Automobili Lamborghini S.p.A.

UBS Investor Field trip
November 16, 2023

Robert Schwarzl | Head of Financial Communication, Analytics and Investor Relations
Paolo Poma | Chief Financial Officer, Managing Director and Board Member of Automobili Lamborghini

Lanzador: Model depicted is not available for sale.
DISCLAIMER

The following presentations as well as remarks/comments and explanations in this context contain forward-looking statements on the business development of the Audi Group. These statements are based on assumptions relating to the development of the economic, political and legal environment in individual countries, economic regions and markets, and in particular for 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 entail a degree of risk, and actual developments may differ from those forecast. All figures are rounded, so minor discrepancies may arise from addition of these amounts.

At the time of preparing these presentations, it is not yet possible to conclusively assess the specific effects of the latest developments in the Russia-Ukraine conflict on the Audi Group’s business, nor is it possible to predict with sufficient certainty to what extent further escalation of the Russia-Ukraine conflict will impact on the global economy and growth in the industry in fiscal year 2023.

Any changes in significant parameters relating to our key sales markets, or any significant shifts in exchange rates, energy and other commodities or the supply with parts relevant to the Audi Group will have a corresponding effect on the development of our business. In addition, there may also be departures from our expected business development if the assessments of the factors influencing sustainable value enhancement and of risks and opportunities presented develop in a way other than we are currently expecting, or if additional risks and opportunities or other factors emerge that affect the development of our business.

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 Such statements are valid on the date of publication and can be superseded.

This information does not constitute an offer to exchange or sell or an offer to exchange or buy any securities.

IT IS FORBIDDEN TO TAKE PHOTOGRAPHS IN ANY PART OF THE FACTORY.
# Agenda | November 16, 2023

<table>
<thead>
<tr>
<th>Time</th>
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Lamborghini Investor Field trip

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

Lanzador: Model depicted is not available for sale.
THE FOUNDATION


BORN AS A CHALLENGE
THE CREATION OF LAMBORGHINI BRAND
A BRAND SHAPED ON ICONIC MODELS

MIURA
THE REDEFINITION OF THE SPORTSCAR CONCEPT

ESPADA
THE FIRST GT2+2

COUTTACH
A NEW DESIGN VISION

LM002
THE FIRST SUPER SUV IN HISTORY

1963-1990
ICONIC MODELS PIONEERING NEW SEGMENT

Models depicted are not available for sale.
BRAND DEVELOPMENT
FROM A GREAT NAME TO A REAL LUXURY BRAND

1990-2000
NO CLEAR IDENTITY
AN EXOTIC BRAND WITH A GREAT NAME

2001-2013
ITALIAN EXTREME UNCOMPROMISING
REGAIN RESPECT WITH A SHARP MESSAGE IN THE LUXURY SEGMENT

Models depicted are not available for sale.
BRAND DEVELOPMENT
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

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: 14.4 l/100km; CO₂ emissions combined: 320 g/km (WLTP); Other models depicted are not available for sale.
LAMBORGHINI TODAY
A SOLID COMPANY COVERING THE FULL AUTOMOTIVE VALUE CHAIN

DEVELOPMENT

MANUFACTURE

SALES

Huracán EVO: Fuel consumption combined: 13.7 l/100km; CO₂ emissions combined: 332 g/km (WLTP); Urus: Fuel consumption combined: 14.4 l/100km; CO₂ emissions combined: 320 g/km (WLTP); Revuelto: The vehicle is not yet offered for sale and is therefore not subject to Directive 1999/94/EC. The fuel consumption and emission data are in the type of approval stage; other models depicted are not available for sale.
BEING THE LEADER OF THE ‘UNEXPECTED’

Models depicted are not available for sale.
DESIGN DNA MATRIX
PRODUCT STRATEGY
A TWO DIFFERENT APPROACHES, SAME DNA

SUPERSPORTSCAR MODELS

Know how on powertrain, electrification & vehicle dynamics (performance & fun to drive)
+ Lightweight construction competences
+ Distinctive design

VERSATILITY MODELS

Synergies with high technological platform of the Group as a competitive advantage
+ Lamborghini DNA: unique design
+ Vehicle dynamics (performance & fun to drive)

A PURE ITALIAN DREAMCAR

PIONEERING NEW NICHES

Revuelto: The vehicle is not yet offered for sales and is therefore not subject to Directive 1999/94/EC. The fuel consumption and emission data are in the type of approval stage; Urus Performante: Fuel consumption combined: 14.1 l/100 km; CO2 emissions combined: 320 g/km (WLTP).
AN OFFER TO SATISFY A WIDE RANGE OF CUSTOMER’S NEEDS

ROAD-LEGAL MODELS

ONE OFF

AUTENTICA AND INVENCIBLE

FEW OFF

COUNTACH

DERIVATES

HURACÁN EVO SPYDER

HURACÁN STO

HURACÁN TECNICA

HURACÁN STERRATO

URUS PERFORMANTE

3 MODEL LINES

REVUELTO

HURACÁN EVO

URUS S

TRACK MODELS

HURACÁN SUPER TROFEO EVO2

HURACÁN GT3 EVO 2

LMDh

ESSENZA SCV12

Countach: Fuel consumption combined: 19.5 l/100 km; CO₂-emissions combined: 440 g/km (WLTP); Hurracán EVO: Fuel consumption combined: 13.7 l/100km; CO₂-emissions combined: 332 g/km (WLTP); Hurracán EVO Spyder: Fuel consumption combined: 14.9 l/100km; CO₂-emissions combined: 338 g/km (WLTP); Hurracán STO: Fuel consumption combined: 13.9 l/100km; CO₂-emissions combined: 331 g/km (WLTP); Hurracán Tecnica: Fuel consumption combined: 14.5 l/100km; CO₂-emissions combined: 328 g/km (WLTP); Hurracán Sterrato: Fuel consumption combined: 14.9 l/100km; CO₂-emissions combined: 337 g/km (WLTP); Urus Performante: Fuel consumption combined: 14.1 l/100km; CO₂-emissions combined: 320 g/km (WLTP); Revuelto: The vehicle is not yet offered for sales and is therefore not subject to Directive 1999/94/EC. The fuel consumption and emission data are in the type of approval stage. Urus S: Fuel consumption combined: 14.1 l/100 km; CO₂-emissions combined: 320 g/km (WLTP); Other models depicted are not available for sale.
FEW OFF
LIMITED RUN INITIATIVES TO BOOST BRAND AND PROFITABILITY

2007
REVENTÓN
UNITS: 35

2010
SESTO ELEMENTO
UNITS: 20

2013
VENENO
UNITS: 13

2016
CENTENARIO
UNITS: 40

2019
SIÁN
UNITS: 82

2021
COUNTACH LPI 800-4
UNITS: 112

Sián: Fuel consumption combined: 19,2 CO₂ emissions combined: 447 g/km (WLTP); Countach Fuel consumption combined: 19,5 CO₂ emissions combined: 440 g/km (WLTP); Other models depicted are not available for sale.
ONE OFF
UNIQUE MANUFACTURING EXCELLENCE

AVENTADOR J

SC18

SC20

AUTENTICANENVICIBLE

Models depicted are not available for sale.
NOT ONLY EXPERIENCE FOR CUSTOMERS
BUT A DREAM OF MANY
INDUSTRIAL FOOTPRINT
A SIGNIFICANT SITE EXTENSION TO SUPPORT GROWTH

1963  10,000 m²  108,000 ft²
2015  80,000 m²  860,000 ft²
2023  182,000 m²  1,959,032 ft²
PEOPLE & ORGANIZATION

HEADCOUT EVOLUTION

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Headcount*</th>
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<tbody>
<tr>
<td>2012</td>
<td>982</td>
</tr>
<tr>
<td>2015</td>
<td>1,338</td>
</tr>
<tr>
<td>2018</td>
<td>1,826</td>
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<tr>
<td>2020</td>
<td>1,867</td>
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<tr>
<td>2022</td>
<td>2,114</td>
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(*) Regions included

Models depicted are not available for sale.
REGIONAL FOOTPRINT
AN OPTIMAL COVERAGE AND A WELL BALANCED SALES DISTRIBUTION

AMERICA (35%)
50 Dealers 5 Markets
1st USA
9th Canada

EMEA (37%)
79 Dealers 33 Markets
3rd Germany
4th United Kingdom
6th Middle East
7th Italy
10th France & Monaco

APAC (28%)
53 Dealers 16 Markets
2nd China Mainland
5th Japan
8th South Korea

Dealers 182
54 Markets

Latest update 11.2023
SALES RESULTS

CONSISTENT GROWTH DRIVEN MAINLY BY THE SUCCESS OF NEW MODELS

Urus: Fuel consumption combined: 14.4 l/100 km; CO₂-emissions combined: 320 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: 14.9 l/100km; CO₂-emissions combined: 338 g/km (WLTP); Huracán STO: Fuel consumption combined: 13.9 l/100km; CO₂-emissions combined: 331 g/km (WLTP); Huracán Tecnica: Fuel consumption combined: 14.5 l/100km; CO₂-emissions combined: 328 g/km (WLTP); Huracán Sterrato: Fuel consumption combined: 14.9 l/100km; CO₂-emissions combined: 337 g/km (WLTP); Urus Performante: Fuel consumption combined: 14.1 l/100km; CO₂-emissions combined: 320 g/km (WLTP); Urus S: Fuel consumption combined: 14.1 l/100km; CO₂-emissions combined: 320 g/km (WLTP); Other models depicted are not available for sale.
DIREZIONE COR TAURI
A STRONG COMMITMENT TO A SUSTAINABLE STRATEGY STARTED LONG AGO ...

2015
Plant CO₂ neutrality on balance

2023
Launch the first hybrid series car

2024
Electrify the entire product range

2025
-50% decrease in CO₂ fleet emissions

2028
IV model

2029
Urus follower

2030
Target -80% decrease in CO₂ fleet emissions

TECHNOLOGY TO BOOST PERFORMANCE
"DRIVE BETTER AND FASTER"

The reference fuel consumption and emission data are determined in accordance with the procedures prescribed by law. 1 January 2022, including but not limited to the WLTP test cycle as of EU 2017/1154 amended by EU 2018/1832.
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LAMBOGHINI DEVELOPMENT FROM 1 TO 2 SSC MODEL LINES

Sales x14

Revenue x21

OPERATING PROFIT TURNED POSITIVE

Sales 265 units
Revenue €47m
OP -€19m

1999

AUDI ACQUISITION

DEVELOPMENT OF THE COMPANY

CARRY OVER V12 LAMBORGHINI DNA
ENHANCING V10 GROUP SYNERGIES WITH THE 2ND SSC MODEL LINE

Sales 3,815 units
Revenue €1,009m
OP €52m

2017

LAST YEAR WITH 2 SSC MODEL LINES

Automobili Lamborghini S.p.A. KPIs
SSC: Super Sports Cars
LAMBORGHINI GROWTH OF LAST FIVE YEARS AND 3RD MODEL LINE SSUV

Key Success Factors

- Brand strength
- Derivates Strategy
- 1st SSUV in the market
- Personalisation
- Few Off Business

Luxury Profitability

- Fixed cost, R&D and Assets management
- Strong focus on Product Profitability
- Financial Sustainable Growth

Huracán STO: Fuel consumption combined: 13.9 l/100km; CO₂-emissions combined: 331 g/km (WLTP).
BUSINESS DEVELOPMENT & PRODUCT MARGINALITY IN THE LAST FIVE YEARS

Order Bank (units)

- 2017: 3,815
- 2018: 5,750
- 2019: 8,205
- 2020: 7,430
- 2021: 8,405
- 2022: 9,233

Deliveries to customers (units)

- CAGR: 19%

Turnover per Car at constant FX (€k)

- 2017: V8
- 2018: V10
- 2019: V12
- 2021: +46
- 2022: +43
- 2021: +19

Product Marginality

- Personalization on Turnover Cars & SP (%)
  - 2017: +44%
  - 2018: +43%
  - 2019: +42%
  - 2020: +41%
  - 2021: +40%
  - 2022: +39%

BRAND STRENGTH & STRONG DEMAND

- CAGR: 56%

Countach: Fuel consumption combined: 19.3 l/100 km; CO₂-emissions combined: 440 g/km (WLTP).
FINANCIAL SUSTAINABLE GROWTH IN THE LAST FIVE YEARS

Factory cost per car (€k)

CAGR: -5%

R&D on Turnover (%)

-11 ppt.

Car per Indirect Headcount (Car/HC)

(total HC CAGR +4%)

2017 2018 2019 2020 2021 2022

+4 ppt.

SG&A on Turnover (%)

-5 ppt.

2017 2018 2019 2020 2021 2022

2017

FINANCIAL SUSTAINABLE GROWTH IN THE LAST FIVE YEARS

Factory cost per car (€k)

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Car per Indirect Headcount (Car/HC)

(total HC CAGR +4%)

2017 2018 2019 2020 2021 2022

+4 ppt.

SG&A on Turnover (%)

-5 ppt.

2017 2018 2019 2020 2021 2022

Lamborghini Group consolidated KPIs
CAGR: Compound Annual Growth Ratio

Huracán Sterrato: Fuel consumption combined: 14.9 l/100km; CO₂-emissions combined: 337 g/km (WLTP).
LAMBORGHINI ROAD TO LUXURY PROFITABILITY

Revenue (€m)

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<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023F</th>
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<tr>
<td>Value</td>
<td>1.035</td>
<td>1.416</td>
<td>1.870</td>
<td>1.631</td>
<td>1.948</td>
<td>2.375</td>
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Operating Profit (%)

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<tr>
<td>Value</td>
<td>9,1</td>
<td>15,0</td>
<td>16,2</td>
<td>20,2</td>
<td>25,9</td>
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Luxury Segment (RoS %)

- Brand 1: 40,5
- Brand 2: 29,8
- Brand 3: 27,5
- Brand 4: 26,6
- Brand 5: 25,9
- Brand 6: 25,2
- Brand 7: 24,1
- Brand 8: 21,2
- Lamborghini: 14,6

Aventador LP 780-4 Ultimae: Fuel consumption combined: 18.0 l/100 km; CO₂ emissions combined: 442 g/km (WLTP).
LAMBORGHINI BEST YTD 3RD QUARTER RESULT EVER

**Q3 YTD 2023 Results**

- **DELIVERIES TO CUSTOMERS**: 7,744 units
  - +4.2% vs 2022

- **ORDER BANK**
  - Revuelto: entering 2026
  - Huracán and Urus: covering till EOP*

- **REVENUES**: €2,03b
  - +5.2% vs 2022

- **RoS**: 30.5%
  - +0.9 ppt. vs 2022

- **OPERATING PROFIT**: €618m
  - +8.4% vs 2022

*Lanzador: Model depicted is not available for sale.*

*EOP: End Of Production*
A VERY LEAN COST STRUCTURE ...

Decrease of the Break-even point thanks to the introduction of the 3rd car line and costs management.

Break-even Point (%)

2017  2018  2019  2020  2021  2022

-38 ppt.

Urus Performante: Fuel consumption combined: 14.1 l/100 km; CO₂-emissions combined: 320 g/km (WLTP).
... Combined with a robust cash generation

- Negative Working Capital
- Optimized Investment
- Lean asset structure (RoI)
- Business development
- Profitability at luxury level
- Growing EBITDA

Asset Structure

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<th>2018</th>
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EBITDA

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Cash Flow

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Strong and sustainable CASH GENERATING UNIT

Strategy execution 100% SELF FUNDED

Urus Performante: Fuel consumption combined 14.1 l/100 km; CO₂-emissions combined: 320 g/km (WLTP).
BRAND VALUE GROWING FAST, ALONG WITH FINANCIAL PERFORMANCE

2022 KPI

- **78.5** Brand Strength
  - Luxury avg. 80%
  - Automotive avg. 66%

- **70** Role of the Brand
  - Luxury avg. 68%
  - Automotive avg. 38%

Best Global Brand
- **2020 Interbrand**
- **2021**
- **2022**

2030 Target
- 5.5

Huracán EVO: Fuel consumption combined: 13.7 l/100km; CO₂-emissions combined: 332 g/km (WLTP).
LUXURY PROFITABILITY WITH POTENTIAL IN PERSONALIZATION AND SIZE

Best in class profitability

Potential in Personalization and Car Park growth

Size matters: potential growth with new product generation and 4th model line

RoS

Avg Selling Price*

Sales

Lamborghini

Brand A

Lamborghini

Brand A

Lamborghini

Brand A

* Cars and Spare Parts
STRATEGY 2030

>10k CARS yearly

COR TAURI

First Hybrid series car 2023
Hybridization of whole portfolio 2024
First fully electric model 2028

PERFORMANCE
LAMBORGHINI DNA
HYBRID TRANSITION
BEV
ESG
INVESTMENTS
BRAND EXPERIENCE
CONNECTIVITY
CO2 Reduction

>25% Best in Class

RoS
Q&A

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Ranieri Niccoli | Chief Manufacturing Officer and Board Member of Automobili Lamborghini

Lanzador: Model depicted is not available for sale.
SITE VISIT

1. SuperSport Cars Assembly
   incl. Saddlery
2. New Press shop
3. Super SUV Assembly
4. Finishing
AGENDA | NOVEMBER 16, 2023

1 09.00 - 09.10 | Welcome & Introduction  Mr. Schwarzl & Mr. Poma

2 09.10 - 09.30 | Lamborghini Strategy  Mr. Poma

3 09.30 - 10.00 | Financial Growth  Mr. Poma

4 10.00 - 10.30 | Q&A  Mr. Poma

10.30 - 10.45 | Coffee break

5 10.45 - 12.15 | Production site visit incl. Q&A  Mr. Niccoli

12.15 - 13.00 | Lunch break

6 13.00 - 13.30 | Business model & Customer journey incl. Q&A  Mr. Poma

7 13.30 - 14.00 | Technology & Product incl. Q&A  Mr. Poma

8 14.00 - 15.30 | Technical Information & Test Drives
Lamborghini Investor Field trip

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

Lanzador: Model depicted is not available for sale.
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
LAMBOGHINI TODAY | BRAND STRENGTH

LAMBOGHINI IS WELL POSITIONED IN TERMS OF BRAND STRENGTH AMONG THE AUTOMOTIVE SECTOR

Source: Interbrand 2022
STRONG AFFINITY WITH NEW GENERATIONS
LEADING POSITION IN COMMUNICATION TOUCHPOINTS

SOCIAL MEDIA

<table>
<thead>
<tr>
<th>CHANNELS</th>
<th>FAN BASE</th>
<th>ESS RANKING</th>
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<td>2,0M</td>
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<td>2nd</td>
</tr>
<tr>
<td></td>
<td>1,0M</td>
<td>4th</td>
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</table>

eSPORTS

- ESSENZA SCV12 CHALLENGE 2021
- ROCKET LEAGUE
- LAMBOGHINI OPEN 2022
- THE REAL RACE 2022
- SIM RACING TEAM 2022

Latest update: 11.2023
WHAT IS LUXURY IN SUPERSPORTSCAR?
GUARANTEE HOMOGENEOUS EXPERIENCE ALONG TOUCHPOINTS

EXCLUSIVITY
Dream of many, reality for few

PERSONALIZED JOURNEY
One hero of a kind

CARE
Details make the difference

Huracán EVO: Fuel consumption combined: 13.7 l/100km ; CO₂-emissions combined: 332 g/km (WLTP). Other models depicted are not available for sale.
CUSTOMER PROFILE

A STABLE GROWTH OF HIGH NET WORTH INDIVIDUALS IS SUPPORTING OUR SALES...

HNWI Population: (Mio)

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>13.7</td>
</tr>
<tr>
<td>2014</td>
<td>14.7</td>
</tr>
<tr>
<td>2015</td>
<td>15.4</td>
</tr>
<tr>
<td>2016</td>
<td>16.5</td>
</tr>
<tr>
<td>2017</td>
<td>18.1</td>
</tr>
<tr>
<td>2018</td>
<td>18.0</td>
</tr>
<tr>
<td>2019</td>
<td>19.6</td>
</tr>
<tr>
<td>2020</td>
<td>20.8</td>
</tr>
<tr>
<td>2021</td>
<td>22.5</td>
</tr>
<tr>
<td>2022</td>
<td>21.7</td>
</tr>
</tbody>
</table>

HNWI 2022: 21.7 Mio Individuals

Source: WORLD WEALTH REPORT 2023; Capgemini Research Institute
CUSTOMER PROFILE

AND IS REFLECTED IN OUR GEOGRAPHICAL FOOTPRINT

HNWI: Country Distribution

76% of HNWIs are in our Top 10 Markets

HNWI Population (Mio)

<table>
<thead>
<tr>
<th>Country</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>6.9</td>
</tr>
<tr>
<td>Japan</td>
<td>3.6</td>
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<tr>
<td>Germany</td>
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<tr>
<td>China</td>
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<tr>
<td>France</td>
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<td>UK</td>
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<td>Switzerland</td>
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<td>Canada</td>
<td>0.4</td>
</tr>
<tr>
<td>Italy</td>
<td>0.3</td>
</tr>
<tr>
<td>South Korea</td>
<td>0.3</td>
</tr>
</tbody>
</table>

Lamborghini Deliveries 2022: 9,233 units

Top 10 Markets represent 82% of Total Deliveries

Deliveries to Customers (Units)

<table>
<thead>
<tr>
<th>Country</th>
<th>Deliveries</th>
</tr>
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<tbody>
<tr>
<td>USA</td>
<td>2,721</td>
</tr>
<tr>
<td>China</td>
<td>1,018</td>
</tr>
<tr>
<td>Germany</td>
<td>808</td>
</tr>
<tr>
<td>UK</td>
<td>650</td>
</tr>
<tr>
<td>Japan</td>
<td>546</td>
</tr>
<tr>
<td>Middle East</td>
<td>459</td>
</tr>
<tr>
<td>Italy</td>
<td>406</td>
</tr>
<tr>
<td>South Korea</td>
<td>403</td>
</tr>
<tr>
<td>Canada</td>
<td>355</td>
</tr>
<tr>
<td>France</td>
<td>226</td>
</tr>
</tbody>
</table>
THE YOUNGEST CUSTOMER BASE

DESIGN AND PERFORMANCE AS MAIN REASONS TO BUY

REVUELTO

Reason to buy:
Design
Engine
Performance
AGE

26% < 40 YEARS OLD

HURACÁN

Reason to buy:
Design
Engine
Performance
Sound
AGE

43% < 40 YEARS OLD

URUS

Reason to buy:
Performance
Design
Brand Image
AGE

43% < 40 YEARS OLD

YOUNGEST CUSTOMER BASE AMONG THE LUXURY AUTOMOTIVE SEGMENT

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); Other models depicted are not available for sale; Urus: Fuel consumption combined: 14.4 l/100 km; CO₂-emissions combined: 320 g/km (WLTP).
LAMBORGHINI AS AN ULTRA LUXURY BRAND
BRAND POSITIONED IN LUXURY AND ULTRA HIGH-END MARKETS

CAR MARKET SEGMENTS

- ULTRA HIGH-END
  - Price point > 1€m
  - 114k units
  - 2022 ESS & SSUV

- LUXURY MARKET
  - Price point > 150€k
  - 69,6m units
  - 2022 Worldwide car market

- PREMIUM MARKET
  - Mass Market

Source: Total car market - VWG internal figures
ESS & SSUV IHS Registrations; Lamborghini - delivery to customer
ESS: Exclusive Sports car Segment  SSUV: Super Sports Utility Vehicle Segment
List of Brands not exhaustive
* Cars and Spare Parts
PRODUCT LINE UP
A COMPLETE PRODUCT OFFER COMPOSED BY 3 PRODUCT LINES (2 SUPER SPORTSCARS & 1 SUPER SUV)

REVUELTO  HURACÁN  URUS

Revuelto: The vehicle is not yet offered for sales and is therefore not subject to Directive 1999/94/EC. The fuel consumption and emission data are in the type of approval stage;

Huracán Tecnica: Fuel consumption combined: 14.5 l/100km; CO₂-emissions combined: 328 g/km (WLTP);

Urus: Fuel consumption combined: 14.1 l/100 km; CO₂-emissions combined: 320 g/km (WLTP).
REVUELTO: THE FIRST HPEV

Iconic Design

Advanced Connectivity

13 Driving Modes

Outstanding Performance

V12 NA

1015 CV

38% CO2 Reduction

Revuelto: The vehicle is not yet offered for sales and is therefore not subject to Directive 1999/94/EC. The fuel consumption and emission data are in the type of approval stage.
HURACÁN
A COMPLETE FAMILY THAT ADDRESSES A WIDE RANGE OF CUSTOMERS’ NEEDS

**Fun-to-drive:** weight/power, driving feeling, vehicle’s dynamics, responsiveness, controls, high-revs, low inertias, sound

**Performance:** max power, max torque, accelerations, max speed, aerodynamic efficiency, laptime

Huracán EVO: Fuel consumption combined: 13.7 l/100km; CO₂-emissions combined: 332 g/km (WLTP); Huracán EVO Spyder: Fuel consumption combined: 14.9 l/100km; CO₂-emissions combined: 338 g/km (WLTP); Huracán STO: Fuel consumption combined: 13.9 l/100km; CO₂-emissions combined: 331 g/km (WLTP); Huracán Tecnica: Fuel consumption combined: 14.5 l/100km; CO₂-emissions combined: 328 g/km (WLTP); Huracán Sterrato: Fuel consumption combined: 14.9 l/100km; CO₂-emissions combined: 337 g/km (WLTP); Other models depicted are not available for sale.
URUS
THE FIRST SUPER SUV, NOW WITH A WIDER OFFER

SUCCESS FACTORS
(BEST IN CLASS)
KNOCK-OUT FACTORS
(MUST HAVE)

DESIGN
“Authentic Lambo design DNA”

DAILY USE QUALITY SAFETY CONNECTIVITY

PERFORMANCE
“It’s a Lambo”

FUN TO DRIVE

>70% OF CUSTOMERS ARE NEW TO LAMBORGHINI BRAND

Source: Lamborghini Key 11.2023
Urus: Fuel consumption combined: 14.4 l/100 km; CO₂-emissions combined: 320 g/km (WLTP); Urus Performante: Fuel consumption combined: 14.1 l/100 km; CO₂-emissions combined: 320 g/km (WLTP); Urus S: Fuel consumption combined: 14.1 l/100 km; CO₂-emissions combined: 320 g/km (WLTP); Other models depicted are not available for sale.
ORDER BACKLOG
ORDER BANK IS SUPPORTING RESILIENCE AND EXCLUSIVITY

REVUELTO  Until the beginning 2026

HURACÁN  End of production

URUS S  End of production
URUS PERFORMANTE

Latest update 11.2023
Revuelto: The vehicle is not yet offered for sales and is therefore not subject to Directive 1999/94/EC. The fuel consumption and emission data are in the type of approval stage; Huracán Tecnica: Fuel consumption combined: 14.5 l/100km; CO₂-emissions combined: 328 g/km (WLTP); Urus S: Fuel consumption combined: 14.1 l/100 km; CO₂-emissions combined: 320 g/km (WLTP).
LUXURY SSC CUSTOMERS’ TRENDS
BE PART OF AN EXCLUSIVE ENTERTAINING PLATFORM

CUSTOMIZATION

FEEL LIKE A PILOT

EXPERIENCES

Urus: Fuel consumption combined: 14.4 l/100 km; CO₂-emissions combined: 320 g/km (WLTP).
CUSTOMIZATION PROGRAM

AD PERSONAM: A COMPLETE CUSTOMIZATION PROGRAM

INCREMENTAL PERSONALIZATION LEVELS

- **AD PERSONAM ESSENTIAL**
  - Wider range of contents & colors

- **AD PERSONAM**
  - Single part vehicle customization

- **ONE SHOT REQUEST**
  - Extra personalization level meeting any client wish

- **EXCLUSIVE MATERIALS**
  - Exclusive proposition at the top of the commercial offer

MULTIPLE TOUCHPOINTS

- **AD PERSONAM CAR CONFIGURATOR**
- **AD PERSONAM STUDIO**
- **MARKETING TOOLS**
- **VIRTUAL CONFIGURATION**
- **TRAINING & DEDICATED DEALER SUPPORT**
- **LOUNGE TOKYO & NEW YORK**

Sian: Fuel consumption combined: 19.2 CO₂-emissions combined: 447 g/km (WLTP); Other models depicted are not available for sale.
CUSTOMIZATION BUSINESS

A CONSISTENT GROWTH BASED ON A WIDER OFFER TO MATCH CUSTOMERS’ EXPECTATIONS

CAGR VOLUMES 2017-2022 +19%

- Ad Personam
- Optional

Compounded Annual Growth Rate
Spare Parts & Accessories Business

Solid Parts' Growth With Expansion of Accessory Range Offer

CAGR 10Y Car Parc 2017-2022 +16%

- Accessories
- Spare Parts (warranty included)

Turnover €m
2017 2018 2019 2020 2021 2022

Compounded Annual Growth Rate
CUSTOMER EXPERIENCE
A PHYSICAL APPROACH...

FACTORY

DEALER

ON THE ROAD

ON TRACK

Huracán STO: Fuel consumption combined: 13.9 l/100km; CO₂-emissions combined: 331 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: 14.9 l/100km; CO₂-emissions combined: 338 g/km (WLTP); Urus: Fuel consumption combined: 14.4 l/100 km; CO₂-emissions combined: 320 g/km (WLTP); Other models depicted are not available for sale.
AND A DIGITAL EXPERIENCE
UNICA APP: THE LAMBORGHINI WORLD AT A FINGERTIP

More than 29,000
registered customers

Exclusive previews and contents

Lamborghini connected remote
dervices

Online Marketplace

Revuelto: The vehicle is not yet offered for sales and is therefore not subject to Directive 1999/94/EC. The fuel consumption and emission data are in the type of approval stage: Huracán Stellato: Fuel consumption combined: 14.9 l/100 km; CO₂ emissions combined: 337 g/km (WLTP); Urus Performante: Fuel consumption combined: 14.1 l/100 km; CO₂ emissions combined: 320 g/km (WLTP); Urus: Fuel consumption combined: 14.4 l/100 km; CO₂ emissions combined: 320 g/km (WLTP); Other models depicted are not available for sale.
BRAND EXTENSION
BRAND STRENGTH SUSTAINS CONTINUOUS GROWTH

- Merchandising
- Royalties

Turnover €m
2017
2018
2019
2020
2021
2022

+6%

Compounded Annual Growth Rate
DEALER NETWORK BUSINESS MODEL
A SOLID AND PROFITABLE DEALER NETWORK

MORE THAN 75% OF LAMBORGHINI DEALERS TRADE ALSO AUDI, BENTLEY AND PORSCHE

PROFITABILITY GROWTH THANKS TO A SUSTAINABLE BUSINESS MODEL

Average Deliveries to customer/Dealer
- ROS%
# Agenda | November 16, 2023

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Presenter(s)</th>
</tr>
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<tbody>
<tr>
<td>09.00 - 09.10</td>
<td>Welcome &amp; Introduction</td>
<td>Mr. Schwarzl &amp; Mr. Poma</td>
</tr>
<tr>
<td>09.10 - 09.30</td>
<td>Lamborghini Strategy</td>
<td>Mr. Poma</td>
</tr>
<tr>
<td>09.30 - 10.00</td>
<td>Financial Growth</td>
<td>Mr. Poma</td>
</tr>
<tr>
<td>10.00 - 10.30</td>
<td>Q&amp;A</td>
<td>Mr. Poma</td>
</tr>
<tr>
<td>10.30 - 10.45</td>
<td>Coffee break</td>
<td></td>
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<tr>
<td>10.45 - 12.15</td>
<td>Production site visit incl. Q&amp;A</td>
<td>Mr. Niccoli</td>
</tr>
<tr>
<td>12.15 - 13.00</td>
<td>Lunch break</td>
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</tr>
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<td>Business model &amp; Customer journey incl. Q&amp;A</td>
<td>Mr. Poma</td>
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<tr>
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<td>Technology &amp; Product incl. Q&amp;A</td>
<td>Mr. Poma</td>
</tr>
<tr>
<td>14.00 - 15.30</td>
<td>Technical Information &amp; Test Drives</td>
<td></td>
</tr>
</tbody>
</table>
TECHNICAL PILLARS

ATTRIBUTES

DESIGN

FEEDBACK

REACTIVITY

DRIVABILITY

THE DRIVER

IN Volvement

EMOTIONAL PERFORMANCE

LONGITUDINAL - LATERAL

Huracán STO: Fuel consumption combined: 13.9 l/100km; CO₂-emissions combined: 331 g/km (WLTP); Huracán Sterrato: Fuel consumption combined: 14.9 l/100km; CO₂-emissions combined: 337 g/km (WLTP); Other models depicted are not available for sale.
TECHNOLOGY DNA

INTEGRATED CONTROL

EMOTIONAL PERFORMANCE

ELECTRIFIED POWERTRAIN

HMI

CFK

ADVANCED CHASSIS SYSTEMS

SMART AERODYNAMIC
LAMBORGHINI WAY
THE SPORTINESS OF THE FUTURE

POWERTRAIN AND ELECTRIFICATION COMPETENCE

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

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

Revuelto: The vehicle is not yet offered for sales and is therefore not subject to Directive 1999/94/EC. The fuel consumption and emission data are in the type of approval stage.
LIGHTWEIGHT MATERIAL & AERO DYNAMIC DISTINCTIVENESS

CARBON FIBER KNOW-HOW

WEIGHT REDUCTION  STIFFNESS TO WEIGHT RATIO

SUSTAINABLE MATERIAL  ADDED VALUE FOR CUSTOMER

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

SMART - AERO

PRECISE DOWNFORCE  PERFORMANCE INCREASE

SMART MATERIALS  LOWER AIR RESISTANCE

Different Patents that allow us to be a reference point

Models depicted are not available for sale.
HMI DIGITAL DISTINCTIVENESS

INTUITIVE & CONNECTED - ENHANCING THE FUN TO DRIVE

PLATFORMS SHARED WITHIN DIGITAL ECOSYSTEM OF THE GROUP

Revuelto: The vehicle is not yet offered for sales and is therefore not subject to Directive 1999/94/EC. The fuel consumption and emission data are in the type of approval stage.
BREATHELESS EMOTIONS IN A NEW ERA
TO INSTILL LAMBORGHINI’S DNA

INTEGRATED CONTROLS

FUN TO DRIVE IN EVERY ROAD AT EVERY CONDITION

Huracán STO: Fuel consumption combined: 13.9 l/100km; CO₂-emissions combined: 331 g/km (WLTP); Huracán Sterrato: Fuel consumption combined: 14.9 l/100km; CO₂-emissions combined: 337 g/km (WLTP); Urus Performante: Fuel consumption combined: 14.1 l/100 km; CO₂-emissions combined: 320 g/km (WLTP); Huracán Tecnica: Fuel consumption combined: 14.5 l/100km; CO₂-emissions combined: 328 g/km (WLTP); Other models depicted are not available for sale.
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

Revuelto: The vehicle is not yet offered for sales and is therefore not subject to Directive 1999/94/EC. The fuel consumption and emission data are in the type of approval stage.
The Future Lamborghini Full Electric will be faithful to Lamborghini DNA.

High-Performance in every situation
Innovative technology

EMOTIONAL EXPERIENCE

Dynamic control to the next level
Digitalization

Lanzador: Model depicted is not available for sale.
LAMBORGHINI SQUADRA CORSE
MOTORSPORT PYRAMID

From 2024

Sebring 12h

Worldwide Grid Record > 100 cars

Daytona 24h

Models depicted are not available for sale.
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 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 TreuhandGmbH, Hellmuth-Hirth-Str.1, D-73760 Ostfildern or under www.dat.de.