



Ferrari

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Unlocking Ferrari's Strategy



Defining the luxury performance car market



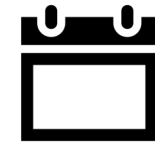
Understanding value through excellence



Cruising past the competition



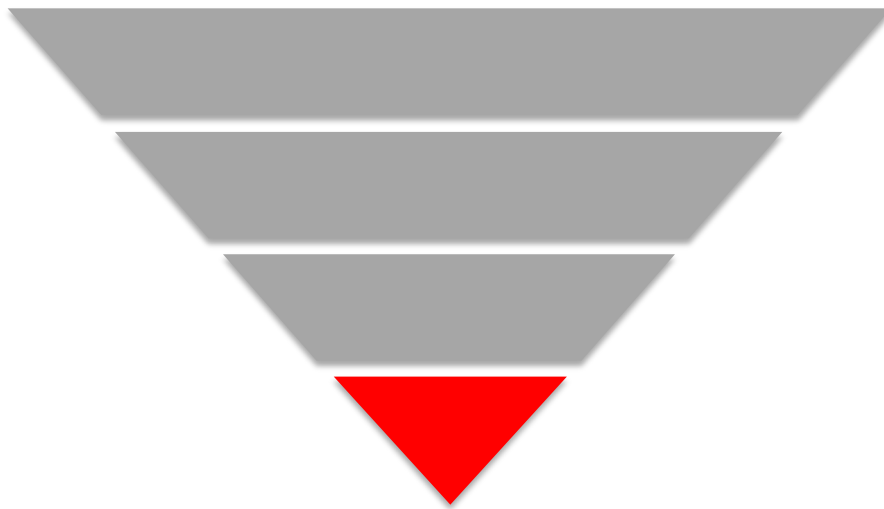
A five-year roadmap: 2022-2026 strategy



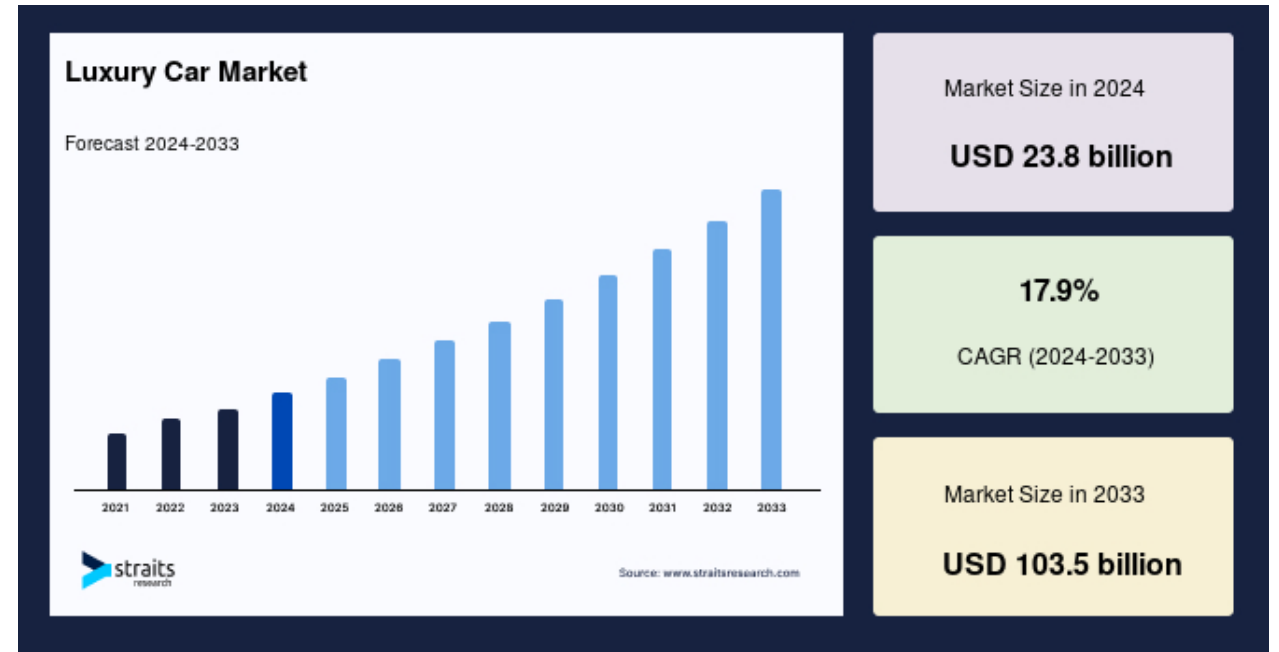
Navigating 2026 and beyond

Defining the Luxury Performance Car Market

Global Car Market: \$3,564 Billion



Luxury Performance Car Market: \$23.8 Billion
Cars costing greater than €180,000*

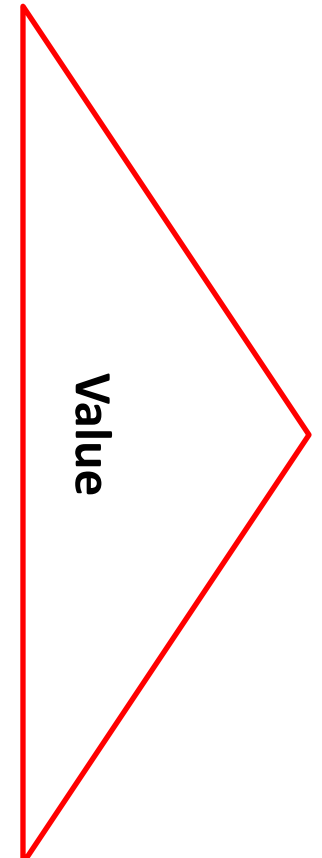


*As defined by Ferrari in their 2023 Annual Financial Report, Form 20-F

Understanding Value Through Excellence

Firm Infrastructure
Human Resource Management
Technology Development
Procurement

<p>Inbound Logistics: <i>Specialized Suppliers, Long-term Partnerships, JIT Manufacturing</i></p>	<p>Operations: <i>Handcrafted & Limited Production, Customization Offerings</i></p>	<p>Outbound Logistics: <i>Exclusive Dealer Network, Made-to-Order Delivery Model</i></p>	<p>Marketing & Sales: <i>Scarcity-Driven Demand, Luxury Positioning, Elite Customer Engagement</i></p>	<p>Services: <i>Premium After-Sales Service, Certified Pre-Owned Program, VIP Events</i></p>
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Cruising Past the Competition

Intangible Assets and Tangible Strengths

Brand Equity:

- *Decades of F1 Success*
- *Status Symbol*
- *Emotional Connection w/ Customers*

Limited Production:

- *Low-volume, high-margin*
- *Built-to-order*
- *Scarcity-driven demand*



Technological Innovation:

- *Formula 1 Technology*
- *Significant Investments in R&D*

Exclusive Customer Relationships:

- *VIP Events*
- *Customization Services*
- *High-Switching Costs (Emotional)*

A Five-Year Roadmap: 2022-2026 Strategy

2026 Goals*

Introduce 15 new models

New Powertrain Mix:
40% ICE and 60% Hybrid/Electric

€6.7 Billion net Revenue, EBITDA of €2.5-2.7
at 38-40% EBITDA margin

Carbon Neutral by 2030



Progress as of Feb 2024¹

Five new models introduced in 2023

40% Hybrid vehicles shipped up from 22% in
2022. Electric car on track for 2025

€5.97 Billion net Revenue, EBITDA of €2.279
at 38.5%% EBITDA margin

78 kt CO₂ in 2023 down from 84 kt CO₂ in
2022 (7% decrease)

*outlined in Ferrari's 2022 Capital Markets Day , June 16, 2022

¹Adapted from Ferrari's 2023 Annual Report, Form 20-F

Navigating 2026 and Beyond

Shifting towards Electric Vehicles

Ferrari's brand identity is deeply rooted in internal combustion engines' experience



Develop a high-performance EV that maintains the brand's ICE driving experience. In addition, ensure that their EV model is positioned as a cutting-edge masterpiece.

Limited Scalability

Ferrari's brand relies on exclusivity yet increasing demand in their market threaten this positioning.



Continue focusing on ultra-limited-edition models that cater to its most loyal clientele. Enhance its ownership experience by expanding VIP offerings such as private track events, curated driving experiences, and access to Ferrari's F1 team.

ESG initiatives

Growing regulatory pressures and consumer demand for sustainability present challenges for Ferrari



Make investments in renewable energy, sustainable manufacturing processes, and carbon offset initiatives. Also, integrate eco-friendly materials, such as recycled carbon fiber and sustainable interior components.