



Automobili Lamborghini – October 7, 2025

# DEUTSCHE BANK INVESTOR FIELD TRIP

Urus SE: Combined energy consumption: 39,5 kWh/100 Km plus 5,7l l/100km; Combined CO2 emissions: 140 g/km; Combined CO2 efficiency class: E; CO2 class with discharged battery: G; Combined fuel consumption with discharged battery: 12,9 l/100km

# DISCLAIMER



The following presentations as well as remarks/comments and explanations in this context contain forward-looking statements on the business development of the Volkswagen 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.

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 Volkswagen 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 Such statements are valid on the date of publication and can be superseded.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 PICTURES IN ANY PART OF THE FACTORY.

# AGENDA | OCTOBER 7, 2025



<b>1</b>	14.00 – 14.10   Welcome & Introduction	Mr. Schwarzl & Mr. Poma
<b>2</b>	14.10 – 14.30   Lamborghini Strategy	Mr. Winkelmann
<b>3</b>	14.30 – 15.00   Financial Growth	Mr. Poma
<b>4</b>	15.00 – 15.30   Q&A	Mr. Poma
<i>15.30 – 15.45   Coffee break</i>		
<b>5</b>	15.45 – 16.15   Business model & Customer journey incl. Q&A	Mr. Foschini
<b>6</b>	16.15 – 16.45   Technology & Product incl. Q&A	Mr. Pacini

*19.30 Dinner at Osteria Mirasole San Giovanni in Persiceto (BO)*

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- |                                     |   |                         |
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| <b>3</b>                            | 14.30 – 15.00   Financial Growth                            | Mr. Poma                |
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*19.30 Dinner at Osteria Mirasole San Giovanni in Persiceto (BO)*



# DEUTSCHE BANK INVESTOR FIELD TRIP

Stephan Winkelmann | Chairman & Chief Executive Officer of Automobili Lamborghini

Urus SE: Combined energy consumption: 39,5 kWh/100 Km plus 5,71 l/100km; Combined CO2 emissions: 140 g/km; Combined CO2 efficiency class: E; CO2 class with discharged battery: G; Combined fuel consumption with discharged battery: 12,9 l/100km

# THE FOUNDATION

AN OUTSTANDING VISION TO REVOLUTIONIZE THE STATUS QUO

**BORN AS A CHALLENGE**



# THE CREATION OF LAMBORGHINI BRAND

A BRAND SHAPED ON ICONIC MODELS



## MIURA

THE REDEFINITION OF THE  
SPORTSCAR CONCEPT



## COUNTACH

A NEW DESIGN VISION



## LM002

THE FIRST SUPER SUV IN  
HISTORY

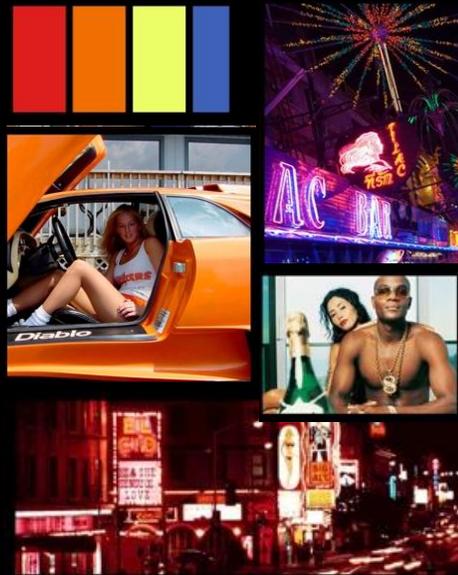
1963-1990

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

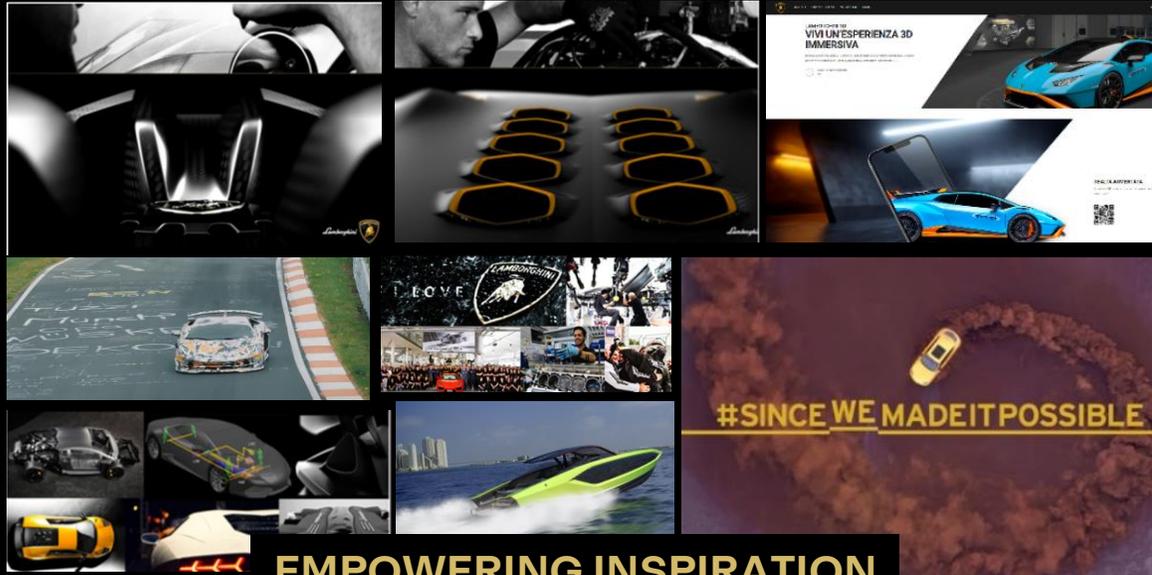
AN EXOTIC BRAND WITH  
A GREAT NAME

REGAIN RESPECT WITH A SHARP MESSAGE  
IN THE LUXURY SEGMENT



# BRAND DEVELOPMENT

FOR A WIDER AUDIENCE WITH A STRONG FORWARD LOOKING ATTITUDE



**EMPOWERING INSPIRATION**

**2014-2020**

**VISIONARY  
CUTTING EDGE  
PURE**

**MORE HUMAN & SUITABLE FOR  
A WIDER AUDIENCE**



**DRIVING HUMANS BEYOND**

**2021-2030**

**BRAVE  
UNEXPECTED  
AUTHENTIC**

**BECOME A SYMBOL OF HUMAN PROGRESSION**



# AN OFFER TO SATISFY A WIDE RANGE OF CUSTOMER'S NEEDS

ROAD-LEGAL  
MODELS

ONE  
OFF

V12



V12



AUTENTICA AND INVENCIBLE

FEW OFF

V12



V12



COUNTACH

FENOMENO

DERIVATIVES



HURACÁN EVO  
SPYDER

HURACÁN STO

HURACÁN  
TECNICA

HURACÁN  
STERRATO

URUS  
PERFORMANTE

3 MODEL LINES

V12



REVUELTO

TEMERARIO

URUS SE

TRACK MODELS



HURACÁN  
SUPER TROFEO EVO2



HURACÁN  
GT3 EVO 2



ESSENZA  
SCV12

V12



TEMERARIO  
GT3

Countach: Fuel consumption (combined): 19.5 l/100 km; CO<sub>2</sub> emissions (combined): 440 g/km; CO<sub>2</sub> Class: G; Huracán EVO Spyder: Fuel consumption (combined): 14.9 l/100km; CO<sub>2</sub> emissions combined: 338 g/km; CO<sub>2</sub> Class: G; Huracán STO: Fuel consumption (combined): 13.9 l/100km; CO<sub>2</sub> emissions (combined): 331 g/km; CO<sub>2</sub> Class: G; Huracán Tecnica: Fuel consumption (combined): 14.5 l/100km; CO<sub>2</sub> emissions (combined): 328 g/km; CO<sub>2</sub> Class: G; Huracán Sterrato: Fuel consumption (combined): 14.9 l/100km; CO<sub>2</sub> emissions (combined): 337 g/km; CO<sub>2</sub> Class: G; Urus Performante: Fuel consumption (combined): 14.1 l/100 km; CO<sub>2</sub> emissions (combined): 320 g/km; CO<sub>2</sub> Class: G; Revuelto: Combined energy consumption: 26,5 kWh/100 Km plus 15 l/100km; Combined CO<sub>2</sub> emissions: 350 g/km; Combined CO<sub>2</sub> efficiency class: G; CO<sub>2</sub> class with discharged battery: G; Combined fuel consumption with discharged battery: 17,9 l/100km; Urus SE: Combined energy consumption: 39,5 kWh/100 Km plus 5,71 l/100km; Combined CO<sub>2</sub> emissions: 140 g/km; Combined CO<sub>2</sub> efficiency class: E; CO<sub>2</sub> class with discharged battery: G; Combined fuel consumption with discharged battery: 12,9 l/100km; Temerario: Combined energy consumption: 26,8 kWh/100 Km plus 11,2 l/100km; Combined CO<sub>2</sub> emissions: 272 g/km; Combined CO<sub>2</sub> efficiency class: G; CO<sub>2</sub> class with discharged battery: G; Combined fuel consumption with discharged battery: 14 l/100km; Fenomeno: 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.



# BEING PART OF A FAMILY

NOT ONLY EXPERIENCE FOR CUSTOMERS BUT A DREAM OF MANY



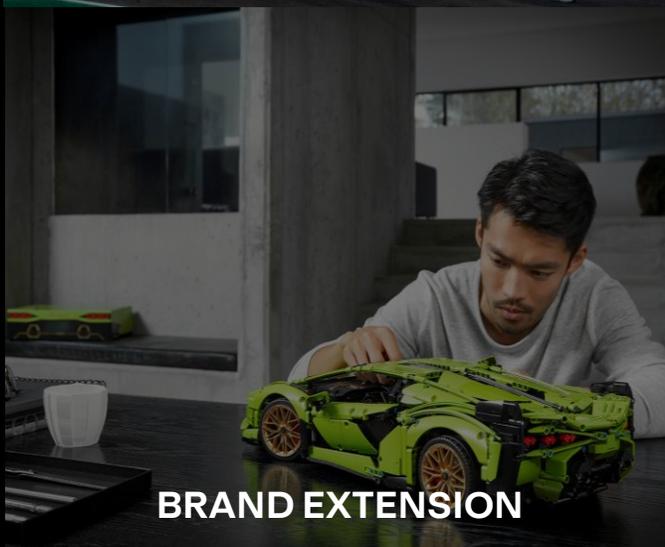
MOTORSPORT



GAMING AND SIM RACING



SOCIALS



BRAND EXTENSION



MUSEUM & PRODUCTION VISIT



COMMUNITY AND TERRITORY

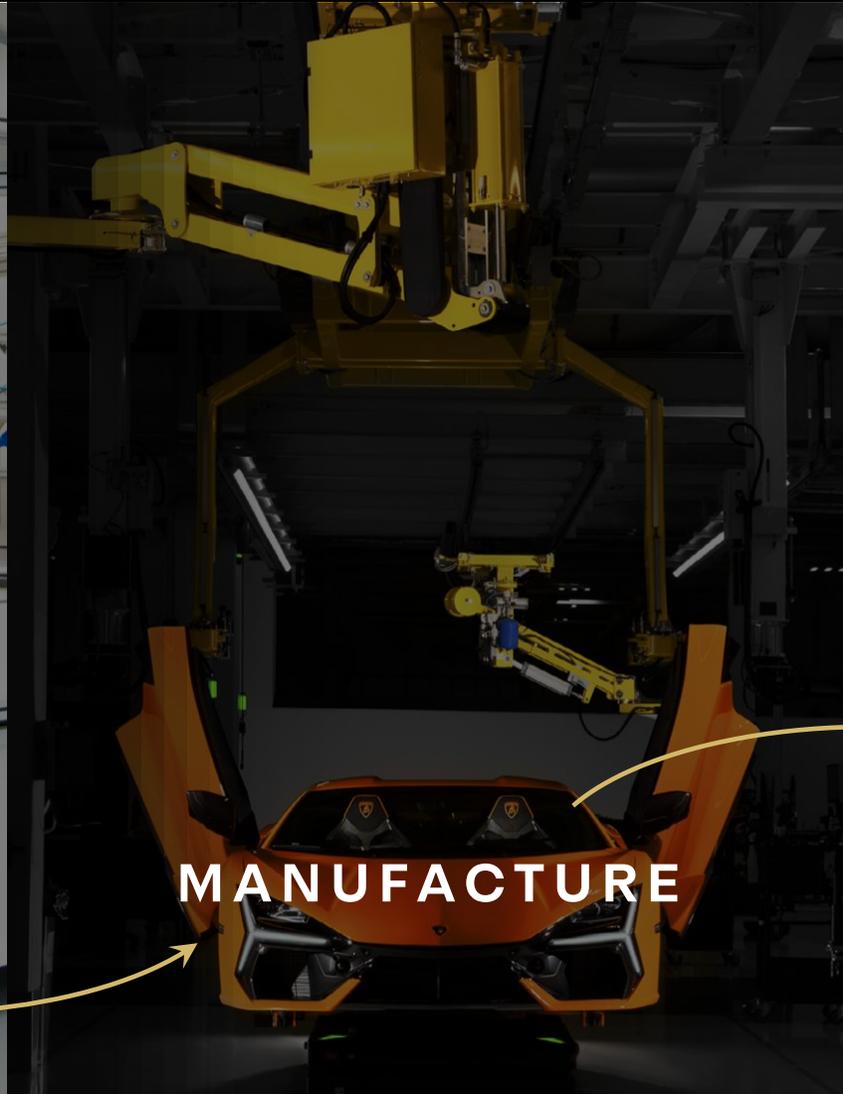


# LAMBORGHINI TODAY

A SOLID COMPANY COVERING THE FULL AUTOMOTIVE VALUE CHAIN



**DEVELOPMENT**



**MANUFACTURE**



**SALES**

Revuelto: Combined energy consumption: 26,5 kWh/100 Km plus 15 l/100km; Combined CO2 emissions: 350 g/km; Combined CO2 efficiency class: G; CO2 class with discharged battery: G; Combined fuel consumption with discharged battery: 17,9 l/100km

# AUTHENTIC DESIGN DNA





# UNIQUE DNA WITH ACCESS TO AN UNLIMITED SHELF OF TECHNOLOGY

## LAMBORGHINI DNA

Strong and inspirational Luxury Brand

Distinctive and recognizable product design

Know-how on Powertrain

Carbon fiber material know-how

## PURE LUXURY

## GROUP TECHNOLOGY

Hardware & Software platform access

Leading electrification know-how

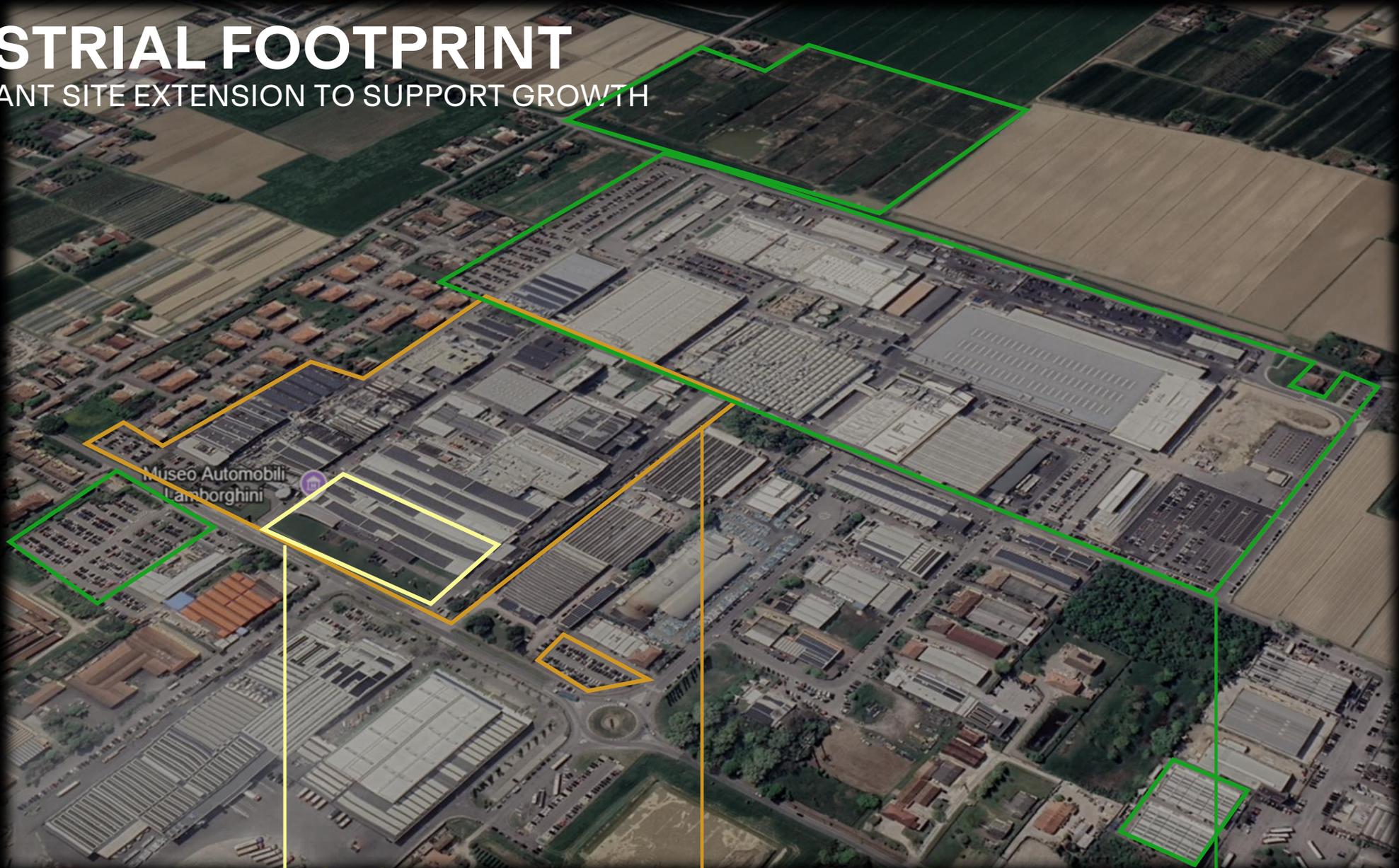
Supply chain resilience through access to critical parts

## LEADING TECHNOLOGY & SCALE



# INDUSTRIAL FOOTPRINT

A SIGNIFICANT SITE EXTENSION TO SUPPORT GROWTH



**1963**

10,000 m<sup>2</sup>  
108,000 ft<sup>2</sup>

**2015**

80,000 m<sup>2</sup>  
860,000 ft<sup>2</sup>

**2025**

184,000 m<sup>2</sup>  
1,959,032 ft<sup>2</sup>



# REGIONAL FOOTPRINT

AN OPTIMAL COVERAGE AND A WELL BALANCED SALES DISTRIBUTION



## AMERICA

54 Dealers 6 Markets

1<sup>st</sup> USA

9<sup>th</sup> Canada



## EMEA

79 Dealers 34 Markets

2<sup>nd</sup> Germany

4<sup>th</sup> United Kingdom

6<sup>th</sup> Middle East

8<sup>th</sup> Italy

10<sup>th</sup> France + Monaco



## APAC

52 Dealers 16 Markets

3<sup>rd</sup> Japan

5<sup>th</sup> China + Hong Kong + Macao

7<sup>th</sup> South Korea

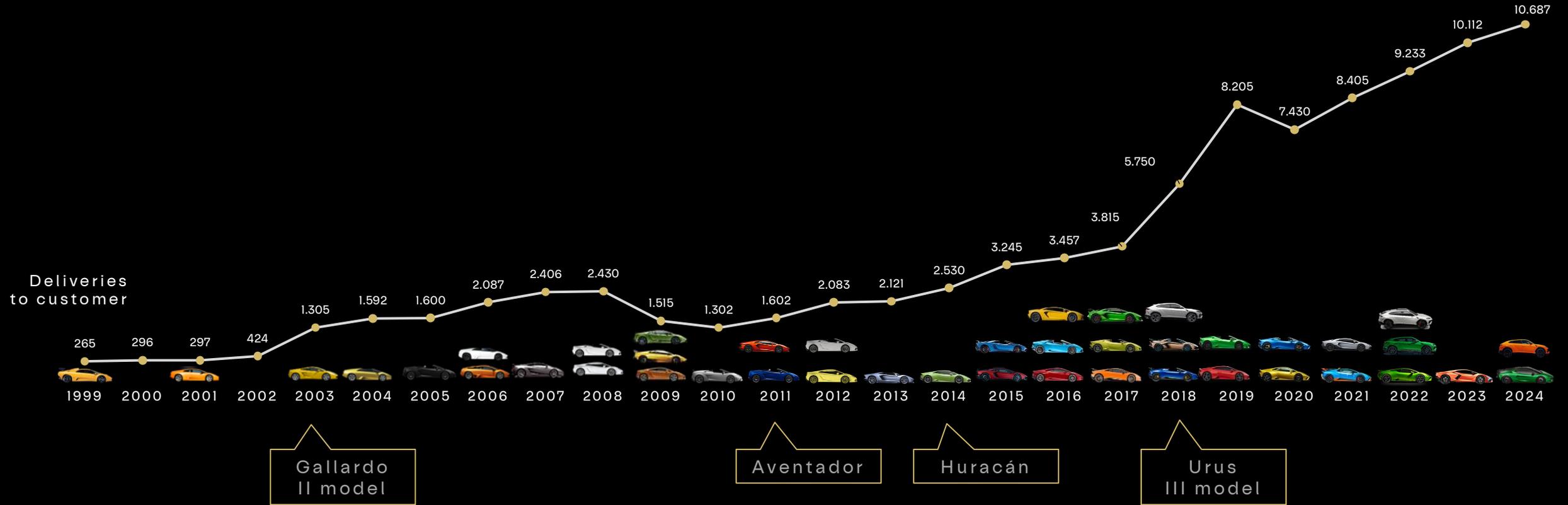
Dealers **185**

**56** Markets



# SALES RESULTS

CONSISTENT GROWTH DRIVEN MAINLY BY THE SUCCESS OF NEW MODELS



Huracán EVO Spyder: Fuel consumption (combined): 14.9 l/100km; CO<sub>2</sub> emissions (combined): 338 g/km; CO<sub>2</sub> Class: G; Huracán STO: Fuel consumption (combined): 13.9 l/100km; CO<sub>2</sub> emissions (combined): 331 g/km; CO<sub>2</sub> Class: G; Huracán Tecnica: Fuel consumption (combined): 14.5 l/100km; CO<sub>2</sub> emissions (combined): 328 g/km; CO<sub>2</sub> Class: G; Huracán Sterrato: Fuel consumption (combined): 14.9 l/100km; CO<sub>2</sub> emissions (combined): 337 g/km; CO<sub>2</sub> Class: G; Urus Performante: Fuel consumption (combined): 14.1 l/100 km; CO<sub>2</sub> emissions (combined): 320 g/km; CO<sub>2</sub> Class: G; Urus S: Fuel consumption (combined): 14.1 l/100 km; CO<sub>2</sub> emissions (combined): 320 g/km; Combined CO<sub>2</sub> efficiency class: G; Revuelto: Combined energy consumption: 26,5 kWh/100 Km plus 15 l/100km; Combined CO<sub>2</sub> emissions: 350 g/km; Combined CO<sub>2</sub> efficiency class: G; CO<sub>2</sub> class with discharged battery: G; Combined fuel consumption with discharged battery: 17,9 l/100km



# DIREZIONE COR TAURI

## TAKING THE BEST OF TWO WORLDS

### 2015

Plant CO<sub>2</sub> neutrality  
on balance

### 2023

Launch the first  
hybrid series car

### 2024

Hybridization of the  
entire product range

## TECHNOLOGY TO BOOST PERFORMANCE "DRIVE BETTER AND FASTER"



Temerario: Combined energy consumption: 26,8 kWh/100 Km plus 11,2 l/100km; Combined CO<sub>2</sub> emissions: 272 g/km; Combined CO<sub>2</sub> efficiency class: G; CO<sub>2</sub> class with discharged battery: G; Combined fuel consumption with discharged battery: 14 l/100km; Revuelto: Combined energy consumption: 26,5 kWh/100 Km plus 15 l/100km; Combined CO<sub>2</sub> emissions: 350 g/km; Combined CO<sub>2</sub> efficiency class: G; CO<sub>2</sub> class with discharged battery: G; Combined fuel consumption with discharged battery: 17,9 l/100km; Urus SE: Combined energy consumption: 39,5 kWh/100 Km plus 5,71 l/100km; Combined CO<sub>2</sub> emissions: 140 g/km; Combined CO<sub>2</sub> efficiency class: E; CO<sub>2</sub> class with discharged battery: G; Combined fuel consumption with discharged battery: 12,9 l/100km

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

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# LAMBORGHINI DEVELOPMENT FROM 1 TO 2 SSC MODEL LINES

SALES  
**x14**

REVENUE  
**x21**

OPERATING  
PROFIT  
**STABLY  
POSITIVE**

Sales **265 units**  
Revenue **€47m**  
OP **-€19m**

**DEVELOPMENT  
OF THE  
COMPANY**

Sales **3.815 units**  
Revenue **€1.009m**  
OP **€52m**

**1999**

Audi Acquisition

CARRY OVER V12 LAMBORGHINI DNA

ENHANCING V10 GROUP SYNERGIES WITH THE 2<sup>ND</sup> SSC MODEL LINE

**2017**

Last year with 2 SSC model lines



# LAMBORGHINI GROWTH OF LAST 7 YEARS AND 3<sup>RD</sup> MODEL LINE SSUV



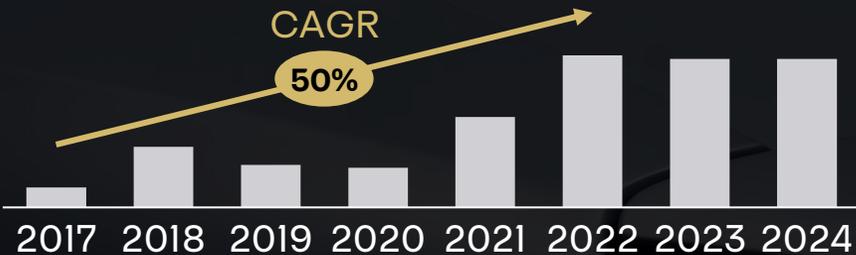
## Key Success Factors

## Luxury Profitability



# FOCUS ON BUSINESS DEVELOPMENT & PRODUCT MARGINALITY

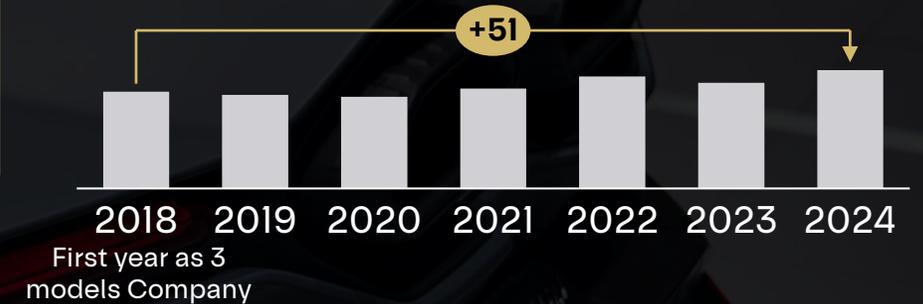
**Order Bank**  
(Units)



**TOP LINE GROWTH**

**Turnover Cars & SP per unit (ASP)**  
(EUR k)

(total Invoices CAGR +10%)

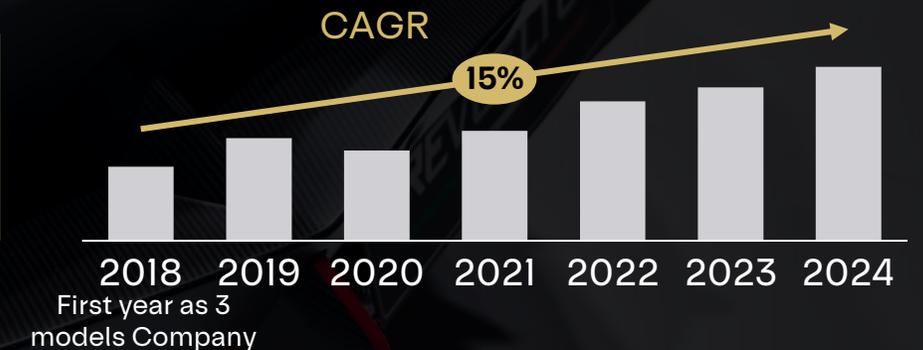


**Personalization on Turnover Cars & SP**  
(%)



**PRODUCT MARGINALITY**

**Contribution Margin**  
(EUR mn)





# FINANCIAL SUSTAINABLE GROWTH & LEAN STRUCTURE

Factory cost per car

(€k)



Including Vertical integration (Paintshop, CFK, Saddlery)

**LEAN STRUCTURE**

Car per Indirect Headcount

(Car/HC)



(total HC CAGR +8%)

Investment (R&D/CAPEX) on Turnover

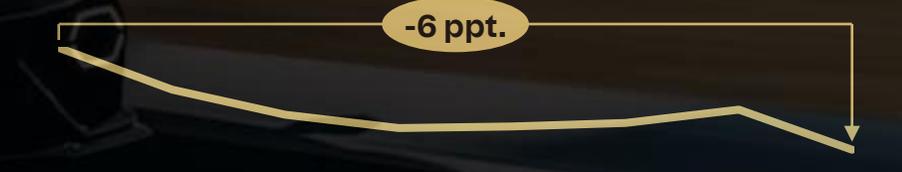
(%)



**COST MANAGEMENT**

SG&A on Turnover

(%)



2017 2018 2019 2020 2021 2022 2023 2024

2017 2018 2019 2020 2021 2022 2023 2024

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# LAMBORGHINI GROUP 1<sup>st</sup> HALF 2025 RESULTS



## Q2 YTD 2025 Results

### ORDER BANK

Revuelto: until Q1 2027  
Urus SE: well into 2026  
Temerario: well into 2026

best ever

### REVENUES

€ **1,62**<sub>b</sub>  
in line with 2024

### DELIVERIES TO CUSTOMERS

best  
ever

**5,681** units  
+2.2% vs 2024

**RoS 26.6%**  
-1.6 ppt. vs 2024

### OPERATING PROFIT

€ **431**<sub>m</sub>  
-5.9% vs 2024



# ...COMBINED WITH A ROBUST CASH GENERATION

**Negative Working Capital**

**Business development**

**Strong and sustainable CASH GENERATING UNIT**

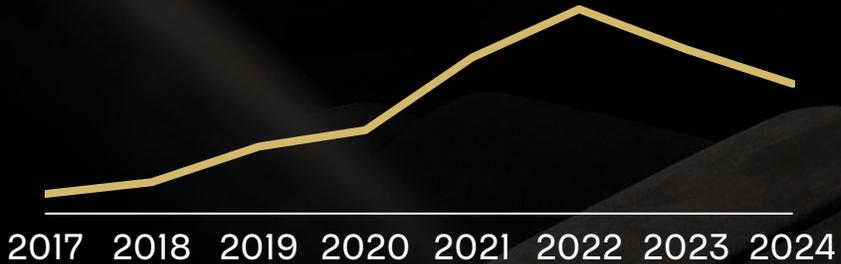
**Optimized Investment**

**Profitability at luxury level**

**Lean asset structure (RoI)**

**Growing EBITDA**

**Strategy execution 100% SELF FUNDED**



**Asset Structure**



**EBITDA**



**Cash Flow**

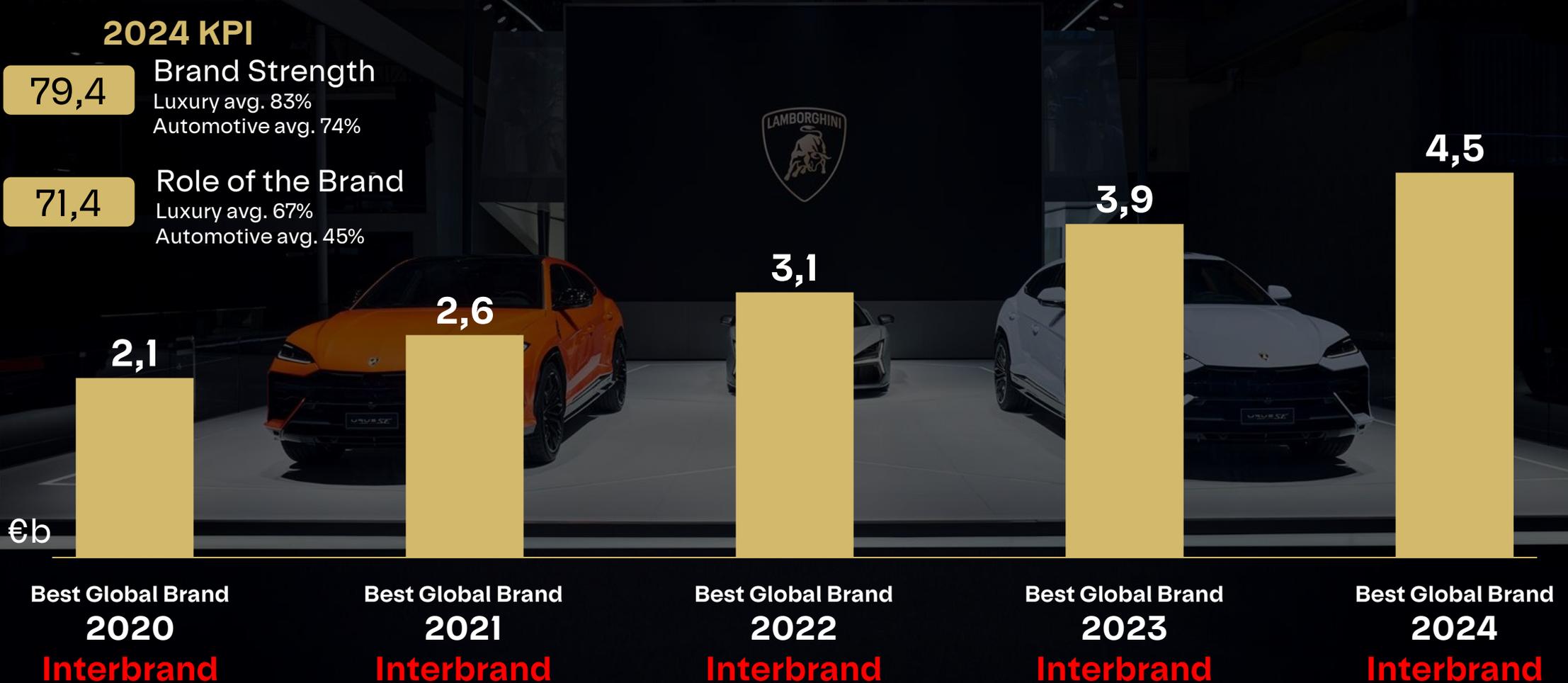


# BRAND VALUE GROWING FAST, ALONG WITH FINANCIAL PERFORMANCE

## 2024 KPI

**79,4** Brand Strength  
 Luxury avg. 83%  
 Automotive avg. 74%

**71,4** Role of the Brand  
 Luxury avg. 67%  
 Automotive avg. 45%



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# LUXURY PROFITABILITY WITH POTENTIAL IN PERSONALIZATION AND SIZE

Best in Class profitability

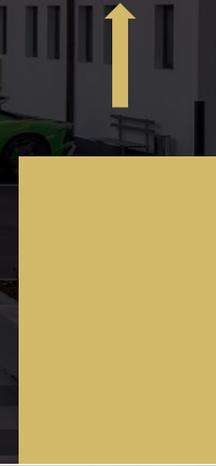
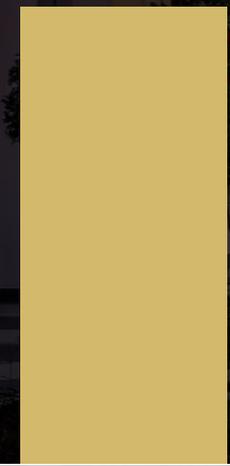
Potential in Personalization and Car Park growth

Size matters: potential growth with new product generation and 4<sup>th</sup> model line

RoS  
%

Avg Selling Price\*  
(€k)

Sales  
(units)



Lamborghini

Benchmark

Lamborghini

Benchmark

Lamborghini

Brand A

# AGENDA | OCTOBER 7, 2025

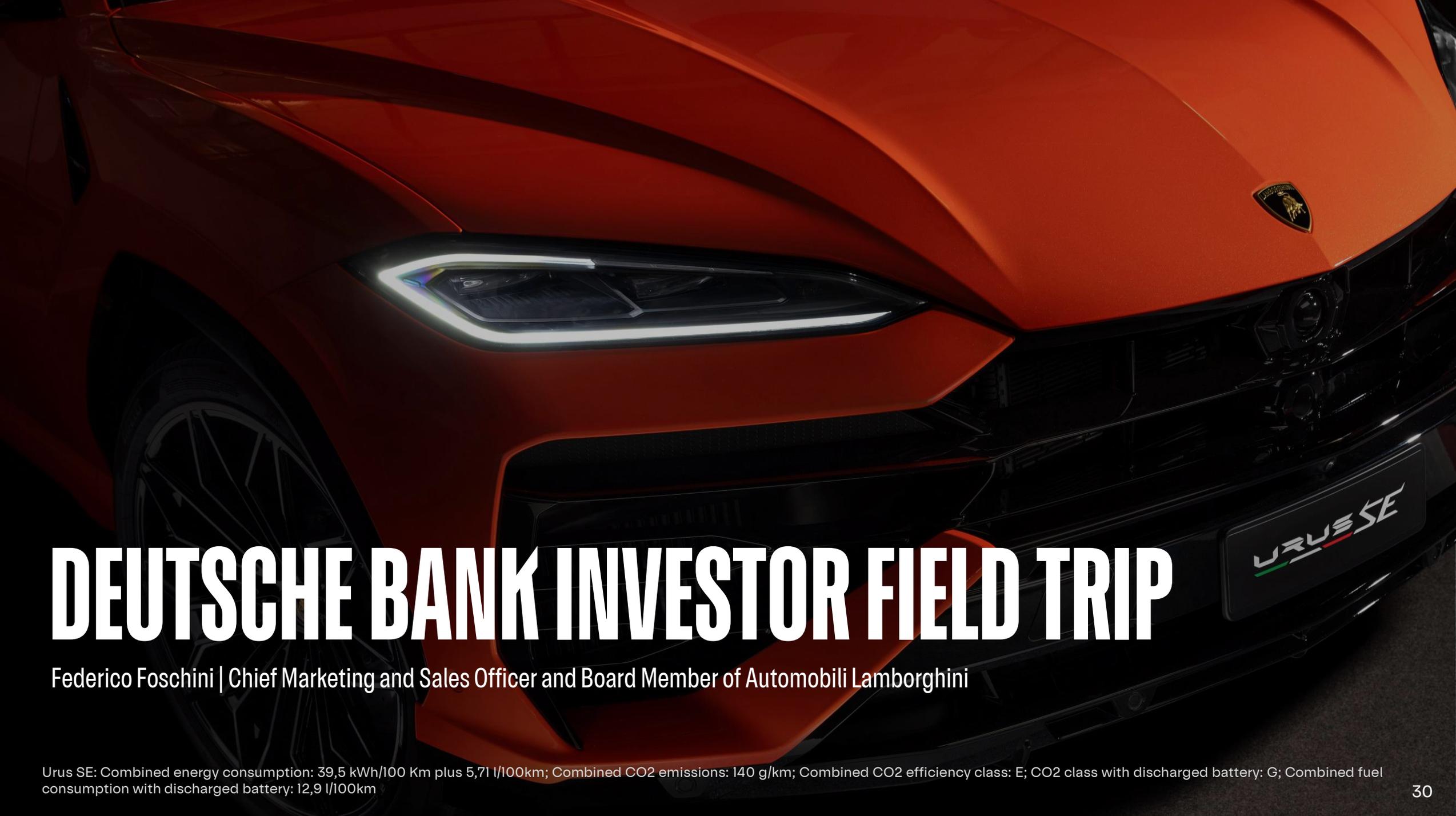


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*15.30 – 15.45 | Coffee break*

- |          |  |                     |
|----------|--|---------------------|
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Federico Foschini | Chief Marketing and Sales Officer and Board Member of Automobili Lamborghini

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# A STRONG FORWARD-LOOKING ATTITUDE

THE BRAND ID-CARD



V I S I O N

BEING THE LEADER OF

**THE 'UNEXPECTED'**

M I S S I O N

TURNING OUR VISIONARY IDEAS INTO

**STUNNING CREATIONS**



# STRONG AFFINITY WITH NEW GENERATIONS

LEADING POSITION IN COMMUNICATION TOUCHPOINTS

## SOCIAL MEDIA

CHANNELS	FAN BASE	ESS RANKING
	<b>37M</b> FOLLOWERS	<b>1st</b>
	<b>2,4M</b> FOLLOWERS	<b>1st</b>
	<b>2,1M</b> SUBSCRIBERS	<b>1st</b>
	<b>5,1M</b> FOLLOWERS	<b>2nd</b>
	<b>5,4M</b> FOLLOWERS	<b>ND</b>
	<b>12M</b> FANS	<b>2nd</b>
	<b>1,1M</b> FOLLOWERS	<b>3rd</b>

## eSPORTS





# 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 makes difference

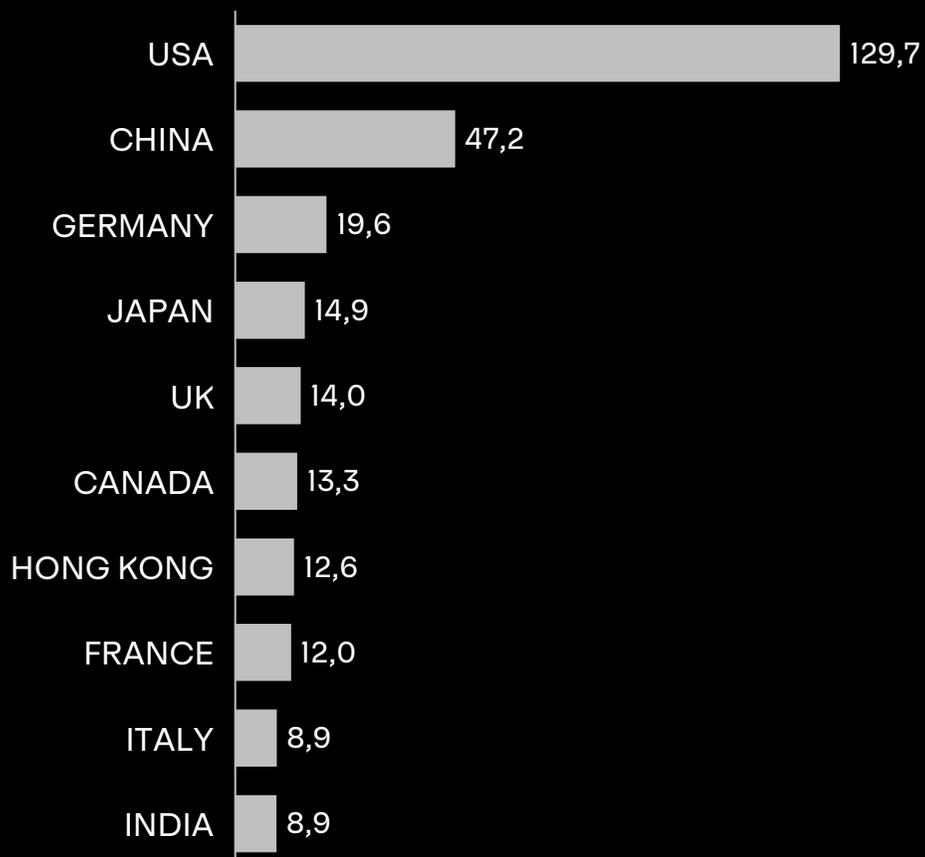


# CUSTOMER PROFILE

HIGH NET WORTH INDIVIDUALS' DISTRIBUTION IS REFLECTED IN OUR GEOGRAPHICAL FOOTPRINT

**Ultra HNWI 2023**  
**426.330 Individuals**

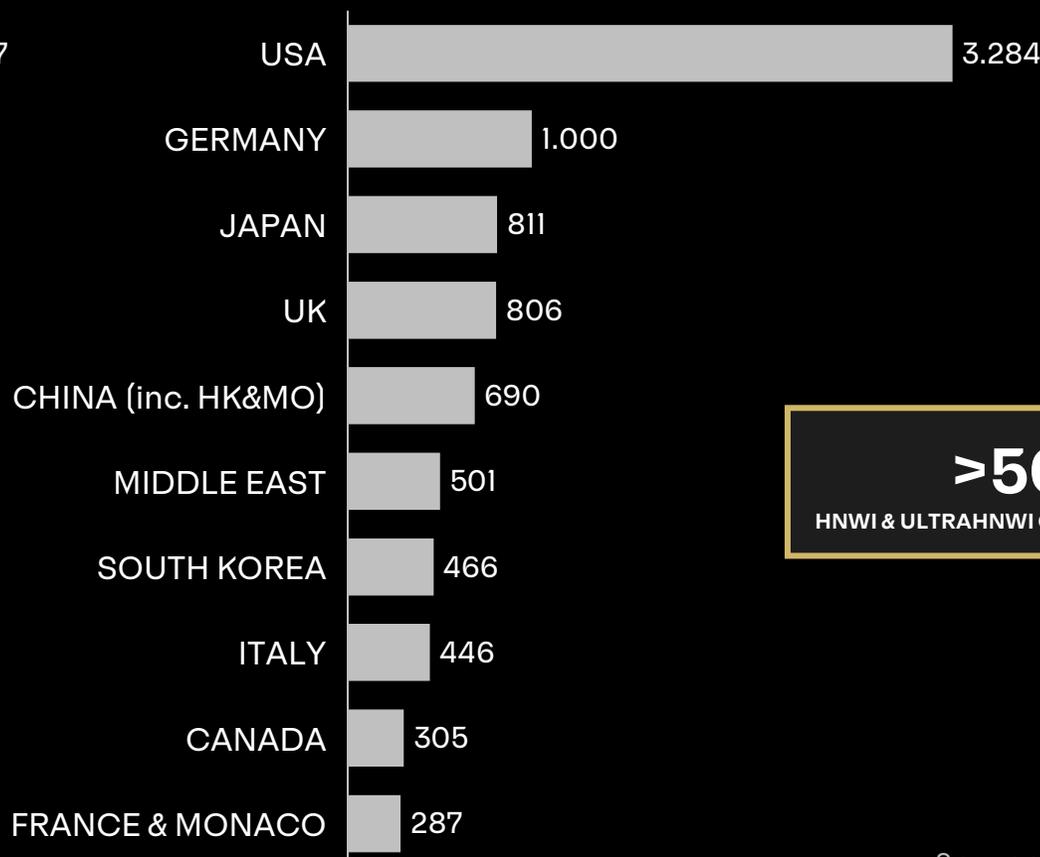
71% of UHNWIs are in our Top 10 Markets



UHNWI Population (K)

**Lamborghini Deliveries 2024:**  
**10.687 units**

Top 10 Markets represent 80% of Total Deliveries



Deliveries to Customers (Units)

**>50.000**  
HNWI & ULTRAHNWI ON LAMBORGHINI DATABASE

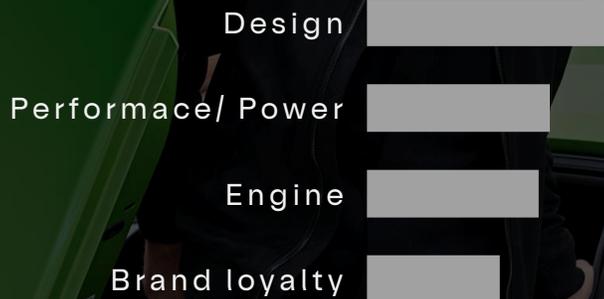


# THE YOUNGEST CUSTOMER BASE

DESIGN AND PERFORMANCE AS MAIN REASONS TO BUY

## REVUELTO

Reason to buy:

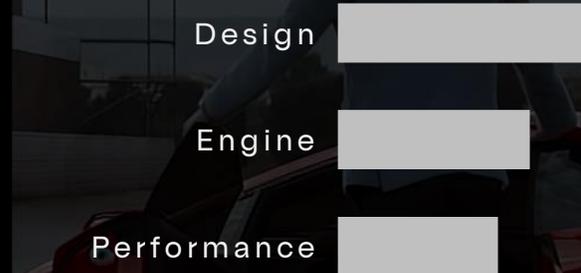


AGE

**25% < 40 YEARS OLD**

## HURACÁN/ TEMERARIO

Reason to buy :



AGE

**30% < 40 YEARS OLD**

## URUS

Reason to buy :



AGE

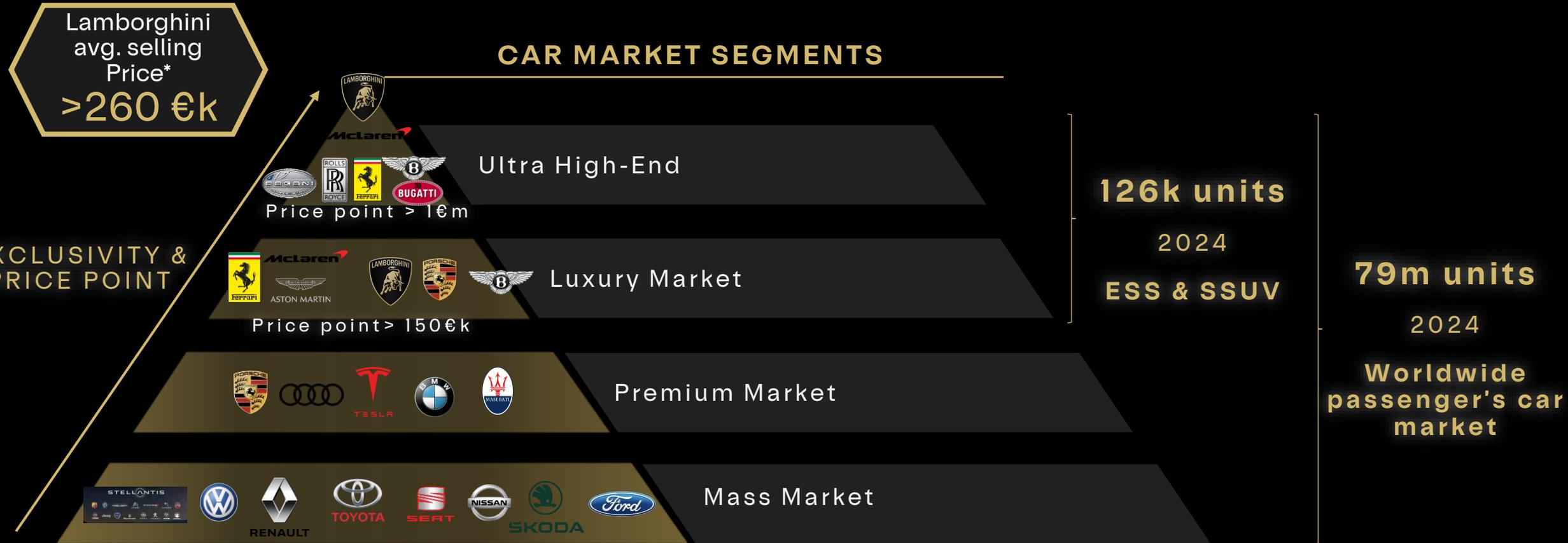
**38% < 40 YEARS OLD**

**YOUNGEST CUSTOMER BASE AMONG THE LUXURY AUTOMOTIVE SEGMENT**



# A BRAND POSITIONED IN LUXURY AND ULTRA HIGH-END MARKETS

## CAR MARKET SEGMENTS



Source: Total car market – VWG internal figures  
 ESS & SSUV IHS Registrations with internal estimate for missing markets; Lamborghini – delivery to customer  
 ESS: Exclusive Sports car Segment SSUV: Super Sports Utility Vehicle Segment  
 List of Brands not exhaustive

\* Cars and Spare Parts



# THE YOUNGEST RANGE EVER

A COMPLETE PRODUCT OFFER COMPOSED BY 3 PRODUCT LINES (2 SUPER SPORTSCARS & 1 SUPER SUV)

**REVUELTO**



The most powerful and exclusive Lamborghini

**2024**

1st market entry

**URUS SE**



“Sports car in a SUV body”

**2024**

1st market entry

**TEMERRARIO**



A NEW CLASS of its own

**2025**

1st market entry

Revuelto: Combined energy consumption: 26,5 kWh/100 Km plus 15 l/100km; Combined CO2 emissions: 350 g/km; Combined CO2 efficiency class: G; CO2 class with discharged battery: G; Combined fuel consumption with discharged battery: 17,9 l/100km; Temerario: Combined energy consumption: 26,8 kWh/100 Km plus 11,2 l/100km; Combined CO2 emissions: 272 g/km; Combined CO2 efficiency class: G; CO2 class with discharged battery: G; Combined fuel consumption with discharged battery: 14 l/100km; Urus SE: Combined energy consumption: 39,5 kWh/100 Km plus 5,71 l/100km; Combined CO2 emissions: 140 g/km; Combined CO2 efficiency class: E; CO2 class with discharged battery: G; Combined fuel consumption with discharged battery: 12,9 l/100km



# REVUELTO

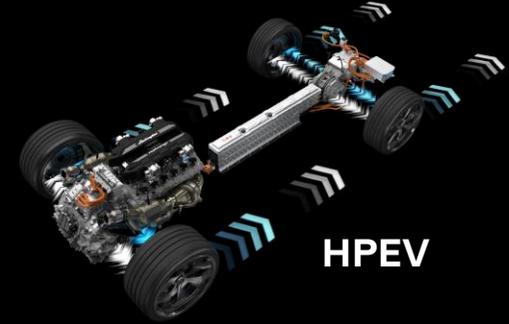
## THE FIRST HPEV



**Iconic Design**



**V12 NA**



**HPEV**



**Advanced Connectivity**



**1015 CV**



# REVUELTO

**13 Driving Modes**



**Outstanding Performance**



**Technological Improvement**

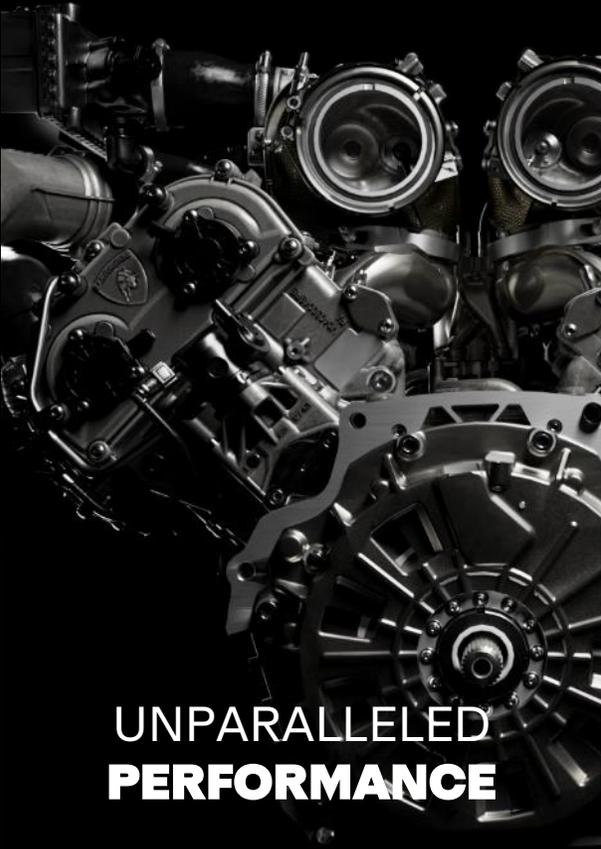


**38% CO2 Reduction**



# TEMERARIO

A NEW CLASS OF ITS OWN



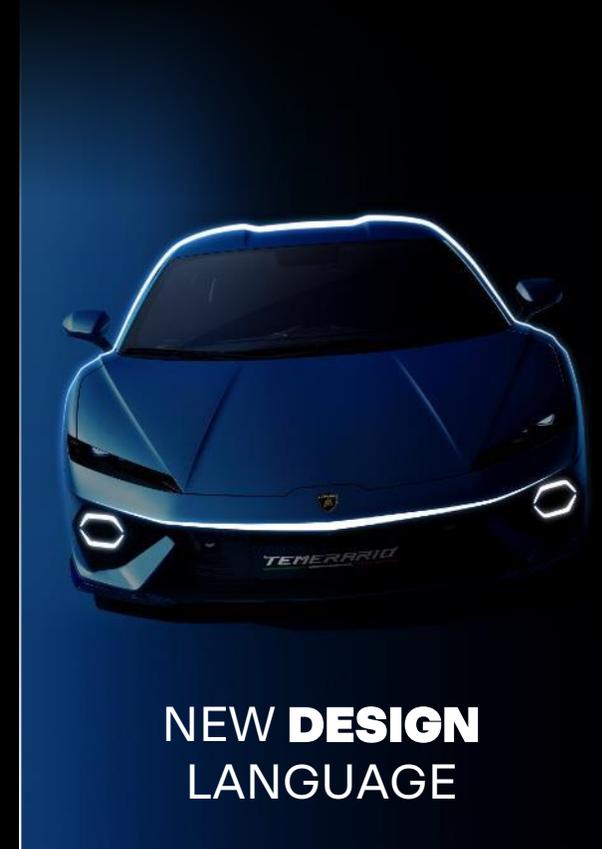
UNPARALLELED  
**PERFORMANCE**



UNRIVALED  
**DRIVING DYNAMICS**



UNIQUE  
**VERSATILITY**



NEW **DESIGN**  
LANGUAGE

# AUTHENTIC FUORICLASSE

Temerario: Combined energy consumption: 26,8 kWh/100 Km plus 11,2 l/100km; Combined CO2 emissions: 272 g/km; Combined CO2 efficiency class: G; CO2 class with discharged battery: G; Combined fuel consumption with discharged battery: 14 l/100km



# URUS

## E-ENHANCED DRIVING EMOTION



A completely re-engineered Urus that enhances its core value blending a supersport car performance with the everyday usability of an SUV

### NEW ADAPTIVE DRIVETRAIN



### NEW HYBRID POWER UNIT ICE + ELECTRIC



### CLEANER & REFINED DESIGN



### SEAMLESS HMI



### AMPLIFIED USABILITY





# ORDER BACKLOG DELIVERIES COVERAGE

ORDER BANK IS SUPPORTING RESILIENCE AND EXCLUSIVITY

**REVUELTO**



**COVERING UNTIL MAR 2027**

**TEMERARIO**



**COVERING UNTIL DEC 2026**

**URUS SE**



**COVERING UNTIL SEP 2026**

Latest update 09.2025. Urus Launch: April 2024

Revuelto: Combined energy consumption: 26,5 kWh/100 Km plus 15 l/100km; Combined CO2 emissions: 350 g/km; Combined CO2 efficiency class: G; CO2 class with discharged battery: G; Combined fuel consumption with discharged battery: 17,9 l/100km; Urus SE: Combined energy consumption: 39,5 kWh/100 Km plus 5,71 l/100km; Combined CO2 emissions: 140 g/km; Combined CO2 efficiency class: E; CO2 class with discharged battery: G; Combined fuel consumption with discharged battery: 12,9 l/100km; Temerario: Combined energy consumption: 26,8 kWh/100 Km plus 11,2 l/100km; Combined CO2 emissions: 272 g/km; Combined CO2 efficiency class: G; CO2 class with discharged battery: G; Combined fuel consumption with discharged battery: 14 l/100km



# LUXURY SSC CUSTOMERS' TRENDS

## BE PART OF AN EXCLUSIVE ENTERTAINING PLATFORM



**CUSTOMIZATION**

Models depicted is not available for sale.



**FEEL LIKE A PILOT**



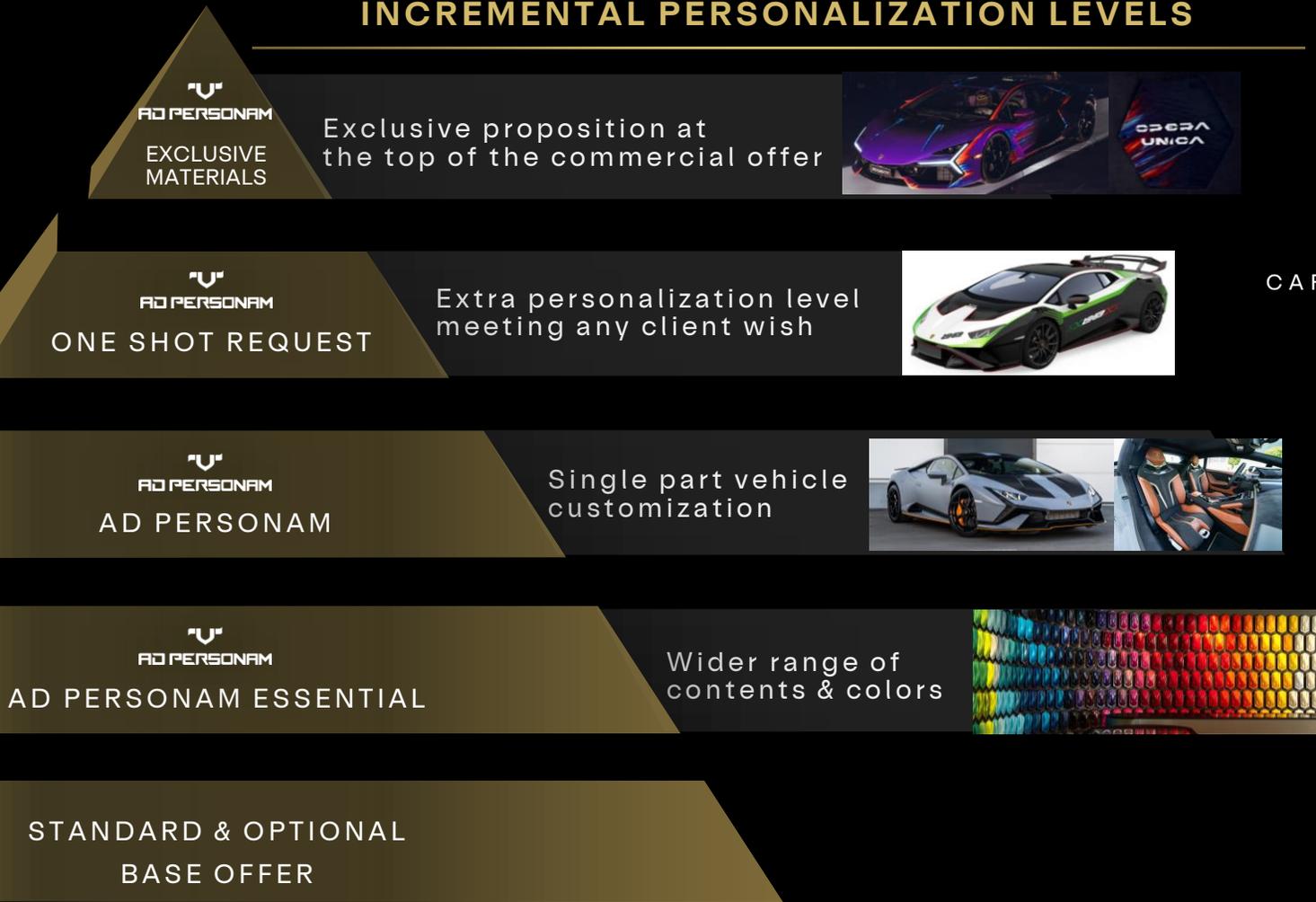
**EXPERIENCES**



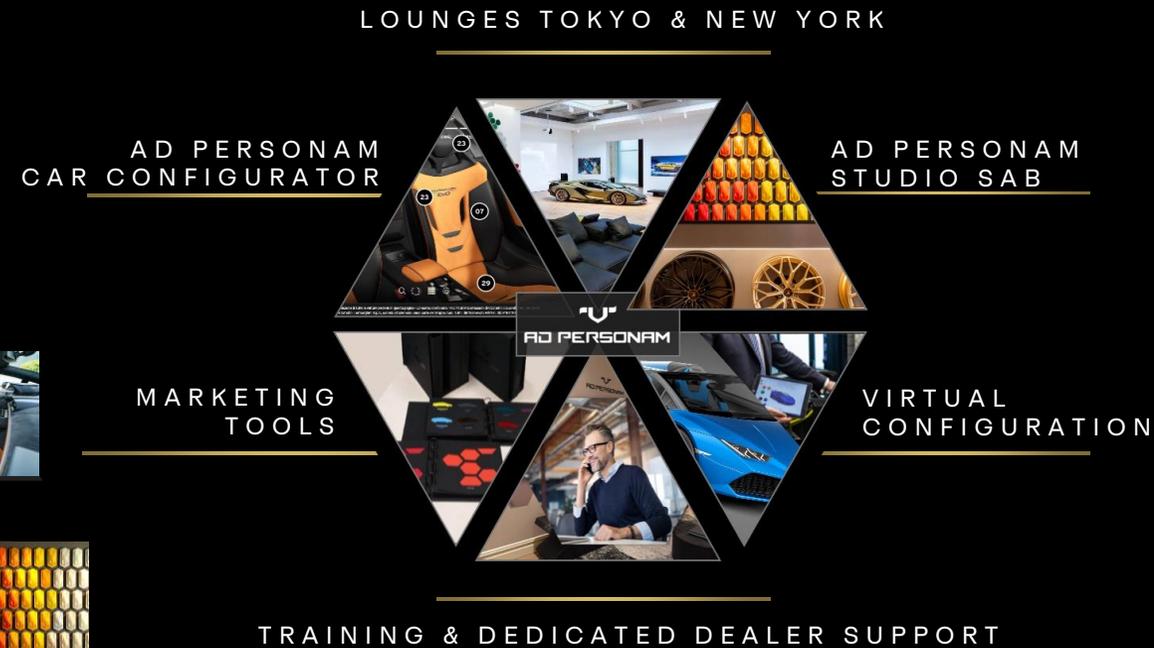
# CUSTOMIZATION PROGRAM

## AD PERSONAM: A COMPLETE CUSTOMIZATION PROGRAM

### INCREMENTAL PERSONALIZATION LEVELS



### MULTIPLE TOUCHPOINTS



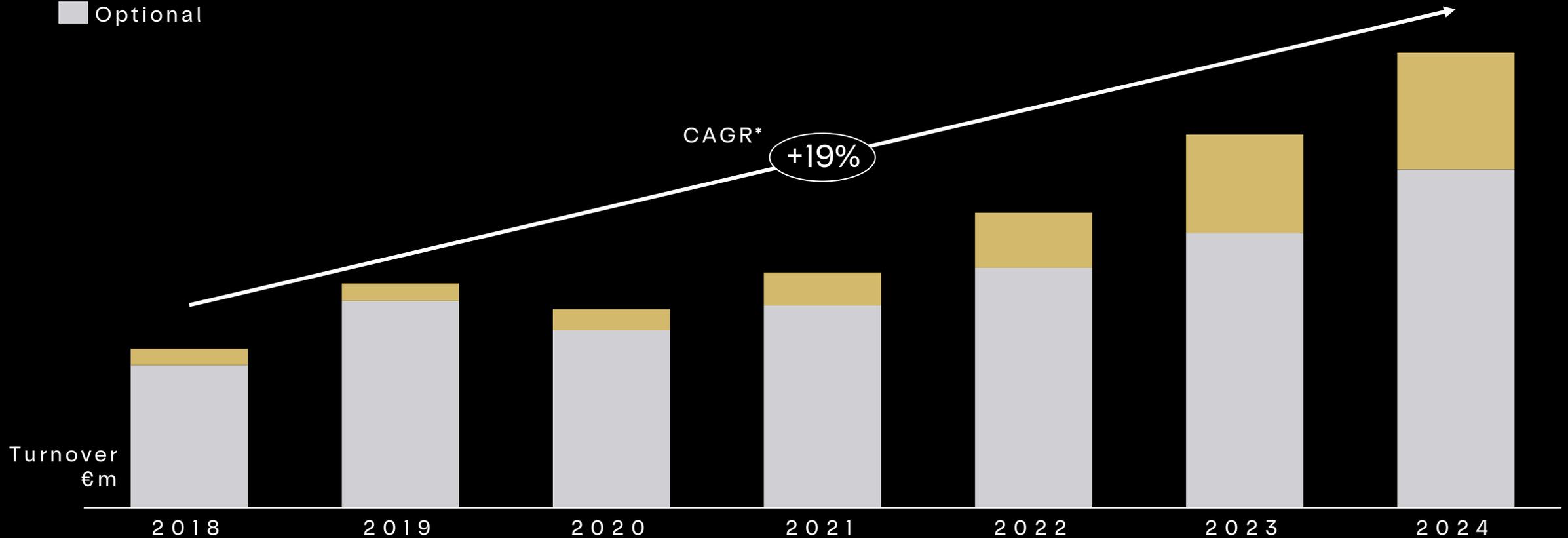


# CUSTOMIZATION BUSINESS

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

CAGR VOLUMES 2018-2024 **+11%**

- Ad Personam
- Optional





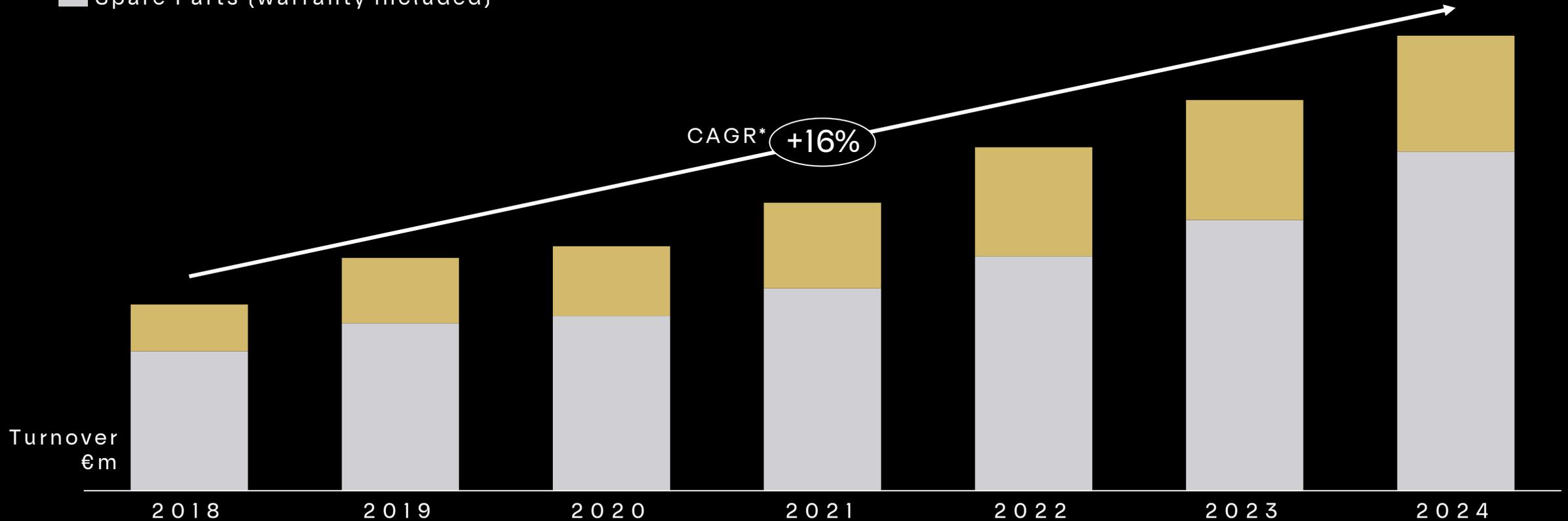
# SPARE PARTS & ACCESSORIES BUSINESS

A SOLID PARTS' GROWTH WITH EXPANSION OF ACCESSORY RANGE OFFER

CAGR 10Y CAR PARC 2018-2024 +17%

Accessories

Spare Parts (warranty included)





# CUSTOMER EXPERIENCE

A PHYSICAL APPROACH...

## FACTORY



## DEALER



## ON THE ROAD



## ON TRACK



Huracán STO: Fuel consumption (combined): 13.9 l/100km; CO<sub>2</sub> emissions (combined): 331 g/km; CO<sub>2</sub> Class: G; Urus S: Fuel consumption (combined): 14.1 l/100 km; CO<sub>2</sub> emissions (combined): 320 g/km; CO<sub>2</sub> Class: G; Huracán Sterrato: Fuel consumption (combined): 14.9 l/100km; CO<sub>2</sub> emissions (combined): 337 g/km; CO<sub>2</sub> Class: G; Huracán Tecnica: Fuel consumption (combined): 14.5 l/100km; CO<sub>2</sub> emissions (combined): 328 g/km; CO<sub>2</sub> Class: G; Other models depicted are not available for sale.



# ...AND A DIGITAL EXPERIENCE

UNICA APP: THE LAMBORGHINI WORLD AT A FINGERTIP

More than 40.000  
registered customers

Exclusive previews and contents

Lamborghini connected remote  
services

Online Marketplace



Latest update 09.2025

Revuelto: Combined energy consumption: 26,5 kWh/100 Km plus 15 l/100km; Combined CO2 emissions: 350 g/km; Combined CO2 efficiency class: G; CO2 class with discharged battery: G; Combined fuel consumption with discharged battery: 17,9 l/100km; Huracán Sterrato: Fuel consumption (combined): 14.9 l/100km; CO2 emissions (combined): 337 g/km; CO2 Class: G; Urus Performante: Fuel consumption (combined): 14.1 l/100 km; CO2 emissions (combined): 320 g/km; CO2 Class: G; Urus: Fuel consumption (combined): 14.4 l/100 km; CO2 emissions (combined): 320 g/km; CO2 Class: G; Other models depicted are not available for sale.



# BRAND PARTNERSHIP

## PIONEERING & UNCONVENTIONAL ACTIVATIONS

### FASHION & LIFESTYLE



**TOD'S**  
FOOTWEAR



### SPORT EQUIPMENT



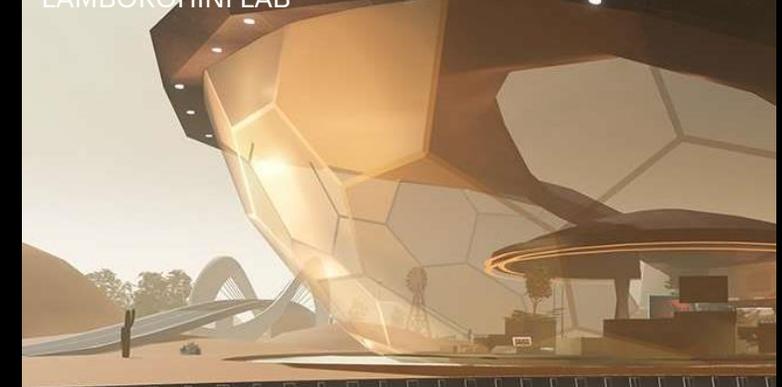
**BABOLAT**  
PADEL RAQUET



### METAVEVERSE & GAMING



**ROBLOX**  
LAMBORGHINI LAB





# BRAND PARTNERSHIP

## PIONEERING & UNCONVENTIONAL ACTIVATIONS

### MOBILITY



### REAL ESTATE



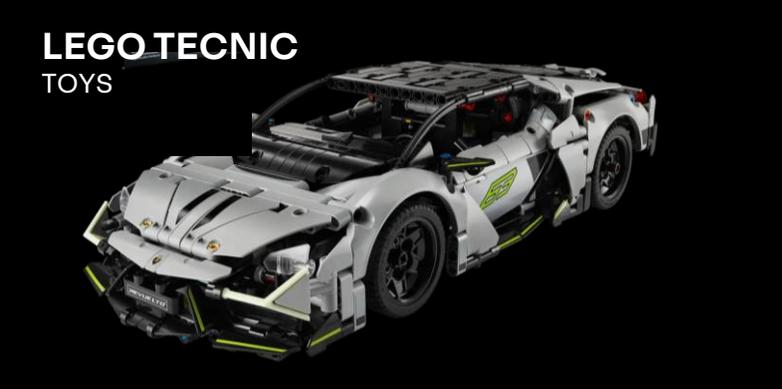
### ELECTRONICS



### COLLECTIBLES



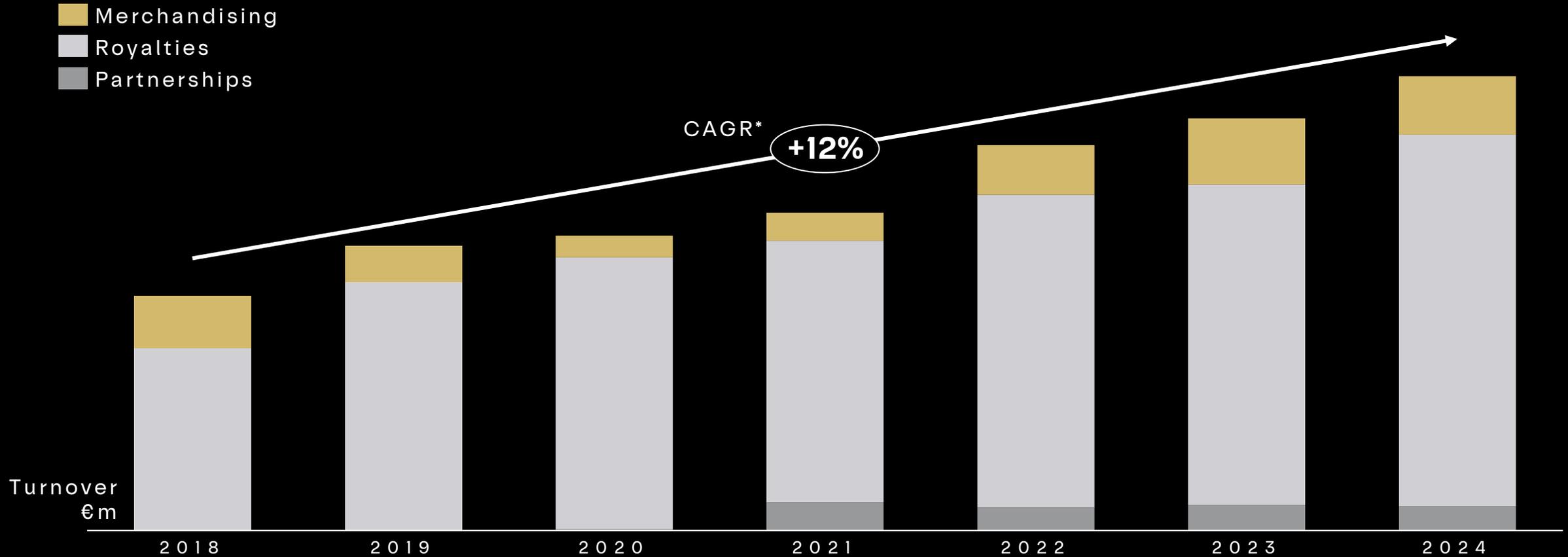
### TOYS





# BRAND EXTENSION

## BRAND STRENGTH SUSTAINS CONTINUOUS GROWTH

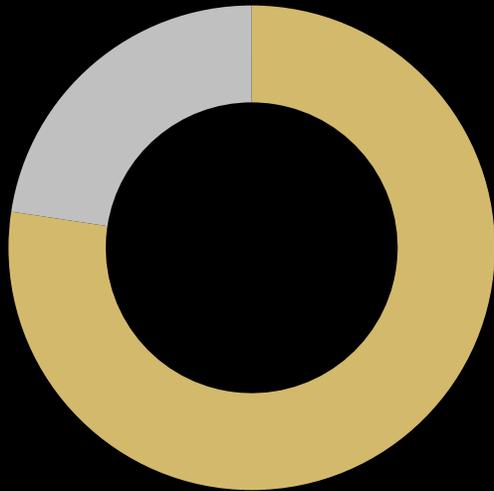




# DEALER NETWORK BUSINESS MODEL

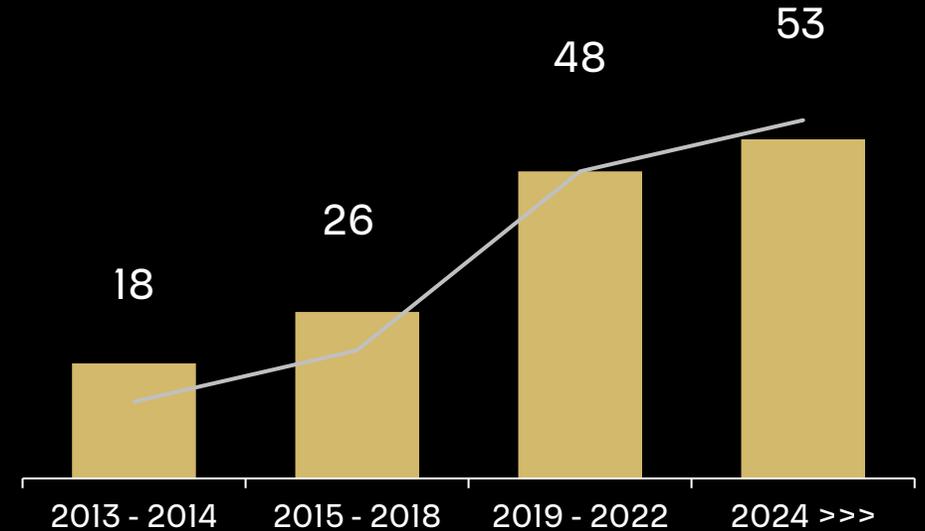
A SOLID AND PROFITABLE DEALER NETWORK

■ Audi, Bentley, Porsche  
■ Others



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

■ Average Deliveries to customer/Dealer  
— ROS%



**PROFITABILITY GROWTH THANKS TO A SUSTAINABLE BUSINESS MODEL**

# AGENDA | OCTOBER 7, 2025



<b>1</b>	14.00 – 14.10   Welcome & Introduction	Mr. Schwarzl & Mr. Poma
<b>2</b>	14.10 – 14.30   Lamborghini Strategy	Winkelmann
<b>3</b>	14.30 – 15.00   Financial Growth	Mr. Poma
<b>4</b>	15.00 – 15.30   Q&A	Mr. Poma
<i>15.30 – 15.45   Coffee break</i>		
<b>5</b>	15.45 – 16.15   Business model & Customer journey incl. Q&A	Mr. Foschini
<b>6</b>	16.15 – 16.45   Technology & Product incl. Q&A	Mr. Pacini

*19.30 Dinner at Osteria Mirasole San Giovanni in Persiceto (BO)*



# DEUTSCHE BANK INVESTOR FIELD TRIP

Luca Pacini | Head of R&D Strategy & Projects Coordination

Urus SE: Combined energy consumption: 39,5 kWh/100 Km plus 5,71 l/100km; Combined CO2 emissions: 140 g/km; Combined CO2 efficiency class: E; CO2 class with discharged battery: G; Combined fuel consumption with discharged battery: 12,9 l/100km

# TECHNOLOGY DNA



# 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



# LIGHTWEIGHT MATERIAL & AERODYNAMIC 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



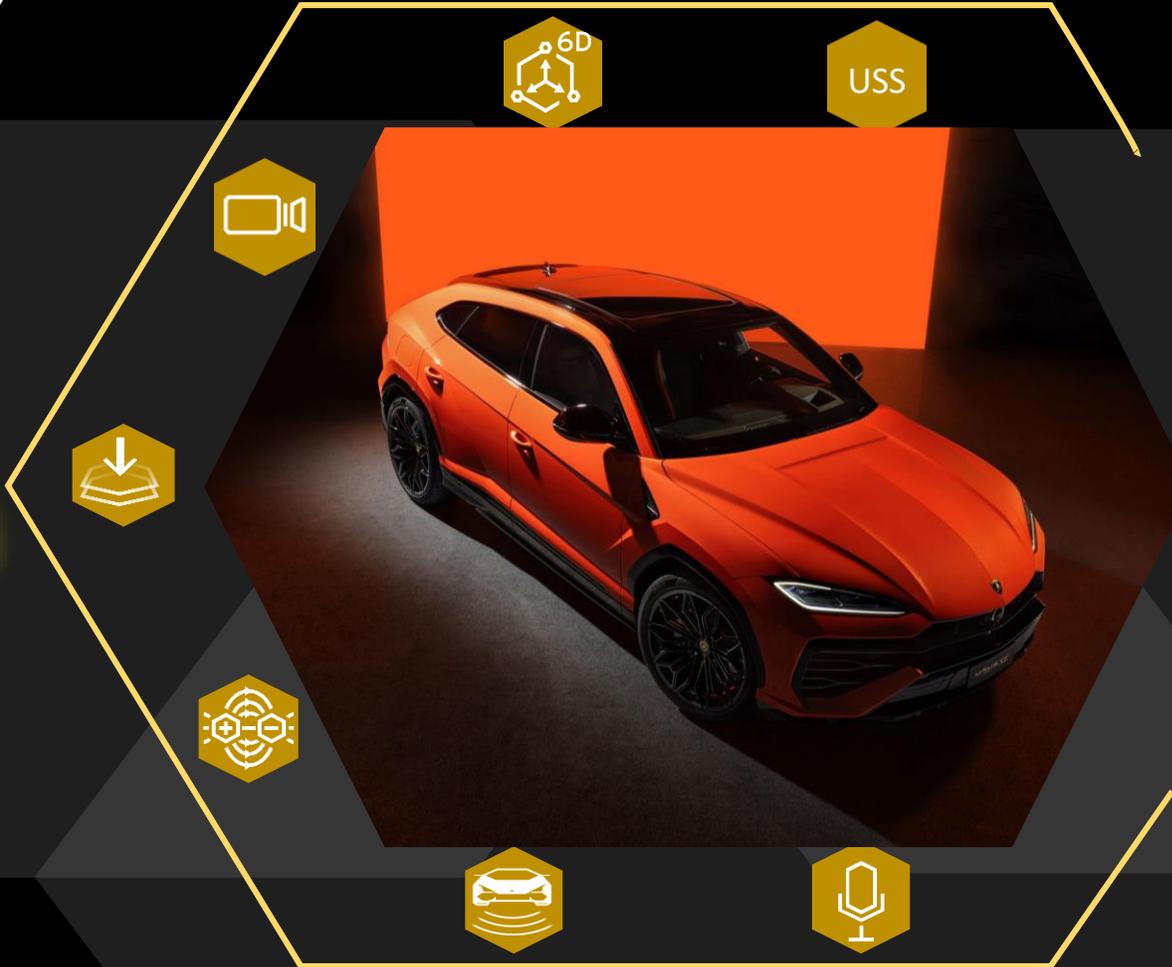
# ADVANCED CHASSIS SYSTEM

RACE DRIVING MAKE EASY

VEHICLE  
DYNAMICS

CONTROL

ADAS





# HMI DIGITAL DISTINCTIVENESS

## INTUITIVE & CONNECTED - ENHANCING THE FUN TO DRIVE



- LEADERBOARD**
- EMOTION RECOGNITION**
- AI COACH**
- REAL TIME TELEMETRY**
- REMOTE GARAGE**
- BIOMETRICAL DATA**

### PLATFORMS SHARED WITHIN DIGITAL ECOSYSTEM OF THE GROUP



# BREATHLESS EMOTIONS IN A NEW ERA

## TO INSTILL LAMBORGHINI'S DNA

### INTEGRATED CONTROLS



### FUN TO DRIVE IN EVERY ROAD AT EVERY CONDITION

Huracán Sterrato: Fuel consumption (combined): 14.9 l/100km; CO<sub>2</sub> emissions combined: 337 g/km; CO<sub>2</sub> Class: G; Revuelto: Combined energy consumption: 26,5 kWh/100 Km plus 15 l/100km; Combined CO<sub>2</sub> emissions: 350 g/km; Combined CO<sub>2</sub> efficiency class: G; CO<sub>2</sub> class with discharged battery: G; Combined fuel consumption with discharged battery: 17,9 l/100km; Urus SE: Combined energy consumption: 39,5 kWh/100 Km plus 5,71 l/100km; Combined CO<sub>2</sub> emissions: 140 g/km; Combined CO<sub>2</sub> efficiency class: E; CO<sub>2</sub> class with discharged battery: G; Combined fuel consumption with discharged battery: 12,9 l/100km; Temerario: Combined energy consumption: 26,8 kWh/100 Km plus 11,2 l/100km; Combined CO<sub>2</sub> emissions: 272 g/km; Combined CO<sub>2</sub> efficiency class: G; CO<sub>2</sub> class with discharged battery: G; Combined fuel consumption with discharged battery: 14 l/100km

# SQUADRA CORSE 2025

## A WORLDWIDE CHALLENGE



### «HYPER COMPETITION»



### THE MOST CHALLENGING CHAMPIONSHIPS



### ICONIC RACES



ONE-MAKE SERIES  
IN 3 REGIONS

40 RACES  
MORE THAN 100 CARS



The data on fuel consumption, power consumption, CO<sub>2</sub> emissions and electric range were determined in accordance with the legally prescribed measurement procedure "Worldwide Harmonized Light Vehicles Test Procedure" (WLTP) pursuant to Regulation (EC) 715/2007. Additional equipment and accessories (add-on parts, tire format, etc.) can change relevant vehicle parameters such as weight, rolling resistance and aerodynamics and, in addition to weather and traffic conditions and individual driving behavior, can influence the fuel consumption, power consumption, CO<sub>2</sub> emissions, electric range and driving performance values of a vehicle. Further information on WLTP can be found at [www.audi.de/wltp](http://www.audi.de/wltp).

For further information on the official fuel consumption and official specific CO<sub>2</sub> emissions of new cars, please refer to the "Guide to the fuel and energy consumption and CO<sub>2</sub> 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](http://www.dat.de).