

Update: Strategic Realignment

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Media Conference Call

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911 Carrera GTS (WLTP): Fuel consumption combined: 11.0 – 10.4 l/100 km; CO₂ emissions combined: 248 – 236 g/km; CO₂ class: G; Status 09/2025

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Extensive measures initiated to strengthen financial resilience

ENVIRONMENT

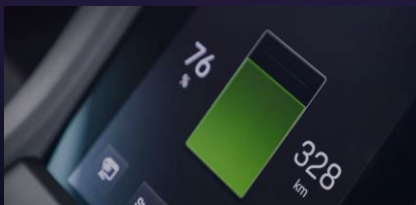
China



US



BEV-Transition



REACTION: STRATEGIC REALIGNMENT

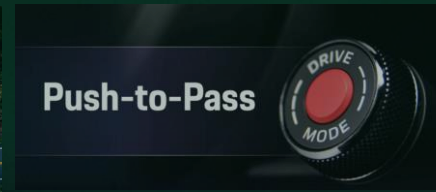
Product Portfolio



Focus on the Core



Push-to-Pass



Structural Package



- in negotiation -

EFFECT

Short-term (2025)

Extraordinary expenses in connection with strategic realignment → lower margin

Mid- / Long-term

Increased financial resilience

Extensive measures initiated to strengthen financial resilience

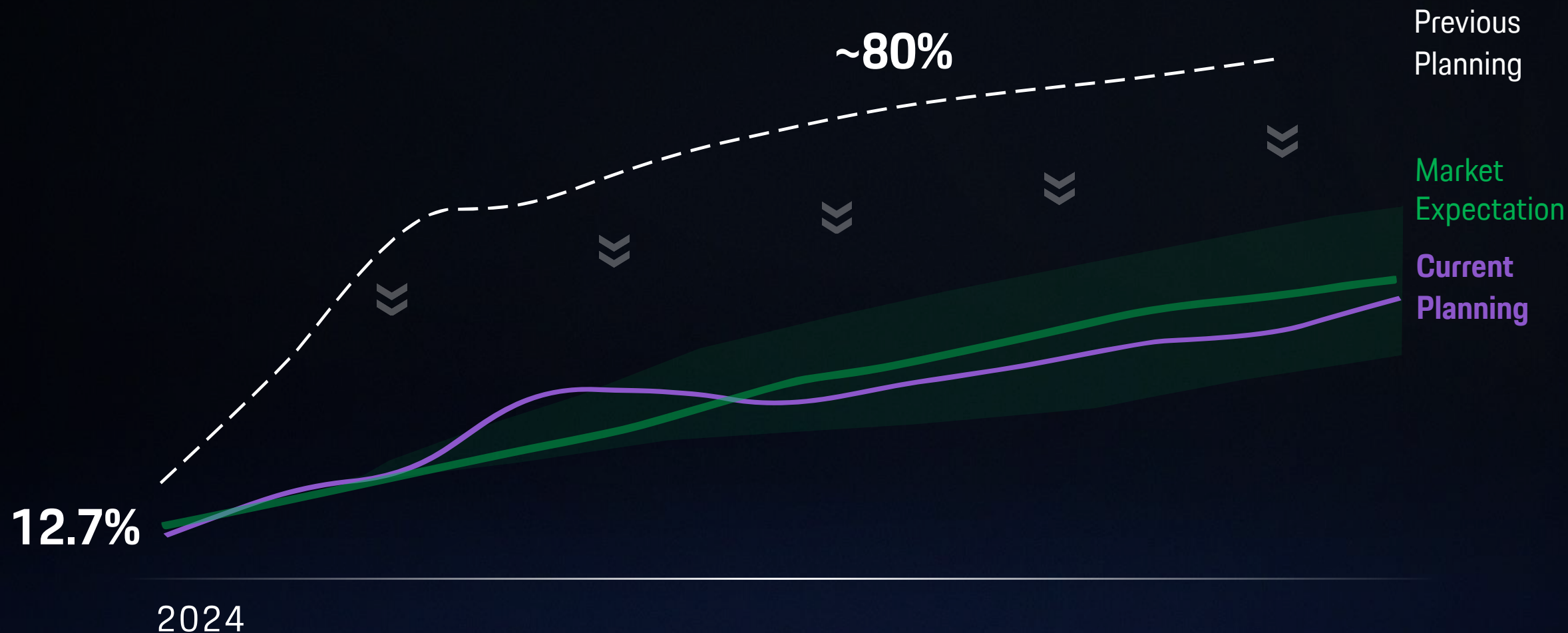
Product Portfolio



FOCUS TODAY

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Aligning Product Strategy with new market expectation



BEV share based on customer deliveries

Porsche Product Strategy

- schematic visualization -

Now

Mid-Term

Long-Term

ICE/PHEV

Sports Cars

SUV

Sedan

01



**Strengthening
Brand Core**

02



**Higher flexibility
ICE/PHEV**

BEV

Sports Cars

SUV

Sedan

03



**Successful BEV
entry**
Taycan & Macan

04



**Extended BEV
range**
Cayenne & 718

05



**Future BEV
portfolio**
New BEV platform



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Strengthening Brand Core with HALO Strategy and Lighthouse Projects



GT

ULTIMATE
PERFORMANCE



ADVENTURE

OUTDOOR SPORTS
AND ADVENTURES



HERITAGE

ICONIC DESIGNS
AND MATERIALS



URBAN

COSMOPOLITAN
DESIGN

TRACK »

« LIFESTYLE

Cayenne Turbo GT - no offer in Europe; 911 Dakar (WLTP): Fuel consumption combined: 11.3 l/100 km; CO₂ emissions combined: 256 g/km; CO₂ class: G; Status 09/2025

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ICE and PHEV offerings with strong updates for the 2030s



NEW
CAYENNE



NEW 911



NEW
PANAMERA

Cayenne GTS (WLTP): Fuel consumption combined: 12.7 – 12.2 l/100 km; CO₂ emissions combined: 289 – 277 g/km; CO₂ class: G; Status 09/2025

911 Carrera GTS (WLTP): Fuel consumption combined: 11.0 – 10.4 l/100 km; CO₂ emissions combined: 248 – 236 g/km; CO₂ class: G; Status 09/2025

Panamera GTS (WLTP): Fuel consumption combined: 12.5 – 11.6 l/100 km; CO₂ emissions combined: 284 – 265 g/km; CO₂ class: G; Status 09/2025

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



ADDITION
NEW B-SUV
ICE/PHEV



ADDITION
TOP ICE DERIVATIVES
FOR NEW 718



ADDITION
NEW D-SUV
ICE/PHEV

Current BEV lineup will be supported by new product highlights



TAYCAN

2019



MACAN BEV

2024



CAYENNE BEV

NEW



718 BEV

NEW

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

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Adapted product portfolio offering flexibility in the transition

SPORTS CARS¹

ICON
911



DRIVING FUN
NEW 718
NEW



SPORTS LIMOUSINES

ELEGANCE

Panamera



PERFORMANCE

Taycan



SPORT UTILITY VEHICLES

PRESTIGE

NEW



FUNCTIONALITY

Cayenne



LIFESTYLE

Macan

NEW



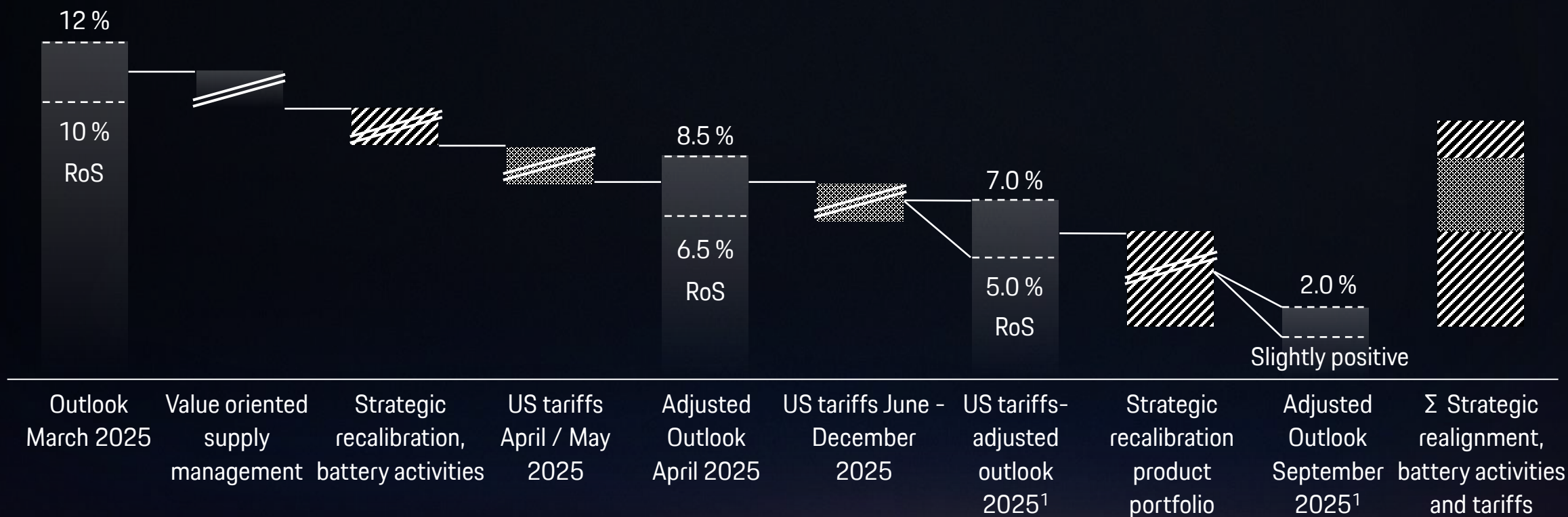
1) Two-door sports cars; Potential Midterm Drivetrain Portfolio: ● ICE ● (x)HEV ● BEV

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Adjusted Porsche Financial Outlook 2025

GROUP RETURN ON SALES (ROS)

CONTRIBUTORS TO GROUP RETURN ON SALES 2025 OUTLOOK DEVELOPMENT (ILLUSTRATIVE)



1) Porsche AG Group assumes that the US tariffs of 15%, communicated on July 27, 2025 will remain in place for the rest of 2025., starting August 1, 2025. The adjusted outlook already includes potential mitigation measures.

Adjusted Porsche Financial Outlook 2025

MOST IMPORTANT PERFORMANCE INDICATORS

		2024	PREVIOUS OUTLOOK 2025	ADJUSTED OUTLOOK 2025
GROUP	Sales Revenue	€ 40.1 bn	€ 37 - 38 bn	€ 37 - 38 bn
	Return on Sales (RoS)	14.1 %	5 - 7 %	Slightly positive - 2 %
AUTOMOTIVE	EBITDA Margin	22.7 %	14.5 - 16.5 %	10.5 - 12.5 %
	Net Cash Flow Margin	10.2 %	3 - 5 %	3 - 5 %
	BEV Share	12.7 %	20 - 22 %	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 its March 2025 quarterly statement, the Porsche AG Group communicated a strategic realignment of battery activities. Previous plans to expand the production of high-performance batteries by Cellforce Group GmbH will not be pursued separately in the future. For this reason and due to the negative impact of other battery activities, the total amount of special expenses in the fiscal year 2025 will increase from €0.8 billion to €1.3 billion, affecting results. In addition, Porsche AG Group has adjusted its value-oriented supply management worldwide in response to mounting challenges arising from geopolitical conditions. This applies in particular to the Chinese market, where the continued challenging market conditions and declining demand in the luxury segment will affect development in the fiscal year 2025. Irrespective of this, Porsche AG Group remains committed to value-oriented sales with the aim of balancing supply and demand. Further additional costs with regard to suppliers also contribute to the subdued forecast, which over-proportionally affects the automotive net cash flow margin. In addition to the forecast adjusted in April 2025, which took into account the negative impact of US import tariffs introduced for the months of April and May, the Porsche AG Group assumes that the tariffs of 15%, communicated on July 27, 2025 will remain in place for the rest of 2025., starting August 1, 2025. The adjusted outlook already includes potential mitigation measures

Capital Allocation Policy



1 Dividend payment to be proposed to the annual general meeting

2 Refers to pay-out of previous year's net income based on the Porsche AG Group IFRS profit after taxes

Macan Turbo (WLTP): Electrical consumption combined: 20.7 – 18.9 kWh/100 km; CO₂ emissions combined: 0 g/km; CO₂ class: A; Status 09/2025

- » **DIVIDEND:**
2025: Expected proposal above mid-term target¹
- » **MID-TERM TARGET:**
50 % pay-out ratio²
- » **CAPEX & R&D:**
Focused investment program
- » **TECHNOLOGY & VENTURE:**
Select investments with preference for partnerships
- » **PENSION:**
Commitment to partially fund the pension deficit in foreseeable time frame
- » **LIQUIDITY:**
Automotive net liquidity position of 15-20 % of Automotive Revenue

“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



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