



**PORSCHE**

**UPDATE 2014:  
SUSTAINABILITY PROGRAM AND INDICATORS**



# LETTER FROM THE CHAIRMAN OF THE EXECUTIVE BOARD

**Ladies and Gentlemen,**

People frequently approach me to hear my opinion on whether sports cars and sustainability actually fit together at all. My answer to this question is unmistakably clear: At Porsche, these two seemingly opposite attributes do in fact go together. For years we have been making great progress in reducing fuel consumption and CO<sub>2</sub> emissions based on engine downsizing, hybrid drive systems and lightweight construction. At the same time, there is no need for our customers to deny themselves the sporty driving enjoyment our brand is so well known for. That is what we call Intelligent Performance. And we are determined to continue following this path in the future. Constantly testing the limits of what is technically possible has always been a distinctive Porsche quality. However, our company is equally dedicated to environmentally responsible processes at our individual sites, to attractive jobs and to strong social commitment.

Published for the first time last year, the 2013 Porsche Sustainability Report provided detailed information about key company activities in areas affecting sustainability. Publishing an online version of the key performance indicators as well as an expanded Sustainability Program, presenting our progress with regard to the Porsche Sustainability goals, now makes the report up-to-date. For example, Porsche is the only manufacturer in the premium segment already offering a plug-in hybrid powertrain in three different model series. We are also proud of our investment in our most valuable resource: the skills and know-how of our employees. Since 2012, the number of participants in training programs has more than doubled. Our company's viability into the future will also be secured by the opening of the new training center for Porsche apprentices in Stuttgart-Zuffenhausen. I eagerly anticipate welcoming our youngest employees to that facility for them to begin their working life.

You can look forward to more details about the progress being made at the training center and in many other areas of the company in our next sustainability report.

Yours faithfully



Matthias Müller

## SUSTAINABILITY PROGRAM

With the publication of the Sustainability Program 2013, Porsche officially stated the company's sustainability goals and corresponding measures and time periods for the first

time. In this update, the program was extended by accomplished measures in the year under review, and updated with regard to the status given for each goal.

### BUSINESS AND CUSTOMERS

Target	Date	Scheduled Measures	Accomplished Measures 2014	Status
Safeguarding and increasing customer satisfaction for purchasing and service	ongoing	Creation of detailed customer knowledge through international and regular market research; monitoring of customer satisfaction using scorecard; conceptualization and implementation of measures for enhancing customer satisfaction	Continuous optimisation of CRM and customer support processes based on defined indicators of customer satisfaction; e.g. launch of new digital service contact channels for the coverage of future customer needs (Social CRM); implementation of customer care concepts for Connected Car services and e-mobility	
Customer delight through a unique purchase and ownership experience	ongoing	Creation of detailed knowledge about customers and derivation of measures to enhance customer satisfaction	Initiation of a new instrument for measuring the customer delight along the entire customer life cycle (Customer Journey Monitoring); derivation and planning for implementing first measures to prevent customer churn in the long term	
Performance of training sessions in relevant compliance issues	ongoing	Continuation of the training schemes started in 2013 in the defined target groups	Continuation of the training schemes for defined target groups on the basis of yearly developed training scheme planings; around 4,300 employees of Porsche AG, Porsche Leipzig GmbH and further German subsidiary companies received training on relevant compliance issues in 2014	
Intensification of cooperation with social institutions and supplier companies who promote the employment of people with disabilities	ongoing	Planning and implementation of further joint ventures with the relevant institutions; identification of further possible commissionings	Launch of collaboration with GWW (Gemeinnützige Werkstätten und Wohnstätten GmbH)	
Continuation of high levels of investment, including expansion and modernization of the plants in Zuffenhausen and Leipzig, and upgrading of the Development Center, as well as high levels of expenditure on research and development to safeguard technology leadership	2018	Investments of more than one billion euros each business year plus outgoings for research and development in the same amount each business year	Investments in fixed assets (real investments) in 2014 amounting to 1,047 billion euros (major drivers: Panamera successor, Macan, projects at the Weissach Development Center, Training Center in Zuffenhausen); total expenditure on research and development amounting to > 1.9 billion euros (a significant share was invested in research and development on CO <sub>2</sub> reduction in the context of broader vehicle projects)	

### PRODUCT RESPONSIBILITY

Target	Date	Scheduled Measures	Accomplished Measures 2014	Status
Increase in efficiency for each new model generation (product life cycle) by approximately 20 percent	ongoing	Comprehensive measures for continuous optimization of consumption based on the drivetrain and operational strategy, and reduction in road resistance	Market launch of Macan and Cayenne (second generation): turbo downsizing <sup>1)</sup> , automatic start/stop function at 7 km/h <sup>2)</sup> , coasting, electromechanical servo steering <sup>3)</sup> , active fan louvers, brake energy recuperation <sup>4)</sup>	
Hybridization as an important element for reducing the consumption of the Porsche fleet	ongoing	Consistent pursuit of the hybrid strategy	Market launch of Cayenne S E-Hybrid with emissions of 79 g/km CO <sub>2</sub>	

<sup>1)</sup> S/turbo models and Cayenne GTS

<sup>2)</sup> Macan at 2 km/h

<sup>3)</sup> Macan

<sup>4)</sup> already implemented in first Cayenne generation

## ENVIRONMENT AND ENERGY

Target	Date	Scheduled Measures	Accomplished Measures 2014	Status
Continuous advanced development of environmental and energy management systems	ongoing	Regular internal and external audits of management systems in conformity with ISO 14001, ISO 50001 and EMAS; certification of international subsidiary companies with a high level of environmental relevance in conformity with ISO 14001	Revalidation of EMAS certificate for Zuffenhausen site; certification of energy management system in Weissach in conformity with ISO 50001	
Contribution to preservation of biodiversity	2017	Organization based on the principles of nature conservation and taking into account the local conditions and typical landscape at the sites	Implementation of monitoring schemes in Leipzig and Weissach (e.g. forest and wood maintenance)	
More environmentally friendly production by reducing the consumption of fresh water, CO <sub>2</sub> and VOC emissions, waste, and total energy consumed at the production sites Zuffenhausen and Leipzig (contribution to group-wide reduction targets: -25% by 2018 compared with 2010)	2018	Recording, evaluation, and implementation of site-specific measures	Confirmation of strategy "resource-efficient production"; definition of goals; roll-out; measures for resource efficiency identified and in process of implementation	

## EMPLOYEES

Target	Date	Scheduled Measures	Accomplished Measures 2014	Status
Further increase in the appeal as an employer	ongoing	Implementation of the program "Porsche gets fit for the employment market of the future"; selection options for arrangement of working hours that are more individual and suited to specific life phases	Porsche provisions on caregiver leave, career break/personal timeout, and home office options	
Maintenance and promotion of employee achievement (work ability)	ongoing	Range of healthcare promotion programs; Construction of a health center at the Zuffenhausen site	Porsche Health Days 2014; healthcare promotion programs "Prevention First" and "Boxenstopp"	
Increase in the proportion of women in management positions	ongoing	Establishment of target agreements for managers; increase in the package of measures for getting the work-life balance right between career and family	Job sharing opportunities for female employees; network meetings for employees on parental leave; annual "Girls Day" to promote young women in technical professions; expansion of childcare services and care programs during school holidays	
Improvement in training conditions (workshop area, training and recreation areas)	Sept. 2015	Completion of a new training center in Zuffenhausen	Completion of building shell, currently interior fittings	

## COMMUNITY

Target	Date	Scheduled Measures	Accomplished Measures 2014	Status
Development of a concept for volunteering by employees		Development of a concept for corporate volunteering; identification of suitable partner organizations	Concept development in progress	
Perception of social responsibility and enhancing social acceptance of the company	ongoing	Expansion of CR engagement of Porsche at its domestic sites in the areas of "Social Commitment", "Education and Research", "Culture" and "Sport"; further development of existing CR lighthouse projects	Sponsoring activities, e.g. 40th anniversary of DHBW (Baden-Württemberg Cooperative State University), GreenTec Awards 2014, guest performances of Gewandhaus orchestra Leipzig; donations, e.g. John Cranko School, Stuttgart Ballet, University Church Leipzig, Joblinge Stuttgart gAG; Porsche sports promotion program for sports clubs in Saxony and Baden-Württemberg	

## SUSTAINABILITY MANAGEMENT

Target	Date	Scheduled Measures	Accomplished Measures 2014	Status
Establishment of a systematic stakeholder dialog	2014	Development of a concept for stakeholder dialog	Planning stakeholder survey 2015; development stakeholder dialog 2016	
Establishment of a sustainability management system	2015	Further development of the established structures; definition of responsibilities; documentation	Establishing working group on sustainability communication; documentation of reporting procedures	
Evaluation of possible memberships in sustainability networks	2014	Review and analysis of sustainability networks with a view to possible membership	Evaluation of possible memberships; selection of three potential networks (one from each category: local/national/international)	

New target    
   Commenced    
   Target partly attained    
   Target attained    
   Ongoing target

# INDICATORS AND DATA

## ECONOMIC INDICATORS

The economic indicators presented below relate to the Porsche AG Group (including subsidiary companies).

### QUANTITY DATA

		2012	2013	2014
<b>Deliveries</b>	<b>Vehicles</b>	<b>141,075</b>	<b>162,145</b>	<b>189,849</b>
911	Vehicles	25,457	30,205	30,510
Boxster/Cayman	Vehicles	11,825	25,704	23,597
918 Spyder	Vehicles	-	-	301
Cayenne	Vehicles	74,763	84,041	65,941
Macan	Vehicles	-	-	44,636
Panamera	Vehicles	29,030	22,032	24,864
<b>Production</b>	<b>Vehicles</b>	<b>151,999</b>	<b>165,808</b>	<b>203,097</b>
911	Vehicles	28,419	29,751	31,590
Boxster/Cayman	Vehicles	13,316	28,996	23,211
918 Spyder	Vehicles	-	35	545
Cayenne	Vehicles	83,208	81,916	66,005
Macan	Vehicles	-	312	59,363
Panamera	Vehicles	27,056	24,798	22,383
<b>Revenue</b>	<b>€ million</b>	<b>13,865</b>	<b>14,326</b>	<b>17,205</b>
<b>Financials</b>				
Total assets	€ million	22,747	24,560	26,060
Equity	€ million	7,402	9,039	9,599
Fixed assets	€ million	7,083	8,539	9,691
Capital expenditure <sup>1)</sup>	€ million	1,873	2,236	2,114
Cost of materials	€ million	8,124	8,282	10,405
Personnel expenses	€ million	1,658	1,865	2,165
Amortization and depreciation	€ million	1,114	1,415	1,878
Cash flow from operating activities	€ million	2,692	2,917	3,179
Operating result (EBIT)	€ million	2,429	2,579	2,719
Profit before tax	€ million	2,638	2,784	3,060
Profit after tax	€ million	1,833	1,939	2,201

<sup>1)</sup> Relates to investments in intangible assets and property, plant and equipment

## VALUE ADDED AT THE PORSCHE GROUP

The value added statement presents the growth in value generated in the business year under review as a contribution by the company to the gross national product of the individual state, and highlights its distribution. The value added of the Porsche Group was 15.8 percent higher in the year under review than the equivalent year-earlier figure.

	2012		2013		2014	
<b>Breakdown in € million</b>						
Revenue	13,865		14,326		17,205	
Other income	400		443		912	
Cost of materials	-8,124		-8,282		-10,405	
Amortization and depreciation	-1,114		-1,415		-1,878	
Other advance payments	-622		-351		-365	
Value added	4,405		4,721		5,469	
<b>Allocation in € million</b>						
	<b>2012</b>	<b>%</b>	<b>2013</b>	<b>%</b>	<b>2014</b>	<b>%</b>
to shareholders (profit transfer)	1,312	29.8%	1,414	30.0%	1,230	22.5%
to employees (wages, salaries, social benefits)	1,658	37.6%	1,865	39.5%	2,165	39.6%
to the government (taxes, deductions)	667	15.1%	689	14.6%	928	17.0%
to lenders (interest expense)	247	5.6%	228	4.8%	175	3.2%
to the company (retained earnings)	521	11.8%	525	11.1%	971	17.7%
Value added	4,405	100.0%	4,721	100.0%	5,469	100.0%

## GOVERNMENT ALLOWANCES

Government allowances amounting to 44 million euros (2013: 0 million euros, 2012: 2 million euros) were set against procurement costs for property, plant and equipment. Compliance with all conditions linked with the allowance is assumed.

Performance-related government allowances amounted to 18 million euros (2013: 19 million euros, 2012: 0 million euros) in the year under review.

## DONATIONS

During the year under review, Porsche AG made donations amounting to around 6.3 million euros (2013: around 2.8 million euros).

Systematic checking and documentation of donation requests is ensured with a dedicated in-house CSR check form.

## ENVIRONMENTAL AND ENERGY INDICATORS

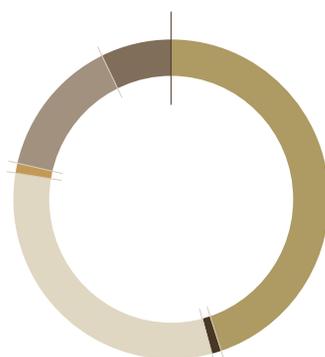
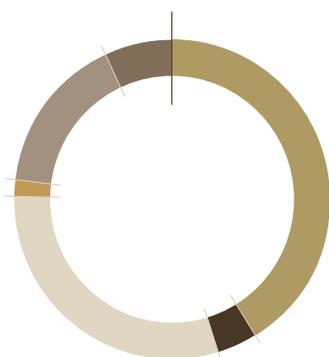
For the environmental and energy indicators stated below, a distinction is drawn between production sites and other sites. The Stuttgart-Zuffenhausen and Leipzig plants including the administration are classified as production sites. Other sites are Weissach (Development) and Ludwigsburg (Sales).

The increase observed for some of the absolute environmental indicators is explained by increased production figures and extensive expansion measures at the different sites. These include e.g. the development of the Leipzig site to a fully-fledged plant including further expansion of non-vehicle-related areas, and integration of and considerable construction at factory 4 at the Zuffenhausen site.

### MATERIALS

Material Consumption 2012 in mt <sup>1)</sup>

Material Consumption 2013 in mt <sup>1)</sup>



	2012	2013
<b>Total:</b>	<b>268,307</b>	<b>294,760</b>
■ of which steel	110,908	132,269
■ of which cast iron	10,736	2,853
■ of which aluminum	80,376	93,698
■ of which copper	5,025	2,964
■ of which plastics	43,124	41,702
■ of which miscellaneous	18,138	21,274

<sup>1)</sup> Extrapolated value based on the Porsche 911, partly using values from previous years. The values can only be generated with a delay of about two years, the updated values thus display the material consumption in 2013. The values reported in the Sustainability Report 2013 display the material consumption in 2012.

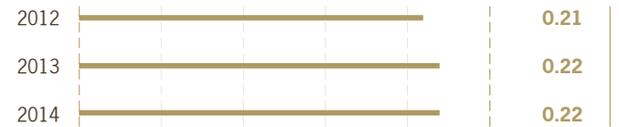
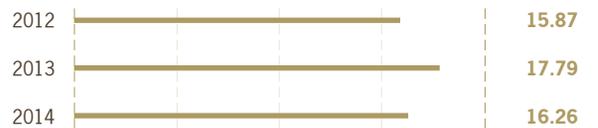
### ENERGY

Direct Energy Consumption by Primary Energy Sources in MWh	2012	2013 <sup>2)</sup>	2014
<b>Total <sup>1)</sup></b>	<b>197,714</b>	<b>249,497</b>	<b>267,871</b>
<b>Production sites</b>	<b>149,192</b>	<b>189,793</b>	<b>202,461</b>
Gas	124,281	168,032	137,905
Fuel gas for production processes	19,442	19,753	62,741
Heating oil for heat	5,469	1,864	1,776
Special energy products	-	144	39
<b>Other sites</b>	<b>36,288</b>	<b>48,682</b>	<b>52,585</b>
Gas	33,620	47,343	51,861
Heating oil for heat	2,668	1,333	713
Special energy products	-	6	11
<b>Fuel (in liters)</b>	<b>797,271</b>	<b>1,281,606</b>	<b>1,491,297</b>
Production sites <sup>3)</sup>	-	351,728	362,468
Other sites	797,271	929,878	1,128,829

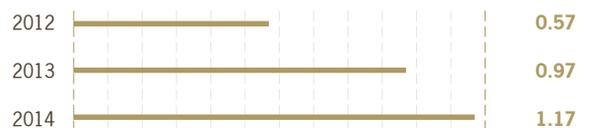
<sup>1)</sup> Total amount incl. district power station and fuel

<sup>2)</sup> The values for production sites reported in the Sustainability Report 2013 were partially corrected.

<sup>3)</sup> Only fuel used for engine test benches

**Direct energy consumption in MWh/vehicle <sup>1) 3)</sup>****Direct energy consumption in MWh/m<sup>2</sup> <sup>3)</sup>****Direct energy consumption in MWh/employee <sup>2) 3)</sup>**<sup>1)</sup> Only production sites<sup>2)</sup> Total direct energy consumption (Porsche AG und Porsche Leipzig GmbH) in relation to the number of employees<sup>3)</sup> Revised figures for 2013 in accordance with corrected absolute figures

Indirect Energy Consumption by Primary Energy Sources in MWh	2012	2013	2014
<b>Total</b>	<b>136,512</b>	<b>192,733</b>	<b>278,341</b>
<b>Production sites</b>	<b>86,022</b>	<b>144,327</b>	<b>221,345</b>
Electrical energy <sup>1)</sup>	86,022	123,989	193,997
District heating	–	20,338	27,348
<b>Other sites</b>	<b>50,490</b>	<b>48,406</b>	<b>56,996</b>
Electrical energy <sup>1)</sup>	46,479	44,369	44,343
District heating	4,011	4,037	3,255
District power station Weissach	–	–	9,398

<sup>1)</sup> The electrical energy is made up of 49.2% coal, 8.5% nuclear energy, 4.8% natural gas, 2.5% other fossil fuels, 29.4% renewable energies (subsidized under the Renewable Energies Act) and 5.6% other renewable energies.**Indirect energy consumption in MWh/vehicle <sup>1) 3)</sup>****Indirect energy consumption in MWh/m<sup>2</sup> <sup>3)</sup>****Indirect energy consumption in MWh/employee <sup>2) 3)</sup>**<sup>1)</sup> Only production sites<sup>2)</sup> Total indirect energy consumption (Porsche AG und Porsche Leipzig GmbH) in relation to the number of employees<sup>3)</sup> Revised figures for 2013 in accordance with corrected absolute figures

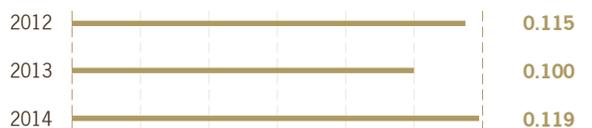
## EMISSIONS

Emissions in mt	2012	2013 <sup>3)</sup>	2014
<b>Direct and indirect greenhouse gas emissions in mt CO<sub>2</sub> equivalents (Scope 1 and 2)</b>			
<b>Total</b>	<b>107,552</b>	<b>113,151</b>	<b>145,691</b>
Production sites	73,438	82,335	114,135
Other sites	34,114	30,816	31,556
<b>Direct greenhouse gas emissions in mt CO<sub>2</sub> equivalents (Scope 1)</b>			
Production sites	27,846	35,681	38,025
Other sites	8,744	11,218	12,114
<b>Indirect greenhouse gas emissions in mt CO<sub>2</sub> equivalents (Scope 2)</b>			
Production sites	45,592	46,654	76,110
Other sites	25,370	19,598	19,442
<b>Other indirect greenhouse gas emissions (Scope 3)</b>			
Total number of business trips	-	9,435	6,515
Rail <sup>1)</sup>	-	10	13
Air	-	9,425	6,502
<b>NO<sub>x</sub> emissions</b>			
Production sites	23.9	30.4	32.40
Other sites	5.9	7.8	8.41
<b>SO<sub>x</sub> emissions</b>			
Production sites	0.14	0.19	0.22
Other sites	<0.05	<0.05	0.05
<b>Volatile organic compounds (VOC)</b>			
Production sites	43.7	44.0	99.08
Other sites	<5	<5	<5
<b>Dust emissions</b>			
Production sites	0.18	0.20	0.23
Other sites	0.05	0.06	0.06
<b>Ozone-depleting substances <sup>2)</sup></b>			

<sup>1)</sup> Due to an internal system reorganization, the emission value for 2013 could only be determined for the months April to December. The figure reported for 2014 displays the whole year. Generally, 100 % green electricity is used for long-distance rail traffic, emissions are therefore only generated in local rail traffic.

<sup>2)</sup> During the period under review, there were no emissions of materials which are included as depleting materials in annexes A, B, C and E of the Montreal Protocol on Substances that Deplete the Ozone Layer.

<sup>3)</sup> The values reported in the Sustainability Report 2013 were partially corrected.

Direct and indirect greenhouse gas emissions in mt/vehicle <sup>1) 3)</sup>Direct and indirect greenhouse gas emissions in mt/m<sup>2</sup> <sup>2) 3)</sup>Direct and indirect greenhouse gas emissions in mt/employee <sup>2) 3)</sup>

<sup>1)</sup> Only production sites

<sup>2)</sup> Total greenhouse gas emissions (Porsche AG und Porsche Leipzig GmbH) in relation to the number of employees

<sup>3)</sup> Revised figures for 2013 in accordance with corrected absolute figures

## FRESH WATER AND WASTEWATER

Water Withdrawal and Water Discharge in m <sup>3</sup>	2012	2013	2014
<b>Water consumption (drinking water)</b>	<b>317,776</b>	<b>365,704</b>	<b>577,950</b>
Production sites	203,091	253,829	454,065
Other sites	114,685	111,875	123,885
<b>Amount of wastewater</b>	<b>245,425</b>	<b>286,592</b>	<b>515,578</b>
Production sites	165,911	226,049	434,733
Other sites	79,514	60,543	80,845

### Amount of fresh water in m<sup>3</sup>/vehicle <sup>1)</sup>



### Amount of fresh water in m<sup>3</sup>/m<sup>2</sup>



### Amount of fresh water in m<sup>3</sup>/employee <sup>2)</sup>



<sup>1)</sup> Only production sites

<sup>2)</sup> Total amount of fresh water (Porsche AG und Porsche Leipzig GmbH) in relation to the number of employees

<sup>3)</sup> Revised figures for 2013 in accordance with corrected absolute figures

## WASTE

Waste by Site, Type and Disposal Method in mt	2012	2013	2014
<b>Total</b>	<b>11,406</b>	<b>12,760</b>	<b>16,764</b>
<b>Production sites</b>	<b>6,432</b>	<b>7,491</b>	<b>10,682</b>
Waste for recycling			
Hazardous waste	678	1,035	2,400
Non-hazardous waste	3,723	4,062	6,218
Non-production-specific waste	290	144	100
Metallic waste	1,340	1,841	1,716
Waste for disposal			
Hazardous waste	356	317	146
Non-hazardous waste	40	79	82
Non-production-specific waste	5	13	20
<b>Other sites</b>	<b>4,974</b>	<b>5,269</b>	<b>6,082</b>
Waste for recycling			
Hazardous waste	639	538	666
Non-hazardous waste	1,035	1,158	1,301
Non-production-specific waste	68	45	42
Metallic waste	2,286	2,556	3,025
Waste for disposal			
Hazardous waste	3	4	2
Non-hazardous waste	937	965	1,042
Non-production-specific waste	6	3	4

**Total weight of waste in mt/vehicle <sup>1)</sup>****Total weight of waste in mt/m<sup>2</sup>****Total weight of waste in mt/employee <sup>2)</sup>**<sup>1)</sup> Only production sites<sup>2)</sup> Total weight of waste (Porsche AG und Porsche Leipzig GmbH) in relation to the number of employees**PACKAGING MATERIALS**

Proportion of Reusable Packaging Materials for Replacement Parts	2012	2013 <sup>1)</sup>	2014 <sup>2)</sup>
Paper, cardboard and cartons	87%	100%	92%
Plastics	94%	100%	97%
Tinplate/aluminum	100%	100%	100%

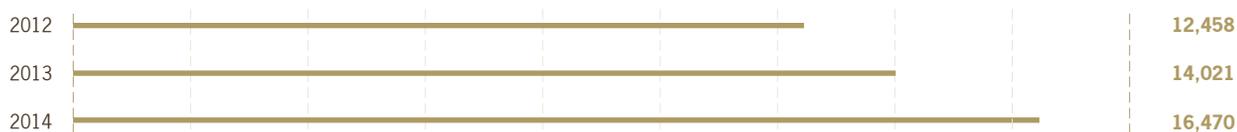
<sup>1)</sup> Only preliminary figures were available when the Sustainability Report 2013 went to press. The figures for 2013 were updated.<sup>2)</sup> Only preliminary figures were available for the year 2014 when this update was released. Final indicators will be published in the Sustainability Report 2015.

Porsche has a documented procedure for taking back and re-using sales packaging. Apart from participating in the officially recognized dual disposal system, the company submits a declaration of completeness for first-time sales of packaged goods in the market certified by an external third party. To this end, the volume of packaging created for the market in Germany is calculated and documented each year. The internal packaging materials of Porsche AG are not included in the indicator.

**PERSONNEL AND SOCIAL INDICATORS**

The entire Porsche workforce continues to grow, and the structure and composition of the people working in the company are undergoing a continuous process of change. The following personnel and social indicators provide an overview of these and other aspects relevant to employees.

Unless otherwise specified, all values relate to Porsche AG and Porsche Leipzig GmbH.

**Total Workforce**

<b>Employees by Type of Employment <sup>1)</sup></b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Full-time employees <sup>2)</sup>	11,874	13,369	15,690
of which apprentices	399	469	550
Part-time employees	584	652	780
Payscale employees under collective agreements	10,995	12,459	14,804
Non-payscale and executive employees	1,463	1,562	1,666

<sup>1)</sup> The number of temporary workers, and borrowed workforce is not reported separately due to equivalent payment and attractive frame conditions.

<sup>2)</sup> Definition of full-time employee (full-time equivalent): Full-time employees are all employees with contractually agreed weekly working hours of at least 35 hours. In the case of employees working in production, who are included in the category of short-time working under the "Company agreement on employment market of the future", the reduced working hours agreed here are regarded as applicable for full-time employment. No seasonal fluctuations in employee figures occur.

<b>Employees by Region and Gender</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Number of employees by region</b>			
Baden-Württemberg	11,315	12,073	13,409
Saxony	1,143	1,948	3,061
<b>Number of employees by gender</b>			
Female	1,645	1,844	2,200
Male	10,813	12,177	14,270

#### Employee Turnover



The total employee turnover is not subdivided into aspects of age group, gender and region because these separate figures are not control-specific, and thus not relevant to us. The indicator is also determined without employees on short-term contracts, employees starting retirement and phased-in retirement.

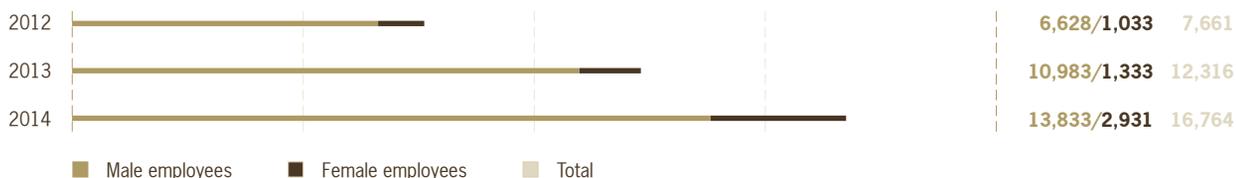
<b>Age Structure of Employees</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Porsche AG</b>			
Employees, <30 years	20.2%	20.8%	22.8%
Employees, 30-50 years	55.8%	54.9%	53.2%
Employees, >50 years	24.0%	24.3%	24.0%
<b>Porsche Leipzig GmbH</b>			
Employees, <30 years	38.6%	36.5%	36.6%
Employees, 30-50 years	57.2%	58.5%	58.3%
Employees, >50 years	4.2%	5.0%	5.1%

Proportion of Foreign Employees	2012	2013	2014
<b>Porsche AG</b>			
Foreign employees	13.0%	12.9%	12.0%
<b>Porsche Leipzig GmbH</b>			
Foreign employees	0.8%	1.0%	1.0%

The affiliation of employees to minority groups is not reported due to the preservation of personal rights.

Distribution of Executive Employees by Gender	2012	2013	2014
Female employees	1.7%	5.3%	8.8%
Male employees	98.3%	94.7%	91.2%

#### Participants in Career Training Measures



Number of Accidents, Days of Absence and Fatalities	2012	2013	2014
<b>Total</b>			
Accidents	153	136	247
Days of absence	1,373	2,022	2,605
Fatalities	0	0	0
<b>Porsche AG</b>			
Accidents	139	125	178
Days of absence	1,252	1,908	2,089
Fatalities	0	0	0
<b>Porsche Leipzig GmbH</b>			
Accidents	14	11	69
Days of absence	121	114	516
Fatalities	0	0	0

Minor injuries (minor accidents) are not included in the report. Accidents not necessitating days of absence (calendar days) are regarded as minor accidents. Working days are counted as days of absence (generally Mon.-Fri.), the day of the accident is not included ( $\geq 1$  calendar day of absence). Leased temporary workers, employees of subcontractors, and independent contractors cannot be included in the report.

The increase in total accidents at Porsche AG is explained by a higher frequency of minor injuries which is based on individual causes (e.g. inadvertences). The accident severity (resulting days of absence per accident) was reduced. The increase of figures at Porsche Leipzig GmbH displays changes in company size and processes, e.g. new shift models, transition to unfamiliar working procedures due to changes in time sequences of the assembly, and an increased number of employees compared to previous years. The increase of absence days is the result of few individual accidents with high numbers of absence days.

#### Injury Rate Porsche AG



#### Injury Rate Porsche Leipzig GmbH



Injury rate = Accident Frequency Index: provides information on how frequently accidents have occurred in the company related to the total number of working hours worked. The underlying calculation formula is the number of occupational accidents  $\times$  1 million hours / number of hours worked.

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