



Automobili Lamborghini S.p.A.

Lamborghini Analyst Event
October 22, 2021

Aventador SVJ Roadster: Fuel consumption combined: 18.0 l/100km ; CO₂-emissions combined: 448 g/km (WLTP); Urus: Fuel consumption combined: 12.7 l/100 km; CO₂-emissions combined: 325 g/km (WLTP); Huracán EVO Spyder: Fuel consumption combined: 14.2 l/100km ; CO₂-emissions combined: 338 g/km (WLTP)



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Lamborghini Analyst Day

Stephan Winkelmann | Chairman & Chief Executive Officer of Automobili Lamborghini

Urus: Fuel consumption combined: 12.7 l/100 km; CO2-emissions combined: 325 g/km (WLTP)



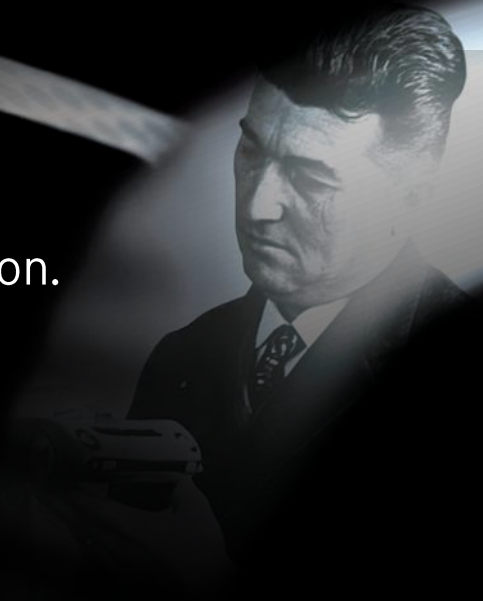
The foundation



Automobili Lamborghini was founded in 1963 by Ferruccio Lamborghini

Ferruccio Lamborghini had a vision:
the ultimate production sports car.

Nothing in the world matched that vision.
So he went and built it himself.





The creation of Lamborghini Brand

A Brand shaped on iconic models



MIURA

The redefinition of the sports car concept



ESPADA

The first GT2+2



COUNTACH

A new design vision



LM002

The first Super SUV in history

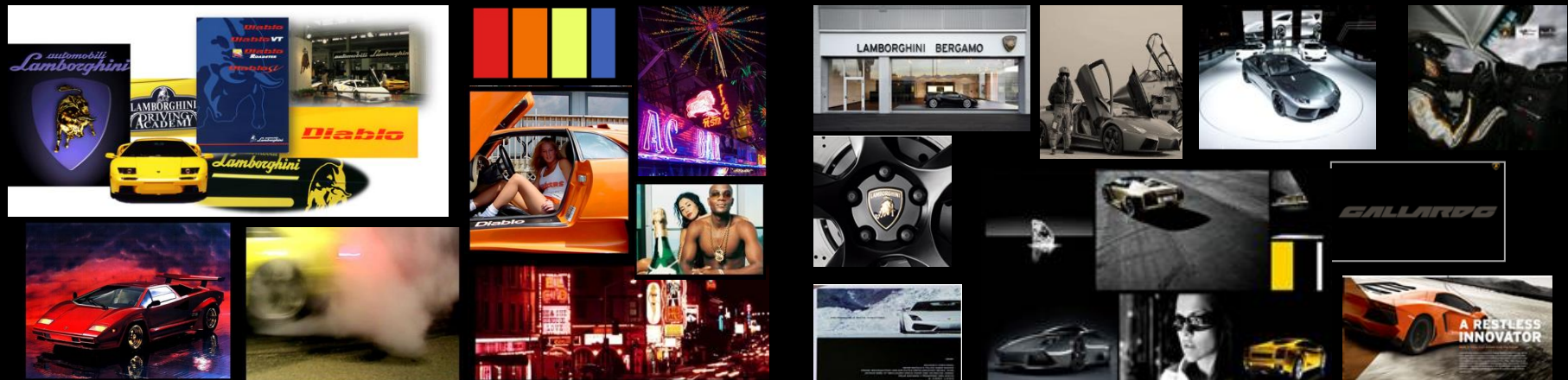
1963-1990

Iconic models pioneering new segment



Brand development

From a great name to a real Luxury Brand



1990-2000

2001-2013

NO CLEAR IDENTITY

ITALIAN
EXTREME
UNCOMPROMISING

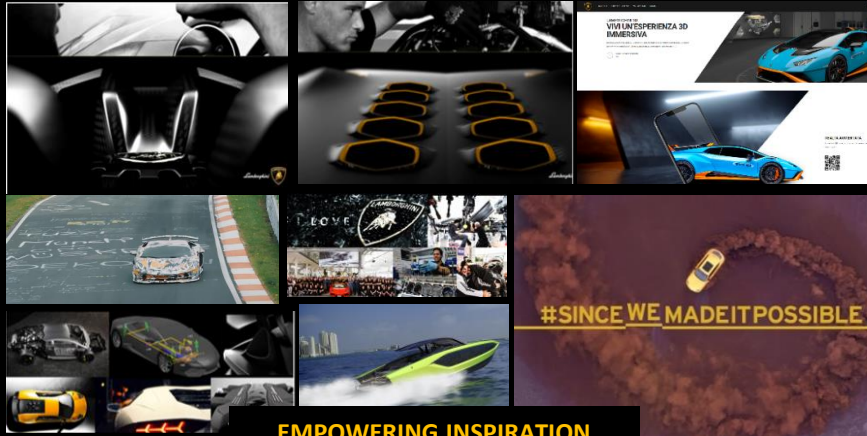
An exotic brand with a great name

Regain respect with a sharp message
in the luxury segment



Brand development

Relevant for a wider audience with a strong forward looking attitude



EMPOWERING INSPIRATION

2014-2020

VISIONARY
CUTTING EDGE
PURE



DRIVING HUMANS BEYOND

2021-2030

BRAVE
UNEXPECTED
AUTHENTIC

More human & suitable for
a wider audience

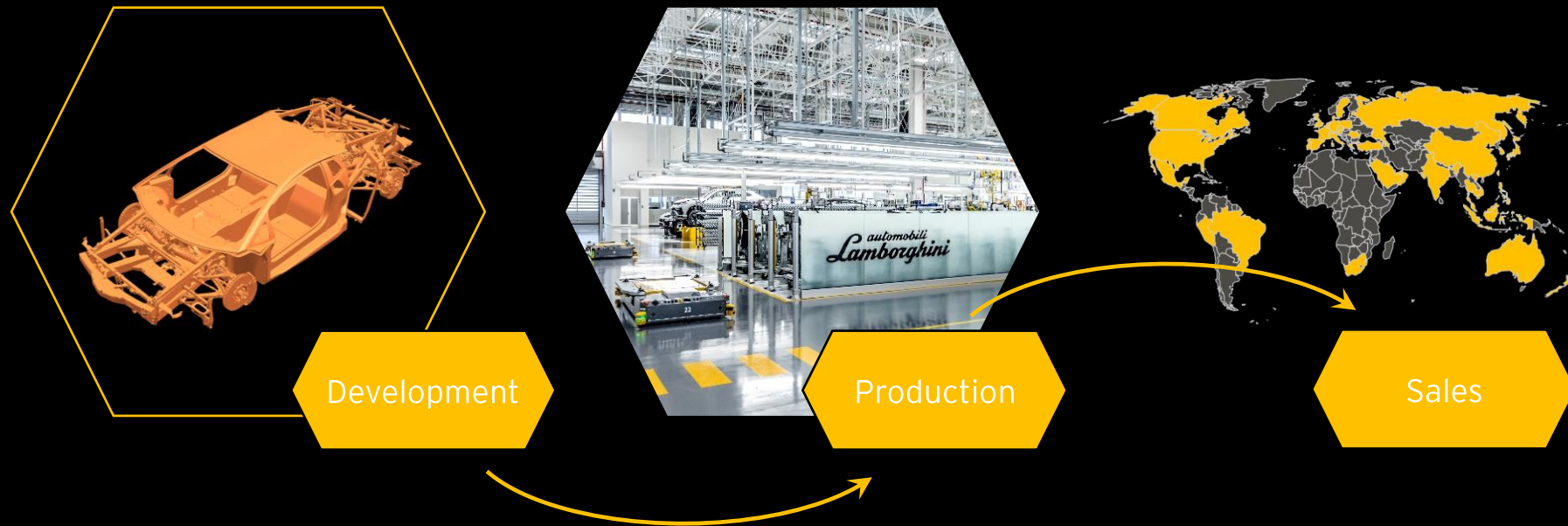
Become a symbol of human progression

Urus: Fuel consumption combined: 12.7 l/100 km; CO₂-emissions combined: 325 g/km (WLTP); Aventador SVJ: Fuel consumption combined: 18.0 l/100 km; CO₂-emissions combined: 448 g/km (WLTP); Huracán EVO: Fuel consumption combined: 13.7 l/100km; CO₂-emissions combined: 332 g/km (WLTP); Huracán STO: Fuel consumption combined: 13.9 l/100km; CO₂-emissions combined: 331 g/km (WLTP) Other models depicted are not available for sale.



Lamborghini today

A solid company covering the full automotive value chain





Product strategy

Two different approaches, same DNA

SUPERSPORTSCAR MODELS

Know How on powertrain, electrification and vehicle dynamics (performance & fun to drive)

+

Lightweight construction competences

+

Distinctive design

A PURE ITALIAN DREAMCAR

VERSATILITY MODELS

Synergies with high technological platform of the Group as a competitive advantage

+

Lamborghini DNA: unique design

+

Vehicle dynamics (performance & fun to drive)

+

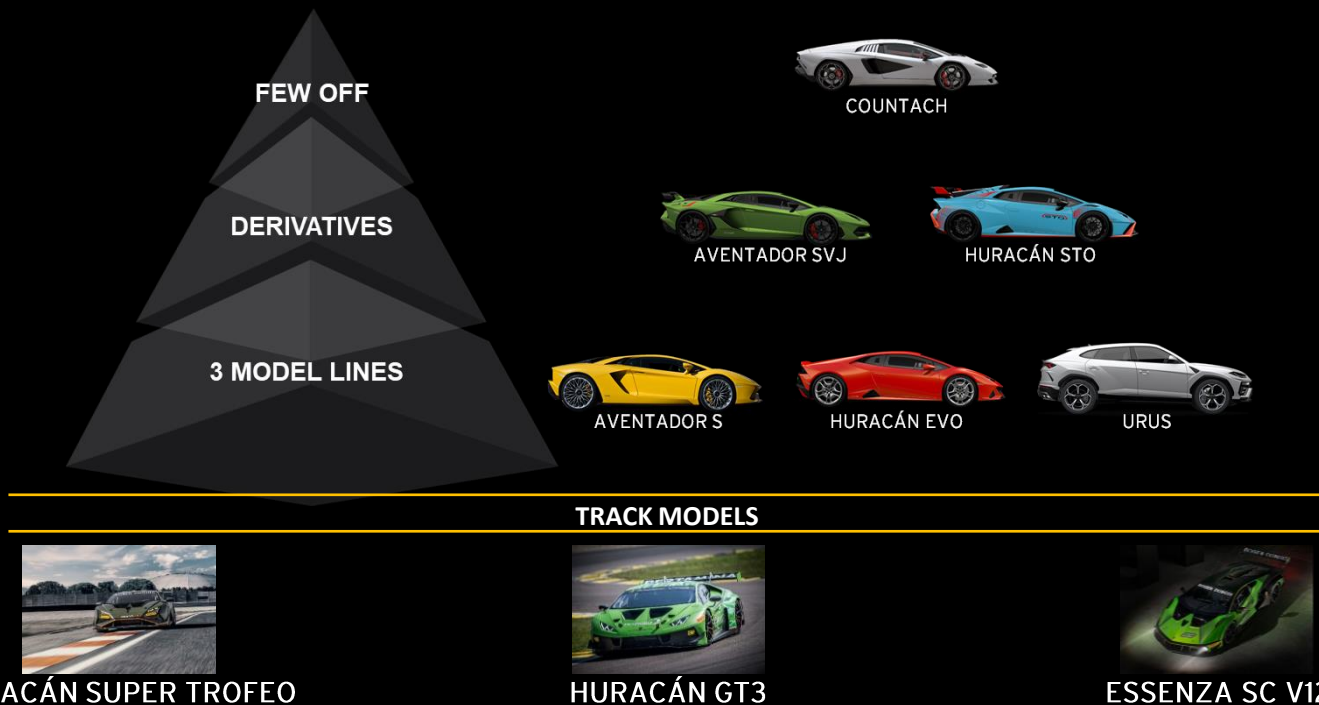
Lightweight approach

PIONEERING NEW NICHES



An offer to satisfy a wide range of customer's needs

Maximizing the offer in line with Brand DNA



Aventador S: Fuel consumption combined: 19.2 l/100 km; CO₂-emissions combined: 460 g/km (WLTP); Aventador SVJ: Fuel consumption combined: 18.0 l/100 km; CO₂-emissions combined: 448 g/km (WLTP); Huracán EVO: Fuel consumption combined: 13.7 l/100km; CO₂-emissions combined: 332 g/km (WLTP); Huracán STO: Fuel consumption combined: 13.9 l/100km; CO₂-emissions combined: 331 g/km (WLTP); Urus: Fuel consumption combined: 12.7 l/100 km; CO₂-emissions combined: 325 g/km (WLTP); Countach under homologation



Product Portfolio development

An extended derivatives strategy to optimize lifecycle management



Aventador S Coupe/Roaster: Fuel consumption combined: 19.2 l/100 km; CO₂-emissions combined: 460 g/km (WLTP); Aventador SVJ Coupe/Roaster: Fuel consumption combined: 18.0 l/100 km; CO₂-emissions combined: 448 g/km (WLTP); Huracán EVO: Fuel consumption combined: 13.7 l/100km ; CO₂-emissions combined: 332 g/km (WLTP); Huracán EVO Spyder: Fuel consumption combined: 14.2 l/100km ; CO₂-emissions combined: 338 g/km (WLTP); Huracán EVO RWD: Fuel consumption combined: 13.8 l/100km ; CO₂-emissions combined: 330 g/km (WLTP); Huracán EVO RWD Spyder: Fuel consumption combined: 13.9 l/100km ; CO₂-emissions combined: 335 g/km (WLTP); Huracán STO: Fuel consumption combined: 13.9 l/100km ; CO₂-emissions combined: 331 g/km (WLTP); Urus: Fuel consumption combined: 12.7 l/100 km; CO₂-emissions combined: 325 g/km (WLTP); Other models depicted are not available for sale.



Few off

Limited run initiatives to boost Brand and Profitability

REVENTÓN

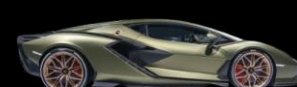
SESTO ELEMENTO

VENENO

CENTENARIO

SIÁN

COUNTACH



2007

2010

2013

2016

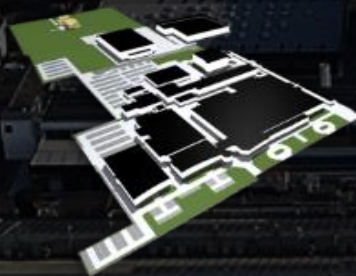
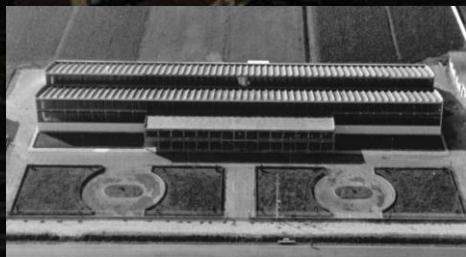
2019

2021



Industrial footprint

A significant site extension to support the growth

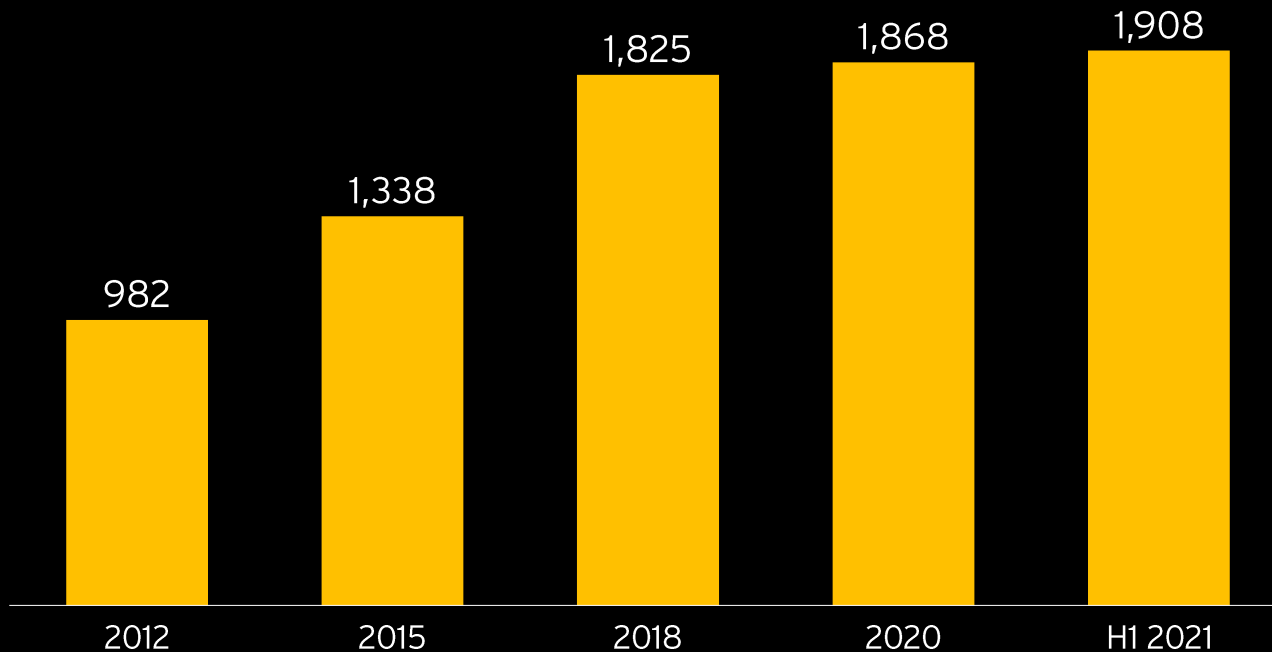




People & Organization

Headcount evolution

■ Total HC*



(*) Regions included



Regional footprint

An optimal coverage of the market demand



3 REGIONS - 51 MARKETS - 168 DEALERS

AMERICA
47 Dealers
5 Markets

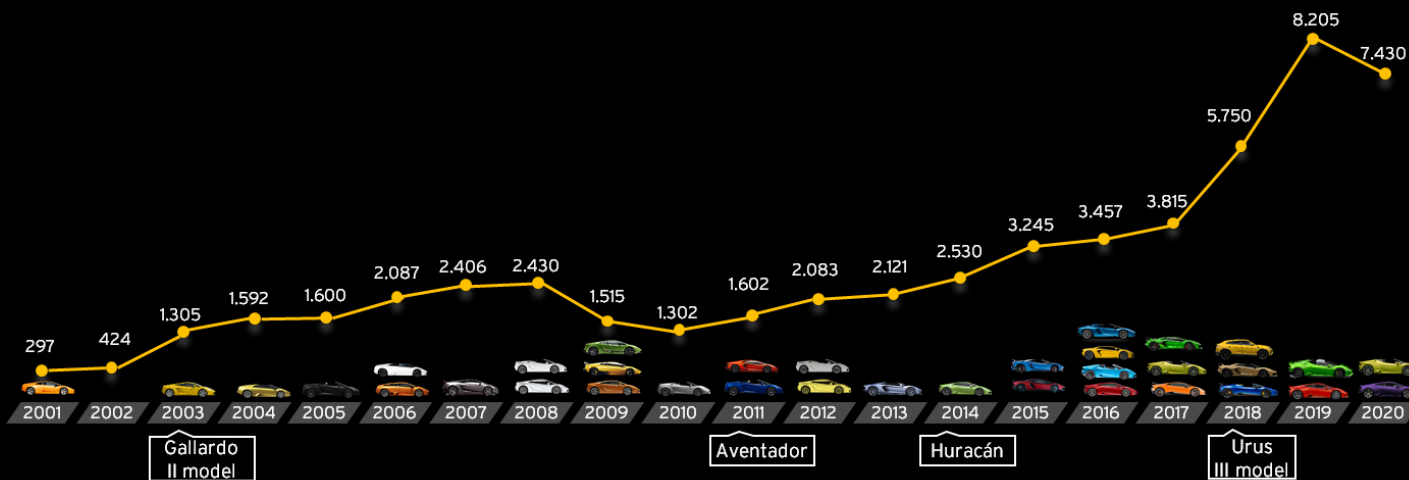
EMEA
71 Dealers
30 Markets

APAC
50 Dealers
16 Markets

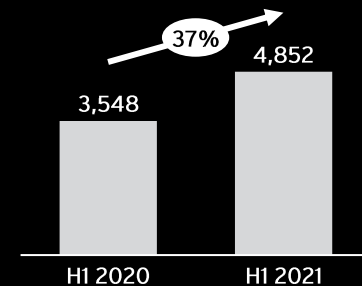


Sales Results

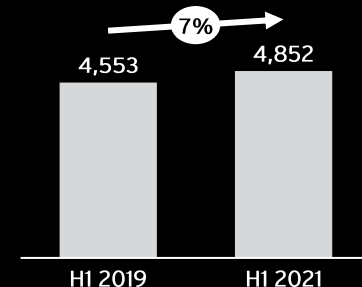
Consistent growth driven mainly by the success of new models



H1 2020 vs H1 2021



H1 2019 vs H1 2021



Aventador S Coupe/Roaster: Fuel consumption combined: 19.2 l/100 km; CO₂-emissions combined: 460 g/km (WLTP); Aventador SVJ Coupe/Roaster: Fuel consumption combined: 18.0 l/100 km; CO₂-emissions combined: 448 g/km (WLTP); Huracán EVO: Fuel consumption combined: 13.7 l/100km ; CO₂-emissions combined: 332 g/km (WLTP); Huracán EVO Spyder: Fuel consumption combined: 14.2 l/100km ; CO₂-emissions combined: 338 g/km (WLTP); Huracán EVO RWD: Fuel consumption combined: 13.8 l/100km ; CO₂-emissions combined: 330 g/km (WLTP); Huracán EVO RWD Spyder: Fuel consumption combined: 13.9 l/100km ; CO₂-emissions combined: 335 g/km (WLTP); Huracán STO: Fuel consumption combined: 13.9 l/100km ; CO₂-emissions combined: 331 g/km (WLTP); Urus: Fuel consumption combined: 12.7 l/100 km; CO₂-emissions combined: 325 g/km (WLTP); Other models depicted are not available for sale.



Direzione Cor Tauri

A strong commitment started long ago

- Hybrid transition:
 - 2023 first hybrid series production car
 - 2024 electrification of all product range
- 50% less product CO₂ emissions by 2025
- Investment of >1.5 billion euros over four years
- Full-electric model in second half of the decade
- Site neutrality since 2015



TECHNOLOGY TO BOOST PERFORMANCE
DRIVE BETTER AND FASTER





Lamborghini Analyst Day

Paolo Poma | Chief Financial Officer, Managing Director and Board Member of Automobili Lamborghini

Urus: Fuel consumption combined: 12.7 l/100 km; CO₂-emissions combined: 325 g/km (WLTP)



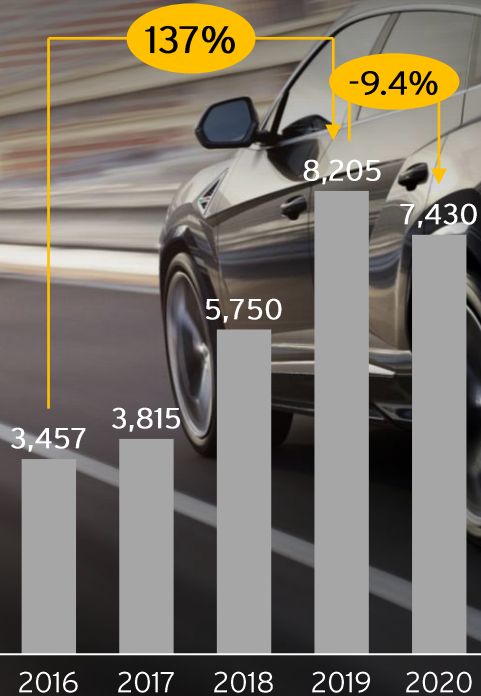
Lamborghini growth of last five years



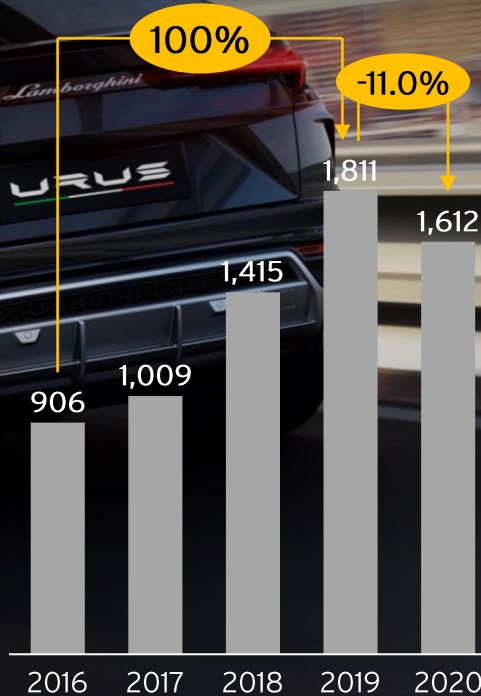


Lamborghini business development in the last five years

Deliveries to customers
(Cars)



Revenue
(€ mil.)





Lamborghini evolution to luxury profitability

SG&A

(in %)

Operating Return

(in %)

2020:
clearly <7%

2020:
clearly >15%

2021E:
towards
20%

2016 2017 2018 2019 2020

2016 2017 2018 2019 2020



Lamborghini current trading

H1 2021 Results

DELIVERIES
TO CUSTOMERS

4,852 units

REVENUE

€996m

+29% vs H1 2020
+1% vs H1 2019

RoS

+4.6 ppt. vs H1 2020
+5.3 ppt. vs H1 2019

OPERATING
PROFIT

+60% vs H1 2020
+32% vs H1 2019



STRATEGY 2030

DIREZIONE

>9k
CARS
yearly

PERFORMANCE

LAMBORGHINI DNA

HYBRID TRANSITION

ESG

COR TAURI

BEV

INVESTMENTS

BRAND EXPERIENCE

CONNECTIVITY

CO₂ Reduction

RoS
Best in Class

First Hybrid
series car
2023

Hybridization
of whole portfolio
2024

First Fully
electric model latest
2029



Lamborghini Analyst Day

Federico Foschini | Chief Marketing & Sales Officer and Member of the Board of Management

Urus: Fuel consumption combined: 12.7 l/100 km; CO2-emissions combined: 325 g/km (WLTP)



New brand positioning | A strong forward-looking attitude

The brand ID-card

VISION

BEING THE LEADER OF
THE 'UNEXPECTED'

MISSION

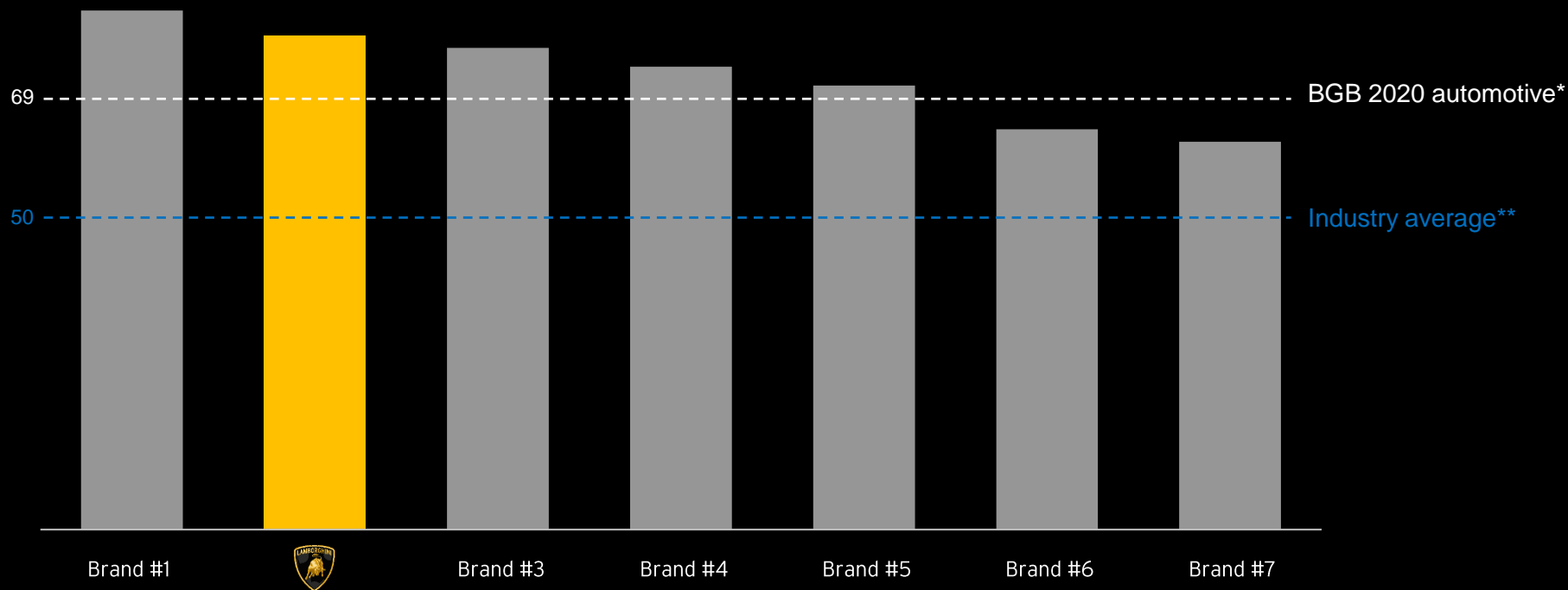
TURNING OUR VISIONARY IDEAS
INTO STUNNING CREATIONS





Lamborghini today | Brand Strength

Lamborghini is well positioned in terms of Brand Strength among the automotive sector



* Best Global Brands 2020 automotive sector average

** Measured against entire industry, beyond Best Global Brands brand pool



Lamborghini shows strong affinity with new generations

Leading position in communication touchpoints

SOCIAL MEDIA

CHANNELS	LUXURY AUTOMOTIVE INDUSTRY RANKING	FOLLOWER
	1 st	30.8 M
	1 st	2 M
	1 st	1.8 M
	1 st	1.4 M
	4 th	680 K
	2 nd	13 M

^ 1st Jan. 2021 - 18th Oct. 2021

eSPORTS





Lamborghini customer

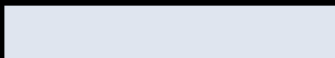
Design and performance as main reasons to buy



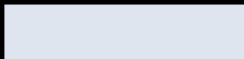
AVENTADOR

BOUGHT FOR :

Design



Engine



Performance



AGE

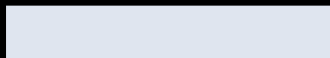
Ø48
years



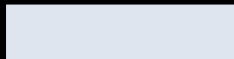
HURACÁN

BOUGHT FOR :

Design



Performance



Sound



AGE

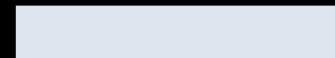
Ø45
years



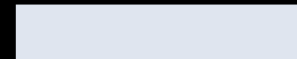
URUS

BOUGHT FOR :

Performance



Design



Brand image



AGE

Ø46
years

Youngest customer base among the luxury automotive segment

Source: Lamborghini Product Survey | CRM 09.2021

Aventador S: Fuel consumption combined: 19.2 l/100 km; CO₂-emissions combined: 460 g/km (WLTP); Huracán EVO: Fuel consumption combined: 13.7 l/100km ; CO₂-emissions combined: 332 g/km (WLTP); Urus: Fuel consumption combined: 12.7 l/100 km; CO₂-emissions combined: 325 g/km (WLTP)



Luxury super sportscar customers' trends

Be part of an exclusive Club



CUSTOMIZATION



"FEEL LIKE A PILOT"



EVENTS



Aventador S Roadster: Fuel consumption combined: 19.2 l/100 km; CO₂-emissions combined: 460 g/km (WLTP); Huracán EVO: Fuel consumption combined: 13.7 l/100km ; CO₂-emissions combined: 332 g/km (WLTP); Urus: Fuel consumption combined: 12.7 l/100 km; CO₂-emissions combined: 325 g/km (WLTP); Sian: Fuel consumption combined : 19,2 CO₂-emissions combined: 447 g/km (WLTP)



A holistic approach to the customer

Not just a car but a complete entertainment platform

PRODUCT



DEALER NETWORK



CUSTOMER EXPERIENCE



Aventador Ultimae: under homologation; Aventador SVJ Coupe/Roaster: Fuel consumption combined: 18.0 l/100 km; CO₂-emissions combined: 448 g/km (WLTP); Huracán STO: Fuel consumption combined: 13.9 l/100km ; CO₂-emissions combined: 331 g/km (WLTP); Urus: Fuel consumption combined: 12.7 l/100 km; CO₂-emissions combined: 325 g/km (WLTP); Aventador S Coupe/Roaster: Fuel consumption combined: 19.2 l/100 km; CO₂-emissions combined: 460 g/km (WLTP)



Product line up

A complete product offer composed by 3 product lines
(2 super sportscars & 1 super SUV)

AVENTADOR



HURACÁN



URUS





Aventador

The power of V12: a unique product proposition in the market

AVENTADOR S



AVENTADOR SVJ



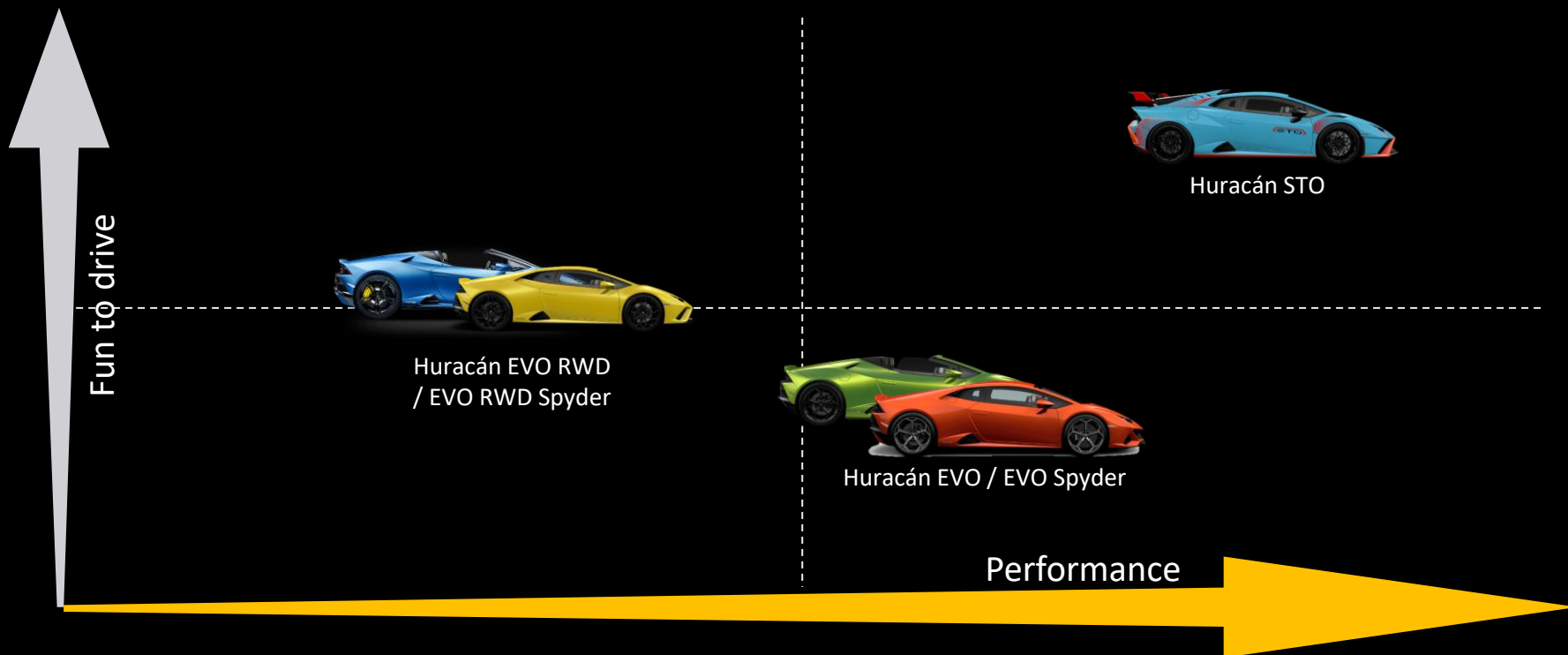
AVENTADOR ULTIMAE





Huracán

A complete family that addresses a wide range of customers' needs



Huracán EVO: Fuel consumption combined: 13.7 l/100km ; CO₂-emissions combined: 332 g/km (WLTP); Huracán EVO Spyder: Fuel consumption combined: 14.2 l/100km ; CO₂-emissions combined: 338 g/km (WLTP); Huracán EVO RWD: Fuel consumption combined: 13.8 l/100km ; CO₂-emissions combined: 330 g/km (WLTP); Huracán EVO RWD Spyder: Fuel consumption combined: 13.9 l/100km ; CO₂-emissions combined: 335 g/km (WLTP); Huracán STO: Fuel consumption combined: 13.9 l/100km ; CO₂-emissions combined: 331 g/km (WLTP)



Urus

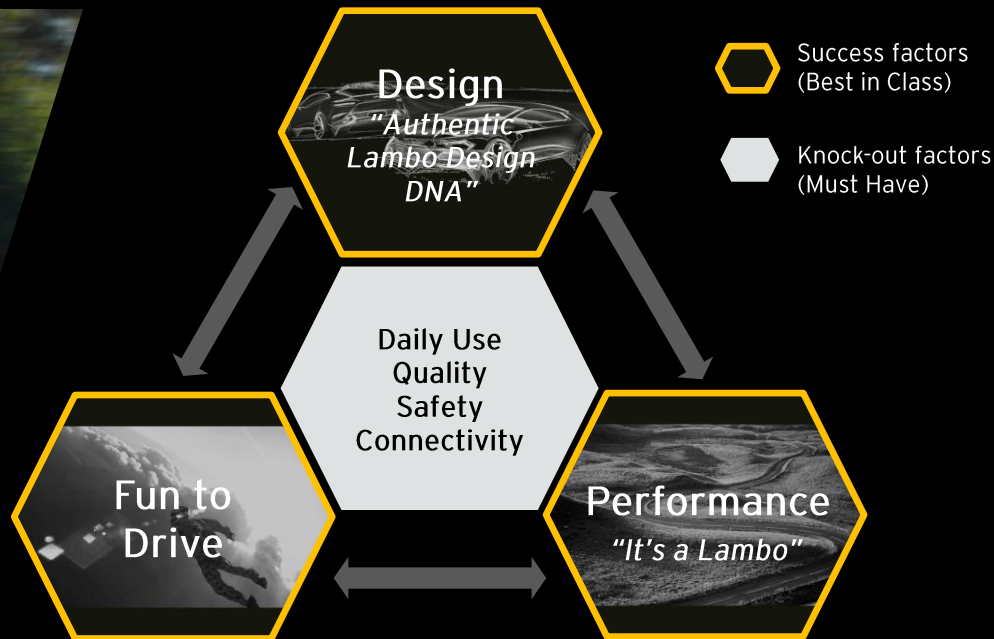
The pioneer of a new Luxury Segment: the first Super SUV



>80%

OF CUSTOMERS
ARE NEW TO
LAMBORGHINI
BRAND*

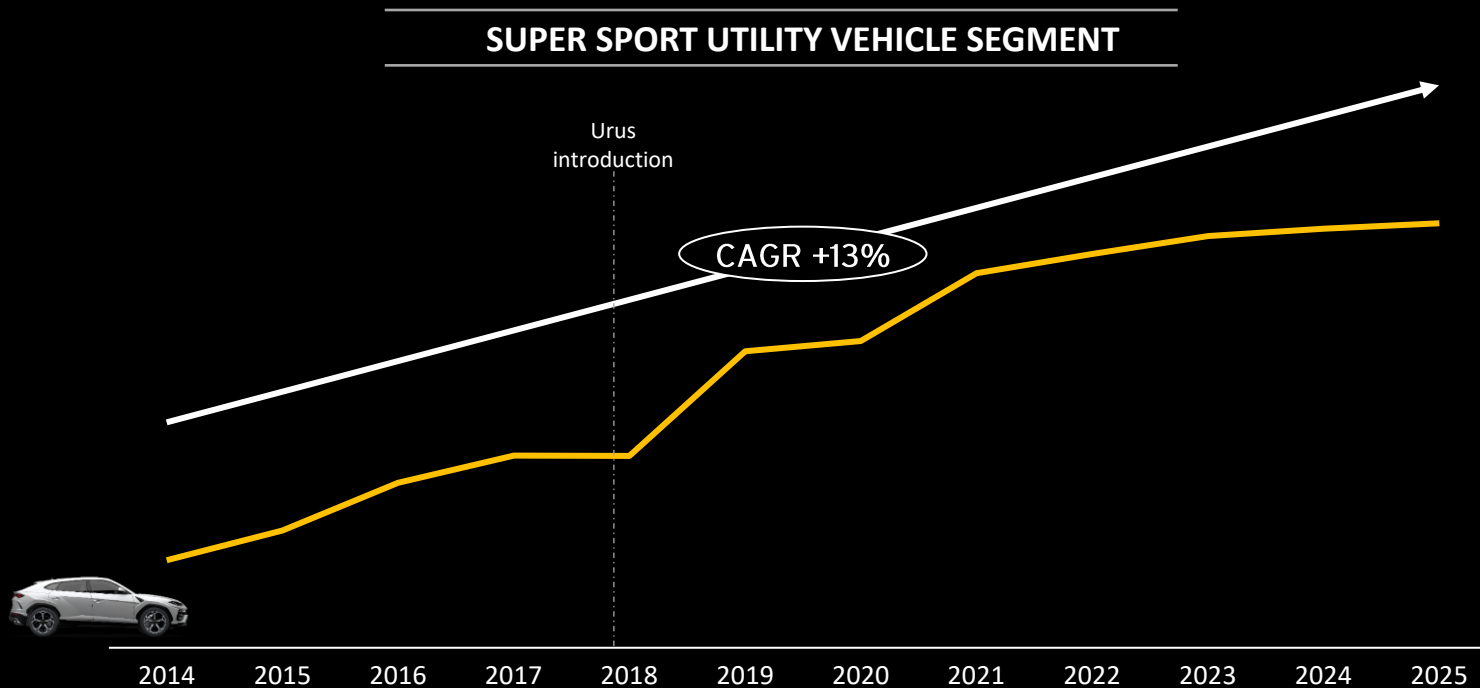
*Source: CRM 09.2021





SSUV Segment

A fast growing segment supply-induced



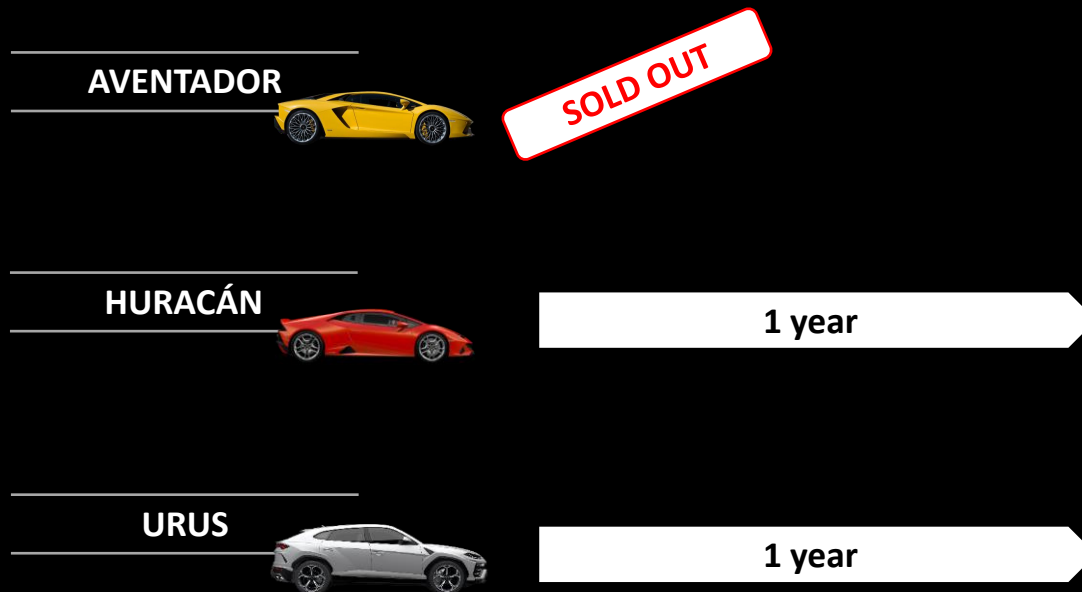
Source: 2014-2021 IHS Registrations; 2022-2025 LMC Automotive Forecast 2021

Urus: Fuel consumption combined: 12.7 l/100 km; CO₂-emissions combined: 325 g/km (WLTP)



Waiting Time

Average waiting time of 1 year

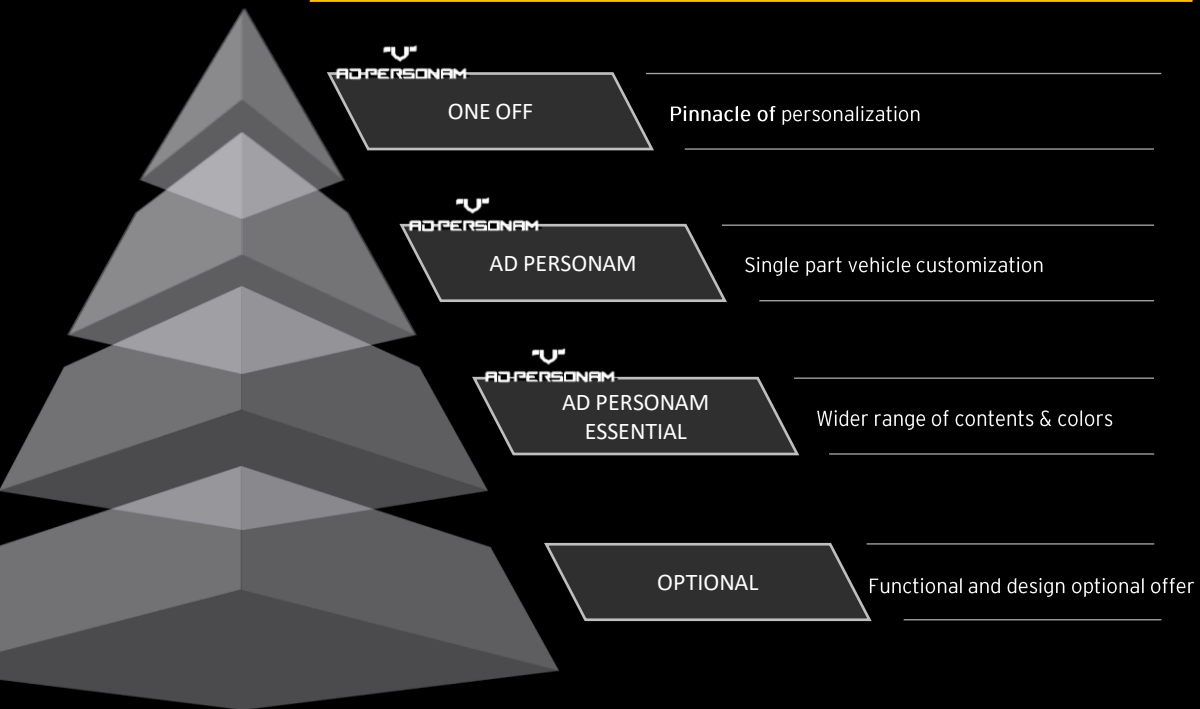




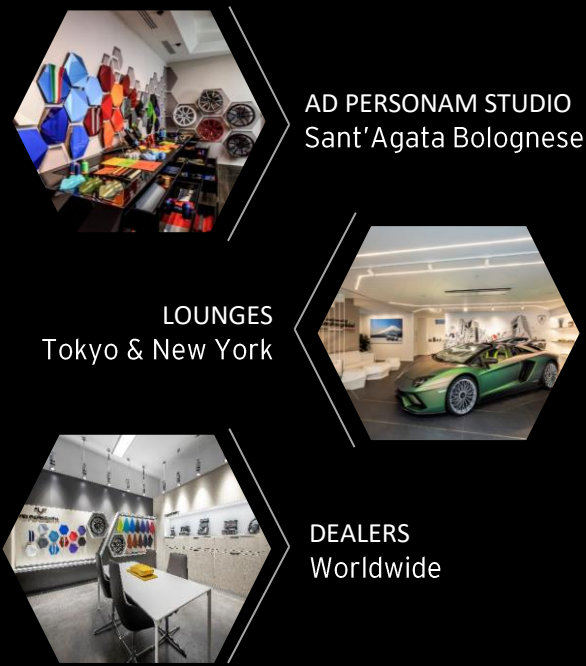
Customization Program

Ad Personam: a complete customization program

INCREMENTAL PERSONALIZATION LEVELS



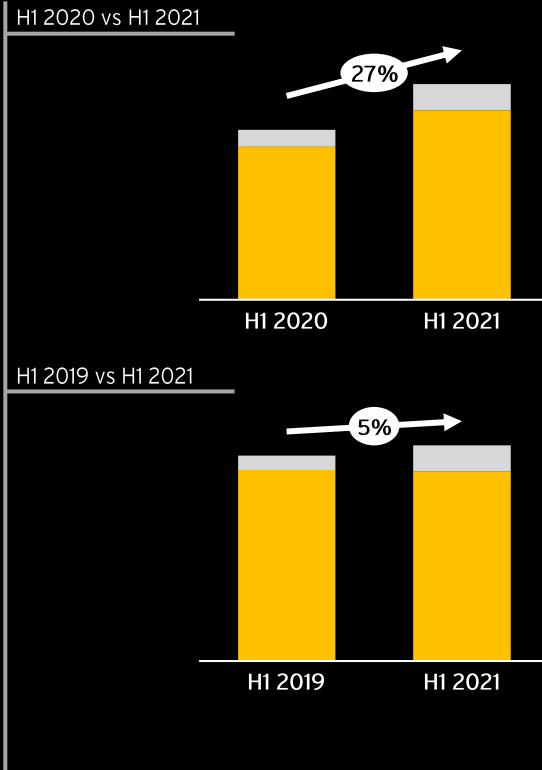
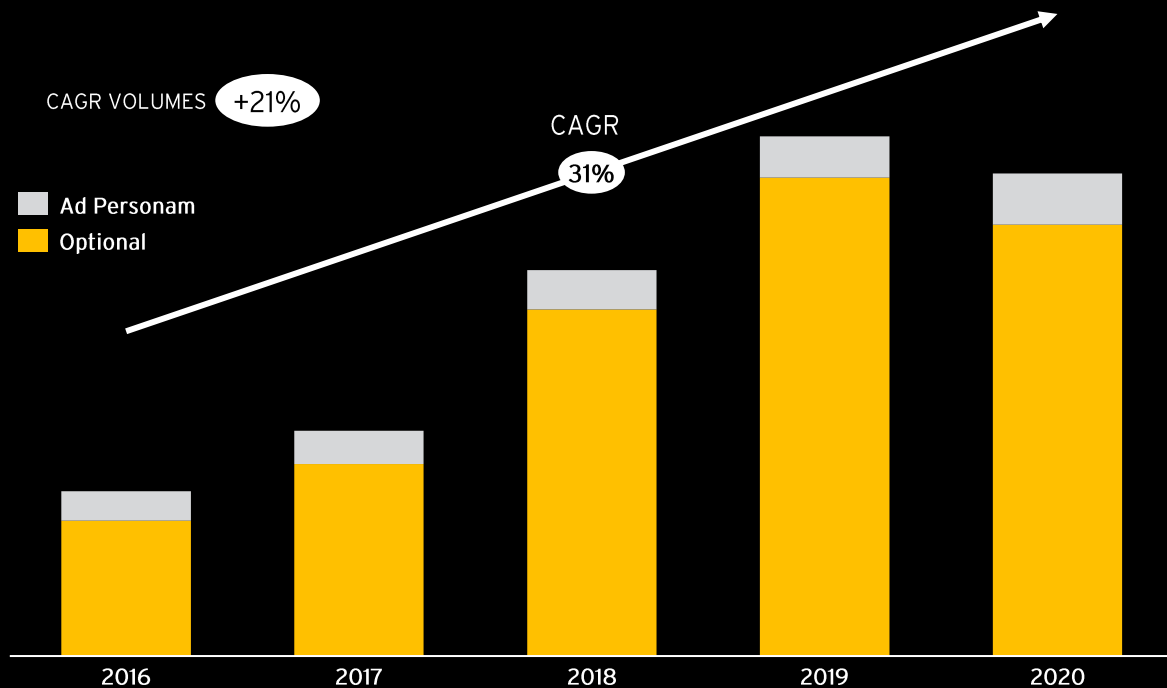
MULTIPLE TOUCHPOINTS





Customization Business

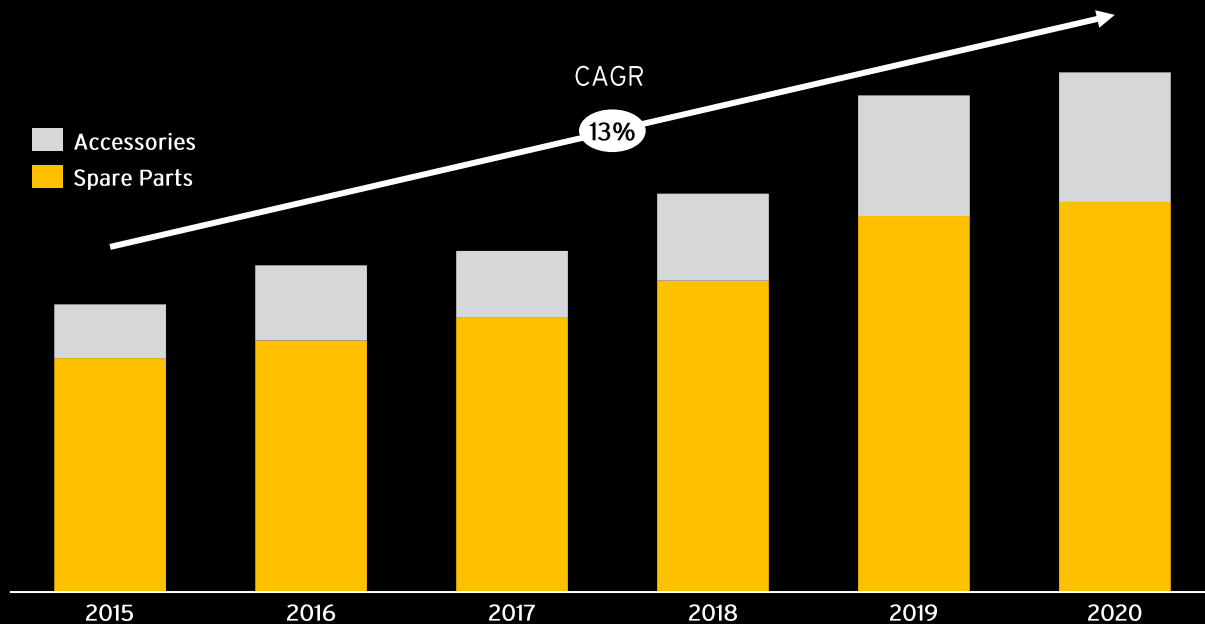
A consistent growth based on a wider offer to match customers' expectations



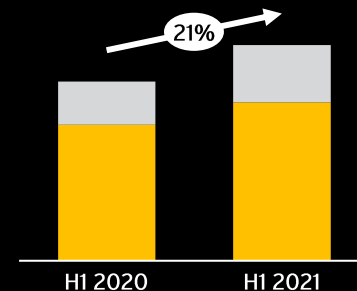


Spare Parts & Accessories Business

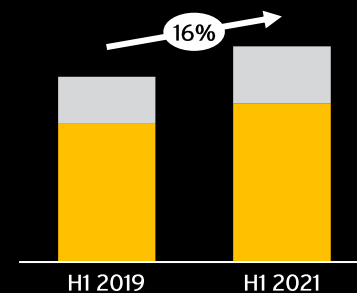
Solid parts' growth with expansion of accessory range offer



H1 2020 vs H1 2021



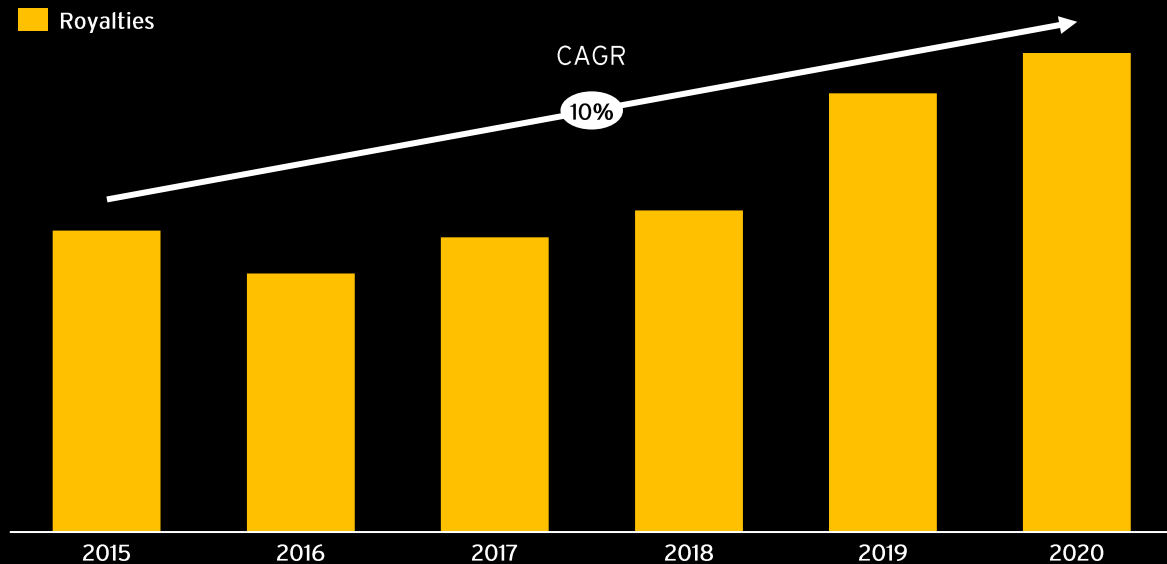
H1 2019 vs H1 2021



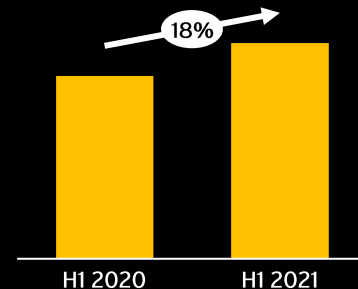


Brand Extension

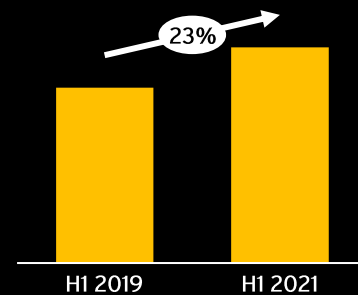
Brand strength sustains continuous growth



H1 2020 vs H1 2021





H1 2019 vs H1 2021

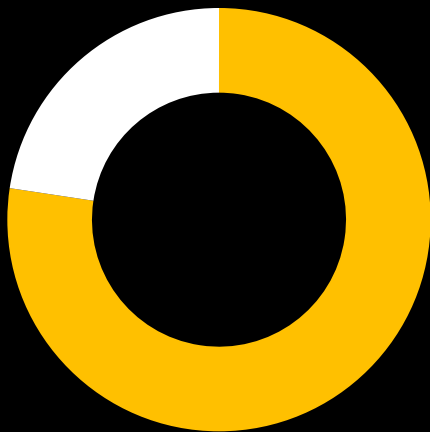




Dealer network business model

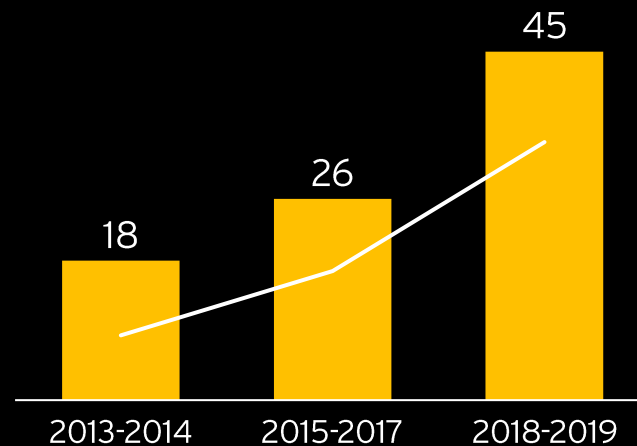
A solid and profitable dealer network

 Audi, Bentley, Porsche
 Others



More than 75% of Lamborghini dealers trade also Audi, Bentley and Porsche

 Average DTC/Dealer  ROS%



Profitability growth thanks to a sustainable business model



New Dealer Operating Standards

Ensure the best Lamborghini Brand experience to our customer



In place from 2016

A Luxury CICD focused on brand, digitalization, and personalization

+250 sales & after sales employees from 2015 to 2021 for a total of 750 (+50%)

A strong processes model based on a customer centric and data driven approach



Training Academy Qualification strategy

Dealer staff: an extensive program to guarantee the right level of competence



Certification program on 3 levels
to endorse individual knowledge and expertise

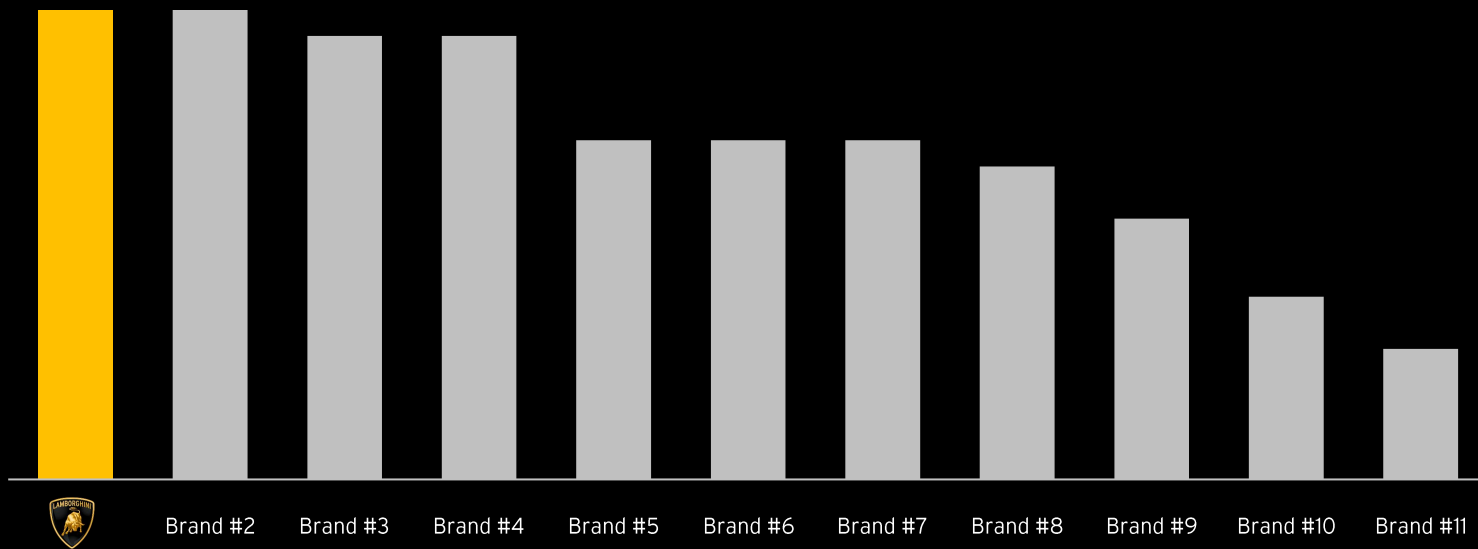
1.900 dealer staff
involved in a tailor-made learning journey

Training offer evolution:
avg. 3.500 training-man-days delivered yearly
+55% from 2015 to 2020



Overall customer satisfaction with Dealer network

Lamborghini rank 1st among Luxury and Top-End Premium brands





Customer Experience

A physical approach...

FACTORY



DEALER



ON THE ROAD



ON TRACK



Aventador SVJ: Fuel consumption combined: 18.0 l/100 km; CO₂-emissions combined: 448 g/km (WLTP); Huracán STO: Fuel consumption combined: 13.9 l/100km ; CO₂-emissions combined: 331 g/km (WLTP); Urus: Fuel consumption combined: 12.7 l/100 km; CO₂-emissions combined: 325 g/km (WLTP); Aventador S Coupe/Roaster: Fuel consumption combined: 19.2 l/100 km; CO₂-emissions combined: 460 g/km (WLTP); Huracán EVO: Fuel consumption combined: 13.7 l/100km ; CO₂-emissions combined: 332 g/km (WLTP); Huracán EVO Spyder: Fuel consumption combined: 14.2 l/100 km ; CO₂-emissions combined: 338 g/km (WLTP)



...and a Digital Experience

Unica App: the Lamborghini World in one place at a fingertip

CONNECTED
TELEMETRY

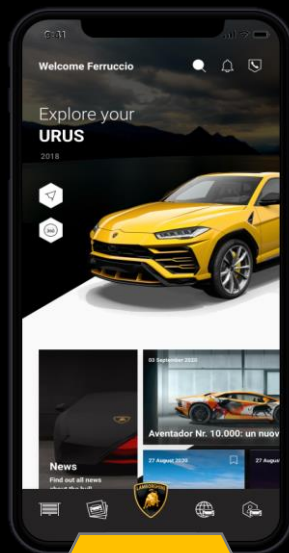


SERVICE HISTORY and
BOOKING integrated
with corporate CRM

LAMBORGHINI
EVENTS DIGITAL
PASS



Car picture in
production phase



> 14.000
registered
customers

CAR CONFIGURATOR integrated
with corporate CRM



Connected
Services Shop



CAR CONNECTIVITY



NEW MODELS
PREVIEW



Trip
recording





Lamborghini Analyst Day

Maurizio Reggiani | Chief Technical Officer and Member of the Board of Management

Urus: Fuel consumption combined: 12.7 l/100 km; CO2-emissions combined: 325 g/km (WLTP)



Our Challenges

Two main challenges to reach Regulations Limits

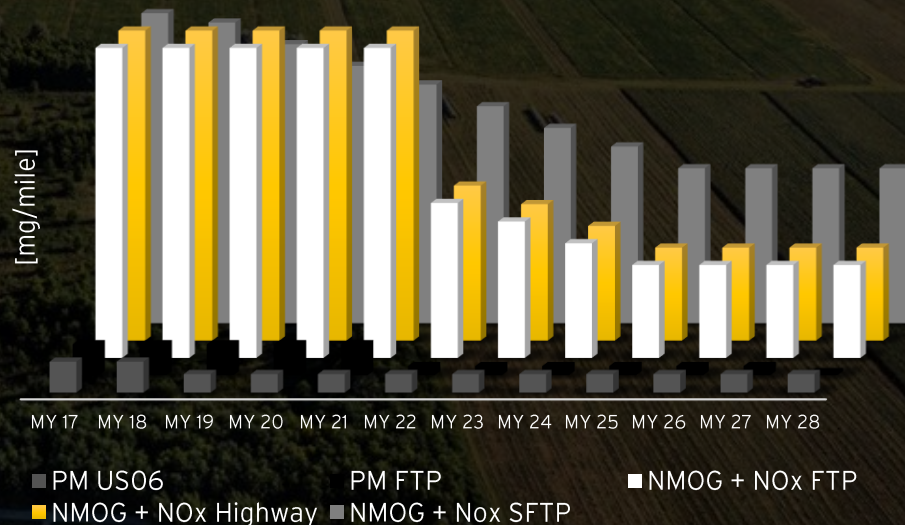
1

Different regulations focused on vehicle requirements

2

Worldwide CO2 and Emissions limits more & more strict

US Federal Tier 3 relevant emissions limit





Our Way

The Sportiness of the Future

FUTURE SPORTINESS

- › **HIGHER PERFORMANCE**
- › **EXCITEMENT & FUN**
- › **TECHNOLOGY AS A BOOSTER**
- › **ASTONISHING DIGITAL SOLUTIONS**

Drive
BETTER
and
FASTER



Technical Manifesto

Feel like a pilot

**Weight as a
priority**

**Smart aerodynamic
efficiency**

**Best performances and
easiness to be fast**

**Performance
consistency**

**Vmax, acceleration,
power**

**Braking as a
pleasure**

**Harshness (sound,
vibrations, contact
with the road)**



Direzione Cor Tauri

Taking the best of two worlds

INTERNAL COMBUSTION ENGINE

ELECTRIFICATION

› MORE POWER & TORQUE

› ENHANCEMENT OF VEHICLE DYNAMICS

› LIGHTWEIGHT MATERIALS

› LESS CO₂ & EMISSION

› EVOLVED CONNECTIVITY



Powertrain Distinctiveness

In the heart of the “Motor Valley”

POWERTRAIN AND ELECTRIFICATION COMPETENCE

- Tradition, Know How and Expertise on Internal Combustion Engines
- Unconventional approach to electrification

HV ANCILLARIES PORTFOLIO FROM AUDI GROUP

- Platform Synergies with the Group
- Full access to Audi Group components and solutions

NEW CONCEPTS

FREEDOM TO BE UNIQUE

RESOURCES WHERE REALLY MATTERS



Energy Storage Distinctiveness

Super capacitors

1st patent of an innovative Metal-Organic framework presented in 2019

Technology enabler for comfort improvement and driving fun

Enabler of a low voltage, high power hybrid system (25kW)

1st vehicle with a 48V traction e-motor, powered by a Super capacitor

**3 TIMES HIGHER POWER DENSITY
COMPARED WITH CONVENTIONAL
LI-ION BATTERY**



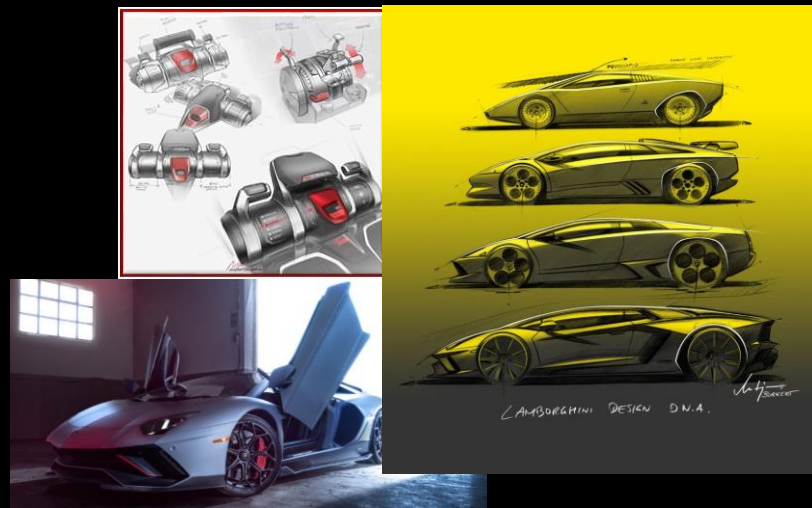
Drive Better and Faster

To instill Lamborghini's DNA

FUN TO DRIVE



DESIGN LANGUAGE



LAMBORGHINI UNIQUE PERFORMANCE AND EMOTIONS

Aventador SVJ Coupe: Fuel consumption combined: 18.0 l/100 km; CO₂-emissions combined: 448 g/km (WLTP); Urus: Fuel consumption combined: 12.7 l/100 km; CO₂-emissions combined: 325 g/km (WLTP); Aventador LP 700-4 Ultimae: fuel consumption and emission data are in the type approval stage



Lightweight Material Distinctiveness

Composite materials: a story of success

**WEIGHT
REDUCTION**

**STIFFNESS TO
WEIGHT RATIO**

VERSATILITY

ADDED VALUE FOR CUSTOMER

Over 30 years of research and
experience with composite materials

CFRP (Carbon Fiber Reinforced Plastic)
production: 360° in House

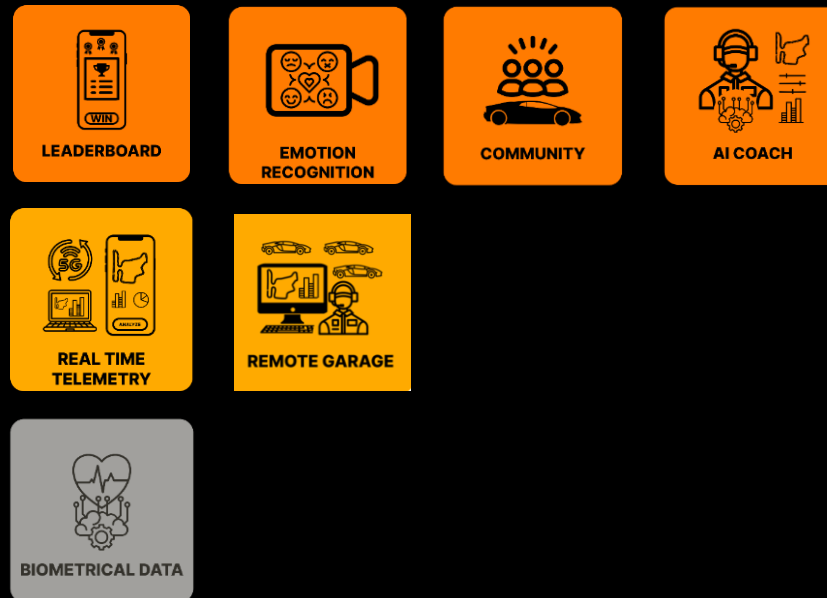


Digital Distinctiveness

Evolving Connectivity and HMI



CONNECTIVITY GEARED TOWARDS SPORTINESS:



PLATFORMS SHARED WITHIN DIGITAL ECOSYSTEM OF THE GROUP



Aventador SVJ Roadster: Fuel consumption combined: 18.0 l/100km ; CO₂-emissions combined: 448 g/km (WLTP); Urus: Fuel consumption combined: 12.7 l/100 km; CO₂-emissions combined: 325 g/km (WLTP); Huracán EVO Spyder: Fuel consumption combined: 14.2 l/100km ; CO₂-emissions combined: 338 g/km (WLTP)



* The specified fuel consumption and emission data have been determined according to the measurement procedures prescribed by law. Since 1st September 2017, certain new vehicles are already being type-approved according to the Worldwide Harmonized Light Vehicles Test Procedure (WLTP), a more realistic test procedure for measuring fuel consumption and CO₂ emissions. Starting on September 1st 2018, the New European Driving Cycle (NEDC) will be replaced by the WLTP in stages. Owing to the more realistic test conditions, the fuel consumption and CO₂ emissions measured according to the WLTP will, in many cases, be higher than those measured according to the NEDC. Therefore, the usage of CO₂ emission values measured according to WLTP for vehicle taxation from 1st September 2018 on can cause changes in this regards as well. For further information on the differences between the WLTP and NEDC, please visit www.audi.de/wltp.

We are currently still required by law to state the NEDC figures. In the case of new vehicles which have been type-approved according to the WLTP, the NEDC figures are derived from the WLTP data. It is possible to specify the WLTP figures voluntarily in addition until such time as this is required by law. In cases where the NEDC figures are specified as value ranges, these do not refer to a particular individual vehicle and do not constitute part of the sales offering.

They are intended exclusively as a means of comparison between different vehicle types. Additional equipment and accessories (e.g. add-on parts, different tyre formats, etc.) may change the relevant vehicle parameters, such as weight, rolling resistance and aerodynamics, and, in conjunction with weather and traffic conditions and individual driving style, may affect fuel consumption, electrical power consumption, CO₂ emissions and the performance figures for the vehicle.

For further information on the official fuel consumption and official specific CO₂ emissions of new cars, please refer to the "Guide to the fuel and energy consumption and CO₂ emissions of new cars", which is available free of charge at all points of sale and from Deutsche Automobil Treuhand GmbH, Hellmuth-Hirth-Str. 1, D-73760 Ostfildern or under www.dat.de.