



FERRARI CAPITAL MARKETS DAY

MARANELLO, OCTOBER 9, 2025

FORWARD LOOKING STATEMENT

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 Group’s ability to attract and retain qualified personnel; the success of the Group’s racing activities; 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 electric, more broadly into its car portfolio over time and to make appealing designs for its new models; the impact of increasingly stringent fuel economy, emissions and safety standards; the potential advent of self-driving technology; increases in costs, disruptions of supply or shortages of components and raw materials; the Group’s ability to successfully carry out its low volume and controlled growth strategy, while increasing its presence in growth market countries; changes in general economic conditions (including changes in the markets in which the Group operates) and changes in demand for luxury goods, including high performance luxury cars, which is highly volatile; macro events, pandemics and conflicts, including the ongoing conflicts in Ukraine and the Middle East region, and the related issues potentially impacting sourcing and transportation; trading policies and tariffs; competition in the luxury performance automobile industry; changes in client preferences and automotive trends; the Group’s ability to preserve the value of its cars over time and its relationship with the automobile collector and enthusiast community; disruptions at the Group’s manufacturing facilities in Maranello and Modena; climate change and other environmental impacts, as well as an increased focus of regulators and stakeholders on environmental matters; the Group’s ability to maintain the functional and efficient operation of its information technology systems and to defend from the risk of cyberattacks; the ability of its current management team to operate and manage effectively and the reliance upon a number of key members of executive management and employees; the performance of the Group’s dealer network on which the Group depends for sales and services; product warranties, product recalls and liability claims; the sponsorship and commercial revenues and expenses of the Group’s racing activities, as well as the popularity of motor sports more broadly; the performance of the Group’s lifestyle activities; the Group’s ability to protect its intellectual property rights and to avoid infringing on the intellectual property rights of others; the Group’s continued compliance with customs regulations of various jurisdictions; labor relations and collective bargaining agreements; the Group’s ability to ensure that its employees, agents and representatives comply with applicable law and regulations; changes in tax or fiscal policies and regulatory, political and labor conditions in the jurisdictions in which the Group operates; the Group’s ability to service and refinance its debt; exchange rate fluctuations, interest rate changes, credit risk and other market risks; the Group’s ability to provide or arrange for adequate access to financing for its clients and dealers, and associated risks; the adequacy of its insurance coverage to protect the Group against potential losses; 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.



UNIQUE PROPOSITION, CLIENTS AND EXPERIENCES

ENRICO GALLIERA

OUR COMMUNITY IS UNITED
BY A SHARED PASSION
AND UNFORGETTABLE EXPERIENCES



**UNIQUE PROPOSITION
FERRARI FOREVER**

**UNIQUE
CLIENTS**

**UNIQUE
EXPERIENCES**



UNIQUE PROPOSITION FERRARI FOREVER



~330,000

FERRARI EVER PRODUCED

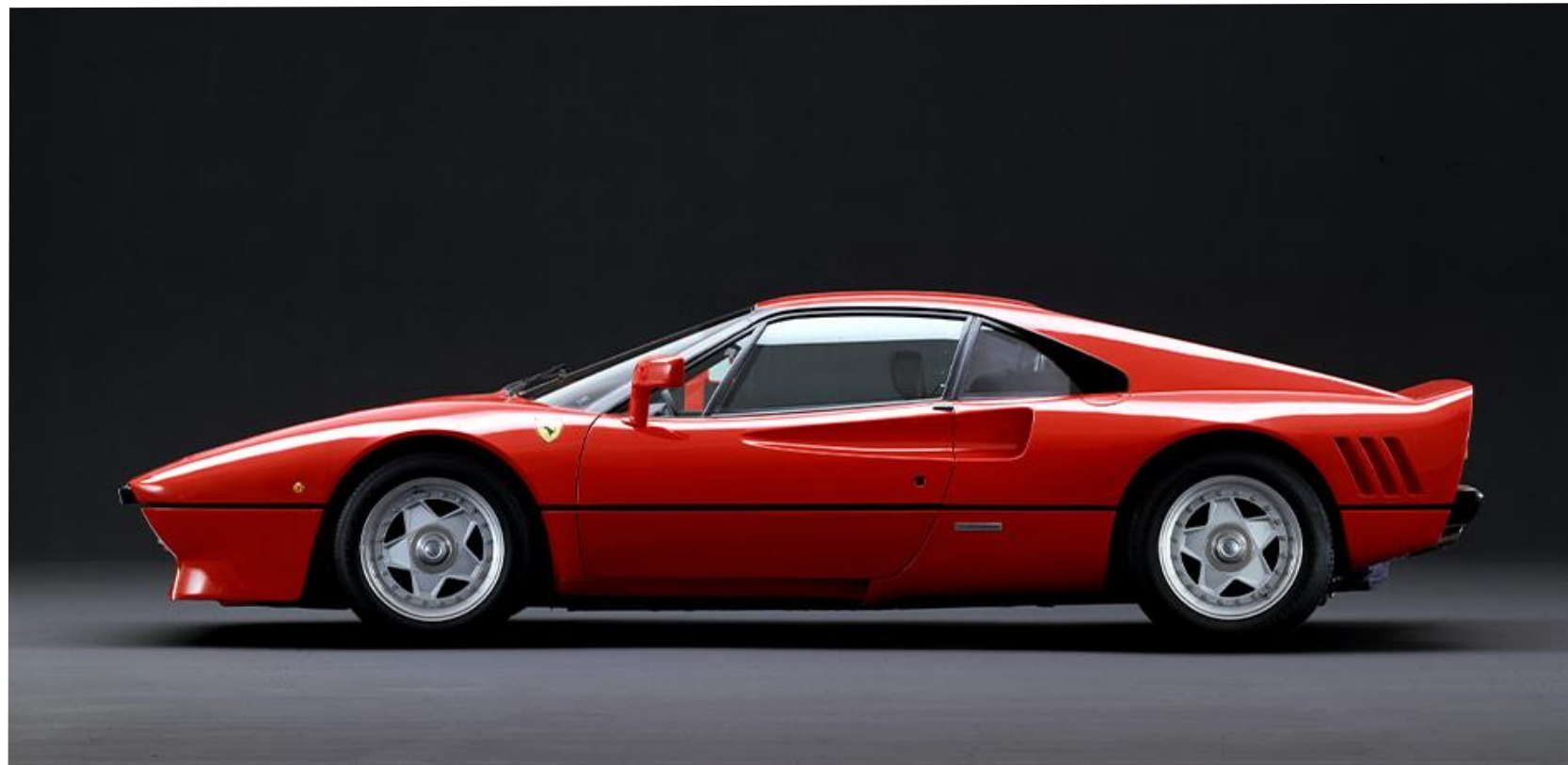
>90%

ARE STILL EXISTING



FERRARI FOREVER: DESIGN

FERRARI'S FORMS FOLLOW AND ENHANCE FUNCTIONS



ENSURING UNIQUE, CONTEMPORARY AND NEVER GETTING OLD DESIGN



FERRARI FOREVER: ENGINEERING AND MANUFACTURING

STRATEGIC COMPONENTS ARE DEVELOPED AND HANDCRAFTED IN MARANELLO

LATEST IN-HOUSE COMPONENTS

Electric engine

E-Axle

High voltage battery



FERRARI FOREVER: PEOPLE

NURTURE FERRARI CULTURE AND PEOPLE QUALITY VIA STRUCTURED PROGRAMS

RECRUIT, RETAIN, REWARD PROJECTS



ASSESSMENT

FERRARI ACADEMY CATALOGUE



TRAINING



UNIQUE PROPOSITION
FERRARI FOREVER

UNIQUE
CLIENTS



UNIQUE CLIENTS



UNIQUE CLIENTS

~90,000

ACTIVE CLIENTS
+20% VERSUS 2022

+20%

AVERAGE CARS IN
COLLECTORS' GARAGE
VERSUS 2022

+32,300

NEW TO BRAND CLIENTS
FROM 2022

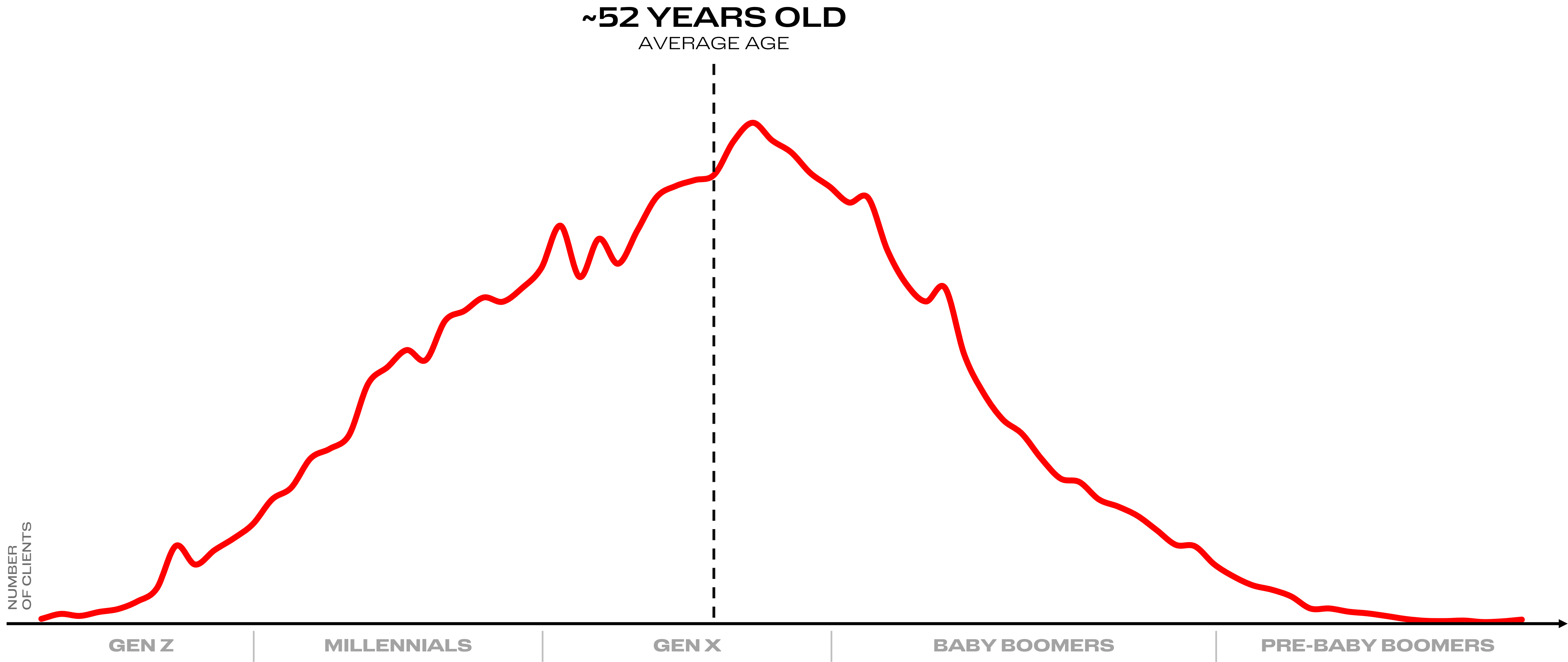
45%

NEW COLLECTORS
VERSUS 2022



UNIQUE CLIENTS: FERRARISTI ACROSS GENERATIONS

AVERAGE AGE STABLE OVER TIME



UNIQUE CLIENTS: PRODUCT STRATEGY

DIFFERENT FERRARI FOR DIFFERENT FERRARISTI, DIFFERENT FERRARI FOR DIFFERENT MOMENTS



ALL DELIVERING FERRARI DRIVING EMOTIONS



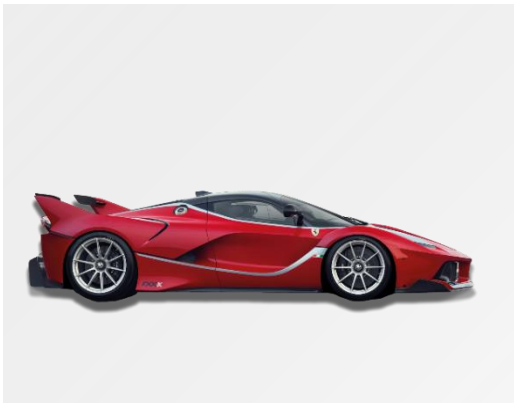
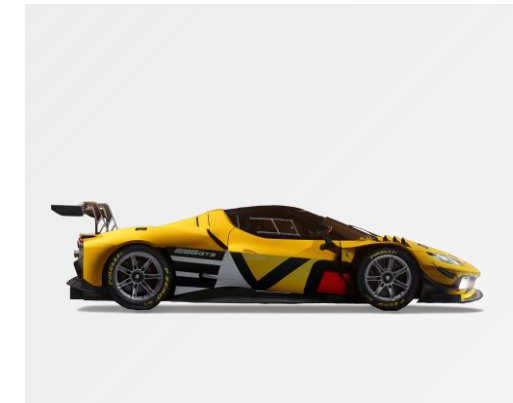
UNIQUE CLIENTS: RANGE LINE-UP
ADDITION OF THE FERRARI *ELETTRICA*



UNIQUE CLIENTS: CURRENT LINE-UP

CRAFTING SCARCITY AND EXCLUSIVITY

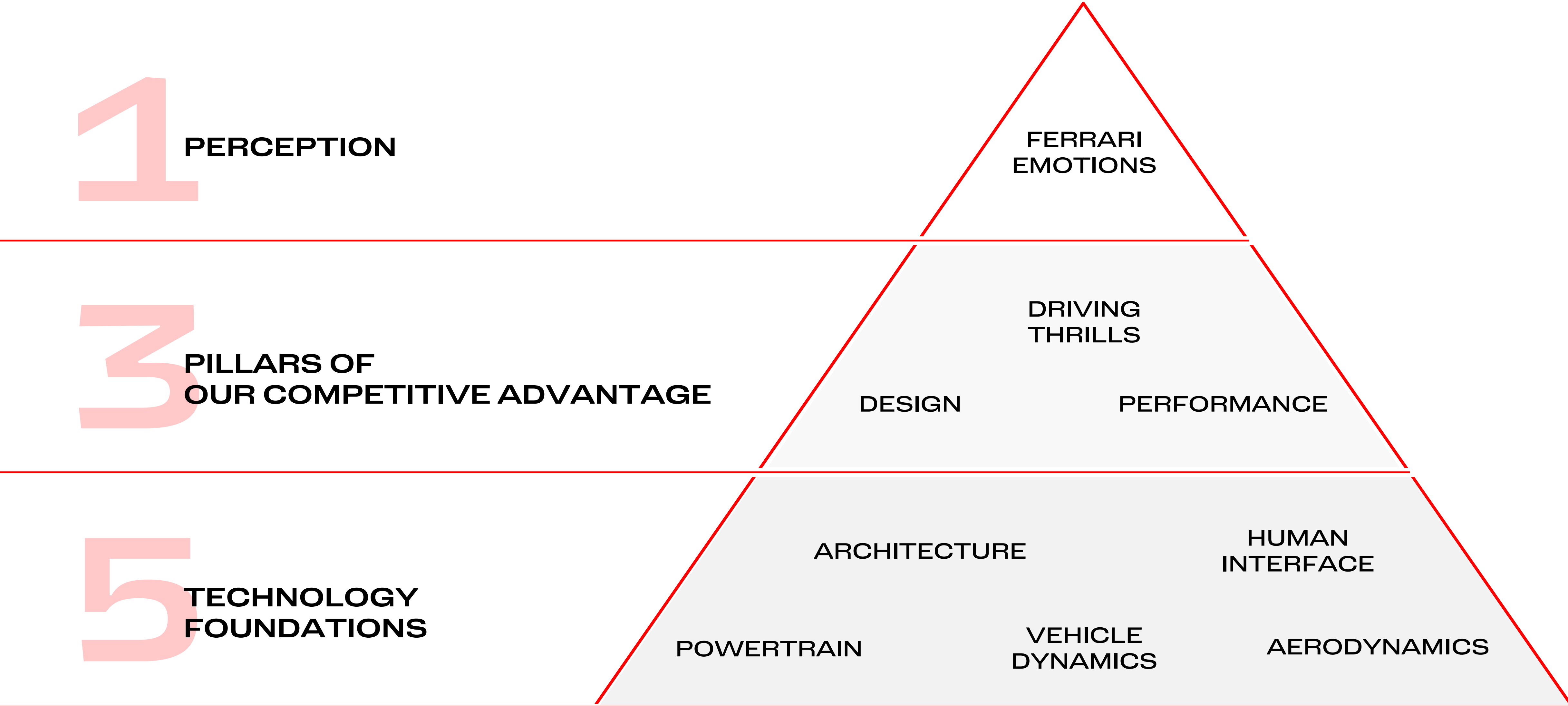
ROAD CARS									
RANGE					SPECIAL SERIES		ICONA	SUPERCAR	
									
V6 Hybrid 296 GTB 296 GTS	V8 Amalfi Roma Spider	V8 Hybrid 849 Testarossa 849 Testarossa Spider	V12 12Cilindri 12Cilindri Spider	V12 Purosangue	V6 Hybrid 296 Speciale 296 Speciale A	V8 Hybrid SF90 XX SF90 XX Spider	V12 Daytona SP3	V6 Hybrid F80	

TRACK CARS				
XX PROGRAMME	F1 CLIENTI AND SPORT PROTOTIPI		FERRARI CHALLENGE	COMPETIZIONI GT
				
V12 Hybrid FXX-K Evo	V8 - V10 - V12 F1 Clienti	V6 Hybrid 499P Modificata	V6 296 Challenge	V6 296 GT3 EVO

ONE-OFF	
ONE-OFF	
	
V8 KC 23	V8 SP 8



UNIQUE CLIENTS: EMOTIONS



UNIQUE CLIENTS: UNIQUE PERSONALIZATIONS

100%

OF CLIENTS' CARS ARE 1 OF 1

ONE-OFF

TAILOR MADE

SPECIAL EQUIPMENT

PERSONALIZATION PROGRAM
Carrozzeria Scaglietti



UNIQUE PROPOSITION
FERRARI FOREVER

UNIQUE
CLIENTS

UNIQUE
EXPERIENCES



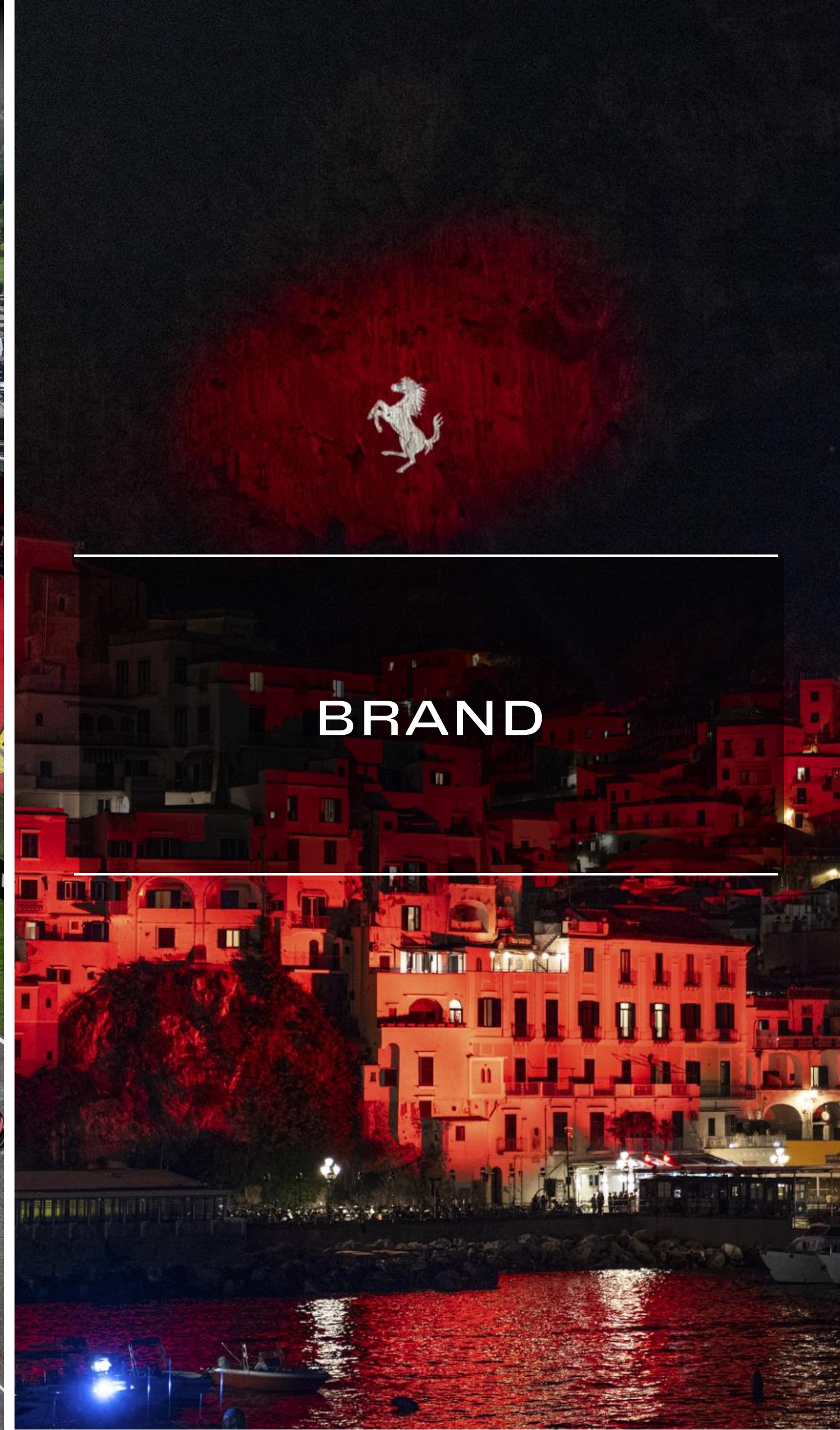
UNIQUE EXPERIENCES



UNIQUE EXPERIENCES



BRAND



ROAD



UNIQUE EXPERIENCES

OUR DEALER NETWORK

Selective showroom openings

Increasing service coverage
and proximity

Personalized service

Green Dealer awards
and certification programs



UNIQUE EXPERIENCES

OUR NEW CORPORATE IDENTITY



EXCLUSIVE DESTINATION



CLIENT FAMILY AT THE HEART



DIGITAL SERVING PHYSICAL

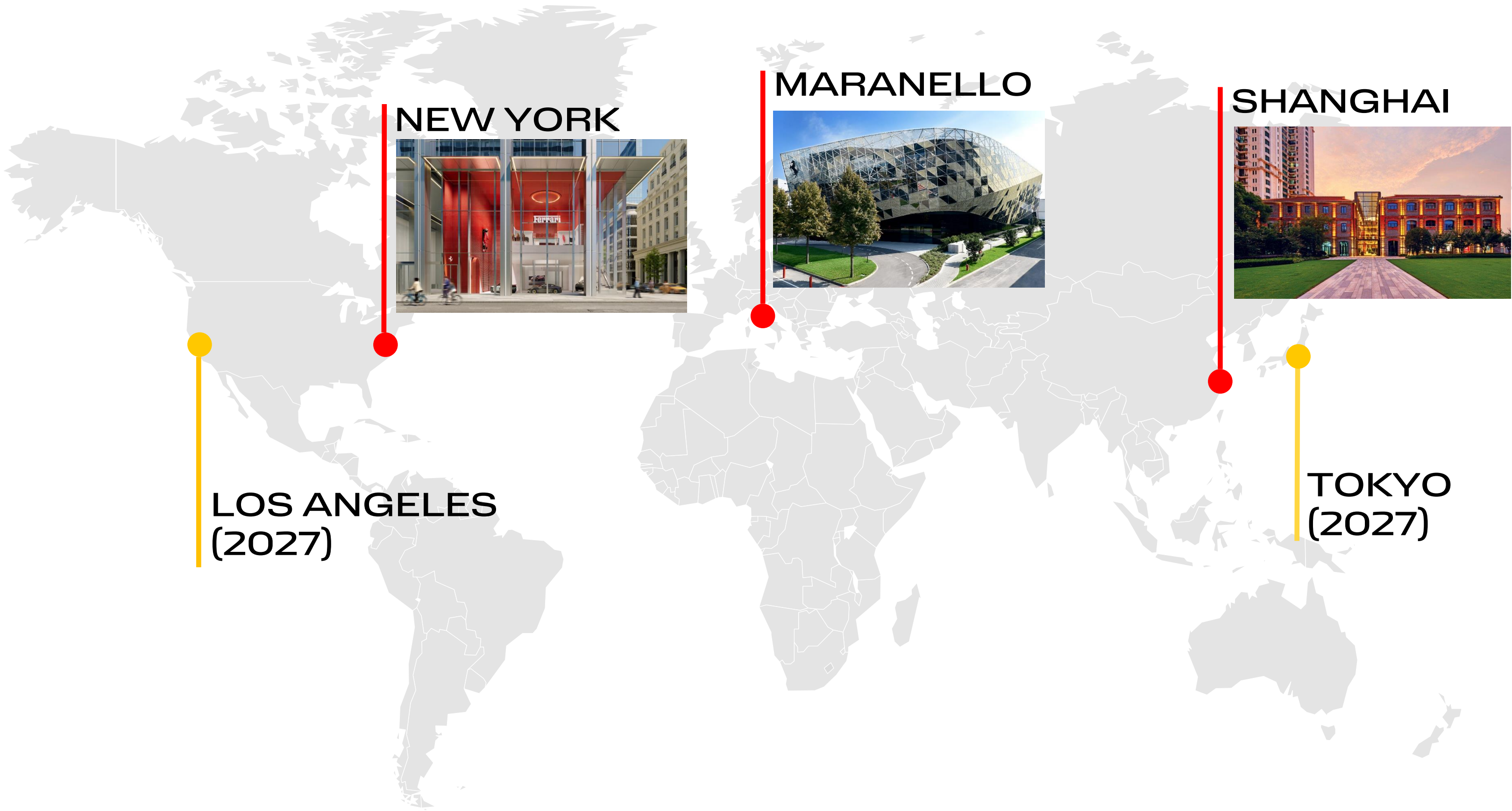


UNIQUE EXPERIENCES

NEW TAILOR MADE CENTERS TO GET CLOSER TO OUR CLIENTS

New Tailor Made centers
in Tokyo and Los Angeles

Renovation
of the current locations



4 LAUNCHES PER YEAR

ON AVERAGE BETWEEN 2026-2030



REFRAME

what you think about the performance of a Grand Tourer

REIMAGINE

the way you drive a sports car

REINVENT

how you feel at the wheel of an electric car

The **FERRARI *ELETTRICA*** is a completely new breed

