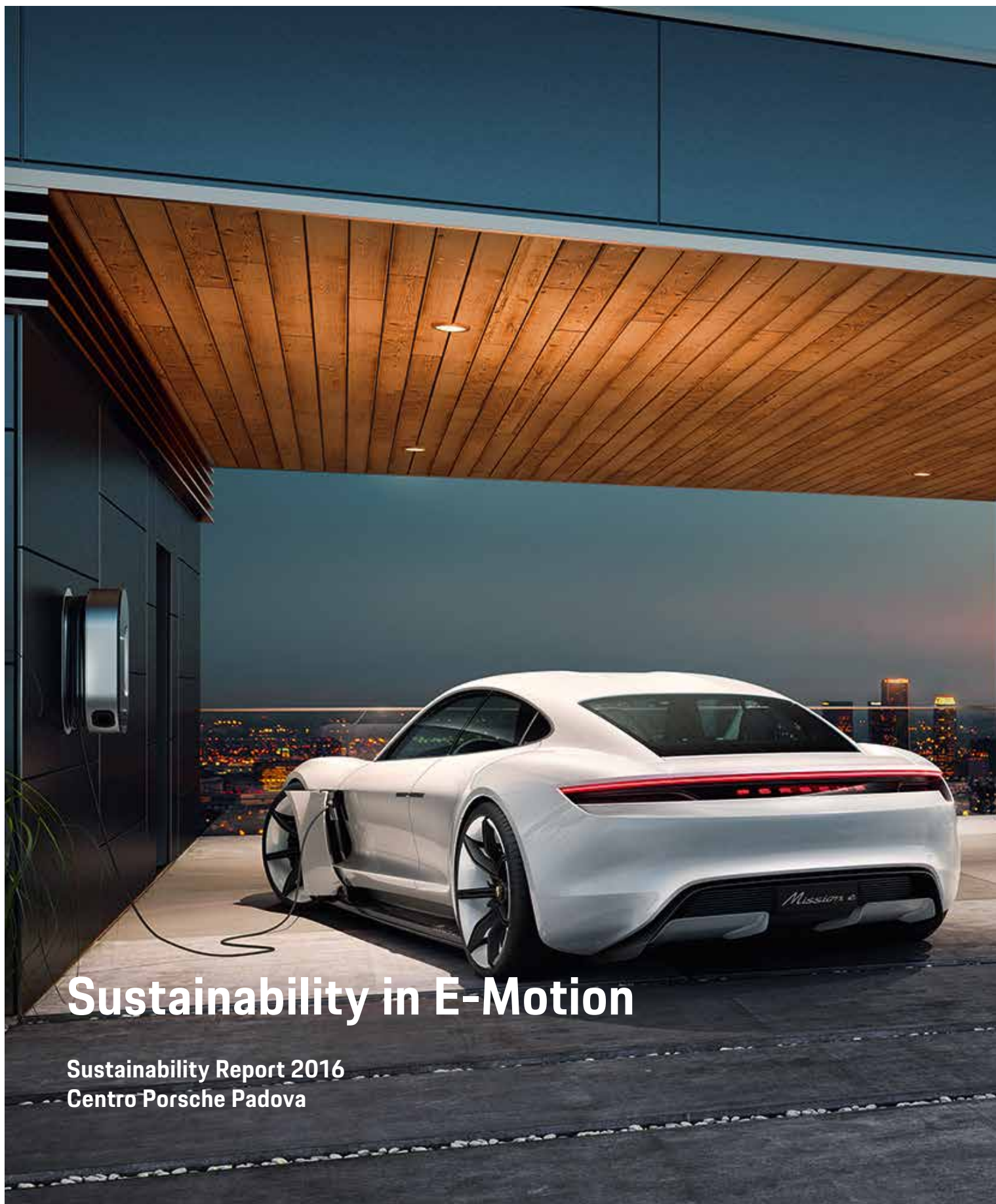




PORSCHE



# Sustainability in E-Motion

Sustainability Report 2016  
Centro Porsche Padova



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# Letter to the Stakeholders

This is the third year that Centro Porsche Padova has drawn up a Sustainability Report: what started out as a wager has now become a consolidated practice adopted to program our sustainable growth.

We chose this approach, in keeping with the commitment on the part of Porsche AG, in the conviction that sustainability represents a fundamental element in the development of solid relations with the stakeholders, based on trust and responsibility, and the only means of “growing together” and thereby creating shared value. The Sustainability Report offers an important opportunity to encourage the sharing of views and experiences; with this in mind, while drawing up the current edition of the Report, we created a specific moment when the views of our stakeholders could be heard, convinced that these encounters represent an essential stimulus in comprehending the approaches to be emphasised when dealing with the tasks presented. Taking each strategic issue capable of having important economic, social and environmental effects on Centro Porsche Padova, we obtained the opinions of employees, customers, suppliers and local bodies and

communities, in order to discover their views on these subjects.

Thanks to their contributions, we were able to pin-point the areas on which to concentrate our efforts that represent objectives for the development of the dealership: we will continue to work towards improving customer experience and becoming a centre of excellence in the handling of personnel, as well as an instrument providing back-up to local development.

The ability to offer an outstanding service is based on the professionalism and training of our employees, but also on the development of professional dealings with the surrounding territory and with business partners capable of contributing towards the advancement of skills, abilities and talent.

This we intend to do, making the most of the resources available to us, with respect for the environment and the social context in which we operate, and aware that, to excel, we must strive to obtain managerial transparency, commitment towards individuals and quality in the things we do.

Only in this way can we consolidate the success of the business over time and set new future objectives for sustainable growth.

**Cristina Mezzanotte**

CEO

Centro Porsche Padova

...“growing together”  
and thereby creating  
shared value.

# Sustainability Highlights

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The key figures recorded by Centro Porsche Padova, also in 2016, are extremely positive and express the Dealer's commitment to creating shared value: commitment to the growth of the business must, at the same time, create conditions favouring development for employees, suppliers and figures acting locally, and also, improve customer satisfaction and reduce the impact on the environment brought about by its working activities.

AREA OF COMMITMENT	Topic	2014	2015	2016
Economic responsibility	Revenues in thousandths of Euros	36.815,80 €	43.236,20 €	44.856,80 €
	Workforce (employees and agents)	31	30	33
	Number of suppliers	104	111	106
	Economic value distributed in thousandths of Euros	36.382,80 €	42.497,80 €	44.000,20 €
Environmental and social responsibility	Safety Certification	Management system for health and safety at work in line with UNI-INAIL guidelines		
	EMS Certification	Environmental Management System (EMS) conforming to ISO 14001:2004 standard		
Commitment towards the clientele	Services provided	Assistance with purchase of new and used vehicles After-sales service Highly specialized workshop		
	Road safety	Scope for learning improved driving techniques with the help of professional drivers from the Porsche Driving School (at least 15 customers enrolled in 2016)		
Commitment towards the community	Young local talents	Collaboration with the Management Department at the Ca' Foscari University in Venice and promotion of an annual scholarship for a Master's thesis on topics linked with sustainability		
		Eleven youngsters aged under 30 who completed a work placement at Centro Porsche Padova over the last two years, of whom: <ul style="list-style-type: none"> <li>▪ 6 were employed by the Dealer, Porsche Italia or Porsche Financial Italia;</li> <li>▪ thanks to the experience gained, 5 found work after the placement</li> </ul>		
	Percentage of supplies from local enterprises	26,0%	25,9%	26,0%

# 1. The Path to Sustainability

Sustainability, for a Group like Porsche that produces exclusive sports cars, is an extremely important factor in the success of the business and encapsulates its continuous commitment to excellence. The performance levels achieved depend on the ability to think and, as a result, to act in a sustainable manner. Anyone wishing to maintain high performance levels over a prolonged period of time must know how to manage natural, technological and human resources attentively and give them adequate attention.

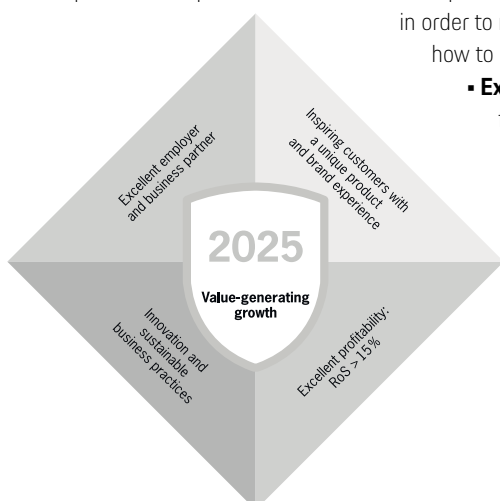
Focusing on sustainability is an aspect of the commitment characterising the Porsche Group at all levels, as evident from the strategic objectives set by Porsche AG 2025, in which sustainability represents one of the cornerstones for the creation of long-term value:

- **Brand strategy**, faithfully asserting its brand in terms of image and, above all, content, in keeping with "Intelligent Performance";
- **Product strategy**, combining the new technological frontiers of E-mobility with respect for the traditional values associated with sports cars, personified by this car manufacturer;
- **Digital transformation**, adapting its products, processes, networks and values to the impulses for technological transformation provided by players aiming for excellence;
- **Power of innovation**, focusing on innovation, for its clientele, but also, internally, for its own business, thereby setting itself up as a benchmark for its competitors;
- **Flexibility and Scalability**, being able, at all times, to satisfy market requirements, promptly and satisfactorily, in a manner reflecting its own structural capacity and performance;
- **Sustainability**, managing the resources available with respect for the environment and the social context in which it operates.

## 1.1. Sustainability Objectives set by Centro Porsche Padova

The sustainability objectives set by Centro Porsche Padova, in line with those of Porsche AG, represent a driving force for change. More precisely, they can be broken down into four working areas, each considered a priority.

- **Excellent employer and business partner**, in order to build up success through the professionalism and training of its employees, concern for an appropriate balance between work and private life, the performance of all the business partners with whom it works and the development of professional dealings capable of contributing towards the increase of skills, abilities and talents, in keeping with the company's principle objective, that is, to offer a service of excellence.
- **Inspiring customers with unique product and brand experience**, in order to increase the uniqueness of the "Porsche experience" for the customer, with the intention of combining and transmitting the value of the traditional spirit of the brand with new technological frontiers and E-mobility. The aim is to consolidate business links through a unique product and a unique service, an exclusive buying experience and highly qualified, available after-sales assistance.
- **Innovation and sustainable business practices**, in order to combine efficiency and effectiveness targets with the carefully planned adoption of practices that can be sustained at environmental, social and ethical levels. To strive, at all times, to grow and innovate, adopting what are considered the best practices in the sector, ensuring that sustainability becomes a driving force and the impetus for creating an assistance experience that evolves continuously, for the long-term benefit of both the customer and all the stakeholders. To contribute towards promoting environmental sustainability, enhancing the benefits offered by the use of hybrid vehicles and putting particular emphasis on environmental impact. To respect the in-house principle of "Intelligent Performance", that is, being aware that in order to maintain high performance levels over a prolonged period of time, a business must know how to closely manage the technological, human and environmental resources available.
- **Excellent profitability**, to maintain its economic strength at a high level, thereby preparing fertile terrain for continuous growth and the creation of value. Value generated not only for its own activities, but also for the benefit of its customers, workers and the area in which the business operates. To invest in an after-sales assistance service with increasingly high performance that is aimed at satisfying all the stakeholders.



Increasing its own contribution towards the achievement of the group's strategic goals, with particular emphasis on sustainability factors and the continuous disclosure of its performance levels, thereby guaranteeing transparency, is of fundamental importance to Centro Porsche Padova.

The commitments of the Group are expressed, for the Dealer, in the careful analysis of its work, in the knowledge that competitiveness and the ability to represent a resource at a local level require determination, respect and far-sightedness.

For these reasons, Centro Porsche Padova has put together its own Plan of Action for 2017-2018, in keeping with the objectives of Porsche AG.

PLAN DRAWN UP BY CENTRO PORSCHE PADOVA FOR 2017-2018				
Strategic area	Objective	Action	Start-up	Target
<b>Strongest brand</b>	To pursue new marketing approaches in order to draw attention to the professionalism of its staff and the innovative services offered by Centro Porsche Padova	To intensify activities involving social media (digital marketing campaigns)	<b>Second half of 2017</b>	<b>First half of 2018</b>
<b>Business excellence</b>	To develop new retail skills, developing adequate professional profiles	To set up training courses for the development of digital skills	<b>2017</b>	<b>Mid-2018</b>
<b>Customer excitement</b>	To develop and start up premium services	To reintroduce the "Full marks with honours" approach with the dealer's personnel, with dedicated activities to render the "customer journey" unique	<b>First half of 2017</b>	<b>End of 2017</b>
<b>New business exploration</b>	To introduce new forms of financial accessibility in order to create greater flexibility and to give customers greater choice (e.g. leasing with access to two Porsche models)	Feasibility study on necessary investment	<b>2017</b>	<b>End of 2017</b>
	To initiate an analysis of requisites and needs at infrastructure level in order to guarantee adequate services following the launching of the Porsche "Mission-E", the fully electrically powered vehicle	Technical inspections and assessment of costs necessary to implement and adapt infrastructures, in order to install electrical energy recharging points for Customers purchasing the "Mission-E"	<b>2017</b>	<b>2018</b>
<b>Marketing Exploitation</b>	To improve the visibility of services and prices and thereby improve the Brand's position in the market	Revision of geomarketing analysis, in order to pinpoint areas with the greatest potential. Collection and analysis of negative reviews and experiences at Centro Porsche Padova from Customers in order to take improvement measures.	<b>2017</b>	<b>2018</b>

## 1.2. Methodological References

With the intention of sustaining its commitment to transparency, this year Centro Porsche Padova is publishing the third edition of the Sustainability Report that follows indications given in the Standards applied by the Global Reporting Initiative GRI-G4. According to current indicators associated with the material aspects summarised in the final correlation table, the level of adherence to the GRI-G4 Guidelines is "in accordance - core". As far as identifying and hearing the views of stakeholders are concerned, indications given in the International Standard AA1000—Stakeholders Engagement Standard, that methodically

supports stakeholders engagement, have been followed so that topics which are important and strategic to the business can be taken into account.

When drafting the report, Centro Porsche Padova set up a working agreement with the Management Department at the Ca' Foscari University in Venice, promoting an annual scholarship for a Master's thesis covering: the Sustainability Report and the analysis of the impact on economic-financial performance.

The idea behind the Sustainability Report was to convey how Centro Porsche Padova operates in keeping with its values and

principles, focusing on matters that are of overriding importance to the organisational structure and its stakeholders.

Apart from representing a means of communication, the Report is also an instrument designed to monitor the performance, not only of the business, but also of an ethical and social nature, with the aim of planning actions that can produce an overall improvement. This is due to the fact that “being sustainable” for Centro Porsche Padova does not simply mean being capable of maintaining high, lasting performance levels, but also being able to assume responsibility in connection with environmental and social topics throughout the value chain: from the offer, therefore, of a service based on professionalism and precision, to respect for the environment and the community of which the business forms a part.

All the data presented in the Report relates to the financial year ending at 31 December 2016, unless otherwise indicated. In order to provide a comparison with the past and to help understand the relevant trends, the data for last year are compared with the data for the 2014 and 2015 financial years, where available.

The information contained in this document has not been audited by a consultant external to Centro Porsche Padova.

Clarification on the matters dealt with and further information and explanations of the topics and indicators described in the document, can be obtained by contacting Cristina Mezzanotte, General Manager of Centro Porsche Padova (+39 049 8292803 [cristina.mezzanotte@porsche.it](mailto:cristina.mezzanotte@porsche.it)).

### 1.3. Dialogue with the Stakeholders

The stakeholders of a business represent all the bodies and people who are influenced significantly by the activities conducted by the organisation and the products and services it offers, and who in turn have the power to influence the choices made, through their own actions and decisions.

It is of fundamental importance to Centro Porsche Padova that an open constructive dialogue is maintained with all its stakeholders, so that the needs of those involved can be met, with a view to achieving continuous improvement.

In order to guarantee stakeholders engagement, the first step was to create a map of the relationships important to Centro Porsche Padova. Thanks to the process adopted to analyse the activities and the context in which the business operates, as well as the role played by the Management, the Dealer was able to identify its stakeholders.

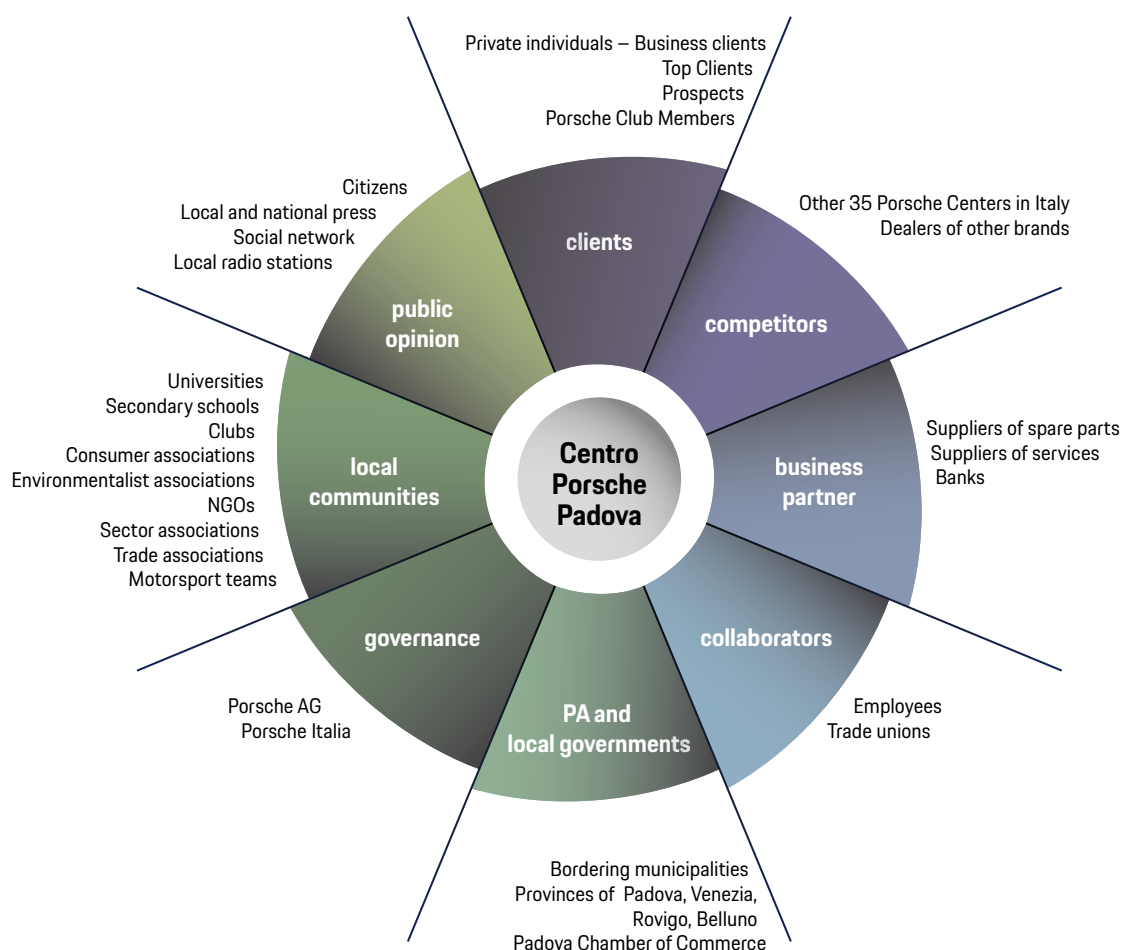


Figure 1 - The map of Centro Porsche Padova stakeholders

Centro Porsche Padova organised moments for consultation with the most important categories of stakeholder, through customer satisfaction surveys, press conferences, surveys on the climate within the firm and reports on the sector, all instruments capable of building up a picture of the principle figures having an interest in the company.



## 1.4. Materiality Analysis

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The Sustainability Report was drawn by Centro Porsche Padova on the basis of the Materiality analysis, which helps identify the topics considered of greatest relevance to both Centro Porsche Padova and its stakeholders. All the economic, social and environmental aspects of the company's business activities are in fact considered "material", having an impact on strategic decisions and short, mid- and long-term performance and at the same time, considered overriding in the decision-making and assessments made by the various stakeholders.

Following on from the Sustainability Report drawn up for the previous year, Centro Porsche Padova picked up the material themes already identified and put them forward for further assessment. More precisely, the engagement process was undertaken in two stages:

- **assessment of the topics by Centro Porsche Padova**, through structured interviews directed at the Dealer's Management team. In this way it was possible to evaluate the importance of the topics in question to the development strategies and undertakings defined by Centro Porsche Padova.
- **assessment of the topics by the company's stakeholders**, produced through a structured survey, given out online to a sample of 54 interested parties belonging to the various categories of stakeholder.

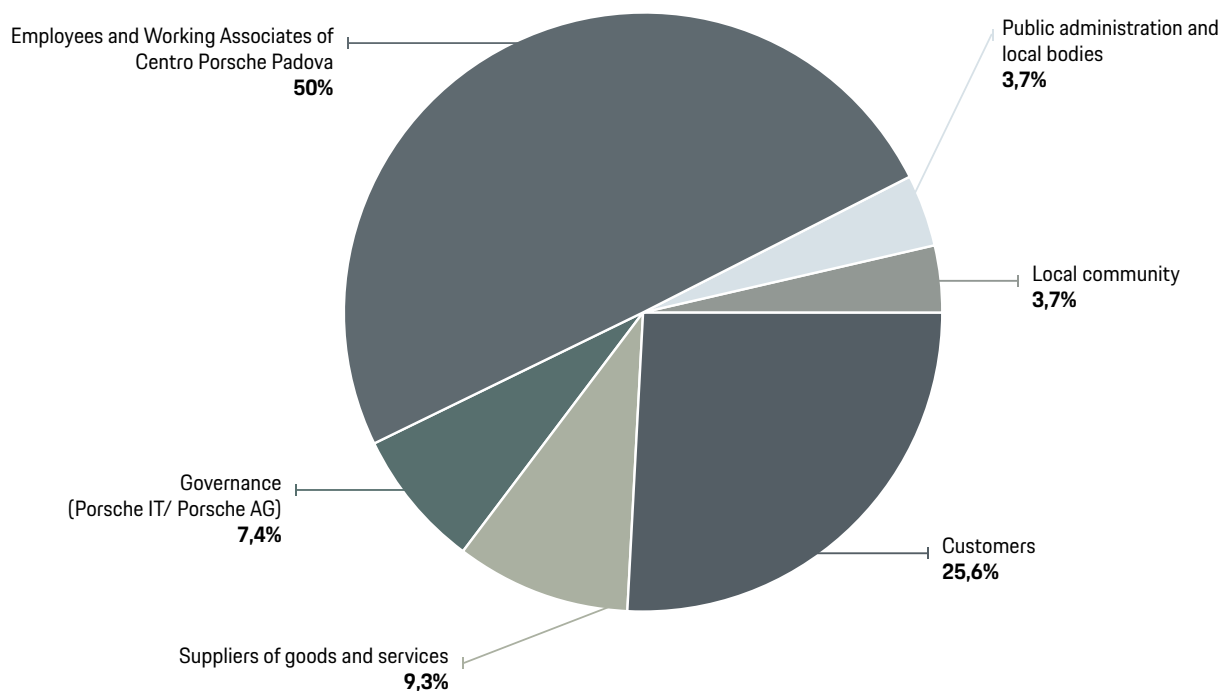


Figure 2 – Percentage rates applying to respondents in the various categories of stakeholder involved

The result of the listening process is obtained by up-dating the materiality matrix set out in this Report, in which the following appear:

- **the importance to the company** on the basis of the impact that the topics have on the business in terms of short-, medium- and long-term risks and opportunities;
- **the importance perceived by the stakeholders**, in relation to their own interests and their own expectations from the company.

The importance threshold applying to the topics was fixed at a value of 3.5 on both axes (on a valuation scale of 1 to 5).

For the period taken, **16 "material" topics emerged**, described below in the top right-hand box of the Matrix; the topics are examined in depth and reported in the various sections of this Report.

# Materiality matrix 2016

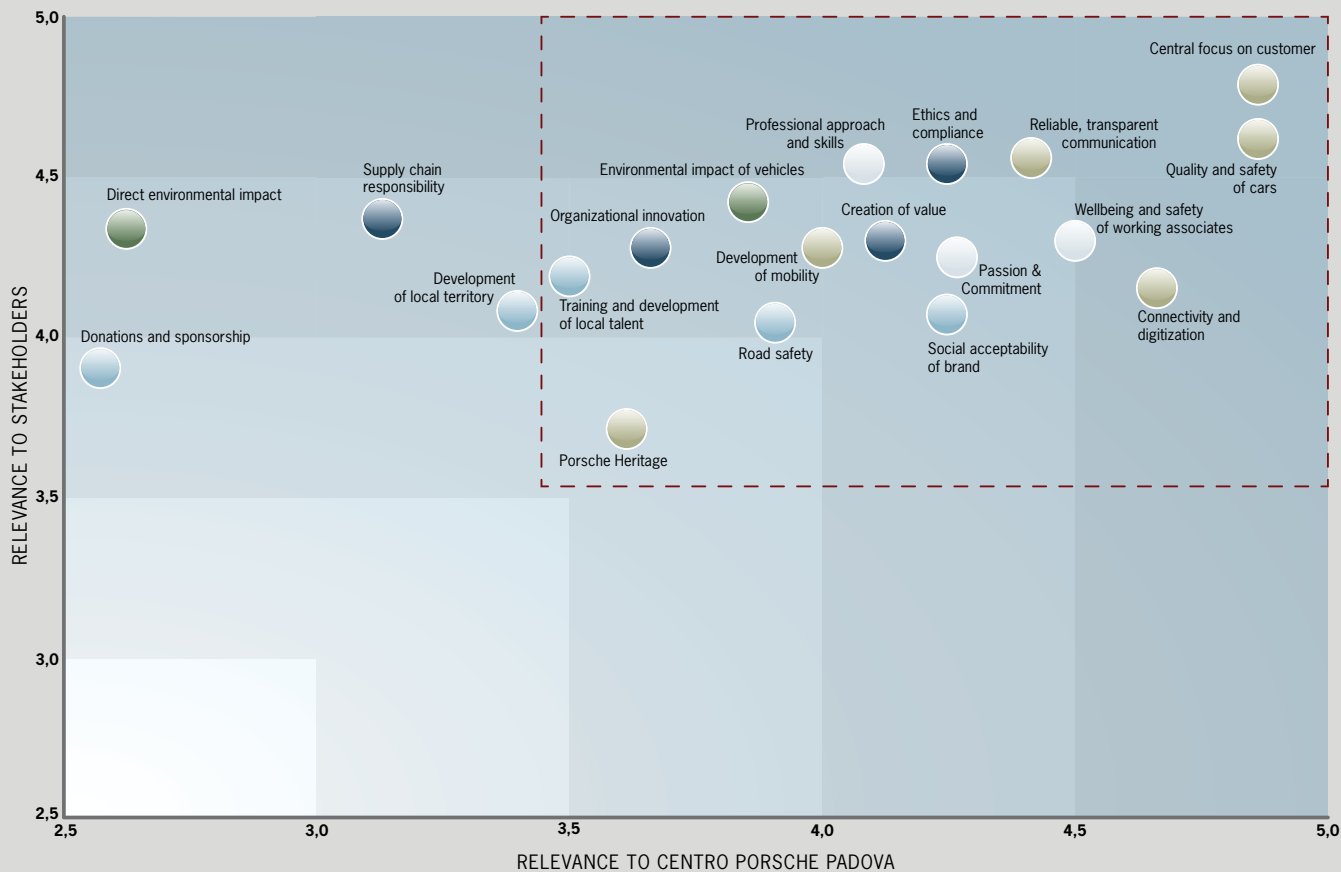


Figure 3. Materiality matrix applying to Centro Porsche Padova



<b>"Material" Topics</b>	<b>Description</b>
<b>Customer centrality</b>	To offer Centro Porsche Padova customers a unique experience, through personalised assistance that fully satisfies their needs and makes every Porsche vehicle exclusive in all its settings
<b>Car quality and safety</b>	To act as an interface between Porsche AG and its customers, as a guarantor of the high quality of the cars and the safety standards which have always been associated with the brand
<b>Trustworthy and transparent communication</b>	To communicate the characteristics of the cars transparently and pursue an open dialogue with stakeholders
<b>Employee wellbeing and safety</b>	To focus on the quality of life at the company, on safety, protection of workers' rights, appreciation of diversity and peer opportunities
<b>Connectivity and digitalization</b>	Commitment on the part of Centro Porsche Padova to directing the customer towards digital product transformation, disseminating the new technological and connectivity developments and making known the resulting advantages to the customer himself
<b>Ethics and compliance</b>	To foster a culture of legality, risk prevention and ethics at all levels, also through the governance model based on integrity and transparency of conduct
<b>Professionalism and competencies</b>	To fully develop the professional skills and competences of the people at Centro Porsche Padova
<b>Passion &amp; Commitment</b>	To promote participation, team spirit and dialogue with all employees
<b>Creation of value</b>	To contribute to the achievement of Porsche Italia and Porsche AG's objectives and continue to create value for all stakeholders
<b>Brand social acceptance</b>	To foster affinity of the Porsche brand with the surrounding area, spreading the key values of safety and legality, and encouraging wider accessibility through the sale of used cars and articles bearing the Porsche brand
<b>Evolution of mobility</b>	Attention on the part of Centro Porsche Padova to the needs associated with modern mobility expressed by the customer, linked to technological evolution and changes in people's travelling habits
<b>Environmental impact of the vehicles</b>	Commitment to the spread of the most innovative Porsche models with lesser impacts in terms of emissions, playing a crucial role in raising customers' awareness of these issues
<b>Road safety</b>	Commitment on the part of Centro Porsche Padova to the promotion of road safety education and awareness amongst the Customers and in the community
<b>Organizational innovation</b>	To encourage innovation within the organization, through participation in projects aimed at improving business processes
<b>Porsche Heritage</b>	To exploit the history of the Porsche brand through the Classic (vintage) vehicles
<b>Training and development of local talents</b>	Working relationships with technical schools and universities for the training of youngsters in the area

For every “material” topic the perimeter, within which the impacts making each topic relevant are generated, was established, taking into account both impacts within the scope of the organisational structure and those outside.

ASPECT BOUNDARY		
Material topic	Internal	External
<b>Customer centricity</b>	Centro Porsche Padova	Customers / Business partners / Governance
<b>Car quality and safety</b>	Centro Porsche Padova	Customers / Business partners / Governance
<b>Trustworthy and transparent communication</b>	Centro Porsche Padova	Customers / Business partners / Governance / Public opinion / PA and local organisations / Local communities Working associates
<b>Employee wellbeing and safety</b>	Centro Porsche Padova	Working associates / Business partners / Governance
<b>Connectivity and digitalization</b>	Centro Porsche Padova	Customers / Business partners / Governance / Working associates
<b>Ethics and compliance</b>	Centro Porsche Padova	Customers / Business partners / Governance / Public opinion / PA and local organisations / Local communities
<b>Professionalism and competencies</b>	Centro Porsche Padova	Customers / Business partners / Governance / Working associates
<b>Passion &amp; commitment</b>	Centro Porsche Padova	Customers / Business partners / Governance / Working associates
<b>Creation of value</b>	Centro Porsche Padova	Customers / Business partners / Governance / Public opinion / PA and local organisations / Local communities Competitors / Working associates
<b>Brand social acceptance</b>	Centro Porsche Padova	Customers / Business partners / Governance / Public opinion / PA and local organisations / Local communities Competitors / Working associates
<b>Evolution of mobility</b>	Centro Porsche Padova	Customers / Business partners / Governance / Working associates
<b>Environmental impact of the cars</b>	Centro Porsche Padova	Customers / Business partners / Governance / Public opinion / PA and local organisations / Local communities
<b>Road safety</b>	Centro Porsche Padova	Customers / Business partners / Governance / Public opinion / PA and local organisations / Local communities
<b>Organizational innovation</b>	Centro Porsche Padova	Customers / Business partners / Governance / Working associates
<b>Porsche Heritage</b>	Centro Porsche Padova	Customers / Business partners / Governance / Working associates
<b>Training and development of local talents</b>	Centro Porsche Padova	Business partners / Governance / Public opinion / PA and local organisations / Local communities / Working associates

# 2. COMPANY IDENTITY

## 2.1. The World of Porsche

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Centro Porsche Padova is a subsidiary of Porsche Italia S.p.A., a company belonging to the multinational group Dr. Ing. h.c. F. Porsche Aktiengesellschaft (referred to as "Porsche AG") of which Porsche Financial Service Italia, Porsche Consulting, Porsche Design and Nardò Technical Center are also members. Porsche AG currently represents the largest sports car manufacturer, with the richest tradition in the world. Founded by Ferdinand Porsche on 25 April 1931 in Stuttgart, it has maintained its headquarters in Germany, the country in which it was founded, with a research and development centre in Leipzig. Porsche Italia S.p.A., starting off as an independent operator and then, since 1986, a 100% subsidiary of Porsche AG, operates as

sole importer of cars for the Italian market, dealing with sales, distribution and after-sales servicing, through two direct dealers (Centro Porsche Padova and the Milan-based Porsche Haus) and a network of independent operators, as well as official Porsche workshops located throughout the country. Centro Porsche Padova is a single-member company, fully controlled by Porsche Italia and, for more than 18 years, has represented a point of reference for around 4,000 Customers in the provinces of Padova, Venice, Rovigo and Belluno for the sale of new and used Porsche cars and original spare parts, as well as servicing and tending to the car, thanks to its internal workshop.

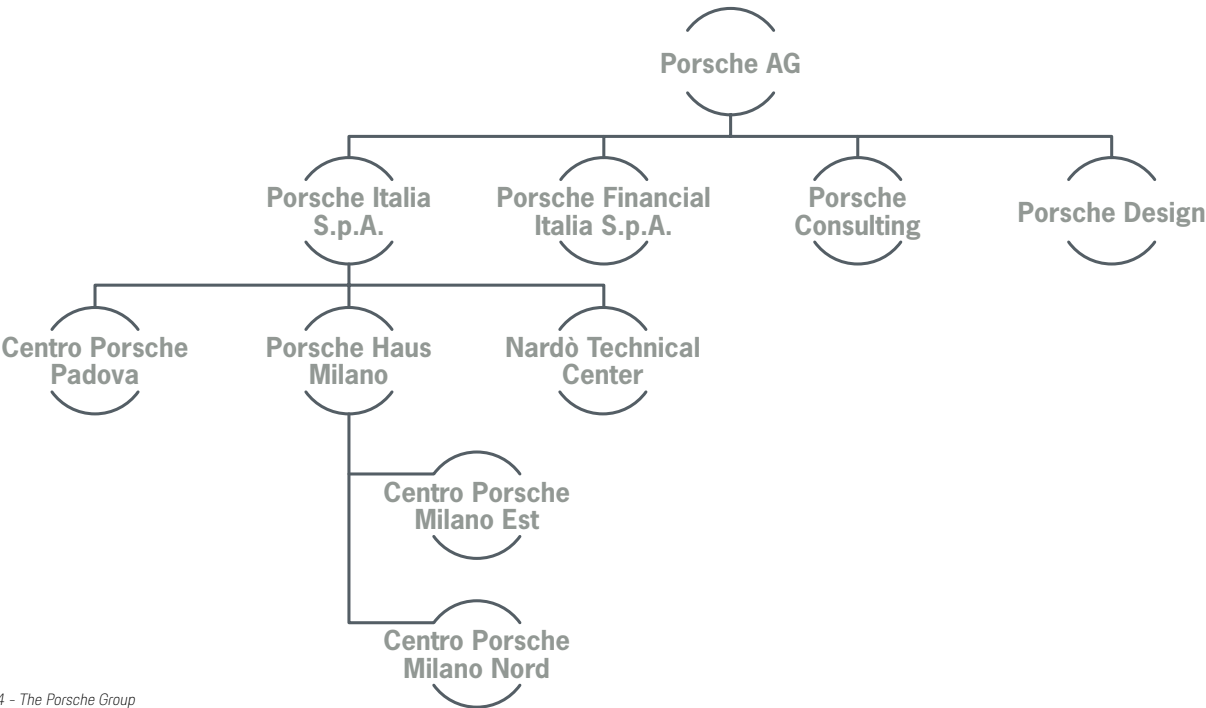


Figure 4 - The Porsche Group

## 2.2. Centro Porsche Padova

Centro Porsche Padova S.r.l. is one of the two direct Porsche Italia dealers dedicated to sales and after-sales assistance for new Porsche motor car models, put on show and made available to the customers for road test runs, as well as used vehicles. The various services making up the "experience" and offered by the Centre include mechanical assistance and replacement services, as well as the supply of original spare parts. It is therefore responsible for guaranteeing that any model is perfectly set up and its purchase value is safeguarded and for optimising the driving experience. Centro Porsche Padova is in fact synonymous with up-to-date technical know-how and solid expertise in the handling of the purchasing, part exchange and scheduled servicing process, rigorously conforming to Porsche standards. The company mission, in keeping with that of Porsche AG, is based

**on offering a personalised, highly professional and competent service, with the aim of building up and consolidating relations that are progressively strengthened on a long-term basis, with an ever-increasing and enthusiastic clientele. The best choice to allow high quality standards to be achieved, in terms of performance, maintenance and preservation of the value of their vehicle over an extended period of time.**

Centro Porsche Padova establishes itself in the area as a meeting point for its Customers, suppliers and Porsche AG Group Head. With the intention of transmitting its experience in terms of the values associated with the Porsche brand, it offers a meticulous, efficient service, proactively benefitting from the specialised services of local businesses that cover bodywork, chemical products for motor car servicing, upholstery, tools and vehicle transportation.



# History

Centro Porsche Padova, in its present form, was set up in 1999, as a single-member, fully-controlled subsidiary of Porsche Italia S.p.A., with the intention of becoming one of the brand's direct dealers.

In 1996, there was however another dealer based in Padova, not run by Porsche Italia, already operating at the time, but acting independently on behalf of Porsche AG as car importer and after-sales assistance centre for its Customers. Deciding to restructure the network of dealers operating throughout Italy, Porsche Italia began installing and setting up a centre in 1997

that would provide a point of reference for all the others, at a national level. The aim was to create an autonomous, highly professional structure capable of acting as intermediary in the sale of new and used vehicles and supply of full customer after-sales assistance, putting together a workshop that was even better equipped (further developed in 2007).

In this way, within a few years, the company had obtained its current corporate structure, when the Dealer was taken over by Porsche Italia.

# Governance

The task of managing Centro Porsche Padova is assigned to a Board of Directors, whose Chairman is Pietro Innocenti, General Manager of Porsche Italia, whilst Marco Trinco acts as Chief Executive Officer.

The capital stock of Centro Porsche Padova as at 31 December 2016 is €60,000, fully paid-up and held entirely by Porsche Italia. Auditing is dealt with by the Board of Statutory Auditors composed of three Continuing Auditors, Andrea Vittorio

Andriotto, Paolo Colombo and Gian Luca Tognon, and two Alternate Auditors, Enrico Ranzi and Francesco Santinello.

The organisational structure of Centro Porsche Padova is divided into a General Management team and four departmental areas: New Cars Sale, Administration, Used Cars Sale and After-sales. There are also two staff departments, Marketing/CRM Management and Reception/General Services.

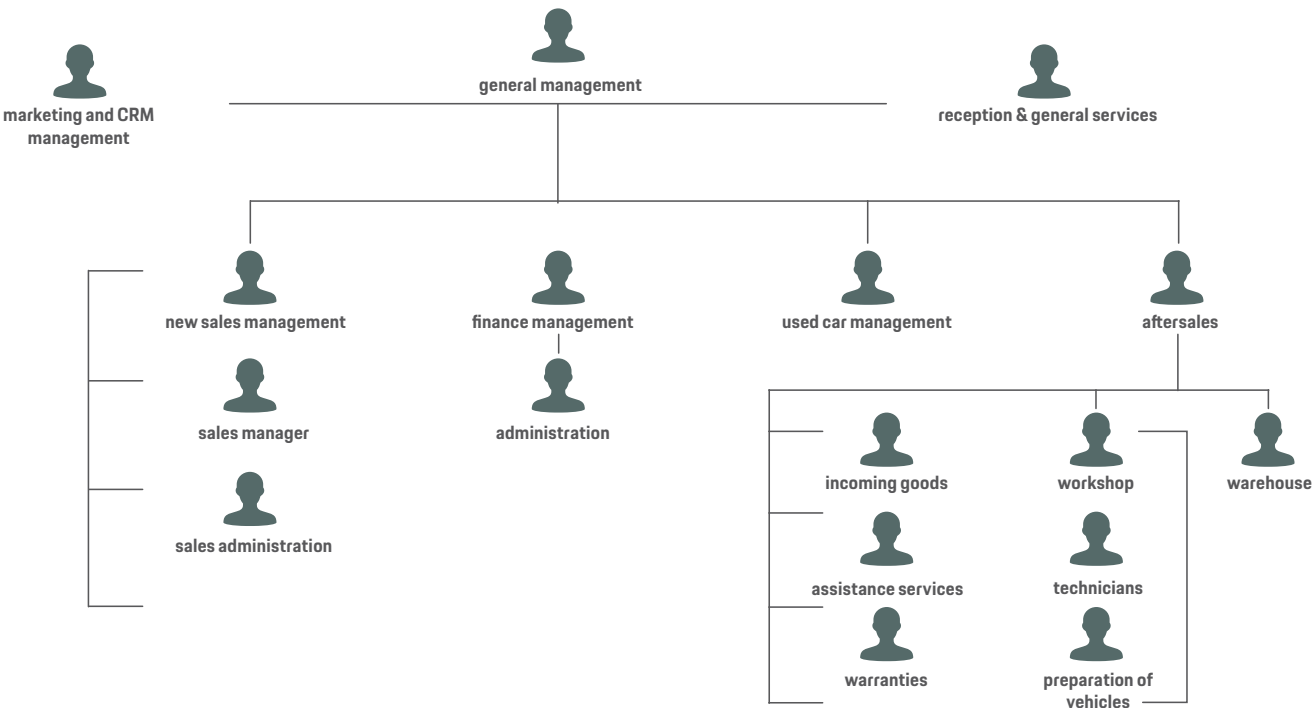


Figure 5 - Centro Porsche Padova

## 2.3. Fairness and Respect for the Rules

Transparency, a correct approach to business relations and full respect for legality are the binding principles applying to all those who operate and work with Centro Porsche Padova. For these reasons, at the end of 2011 Centro Porsche Padova drew up an Organisational Model pursuant to Legislative Decree no. 231/2001, designed to prevent the risk of unlawful acts on the part of employees and working associates and to guarantee fairness in the company's dealings with third parties, backed up by the provisions contained in the Compliance Code applied by the Porsche Group. As part of the Model 231, with a view to guaranteeing ethical conduct throughout the value chain, Centro Porsche Padova adopted a Code of Ethics. The Code is targeted at all the employees of Centro Porsche Padova S.r.l. whatever their duties or position. Anyone who works with or enters into relations with the company is therefore

obliged to respect values and principles as indicated in the Code. The principles laid down in the Code of Ethics are also extended to all the suppliers of Centro Porsche Padova, who are bound to respect them and to act in a manner in keeping with safety regulations, if they wish to obtain the pre-qualification necessary to work with the company. In order to ensure full compliance with the Code of Ethics, Centro Porsche Padova indicates as an obligation and duty to all those addressed, the reporting, by e-mail, of violations of the principles and standards of conduct described in them, and also requires that they report any situations that may restrict the effectiveness of the Model 231. A Supervisory Body was set up for this purpose, in the form of a board assigned the task of verifying problematic situations, composed of two external figures, namely the lawyer, Bruno Borgia and Emilio Battaglia and an internal member, Maria Rosa Musotto.

### The Principles of the Code of Ethics

- **Top Performance:** to focus on satisfaction of both current and prospective customers, without sparing any effort required to obtain the best result.
- **Leadership:** to foster a leadership culture, based on performance and competition with a long-term vision, exploiting the value contributed by each individual and demanding accountability for all activities carried out.
- **Continuous innovation:** to keep constantly up-to-date, by putting into practice basic principles such as continuous optimization and accountability.
- **Centricity of individuals:** the respect, trust, interest and enthusiasm of all Centro Porsche Padova employees are a fundamental asset for the Company and a constant driving force for all the improvement projects undertaken.
- **Fairness and equality:** to operate fairly, not only with all our working associates, by treating them in the same way, but also in our dealings with the Company's other stakeholders. The Company is committed to create a welcoming business environment and does not accept behaviour which is discriminatory or detrimental to people's dignity.
- **Social Responsibility:** to respect and support internationally recognised human rights and reject all forms of hard and child labour, at the same time acknowledging the important role the company plays in this external context.
- **Environmental responsibility:** to promote the protection of natural resources, the efficient use of energy and environmental safety and compatibility of business activities and products, as priority objectives for the Company.
- **Health and Safety at work:** to defend workers' physical and mental well-being, with the conviction that health and safety at work are essential in ensuring that everyone can realise their potential.
- **Transparency:** to consider a fair, clear and correct approach to be fundamental to the implementation of good practice calling for honesty and fairness, in order to avoid misinterpretation by the company's business partners.
- **Legality:** to comply with existing national and international laws and regulations; to establish or strengthen relationships only with those who are willing to adopt such principles. Avoid performing or participating in acts which, individually or collectively, could constitute conduct intimating any form of criminal act, particularly those envisaged in Legislative Decree 231/01 and subsequent amendments and additions thereto.

Specific procedures were introduced to guarantee company ethics, which ensure that activities are protected and monitored, on the part of both Centro Porsche Padova and the Group Head, as part of a risk prevention and management policy. Every transaction or operation is recorded and authorised in such a way that it can be verified and justified by the person responsible. The procedures are supported by the Group and are monitored by the group head. Internally, Centro Porsche Padova guarantees that the procedures are followed by means of the Retail Internal Control System, (RICS). The RICS ensures the company is audited on a regular basis to verify the extent of alignment with the Parent Company's

directives. Through spot audits on compliance with internal procedures, carried out every quarter by independent auditors, all the main business activities are scrutinized, to detect any discrepancies with the Porsche guidelines.

Finally, with regard to the specific subject of anti-corruption, Centro Porsche Padova gives information regarding its policies and procedures to all those operating on behalf of the organisation: state bodies, employees and business partners. In order to strengthen its commitment towards the fight against corruption, Centro Porsche Padova organises training sessions aimed at both the governing bodies and the employees.

## 2.4. Organisational Innovation

Offering a competent professional service means striving continuously to bring internal skills up to date, as well as the processes adopted by the company, stimulating the skills and conduct of its employees and working associates.

For this reason, in keeping with directives given by the Parent Company, the centre has, over the years, pursued a policy based on incentivizing improvements in the internal procedures and processes adopted, setting up two projects that, with time, have now been consolidated:

- **Process Improvement Projects (PIP):** a project that attempts to render every type of operation carried out on a day-to-day basis more efficient, with the aim of reducing the workload borne by the various company departments and helping them become more productive;
- **Pioneering Bonus:** a bonus (also offered by Porsche Italia, Porsche Financial Services and Porsche Haus) that attempts to stimulate and revive the creativity of employees, who are incentivized to put forward projects that can help improve performance, by reducing costs, increasing revenues, enhancing contribution margins and improving the climate within the firm.

Having a set of procedures which is continuously revised also allows Centro Porsche Padova to improve business relationships with customers, who can rely on a company which satisfies their needs rapidly and precisely.

Organisational innovation means that Centro Porsche Padova can also set its sights on management models and systems that guarantee respect for the individual and the environment.

For these reasons, the **Health and Safety at Work Management System** and the **Environmental Management System** were implemented, with a view to providing the best possible conditions at places of work, in terms of professional, personal and environmental integrity.

More precisely, the Health and Safety at Work Management System aims to maintain the highest standards in reducing risks and accidents, guaranteeing high levels of efficiency and training on the subject.

The Environmental Management System, on the other hand, is based on a set of procedures that are aimed at making employees and working associates feel more responsible for the environmental impacts and risks linked to their work, with the use of increasingly safe and eco-friendly technologies and systems.







### 3. The Creation of Value

The sustainability of a business must be based on the capacity to create economic value for the organisation and the entire supply chain. In order to analyse the economic performance of Centro Porsche Padova, it is therefore essential to understand how profitable the Dealer's activities can be to the business, as well as all the stakeholders with whom it operates and comes into contact in the course of its working activities.

In 2016, the value generated by Centro Porsche Padova was 44 million Euros, increasing by 3.7% from the figure recorded in 2015.

Of this value, 1.9% was retained by the company in the form of profits (minus dividends), amortization, deferments, depreciation and appreciation.

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	ECONOMIC VALUE GENERATED AND DISTRIBUTED OVER THE THREE-YEAR PERIOD					
	2014		2015		2016	
	Thousandths of €	%	Thousandths of €	%	Thousandths of €	%
<b>Revenues</b>	36.815,8	100,0%	43.236,20	100,0%	44.856,80	100,0%
<b>Operating costs</b>	34.485,1	93,7%	40.458,50	93,6%	41.570,10	92,7%
<b>Employee wages and benefits</b>	1.567,1	4,3%	1.751,00	4,0%	1.980,60	4,4%
<b>Payments to providers of capital</b>	87,8	0,2%	64,30	0,1%	34,30	0,1%
<b>Payments to government</b>	208,3	0,6%	173,60	0,4%	358,90	0,8%
<b>Community investments</b>	34,5	0,1%	50,4	0,1%	56,3	0,1%
<b>Total economic value distributed</b>	<b>36.382,7</b>	<b>98,9%</b>	<b>42.497,8</b>	<b>98,2%</b>	<b>44.000,20 €</b>	<b>98,1%</b>
<b>Economic value retained</b>	<b>432,9</b>	<b>1,1%</b>	<b>738,4</b>	<b>1,8%</b>	<b>856,0</b>	<b>1,9%</b>

98.1% of the value generated was, on the other hand, distributed amongst the stakeholders of Centro Porsche Padova, as in previous years.

In particular, 92.7% of the value was paid as running costs, including Suppliers of goods and services; 4.4%, on the other hand, was distributed to employees as pay and remuneration for their

working services; 0.1% represents the return on investment in the form of interest; 0.1% went to the Community in the form of investments and donations; finally 0.8% of the value, amounting to 359 thousand Euros, was paid to the Public Administration and other Institutions, in the form of taxes and duties, significantly higher than in the previous year.





## 4. Customer Centricity

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**911:** The iconic Porsche 911 Carrera represents the quintessence of sports car performance, and has continued to inspire all supercar enthusiasts for more than 50 years, thanks to the unmistakable sound of the 6-cylinder boxer engine. The 911 Carrera is the jewel in the Porsche crown and since 2015 – the date on which the new 991 debuted at the Frankfurt Moto Show – has seen its engine radically renewed, the aspirated engine being replaced by a supercharged, twin-turbo model. The new 911 is available in both coupé and cabriolet version, featuring two and four-wheel drive and variable engine configurations. Apart from the classic Carrera model, the range in fact includes the S, GTS, Targa, Turbo, Turbo S and GT3 RS models with horsepower of up to 580 rpm. The latest version, constructed in a limited run, with manual transmission and a lighter structure, is the 911 R.

**Cayenne:** Presented to the public for the first time in 2002, Cayenne immediately proved an enormous success and currently represents a point of reference in the SUV segment. It is available in petrol, diesel and plug-in hybrid versions, with 6 and 8-cylinder engines, capable of generating up to 570 rpm. The Porsche Traction Management (PTM) built-in traction system, together with the 8-speed Tiptronic S automatic transmission, allow the Cayenne to tackle any type of terrain, at the same time guaranteeing the driving comfort and sports car performance that distinguish any Porsche vehicle.

**Macan:** Compact, concentrated, intense, yet powerful. These are the characteristics of the Macan, the medium-sized SUV from Porsche that is offered with both diesel and petrol V6 engine, with horsepower reaching 258 to 400 rpm. As well as the PTM intelligent integral traction system shared with the Cayenne, the sporting performance of the Macan is exalted by the Porsche Doppelkupplung (PDK) automatic 7-speed gear transmission, also fitted on the 911 Carrera, that guarantees gear shifts worthy of the finest sports car.



## The Products: The Cars Today and Yesterday

Porsche vehicles represent a point of reference for cars, sports cars, and more. Over the years, they have increasingly represented a guarantee of long-term reliability, safety and high performance. Proof of this lies in the fact that around 70% of the Porsche vehicles produced to date are still on the road all over the world. This translates into a wise use of resources, limited costs in daily use, product durability and maintaining of the purchase value. Centro Porsche Padova, as Dealer controlled by Porsche, represents the intermediary capable of providing its clientele with

professional support in the choice of vehicle most suited to his personality and his particular needs, thanks also to the full range of models offered at its head office, made up of both new and used vehicles.

Apart from the sale itself, the Centre offers services dedicated to the personalisation of the car and a maintenance and control service meeting the highest professional standards, in line with the standards of excellence characterising the Porsche brand.



**718 Boxster e Cayman:** With the new 718 Boxster and Cayman models, in the roadster and coupé versions respectively, the legend of the Fifties and Sixties goes on. The driving force is no longer the aspirated 6-cylinder model, but rather the new 4-cylinder turbo boxer engine, capable of guaranteeing horsepower of up to 350 rpm, and at the time notably reducing emissions and consumption. Compared with the earlier models, the new 718's boast a new and much more incisive design, a chassis with an even sportier arrangement and a set of new assistance systems to improve performance and comfort. The 718 Boxster and 718 Cayman models have been available on the market since 2016.

**Panamera:** Panamera is a luxury Porsche sedan whose two main strong points are its luxury and sporting features. Panamera seats 4 passengers comfortably and is driven by petrol, diesel or plug-in hybrid engines, with horsepower of up to 570 rpm. The Panamera offers two and four-wheel drive models and standard PDK 7-speed automatic transmission.

The high quality and professional approach characterising the service offered by Centro Porsche Padova are demonstrated by the results recorded also in 2016. Sales proved to be in line with the figures recorded the previous year, with a total of 600 cars sold, between new and used models.

These results make it clear that Centro Porsche Padova represents an important point of reference in the sale of Porsche cars and that, with the experience acquired in the sale and servicing of

motor cars is able to build up a strong bond of trust with its clientele.

The sale of used cars also indicates a constant and highly significant trend, bearing witness to the capacity of the brand to guarantee vehicles with quality features, capable of retaining their value over the years and demonstrating a relatively low rate of depreciation with the passing of time.

	AUTO VENDUTE											
	2014				2015				2016			
	New		Used		New		Used		New		Used	
Model	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
<b>911</b>	52	10,0	79	15,1	45	7,4	88	14,4	59	9,8	74	12,3
<b>Boxster</b>	7	1,3	7	1,3	7	1,1	19	3,1	7	1,2	9	1,5
<b>Cayman</b>	4	0,8	3	0,6	7	1,1	7	1,1	6	1,0	11	1,8
<b>Cayenne</b>	59	11,3	37	7,1	83	13,6	62	10,2	71	11,8	47	7,8
<b>Macan</b>	117	22,4	5	1,0	138	22,6	12	2,0	151	25,2	33	5,5
<b>Panamera</b>	35	6,7	38	7,3	17	2,8	24	3,9	8	1,3	24	4,0
<b>Other</b>	0	0,0	79	15,1	2	0,3	99	16,2	0	0,0	100	16,7
<b>Total</b>	<b>274</b>	<b>52,5</b>	<b>248</b>	<b>47,5</b>	<b>299</b>	<b>49,0</b>	<b>311</b>	<b>51,0</b>	<b>302</b>	<b>50,3</b>	<b>298</b>	<b>49,7</b>
<b>Total new and used</b>	<b>522</b>				<b>610</b>				<b>600</b>			

True to the Porsche tradition, Centro Porsche Padova also offers its customers Old Timer vehicles for sale, a rare opportunity for collectors and lovers of vintage cars. Every Porsche car embodies the tradition associated with the sports car world: these cars embrace the commitment

that the Zuffenhausen manufacturer has shown over its long history, that blend of "Porsche Heritage" and continuing technological innovation that makes the German enterprise a pioneer in the motor car industry.

In the world of motorsports, Porsche represents the car manufacturer which has won the greatest number of competitions over the last 60 years.

It in fact boasts 30,000 wins in the most important international events, including 18 victories in the 24 hours of Le Mans, 11 wins in the Targa Florio, 2 wins in the Paris Dakar, 22 successes in the 24 hours in Daytona.





## 4.2 Quality and Safety

The AG Group develops and applies state-of-the-art technological solutions, constantly committed to guaranteeing the quality and safety of its vehicles.

Centro Porsche Padova, in keeping with the objective of the Group as a whole, guarantees high assistance standards through its specialised workshop.

By means of a targeted program, Centro Porsche Padova carries out 30 controls on all its cars prior to delivery, in order to check that they are in perfect condition with regard to interiors, bodywork, electrical system, boot and underbody. The vehicle also undergoes a test drive to check the vehicle's performance on the road.

Even used cars undergo a careful preparatory process, with the "Porsche Approved" program that provides for 111 controls, carried out following a stringent procedure aimed at restoring the car to its original condition: checks are carried out on the exterior, tyres and rims, transmission system, engine compartment, interiors and fluids of all used vehicles up to 15 years old and up to 200,000 km.

All the controls are carried out following specific modules that

provide for an immediate warranty to be signed by specialised technicians and the workshop manager. The manager is also requested to perform a test drive before returning the vehicle, to check that there are no defects or anomalies on the road. Once checks and tests have been completed, the car is given an annual warranty, which can be extended for another year subject to payment. This warranty provides for 24-hour on-road assistance, every day of the year throughout Europe. The labour costs of any repairs and the materials used are paid by Porsche, up to a maximum amount equal to the value of the car itself.

Purchasing from Centro Porsche Padova also means "driving experience" and commitment to safety on the road: all Customers intending to perfect their skills are in fact offered the chance to learn improved driving techniques aboard Porsche vehicles, with the help of professional drivers from the Porsche Driving School. During sessions on the circuit, the vehicle's potential can be tested, in terms of performance and road holding, in total safety, and new technical concepts can be acquired that will also prove useful for everyday driving.



## 4.3 Sustainable Innovation: The Car of Tomorrow

Innovation for Porsche does not only mean technological evolution, but also the combination of high performance and increasing efficiency, with regard to both consumption and the reduction of CO<sub>2</sub> emissions produced by the vehicles.

Porsche is highly committed to the reduction of emissions from its motor cars, with the use of hybrid power technologies and Centro Porsche Padova assists the customer by providing him with full, comprehensive information on the car's most recent features and in particular the "hybrid projects". From the very first time a customer comes into contact with the seller, he is in fact given access to information relating to e-mobility and car models

that feature this arrangement (Cayenne S E-Hybrid, Panamera S E-Hybrid and 918 Spyder): vehicles driven by an electric engine unit powered by a high voltage battery (brake energy recovery system), coupled with a combustion engine. This is the Porsche technology that accompanies the car into the future towards increasingly eco-friendly models, with a reduction of around 63% in CO<sub>2</sub> emissions per kilometre run<sup>1</sup>, yet at the same time maintaining unaltered (and even improving) performance levels. The target for 2020 is the construction of a purely electric car, currently the heart of the Mission-E project in which Porsche has invested around 1 billion Euros.

<sup>1</sup> Source: study carried out by Centro Porsche Padova based on ministerial data



The development of the 991 Carrera model from 1963 to the present day is illustrative of the approach Porsche has taken towards the sustainability of its vehicles. The introduction of integrated traction and the aluminium chassis, the replacement of the air-cooled system with a liquid alternative, and the dual turbine engine are just a few innovative solutions which have improved the sporting and environmental performance over the years: from its introduction up to the present day, the CO<sub>2</sub> emissions of the iconic 911 have been reduced by more than 37, against a threefold increment in the engine power output (information on the CO<sub>2</sub> emissions of the 911 Carrera are available in illustrative material for the product, starting with the 997 Model).

Appraisal of CO<sub>2</sub> emission reductions on the cayenne s-e hybrid and panamera s-e hybrid, compared to the petrol engine model for both vehicles

	Consumption of the petrol engine model (km/l)	Combined consumption of the hybrid model (km/l)	Consumption in electric (kWh/100 km)	Emissions of the petrol engine model [g/km]	Emissions of the hybrid model [g/km]	% reduction in CO <sub>2</sub> emissions (g/km)
<b>Cayenne S E-Hybrid</b>	10,9	29,4	20,8	215	79	-63,2%
<b>Panamera S E-Hybrid</b>	11,8	32,3	16,2	196	71	-63, 5%

Another field in which Porsche is involved is connectivity: cars are destined to become mobile platforms which are able to communicate in an increasingly integrated way with the driver and the other devices. With this in mind, Porsche set up Porsche Communication Management (PCM), the latest generation of infotainment system, installed on the most recently manufactured vehicles, that provides for a 7-inch screen capable of communicating with the driver by means of a series of devices. With the Porsche Car Connect, statistical data can be viewed relating to the journey, the conditions of the vehicle, the opening/closing of windows or doors. In the event that the car is stolen, notification is sent to the cell phone giving the position of the vehicle, or when an accident occurs, a signal is given to the operating headquarters that then communicates the state of the vehicle and its position. The Connect Plus module enhances navigation with real-time

traffic information or points of interest that can be searched online.

Centro Porsche Padova strives to increase the awareness and diffusion of these new solutions and the features of its vehicles amongst Porsche customers. In fact, the customer is not always able to comprehend the full potential and utilise the functions offered by his car: Centro Porsche Padova intends to contribute towards a more user-friendly and stress-free transition to increasingly sustainable, associated and innovative forms of mobility.

The "Second Delivery" service has been launched to contribute to this challenge: within around a week of delivery of the car, the sales consultants ask customers to return to the showroom and provide them with all the information need to understand the technical aspects and the different ways to use the connectivity elements of the car better.



## 4.4 Customer Service

The journey in the Porsche world starts on entering the dealership for the first time. Centro Porsche Padova wants to accompany people step by step on this journey, from the initial welcome to after-sales assistance, in order to contribute to the creation of a vaster Porsche Community.

The company is in fact one of the four **Exclusive Manufaktur Partners of Italy**, that is a centre for the customisation of Porsche vehicles, where they can be given a touch of exclusivity thanks to the combination of the fine quality materials used. The sales consultants at Centro Porsche Padova are able to satisfy any demand from the customer for customisation, by suggesting the best solutions in terms of exclusive options which make the car a one-off model, with evident advantages in terms of maintaining the value in the long term.

The attention given to the customer has also given rise, over the years, to a series of actions geared to improvement, from measures taken upon the customer's initial welcome to the handling of the working relationship. Centro Porsche Padova created the Customer Contact Team (CCT) in 2014, in which the sales and after-sales staff share information about customers and work together to provide a service which is more organized and focused on their needs.

In 2015, efforts were made to improve the initial welcome, thanks to changes made to the organisation of the reception at the Centre, that provided for a more important role as touch point, not only when the customer is contacted for the first time – either in person or by phone – but also in the support he is given when searching for information and the handing of any test drives and appointments with sales consultants. This applies to the workshop too, where the adoption of a new concierge is aimed at further boosting the relationship with the customer, in the pursuit of courtesy and quality in the service provided.

In 2016 the **fitting lounge** was also inaugurated, a new service with which customers of Centro Porsche Padova are given the opportunity to personalise their vehicles, directly at the Dealer's premises.

The professional standards offered by the after-sales assistance team is a strong point of Centro Porsche Padova. Every aspect of the handling of the car following purchase – from servicing to shopping for Porsche merchandising articles – is dealt with by the assistance and servicing area that employs around 20 people. The car servicing and care and repair stages are performed by qualified professionals and experts, able to find the most appropriate solution to any need. The services offered benefit from skill and expertise, with the use of original spare parts so that Customers can be assured maximum comfort during every day driving throughout the car's working life. At the dealership, the customers can also purchase additional warranties such as the 9+ Warranty, dedicated to 911 (996) and Boxster models (986) between 9 and 13 years old, with a mileage lower than 200,000 km. Through the Porsche Assistance mobility services -available for all cars which are covered by the warranty- a 24-hour, all-year-round assistance service is provided throughout Europe and for travelling difficulties encountered.

To keep a closer eye on the customer, staff in the after-sales area are ready, whenever the damage to the car is particularly serious, to come out to where the vehicle has been left in order to assess the conditions personally and propose any repairs necessary. If the work to be carried out requires an official Porsche spare part, the customer can count on the readiness of the staff at Centro Porsche Padova who undertake to keep him informed of any delays in delivery or variations in prices.

Centro Porsche Padova also dedicates special attention to initiatives intended for potential owners and customers, selecting and proposing events that are able to convey the love of driving that prompts a customer to purchase a Porsche car. The range of events mirrors the willingness of Centro Porsche Padova to provide customers with experiences which are exclusive and consistent with a dynamic and sporty lifestyle. More than 15 events were organized during 2016, usually in collaboration with other business partners, in the pursuit of enjoyment and sharing of the passion for the brand.

### The events organised by Centro Porsche Padova for the Porsche Community in 2016 included:

**WinteRace:** reaching its fourth edition, the vintage car trial race is an event organised in Cortina d'Ampezzo sponsored by Centro Porsche Padova, at which the first Porsche WinteRace was presented, followed by a number of test drives.

**Adria Raceway:** day spent at the Adria race track dedicated to the new 911 in collaboration with other Porsche centres, when sessions could also be arranged for the presentation of Porsche Connect and vehicles could be put on show.

**Imola Raceway:** day spent at the Imola race track dedicated to the new 911 in collaboration with other Porsche centres, when sessions could also be arranged for the presentation of Porsche Connect and vehicles could be put on show.

**Spring Street Check:** day dedicated to a free inspection of Customers' vehicles, during which test drives were also organised.

**Technical Night:** evening dedicated to the representation of the new Turbo and Porsche Connect drive systems.

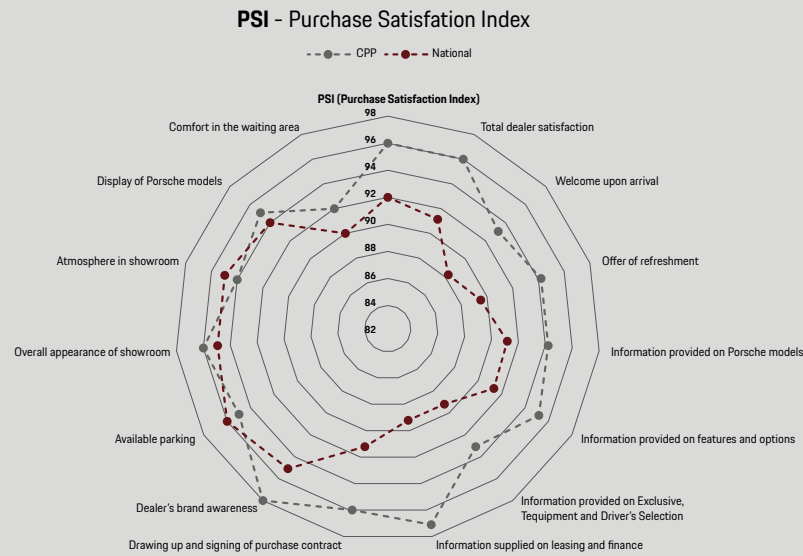
**"Dedicated to Her. Porsche Cayenne Diesel":** day dedicated to the Cayenne, when vehicles were tested in light on and off road conditions. Once the tests were completed, the Customers were able to take part in a wine-tasting accompanied by typical local products (from the region of Veneto).

**Exclusive Night:** evening at the Palazzo Ca' Vendramin Calergi (Venice) dedicated to the Exclusive and the presentation of the new 911 Targa 4s Exclusive Design Edition, in collaboration with the Exclusive department at Porsche AG.

## 4.5 Customer satisfaction

The quality of the service offered is constantly monitored by the Dealer, through customer satisfaction analysis. The experience of every customer is recorded every time the customer purchases a vehicle or requests after-sales assistance: he is in fact asked to fill in a questionnaire in order to establish his perception of the service received and thereby assess the performance provided and pinpoint any measures that should be taken to achieve an improvement. The questionnaire is made up of 36 multiple choice questions, in response to which the customer's degree of satisfaction must be expressed on a scale from 1 (very satisfied) to 5 (not at all satisfied). Each reply is of varying importance and is processed for the purpose of weighing the evaluation and determining, as accurately as

possible, the customer's degree of satisfaction. Applying the **Purchasing Satisfaction Index (PSI)** the ability to provide the customer with information is therefore assessed, as well as the relationship while the purchase contract is being finalised and when it is signed and other aspects linked to the Dealer (comfort, display of the models, degree of recognition, atmosphere). To assess after-sales assistance, on the other hand, the **After-sales Satisfaction Index (ASI)** is applied. In 2016, comparing the data collected by Centro Porsche Padova with the national average figures relating to other dealers, the PSI recorded by the Centre reached a figure of 96% satisfaction, that is, 4 points more than the national average (of 92 points).



Observing the trend in the levels of satisfaction recorded from one month to the next for the services offered by Centro Porsche Padova, it is also noted that in 2016 there was a constant and particularly positive trend, the result of the Centre's commitment and dedication to its Customers.

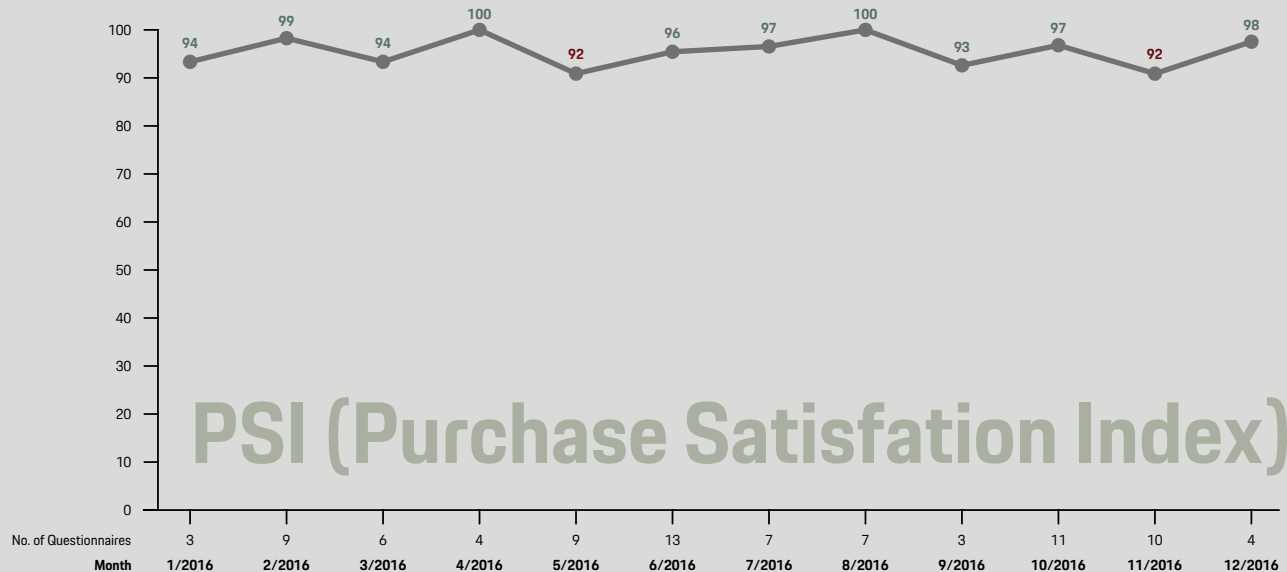
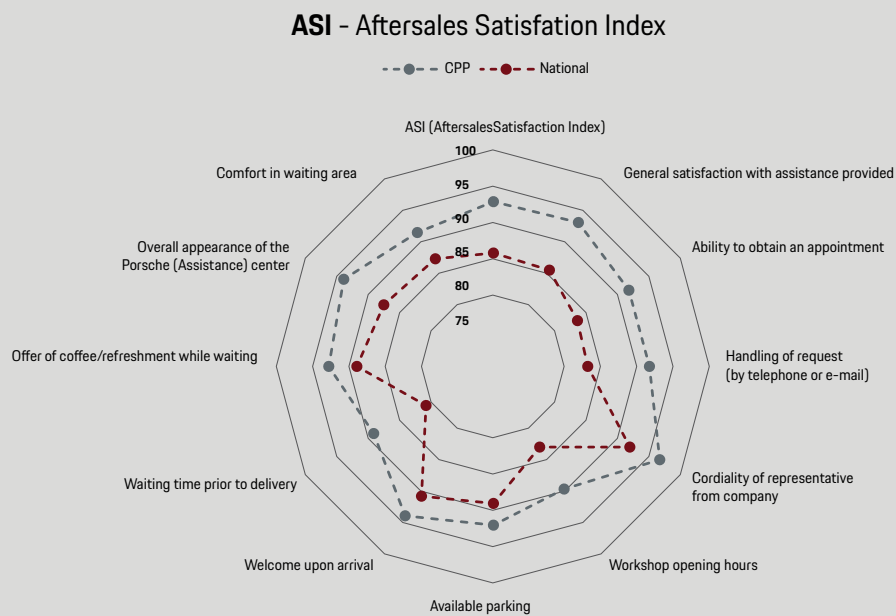


Figure 6 – Trend in Purchase Satisfaction Index recorded by Centro Porsche Padova in 2016

The ASI index confirms the high quality level also recorded by after-sales assistance, with 94 points obtained by the Dealer as opposed to the national standard of 88 points.



During the course of the year, the recorded level of satisfaction with after-sales assistance offered by Centro Porsche Padova was also fairly high, underlining the fact that the services are greatly appreciated by the Customers, including the attention paid to the servicing of the vehicles during the subsequent purchasing stage.

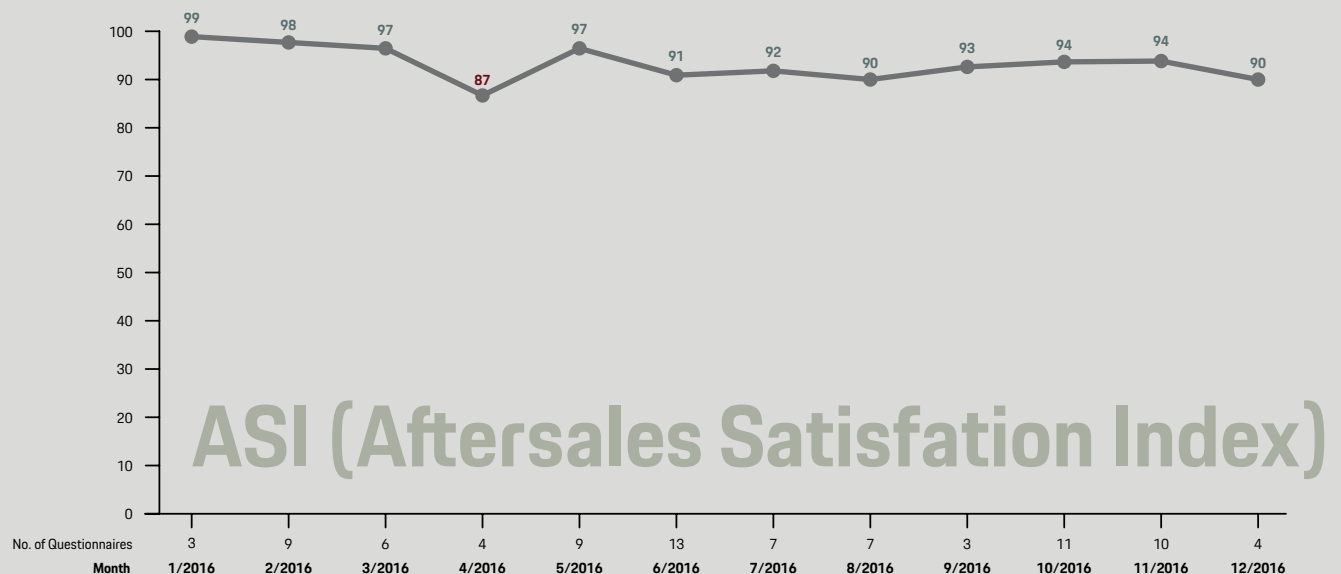


Figure 7 - Aftersales Satisfaction Index

4.6    **Reliable and Transparent Communication**

Transparency is one of the cornerstones of the product information issued by Porsche AG for each Porsche model. All the Porsche models sold are always accompanied by documentation containing information necessary for the correct, safe use of the vehicle, as well as that relating to its characteristics, including any impacts on health or the environment that could result from failure to comply with the operating and maintenance rules recommended by the Parent Company.

Centro Porsche Padova has always recognised the importance of correct, transparent communication with its Customers, a fundamental value when building up the trust on which all relations between seller and customer are based, not only for the success

of negotiations, but also to put stakeholders in a position in which they can make informed assessments and choices.

The sales consultants are expected to share all the information they possess with customers openly and transparently, both during the sale phase and after purchase of the traded-in cars. This also applies when determining the purchase value of used vehicles: the Head of the Used Cars department deals personally with prompt assessments of the cars, explaining to the customer the entire process followed to reach the quoted price.

In after sales, staff provides customers with the information they need to keep track of their order.

Inclusion of sustainability factors in the information supplied regarding the product	2014	2015	2016
Sourcing of product or service components	100%	100%	100%
Product content, particularly with regard to substances that might produce an environmental / social impact	100%	100%	100%
Instructions on safe use of the product	100%	100%	100%
Disposal of the product and environmental/social impact	100%	100%	100%



# 5. The People at Centro Porsche Padova

## 5.1 Profile of the Employees and Working Associates

The real driving force behind Centro Porsche Padova are the people who work there, with their professionalism, skills and passion in the work they do. It is self-employed working associates who, committed from one day to the next, guarantee the excellence and quality standards characterising the service offered.

During the last year, the workforce at Centro Porsche Padova was 33, made up of employees and agents.

A detailed examination reveals that, over the three-year period, the workforce remained fairly stable and turnover was very low (in 2016 one new entry was not matched by any recorded departures from the firm).

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POSITION	WORK FORCE BROKEN DOWN ACCORDING TO GENDER AND POSITION					
	2014		2015		2016	
	U	D	U	D	U	D
Executives		1		1		1
Managers	4		3		4	
Employees	4	7	4	7	3	8
Operatives	11		11		11	
Total per gender	19	8	18	8	18	9
<b>TOTAL</b>	<b>27</b>		<b>26</b>		<b>27</b>	
<b>AGENTS</b>	<b>4</b>		<b>4</b>		<b>6</b>	

The table set out below gives a breakdown of employees in 2016 according to age.

	BREAKDOWN OF EMPLOYEES ACCORDING TO GENDER AND AGE IN 2016					
	U			D		
POSITION	< 30	30-50	> 50	< 30	30-50	> 50
Executives						1
Managers		4				
Employees		2	1	1	3	4
Operatives		5	6			
Total per gender	18			9		
TOTAL	27					

All the employees at Centro Porsche Padova are engaged on the basis of the Collective Agreement applying to the Tertiary and Service Distribution sector.

Centro Porsche Padova provides a free canteen for the benefit of its personnel, health cover (INAIL- Italian Workers' Compensation Authority) and training funded through Unindustria.

Also this year, Centro Porsche Padova continued to be involved in the We are Porsche program, that puts together benefits and schemes created for staff's free time by Porsche Italia: an exclusive offer of Porsche products and travel, fitness, health and beauty, household car and motorbike solutions, made available by connecting up to the dedicated portal, which is kept constantly up-to-date.

In addition to employees and agents, the Dealer also benefitted

from the services of other workers in 2016, through 1 staff leasing contract and 6 work placements. The latter represent the principle means by which Centro Porsche Padova expresses its commitment towards youngsters. This policy is considered extremely important as it guarantees that new skills, more closely linked to digital operations and new technologies, are introduced, with the aim of improving and expanding the services offered as a whole by the Dealer to its Customers.

At the same time, it is an expression of the Dealer's active concern in sustaining the employment of youngsters: in fact, over the last two years, the Centre took on eleven youngsters under 30 years of age on work placement, of whom 6 were later employed and 5, thanks to the working experience gained at Centro Porsche Padova, subsequently found employment.



## 5.2 Health and Safety at Work

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In order to guarantee high occupational environmental and health standards in the working environment and to minimise risks connected with personal health and safety, Centro Porsche Padova has, since the end of 2011, adopted a **Health and Safety at Work Management System** in keeping with UNI-INAIL guidelines. Under this System, all responsibilities and operational procedures are detailed to protect all aspects related to workers' health and safety and to limit the risks linked with performance of company corporate activities over time.

Centro Porsche Padova pays a great deal of attention to working tasks considered to be at greater risk, that is, those performed by staff working on the factory floor, implementing tools and

materials that are not harmful to the health and wellbeing of its employees and that have a lesser impact on the environment; for these reasons, in 2015, for example, the company started using natural enzymes in the systems operated to clean vehicle upholstery. Also with an eye to the future, by 2017, the Dealer has planned to make improvements to the workshop, by introducing modern air-conditioning plants to make the working conditions more comfortable for its technicians.

Over the last few years, the number of accidents has dropped considerably, reflecting the efforts made to safeguard workers' health and safety through a series of important measures.

SAFETY INDEX	2014	2015	2016
Injuries - men	1	0	0
Injuries - women	1	0	1
<b>Total accidents</b>	<b>2</b>	<b>0</b>	<b>1</b>
Injury frequency rate (IR)	9,5	0	5
Lost work days frequency rate (LDR)	156,9	0	0
Absenteeism rate (AR) due to accidents and sickness	470,2	476,5	498,0



## 5.3 The Importance of Training

Centro Porsche Padova firmly believes in the value of its people and invests in improving their professionalism and skills. Training is an essential element for business growth and in ensuring the excellence of the services provided to customers.

Centro Porsche Padova and Porsche Italia have therefore

created and shared a training program –administered by **Porsche Academy**, the division of Porsche Italia which deals with development of collaborators' skills – which is adapted to the different business roles and provides retraining based on development of the vehicles.

In addition to the training envisaged by safety and environmental legislation (fire-fighting and first aid), the course also covers:

- training courses on new products in terms of safety equipment, performance levels, consumption efficiency and equipment;
- courses directed at reinforcing soft skills;
- English language and company software courses, at both basic and advanced levels;
- Management courses for managerial staff.

Training sessions may be held online or in the classroom and compulsory tests must be taken at the end of every course to assess the skills acquired and the progress being made by those taking part.

Emphasis is placed on the training and development of the skills of sales consultancy staff, who undergo an interview-based selection process that immediately puts their knowledge to the test. They may be called to the Porsche AG general headquarters to take part in an **"Introduction to Porsche"**, aimed at strengthening their knowledge of Porsche products and services.

In order to maintain the status of Porsche sales consultant, they and the acceptance testers must obtain and periodically renew a **three-year certification**, which is subject to assessment by both internal and external consultants.

The ability to trade is an essential requisite for after-sales employees too and their product training has increased accordingly.

All the mechanics at Centro Porsche Padova must also obtain mandatory certification, which is divided into three levels: bronze, silver and gold. To achieve the first level, a number of training and refresher courses must be attended. To reach the gold level, a mechanic must attend a Customer Communication course, as well as a High Voltage Technology course: these two training courses clarify aspects linked, respectively, to communication with the clientele and technology based on the high voltage batteries fitted on the hybrid Porsche models. The overall length of the certification is three years, after which it is repeated, to confirm or raise the level.

Technical Certifications at Centro Porsche Padova	2016
BRONZE	2
SILVER	4
<b>GOLD</b>	<b>2</b>

The total number of hours training provided in 2016 was 1,667, increasing from 2015. The number of training hours are indicated in the table set out below, broken down according to professional category, and then gender.

HOURS OF TRAINING SUPPLIED	2014		2015		2016	
	M	F	M	F	M	F
Executives	0	55	0	104	8	150
Managers	192	0	198	0	72	0
Employees	246	431	175	408	392	117
Operatives	725	0	639	0	880	0
Project workers/Work placement	0	0	0	0	16	32
<b>Total hours per gender</b>	<b>1.163</b>	<b>486</b>	<b>1.012</b>	<b>512</b>	<b>1.368</b>	<b>299</b>
<b>Total hours training</b>	<b>1.649</b>		<b>1.524</b>		<b>1.667</b>	

## 5.4 Employee care

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Commitment, professionalism and collaboration are three issues of fundamental importance at Centro Porsche Padova in the creation of a harmonious working atmosphere and the building-up of solid relationships, the cornerstones that sustain the quality and excellence of the service provided.

Encouraging a cooperative working environment is what allows people to feel part of a team, an aspect to which the business is committed in its pursuit of concrete results.

Over the last few years, Centro Porsche Padova has started to monitor staff satisfaction, attention to involving all working associates in activities aimed at increasing their sense of belonging. On 8 and 9 July 2016, the **"Road to Awareness"**, a two-day event organised in the Chianti area, in Civita di Bagnoregio, and aimed at sharing "team building" experiences amongst engines, passions and moments shared in a convivial and healthy atmosphere. With the help of Paolo Crepet, the topic "Awareness of one's own role in dealings with the Brand one represents and in the working group of which one forms an integral part" was examined.

In 2016, Centro Porsche Padova also carried out a climate survey in order to monitor the level of satisfaction felt by its employees with various aspects linked to their work, namely:

- Porsche Business Excellence (PBE) Programmes as an application of the knowledge and expertise that the employees have acquired; this is an analysis platform through which the market potential of dealers can be analysed and developed, upholding the central role played by the customer in increasing profitability, and adopting a series of tools prepared by the parent company.
- Commitment to the organisation.
- Team climate.
- Team work and leadership, including the handling of activities, interpersonal relations, the handling of change and management of resources.
- Development culture in terms of feedback, training and handling failure.
- The employee's situation, as an assessment of factors such as workload, safety, trust in the organisation and the need for support.
- Customer satisfaction.

As shown in the figure, employees express a generally good level of satisfaction, with some cases where a high degree of approval was apparent with regard to commitment to the organisation, the PBE Programme and Development Culture.

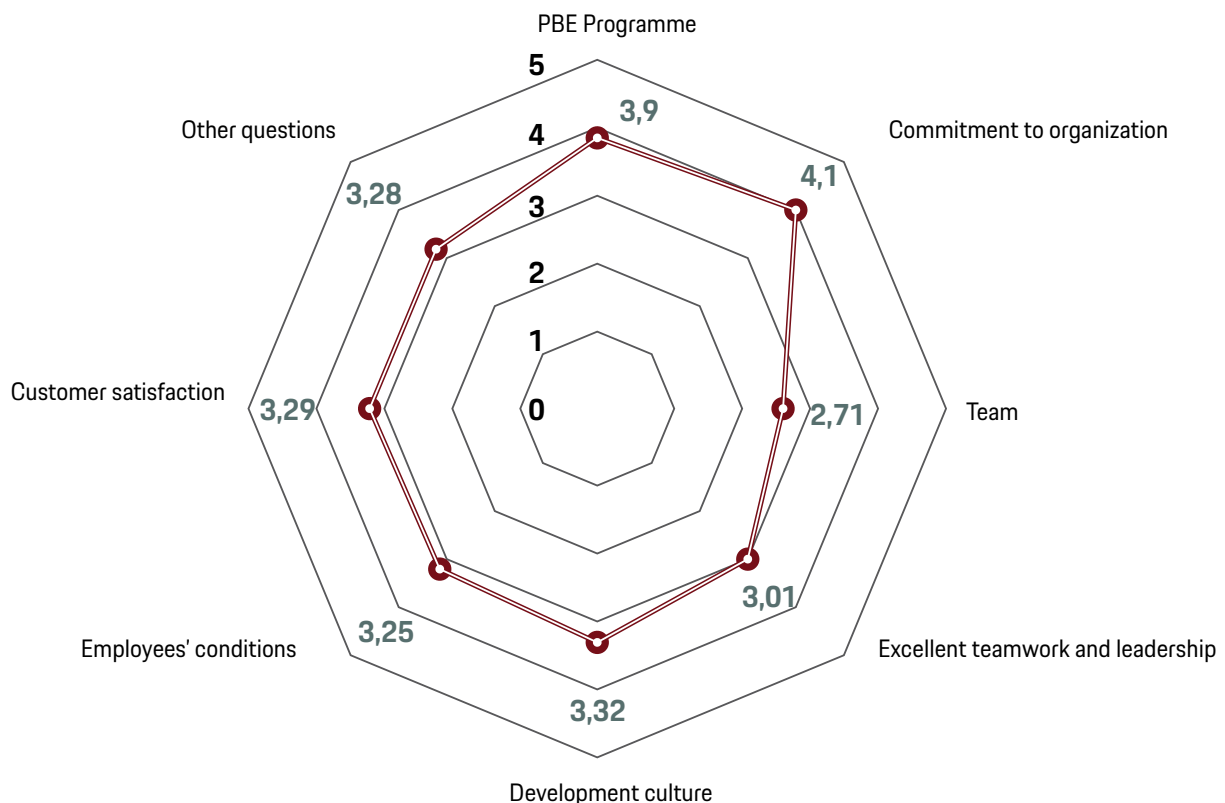


Figure 11 – Results of survey on company climate 2016

## 6. The Environment and the Company's Dealings Locally

### 6.1 Suppliers of Centro Porsche Padova

The supply chain serving Centro Porsche Padova does not consist solely of the primary supply of vehicles, equipment (accessories) and spare parts for the servicing of cars. As direct dealer for Centro Porsche Italia and Porsche AG, Centro Porsche Padova therefore purchases most of these supplies from the parent company. As far as services backing up the dealer's in-house management and activities, such as cleaning, stationery, office maintenance and professional consultancy services, are concerned, these are contracted out to local or national suppliers. In the choice of its suppliers, Centro Porsche Padova guarantees impartiality and fairness, undertaking to favour local businesses, with the intention

of contributing towards the creation of value in the area in which the dealer operates.

The principles laid down by the Dealer's Code of Ethics are extended to all the suppliers of Centro Porsche Padova, who are obliged to respect them and to act in accordance with safety regulations, if they wish to obtain the pre-qualification necessary to work with the company.

In 2016 the total number of suppliers stood at 105 with a purchasing volume of 777 thousand Euros, of which 26% of supplies originated from local suppliers based all over the region of Veneto.

Supplier Trend	2014	2015	2016
Number of suppliers	103	110	105
Overall cost of supplies	678.000	714.000	777.000
Cost of local supplies	176.000	185.000	202.000
% of cost represented by local supplies	26,0%	25,9%	26,0%

### 6.2 Direct Environmental Liability

Centro Porsche Padova focuses at all times on minimising the impact its activities have on the environment, first complying with relevant legislation and then conducting its activities perfectly in keeping with the environmental sustainability philosophy promoted and sustained by the Porsche group.

In 2014, the dealer set up an Environment Management System (EMS) conforming to ISO Standard 14001:2004, with the aim of minimising the impacts and risks connected with its activities. The Environment Management System provides a series of procedures whose objective is to:

- identify and assign specific tasks regarding the management of environmental impacts associated with the activities conducted by the company;
- ensure that all employees are aware of their individual responsibilities, at the same time supplying information useful for the monitoring of the results obtained;
- promote an environmental sustainability culture amongst all the organisation's stakeholders;
- assess the environmental risks associated with new processes and modifications to existing systems;
- obtain technologies useful to reducing environmental impacts caused by the construction, use and disposal of motor vehicles.

The measures taken over the last few years, in keeping with the EMS principles, saw Centro Porsche Padova involved in the restructuring of lighting, plumbing and heating systems, with the result that energy consumption and associated costs were cut and the levels of comfort in the working improvement were improved.





## 6.3 Relations with the Community

The Community is a fundamental point of reference for Centro Porsche Padova, which is constantly committed to the organisation of activities in the area, from events of a cultural nature to charitable and awareness initiatives, particularly on social themes and topics relating to sustainable mobility.

In 2016 the Centre took part in a number of fund-raising events, one in collaboration with the Padova-based "Onlus" (socially useful NPO) **Team for children** in Golf della Montecchia (PD), and the other with the **Onlus Piccoli Sorrisi** NPO in favour of the paediatric ward at the hospital of Adria.

The Dealer also sponsored the **Triveneto Traumatology Congress**, a specialised medical convention; the fund-raising event **Car & Golf** organised by a group of entrepreneurs for social solidarity goals; the **European Sustainable Mobility Day**, when hybrid Porsche models were presented and the brand's growing commitment to environmental sustainability was illustrated.

A number of events dedicated to Customers were also organised:

- **Spring Street Check**, a day dedicated to free car checks;
- **Road to Happiness**, a two-day event held in Civita di Bagnoregio (VT) during which a conference was held by Dr. Paolo Crepet of the topic of happiness;
- **Technical Night** when all the Customers were presented with the new hybrid technologies promoted by Porsche.

Centro Porsche Padova has also played an active role over the years alongside Porsche Italia in the organisation of important cultural events (Porsche Jazz Festival and theatrical shows with the Verdi theatre) and still actively devotes time to taking part in the brand's social life in the local area in which it operates.

Pursuing the approach already taken, Centro Porsche Padova intends to continue, also in 2017, to hold events dedicated to its Customers and for the benefit of the local community, convinced that relations are fundamental if integration and awareness are to increase and a contribution is therefore to be made through its business activities, and, at the same time, its own social actions are to lead to social and environmental development.

Commitment to the local territory by Centro Porsche Padova is demonstrated by its support for young local talent. For this reason, Centro Porsche Padova has worked with the Management Department at the Ca' Foscari University in Venice for several years, promoting an annual scholarship for the drawing up of a Master's thesis and of the Sustainability Report. In addition, the Dealer takes on young interns at its head office so that they can gain useful experience and consolidate their knowledge, as well as increase their chances of career success, both with the Porsche system and that of other businesses in the area.



## Correlation Table GRI-G4

The correlation table set out below refers to the In Accordance-core option, as envisaged in the Guidelines GRI-G4. For the year 2016, Centro Porsche Padova did not provide for external assurance.

GENERAL STANDARD DISCLOSURE				
Indicator	Description	Chapter/paragraph	Page	Notes
Strategy and Analysis				
<b>G4-1</b>	Declaration on the part of the company heads regarding the importance of sustainability to the Organisation	Letter to the stakeholders The path to sustainability	5; 7	
Organisation profile				
<b>G4-3</b>	Name of the organization.		14	
<b>G4-4</b>	Primary brands, products, and/or services		21-22	
<b>G4-5</b>	Head office		14	Corso Stati Uniti, 35 35127 Padova
<b>G4-6</b>	Number of countries in which the organisation operates		14	
<b>G4-7</b>	Shareholding structure and legal status of company		14	
<b>G4-8</b>	Markets served (including a breakdown according to geographical area, sectors served and type of Customers).		14	
<b>G4-9</b>	Size of the organisation		15; 19; 29	
<b>G4-10</b>	Characteristics of the workforce broken down according to gender and on the basis of type of contract, length of service and geographical area.		29	
<b>G4-11</b>	Employees covered by collective labour agreements		29	
<b>G4-12</b>	Description of the supply chain		33	
<b>G4-13</b>	Significant changes relating to the organisation's size, structure, ownership or supply chain occurring during the period covered by the report			None
<b>G4-14</b>	Precautionary approach to risk management			The principle has not been formally dealt with, given the limited environmental impacts of the organization
<b>G4-15</b>	Adoption of external codes and principles in an economic, social and environmental context			None
<b>G4-16</b>	Membership of national or international trade associations or advocacy establishments in which the organisation: assumes roles in the governance bodies; takes part in projects and committees; supplies substantial funds which go beyond the routine duties envisaged for membership; sees membership as strategic.			None

Indicator	Description	Chapter/paragraph	Page	Notes
<b>Pinpointing material factors and perimeter</b>				
<b>G4-17</b>	List all the bodies included in the consolidated financial statement drawn up by the organisation or equivalent documents.	The sustainability objectives of Centro Porsche Padova	7-8	
<b>G4-18</b>	Explanation of the process to define the contents of the financial statement and the manner in which the organisation has implemented the related reporting principles	The path to sustainability	7-11	
<b>G4-19</b>	Material aspects identified when defining contents	Materiality analysis	10-12	
<b>G4-20</b>	Material aspects within the organisation	Materiality analysis	13	
<b>G4-21</b>	Material aspects outside the organisation	Materiality analysis	13	
<b>G4-22</b>	Explanation of the effects of any modification to the information included in previous reports and the relevant grounds			None
<b>G4-23</b>	Significant changes in terms of objectives and perimeters compared with previous financial statement			None
<b>Involvement of stakeholders</b>				
<b>G4-24</b>	List of stakeholders involved by the organization	Dialogue with the stakeholders	9	
<b>G4-25</b>	Principles for identification and selection of principle stakeholders to be involved	Methodological references Dialogue with the stakeholders	8; 9	
<b>G4-26</b>	Approach to involvement of stakeholders	Dialogue with the stakeholders Materiality analysis	9; 10	
<b>G4-27</b>	Key factors emerging from involvement of stakeholders	Materiality analysis	12	
<b>Report profile</b>				
<b>G4-28</b>	Reporting period	Methodological references	9	
<b>G4-29</b>	Publication date of previous report			June 2016
<b>G4-30</b>	Reporting frequency	Letter to the stakeholders Methodological references	5; 9	Annual
<b>G4-31</b>	Useful contacts and addresses for information on the Sustainability Report and its contents	Methodological references	9	
<b>G4-32</b>	Index of GRI contents and indication of the option "In accordance"	Methodological references Correlation table GRI-G4	8; 35	
<b>G4-33</b>	Policies of the organisation and current practice adopted to seek external guarantee for the report (assurance).	Methodological references Correlation table GRI-G4	9; 35	
<b>Governance</b>				
<b>G4-34</b>	Governance structure, including committees answerable to the highest supervisory body	The world of Porsche Centro Porsche Padova Governance	14-15	
<b>Ethics and integrity</b>				
<b>G4-56</b>	Values, principles, standards and rules of conduct applying to the organisation	Centro Porsche Padova Fairness and respect for the rules	14; 16	

SPECIFIC STANDARD DISCLOSURE				
Indicator	Description	Chapter/paragraph	Page	Notes
Economic Performance				
<b>G4-DMA</b>	Informative notice on the managing approach taken by the management	The creation of value	19	
<b>G4-EC1</b>	Economic Value generated and distributed	The creation of value	19	
Supply procedures				
<b>G4-DMA</b>	Informative notice on the managing approach taken by the management	The suppliers of Centro Porsche Padova	33	
<b>G4-EC9</b>	Policies, procedures and percentage of costs attributable to local suppliers in relation to the most significant operating offices	The suppliers of Centro Porsche Padova	33	
Environmental performance				
Products and Services				
<b>G4-DMA</b>	Informative notice on the managing approach taken by the management	Sustainable innovation: the cars of tomorrow	23	
<b>G4-EN27</b>	Measures taken to mitigate the environmental impacts of the products and services offered	Sustainable innovation: the cars of tomorrow	23-24	
Social performance				
Appropriate working procedures and conditions				
Employment				
<b>G4-DMA</b>	Informative notice on the managing approach taken by the management	The people at Centro Porsche Padova	29-32	
<b>G4-LA1</b>	Total number and rate of new engagements and employee turnover by age group, gender and geographic area	Profile of the employees and collaborators	29	
<b>G4-LA2</b>	Benefits for full-time employees and benefits not envisaged for employees with temporary part-time contracts	Profile of the employees and collaborators	29	
Health and safety				
<b>G4-DMA</b>	Informative notice on the managing approach taken by the management	Health and safety at work	30	
<b>G4-LA6</b>	Type of accident, accident rate, work-related illness, working days lost and absenteeism and number of work-related fatal accidents broken down according to region and gender	Health and safety at work	30	
Training and Education				
<b>G4-DMA</b>	Informative notice on the managing approach taken by the management	The importance of training	31	
<b>G4-LA9</b>	Average number of hours training a year per employee, broken down according to gender and category of worker	The importance of training	31	
<b>G4-LA10</b>	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	The importance of training	31	

Indicator	Description	Chapter/paragraph	Page	Notes
<b>Society</b>				
<b>Anti-corruption</b>				
<b>G4-DMA</b>	Informative notice on the managing approach taken by the management	Fairness and respect for the rules	16	
<b>G4-S04</b>	Notification of employee anti-corruption policies and training	Fairness and respect for the rules	16	
<b>Product liability</b>				
<b>Health and Safety of the Customers</b>				
<b>G4-DMA</b>	Informative notice on the managing approach taken by the management	Quality control and safety	23	
<b>G4-PR1</b>	Percentage of significant products and services for which the impacts on health and safety have improved	Quality control and safety	23	
<b>EtLabelling of the products and services</b>				
<b>G4-DMA</b>	Informative notice on the managing approach taken by the management	Reliable and transparent communication	28	
<b>G4-PR3</b>	Type of information regarding products and services covered by the information and labelling procedure and percentage of significant categories of products and services subject to these requisites	Reliable and transparent communication	28	
<b>G4-PR5</b>	Results of surveys to gauge customer satisfaction	Customer Satisfaction	26-27	

## Emission and Consumption Information.

The emission and consumption information shown was collected as part of the legally prescribed NEDC (New European Driving Cycle) and reflects the values determined on the test stand.

Model	Output (kW) <sup>3)</sup>	Output (hp) <sup>3)</sup>	Fuel consumption urban areas (l/100 km)	Fuel consumption Non-urban areas (l/100 km)	Fuel consumption combined <sup>1)</sup> (l/100 km)	CO <sub>2</sub> emissions combined <sup>1)</sup> (g/km)	Energy efficiency class	Emission standard
718 Boxster PDK	220	300	9.0	5.7	6.9	158	D	EU6
718 Boxster S PDK	257	350	9.5	6.0	7.3	167	E	EU6
Cayman PDK (+Black Edition)	202	275	10.9	6.2	7.9	183	F	EU6
Cayman S PDK	239	325	11.4	6.3	8.2	190	F	EU6
Cayman GTS PDK	250	340	11.4	6.3	8.2	190	F	EU6
991 1. Gen.								
911 R	368	500	20.1	9.3	13.3	308	G	EU6
911 GT3	350	475	18.9	8.9	12.4	289	G	EU6
911 GT3 RS	368	500	19.2	8.9	12.7	296	G	EU6
911 (991 II)								
911 Carrera PDK	272	370	9.9	6.0	7.4	169	D	EU6
911 Carrera Cabriolet PDK	272	370	9.9	6.2	7.5	172	D	EU6
911 Carrera S Cabriolet PDK	309	420	10.2	6.5	7.8	178	D	EU6
911 Carrera 4 PDK	272	370	10.1	6.3	7.7	177	E	EU6
911 Carrera 4S PDK	309	420	10.3	6.6	7.9	180	E	EU6
911 Carrera 4 Cabriolet PDK	272	370	10.3	6.5	7.9	182	D	EU6
911 Carrera 4S Cabriolet PDK	309	420	10.4	6.7	8.0	184	E	EU6
911 Targa 4 PDK	272	370	10.3	6.5	7.9	182	D	EU6
911 Targa 4S PDK	309	420	10.4	6.7	8.0	184	D	EU6
911 Turbo	397	540	11.8	7.5	9.1	212	F	EU6
911 Turbo S	427	580	11.8	7.5	9.1	212	F	EU6
911 Turbo S Cabriolet	427	580	12.1	7.6	9.3	216	F	EU6
Panamera	228	310	11.4	6.9	8.5	199	D	EU6
Panamera 4	228	310	11.6	7.2	8.8	206	E	EU6
Panamera S	309	420	12.1	7.1	8.9	207	E	EU6
Panamera 4S	309	420	12.4	7.3	9.1	211	E	EU6
Panamera GTS	324	440	15.2	7.5	10.3	239	F	EU6
Panamera Turbo	382	520	14.9	7.8	10.4	242	F	EU6
Panamera Turbo S	419	570	14.9	7.8	10.4	242	F	EU6
Panamera Exclusive Series	419	570	15.1	7.9	10.5	245	E	EU6
Macan	185	252	8.6 – 8.4 <sup>2)</sup>	6.6 – 6.4 <sup>2)</sup>	7.4 – 7.2 <sup>2)</sup>	172 – 167 <sup>2)</sup>	C	EU6
Macan S	250	340	11.6 – 11.3 <sup>2)</sup>	7.6 – 7.3 <sup>2)</sup>	9.0 – 8.7 <sup>2)</sup>	212 – 204 <sup>2)</sup>	E – D	EU6
Macan S Diesel	190	258	6.9 – 6.7 <sup>2)</sup>	5.9 – 5.7 <sup>2)</sup>	6.3 – 6.1 <sup>2)</sup>	164 – 159 <sup>2)</sup>	B	EU6
Macan GTS	265	360	11.8 – 11.4 <sup>2)</sup>	7.8 – 7.4 <sup>2)</sup>	9.2 – 8.8 <sup>2)</sup>	215 – 207 <sup>2)</sup>	E – D	EU6
Macan Turbo	294	400	11.8 – 11.5 <sup>2)</sup>	7.8 – 7.5 <sup>2)</sup>	9.2 – 8.9 <sup>2)</sup>	216 – 208 <sup>2)</sup>	E – D	EU6
Cayenne Diesel	193	262	7.8 – 7.6 <sup>2)</sup>	6.2 – 6.0 <sup>2)</sup>	6.8 – 6.6 <sup>2)</sup>	179 – 173 <sup>2)</sup>	B	EU6
Cayenne S	309	420	13.0 – 12.4 <sup>2)</sup>	8.0 – 7.8 <sup>2)</sup>	9.8 – 9.5 <sup>2)</sup>	229 – 223 <sup>2)</sup>	E – D	EU6
Cayenne S Diesel	283	385	10.3 – 10.1 <sup>2)</sup>	7.2 – 7.0 <sup>2)</sup>	8.2 – 8.0 <sup>2)</sup>	215 – 209 <sup>2)</sup>	C	EU6
Cayenne GTS	324	440	13.2 – 12.9 <sup>2)</sup>	8.3 – 8.1 <sup>2)</sup>	10.0 – 9.8 <sup>2)</sup>	234 – 228 <sup>2)</sup>	E – D	EU6
Cayenne Turbo S	419	570	15.9	8.9	11.5	267	F	EU6
Cayenne S E-Hybrid	306	416		20.8	3.4	79	A+	EU6
Panamera S E-Hybrid	306	416		16.2	3.1	71	A+	EU6

<sup>1)</sup> The combined values reflect the total value of consumption and emissions after the amalgamation of urban and non-urban values determined in the NEDC.

<sup>2)</sup> Broad range depending on the set of tires used

<sup>3)</sup> Total system output



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