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**Brembo N.V.**

**"Full Year 2025 Financial Results"**

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MODERATORS: MATTEO TIRABOSCHI, EXECUTIVE CHAIRMAN  
DANIELE SCHILLACI, CHIEF EXECUTIVE OFFICER  
ANDREA PAZZI, CHIEF FINANCIAL OFFICER  
ROBERTO GRAZIOLI, CHIEF BUSINESS DEVELOPMENT & IR  
LAURA PANSERI, INVESTOR RELATIONS SENIOR MANAGER

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OPERATOR: Good afternoon. This is the Chorus Call conference operator. Welcome and thank you for joining the presentation of Brembo Full Year 2025 Financial Results. As a reminder, all participants are in listen-only mode. After the presentation, there will be an opportunity to ask questions. Should anyone need assistance during the conference call, they may signal an operator by pressing "\*" and "0" on their telephone.

At this time, I would like to turn the conference over to Ms. Laura Panseri, Investor Relations, Senior Manager. Please go ahead, madam.

LAURA PANSERI: Good afternoon or good morning, everyone, and thank you for join us today to discuss Brembo Group's financial results for the full year 2025. Today, Brembo's Executive Chairman, Matteo Tiraboschi, will begin the call with his opening remarks after his speech Brembo's management team will be available to answer questions from analysts.

As always, all relevant material are available in the Investor Relations section of Brembo's corporate website [www.brembogroup.com](http://www.brembogroup.com). During this call, we will discuss our business outlook and make forward-looking statements, based on our current predictions and expectations as of today. These comments are subject to risks and uncertainties that can cause the actual results to be materially different. Lastly, I would like to remind you that this call is being recorded.

And with that, I will turn the call now to Matteo Tiraboschi. Please go ahead.

MATTEO TIRABOSCHI: Thank you, Laura. Good afternoon, everyone thank you for joining us to review Brembo's full year 2025 results in a particularly challenging market environment.

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2025 was marked by continued geopolitical instability and a decline in global automotive production, particularly in Europe and North America and in the premium segment. Despite this tough environment, Brembo once again demonstrated the strength of its business model and its ability to deliver solid and sustainable results.

Group revenues reached €3.7 billion in 2025, down 1.6% at constant exchange rate, while our EBITDA margin stood at 16.5%. This result exceeded market guidance, which was far from obvious given the conditions across the automotive sector. The strong performance of our Aftermarket business, supported by a resilient vehicle park maintenance cycle, helped offset pressure on original equipment volumes. We also reduced net debt compared with our initial estimates, despite higher-than-expected investments, confirming our disciplined financial approach. In this context, we are able to confirm the same dividend level as in 2024, with a distribution of €0.30 per share.

In 2025, we expanded our strategic perimeter and accelerated our evolution to a full solution provider. A key milestone was the acquisition of Öhlins, a global leader in high-performance suspension technologies. This acquisition allows Brembo to offer increasingly integrated and higher value solutions to our customers.

During the year, we improved our competitive position. We launched a new sustainable braking solution, anticipating Euro 7 requirements. We opened our second Brembo Inspiration Lab in Shanghai, focused on artificial intelligence, accelerating the digital evolution of our products.

We increased our investment in R&D. We are spending now more than 6% of group revenues, underlying our commitment to long-term innovation and technology leadership. We also entered a new sector for the group with our

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first applications in a racing bicycle, expanding our technological reach and opening new growth opportunities.

On sustainability, we continued to make solid progress. Electricity from renewable sources reached 88% of the total, up from 83% in 2024. We also received renewed external recognition through leading ESG ratings, including CDP and S&P Global. These achievements reflect our continued commitment to managing our business responsibly while supporting our long-term competitiveness.

Today, Brembo integrates a unique set of technologies, including braking systems, dampers, clutches, and wheels. This integrated positioning is essential for our strategy, increasing system value, deepening technological integration, and leveraging digital innovation for both customers and end-users.

We started the year with an important new innovation agreement in China with JAC, in a market that remain central to our long-term development. And just a few days ago, the Formula 1 season began with the Brembo Group supplying all teams once again. Motorsport continues to be a key laboratory for innovation, with technologies that over time transfer to high-performance road vehicles. We expect to announce further developments very soon.

2026 will be a strategically important year. It will mark the first vehicle application of the key products, including Sensify, our intelligent corner solution, and the Greentell Set, a new sustainable braking solution, improving our value proposition and technological leadership.

Despite a still complex and volatile geopolitical and macroeconomic environment with ongoing uncertainty in the automotive sector, Brembo expects 2026 revenues and EBITDA to be in line with 2025. Net debt is expected to remain below €700 million in 2026, with a CAPEX of around

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€350 million. We continue to closely monitor the evolution of the international and industrial context, updating our guidance accordingly.

Thank you for your attention. We look forward to your questions. I will now hand it back to Laura for the Q&A session.

LAURA PANSERI: Thank you, Matteo. We are now available to answer your questions.

## Q&A

OPERATOR: Thank you. This is the Chorus Call conference operator. We will now begin the question-and-answer session. Anyone who wishes to ask a question may press "\*" and "1" on their touchtone telephone. To remove yourself from the question queue, please press "\*" and "2." Please pick up the receiver when asking questions. Anyone who has a question may press "\*" and "1" at this time. We will pause for a moment while participants join the queue.

The first question is from Monica Beatrice Bosio, Intesa Sanpaolo. Please go ahead.

MONICA BEATRICE BOSIO: Good afternoon, everyone, and thanks for taking my questions. I have a few. I'll ask all at once. The first one is on China. I'm wondering if, Daniele, have you seen some sign of stabilization of the Chinese premium market, and have you seen some signs of recovery from your Western players in China? And if not, what is the revenue share the company is generating in China with Chinese players? So this is the first question, a point on China?

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The second question is a broader one. It's on the revenue guidance. I had a look at the slides. The car market is expected to be flat. The light commercial vehicles should improve a bit. The heavy-duty [ph] segment is seen growing. The motorbike segment is seen growing. And Brembo has a larger part of its business in the aftermarket, which is more resilient to the cycle. And nevertheless, the company is guiding for flat revenues. And if we include the Forex, revenues should be down. So I'm just wondering maybe if your prudence is more mirroring the current world situation than the current, let's say, business trend. And if I can ask, since we are in March, can you give us a flavor on the trend so far?

The last question is on the Sensify and the Greentell. I remember that 2026 should be the year of first revenues from Sensify in the first half and Greentell in the second half. Can you give a sort of quantification or can you tell us if you get additional orders both on Sensify and on the Greentell? Thank you.

DANIELE SCHILLACI: Hello, Monica. I'm Daniele. Thank you for your question.

Starting with China, the Chinese market — and in particular the premium segment — is expected to grow in 2026, especially from Q2 onwards. You may recall that the government reduced incentives for EV vehicles in 2026, which led to some anticipated demand in Q4 2025. As a result, Q1 has been somewhat challenging in China. However, from Q2 onwards, the market is expected to recover, with the premium segment recovering faster than the rest.

Hence, the market trend appears to be moving in the right direction.

Regarding Brembo, as you know, we are increasing our market share with the local players. For example, you may have seen the partnership we announced with JAC, which is producing the Maextro S800, a luxury flagship sedan that is performing very well. This type of vehicle and market

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segment is currently highly appreciated in China, and we are continuing to grow with local OEMs.

With regard to non-local premium players, it is clear that some of them have been facing challenges over the past couple of years, particularly on pure BEV platforms. That said, we are seeing signs of a positive reversal for some of these players, already since the end of last year. As a result, we would expect their sales to improve compared to 2025, starting from Q2 onwards. Overall, while we do not disclose the split between local and non-local customers, the trend in the premium segment looks positive for 2026. Turning to the revenue guidance, this is also an opportunity to clarify our communication. In the current geopolitical environment, it is extremely difficult to make reliable forecasts. However, Brembo has always tried to take a pragmatic approach. Without the war, we would clearly have been on track for revenue growth of around +3%-+5% in 2026 compared to 2025. If we had held this call two weeks ago, our guidance would have been different and would not have been flat. This reflects the underlying growth drivers you mentioned across several areas of our business.

However, following recent developments, and given the uncertainty around the duration and impact of the conflict, we felt it was appropriate to adopt a more cautious and pragmatic stance and confirm flat revenues versus last year. Let me also remind you that in 2025, despite a very tough environment, the company delivered an EBITDA margin of around 16.5%, which we consider a solid result.

Regarding Sensify and Greentell, you are absolutely right. Sensify will be launched in the market in H1 2026, and we will start to see some revenues in the second half of the year. As mentioned in previous calls, the bulk of the revenues will come in 2027, when we will have a full year of contribution. But I confirm that Sensify will be launched in the market in H1 2026.

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As for Greentell, we already had some pre-production activity in H2 2025. From July 2026 onwards, we will move into production, with a meaningful ramp-up expected in 2027. As with Sensify, the main revenue contribution from Greentell will be visible in 2027.

The key message is that both Sensify and Greentell will be on the market in 2026, which represents a very important milestone for the company.

MONICA BEATRICE BOSIO: Okay, thank you. If I may ask for the Sensify and Greentell, did you get additional orders on this side? And a second follow-up on the revenue guidance. Thank you for the clarification. So since we are in March, can you give us a flavor of the trend for the time being?

DANIELE SCHILLACI: What I can say, Monica, looking at customer orders signed in the first two months of the year, is that Brembo has started 2026 quite well. This was fully in line with the +3%-+5% growth we were expecting before the war. Therefore, the beginning of the year, in terms of customer orders, has been positive.

Regarding additional customers for Sensify and Greentell, yes, we have secured new customers. As usual, we do not disclose customer names, but we can say that the customer base for both products is becoming increasingly interesting. This is why we expect a significant contribution from these innovations starting in 2027.

MONICA BEATRICE BOSIO: Okay. Very clear. Thank you very much.

OPERATOR: The next question is from Martino De Ambroggi, Equita. Please, go ahead.

MARTINO DE AMBROGGI: Thank you. Good afternoon, everybody. Follow-up on the Greentell and Sensify contribution more visible next year. Should we

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expect startup costs to penalize profitability for these 2 additional businesses in 2027, first?

Second, I know you do not disclose the name of the clients, but just to understand, Greentell is an option requested by few customers or is becoming, not a mass market, but in any case, a quite important percentage of your customers adopting it.

And third, looking at today's performance, stock performance and so on. Are you planning to activate the buyback one? And due to the current environment, are you stopping the screening of potential M&A opportunities or maybe on the contrary, there are options that are becoming more visible today? Thank you.

DANIELE SCHILLACI: If you follow the Warren Buffett logic, you shouldn't stop the M&A activity in periods like this. And we have no specific plans for the buyback activities. Turning to Greentell, just as a reminder, Greentell is also a consequence of the Euro 7 regulation, which will come into force at the end of this year. As a result, Greentell operates at the OE level. It is not an optional feature, as OEMs are required to comply with the non-exhaust emission limit of 7 milligrams for non-BEV vehicles on new platforms starting from January 2027. If this target is not met, it is necessary to adopt technologies that help reduce particulate emissions from wheels. For this reason, all the contracts we have secured for Greentell are OE contracts, not optional ones. Regarding Sensify and Greentell, we do not foresee any specific additional startup costs for these products. You may recall the €500 million investment plan we announced some time ago: a significant portion of that investment was specifically aimed at preparing the launch of Sensify and Greentell. As a result, we expect that, over the 2027–2029 period, this investment will be largely offset by the revenues generated by Sensify and Greentell.

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MARTINO DE AMBROGGI: Okay, thank you. And for M&A, starting from your answer, are you looking at anything in particular as pieces of the mechanics of a car, as you did with suspensions, a brand-new activity for you, or are you looking at complementary businesses, if any, because I don't know if you have something on the table right now?

MATTEO TIRABOSCHI: Martino no, honestly, there is nothing concrete on the table today.

MARTINO DE AMBROGGI: Thank you. And very last, on the collaboration agreement that you announced with a Chinese partner. Could you clarify the scope and what could be the main potential outcome from this collaboration agreement? Thank you.

DANIELE SCHILLACI: This agreement represents a very strategic partnership aimed at jointly driving innovation for the future of mobility, especially in the Chinese market. It covers a broad range of activities. JAC is a partner we know well, and we work very effectively together. As mentioned earlier, the Maextro S800, a flagship model in the luxury segment, is one of the vehicles for which Brembo is a supplier.

The idea behind this partnership is to collaborate closely with our R&D teams to develop genuine innovation that enhances the mobility experience in the Chinese market. This includes not only braking systems, but also all the software-related activities that Brembo is currently developing internally.

MARTINO DE AMBROGGI: Okay, but a long time before seeing some outcome?

DANIELE SCHILLACI: Not that long. It's a long-term partnership, but the results can be expected in the mid-term rather than the long-term.

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MARTINO DE AMBROGGI: Okay, thank you.

DANIELE SCHILLACI: You're welcome.

OPERATOR: The next question is from Andrea Balloni, Mediobanca. Please, go ahead.

ANDREA BALLONI: Hi, good afternoon. Thank you for taking my question. I have a couple. My first question is on the EBITDA margin. In 2025, if I remember correctly, profitability was impacted by both lower volumes and also by some integration costs and startup costs related to the investment in the new plant. And these costs should disappear in 2026, at least partially. So if we assume stable volume trend that is crucial, but that has a lot of sense in the view, why don't you expect at least a partial recovery in margins? So which are the main mover and contributor to the stable profitability in 2026 compared to 2025?

And my second question is on the networking capital. I was wondering which are your assumptions in 2026? Thank you.

ANDREA PAZZI: Hi, Andrea, speaking. On working capital, we expect a stable year, and potentially even a slightly positive performance compared with 2025, in line with the strong targets set for stock and receivables.

Regarding EBITDA for 2026, we expect it to remain stable. Volumes are the main driver. As mentioned by Daniele earlier, we do not foresee further start-up costs. Operational and fixed costs are expected to remain stable as well. The only element that remains uncertain at this stage is the evolution of the exchange rate, which could have an impact on EBITDA. Aside from that, all other components are expected to remain stable.

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ANDREA BALLONI: Okay, sorry. So if I understood correctly, basically, EBITDA margin is quite cautious in terms of assumption. You should have lower startup costs and integration costs and maybe some negative impacts from Forex, but this is something that we will see over the rest of the year. So basically, the level you have assumed in terms of EBITDA margin is a kind of slope [ph].

ANDREA PAZZI: Yes. Correct.

ANDREA BALLONI: Okay. Thank you.

OPERATOR: The next question is from Nikita Papaccio, Deutsche Bank. Please go ahead.

NIKITA PAPACCIO: Yes. Hi. Thank you for taking my questions. The first one is on the Middle East conflict. You said if we had asked you for your guidance 2 or 3 weeks ago, revenue growth would have been 3% to 5%. Now, we are seeing flat. Could you maybe elaborate what the direct and indirect impacts are, what you are currently seeing, what you are expecting for the year?

My second question is then on your guidance on net debt. You are guiding for a decline in 2026. Maybe you could also explain here how you want to achieve this. Thank you.

DANIELE SCHILLACI: As I said, without the impact of the war, we would have seen a growth in the business, simply because the market assumptions for the full year would likely have been more realistic. Looking at what has happened in the automotive industry over the past four to five years, we should assume that vehicle prices no longer have much room to increase. If you compare today's prices with those from four or five years ago—after COVID, the

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war in Ukraine, and all the recent disruptions—the increase has already been significant.

We do not believe OEMs have further margin to raise prices to recover the additional costs generated by this new conflict. Therefore, if prices remain stable and margins must be preserved, we should assume that more OEMs may prioritize the right balance between revenue and profitability rather than chasing volumes. We are not an OEM, but this is a factor we must take into account in our assumptions. This is why we decided to guide for flat revenues, while we hope for positive developments regarding the war. Of course, if the conflict ends in the next few weeks, we may review the guidance in the next call. But today, this is the situation.

ANDREA PAZZI: Regarding your second question on net debt: with stable EBITDA and stable working capital, and considering the lower CAPEX we announced for 2026—down from €440 million in 2025 to €350 million—we expect a reduction in the net financial position.

NIKITA PAPACCIO: Thank you.

OPERATOR: The next question is from Anthony Dick, ODDO BHF. Please go ahead.

ANTHONY DICK: Yes, hi. Thank you for taking the question. A couple of ones. The first one is on China. And so I saw that some Chinese OEMs like Chery and Li Auto have launched some brake-by-wire solutions in the market. So I was just keen to get your opinion of these technologies, of their merits, and just generally, again, how you think you stand and compare in relation to the local competitive supply base and those brake-by-wire technologies.

The second question is on the US. In the context of the bankruptcy of the First Brand Group, you have a number of braking businesses in the US. I

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was just wondering what was your assessment of what potential opportunity that could represent for Brembo in that market.

And then the last one is just a technical one. On the 2026 outlook, could you provide some guidance for the D&A level following the high investments of the recent years?

DANIELE SCHILLACI: Regarding your first question, yes, we are seeing some communication on the brake-by-wire front. I would just clarify that Sensify is much more than a brake-by-wire system. What we have seen so far refers mainly to what we call EMB, the Electro Mechanical Brake, which in our view remains at component level — essentially the actuation system instead of being hydraulic, can be electric.

Sensify, on the other hand, is a platform designed to manage the three dimensions of the corner — X, Y and Z — with software capabilities that provide a completely different user experience in terms of safety and braking comfort. The actuation is only the final step in the Sensify process; the core value comes from the intelligence that manages all physical dynamics at the corner. This is the key difference between the systems mentioned in recent announcements and what Sensify is designed to deliver. Regarding your second question, of course we have heard about the bankruptcy of First Brand. We are not involved and we are not impacted. In the US aftermarket, 2025 was a very strong year for us: we expanded our distributor network, broadened our product offering, and continued to grow our business. Therefore, this bankruptcy has no direct connection with our strategy. As you might expect, when a major player experiences difficulties, some opportunities can emerge, but this is not our focus. Our strategy remains to grow consistently in line with the plans defined with the team.

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ANDREA PAZZI: Regarding D&A, as you have seen, in 2025 D&A increased due to the consolidation of Öhlins. For 2026, it will remain more stable. In the second part of the year, we expect some additional depreciation related to the new plant, which has now been completed and will begin operations in the second half.

ANTHONY DICK: Okay, thank you very much. And maybe, if I can just add one follow-up on China. I seem to understand there's been new standards on the brake-by-wire technology. And I was just wondering if you saw that also as an opportunity for you to expand the Sensify business, to accelerate on the expansion of that business or not really. Thank you.

DANIELE SCHILLACI: It is clear that the Chinese market is currently the region where brake-by-wire technology is at the center of discussion among many OEMs. It is also very clear that this represents an opportunity for us as well — absolutely yes.

ANTHONY DICK: Perfect. Thank you very much.

OPERATOR: The next question is from David Llewellyn, CriSeren. Please go ahead.

DAVID LLEWELLYN: Good afternoon. Thank you for your time and also taking the questions. A couple maybe at quite a high level, I think, in some ways. It would be great, given the automotive market outlook that you've been going to comment around today, just to get a bit of understanding of the confidence you've got to continue the elevated level of CAPEX as one side of things?  
Another, maybe picking up a point I think I picked up early on around the software development. And I just wanted to get clarity of whether that is limited to braking or whether actually there's much more broad software

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development opportunities being looked at with specific OEMs. Those would be my 2 questions.

DANIELE SCHILLACI: Yes, starting with software development. As you noted, when we talk about software, we refer to three different areas: software innovation, software development, and software application.

We are not only active in software application — which is naturally focused on braking — but over the past years we have also invested significantly in software development and software innovation. A clear example is the opening of a second Brembo Coding Hub in Shanghai last October, complementing the one in the Silicon Valley.

So, to answer your question, our software development activities are clearly expanding beyond the braking perimeter.

Regarding your first point — and staying on software development — this has also been one of the key drivers behind our partnership in China with JAC.

On CAPEX, as we mentioned in the previous call, what you will see going forward is a reduction. All the investments required to launch new products such as Sensify and Greentell have already been made, with most of them starting about three years ago.

Therefore, the CAPEX trend will move downward next year and, I would say, for at least the next couple of years.

DAVID LLEWELLYN: Thank you very much.

OPERATOR: The next question is from William Baker, CriSeren Investments. Please, go ahead.

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**WILLIAM BAKER:** Good afternoon. Thanks for taking my question. When you've been discussing Sensify with OEMs, what's been the main focus in terms of why they should be adopting Sensify on new platforms? And also, is there any general feedback that you've been getting from the OEMs that you can share with us? Thanks.

**DANIELE SCHILLACI:** Clearly, Sensify provides a completely different perception of safety. When you take the same car — one with a traditional braking system, traditional ABS, and so on — and you compare it with the same model equipped with Sensify, the difference is immediately evident. Especially in emergency situations, Sensify gives a level of control and peace of mind that a conventional system simply cannot offer. And that is a major, major advantage of this technology.

The second point is that, as I mentioned, Sensify is applied to braking, but it is actually a platform. Once Sensify is onboard, you can develop strategies involving all the components of the corner, like the tire and so on. This opens up significant opportunities for OEMs to further enhance vehicle safety. Just to give you an example, with Michelin we have a long-term partnership, and based on our tests we have already reduced braking distance by 4 meters at 90 km/h on wet surfaces. 4 meters is basically the length of a car. And we are still working to improve that result.

When you have Sensify, you unlock the possibility to manage all these dynamics through Sensify's intelligence, software, and AI — something that is simply not feasible with a traditional braking system.

This is exactly what we discuss with OEMs: the opportunity to move toward the “zero-accident vision”. And this is really what we aim to contribute to in the future of mobility.

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WILLIAM BAKER: How much of your R&D activities would you say are devoted to Sensify and software versus existing hardware such as calipers and discs? Thanks.

DANIELE SCHILLACI: Sorry but we don't disclose this level of detail. What I can say is that the share of activities related to Sensify and software has increased considerably over the past three years.

WILLIAM BAKER: I appreciate that. Thanks for your time.

DANIELE SCHILLACI: Thank you.

OPERATOR: The next question is a follow-up from Monica Beatrice Bosio, Intesa Sanpaolo. Please go ahead.

MONICA BEATRICE BOSIO: Yes. Sorry. Just some housekeeping questions. The first one is on the aftermarket activities. In the annual report of 2024, the weight of the aftermarket has been indicated at roughly 17%. But now you have reclassified some activities within the aftermarket. I'm just wondering if you can give us an updated weight of the aftermarket activities in percentage terms?

The second one is on Öhlins. Are you guiding for a flat trend also for Öhlins in 2026, or do you see some stronger opportunities for Öhlins?

And the last one is on the tax rate. Maybe I'm wrong, but you paid a very unfavorable tax rate in 2025. So can you just figure out a tax rate for 2026? Should we assume the same?

DANIELE SCHILLACI: Regarding Öhlins, the turnover we expect for this year is essentially flat. As we mentioned earlier, everything really depends on how long this conflict continues.

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On the aftermarket, the trend remains clearly positive. Over the last four to five years, aftermarket activities have been growing consistently year after year, and we expect this momentum to continue for at least the next three to five years.

So, by the end of 2026, you should expect the weight of the aftermarket to move closer to 20% rather than 15%. And of course, this refers to all the activities classified within the company's aftermarket perimeter.

ANDREA PAZZI: Regarding the tax rate, it remains broadly in line with last year, so around 27%. Of course, this can move slightly depending on where the profit before tax is generated, which may temporarily increase or reduce the group's overall rate. But for 2026, we expect it to stay at approximately 27%.

MONICA BEATRICE BOSIO: Sure. Thank you very much. Thank you.

OPERATOR: The next question is from Gianluca Bertuzzo, Intermonte. Please go ahead.

GIANLUCA BERTUZZO: Hello, everybody, and thank you for taking my question. First one is on the seasonality for this year. You said China will be tough in the first quarter. How should we expect the year to evolve? I mean, do you expect a weaker than the full year guidance first quarter or something else? Second question, still on the outlook. You said you need to monitor the evolution of electric vehicle sales. But in which way, better or worse, electric vehicle sales affect your results? I mean, assuming equal car production, is it better for you to hire an electric vehicle or lower or is it the same? Thank you.

DANIELE SCHILLACI: Thank you for your question. Regarding electric vehicles, for us it's completely neutral. We have many EV platforms in our portfolio, and our

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business is powertrain-agnostic. So, from our perspective, there is no impact — positive or negative — linked specifically to EV penetration.

On seasonality, as I mentioned earlier, the Chinese market has been soft in Q1, mainly due to the pull-forward of demand in Q4 following the changes to BEV and NEV incentives. This created a bit of a slowdown at the start of the year.

Looking ahead, Q2 will really be the moment of truth: if China rebounds in Q2, it would point to a more positive trend for the full year versus 2025. If the recovery takes longer, it simply means the market needs more time to absorb the demand that was anticipated at the end of last year.

We'll have better visibility from April onward, but based on the latest industry forecasts, China is still expected to be slightly up in 2026 compared with last year.

GIANLUCA BERTUZZO: Okay. Thank you.

OPERATOR: The next question is from Michele Baldelli, BNP Paribas. Please, go ahead.

MICHELE BALDELLI: Hi. Good afternoon to everybody. I have a question on Sensify.

Can you provide a little bit of details on the marginality of this kind of, let's say, cross-line in the sense that I would like to understand also the speed of this margin progression if there is. In the sense, if you are...have many customers, also need to develop a lot with these new customers. And then that you are putting everything on your P&L, this may prevent the margin to step up strongly. I was just wondering if you can provide some color on the contribution with the margin from Sensify in the next future?

DANIELE SCHILLACI: We don't disclose this level of detail — as you can imagine, it's very sensitive information. What I can say is that we have been investing heavily

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in Sensify, and of course the objective is for Sensify to be a profitable technology for the Group. But we do not provide specific margin disclosure on this product, nor on any individual product in our portfolio.

MICHELE BALDELLI: Okay. Thank you.

OPERATOR: Gentlemen, that was the last question. I turn the conference back to you for any closing remarks.

LAURA PANSERI: Thank you, everyone, for attending our call today. We wish you a pleasant rest of the day. Bye-bye.

OPERATOR: Ladies and gentlemen, thank you for joining the conference is now over and you may disconnect your telephone.