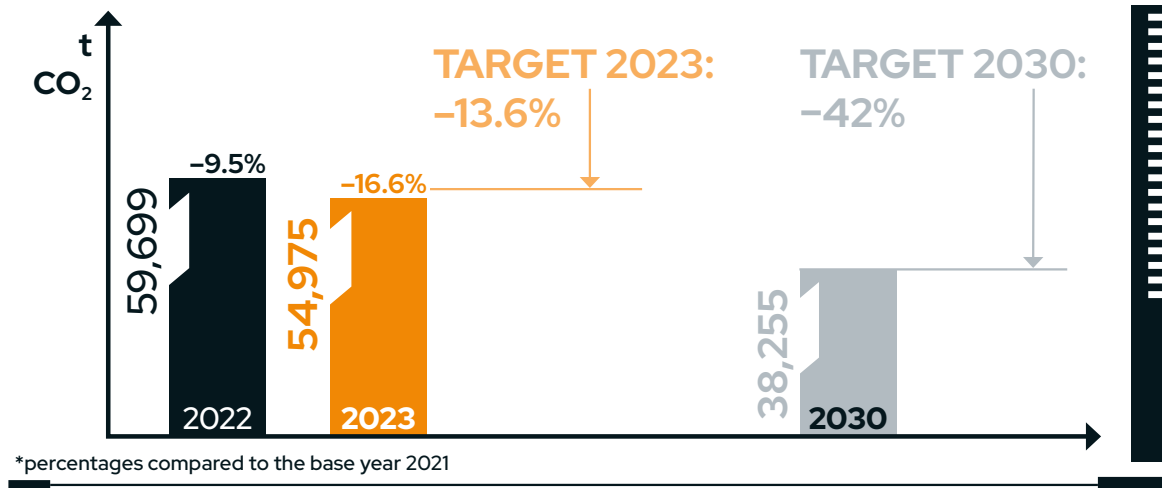
Porsche Holding started recording refrigerant refills required due to leaks at all locations around the world and information about which refrigerants are being used under the KPI “CO<sub>2</sub> emissions: refrigerants” in 2023. The analysis has shown that the amount of CO<sub>2</sub> emissions from refrigerant refills was 6% in 2022 and 5% in 2023, proving that refrigerants are contributing significantly to the overall CO<sub>2</sub> impact of buildings.

When it comes to preventing refrigerant gas leaks, training system managers and monitoring systems to check for potential faults are essential measures. When installing new systems, Porsche Holding favours natural refrigerants and F gases with a GWP value under 750 kg CO<sub>2</sub>.

## EFFICIENCY CLASS PER LOCATION (A-F)



## CO<sub>2</sub> EMISSIONS: BUILDINGS\*



Porsche Holding has also introduced a new KPI "PV electricity generated" as a way of measuring the impact of action being taken. This KPI was approved in the reporting year to track energy produced by the company. Data for this KPI will be included in the reporting from 2024 onwards.

### Measures Focus Field 4

Porsche Holding took a range of steps within this focus field during the reporting year. The aim was to optimise energy efficiency and reduce CO<sub>2</sub> emissions. The company is taking action to reduce its carbon footprint and transition away from the use of fossil fuels in its buildings.

#### "Green Dealer" renovations

Renovating existing sales sites is a key aspect of the sustainability strategy. For this reason, Porsche Holding created a six-point plan for optimising energy efficiency and reducing CO<sub>2</sub> emissions. This includes:

- replacing existing gas heating and cooling systems with heat pumps and installing low-temperature heating systems;
- performing thermal renovations on buildings (insulating and sealing roof structures, windows, sectional doors, façades) and installing sun shading;
- implementing energy-efficiency measures in the short term, central energy monitoring and regulation optimisation;

- extending the charging infrastructure including load management at dealership sites;
- complete lighting upgrade to LED technology;
- expanding PV systems at retail locations and parts distribution centres.

#### International energy-efficiency project

Porsche Holding launched an international energy-efficiency project in 2022 with the aim of reducing energy consumption at its locations in the long term and recording data on energy consumption in an energy monitoring system. The company is taking a range of steps to achieve these objectives, including making hydraulic adjustments to the heating system, shifting to decentralised hot water systems, installing a building automation system, switching to room temperature control in workshops and showrooms and installing digital meters. Various meters are also being installed to allow for electricity, gas, water and heating to be monitored on an automated monitoring system. The efforts to improve energy efficiency include preparations to replace old oil and gas boiler systems, with some of that replacement work already being carried out. This is the core of the strategy

of replacing gas and oil heating systems that are older than 15 years with heat pumps. Following the successful completion of the planning phase, Porsche Holding started to take action on the energy-efficiency project in the autumn of 2023. It is expected that the project will have been rolled out to as many as 35 locations in eight different countries by the end of 2024. The project covers 84 locations in nine countries in total.

### Expansion of PV systems

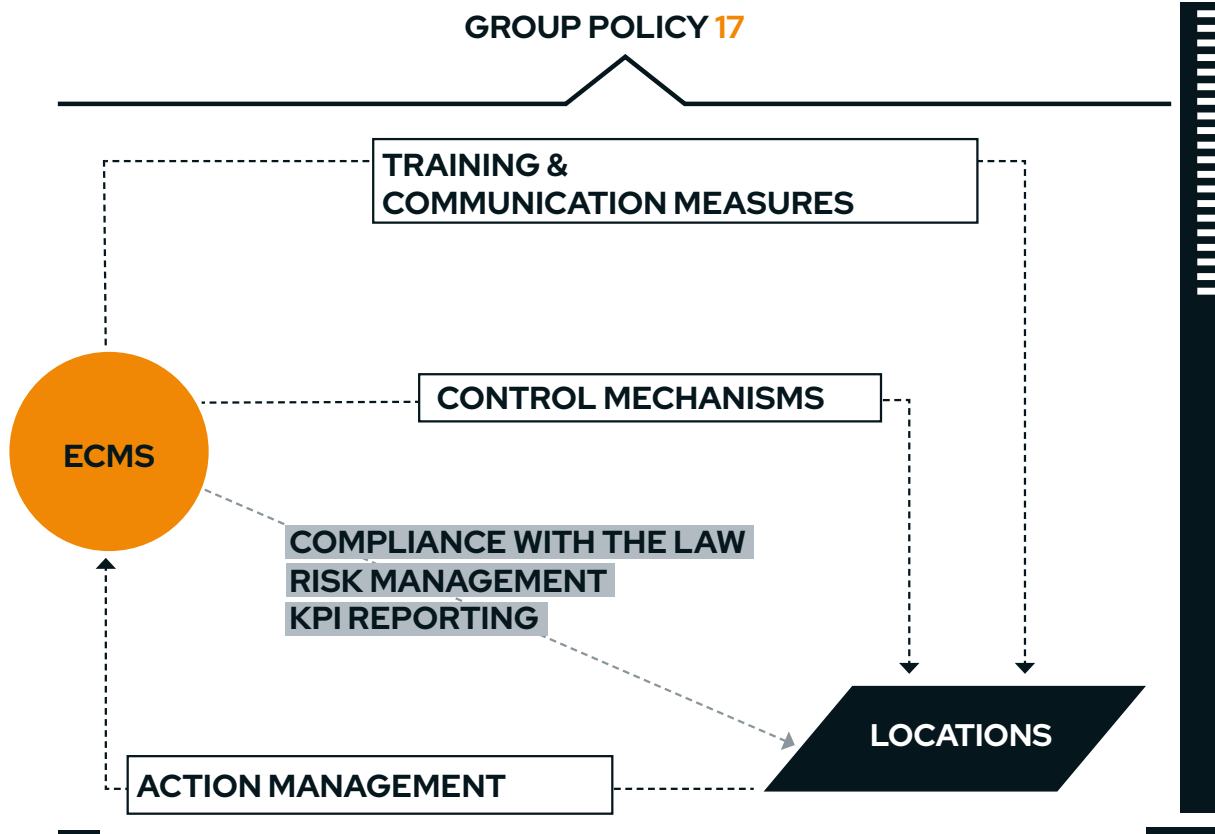
The installation of PV systems has been ongoing at various dealerships for a number of years. **Porsche Holding has been working on a national and international expansion programme since 2023. The aim is for PV systems to be producing at least 31 GWh of power by 2028.** With that target in mind, the company has already installed PV systems at five more locations in Austria with a total capacity of 0.8 MWp. Ten more locations

in Austria are set to follow with a total capacity of 1.8 MWp. In addition, around 143 of the locations around the world are set to be analysed on the basis of criteria such as statics or recent roof renovation and approved or rejected for PV installation accordingly. For example, the company will be installing four systems with a capacity of 400 kWp and one system with a capacity of 220 kW peak at five locations in Romania.

### Development of the environmental and compliance management system

Porsche Holding has developed the Group environmental guidelines in recent years and rolled out an environmental compliance management system across all the countries it operates in. Implementation started in 2021 and was completed at the end of 2023 when e-learning on energy, the environment and sustainability was introduced for all employees.

## ENVIRONMENTAL COMPLIANCE MANAGEMENT SYSTEM – ECMS





The processes became business as usual at the start of 2024 and regular control mechanisms were implemented. The Sustainability, Energy and Environment department is responsible for coordinating the implementation and adoption of the environmental compliance management system (ECMS). The key processes covered in the ECMS are legal compliance management, operational environmental risk management, employee training and communication.

**The environmental policy adopted by Porsche Holding in conjunction with the ECMS set out Group goals relating to energy and the environment ahead of the sustainability strategy.** The key aspects included phasing out oil from property operations by 2030 and phasing out gas from property operations by 2040. Previous energy-related targets have been replaced with new ones in line with the sustainability strategy.

### Sustainable building certifications

Porsche Holding constructs new properties as green buildings that meet the highest of standards. The new Porsche Centre Styria is currently being built in Graz and has already been awarded building certification. Porsche Holding has implemented the concept of storing energy in the ground beneath buildings and puts the waste heat from cooling systems in the summer to use for heating in the winter in combination with geothermal energy from the ground.

Eight more new-build projects that Porsche Holding has started working on are in the process of being certified in line with building standards.

## Examples of best practice

### Focus Field 4

Porsche Holding took a range of steps within this focus field during the reporting year. Optimising energy efficiency internationally was the priority.

### Energy monitoring pilot project

A pilot project has been successful at a location in Graz, making it possible to monitor energy and operate and control the building by accessing a secure cloud system. The company has prioritised straightforward execution and intuitive operation to ease the process of rolling out energy monitoring to other locations in the future.

### Sustainable building certification in Germany

Porsche Holding has planned to introduce a system featuring a heat pump and underground energy storage to locations in Augsburg and Gersthofen – just like in Graz and Munich. Both locations have been designed to meet the requirements for DGNB certification and the additional requirements for the QNG quality seal for sustainable buildings. Applications for certification will be submitted upon completion. Data collected at the Munich location shows that the company managed to achieve a seasonal energy efficiency ratio\* of over 4.6 in 2023. That is an excellent result, indicating that the building operation is highly sustainable. This success is a positive indicator for the plan to achieve DGNB Gold certification for the Augsburg and Gersthofen locations.

■ GRI 3-3

## Outlook

### Focus Field 4

Having launched its energy-efficiency project in 2021, Porsche Holding will continue to roll it out internationally over the next two years. The aim of the project is to collect international energy-related data and take appropriate measures to optimise energy efficiency at 84 locations. The project scope includes replacing gas and oil heating systems that are older than 15 years with heat pumps and replacing cooling systems using refrigerants known to damage the environment with more eco-friendly solutions. The results from the initial optimisations will be available in the winter of 2025. Broad building renovations have the objectives of reducing fossil fuels and replacing cooling systems, prioritising any that use R410A, R407C and R404A as refrigerants.

The company has also set itself the target of continuing to increase the percentage of electricity generated from its own PV systems.

\* The seasonal energy efficiency ratio (SEER) describes the efficiency of the entire heating system over a year and is the most important parameter for specifying the efficiency of a heat pump. Specifically, the seasonal energy efficiency ratio measures the ratio of energy supplied (electricity) to energy generated (heat output).

## FOCUS FIELD 5 "GREEN OPERATIONS & DIGITAL BUSINESS"

6 CLEAN WATER  
AND SANITATION



12 RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



13 CLIMATE  
ACTION



17 PARTNERSHIPS  
FOR THE GOALS



Within the Green Operations & Digital Business focus field, Porsche Holding is looking to make sustainable improvements to operations at its sales sites, such as saving energy, reducing water consumption and cutting down on waste.

**Retail holds the biggest potential to make an impact by taking action. With 527 retail locations worldwide, more than eleven million workshop hours sold and 394,800 new vehicles sold in 2023, the processes in the dealerships account for a significant proportion of energy and water consumption and waste generation.**

For that reason, this focus field is centred on the vision of offering sustainable mobility and selling products and services that generate minimal – and ideally zero – harmful emissions as a priority. The company is also planning to keep optimising its processes at its retail locations, continually reducing water and energy consumption by taking appropriate steps. Porsche Holding has also set itself the goal of reviewing and improving existing disposal and scrapping concepts. The priority here is to properly dispose of and recycle resources that have been used and waste that has been generated. Key recycling concepts and aspects such as second life are also addressed within the Circular Economy focus field.

Energy has also been covered by the Green Operations & Digital Business focus field since 2023 (and the Green Building focus field before that), as most savings potential lies in user behaviour itself. In this area, Porsche Holding is increasingly focusing its efforts on saving energy through user behaviour and the associated increase in efficiency. Energy-related data is also used to calculate CO<sub>2</sub> emissions and classify the company's own buildings within the Green Building focus field.

Sales of BEVs are also being driven forward within this focus field in conjunction with the Zero Emission Mobility focus field. In relation to this KPI, Porsche Holding has to contend with the fact that the current market environment is challenging. Government incentive schemes are coming to an end or being stopped in some countries. Plus, early adopters in the company customer pool have already made the full transition to BEVs. This all equates to the growth rate slowing down. And yet manufacturers are responding to this development with a drive for e-mobility that targets the private customer segment with a focus on smaller, cheaper BEVs. Despite the challenging circumstances, Porsche Holding increased its BEV ratio for new cars in the retail sector by 2.3% to just under 10% in the reporting year. The figures show that BEVs are gaining ground in all countries. Sweden is leading the way with a BEV share of 40%, followed by Portugal with 21%, Austria 15.7%, France 11.3% and Japan with 10.8%.

### Strategy Focus Field 5

The strategic focus of the Green Operations & Digital Business focus field is the reduction of the ecological footprint by lowering consumption in retail. The company is in favour of an integrally sustainable approach in the processes and in the products sold.

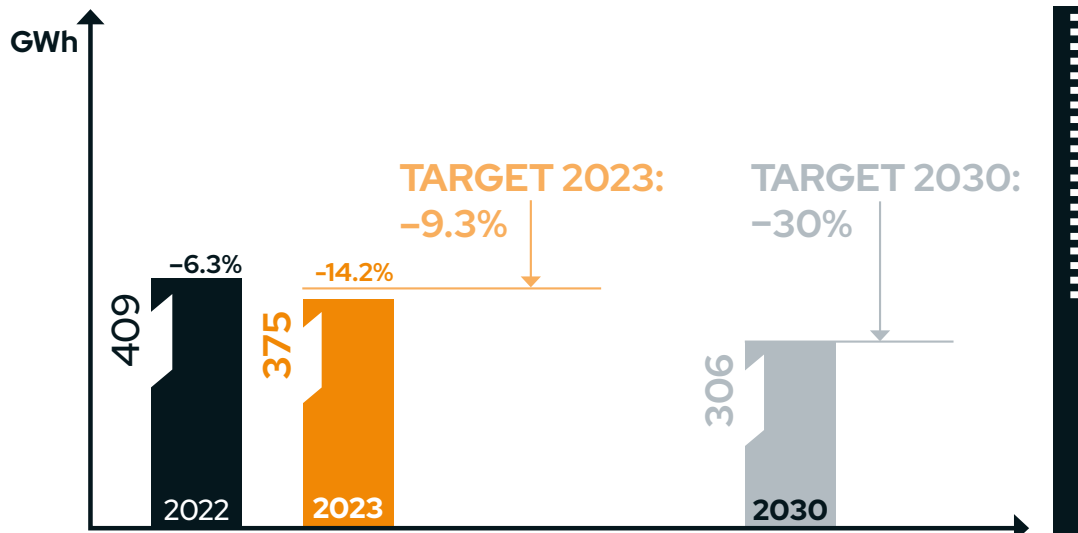
During the reporting year, Porsche Holding shifted the focus on energy from the Green Building focus field to the Green Operations & Digital Business focus field because retail accounts for the majority of consumption within the business. By focusing on retail, the company can have a huge impact on energy consumption through shifts in usage behaviour.

## Operational KPIs and targets Focus Field 5

All the KPIs in the Green Operations & Digital Business focus field aim to continually optimise processes at the dealerships and in the workshops while saving resources. Once the focus on energy had been shifted to the Green Operations & Digital Business focus field, the priority for 2023 was to develop targets and actions to reduce energy consumption in the long term.

With the Energy Task Force having been created and measures being implemented consistently across all business divisions, energy consumption in buildings dropped by 14.2% compared to the 2021 figure. Porsche Holding has made good progress towards its target by encouraging employees to be more efficient in their usage, which is where there is the most potential to make a difference, and by improving the technical and structural conditions.

### ENERGY CONSUMPTION BUILDINGS\*



\*Percentages compared to the base year 2021

	2022	2023	Target 2023	Target 2030
Energy consumption buildings*	409 GWh	375 GWh	396 GWh	306 GWh
Hazardous waste*	10,601t	10,252 t	-	-
Water consumption*	954,836 m <sup>3</sup>	867,181 m <sup>3</sup>	930,956 m <sup>3</sup>	763,869 m <sup>3</sup>
Car wash stations with recycled water usage*	36%	38%	TBD	90%

\* The previous year's figures were changed retrospectively; details can be found in the section "Subsequent changes to the previous year's report" / See ► p. 120 ff /

Porsche Holding also measures the volume of water consumption in cubic metres within the Green Operations & Digital Business focus field for the purpose of tracking its reduction. This figure was 867,181 m<sup>3</sup> in the reporting year, which amounted to a reduction of 9.2% compared to the previous year. This meant that the reduction target of 2.5% was exceeded. The company is aiming to reduce its water consumption by 20% by 2030, taking 2022 as the baseline. This consumption includes all the retail locations, wholesale and retail buildings, Porsche banks, parts distribution centres and the Salzburg head office. This key figure also covers the water consumed in the workshops, by the sanitation facilities in the buildings and by the car wash stations. Only a few areas that have a minor impact on the overall consumption according to the materiality assessment are not included in the figure as it stands. These include external car rental offices (Europcar), training centres and standalone spaces at the airport.

Porsche Holding also records the percentage of car wash stations that already recycle and treat water. This reduces the volume of water consumed per car washed considerably. This figure is already at around 90% in some countries. The rate has already reached 100 per cent in the Czech Republic, 99 per cent in Germany, 75 per cent in Hungary and 57 per cent in Austria. Across the company, almost 38% of car wash stations had water treatment in 2023.

**With a view to managing the Green Operations & Digital Business focus field effectively and minimising the complexity, Porsche Holding decided to remove the KPI for vehicles disposed of on the basis of an analysis in 2022.** As the company was not able to have much influence at all over this KPI, the figure did not offer much insight into user behaviour. The feedback on this step from locations in different countries validated this decision for Porsche Holding. The reason for this is the standard procedure in most countries, which involves customers driving straight to certified recycling companies to drop off

their vehicles. Dealerships are not part of this process. A figure for the number of vehicles disposed of per year may still be published in some countries, but it does not offer any insight into operations at Porsche Holding.

Hazardous waste produced in tonnes is another main action area. In the reporting year, this was caused predominantly by engine oil, oil separator contents and fuel. There are many other categories, including batteries, packaging and other liquids.

For the hazardous waste KPI, Porsche Holding focuses on qualitative objectives rather than quantitative targets. The reason for this approach is that it is difficult to achieve targeted reduction of waste and sub-categories by country because it depends on numerous other factors, including workshop hours, vehicles sold and the customer service ratio. As the company has very little influence over the volume of waste reduced, it chooses to focus on a qualitative solution to the problem instead. Porsche Holding thus concentrates on storing and disposing of the waste properly and on complying with environmental standards. The company is also aiming to gradually increase the recycling rate for individual categories of waste. The increase in BEV quotas for new cars driven by the "Zero Emission Mobility" fokus field and the associated steady electrification of the customer base will have a lasting impact on hazardous waste.

## Measures Focus Field 5

Porsche Holding has implemented a whole raft of measures to achieve the overarching objectives. The focus for 2023 was on strategically developing targets and measures relating to the long-term reduction of energy consumption.

### Long-term reduction of energy consumption

The following steps were taken to make a positive contribution to the Volkswagen "Go to Zero at Retail" strategy and the target to reduce energy consumption by 30% by 2030:

- development of targets for countries and locations to reduce energy consumption by 2030;
- creation of energy teams at locations;
- monthly reporting on energy-related data;
- energy reporting/benchmarking vulnerability assessment and implementation measures;
- employee awareness raising with a focus on usage behaviour.

Another key driver of the 2023 energy target was the increase in energy costs brought about by the war in Ukraine. Porsche Holding formed an Energy Task Force with the aim of saving energy.

## ENERGY REDUCTION TARGET IN THE "GREEN OPERATIONS & DIGITAL BUSINESS" FOCUS FIELD





The measures that have already been taken across the countries include some activities that have had an immediate impact, such as the installation of PV systems, building certification and renovation, the creation of energy teams, the switch to LED lighting, the installation of motion sensors and the adjustment of temperatures in office spaces, at dealerships and in workshops.

The Energy Task Force also took the following action across the countries: limiting the heating temperature to 21°C in offices and 18°C in warehouses and workshops, setting the cooling threshold at 25°C, applying energy-efficiency settings on monitors and computers, switching off work devices and appliances, such as computers, printers, screens and video conferencing equipment, when they are not being used for a while.

**The targets and measures have raised awareness of energy consumption and the need to save energy among employees in all the countries significantly, especially at management level, and quickly given rise to quantifiable success.**

Porsche Holding has set up standardised energy reporting with benchmarking across all locations as a way of measuring progress towards targets for energy savings. The energy reporting makes it possible to analyse consumption, the distribution of energy sources at site level, as well as benchmarks within the organisation and to evaluate the degree of target achievement on a continuous basis. Energy reporting has been available to managing directors and dealership managers as a control and monitoring tool since the beginning of 2024.

#### **Measures to save and recycle water**

The most significant contribution to water consumption at Porsche Holding comes from the car wash stations at the retail locations. The company is aiming to ensure that as many car wash stations as possible have a water treatment system so that this water consumption can be reduced.

Around 150 litres of water are needed to run one standard wash in a gantry car wash using only fresh water. This water consumption can be reduced significantly, and the costs dropped in the process, by adding a water recovery system. Depending on the programme, a single wash only uses 15 to 25 litres of fresh water. The water used usually runs into an underground tank system, where it is withdrawn, filtered and buffered before being returned to the car wash.



Sensors and water-saving tools are being systematically introduced to sanitation facilities in buildings as another way of saving water. Porsche Holding managed to reduce water consumption again in the reporting year by continuing with these kinds of measures and by fixing leaks quickly.

#### **Workshop waste reduction**

Porsche Holding is working hard to reduce waste in workshops by switching to reusable equipment and resources. For example, the company is keeping the use of disposable equipment such as seat and steering wheel covers and small accessories to a minimum and favouring reusable alternatives wherever possible. This reduces the impact on the environment and saves on costs.

### **Examples of best practice Focus Field 5**

Targets can be achieved within the Green Operations & Digital Business focus field through an ongoing conversation with employees, training and increased awareness at management level. Employees at locations in various countries have once again made the most of this opportunity and contributed many innovative and sustainable ideas in the reporting year.

#### **Energy competition in Japan**

The company organised an energy competition at locations in Japan to raise employees' awareness of the importance of saving energy and reducing CO<sub>2</sub> emissions. The idea was for best practices to be collated within the team and shared, with a view to reducing the impact of rising energy prices for a start. All locations took action to save energy following a checklist. The measures included improving the efficiency of lighting and air conditioning systems by using roller blinds or lowering the room temperature. This initiative reduced CO<sub>2</sub> emissions at Porsche Holding by 164 tonnes.

## Energy management and raising awareness at the locations in Germany

In Germany, energy management meets the requirements of the ISO 50001 standard. Awareness is raised among employees and actions and measures are taken on two levels. First of all, there is a national specialist energy team in Germany that is responsible for energy management with a focus on coordinating energy teams, monitoring and reporting on energy-related KPIs and checking the plausibility of actions and measures. In addition to the specialist energy team, each location has its own energy team. The energy teams are usually made up of people in the roles of service manager, workshop manager, parts service manager, sales manager and head technician. **They have around three team meetings per year to discuss progress, areas for improvement and action steps.** The main tasks of the energy teams are to identify and implement ways to improve energy efficiency, encourage employees to think about their own energy usage and conduct regular site tours. These teams are also responsible for monitoring energy-related changes at the locations. They are required to prepare for and be involved in internal and external energy audits too.

The appointment of energy teams provides a way of engaging closely with this area, in particular in larger organisations. There are plans to replicate this structure in other countries.

## Expertise building in Portugal

Mandatory online training sessions on sustainability and usage behaviour for employees were delivered on a regular basis in Portugal. Tailored workshops made it possible to even include workshop employees, who are often difficult to reach with training. Employees also receive a regular sustainability newsletter to keep them informed about action being taken and progress being made.

■ GRI 3-3

## Outlook Focus Field 5

Porsche Holding is setting out a new standard for building construction and renovation in 2024. Clear processes in partnership with Porsche Immobilien should ensure that sustainable investments and measures can be actioned efficiently in the future, with all the requirements being met from a construction point of view. The company is considering adding indicators such as "by area" or "per employee" to the KPIs with a view to making further progress within the Green Operations & Digital Business focus field. This will make action areas and measures even more targeted.

As far as energy management is concerned, standardised energy reporting with benchmarking will be rolled out to all locations from 2024 as a way of measuring progress towards targets for energy savings. The company is sharpening its focus on usage behaviour through this new energy reporting and benchmarking in conjunction with the other measures that have already been taken.

# EMPLOYEES

As a global automotive company, Porsche Holding takes its responsibility towards people and society very seriously. In line with the company's service-based, expertise-driven business model, the employees are key to achieving the ambitious yet sustainable targets in place at Porsche Holding.

Porsche Holding has a future-focused personnel strategy, which is centred around employee development, entrepreneurship and responsibility, digital and automated processes and diversity. The company takes targeted action to ensure its employees' health and safety in the workplace and goes to great lengths to provide a safe and secure working environment. Porsche Holding always works together with the works councils on this based on mutual trust.

Porsche Holding is also committed to working towards the common good and supports charity initiatives as part of its corporate social responsibility. The human resources units – including personnel strategy, diversity and health and safety in the workplace – report to the Head of Human Resources of Porsche Holding, who in turn reports to the CEO.

■ GRI 3-3; GRI 403-9a; GRI 405; GRI 414-2a



## FOCUS FIELD 6 “WORKFORCE TRANSFORMATION”

Porsche Holding is driving a cultural change with the aim of being equipped for tomorrow's job market. The company's ability to attract top talent is critical to its success in light of demographic change. Flexible working hours, remote working options, team spirit, mutual appreciation, commitment to sustainability, respect and good leadership are all essential when a company is looking to recruit and retain employees.

The material social topics were identified on the basis of the materiality assessment. The comprehensive personnel strategy was integrated into the sustainability strategy and the Workforce Transformation focus field was created to make it possible to focus on these material topics. As a result, Porsche Holding is focusing even more on its employees than it already was. The material topics within this focus field include employee development, diversity and health and safety in the workplace.

Health and safety in the workplace is one important factor in guaranteeing responsible and sustainable business operations at Porsche Holding. The company protects its employees and provides them with a safe place to work. It does this by adhering to the highest safety standards and following the safety guidelines set out by Volkswagen AG.

**Porsche Holding is well aware of the importance of diversity and inclusion and is committed to being a diverse and inclusive place to work.** The company is committed to creating a working environment where talented individuals of any age, gender, ethnic origin and cultural background are free to use their individual skills and share their different perspectives. This requires an open and positive culture centred around partnerships as well as inspiring managers who lead by example. Employees become more motivated as a result, which translates to customer satisfaction. Porsche Holding has already implemented a long list of measures and made huge progress towards building an even more diverse and inclusive future. Porsche Holding does not tolerate any form of discrimination whatsoever. The company sets out clear rules in its behavioural guidelines and breaches result in sanctions.

## Strategy Focus Field 6

Determined to be equipped to face the challenges posed by the job market of the future, the Human Resources department is actively involved in shaping the future of Porsche Holding through the LIFE@Porsche personnel strategy strand of the company strategy. The action being taken with the Workforce Transformation focus field is woven into the personnel strategy. In light of demographic change, the company's ability to attract and develop young talent is just as critical as modern digital infrastructure, team spirit, mutual appreciation, respect and leadership by example. **LIFE@Porsche** stands for:

### Strategic field L – Leading by example

Managers at Porsche Holding act with integrity and are responsible and goal-driven. The company culture puts people first. The company is a diverse and inclusive place to work.

## PERSONNEL STRATEGY

# LIFE@Porsche

### Leading by example

- Leadership
- Culture
- Diversity and inclusion
- The company's social responsibility

### International drive

- International Careers
- Porsche Holding Academy

### Finding & keeping the best talents

- International employer branding
- Multi Channel Recruiting
- Framework and perspectives

### Excellence in expertise

- Skilled workers offensive
- Future Competences
- Strategic Workforce Planning

### Digit@l employee journey

- Standardisation
- Digitalization & Automation
- People Analytics

### Strategic field I – International drive

Porsche Holding offers its employees international career opportunities and encourages interaction and knowledge sharing between workers. There is a particular focus on providing skilled workers with exciting development opportunities.

### Strategic field F – Finding and keeping the best talents

This strategic field is at the heart of the personnel strategy and aims to keep attracting talented young employees and retain them by building their loyalty to the company over the long term.

### Strategic field E – Excellence in expertise

Porsche Holding takes great pride in its internal training and learning opportunities, which are designed to strategically prepare the company as a whole and its employees for future challenges. The priority is creating sustainable development pathways for all employees, with a focus on internal qualifications for new job roles.

### Strategic field @ – Digit@l employee journey

Porsche Holding provides its employees with a modern place to work based on automated HR processes that are straightforward and standardised. The company uses digital applications and adopts new technologies like artificial

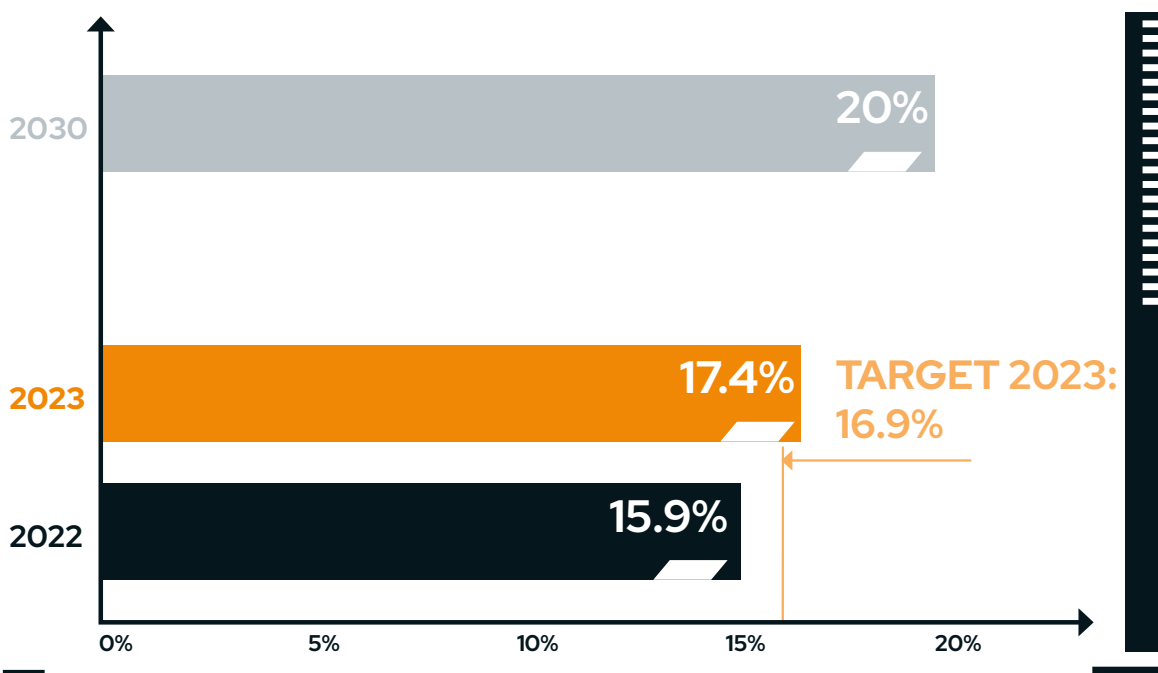
intelligence. Specific examples of actions taken include the introduction of a global HR target operating model and the rollout of SAP SuccessFactors.

## Operational KPIs and targets Focus Field 6

Porsche Holding has defined seven main KPIs for the Workforce Transformation focus field. The company has defined two key performance indicators relating to health and safety in the workplace: lost time injury rate (LTIR) and severity rate (SR). The LTIR describes the number of accidents in the workplace involving employees with at least one day's absence from work based on the number of hours worked, standardised to 1 million working hours. The severity rate indicates the ratio of all days lost due to accidents to the number of accidents that lead to absence from work. The underlying number of hours used in the calculation for both key figures is 71,382,527 hours. The target is to achieve an LTIR maximum of 10 and an SR maximum of 90 by 2030. The LTIR was 11.3 and the SR 107.9 in the reporting year. There were no deaths.

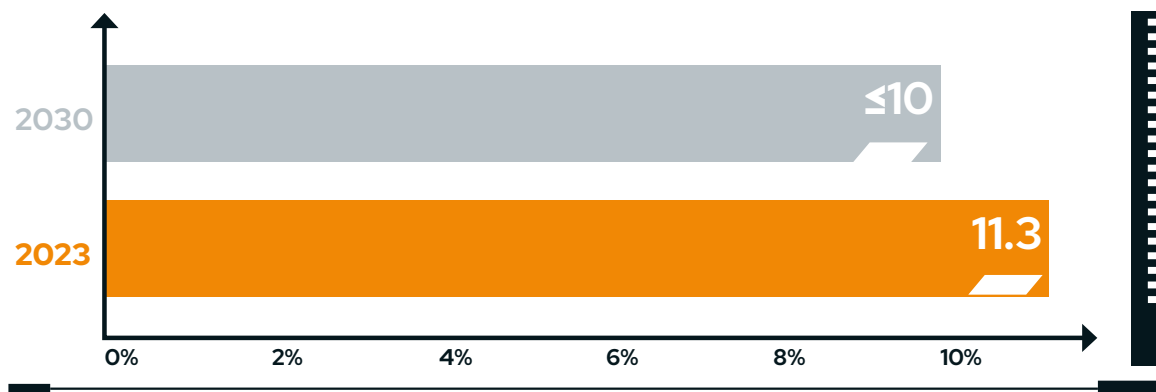
GRI 403-9a/e/g

## WOMEN IN MANAGEMENT





## LOST TIME INJURY RATE



Porsche Holding aims to increase the proportion of women to 27.5% by 2030. The result for this KPI was already 25.3% in the reporting year.

Volkswagen AG set targets for the percentage of women in management positions for all companies in accordance with Section 76 (4) of the German Stock Corporation Act (AktG). Guided by these targets, Porsche Holding is aiming to achieve a result of at least 20% for the percentage of women in management positions by 2030. As of 31 December 2023, the percentage of women in management positions was 17.4%. Porsche

Holding has formulated an annual target path for all companies to build up to the ultimate targets to be achieved. The target for the percentage of women in upper and middle management was 16.9% for 2023. Porsche Holding achieved this target along with an increase on the figure from the previous year.

GRI 403-9a; GRI 405-1-a

	2022	2023	Target 2023	Target 2030
Lost Time Injury Rate (LTIR)*	-	11.3	10	≤10
Severity Rate (SR)*	-	107.9	90	≤90
Women in Porsche Holding	25.1%	25.3%	25%	27.5%
Women in Management	15.9%	17.4%	16.9%	20%
Internationalization in Upper Management	-	20.9%	20.8%	25%
Management Performance Evaluation	-	87.9%	≥90%	≥90%
Fluctuation Rate	-	11.6%	≤10%	≤10%

\* Rates were calculated based on 1,000,000 hours worked.

# The next generation powered by Paul

Scan the QR code to watch the interview.



**Paul Urban,**  
Training Coordinator  
Graz-Liebenau

**Paul Urban, how many apprentices are you currently looking after?** In our company, I currently supervise around 30 apprentices across the entire range of professions, whether it's car mechanic, bodywork technician, office or retail. We take on around 200 apprentices a year in Austria, and a good 600 over the entire years of apprenticeship.

**How has training changed in recent years?** Training has shifted in particular towards high-voltage drives, electric systems and digitalization in recent years. For this reason, we now almost only ever enter into apprenticeship contracts in the field of automotive technology with high-voltage drives as a special module. All apprentices are also required to play their part in the whole issue of digitalization in any case.

**But the issue doesn't just affect apprentices?** That's right, we also train a lot of skilled workers in the field of high-voltage and digitalization, which has increased recently.

**What are you proud of?** It is very important to me that our apprentices are among the top 15 in the whole of Austria every year.

**How do we win the race against climate change, Mr Urban?** This requires cooperation, everyone needs to work together, everyone needs to co-operate and everyone needs to get involved. One single individual cannot achieve everything, but each individual is a step in the right direction.

Porsche Holding is aiming to increase the proportion of senior managers with an international background to at least 25% by 2030. The result for this KPI was already 20.9% in the reporting year. The implementation rate is also measured for the management performance evaluation. The aim is for this to be at least 90% by 2030. In 2023 the result for this KPI was 87.9%. The fluctuation rate at Porsche Holding was 11.6% in 2023. This percentage should be no more than 10% by 2030 if the company achieves its target.

## Measures Focus Field 6

The Workforce Transformation focus field relates to all activities with a focus on people at Porsche Holding. **Three selected areas are described in more detail below.**

### Employee development

The company is committed to helping its employees hone their skills and expertise so they can realise their full potential. To this end, Porsche Holding offers a range of opportunities for professional and personal development to set employees up for careers in specialist and leadership roles at various levels. The company has created specific programmes in the areas of sales, finance and IT as a way of focusing on the skills that will be in highest demand in the future. Porsche Holding has also established partnerships with higher education institutions, such as Vienna University of Economics and Business, Vienna University of Technology and HEC Paris. The company is constantly updating and adding to its training portfolio. There is a focus on training young people in a variety of areas and professions. Porsche Holding offers an annual international trainee programme to provide an attractive route into the company for young academics.

**Qualifications in high-voltage technology were recently introduced by the company to train employees to work with e-cars.** Companies must ensure that they only employ qualified persons to work on high-voltage components. Porsche Holding has therefore developed a three-stage training model to provide employees with sustainable qualifications for servicing and repairing electric cars: Apprentices are taught the basics. Employees who are already familiar with the basics can complete follow-on training to become e-mobility

technicians. The third step is to complete the advanced training to become a high-voltage specialist.

IT is a further focal area in the targeted higher qualification programme: the "IT Talents" training programme specifically prepares junior employees for the new challenges in various IT areas that are of crucial importance in the development and implementation of internal IT solutions. The in-house MBA programme "Data Driven Business" taught in cooperation with the Vienna University of Technology involves participants from all PHS countries dealing with this topic of the future at an academic level.

Efforts to reduce employee turnover also fall within the remit of the Workforce Transformation focus field. Given the shift to an employee market, it is becoming increasingly difficult to retain employees in the long term – even more so when they are highly qualified. Porsche Holding performed a status quo analysis across all the countries it operates in with a view to identifying appropriate steps. The company's primary objective was to find out what measures are already in place to overcome the shortage of skilled labour. Examples include targeted employer branding, recruitment, onboarding and loyalty building. Based on this analysis, the best-practice countries were invited to work together on a standardised catalogue of measures to retain skilled workers at the retail locations. The

measures identified will be rolled out across the company over the next year.

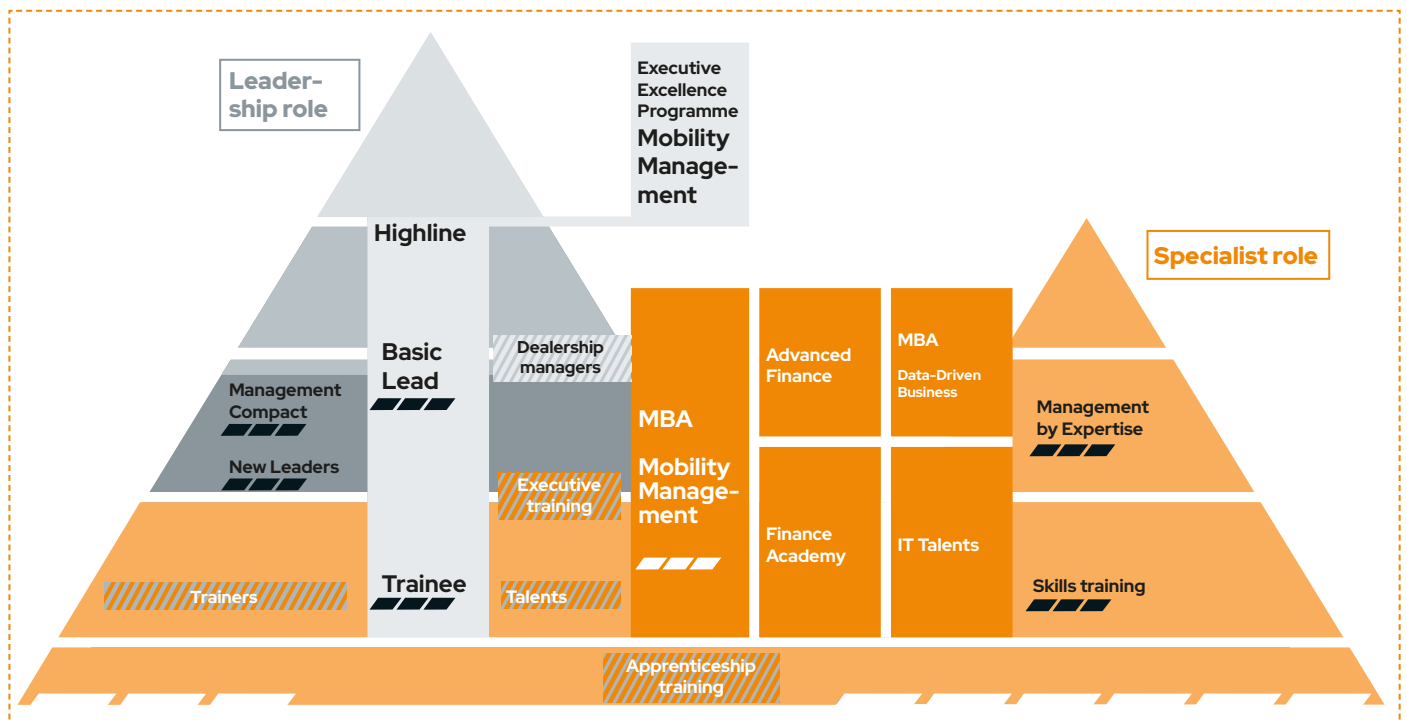
### Health and safety in the workplace

Porsche Holding delivers ongoing training and performs regular on-site risk assessments in the interests of health and safety in the workplace and so that all employees know they have a safe place to work. With most of the training being delivered online, employees are taught how to identify and avoid potential risks.


The on-site assessments are an effective way of identifying potential risks and taking appropriate steps to improve health and safety in the workplace. The company takes action regularly to minimise risks and avoid accidents and incidents with a negative impact on people and the planet. In the event of an accident, Porsche Holding works with health and safety officers to evaluate the causes and take appropriate steps to prevent the same thing happening again.

Porsche Holding upholds all the laws that apply locally in all the countries where it operates.

## TWO CAREER PATHS



retail only



The management team at each company is responsible for ensuring compliance with the legal and internal provisions. Human rights and environmental due diligence obligations must be met as a matter of priority. The company plans to implement a management system in stages in accordance with ISO 45001 as of 2024 in order to effectively integrate health and occupational safety in the workplace.

**In many countries, Porsche Holding takes further action that goes beyond the legal requirements.** This includes numerous health promotion activities that offer employees the opportunity to actively work on their personal health care. Workshops and training sessions on managing stress are designed to support employees with their mental health. Based on a referral from the company medical officer, preventive physiotherapy can be provided to employees as a way of avoiding musculoskeletal conditions. All of these initiatives go a long way to improving employee health and safety, which in turn boosts productivity and well-being in the workplace.

Since January 2023, Porsche Holding has been recording the number of accidents and the number of days off caused by accidents in all countries with a view to improving employee safety and responding appropriately to accidents and incidents.

Health and safety in the workplace was integrated into the business resilience division in an attempt to optimise the various activities. Business resilience is therefore of crucial importance for the strategic direction and management of these important corporate divisions. This shift will make it possible to take a broader view of health and safety matters, while ensuring that initiatives are coordinated efficiently. It also coincides with the goal to future-proof the HR department. The Head of Business Resilience can thus be seen as a key figure in driving the strategic direction and management of these important aspects of the business.

■ GRI 403-9d



## Diversity

Porsche Holding organised diversity and inclusion workshops with all managers across all its countries and companies as a way of promoting diversity. The aim was to raise awareness of the important topic of diversity and how to deal with unconscious bias. Attendees also defined specific fields of action and developed measures.

Porsche Holding is extending the childcare facility at the Salzburg head office again. With demand consistently high, the company installed a mobile unit on the grounds to temporarily accommodate another group during the reporting year. Plans for an additional building providing 300 m<sup>2</sup> have been drawn up in the reporting year.

**An inclusive workplace where all employees feel safe and respected is an integral part of the corporate culture at Porsche Holding.** One way the company is working towards this is by supporting an employee initiative to set up regular LGBTIQ+ social meetings. These sessions bring LGBTIQ+ employees together for networking and discussion.

As part of its efforts with regard to diversity and corporate social responsibility, Porsche Holding is also committed to the inclusion and integration of employees with disabilities. In 2022 the company entered into a cooperation agreement with MyAbility for the specific purpose of attracting people with disabilities and employing them at Porsche Holding.

Employees at Porsche Holding are represented by the Works Council. There is a central works council committee for the PIA Group, works council committees at the individual PIA locations and a works council committee representing everyone working in the central departments in Salzburg. Some international locations also elect their own employee representatives. The works council committees are in regular direct contact with the other committees and the chairs in particular. Porsche Holding's works council committees are also represented on the Global and European Works Councils of Volkswagen AG with full voting rights. The employee representatives are committed to protecting the rights and interests of employees in the spirit of corporate social partnership. The works council committees regularly liaise with the regional works councils in other PHS countries and represent Porsche Holding with full voting rights on Volkswagen AG's Global and European Works Councils.

■ GRI 405

## Examples of best practice

### Focus Field 6

#### Employer branding

Porsche Holding has developed numerous target group-specific employer branding measures in order to be recognised as an attractive employer by potential applicants. There are cooperation agreements in place currently with various degree programmes at universities and universities of applied sciences. Over 120 study interns per year and over 60 work & study students also promote close links with the respective training centres. Many joint activities are also organised with vocational secondary schools. As one of the largest apprenticeship trainers in Austria, activities with personal contacts at schools and in the social media sector over many years guarantee above-average numbers of applicants in this important target group.

#### International network for women in leadership positions: 'The Female Link x PHS'

Although the number of women working in the automotive sector is increasing, it is still a male-dominated world. That is exactly why Porsche Holding set up a network called The Female Link x PHS in 2022. The scope of the project was extended to include women at upper management level and the female senior department managers in 2022. In the autumn of 2023, it was rolled out to female division managers internationally. The network arranges regular meetings, workshops and talks for all women working in leadership roles at the level of department manager and above. Hans Peter Schützinger (CEO) and Paul Gahleitner (Head of Human Resources of Porsche Holding) are executive sponsors. This network for women in leadership exists for many reasons. The aim is to create a safe space for discussion and interaction, where women working within the company can feel supported. The external image is also important, with the network providing a way to attract new female employees to the company. In May 2023 The Female Link ran eleven focus groups in six countries with 75 young female employees with high potential and managers. The topic of conversation was career challenges women have to overcome. The results were presented to 40 global top executives at Porsche Holding at an international leadership symposium.

#### Recruitment of people on the neurodivergent spectrum

Porsche Bank recruited an IT employee on the neurodivergent spectrum as part of a pilot project during the reporting year. Amazing15 provided the colleague with the relevant training and prepared them for the job before they started. The management team and the applicant were carefully matched and professionally prepared for the interview. The entire team was supported by a professional coach when the new employee started their job. Since the pilot project was such a huge success, the company is planning to work with Amazing15 again this year to recruit more employees on the neurodivergent spectrum.

■ GRI 3-3; GRI 405

## Outlook

### Focus Field 6

Porsche Holding wants to be leading the way in creating a dynamic and diverse place to work that supports individual employees in their development and makes a positive contribution to society as a whole. With that in mind, the company intends to keep reviewing, updating and improving its personnel strategy going forward. The focus is on helping employees to develop their skills in an innovative and digital working environment. The company is committed to preparing its employees for the fast-paced changes in the world of work and training them to work with new technologies. Diversity is another main focus at the company. During times of change, it is all the more important to create a working environment where employees of any age, gender and background are free to use their individual skills and share their different perspectives. By taking targeted measures relating to health and safety in the workplace, Porsche Holding is preparing its employees to face future challenges and creating a safe place for them to work. Along the way, the company strives to work closely with the employee representatives on the works council committees.



# CORPORATE GOVERNANCE

**Porsche Holding believes that running the business responsibly and keeping one eye on the future at all times are at the core of corporate governance. Based on that belief, Porsche Holding takes on responsibility as a business partner and always acts ethically as part of society. The company is guided by its values and compliance with regulations and standards.**

**Porsche Holding sets out its basic principles in its core values: entrepreneurship and responsibility, appreciation and togetherness, a down-to-earth approach and professionalism and integrity and compliance. These four values are at the heart of everything the company does and they set the tone for working with others and acting responsibly.** Integrity and compliance is a key value when it comes to sustainability efforts. Porsche Holding is committed to providing premium products and high-end services but also upholds the highest ethical standards. The company has introduced a set of principles and taken a number of steps to create a culture centred around integrity.

There is also a focus on ensuring business resilience and effectively managing potential risks, with the company having set up a global integrity and compliance management system. At the organisational level, integrity and compliance fall under different departments at the company, with independent processes in place.

■ GRI 3-3; GRI 205-2

Porsche Holding requires its business partners to agree to meet the requirements set out by Volkswagen AG in the **Code of Conduct** for all business partners before awarding a contract. The company verifies suppliers during the selection process to rule out any risks to business and the company. Depending on the order volume and the relevant groups of products, Porsche Holding runs various risk-based checks. These include comprehensive sustainability ratings for suppliers according to the criteria of the German Supply Chain Due Diligence Act in procurement, credit checks and detailed checks of business partners in product groups and business models with high exposure to corruption and integrity risks (business partner due diligence). The compliance department supports the operationally responsible units in carrying out business partner due diligence. The aim of business partner due diligence is to identify risks of infringement, such as corruption and the disregard of ethical standards, at an early stage. Porsche Holding thus intends to avoid risky business partners, define measures to minimise risks and implement them together with its business partners. If this is not possible, the company will terminate the business relationship or not enter into it in the first place. In such cases, the business partner may be barred from doing business with Porsche Holding and all its brands and companies. Porsche Holding monitors its business partners with regard to sustainability risks and their compliance with laws and ethical standards throughout the business relationship. The Group Procurement department is responsible for this at the operational level.

■ GRI 205-2c

Scan this QR code to read further information on the Code of Conduct.



## FOCUS FIELD 7 "GOVERNANCE"

8 DECENT WORK AND  
ECONOMIC GROWTH



10 REDUCED  
INEQUALITIES



Porsche Holding has a vision of strong and clear governance structures. Within the context of sustainability management, the structures in place should enable the company to seize opportunities to make environmental and social improvements and manage the impact on Porsche Holding, the environment and society. Porsche Holding is also committed to working towards the common good and donates to charitable organisations.

**Porsche Holding has put non-negotiable standards in place across all departments to ensure that integrity and compliance form the core of its business activities.** When making decisions with a wide-reaching impact, such as in relation to major investment plans and new business activities in particular, it is essential for the company to consider all aspects it is responsible for. The Management Board applies five decision-making principles called the "Commitments of the Board" to ensure that this does happen. These principles are considered in every written proposal and are at the heart of every decision made by the Management Board.

Porsche Holding believes that acting with integrity is key to the company's success and resilience. For Porsche Holding, integrity is about always doing what you believe to be the right thing. This principle holds true for the company even in difficult situations, such as being under financial or social pressure. A commitment to integrity provides direction and guidance, for example, when there are no explicit compliance requirements or rules in place or when there is a conflict of interests.

Integrity applies at both the individual and organisational level, meaning that it is integrated into processes and decision-making at the company. Porsche Holding views integrity as an intangible asset because it reinforces trust on the part of the stakeholders and makes the company more attractive in the eyes of its customers and employees.

**Porsche Holding is involved in a number of social projects in the areas of education,**

## COMMITMENTS OF THE BOARD

### OUR ACTIONS

**We ensure** that our actions are always lawful but also aligned with clear values and ethical principles.

### OUR CUSTOMERS

**We do** everything in our power to meet the needs of our customers and provide them with access to mobility.

### OUR PRODUCTS

**We innovate** to reduce the negative impact on the environment caused by our processes, products and services over the entire life cycle.

### OUR PARTNERS

**We strive** to make sure that our suppliers, service providers and sales partners meet our standards for compliance and sustainability.

### OUR EMPLOYEES

**We follow** our company values in our staffing decisions and our actions towards our employees.

## Strategy Focus Field 7

Within the Governance focus field, the purpose of the strategy is to optimise governance aspects across departments. There is a focus on vertical development with a view to achieving standardisation. Another priority within this focus field is improving data quality. The company is also keen to focus more on sustainability issues as part of certain checks, such as construction inspections and anti-corruption audits.

The integration of the Governance focus field into the business involves close cooperation with various departments, including Internal Audit, Data Protection, Legal, Compliance, Risk Management and Information Security. This guarantees that the required information is reported accurately and efficiently to the relevant departments within Porsche Holding.

environmental protection, healthcare and combating poverty in the 29 countries in which it operates. The company places a particular emphasis on the well-being of children and families. Porsche Holding works with local partners and organisations on these projects, so there is no doubt that the specific needs and challenges of the local community are met.

The company donates money voluntarily without expecting anything in return. Porsche Holding also sponsors selected partners and initiatives as part of a formal two-way agreement, with the aim of boosting the company's image and reputation in the process. Donations and sponsorships must always be made within the framework of the applicable legal system and the internal provisions currently in place at Porsche Holding. This way, the company avoids conflicts of interest and ensures a standardised approach throughout the entire company.

As an intrinsic part of the strategy, the Governance focus field has an impact on all the other focus fields. Porsche Holding integrated the topics of governance, compliance and integrity into all four strategic principles in its Group's evolve 2030 strategy / see ► p. 045/. The processes in the seven focus fields are organised in accordance with regulations and with integrity across all countries. Porsche Holding's responsibility and actions are characterised by a clear set of values and integrity.

The challenge in integrating the Governance focus field into the strategy lies in the clear differentiation of its operational responsibilities within the company. That is why there is no plan for the focus field to introduce a central hub for KPIs locally or a central department responsible for long-term management of governance issues. Instead, they will be managed at the operational level.

## ORGANISATION IN THE "GOVERNANCE" FOCUS FIELD



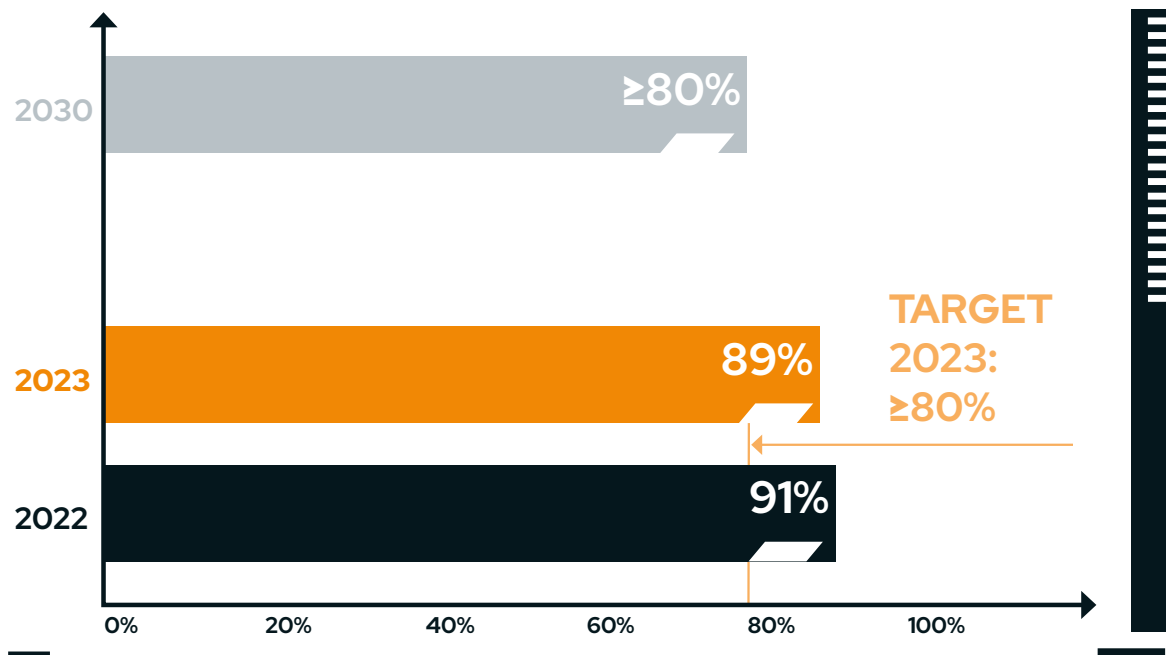
In cases where necessary information cannot be provided through the existing structures, the company makes relevant consultancy and coaching available to its national sales companies. The Compliance department manages internal communications within the specialist areas of the focus field. Communications with subsidiaries follow the line management functions of each area. Any training required is provided by the relevant departments and delivered by the relevant specialists. General sustainability training or awareness-building for managers and employees is delivered through department communications, especially in countries where cost pressure is high and there is less attention on sustainability.

## Operational KPIs and targets Focus Field 7

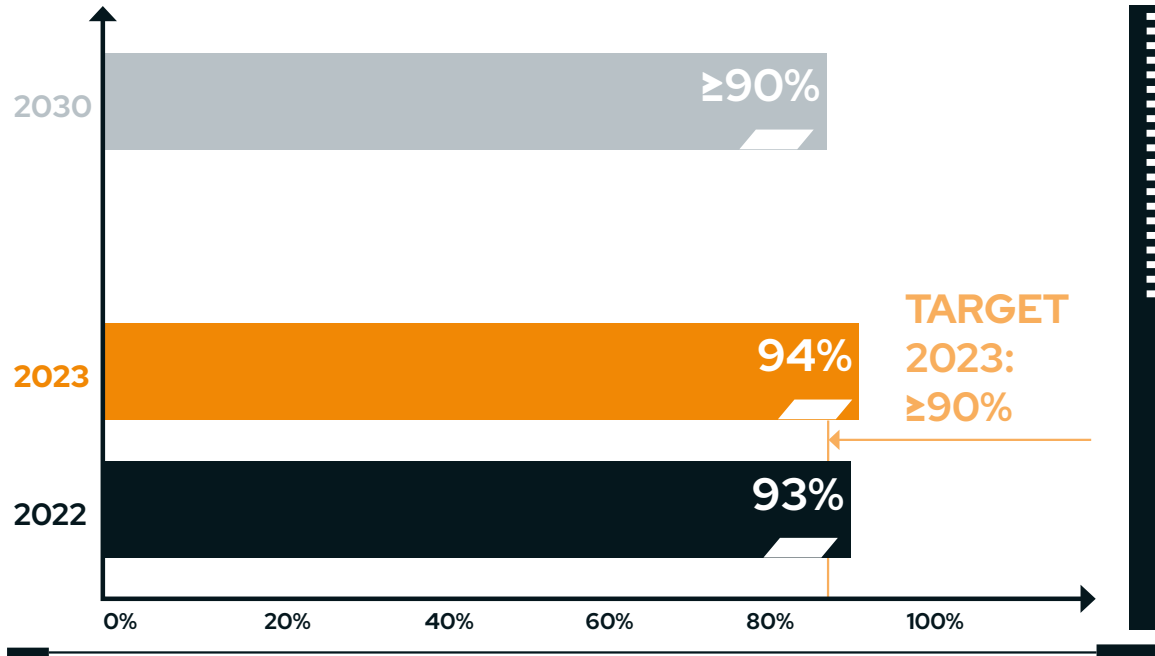
Porsche Holding has defined eight main KPIs for the Governance focus field. The first three relate to the training rates for the code of conduct, anti-corruption and data protection. In 2023 Porsche Holding set itself the target of training more than 90% of its employees – and having the records to prove it. 94% of employees completed the code of conduct training.

A training rate of 97% was achieved for anti-corruption. 89% of employees were trained on data protection as an average across all companies. The target rate was met for the code of conduct and anti-corruption training, while the average rate for data protection training was only just below the target across all Group companies concerned. The average training rate for all Group companies in Austria was 97%. Porsche Holding aims to train more than 90% of employees in all three areas by 2030, with training courses already lacking being made up in countries with low training rates and significant improvements in the rate achieved.

## INTEGRITY AWARENESS



## CODE OF CONDUCT TRAINING RATE



As a way of measuring the success of this training and other measures, Porsche Holding included questions in an employee survey to gauge the level of integrity and risk management awareness within the organisational units. The goal for 2023 was to create a high level of awareness of integrity and risk of over 80% among the workforce. The survey of employees revealed an average integrity awareness of 89% and an average risk awareness of 86%. Porsche Holding has therefore met its targets for 2023.

Another KPI within this focus field is the number of business partner due diligence reviews conducted. The company carried out 314 reviews in 2023. A total of 1,063 reviews have taken place since this measure was introduced in 2019.

Porsche Holding performs whistleblower and anti-corruption audits with a view to fighting corruption. A total of 71 whistleblower audits and three anti-corruption audits were performed in 2023.

Data security and data protection are also material topics for Porsche Holding. The "Data

205-2b/e

	2022	2023	Target 2023	Target 2030
Code of Conduct training rate*	93%	94%	≥ 90%	≥ 90%
Anti corruption training rate*	97%	97%	≥ 90%	≥ 90%
Business partner due diligence	233	314	-	-
Integrity awareness	91%	89%	≥ 80%	≥ 80%
Risk awareness	89%	86%	≥ 80%	≥ 80%
Anti corruption audits	58	74	-	-
Data protection violations	-	8	0	0
Data protection training rate	-	89%	≥ 90%	≥ 90%

\* As the training is equally mandatory for all employees, there are no significant differences between regions or employee categories.



breaches" indicator shows how many personal data breaches at Porsche Holding are reported to the data protection authority due to the legal obligation under Article 33 GDPR. This measure only applies to the companies subject to the General Data Protection Regulation (companies in the EU). Eight data breaches were reported to the authorities in 2023, but none of them resulted in legal proceedings or a fine. The company has taken steps to improve this figure and minimise the number of data breaches. The priorities are going to be providing training and raising awareness. Examples from Austria include reminders to delete old e-mails and files, a short video from the Management Board on how to process data, an open day organised by the data protection team and publications on the data protection knowledge platform.

■ GRI 205-2-b/c/e

## Positive mindset powered by Manuel

Scan the QR  
code to watch  
the interview.



**Manuel Knapp**, Head of  
People Development  
& Culture Department



/// **Entrepreneurship, appreciation and integrity:**  
**How important are such values for your HR work, Mr Knapp?** Very important. Whether future employees remain with our company in the long term and can develop there depends not only on their professional aptitude, but also on their cultural fit. This means that during the recruitment process, we already look at whether the applicants fit in with our values – and whether we are a fit for them.

/// **How do you ensure that all employees have the same picture of this globally?** Values are first and foremost conveyed through the example that we set. Nevertheless, we have also set them out in writing. There are standard formats such as e-learning and our widely used intranet, where everyone can find out more. We also use an employee app to stay in close contact with colleagues who do not have access to a PC in the workshop. But it is also very important for us to engage in face-to-face dialogue.

/// **How important are topics such as diversity and equal opportunities?** Both are a matter of course for us. We make sure that our teams are diverse. Above all, encouraging women in all areas of our company is important to us. We are in an industry that tends to be dominated by men, yet we are already starting to attract female talent in our training, workshops and trainee programme. And we then support you in your development at Porsche Holding.

## Measures Focus Field 7

Porsche Holding has developed a number of organisational and operational measures relating to compliance within the Governance focus field in order to reinforce its sustainable corporate governance.

### Compliance and integrity firmly anchored in the organisation

Since the reporting year, integrity and compliance have been combined within the business so they no longer fall under different departments.

The Chief Integrity & Compliance Officer at Porsche Holding interacts directly with Volkswagen AG on compliance matters and is the Porsche Holding Management Board's point of contact for compliance issues across the Group. In the company hierarchy, this role sits beneath the CFO of Porsche Holding. The Chief Integrity & Compliance Officer also reports to the Divisional Compliance Office (DCO) "Core" at Volkswagen AG.

Based on the risk assessment for the subsidiary in question, a dedicated integrity & compliance officer is appointed or the local management takes responsibility for the local compliance management system (CMS). The local integrity & compliance officers are the first point of contact for matters concerning integrity and compliance. They sit directly beneath the local management and report to the Chief Integrity & Compliance Officer of the Porsche Holding Group.

In some countries and regions, Porsche Holding has set up a Centre of Competence (CoC) with the aim of collating knowledge and resources as effectively as possible. A CoC takes care of compliance, data protection, legal matters and organisational guidelines for multiple companies in a country.

The HR department monitors the internal guidelines, while the Legal department is responsible for legal monitoring. The operational departments are responsible for ensuring compliance.

## INTEGRITY AND COMPLIANCE MANAGEMENT

■ GRI 2-25, 2-26

<b>Located within the Porsche Holding organisation</b>	Compliance & Risk Management	
<b>Responsibility</b>	Chief Integrity and Compliance Officer	
<b>Reporting to</b>	<ul style="list-style-type: none"> <li>_ Porsche Holding Management Board/CFO</li> <li>_ To the Divisional Compliance Office Divisional Compliance Officer "Core" at Volkswagen AG</li> </ul>	
<b>Global implementation:</b>	By local Integrity and Compliance Officers	
<b>Core initiatives</b>	<p><b>Integrity programme</b></p> <p><b>Compliance Management</b></p> <ul style="list-style-type: none"> <li>_ Code of Conduct for employees</li> <li>_ HR compliance guidelines and processes</li> <li>_ Environmental compliance: ECMS</li> <li>_ Business partner due diligence</li> <li>_ Fighting corruption</li> <li>_ Whistleblower system</li> <li>_ Risk management and internal monitoring processes</li> <li>_ Product compliance</li> </ul>	<p><b>Responsible department</b></p> <ul style="list-style-type: none"> <li>_ Compliance and risk management</li> <li>_ HR</li> <li>_ HR</li> <li>_ Sustainability, energy and environment</li> <li>_ Group procurement</li> <li>_ Compliance &amp; Risk management</li> <li>_ Compliance &amp; Risk management</li> <li>_ Risk management</li> <li>_ Wholesale international</li> </ul>
<b>Central measures</b>	<ul style="list-style-type: none"> <li>_ Workshops</li> <li>_ Training</li> <li>_ Awareness campaigns</li> </ul>	<ul style="list-style-type: none"> <li>_ Training/e-learning</li> <li>_ Reporting and monitoring: compliance management system</li> </ul>

## COMPLIANCE PROCESS



### Information security

Information security is an essential element of responsible digitalization. The Information Security division at Porsche Holding is responsible for preventing, detecting and responding to potential cyberattacks. This involves raising awareness among employees and training them to use digital systems, working closely with the IT team and other divisions, securing all business processes and developing security plans to be actioned in the event of a serious IT system failure or ransomware attack.

Responsible digitalization requires an ethical, lawful and socially responsible approach to the digital transformation. Transparency is absolutely essential when communicating the opportunities and risks associated with digital technologies and applications. The company achieves this by being proactive about keeping the Porsche Holding Management Board informed about existing risks and threats. It is decisive that security standards and guidelines are followed, with the increasing requirements for information security as a driving force.

The Information Security division is on hand to provide support and guidance to all departments across Porsche Holding that need to process or access data. The aims of Information Security are to reduce the costs and risks associated with cyberattacks and to prevent unauthorised access, data leaks, loss and tampering and IT system failure.

### Code of Conduct for Employees

Porsche Holding promotes its employees' awareness of responsible behaviour with the principles set out in its Code of Conduct. By referring to the Code of Conduct, employees can make decisions with integrity when it comes to fair competition, financial reporting, donations, sponsorship, environmental

action and other situations. They can also find out who they need to contact in a specific situation. The Code of Conduct lays the foundations for compliant behaviour within the company. It must be followed by all employees since it is covered in their employment contracts. It is also discussed at annual management performance evaluations. Human Resources is the department responsible at the operational level for ensuring that employees are familiar with the Code of Conduct.

■ GRI 205-2b

### Regular training

Ongoing training must be provided to all employees if compliance rules are to be upheld consistently. A compliance management system is another transparent way of ensuring that potential compliance risks are monitored constantly. The Chief Integrity & Compliance Officer manages these aspects centrally at Porsche Holding.

The company requires all employees to complete standardised Code of Conduct training on a regular basis. Volkswagen AG updates the content of the training delivered by Porsche Holding every two years. The content was last updated in the reporting year, with the sections on business and human rights, environmental compliance, product conformity and safety and occupational health and safety having been modified. For all risk areas, such as anti-corruption and the whistleblower system, there are focus groups made up of people who are most affected by the area in question. The

company provides a more practical approach through relevant case studies to ensure that employees are as prepared as they can be to respond to critical situations.

Depending on the exact nature of their work, employees also complete e-learning modules on topics relevant to them. The topics range from behavioural guidelines, anti-corruption and data protection to anti-money laundering. The format of the e-learning may vary or be replaced by face-to-face training in some countries. Porsche Holding upholds the standards of Volkswagen AG in the training it offers.

### Reporting and monitoring of compliance risks

Regular documented reporting is an essential and transparent way of ensuring that potential compliance risks are monitored constantly. The way compliance is organised at Porsche Holding ensures that there is structured and independent oversight of the introduction and operation of an effective compliance management system. The local management team and Chief Integrity & Compliance Officer also receive regular and reasonable reports on the risk-related status of the compliance goals, programmes and activities.

Now that the company has implemented its compliance management system, it is audited internally and externally on a regular basis. As part of a process of monitoring and making improvements, external auditors check how effective the compliance measures with high-risk exposure are at the company with a focus on the risks. The compliance management system also evolves within the scope of continuous improvement processes.

### Fighting corruption

Porsche Holding has a zero-tolerance policy in the face of active or passive corruption. This is firmly anchored in the Code of Conduct for Employees and the Code of Conduct for Business Partners. Other Group guidelines also regulate how to handle conflicts of interest, gifts, invitations, donations and sponsorships. Regular training sessions and face-to-face training for focus groups create a link between practical experience and case studies while also preparing employees in the best possible way for critical situations. The Compliance and Risk Management department is responsible for this at the operational level.

### Whistleblower system

**It is important to identify potential misconduct on the part of individual employees so action can be taken to stop it in the interests of maintaining high standards for integrity and compliance. It was on that basis that the Volkswagen AG Central Investigation Office was charged with operating an independent, impartial and confidential whistleblower system for Porsche Holding.** The concept of a fair trial is at the heart of the whistleblower system. This means that maximum protection is provided for whistleblowers, people affected and employees who report misconduct or are involved in investigating misconduct. Whistleblowers can also choose to remain anonymous when they report misconduct and in all communications in the interests of a fair trial. Porsche Holding promises that it will not try to identify anonymous whistleblowers or abuse the whistleblower system. Porsche Holding will not tolerate any discrimination against whistleblowers or anyone who is involved in internal investigations. The Compliance and Risk Management department is responsible for this at the operational level. Further information on the whistleblower system is available on the [website](#).

■ GRI 2-25, 2-26

### Risk management

Risks can be defined as events or developments that have the potential to derail the company's efforts to achieve set goals. Risk management is all about identifying these risks early, assessing them realistically and taking meaningful action. The risk management system/internal monitoring system (RMS/IMS) in place at Porsche Holding follows the three lines of defence model. This means that the management team has overall responsibility for ensuring that the RMS/IMS is effective. The operational divisions are the first line of defence. The Risk Management department is the second line of defence. Other departments/divisions also play a part in providing this second line of defence for their specific remit, such as Legal and Compliance. The third line of defence is Internal Audit.



Scan this QR code to view more information about our whistleblower system.

## Social engagement

Porsche Holding donates money and gifts in kind in the following areas: science and research, education, charitable causes, sport, culture, churches and religious institutions. The company only makes donations to non-profit organisations unless an organisation is eligible to accept donations in line with special provisions.

In 2023 Porsche Holding also supported smaller-scale projects dedicated to good causes in many of the countries it operates in.

## Examples of best practice Focus Field 7

### Centre of Competence Conference

Porsche Holding organised a Centre of Competence Conference in Salzburg during the reporting year to bring together the teams working in relevant areas of governance, such as compliance, legal and data protection. The Conference aims to connect the employees from the countries in the respective functions with each other and with the Salzburg head office. This brings together 90 employees from different countries. The aim of the three-day event was to discuss and consolidate the necessary processes and actions taken, with a view to improving them based on new ideas and insights.

### Monitoring and improvement process

The company also follows a monitoring and improvement process for compliance. Companies classified as high risk in line with VW's internal compliance risk assessment are audited by an internal Porsche Holding team first and then KPMG, the external auditor. These audits look at the implementation of the necessary compliance measures and how effective they are in practice. The results of the audits have been consistently positive over the past few years.

■ GRI 3-3

## Outlook Focus Field 7

The future of the Governance focus field will depend on the rollout of the CSRD guidelines and the guidelines arriving from VW AG.

Porsche Holding intends to review its KPIs going forward so that changes can be introduced as required. Number of business partner due diligence reviews conducted is one example, with the quantitative data on reviews conducted being considered but also compared against the plan.

The company also wants to consider new KPIs, perhaps in relation to the whistleblower system and the subsequent proceedings. In this case, the decision will depend on the quality of the information provided by VW AG.



# COMPREHENSIVE CLIMATE ACTION AND ENVIRONMENTAL PROTECTION

Porsche Holding is taking action that spans the seven different focus fields in parallel with the numerous measures under each of them individually. In addition to building sustainability expertise, examples include Green IT, #Project1Hour, ESG criteria for investments and getting involved in sustainability projects in and outside Austria.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



## GREEN IT

Green IT is an overarching strategy to drive innovation across divisions and areas of expertise, providing substantial support for the implementation of climate action and environmental protection measures.

In the reporting period, Porsche Holding defined clear roles for strategic and operational management of the interdisciplinary field of Green IT.

### The main aspects of Green IT

at Porsche Holding are:

- circular IT economy (procurement, second life management, disposal);
- efficient IT infrastructure (e.g. cloud, data centres);
- sustainable modus operandi (e.g. digital working routine, paperless office, data management);
- green software solutions

The interdisciplinary topic of Green IT is entrenched in different focus fields:

- "Circular Economy" in IT relates to the purchasing of hardware, software and services, as well as extending the life cycle by recycling equipment.
- "Green Building" concerns data centres and the cloud, which also goes a long way to ensuring sustainable IT.
- "Green Operations & Digital Business" harnesses the possibilities of digitalization to increase energy efficiency.
- In "Workforce Transformation", Green IT forms part of the range of innovations offered to employees. This strategy field addresses a new digital employee journey. Here, the company focuses on digital applications and utilises new technologies such as artificial intelligence.
- In "Governance", Green IT concentrates on data privacy and information security.
- Porsche Holding defined clear roles for the interdisciplinary field in the reporting year aimed at moving this topic forward.

■ GRI 3-1; GRI 3-2; GRI 3-3

## GREEN IT AS A CROSS-CUTTING ISSUE

GRI 3-2



### Green IT

## REVIEW OF ALL INVESTMENTS FOR ESG CRITERIA

Porsche Holding has been obliged to complete an ESG statement for every investment application since August 2023 so as to channel financial flows into sustainable development and to be able to assess the consequences of investment decisions on sustainability aspects. When preparing the ESG statement, applicants must assess and substantiate the impact of the investment on the topics addressed in the individual focus fields.

After the application has been submitted, the statement will be reviewed and any additional required information will be solicited. If all relevant information has been provided, the application will be presented to management and continue on through the usual channels.

GRI 3-3

## #PROJECT1HOUR

The #Project1Hour initiative from Volkswagen AG took place at Porsche Holding for the third time in the reporting year. All employees across the Group came together at each location for one hour to do their bit for the environment as a company and as individuals.

In 2023 Porsche Holding came up with its own concept for disseminating tailored information to its employees. This centred on the carbon footprint and what employees can do to help reduce it at their workplace. To answer this question, Porsche Holding held workshops in all countries, underpinned by an extensive campaign. The project spawned a whole raft of ideas, such as how rubbish can be separated more effectively, and a state-wide energy saving competition was also developed. Along with the general ideas that can be put in practice at all workplaces, Group

Procurement, for example, came up with ideas for specific disciplines. In addition to the main product groups, other sustainable product group strategies have also been developed to further safeguard and disseminate knowledge efficiently. These will now form the basis for calls for tender by Porsche Holding.

■ GRI 3-3

## BUILDING EXPERTISE ON ENVIRONMENTAL PROTECTION AND SUSTAINABILITY

The key to successfully taking steps in the core topics within the environmental focus fields and beyond is an in-depth understanding and knowledge of sustainability topics. Porsche Holding uses a range of coordinated measures to build expertise in all of its focus fields. In the “Zero Emission Mobility” focus field, more and more MOON Commanders / see ► p. 067 / are being trained as experts in e-mobility to provide optimum customer advice and promote increased use of sustainable mobility. “Green Finance” organises an annual conference for sustainability managers at Porsche Bank from 14 countries. Sustainability training for procurement employees and Porsche Holding’s commitment to supporting strategic suppliers is building expertise in the “Circular Economy” focus field. “Green Building” is rolling out e-learning on sustainability and environmental protection in all countries where Porsche Holding has a presence. In “Green Operations & Digital Business”, Porsche Holding has formed specialised energy teams and raised employees’ awareness of special national features in country-specific training seminars.

■ GRI 3-3

## CLIMATE ACTION AND RESEARCH PROJECT IN AUSTRIA AND COLOMBIA

In addition to the many measures taken to reduce its own CO<sub>2</sub> emissions, Porsche Holding is also involved in a major climate action project in Austria and Colombia aimed at nature conservation in the tropical dry forest. **Supported by scientists from the Austrian Institute for Sustainable Development (ÖIN) together with the University of Natural Resources and Life Sciences, Vienna (BOKU Wien) and the Universidad Javeriana Bogotá**, the project has the following objectives:

- long-term protection and recovery of cultivated land through protective measures and conversion to “nature cultivation land”;
- water and species protection;
- sustainable cultivation and use of products such as wood;
- prevention of deforestation and protection for the environment by CO<sub>2</sub> being continually absorbed by biomass;
- sustainable storage of carbon in soil through the formation of humus in farming and forestry.


### “El Triunfo” nature conservation project

Colombia’s Bosque Seco Tropical is the world’s most endangered tropical dry forest. The “El Triunfo” nature conservation project is being implemented over a total area of more than 5,800 hectares with the aim of providing long-term protection for the forest’s aquatic, animal and plant life. Although the area could be subject to intensive use for agriculture and forestry, the forest area is preserved for posterity as a nature reserve thanks to long-term nature conservation agreements. Part of the project entails the establishment of ecotourism in the region and the development of model agriculture in which traditional cattle-fattening farms are replaced by water buffaloes that are more suited to the area.

### “Dunkelsteinerwald” nature cultivation project

Relatively large areas of commercial forests are being leased for several decades as part of Austria’s “Dunkelsteinerwald” nature cultivation project; these will not be used for forestry purposes. All of the forest management and necessary forestry activities required by law will continue as normal. This will allow the forest to regenerate over several decades, improving its biodiversity, while organic carbon will be bound in trees, shrubs and the forest soil over the long term.

# FURTHER INFORMA- TION



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# KEY PERFORMANCE INDICATORS FOR THE 2023 REPORTING YEAR

■ GRI 2-1

FOCUS FIELD	Key indicators	2022	
ZERO EMISSION MOBILITY	Total CO <sub>2</sub> emissions reduction (since 2021) <sup>2)</sup>	-4.7%	
	BEV share of vehicles sold	7.8%	
	BEV share of company cars	13.2%	
	PV systems installed (customers)	3.1 MWp	
	CO <sub>2</sub> emissions mobility <sup>2)</sup>	38,223 t	
GREEN FINANCE	Green Asset Ratio	6.8%	
	Financed BEV share (of new contracts)	7.3%	
	Av. CO <sub>2</sub> emissions of new finance contracts	126.0 g CO <sub>2</sub> /km	
CIRCULAR ECONOMY	Suppliers with CSR rating <sup>3)</sup>	57%	
	Expenditure with CSR rating	90%	
	Trained procurement employees	70%	
GREEN BUILDING	CO <sub>2</sub> emissions: buildings <sup>2)</sup>	59,699 t	
	Certified new buildings	No new buildings	
	Efficiency class per location (A-F) <sup>2)</sup>	A/B	19%
		C/D	49%
		E/F	32%
	CO <sub>2</sub> emissions: refrigerants	3,680 t	
PV electricity generated	5.6 GWh		
GREEN OPERATIONS & DIGITAL BUSINESS	Energy consumption buildings <sup>2)</sup>	409 GWh	
	Hazardous waste <sup>2)</sup>	10,601 t	
	Water consumption <sup>2)</sup>	954,836 m <sup>3</sup>	
	Car wash stations with recycled water usage <sup>2)</sup>	36%	
WORKFORCE TRANSFORMATION	Lost Time Injury Rate (LTIR)	-	
	SR (Severity Rate)	-	
	Women in Porsche Holding	25.1%	
	Women in Management	15.9%	
	Internationalization in Upper Management	-	
	Management Performance Evaluation	-	
	Fluctuation Rate	-	
GOVERNANCE	Code of Conduct training rate	93%	
	Anti corruption training rate	97%	
	Business partner due diligence	233	
	Integrity awareness	91%	
	Risk awareness	89%	
	Anti corruption audits	58	
	Data protection violations	-	
	Data protection training rate	-	

1) Category of key indicators (c) operational control, (f) financial reporting tool.

2) The previous year's figures were changed retrospectively; details can be found in the section "Subsequent changes to the previous year's report" /see ► p. 120 ff /

3) Values from the 2023 report onwards based on suppliers in the respective financial year. For data availability and quality, /see ► p. 076 ff /

	2023	Target 2023	Target 2030	Category <sup>1)</sup>
	-9.0%	-6.7%	-30%	c
	10.6%	11.0%	50%	f
	21.4%	17.0%	80%	f
	6.5 MWp	6.0 MWp	100 MWp	c
	39,176 t	35,024 t	26,268 t	c
	9.8%	9.5%	30%	f
	8.3%	8.0%	50%	f
	127.2 g CO <sub>2</sub> /km	126.0 g CO <sub>2</sub> /km	72.8 g CO <sub>2</sub> /km	f
	67%	TBD	TBD	c
	90%	-	-	c
	100%	100%	100%	c
	54,975 t	57,012 t	38,255 t	c
	No new buildings	100%	100%	c
	A/B 24%	A/B 21%	A/B 31%	c
	C/D 47%	C/D 50%	C/D 64%	
	E/F 29%	E/F 29%	E/F 5%	
	2,821 t	2,804 t	1,794 t	c
	6.4 GWh	TBD	31 GWh	c
	375 GWh	396 GWh	306 GWh	c
	10,252 t	-	-	c
	867,181 m <sup>3</sup>	930,956 m <sup>3</sup>	763,869 m <sup>3</sup>	c
	38%	TBD	90%	c
	11.3	10	≤10	c
	107.9	90	≤90	c
	25.3%	25	27.5%	f
	17.4%	16.9%	20%	f
	20.9%	20.8%	25%	f
	87.9%	≥90%	≥90%	f
	11.6%	≤10%	≤10%	f
	94%	≥ 90%	≥ 90%	f
	97%	≥ 90%	≥ 90%	f
	314	-	-	f
	89%	≥ 80%	≥ 80%	f
	86%	≥ 80%	≥ 80%	f
	74	-	-	f
	8	0	0	f
	89%	≥ 90%	≥ 90%	f

# GRI INDEX

Statement	Porsche Holding has reported the information specified in this GRI Index for the period between 1 January 2023 and 31 December 2023 in accordance with the GRI Standards.
GRI 1 applied	GRI 1: Foundation 2021
Applicable GRI industry standard:	Not currently applicable.

GRI STANDARD	DISCLOSURE	LOCATION/ COMMENT
<b>GRI 2:</b> General Disclosures 2021	GRI 2-1 Organisational details	"Corporate structure", p. 033 ff; "About this report", p. 124
	GRI 2-2 Entities included in the organisation's sustainability reporting	"Corporate structure", p. 033 ff; "About this report", p. 124; "Contact and legal notice", p. 125
	GRI 2-3 Reporting period, frequency and contact point	"Subsequent changes to the previous year's report", p. 120 ff
	GRI 2-4 Restatements of information	This report was subjected to an independent external audit with limited assurance by Ernst & Young Wirtschaftsprüfungsgesellschaft m.b.H. p. 122 ff
	GRI 2-5 External assurance	"Corporate structure", p. 033 ff
	GRI 2-6 Activities, value chain and other business relationships	"Porsche Holding's management", p. 038 ff
	GRI 2-9a/b Governance structure and composition	"Integrating the business with the focus fields", p. 052 ff
	GRI 2-12a/c Role of the highest governance body in overseeing the management of impacts	"Integrating the business with the focus fields", p. 052
	GRI 2-13 Delegation of responsibility for managing impacts	"Integrating the business with the focus fields", p. 052; "Whistleblower system", p. 109
	GRI 2-14 Role of the highest governance body in sustainability reporting	"About this report", p. 124 ff
	GRI 2-16 Communication of critical concerns	
	GRI 2-25 Processes to remediate negative impacts	
	GRI 2-26 Mechanisms for seeking advice and raising concerns	
	GRI 2-29 Approach to stakeholder engagement	

<b>GRI STANDARD</b>	<b>DISCLOSURE</b>	<b>LOCATION/ COMMENT</b>
<b>GRI 3: Material Topics 2021</b>	GRI 3-1 Process to determine material topics	"Materiality analysis", p. 051 ff; "Green IT", p. 111; "About this report", p. 124 ff
	GRI 3-2 List of material topics	"Materiality analysis", p. 046 ff; "Porsche Holding sustainability strategy", p. 060 ff; "Green IT", p. 111; "About this report", p. 124 ff.
	GRI 3-3 Management of material topics	"Environment and climate protection", p. 062 ff; "Employees", p. 093 ff; "Corporate Governance", p. 101 ff; "Comprehensive climate action and environmental protection", p. 111 ff.
<b>GRI 205: Anti-corruption 2016</b>	GRI 3-3 Management of material topics	"Corporate Governance", p. 101 ff; "Code of Conduct for employees", p. 108
	GRI 205-2b/c/e Communication and training on anti-corruption policies and procedures	
<b>GRI 302: Energy 2016</b>	GRI 3-3 Management of material topics	"Strategy expanded to seven focus fields", p. 058 ff; "Environmental protection and climate action", p. 062 ff; Cooling energy and vapour consumption insignificant
	GRI 302-1 Energy consumption within the organisation	
<b>GRI 305: Emissions 2016</b>	GRI 3-3 Management of material topics	"Porsche Holding's carbon footprint", p. 058 ff; "Environmental protection and climate action", p. 062 ff; "Subsequent changes to the previous year's report", p. 120; "About this report", p. 124
	GRI 305-1 Direct GHG emissions (Scope 1)	
	GRI 305-2 Energy indirect (Scope 2) GHG emissions	
<b>GRI 403: Health and safety in the workplace 2018</b>	GRI 3-3 Management of material topics GRI 403-9 a/d/e/g Work-related injuries	The information on serious consequences and violations is incomplete due to ongoing integration of the new focus field.
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	GRI 3-3 Management of material topics GRI 405-1a Diversity of governance bodies and employees	"Porsche Holding's management", p. 038 ff; "Employees", p. 093 ff;
<b>GRI 414: Social assessment of suppliers</b>	GRI 3-3 Management of material topics GRI 414-2a Negative social impacts in the supply chain and actions taken	Focus Field 3: Circular economy", p. 074 ff; "Suppliers with a CSR rating", p. 076

## SUBSEQUENT CHANGES TO THE PREVIOUS YEAR'S REPORT

■ GRI 2-4; 305-1; GRI 305-2

KPI	PERIOD	VALUE PUBLISHED IN 2022 SUSTAIN- ABILITY REPORT	NEW VALUE FOR THE OLD REPORT- ING PERIOD
Total energy consumption	2021	575,434 MWh	581,716 MWh
Total energy consumption	2022	545,492 MWh	556,028 MWh
Total CO <sub>2</sub> emissions	2021	117,515 t	106,575 t
Total CO <sub>2</sub> emissions and reduction on 2021	2022	-4.4% 112,382 t	-4.7% 101,603 t
CO <sub>2</sub> emissions: buildings	2022	74,346 t	59,699 t
CO <sub>2</sub> emissions mobility	2022	38,036 t	38,223 t
Water consumption	2022	938,267 m <sup>3</sup>	954,836 m <sup>3</sup>
Hazardous waste	2022	10,291 t	10,603 t
Car wash stations with recycled water usage	2022	39%	36%
Efficiency class per location (A-F)	2022	A/B 17% C/D 51% E/F 32%	A/B 19% C/D 49% E/F 32%
Suppliers with CSR rating	2022	34%	57%
Employees	2022	34,900	34,692



REASON	IMPACT
Quality controls for the 2023 reporting year also resulted in minor adjustments for previous reporting years.	No significant impact.
Quality controls for the 2023 reporting year also resulted in minor adjustments for previous reporting years.	No significant impact.
The changes in the CO <sub>2</sub> area result from the changes in CO <sub>2</sub> in buildings and in mobility. Refrigerants were also added in the reporting year as a new topic for years 21, 22 and 23.	Significant reduction of the carbon footprint in absolute figures.
The changes in the CO <sub>2</sub> area result from the changes in CO <sub>2</sub> in buildings and in mobility. Refrigerants were also added in the reporting year as a new topic for years 21, 22 and 23.	Significant reduction of the carbon footprint in absolute figures. However, an adjustment in the base year 2021 will not have a significant effect on the relative reduction compared to the base year in percentage terms.
Changes in energy consumption have a direct impact on CO <sub>2</sub> emissions, see KPI Energy. One significant change was the new assessment of China and Sweden, which have been purchasing green electricity or corresponding allowances since 2021.	Significant reduction of the carbon footprint in absolute figures.
Changes in energy consumption have a direct impact on CO <sub>2</sub> emissions, see KPI Energy.	No significant impact.
Quality controls for the 2023 reporting year also resulted in minor adjustments for previous reporting years.	No significant impact.
Quality controls for the 2023 reporting year also resulted in minor adjustments for previous reporting years.	No significant impact.
Quality controls for the 2023 reporting year also resulted in minor adjustments for previous reporting years.	No significant impact.
Corrections to energy and CO <sub>2</sub> values also resulted in corresponding changes to the building categories.	No significant impact.
The 2021 data was used in the past due to the availability of data at the time of publication in the 2022 reporting year and this was labelled in the footnote. The current report now uses the actual value for 2022 and 2023.	No significant impact.
	No significant impact.

# AUDITORS' REPORT

To the members of the Management Board of  
Porsche Holding Gesellschaft m.b.H.  
Louise-Piëch-Straße 2  
5020 Salzburg

## Report on the independent assurance of ESG disclosures in the consolidated non-financial report 2023

Attention: This letter has been translated from German to English for referencing purposes only. Please refer to the officially legally binding version as written and signed in German. Only the German version is the legally binding version.

We have completed a limited assurance engagement on ESG disclosures based on the GRI Index in the consolidated non-financial report 2023 (hereinafter referred to as the "assurance") of Porsche Holding Gesellschaft m.b.H. (hereafter "Porsche").

The non-financial reporting is carried out with reference to the GRI Universal Standards 2021.

### Responsibility of the Legal Representatives

Porsche's legal representatives are responsible for the proper compilation of the non-financial report 2023 with reference to the GRI Universal Standards 2021<sup>1</sup>.

The legal representatives have signed the Letter of Representation, which we have added to our files.

### Responsibility of the Assurance Providers

Based on our assurance procedures deemed necessary and our evidence we have obtained, it is our responsibility to assess whether any matters have come to our attention that cause us to believe, that ESG disclosures based on the GRI Index were not presented in all material respects in the consolidated non-financial reporting 2023 based on the GRI Universal Standards 2021. Our assurance engagement has been conducted in accordance with the "International Federation of Accountants' ISAE 3000 (Revised)" Standards.

Our professional duties include requirements in relation to our independence as well as planning our assurance engagement based on the materiality considerations in order to allow us to obtain a limited level of assurance.

According to the "General Conditions of Contract for the Public Accounting Professions" our liability is limited. An accountant is only liable for violating intentionally or by gross negligence the contractual duties and obligations entered into. In cases of gross negligence, the maximum liability towards the client and any third party together is EUR 726,730 in the aggregate.

Our procedures have been designed to obtain a limited level of assurance on which to base our conclusions. The extent of evidence gathering procedures performed is less than for that of a reasonable assurance engagement (such as a financial audit) and therefore a lower level of assurance is provided.

The sole purpose of the assurance is to support Porsche Holding Gesellschaft m.b.H. in fulfilling its reporting and assurance obligations. We have performed all the procedures deemed necessary to obtain the evidence that is sufficient and appropriate to provide a basis for our conclusions, such as:

- Obtaining an overall view of the industry as well as its organizational and operational structure;
- Conducting interviews with employees responsible for the materiality analysis and subsequent evaluation of the materiality analysis, taking into account industry-specific megatrends as well as aspects of GRI;
- Evaluation of reporting on material topics that are addressed in the context of stakeholder dialogues, which are reported on in external media and which key competitors refer to in their environmental and social reports;
- Conducting interviews with company executives to identify and understand relevant systems, processes and internal controls related to the assured report content that support the collection of information for reporting
- Sample-based review of data and processes to determine whether they have been appropriately adopted, consolidated and reported at group level. This included assessing whether the data was reported in an accurate, reliable and complete manner;
- Examine risk management and governance processes in relation to sustainability and critical evaluation of the disclosure in the reporting;
- Analytical assessment of the data and trends of the quantitative disclosures for the GRI Standards 2021 listed in the GRI Index at the consolidated level;

<sup>1</sup> <https://www.globalreporting.org/standards>

- Conducting a site visit (domestic or international) to obtain evidence for the affected performance indicators. In addition, we perform sample-based review of selected internal and external documents regarding completeness, reliability, accuracy, and timeliness;
- Assessment and, where appropriate, review of the data and processes on a sample basis to determine whether they are appropriately applied, consolidated, and reported at the group level. This includes evaluating whether the data are reported in an accurate, reliable, and complete manner;
- Sample-based review of the statements in the consolidated non-financial report 2023 based on the reporting principles of the GRI Universal Standards 2021;
- The disclosures on "BEV quota," "women in leadership positions," and "CO<sub>2</sub> savings" in the reporting were focus areas of the above-mentioned assurance procedures, according to the Engagement Agreement
- Assessment of the overall presentation of the disclosures by critically reading the non-financial report;
- Assessment of the consistency of the applicable requirements of the GRI Standards with the ESG disclosures in the sustainability reporting.

#### **Delimitation of the scope of services:**

- Disclosures according to Article 8 of the EU Taxonomy Regulation were not subject to the assurance engagement.
- Previous year's figures were generally not scope of the assurance procedures unless this was necessary for plausibility checks.
- We did not review the results of external studies and certifications, but rather the correct inclusion of this data or content in the report.
- Financial performance indicators and statements that were scope of the financial audit as part of the annual or consolidated financial statements audit, as well as information from, for example, Corporate Governance reports, were not subject to this assurance engagement.
- Not in scope of our assurance engagement were:
  - Scope 3 emissions resulting from products (carbon footprint)
  - Qualitative and quantitative disclosures on the topic of water

The scope of our engagement did not include an assurance of financial statements or a review of historical financial information. We did not assurance the performance indicators and statements assured as part of the assurance of the annual financial statements or information from the Federal Public Corporate Governance Report and the risk reporting. We only examined the GRI-compliant presentation of this information in the reporting. Similarly, neither the detection and clarification of criminal offenses, such as embezzlement or other acts

of misappropriation and administrative offenses, nor the assessment of the effectiveness and efficiency of the Executive Board were the subject of our engagement. Furthermore, figures taken from external studies, future-related information and prior-year figures were not the subject of our engagement. The references listed in the GRI content index were checked in the report, but no further (web) references were checked.

We believe that the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our summarized opinion.

#### **Summary assessment**

Based on our assurance procedures performed and the evidence we have obtained we have not become aware of any facts that lead us to believe that the ESG disclosures based on the GRI Index were not presented in all material respects in the consolidated non-financial reporting 2023 with reference to the GRI Universal Standards 2021.

Vienna, 29. July 2024

Ernst & Young Wirtschaftsprüfungsgesellschaft m.b.H.

Mag. Johanna Hobelsberger-Gruber

ppa. Susanna Gross, MA

GRI 2-5b

## ABOUT THIS REPORT

### Reporting period

1 January to 31 December 2023

### Reporting cycle

Annually

### Reporting boundaries

The reporting boundaries are based on two categories of key indicators. The first category comprises key indicators according to the "Operational Control". For this purpose, all companies and dealerships within Porsche Holding's sphere of influence provide data via their own non-financial reporting tool.

The second category of "Financial Control" includes key indicators that are provided via Porsche Holding's regular financial reporting tool. All fully consolidated companies and locations as well as Volkswagen Group Retail Germany and Volkswagen Group Retail Spain are included. Although these are not fully consolidated, they report on corresponding key figures via the financial reporting tool.

The key indicators are shown in the table "Key indicators for the 2023 reporting year" / see ► p. 116 ff / and assigned to the two categories.

Only fully consolidated companies are reported in the financial statements.

All information on CO<sub>2</sub> emissions includes equivalents.

The Porsche Holding sustainability strategy includes all 29 countries in which the company operates / see ► p. 046 ff /. This country was newly integrated into Porsche Holding due to acquisition of a dealer in Switzerland in 2022. Switzerland was therefore included in the non-financial key indicator reporting for the first time in 2023.

■ GRI 2-1; GRI 2-2; GRI 2-3

### Details on CO<sub>2</sub> reporting

The CO<sub>2</sub> reporting is based on the GHG standard. All information on CO<sub>2</sub> emissions also includes CO<sub>2</sub> equivalents. Emission data includes carbon dioxide (CO<sub>2</sub>), nitrous oxide (N<sub>2</sub>O) and methane (CH<sub>4</sub>) as well as the correction value for imports and exports. The remaining Kyoto gases are not produced by direct combustion; the figures can therefore be considered complete. The data on direct emission factors (Scope 1) natural gas and heating oil comes from the German Environment Agency 2022; the data on fuels such as petrol, diesel, paraffin and LPG from the UK Government (2022). For Scope 1, a standardised conversion factor is used for all countries. The indirect emission

factors (Scope 2 "market based") for district heating originate primarily from Ecoinvent 3.7.1 (2020). Conversion factors for electricity are largely taken from the IEA 2020 database for reference year 2019 and are subject to "market-based" reporting on a country- or location-specific basis.

The year 2021 was defined as the baseline year for energy and CO<sub>2</sub> topics due to the sustainability strategy that was launched at that time and rolled out on a broad basis in the following years. This included the development of an international key performance indicator system covering all sustainability strategy topics. The selected baseline year is also highly representative in relation to the COVID pandemic.

■ GRI 302-1f; GRI 305-1; GRI 305-2

## KEY ISSUES AND STAKEHOLDERS

In 2023 Porsche Holding carried out a materiality assessment based on the latest criteria from the EU Corporate Sustainability Reporting Directive (CSRD). The company started the assessment in November 2022 with a stakeholder survey and completed it in spring 2023 following further impact analyses.

The economic impact of the individual sustainability topics on Porsche Holding's core business was evaluated by internal experts from the worlds of finance, risk management and sustainability management. They assessed the scope of various assumed developments in the individual topic areas and the likelihood of these assumptions occurring.

The company conducted the stakeholder survey online, incorporating internal and external stakeholder groups. Internal stakeholders surveyed included upper management, the sustainability officers in all countries, the Works Council, the sales managers and the customer advisors. The external stakeholders involved included Volkswagen AG, logistics partners, strategic suppliers, customers and interest groups.

More detailed information on the materiality analysis can be found in the chapter "Materiality analysis" / see ► p. 049 ff /.

■ GRI 3-1; GRI 3-2; GRI 2-29

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## Publisher

Porsche Holding GmbH  
Louise-Piëch-Straße 2  
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Austria

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## Consultancy, content-related concept and design

denkstatt GmbH  
Berichtsmanufaktur GmbH

## Photography

Adobe Stock/golubovy: p. 010  
Adobe Stock/Jacob Lund: p. 015  
Adobe Stock/NDABCREATIVITY: p. 008  
Adobe Stock/panuwat: p. 011  
AUDI AG: Cover, p. 002, 005, 015, 019, 020,  
021, 022  
Foto Flausen: p. 024, 025, 026, 027  
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010, 011, 012, 013, 014, 017, 018

## Printing

Gugler Medien GmbH



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drucksinn.at



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Eco-label, Gugler GmbH, UW-Nr. 609, www.gugler.at

## Note

Minor differences may arise in arithmetic values due to the commercial rounding of individual items and percentages in this report. This report contains forward-looking statements provided based on all of the information available at the present time. These are usually described using words such as “expect”, “plan”, “anticipate”, etc. Actual developments may differ from the expectations presented here. Equally, some changes to the non-financial performance indicators from previous years may have arisen in individual cases due to internal control loops that improve the quality of the data.

The English version of the sustainability report is a translation of the original German version; in the event of variances, the German version shall take precedence over the English translation. Subject to printing and typesetting errors.

Editorial deadline July 26, 2024



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