

# Ferrari

November 4<sup>th</sup>, 2019



# SAFE HARBOUR STATEMENT



This document, and in particular the sections entitled "Brand Diversification Strategy" and "Upgraded 2019 Guidance" contain forward-looking statements. These statements may include terms such as "may", "will", "expect", "could", "should", "intend", "estimate", "anticipate", "believe", "remain", "continue", "on track", "successful", "grow", "design", "target", "objective", "goal", "forecast", "projection", "outlook", "prospects", "plan", "guidance" or similar terms. Forward-looking statements are not guarantees of future performance. Rather, they are based on the Group's current expectations and projections about future events and, by their nature, are subject to inherent risks and uncertainties. They relate to events and depend on circumstances that may or may not occur or exist in the future and, as such, undue reliance should not be placed on them.

Actual results may differ materially from those expressed in such statements as a result of a variety of factors, including: the Group's ability to preserve and enhance the value of the Ferrari brand; the success of Ferrari's Formula 1 racing team and the expenses the Group incurs for Formula 1 activities, as well as the popularity of Formula 1 more broadly; the Group's ability to keep up with advances in high performance car technology and to make appealing designs for its new models; Group's ability to preserve its relationship with the automobile collector and enthusiast community; changes in client preferences and automotive trends; changes in the general economic environment, including changes in some of the markets in which we operate, and changes in demand for luxury goods, including high performance luxury cars, which is highly volatile; competition in the luxury performance automobile industry; the Group's ability to successfully carry out its growth strategy and, particularly, the Group's ability to grow its presence in emerging market countries; the Group's low volume strategy; reliance upon a number of key members of executive management, employees, and the ability of its current management team to operate and manage effectively; the performance of the Group's dealer network on which the Group depend for sales and services; increases in costs, disruptions of supply or shortages of components and raw materials; disruptions at the Group's manufacturing facilities in Maranello and Modena; the performance of the Group's licensees for Ferrari-branded products; the Group's ability to protect its intellectual property rights and to avoid infringing on the intellectual property rights of others; the ability of Maserati, the Group's engine customer, to sell its planned volume of cars; continued compliance with customs regulations of various jurisdictions; the impact of increasingly stringent fuel economy, emission and safety standards, including the cost of compliance, and any required changes to its products; the challenges and costs of integrating hybrid technology more broadly into Group's car portfolio over time; product recalls, liability claims and product warranties; the adequacy of its insurance coverage to protect the Group against potential losses; ability to ensure that its employees, agents and representatives comply with applicable law and regulations; ability to maintain the functional and efficient operation of its information technology systems, including our ability to defend from the risk of cyberattacks on our in-vehicle technology; the Group's ability to service and refinance its debt; the Group's ability to provide or arrange for adequate access to financing for its dealers and clients, and associated risks; labor relations and collective bargaining agreements; exchange rate fluctuations, interest rate changes, credit risk and other market risks; changes in tax, tariff or fiscal policies and regulatory, political and labor conditions in the jurisdictions in which the Group operates, including possible future bans of combustion engine cars in cities and the potential advent of self-driving technology; potential conflicts of interest due to director and officer overlaps with the Group's largest shareholders and other factors discussed elsewhere in this document.

The Group expressly disclaims and does not assume any liability in connection with any inaccuracies in any of the forward-looking statements in this document or in connection with any use by any third party of such forward-looking statements. Any forward-looking statements contained in this document speak only as of the date of this document and the Company does not undertake any obligation to update or revise publicly forward-looking statements. Further information concerning the Group and its businesses, including factors that could materially affect the Company's financial results, is included in the Company's reports and filings with the U.S. Securities and Exchange Commission, the AFM and CONSOB.

# SOLID Q3 2019 ON ALL METRICS



Revenues up 9% and operating profitability up 11%.  
Adjusted diluted EPS<sup>(1)</sup> of €0.90 (+17%) and industrial free cash flow generation<sup>(1)</sup> of €138 million.

Over 14,000 customers and fans had a chance to experience the many facets of the marque all in one place at Universo Ferrari

The return of an open top V12 into the range with the 812 GTS and unveiling of the F8 Spider. Deliveries will commence in H1 2020. Revealed 4 out of 5 models announced for 2019, last model to be presented by year end.

Approx. €153 million of share repurchase program executed in Q3, for a cumulated amount of €303 million in the 9M 2019



## ROBUST PERFORMANCE LEADS TO UPGRADING 2019 GUIDANCE





812 *GTS*





Ferrari

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**F8** SPIDER





# BRAND DIVERSIFICATION STRATEGY



# FERRARI BRAND DIVERSIFICATION: DUAL IDENTITY BUT ONE UNIQUE BRAND



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ENHANCE THE VIBRANCY AND VITALITY OF  
THE FERRARI BRAND WHILST FOCUSING THE CURRENT OFFER

# BRAND DIVERSIFICATION STRATEGIC PILLARS



## BRAND EXTENSION

### FOR BRAND LOVERS

A refined collection of products embodying Ferrari DNA



## ENTERTAINMENT

### FOR THE “TIFOSI” OF THE BRAND

Ferrari Entertainment Universe leveraging unique racing roots



## CAR ADJACENCIES

### FOR FERRARI CAR OWNERS

Exclusive luxury products and services to complement the Ferrari experience



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## LEVERAGING FERRARI “DUAL IDENTITY”: INCLUSIVE AND EXCLUSIVE



# BRAND EXTENSION: A REFINED AND CONTEMPORARY OFFER



- Elevate the standards and quality of our apparel products and accessories
- Strong focus on Made in Italy
- Manufacturing agreement with the Giorgio Armani Group
- Overhaul of our store concept and omnichannel distribution
- New dedicated team with strong fashion industry expertise

# FERRARI ENTERTAINMENT UNIVERSE: FOR NEW AND YOUNGER FANS



- Launch of Ferrari Esports platform:
  - Ferrari Driver Academy team competing in F1 Esports championship
  - Ferrari monobrand Esports championship to start in H1 2020 with live events in Ferrari Theme Parks, museums, races...
- Expand Ferrari theme based licensed attractions



# CAR ADJACENCIES: A UNIQUE LUXURY OFFER FOR CAR OWNERS



## MANIFATTURA FERRARI

Very limited editions and one-off artifacts embodying inherent craftsmanship and innovative spirit behind the creation, design and manufacture of a Ferrari



## MARANELLO EXPERIENCE

An example is the opening of a refined restaurant with the Michelin-starred chef Massimo Bottura in late 2020



# BUILDING FOUNDATIONS FOR THE LONG-TERM



## Retail value of Ferrari branded goods<sup>(2)</sup>



- New offer aligned to Ferrari brand equity managed by a new, devoted and experienced team
- Opportunity to capture more retail value
- Target to contribute ~10% of overall Ferrari profitability within the next seven to ten years
- Accretive to Ferrari's margin

*"You cannot describe passion, you can only live it."* Enzo Ferrari

Notes: (2) Ferrari's estimates excluding video games. Retail value for 2019E.  
Graph not to scale





# Q3 2019 RESULTS

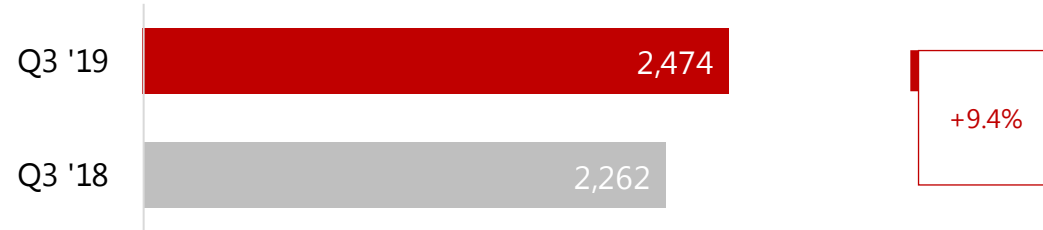


# Q3 2019 HIGHLIGHTS



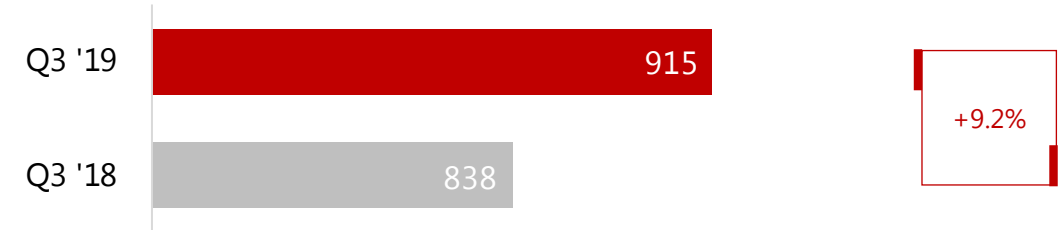
## SHIPMENTS<sup>(3)</sup>

(UNITS)



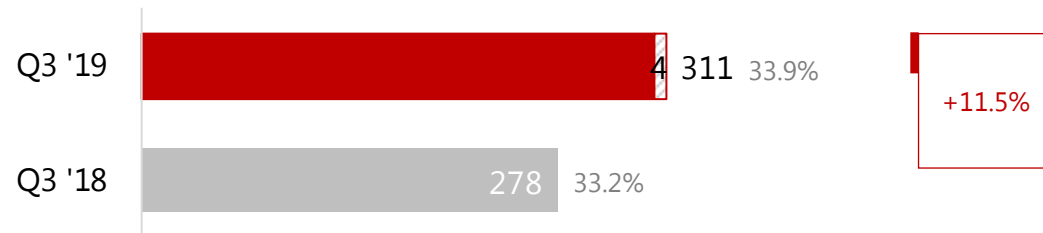
## NET REVENUES

(€M)



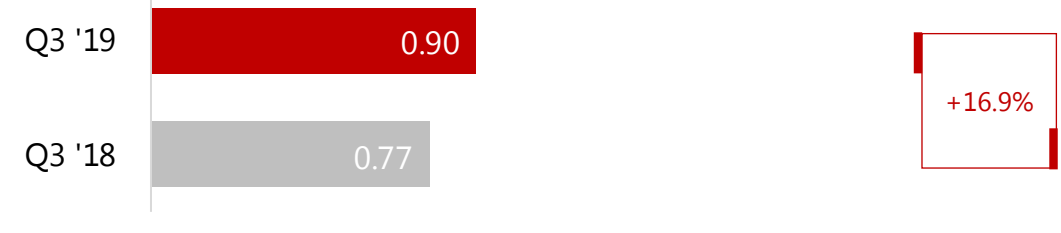
## ADJUSTED EBITDA<sup>(1)</sup>

(€M and margin %)



## ADJUSTED DILUTED EARNINGS PER SHARE<sup>(1)</sup>

(€)



Positive impact from IFRS 16 (simplified approach)

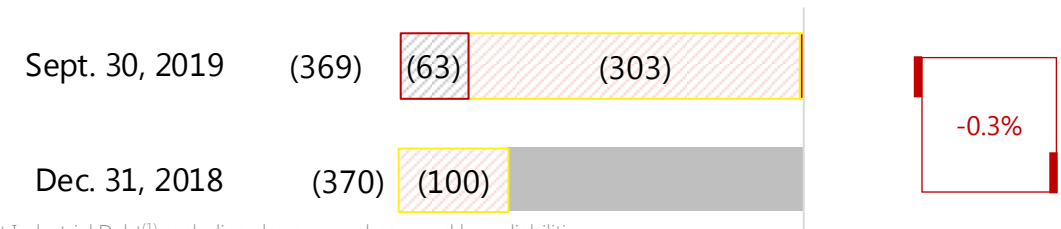
## INDUSTRIAL FREE CASH FLOW<sup>(1)</sup>

(€M)



## NET INDUSTRIAL DEBT<sup>(1)</sup>

(€M)



Net Industrial Debt<sup>(1)</sup> excluding share repurchases and lease liabilities

Share repurchases

Lease liabilities as per IFRS 16 (simplified approach)

Note: (1) Reconciliations to non-GAAP financial measures are provided in the Appendix

Results reflect IFRS 16 (simplified approach). Certain totals in the tables included in this document may not add due to rounding.

(3) Refer to notes to the presentation in the Appendix

November 4<sup>th</sup>, 2019

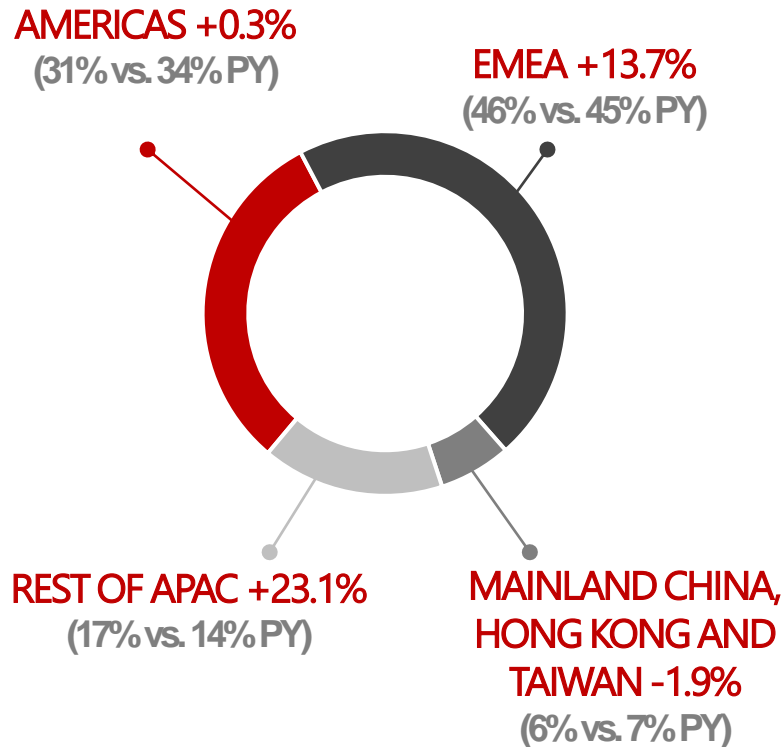
14



# Q3 2019 – SHIPMENTS<sup>(3)</sup>



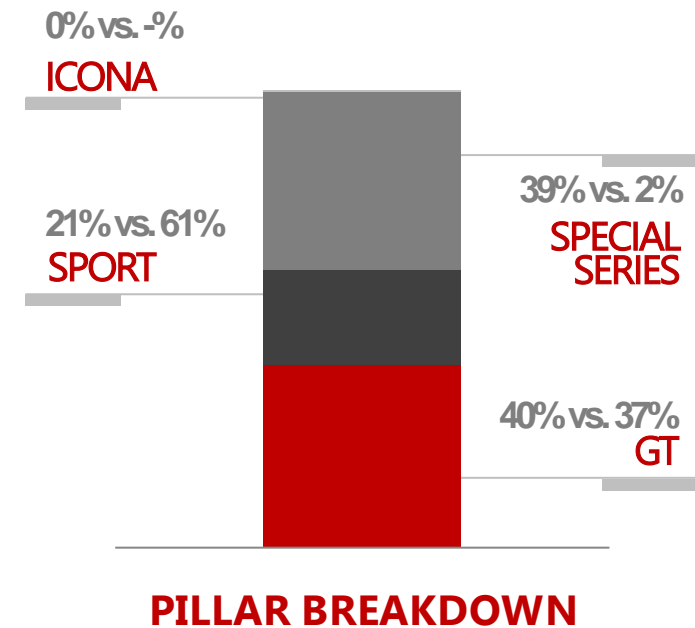
## SHIPMENTS BY REGION<sup>(4)</sup> (Q3 2019 vs. Q3 2018)



Total shipments increased by 212 units (+9.4% vs. PY) supported by a 9.5% increase in V8 models and a 8.9% one in V12 models:

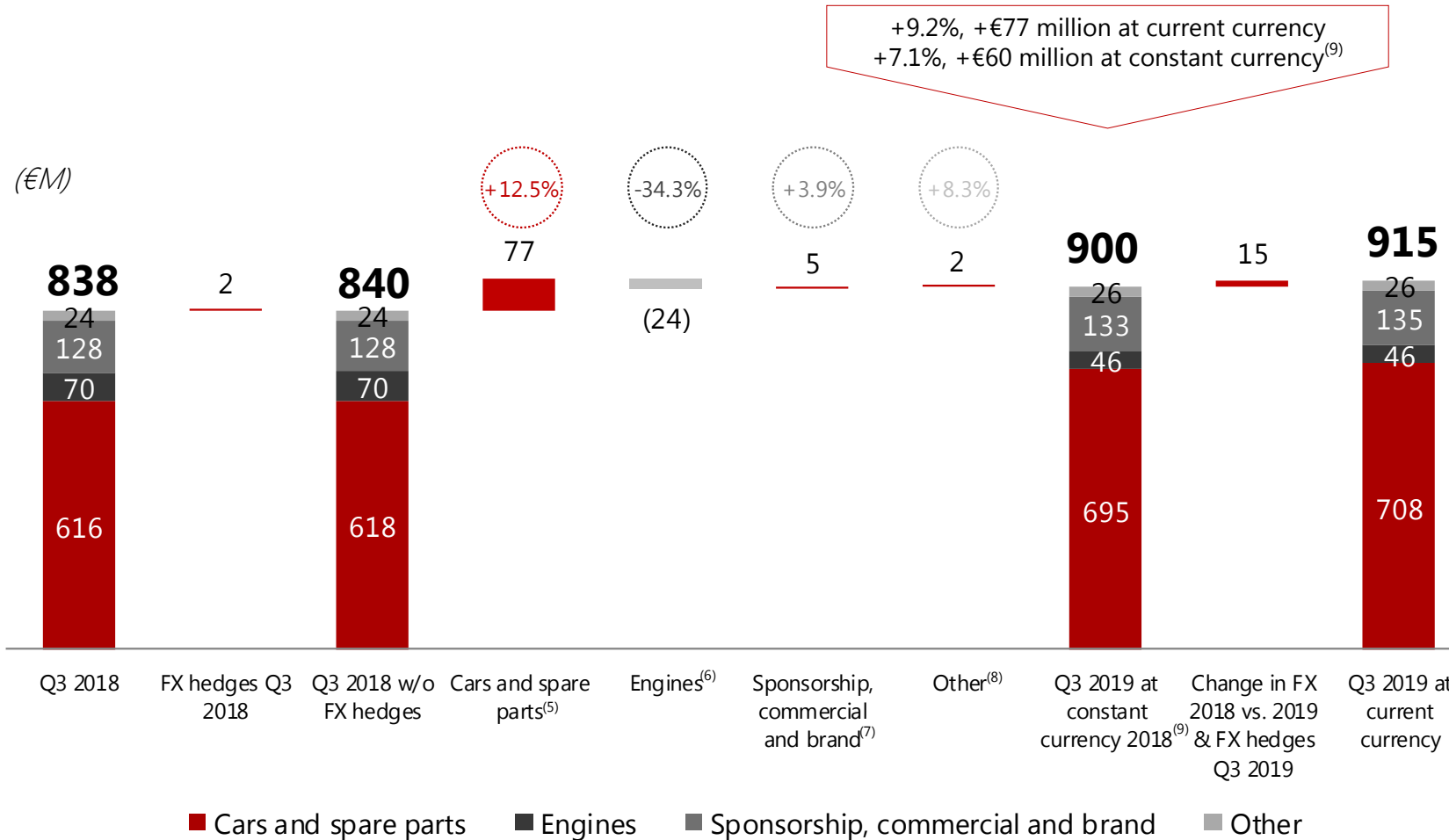
- Robust deliveries for the Ferrari Portofino and the 812 Superfast
- The 488 GTB and the 488 Spider concluded their lifecycle, partially offset by the 488 Pista and the ramp up of the 488 Pista Spider
- The initial deliveries of the Ferrari Monza SP1 and SP2 began towards the end of September
- Geographical allocation driven by product phase-in pace and waiting lists balancing among regions

## SHIPMENTS BY PILLAR (Q3 2019 vs. Q3 2018)



## CONTROLLING GROWTH AMONG GEOGRAPHIES

# NET REVENUES BRIDGE Q3 2018-2019



- **Cars and spare parts:** growth reflecting volume increase of the Ferrari Portofino, the 812 Superfast, the 488 Pista and the 488 Pista Spider, partially offset by lower sales of the 488 GTB, the 488 Spider and prior year shipments of the Ferrari J50. Positive contribution from personalization programs.
- **Engines:** reflecting lower shipments to Maserati
- **Sponsorship, commercial and brand:** higher revenues from Formula 1 racing activities
- **Currency:** net positive impact from translation, transaction and hedges, mainly USD

Note: (5) (6) (7) (8) (9) Refer to notes to the presentation in the Appendix



# ADJ. EBIT BRIDGE Q3 2018 – 2019<sup>(1)</sup>



(€M)



- **Volume** reflecting shipments increase
- **Mix / price** performance also attributable to the impact of personalization programs and the initial deliveries of the Ferrari Monza SP1 and SP2
- **Industrial costs / R&D** grew mainly to support the innovation activities on our product range and components, Formula 1 racing activities and higher operational start up expenses in connection with the introduction of new models
- **SG&A** increase reflected new product launches and the company organizational development
- **Other** also included a release of provisions related to favorable developments in emissions regulations that occurred in Q3 2019

Note: (1) Reconciliations to non-GAAP financial measures are provided in the Appendix.

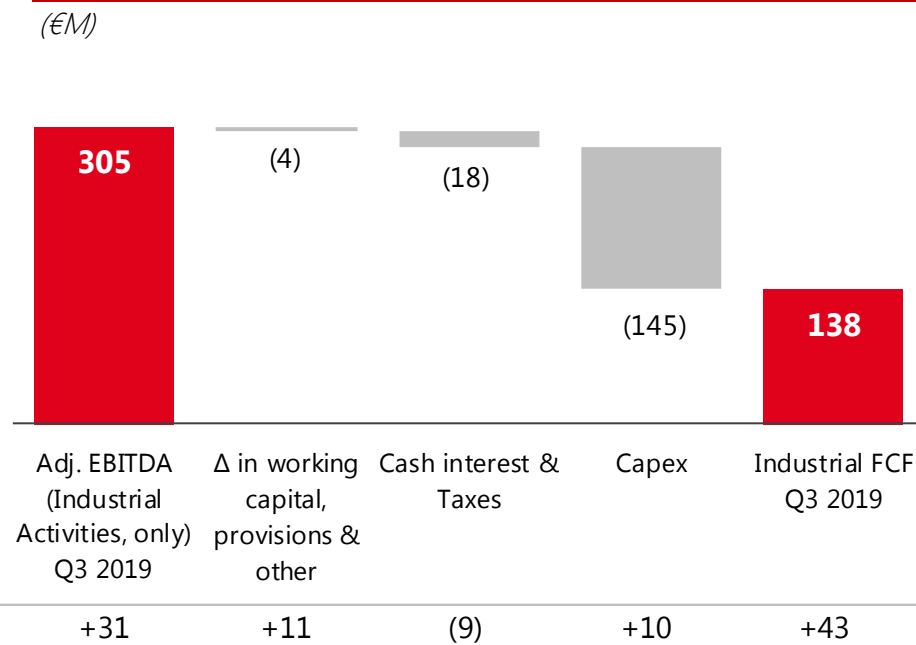
(9) Refer to notes to the presentation in the Appendix

# INDUSTRIAL FCF<sup>(1)</sup> AND NET INDUSTRIAL DEBT<sup>(1)</sup> BRIDGES

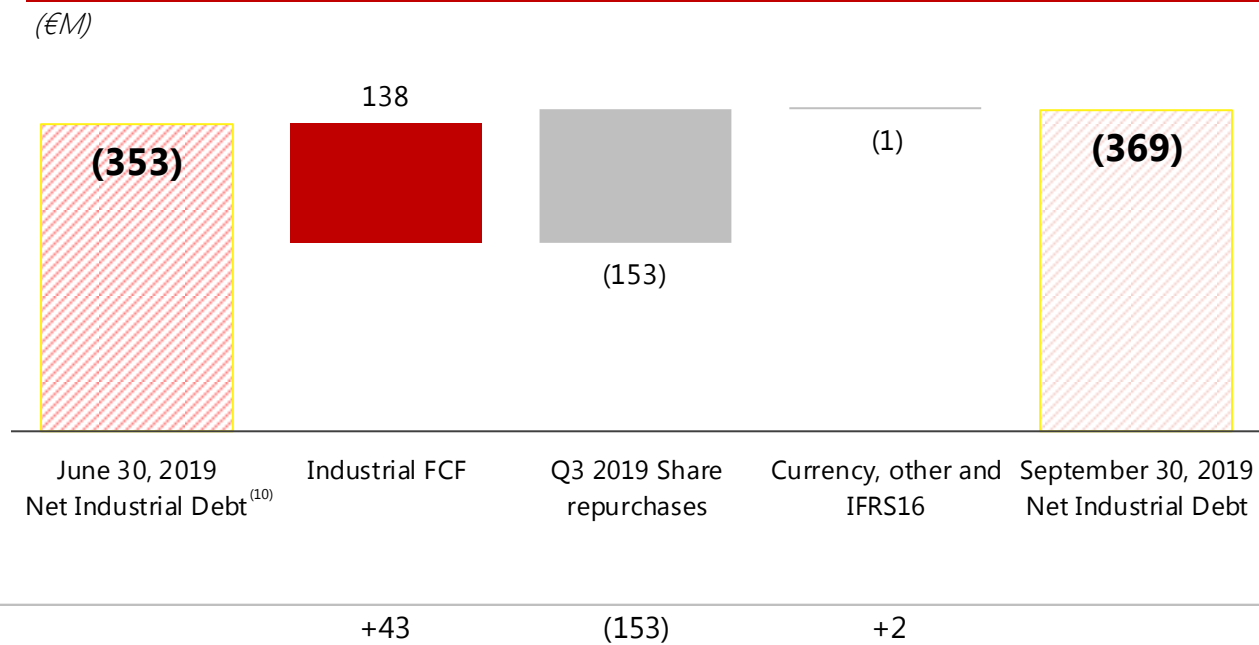
## JUNE 30, 2019 - SEPT 30, 2019



### Industrial Free Cash Flow



### Change in Net Industrial Debt



Note: (1) Reconciliations to non-GAAP financial measures are provided in the Appendix  
 (10) Refer to notes to the presentation in the Appendix



# UPGRADED 2019 GUIDANCE



(€B, unless otherwise stated)

Previous

Current

**NET REVENUES**

**> 3.5**

**~3.7**

**ADJ. EBITDA (margin %)**

**1.2-1.25**  
~34%

**~1.27**  
~34%

**ADJ. EBIT (margin %)**

**0.85-0.9**  
~24.5%

**~0.92**  
~24.5%

**ADJ. DILUTED EPS (€)**

**3.50-3.70<sup>(11)</sup>**

**3.70-3.75<sup>(12)</sup>**

**IND. FCF**

**> 0.55**

**> 0.6**

Note: (11) Calculated using the weighted average diluted number of common shares for 2018 and excluding net profit attributable to non-controlling interests

(12) Calculated using the weighted average diluted number of common shares for 2019 as at October 25, 2019 of 187,864 thousand and excluding net profit attributable to non-controlling interests.



# APPENDIX





# NOTES TO THE PRESENTATION



1. *Reconciliations to non-GAAP financial measures are provided in the Appendix*
2. *Ferrari's estimates excluding video games. Retail value for 2019E.*
3. *Excluding the XX Programme, racing cars, Fuori Serie, one-off and pre-owned cars*
4. *Shipments geographical breakdown*  
*EMEA includes: Italy, UK, Germany, Switzerland, France, Middle East (includes the United Arab Emirates, Saudi Arabia, Bahrain, Lebanon, Qatar, Oman and Kuwait) and Rest of EMEA (includes Africa and the other European markets not separately identified);*  
*Americas includes: United States of America, Canada, Mexico, the Caribbean and Central and South America;*  
*Rest of APAC mainly includes: Japan, Australia, Singapore, Indonesia, South Korea, Thailand and Malaysia*
5. *Includes the net revenues generated from shipments of our cars, including any personalization revenue generated on these cars and sales of spare parts*
6. *Includes the net revenues generated from the sale of engines to Maserati and the revenues generated from the rental of engines to other Formula 1 racing teams*
7. *Includes the net revenues earned by our Formula 1 racing team through sponsorship agreements and our share of the Formula 1 World Championship commercial revenues and net revenues generated through the Ferrari brand, including merchandising, licensing and royalty income*
8. *Primarily includes the interest income generated by our financial services activities and the net revenues from the management of the Mugello racetrack*
9. *The constant currency presentation eliminates the effects of changes in foreign currency (transaction and translation) and of foreign currency hedges*
10. *Net Industrial Debt redefined as Net Debt less Net Debt of Financial Services Activities*
11. *Calculated using the weighted average diluted number of common shares for 2018 and excluding net profit attributable to non-controlling interests*
12. *Calculated using the weighted average diluted number of common shares for 2019 as at October 25, 2019 of 187,864 thousand and excluding net profit attributable to non-controlling interests.*

# STRONG TRACK-RECORD IN NEW MODELS INTRODUCTION



Range models introduced or announced

Model / Year of delivery	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
SPORT RANGE																
F430																
F430 Spider																
599 GTB Fiorano																
458 Italia																
458 Spider																
F12berlinetta																
488 GTB																
488 Spider																
812 Superfast																
F8 Tributo																
SF90 Stradale																
812 GTS																
F8 Spider																
GRAN TURISMO RANGE																
612 Scaglietti																
California																
FF																
California 30																
California T																
GTC4Lusso																
GTC4Lusso T																
Portofino																



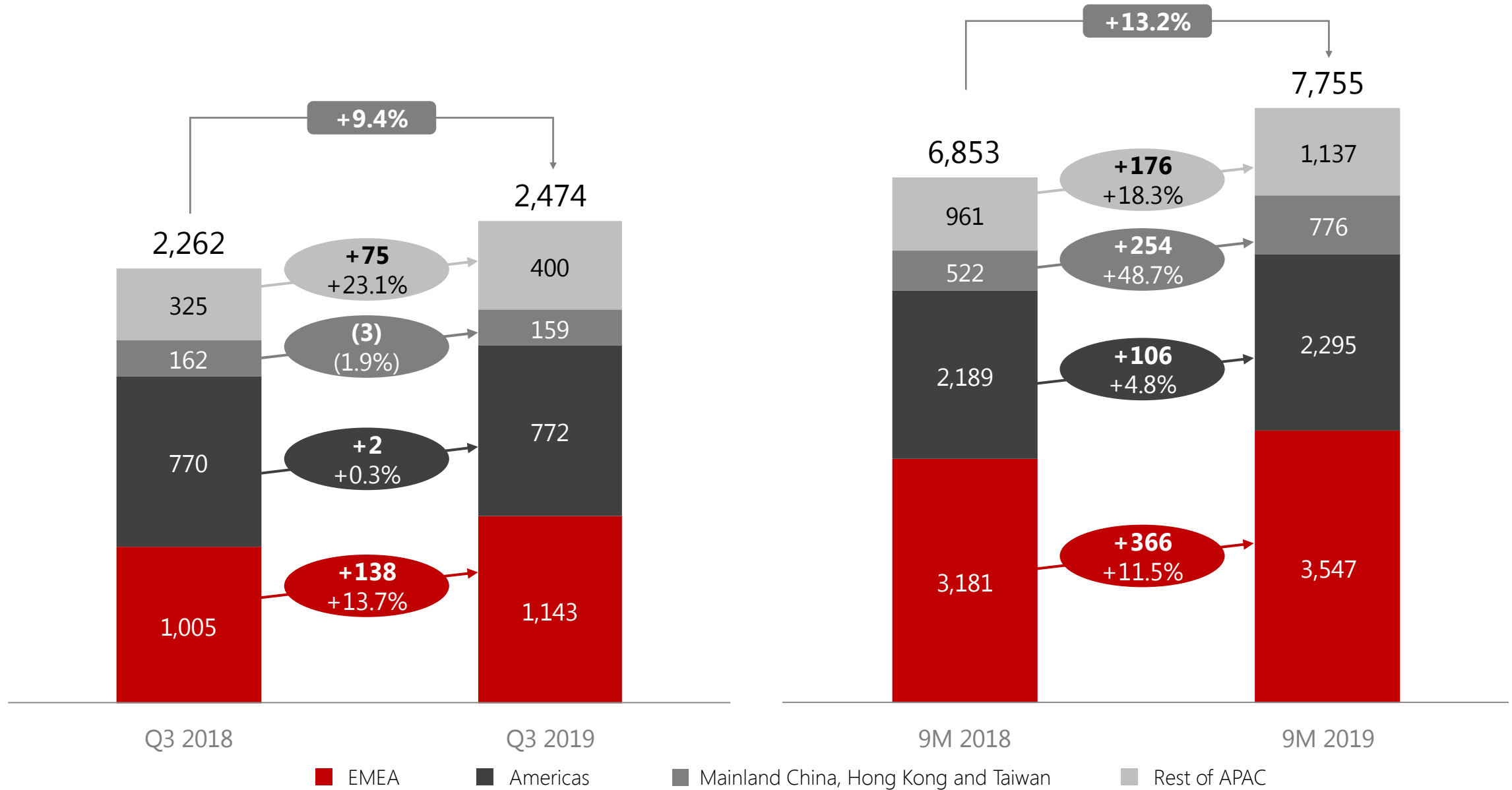
# STRONG TRACK-RECORD IN NEW MODELS INTRODUCTION



Special and Limited edition models introduced or announced

Model / Year of delivery	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>SPECIAL SERIES</b>																
Superamerica																
F430 Scuderia																
Scuderia Spider 16M																
599 GTO																
SA APERTA																
458 Speciale																
458 Speciale A																
F12tdf																
488 Pista																
488 Pista Spider																
<b>ICONA</b>																
Ferrari Monza SP1																
Ferrari Monza SP2																
<b>HYPERCAR</b>																
LaFerrari																
LaFerrari Aperta																
<b>TRACK CARS</b>																
FXX K <sup>(13)</sup>																
FXX K EVO <sup>(13)</sup>																
<b>FUORISERIE</b>																
F60 America <sup>(13)</sup>																
J50 <sup>(13)</sup>																

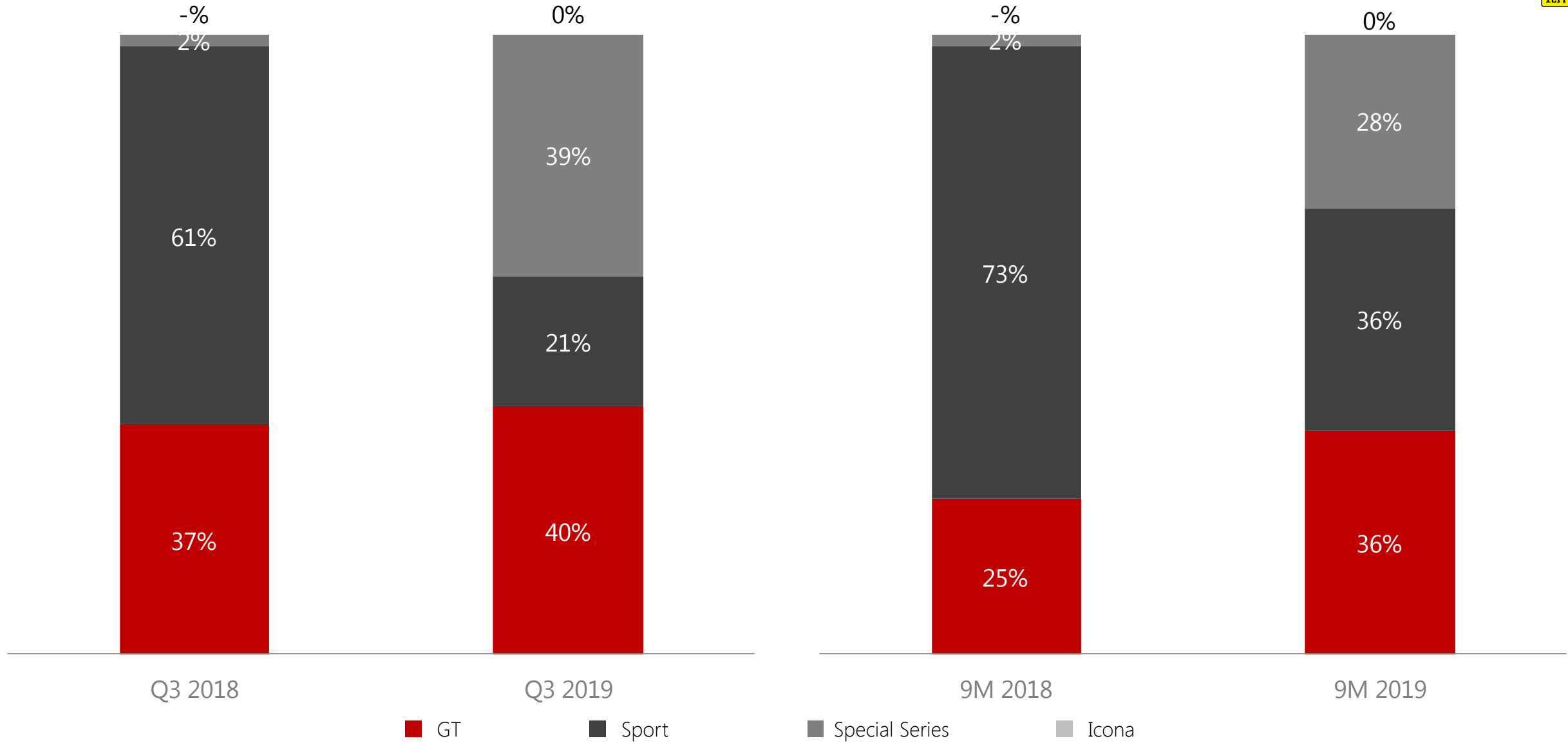
# GROUP SHIPMENTS BY REGION<sup>(3)(4)</sup>



Note: (3) (4) Refer to notes to the presentation in the Appendix  
Graphs not to scale.



# GROUP SHIPMENTS BY PILLAR<sup>(3)</sup>



Note: (3) Refer to notes to the presentation in the Appendix  
Graphs not to scale.

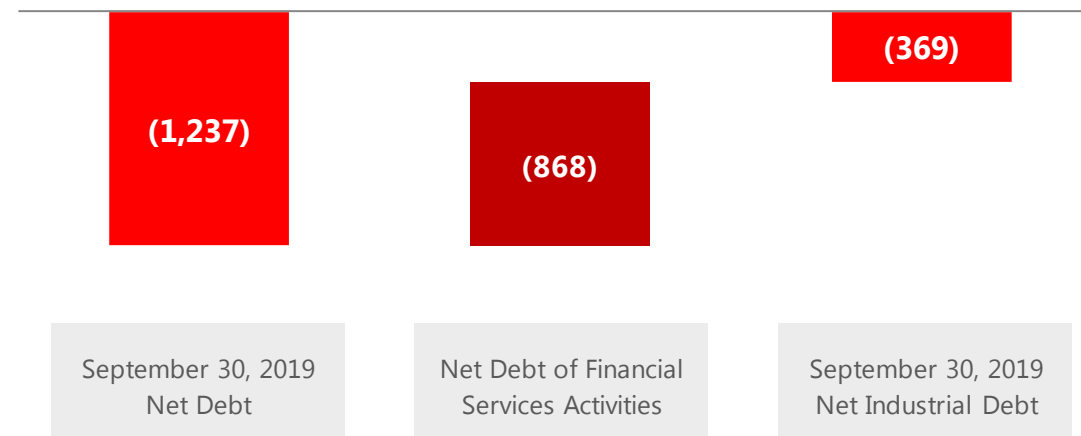
# DEBT AND LIQUIDITY POSITION



## Net Industrial Debt (€M)

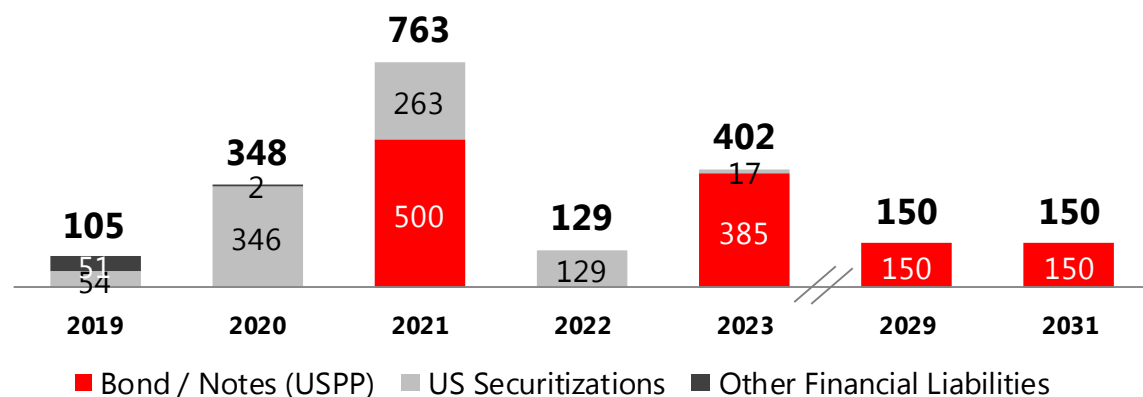
	At Sep. 30	At Jun. 30	At Mar. 31	At Dec. 31		
(€M)	2019	2019	2019	2018	2017	2016
Debt	(2,108)	(2,048)	(2,064)	(1,927)	(1,806)	(1,848)
Cash & Cash Equivalents (A)	871	881	1,062	794	648	458
<b>Net Debt</b>	<b>(1,237)</b>	<b>(1,167)</b>	<b>(1,002)</b>	<b>(1,133)</b>	<b>(1,158)</b>	<b>(1,390)</b>
Net Debt of Financial Services Activities	(868)	(814)	(810)	(763)	(650)	(700)
<b>Net Industrial Debt</b>	<b>(369)</b>	<b>(353)</b>	<b>(192)</b>	<b>(370)</b>	<b>(508)</b>	<b>(690)</b>
Undrawn Committed Credit Lines (B)	500	500	500	500	500	500
<b>Total Available Liquidity (A+B)</b>	<b>1,371</b>	<b>1,381</b>	<b>1,562</b>	<b>1,294</b>	<b>1,148</b>	<b>958</b>

## Net Industrial Debt (€M)



## Gross Debt Maturity Profile(\*) (€M)

Cash Maturities



## Cash and Marketable Securities (€M)

	Sept. 30	Jun. 30	Mar. 31			
(€M)	2019	2019	2019	FY 2018	FY 2017	FY 2016
Euro	634	660	806	616	435	318
Chinese Yuan	108	93	88	73	62	58
US Dollar	89	87	133	50	88	16
Japanese Yen	13	4	6	24	26	37
Other Currencies	27	37	29	31	37	29
<b>Total (€ equivalent)</b>	<b>871</b>	<b>881</b>	<b>1,062</b>	<b>794</b>	<b>648</b>	<b>458</b>

(\*) Not including lease liabilities

Certain totals in the tables included in this document may not add due to rounding

# CAPEX AND R&D



Q3 '19	Q3 '18	€M	9M '19	9M '18
145	154	Capital expenditures	453	403
77	87	of which capitalized development costs <sup>(14)</sup> (A)	228	216
129	113	Research and development costs expensed (B)	423	397
206	200	Total research and development (A+B)	651	614
33	30	Amortization of capitalized development costs (C)	94	85
162	143	Research and development costs as recognized in the consolidated income statement (B+C)	517	482

Certain totals in the tables included in this document may not add due to rounding

Note: (14) Capitalized as intangible assets



# non-GAAP FINANCIAL MEASURES



Operations are monitored through the use of various non-GAAP financial measures that may not be comparable to other similarly titled measures of other companies.

Accordingly, investors and analysts should exercise appropriate caution in comparing these supplemental financial measures to similarly titled financial measures reported by other companies.

We believe that these supplemental financial measures provide comparable measures of our financial performance which then facilitate management's ability to identify operational trends, as well as make decisions regarding future spending, resource allocations and other operational decisions.

Reconciliations are only provided to the most directly comparable IFRS financial statement line item for Adjusted EBITDA, Adjusted EBIT and Adjusted EPS diluted for historical periods, as the income or expense excluded from these non-GAAP financial measures in accordance with our policy are, by definition, not predictable and uncertain.

## non-GAAP financial measures

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Total Net Revenues, EBITDA, adj. EBITDA, EBIT and adj. EBIT at constant currency eliminate the effects of changes in foreign currency (transaction and translation) and of foreign currency hedges.

EBITDA is defined as net profit before income tax expense, net financial expenses and depreciation and amortization. Adjusted EBITDA is defined as EBITDA as adjusted for certain income and costs which are significant in nature, expected to occur infrequently, and that management considers not reflective of ongoing operational activities.

Adjusted Earnings Before Interest and Taxes ("Adjusted EBIT") represents EBIT as adjusted for certain income and costs which are significant in nature, expected to occur infrequently, and that management considers not reflective of ongoing operational activities.

Adjusted net profit represents net profit as adjusted for certain income and costs (net of tax effect) which are significant in nature, expected to occur infrequently, and that management considers not reflective of ongoing operational activities.

Adjusted earnings per share diluted represents earnings per share as adjusted for certain income and costs (net of tax effect) which are significant in nature, expected to occur infrequently, and that management considers not reflective of ongoing operational activities.

Net Industrial Debt is defined as total Debt less Cash and cash equivalents (Net Debt), further adjusted to exclude the debt and cash and cash equivalents related to our financial services activities (Net Debt of Financial Services Activities).

Free Cash Flow is defined as cash flows from operating activities less investments in property, plant and equipment and intangible assets. Free Cash Flow from Industrial Activities is defined as Free Cash Flow adjusted to exclude the operating cash flow from our financial services activities (Free Cash Flow from Financial Services Activities).

# KEY PERFORMANCE METRICS AND RECONCILIATIONS OF non-GAAP MEASURES



Q3 '19	Q3 '18	€M, unless otherwise stated	9M '19	9M '18
915	838	Net revenues	2,839	2,575
311	278	EBITDA	936	841
-	-	Adjustments	-	(1)
311	278	Adjusted EBITDA	936	840
305	274	of which Adj. EBITDA (Industrial Activities, only)	923	827
84	75	Amortization and depreciation	238	210
227	203	EBIT	698	631
227	203	Adjusted EBIT	698	630
16	6	Net financial expenses	32	15
211	197	Profit before taxes	666	616
42	(90)	Income tax expense / (benefit)	133	20
20.0%	n.m	Effective tax rate	20.0%	3.2%
169	287	Net profit	533	596
-	(141)	Adjustments	-	(142)
169	146	Adjusted net profit	533	454
0.90	1.52	Basic EPS (€)	2.82	3.15
0.90	1.51	Diluted EPS (€)	2.81	3.14
0.90	0.78	Adjusted Basic EPS (€)	2.82	2.40
0.90	0.77	Adjusted Diluted EPS (€)	2.81	2.39

Certain totals in the tables included in this document may not add due to rounding.

# RECONCILIATIONS OF non-GAAP MEASURES: TOTAL NET REVENUES AT CONSTANT AND CURRENT CURRENCY<sup>(9)</sup>



Q3 '19 at current currency	Q3 '19 at constant currency	€M	9M '19 at current currency	9M '19 at constant currency
708	695	Cars and spare parts	2,209	2,166
46	46	Engines	157	157
135	133	Sponsorship, commercial and brand	394	387
26	26	Other	79	76
915	900	Total Net Revenues	2,839	2,786

Certain totals in the tables included in this document may not add due to rounding



# RECONCILIATIONS OF non-GAAP MEASURES: ADJUSTED EBIT



Q3 '19	Q3 '18	€M	9M '19	9M '18
227	203	EBIT	698	631
-	-	Release of charges for Takata airbag inflator recalls	-	(1)
227	203	Adjusted EBIT	698	630

Certain totals in the tables included in this document may not add due to rounding

# RECONCILIATIONS OF non-GAAP MEASURES: ADJUSTED EBITDA



Q3 '19	Q3 '18	€M	9M '19	9M '18
311	278	EBITDA	936	841
-	-	Release of charges for Takata airbag inflator recalls	-	(1)
311	278	Adjusted EBITDA	936	840

Certain totals in the tables included in this document may not add due to rounding

# RECONCILIATIONS OF non-GAAP MEASURES: ADJUSTED NET PROFIT



Q3 '19	Q3 '18	€M	9M '19	9M '18
169	287	Net profit	533	596
-	(141)	Patent Box benefit for the period 2015-2017	-	(141)
-	-	Release of charges for Takata airbag inflator recalls (net of tax effect)	-	(1)
169	146	Adjusted net profit	533	454

Certain totals in the tables included in this document may not add due to rounding



# BASIC AND DILUTED EPS



Q3 '19	Q3 '18	€M (unless otherwise stated)	9M '19	9M '18
168	287	Net profit attributable to owners of the Company	529	595
186,504	188,646	Weighted average number of common shares (thousand)	187,196	188,712
0.90	1.52	Basic EPS (€)	2.82	3.15
187,302	189,434	Weighted average number of common shares for diluted earnings per common share (thousand)	187,994	189,500
0.90	1.51	Diluted EPS (€)	2.81	3.14

Certain totals in the tables included in this document may not add due to rounding

Note: For the three and nine months ended September 30, 2019 and 2018 the weighted average number of common shares for diluted earnings per share was increased to take into consideration the theoretical effect of the potential common shares that would be issued under the Company's equity incentive plans (assuming 100 percent of the related awards vested).

# RECONCILIATIONS OF non-GAAP MEASURES: ADJUSTED EPS



Q3 '19	Q3 '18	€ per common share	9M '19	9M '18
0.90	1.52	Basic EPS	2.82	3.15
-	(0.74)	Patent Box benefit for the period 2015-2017	-	(0.74)
-	-	Release of charges for Takata airbag inflator recalls (net of tax effect)	-	(0.01)
0.90	0.78	Adjusted EPS	2.82	2.40
0.90	1.51	Diluted EPS	2.81	3.14
-	(0.74)	Patent Box benefit for the period 2015-2017	-	(0.74)
-	-	Release of charges for Takata airbag inflator recalls (net of tax effect)	-	(0.01)
0.90	0.77	Adjusted diluted EPS	2.81	2.39

Certain totals in the tables included in this document may not add due to rounding

# RECONCILIATIONS OF non-GAAP MEASURES: FREE CASH FLOW AND FREE CASH FLOW FROM INDUSTRIAL ACTIVITIES



Q3 '19	Q3 '18	€M	9M '19	9M '18
266	233	Cash flow from operating activities	949	619
(145)	(154)	Investments in property, plant and equipment and intangible assets	(453)	(403)
121	79	Free Cash Flow	496	216
(17)	(16)	Free Cash Flow from Financial Services Activities	(63)	(48)
138	95	Free Cash Flow from Industrial Activities <sup>(15)</sup>	559	264

Certain totals in the tables included in this document may not add due to rounding

Note: (15) Free Cash Flow from Industrial Activities for the three and nine months ended September 30, 2018 include Euro 1 million of quick refund to shareholders due to eligibility for withholding exemption



# RECONCILIATIONS OF non-GAAP MEASURES: NET INDUSTRIAL DEBT



€M

September 30, 2019

June 30, 2019

March 31, 2019

December 31, 2018

Debt

(2,108)

(2,048)

(2,064)

(1,927)

of which: Lease liabilities as per IFRS 16  
(simplified approach)

63

63

63

-

Cash and cash equivalents

871

881

1,062

794

Net Debt

(1,237)

(1,167)

(1,002)

(1,133)

Net Debt of Financial Services Activities

(868)

(814)

(810)

(763)

Net Industrial Debt

(369)

(353)

(192)

(370)

Certain totals in the tables included in this document may not add due to rounding