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.

FERRARI LIFESTYLE

CARLA LIUNI

FERRARI IS MUCH MORE THAN A DREAM,
IT’S A WAY OF LIFE

THE BRAND – ICONIC, POWERFUL, UNIQUE DUALITY

INSPIRING THE DREAM OF MANY

RACING

FULFILLING THE DREAM OF FEW

SPORTS CARS

AT FERRARI, WE SELL SO MUCH MORE THAN CARS.
WE SELL A WAY OF LIFE

WIDESPREAD DESIRE OF FERRARINESS

BRAND ENRICHMENT

- CULTURAL RELEVANCE
- CREATIVE EXCELLENCE

EXPERIENCE ENRICHMENT

- SENSE OF BELONGING
- LEAVE MEMORIES

COMMUNITY GROWTH

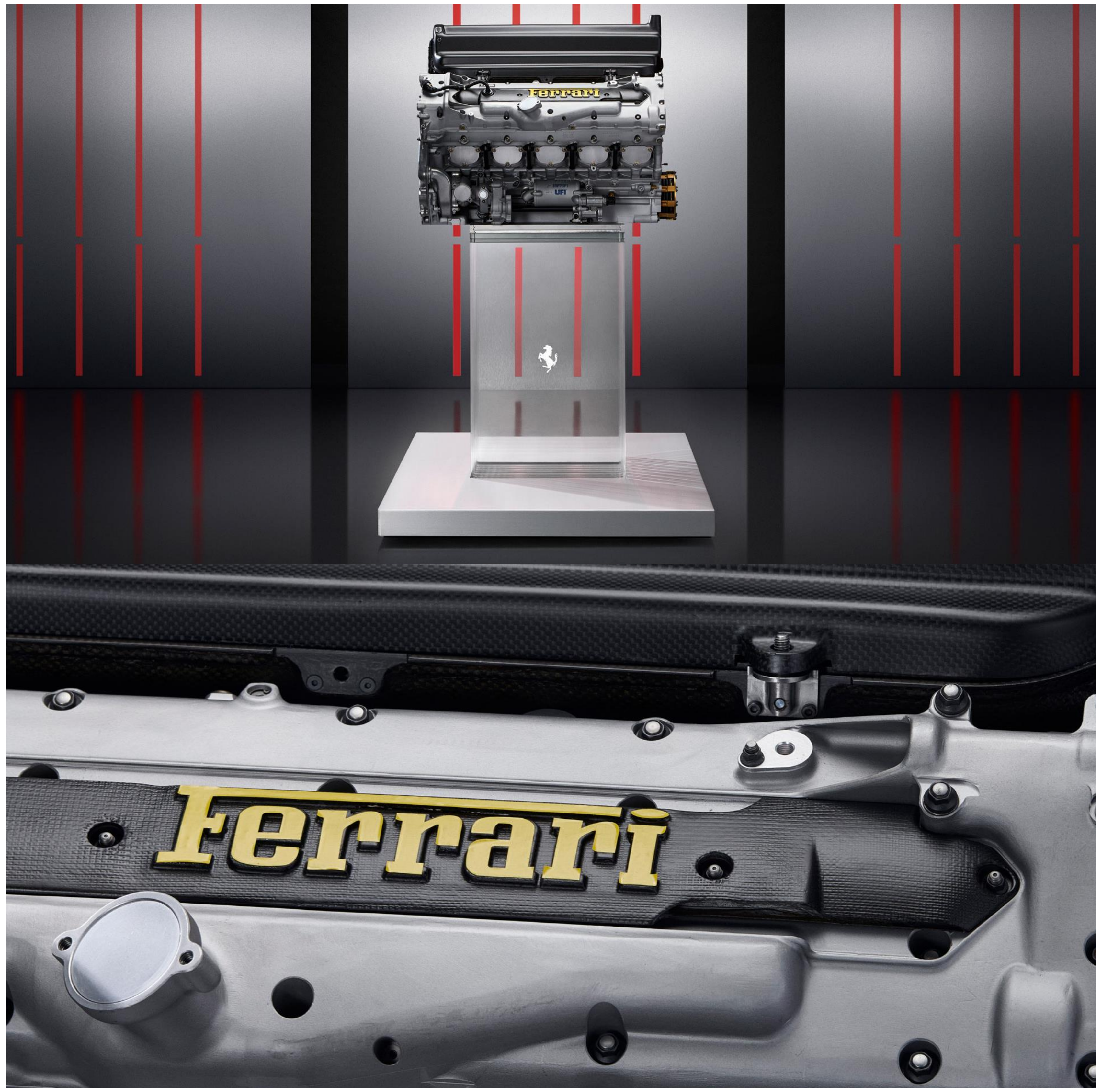
- CLIENT ACQUISITION
- CLIENT PAMPERING

LIFESTYLE STRATEGY SNAPSHOT

WHY	OPPORTUNITY TO EXPAND BRAND OFFER
WHAT	DIFFERENTIATED EXPRESSIONS OF OUR BRAND PERSONAL LUXURY GOODS, COLLECTIBLES, EXPERIENCES
WHO	CAPTIVE AUDIENCE: FERRARISTI, TIFOSI AND FERRARI LOVERS
HOW	DELIBERATE JOURNEY TO BRAND ELEVATION & UNIQUENESS

BRAND DIFFERENTIATED EXPRESSIONS
WHAT

PERSONAL LUXURY GOODS



COLLECTIBLES

EXPERIENCES

LIFESTYLE – WHO & HOW

A CUSTOMIZED APPROACH FOR OUR AUDIENCE

EXCLUSIVITY

WHO – FERRARI LOVERS

180,000
FERRARISTI(1)

+400 MILLION
TIFOSI

HOW – TIERED OFFER

TAILOR MADE
ATELIER

STYLE
COLLECTION

FAN
OFFER

INCLUSIVITY

(1) Active and Inactive clients. All have at least one car in their garage, active ones have bought a Ferrari in the last 5 years.

TAILOR MADE ATELIER
FOR OUR MOST DISCERNING CLIENTS


One of a kind,
made to order,
limited editions,
glorifying craftmanship

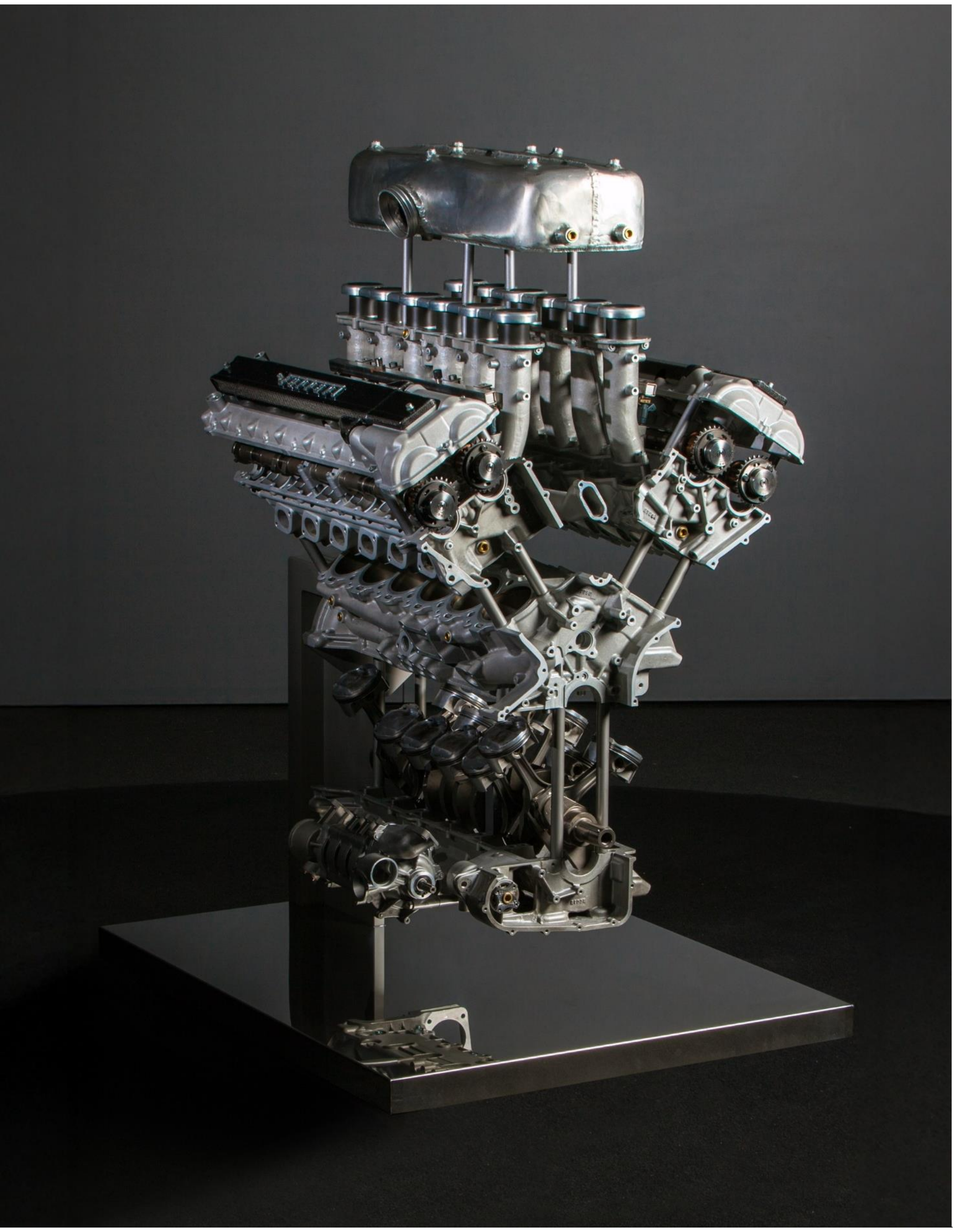
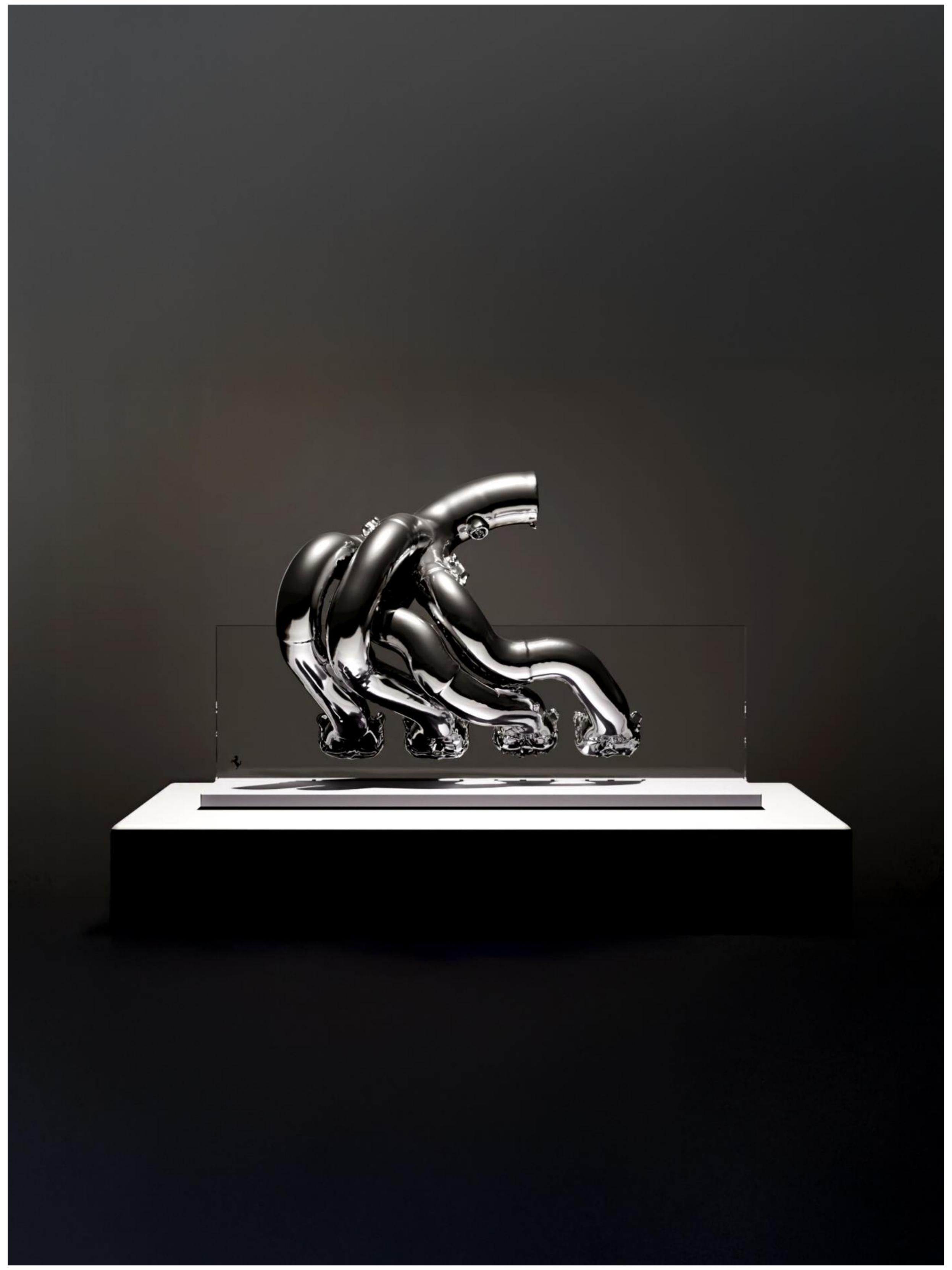

STYLE COLLECTION
FOR A LIFESTYLE IN MOTION

Ferrari aesthetic merges with artisanal values:

crafting sensual shapes,
sculptural volumes,
vibrant chromatic
and material research

FAN OFFER
DRIVE COOLNESS & DIFFERENTIATION

COLLECTIBLES
CUSTOMIZED APPROACH WITH A TIERED OFFER

TAILOR MADE ATELIER ⟷ **FAN OFFER**

LIFESTYLE JOURNEY

FOCUS

LICENSES REDUCTION AND FRANCHISES CLOSURE

MADE IN FERRARI

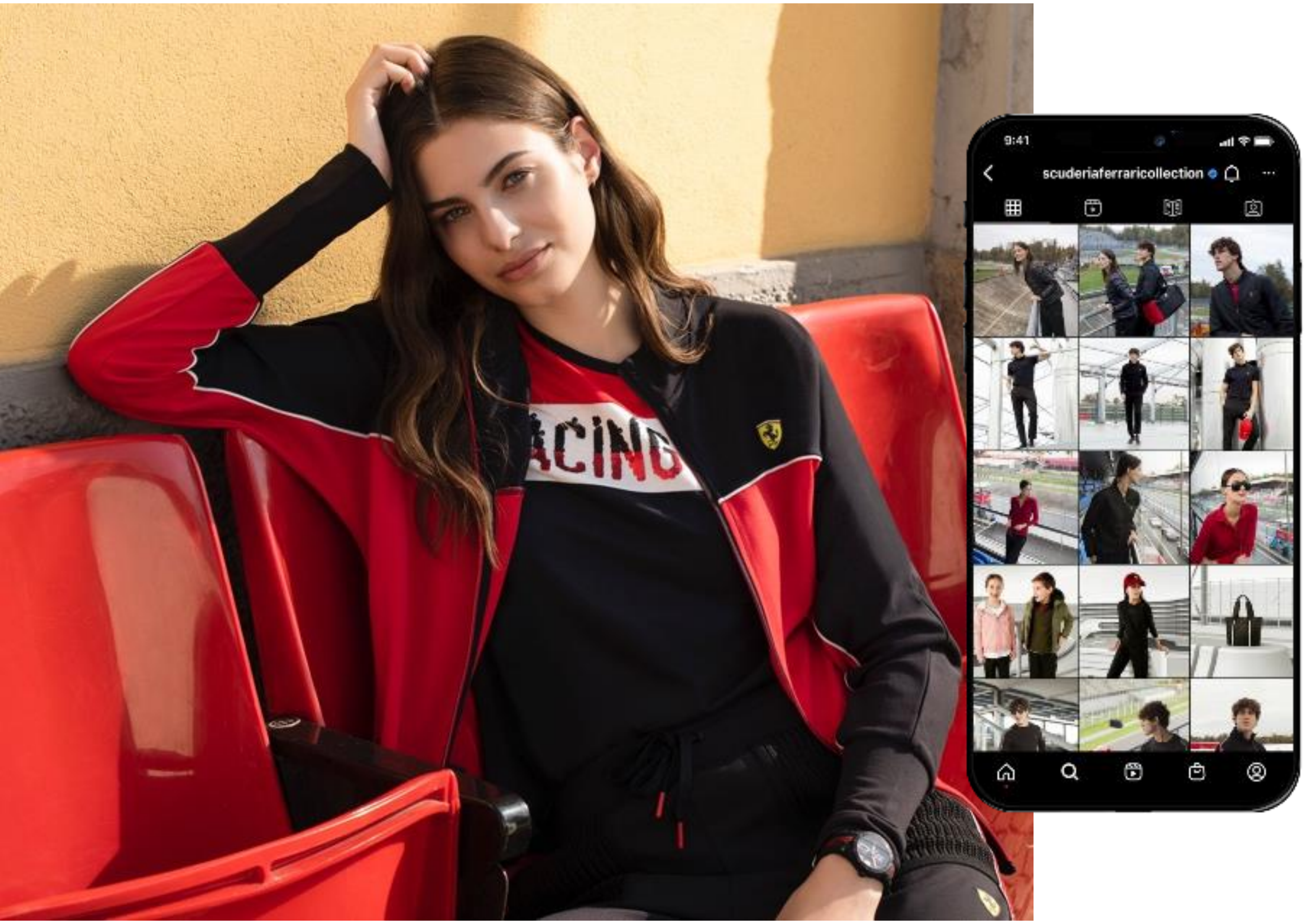
CREATIVITY, COHERENCE AND GOVERNANCE

BRAND ELEVATION

ACROSS OFFER AND CHANNELS

BRAND ELEVATION JOURNEY
PRODUCT OFFER

FROM



TO

BRAND ELEVATION JOURNEY
IN STORE

FROM	TO
	
	

BRAND ELEVATION JOURNEY
COLLECTIBLES

FROM

TO

FASHION SHOW EVOLUTION
FIRST ONE IN JUNE 2021

FROM

TO

MATERIAL RESEARCH & DEVELOPMENT
INNOVATION & QUALITY

Q-CYCLE® – CERTIFIED FABRIC BY FERRARI

INNOVATIVE LEATHER TREATMENTS

OUR PROGRESS SO FAR

>50%

REVENUES FROM FERRARISTI

~80%

NEW TO BRAND CLIENTS

>35%

FEMALE CLIENTS

WHAT'S NEXT

FOCUS FIRST ON FERRARISTI

FUEL THE PASSION OF OUR TIFOSI

IN THE RIGHT PLACE, AT THE RIGHT TIME

STRENGTHEN STRATEGIC PARTNERSHIPS

IMMERSIVE MEMORABLE EXPERIENCES