



Luxury Fieldtrip Kepler Cheuvreux

Sant'Agata Bolognese, 20.06.2017

Lamborghini: the icon of luxury super sports



Design



Innovation



One to one luxury customer experience



Emotion



Perceived quality



Strong Brand equity & desirability



Performance



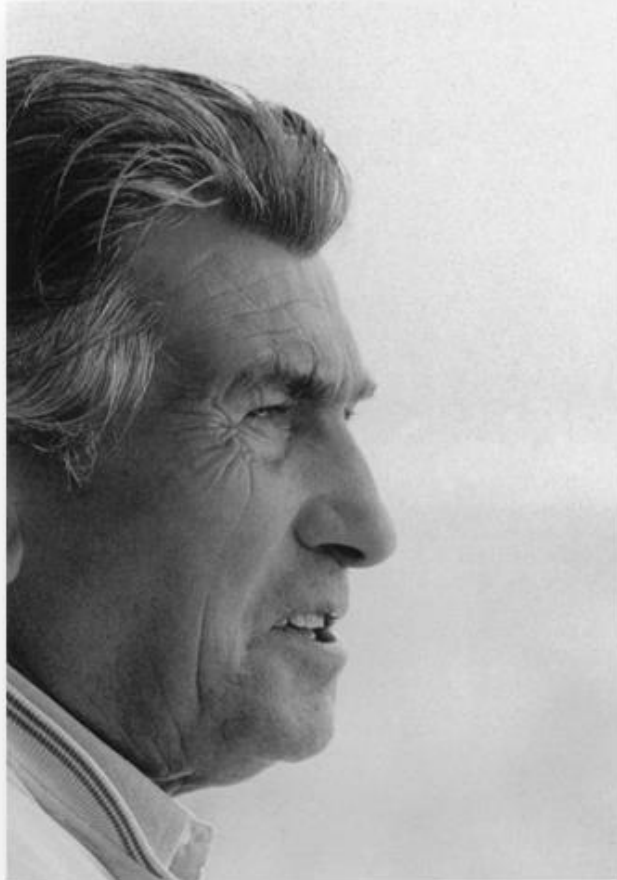
"Fun to drive"
"Different from the others"

Agenda



- 1 Our history
- 2 Trends, segment, competition
- 3 Lamborghini today
- 4 Strategy 2025 and transformation path
- 5 Wrap-up

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.

Our history: a tradition of iconic cars



350 GT (1963-1964)



Miura (1966-1972)



Countach LP 400
(1974-1978)



Espada (1968-1978)

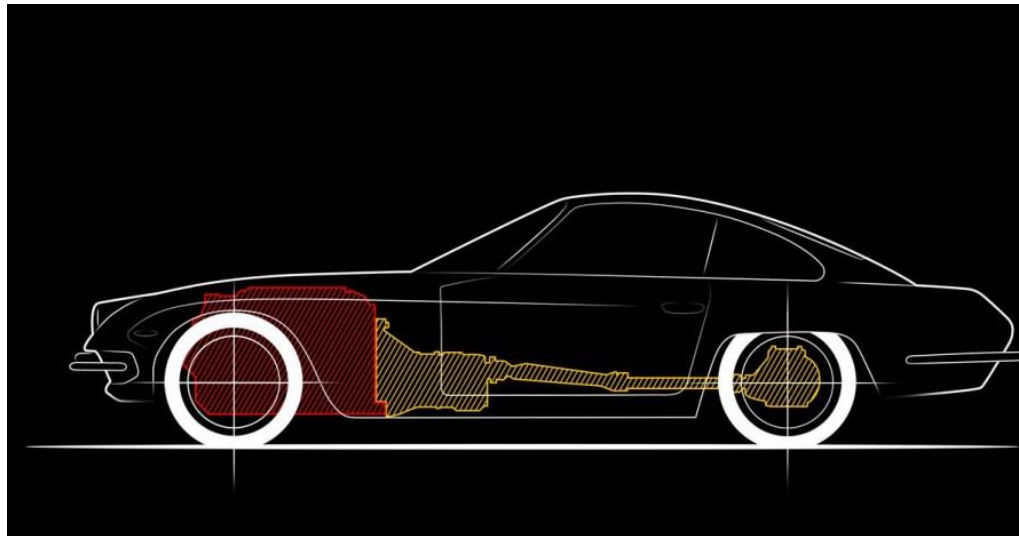
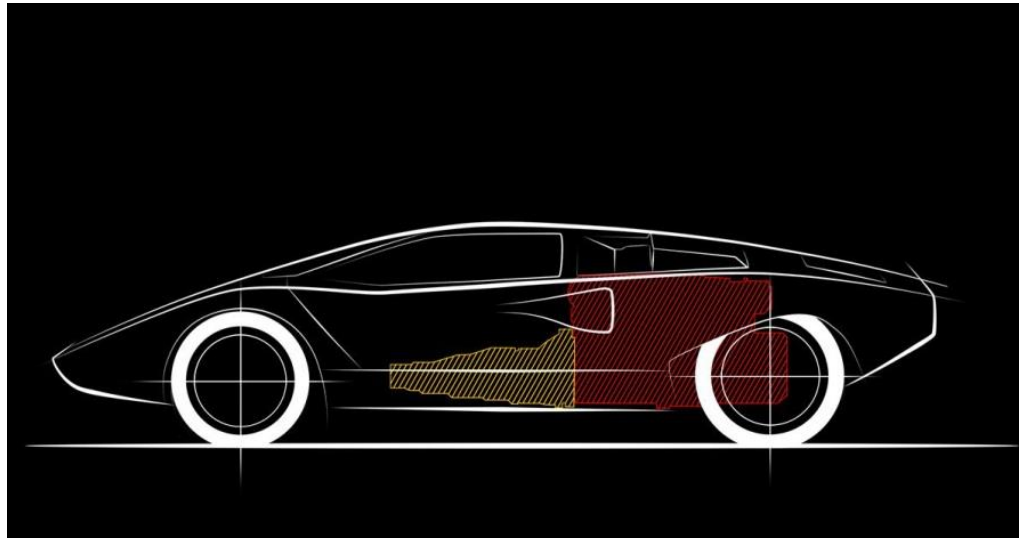


LM 002 (1986-1992)



Gallardo (2003 - 2014)

In the collective imagination, Lamborghini are super sports cars



■ Engine
■ Gearbox, transmission

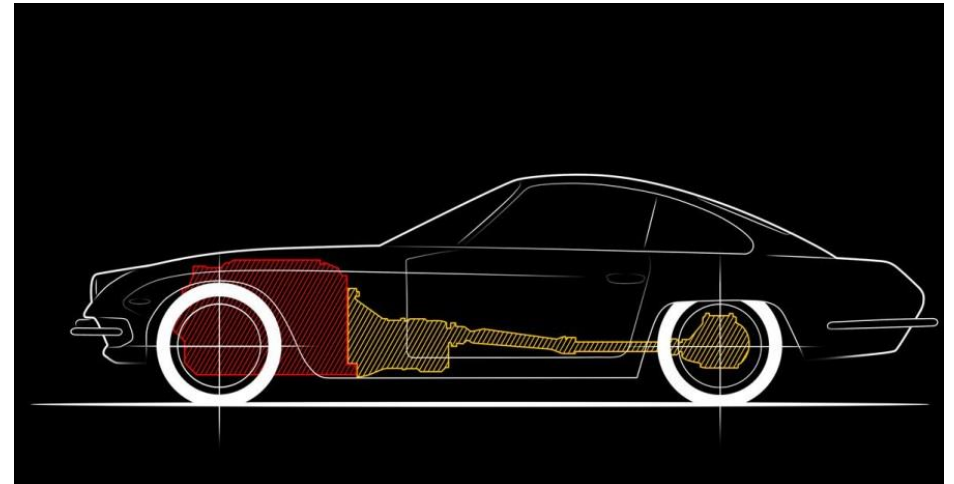
350 GT: the first Lamborghini, all in aluminium and with V12 engine



350 GT (1963-1964)

Product innovations

- Aluminium body



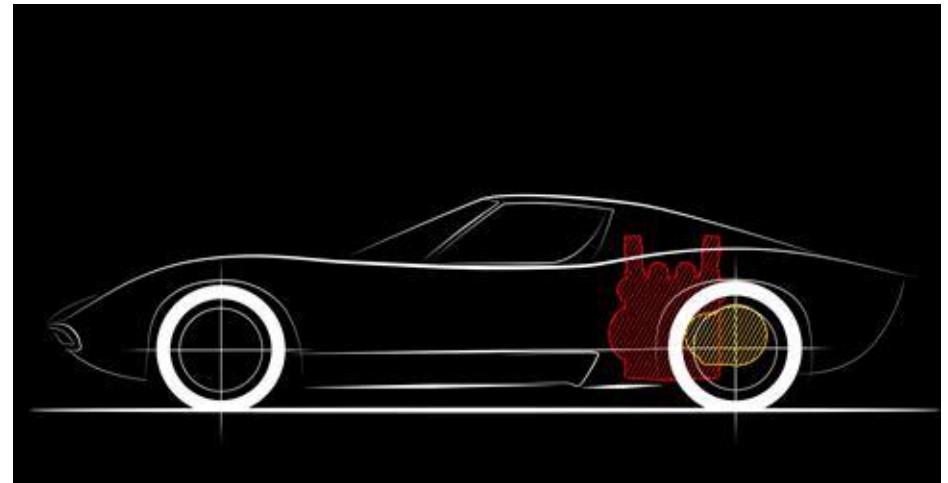
Miura: the first super sports car ever



Miura (1966-1972)

Product innovations

- First series car with V12 central transversal engine and integrated gearbox



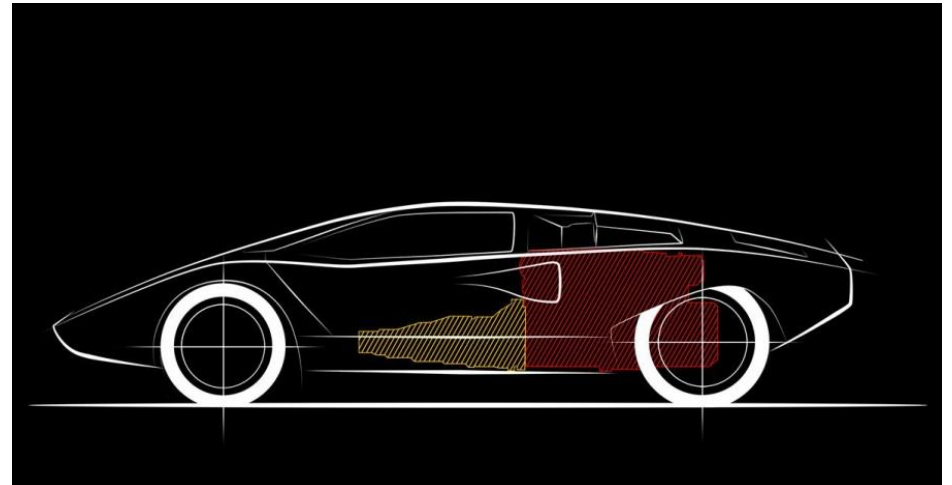
Countach: technical and style innovation



Countach LP 400 (1974-1978)

Product innovations

- Powertrain architecture, excellent mass balance
- Style concept, first car ever with vertically opening doors ("scissor doors")



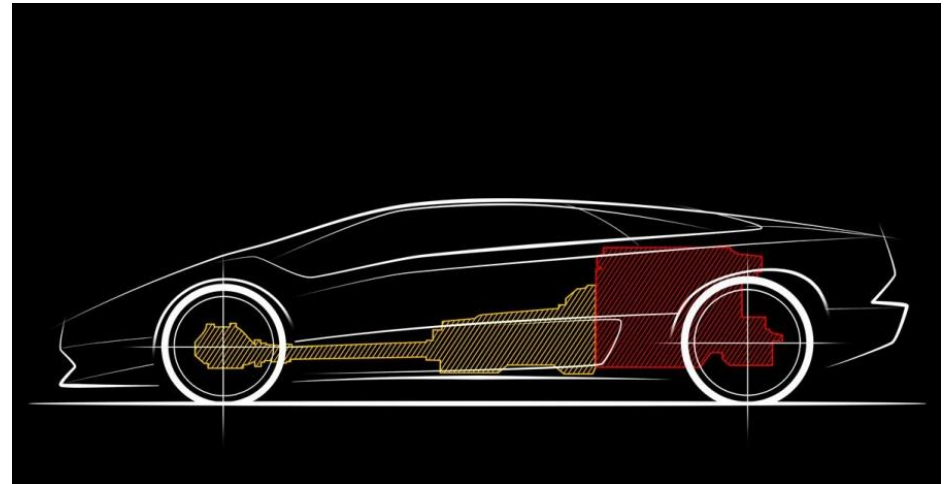
Diablo: the first super sports 4WD



Diablo (1990-2001)

Product innovations

- First super sports 4WD



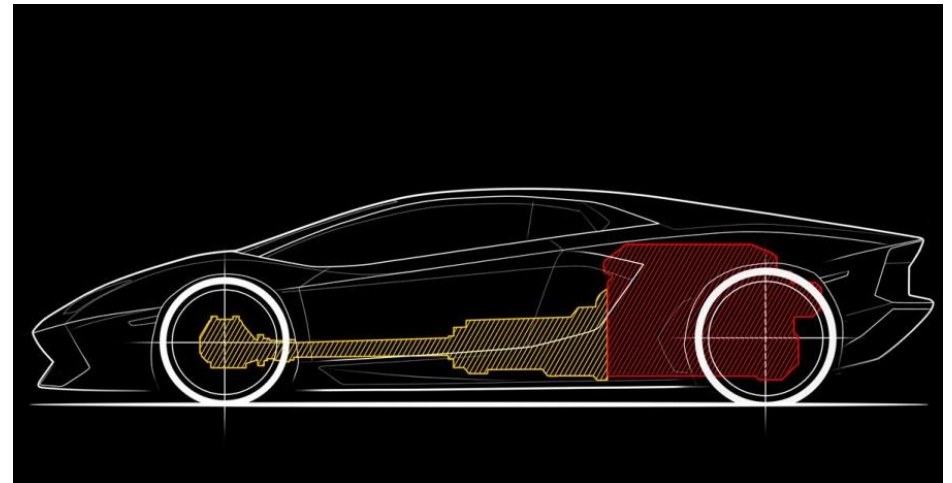
Aventador: the first super sports with carbon fibre monocoque and push rod suspensions



Aventador (2011)

Product innovations

- Carbon fibre monocoque, fully developed and produced in-house
- Push rod suspensions



Agenda



- 1 Our history
- 2 Trends, segment, competition
- 3 Lamborghini today
- 4 Strategy 2025 and transformation path
- 5 Wrap-up

Mega trends and implications for Lamborghini

The future of our segments: Exclusive Super Sports and Super SUV



Super sports mega trends

Implications for Lamborghini

Automotive mega trends

Fast product evolution



➤ Fast time to market
Derivatives strategy

Connectivity,
differentiating services

Digitalization



Performance



➤ Performance and
driving emotions
Weight-to-power ratio
(excellence in light-
weight materials)

Gradual shift to
electrification, without
compromising on
performance

Sustainability



Luxury experience



➤ Inspiring brand
experience for customers
and prospects

Driving-assistance
features to enhance
drivers' capabilities

Urbanization



Synthesis of competitive landscape



BEV

- BEV technology still not suitable for super sports car due to weight, battery packaging and performance continuity

Downsizing, turbo, hybridisation

- Downsizing and turbo are established trends for regulatory reasons
- Hybridisation is a clear trend for both image and regulatory reasons; so far used in hyper cars as technology demonstrator but expected to widen its adoption

Modularity

- Synergies between model lines represent a strong lever of cost reduction and flexibility; product differentiation to be ensured

Time to market

- Fast time to market: <4 years for new models, <3 years for derivatives
- Lifecycles with heavy facelifts

Agenda



1 Our history

2 Trends, segment, competition

3 **Lamborghini today**

- **Product**
- Brand
- Main figures

4 Strategy 2025 and transformation path

5 Wrap-up

Our current product range

2 product lines plus derivatives, Urus launch in 2018



2 product lines



Aventador S
740 HP
335,050€



Huracán
610 HP
201,824€

Derivatives



Aventador Roadster
700 HP
357,000€



Aventador Superveloce
750 HP
389,356€



Aventador Superveloce Roadster
750 HP
425,056€



Huracán Spyder
610 HP
221,995€



Huracán 2WD
580 HP
178,500€



Huracán 2WD spyder
580 HP
196,350€



Huracán Performante
640 HP
232,098€

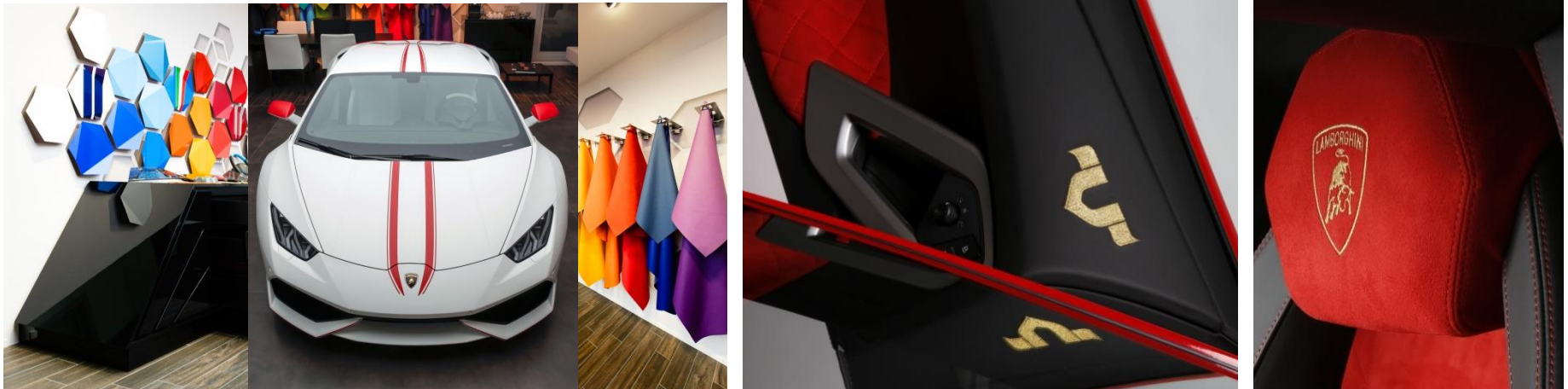
Ad Personam: to fulfil the needs of our customers of feeling unique



Personalised service to our customers

Enhance the customer experience

Increase the feeling of exclusivity



New approach to luxury: the one-off



Innovate

Strengthen brand value
and exclusivity

Satisfy customer target
super-luxury oriented

Model	Year	Units
Reventon Coupe	2007	20
Reventon Roadster	2009	15
Sesto Elemento	2010	20
Aventador J	2012	1
Veneno Coupe	2013	3
Veneno Roadster	2013	9
Centenario Coupe	2016	20
Centenario Roadster	2016	20



Suggested retail price w/o tax between 1 and 3 Mio€

Agenda



1 Our history

2 Trends, segment, competition

3 **Lamborghini today**

- Product
- **Brand**
- Main figures

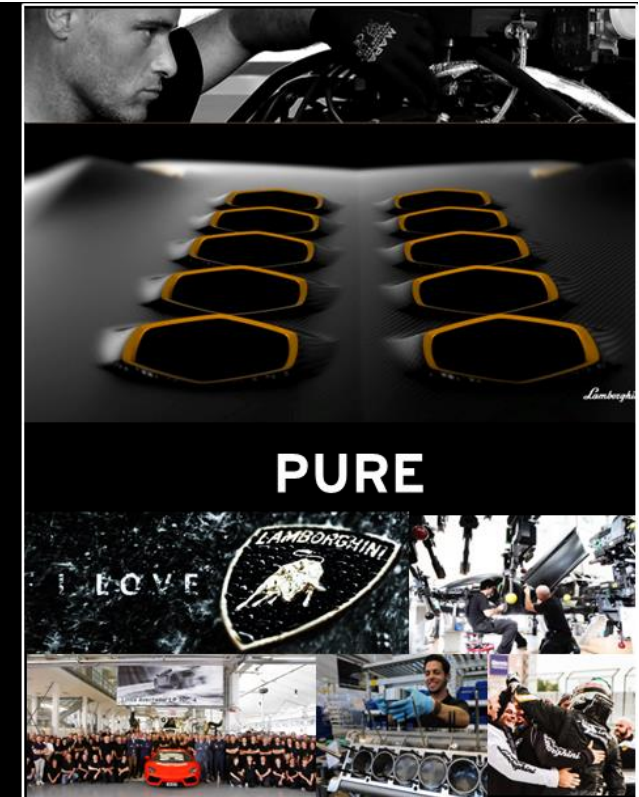
4 Strategy 2025 and transformation path

5 Wrap-up

New brand values have been defined to enlarge our potential customer base



From Italian, Extreme, Uncompromised, to...



Events: promoting our brand in luxury, sport and lifestyle contexts



Polo Storico and Museum: to promote our heritage and our brand



Polo Storico (launched in 2015)

- Historical archive
- Heritage spare parts
- Vehicle certification
 - 16 completed, 15 work in progress, 54 in waiting list
- Vehicle restoration centre
 - 9 full restorations completed, 17 work in progress, 39 in waiting list



2016: 50th anniversary of the Lamborghini Miura

Museum Lamborghini

- Journey among the best Lamborghini ever
- Bridge between the past and the future of Lamborghini



Lamborghini Squadra Corse: a strategic asset for the brand



Our Objectives

- Promote “dare to win” attitude of Lamborghini
- Shift Brand perception: technical substance & technology transfer
- Increase sales
- Enhance customer loyalty
- Create emotional attachment to the brand



GT3
The ultimate contest

Main results 2016:
2 Championship titles
18 victories
52 podiums
36 cars sold

Super Trofeo
The ultimate one make series

Main figures 2016:
19 races
67 cars sold
81 cars on grid (avg)

Lamborghini Accademia
Enhance Customer Loyalty

Lamborghini Esperienza
Exclusive lane to enter in Lamborghini world

Collezione Automobili Lamborghini: our brand enlargement to luxury apparel and community of fans



Merchandising



Licensing



Agenda



1 Our history

2 Trends, segment, competition

3 **Lamborghini today**

- Product
- Brand
- **Main figures**

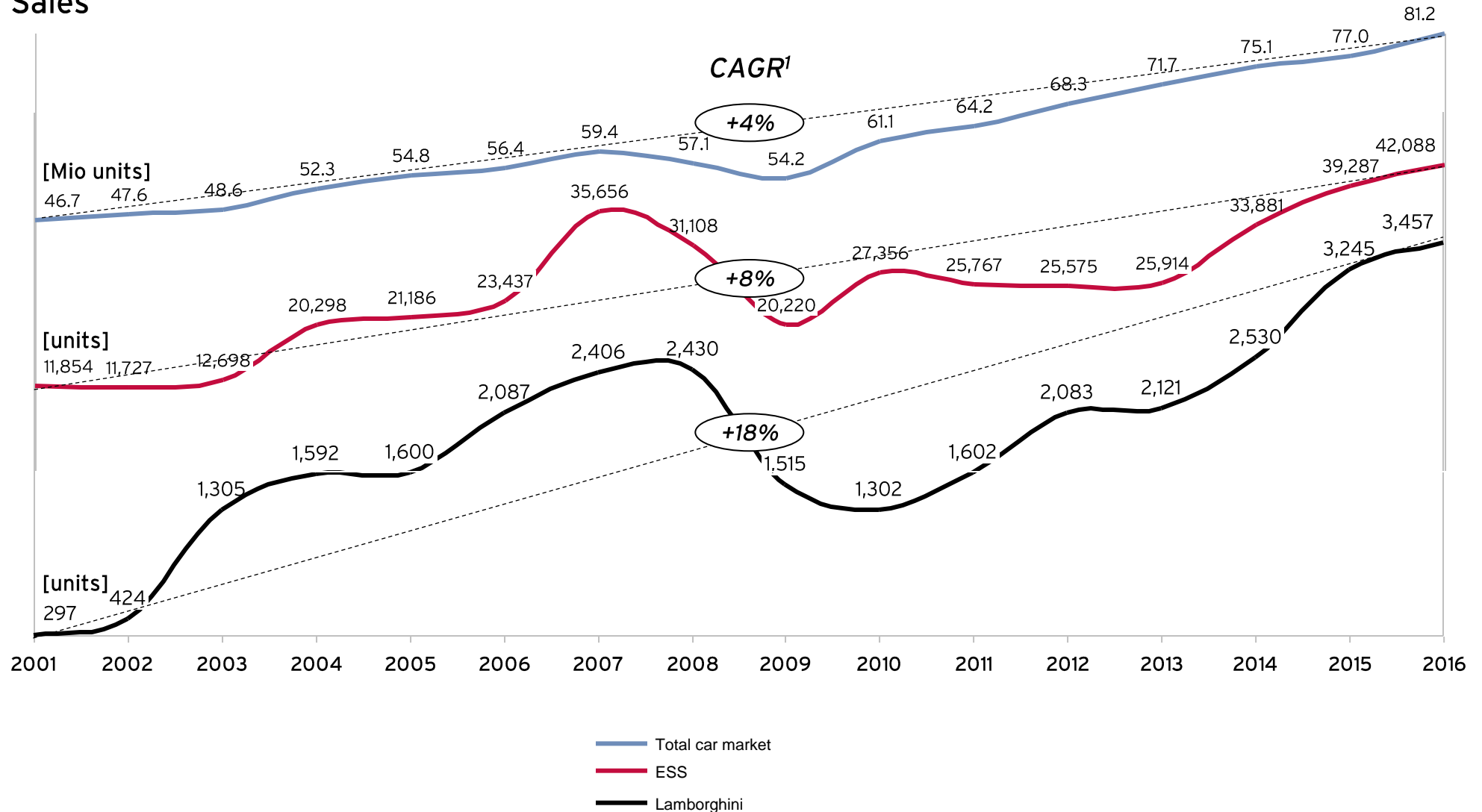
4 Strategy 2025 and transformation path

5 Wrap-up

Increasing volumes in a stable market



Sales



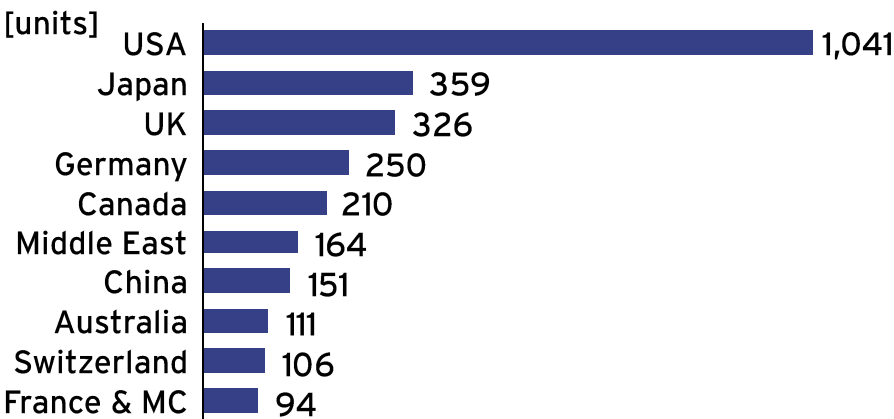
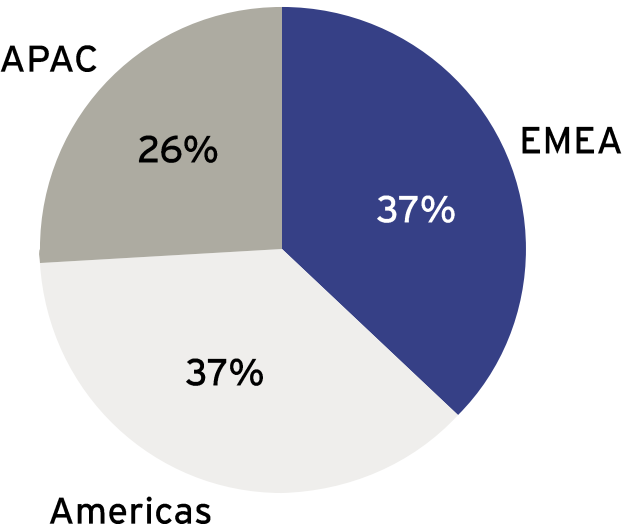
¹ Compounded Annual Growth Rate

Geographical footprint

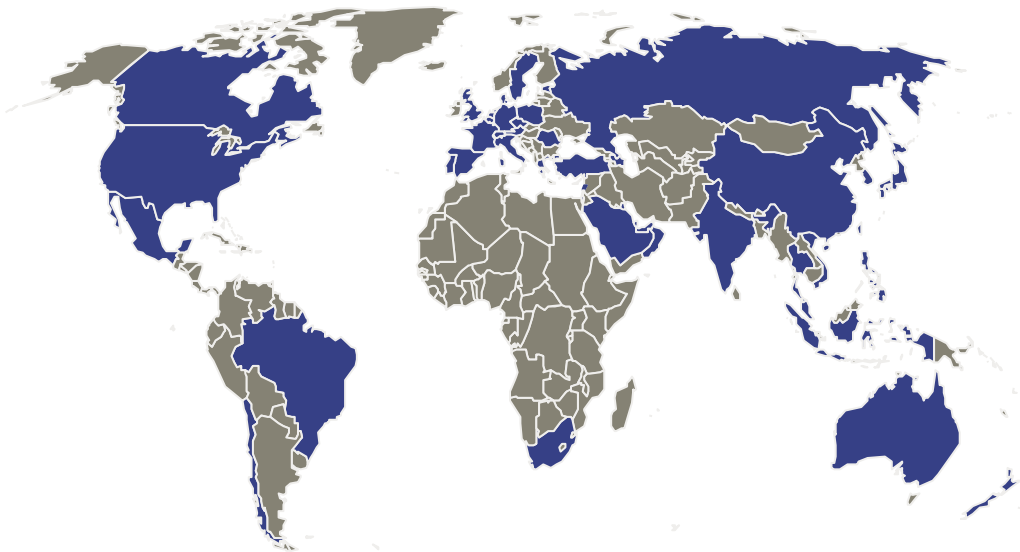
Balanced sales and dealer presence



Sales



Dealer coverage



America
40 dealers

EMEA
57 dealers

APAC
39 dealers

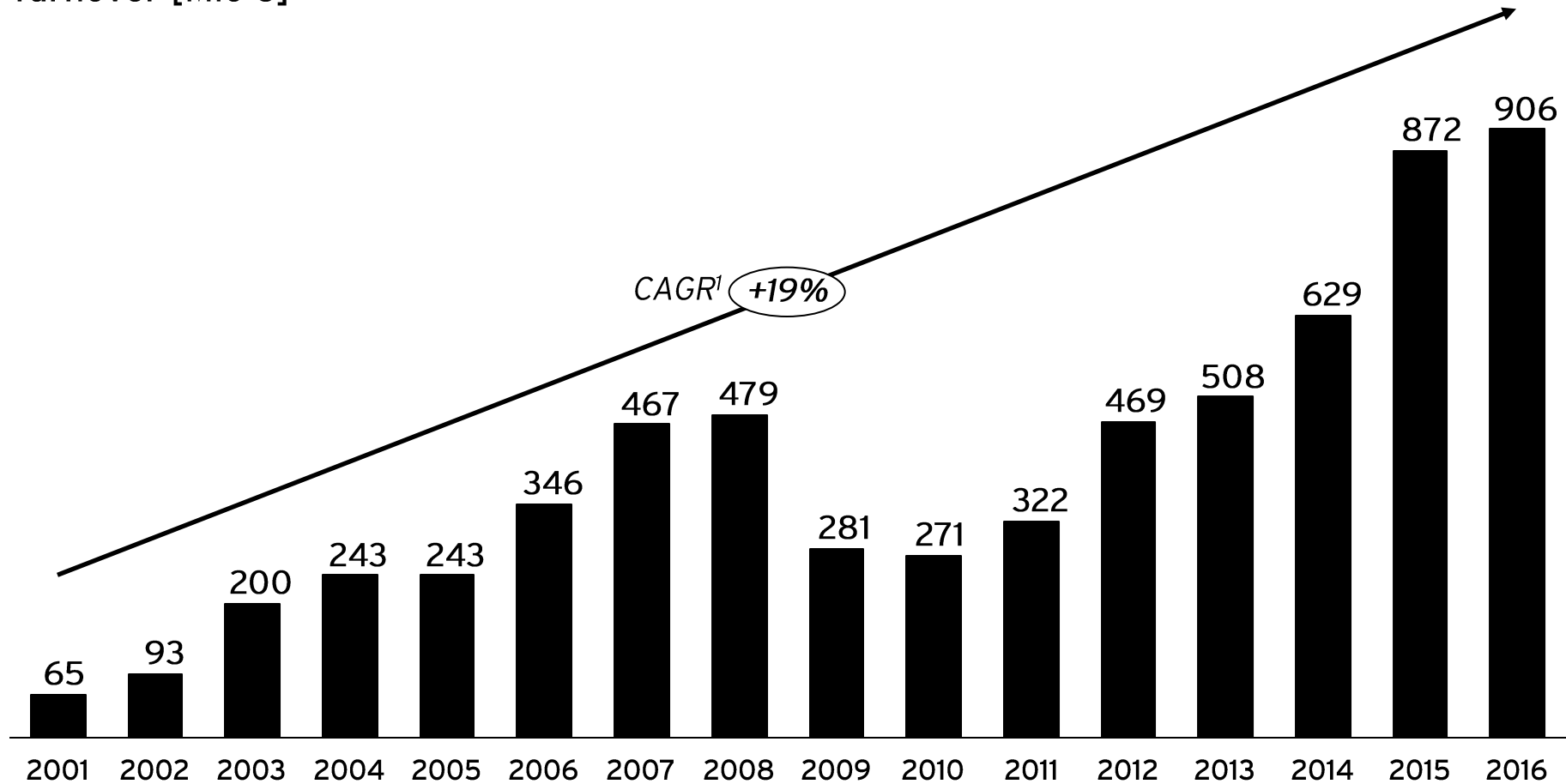
Note: 2016 figures

Constant growth of turnover

Next target 1 Bn €



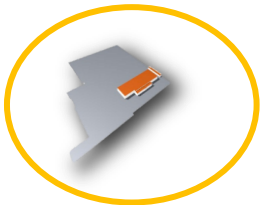
Turnover [Mio €]



¹ Compounded Annual Growth Rate

Significant investments in our site

Plant extension and CO₂ neutrality



**First plant
10,000 m²**



Carbon Fibre



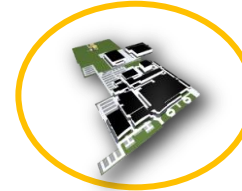
PSC-Protoshop and
Carbon Fibre
extension



Logistic centre



New Huracan
production line



80,000 m²



New plant
New logistic centre
New offices
New paintshop

160,000 m²



Agenda



1 Our history

2 Trends, segment, competition

3 Lamborghini today

4 Strategy 2025 and transformation path

5 Wrap-up

Strategy 2025

Our new strategy 2025 is based on an aspirational vision and on two core elements that define how to get there



Vision

Why Lamborghini exists,
which is our promise

Mission

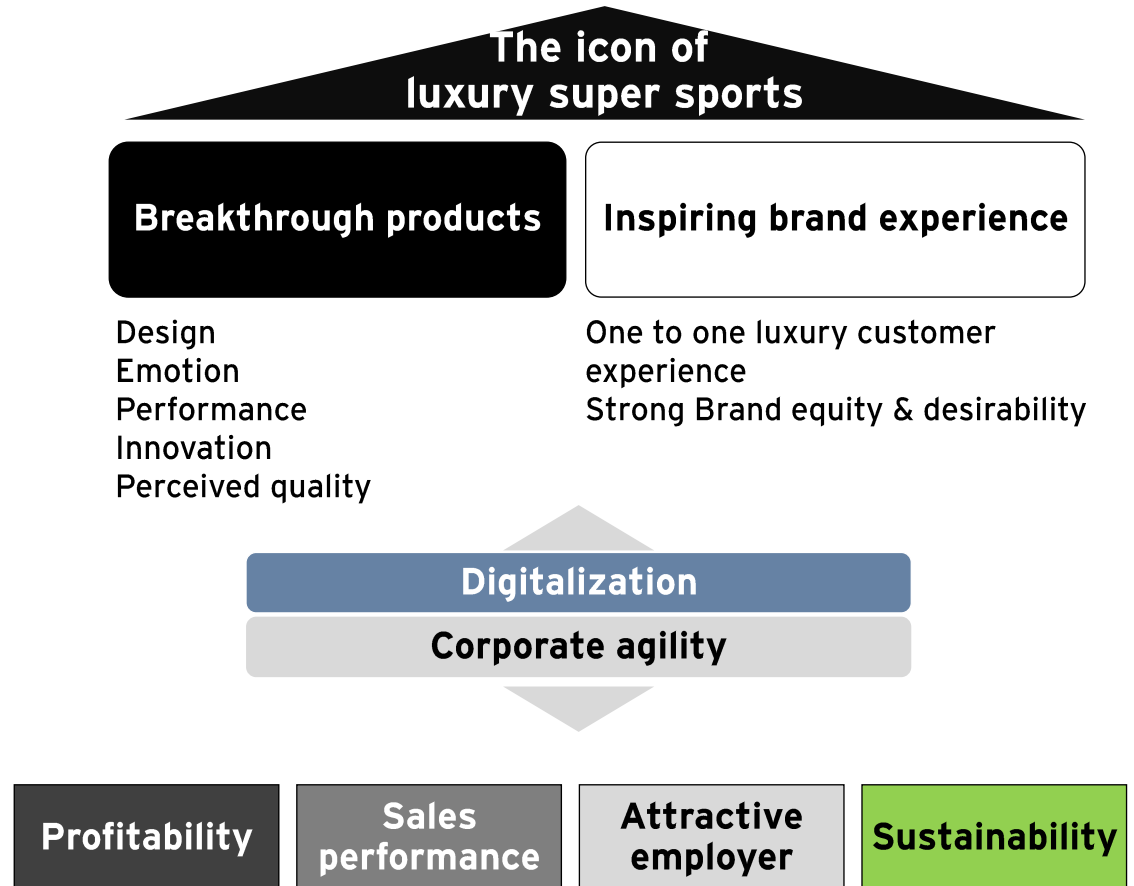
How do we support our vision

Enablers

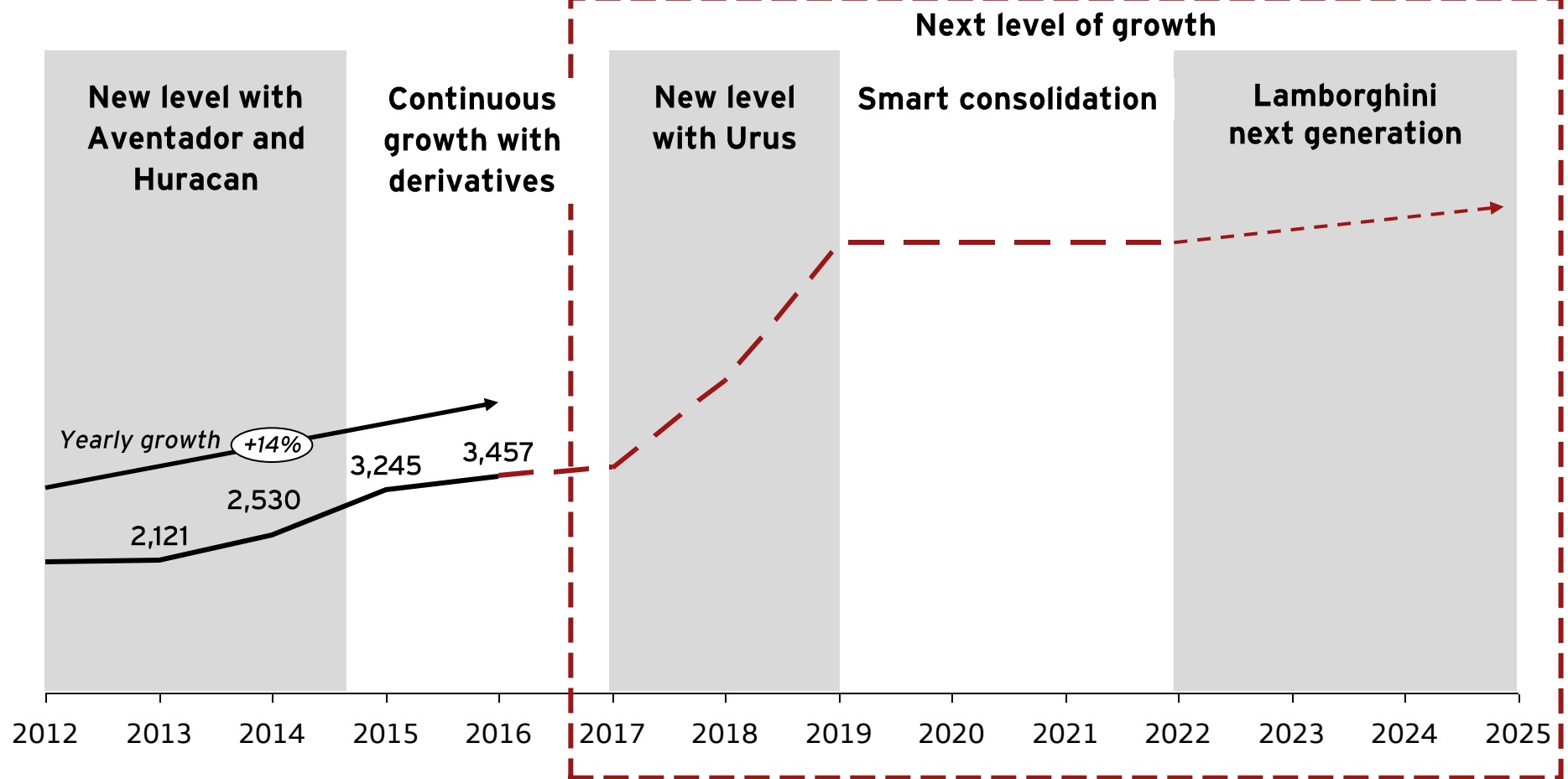
With significant impact

Targets

Our measurable goals

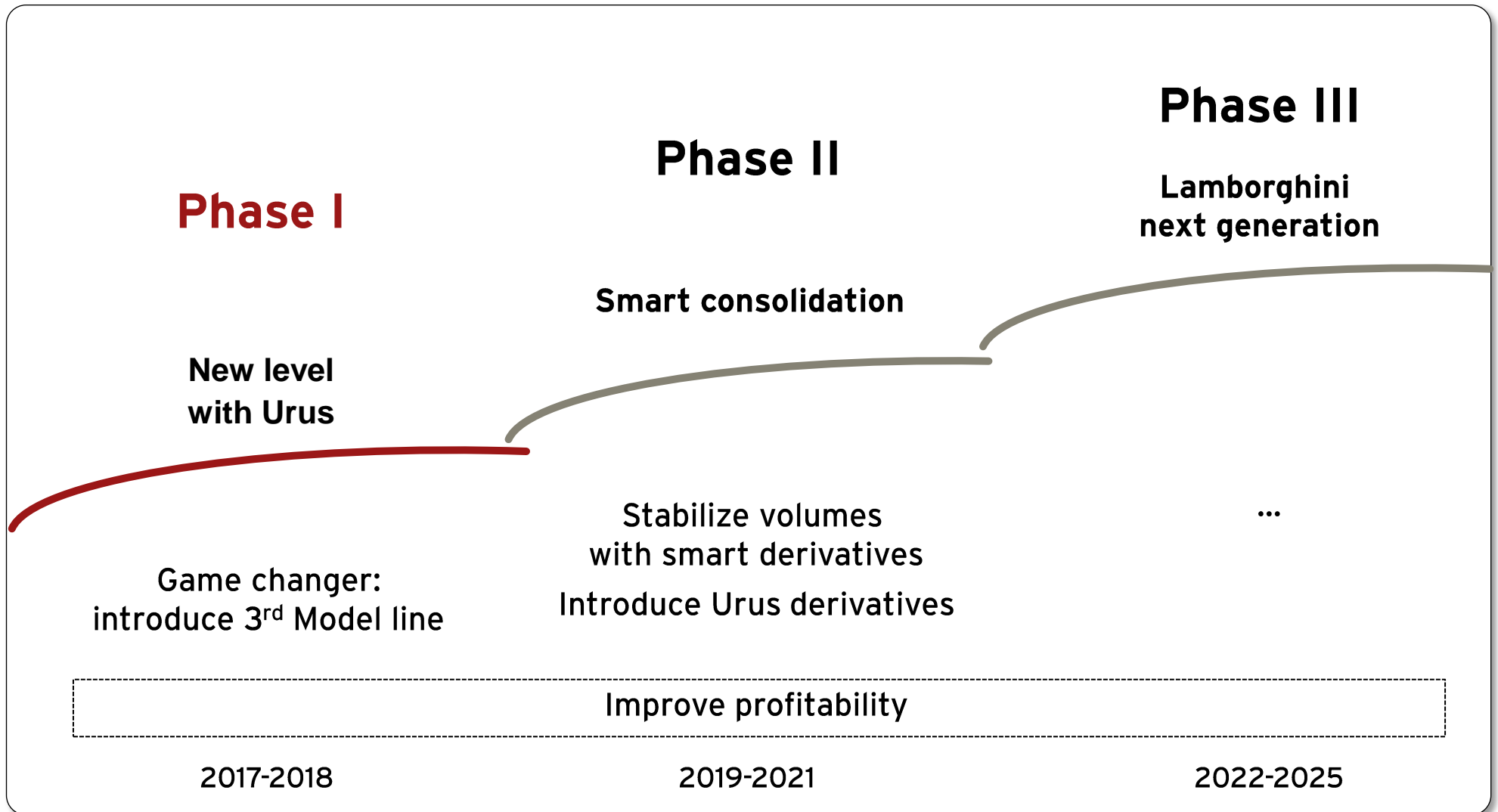


Sustainable growth and double-digit profitability will be ensured through a set of actions organized in three phases



The next level of growth in 3 phases

Phase I: Urus as a game changer



Urus as a game changer

The first Super Sports Utility Vehicle



HEADQUARTER

- Reach the right scale
- Increase profits
- Stabilize volumes



SALES & MARKETING, AFTER SALES

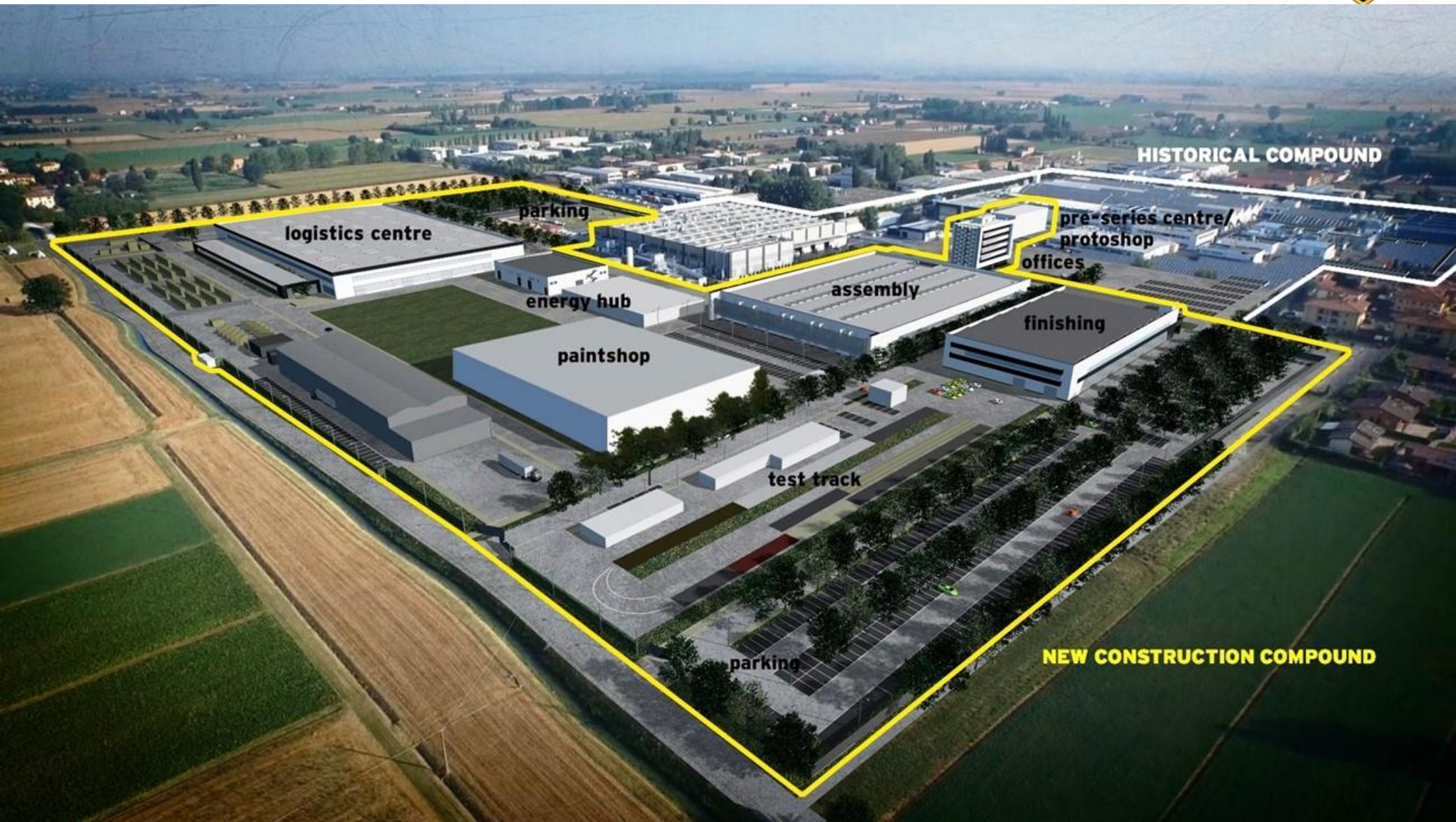
- Double volumes
- Enlarge customer base
- Increase brand visibility
- Increase after sales' turnover

DEALERS

- Improvement of new Dealer operation standards
- Ensure dedication to the Brand
- Improve quality of the Network

With Urus, we will double the size of our industrial footprint

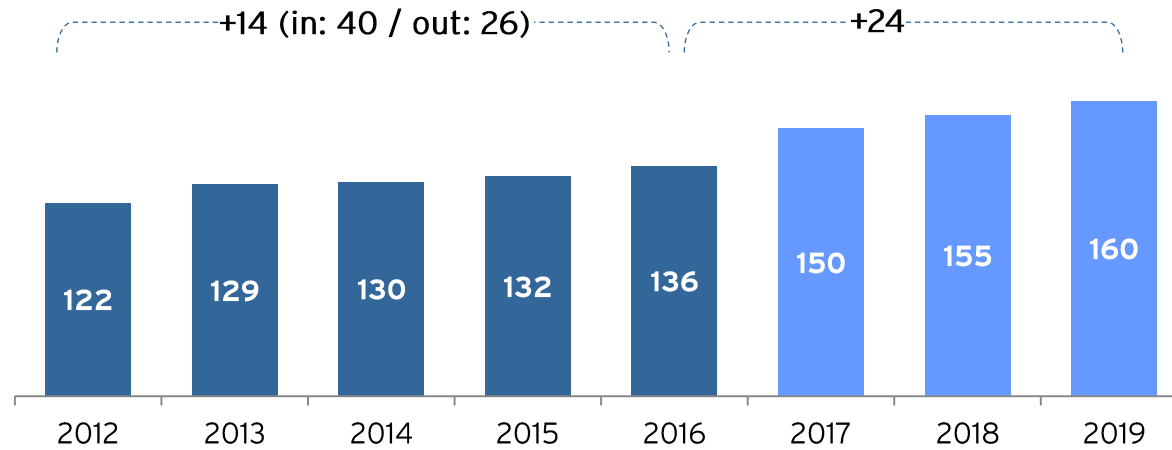
Lamborghini Plant Expansion



Dealer network: solid base and growth in all regions



Dealer Network Development



Milano



Bristol



Yokohama



Agenda



- 1 Our history
- 2 Trends, segment, competition
- 3 Lamborghini today
- 4 Strategy 2025 and transformation path
- 5 Wrap-up**

Wrap-up



Lamborghini...

- ✓ ... **valuable brand**
- ✓ ... **innovative** super car Company with **Italian heritage**
- ✓ ... **versatile** and **high-class** products
- ✓ ... strong **growth story** and **growth perspective**
- ✓ ... sets **new standards** in the **SSUV segment**



Disclaimer



This presentation contains forward-looking statements and information on the business development of Lamborghini. These statements may be spoken or written and can be recognized by terms such as "expects", "anticipates", "intends", "plans", "believes", "seeks", "estimates", "will" or words with similar meaning.

These statements are based on assumptions relating to the development of the economies of individual countries, and in particular of the automotive industry, which we have made on the basis of the information available to us and which we consider to be realistic at the time of going to press. The estimates given involve a degree of risk, and the actual developments may differ from those forecast.

Consequently, any unexpected fall in demand or economic stagnation in our key sales markets will have a corresponding impact on the development of our business.

The same applies in the event of a significant shift in current exchange rates.

If any of these or other risks occur, or if the assumptions underlying any of these statements prove incorrect, the actual results may significantly differ from those expressed or implied by such statements.

We do not update forward-looking statements retrospectively. Such statements are valid on the date of publication and can be superseded.