



*pininfarina*

ITALIAN DESIGN & ENGINEERING

A Luxury Design and Engineering Company

September 4th, 2018



# PININFARINA SIGNATURE

A WORLD LEADING DESIGN HOUSE ESTABLISHED IN 1930 IN TURIN, ITALY

*We do innovate defying conventions.*

*Inspired by nature and humans, our aim is to challenge what other people thought was impossible.*



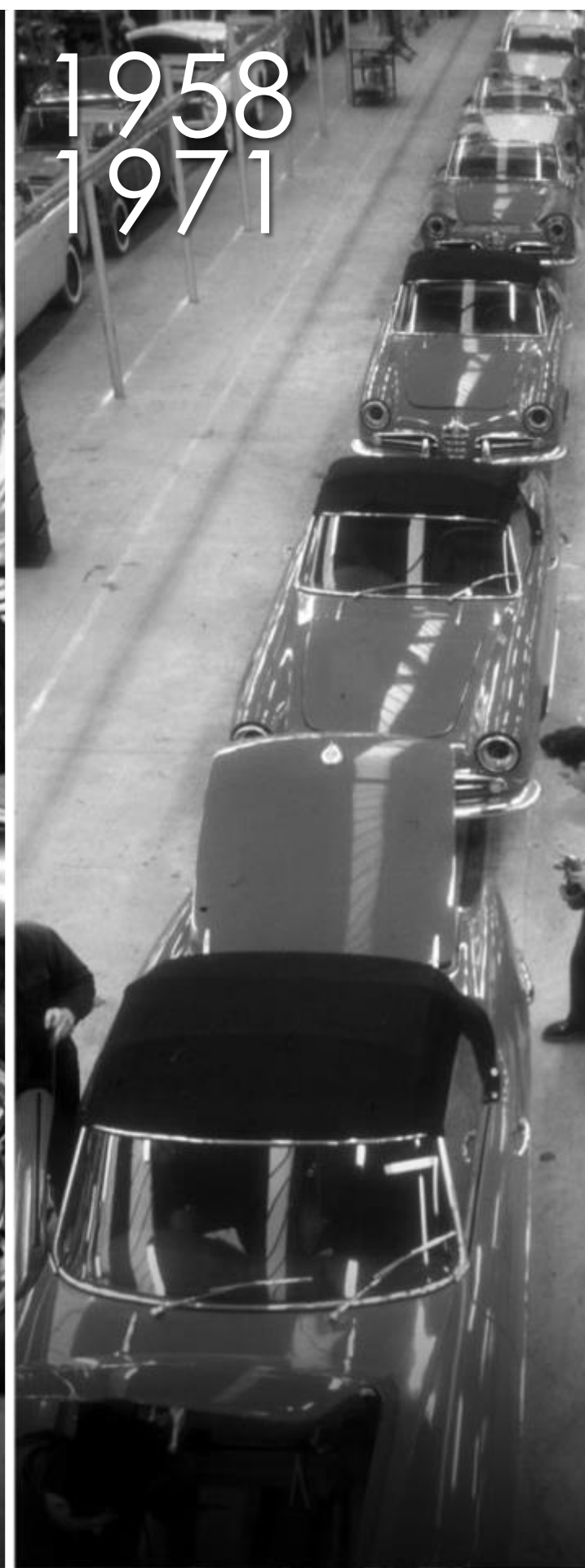
Ferrari **Modulo** (1970)

# GROUP MILESTONES



1930  
1957

Company foundation and  
Craftsmanship phase



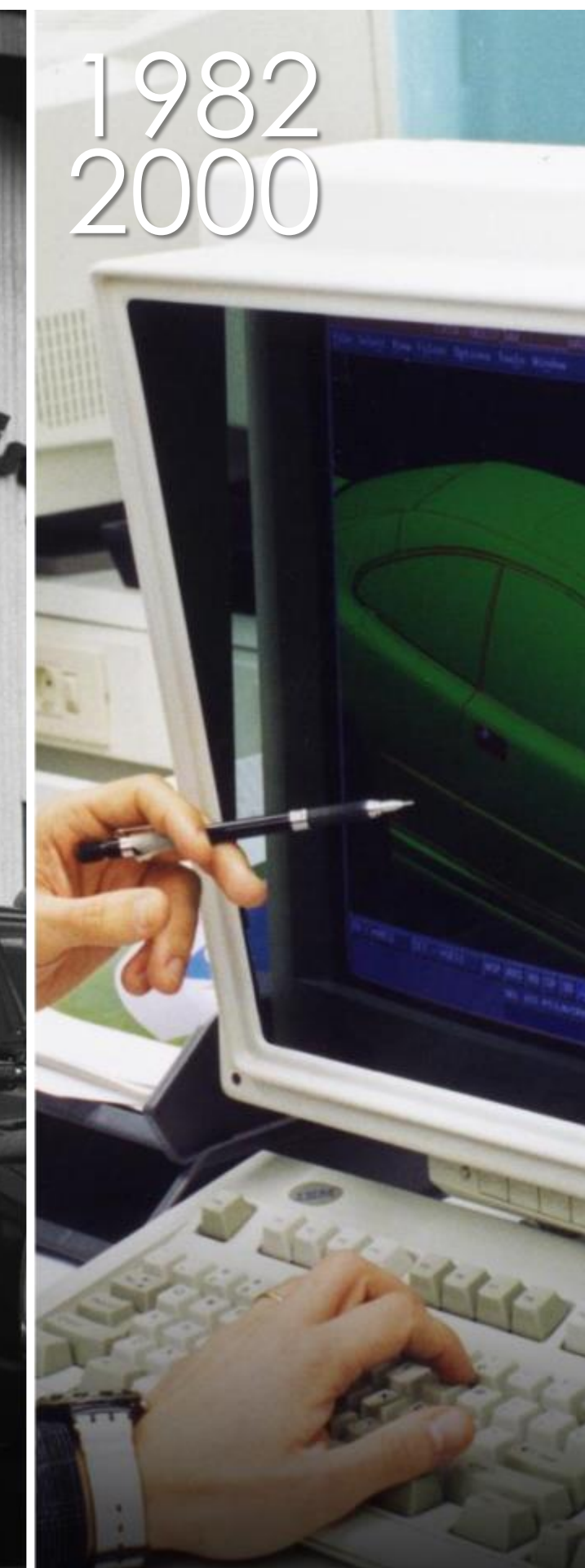
1958  
1971

From Craftsmanship  
to Factory



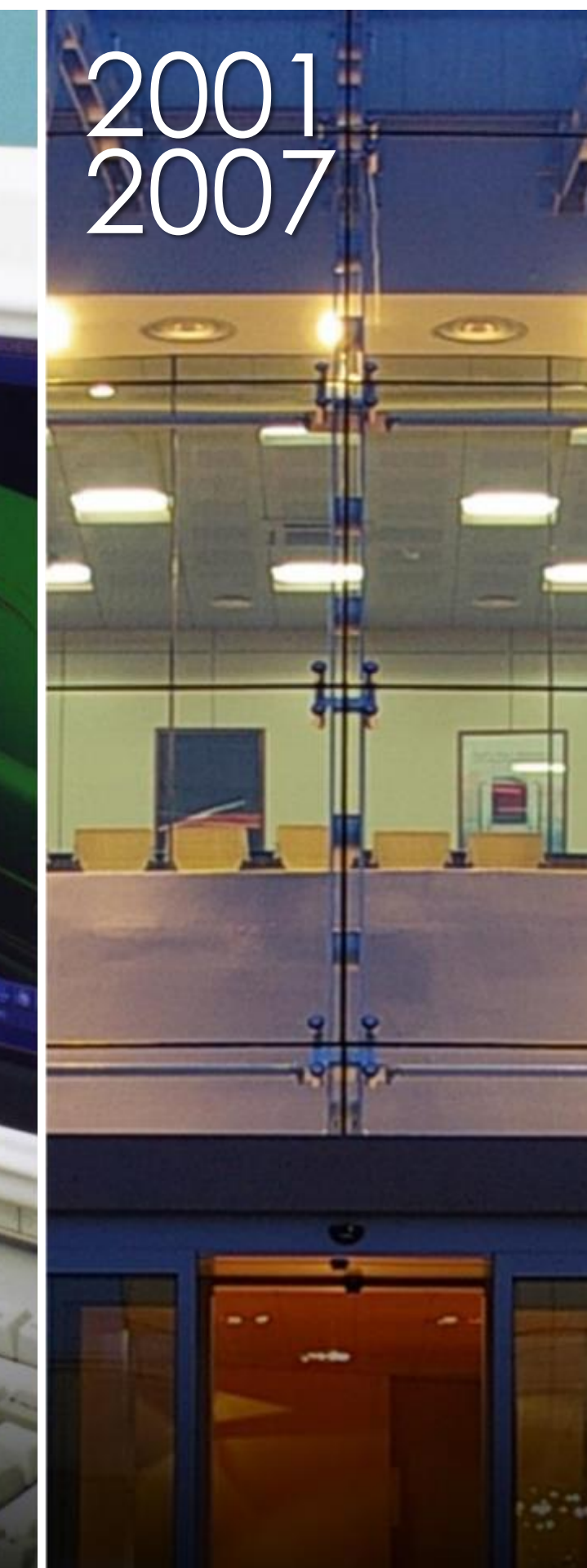
1972  
1981

From Factory  
to Technology



1982  
2000

Technology  
and Design



2001  
2007

Internationalization and  
full service provider  
strategy



2008  
2016

Design House,  
Product and Process  
Engineering, Niche  
Manufacturing



2017  
ONWARDS

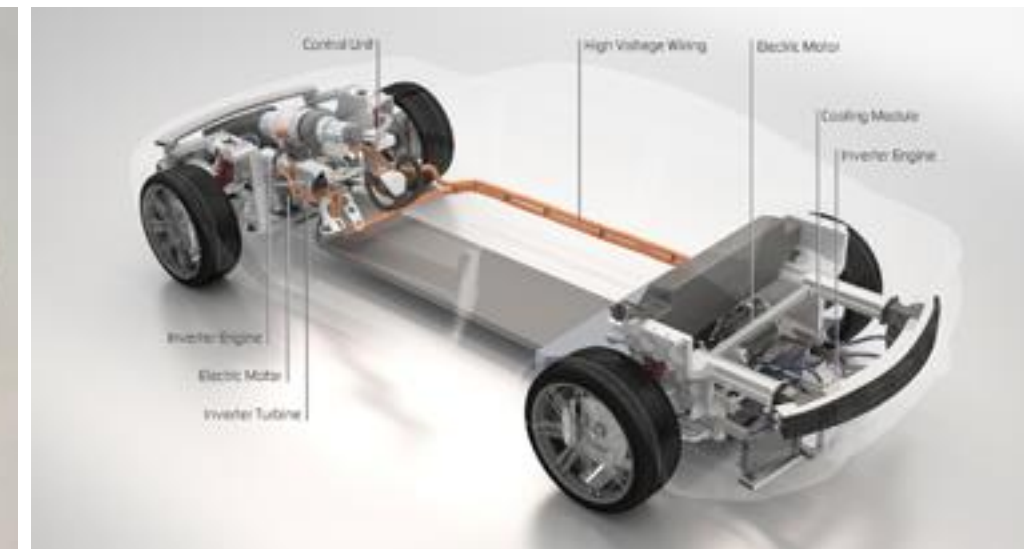
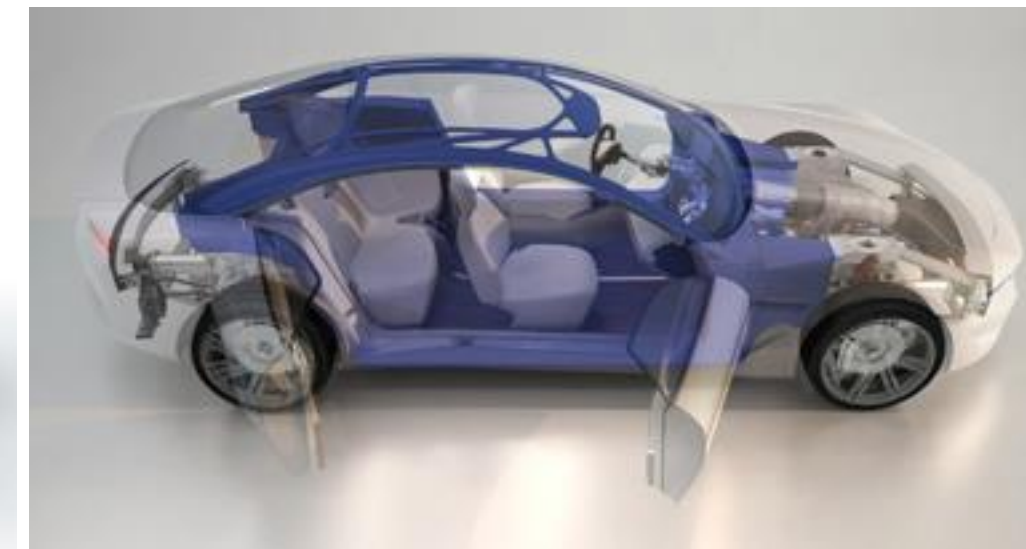
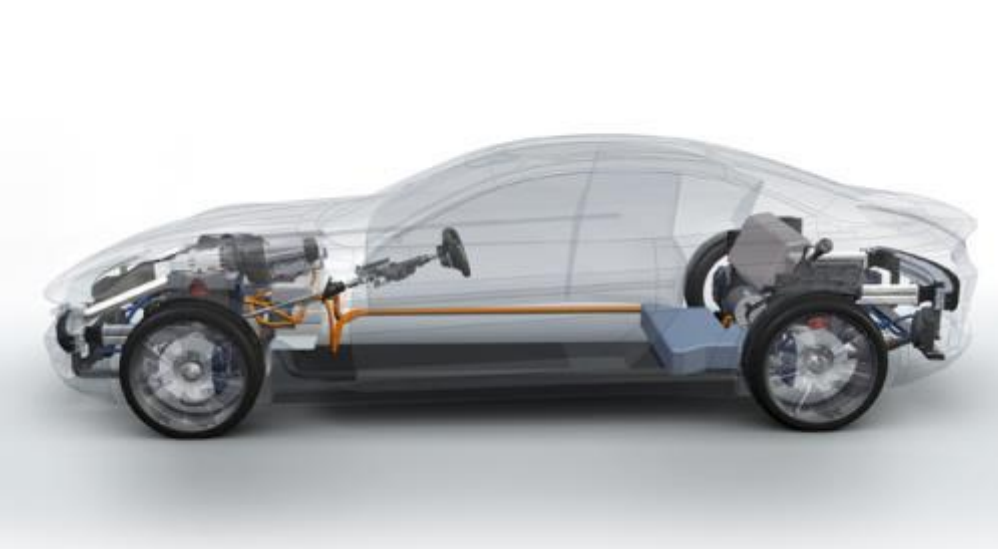
Pininfarina as **Global  
provider** of high level  
Design, Engineering,  
Niche Manufacturing  
services

# GLOBAL PRESENCE

626 EMPLOYEES GLOBALLY & 120+ CONTRACTORS \*



\* as of 30/06/18



# CLIENTS AND PARTNERS

MORE THAN 110 ACTIVE CLIENTS

## AUTOMOTIVE



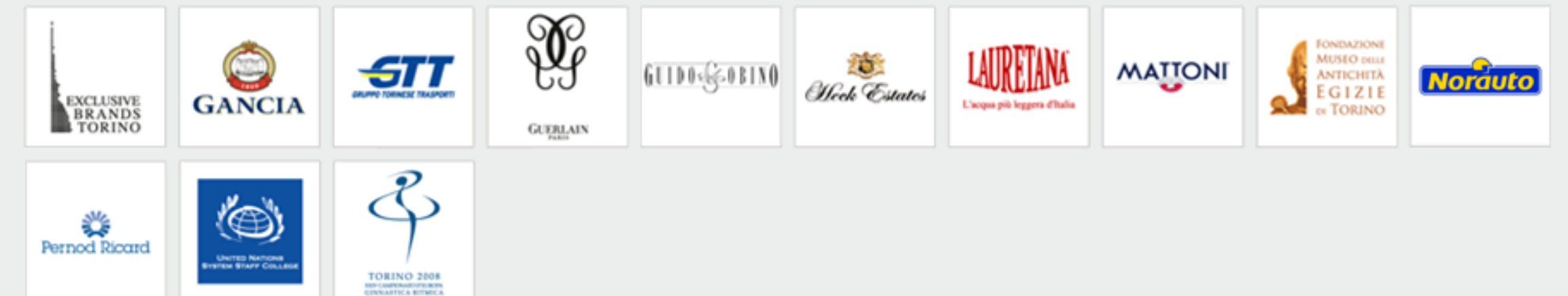
## TRANSPORTATION



## INDUSTRIAL DESIGN



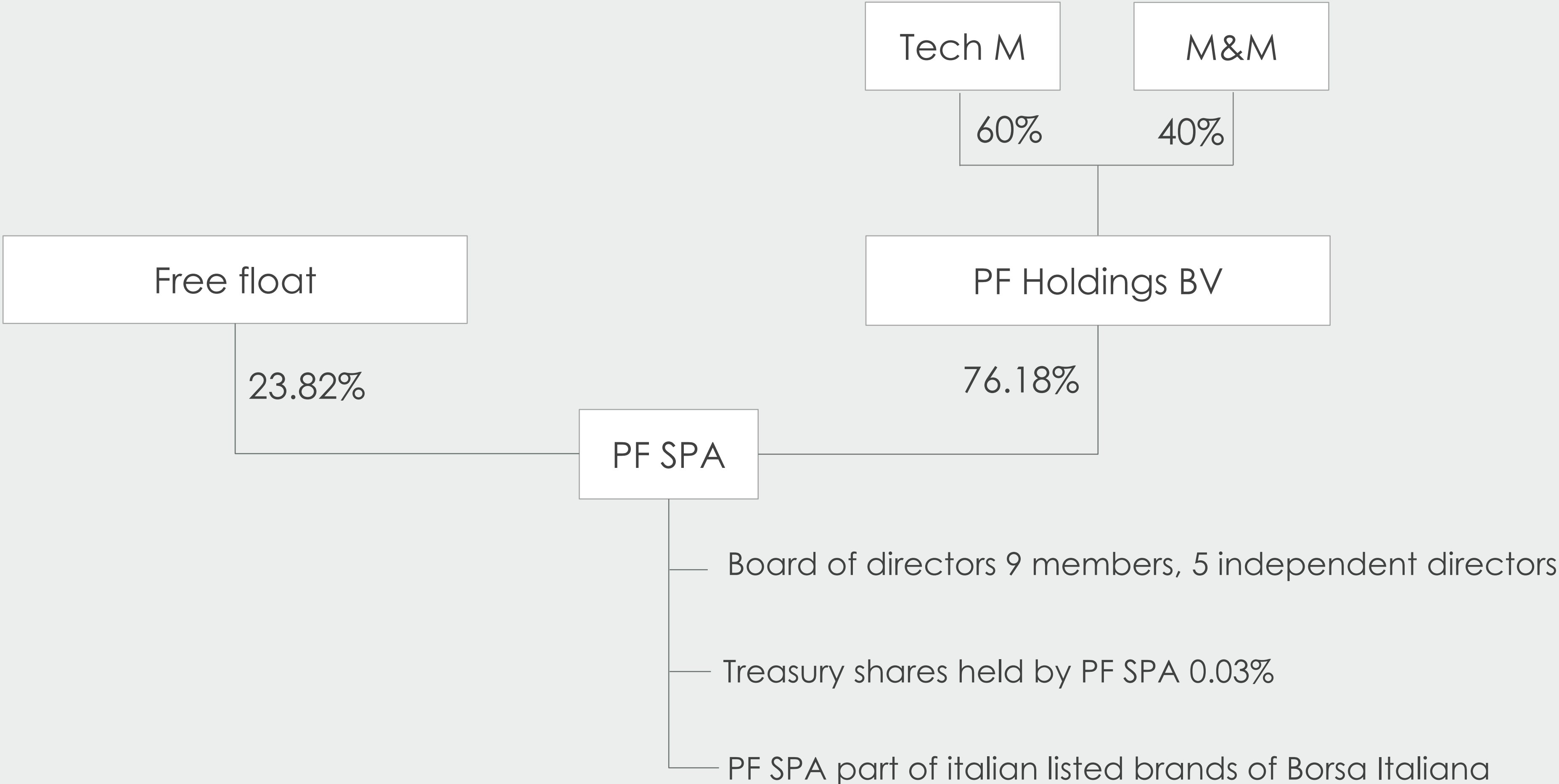
## GRAPHIC & PACKAGING



## ARCHITECTURE & INTERIORS



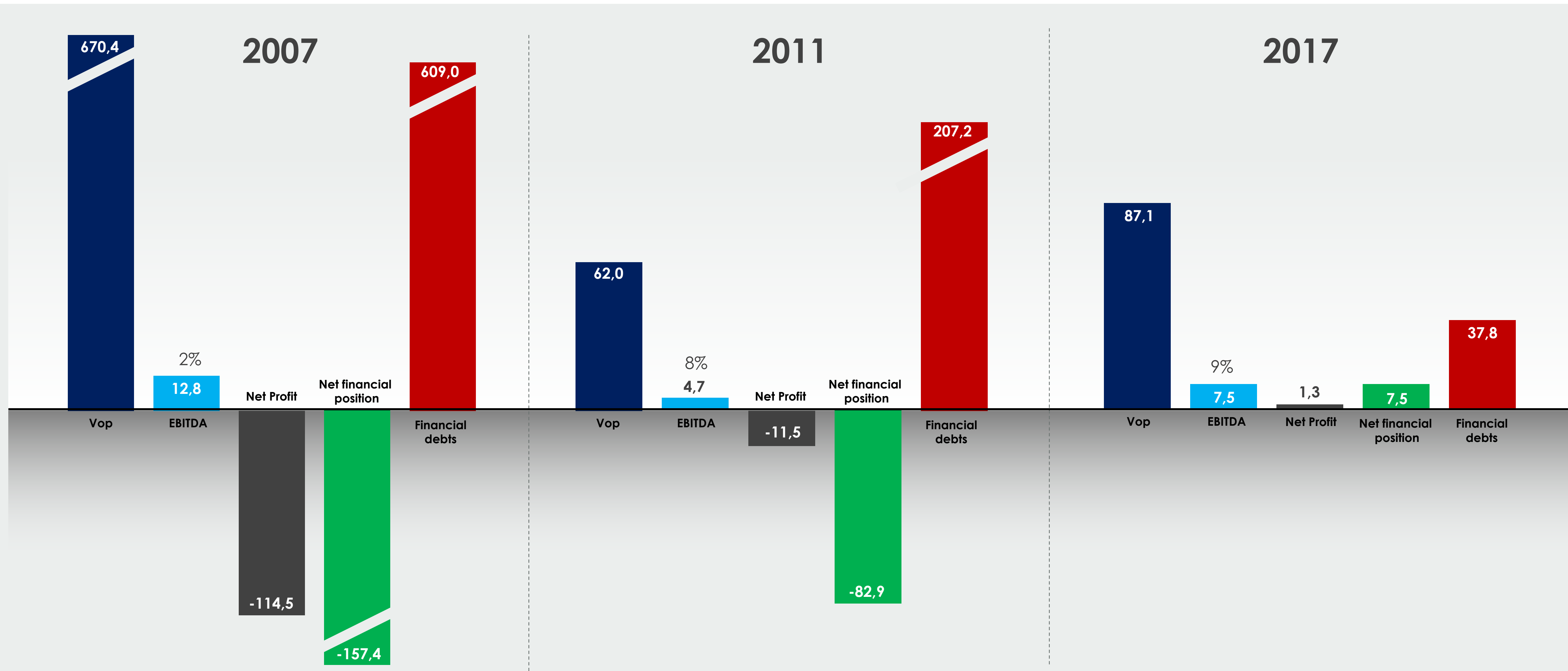
# GOVERNANCE





# KEY FINANCIALS

FROM A PERIOD OF CRISIS – TURNAROUND IN PLACE AND BACK TO PROFIT IN 2017 AFTER 14 YEARS



All figures in € M

# STRATEGY

R&D / TECHNOLOGY

## ENGINEERING

TECHNOLOGY INNOVATION  
/ QUALITY



*Engineering development*

BRAND

## FUORISERIE

LUXURY COACHBUILDER  
ITALIAN CRAFTSMANSHIP



*Ferrari Sergio*

## DESIGN SERVICES

DESIGN / TECHNOLOGY  
FUTURE CONCEPT



*H600 eco-friendly luxury sedan  
concept for Hybrid Kinetic Group*

## BRAND EXTENSION

ELEGANCE/SPORTIVITY  
ITALIAN STYLE

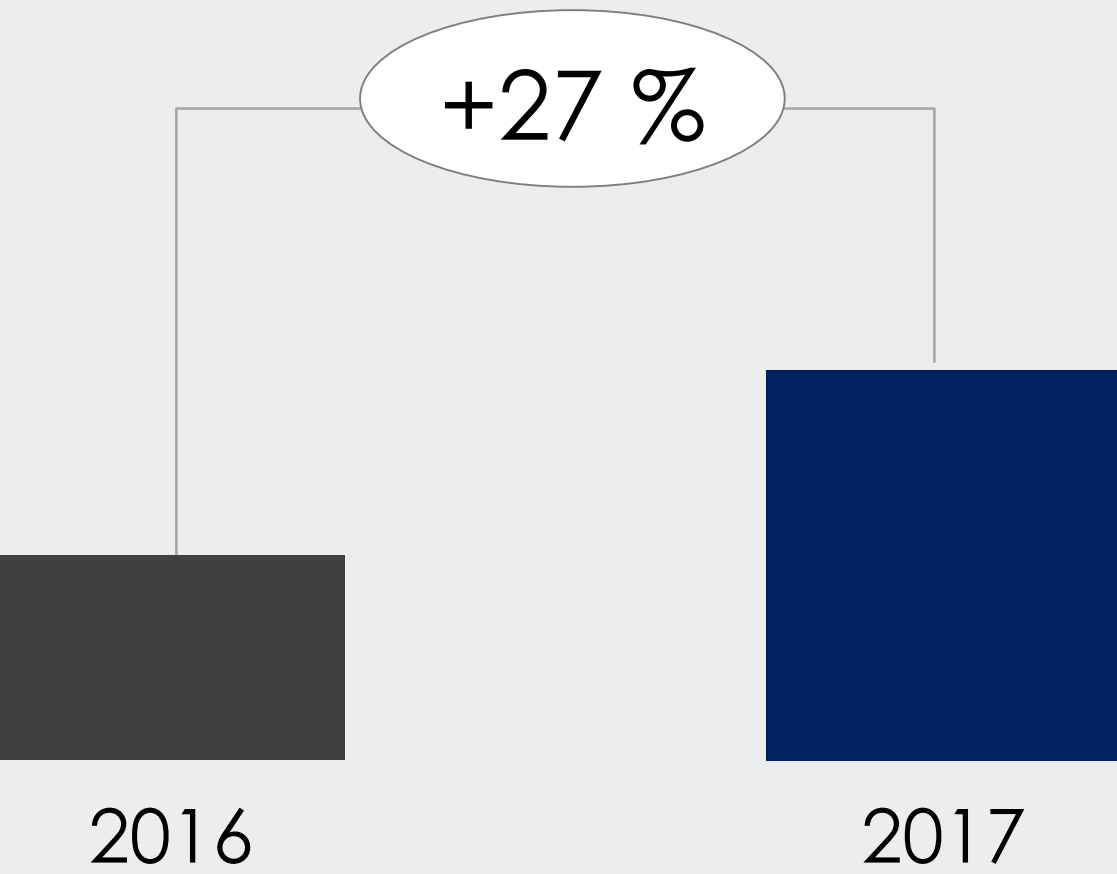
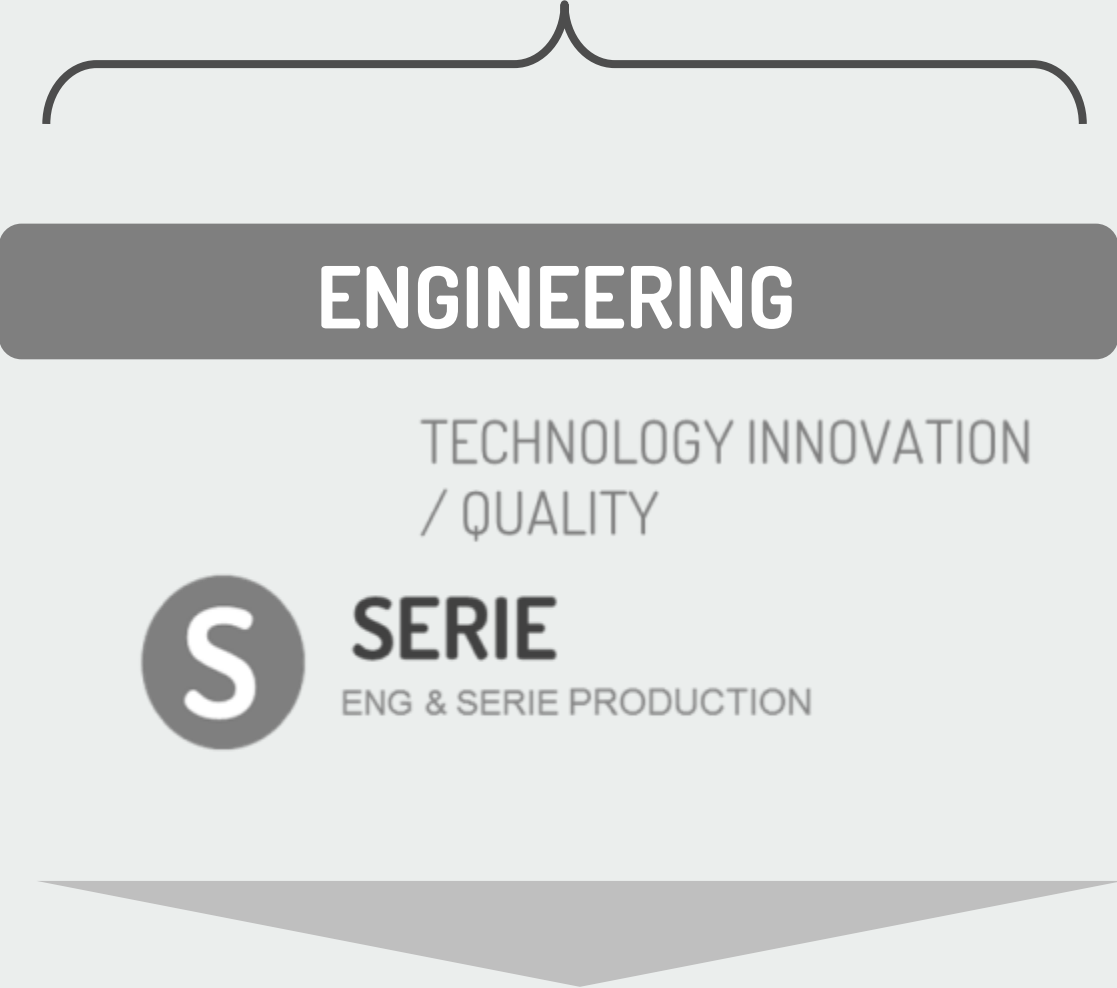


*FOREVER Pininfarina Cambiano*

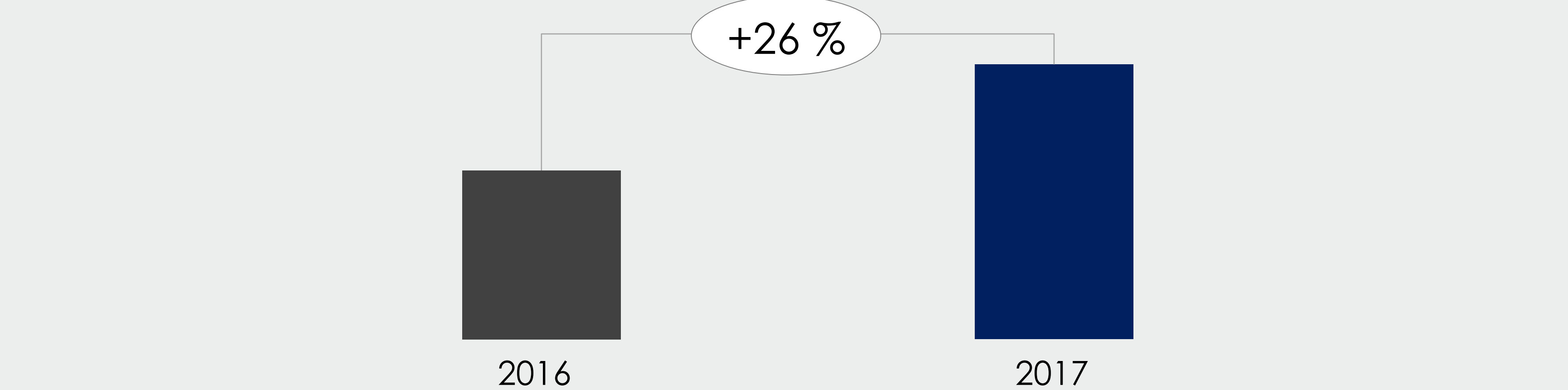
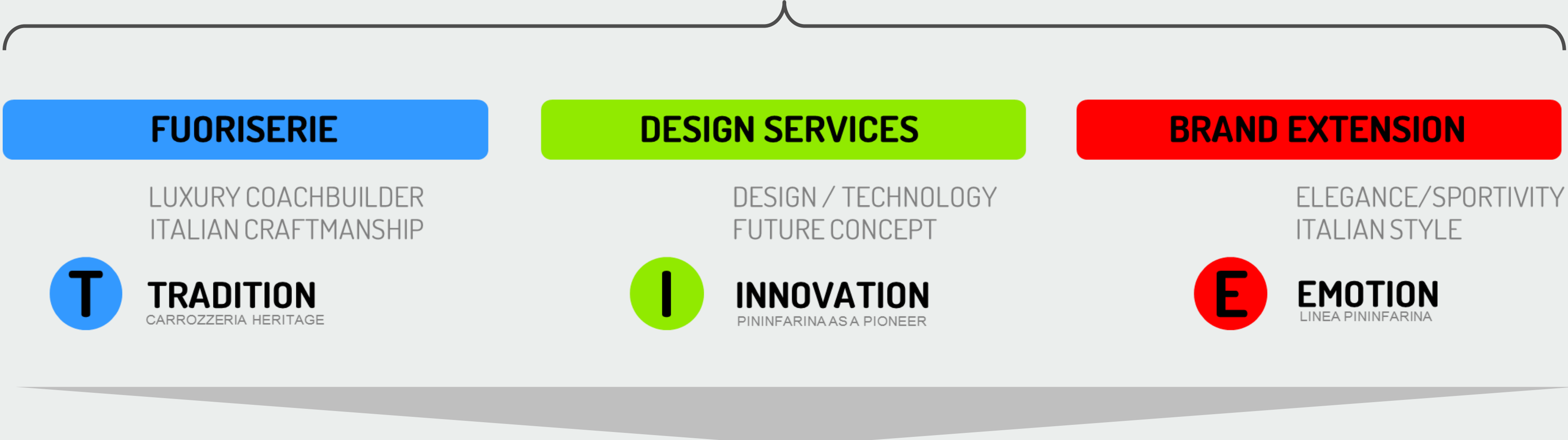
# STRATEGY DEPLOYED

INCREASE IN VALUE OF PRODUCTION 2017 VS 2016

## R&D / TECHNOLOGY



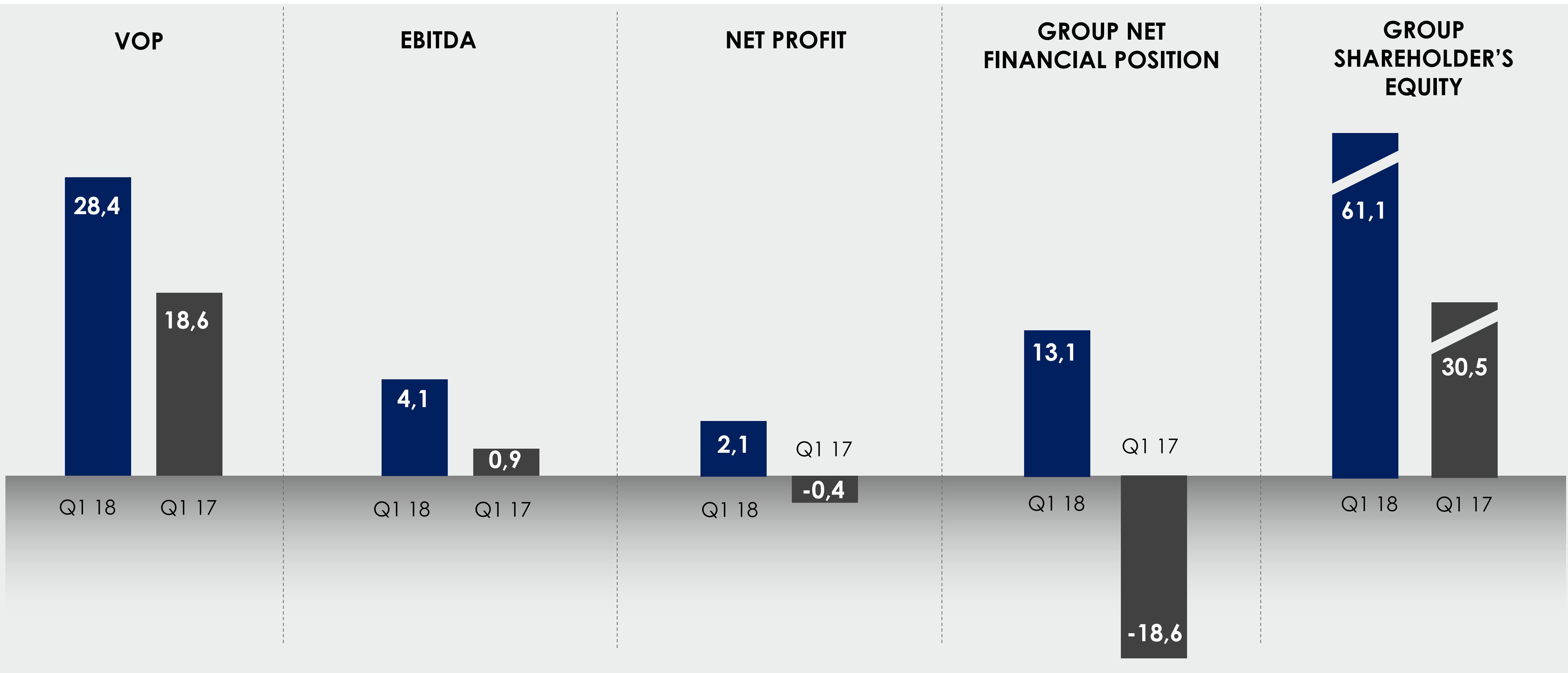
## BRAND



# KEY FINANCIALS

MARCH YTD RESULTS 2018 VS 2017

All figures in € M

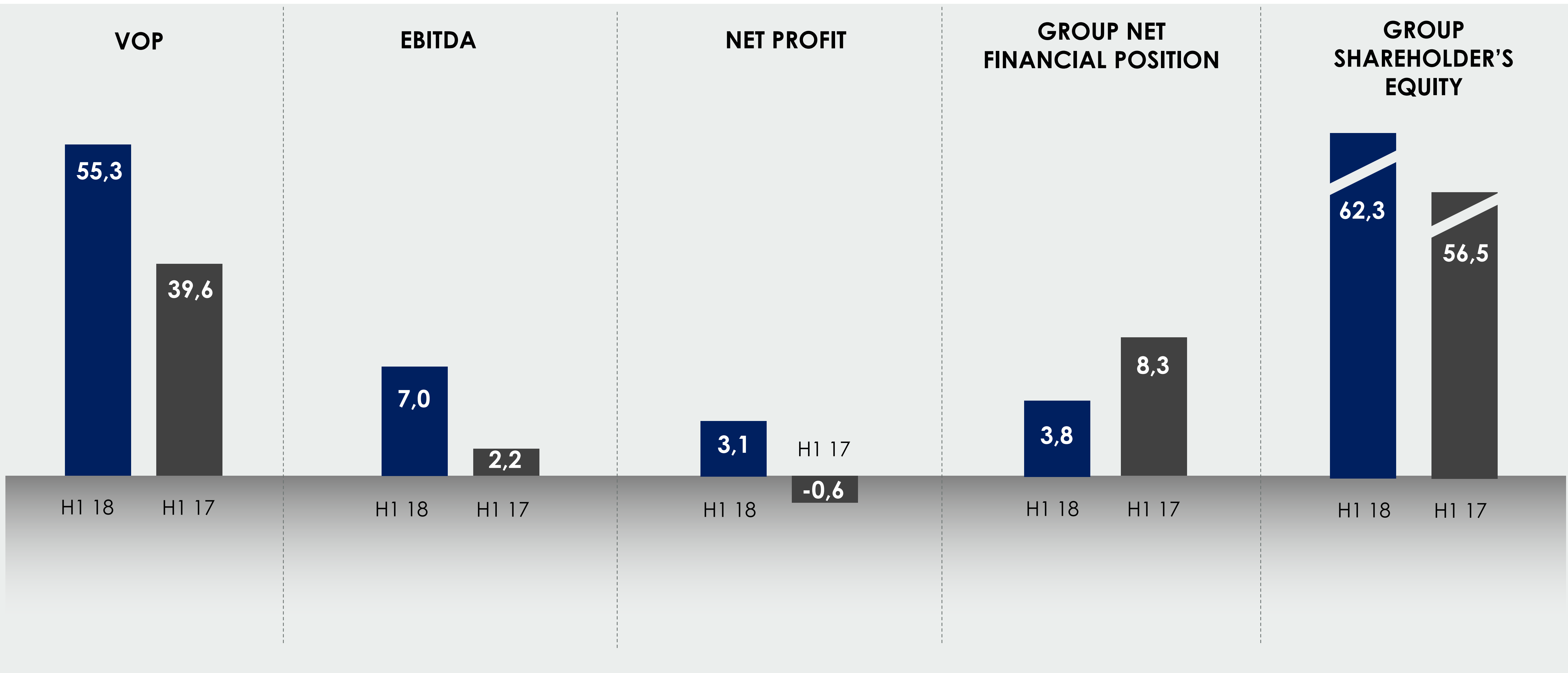


■ 2018 ■ 2017

# KEY FINANCIALS

JUN YTD RESULTS 2018 VS 2017

All figures in € M



■ 2018 ■ 2017

# NEW GROUP STRUCTURE FROM 2018

PININFARINA VISION AND BUSINESS STRATEGY DEPLOYED THROUGH A NEW COMPANY STRUCTURE

## On going rationalization of the corporate structure of the Group.

### Objectives:

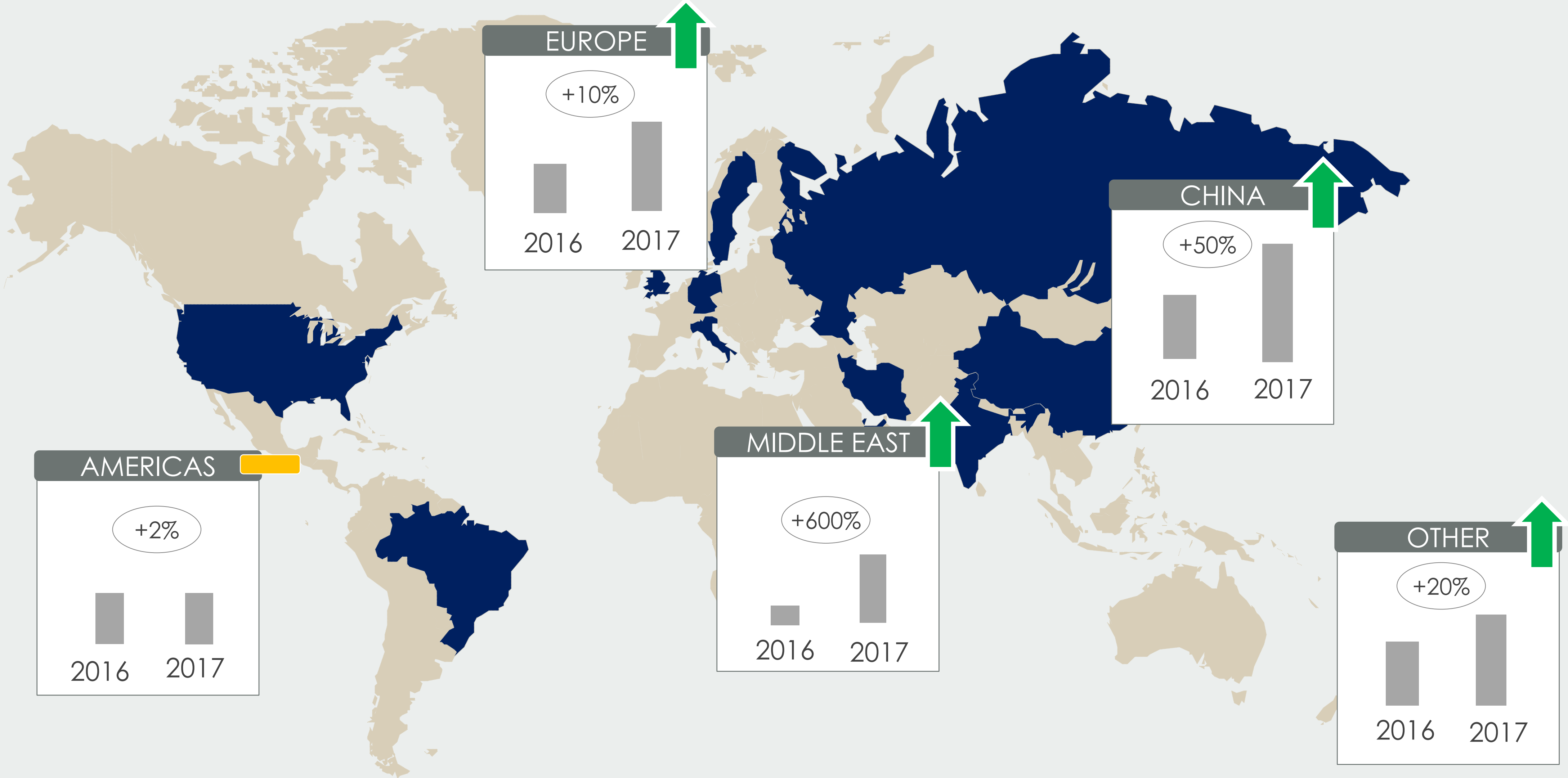
- Concentrate, in single legal entities, the different activities in which the Group operates
- Centralize the commercial strategies and synergies in executive functions
- Shorten the control chain - optimization of the structure and the relative costs

### Current Actions:

- **Grouping all engineering resources (Italian & German operations):** "Pininfarina Engineering S.r.l." operational as of July 1<sup>st</sup>, 2018
- **Grouping all design and brand activities:** merger by incorporation project of Pininfarina Extra S.r.l. in Pininfarina S.p.A. , effective from January 1<sup>st</sup> 2019

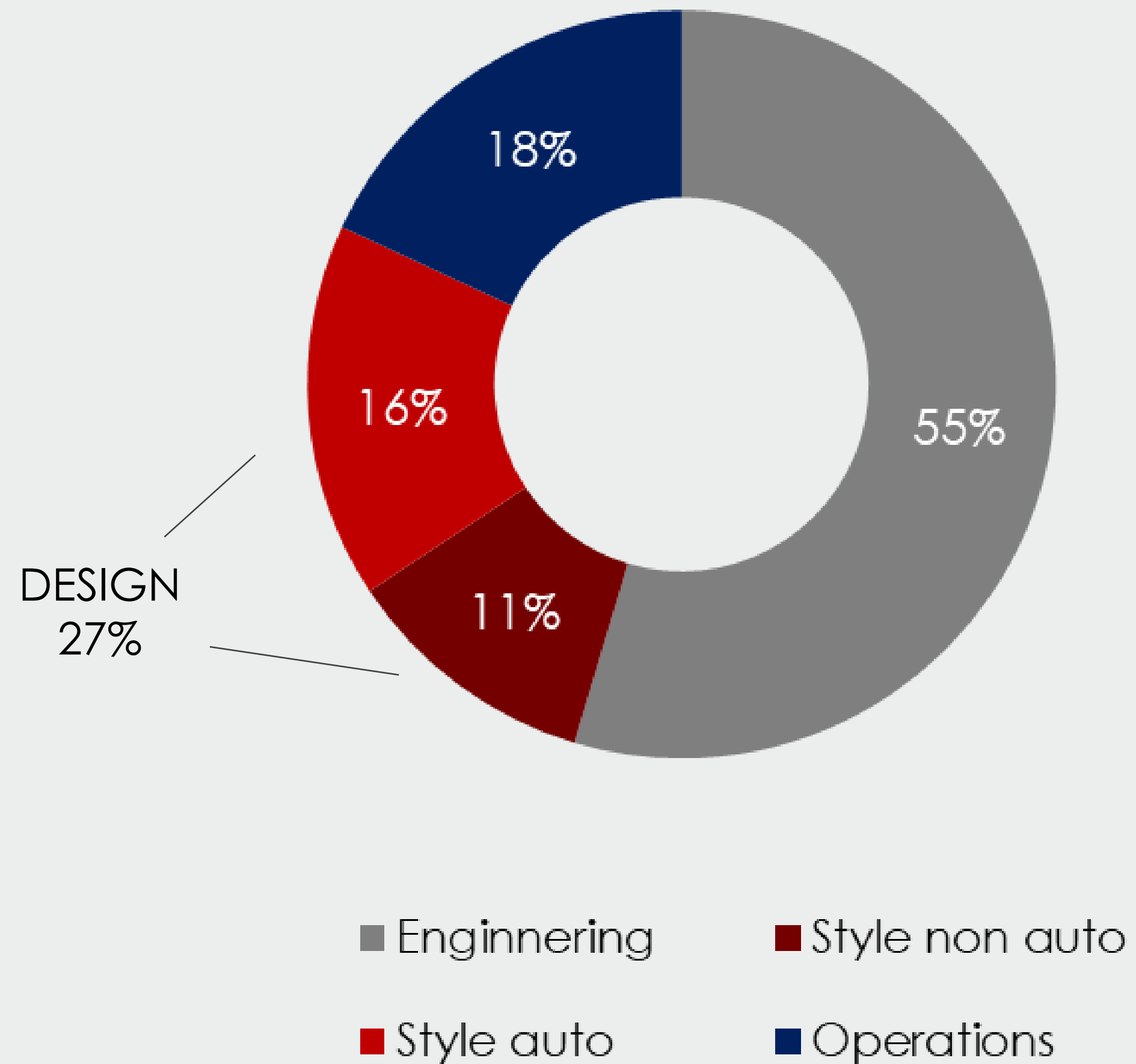
# STRATEGY DEPLOYED

VALUE OF PRODUCTION GROWTH IN PININFARINA KEY MARKETS, 2017 vs 2016

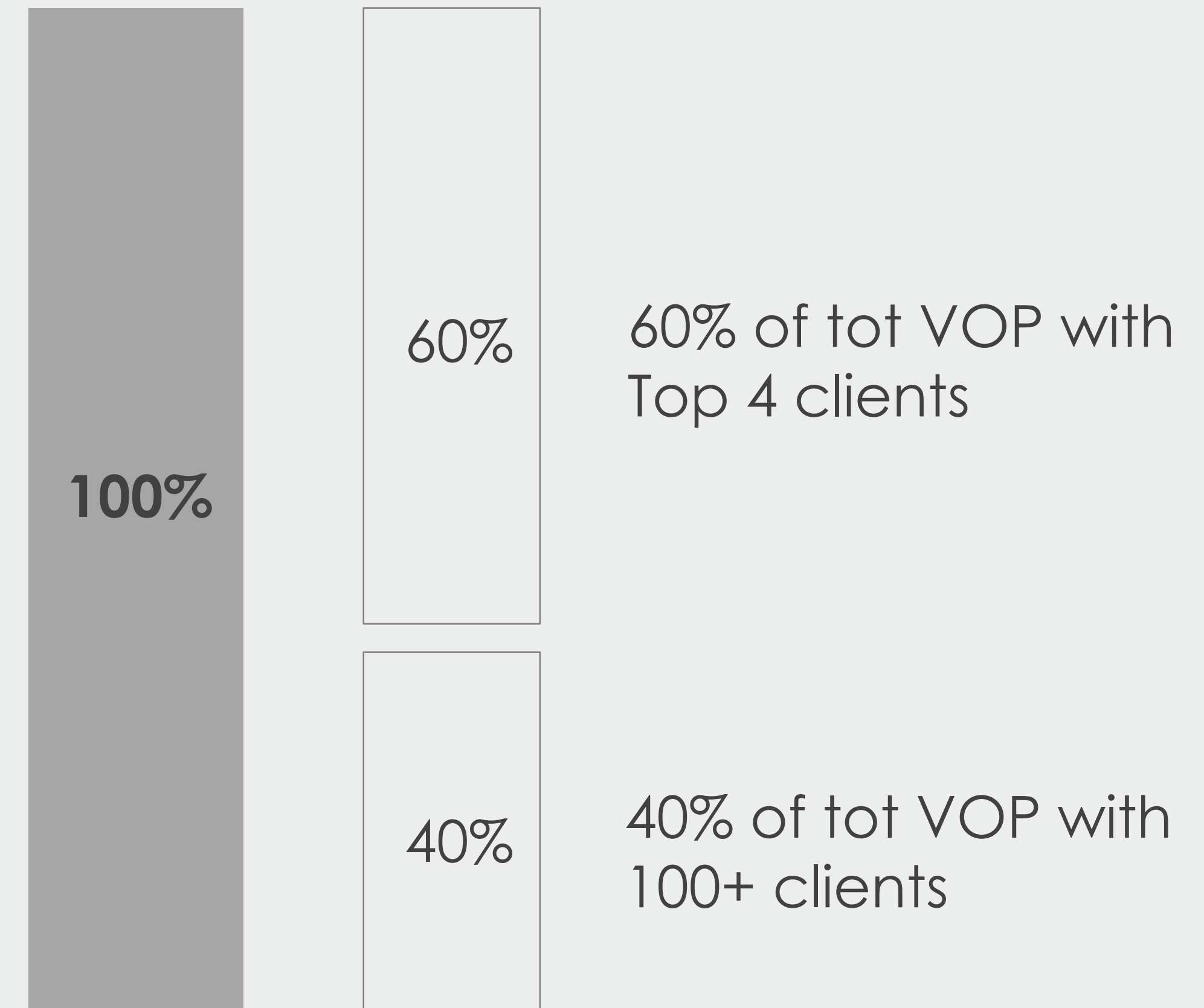


# VALUE OF PRODUCTION 2017 - BY SERVICES AND CLIENTS

## SERVICES



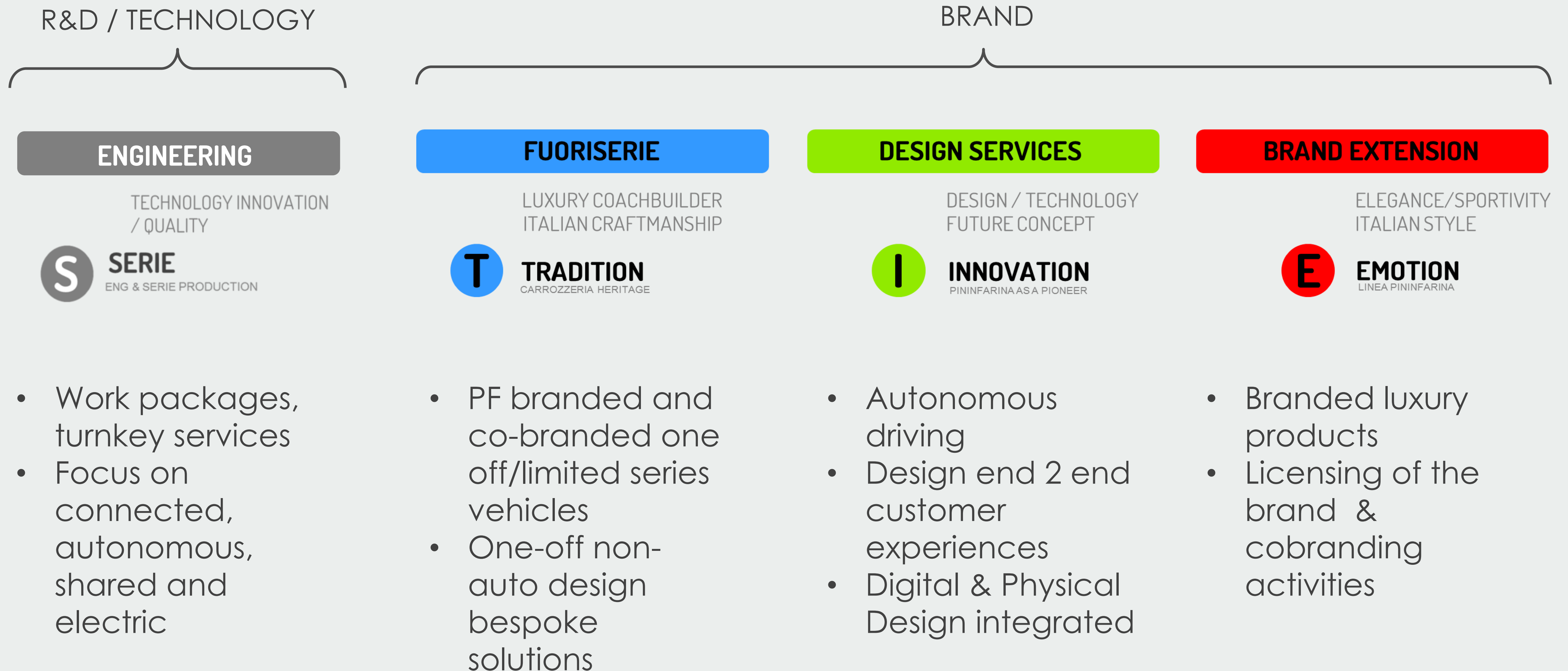
## CLIENTS



Note. Operating revenues only



# WHERE DO WE SEE EXCEPTIONAL GROWTH OPPORTUNITIES FOR PININFARINA



# ENGINEERING SERVICES OUTSOURCING (ESO)

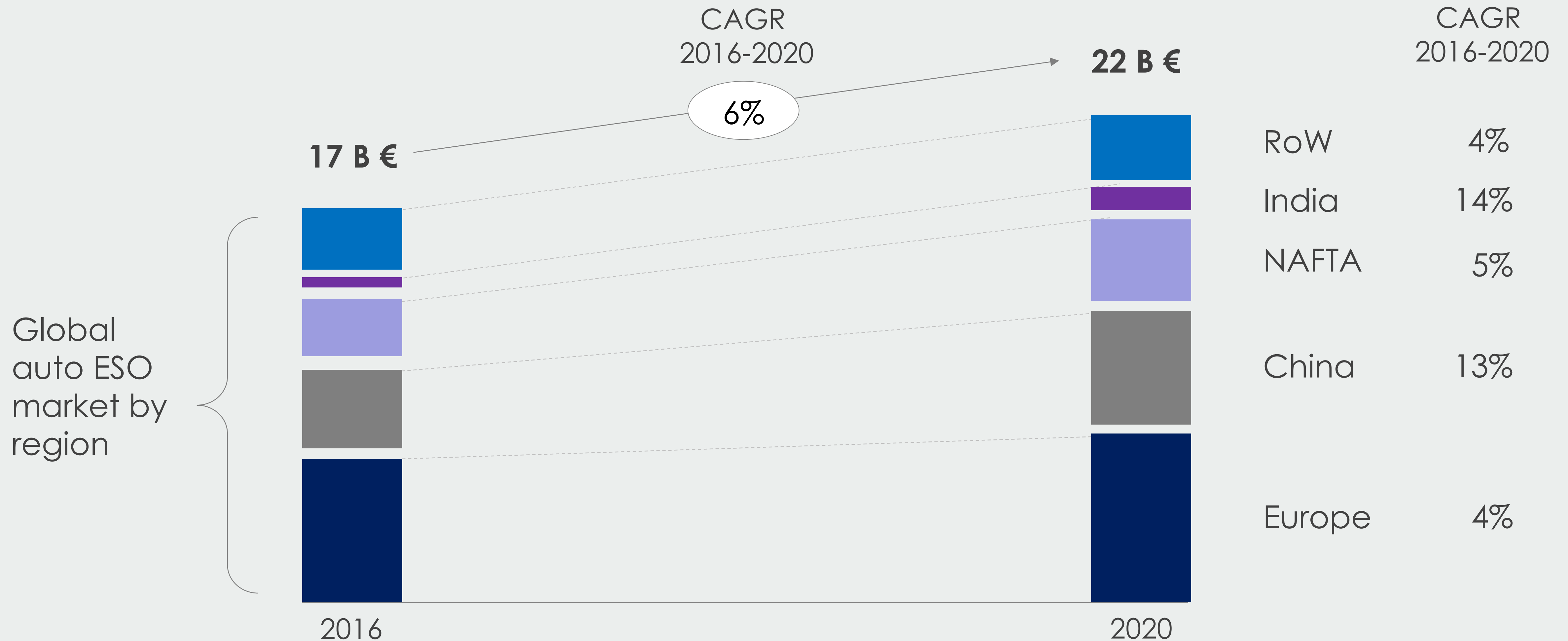
AUTOMOTIVE ESO MARKET GROWS BY 6% TO EUR 22 BN IN 2020.  
EUROPE LARGEST MARKET, CHINA AND INDIA GROWTH REGIONS

ENGINEERING

TECHNOLOGY INNOVATION  
/ QUALITY



SERIE  
ENG & SERIE PRODUCTION



# LUXURY COACHBUILDER

## INNOVATION & HERITAGE

FUORISERIE

LUXURY COACHBUILDER  
ITALIAN CRAFTSMANSHIP



- Pininfarina has the **exceptional prestige** to become the leading company in the businesses of **classic cars** and **exclusive Fuoriserie production**.
- The specific skills and **craftsmanship** related to these activities are **unique assets** for the company, to be protected, developed and valued.

*Ferrari Sergio*



*PF0*



*H2Speed*



# 360° DESIGN HOUSE

CAPTURING THE GROWING DEMAND FOR CUSTOMIZED PRODUCTS WITH A HIGH LEVEL OF INNOVATION AND SENSE OF UNICITY

DESIGN SERVICES

DESIGN / TECHNOLOGY  
FUTURE CONCEPT



**INNOVATION**  
PININFARINA AS A PIONEER

- The expression of **innovation**, **purity** and **elegance** is applied to all experiences and products, merging physical and digital, from luxury cars, to electronics, to architecture.
- Integrated **multidisciplinary** and **multicultural** talents under one roof, in order to deliver **superior customer experiences**.



TRANSPORTATION



ARCHITECTURE  
& INTERIORS



INTERIORS AND  
FURNITURE



PRODUCT DESIGN



LIFESTYLE PRODUCTS



DESIGN STRATEGY

# PF BRAND EXTENSION

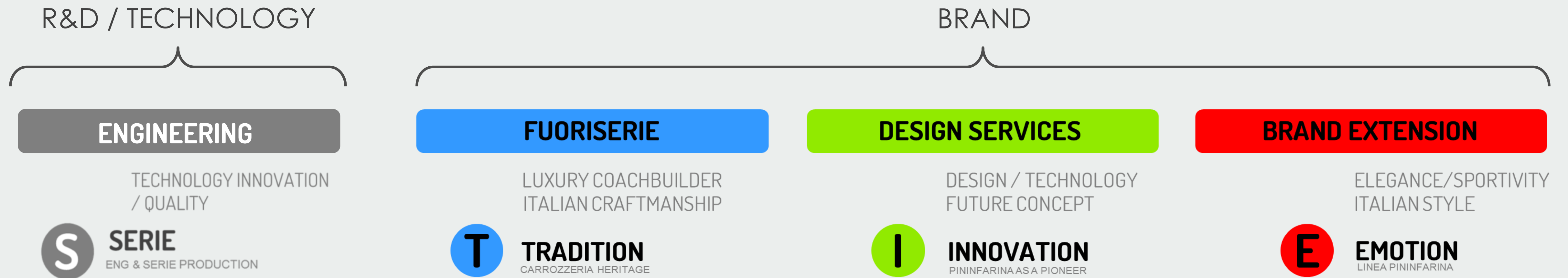
## BRAND EXTENSION

ELEGANCE/SPORTIVITY  
ITALIAN STYLE



# PININFARINA VISION

## A LUXURY DESIGN AND ENGINEERING COMPANY



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The Manager in Charge of preparing the Company financial reports hereby certifies pursuant to paragraph 2 of art. 154-bis of Legislative Decree no. 58 of February 24, 1998, that the accounting disclosures of this document are consistent with the accounting documents, ledgers and entries.

Thank you!



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