

CAPITAL MARKETS UPDATE

DUBAI, NOVEMBER 2025



PORSCHE



**WELCOME
TO DUBAI**



PORSCHE

- 
- An aerial night view of a city skyline, likely Dubai, with a large outdoor event in the foreground. The skyline is illuminated with various lights, and the event area is filled with people and structures. The sky is dark with some clouds, and the water in the foreground is calm.
- 01 Welcome and Intro
by CFO and Head of IR
 - 02 Insights Region Overseas
and Emerging Markets
 - 03 Insights Individualisation
 - 04 Product Strategy
 - 05 Mission: Future Heritage
 - 06 Q&A Investor Relations

PORSCHE

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PORSCHE



SETTING THE STAGE FOR MEANINGFUL RECOVERY

DUBAI, NOVEMBER 2025

Jochen Breckner

Member of the Executive Board, Finance and IT



PORSCHE

Disclaimer

This presentation contains forward-looking statements and information that reflect Dr. Ing. h.c. F. Porsche AG's current views about future events. These statements are subject to many risks, uncertainties, and assumptions. They are based on assumptions relating to the development of the economic, political, and legal environment in individual countries, economic regions, and markets, and in particular for the automotive industry, which we have made on the basis of the information available to us and which we consider to be realistic at the time of publication. If any of these risks and uncertainties materializes or if the assumptions underlying any of the forward-looking statements

prove to be incorrect, the actual results may be materially different from those Porsche AG expresses or implies by such statements. Forward-looking statements in this presentation are based solely on the circumstances at the date of publication.

We do not update forward-looking statements retrospectively. Such statements are valid on the date of publication and can be superseded.

This information does not constitute an offer to exchange or sell or an offer to exchange or buy any securities.

Well balanced geographical distribution – historically best YTD Q3 25 Result in Overseas and Emerging Markets



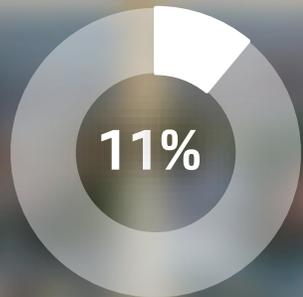
Well balanced geographical distribution – historically best YTD Q3 25 Result in Overseas and Emerging Markets

GERMANY*

-16%



22.492

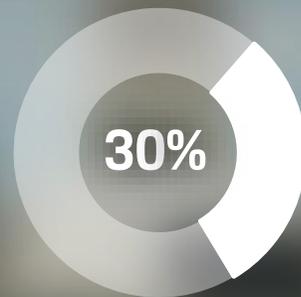


NORTH AMERICA

+5%



64.446

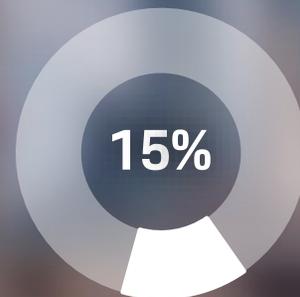


CHINA

-26%



32.195

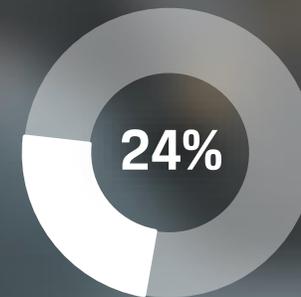


EUROPE

-4%



50.286

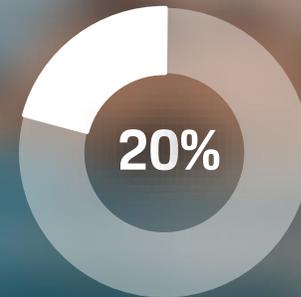


OVERSEAS AND
EMERGING MARKETS

+3%

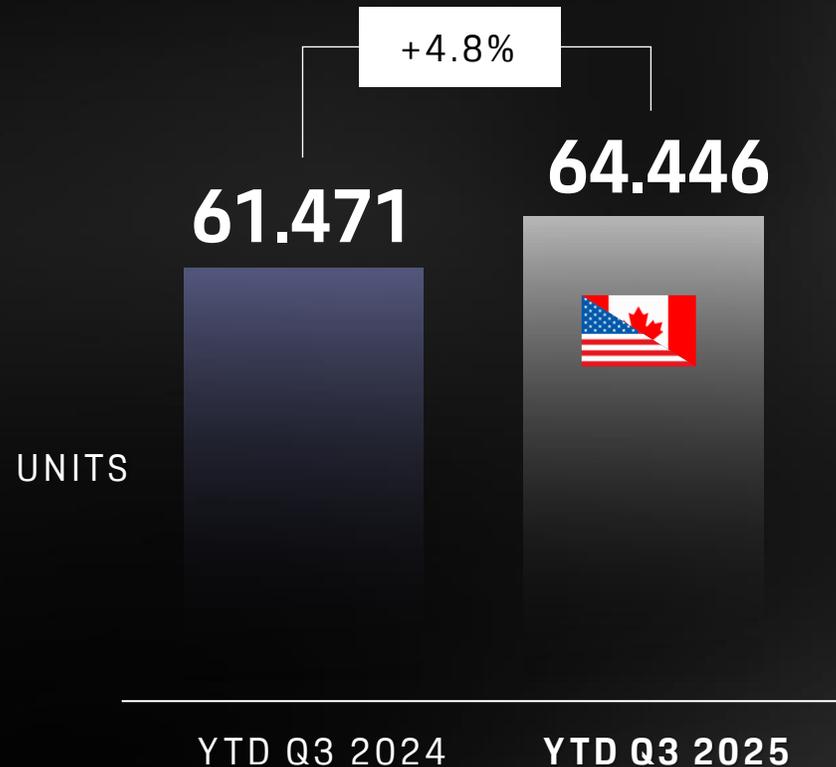


43.090



*incl. factory

Resilient deliveries and strong customer base in North America



Deliveries to North American Customers

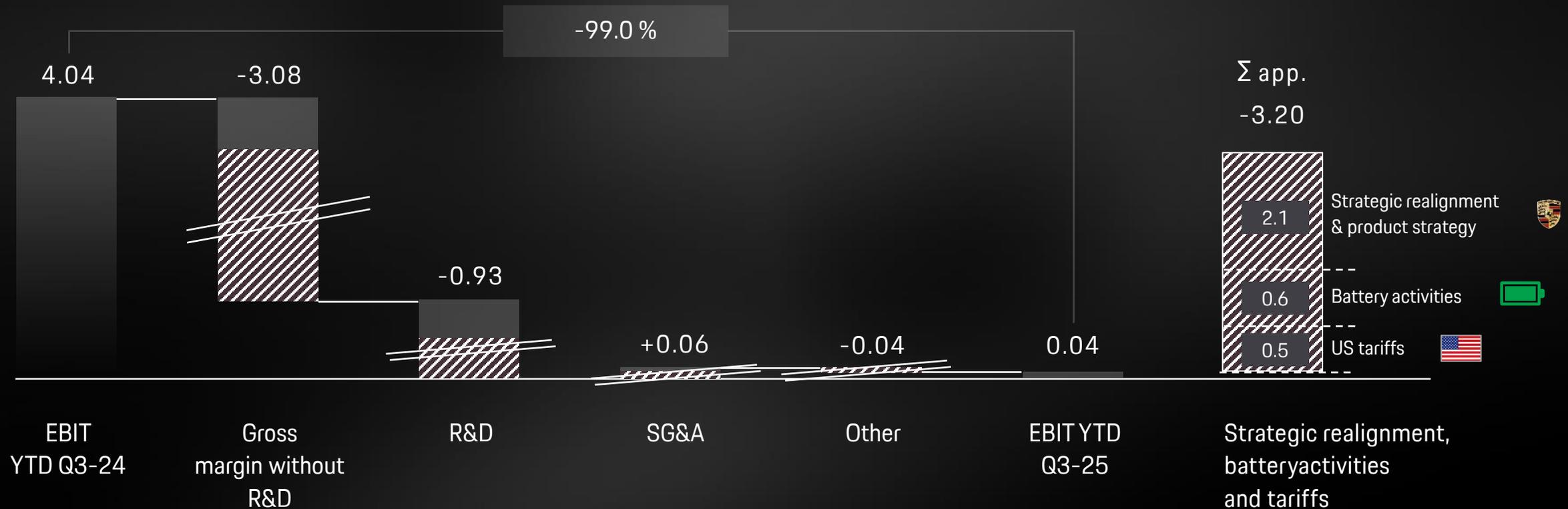
YTD Q3 2025 vs. Q3 2024 total and per model line

- » **Strongest 911 Market**
- » **Top Ranking**
in J.D. Power's APEAL study¹
- » **Tariff mitigation in process** Utilization of pricing strategies and strong brand equity

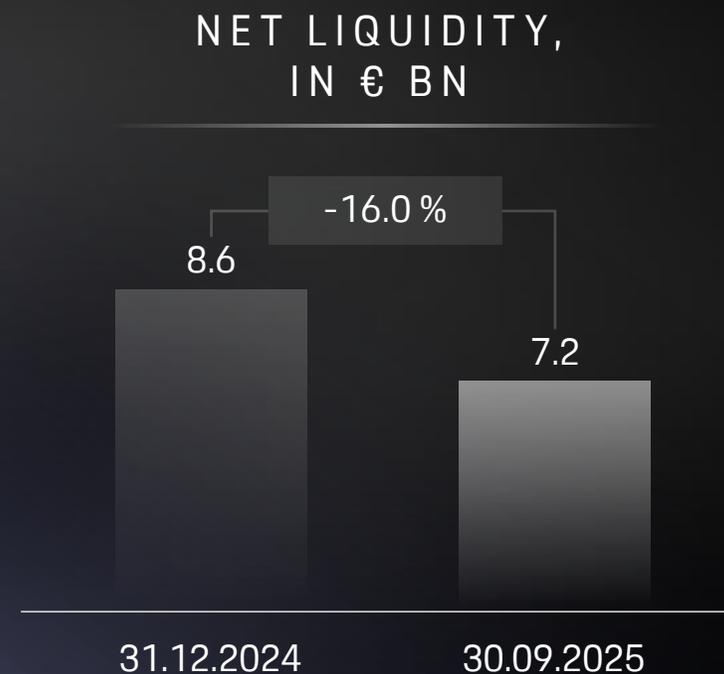
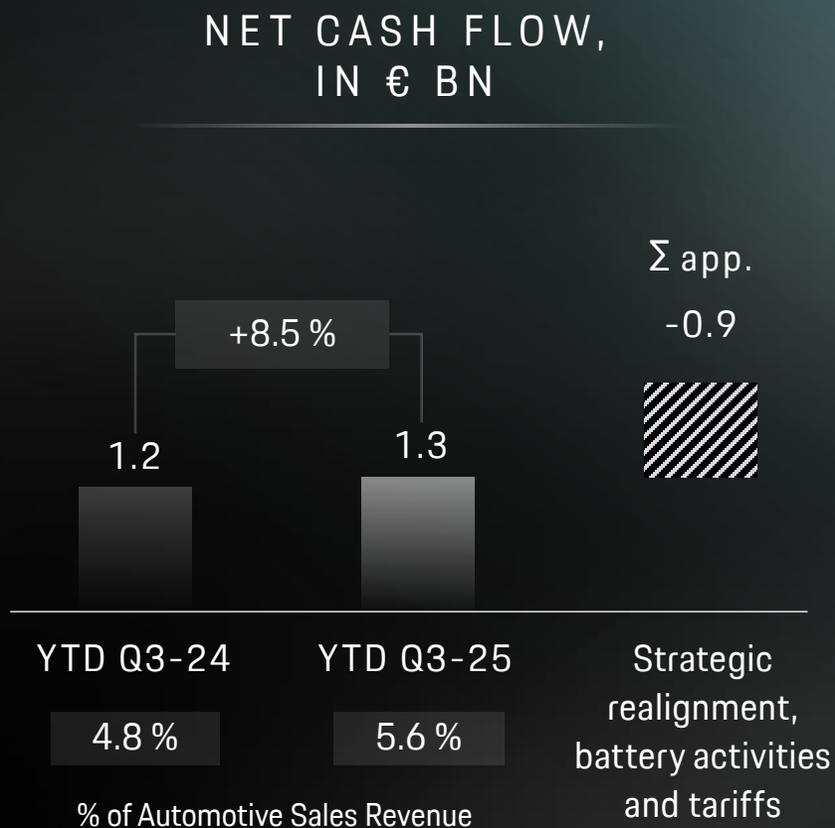
¹ Source: J.D. Power 2025 U.S. Automotive Performance, Execution and Layout (APEAL) StudySM

Robust underlying performance considering the extraordinary effects from the strategic realignment and tariffs

CONTRIBUTORS TO OPERATING PROFIT DEVELOPMENT, IN € BN



Despite extraordinary outflows, we sustained a strong cash flow, underscoring the operational strength of the business



We are well on track reaching our 2025 outlook

		2024	ADJUSTED OUTLOOK 2025
GROUP	Sales Revenue	€ 40.1 bn	€ 37 - 38 bn
	Return on Sales (RoS)	14.1 %	Slightly positive - 2 %
AUTOMOTIVE	EBITDA Margin	22.7 %	10.5 - 12.5 %
	Net Cash Flow Margin	10.2 %	3 - 5 %
	BEV Share	12.7 %	20 - 22 %

The assumptions used in preparing the report on expected developments are based, inter alia, on current estimates by external institutions; these include economic research institutes, banks, multinational organizations and consultancy firms. The forecast, which extends until the end of the fiscal year 2025 in line with the group's internal control system, contains forward-looking statements based on the estimates and expectations of the Porsche AG Group. These can be influenced by unforeseeable events, as a result of which the actual business development may deviate, both positively and negatively, from the expectations described below. In addition to the changes from the Half-year financial report 2025, the current forecast of the Porsche AG Group – unchanged from the ad hoc announcement of September 19, 2025 – also takes into account the effects of the realignment of the product strategy. The realignment of the product strategy will see further vehicles with combustion engines and plug-in hybrid engines being added to the product range. In light of the delayed ramp-up of electromobility, the market launch of certain all-electric vehicle models, on the other hand, is to be postponed. The rescheduling of the new platform for electric vehicles required the recognition of impairment losses on capitalized development costs and provisions for outstanding obligations. These are expected to impact the operating result by up to €1.8 billion in the fiscal year 2025. As part of the strategic realignment, Porsche AG has announced total extraordinary expenses of up to €3.1 billion for the fiscal year 2025. These include the costs of measures already adopted to realign the product strategy as well as expenses relating to the expansion of the product portfolio, battery activities and adjustments to the corporate organization. Changes in external economic conditions in the automotive industry, such as the US import tariffs and the decline of the Chinese luxury market, not least due to the adjustment of the luxury tax, continue to affect the Porsche AG Group's sales. The forecast also takes into account into account potential mitigation measures.

Capital Allocation Strategy To Maintain Financial Flexibility and Strategic Agility

ASSET LIGHT APPROACH

Ongoing Balance Sheet Optimization

Shared and Flexible production Facilities

low vertical integration

CAPEX AND R&D

Targeted investment
Prioritization

Strong Focus on Partnerships and collaborations

Licensing Agreements

LIQUIDITY AND DIVIDEND

Preserve strong Cash Conversion

50% Target pay out Ratio

Net Liquidity Position:
15%-20% of Automotive Revenues

Porsche – A unique Story



ICONIC
BRAND

RESILIENT
PERFORMANCE

SUSTAINABLE
LUXURY

PERFORMANCE
CULTURE

*see consumption data at the end of presentation

Extensive measures initiated to strengthen financial resilience



PRODUCT
STRATEGY



FOCUS
ON THE CORE



ORGANIZATIONAL
RECALIBRATION



PUSH-TO-PASS

*see consumption data at the end of presentation

We have a clear plan



ATTRACTIVE
PRODUCT OFFER

*see consumption data at the end of presentation



FURTHER
CUSTOMIZATION,
ADJACENT BUSINESS



UNIQUE CUSTOMER
EXPERIENCES

Mid-term: Attractive product portfolio with high flexibility



Elevating Individualisation Experience



DESIRABILITY

*see consumption data at the end of presentation



INDIVIDUALISATION



SPECIAL EDITIONS

The current waiting times for the **SONDERWUNSCH** products reflect the high demand and indicate the sales potential

PRODUCT OFFER

WAITING TIMES & RESTRICTIONS



ONE-OFFS

~ 6 YEARS



BESPOKE

~ 1 YEAR



RESTORATION

~ 2 YEARS



RE-COMMISSION

~ 2 YEARS



PAINT TO SAMPLE

LIMITED AVAILABILITY



Push-to-Pass program as lever for securing long-term profitability

Strategic performance program with six areas of action that target profit contributions, development and investments

Creates resilience and strengthens innovative power & independence

Emphasis now on sustainable optimisation of the cost structure, e.g.

- Personnel costs
- China rightsizing

PUSH TO PASS



*see consumption data at the end of presentation

First milestones of recalibrating our Chinese footprint have already been reached - including an updated target

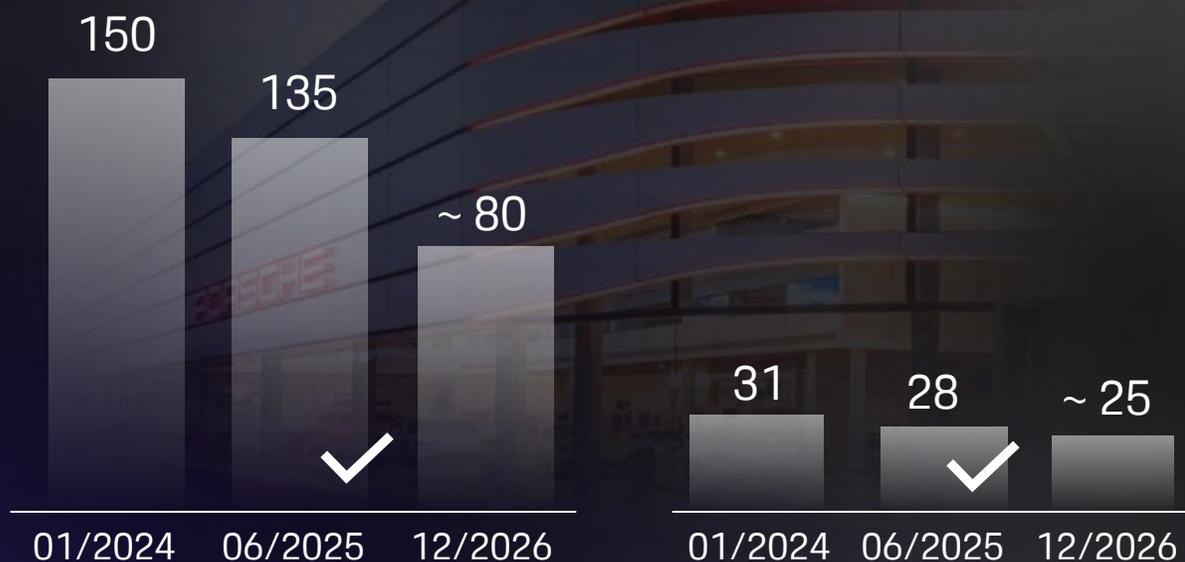
NETWORK RECALIBRATION

Point of Sales

Investors

Internal Core Employees (FTE)¹

External Employees



¹ Without adjacent affiliates as PMAP, PDIG China, Technical Division, PLX



Starting in 2026, we anticipate a meaningful recovery, fueled by momentum from our evolving product portfolio and targeted profitability initiatives

*see consumption data at the end of presentation

Key Takeaways

- » Despite a demanding macroeconomic environment, Porsche AG delivered a solid Net Cash Flow, reflecting the company's robust financial strength. Demand remains resilient, with pricing continuing to provide strong support.
- » The proactive strategic realignment throughout 2025 lays the foundation for enhanced long-term financial stability. Initial benefits are expected to materialize in the coming years.
- » Starting in 2026, we anticipate a meaningful recovery, fueled by momentum from our evolving product portfolio and targeted profitability initiatives.
- » From 2028, a more balanced drivetrain offering will strengthen our market position and support sustainable, long-term growth.

*see consumption data at the end of presentation



Those who are fortunate enough to build a business from a dream owe it to the world to be the guardians of those dreams.

FERRY PORSCHE



*see consumption data at the end of presentation

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PORSCHE

INSIGHTS

REGION OVERSEAS & EMERGING MARKETS

DUBAI, NOVEMBER 2025

Dr. Christiane Zorn

Vice President Region Overseas & Emerging Markets

Dr. Manfred Bräunl

Chief Executive Officer Porsche Middle East and Africa FZE



PORSCHE

Dr. Christiane Zorn | VP Region Overseas & Emerging Markets



PORSCHE

Vice President (since May 2025)

Dr. Ing. h.c. F. Porsche AG



ROLE



since 2025

VP Region Overseas and Emerging Markets

2005

Strategic Sales, Internship and Diploma Thesis



2025

VP Product Strategy

–

VP Product Marketing

2020

Sales Director Region China and Hongkong



2019

Head of Controlling China, HK, Macau and Taiwan (Beijing)

–

Head of China Product Management UKL (Munich)

2013

Product and Launch Manager (Munich)



2013

Consultant

–

2007

Region V5 | ~2/3 of the global population live in the region



Global Retail (YTD 09/2025) | Growth Region Overseas

Retail Sales 2025
(09/25)



212,509
SHARE OF
TOTAL RETAILS



Retail Share 2018 & 2025 | Growth Region Overseas

Sales per Region 2018

ACT



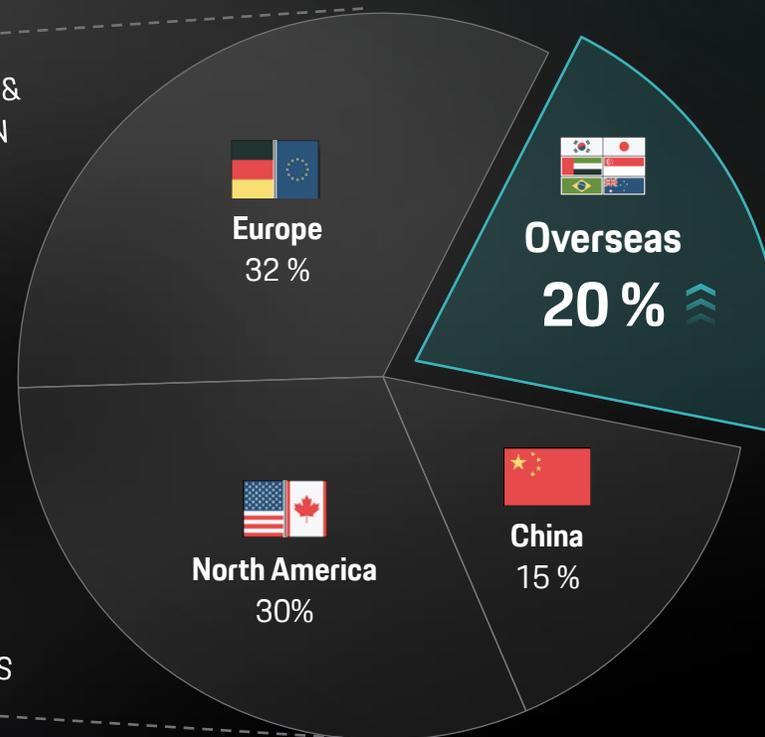
INCREASING V5 VOLUME & REGIONAL DISTRIBUTION



RISK DIVERSIFICATION ACROSS ALL SALES REGIONS

Sales per Region 2025

09/25



Retail Development 2012-2025 | Growth Region Overseas

Start-up Incubator



2005
Foundation PCN

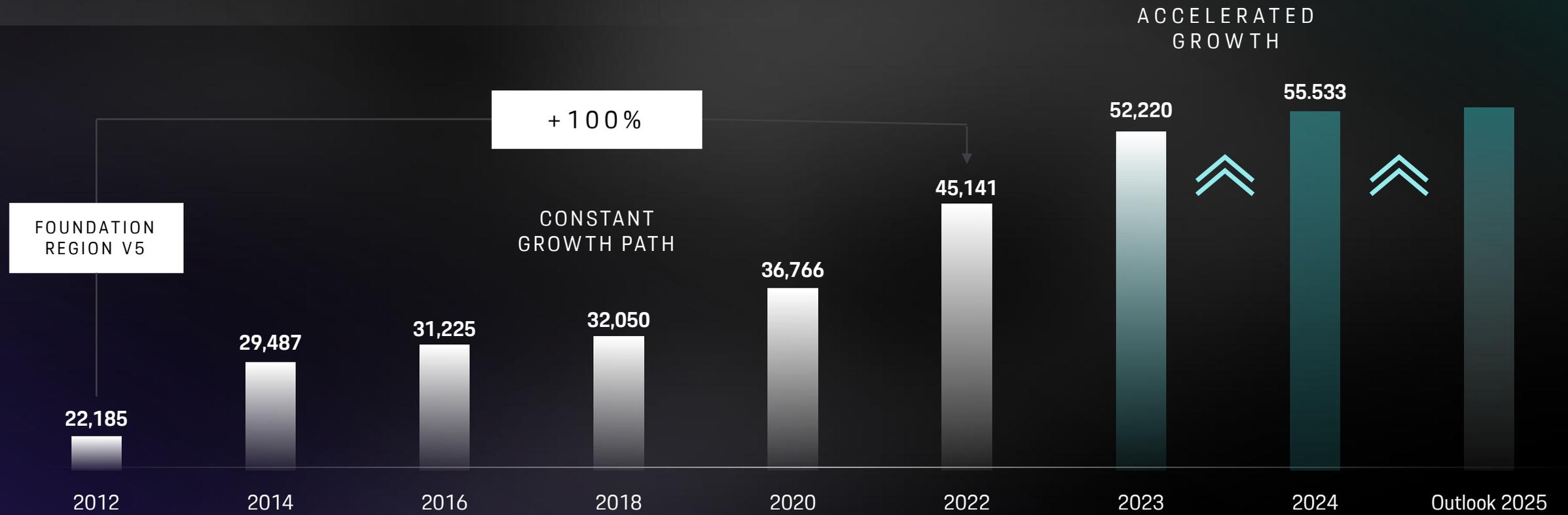


2014
Foundation PKO



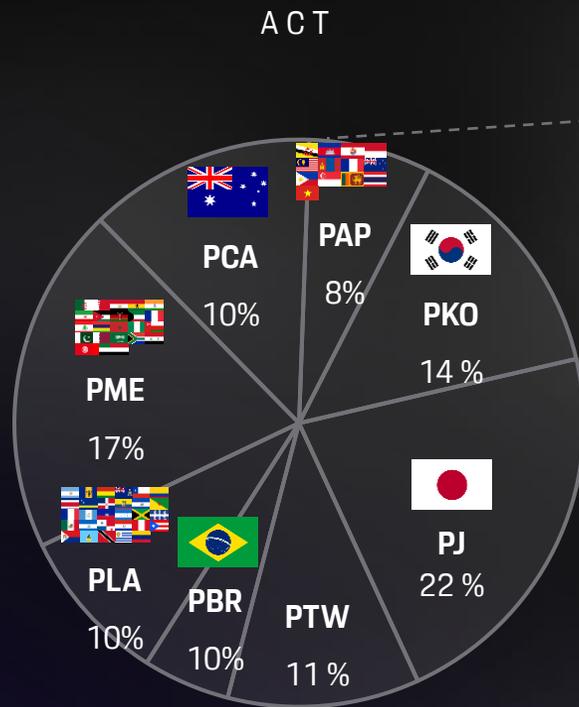
2015
Foundation PBR

2018
Foundation PTW



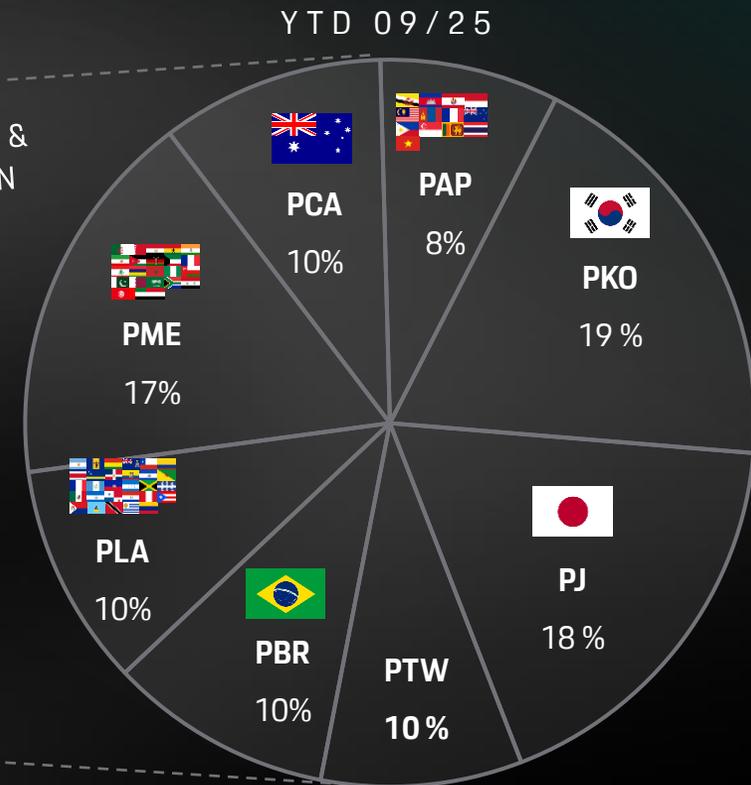
Balanced Growth in Overseas | Share 2018 & 2025

Sales per V5 MARKET 2018



32,050 

Sales per V5 MARKET 2025



43,090 

INCREASING V5 VOLUME & REGIONAL DISTRIBUTION



RISK DIVERSIFICATION ACROSS ALL MARKETS

Strategy Concept | Growth Region Overseas

PORSCHE
Strategy 2030⁺



TOP 10
GOALS
PORSCHE AG



TOP 10
GOALS
REGION OVERSEAS



BUSINESS
PLAN

Grow Overseas | Strategy House

MISSION



SALES & PROFITS

Value oriented growth & effective steering

» MAX VALUE



BRAND & CUSTOMER

Desirable brand

DIFFERENTIATORS



PRODUCTS & SERVICES

Exciting products & services



MARKETS & CHANNELS

Seamless omni-channel experiences

» CLEAR FOCUS

ENABLERS



ORGANIZATION & TRANSFORMATION

Professional organization & processes

» HIGH SPEED

WHAT WE HAVE ACHIEVED SO FAR ...



*see consumption data at the end of presentation

Grow Overseas | Successful Implementation



SALES & PROFITS

Value oriented growth & effective steering



BRAND & CUSTOMER

Desirable brand



PRODUCTS & SERVICES

Exciting products & services



MARKETS & CHANNELS

Seamless omni-channel experiences



ORGA & TRANSFORMATION

Professional organization & processes

- Region Overseas is the 3rd largest sales region within Porsche
- Korea is the 5th largest market for Porsche
- BEV share >20% within V5

- ICONS of Porsche is the 2nd largest Porsche community event
- 2025: World Premiere Cayenne Electric
- Adaptable concept for other markets

- Reduced / optimized product complexity
- Korea as 2nd largest Taycan market worldwide
- Implementation of Inspiration vehicles and Market Editions in major markets

- High number of modern formats in V5
- Region Overseas with 17 Porsche Studios
- Growth Region V5: Opening of 7 Porsche Centers in 2025

- New Job Roles
- Improved Processes & Capacities
- New Ways of Working & Performance Culture

Grow Overseas | Successful Implementation



SALES & PROFITS

Value oriented growth & effective steering



BRAND & CUSTOMER

Desirable brand



PRODUCTS & SERVICES

Exciting products & services



MARKETS & CHANNELS

Seamless omni-channel experiences



ORGA & TRANSFORMATION

Professional organization & processes



Products & Services | Sonderwunsch & Exclusive Manufaktur in Overseas

BESPOKE

Vehicles



ICONS OF LATIN AMERICA

PRE-DEFINED

Options

Vehicle
Accessories

Classic
Parts



30 YEAR PORSCHE THAILAND EDITION



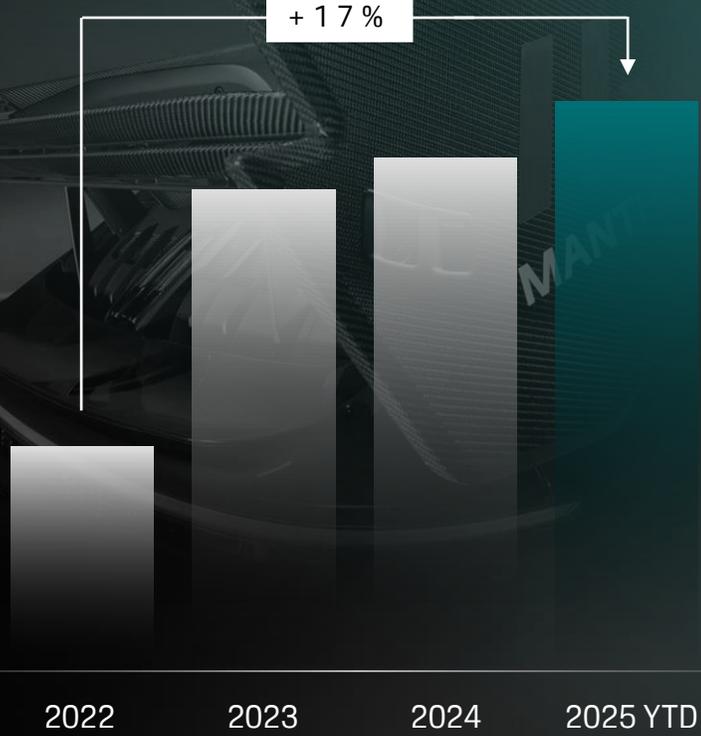
SUCCESSFUL MANTHEY KIT AND OTHER OPTIONS

Sales Revenue | V5 Sales Revenue Individualisation

TOTAL NET TURNOVER PER CAR

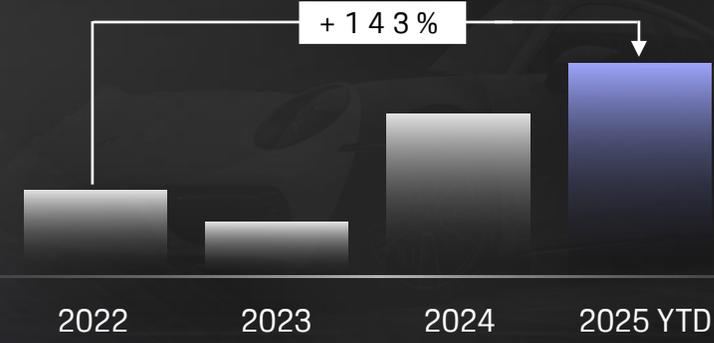
(Wholesale)

+ 17 %



PAINT-TO-SAMPLE

+ 143 %



Sonderwunsch

+ 169 %



Grow Overseas | Successful Implementation



SALES & PROFITS

Value oriented growth & effective steering



BRAND & CUSTOMER

Desirable brand



PRODUCTS & SERVICES

Exciting products & services



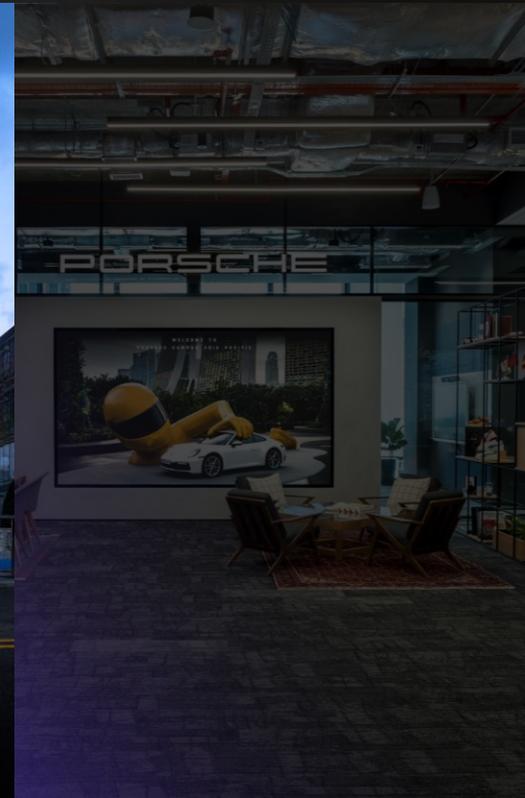
MARKETS & CHANNELS

Seamless omni-channel experiences



ORGA & TRANSFORMATION

Professional organization & processes



Markets & Channels | Urban Formats in Overseas

» 17 Porsche Studios

» 7 Porsche NOW in 2025



- La Roma, 2025
- Los Cabos (NOW), 2025



- Alphaville (NOW), 2025



- Almaza Bay (NOW), 2025
- Manama, 2023
- Delhi, 2021
- Beirut, 2018



- Hannam, 2025
- Seoul, 2023
- Bundang, 2022
- Songdo, 2021
- Cheongdam, 2019



- Ginza, 2022
- Tokyo, 2022



- Singapore, 2024
- Bangkok, 2023
- Hanoi, 2021

PTW

- Tainan (NOW), 2025
- Xindian, 2025
- Hsinchu, 2020
- Taoyuan, 2019



- Chadstone (NOW), 2025
- Brisbane, 2022
- Barangaroo (NOW), 2025

Markets & Channels | Porsche NOW Chadstone



Porsche NOW in Chadstone
(Melbourne), Australia

*see consumption data at the end of presentation



Sales POP-UP from November
2025 until March 2026



Located within the Luxury
Precinct of Chadstone
Shopping Center (235qm)

WE WILL CONTINUE OUR OVERSEAS AND EMERGING
MARKETS SUCCESS STORY IN 2026 AND BEYOND.



Grow Overseas | Top 10 Goals 2026



SALES & PROFITS

Value oriented growth & effective steering



BRAND & CUSTOMER

Desirable brand



PRODUCTS & SERVICES

Exciting products & services



MARKETS & CHANNELS

Seamless omni-channel experiences



ORGA & TRANSFORMATION

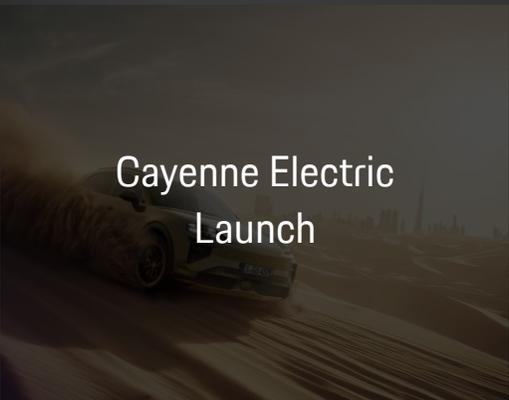
Professional organization & processes



Sustainable Market
Development



Sales Funnel
Excellence



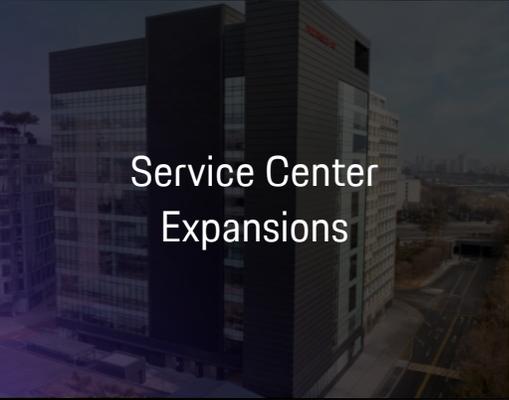
Cayenne Electric
Launch



Focus on Future
Growth Markets



Dealer Network
Professionalization



Service Center
Expansions



PEC/PDC
Strategy



Enhanced
Product Strategy



Global IT
Projects



Collaboration
Optimization

Grow Overseas | Top 10 Goals 2026



SALES & PROFITS

Value oriented growth & effective steering



BRAND & CUSTOMER

Desirable brand



PRODUCTS & SERVICES

Exciting products & services



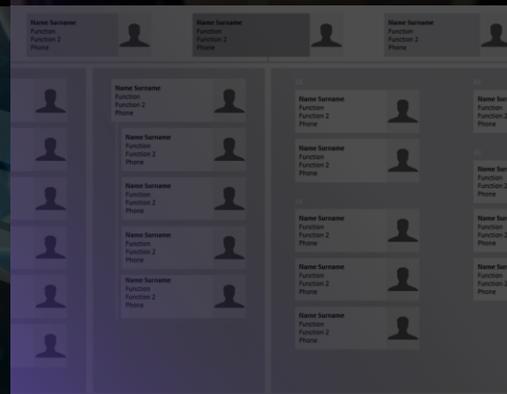
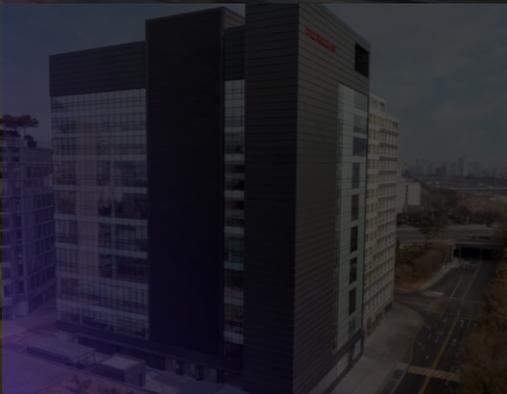
MARKETS & CHANNELS

Seamless omni-channel experiences



ORGA & TRANSFORMATION

Professional organization & processes



Products & Services | Maximizing Market Potentials



MARKET-ORIENTED
OFFER & PRICING



COMPLEXITY REDUCTION &
MIX OPTIMIZATION

GROWTH

SUSTAINABLE GROWTH



OPTION BOOST &
UPSELLING POTENTIAL

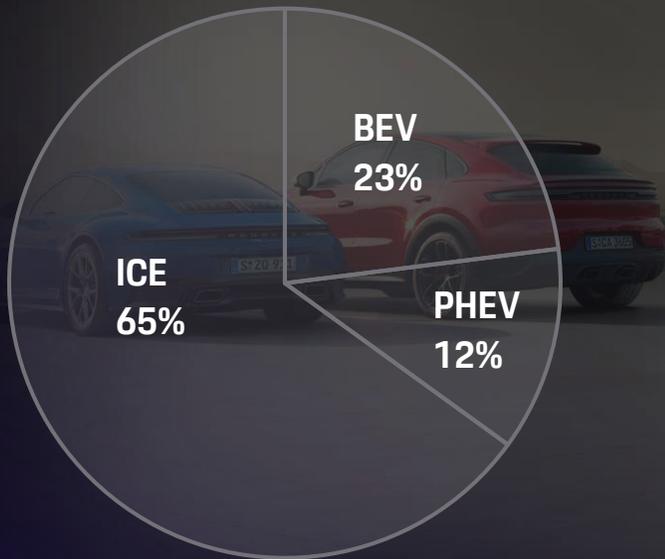


ENHANCED PORSCHE
PRODUCT STRATEGY

Products & Services | Enhanced Product Strategy

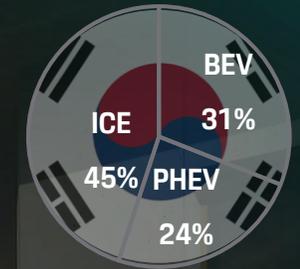
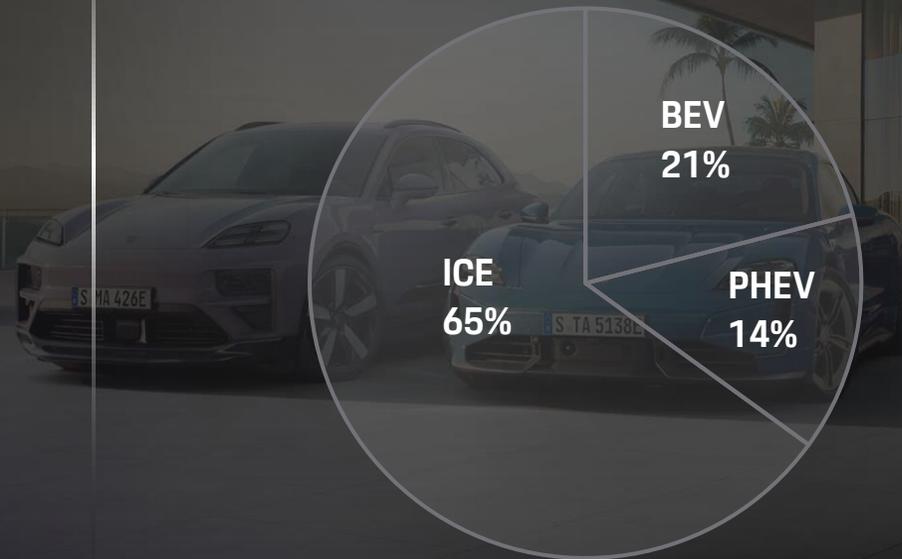
Global ICE/BEV/PHEV Share

YTD 09/2025*

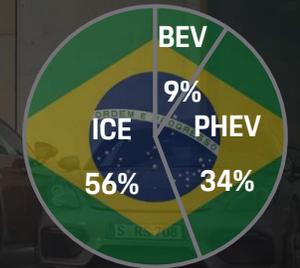


Overseas ICE/BEV/PHEV Share

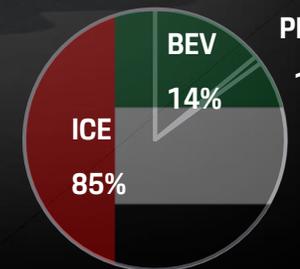
YTD 09/2025*



KOREA



BRAZIL



UAE



The enhanced product strategy ensures a perfect alignment with the unique and varied needs of markets throughout this highly diverse region!

*based on retail (09/2025)

Key Take Aways Region Overseas & Emerging Markets

VALUE-ORIENTED & SUSTAINABLE GROWTH STRATEGY

- » Large, diverse region characterized by dynamic market developments and significant growth opportunities
- » Share of Region Overseas & Emerging Markets within overall Porsche volume is increasing further: 3rd largest Region
- » Clear strategy and structured market-adequate implementation plan based on market clusters



BRAND & CUSTOMER

Most desirable
brand



PRODUCTS & SERVICES

Most exciting
products & services



MARKETS & CHANNELS

Best sales & service
omnichannel experiences



ORGA & TRANSFORMATION

Most professional
organization & processes

THANK YOU FOR YOUR ATTENTION!



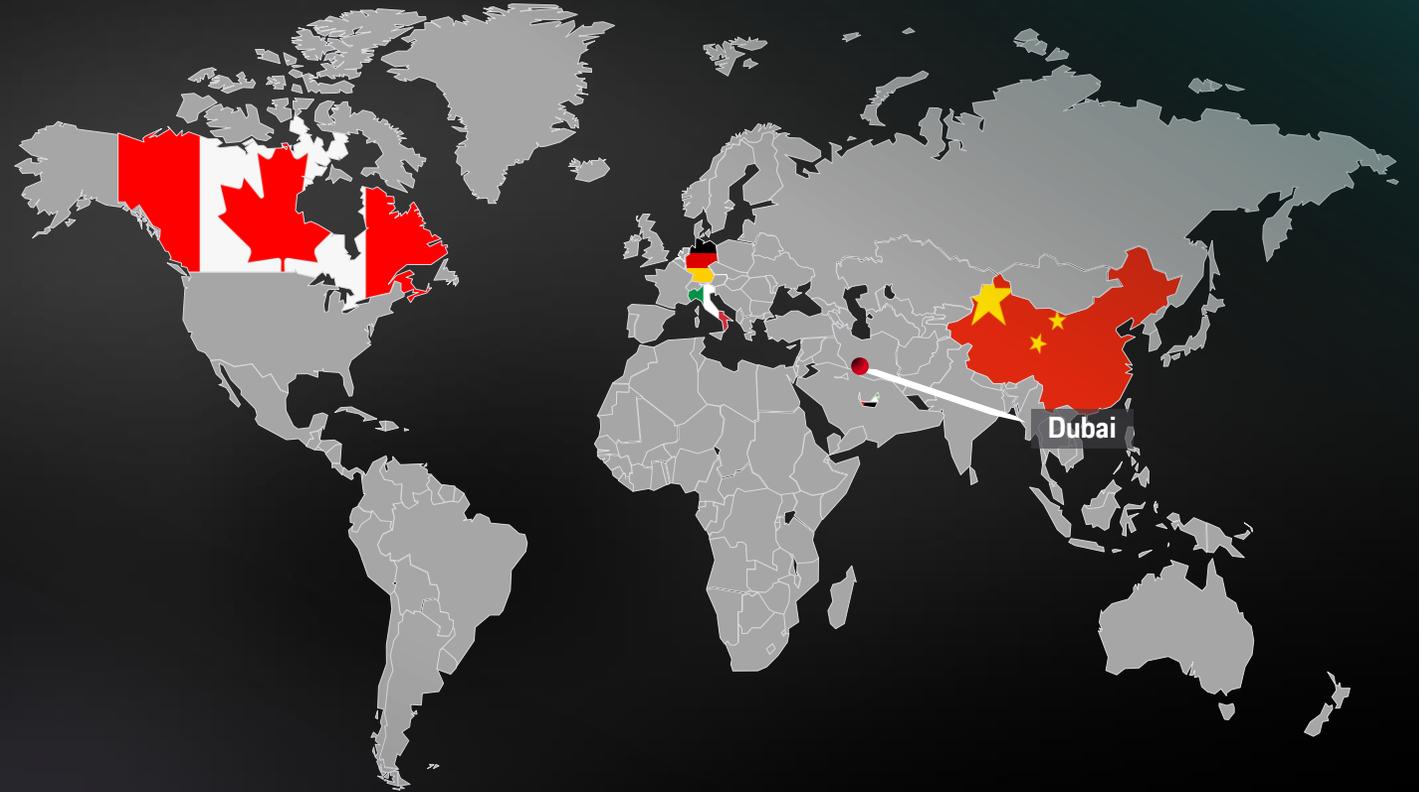
Dr. Manfred Bräunl



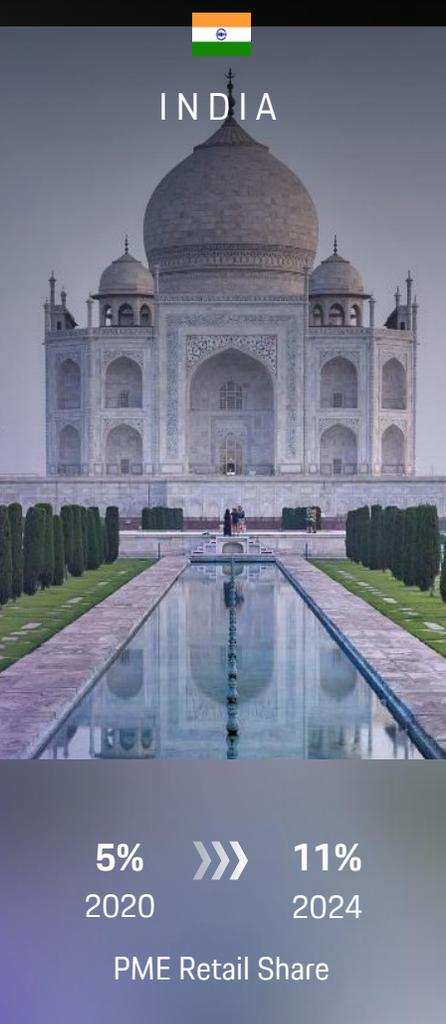
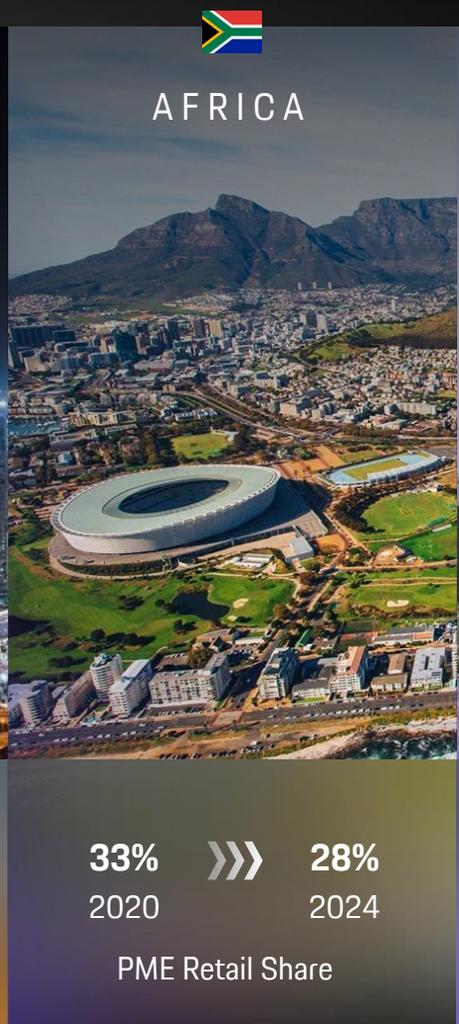
PORSCHE

Chief Executive Officer (Since 2019)

Porsche Middle East and Africa FZE



PME Region | Retail development of its 3 subregions and retail share



PME Region | PME manages a very large, heterogeneous Importer Landscape

PME 2024 STATUS

3 SALES REGIONS



16 IMPORTERS



64 FACILITIES



REGION 1 | MIDDLE EAST

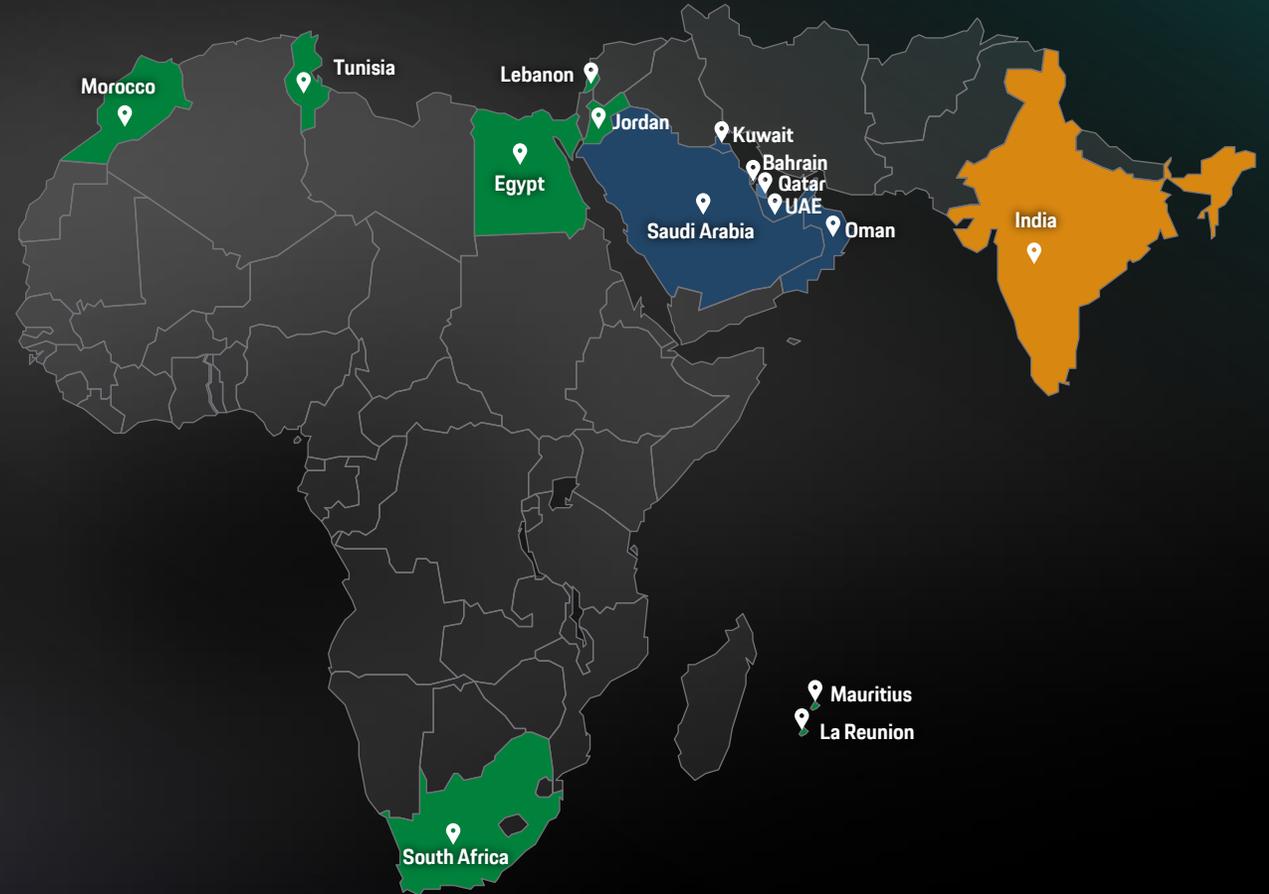
- | | |
|---|--|
|  Dubai |  Saudi Arabia |
|  Kuwait |  Qatar |
|  Abu Dhabi |  Oman |
|  Bahrain | |

REGION 2 | AFRICA

- | | |
|--|---|
|  South Africa |  Morocco |
|  Egypt |  Mauritius |
|  La Réunion |  Tunisia |
|  Lebanon |  Jordan |

REGION 3 | INDIA

- | |
|---|
|  India |
|---|



R1 Middle East

R2 Africa & Levant

R3 India

Ghana: Parts and Service Importer

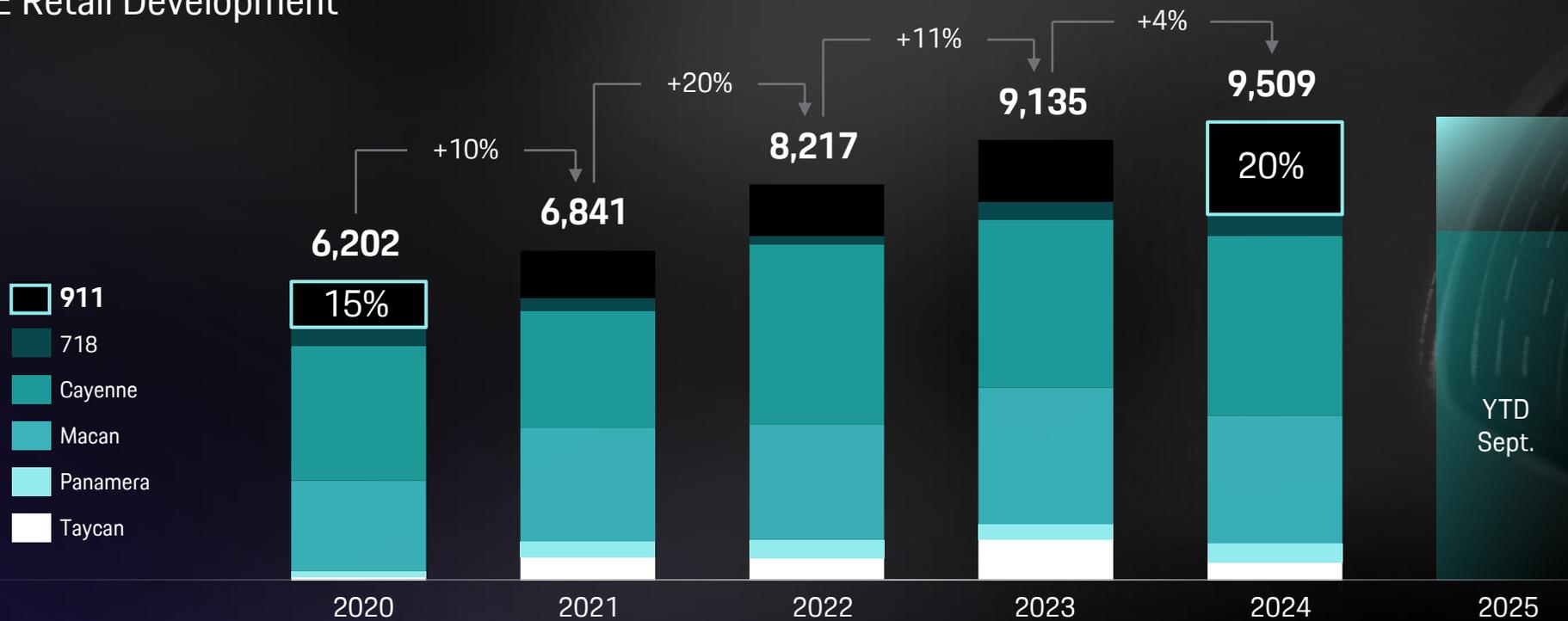
Icons of Porsche | Insights Region Overseas and Emerging Markets

PORSCHE

Retail Development | Steady Growth with strong Model Mix

+53 % RETAIL GROWTH 2020 - 2024

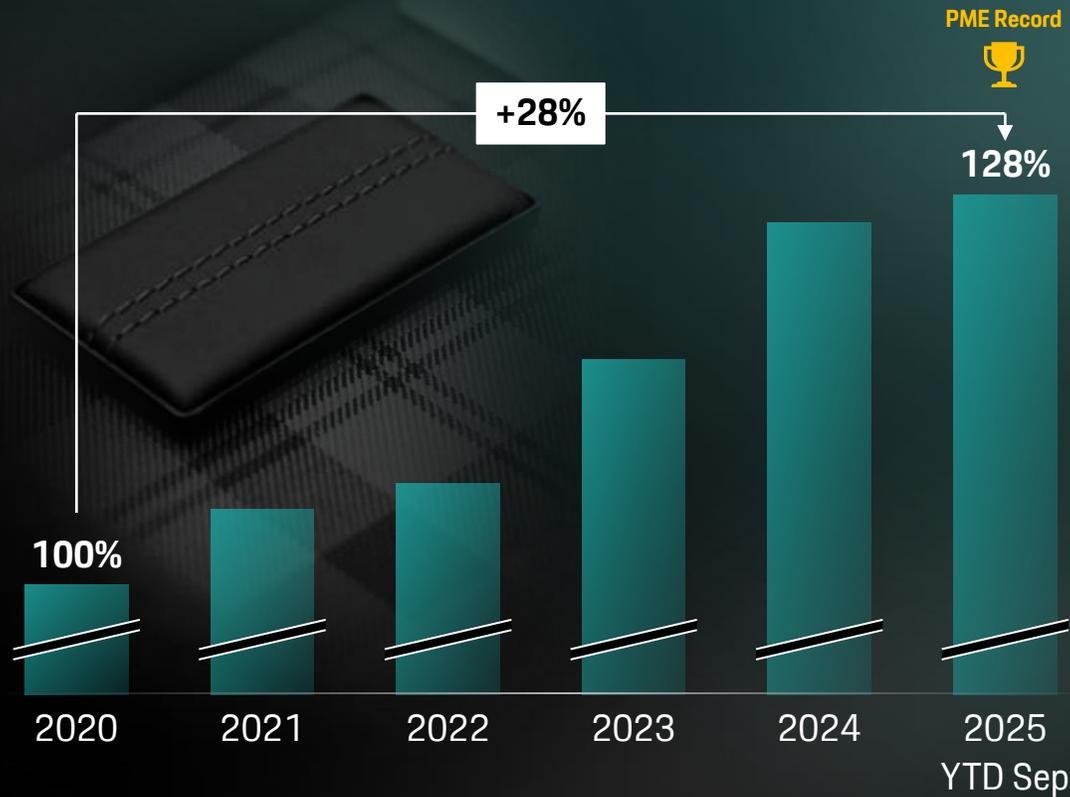
PME Retail Development



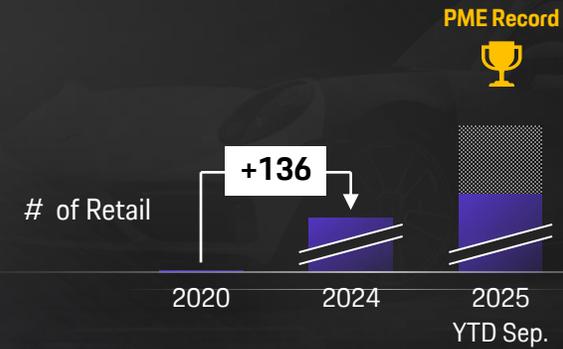
Sales Revenue | Profitable Business through increased Revenue per Car

AVERAGE REVENUE PER VEHICLE

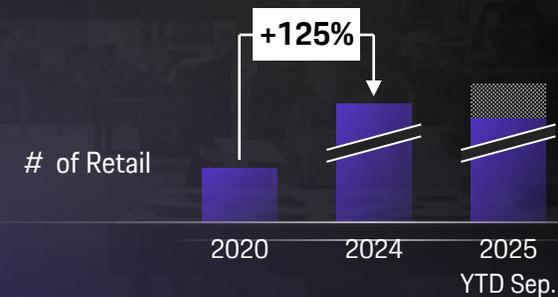
in PME region



PAINT-TO-SAMPLE



Sonderwunsch



Individualization | Inspirational Showcar Concept – Elevating Regional Interest in Exclusive Manufaktur



newsroom
The Media Portal by PME

PORSCHE

Porsche Centre Kuwait hosts Porsche Exclusive Manufaktur event at its showroom

In a spectacular showcase of luxury, performance and innovation, Porsche Centre Kuwait – Behbehani Motors Company, the official and exclusive dealer of Porsche in Kuwait and a leading name in luxury automotive, successfully hosted a distinguished Porsche Exclusive Manufaktur event under the theme 'Yours to Dream, Ours to Realise' at its flagship showroom in Shuwaikh – the largest and most luxurious Porsche showroom in the Middle East.

Kuwait | The prestigious evening welcomed special guests to an intimate fine-dining experience, where luxury, individuality, and culture converged in a setting befitting Porsche's

Individualization | 911 Green Sonderwunsch Roof Project Saudi Arabia



*see consumption data at the end of presentation

Individualization | Macan Gems Collection Exclusive Manufaktur



*see consumption data at the end of presentation

THE DYNAMICALLY CHANGING MARKET ENVIRONMENT IS

Challenging our Business



INTENSIFIED
COMPETITION



TARIFF
UNCERTAINTIES



BEV
TRANSITION



CONSTANT
CONFLICTS

DESPITE THE CHALLENGES, OUR IMPORTERS EXPRESS

Confidence in the Future of Porsche & plan significant Investments

PME Network Investments | Commitment to the brand



TOTAL INVESTMENT 2025



PLANNED INVESTMENT 2026-2030

9 NEW PROJECTS

4 UPGRADES

15 NEW PROJECTS

26 UPGRADES

Ahmedabad
Al Khobar
Almaza Bay
Alamein
Amman

Bengaluru
Cairo
Chennai
Hyderabad
Kolkata

Mauritius
Pune
Riyadh

Abu Dhabi
Al Ain
Cairo
Cape Town
Casablanca

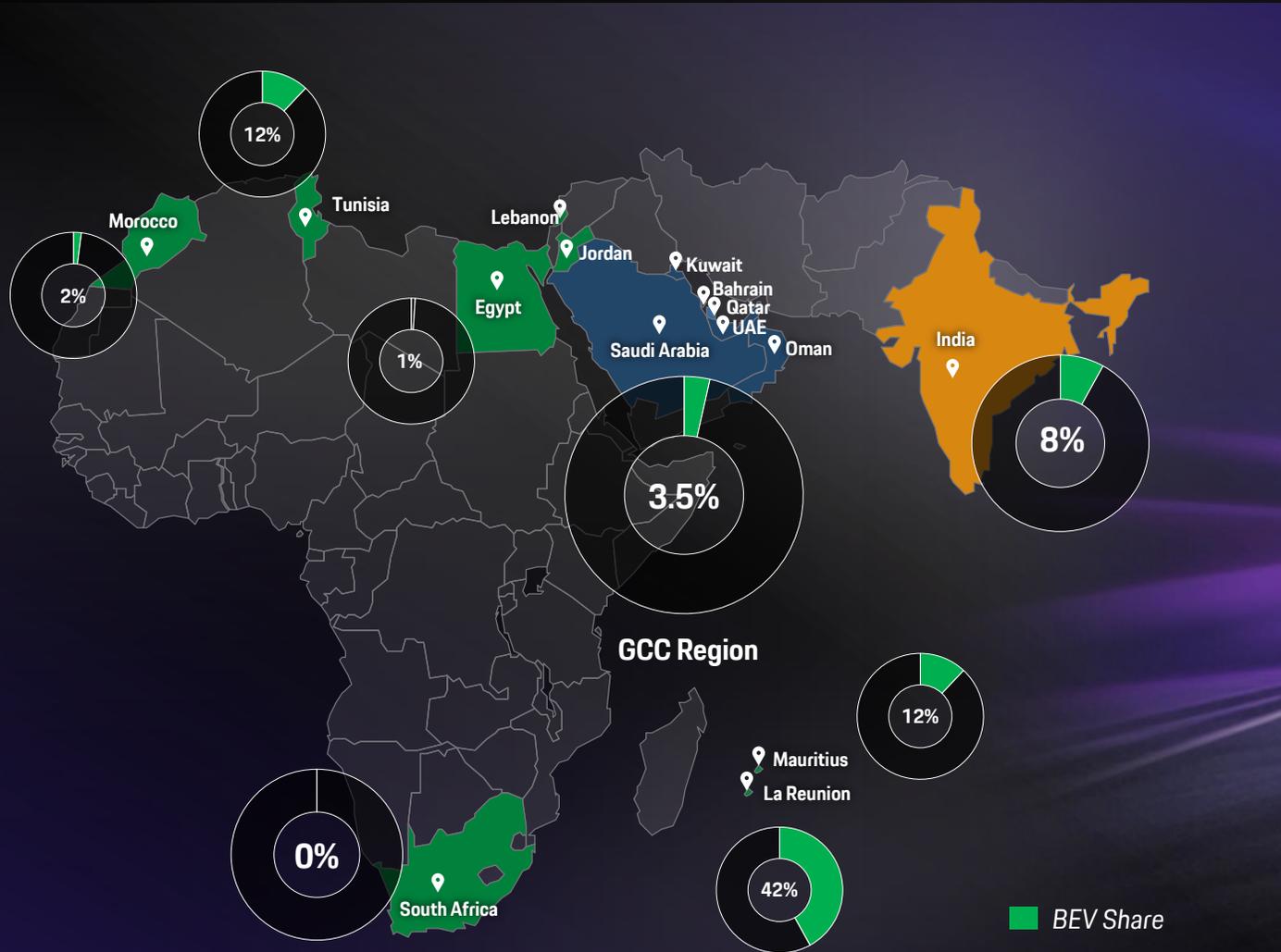
Chandigarh
Doha
Dubai
Johannesburg
Jeddah

Kochi
Manama
Muscat
Pretoria
Rabat

Sandton
Sibaya
Sharjah
Tunis

All figures above also include planned and conducted temporary Sales Pop Up activations

Product | BEV Transition differs by Country in the PME Region



BEV-SHARE 2024

PORSCHE AG

12.7%

PORSCHE
MIDDLE EAST

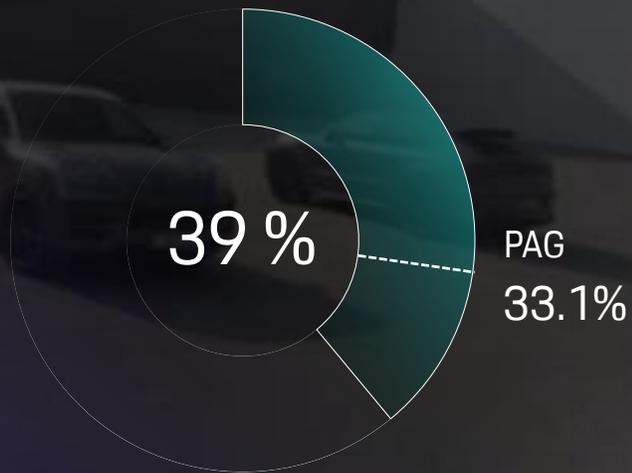
3.8%



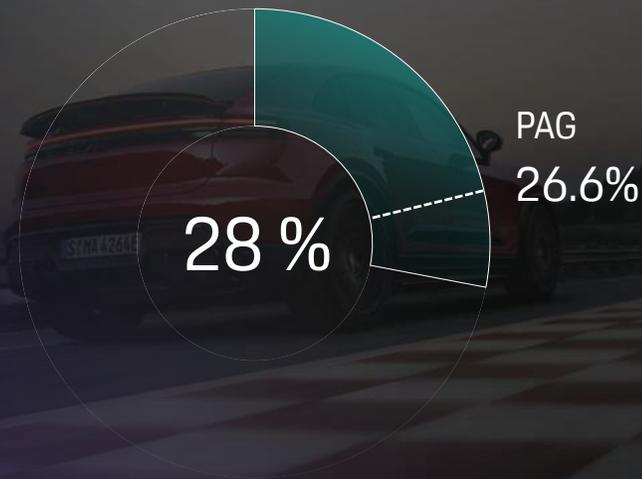
Product | Updated Product Portfolio supports PME's Growth Ambition

PORSCHE MIDDLE EAST & AFRICA SUV RETAIL SHARES 2024

Cayenne



Macan



SPORT UTILITY VEHICLES

Latest Portfolio Adjustment

PRESTIGE
NEW



FUNCTIONALITY
Cayenne



LIFESTYLE
Macan
NEW



● ICE ● (x)HEV ● BEV

PME Strategy | Regional Strategy is activated through Market Growth Plans and impactful Brand & Community Initiatives



FOCUS MARKETS



SALES &
PROFITS



BRAND &
CUSTOMER



PRODUCTS &
SERVICES



MARKETS &
CHANNELS



PEOPLE
EXCELLENCE



BRAND & COMMUNITY INITIATIVES

PME Strategy | Regional Strategy is activated through Market Growth Plans and impactful Brand & Community Initiatives



**FOCUS
MARKETS**



**SALES &
PROFITS**



**BRAND &
CUSTOMER**



**PRODUCTS &
SERVICES**



**MARKETS &
CHANNELS**



**PEOPLE
EXCELLENCE**



**BRAND &
COMMUNITY
INITIATIVES**

PME Focus Markets



DUBAI

18 %

PME Share



SAUDI ARABIA

16 %

PME Share



INDIA

11 %

PME Share

PME Focus Markets



DUBAI

18 %

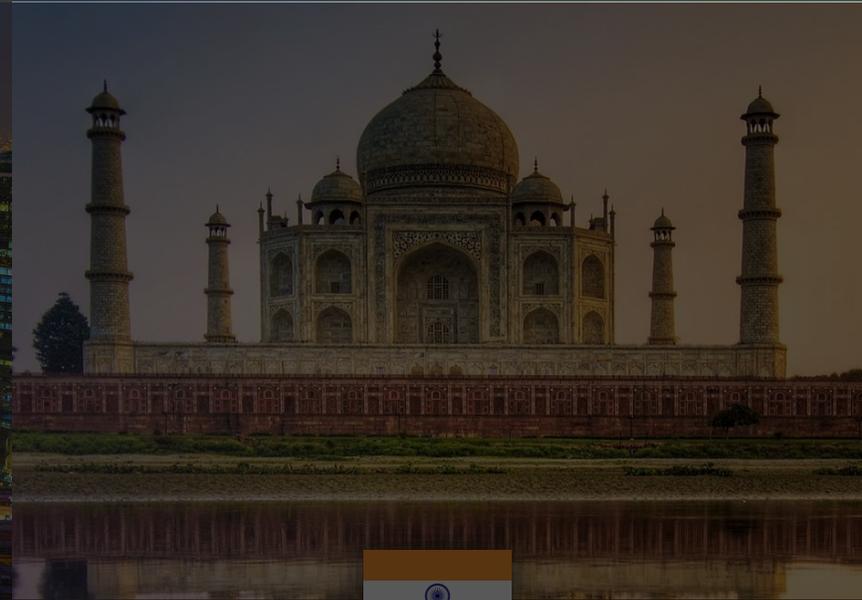
PME Share



SAUDI ARABIA

16 %

PME Share



INDIA

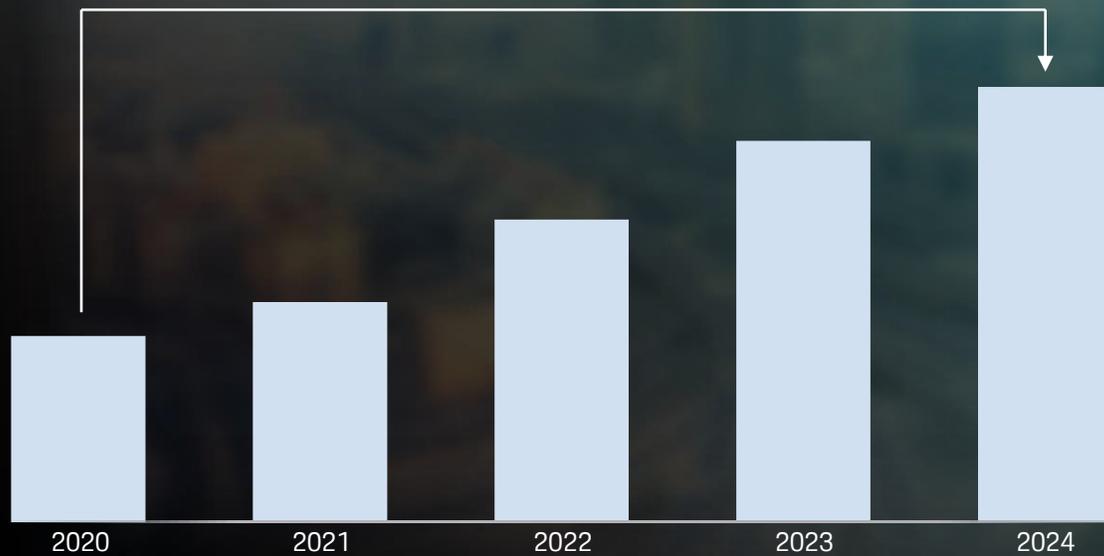
11 %

PME Share

Dubai | Significant Growth for Porsche in Dubai



PORSCHE RETAIL DEVELOPMENT



PORSCHE IMPORTER & DEALER NETWORK

Importer: Al Nabooda Cooperation

(since 1981)

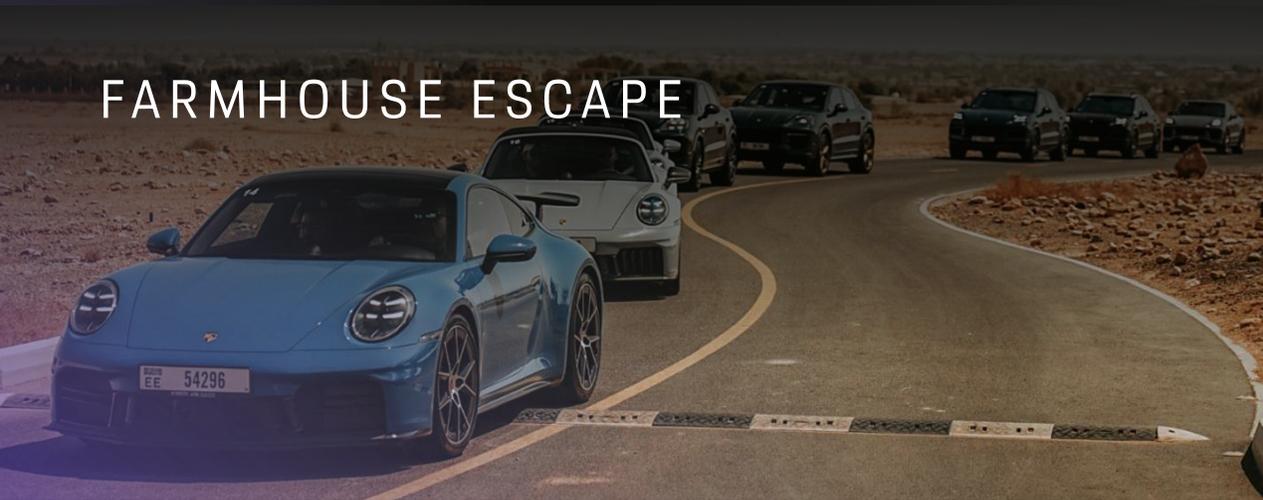


 2 | Porsche Centres

 1 | Porsche Workshops

Dubai | Brand Collaborations and unique Driving Experiences across Dubai

FARMHOUSE ESCAPE



HOUSE OF PORSCHE X CAFÉ VILLA 515
in Jumeirah



PORSCHE WORLD ROAD SHOW



*see consumption data at the end of presentation

CARRERA CUP



PME Focus Markets



DUBAI

18 %

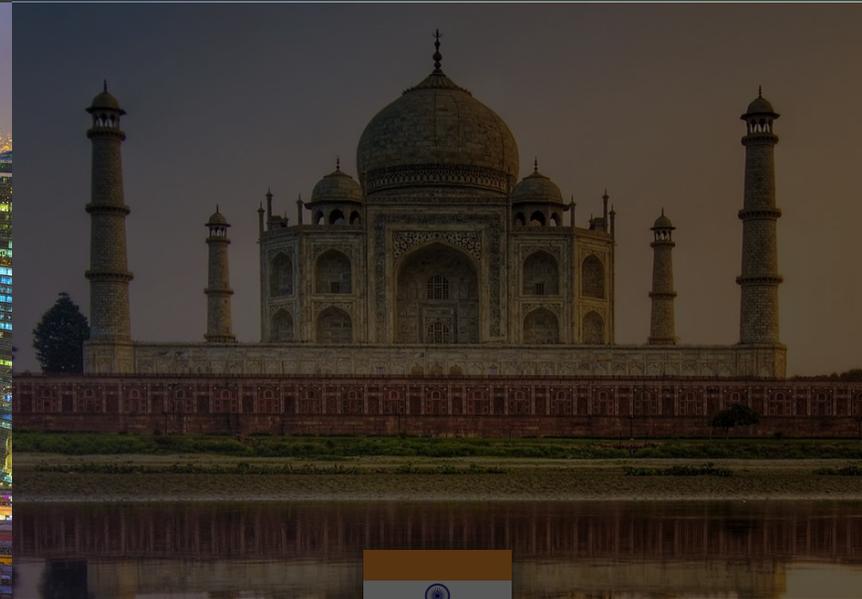
PME Share



SAUDI ARABIA

16 %

PME Share



INDIA

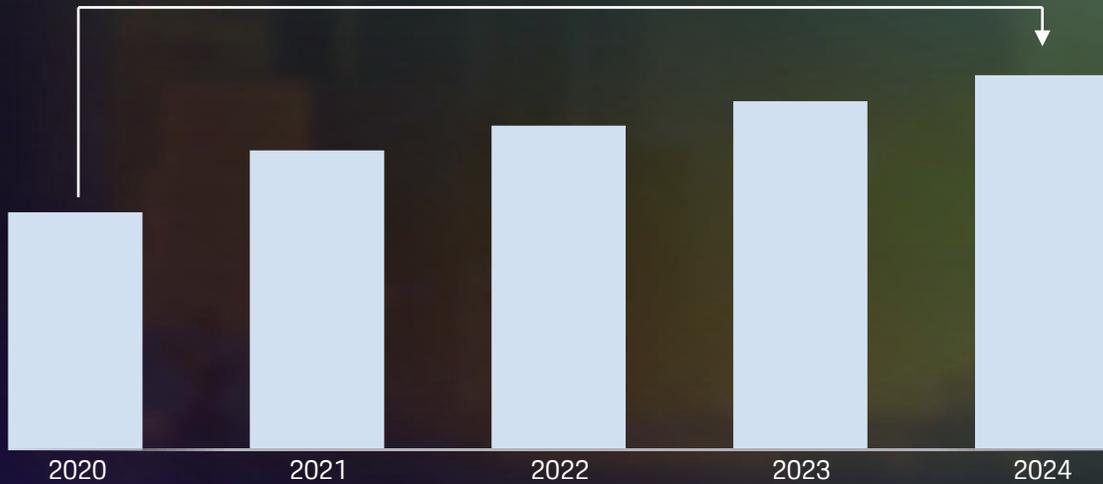
11 %

PME Share

Saudi Arabia | Porsche has steadily increased its Retail Performance



PORSCHE RETAIL DEVELOPMENT



PORSCHE IMPORTER & DEALER NETWORK

Importer: SAMACO

(since 1981)

-  1 Porsche Now
-  2 Porsche Centre
-  2 Workshop/Servicecenter
-  1 Porsche Showroom



Saudi Arabia | Wide Variety of Brand Activations with local Touch to position the Brand within the Saudi Culture



ALULA CAMPAIGN



MACAN GEMSTONE



SOUL CAMPAIGN
Mark Webber x Jacky Ickx



*see consumption data at the end of presentation



PME Focus Markets



DUBAI

18 %

PME Share



SAUDI ARABIA

16 %

PME Share



INDIA

11 %

PME Share

PME Focus Markets



DUBAI

18 %

PME Share



SAUDI ARABIA

16 %

PME Share



INDIA

11 %

PME Share

India | Significant increase in Retail, Segment Share and Dealer Network

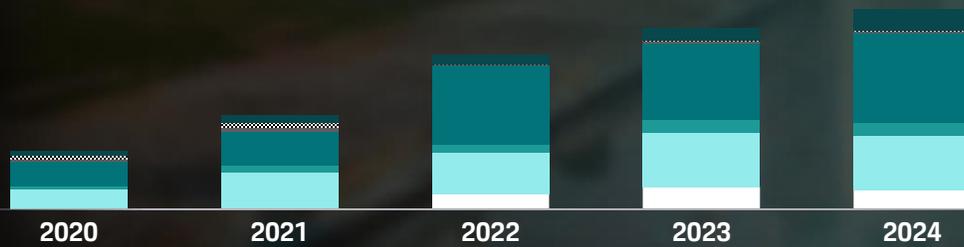


PORSCHE RETAIL DEVELOPMENT

Market Share in Premium Segment



Retail Development



911 | Boxster | Cayman | Cayenne | Panamera | Macan | Taycan

PORSCHE IMPORTER & DEALER NETWORK

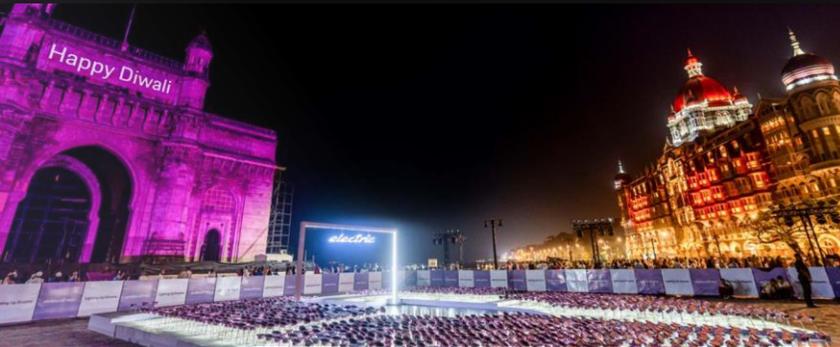
2020
5 Dealer Locations



2025
10 Dealer Locations



India | Customer Excitement through Sports, Driving- and CSR Activations



LITER OF LIGHT



PORSCHE GOLF CUP DEBUT



PORSCHE WORLD ROAD SHOW



*see consumption data at the end of presentation



PME Strategy | Regional Strategy is activated through Market Growth Plans and impactful Brand & Community Initiatives




**SALES &
PROFITS**


**BRAND &
CUSTOMER**


**PRODUCTS &
SERVICES**


**MARKETS &
CHANNELS**


**PEOPLE
EXCELLENCE**

**BRAND &
COMMUNITY
INITIATIVES**



Brand & Community Initiatives | Focus on Brand Desirability

Taycan X
Burj Khalifa



Drive 2
Extremes



Speed of
Light



DRVN
Cafe



Icons of
Porsche

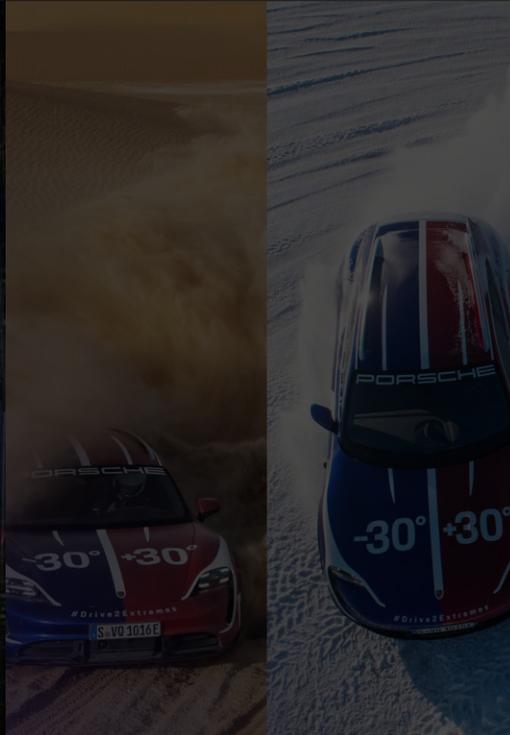


Brand & Community Initiatives | Focus on Brand Desirability

Taycan X
Burj Khalifa



Drive 2
Extremes



Speed of
Light



DRVN
Cafe



Icons of
Porsche



Speed of Light | A regional Brand Campaign feat. Mega Star David Guetta

1

DUBAI MBR
SOLAR PARK



2

TAYCAN TURBO GT
MACAN TURBO



3

DAVID
GUETTA



Speed of Light | Lighthouse Campaign with strong Reach and global Buzz



>50m

Total Views



+725

Total Posts Generated



>625k

Total Engagement



104

Markets Published



14.74%

View Through Rate

■ DUBAI

*see consumption data at the end of presentation



Porsche has always stood for emotion, performance, and pushing the limits, just like my music. It's about evolution while staying true to your roots, and being part of this project has truly inspired me.

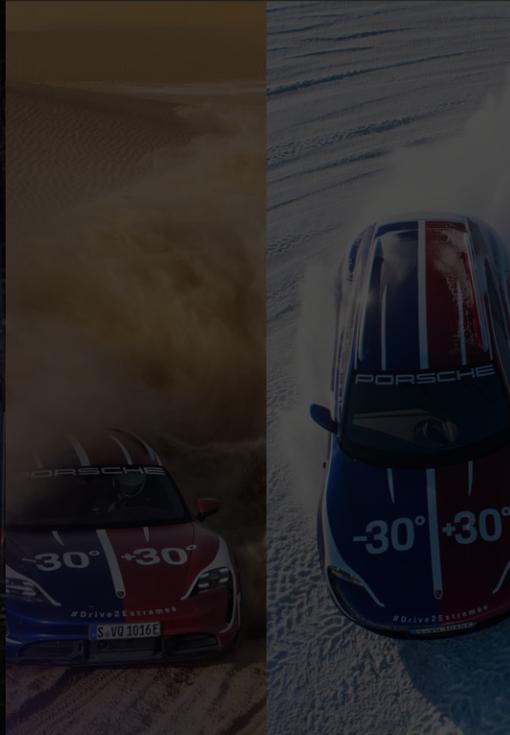
– David Guetta

Brand & Community Initiatives | Focus on Brand Desirability

Taycan X
Burj Khalifa



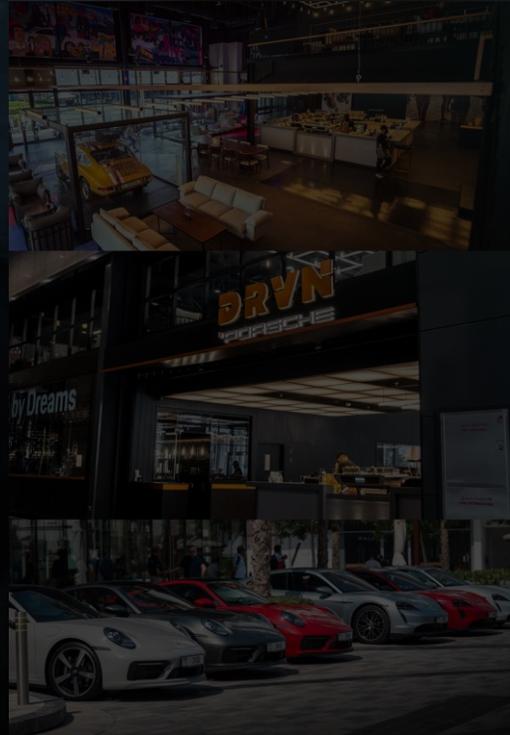
Drive 2
Extremes



Speed of
Light



DRVN
Cafe



Icons of
Porsche



Community | What makes Porsche unique is not defined by only owning a Car, it is about being part of a larger Community of like-minded Enthusiasts

FREEDOM OF
SELF-EXPRESSION

ICONIC, MOST
PERSONAL PRODUCT

It's not what
you buy,
it's what you
buy into.

PORSCHE FAMILY
AS A COMMUNITY

EXCITING
EXPERIENCES

RESPONSIBLE
CORPORATE CITIZEN

ICONS OF
PORSCHE
RETURNS

Icons of Porsche | A unique Platform like no other

The IOP Concept offers **authentic Experiences** that **captivate Onsite** and spark **viral Moments online**



CLASSIC CARS

A **connector** for all audience demographics, showcasing Porsche's heritage; "classic Porsches are cool."

ART

Authentically showcasing Porsche's popularity as a muse for artists worldwide and giving **art lovers** a reason to attend.

CULTURE

Championing the Middle East and its thriving **car culture scene**, whilst offering new enthusiasts a low effort entry point.

COMMUNITY

Bringing together several interest groups (local & international) and offering them a platform to gather and celebrate.

Icons of Porsche | One of the largest Porsche Events Worldwide

1st Edition

Celebrate Icons



7,500
ATTENDEES

2st Edition

Desert Safari



15,000
ATTENDEES

3rd Edition

Dreaming in full colour



27,000
ATTENDEES

4th Edition

Electric Avenue



28,400
ATTENDEES

A **festival** celebrating **classic Porsches**, art and **car culture** in the **Middle East**, with the sole purpose of bringing together the **Community** and **attract new audiences to the brand**.

An aerial night view of a city skyline, likely Dubai, with a large outdoor event in the foreground. The event features a red classic car on a stage, a large crowd, and various illuminated structures. The city skyline is visible in the background, with the Burj Khalifa being the most prominent building. The sky is dark with some clouds, and the city lights are reflected in the water in the foreground.

THANK YOU FOR YOUR ATTENTION!

- 
- An aerial night view of a city skyline, likely Dubai, with a large outdoor event in the foreground. The skyline is illuminated with various lights, and the event area is filled with people and structures. The sky is dark with some clouds. The overall scene is vibrant and modern.
- 01 Welcome and Intro
by CFO and Head of IR
 - 02 Insights Region Overseas
and Emerging Markets
 - 03 Insights Individualisation**
 - 04 Product Strategy
 - 05 Mission: Future Heritage
 - 06 Q&A Investor Relations

PORSCHE



INSIGHTS

INDIVIDUALISATION

DUBAI, NOVEMBER 2025

Alexander Fabig

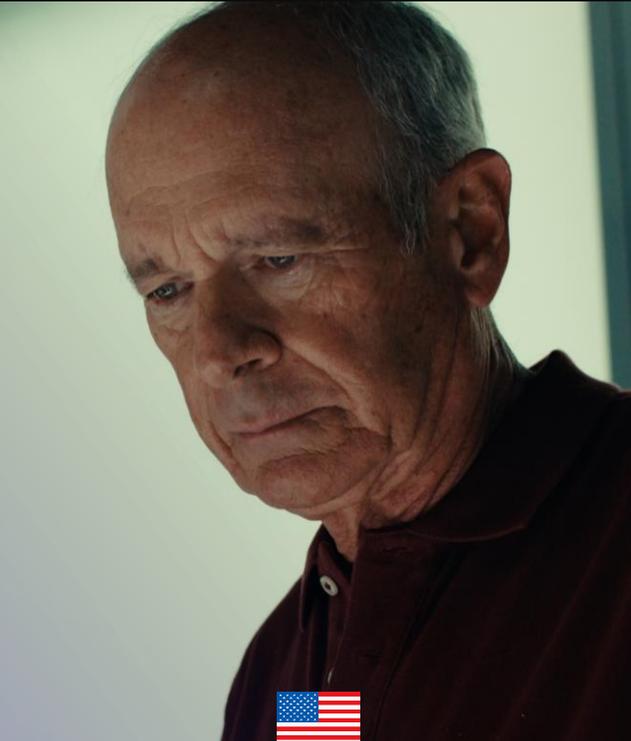
Vice President Individualisation & Classic



PORSCHE



Our Customers



JORGE CARNICERO
911 S/T



SYLVIA SCHIEFER
911 Targa 4 GTS



LUCA TRAZZI
911 Speedster



HADI AL HUSSAINI
911 Dakar

FREEDOM OF
SELF-EXPRESSION

PORSCHE FAMILY
AS COMMUNITY

IT'S NOT WHAT
YOU BUY,
IT'S WHAT YOU
BUY INTO

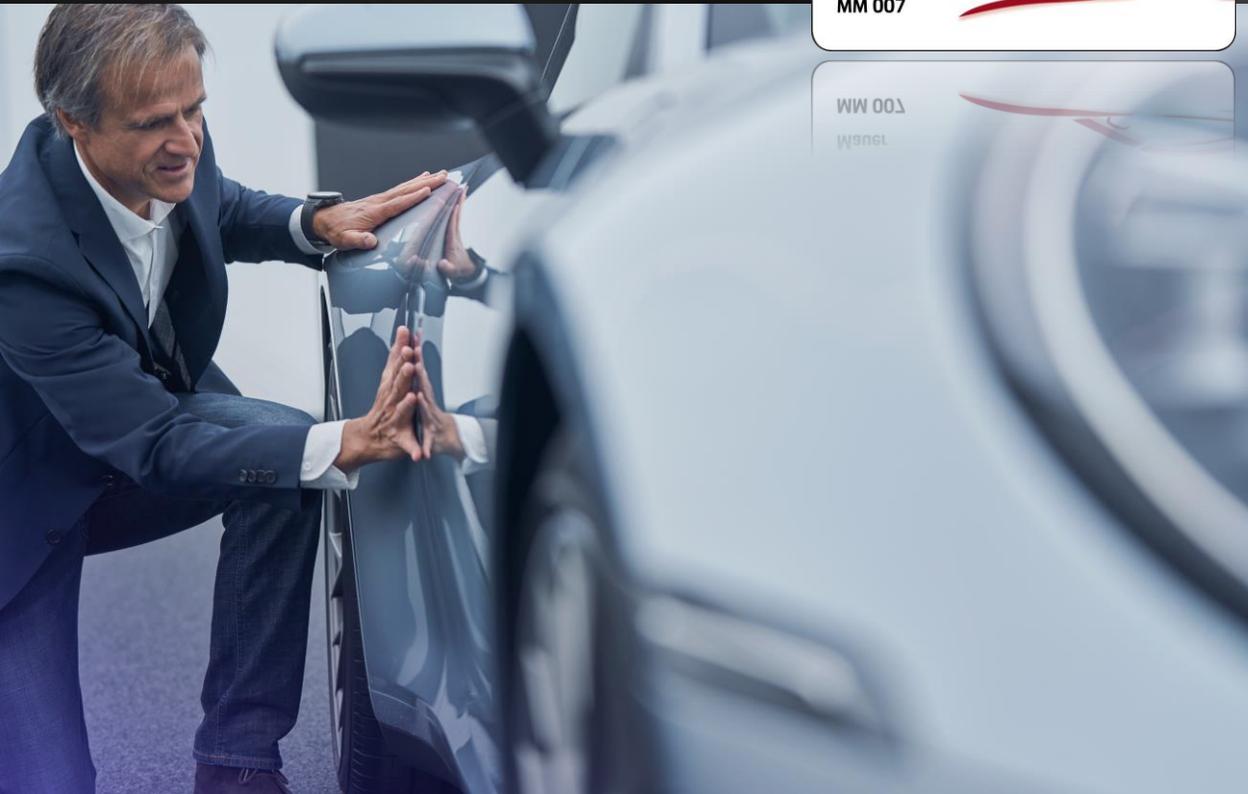
ICONIC, MOST
PERSONAL PRODUCT

EXCITING
EXPERIENCES

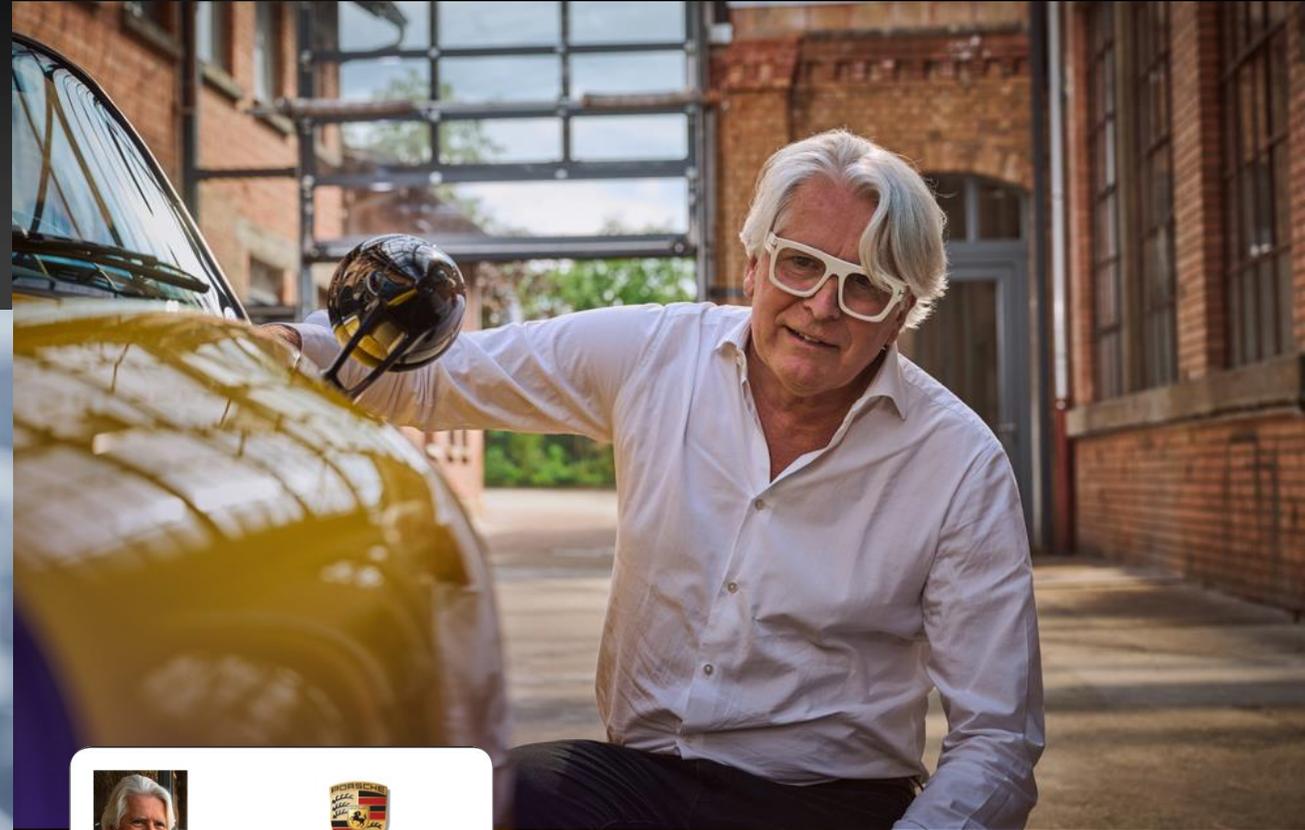
RESPONSIBLE
CORPORATE CITIZEN

Become a Part of Porsche

MICHAEL MAUER |
VICE PRESIDENT STYLE PORSCHE



A white rectangular ID card for Michael Mauer. On the left is a small portrait of him. To the right is the Porsche crest and the word "PORSCHE" in a bold, sans-serif font. Below the crest is a red swoosh graphic. At the bottom left, the text reads "Michael Mauer" and "MM 007".



A white rectangular ID card for Luca Trazzi. On the left is a small portrait of him. To the right is the Porsche crest and the word "PORSCHE" in a bold, sans-serif font. Below the crest is a yellow swoosh graphic. At the bottom left, the text reads "Luca Trazzi" and "LT6022".



LUCA TRAZZI | CUSTOMER

Become a Part of Porsche

ALBRECHT REIMOLD |
EXECUTIVE BOARD MEMBER
FOR PRODUCTION AND LOGISTICS



Albrecht
Reimold
AR 007



PORSCHE



Luca
Trazzi
LT6022



PORSCHE



LUCA TRAZZI | CUSTOMER

Become a Part of Porsche



LUCA TRAZZI | CUSTOMER

911 DAKAR | SONDERWUNSCH

Brand Differentiation & Customer Excitement



EXPRESS YOUR STYLE



EQUIPPED FOR LIFE



CARETAKERS OF DREAMS



YOU DREAM IT. WE BUILD IT.

TURNING DREAMS INTO REALITY



*see consumption data at the end of presentation

The Sonderwunsch One-Off Process



PERSONAL PORSCHE TEAM SUPPORT





IDEATION & INSPIRATION

CONCEPT & DESIGN

REALISATION & FINE TUNING

HAND OVER & EXPERIENCE



911 SPEEDSTER (993)



911 GT3 RS – MANTHEY KIT



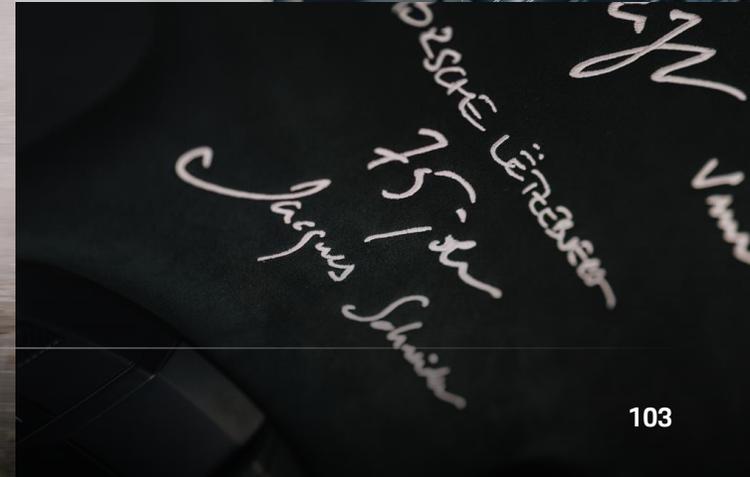
*see consumption data at the end of presentation

911 SPIRIT 70



*see consumption data at the end of presentation

911 GT3 Touring Lëtzebuerg Legacy



*see consumption data at the end of presentation

911 Carrera 4 Gts & Taycan 4s 40 Anni Porsche Italia Edition



*see consumption data at the end of presentation



TAKE
RATE 911
more than
40%

911 Club Coupe 70 Years Porsche Club America



*see consumption data at the end of presentation



Carrera GT Re-Commission



911 GT3 'Ocelot' Icons of Latin America



*see consumption data at the end of presentation



911 GT3 RS (992 L) Pfaff Motorsports



*see consumption data at the end of presentation



963 RSP



Product Strategy

BESPOKE

PRE-DEFINED

Sonderwunsch

VEHICLES

Exklusive Manufaktur

OPTIONS

VEHICLE
ACCESSORIES

CLASSIC
PARTS

PORSCHE

PORSCHE

Product Strategy

Sonderwunsch

VEHICLES

ONE-OFFS



2 – 15 MEUR / PROJECT

BESPOKE



40 TEUR – 250 TEUR / PROJECT

RESTORATION



400 TEUR – 600 TEUR / PROJECT

Product Strategy

Sonderwunsch

EXPERIENCE

FIRST DATE



~ 6,000 EUR / PROJECT

*see consumption data at the end of presentation

DISCOVER PORSCHE



~ 10,000 EUR / PROJECT

BE PART OF PORSCHE



> 20,000 EUR / PROJECT

Product Strategy

Exclusive Manufaktur

VEHICLES

GLOBAL LIMITED VEHICLES



*see consumption data at the end of presentation

MARKET LIMITED VEHICLES



Product Strategy

Exclusive Manufaktur

OPTIONS

EXTERIOR DESIGN



*see consumption data at the end of presentation

INTERIOR DESIGN



PAINT TO SAMPLE



Product Strategy

PORSCHE

OPTIONS

EXTERIOR DESIGN



INTERIOR DESIGN



PERFORMANCE PARTS



*see consumption data at the end of presentation

Product Strategy

Exclusive Manufaktur

VEHICLE ACCESSORIES

CHARGING



*see consumption data at the end of presentation

UTILITY



ACCESSORIES



Product Strategy

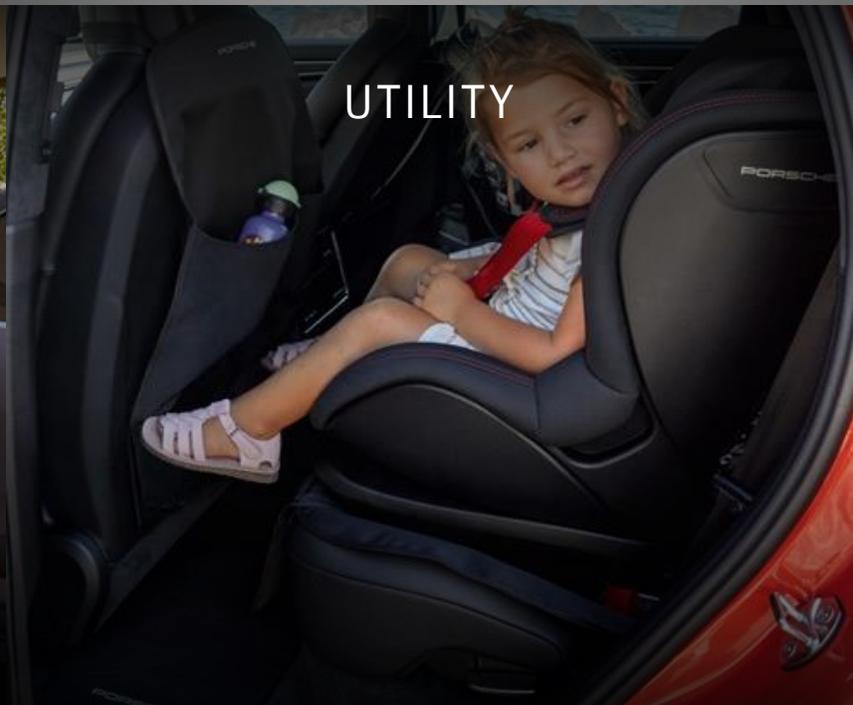
PORSCHE

VEHICLE ACCESSORIES

CHARGING



UTILITY



ACCESSORIES



Product Strategy

PORSCHE

CLASSIC PARTS

ICONS



REBELS



LEGENDS



HEROES





TRACK

PIONEER

STYLE

CORE

*see consumption data at the end of presentation

2005



HYPERCAR





2025

SONDERWUNSCH



MOTORSPORT

*see consumption data at the end of presentation





Strategy Evolution

1.0 | REALIGNMENT

Let's start the engine!

2019

*see consumption data at the end of presentation

2.0 | [UP]SCALING

Let's shift upwards!

2023

3.0 | FULL POTENTIAL

Let's master the racing line!

2025

Full Potential | Master the Racing Line



*see consumption data at the end of presentation

Full Potential | Master the Racing Line

FOKUS

GROWTH

NEW



Product Strategy

Sonderwunsch



EXPERIENCES



6,000 – 50,000 EUR / PROJECT



ONE-OFFS



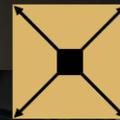
2 – 15 MEUR / PROJECT



BESPOKE



40 TEUR – 250 TEUR / PROJECT



RESTORATION



400 TEUR – 600 TEUR / PROJECT

Product Strategy

Exclusive Manufaktur

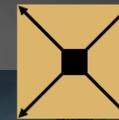
VEHICLES



GLOBAL LIMITED VEHICLES



*see consumption data at the end of presentation



MARKET LIMITED VEHICLES



Product Strategy

Exclusive Manufaktur

OPTIONS

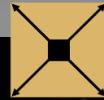


EXTERIOR DESIGN

PERFORMANCE

ADVENTURE

- Optimization Exclusive Manufaktur Offer
- Additional Lifestyle Option Packages



INTERIOR DESIGN

HERITAGE

URBAN



PAINT TO SAMPLE



*see consumption data at the end of presentation

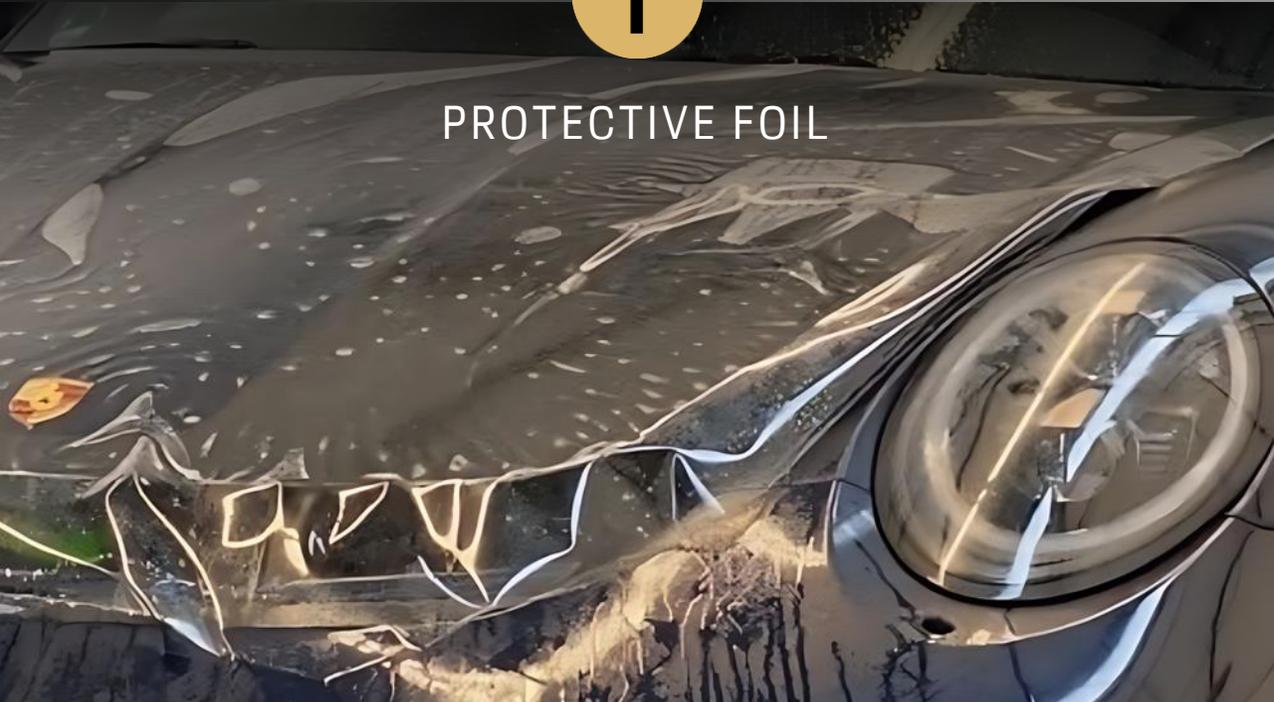
Product Strategy

PORSCHE

OPTIONS



PROTECTIVE FOIL



SADDLERY EXTENSION



STATUS QUO

SONDERWUNSCH EVOLVES FROM OPERATING
LIKE AN INDEPENDENT HARD DRIVE ...



FUTURE

... INTO A HIGH-PERFORMANCE CPU ELEMENT
WITHIN THE PORSCHE ECO-SYSTEM



PORSCHE

Porsche (Sonderwunsch) World

FROM MID 2027, FACTORY 1 WILL BECOME THE HOME OF INDIVIDUALISATION & CLASSIC



SONDERWUNSCH EXPERIENCE
SONDERWUNSCH CONSULTATION



SONDERWUNSCH MANUFAKTUR
SONDERWUNSCH FAMILY

Sonderwunsch Experience

EXPLORE THE MAGIC OF THE BRAND – THERE IS NO SUBSTITUTE

PORSCHE HEADQUARTERS + PORSCHE BRAND UNIVERSE



STYLE

for culture and
design lovers



HERITAGE

for connoisseurs
and brand lovers



ADVENTURE

for explorers and unconventional
innovation seekers



PERFORMANCE

for the ambitious drivers
and speed lovers

Timeline

EXTENSION MANUFAKTUR ZUFFENHAUSEN

2023

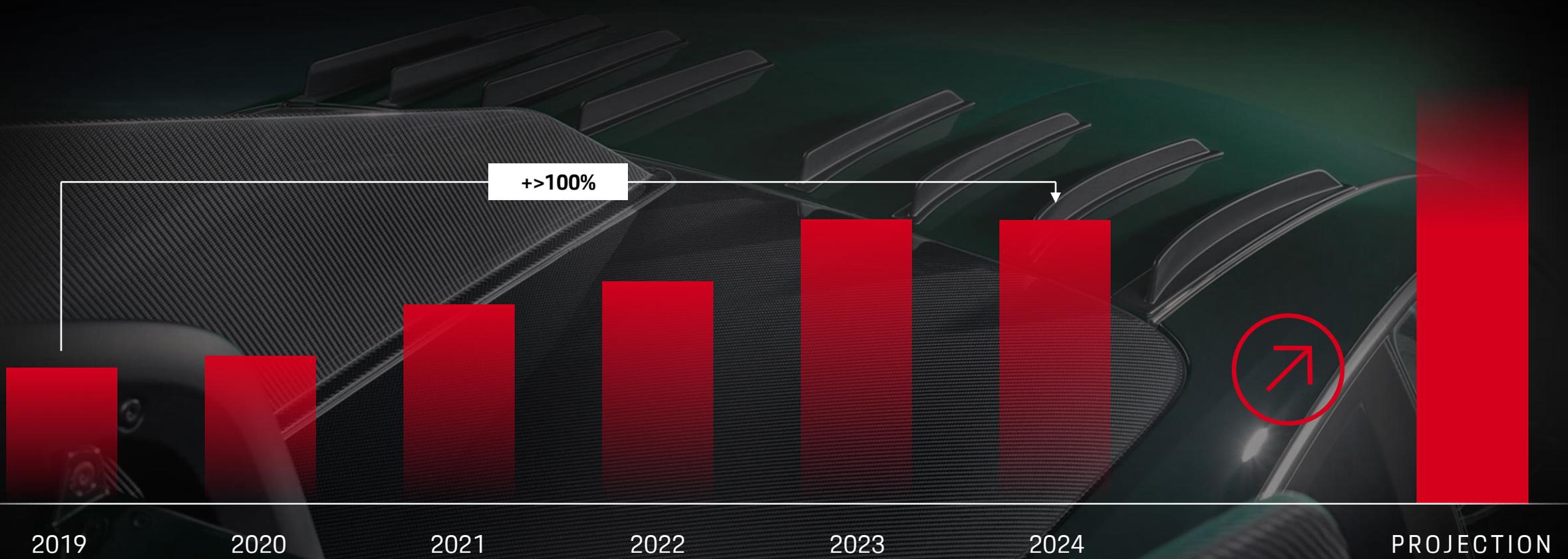
2025

2028

2030



Total Turnover



2019

2020

2021

2022

2023

2024

PROJECTION



REALIGNMENT



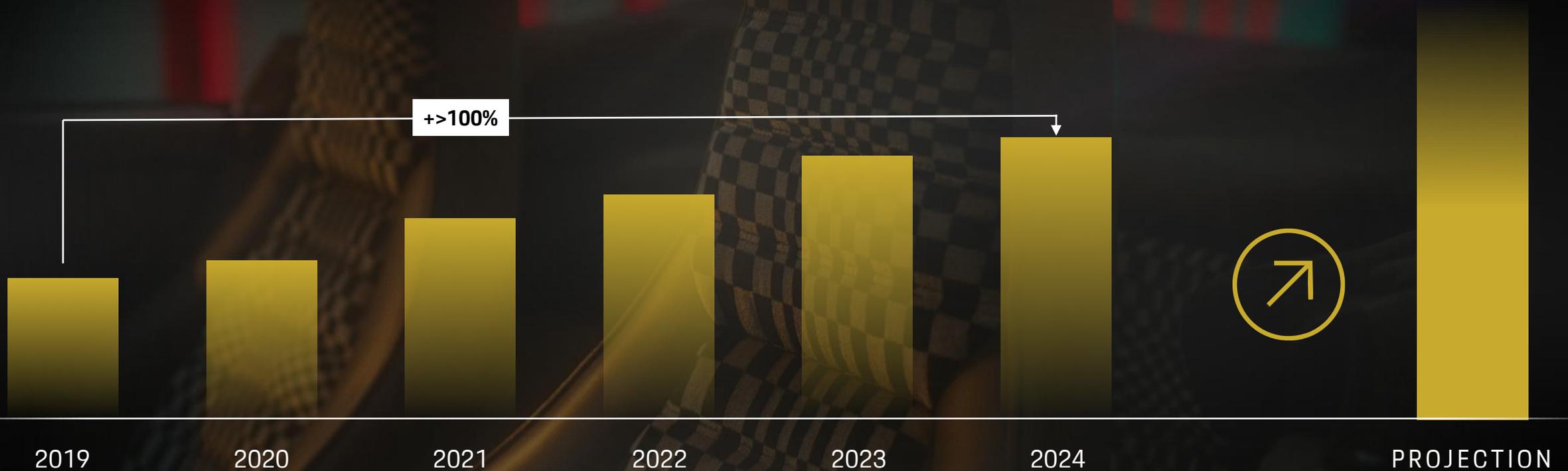
[UP]SCALING



FULL POTENTIAL

Exclusive Manufaktur

TURNOVER PER VEHICLE



REALIGNMENT



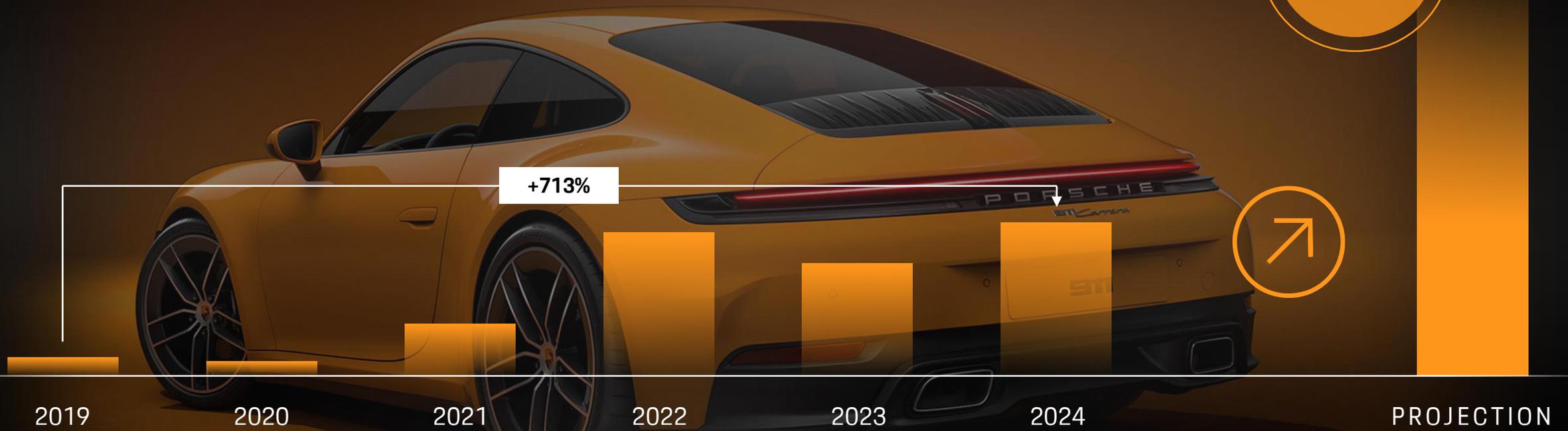
[UP]SCALING



FULL POTENTIAL

Paint To Sample

VEHICLE SALES



2019

2020

2021

2022

2023

2024

PROJECTION

+713%

COMPLETE
MODEL
RANGE



REALIGNMENT



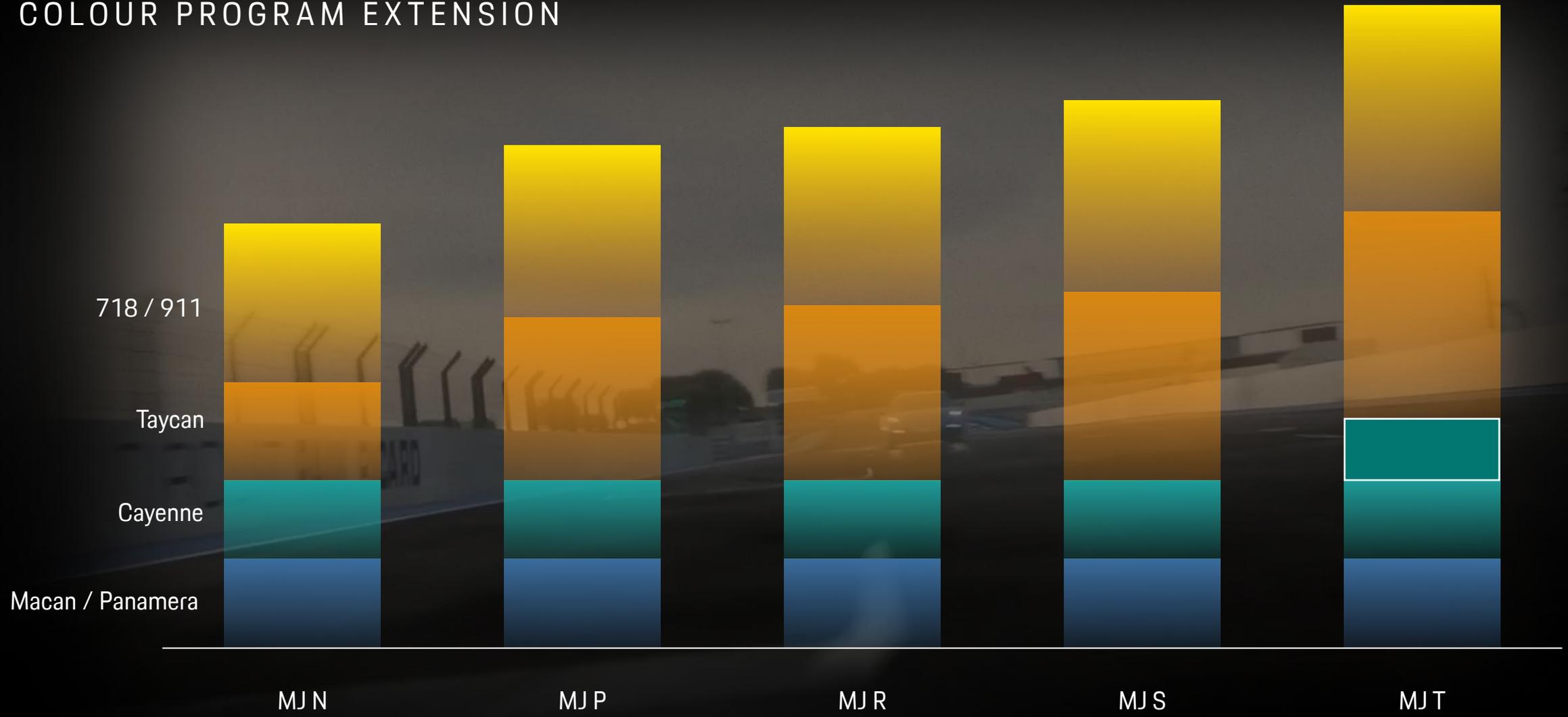
[UP]SCALING



FULL POTENTIAL

Paint To Sample

COLOUR PROGRAM EXTENSION



TURNING **BRAND DIFFERENTIATION** INTO **HIGHLY PROFITABLE BUSINESS**

Sonderwunsch
Vehicle Sales¹

x 10

Exclusive Manufaktur
Turnover Per Vehicle¹

+ 50 %

Paint To Sample
Vehicle Sales¹

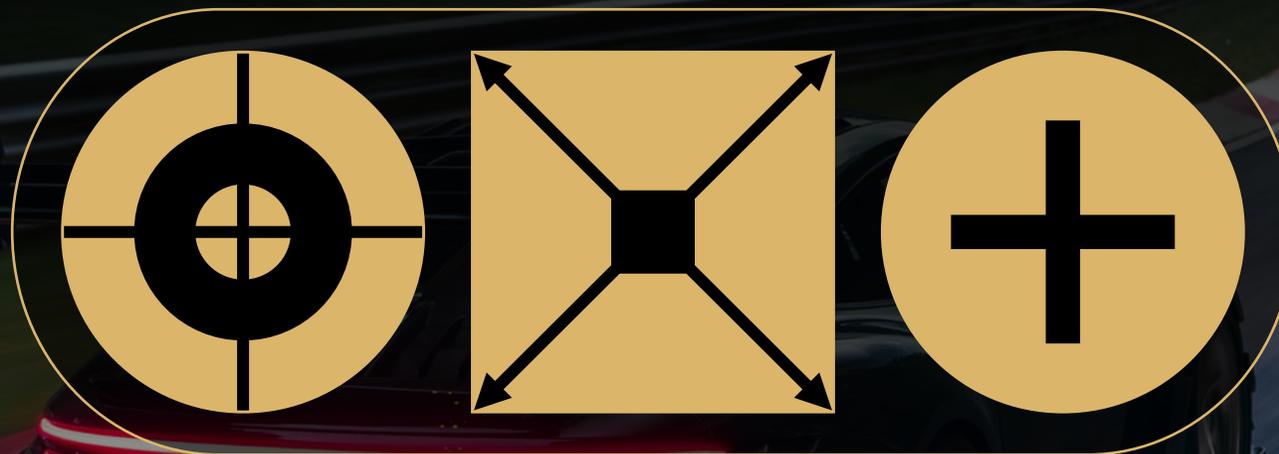
x 3

1: Until 2030

FOKUS

GROWTH

NEW



...ARE WE STILL EXCLUSIVE?

*see consumption data at the end of presentation

A black and white photograph showing a close-up of a dark pinstriped suit jacket and a patterned tie. A white measuring tape is draped vertically across the tie and jacket, with numbers 17, 18, 19, 20, 21, 22, and 23 visible. The lighting is dramatic, highlighting the textures of the fabric and the sharp lines of the tape.

WHAT IS EXCLUSIVITY?

Core Concepts

- Premium
- Elite
- Luxury
- Private
- Limited
- Rare
- Selective
- Curated
- Tailored
- Bespoke

Emotional & Experiential Associations

- Privilege
- Status
- Desire
- Aspiration
- Prestige
- Sophistication
- Refinement
- Discretion
- Intimacy
- Belonging

Marketing & Product Language

- Invitation-only
- Members-only
- Limited edition
- By appointment
- Handcrafted
- Signature
- Flagship
- First-class
- Top-tier
- High-end



A man's profile is shown in silhouette, looking out of a car window. The background is a bright, hazy sunset or sunrise, creating a warm, golden glow. The man's face is partially lit by the light coming through the window.

**EXCLUSIVITY IS A
FEELING**

THANK YOU

FOR SHARING YOUR

LOVE



- 
- An aerial night view of a city skyline, likely Dubai, with a large outdoor event in the foreground. The skyline is illuminated with various lights, and the event area is filled with people and structures. The sky is dark with some clouds, and the water in the foreground is calm.
- 01 Welcome and Intro
by CFO and Head of IR
 - 02 Insights Region Overseas
and Emerging Markets
 - 03 Insights Individualisation
 - 04 **Product Strategy**
 - 05 Mission: Future Heritage
 - 06 Q&A Investor Relations

PORSCHE



PRODUCT STRATEGY

DUBAI, NOVEMBER 2025

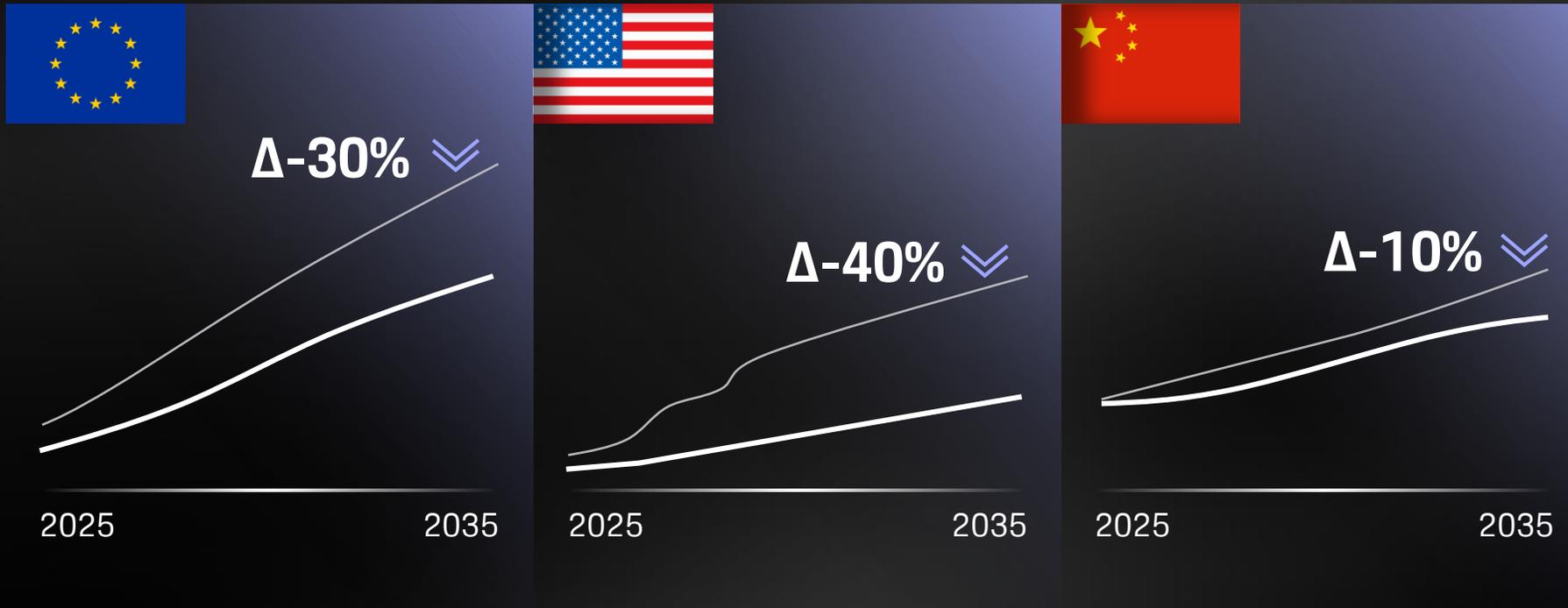
Christian Wiehenbrauk
Vice President Product Strategy



PORSCHE

EV Transition outlook significantly cooled down within last 2 years

FORECAST BEV SHARE



Recalibrating our **Product Strategy** is just the right thing to do.

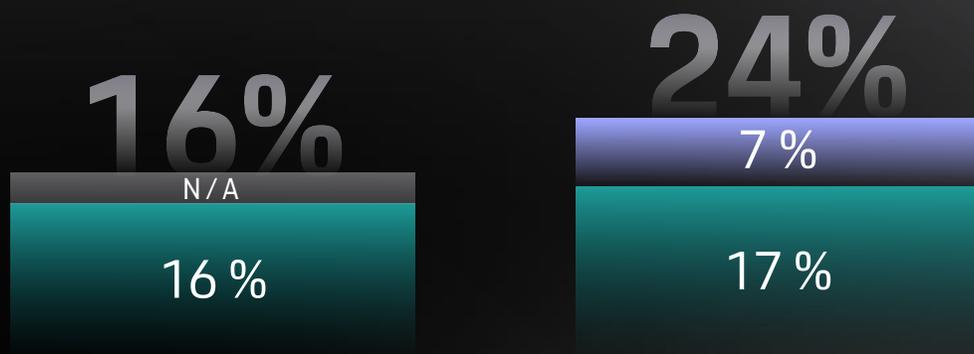
— Forecast 2023
— Forecast 2025

Source: Porsche AG calculations & market reports

Porsche BEV/PHEV performance significantly ahead of total market



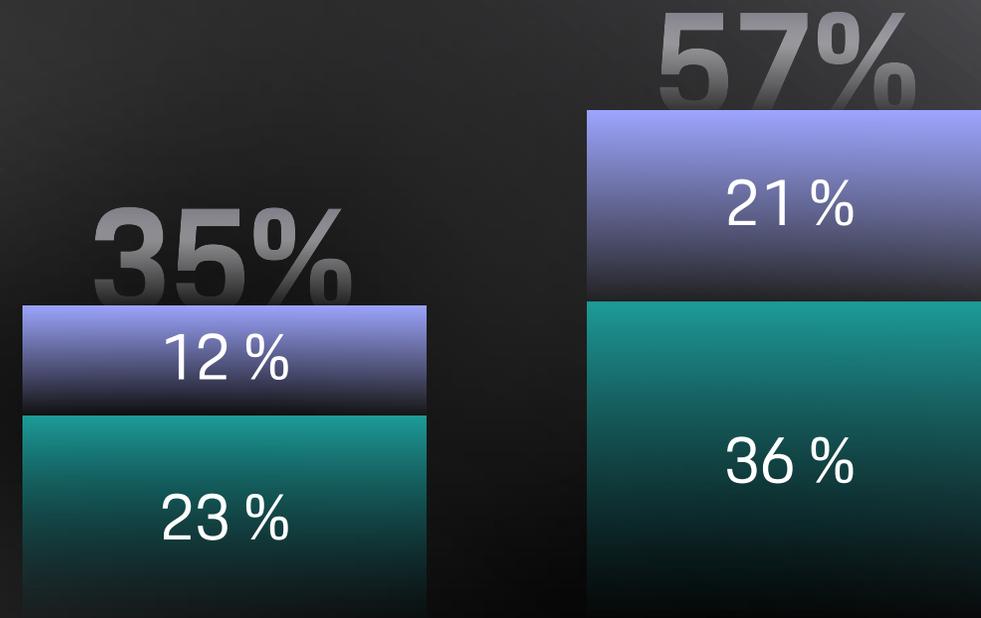
TOTAL AUTOMOTIVE MARKET¹ BEV/PHEV-SHARE



WORLDWIDE

EUROPE²

PORSCHE BEV/PHEV-SHARE YTD Q3 2025³



WORLDWIDE

EUROPE²

¹ Source: S&P Global Mobility - MarketInsight (Data Status 06/2025) | ² Europe = EU27+4 | ³ BEV/PHEV Share based on customer deliveries YTD Q3 2025

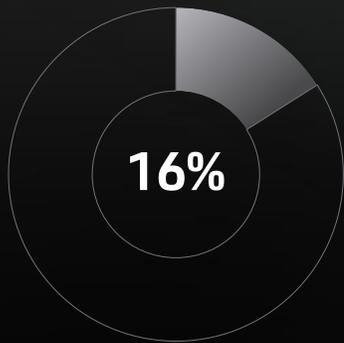
All-electric Macan and Taycan with strong development in Europe



PORSCHE SEGMENT SHARE¹

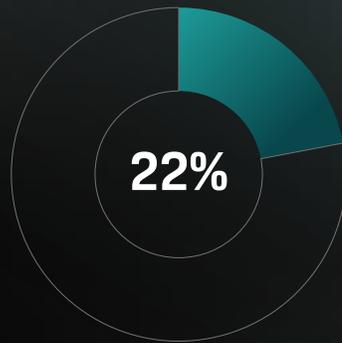
PORSCHE

All models



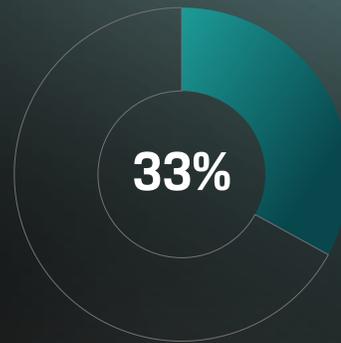
Taycan

Taycan Segment



Macan

Macan BEV Segment



PORSCHE BEV-SHARE²:
36%

PORSCHE BEV/PHEV-SHARE²:
57%

- » **Over 50%** of Porsche deliveries in Europe are now electrified
- » In **Europe**, Porsche performed **above** the globally formulated **IPO target** in **2025**
- » **Exclusive segment** in the **BEV** market is developing **slower** than initially anticipated
- » **All-electric Macan** is **Porsche's best-selling model** in Europe²

¹ Source: S&P Global Mobility - MarketInsight (Data Status 06/2025); Porsche core segment shares Europe according to S&P Global, 12 months rolling (Apr 2024 – Mar 2025), considered competitors: All models comprise all key competitors based on Porsche's segmentation definition; Taycan segment (Audi e-tron GT, BMW i5, Mercedes EQE, Polestar 5, Tesla Model S, Lucid Air), Macan BEV segment (Audi Q6 e-tron, BMW iX3, MB EQC, Jaguar i-Pace) | ² Based on customer deliveries YTD Q3/2025

We continuously adapt our strategy to respond to the new situation with the greatest possible flexibility



*see consumption data at the end of presentation

Extensive measures initiated to strengthen financial resilience

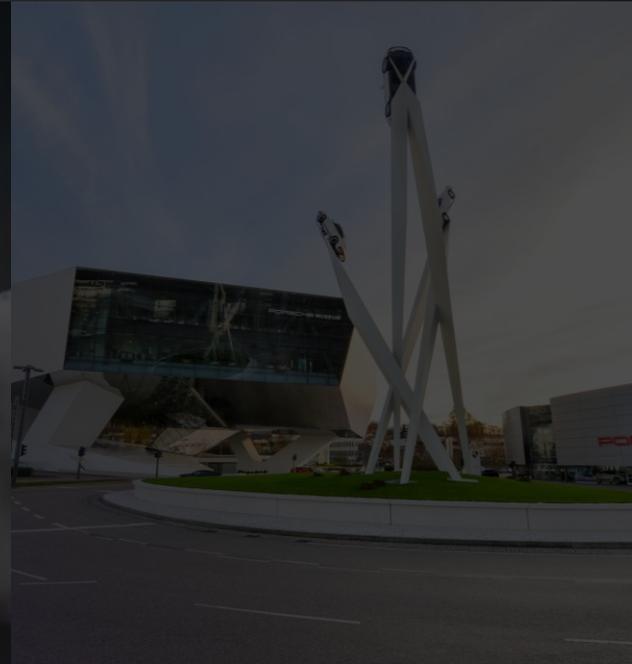


PRODUCT
STRATEGY

*see consumption data at the end of presentation



FOCUS
ON THE CORE



ORGANIZATIONAL
RECALIBRATION



PUSH-TO-PASS

Strong Starting Point with fresh Product Line-up

NEW

NEW

NEW

NEW

NEW



Macan

Taycan

718

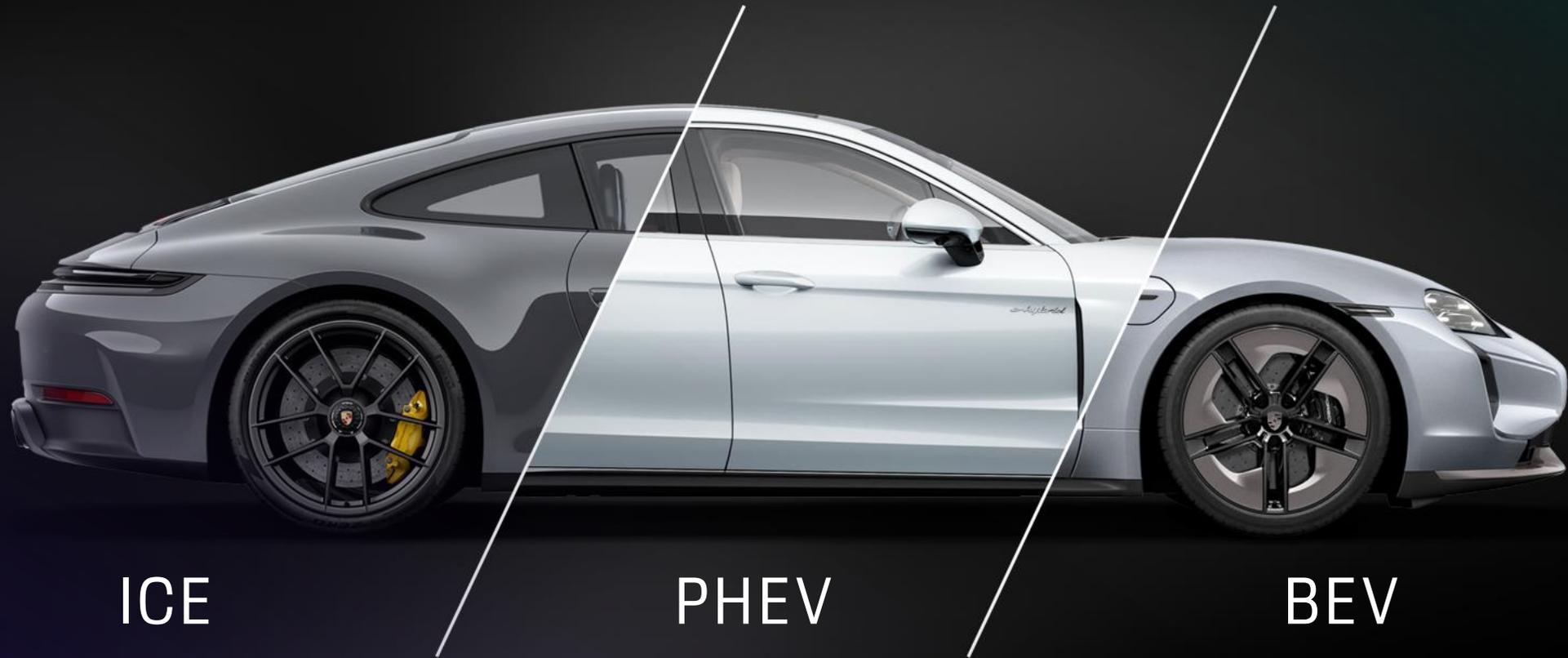
Cayenne

Panamera

911

*see consumption data at the end of presentation

Balanced offering of combustion engines, plug-in hybrids and purely electric drives well into the 2030s



Porsche Product Strategy Update aims

- schematic visualization -

NOW

MID-TERM

LONG-TERM

ICE/PHEV

Sports Cars

01



**Strengthening
Brand Core**

SUV

Sedan

02



**Higher flexibility
ICE/PHEV**

BEV

Sports Cars

03



**Successful BEV
entry**

Taycan & Macan

SUV

Sedan

04



**Extended BEV
range**

Cayenne & 718

05



**Future BEV
portfolio**

New BEV platform



STRENGTHENING OUR BRAND CORE



911

TURBO S



*see consumption data at the end of presentation

Performance

523 kW **711 PS**

0 - 100 km/h

2.5 s

Top Speed

322 km/h

Nordschleife

**Around 14 seconds faster
than its predecessor**

(7:03.92 min)

Tech Highlights

**T-Hybrid (Bi-Turbo)
Active Aerodynamics**

Strengthening Brand Core with HALO Strategy and Lighthouse Projects



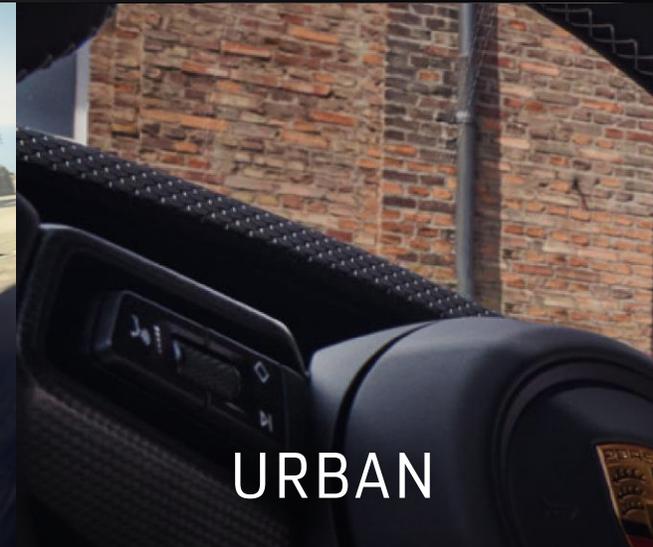
GT



ADVENTURE



HERITAGE



URBAN

ULTIMATE
PERFORMANCE

OUTDOOR SPORTS
AND ADVENTURES

ICONIC DESIGNS
AND MATERIALS

COSMOPOLITAN
DESIGN

TRACK »

« LIFESTYLE

*see consumption data at the end of presentation

Holistic Brand Experience as Top Priority

IT'S NOT WHAT YOU BUY, IT'S WHAT YOU BUY INTO.



HIGHER FLEXIBILITY ICE/PHEV



*see consumption data at the end of presentation

ICE and PHEV offerings with strong updates for the 2030s



NEW
CAYENNE



NEW 911



NEW
PANAMERA

*see consumption data at the end of presentation

Adding new ICE and PHEV offerings towards the end of the decade

ADDITION

TOP ICE DERIVATES
FOR **NEW 718**

ADDITION

EXTENSION PANAMERA
ICE/ PHEV



ADDITION

NEW COMPACT SUV
ICE/PHEV

ADDITION

NEW HIGH-END SUV
ICE/PHEV

ADDITION

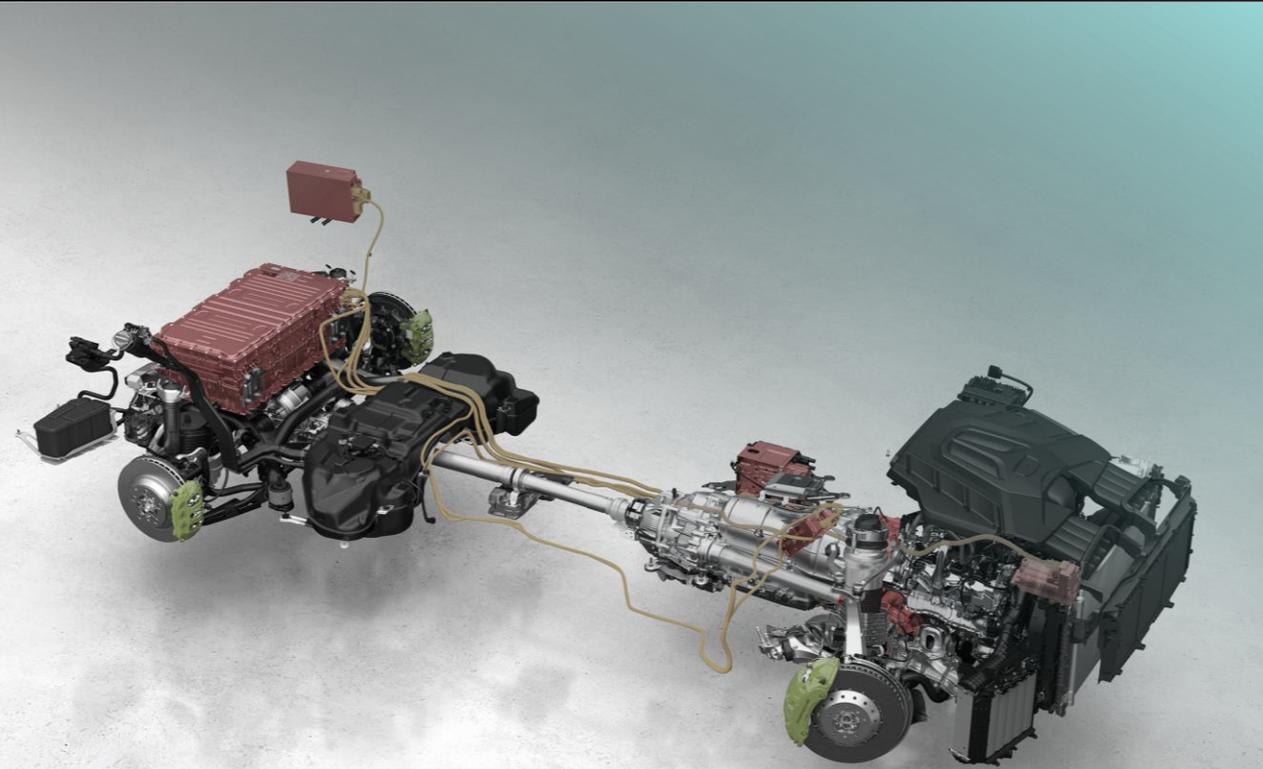
EXTENSION CAYENNE
ICE/PHEV

//

//

2030

Good track record of leveraging group platforms in 4-door model lines



GROUP PLATFORMS ENABLE EFFICIENT
CAPITAL ALLOCATION AS WELL AS TIME AND
COST SAVINGS...



...AND HAVE A SUCCESSFUL TRACK RECORD
IN OUR PORTFOLIO.



WINNING THE BEV RACE

*see consumption data at the end of presentation

Current BEV lineup will be supported by new product highlights



TAYCAN

2019



MACAN BEV

2024



CAYENNE BEV

2026



718 BEV

2020

2030

Taycan 4S (WLTP): Electrical consumption combined: 20.1 – 17.6 kWh/100 km; CO₂ emissions combined: 0 g/km; CO₂ class: A; Status 09/2025;

Macan (WLTP): Electrical consumption combined: 19.8 – 17.0 kWh/100 km; CO₂ emissions combined: 0 g/km; CO₂ class: A; Status 09/2025

Cayenne Turbo Electric: Electric power consumption* combined (WLTP) 22.3 – 20.4 kWh/100 km, CO₂ emissions* combined (WLTP) 0 g/km, CO₂ class A

Cayenne

TURBO ELECTRIC



Next Level E-Performance

Up to 850 kW **1.156 PS**

0 – 100 km/h

2.5 s

WLTP Range

642 km

Charging Highlights

400 kW DC Charging

Wireless Charging

Typical Cayenne

Offroad Capabilities

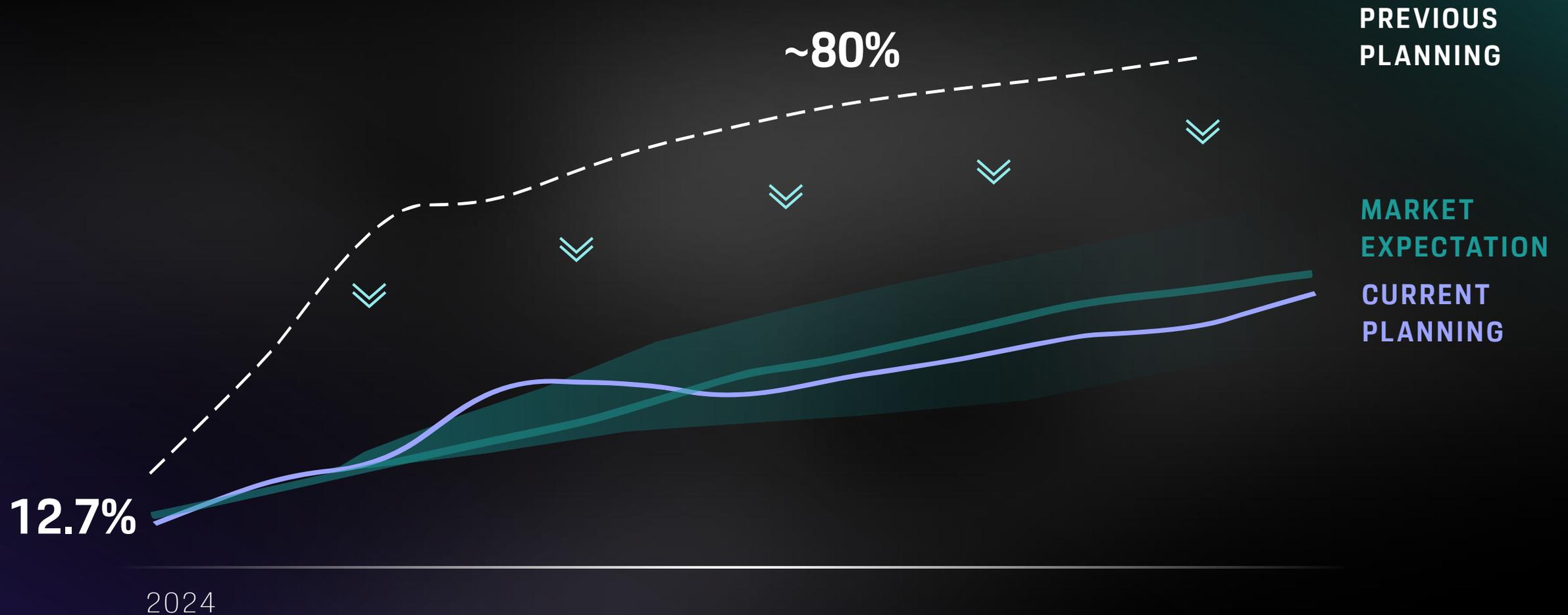
3.5 t Towing Capacity

Cayenne Turbo Electric: Electric power consumption* combined (WLTP) 22.3 – 20.4 kWh/100 km, CO₂ emissions* combined (WLTP) 0 g/km, CO₂ class A

Mid-term: Attractive product portfolio with high flexibility



Aligning Product Strategy with new market expectation



BEV share based on customer deliveries; Source: Porsche AG calculations & market reports

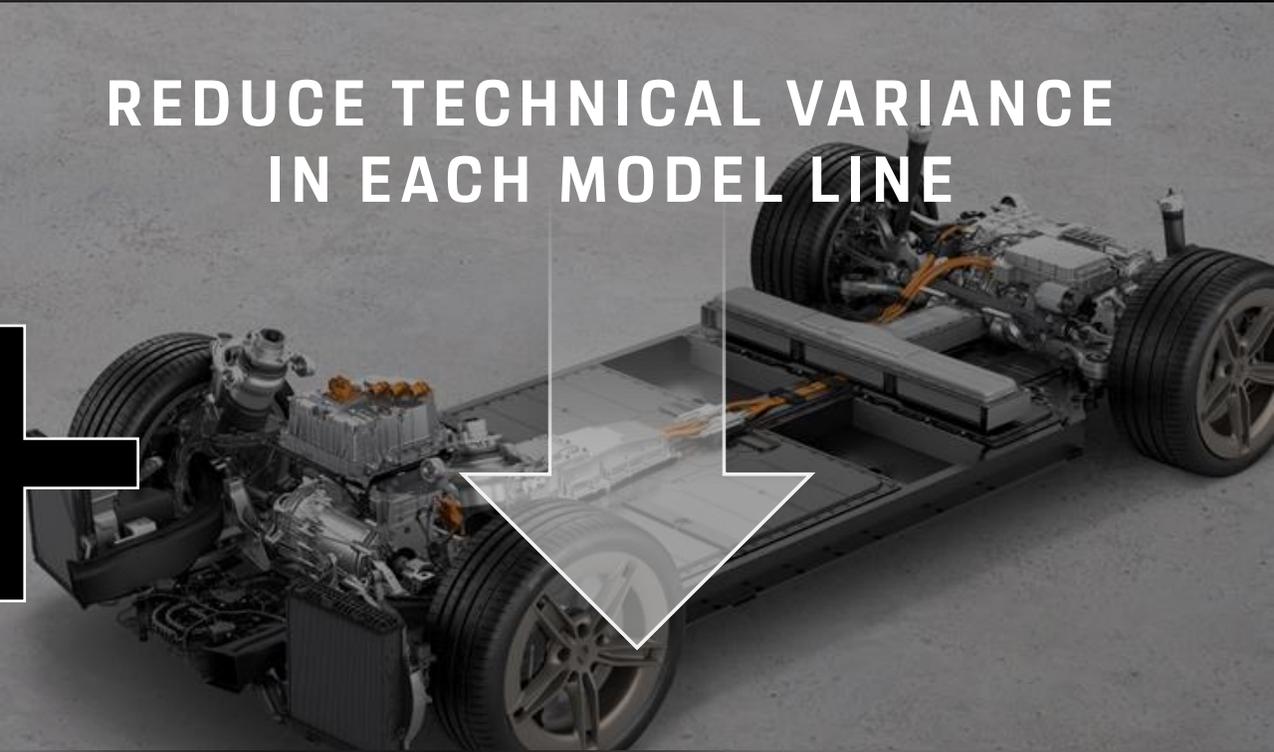
We maximize individualization while reducing technical variance

**MAXIMIZE
INDIVIDUALIZATION**



...through Design and Color & Trim

**REDUCE TECHNICAL VARIANCE
IN EACH MODEL LINE**



...through defined technology skateboards

IN-CAR DIGITAL INTERACTION

Porsche Tech Update

EXPAND IN-CAR TECH CAPABILITIES

Expand OTA-capabilities in upcoming launches to optimize time-to-market

EXCITE WITH CUSTOMER EXPERIENCE

Launch of market tailored Infotainment in China in 2026 to address local customer needs

LEVERAGE AI IN CUSTOMER FUNCTIONS

Massively deploy AI in customer applications to elevate personalized experience

Tech Highlight: Porsche Wireless Charging



NOVELTY AT
MARKET

NEW CHARGING
CONVENIENCE



INTELLIGENT
PROTECTION



TECHNOLOGY FOR
FUTURE PORSCHE
BEV MODELS

Cayenne Electric: Electric power consumption* combined (WLTP) 21.8 – 19.7 kWh/100 km, CO₂ emissions* combined (WLTP) 0 g/km, CO₂ class A

Group technology and software solution to ensures synergies and speed

DIFFERENTIATING PORSCHE

- » Exclusive & performance experience
- » Unique & differentiating value proposition
- » Porsche specific technologies
- » Porsche specific partnerships

LEVERAGING VOLKSWAGEN GROUP ECOSYSTEM & SCALE

- « Joint development & use of technology
- « Benefitting from purchasing power
- « Standardized technologies
- « Large scale effects



WE HAVE A CLEAR
PLAN WHAT TO DO
IN ORDER TO GET
THINGS RIGHT.



- » Celebrate our **strong brand core** and unique heritage
- » Match **flexible power train setup** to regional requirements
- » Reduce complexity in favor of **individualization**
- » Focus innovation on **Porsche customers** not trends
- » Foster **value over volume** strategy even in China

- 
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PORSCHE MUSEUM

MISSION FUTURE HERITAGE

DUBAI, NOVEMBER 2025

Achim Stejskal
Heritage and Museum



PORSCHE

Successful companies value their corporate history and use it as an essential foundation for their strategic work



“Born of the spirit of racing, Ferrari epitomizes the power of a **lifelong passion and the beauty of limitless human achievement, creating timeless icons** for a changing world.”

”

Dior

“Creativity and vision remain the heart and soul of Dior. Our mission is to **protect and develop the legacy of the Maison** while **continuing** to draw upon it as a **source of inspiration and pride.**”

”

BURBERRY

“Our purpose is underpinned by our values. **Being creatively driven, forward thinking, open and caring, and proud of our heritage** are hallmarks of our organization at its best and have remained core to our brand since the Company was founded in 1856.”

”

ROLEX

“The history of Rolex is inextricably linked to the visionary spirit of Hans Wilsdorf, its founder. [...] He left a profound **sense of continuity, a rare focus on the long term in a world distracted by immediacy.** A philosophy that imbues every Rolex timepiece – **built to last.**”

”

Source:1 | Ferrari, Link: <https://www.ferrari.com/en-EN/corporate/about-us> 2 | Dior, Link: <https://www.laurenipsum.co.uk/work/dreamindior>; 3 | Burberry, Link: <https://www.burberryplc.com/company/our-purpose-and-values> ; 4 | Rolex, Link : <https://www.rolex.com/en-us/about-rolex/history/1905-1919>



FOR OVER 75 YEARS
WE'VE DONE EVERYTHING WRONG.

They said an engine belongs in the front.
We put it in the rear.

They said ignition's on the right.
We installed it on the left.

They said we'd ruin everything if we gave up air-cooled engines.
We replied that progress doesn't ask for permission.

They said a real Porsche has no more than two doors.
We built four-door models. And made them faster than most two-door ones.

They said a sports car can never be electric.
We developed the Taycan.

They said we couldn't keep improving the 911.
We've been doing exactly that for over 60 years.

They said we're stubborn. That might be true.
Because we're too busy moving forward.
Always doing the things they say can't be done.

Porsche. There is no substitute.

*see consumption data at the end of presentation

Heritage is the key factor for long-term business success and positioning in the exclusive segment



BRAND IDENTITY

Conveying Authenticity
and Tradition

*see consumption data at the end of presentation

DIFFERENTIATION

Unique Positioning and Active
Customer Engagement

STORYTELLING

Influencing Product Innovation
and Brand Communication



USING **ORIGIN** AND **TRADITION** TO BUILD AND MAINTAIN AN AUTHENTIC AND CREDIBLE BRAND IDENTITY.



AUTHENTICITY AND HONESTY ARE INEVITABLE FOR LONG-TERM SUCCESS.



A BRAND MUST KEEP ITS **IDENTITY** ALIVE AND DYNAMICALLY STABLE OVER DECADES.

HERITAGE



IDENTITY

AUTHENTICITY

PORSCHE

OUR HERITAGE IS UNIQUE



The unique Porsche heritage is one of the key differentiators compared to the competition

PASSION



PERFORMANCE



ICONIC DESIGN



CRAFTSMANSHIP



MOTORSPORT



*see consumption data at the end of presentation

Our numerous unique heritage assets offer great potential



Today, heritage is embedded in various internal and external functions, serving as a central strategic enabler

INTERNAL

CURATOR

Car Collection | Archive |
Legends | ...



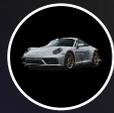
Activation
Collection



History
Services

IMPULSE DRIVER

Anniversaries | Storytelling | Special Editions |
Beyond Core | ...



Le Mans
Centenaire Edition



60Y 911
Sneaker

EXTERNAL

DESIGNER

Museum | Exhibitions | Heritage Products |
Collaborations | Guided Tours | ...



Sound Night



Publications



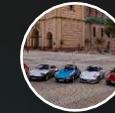
Heritage Truck

SUPERVISOR

Enthusiasts | Fans | Customers | Journalists |
Markets & Regions | ...



Historical Excursions



Journalist Events



International Events

ENABLER

Results
Heritage-Work



Information &
Enthusiasm



Differentiation &
Added Value



Brand Identity &
-Perception



Trust &
Credibility



Employee
Motivation & Loyalty

HERITAGE IS BOTH AN ANCHOR AND A COMPASS

Mission: Future Heritage

Mission: Future Heritage

TWO GENERATIONS. ONE SOUL.



Porsche 917/30 Spyder



Porsche Taycan Turbo GT with Weissach package

PORSCHE

Taycan Turbo GT with Weissach package (WLTP): Electrical consumption combined: 20.8 – 20.7 kWh/100 km; CO₂ emissions combined: 0 g/km; CO₂ class: A; Status 03/2025

Mission: Future Heritage

SUNNY SIDE UP. ALWAYS.



Porsche 911 2.0 Targa



Porsche 911 Targa 4 GTS

PORSCHE

911 Targa 4 GTS (WLTP, preliminary values): Fuel consumption combined: 11.0 – 10.8 l/100 km; CO₂ emissions combined: 250 – 244 g/km; CO₂ class: G; Status 03/2025

Mission: Future Heritage

CONNECTED TO THE ROAD.
ROOTED IN HISTORY.



PORSCHE

Mission: Future Heritage

PUSHING BOUNDARIES.
THEN AND NOW.



Porsche 917/30 Spyder



Taycan Turbo GT with Weissach package

PORSCHE

Taycan Turbo GT with Weissach package (WLTP): Electrical consumption combined: 20.8 – 20.7 kWh/100 km; CO₂ emissions combined: 0 g/km; CO₂ class: A; Status 03/2025

Heritage as an essential part of HALO Strategy and Lighthouse Projects



GT

ULTIMATE
PERFORMANCE



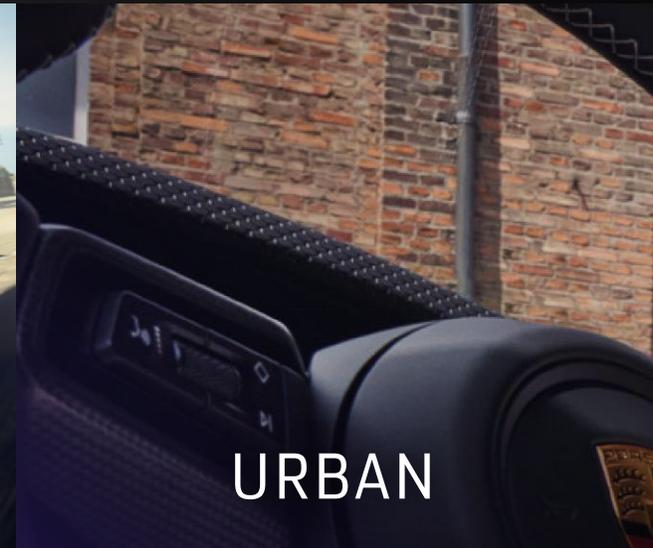
ADVENTURE

OUTDOOR SPORTS
AND ADVENTURES



HERITAGE

ICONIC DESIGNS
AND MATERIALS



URBAN

UNIQUE
CHARACTERS

TRACK »

*see consumption data at the end of presentation

« LIFESTYLE

Six projects, One strategy – bringing the Heritage story to life



STORY OF THE
1950's



PORSCHE 911
60 YEARS



STORY OF THE
1980's



PORSCHE
70 YEARS



STORY OF THE
1960's



STORY OF THE
1970's

*see consumption data at the end of presentation

Following the Heritage approach, each Halo category will feature consistent design concepts built around key “signature elements”



HERITAGE



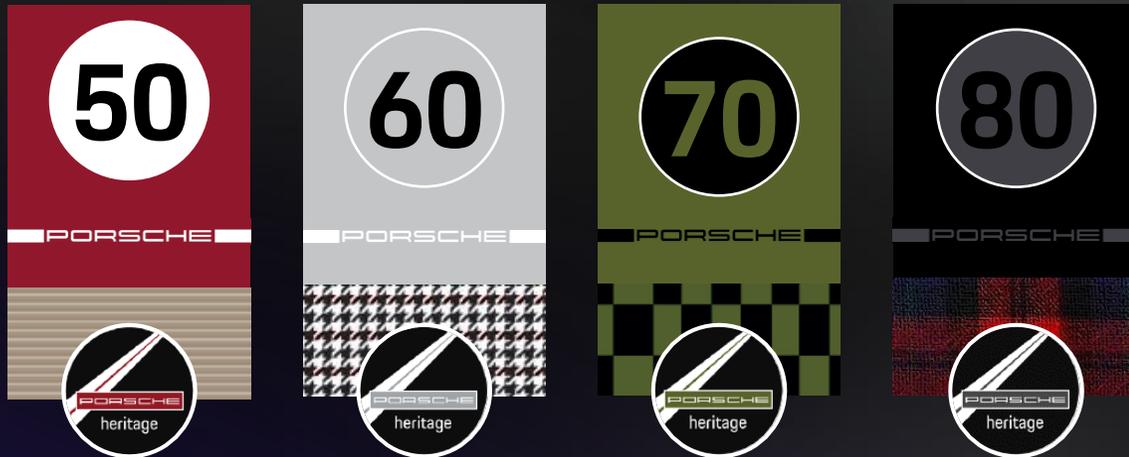
GT



URBAN



ADVENTURE



GOLDEN LETTERING

HISTORICAL PORSCHE CREST

- » Coordinated **color** and **material** concepts
- » **Signature elements** for each category: e.g. brake caliper color, contrast color
- » **Consistent exterior badge** for each category

MISSION

FUTURE HERITAGE

IT IS NOT THE PAST WE LEAVE BEHIND.
IT IS THE SOUL WE CARRY FORWARD!



- 
- A nighttime photograph of a city skyline, likely Dubai, with a large outdoor event in the foreground. The event features a large crowd of people, illuminated structures, and a long line of red cars. The city skyline is lit up, with a prominent building displaying the 'DAMAC' logo. The sky is dark with some clouds, and the water of a body of water is visible on the right side.
- 01 Welcome and Intro
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Q&A

ICONS
OF PORSCHE
CLASSIC CARS • ART • CULTURE

PORSCHE

911 Targa 4S (WLTP): Fuel consumption combined: 11.0 – 10.8 l/100 km; CO₂ emissions combined: 249 – 244 g/km; CO₂ class: G; Status 11/2025

911 Turbo S (WLTP): Fuel consumption combined: 11.8 – 11.6 l/100 km; CO₂ emissions combined: 266 – 262 g/km; CO₂ class: G; Status 11/2025

911 Spirit 70 (WLTP): Fuel consumption combined: 10.9 – 10.7 l/100 km; CO₂ emissions combined: 246 – 242 g/km; CO₂ class: G; Status 11/2025

911 GT3 RS (WLTP): Fuel consumption combined: 13.2 l/100 km; CO₂ emissions combined: 299 g/km; CO₂ class: G; Status 11/2025

911 GT3 with Touring Package (WLTP): Fuel consumption combined: 13.8 – 13.7 l/100 km; CO₂ emissions combined: 312 – 310 g/km; CO₂ class: G; Status 11/2025

911 Carrera (WLTP): Fuel consumption combined: 10.6 – 9.9 l/100 km; CO₂ emissions combined: 240 – 226 g/km; CO₂ class: G; Status 11/2025

911 Carrera GTS Cabriolet (WLTP): Fuel consumption combined: 10.9 – 10.4 l/100 km; CO₂ emissions combined: 247 – 235 g/km; CO₂ class: G; Status 11/2025

911 Carrera GTS (WLTP): Fuel consumption combined: 11.0 – 10.2 l/100 km; CO₂ emissions combined: 248 – 230 g/km; CO₂ class: G; Status 11/2025

911 Targa 4 GTS (WLTP): Fuel consumption combined: 10.9 – 10.6 l/100 km; CO₂ emissions combined: 248 – 239 g/km; CO₂ class: G; Status 11/2025

718 Spyder RS (WLTP): Fuel consumption combined: 12.7 l/100 km; CO₂ emissions combined: 288 g/km; CO₂ class: G; Status 11/2025

718 Cayman GT4 RS (WLTP): Fuel consumption combined: 13.0 l/100 km; CO₂ emissions combined: 295 g/km; CO₂ class: G; Status 11/2025

Panamera Turbo E-Hybrid (WLTP): Fuel consumption weighted combined: 4.4 – 3.6 l/100 km; Fuel consumption with depleted battery combined: 11.0 – 10.1 l/100 km; Electrical consumption weighted combined: 19.9 – 18.8 kWh/100 km; CO₂ emissions weighted combined: 99 – 81 g/km; CO₂ class weighted combined: C – B; CO₂ class with depleted battery: G; Status 11/2025

Panamera GTS (WLTP): Fuel consumption combined: 12.5 – 11.6 l/100 km; CO₂ emissions combined: 284 – 265 g/km; CO₂ class: G; Status 11/2025

Taycan 4 Cross Turismo (WLTP): Electrical consumption combined: 21.5 – 18.7 kWh/100 km; CO₂ emissions combined: 0 g/km; CO₂ class: A; Status 11/2025

Taycan Turbo GT (WLTP): Electrical consumption combined: 21.2 – 20.5 kWh/100 km; CO₂ emissions combined: 0 g/km; CO₂ class: A; Status 11/2025

Taycan (WLTP): Electrical consumption combined: 19.1 – 16.7 kWh/100 km; CO₂ emissions combined: 0 g/km; CO₂ class: A; Status 11/2025

Macan 4S (WLTP, preliminary values): Electrical consumption combined: 20.5 – 17.7 kWh/100 km; CO₂ emissions combined: 0 g/km; CO₂ class: A; Status 11/2025

Macan Turbo (WLTP): Electrical consumption combined: 20.7 – 18.4 kWh/100 km; CO₂ emissions combined: 0 g/km; CO₂ class: A; Status 11/2025

Macan 4 (WLTP): Electrical consumption combined: 20.5 – 17.8 kWh/100 km; CO₂ emissions combined: 0 g/km; CO₂ class: A; Status 11/2025

Cayenne Electric (WLTP): Electrical consumption combined: 21.8 – 19.7 kWh/100 km; CO₂ emissions combined: 0 g/km; CO₂ class: A; Status 11/2025

Cayenne Turbo Electric (WLTP): Electrical consumption combined: 22.3 – 20.4 kWh/100 km; CO₂ emissions combined: 0 g/km; CO₂ class: A; Status 11/2025

Cayenne Turbo GT - no offer in Europe

Cayenne GTS (WLTP): Fuel consumption combined: 12.7 – 12.2 l/100 km; CO₂ emissions combined: 289 – 277 g/km; CO₂ class: G; Status 11/2025