



# CAPITAL MARKETS DAY

# SAFE HARBOR STATEMENTS

This document contains forward-looking statements. These statements may include terms such as “may”, “will”, “expect”, “could”, “should”, “intend”, “estimate”, “anticipate”, “believe”, “remain”, “continue”, “on track”, “successful”, “grow”, “design”, “target”, “objective”, “goal”, “forecast”, “projection”, “outlook”, “prospects”, “plan”, “guidance” and similar expressions. Forward-looking statements are not guarantees of future performance. Rather, they are based on the Ferrari Group’s (hereinafter, the “Group”) current expectations and projections about future events and, by their nature, are subject to inherent risks and uncertainties. They relate to events and depend on circumstances that may or may not occur or exist in the future and, as such, undue reliance should not be placed on them.

Actual results may differ materially from those expressed in such statements as a result of a variety of factors, including: the Group’s ability to preserve and enhance the value of the Ferrari brand; the success of the Group’s Formula 1 racing team and the expenses the Group incurs for its Formula 1 activities, the uncertainty of the sponsorship and commercial revenues the Group generates from its participation in the Formula 1 World Championship, including as a result of the impact of the Covid-19 pandemic, as well as the popularity of Formula 1 more broadly; the Group’s ability to keep up with advances in high performance car technology, to meet the challenges and costs of integrating advanced technologies, including hybrid and electric, more broadly into our car portfolio over time and to make appealing designs for our new models; the Group’s ability to preserve its relationship with the automobile collector and enthusiast community; changes in client preferences and automotive trends; changes in the general economic environment, including changes in some of the markets in which the Group operates, and changes in demand for luxury goods, including high performance luxury cars, which is highly volatile; competition in the luxury performance automobile industry; the Group’s ability to successfully carry out its controlled growth strategy and, particularly, the Group’s ability to increase its presence in growth market countries; the Group’s low volume strategy; global economic conditions, macro events and pandemics, including the effects of the evolution of and response to the Covid-19 pandemic and of the Russia-Ukraine conflict; the impact of increasingly stringent fuel economy, emission and safety standards, including the cost of compliance, and any required changes to its products; reliance upon a number of key members of executive management and employees, and the ability of its current management team to operate and manage effectively; the performance of the Group’s dealer network on which the Group depends for sales and services; increases in costs, disruptions of supply or shortages of components and raw materials; disruptions at the Group’s manufacturing facilities in Maranello and Modena; the effects of Brexit on the UK market; the performance of the Group’s licensees for Ferrari-branded products; the Group’s ability to protect its intellectual property rights and to avoid infringing on the intellectual property rights of others; the ability of Maserati, the Group’s engine customer, to sell its planned volume of cars; the Group’s continued compliance with customs regulations of various jurisdictions; product recalls, liability claims and product warranties; the adequacy of its insurance coverage to protect the Group against potential losses; the Group’s ability to ensure that its employees, agents and representatives comply with applicable law and regulations; the Group’s ability to maintain the functional and efficient operation of its information technology systems and to defend from the risk of cyberattacks, including on its in-vehicle technology; the Group’s ability to service and refinance its debt; the Group’s ability to provide or arrange for adequate access to financing for its dealers and clients, and associated risks; labor relations and collective bargaining agreements; exchange rate fluctuations, interest rate changes, credit risk and other market risks; changes in tax, tariff or fiscal policies and regulatory, political and labor conditions in the jurisdictions in which the Group operates, including possible future bans of combustion engine cars and the potential advent of self-driving technology; potential conflicts of interest due to director and officer overlaps with the Group’s largest shareholders; and other factors discussed elsewhere in this document.

The Group expressly disclaims and does not assume any liability in connection with any inaccuracies in any of the forward-looking statements in this document or in connection with any use by any third party of such forward-looking statements. Any forward-looking statements contained in this document speak only as of the date of this document and the Company does not undertake any obligation to update or revise publicly forward-looking statements. Further information concerning the Group and its businesses, including factors that could materially affect the Company’s financial results, is included in the Company’s reports and filings with the U.S. Securities and Exchange Commission, the AFM and CONSOB.





# Celebrating 75 years of excellence

John Elkann

**CELEBRATING 75 YEARS OF EXCELLENCE**





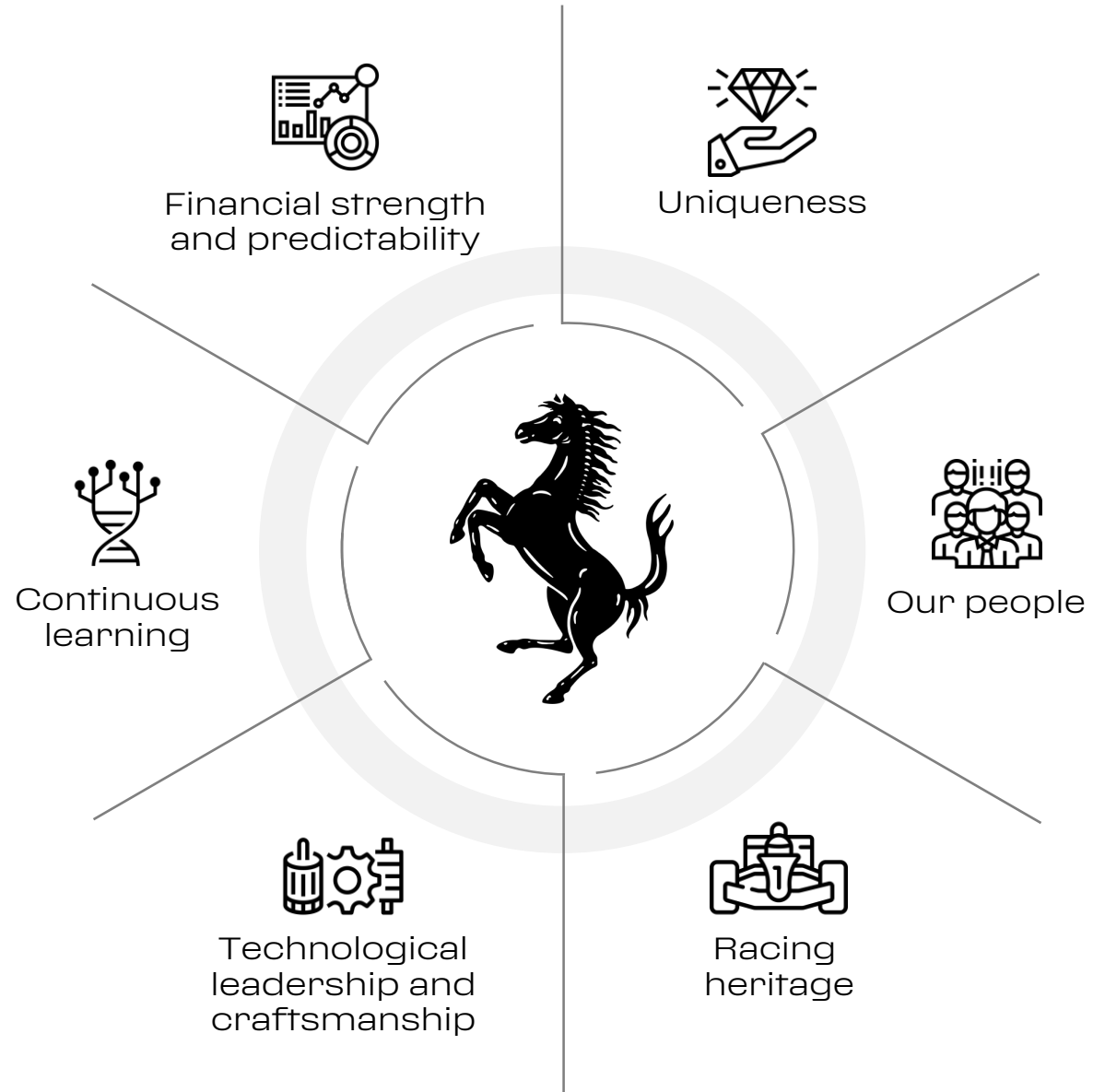
# Pushing the boundaries...

Benedetto Vigna

***“I BELIEVE FACTORIES ARE MADE  
OF MACHINES, WALLS AND PEOPLE.  
FERRARI IS MADE MOST OF ALL BY PEOPLE”***

*Enzo Ferrari*





# AGENDA CAPITAL MARKETS DAY 2022

**Pushing the boundaries...**

Benedetto Vigna

**... elevating experience**

Enrico Galliera

**... driving emotions**

Gianmaria Fulgenzi

**... racing spirit**

Ernesto Lasalandra

**... enhancing value**

Antonio Picca Piccon

**... from purpose to action**

Benedetto Vigna





# WE DELIVERED ON OUR PROMISES

≥ €2.46B

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Cumulated industrial  
free cash flow 2018-22E  
despite Covid

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15 launches

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V8 and V6 hybrid

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+25%

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Client base<sup>1</sup>

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# CLIENT BASE OPPORTUNITIES

**~26 Million HNWI<sup>1</sup>**

Ferrari penetration ~0.3%



Enlargement



Rejuvenation



1. High Net Worth Individuals with more than US\$1 million of investable assets, Bain Luxury Report

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**P**ersonal

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**S**ustainable

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**E**xperiential

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**C**ulturally relevant

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**S**hared

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**A**utonomous

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**C**onnected

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**E**lectric

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# OUR ELECTRIFICATION JOURNEY IS GROUNDED IN OUR RACING HERITAGE



2009

Formula 1  
experience



2013

Launch of the  
LaFerrari supercar



2019-2022

4 hybrid models  
SF90 Stradale  
SF90 Spider  
296 GTB  
296 GTS

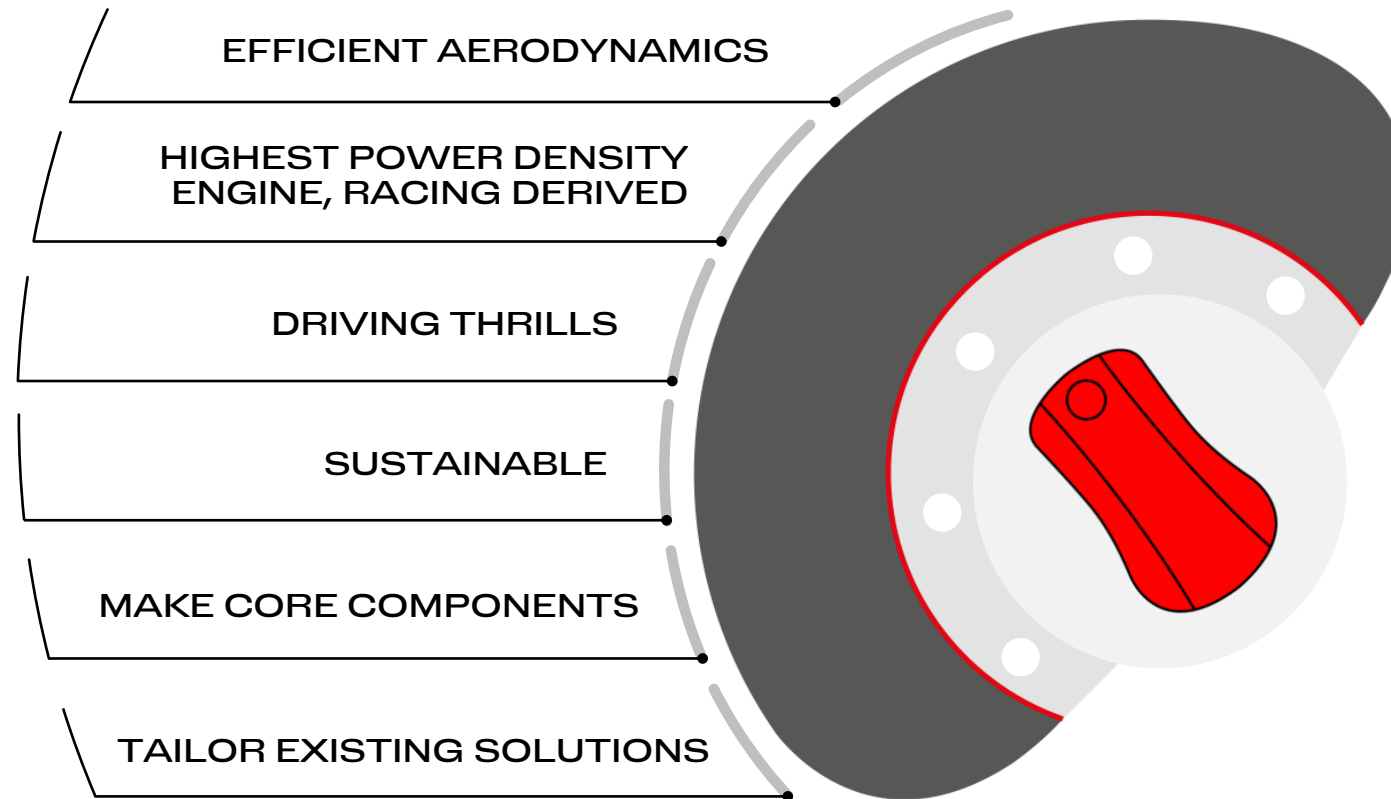
2025

Full electric Ferrari  
unveil in 2025

**BUILDING ON RACING KNOW-HOW**



# FERRARI'S UNIQUE FULL ELECTRIC EXECUTION



**A TRUE FERRARI**





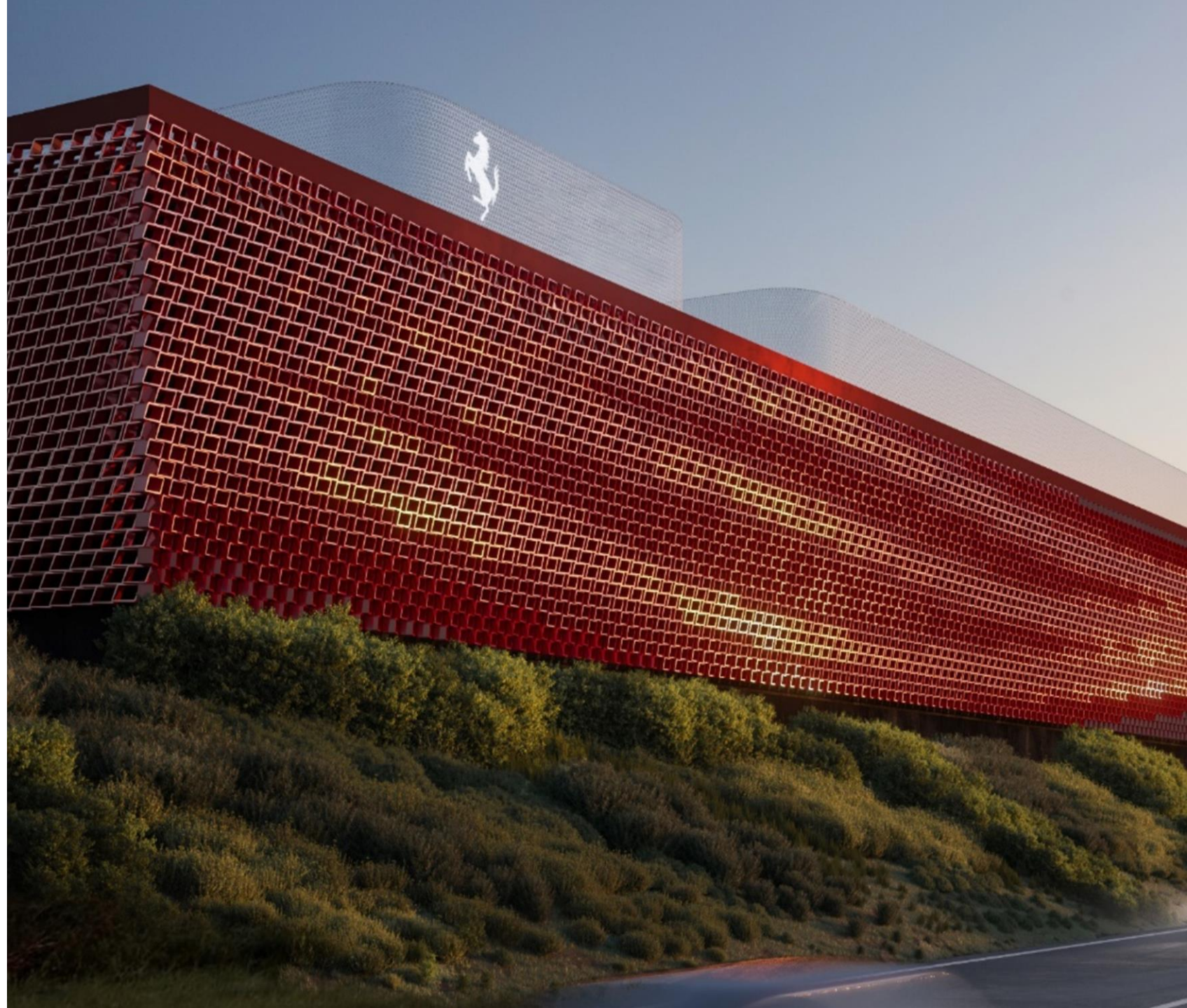
## MARANELLO PLANT EVOLUTION: WE MAKE CORE COMPONENTS IN-HOUSE

Designed, handcrafted  
and assembled in  
Maranello

E-building:

- electric engine
- inverter
- battery module
- assembly line

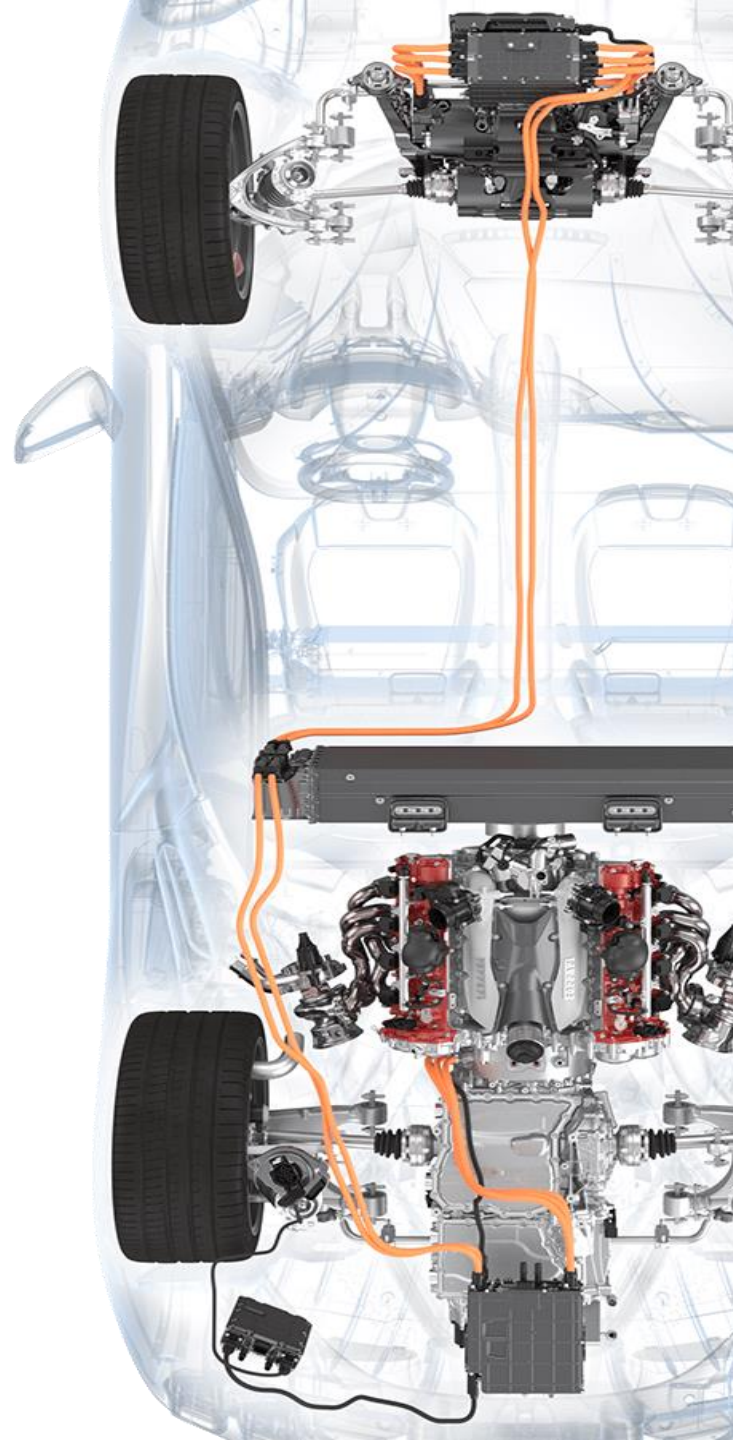
New paint-shop for  
increased personalization



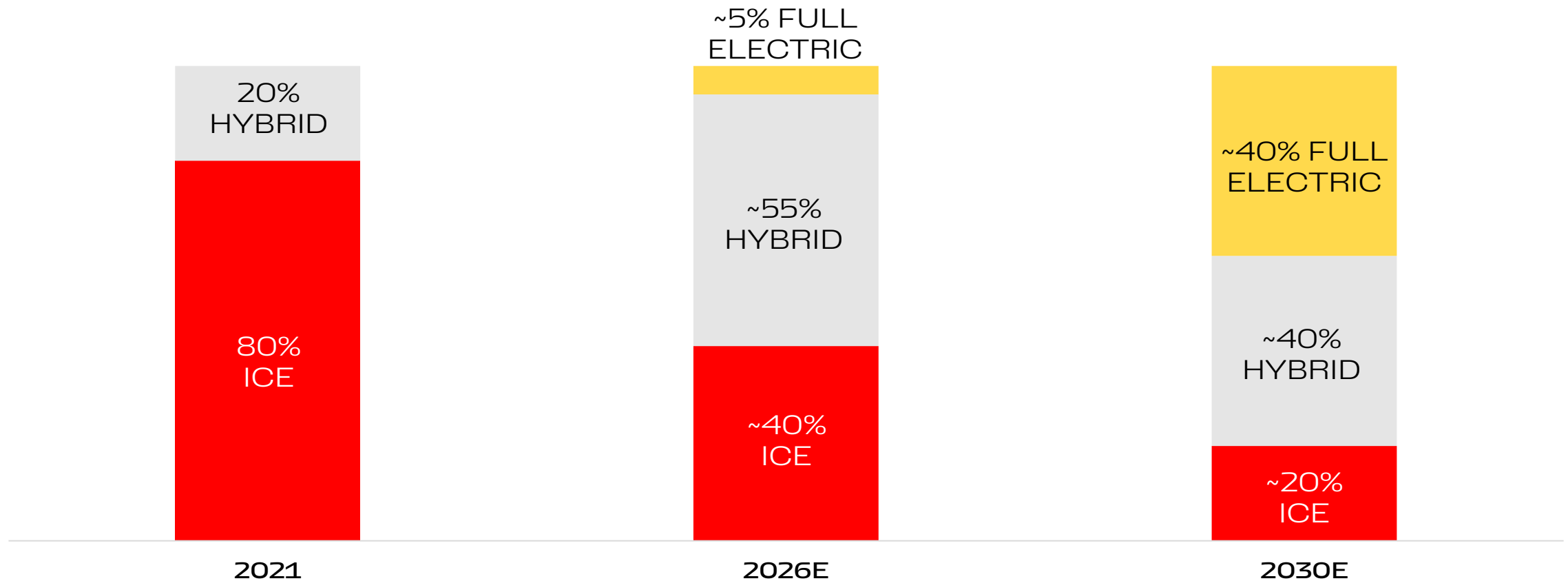


## PARTNERSHIP: WE CO-DEVELOP AND TAILOR BEST IN CLASS SOLUTIONS

Co-development  
of specific hardware  
and software to  
enhance driving thrills,  
performance  
and design



## OFFERING THREE POWERTRAINS BY 2026 AND BEYOND<sup>1</sup>



1. Percentages based on number of models and excluding track cars





# OUR RACING SPIRIT



Formula 1



FIA WEC



Return to Le Mans in 2023





# ELEVATING CLIENT EXPERIENCE



RACING



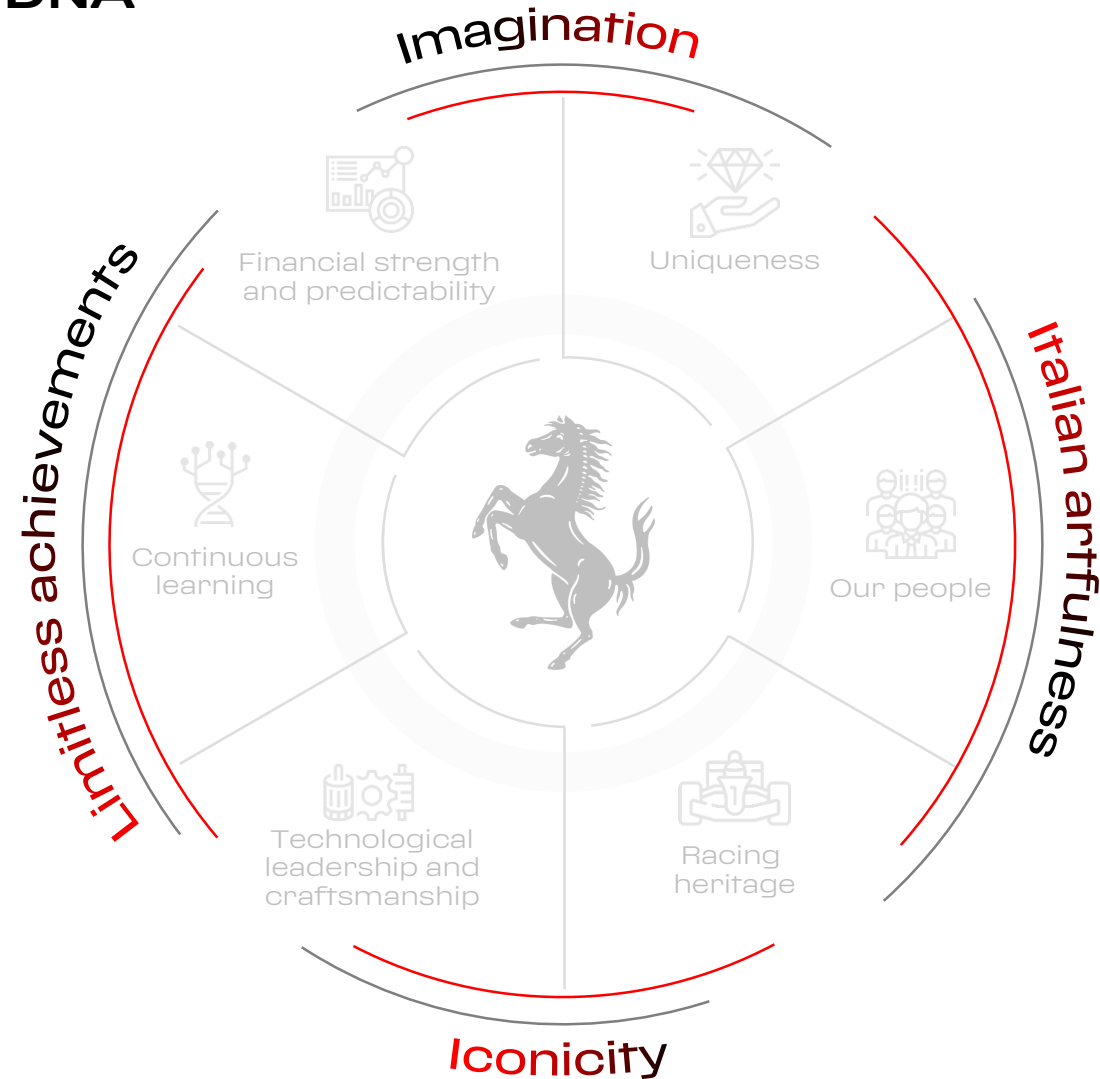
CAR



LIFESTYLE



# BUILDING ON FERRARI DNA



**TAPPING IN AN ADDITIONAL ~€300B MARKET<sup>1</sup> EXPECTED TO GROW 6-8% CAGR**



1. Based on Bain Luxury Study estimates on personal luxury goods

# FERRARI LIFESTYLE

Actions done:

- 40% reduction of non core licenses
- Retail network rationalization
- Two fashion collections
- Museums, theme parks and Cavallino restaurant
- Luxury world talent attraction

Focusing on three pillars:



Luxury goods



Experiential



Collectibles

**TO DOUBLE SALES BY 2026 VS. PRE-PANDEMIC LEVELS**



**PUROSANGUE:  
UNLIKE ANY OTHER**

