



SPECIAL ISSUE

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«NEW IDEAS FOR THE WORLD, FROM THE LOCAL AREA»

WE DISCUSS THE BALANCE OF A YEAR FULL OF SUCCESS WITH ENGINEER PONTREMOLI, CEO OF DALLARA AUTOMOBILI, AND DISCOVER THE COMPANY'S GOALS FOR THE FUTURE, DRIVEN BY A CONTINUED COMMITMENT TO INNOVATION. FROM INDYCAR TO THE NEW SUPER FORMULA PROJECT IN JAPAN, FROM THE SIMULATOR TO THE STUDIES FOR A LOW COST STREET CAR BASED AROUND THE "RACING" SOUL THAT ANIMATES THE COMPANY. IT IS POSSIBLE TO MEET THE CHALLENGES OF GLOBALIZATION BY CREATING A LOYAL, PRODUCTIVE SUPPLY AND MANUFACTURING CHAIN. EVEN IN TIMES OF CRISIS





ANDREA PONTREMOLI

“When times are hard there’s no guarantee that things will continue to work the way they did before, and one of the positives of the crisis is that it forces you to think about things. You have to reconsider everything you do, from research to design, from production right through to the type of products and services we bring to the market”

Engineer Pontremoli, 2012 was an extremely satisfactory year for Dallara. What is your appraisal? Which result are you most proud of?

«The balance is positive. The result I’m most proud of is the introduction of the new IndyCar after nine years of honourable service from the old model. Despite the significant cost savings, the new model features innovative safety and aerodynamic concepts, has improved driveability and makes overtaking easier, which means that races are more exciting. There were a few dissenting voices at the beginning of the season with all these changes, but by the end of the championship it was plain to everyone that the modifications had improved the category. Another important element was the simulator, which is in increasing demand, both at Dallara and from OEMs, when developing new products, and from teams from all categories who want to improve their performance on the track».

Development and the local area: how firmly rooted is Dallara in the industrial sector in Emilia Romagna and in Italy in general?

«As I often say, in a globalized world, competition is no longer between individual companies but territorial systems that are vying for the future. A company cannot be competitive if the area where it is present isn’t. For this reason we are doing all we can

to increase knowledge throughout our local territory, working with schools and training organizations to develop the skills we require, but also that many of the companies around us need. We have been getting excellent feedback from the educational institutions and, as companies, we are pooling our resources to create future projects to restore hope to local people. Despite the hard times, the crisis is teaching us new and different ways of thinking».

Talking of the crisis, what’s Dallara’s recipe for getting through it?

«When times are hard there’s no guarantee that things will continue to work the way they did before, and one of the positives of the crisis is that it forces you to think about things. You have to reconsider everything you do, from research to design, from production right through to the type of products and services we bring to the market.

An example is our simulator, which has changed the way we think about, and design a car. Another example is aerodynamics, which has become a key element in a car’s performance; we are working on new ideas to make the entire process more efficient: from the idea through the model to the tests in the wind tunnel».

How is your relationship with schools and universities?



«Universities and schools are fundamentally important elements in the effort to create a competitive advantage, and this means that we must create ever closer ties: companies should provide input about the skills that will be necessary in the future, while the education system should introduce students to the manufacturing sector by organizing visits and work experience, so that they have a better understanding of what they can contribute in the workplace. Our aim is to resurrect the craft culture, the ability to make something».

Dallara has further consolidated its presence in America: what are your next moves

«The United States represent a bridge for the products and services that we have developed here in Italy, as well as acting as a conduit through which we receive requests from an advanced market like America. First impressions are encouraging, we are just starting out and we have to show them what we’re made of».

What new markets is the company concentrating on? And which projects are involved?

«We are looking at the emerging nations. A new formula began in India last month and we have been receiving positive feedback, we are developing the Super Formula for Japan, and we have been in talks with South Korea



and the United Arab Emirates about Formulino. However, by far the most important single role in our internationalization strategy will be played by the United States, where we have barely scratched the surface of the aeronautical and automotive sectors, and where there is almost limitless scope for growth».

Innovation has always been a keyword at Dallara. Can you give us an idea of where Dallara is committed to innovating in the near future?

«Our three cornerstones always have been, and always will be, composite materials in carbon fibre, aerodynamics and vehicle dynamics. As far as the first of these is concerned, we will be increasing our research into dynamic crashes, carrying out fatigue and gluing studies, and opening up new areas of application, while continuing to develop new production techniques. With reference to aerodynamics, our main priority is to improve the efficiency of the wind tunnel and to strengthen the association with the simulator, without neglecting numerical aerodynamics (CFD) where the evolution of super-computers and software systems are creating opportunities that would have been unthinkable a few years ago. Lastly, vehicle dynamics, and in particular the simulator, offer an enormous amount scope for development: the limit does not lie in the technology, but in our own heads and the

uses that our imaginations can come up with».

The simulator is becoming increasingly popular with the teams and drivers. Are there any innovations planned for 2013?

«So far we have only developed certain elements of the car on the simulator, but now, for the first time, we are developing a complete virtual car, the Formula Nippon, using the simulator right from the initial design stages: drivers will be able to drive a car that has never been built».

The collaboration with Alessandro Zanardi for the Paralympic Games in London was an unqualified success. Will you be following up on this success?

«We're in discussions with Zanardi. We would like to work on a hand-bike project that is suitable for everyone, based on our experience. We'll see if anything comes of it».

Formula 3, GP2, GP3: what does the future hold for the F.1 feeder categories?

«Our world is changing, cost is now of paramount importance, along with the need to attract the paying public. For me the most important thing is to get the younger generations interested in motor sports through the new technologies (social networks, videogames etc.) so that the public are more willing to participate and interact».

What can you tell us about the new initiative

in the Super Formula in Japan?

«For us, moving into the Japanese motor sports market is an exciting challenge. We must demonstrate that we can provide a safe, reliable car that is fun to drive, at low cost. It sounds simple, but in practice it's a very complex process».

Will we ever see a Dallara designed for everyday drivers?

«We intend to build a very small production run of a car that encapsulates the Dallara DNA: a sporty car that combines the thrill of the track with the pleasure of a drive in the country, at a reasonable price. We already have the first drafts, the vehicle will be very light, thanks to the use of carbon fibre, it will feature a highly aerodynamic design and offer great track performance while keeping fuel consumption to a minimum».

Is Dallara interested in expanding into sectors beyond motor sports?

«Yes, although obviously we have no intention of abandoning our roots: design and production using composite material, aerodynamics and vehicle dynamics. There are numerous potential applications where these three specialized skills could be put to use outside the racing world. But whatever else happens, we will never lose that racing soul that drives us to do everything we do with a passion».

Alessandro Santini



ARCHIVIO

2012 A SUCCESSFUL YEAR



INDYCAR CHAMPION
Ryan Hunter-Reay





GP2 CHAMPION
Davide Valsecchi

 DAVIDE

P 1

2012



RENAULT 3.5 CHAMPION
Robert Frijns



GP3 CHAMPION
Mitch Evans



F3 EURO SERIES AND
EUROPEAN F3 OPEN CHAMPION
Daniel Juncadella



F.3 AUSTRALIAN C
James Winslow



INDYLIGHTS CHAMPION
Tristan Vautier



JAPANESE F.3 CHAMPION
Rio Hirakawa



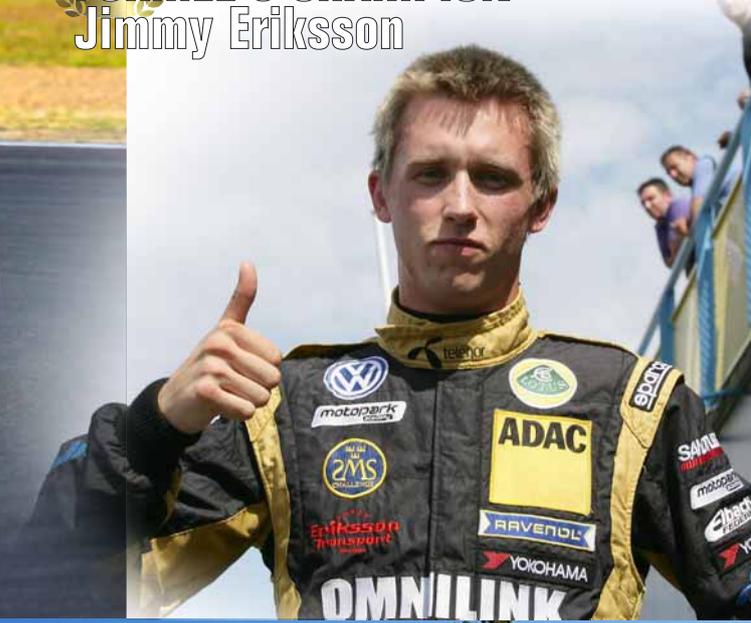
F.ADAC
Marvin





FORMEL 3 CHAMPION
Jimmy Eriksson

HAMPION



F3 SUDAM CHAMPION
Fernando Razende

MASTERS CHAMPION
Kirchhofer



F3 BRITISH CHAMPION
Jack Harvey



SCHOOL AND BUS A GROWING PART

DALLARA STARTED LONG AGO A COOPERATION WITH SCHOOLS, PUBLIC INSTITUTIONS AND UNIVERSITIES IN ORDER TO COMPLEMENT EDUCATION AND EMPLOYMENT. THE RESULTS ARE VERY GOOD AND FUTURE OBJECTIVES ARE THE FOUNDATION OF A MOTORSPORT INTERNATIONAL MASTER, VALID BOTH IN ITALY AND IN THE U.S.A., AND OF A SPECIALIZED MATERIAL COMPOUND CENTRE IN FORNOVO, AS DOCTOR FILIPPO DI GREGORIO, DIRECTOR OF THE PROJECT, EXPLAINS. THE KEY IS TO COMBINE ATTENTION TO THE TERRITORY AND COOPERATION WITH FOREIGN COUNTRIES, EXCHANGING PEOPLE AND IDEAS

THE PURSUIT OF EXCELLENCE

L'INGEGNERIA NEL MONDO DELLE CORSE
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tecnologie avanzate per nuove sfide al mondo

dalara **28 GIUGNO**
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 Palazzo di Giustizia

Interverrà:
Ing. Andrea Pontremoli
 CEO dalara Motorsport Custom Assemblies S.p.A.

Parteciperanno:

Ing. Daniele Clari
 CEO Clari

Ing. Paola Carolosi
 CEO Carolosi

Ing. Enrico Giuliani
 CEO Giuliani

Dott. Alessandro Santini
 CEO Santini

Indirizzi di salute:

Prof. Enrico Primo Tomazini
 Professore Ordinario di Motori

Prof. Giovanni Latini
 Professore Ordinario di Ingegneria

Michele Quarta
 Amministratore Delegato

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Doctor Di Gregorio when did the cooperation between Dallara and the university start and how has it been developed?

«The relationship between Dallara and the academic world started a long time ago. I joined the company in mid 2007 and that link was already quite strong, thanks to the direct support of Engineer Dallara himself and some of the company managers, as well as thanks to the collaboration of the university teachers. Now we turn to the university looking mainly for technicians. In recent years we have grown a lot in the areas which represent our three “knowledge niches”: design, aerodynamics and vehicle dynamics. Here are some figures: at the beginning of 2007 the company, as a group, had approximately 110 employees, today we are 200 people, including the 13 colleagues working at the Indianapolis branch in United States. It’s been a considerable effort both in terms of organization and economic investment».

What kind of profiles have you been searching?

«With regard to planning, we’ve been looking for recent university graduates in mechanical engineering or space engineering. As far as concerns aerodynamics, a specific degree in aerodynamic is required and, depending on the field, like the wind tunnel or the CFD (numeric aerodynamic, simulated at the computer) we also consider the kind of thesis prepared by the students. As for the vehicle dynamics field, it’s important to have a specific degree with an emphasis on ground vehicles or motor vehicles. Now that the simulator has been introduced, we have also been looking for computer science engineers».

As in your case, one can also enter Dallara also with a degree in philosophy...

«Well in my specific case yes, but I consider myself very lucky... There are 180 employees

in the head office and 80 of them are university graduates: over seventy graduated in engineering, six in economics, one in languages and one in philosophy. Therefore I wouldn’t suggest anyone who wants to work with Dallara follow a similar path».

Why do you look specifically for recent university graduates?

«We believe that we can offer, in the three fields I mentioned before, a sort of “internal school” that can provide technical training and help develop young people’s potentials, as well as allow the company to grow with them. The recent graduates may lack experience, but often they do not have mental superstructures, that people with more experience may have instead. This is confirmed by the example Engineer Pontremoli often mentions, regarding the new driving simulator created between 2009 and 2010. When the dedicated working group was created, everyone was saying that it was impossible to build a “machiner” like the one we wanted, with the possibility to test, through mathematical models, vehicles that haven’t been built yet. So it was decided to employ fifteen recent graduates not knowing that it was something impossible to do, and they have done it! A second reason is that we operate in motorsport and we have to make profits, either by building racing cars or through our consultant activity for prestigious clients. In comparison with a Formula 1 Team, for instance, we have a similar object, that’s to say the racing car, but we have to get a revenue out of it: we do not get paid by sponsors nor do we have external financial backing. This means that who is working with Dallara has to be always focused on the objective to reach in terms of performance, that’s to say efficacy, without forgetting the costs’ aspects, that is efficiency. It’s necessary to have a high cleverness to balance costs and benefits. Developing this kind of sensibility in people who never worked in the motorsport field, where (several times)

performance is sought regardless of other variables, give better results. A last consideration, but not less important, is that we aim at “people”. As far as concern selection and development, we try to apply the principle “hire for attitude and train for skills”. A skilled professional, in a technical way, may not have the “Dallara’s style” and be characterized by values different from ours, this may lead to critical behaviors and situations, difficult to change. Instead if we aim at the “right resource” as far as concern the soft aspects (attitude and relational competence), even if the person doesn’t have a high experience, we can “make a professional out of a man”».

Can you give us some employment figures?

«Five years ago there were 23-24 persons in the planning department, now there are 50. In the R&D/vehicle dynamic department there were 4-5 persons, now they are 20. The aerodynamic department had 20 employees, now there are 40 to 50 persons depending on the load of work. This gives an idea of the selection and employment of these past few years, most of them are recent graduated people».

Where do the new employees come from?

«They come from all over Italy. There were still some regions missing like Val d’Aosta, Basilicata and Molise, now we employed a young man from Campobasso, who studied in Turin, so Italy is almost all covered! There are young people coming from abroad too. As far as concern planning, our historical reference universities are Turin, Milan and Parma. For aerodynamics, Milan, Pisa, Turin and the Bologna University branch in Forlì. For vehicle dynamics, mainly Pisa, while in Milan and Modena-Reggio Emilia there are graduates in vehicle dynamics/motor vehicles. I have to add that Brescia and Padua universities are becoming more and more a reference point for our requirements. In the past 4-5 years we started agreements with approximately fifteen Italian



universities: Bologna, Brescia, Cagliari, Camerino, Milano, Modena-Reggio Emilia, Padua, Parma, Pisa, Rome, Udine, Turin, Venice... We have engineers coming also from Graz, in Austria, from London Imperial College, from Argentina, from United States, from Poland... Soon we are going to have a recent graduate coming from Cranfield, one of the most important motorsport university in Great Britain and in the world. Furthermore, we started, through Italian training organizations, apprenticeships for foreign students. For instance we have a trainee who graduated from the Rose Hulman Institute of Technology of Indianapolis (both engineer Dallara and

engineer Pontremoli cultivate friendly relations with some of the teachers and with the rector of this institute); we also have a young Israeli we've met at the Formula SAE event (he was the team manager of Negev University); and a young Indian who studied mechanical engineering in Washington DC».

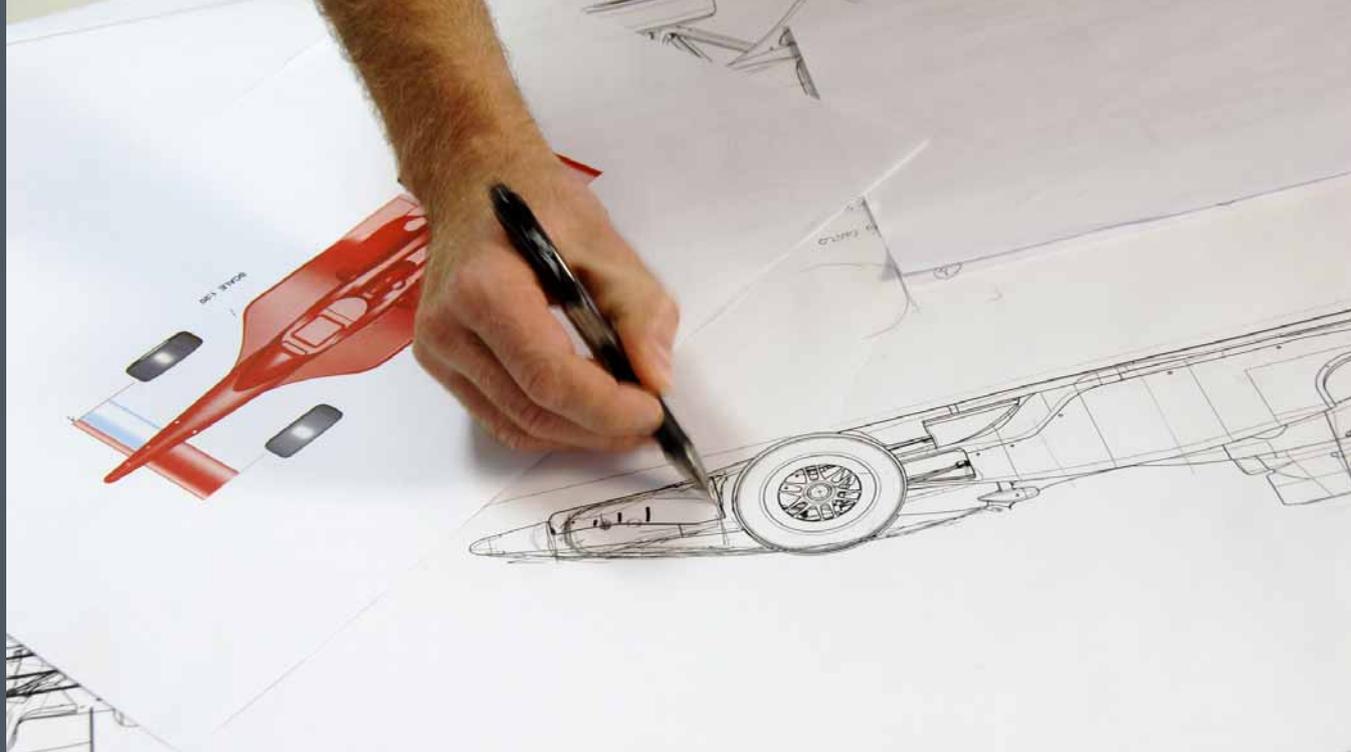
How does the university respond to these initiatives?

«Some relationships are based on acquaintances between teachers and our managers: as for engineer Andrea Toso, responsible of vehicle dynamic-R&S; engineer Luca Pignacca, planning responsible; engineer Djalma Zinelli,

responsible of the aerodynamic department. Among other things, universities often call them for some of their projects and for speeches. One of our objectives in the near future is to better structure these links, creating a stable relationship between the company and the university. In addition, we are now working on a project regarding employer branding, that's to say how the Dallara brand can be attractive for potential candidates in a first stage and how it can support retention in a second stage. In this perspective a relationship between university and company will become more and more strategic.



The group of 2012 Formula SAE competitors in Varano



Are there special projects you've started with universities close to your company?

«At this moment there are four “university research” projects running. One concerns materials and we are carrying it on with the Padua University; another one is with the mathematics department of Milan, the Mox, and regards CFD; then a research on risk assessment with the Parma University. For my part I'm taking care of a project with the Marco Biagi Foundation of the Modena-Reggio Emilia University, regarding human resources. There are more projects and activities that Dallara is carrying on with other universities, I won't mention them here due to lack of space».

Engineers coming to you are general engineers or engineers loving motorsport?

«Lately we are giving a higher value to motorsport passion. It is a matter of discussion with my colleagues involved in the technical area, both during the screening and the interviews with the candidates. Compared to the past, we have begun to place increasing importance to the emotional and passion factors people feel for cars and races, rather than considering mainly the technical aspects».

People often talk about the “flee of brains”. Do you believe nowadays there are more chances abroad or in Italy for a recent graduate interested in motorsport?

«I believe there are good possibilities in Italy too. Let's take Emilia-Romagna for instance: Toro Rosso in Faenza, Lamborghini at Sant'Agata Bolognese, Ducati in Borgo Panigale, Ferrari in Maranello, Maserati in Modena, Pagani at San Cesario sul Panaro, besides Dallara in Varano... There are several opportunities

within a radius of hundred kilometers. It is a field, considering also allied activities, which can probably provide 6-7 thousands workplaces. In Great Britain, Italy's main “rival”, there are over 30 thousand people working in motorsport, there is also a dedicated ministry, MIA (Motorsport Industry Association) that is really powerful at the lobbying level. Great Britain, in terms of quantities, offers more opportunities, but Italy gets by quite well and we have to keep focusing and investing on “quality”».

Maybe without being too “choosy” as Minister Fornero says...

«I have to say we found few choosy young people! We put them to the test immediately. Our procedure provides, after finishing university, six months formative and careers apprenticeship with a 650 Euros a month grant, becoming 750 Euros by adding luncheon vouchers, that's clearly not a salary! This way we immediately sound out the reasons a person has to enter motorsport and particularly Dallara. I have to say that in most cases motivations are extremely strong. It is understood that apprenticeship has to be used the right way, is not a way to get low cost labor, but an experience offering, by working, the opportunity to get technical, relational and indirect knowledge which will help the trainee make the best professional choice. Besides, as far as we are concerned, we invest a lot on young people, in terms of formation, mainly in the first months. They are not immediately ready to give a contribution in operational terms: the six months period is needed as a first rough out of what they've learned at university and also to evaluate adaptability to our company. In the past

ten years over 90 percent of our apprenticeships were hiring oriented and we've reached the target. When the apprenticeship period is over we offer a fixed-term contract and in two years time they are offered a regular contract. We may be lucky but we do not see many choosy young people among those applying for an interview at Dallara».

There will be a university degree in motorsport?

«The project we are working on at Dallara is a “Motorsport Master of Science” acknowledged both in Italy and in the United States. This is a dream of Engineer Dallara and a project Engineer Pontremoli is carrying on together with a working group created inside the Alma Graduate School, the Bologna University Master. This project involves personalities like Professor Romano Prodi and the United States Consul in Rome. What they find difficult is to combine two different studying systems. The idea is to have teachers coming not only from the university, but also from companies working in motorsport and from high-level teams. A dream in a drawer we would like to become true».

Does Dallara have any collaboration with high schools?

«Sure. There are the so called “stages” which alternate school and work, both during the fourth year of high school and at the end of the fifth year. We started cooperation with ten high schools and technical institutes in the province of Parma».

Will you address mainly to the territory or will you do something at national and international level too in the future?

«The relationship with the territory is a matter very close to Engineer Dallara's and Engineer Pontremoli's heart. In the actual global context the challenge is no longer among companies only, it includes territorial systems, which will compete for the future. These systems are built up by people, laws and companies working on given territories. The latter ones use the others to better compete on the international markets. The relationship with universities and high schools on the territory plays an extremely important strategic role. In 2008 we started to host Formula SAE at Varano, it's a project we will continue working on, but in 2009 we also created free courses for unemployed people on the territory (thanks also to the financings of Region Emilia-Romagna and the Province of Parma), working in collaboration with organizations like Centri Servizi PMI in Parma and FormaFuturo in Fornovo».

Could you please give us more details?

«Yes, It started with twelve young people who finished high school but couldn't find a job and hadn't the will or the possibility to enter university. We gave them the opportunity to get the grade in mechanical design (given by Region Emilia-Romagna and recognized at European level). This year the project reached its fourth edition and the response, in terms of number of people taking part in it, has been really good. Last December 4th has started the course to obtain the grade, recognized at regional level, of technician in mechanical products process, with specialization in compound materials. In addition to the 500 hours attendance required, students will attend, Saturday mornings, 50 hours in a laboratory where they will learn how to handle and use compound materials. Together with other companies on the territory – Cedacri, Turbocoating, A2, Acmi (maybe shortly Barilla will join in) – we created the first Technical Scientific Committee (CTS) of the Parma Province and in collaboration with Institute Gadda based in Fornovo di Taro. CTS is composed of teachers and representatives of the companies involved, it has advisory and propositional functions regarding the choice of the type of courses, the formative organization and the areas offered by schools. Its major objective is to identify an effective link between education and the needs of the territory with regard to the

productive requirements. We've been working together with high school teachers finding orientation activities for junior high schools pupils. Sometimes youngsters enter the Parma high schools without knowing that the territory can offer other educational opportunities. We've organized an open-day at the institute in order to help students and their families to find guidance in their choice. Since the companies' common requirements are the knowledge of English, mechanical design and computer science, we have provided some afternoon courses, offering the possibility to get the English First Certificate, the CAD design certificate and the European ECDL patent (for the most praiseworthy students grants will be provided)».

The CTS purpose is to become a collection moment in the province?

«Our idea has been to work on Formula SAE, on courses for unemployed people and on CTS to promote the technical scientific culture. CTS is very important to us but also preparatory for further initiatives. With the 2007 reform (by Fioroni-Bersani), unfortunately not very known, Italy borrowed from Germany the idea of territorial poles. Region Emilia-Romagna, assigned a pole to each province: Bologna has the automation and mechanic one, Modena materials, Reggio Emilia mechatronics, Parma food and agriculture. The poles are a net among companies, high schools, universities and institutes and can be created also at inter-province and inter-regional level. Their purpose is to support a high level educational and formation system specialized in high technology, integrated to the production needs on the territory. As far as concern our territory we would like to opt for the mechanical sector, mainly the increasing sector of cluster, of companies engaged in the study of working compound materials. At the same time it will be possible to offer to youngsters, families and companies the possibility to choose between high school education and tertiary non-university education (IFTS/ITS), vocational training and economic-productive realities. The idea is to support employment and development by creating qualified workplaces and in-line with the market requirements, maybe re-discovering the importance and the value of manual ability connected with knowledge, like the "schools of arts and crafts". The establishment in Fornovo of a pole for the

specialization on compound materials – that will be the first one in Italy – goes this way».

What is the role of these institutes?

«Many times young people after finishing high school do not want to or cannot keep on studying at the university, but nevertheless they are not skilled enough. The IFTS institutes offer the opportunity to get a specialization for one year (two semesters for a total of 1000 hours attendance), while with the ITS institutes one can get a specialization certificate (two years for a total of 2000 hours attendance). Both of them have a higher value compared to a high school diploma, even if they do not give the same degree as university. In this way it will be possible to retrain the structures already in place in Fornovo, modernizing laboratories and implementing machineries at the FormaFuturo organization premises. Besides apart from the students coming from high schools, also people who lost their job can go to the technical/professional formation pole to retrain and have more opportunities to reinstate on the market. Retraining ones expertise will be important also for people who have a job but want to be up to date: both the companies and the single worker can benefit from this service. It's a very important opportunity on the territory but also outside it. Engineer Potremoli, for instance, has been contacted by quite big companies in both the aerospace and automotive fields, attracted by the opportunity to send to Emilia Romagna, Fornovo, their employees in order to retrain their technical knowledge ».

What are Dallara's employment projects for 2013?

«Next year priority will be given to selection and development. In these days we are completing some interviews that will bring to the company ten recent graduates during the first semester of 2013. Next January we will enter 5-6 persons in the planning department, 1 in the vehicle dynamics department and one in the aerodynamic department. We are a steady growing company that keeps investing mainly in young people, and therefore in our own future!».

Stefano Semeraro



AN ENTERTAINING AND SUCCESSFUL INITIATIVE, WHICH GREW OUT OF AN IDEA OF ENGINEER LUCA PIGNACCA, TRANSFORMED THE VISIT OF THE 2012 INDYCAR CHAMPION INTO A HIGHLY UNUSUAL "LESSON" FOR A GROUP OF FUTURE DRIVERS FROM THE PROVINCE OF PARMA. FOR THE STUDENTS IT REPRESENTED THE CHANCE TO EXPERIMENT WITH NEW TECHNOLOGY AND APPRECIATE THE APPROACHABILITY OF DALLARA'S PERSONNEL. AND TO DISCOVER THAT THE WIZARD OF OVERTAKING COULD ALSO TRANSFORM HIMSELF INTO A WISE BUT INFORMAL TEACHER

HUNTER-REAY, PROFESSOR FOR A DAY





It started almost as a joke, during a meeting between Prof. Giordano Ferrari of the ITIS (Technical High School) in San Secondo and Engineer Luca Pignacca, Dallara design manager: *«I'd like to organise a discussion about road safety between one of your drivers and my pupils who will soon be taking their driving tests...»*. A few weeks later the ideal opportunity arose: *«If you're interested, the IndyCar champion Ryan Hunter-Reay will be working on the simulator on 28th November, perhaps some of your pupils would like to ask him some questions»*. The school accepted immediately and the invitation was extended to other schools in the area, in fact there were so many applications that Dallara had to limit the numbers. In the end around 200 fourth and fifth year students from the scientific grammar school in Borgotaro, the Itis and scientific high school in Fidenza, the Itis in S. Secondo and the Itsos (state technical school) in Fornovo attended. After a few words from President Dallara, the managing director Engineer Pontremoli and the evening's promoter, Luca Pignacca, the pupils started firing off their questions, almost all of them in English. The presenter, and interpreter, for the evening was Engineer Andrea Toso, research and development manager and "father" of the Dallara simulator that

Hunter Reay would be trying out over the next few days. The focus of the session was on road safety, a very important subject for these youngsters who will shortly be getting their driving licenses. *«When you get into your cars – the Texan driver began – a lot of you are a little crazy, just like me. But the difference is that I drive on the track, and my car is a Dallara, which is a bit like being in a safety capsule. The risks on the road are much greater due to a series of factors that you can't control in the same way as you can on the track and, above all, a road accident can have serious consequences for the rest of your life»*. The discussion gradually moved on to racing in general, the world of IndyCar, and the differences with Formula 1; there was a lot fun but also touching moments, such as when Ryan recalled his mother who died of cancer, his involvement with associations that carry out research into the disease and the number of his car, 28, which he selected to show his support for

the 28 million people who are battling cancer worldwide. In addition to winning the 2012 IndyCar title, Hunter Reay is also the most successful current American driver in the open wheel categories, but in true informal Indycar style he was more than happy to stay behind after the discussion for a photo and autograph session with all the students. At the end of the debate, the students, accompanied by the Dallara technicians, were shown over the Dallara driving simulator. *«We gave the youngsters an idea of what we do here – explained Engineer Dallara to the press who attended the event – but above all they got to meet someone whose job it is to drive fast in order to learn that, when you're on the road it is essential to respect the law and take into account the weather conditions and the state of your own vehicle. It was interesting that most of the discussion took place in English, and encouraging to see that young people are beginning to gain such a good command of the language»*. Engineer Pontremoli agreed: *«It's easy to drive fast, but it's much harder to handle the unexpected situations that may occur on the road. If you want to go fast, do it on the track, and when you're on the road, drive carefully»*.

Alessandro Santini

The voice of the students



Liceo Scientifico "Gabriele D'Annunzio" – Fidenza

«We have been really impressed by Dallara courtesy and we're thankful about the chance we had to join the meeting. The talk with Hunter-Reay made us feeling more interested about a world, the motorsport, that we really didn't know».
Federica, Federico, Filippo, Ivan and Elisabetta

«One things that made us think is that such a big company can be perfectly integrated in our region. Nowadays we tend to assume that the biggest companies are the ones from abroad, but it's not an utopia to realize that we can get a big inspiration from the factories based in our region. We found very interesting the meeting with the champion driver, he has been very kind to answer to all our questions, and at the same time we had the chance to practise our english».

Lisa, Gabriele, Veronica, Elisa

ITIS "Galilei" - S. Secondo

«Both students and teachers found the meeting very interesting. They really appreciated the technical side of the factory, the unique way it is run by Dallara's people, the kindness of eng. Dallara himself and the genuinity that all the employes showed in the occasion. The students were fascinated by the technical matters and by the chat with Hunter Reay, not only a great driver but a great guy as well».

ITSOS E. Gadda di Fornovo

Vincenzo and Jalil: *«It's been very interesting to listen to a very*

famous driver coming from America in person. Then it's also been great because Hunter-Reay was really patient and signed a lot of autographs and let a lot of people take photographs with him. Knowing that his car was designed by a company which is located so close to our school made us really proud!»

Kennedy: *«I think our meeting with Ryan was fantastic: he's a common person and he has a good appearance. He is a legend. I heard about him a few years ago and I'm very happy I met him. He answered all our questions as we were expecting him to do»*.
Maria Chiara: *«Really interesting experience because in addition to improving our english, it showed us that the goals we set in life can be reached with dedication and commitment, and that, in the end, the results reward us for the effort done.»*

Mattia: *«I think that the meeting with American driver Ryan Hunter-Reay has been really captivating and successful. Two different aspects were contemplated, the English language and the fame of the 2012 IndyCar Series Champion. I hope that event like this could be repeated in the future and I thank Dallara for the opportunity.»*

Foreign Language High School "Zappa-Fermi", Borgotaro, III

«We want to thank Mr. Dallara and his staff for having provided us with a chance to look forward to the professional world and visit a world-renowned local company which was created and developed with passion. The most rewarding thing was to see Hunter-Reay surrounded by young students as he proved extremely kind and friendly. He showed to be pretty confident in the new generations and that's really encouraging for us».

MISSION OVERTAKE



FROM 2014 DALLARA WILL BECOME THE OFFICIAL SUPPLIER TO SUPER FORMULA, THE EX F.NIPPON. A CHALLENGING AND STIMULATING PROJECT, INVOLVING SOLUTIONS THAT ARE SIMILAR TO THOSE IMPLEMENTED IN F.1 FOR A HIGHLY DEMANDING CUSTOMER WHOSE AIM IS TO CREATE A REALLY SPECTACULAR CHAMPIONSHIP. THIS EXPERIENCE WILL PROVIDE THE FACTORY IN EMILIA WITH FURTHER OPPORTUNITIES TO BREAK INTO THE FAR EASTERN MARKET. ENGINEER WALTER BIASATTI, THE PROJECT MANAGER, TELLS US MORE...

Mr Biasatti, how did your adventure in Japan for the Super Formula project come about? What convinced the organizing body to turn to Dallara?

"Dallara has been present in Japan for nearly 20 years, supplying the chassis' for the Japanese F3 championship, and with great success. The work carried out over these years has gained us the trust and respect of the Japanese motorsport world.

Also, in the last few years Dallara has confirmed and reinforced its presence in high level championships such as Indycar, GP2, WSbR and F3; this has certainly helped to increase our prestige and visibility internationally.

Some years ago we had already been contacted to supply the current generation cars, but because of commercial and sponsorship issues, an agreement was not reached. This time around, things went much more smoothly and an agreement was reached in a very short period of time".

How many teams will you supply and what kind of workforce will be dedicated to this project?

"The initial contract is for a total of more 20 cars, 2 of which will be delivered to the official Honda and Toyota test program teams, prior to the delivery of the remaining 18 cars, so as to develop the car on track during the second half of 2013. At the moment we have about 10 people working on this project full time; this number is destined to change over time, according to the project status and progress".

Will this car be similar in concept to the WSbR and GP2 Dallaras or can we expect something completely different?

"In terms of vehicle layout the SF14 will be similar to the GP2 and WSbR cars. For certain, there will be no major or radical differences, but it will possess a style and a character that will set it apart from these other cars. Regretfully at this stage, we cannot divulge details on the shape and look of the car; we

can only say that there will be no revolutions such as a three wheel layout...".

What is/has been the greatest challenge in terms of design?

"This project has given us many interesting areas for development. First, there will be two different engines suppliers: Honda and Toyota 2 liter Turbos, with the inevitable differences in installation requirements. Furthermore we will need to allow for the fitment of a KERS system similar to that used in F1. Furthermore, the number of electrical components to integrate in the design, is much higher than on the current GP2 or WSbR cars. This is partly due to the KERS. Last but not least we have stringent weight and cost targets to meet... let's say that we will have a fairly busy winter!".

Have the organizers made any particular requests?

"Straight from the start there have been two main requests: the first is that the car would

TWIN RING MOTEGI



have to be extremely light, but without resorting to exotic materials, which increase the running costs. The second request is that the car must be very effective during overtaking maneuvers: to me this represents the most interesting technical challenge of the entire project. The organizers are focused on improving the show on track, without resorting to systems such as DRS in F1; therefore endowing the cars with the ability to remain in close contact with the competitor immediately ahead prior to a straight stretch of track, is crucial to achieving this objective. We are working heavily on the aerodynamics to allow this to happen”.

Will the new Super Formula be the opportunity to introduce innovative solutions also in terms of safety?

“There will be no innovative solutions other than those introduced by the FIA. The car will have to comply with the 2010 FIA F1

rules, just like the GP2. It will therefore undergo all three crash tests, frontal impact, lateral impact on dedicated energy absorbing cones, and rear impact on the structure attached to the rear of the gearbox and that also supports the rear wing”.

How useful will the Japanese F3 experience be in facing this new project?

“It is certainly useful, some of the teams that run in the F3 Japan championship also compete in F.Nippon; this allows us to understand how the Japanese work, and cater for their needs, as well as understanding what they expect from this new car”.

Are you thinking of opening a base in Japan to follow the car's development?

“Not at this time; we will be travelling back and forth for the developments tests and for the first races”.

When are the first tests scheduled?

“The first test will be on July 2013 at Fuji, with both the Honda and Toyota cars. There will then be 5 tests, still in Japan, before delivering the remaining 18 cars to the teams”.

Can the new adventure in Japan be a useful experience in terms of exploring a huge, and still unknown, market such as Chinese motorsport?

“The Chinese market is extremely tempting, and reinforcing our presence in Japan will allow us to follow the development of motorsport in China much more closely. China has only recently begun taking notice of motorsport, and is therefore in a phase of growth and development, with new tracks and different categories; people are gradually learning about, and getting involved in racing. We definitely hope that increasing our presence in Japan will open doors to new projects”.

Alessandro Santini



2012 was a break-out year for Renault 3.5, with a car that benefitted from significant improvements over its predecessor in terms of its aerodynamic design and a Zytek engine featuring an extra 50 horsepower. How did it go? «It was a positive year all round for the category. In terms of performance, the Dallara T12 proved to be highly competitive, reaching quality levels that exceeded our expectations. The drivers were very happy with the evolution of the car/engine combination, which offers considerable grip and greater speed on the curves. All these factors

enabled us to out-perform our competitors».

How was the concept of such an “advanced” Dallara born? «It was all thanks to the engineers at Dallara who had the initial idea of implementing the DRS, and how it could be done in such a way that it would differ from what happens in F.1. This led to the increased load of the single-seater. We have always had an excellent relationship with Dallara, the quality of spare parts is second to none and this helped the championship to achieve the current performance levels as well as

attracting interest from the drivers and the teams».

The extra grip and power helped to reduce lap times by as much as 4 seconds with respect to the previous car. The old car already provided great training for F.1, but now it's even better...

«The car offers excellent preparation for F.1. And we saw this during the rookies only test sessions in Abu Dhabi where the fastest drivers were those who had graduated from our championship*. This was thanks to the speeds it is possible to reach on the curves in the Dallara 3.5 when fitted with the Michelin tyres,

BENOIT DUPONT, THE LONG-SERVING WORLD SERIES BY RENAULT TECHNICAL DIRECTOR AND CURRENT SPORTING MANAGER FOR RENAULT SPORT TECHNOLOGIES, SUMMARIZES AN EXCITING 2012 SEASON WITH THE RENAULT 3.5 DRIVEN BY THE DUTCH ROOKIE, ROBIN FRIJNS, WHO SNATCHED VICTORY FROM JULES BIANCHI AND SAM BIRD IN THE VERY LAST RACE OF THE YEAR IN A TRULY EXTRAORDINARY CAR



«FOR US, DALLARA MEANS HIGH PERFORMANCE AT LOW COST»

which are similar to those achieved in F.1».

Have you got any innovations in the pipeline for 2013?

«We will not be changing anything with respect to 2012, the DRS concept, as we are currently implementing it, works very well: unlimited use during practice and a time limit during races».

The 2012 championship featured an excellent crop of drivers, and a number of youngsters graduated to various F.1 organizations. How hard will it be to maintain this trend in 2013?

«Red Bull, MacLaren and Lotus remain

interested in the championship. We won't have anyone from Ferrari because there aren't any young drivers that are ready for this category at the moment, but the Ferrari Driver Academy is very keen, I think it's just a question of waiting until their drivers have matured a little. Also, team Arden will continue to be known as Caterham».

Is the new car more demanding than the previous model for the drivers?

«Decidedly so, the boundaries have been pushed forward, including from a physical point of view. If you're not fit you won't be able to handle it. And this

is very positive for the drivers' physical and mental preparation for F.1. In addition to the car, the contribution of the Michelin tyres is decisive. We don't have the Pirelli tyres they use in F.1, but it doesn't make any difference, the lateral grip is enormous and it takes quite a while to get used to driving on these ones».

Have costs increased with respect to 2011. What are your forecasts?

«Thanks to Dallara we are doing our best to contain the costs that the teams are obliged to pass on to the drivers.»

Massimo Costa

*The top-5 of F.1 Young Driver Test

Abu Dhabi - Tuesday 6 november 2012, day 1

- 1 - Kevin Magnussen (McLaren MP4/27-Mercedes) - 1'42"651 - 40 laps
- 2 - Antonio Felix Da Costa (Red Bull RB8-Renault) - 1'42"717 - 79 laps
- 3 - Gary Paffett (McLaren MP4/27-Mercedes) - 1'43"407 - 44 laps
- 4 - Robin Frijns (Sauber C31-Ferrari) - 1'43"775 - 78 laps
- 5 - Nicolas Prost (Lotus E20-Renault) - 1'44"194 - 55 laps

Abu Dhabi - Wednesday 7 november 2012, day 2

- 1 - Antonio Felix Da Costa (Red Bull RB8-Renault) - 1'42"679 - 61 laps
- 2 - Oliver Turvey (McLaren MP4/27-Mercedes) - 1'43"176 - 62 laps
- 3 - Edoardo Mortara (Lotus E20-Renault) - 1'43"418 - 75 laps
- 4 - Esteban Gutierrez (Sauber C31-Ferrari) - 1'43"486 - 93 laps
- 5 - Gary Paffett (McLaren MP4/27-Mercedes) - 1'43"771 - 41 laps

Abu Dhabi - Thursday 8 november 2012, day 3

- 1 - Davide Valsecchi (Lotus E20-Renault) - 1'42"677 - 86 laps
- 2 - Kevin Magnussen (McLaren MP4/27-Mercedes) - 1'42"827 - 51 laps
- 3 - Esteban Gutierrez (Sauber C31-Ferrari) - 1'43"093 - 80 laps
- 4 - Robin Frijns (Red Bull RB8-Renault) - 1'43"233 - 53 laps
- 5 - Oliver Turvey (McLaren MP4/27-Mercedes) - 1'43"604 - 44 laps



PERFORMANCE



DALLARA AND ZANARDI, HOW TO CREATE A SUCCESS BY OVERCOMING EVERY OBSTACLE

THE NINTH EDITION OF HANDIMATIC CONCLUDED WITH AN EMOTIONAL, AND PROFITABLE, MEETING BETWEEN THE FAMOUS DRIVER FROM BOLOGNA AND ENGINEER PONTREMOLI, THE MANAGING DIRECTOR OF THE COMPANY FROM VARANO. THE HAND-BIKE THAT ALEX RODE TO VICTORY IN LONDON, WHICH WAS DEVELOPED THANKS TO THE PASSION OF DALLARA, REPRESENTS AN EXAMPLE OF A COLLABORATION THAT CAN BECOME A MODEL FOR EVERYONE

A day spent together with Alex Zanardi makes you realise just how many uses technology can be put to when it is innovative and has a human face, including applications that no one would ever have thought of. «The idea that, one day, they would design a bicycle for a 45 year old paralympian to win two gold medals on was the last thing that the friends of Dallara would have imagined», said Alex, flashing one of his dazzling smiles at the beginning of the highly publicised meeting that closed Handimatica 2012 in Bologna on 22nd November. This was the ninth edition of the expo-convention organised by Asphi (an association whose aim is to develop projects intended to reduce handicap through information technology) in order to promote the integration of handicapped people into society, the education system and the workplace through the use of auxiliary equipment and new technologies.

The event, which is sponsored by the President of the Republic, the Education Ministry, the region of Emilia-Romagna and the Bologna City and Provincial councils, is held at the Aldini-Valeriani industrial technical high school in

Bologna, one of the most highly qualified educational institutions in Italy, and receives strong support from Dallara Automobili. In fact, the Managing Director of Dallara, Engineer Andrea Pontremoli, took the stage together with Zanardi on 22nd November for an intense and highly informal conversation, in front of a rapt audience. Pride of place went to the amazing hand-bike developed by Dallara's technicians and engineers, which helped Zanardi to win two gold medals and, a silver, at the London Paralympics this summer. This feat, which attracted worldwide interest, was the result of a longstanding collaboration. «When Alex first came to talk to us about his project – explained Engineer Pontremoli – he was almost afraid to tell us that what he was after was more than just simple advice. We were a little perplexed to start with: we make racing cars, not bicycles. But gradually we got caught up in the whole enterprise, taking care not to tell Alex straight out that we were using the most advanced technology for his hand-bike, including materials that are so refined and expensive that we barely even use them on our most important projects».



**Alex Zanardi
and engineer Andrea Pontremoli**



In front of a backdrop dedicated to images of Alex' career, from racing in F.3. for Dallara, through his successes in IndyCar, right up to that terrible accident in 2001 at the Lausitzring («*a bit of a rough day for me*»), Zanardi and Pontremoli recalled the innumerable incidents that led up to the triumph in London. From keeping Dallara personnel up late into the night when it was necessary to optimise the hand-bike's performance and aerodynamics on the computer and in the wind tunnel, to the driver from Castel Maggiore's extraordinary qualities as a "tester", capable of creating his own tools and modifying his "mechanical vehicle" to make it even more competitive. «*The hand-bike experience was highly stimulating, Alex managed to involve the whole company, and every single one of us became a part of his dream*», continued Andrea Pontremoli. An example of how human talent and technological resources can achieve the highest goals, while overcoming seemingly insurmountable obstacles. «*Another thing that brought me even closer to Dallara – stated Zanardi – was the realisation that, when you're on your own, certain objectives seem to be pure folly, whereas when you work together the sky is the limit. Obviously, the targets you set must be difficult, but not impossible: I might not have*

been quite so successful if I'd decided to become a dancer at la Scala after my accident. ...». During Handimatica, Zanardi also tried his hand at "GuidaTuPro", a driving simulator with controls that have been designed specifically for disabled drivers by Ticon Blu in Bologna, he also met large numbers of fans displaying the approachability and openness that are two of his numerous qualities. «*A little blind boy – he recalled, laughing – came up to me, touched my artificial legs and said: wow, I bet that hurt!*» *The inimitable Alex Zanardi, who has now become a TV personality too after presenting "Sfide" (Challenges) on Rai 3 this year. «I've always been a curious and imaginative person, and my accident certainly hasn't curbed that – he continued – and if this has helped me to discover and embrace new interests, and to continue to live my life through them, it means that, fundamentally, I'm still the same person, despite my disability».* From school to the workplace, and without neglecting leisure time, today's technology offers solutions that make it increasingly easy to live with a wide range of disabilities. «The biggest problem probably lies in "customising" some types of auxiliary equipment, because each type of disability

has its own special requirements», insisted Zanardi, who was recently awarded the Nettuno d'Oro by Bologna City Council in recognition of the example he sets both in the sporting field and beyond. «*From this point of view my experience in motor racing, and my passion for the technical aspects, as well as my friends from that world have helped to transform what happened to me into a great opportunity, and one which has brought some of the greatest moments of my life*». Unsurprisingly, the Dallara designed hand-bike attracted a great deal of interest. At the end of a very passionate debate, which lasted well over an hour and a half, many members of the audience wanted to touch and photograph the prototype, which may, in the not too distant future, form the starting point for another adventure for the winning team of Zanardi-Dallara. «*We realized – revealed Alex – that even in its current state, without too many modifications, the hand-bike would be suitable for able bodied users who simply want to take it for a spin, or even take part in race. In fact it was my son who made me aware of what good fun it is, since the first time I let him have a go on it his normal bike's been rusting away in a corner...*» the power of great ideas. And very special men.



Zanardi and Dallara's technicians and engineers working at the hand-bike

THE TESTIMONY: «ALEX TEACHES US TO COUNT ON THE QUALITIES THAT WE HAVE»

Engineer Daniele Clari, a differently able designer from the Dallara Technical Office who holds a degree and doctorate in mechanical engineering from the Marche Polytechnic, was in the audience during the debate; we asked him for his opinion at the end of the convention.

“Alex Zanardi, driver, athlete, Olympic champion, but above all a Man with a capital “M”, a legend. And thanks to Dallara I got to meet him in person. It’s an exciting experience to meet someone of Alex’s calibre. Just having a chat with him makes you feel good.

He’s a great example of how to tackle life and the every day hardships head-on, and with a smile on your face. Disability, in whatever form, is not easy to accept. It’s not an illness, but a condition that some people are born with and that others are affected by in later years, and it takes over your life. In my opinion, the awareness of who you are, and the inevitable comparison with other people, is the hardest things to bear. The important thing is to learn to live with your condition, not to let it get on top of you and to make the most of the cards that you are left with, just like Alex.

Rather than feeling sorry about the things that you can't do, you should attempt to be the best that be you can at the things that you can do. In my opinion this is the most important lesson I have learned, and I often repeat it to myself. It's not always easy to put it into practice, but fortunately there are people like Alex who give you the strength to always look on the bright side of life”.



DALLARA AND "LUISA SASSI AWARD": WHEN INTEGRATION BECOMES REALITY

Parma continues to hold on to one of the area's most valuable qualities, the integration of those who have difficulties in a social and working environment. In tough times, such integration brought even more social commitment, which led to more economic development and to an improvement in terms of quality of life. A great lesson came from the "Luisa Sassi" Business Social Quality award, that celebrated its 2012 edition with a ceremony held on the last 10th of December at the Province's headquarters in Parma. The local authority promoted the award, aimed at highlighting the companies that stood out by going beyond the legal requirements in terms of Integration of Persons with Disabilities.

"You set an example to everybody else" told the province's Councillor for Work Manuela Amoretti who also remembered Luisa Sassi, whose the award is named after. A manager for SILD (a service dedicated to the work integration of people with disabilities), Sassi passed away in 2008. "She has been extremely influential in the environments she worked in and she also created SILD, a new Service dedicated to the integration of people with disabilities".

The 2012 edition of the Award was marked by an increase in terms of the number of nominations, about 50, despite these tough economic times and their impact on the labour market. "Such an accomplishment - told Province President Vincenzo Bernazzoli - is an indication that here in Parma we have been able to develop a successful relationship between business and society, despite the the difficult years we live in, in an effort to get out of this situation together, without forgetting the less advantaged along the way".

THE PROVINCE OF PARMA HOSTED AN AWARD CEREMONY CELEBRATING THE COMPANIES THAT MADE THE INTEGRATION OF PERSONS WITH DISABILITIES A WAY OF LIFE, AND DALLARA WAS AMONG THE WINNERS OF THE SOCIAL QUALITY AWARD

"This is an happy day for us. Anmic want to thank all the people that actively contribute to the work integration of people with disabilities, demonstrating that solidarity is the way in getting out of this crisis" - told the Association's President Alberto Mutti.

The high number of nominees for the Awards is a further proof of how many companies went far beyond the mandatory hiring goals set in the 68/99 law, which were already been widely met in the area.

"The ability to create a network between profit and non-profit associations is part of this territory's value set, and that made such achievement possible" said Hassan Bassi, member of the Consorzio di Solidarietà Sociale board.

Four awards and four honourable mentions were handed out. A panel including representatives from the Province of Parma, AUSL, the local Chamber of Commerce and many trade, union and disabled associations was appointed to select the winners according to the number and quality of the working engagements, the integration

measures, and the implementation of new training initiatives. Dallara made it among the winners by having "showed particular interest and attention towards a worker with a complex disability, enabling him to integrate with their structure thanks to a customized workplace, working hours flexibility and telecommuting".

The award was received by Human Resources Manager Dr. Filippo Di Gregorio, who said: "In 2008, thanks to Professor Pirondi of the Mechanical Engineering faculty, we met Gian Luca Molardi, who was a graduate student at that time. He was set to receive a scholarship through Parma's Progetto Spinner, which is supported by the Region of Emilia-Romagna and provides investments on education and research as a leverage to promote young people and businesses. We were impressed by the guy and by his incredible perseverance, which enabled him to get a mechanical engineering degree and overcome many obstacles with a thesis about Structural Analysis.

We were also positively impressed by his passion for motor racing and his interest towards Dallara as he emotionally recalled a visit to the factory during high school. Years after meeting with Gian Luca, we are very satisfied with the project we carried-on together. It enhanced his capabilities as he was able to join a dream world for him, and also developed his technical knowledge since he joined our Structural Analysis department. In addition to that, he's an example for all of us in terms of the approach to face the obstacles of a professional environment and, in general, of everyday's life".





The Dallara IndyCar Factory is located less than 1/3 of a mile from the historic Indianapolis Motor Speedway. More than 22,500 square feet of interactive and hands-on exhibits centered around engineering and technology of the world's fastest sport! While you're here enjoy Street-Legal IndyCar 2 Seater, Racing Simulators, Dallara factory tours, Green Screen Photo Op, and Gift Shop.

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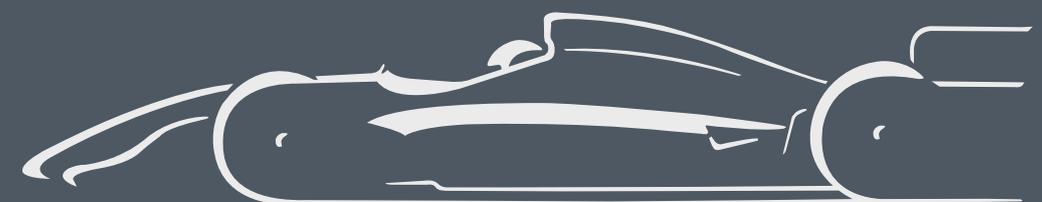
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