

**BREMBO N.V.
ORGANISATIONAL,
MANAGEMENT
AND CONTROL
MODEL**

**According to
Legislative Decree
No. 231/2001**

Fifth Edition

GENERAL SECTION

**Update on
July 2024**



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GENERAL SECTION

1. DEFINITIONS

- 1.1 *Sensitive activities*: Brembo activities at risk of commission of the Offences;
- 1.2 *Brembo or Company or Parent Company*: Brembo N.V.;
- 1.3 *Business partners*: any and all third parties acting on behalf of Brembo (including suppliers, intermediaries, agents, consultants, etc.);
- 1.4 *National Collective Bargaining Agreement (or "CCNL")*: the National Collective Bargaining Agreements entered into by the employees' most representative trade unions, currently in force and applicable to Brembo;
- 1.5 *Legislative Decree No. 231/2001 or the Decree*: Legislative Decree No. 231 of 8 June 2001 governing the "administrative liability of legal entities, companies and associations, including bodies devoid of legal personality" as further amended and extended;
- 1.6 *Directive (EU) 2019/1937*: Directive on the protection of persons who report breaches of European Union law which come to their attention in a public or private employment context (the so-called Whistleblowing Directive).
- 1.7 *Internal Delegation*: the internal attribution of powers related to a specific job description, that in order to be exercised do not require a notarised power of attorney, and that are reflected in the system of organisational communications and notices;
- 1.8 *Employees*: persons employed by Brembo under an employment contract;
- 1.9 *Model*: this Organisational, Management and Control Model;
- 1.10 *Supervisory Committee*: the body contemplated in this Model;
- 1.11 *Chairman*: the Brembo N.V.'s Chairman of the Board of Directors;

- 1.12 *Offences/Underlying offences:* the offences covered and contemplated under Legislative Decree No. 231/2001, as further amended and extended;
- 1.13 *Group Companies:* the Italian and foreign companies falling under Brembo's direct or indirect corporate control within the meaning of Article 2359 of the Italian Civil Code;
- 1.14 *Company Officers:* individuals at the highest level of representation, administration and management of the Company or one of its organisational units, endowed with independent powers of expenditure and action, as well as persons who, even if only *de facto*, manage and exercise control over the Company.

Abbreviations

- *CCRS: Audit, Risk & Sustainability Committee*
- *C.P.: Italian Penal Code*
- *C.P.P.: Italian Code of Criminal Procedure*
- *C.C.: Italian Civil Code*
- *IA: Internal Audit GCF*
- *LCA: Legal and Corporate Affairs GCF – Governance & Compliance*
- *ODV: Supervisory Committee*
- *TUA: Italy's Consolidated Environmental Law (Legislative Decree No. 152/2006)*
- *TUF: Italy's Consolidated Finance Law (Legislative Decree No. 58 of February 1998 – "Draghi" Law)*

2. COMPANY PROFILE

Brembo N.V. (formerly "Brembo S.p.A.") is a company whose shares are listed on the stock market managed by Borsa Italiana S.p.A. and which, as of 24 April 2024, has transferred its registered office from Italy to the Netherlands ("Cross-border Conversion"), adopting the legal form of an N.V. (*naamloze vennootschap* - limited liability company under Dutch law substantially equivalent to the "S.p.A." under Italian law); at the same time, a secondary office was established in Italy pursuant to Article 2508 of the Italian Civil Code, where the Company continues to maintain all its operations, its persons and its tax domicile.

Following the Cross-border Conversion, Brembo, as a company under Dutch law, is no longer subject to the Italian regulations set forth in Legislative Decree No. 231/2001, concerning the administrative liability of legal entities; however, since the Company

maintains its main business and corporate address in Italy, it continues to apply this Organisational, Management and Control Model adopted pursuant to Article 6 of Legislative Decree No. 231/2001. Similarly, the Supervisory Committee established pursuant to Article 6(1)(b) of the Decree continues to operate without interruption.

Brembo leads the world in the design and production of high-performance braking systems and components for top-flight manufacturers of cars, motorbikes and commercial vehicles. Established in Italy in 1961, Brembo has a long-standing reputation for providing innovative solutions for OEMs and the aftermarket.

Guided by its strategic vision, "Turning Energy into Inspiration", and its mission to become a Solution Provider, Brembo aims to shape the future of mobility through innovative, digital and sustainable solutions.

The Company, in its capacity of Solution Provider, aims at a high value-added integration of products and services to anticipate the major trends that are shaping the new automotive industry, such as electrification, self-driving, digitalisation and sustainability; doing this, Brembo supports its business partners in developing high-tech solutions to the challenges set by these new mobility paradigms, also in order to allow the Company to enter into business sectors contiguous to the one currently overseen.

In addition to its core business activities, Brembo also develops and acquires or sells technologies for the analysis and processing of data and/or information, as well as their use and storage, in order to perform customised consulting services for third parties and to propose and develop solutions aimed at meeting specific needs through its technical and engineering expertise. Brembo offers innovative consulting services and carries out research activities in collaboration with national and international institutions, universities and research centres in order to pursue the best quality of its services, guarantee their innovative content and maintain their constant alignment with technological progress.

At the core of Brembo's strategic vision is, furthermore, its commitment to sustainability, which over the years has become its distinctive characteristic, increasingly linked to its business development and the Group's growth in size. Sustainable Success is a priority that Brembo has always applied to all of its activities, products and processes, employees, supply chain and the territories in which the Group operates, through daily practices aimed at balancing industrial decisions with the assessment of their social and environmental impact, always taking into account the expectations of all of the Group's

stakeholders and with a global approach that is inspired by international regulations, guidelines and best practices¹.

Brembo's commitment to sustainability focuses on promoting initiatives and actions with a particular focus on governance, fair operating practices, workers, local communities, the environment and business partners. The Group's will to operate responsibly, also with regard to sustainability, has led to the implementation of a governance system dedicated to the supervision of these issues at a global level.

The Group operates in 15 countries across 3 continents, with 32 production sites and commercial offices and 9 research and development centres, and relies on the collaboration of more than 15.000 people, 10% of whom are engineers and product specialists working in the research and development fields.

Brembo is the owner of the Brembo, Breco, AP, Bybre, and Marchesini brands, and operates also through the AP Racing brand.

3. FRAMEWORK OF REFERENCE

3.1 LEGISLATIVE DECREE No. 231/2001

Legislative Decree No. 231/2001, as further amended and extended, which sets forth the "*Regulatory Framework governing the vicarious corporate liability of legal entities, corporations and associations, including bodies devoid of legal personality*" (hereafter the "Decree"), introduced for the first time into the Italian legal system the concept of vicarious corporate liability for specific offences committed in the interest or to the benefit of the entity itself, by:

- a) individuals at the highest levels of corporate representation, administration and management of the company or one of its organisational units endowed with independent powers of expenditure and action (*Company Officers*), as well as individuals who, even if only *de facto*, manage and exercise control over such company;
- b) individuals subjected to the management or supervision of one of the persons at the highest levels of corporate management indicated under letter a) above (for instance, employees).

It must be borne in mind that vicarious corporate liability is both:

¹ See: UN Universal Declaration of Human Rights, ILO Tripartite Declaration of Principles on Multinational Enterprises and Social Policy, OECD Guidelines for Multinational Enterprises, Ten Principles of the UN Global Compact, UN-sponsored Agenda 2030, UN Guiding Principles on Business and Human Rights, International Bill of Human Rights.

- “*in addition to*” and not “*in replacement of*” the criminal liability incurred by the individuals who materially committed the offence (such liability remaining within the remit of the normal criminal law);
- *direct* and *independent* of the criminal liability incurred by the individual offenders.

Vicarious corporate liability, introduced by the Decree, is aimed, first and foremost, at occasioning prejudice to the assets of legal entities that have benefitted or profited from the commission of certain specific criminal offences (the “underlying offences”).

Consequently, with a view to directly and effectively targeting the legal entity that incurs vicarious corporate liability (which is subject to prescription period of five years following the date on which the underlying offence was committed — Article 22 of the Decree), the current regulatory framework provides for four distinct types of punitive measures: fines (Article 10), disqualifications/suspensions (Article 13), the publication of the judgement (Article 18) and seizure of undue gains (Article 19).

Fines are the main form of penalty inflicted in the event of vicarious corporate liability for criminal offences, and accordingly play a central role in the punitive framework entrenched in the Decree.

In determining the fine to be imposed, account must be taken of a dual quantitative and qualitative threshold, based on a unit system: each Offence giving rise to vicarious corporate liability results in a penalty established in terms of a number of units that must fall within a range of a minimum of 100 and a maximum of 1,000 units, and that could reflect a value of between €258 and €1,549 per unit.

In determining the number of units the fine is to amount to in each case, due account must be taken (pursuant to Article 11 of the Decree) of the seriousness of the underlying offence, the extent of the legal entity’s liability, as well as the prior precautions implemented by the legal entity in question to prevent the commission of the Offence.

For more serious offences, the legal entity is also exposed to temporary disqualification and/or suspension (for no less than 3 months and no more than 2 years)², such as:

- a) disqualification from engaging in business;
- b) the suspension or revocation of authorisations, licences, or contracts allowing to commit the offence;
- c) disqualification from negotiating with the Public Administration;

² Disqualifications may be permanent if the legal entity has derived significant profit as a result of the underlying Offence and has already been subjected to temporary suspensions at least three times during the previous seven years.

- d) disqualification from low-interest financing or similar subsidies or the revocation of those already granted;
- e) disqualification from advertising goods and services.

The aforementioned measures may be imposed if at least one of the following conditions is met:

- the legal entity has derived significant profits from an underlying Offence that was committed by a Company Officer, or a person subject to the supervision of others (in such latter case, the organisational failures must be found to have caused or enabled the commission of the offence);
- the legal entity had previously been held vicariously liable for the same offence.

Penalties entailing disqualifications or suspensions may be accompanied by an order requiring the publication of the related judgement.

3.2 THE OFFENCES CONTEMPLATED IN THE LEGISLATIVE DECREE

The offences which, pursuant to the Decree, could give rise to vicarious corporate liability, if committed in the interest or for the benefit of a legal entity (hereinafter, the "Offences"), include:

Articles 24 and 25) Offences committed in the course of relations with the Public Administration (as per Articles 24 and 25 of Legislative Decree No.

231/2001, as further amended, most recently by Article 5 of the Legislative Decree no. 75/2020)

- *Misappropriation of public funds (Article 316-bis of the Italian Penal Code);*
- *Undue receipt of benefits to the prejudice of the State (Article 316-ter of the Italian Penal Code);*
- *Fraud occasioning prejudice to the State or any other public body of the European Community (Article 640(2)(1) of the Italian Penal Code);*
- *Aggravated fraud resulting in the receipt of public monies (Article 640-bis of the Italian Penal Code);*
- *Computer fraud committed against the State or other Public Body (Article 640-ter of the Italian Penal Code);*
- *Public procurement fraud (Article 356 of the Italian Penal Code) [included as underlying offence by Legislative Decree no. 75/2020];*
- *Fraud to the detriment of the European Agricultural Guarantee Fund and the European Agricultural Fund for Rural Development (Article 2 of Law No. 898/1986) [included as underlying offence by Legislative Decree no. 75/2020];*
- *Embezzlement (Article 314 Paragraph 1 of the Italian Penal Code) [included as underlying offence by Legislative Decree no. 75/2020];*

- *Embezzlement by profiting from third party error (Article 316 of the Italian Penal Code) [included as underlying offence by Legislative Decree no. 75/2020];*
- *Extortion by a public official (Article 317 of the Italian Penal Code);*
- *Corruption in the course of official duties (Article 318 of Italian Penal Code);*
- *Corruption for a deed or performance running counter to official duties (Article 319 of Italian Penal Code);*
- *Aggravating circumstances (Article 319-bis Italian Penal Code);*
- *Corruption in judicial deeds and documents (Article 319-ter of Italian Penal Code);*
- *Undue inducement to provide or promise benefits (Article 319-quater of the Italian Penal Code);*
- *Corruption of a public servant (Article 320 of the Italian Penal Code);*
- *Sentences set forth for corruptors (Article 321 of Italian Penal Code);*
- *Incitement to corruption (Article 322 of the Italian Penal Code);*
- *Embezzlement, extortion, undue inducement to give or promise benefits, bribery and incitement to bribery of members of international courts or organs of the European Communities or international organisations and officials of the European Communities and foreign countries (Article 322-bis of the Italian Penal Code) [heading replaced by Article 1(1)(O) of Law No. 3/2019];*
- *Abuse of power (Article 323 of the Italian Penal Code) [included as underlying offence by Legislative Decree no. 75/2020];*
- *Influence peddling (Article 346-bis of the Italian Penal Code) [included as underlying offence in Article 1(9)(B-1), of Law No. 3/2019];*
- *Bid-rigging (Article 353 of the Italian Penal Code) [included as underlying offence by Article 6-ter of Law Decree No. 105 of 10 August 2023, converted into Law No. 137 of 9 October 2023];*
- *Rigging of procedure for contractor's selection (Article 353-bis of the Italian Penal Code) [included as underlying offence by Article 6-ter of Law Decree No. 105 of 10 August 2023, converted into Law No. 137 of 9 October 2023].*

Article 24-bis) Cybercrimes and illegal handling of data (Law No. 48/2008, as amended by Law No. 90/2024)

- *Misrepresentation in public or private digital documents (Article 491-bis of the Italian Penal Code);*
- *Unauthorised access to a computer or electronic system (Article 615-ter of the Italian Penal Code, as amended by Law No. 90/2024);*
- *Unlawful possession and disclosure of access codes to computer or electronic systems (Article 615-quater of the Italian Penal Code, as amended by Law No. 90/2024);*

- *Dissemination of equipment, devices or software designed to disrupt or damage a computer or electronic system (Article 615-quinquies of the Italian Penal Code);*
- *Unlawful interception, interruption or disruption of computerised or electronic communications (Article 617-quater of the Italian Penal Code, as amended by Law No. 90/2024);*
- *Installation of devices designed to intercept, block or disrupt computerised or electronic communications (Article 617-quinquies of the Italian Penal Code, as amended by Law No. 90/2024);*
- *Extortion through the commission of cybercrimes (Article 629(3) of the Italian Penal Code, included by Law No. 90/2024);*
- *Damage to information, data and software programmes (Article 635-bis of the Italian Penal Code, as amended by Law No. 90/2024);*
- *Damage to public or public-interest information, data and computer programmes (Article 635-ter of the Italian Penal Code, as amended by Law No. 90/2024);*
- *Damage to computer or electronic systems (Article 635-quater of the Italian Penal Code, as amended by Law No. 90/2024);*
- *Damage to computer or electronic systems used for public-service purposes (Article 635-quinquies of the Italian Penal Code, as amended by Law No. 90/2024);*
- *Computer fraud by the person or party providing electronic signature certification services (Article 640-quinquies of the Italian Penal Code);*
- *Infringement of the rules on the Perimeter of National Cybersecurity [offence inserted by Article 1(11) of Decree-Law No. 105/2019].*

Article 24-ter) Organised crime offences [Article introduced by Law No. 94 of 15 July 2009, Article 2, paragraph 29, as further amended]

- *Criminal conspiracy (Article 416 of the Italian Penal Code, save for paragraph 6);*
- *Criminal association for purposes of reducing to or maintaining in slavery, human-trafficking, purchasing and sale of slaves and offences concerning breaches of the provisions on clandestine immigration pursuant to Article 12 of Legislative Decree No. 286/1998 (Article 416, paragraph 6, of the Italian Penal Code);*
- *Trade in organs from living persons (Article 601-bis of the Italian Penal Code added limited to the alleged crime according to the Article 416, paragraph 6 of the Italian Penal Code from the Law No. 236/2016 in effect on 07 January 2017);*
- *Mafia-type conspiracy (Article 416-bis of the Italian Penal Code);*
- *Mafia-political electoral exchanges (Article 416-ter of the Italian Penal Code);*
- *Kidnapping for ransom (Article 630 of the Italian Penal Code);*
- *Conspiracy to engage in illegal trafficking of narcotic drugs or psychotropic substances (Article 74 of Presidential Decree No.309 of 9 October 1990);*

- *The unlawful manufacture, importation within national boundaries, offer for sale, transfer, possession or bearing in a public place or on premises open to the public, of assault or assault-type weapons or parts thereof, explosives, illegal weapons and/or several common fire arms (*) (Article 407, paragraph 2, subparagraph a (5), of the Italian Code of Criminal Procedure).*

() Excluding "airsoft guns" or gas-driven guns, as well as both long- and short-barrelled air guns driven by compressed air or gas, with a muzzle energy in excess of 7.5 joules, and flare guns, save in the case where they are used for fishing or fall within the category of guns and tools which, by reason of their features, have been classified by the "Central Consultative Committee on Gun Control" as unlikely to cause bodily harm or injury.*

Article 25-bis) Counterfeiting currency [Article introduced through the Legislative Decree No. 350 of 25 September 2001, Article 6, as subsequently adjusted and converted into Law No. 409 of 23 November 2001, and amended by Law No. 99 of 23 July 2009].

- *Counterfeiting of legal tender, expenditure and introduction of counterfeit legal tender in the State, with conspiracy (Article 453 of the Italian Penal Code);*
- *Alteration of legal tender (Article 454 of the Italian Penal Code);*
- *Expenditure and introduction of counterfeit legal tender in the State, without conspiracy (Article 455 of the Italian Penal Code);*
- *Expenditure of counterfeit legal tender received in good faith (Article 457 of the Italian Penal Code);*
- *Counterfeiting stamp paper, introduction into the State, the purchase, possession or circulation of counterfeit stamp paper (Article 459 of the Italian Penal Code);*
- *Counterfeiting watermarked paper used for the manufacture of public credit documents or stamp paper (Article 460 of the Italian Penal Code);*
- *Manufacture and possession of watermarks or tools designed for counterfeiting legal tender, stamp paper or watermarked paper (Article 461 of the Italian Penal Code);*
- *Use of counterfeit or altered stamp paper (Article 464 of the Italian Penal Code);*
- *Infringement, alteration or use of trademarks or distinguishing marks or patents, models and designs (Article 473 of the Italian Penal Code);*
- *Import and marketing of products bearing false markings (Article 474 of the Italian Penal Code).*

Article 25-bis.1) Offences in restraint of trade and industry [Article introduced by Law No. 99 of 23 July 2009]

- *Obstruction of trade or industry (Article 513 of the Italian Penal Code);*
- *Fraud in the exercise of trade (Article 515 of the Italian Penal Code);*

- *Passing off non-genuine food products as genuine (Article 516 of the Italian Penal Code);*
- *Sale of industrial products with mendacious signs (Article 517 of the Italian Penal Code, as amended by Law No. 206/2023);*
- *Manufacture and marketing of goods produced in breach of intellectual property rights (Article 517-ter of the Italian Penal Code);*
- *Counterfeiting protected designations of origin and protected geographical denominations of food products (Article 517-quater of the Italian Penal Code)*
- *Unfair competition using threats or violence (Article 513-bis of the Italian Penal Code);*
- *Fraud against national industries (Article 514 of the Italian Penal Code).*

Article 25-ter) Corporate offences [introduced by Legislative Decree No. 231/2001, as further amended³]

- *False corporate notices (Article 2621 of the Italian Civil Code);*
- *Less serious offences (Article 2621-bis of the Italian Civil Code);*
- *False corporate notices of listed companies (Article 2622 of the Italian Civil Code);*
- *Obstruction of auditing (Article 2625 of the Italian Civil Code);*
- *Undue restitution of contributed assets (Article 2626 of the Italian Civil Code);*
- *Illegal distribution of profits and reserves (Article 2627 of the Italian Civil Code);*
- *Unlawful transactions involving own shares or shares in parent companies (Article 2628 of the Italian Civil Code);*
- *Transactions prejudicial to creditors (Article 2629 of the Italian Civil Code);*
- *Failure to report a conflict of interest (Article 2629-bis of the Italian Civil Code);*
- *Fictitious setting up of share capital (Article 2632 of the Italian Civil Code);*
- *Unlawful distribution of corporate assets by receivers (Article 2633 of the Italian Civil Code);*
- *Private Corruption (Article 2635 of the Italian Civil Code, as amended by the Legislative Decree No. 38/2017 and by Law No. 3/2019);*
- *Incitement to Private Corruption (Article 2635-bis of the Italian Civil Code) [crime inserted by the Article 4 of the Legislative Decree No. 38/2017 and amended by Law No. 3/2019];*
- *Unlawful influence on the general meeting (Article 2636 of the Italian Civil Code);*
- *Stock manipulation (Article 2637 of the Italian Civil Code);*

³ Misrepresentations of facts in the reports or notices of independent auditors (Article 2624 of the Italian Civil code), deleted by Article 37, paragraph 34, of Legislative Decree No. 39/2010. Cf. Judgment No. 34476 of 22 September 2011 (23 June 2011) - Court of Cassation - United Penal Sections, which clarifies that Legislative Decree 39/2010 (legal auditing), in repealing and reformulating the perceptive content of Article 174-bis of T.U.F. (false statements in the reports or notices of independent auditors), had no influence on the rules applicable to administrative liability for offences dictated by Article 25-ter of Legislative Decree 231/2001 because the cases in question are not invoked by the statute and thus cannot form the basis for liability of this nature.

- *Obstruction of the exercise of the duties of public oversight authorities (Articles 2638 of the Italian Civil Code);*
- *False or omitted declarations for the issuance of the preliminary certificate (Article 54 of Legislative Decree no. 19/2023) [offence added by Legislative Decree no. 19/2023]⁴.*

Article 25-*quater*) Offences pertaining to terrorism and subversion of the democratic order contemplated in the Italian Penal Code and special laws, and offences involving the violation of Article 2 of the International Convention for the Suppression of the Financing of Terrorism, signed in New York on 9 December 1999

Article 25-*quater* 1) Female genital mutilation (Law No. 7/2006)

- *Practices entailing the mutilation of the female genital organs (Article 583-bis of Italian Penal Code)*

Article 25-*quinquies*) Offences against the person

- *Reduction to slavery (Article 600 of the Italian Penal Code);*
- *Child prostitution (Article 600-bis of the Italian Penal Code);*
- *Child pornography (Article 600-ter(1)(2) of the Italian Penal Code);*
- *Virtual pornography (Article 600-*quater*(1) Italian Penal Code);*
- *Possession of pornography (Article 600-*quater* of the Italian Penal Code);*
- *Tourism initiatives for the purposes of exploiting child prostitution (Article 600-*quinquies* of the Italian Penal Code);*
- *Trafficking in human beings (Article 601 of the Italian Penal Code);*
- *The sale and purchase of human beings (Article 602 of the Italian Penal Code);*
- *Illicit brokering and labour exploitation (Article 603-bis of the Italian Penal Code) [crime added by the Article 6, of Law No.199 of 29 October 2016];*
- *Child enticement (Article 609-*undecies* of the Italian Penal Code).*

Article 25-*sexies*) Market abuse Offences

- *Insider trading (Article 184 of the TUF);*
- *Market manipulation (Article 185 of the TUF).*

Article 25-*septies*) Manslaughter (Article 589 of the Italian Penal Code) and serious or very serious negligent injury (Article 590 of

⁴ Implementation of Directive (EU) 2019/2121 of the European Parliament and of the Council of 27 November 2019 amending Directive (EU) 2017/1132 as regards cross-border transformations, mergers and divisions. Pursuant to Article 56 of this decree, as of 3 July 2023, the provisions, relating to 'cross-border and international transactions in which none of the participating companies, as of the same date, has published the draft' come into force.

the Italian Penal Code), committed as a result of violations of accident-prevention and occupational health and safety regulations

(Law No. 123 / 2007)

Article 25-octies) Receiving, laundering and using money, assets and profits obtained illegally, and also self-laundering [Article introduced

by Legislative Decree No. 231/2007, as further amended by Legislative Decree No. 195/2021⁵]

- *Receiving of money (Article 648 of the Italian Penal Code);*
- *Money laundering (Article 648-bis of the Italian Penal Code);*
- *Use of money, assets and profits obtained illegally (Article 648-ter of the Italian Penal Code);*
- *Self-laundering (Article 648-ter, paragraph 1, of the Italian Penal Code) – [offence introduced by Article 3 of Law No. 186/2014]⁶.*

Article 25-octies.1) Offences concerning non-cash payment instruments [Article introduced by Legislative Decree No. 184/2021]

- *Misuse and falsification of non-cash payment instruments (Article 493-ter of the Italian Penal Code) [included as underlying offence by Article 3 of Legislative Decree No. 184/2021];*
- *Fraudulent transfer of assets (Article 512-bis of the Italian Penal Code, as recently amended by Decree-Law No. 19/2024) [included as underlying offence by Article 6-ter of Decree-Law No. 105/2023, converted into Law No. 137/2023];*
- *Possession and dissemination of computer equipment, devices or programmes aimed at committing offences concerning non-cash payment instruments (Article 493 quater of the Italian Penal Code) [included as underlying offence by Article 3 of Legislative Decree No. 184/2021];*
- *Cyber-fraud (Article 640-ter of the Italian Penal Code) [included as underlying offence by Article 3 of the Legislative Decree no. 184/2021].*

⁵ Legislative Decree No. 195 of 8 November 2021 - implementing Directive (EU) 2018/1673 on 'combating money laundering by means of criminal law' - introduces in Article 25-octies of Legislative Decree 231/2001 new underlying offences of 'receiving, money laundering, self-laundering and use of money, goods or benefits of unlawful origin' by including - for simplification - also facts concerning money or things from contraventions and, in the case of money laundering and self-laundering, also negligent offences.

⁶ The principle of the peremptory nature of the alleged offences has been called into question by the most recent interpretative orientations according to which the entity could incur 231 liability also for offences (from which the illegal proceeds characterising self-laundering are derived) that are not included in the catalogue of alleged offences of Decree 231. In this regard, Brembo adheres to the interpretative orientation according to which the 231 liability of the entity must instead be limited to cases in which the predicate offence of self money laundering is also one of the predicate offences indicated in Decree 231; in any case, should such liability be deemed configurable also in the presence of further predicate offences, in order to protect Brembo from the risk of commission of money laundering and self-laundering offences, the Model provides for prevention measures and control tools to protect against the aforementioned risks-at-risk that may also derive from offences other than the predicate offences set out in Decree 231.

Article 25-novies) Offences in breach of intellectual property rights

[Article introduced by Law No. 99 of 23 July 2009]

- *Unlawful dissemination of copyrighted works or parts thereof over publicly accessible electronic networks, using connections of any nature or kind whatsoever (Article 171(1)(a-bis) Law No. 633/1941);*
- *Offences pursuant to the point above committed in respect of third party works not aimed at being published, should the respective honour or reputation be offended (Article 171(3) of Law No. 633/1941);*
- *Abusive duplicating of computer programmes to make a profit; importation, distribution, sale or possession for commercial or entrepreneurial purposes or leasing of programmes on media which do not bear the relevant SIAE (Italian Authors and Publishers Association) mark; arrangements of means to remove or avoid the protection devices of computer programmes (Article 171-bis(1) of Law No. 633/1941);*
- *Reproduction, transfer onto a different support, distribution, communication, presentation or public demonstration of database contents; extraction or reuse of the database; distribution, sale or leasing of databases (Article 171-bis(2) of Law No. 633/1941);*
- *The unlawful copying, reproduction, transmission or public dissemination using any means whatsoever, of all or part of intellectual property earmark for television or cinema circuit, as well as the sale or rental or discs, tape or similar storage media or any other storage medium containing phonograms or videograms of assimilated musical, cinematographic or audiovisual works or sequences of motion picture frames; literary, theatrical, scientific or didactical, musical or theatrical-musical, and multimedia works, including those incorporated into collective or composite works or databases; the unlawful copying, reproduction, transmission or dissemination, sale, marketing or transfer for any reason or cause whatsoever, as well as the unlawful import, of over fifty copies or reproductions of copyrighted or similarly protected works; uploading a copyrighted work or any part thereof on to an electronic network system using connections of any nature or kind whatsoever; fixation on a digital, audio, video or audiovisual medium, in whole or in part, of a cinematographic, audiovisual or editorial work, or the reproduction, performance or communication to the public of the improperly performed fixation (Article 171-ter of Law No. 633/1941, as amended by Law No. 93/2023);*
- *Failure to notify the SIAE of the identification data of the storage media not subject to marking, or the issue of false statements in such regard (Article 171-septies of Law No. 633/1941);*
- *Fraudulent production, sale, importation, promotion, installation, modification, public and private use of equipment or part of equipment for decoding audiovisual*

programmes of restricted access via ether, satellite, cable, in analogical or digital form (Article 171-octies of Law No. 633/1941).

Article 25-decies) Inducement to refrain from rendering testimony or rendering false testimony before judicial authorities [Article introduced

by Law No. 116, Article 4, of 3 August 2009, and differently numbered by Legislative Decree No. 121, Article 2, of 7 July 2011]

- *Inducement to refrain from rendering testimony or rendering false testimony before judicial authorities (Article 377-bis of the Italian Penal Code).*

Article 25-undecies) Environmental offences [Article introduced by Legislative Decree No. 121, Article 2, of 7 July 2011, as further amended]

- *Environmental pollution (Article 452-bis of the Italian Penal Code, as amended by Law No. 137/2023);*
- *Environmental disaster (Article 452-quater of the Italian Penal Code, as amended by Law No. 137/2023);*
- *Negligent offences against the environment (Article 452-quinquies of the Italian Penal Code);*
- *Illicit traffic and disposal of highly radioactive materials (Article 452-sexies of Italian Penal Code);*
- *Aggravated conspiracy (Article 452-octies of Italian Penal Code);*
- *Killing, destruction, capture, withdrawal, possession of protected wild animal or plant species (Article 727-bis of the Italian Penal Code);*
- *Destruction or deterioration of habitat within a protected site (Article 733-bis of the Italian Penal Code);*
- *Breaches of the provisions of the Italy's Consolidated Environmental Law (TUA) governing liquid waste, and, in particular, the unlawful discharge of industrial waste water containing hazardous substances (Article 137 of TUA);*
- *Unauthorised engagement in waste management activities (Article 256 of TUA);*
- *Pollution/failure to clean up polluted sites (Article 257 of TUA);*
- *Non-compliance with reporting, register maintenance and record-keeping obligations in respect of waste (Article 258 of TUA);*
- *Unlawful trafficking in waste (Article 259 of TUA – referred to in art. 452-quaterdecies of the penal code pursuant to art. 7 of Legislative Decree 21 of 03.01.2018);*
- *Conspiracy to engage in the unlawful trafficking of waste (Article 260 of TUA);*
- *Non-compliance with obligations pertaining to the Italian computerised waste traceability control system (SISTRI) (Article 260-bis of TUA);*

- *Sanctions regarding the operation of facilities — Non-compliance with permit requirements for atmospheric emissions (Article 279 of TUA);*
- *Trade in protected animal or plant species or possession of reptiles or mammals that could endanger public health and safety (Law No. 150/1992);*
- *Use of ozone-depleting substances (Article 3 of Law No. 549/1993);*
- *Intentional or negligent pollution of the sea through discharge of waste from ships (Legislative Decree No. 202/2007).*

Article 25-duodecies) Employment of illegally staying third-country nationals [Article introduced by Legislative Decree No. 109, of 16 July 2012, as modified by the Law No. 161 of 17 October 2017]

- *Employment of illegally staying third-country nationals (Article 22, paragraph 12-bis, of the Legislative Decree No. 286/1998, as amended by D.L. No. 20/2023).*
- *Provisions against illegal immigration (Article 12, paragraph 3, 3 bis, 3 ter and 5 of the Legislative Decree No. 286/1998)*

Article 25-terdecies) Racism and xenophobia [Article introduced by the Italian Law No. 167/2017]

- *International agreement on the elimination of all the forms of racial and religious discrimination (Article 3, paragraph 3-bis of the Italian law No. 654/1975 – ref. to in article 604-bis of the penal code pursuant to art. 7 of Legislative Decree 21 of 03.01.2018).*

Article 25-quaterdecies) Sport Fraud [Article introduced by the Italian Law No. 39/2019]

- *Fraud in sports competitions (Article. 1, Law No. 401/1989);*
- *Abusive exercise of playing and betting activities (Article. 4, Law No. 401/1989).*

Article 25-quinquiesdecies) Tax Offences [Article introduced by the Italian Law No. 157/2019, known as the “Tax Decree”, which converted the Decree-Law No. 124/2019 containing “Urgent provisions on tax matters and for unavoidable needs”, and subsequently amended by Legislative Decree no. 75/2020]

- *Fraudulent tax returns, through the use of invoices or other documents for non-existent transactions (Article 2(1) and (2-bis) of Legislative Decree No. 74/2000);*
- *Fraudulent tax returns by means of other artifices (Article 3 of Legislative Decree No. 74/2000);*
- *Unfaithful declaration (Article 4 of Legislative Decree No. 74/2000) [included as underlying offence by Legislative Decree No. 75/2020];*

- *Failure to file a return (Article 5 of Legislative Decree No. 74/2000) [included as underlying offence by Legislative Decree No. 75/2020];*
- *Issuance of invoices or other documents for non-existent transactions (Article 8(1) and (2-bis) of Legislative Decree No. 74/2000);*
- *Concealment or destruction of accounting documents (Article 10 of Legislative Decree No. 74/2000);*
- *Undue offsetting (Article 10-quater of Italian Legislative Decree No. 74/2000) [included as underlying offence by Legislative Decree No. 75/2020];*
- *Fraudulent avoidance of tax payments (Article 11 of Legislative Decree No. 74/2000).*

Article 25-sexiesdecies) Smuggling offences [Article introduced by the Legislative Decree no. 75/2020, which implemented the “PIF Directive” (EU Directive 2017/1371)]

- *Smuggling in the movement of goods across land borders and customs areas (Article 282 Presidential Decree No. 43/1973);*
- *Smuggling in the movement of goods across border lakes (Article 283 Presidential Decree No. 43/1973);*
- *Smuggling in the maritime movement of goods (Article 284 Presidential Decree No. 43/1973);*
- *Smuggling in the movement of goods by aircraft (Article 285 Presidential Decree No. 43/1973);*
- *Smuggling in free-trade zones (Article 286 Presidential Decree No. 43/1973);*
- *Smuggling by undue use of goods imported with customs reliefs (Article 287 Presidential Decree No. 43/1973);*
- *Smuggling in customs warehouses (Article 288 Presidential Decree No. 43/1973);*
- *Smuggling in cabotage and circulation (Article 289 Presidential Decree No. 43/1973);*
- *Smuggling in the export of goods eligible for duty drawback (Article 290 Presidential Decree 43/1973);*
- *Smuggling on temporary import or export (Article 291 Presidential Decree 43/1973);*
- *Smuggling of foreign manufactured tobacco (Article 291-bis Presidential Decree No. 43/1973);*
- *Criminal association for the purpose of smuggling foreign tobacco products (Article 291-quater of Presidential Decree No. 43/1973);*
- *Other cases of smuggling (Article 292 Presidential Decree No. 43/1973).*

Article 25-septiesdecies) Crimes against cultural heritage [Article introduced by Law No. 22/2022]

- *Theft of cultural goods (Article 518-bis of the Italian Penal Code);*
- *Misappropriation of cultural goods (Article 518-ter of the Italian Penal Code);*
- *Receiving stolen cultural goods (Article 518-quater of the Italian Penal Code);*
- *Counterfeiting of private documents concerning cultural goods (Article 518-octies of the Italian Penal Code);*
- *Infringements concerning the disposal of cultural goods (Article 518-novies of the Italian Penal Code);*
- *Unlawful importation of cultural goods (Article 518-decies of the Italian Penal Code);*
- *Unlawful removal or export of cultural goods (Article 518-undecies of the Italian Penal Code);*
- *Destroying, spreading, deteriorating, spoiling, defacing and unlawful use of cultural or landscape heritage (Article 518-duodecies of the Italian Penal Code, as amended by Law no. 6/2024);*
- *Counterfeiting of works of art (Article 518-quaterdecies of the Italian Penal Code).*

Article 25-duodevicies) Laundering of cultural goods and devastation and looting of cultural and landscape assets [Article introduced by Law No. 22/2022]

- *Laundering of cultural goods (Article 518-sexies of the Italian Penal Code);*
- *Devastation and looting of cultural and landscape assets (Article 518-terdecies of the Italian Penal Code).*

Law No. 146/2006: Transnational organised crime⁷

- *Criminal conspiracy (Article 416 of the Italian Penal Code);*
- *Mafia-type conspiracy (Article 416-bis of the Italian Penal Code);*
- *Criminal conspiracy to smuggle foreign processed tobacco products (Article 291-quater of Presidential Decree No. 43/1973);*
- *Conspiracy to engage in illegal trafficking of narcotic drugs or psychotropic substances (Article 74 of Presidential Decree No. 309/1990);*
- *Migrant trafficking (Article 12 of Legislative Decree No. 286/1998);*
- *Inducement to refrain from rendering testimony or render false testimony before judicial authorities (Article 377-bis of the Italian Penal Code);*
- *Complicity after the fact (Article 378 of the Italian Penal Code);*

⁷ Offences entailing the receiving, laundering and use of money, assets and profits obtained illegally (Articles 648, 648-bis and 648-ter of the Italian Penal Code) [Deleted with the introduction of Article 25-octies]

- *Provisions on clandestine immigration (Article 12, paragraphs 3, 3-bis, 3-ter and 5, of consolidated law as per Legislative Decree No. 286 of 25 July 1998).*

3.3 OFFENCES COMMITTED ABROAD

The Company may be held vicariously liable for offences committed abroad (pursuant to Article 4 of the Decree).

Pursuant to Article 6, paragraph 2 of the Italian Penal Code⁸ vicarious corporate liability as defined in the Decree may arise even if only a part of the conduct or event in question takes place in Italy and may also relate to offences committed by employees located abroad in other Brembo Group companies through secondments, when the offence is committed in the interest and/or to the advantage of the seconding company (Article 5 of Legislative Decree No. 231/2001) and when all the substantive and procedural conditions set out in Article 4 of the decree mentioned above decree.

With regard to offences committed entirely abroad by Company Officers or their subordinates in the interest of the Company, the latter may incur vicarious corporate liability in the cases contemplated in Articles 7, 8, 9 and 10 of the Italian Penal Code, provided that the competent authorities of the country in which the underlying Offence was committed do not proceed in respect of the latter.

The company has adopted some protection measures to prevent and manage the aforementioned risks:

- The adoption of a Code of Ethics valid for the entire Brembo Group to ensure uniformity in the principles of conduct, and of Brembo Corporate and Compliance Tools, which are additional tools to ensure the effectiveness of the preventive control system at Group level and relevant for the purposes of D.Lgs. no. 231/2001;
- Mapping the specific risks taking into account the different applicable legislation and implemented at local level;
- The adoption of Compliance's program of the Countries where Brembo or its subsidiaries operates and which is suitable to prevent risks of crime;
- The existence of constant information flows between the Company and the subsidiaries, both periodically and on request, to the supervisory committee;
- Constant Compliance and business ethics training of Brembo Group employees.

⁸ Article 6, paragraph 2, of the Italian Penal Code: "The offence shall be deemed to have been committed within the territory of the State, when all or part of action or omission constituting the offence or the event that results therefrom takes place within such territory".

3.4 ESSENTIAL ELEMENTS AND REQUIREMENTS FOR THE EXCLUSION OF LIABILITY FOR THE ENTITY

Vicarious corporate liability can only be incurred if the underlying Offence was committed “in the interest or to the benefit” of the legal entity in question, and not “in the sole interest of the offender or third parties”.

As per the Ministerial Report accompanying the Decree, the notion of “interest” is subjective in nature, and denotes the purpose for which the offender committed the Offence, whilst the “benefit” or “gain” refers to the objective profits accrued by the legal entity as a result of the Offence.⁹

In this regard, in preparing the Model, and in the underlying risk assessment, the recent orientation of the Supreme Court – reiterated also by the Confindustria Guidelines – which emphasises the notion of interest in an objective key, highlighting the finalistic component of the conduct, was taken into account¹⁰.

On the other hand, the “benefit” is characterized, in intentional crimes, as a set of advantages – especially of a financial nature – obtained from the offence, which can be assessed after the commission of the offence¹¹, also in terms of cost savings¹². The concept of “benefit” has a different connotation in negligent offences (such as offences regarding health and safety and environmental offences) in which the harmful event does not reflect the interest of the entity and does not translate into a benefit for it: in such cases, the interest or the benefit should rather refer to the conduct that does not comply with precautionary rules (e.g. in saving safety costs or in increasing the speed of performance or in increasing productivity, sacrificing the adoption of accident prevention measures)¹³.

In terms of the subjective criteria or *mens rea* to be established in respect of the legal entity with regard to the Offence, it is worth underlining that vicarious corporate liability arises by reason of the legal entity’s defective organisational structure, or more specifically, the lack of an adequate organisational, management and oversight plan designed to effectively prevent the commission of Offences.

⁹ As per the case law of the Supreme Court, the “interest” is what drove the high-level executive or employee to commit the offence, whilst the “gain” is the objective profit deriving from the offence after the fact (Court of Cassation, 2nd Criminal Section, decision No. 3615 dated 20.12.2005 – 30.01.2006).

¹⁰ Court of Cassation, 2nd Criminal Section, decision No. 295/2018; Court of Cassation, 4th Criminal Section, decision No. 3731/2020.

¹¹ Court of Cassation, 2nd Criminal Section, decision No. 295/2018.

¹² Court of Cassation, 4th Criminal Section, decision No. 31210/2016; Court of Cassation, 4th Criminal Section, decision No. 3731/2020.

¹³ Court of Cassation, 4th Criminal Section, decision No. 16713/2018, Court of Cassation, 4th Criminal Section, decision No. 48779/2019, Court of Cassation, 3rd Criminal Section, decision No. 3157/2019, Court of Cassation, 4th Criminal Section, decision No. 3731/2020.

Articles 6 and 7 of the Decree provide, in fact, for exclusion of liability in the case where the entity can show that:

- it has adopted and effectively implemented "Organisational, Management and Control Model" aimed at preventing the commission of the criminal offences;
- it has set up a fully independent Supervisory Committee within the company, vested with autonomous powers of initiative and oversight, as well as with specific supervisory duties in respect of compliance with and the implementation and updating of the Model;
- the Offence in question was committed by fraudulently circumventing the Model;
- that the Supervisory Committee was not derelict in the discharge of its duties.

More specifically, in order to avoid vicarious corporate liability, the legal entity in question must show that its organisational structure was not at fault, and that is to say, that the Offence was committed despite the proper implementation of all reasonable measures to prevent the commission thereof and to reduce the risk of the same.

It must be borne in mind that the exemption applies only if the Model entails:

1. the identification of areas at risk of the commission of Offences, through an appropriate risk assessment process;
2. the drafting of specific protocols aimed at planning decision-making and the implementation of corporate decisions with regard to the offences to be prevented;
3. the identification of specific financial management procedures aimed at preventing the commission of the Offences;
4. the definition of reporting obligations to the Supervisory Committee;
5. the setting up of an adequate disciplinary system for the violation of the rules of the code of ethics and procedures imposed under the Model.

The executive body shall be responsible for adopting the Model.

The Decree provides that the Models may be adopted, in compliance with the aforesaid requirements, on the basis of codes of conduct drawn up by representative trade associations.

4. BREMBO'S MODEL

4.1 STRUCTURE OF BREMBO'S MODEL

Brembo's Model is made up of:

- a General Section illustrating the company's profile, the regulations of reference, underlying principles and the elements making up the model (corporate governance

- system, internal control system, principles governing the system of delegated powers, code of ethics), the function of the Model, the ways in which the Model is constructed and structured, the recipients of the Model, relations with group companies, the Supervisory Committee Rules, as well as the disciplinary system and the measures to be implemented in order to define, disseminate, amend and/or update the said system;
- the Special Sections and associated Sensitive Activity Analysis Sheets (the latter of which are intended for the Company's exclusive internal use) focusing on specific types of Offences which — in light of Brembo's profile and business operations — could, in the abstract, be committed within the company, and more specifically:
 - Special Section – Offences against the Public Administration, Corruption and Inducement Offences, and Smuggling Offences (which also includes smuggling and offences concerning non-cash payment instruments with exclusive regard to the *Misuse and falsification of non-cash payment instruments (Article 493-ter of the Italian Penal Code)*);
 - Special Section – Corporate Offences;
 - Special Section – Market Abuse Offences;
 - Special Section – Violations of Workplace Health and Safety Regulations;
 - Special Section – Receiving, Laundering and Using Money, Assets or Profits Obtained Illegally; Self-Laundering;
 - Special Section – Cybercrimes and Illegal Handling of Data;
 - Special Section – Intellectual Property Infringement;
 - Special Section – Domestic and Transnational Organised Crime Offences;
 - Special Section – Environmental Offences;
 - Special Section – Offences Entailing Employment of Illegally Staying Third-Country Nationals;
 - Special Section – Tax Offences.
 - Brembo's Corporate and Compliance Tools, discussed in point 4.3.2 below;
 - the Corporate Disciplinary System in compliance with the system applicable pursuant to the relevant collective bargaining agreements (CCNL), described in point 4.9 below;
 - the Supervisory Committee Regulation (in Attachment E).

4.2 ADDRESSEES OF BREMBO'S MODEL

The rules set forth in the Model apply to all persons who discharge managerial, administrative, strategic decision-making and oversight functions within the Company, albeit on a *de facto* basis, as well as any and all Brembo employees, including those seconded abroad, and persons and parties that, whilst not part of Brembo's organisation, act on Brembo's behalf or are linked to the Company pursuant to contracts entailing so-called "para-employment".

The Company shall disseminate this Model using the procedures deemed most appropriate and effective for ensuring that all the persons and parties bound to comply herewith are fully informed of the contents hereof, it being understood that the provisions set forth herein must be complied with in strict accordance with general principles of loyalty, propriety and diligence inherent to all employment relationships underway with Brembo. In this respect, Brembo organises training activities aimed at disseminating the Model to all the addressees, as set forth in point 4.10 below.

Brembo will not tolerate any behaviour in breach of the law and/or the provisions set forth in this Model and the Code of Ethics, even if the said behaviour is engaged in with the intent of furthering Brembo's interests or securing some benefit or gain for the Company. This model shall also apply to all business partners, in light of the provisions specified in point 4.8 below.

4.3 UNDERLYING PRINCIPLES AND ESSENTIAL ELEMENTS OF THE MODEL

4.3.1 Underlying principles of the Model

Preparing the Model, as well as all subsequent updates, represented an occasion to reinforce Brembo's Internal Control and Risk Management System, and to sensitise employees involved in risk assessment and processing tasks within the framework of corporate control processes especially with a view to proactively preventing the commission of Offences.

In preparing its Model, Brembo essentially followed the "Guidelines for the construction of Organisation, Management and Control Models" issued by Confindustria on 7 March 2002, and updated on 31 March 2008, on 23 July 2014 and, most recently, on 25 June 2021.

The process for preparing the Model pursuant to the said Guidelines may be summarised as follows:

- identification of areas at risk, with a view to assessing which corporate areas/sectors are at risk of commission of the offences;
- assessment of the internal audit system already implemented within the Company and identification of any areas for improvement in order to prevent the commission of the Offences;

- preparation/update of the control system in order to mitigate the risks through the implementation of specific protocols.

The coordinated set of organisational structures, activities and operating rules applied by management and company personnel, under the direction of top management, and designed to provide reasonable assurance of achieving the objectives of a good internal control system, contributes to the achievement of these objectives. The most significant elements of the preventive control system have been identified by Confindustria as follows:

- code of ethics;
- organisational system;
- manual and computer procedures;
- powers of authorisation and signature;
- control and management systems;
- staff training and information to staff.

Moreover, the control system must comply with the following principles:

- verifiability, documentability, coherence and congruence of each transaction;
- separation of powers (no person may be independently in charge of an entire process);
- record of controls.

4.3.2 Components of the Model: Brembo's Corporate and Compliance Tools

As noted above, Brembo's Model is made up not only of this General Section and the subsequent Special Sections, but also includes Brembo's Corporate and Compliance Tools that are designed to further enhance the effectiveness of the preventive oversight system implemented throughout the Company and that are also relevant for the intents and purposes of Legislative Decree No. 231/2001 (see above point 4.1 – Structure of Brembo's Model).

Reinforcing Brembo's Model within the meaning of Legislative Decree No. 231/2001 with a set of oversight procedures and documents known as Brembo's Corporate Compliance Tools not only meets the Company's need to monitor all of its existing and already operational oversight structures and procedures that have also been found effective at preventing the commission of Offences and tightening surveillance of Sensitive Activities, *but also* serves other functions, especially in light of: (a) the articulated approach to oversight and monitoring required to develop and implement a control system designed to cope with the diversity of the Offences and their varying repercussions on business operations; as well as (b) regulatory obligations to draw up and duly enforce specific

compliance instruments (such as the Code of Ethics or the Risk Assessment and Prevention Document mentioned in Article 18 of Legislative Decree No. 81/2008).

Brembo's Corporate and Compliance Tools — that form integral part of the Model — include the following types of documents, oversight structures and procedures, listed in hierarchical order:

- the **Code of Ethics**, set forth in full in **Attachment A** hereto, laying down the general principles and values that must inspire and inform the professional conduct of any and all the persons serving or acting on behalf of Brembo in any capacity whatsoever, also for the benefit of all stakeholders even with reference to intentional crimes and negligent manslaughter or personal injury committed in violation of accident-prevention and occupational health and safety regulations;
- the **Brembo Compliance Guidelines** (set forth in full in **Attachment B**, but intended for the Company's exclusive internal use), approved by the Board of Directors, which summarise the main rules of conduct indicated in the Special Sections to be adopted within Brembo in order to prevent the commission of offences and that represent a means towards increasing the accessibility and utility of the contents of the various Special Sections for the addressees of the Brembo Model, thus fostering an effective implementation thereof;
- the **Anti-bribery Code of Conduct** (see **Attachment C**), approved by the Board of Directors, which ensures the principles of transparency and clarity with respect to permitted conduct and compliance with the relevant anti-corruption laws in any place where Brembo and all persons acting on its behalf in any capacity whatsoever carry out their operations. The Code also sets out Brembo's policy regarding the acceptance and offering of gifts, hospitality and entertainment (i.e., the free provision of goods and services, for promotional or public relations purposes), defining each party's responsibilities in order to ensure the observance of the highest standards of integrity and avoid any suspicion of inappropriate motivation underlying the offer or acceptance of a gift or act of hospitality, or an undue influence exercised on the recipient or by the recipient who accepts such an offer;
- the **Brembo Code of Basic Working Conditions**, set forth in **Attachment D** (but intended exclusively for internal use within the Company and by persons who for any reason or cause whatsoever operate on Brembo's behalf), that codifies the principles underlying Brembo's relationships with its employees;
- the **Brembo Policy on Non-discrimination & Diversity**, updated in order to make it compliant with the Dutch Corporate Governance Code and the Dutch Civil Code, which provide for the obligation to adopt a Policy setting out specific, appropriate and ambitious objectives to achieve a good balance in gender diversity and other D&I relevant matters for the company, with regard to the composition of the Board of

- Directors and of senior management;
- **Operating Procedures, Instructions**, and Brembo's related **Internal Authorisation Matrixes**, available for consultation on the Company's Intranet site, and duly referenced in the Sensitive Activity Sheets, in that they serve the preventive purposes contemplated in the Decree. Other management systems and/or procedures applicable in specified corporate areas, in compliance with specific regulatory requirements, but also serving the preventive goals contemplated in the Decree, such as:
 - **Brembo's Quality Management System**, certified in accordance with ISO/TS 16949 technical specifications;
 - **Brembo's Safety and Environmental Management System**, certified for compliance to OHSAS 18001:1999 standards with regard to safety, and to ISO 14001:2004 standards in respect of the environment¹⁴;
 - **Brembo's Information Security Management System**, certified pursuant to the ISO 27001 regulation as well as pursuant to Tisax (security standard specifically for the automotive sector), which also includes a cyber risk management framework aimed at business continuity, data availability, integrity and confidentiality, while ensuring, among other things, compliance with the European GDPR regulation and the several applicable national regulations;
 - **Tax Control Framework**, of which the Global Tax Strategy, the Tax Strategy of Brembo N.V., the Tax Compliance Model and the Interpretative Tax Risk Management Policy are part;
 - all corporate **procedures** and **instructions** pertaining to the **administrative, accounting, financial and reporting system**, as well as the mapping and periodic checking processes applicable to administrative and accounting procedures, implemented pursuant to Law No. 262/2005 and the **Accounting Policy Manual**, which also defines the accounting management methods applicable to Brembo's financial resources;
 - IT procedures and manuals;
 - internal procedure for the implementation of **Risk Assessment and Prevention Document** mentioned in Article 18 of Legislative Decree No. 81/2008;
 - the **organisational instructions**, and **organisational charts** issued by the Human Resources and Organisation GCF, the **job descriptions**, and the **incentivisation system**.

¹⁴ All environmental and safety certifications obtained by Brembo refer to the site and are not linked to the company name.

4.3.3 The Model within Brembo's Internal Control and Risk Management System and Corporate Governance System

Brembo is fully aware that the Model, as stated in the regulatory framework, only partially achieves compliance goals. As already noted, the Model is designed to prevent the commission of certain underlying offences (the Offences defined above) in the interest or for the benefit of an entity by so-called top level executives or personnel subordinate to others' direction, which could expose the entity to vicarious liability. In concrete terms, therefore, the Model necessarily pursues very specific objectives with a view to minimising the risks of the commission of certain criminal offences by company personnel.

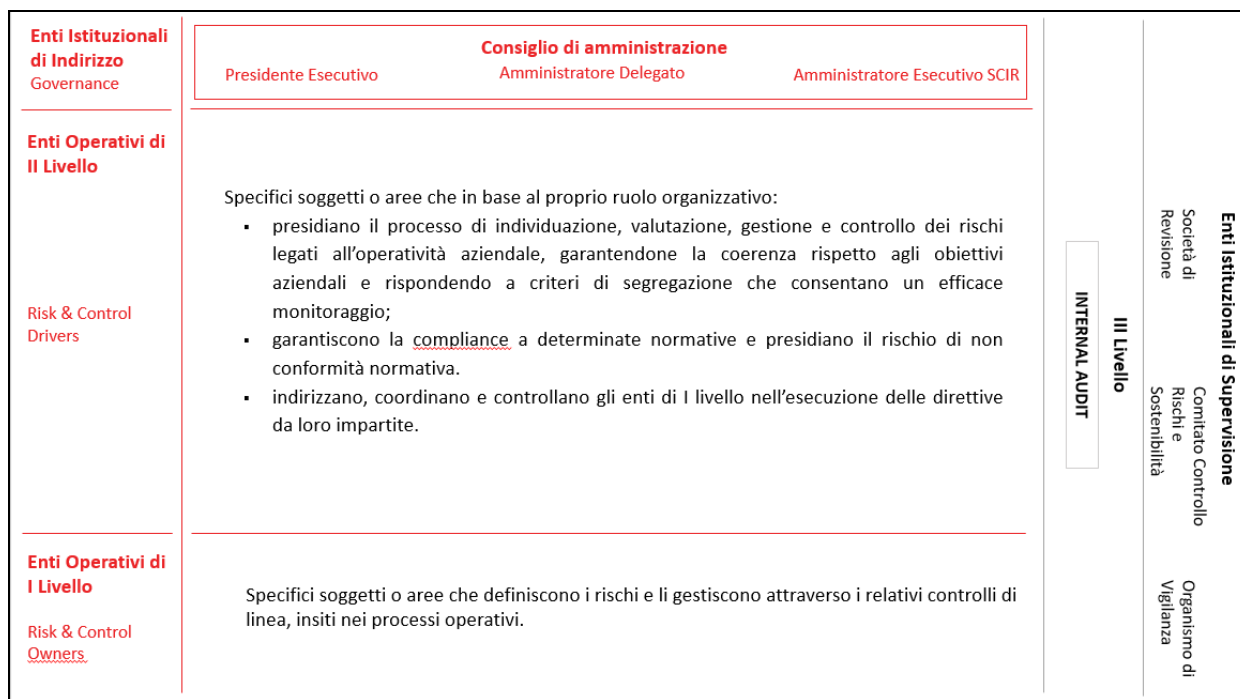
In order to better pursue the entirety of its compliance goals, Brembo has opted to build its Model into its pre-existing Internal Control and Risk Management System which has been constantly updated, including in light of regulatory requirements, provisions arising from self-regulation, as well as internal and international best practices, and which also incorporates, to considerable extent, Brembo's Corporate Governance System. In light of the above, points A, B and C below provide a brief description of both the aforesaid systems (which are analysed in greater detail in the section "Governance" of the Annual Report published by the Company pursuant to the Dutch Civil Code).

To complete the description of Brembo's compliance system as a whole, point D below further provides an overview of **Brembo's System of Delegated Powers** (that pertains not only to the delegated powers but also powers of corporate signature, and powers of attorney that provide a clear and fair view of the process through which corporate decisions are made and implemented within the framework of the Company's organisational structure). It not only forms part of Brembo's Internal Control and Risk Management System but also serves to prevent the commission of Offences as contemplated under the Decree.

A. Internal Control and Risk Management System

The Internal Control and Risk Management System of Brembo (hereinafter for brevity "System") plays a central role within the Brembo's compliance system, pursuant to Legislative Decree No. 231/2001. The System (including all its components) is (also) entrusted the effective implementation of the Model.

Pursuant to the Dutch Corporate Governance Code – December 2022 edition – and, more generally, to the international best practices, the System is structured as shown in the following sheet:



In addition to the Supervisory Committee, whose specific tasks are set forth by the Decree (cf. point 4.6 below), the System's key roles and organisational functions are as follows:

- the Executive Chairman, who is responsible for defining the general guidelines of compliance and Internal Control System within the broader powers of direction, coordination and control granted to him in relation to his office, while ensuring the implementation and constant updating of the Brembo's 231 Model, as well as the compliance with regulations in foreign countries where the subsidiaries operate, implementing all necessary training and awareness-building activities to create a compliance culture in Italy and in all investee companies;
- the Chief Executive Officer, who, within the powers attributed to him, is tasked with implementing and enforcing, at all levels in Italy and abroad, of the provisions set forth by the Law, the By-laws, the internal procedures and Corporate Governance documents, the Code of Ethics and, more generally, the compliance in force in the Company and its subsidiaries; in this regard, specific reference is made to the provisions of the Decree and similar provisions in force in foreign countries where the subsidiaries carry out their operations, to the risk management policies and to the recommendations issued by the Audit, Risk & Sustainability Committee and by the Supervisory Committee;
- the Executive Director charged with overseeing the Internal Control and Risk Management System (abbreviated as the "ICRMS"), who is responsible for identifying the main risks and periodically verifying the adequacy of the System, in execution of the guidelines set by the Board of Directors;
- the Audit, Risk & Sustainability Committee, which is tasked with supporting the Board

- of Directors' decisions and evaluations on issues relating to internal control and risk management in line with the provisions of the Dutch Corporate Governance Code – December 2022 edition – and, more generally, in line with the international best practices;
- the Managerial Risk Committee, which is tasked with sharing useful information and evaluating solutions aimed at improving the risk management system, with identifying and weighting macro-risks, as well as aiding all parties in the System in mitigating and managing risks and, by means of the CRIC (Compliance Risk Internal Committee – hereinafter, shortly, the “CRIC”), with particular focus on the 231 Model, with assessing the degree of applicability in abstract of the Offences set forth in the Decree, in light of the company profile and the specific areas in which Brembo operates, as well as with identifying the operational contact persons for offences abstractly applicable to Brembo (hereinafter referred to as “231 Officers”), in order for them to proceed with risk assessment activities on the basis of an action plan approved by the Working Group and shared with the Supervisory Committee;
 - the Risk Management Vice President, who is responsible for supervising and coordinating the risk management process, while supporting the Managerial Risk Committee; the Risk Management Vice President reports to the Executive Chairman;
 - the Internal Audit function, which is responsible for assessing the implementation and compliance of the internal control and risk management system through an audit plan approved by the Board of Directors (cf. Corporate Governance Manual). This function is tasked with the overall assessment of the ICRMS' structure and functioning carried out through independent and objective assurance and advisory services, aimed at adding value to and improving the functioning of the organisational system (cf. Policies for implementing the ICRMS). It reports hierarchically to the Board of Directors.

The Internal Control and Risk Management System is presented in the following documents, all available on the corporate website and Intranet site:

- Guidelines for the Internal Control and Risk Management System, approved by the Board of Directors;
- Policies for implementing the Internal Control and Risk Management System.

In detail, risk management is integrated into organisational processes and incorporated into all of the organisation's practices and processes in a pertinent, effective and efficient manner. In fact, it is an integral part of decision-making and business management processes, including strategic and operational planning, the management of new business initiatives and the associated change.

The coordination among all roles and functions within the Internal Control and Risk Management System is guaranteed by:

- a constant information flow between the different parties involved in the System;
- participation of the various parties concerned in joint meetings for discussion of System-related issues;
- dissemination of the Internal Audit reports to the various System's parties;
- circulation of the minutes, the work files and reports of the Chairman of the Audit, Risk & Sustainability Committee to all Governance Committees.

B. Compliance System

Within the broader Internal Control and Risk Management System, the Compliance System is an essential part.

Brembo acknowledges the strategic importance of compliance at the international level in its relationships with its clients, suppliers and stakeholders, as a fundamental and complementary element of its Internal Control and Risk Management System. In light of the complexity of the Group, the sector in which the Group operates and the regulatory framework of reference, Brembo has assigned several corporate functions to monitor the various areas of compliance, including but not limited to:

- 262 Compliance and accounting/financial/tax compliance;
- Workplace health and safety and environmental compliance;
- Compliance with technical product and process standards;
- Compliance with regard to Data Protection and Privacy;
- Legal Compliance (which includes the activities aimed at preparing and implementing tools which prevent or mitigate the administrative and criminal liability of the company, in all the countries in which the Group operates).

In order to mitigate the risk of non-compliance, each compliance function continually monitors the relevant regulatory developments, using, if necessary, external consultants, through a constant update and in-depth study of legislation and with specific management tools, as well as through operational coordination and constant communication activities between the various functions for a continuous process of improvement of the System itself.

In particular, with regard to Legal Compliance, in addition to the adoption of the Model and the establishment of the Supervisory Committee, which constantly monitors the functioning, suitability and effectiveness of the Model, the **Group Compliance System** provides for:

- Addressing, communication and control guidelines on compliance matters at a Group level issued by the Executive Chairman, as well as the power of the Chief Executive Officer to guarantee that such guidelines are implemented at all levels, both in Italy and abroad;
- The coordination between individuals with compliance expertise and the various subjects which are part of the System, guaranteed by the joint participation of the Governance & Compliance Senior Manager and the Risk Management Vice President as permanent members of the Audit, Risk & Sustainability Committee;
- The provision at a Group level of specific compliance programs (Code of Ethics, 231 Model, Antibribery policies, Anti-discrimination policies, Basic Working Conditions, Antitrust Code of Conduct, Privacy Policy, Modern Slavery Statement, Tax Control Framework) as fundamental elements of the Internal Control and Risk Management System; such programs have been implemented in all Brembo subsidiaries in order to guarantee the maintainance of a high ethical standard is maintained at Group level. In fact, where local regulations are less restrictive than those of the parent company, the parent company's compliance principles prevail (principle of prevalence);
- The adoption, by each subsidiary, of a compliance program pursuant to the local legislation on the issue of administrative/criminal liability of the entity;
- The performance of monitoring and auditing of relevant compliance activities by "second level control" entities and by Internal Audit GCF.

Furthermore, the Model, as well as the other compliance management tools, is one of the information sources Brembo takes into account when defining the materiality matrix, for identifying the areas in which the Group's activities may have the greatest impact on natural ecosystems as well as on the well-being of communities, people and all its stakeholders. The materiality matrix is also the basis for defining Brembo's sustainable development objectives and ESG priorities in the medium term. The materiality identification process is carried out according to a dual materiality approach, which assumes a dual view: impact materiality and financial materiality. While the former is aligned with GRI requirements, the latter considers risks and opportunities that may influence the creation of corporate value. The material issues and impacts identified according to impact materiality are an input for the identification of financial risks and opportunities.

Many of the issues identified as relevant from the point of view of the sustainability of Brembo's business coincide with the risk profiles and, consequently, with the Sensitive Activities identified in the Model (for example, anti-corruption issues and the protection of the environment and workers' health and safety).

Confirming the above:

- The Model constitutes a key element of non-financial and sustainability reporting and is among the tools adopted by Brembo in order to guarantee a high ethical standard of the Group, i.e. the Brembo Corporate and Compliance Tools (see § 4.3 UNDERLYING PRINCIPLES AND ESSENTIAL ELEMENTS OF THE MODEL);
- information and training campaigns, initiatives dedicated to specific issues, the adoption of tools such as the whistleblowing management system and sector certifications - through which Brembo demonstrates its concrete attention to sustainability profiles - also represent specific control and management of 231 risks, for the purposes of the correct implementation and effective application of the Model; and
- the corporate bodies and documents belonging to the Group regulatory framework, and relevant within the responsible management of the business, also largely coincide with those relevant to the implementation and effective enforcement of the Model.

C. Corporate Governance System

The Corporate Governance System aims at furthering corporate integrity and safeguarding the process of value creation of all stakeholders (investors, employees, suppliers, customers, the financial system, the social environment, etc.), by ensuring the transparency of information, probity and propriety, as well as effectiveness and efficiency. Within Brembo, these goals are pursued through a “set of rules and procedures that regulate decision-making, control and corporate monitoring processes”.

Brembo is aware that Corporate Governance plays a key role in constant value creation for all the Company’s shareholders and stakeholders, with the result that, care is taken to ensure the ongoing updating of the corporate governance system which is considered as the foundation of the precious “intangible” asset represented by the Brembo brand, its corporate reputation and the values shared by all employees and collaborators, with a view to implementing national and internal corporate best practices.

Brembo has thus fully incorporated the principles of the Dutch Corporate Governance Code into its Articles of Association, the Board Rules and the Rules of its Committees (available on Brembo’s website at the following link: <https://www.brembo.com/en/company/corporate-governance/governance-documents>).

Brembo’s Corporate Governance System is based on a one-tier board system, which consists only of a Board of Directors, composed of 11 Directors, 4 of which are Executive Directors and 7 of which are Non-Executive Directors, and which operates pursuant to the provisions set forth in the Articles of Association and in the Board Rules. There is no Board of Statutory Auditors or any separate control body from the Board of Directors; the audit

function is performed by the Non-Executive Directors, who, in accordance with the Dutch Corporate Governance Code, constitute the majority of the members of the Board of Directors.

As required under law, the statutory auditing of accounts is entrusted to an external auditing firm.

All the Directors meet the requirements of personal integrity, professionalism and respectability imposed by laws and regulations.

As required under the Articles of Association, Brembo also appointed:

- the Audit, Risk & Sustainability Committee, (which also acts as the Related Party Transactions Committee inasmuch as it consists solely of Independent Directors);
- the Remuneration & Appointments Committee; and
- a Lead Non-Executive Director.

D. Brembo's System of Delegated Powers

"Delegated power" or "internal management delegated power" means the internal act of assigning functions and tasks, and reflected in the organisational structure. The term "power of attorney" refers to the unilateral legal document (in the form of a public deed or in simple form) by which Brembo assigns powers of representation towards third parties.

The system of delegated powers and powers of attorney adopted by the Company represents:

- a useful management tool for pursuing corporate goals through measures entailing repercussions inside or outside the Company, in a manner that is in line with the managerial responsibilities included in each specific job description;
- a factor for preventing the abuse of the functional powers vested in specific office holders, by capping the expenditure permitted in respect of each delegated tasks, or category or series of tasks;
- an essential element for tracing the individuals initially responsible for each and every corporate activity entailing repercussions within or outside the Company.

In light of the above, it is clear that the System of Delegated Powers is useful not only for preventing the commission of Offences, but also for identifying, after the fact, the individuals whose actions or omissions played a direct or indirect role in the commission of an Offence.

In accordance with the above, Brembo's System of Delegated Powers is based on the following principles:

- any and all delegated powers, inclusive of powers of attorney, must be in line with each managerial power and the related responsibility within the framework of the organisation;

- all delegated powers and powers of attorney must be conferred and revoked in accordance with the functions discharged within the organisation, especially following organisational changes;
- the documents through which powers are delegated and powers of attorney conferred must contain a clear definition of the managerial powers delegated or conferred via power of attorney, and limits imposed on the exercise of the same;
- the expenditure that may be incurred on the Company's behalf in exercise of delegated powers or powers of attorney must be commensurate with the position held within the organisational structure;
- Brembo has adopted a policy requiring all financial and banking transactions to be effected by joint signature.

With regard to the conferment of notarised powers of attorney, the following points must be borne in mind:

1. authority to delegate powers through notarised powers of attorney is vested solely in the Executive Chairman and the Chief Executive Officer (solely in relation with powers concerning safety and environment) (with job descriptions of Key Executives) on the basis of specific powers vested in the latter by the Board of Directors, without prejudice to specific Board resolutions;
2. the persons, on whom notarised powers of attorney may be conferred, include:
 - (i) persons in charge of a specific corporate function (in general, at the organisational level of a First Level Manager) who, in order to discharge their duties, must be endowed with powers of corporate representation towards third parties, and who, for such purpose, are conferred "powers of attorney" by means of a notarised deed that is sufficiently broad in scope to cover the functions and managerial tasks entrusted to the person on which such power of attorney is conferred;
 - (ii) employees identified by the Managing Director as Employers within the meaning of Article 2 of Legislative Decree No. 81/2008 as further amended and extended, in respect of the various production units, and who are conferred the broadest possible powers for implementing any and all occupational health and safety regulations, including authority to vest third parties with responsibility for discharging specific tasks required pursuant to the said regulations, it being understood that in all such cases the power of attorney in question must:
 - be conferred on recipients in consideration of their job description and professional experience as well as their hierarchical decision-making and functional powers within the organisational structure (which must obviously be commensurate with the specific nature of the delegated tasks);

- cover powers and responsibilities that are sufficiently broad to be fully exercised within complex and multi-faceted production units, structure and areas, and to endow the recipient with substantive autonomy in the exercise of the delegated powers;
- (iii) solely on an exceptional basis (subject to review from time to time by the Chief Legal & Corporate Affairs Officer, the Chief Administration & Financial Officer and the Chief Human Resources & Organization Officer), employees whose job descriptions do not fall within the category mentioned above, but who, by reason of their assigned tasks, are required to represent Brembo in the latter's relations with public bodies, authorities and administrations (such as for instance, customs authorities, the Provincial Labour Department, etc);
3. powers subject to delegation by means of a notarised power of attorney include:
- permanent powers of corporate representation, conferred through registered notarised powers of attorney, for undertaking tasks inherent to the recipient's job description taking due account of the latter's permanent responsibilities within the organisational structure;
 - powers pertaining to individual transactions, conferred by notarised powers of attorney or other forms of delegation in light of their subject-matter; it being understood that the assignment of these powers is regulated pursuant to prevailing corporate practices, as well as statutory provisions defining forms of corporate representation, taking due account of the nature of the individual transactions to be effected;
4. parties to whom powers have been delegated by simple power of attorney are employees who in discharging the duties associated with their roles engage in dealings with external parties but not with public administrations (clients, suppliers, etc.);
5. recipients of internal management delegated powers are employees who in any event require specific authority for regulated internal processes (governed by procedures, operating instructions, policies, etc.) of which they are owners or one of the key users.

Lastly, it must be pointed out that, with a view to ensuring that the Brembo's System of Delegated Powers be constantly updated and maintained in line with defined organisational and managerial responsibilities, whenever:

- the Company's overall organisational chart is reviewed (in terms of the setting up/dissolution of first-level organisational units, etc);
- the organisational structure is significantly altered and/or key managerial positions are reassigned or reshuffled;

- persons vested with corporate powers leave the Company, or persons to be vested with corporate powers join the Company;

the Human Resources & Organisation GCF shall:

- whenever possible, provide the LCA with a preview and, in any event, purely by way of information, the final drafts of the relevant Organisational Orders to be submitted to the Executive Chairman / Chief Executive Officer for final approval;
- forward to the LCA updates on the recruitment/resignation of staff via the "recruitment/resignation" mailing list distributed by the Human Resources Office.

The LCA shall inform the Human Resources & Organisation GCF of each and every conferment of powers, promptly upon the finalisation thereof.

Furthermore, with a view to ensuring that Brembo's System of Delegated Powers is constantly updated, the latter is subject to annual revision, even if the organisational structure undergoes no change whatsoever.

The Supervisory Committee shall periodically verify the prevailing system of delegated powers and powers of attorney, especially with a view to ensuring that the latter be in line with the entire reporting system, recommending changes, where appropriate.

4.4 PURPOSE OF THE BREMBO MODEL

By adopting this Model, Brembo intends to:

1. fulfil all the legal requirements and adopt the principles that inspired the Legislative Decree by formalising a structured and organic system, which already exists within the company and is responsible for control procedures and activities (preventive and *ex post facto*) designed to prevent and monitor the risk that Offences will be committed, through the identification of Sensitive Activities;
2. constitute an effective instrument of corporate management, also acknowledging the Model's function of creating and protecting the value of the company.

Indeed, by adopting the Model, Brembo has the following objectives:

- a) to consolidate an ethos of risk prevention and control in achieving company objectives;
- b) to envisage a system for the constant monitoring of corporate operations in order to allow Brembo to react promptly to hinder or prevent Offences;
- c) to provide adequate information to employees and all those who act on behalf of Brembo or are linked to Brembo, concerning:

- (i) activities entailing the risk of committing Offences in the case of behaviours that do not comply with the Code of Ethics and other corporate rules of conduct/procedures (as well as the law);
 - (ii) the penalties that can ensue to them or the company due to violation of legal provisions or Brembo's internal regulations;
- d) to disseminate and consolidate a corporate culture based on legality, with the express suppression by Brembo of any behaviour that runs counter to law or internal provisions and, in particular, the provisions contained in this Model;
- e) to set up an efficient and balanced corporate organisation with special emphasis on decisions and transparency in decision-making processes, checks to be carried out both before and following decisions, as well as internal and external communications.

To this end, the Model lays down measures designed to improve the efficiency of business operations in constant compliance with statutory and regulatory provisions, identifying measures to eliminate risk situations in a timely manner.

In particular, Brembo shall adopt and implement efficient organisational and procedural choices for:

- a) ensuring that human resources are recruited, managed and trained in accordance with the principles and policies set forth in Brembo's Code of Ethics and in Brembo's Anti-bribery Code of Conduct, as well as in compliance with applicable statutory provisions, in particular, Article 8 of the Workers' Charter;
- b) promoting collaboration towards the most efficient implementation of the Model by all parties involved in corporate operations, as well as ensuring the protection and confidentiality of persons who provide true information that is useful for identifying violations of the rules;
- c) ensuring that powers, competencies and responsibilities are distributed and allocated within the corporate organisation in accordance with the principles of transparency, clarity and verifiability and are always in line with Brembo's actual business objectives;
- d) ensuring that corporate objectives at all levels are realistic and empirically feasible;
- e) identifying and describing Brembo's business operations, the subdivision of tasks and the Company's organisational chart, in documents that are constantly updated and that provide a clear indication of the powers, competencies and responsibilities of the various parties in the course of individual business activities;
- f) implementing training programmes with a view to ensuring that all those who operate with or within the Company, or who are directly or indirectly involved in activities at risk, are thoroughly familiar with the Code of Ethics and the Model.

4.5 PROCEDURES FOLLOWED TO DESIGN THE MODEL

In order to ensure that the Model is drawn up and updated in compliance with the provisions of Article 6 of the Decree, Brembo analysed its corporate context with a view to pinpointing the corporate areas or sectors potentially at risk of commission of the Offences covered under the Decree, as well as the ways and means through which such Offences could be committed, basically following the procedures recommended by Confindustria and broadly summarised below:

- a) performing **a risk-assessment process**, which is made up of the following steps:
 - 1. risks identification:** *entailing an analysis of the corporate context with a view to pinpointing the corporate areas or sectors potentially at risk of commission of the Offences covered under Legislative Decree No. 231/2001, as well as the ways and means through which such Offences could be committed;*
 - 2. control System plan:** *entailing an assessment of the prevailing system with a view to pinpointing the capabilities to be reinforced or expanded so as to effectively ensure that all the identified risks are contained within acceptable limits;*
- b) setting up of an adequate **disciplinary system** for the violation of the rules of the code of ethics and procedures imposed under the Model, given that all such violations are harmful to the relationship of trust established with the entity and must consequently entail disciplinary actions, regardless of whether criminal charges are formally filed in cases where the violation in question also constitutes a criminal offence;
- c) forming an organ vested with autonomous powers of initiative and control (the Supervisory Committee) which is endowed with autonomy, independence, professionalism and integrity, and tasked with overseeing the **effectiveness** of the Model and constantly monitoring its **appropriateness**.

Towards this end, Brembo undertook the following series of activities, subdivided into various phases, with a view to designing a risk prevention and management system that is compliant with the Decree:

4.5.1 Analysis of potential risks

Brembo adopted and updated the Model in respect of the Offences covered under Legislative Decree No. 231/2001, on the basis of a preliminary analysis of its sensitive activities and related control mechanisms.

Brembo then revised this assessment in light of specialist advice from expert consultants retained by top company management, and proceeded to analyse its corporate context with a view to identifying the extent to which its organisational units, business operations

and work processes were potentially at risk of commission of one or more Offences contemplated in the Decree.

Brembo set up the CRIC (Compliance Risk Internal Committee), made up of about 10 managers in charge of strategic policy making, orientation and control within the Group, which was (and is still) tasked with assessing the findings reached through the risk analysis mentioned above, validating potential risk of commission of one or more the Offences contemplated in the Decree, taking due account of the Company's Profile and the specific contexts in which Brembo operates.

The CRIC (Compliance Risk Internal Committee) meets and undertakes the tasks further detailed here below whenever the scope of the Decree is extended to cover additional Offences or a change occurs in the company's risk profile with reference to its operations (e.g., establishment of new business functions, etc.).

In identifying and assessing the risks of offences, Brembo has taken into account the definition of interest and benefit provided by the most recent jurisprudential interpretation (as specified above in § 3.4), according to which the notion of benefit assumes a different connotation in negligent offences (health and safety offences and environmental offences) in which the interest or benefit refers to the conduct in breach of the precautionary rules (e.g. in the saving of safety costs or in the increase in the speed of performance or in the increase in productivity, sacrificing the adoption of accident prevention measures).

4.5.2 Mapping of the areas/activities found to be sensitive or at risk, and analysis of the related Controlling & Prevention Measures

The mapping of the areas/activities found to be sensitive or at risk, and the analysis of the related Controlling & Prevention Measures adopted and implemented by Brembo entails the involvement of five distinct corporate functions:

- Brembo's **Legal and Corporate Affairs GCF / Corporate & Compliance Area**;
- the **CRIC (Compliance Risk Internal Committee)**;
- the **231 Officers**;
- Brembo's **Supervisory Committee**;
- Brembo's **Internal Audit**.

From the outset, when the provisions of Legislative Decree No. 231/2001 were implemented for the very first time, and subsequently, whenever the mapping of the areas/activities found to be sensitive or at risk, and the analysis of the related Controlling Measures had to be updated (such as, in the instance mentioned above, following the extension of Legislative Decree No. 231 to include additional offences or changes in the risk exposure involved in corporate processes), Brembo's **LCA** has always:

- identified the compliance issues arising for the (new or existing) business operations in question;
- examined the regulatory framework governing the business operations subject to risk assessment by mapping all applicable statutory and regulatory requirements and industry best practices;
- provided support to all 231 Officers in the implementation of the action plan activities drawn up by the CRIC and shared with the Supervisory Committee (see below).

Including at the behest and with the support of LCA, the CRIC:

- assesses the potential risk of commission for the cases of crime provided for by the Legislative Decree based on the company profile and the specific areas in which Brembo works;
- draws up an action plan for mapping activities; and
- taking due account of the nature of the Offence/Sensitive Areas, identifies the company officer in charge of addressing matters pertaining to the Offences that could, in theory, be committed by Brembo (the so-called "**231 Officers**").

The appointed **231 Officers** proceed (in compliance with the action plan approved by the CRIC and submitted to the Supervisory Committee) to:

- identify and analyse sensitive corporate areas in light of underlying Offences;
- identify the persons involved in sensitive activities and the ways and means through which one or more of the underlying Offences could potentially be committed in the areas found to be at risk;
- identify and assess the existing system of preliminary checks to which sensitive activities are subjected, taking due account of the prevailing corporate control environment and specific control mechanisms;
- assess residual risks, drawing up action plans for improvements, where appropriate;
- constantly oversee the corporate sensitive activities identified within their Department through a periodic review of the Sensitive Activity Analysis Sheets, in order to, *inter alia*, keep always up-to-date the mapping of the areas/activities found to be sensitive or at risk, and assess the appropriateness and efficacy of the Controlling & Prevention Measures adopted;

and, through all of the above, contributing towards the design and ongoing improvement of the Internal Control and Risk Management System, and reporting on all matters falling within their sphere of competence.

The LCA is in charge of coordinating the tasks incumbent on the 231 Officers and providing legal advice on matters pertaining to the Decree as well as ensuring that all 231 Officers receive specific training regarding their duties.

The **Internal Audit function** shall provide the work group of the 231 Officers with advice and support on procedural matters.

The **Supervisory Committee** of Brembo analyses the action plan set up by the CRIC for the 231 Officers' mapping activity and validates the results. In carrying out this task, the Supervisory Committee provides recommendations, suggestions or proposed amendments for the action plan (see below).

The results of the 231 Officers' activities must be set forth in specific forms known as "**Sensitive Activity Analyses**" and submitted to the Supervisory Committee to serve as input for the latter in forming its opinion on the effectiveness of the prevailing Model in containing the risk of the commission of Offences.

The forms in question, all of which are available for consultation at LCA, must:

- be itemised in the relevant Special Sections and deemed to form an integral part of the Model;
- be broken down by offence and by sensitive area, and provide the following information:
 - description of the underlying Offence;
 - description of the Sensitive Area at risk of commission of the aforesaid underlying Offence;
 - persons involved in the Sensitive Activity;
 - Control Environment;
 - description of the Controlling & Prevention Measures in force;
 - summary of the fundamental elements of the Controlling & Prevention Measures in force;
- be considered to incorporate and not only merely to identify the control mechanisms applicable in respect of specific Offences;
- be deemed the "mobile" portion of the Model, insofar as they are subject to constant monitoring and updating, and therefore constitute the tool that ensures the Model is more effective and, in particular, that it is constantly updated as specified in paragraph 3 below.

Finally, the **Supervisory Committee** has the power/duty to recommend the implementation of further ameliorative actions and order the analysis of additional activities presenting potential risks of the commission of Offences and therefore possibly qualifying as Sensitive Activities, especially in light of changes in the regulatory framework or Brembo's business operations.

It should be noted that the analysis already undertaken revealed that the Offences most at risk of commission within Sensitive Areas, in the course of Sensitive Activities, or, within the company in general, include:

- Offences committed in the course of relations with the Public Administration, Offences of Bribery/Induction and Smuggling;
- Domestic and Transnational Organised Crime Offences;
- Offences in restraint of trade and industry;
- Corporate offences;
- Market abuse offences;
- Manslaughter and serious or very serious negligent injury committed as a result of violations of accident-prevention and occupational health and safety regulations;
- Receiving, laundering and using money, assets or profits obtained illegally and self-laundering;
- Cybercrime and illegal handling of data;
- Offences in breach of intellectual property rights;
- Subornation of perjury or witness intimidation or bribery;
- Environmental Offences;
- employment of illegally staying third-country nationals;
- tax Offences.

in respect of which Brembo has endowed its Model with **Special Sections** detailing the relevant sensitive activities, the persons involved in undertaking the same, and the related control mechanisms.

4.5.3 Monitoring and updating of Controlling & Prevention Measures

The 231 Officers are tasked with the ongoing monitoring and periodic reviews of risk assessment of the Sensitive Activities falling within their respective spheres of competence. Also owing to the direct involvement of Brembo's corporate Departments (i.e., the Departments to which the 231 Officers are assigned and where they operate), the Company can guarantee that all control mechanisms applicable to specific Sensitive Areas/Activities be constantly monitored to ensure their ongoing appropriateness and effectiveness, with a view to maintaining the Model in line with corporate and operational developments, and, where necessary, duly updating the relevant "Sensitive Activity Analysis" forms and/or Special Sections.

Similarly, Brembo Supervisory Committee is also tasked with monitoring the effective functioning and implementation of the procedures and organisational checks and procedures entrenched in the Model, on the basis of a risk-based audit plan.

In the event of extraordinary corporate transactions (mergers, transformations, etc.), the Company must, including, without limitation, at the recommendation of the Supervisory Committee, assess the repercussions that the transaction in question could have on Sensitive Activities and related controlling and prevention measures, and, where necessary, duly update and adapt the relevant Sensitive Activity Analysis Sheets and/or Special Sections to take account of the new corporate reality.

4.5.4 Adoption of Brembo Model and its constant updating

Pursuant to Legislative Decree No. 231/2001 and the Italian Civil Code provisions on corporate governance (above all, Article 2381), after the sensitive activities/areas or those at risk of commission of the Offences have been mapped and the related Controlling and Prevention Measures have been duly analysed, the Model will be adopted (or updated) by a specific Board resolution.

1. The Board of Directors, acting on its own initiative or at the behest of the Supervisory Committee, shall pass timely resolutions amending and/or updating the Model, especially to ensure compliance with regulatory reforms, not only in the circumstances mentioned above (the inclusion of new offences under Legislative Decree No. 231 or changes in the risk profile inherent to business operations), but also in the case where violations or evasion of the provisions of the same indicate the Model's unsuitability to effectively prevent offences.
2. The Supervisory Committee must be given advance notice of, and express an opinion on, any and all proposed amendments to the Model.
3. In departure from the provisions set forth in the preceding point, the Chairman may bring non-substantive changes to the Model insofar as such changes may be required in the interests of greater clarity or efficiency, as well as to merely formal adjustments, such as the updating of the list of offences and of Special Sections cited in the Model's General Section, the updating of Brembo's description, etc. Any and all such changes must be notified to the Board of Directors and the Supervisory Committee.
4. The Supervisory Committee shall, in any event, promptly report to the Chairman, without delay, any events that highlight the need for a revision of the Model. In such cases, the Chairman shall call a Board of Directors' meeting for the purpose of passing the resolutions falling within the responsibility of the Board. The same shall apply, insofar as is compatible, to changes to be introduced by the relevant corporate departments in the procedures required for implementing the Model. The Supervisory

Committee must be given timely notice of, and express an opinion on, any and all amendments to procedures.

5. Brembo's Board of Directors, upon proposal of the Supervisory Committee and/or LCA, is empowered to subsequently extend this Model by Board resolution, in the case where it becomes necessary to introduce further Special Sections dealing with new offences that may in the future be included within the scope of application of Legislative Decree No. 231/2001.

4.6 SUPERVISORY COMMITTEE

4.6.1 Setting up of a Supervisory Committee

1) REQUIREMENTS

1.1) The Board of Directors has established a **Supervisory Committee** that meets the following requirements:

Autonomy and independence

Pursuant to Article 6, paragraph 1(b), of the Decree, the Supervisory Committee must be endowed with "*autonomous powers of initiative and control*". The requirements of autonomy and independence imply that the Supervisory Committee may not be directly involved in undertaking any of the managerial activities it is tasked with overseeing.

The autonomy in question refers to the decision-making authority that is inherent to oversight functions and may be described as the unfettered freedom of self-determination and action, with full technical discretion in the discharge of the functions of a self-referential body.

Such autonomy is, first and foremost, towards the Company and its top-level management and executives, with the result that the Supervisory Committee must be in a position to discharge its tasks completely free from any sort of influence or pressure, and may not be involved in undertaking any managerial and/or operational activities whatsoever falling outside the scope of its specific oversight functions.

The Supervisory Committee operates with autonomous powers of initiative, being assigned adequate financial tools which ensure its independent efficiency. For this purpose, the Board of Directors assigns to the Supervisory Committee, according to its prescriptions, a budget to be used for all its institutional activities, which are yearly reported.

Professionalism

The Supervisory Committee must be professionally capable and reliable, it being understood that these requirements apply to the said committee as a whole, and

therefore, also to each and every one of its individual members. The Supervisory Committee must be endowed with all the technical skills required to discharge its assigned functions with the greatest diligence and effectiveness (availing, where necessary, of the expert advice of outside consultants and specialists, as contemplated in the Supervisory Committee Rules, set forth below). These features, together with independence, ensure the objectivity of the Supervisory Committee's findings and opinions.

Constant oversight

To ensure the ongoing effectiveness and implementation of the Model, the latter must be subjected to constant monitoring for compliance and appropriateness by a corporate structure tasked with oversight on a full-time basis and duly invested with the required investigative powers. The corporate structure in question within the Company is the Internal Audit function in charge of overseeing the implementation and promoting the updating of the Model, on an ongoing basis.

The Supervisory Committee shall be afforded free access to all corporate data, as well any and all the assistance, that it may request or require from corporate functions and structures, in the performance of its oversight tasks.

1.2) Each and every member of the Supervisory Committee must meet the following requirements of autonomy, independence, personal integrity and professionalism.

1. **Autonomy and independence** means the absence of operational tasks, of meddlings, interferences and conditioning, either economical or personal, by company's bodies and by the top management, and also the absence of conflict interests, even *potentially*, and the lack of realtion with the members of the corporate bodies and with the top management.

The Chief Internal Audit Officer has no operative responsibilities and his function has be autonomous and independent.

Furthermore the autonomy and the independence of Supervisory Committee, as a whole, are guaranteed from the positioning recognized into the corporate organizational structure, by professionalism and integrity requirements of its members, by the reporting lines towards the top management and by the fact that the Supervisory Committee self-regulated its functioning, its activities and decisions and has an appropriate budget to be used, also, for the appointment of external consultants.

2. **Professionalism** means that Supervisory Committee members must meet certain specific requirements in terms of professional qualifications and experience¹⁵, in one or

¹⁵ Confindustria explicitly refers to specialist know-how in the field of corporate oversight and control systems analysis, such as statistical sampling, risk assessment and analysis, risk containment measures (authorisation procedures, inbuilt checks and

more specialist fields ranging from law (company, criminal, civil, administrative and procedural law) through to accountancy, risk management, corporate compliance, business administration, as well as workplace accident prevention and occupational safety.

3. Personal integrity entails:

- (i) absence of causes of ineligibility and disqualification in accordance with the Article 2382 of Italian Civil Code;
- (ii) not been subject to preventive measures imposed by court, pursuant to Legislative Decree No. 159 of 6 September 2011 as further amended and extended, without prejudice to subsequent rehabilitation;
- (iii) not having been incurred, pursuant to a final and binding judgement no longer subject to appeal, and without prejudice to subsequent rehabilitation:
 - a custodial sentence for having committed one or more offences punishable under regulations governing the banking, financial and/or insurance industries, and/or markets and financial instruments, taxation and payment instruments;
 - a custodial sentence for having committed one or more offences punishable under Title XI of Book V of the Italian Civil Code, and/or Royal Decree No. 267 of 16 March 1942;
 - a custodial sentence of no less than six months for having committed one or more offences against the public administration, in breach of the public trust, or property offences, or offences against public order and/or the public economy;
 - a custodial sentence of no less than one year for any offence committed other than negligently;
 - any sentence whatsoever, for having committed one or more of the offences covered under the Decree;
- (iv) not having been subjected, by plea bargaining, to one of the penalties provided for in point 3 above, without prejudice to the benefit of the extinction of the offence.

2) REASONS FOR INELIGIBILITY, INCOMPATIBILITY AND DISMISSAL

2.1) Reasons for ineligibility, incompatibility and, if they arise, dismissal are the following:

- the lack or the sudden loss of autonomy, independence, professionalism and constant oversight, also including the case of the assignment to the Supervisory Committee member of operating tasks and functions that are incompatible with these requirements;

- relations of kinship, marriage, cohabitation or affinity within the fourth degree with members of the Board of Directors of Brembo or its Subsidiaries;
- ongoing direct or indirect economic and/or other contractual relationships, whether entailing consideration or otherwise, with Brembo and/or any of its subsidiaries (including service as an Executive Director of Brembo and/or any of its subsidiaries) and/or with any of the directors thereof. Towards such end, no account shall be taken of service as the Company's Chief Internal Audit Officer, and/or as a member of the Supervisory Committee, in respect of any and all matters pertaining to official tasks and duties discharged in such capacity;
- subjection to preventive measures ordered by the judicial authorities, as well as disqualification from and/or unfitness for holding professional office, declaration of bankruptcy, disqualification — including, of a temporary nature — from holding public office or inability to hold executive positions;
- subjection to criminal proceedings, and/or a conviction or order for the execution of sentencing within the meaning of Articles 444 and following of the Italian Code of Criminal Procedure, including by a court other than the court of last resort, in respect of the Offences covered under the Decree and/or other offences of similar type;
- a finding of guilt, including by a court other than the court of last resort, in respect of one or more of the administrative offences punishable under Articles 187-bis and 187-ter of Legislative Decree No. 58/1998 (hereinafter "TUF");
- a conviction or an order to execute the imposed sentence within the meaning of Articles 444 and following of the Italian Code of Criminal Procedure, whether for one of the underlying Offences pursuant to the Decree or otherwise for one of the administrative offences punishable under Articles 187-bis and 187-ter of TUF, including by a court other than the court of last resort, holding the Company's Supervisory Committee responsible for "having exercise no or insufficient oversight" within the meaning of Article 6, paragraph 1(d), of Decree No. 231;
- a serious dereliction of duty within the meaning of the Model and these Rules, or otherwise serious conflicts of interest that hinder the diligent and effective discharge of official duties, or that compromise the exercise of independent judgement in the exercise of the tasks assigned;
- any breach of the confidentiality obligations imposed under the Regulations of Supervisory Committee;
- failure to attend at least 80% (eighty percent) of Supervisory Committee meetings;
- any and all situations, other than those contemplated above, that could entail non-satisfaction of the requirements of autonomy and independence imposed on Supervisory Committee members.

2.2) All the members of the Supervisory Committee are subject to the prohibition against engaging in competition pursuant to Article 2390 of the Italian Civil Code.

2.3) Before taking office, all newly appointed Supervisory Committee members are required to forward to Brembo's Board of Directors a copy of their CV and a statement attesting that they do not fall within any of the causes of ineligibility mentioned in point B.1, and furthermore, that they undertake not only to discharge the assigned tasks and duties properly, diligently, competently and in accordance with Brembo's Values, Code of Ethics and Model, but also to notify the Brembo's Board of Directors in writing of the occurrence of any circumstances whatsoever warranting their dismissal from the Supervisory Committee.

2.4) In the event of the preventive imposition of one of the interdictive measures contemplated in Decree No. 231, BREMBO's Board of Directors, after acquiring an in-depth understanding of the facts, shall assess whether or not the Supervisory Committee may be held responsible for exercising no or insufficient oversight, and consequently address the issue of whether or not a cause for dismissal from the Supervisory Committee is warranted.

2.5) A Supervisory Committee member may be dismissed by Board resolution, passed in light of the opinion of the other Supervisory Board members, solely "for juste cause", and that is to say, upon satisfaction of one or more of the conditions set forth in points B.1, B.2 and B.4.

3) REPLACEMENT OF SUPERVISORY BOARD MEMBERS

3.1) In the event of the resignation, dismissal, disqualification from or unfitness for office of any member of the Supervisory Committee, the said Committee shall inform the BREMBO's Board of Directors, that shall assess whether or not to appoint a replacement.

3.2) In the event of the resignation or dismissal of the Supervisory Committee Chairman, the said Committee shall be chaired by the member of the Committee oldest in age, on a temporary basis and until the appointment of a new Supervisory Committee Chairman.

3.3) In the event of the resignation or dismissal of all the Supervisory Committee members, Brembo's Board of Directors shall proceed with the appointment of a new Supervisory Committee.

3.4) In the case of a member of the Supervisory Committee sits on other Brembo's Governance Committee, she/he shall cease to sit on the Supervisory Committee upon termination in said office or appointment and shall be replaced by whoever replaces them in the said capacities. Through to the appointment of a new Supervisory Committee, the latter's functions and tasks shall be discharged, on a temporary basis by the Audit, Risk and Sustainability Committee.

4.6.2. Reporting obligations to the Supervisory Committee

In order to facilitate the activity of supervision on the effectiveness, observance and update of the Model within areas at risk, the Supervisory Committee must receive all information, including from third parties, pertaining to the implementation of the Model itself. Such information shall include in general any and all reports of the commission of an offence covered under the Decree and subsequent laws in respect of the Group's business, or any behavior that is not in keeping with the rules of conduct in force within the Group, as specified in the Model and/o in general in the Brembo Corporate and Compliance Tools

Reporting obligations to the Supervisory Committee are directed at:

- Brembo's management and business functions of first level and the Audit's structure within areas at risk and it concerns:
 - i) Periodical results of the implementation of the Model in the areas of activity at risk (ongoing and periodical information flows);
 - ii) Every anomaly found during the verification activities performed within the available information (ad hoc information flows);
- Brembo's staff and collaborators, who shall be entitled to report violations of the Model, the Code of Ethics and Brembo's Corporate and Compliance Tools directly to the Supervisory Committee, through specific information channels (see point 4.11).

The Supervisory Committee must receive the above-mentioned information, concerning also timings and information channels that shall be used, pursuant to specific guide lines and internal procedures and instructions.

4.6.3 Rules of the Supervisory Committee

Brembo N.V.'s Supervisory Committee is regulated pursuant to specific rules governing its proceedings that form an integral part of this Model and attached hereto in **Attachment E**.

4.7 THE BREMBO MODEL AND GROUP COMPANIES

Through its organisational structure, Brembo shall notify the Model, and any and all subsequent versions of the same, to all Group companies. Although the Group companies are independent on a financial, managerial and organisational level, since they are part of the Brembo Group they implement the guidelines and adopt the general principles of behaviour and compliance defined by the Parent Company, in addition to carry out local compliance programmes according to the rules about company's responsibility in force in their individual country.

4.7.1 Group's Italian Companies

Although they are not listed on the stock market¹⁶, for the purposes of the Legislative Decree and under their own responsibility the Group's Italian companies adopt:

- i) their own "Organisational, Management and Control Model", inspired by the principles and contents of this Model. The sole exception is represented by specific situations related to the nature, dimension and type of activity and to the structure of the internal delegation of power, which impose or suggest that different measures be adopted for the more rational and effective pursuit of the objectives indicated in this Model;
- ii) Brembo's Corporate and Compliance Tools, including the Code of Ethics.

The Model of the Group's Italian companies is adopted after identifying within the individual company the activities representing a criminal risk and the appropriate measures to prevent such crimes. For this specific activity the companies can request support from the Parent Company regarding the method to be applied, envisaging:

- assessment of the potential risk of commission for the cases of crime provided for by the Legislative Decree based on the company profile and the specific areas in which it operates;
- identification of people who, in the Group companies, will be responsible for risk assessment and establishing control protocols, as well as ensuing updates/improvement plans.

During the procedure for identifying activities at risk and adopting its own Model, and until the Model has been approved, each Group company shall adopt internal control measures aimed at preventing unlawful behaviour.

¹⁶ Adoption of a Model 231 is a requisite for companies under Italian law listed with the STAR segment of the Italian Stock Exchange, whereas for non-listed companies it is an option that constitutes an exempting element for the purposes of responsibility as provided for by Legislative Decree 231.

In the Group's smaller Italian companies the functions of the Supervisory Committee can be conducted directly by the executive body (as provided for by Article 6 of the Legislative Decree). Nevertheless, they independently evaluate if they should appoint their own Supervisory Committee or if the executive body should perform these functions.

Group companies shall inform the Parent Company's Supervisory Committee of the adoption and implementation of their own Model and shall give timely notice of any and all problems encountered in complying with the provisions of the same.

4.7.2 Group's foreign companies

A. Brembo's Corporate and Compliance Tools

As part of an international industrial group, which is subject to the management and coordination by Brembo N.V., the Group's foreign companies embrace the general principles of compliance dictated by the Parent Company.

Brembo requires the Group's foreign companies to adopt and implement the **Brembo's Corporate and Compliance Tools**, in order to constantly ensure high ethical and compliance standards with reference to all corporate operations of the Brembo group.

B. Compliance with Local Regulations: the so-called "Local Compliance Tools"

In addition to Brembo's Corporate and Compliance Tools and on the basis of the provisions set forth by this subset of rules, the individual Foreign Companies are responsible for adopting the so-called "Local Compliance Tools", i.e., the most appropriate measure to meet any local compliance regulations, setting up a risk-assessment process, mapping sensitive areas and drafting the most suitable control protocols in order to formalise their own compliance programme, which forms part of the internal control and risk management system of each Foreign Company.

In adopting and implementing the so-called "Local Compliance Tools", it must be borne in mind that — as core principle — if local regulations are less stringent than those of the Parent Company, then the latter's compliance principles will prevail (principle of prevalence).

C. Relationships with the Parent Company on compliance matters

Relationships amongst Group companies are characterised by the utmost transparency and strict compliance with all the requirements imposed under the legal framework of reference, on the basis of the aforementioned principle of prevalence, and must always be

in line with the strategic and compliance guidelines laid down by the Parent Company Brembo N.V.

All Italian and Foreign Group Companies shall be informed by the Parent Company of the latter's adopted Model (any and all subsequent updates thereof) and of Brembo's Corporate and Compliance Tools.

Each company shall appoint a Country General Manager tasked with overseeing the functioning of the oversight and risk management system of the company in question. The aforesaid Country General Managers (or the relevant Managing Director/Sole Director for Italian companies) shall, with the support of the various local process managers and related organisational structure:

- ensure that their respective companies adopt and implement, if Italian, a Model and, if foreign, the so-called Local Compliance Tools (see below), consisting of the most appropriate measures to meet any local compliance regulations, and to endow the said Foreign Group companies with a risk assessment process, procedures for mapping areas at risk and oversight provisions, laying the foundations of a fully formalised compliance system;
- implement, at local level, including through specific tools/awareness and training programmes targeted at employees, all of BREMBO's Corporate and Compliance Tools as drawn up by the Parent Company, bringing to the same any and all the adjustments required to ensure compliance with local regulations, without prejudice to the principle of prevalence referenced in point 4.7.2 B;
- serve as the reference point for Brembo and the Parent Company's Supervisory Committee for any and all overseas implications of the 231 Model;
- are supported in the analysis of the relevant regulatory framework by the Parent Company's LCA (which, in turn, shall draw on constant updates from local legal advisors).

In light of its role of coordinator on all compliance matters, the LCA shall maintain on file the Models adopted by all Italian Companies, as well as the local compliance programmes in force within Foreign Group companies.

The functioning, application and appropriateness of the compliance system in force within Group Companies shall be subject to periodic audits by the Parent Company's Internal Audit function which, in such regard, shall avail of the support of the local Internal Audit Director, if appointed.

D. Priority criteria for implementing the compliance system among Group Companies

The priority criteria for implementing the local compliance system (Brembo's Corporate and Compliance Tools and Local Compliance Tools) are based on the risk parameters of the Group companies (by way of example but not limited to: country risk; holding company, business enterprise or production company; participation/presence of other shareholders; consolidation; auditor certification; 262 mapping).

A summary of the results of the risk mapping of each individual Group Company is available for consultation at the LCA. The mapping in question served as the basis for drawing up the action plan for implementing the compliance system within the various Group Companies.

4.8. COMMERCIAL DEALINGS WITH BUSINESS PARTNERS

With regard to business partners, Brembo has given concrete application to the principles set forth in the Code of Ethics and the 231 Model, adopting the following measures (to be applied selectively on the basis of an assessment taking due account of the various types of business partner):

- the undertaking of an ethics-specific due diligence on suppliers, in the broadest sense, and including service providers, such as agents and consultants, to the sole exclusion of intellectual service providers (in particular, including a section devoted to verifying certain compliance requirements in the "Supplier Pre-assessment Questionnaire" that the Purchasing GCF submits during the selection phase for possible business partners);
- the inclusion in the General Supply Terms and contractual specifications applicable worldwide of compliance clauses designed in line with the goals described below (and requiring, amongst the other things outlined below, not only compliance with applicable regulations and the relevant provisions of Brembo's Model and the internal rules, but also subjection to auditing aimed at verifying that the supplier also properly fulfils its compliance obligations);
- the inclusion, in agreements with suppliers, of the commitment to comply with Brembo's Sustainable Procurement Policy, that synthesizes Brembo's policy of sustainability, and it indicates the principles that Group's Suppliers must be respect, subscribe and transfer on their supply chain.
- the inclusion in its contracts, as well as purchase orders, of clauses that grant Brembo the right, where deemed appropriate, to terminate the contract if the counterparty is charged (including as a measure of merely precautionary nature) with one of the underlying offences envisaged by Legislative Decree No. 231/2001;
- where possible, the inclusion in intellectual service agreements of the ability to withdraw on a discretionary basis, i.e., the ability to withdraw for compliance-related or

other reasons.

In addition, whenever the Client proposes contractual clauses that refer to ethical values, Brembo requires that both parties assume an obligation to one another to comply with their Code of Ethics and not to breach rules of conduct.

The inclusion of the foregoing clauses (referred to hereinafter as "**231 Clauses**") in relations with business partners serves the following objectives:

- ❖ Ethics: maximising the importance and essential nature that Brembo attributes to the actions of parties with which it comes into contact;
- ❖ Information: making its counterparties aware of its ethical values, as enshrined in the Code of Ethics, and principles of conduct, as set forth in the 231 Model, which inspires Brembo's behaviour;
- ❖ Protection: safeguarding its reputation through the power to terminate contracts, where deemed appropriate, if the counterparty is charged with one of the underlying offences envisaged by Legislative Decree No. 231/2001. It is understood that, regardless of the inclusion of the 231 Clause, protection is nonetheless always considered achieved when Brembo is granted a discretionary withdrawal option in a contract.

It should be emphasised that the need to pursue the foregoing varies by the nature of the counterparty. Accordingly, LCA when assessing the expediency of including 231 Clauses considers the following:

- the relationship formed over the years: counterparties with which Brembo has longstanding relationships and which have shown their full respect for and focus on complying with shared ethical values, allow the ethics and information objectives to be considered implicit and already achieved, while reducing, on the basis of past experience, to a negligible level the need to pursue the protection goal;
- the counterparty's focus on compliance issues: companies that notoriously dedicate concrete attention to the principles of Sustainability and have implemented governance tools similar to those adopted by Brembo, on one hand, are usually inclined to accept (if indeed they have not themselves proposed) the inclusion of "231 Clauses" or similar clauses in cases of international companies, and on the other hand, allow the ethics and information objectives to be considered implicit and already achieved, and permit the risk protected by the protection objective to be viewed as negligible;
- the counterparty's prestige and notoriety: there are cases in which the image benefit that Brembo derives from relationships with certain counterparties is considered to be significantly superior to the protection objective pursued through the inclusion of 231

Clauses.

With regard to the specific type of business partners with which Brembo engages in *joint-ventures* (including *consortia*, temporary business associations, partnerships, collaborative agreements, the setting up of organisations with or without legal personality, in which Brembo holds a participating interest), Brembo shall ensure that its representatives in the managing bodies (if any) of the said joint-ventures promote the principles and contents of the Model and Brembo's Corporate e Compliance Tools within their respective spheres of competence.

4.9 DISCIPLINARY SYSTEM

4.9.1 General principles

The Model imposes rules of conduct aimed at preventing the commission of the offences contemplated under the Decree and more generally, at ensuring the proper application of internal procedures (see Articles 6(2)(e) and 7(4)(b)), included the Whistleblowing Procedure described in point 4.11 below.

The rules imposed under the Model are adopted by Brembo in complete autonomy, given the need to ensure compliance with the regulatory framework binding on the Company.

The setting up of a proper disciplinary framework is essential to the functioning of the Model and of the relevant Procedures, included the Whistleblowing Procedure described in point 4.11 below. Since the application of the disciplinary system and relevant actions refer to the violation of rules of the Model, such application may be taken regardless of whether or not criminal charges are brought or the offences are successfully prosecuted by the judicial authority. The system applies to all company employees and directors, as well as any and all persons and parties that have entered into contractual relations with Brembo.

Any violation, by whosoever committed, of the Model or the procedures established in implementation thereof, included the Whistleblowing Procedure described in point 4.11 below, must be immediately reported in writing to the Supervisory Committee by the addressees hereof, without prejudice to the procedures and other formalities to be discharged by the person or body vested with disciplinary powers.

The violations of the Model also include violations of the measures for the protection of the reporting party set forth in the following § 4.11 and in the Reporting Procedure. It is

understood that in the event that the reporting person is found to be criminally or civilly liable, even by a judgment of first instance, for defamation or slander offences, in cases of wilful misconduct or gross negligence, the protections are no longer guaranteed and a disciplinary penalty may be applied to the reporting person¹⁷.

The Supervisory Committee must immediately proceed with the necessary investigations, ensuring the confidentiality of the person against whom action is to be taken.

The Supervisory Committee shall, using the investigatory tools and procedures it deems fit, verify that from the very outset of their relationship with Brembo, all the persons and parties to which the Model applies are duly informed of the disciplinary system and trained in respect of its contents.

Disciplinary proceedings must, in any case, be managed in compliance with the requirements of the legal status of the party against whom proceedings are being taken.

4.9.2 Applicability to workers, office staff and middle managers

The corporate disciplinary system is based on the rules set forth in such regard in the Italian Civil Code, the Workers' Charter and the applicable National Collective Bargaining Agreement, and the applicable law in force.

The disciplinary measures applicable to blue collars, office staff and middle managers contemplated under the National Collective Bargaining Agreement include:

1. verbal reprimand;
2. written warning;
3. a fine of up to three hours of minimum remuneration;
4. suspension from work without pay up to a maximum of three days;
5. dismissal with notice;
6. dismissal without notice.

In compliance with the National Collective Bargaining Agreement the system highlights behaviour deserving of disciplinary action, on the basis of the seriousness of each case, listing the sanctions applicable accordingly.

Apart from the examples of such behaviour provided in the applicable National Collective Bargaining Agreement, workers engaging in the following behaviours, by way of commission or omission, including in complicity with others, shall be exposed to disciplinary action:

¹⁷ For further details, see Article 16(3) of the Legislative Decree no. 24/2023.

- a) those who violate the internal procedures set forth in the Model, included the Whistleblowing Procedure described in point 4.11 below, as a result of “non-compliance with service-related provisions”;
- b) those who violate the internal procedures set forth in the Model, included the Whistleblowing Procedure described in point 4.11 below, by engaging in behaviour consisting in “tolerance of anomalies during work operations” or “non-compliance with service-related duties and obligations, without entailing prejudice to the service or Brembo’s interests”;
- c) those who violate the internal procedures set forth in the Model, included the Whistleblowing Procedure described in point 4.11 below, or engage, during the course of activities in areas at risk, in a behaviour that is not compliant with the requirements of the Model itself or of the procedures established to implement it, included the Whistleblowing Procedure described in point 4.11 below, in the case where such behaviour amounts to “refusal to carry out orders pertaining to service obligations” or “habitual negligence or habitual non-compliance with statutory or regulatory obligations or service obligations in the course of their work” or, in general, any and all negligence or deliberate failure to comply with laws or regulations or service obligations, and that is not otherwise punishable;
- d) those who, during activities in areas at risk, engage in a behaviour that is not compliant with the requirements of this Model or of the procedures established to implement it, included the Whistleblowing Procedure described in point 4.11 below, in the case where such behaviour amounts to “irregularity, recklessness or negligence, or non-compliance with laws, regulations or service obligations, compromising the safety and regularity of the service and entailing serious damage to Brembo’s or third-party property”;
- e) those who, during activities in areas at risk, engage in a behaviour that is clearly in breach of the requirements of this Model or of the procedures established to implement it, included the Whistleblowing Procedure described in point 4.11 below, to such an extent as to entail the concrete application against Brembo of the measures contemplated in the Decree, such behaviour being regarded as “wilful violation of laws, regulations or official duties that may occasion or have occasioned serious prejudice to Brembo or third parties”;
- f) those who have directly committed an offence contemplated in Legislative Decree No. 231/2001.

The Supervisory Committee must necessarily be involved in the investigations into the violation and the procedure for the imposition of disciplinary sanctions following the breach of the Model or of the procedures established to implement it, included the Whistleblowing Procedure described in point 4.11 below. This means that no disciplinary

proceeding may be closed without further action and no disciplinary action may be imposed for a violation of the Model or of the procedures established to implement it, included the Whistleblowing Procedure described in point 4.11 below, without prior immediate consultation with and, where required by the person exercising disciplinary powers, the prior issue of an opinion by the Supervisory Committee.

Formal allegations may entail the revocation of any and all powers of attorney conferred on the person concerned.

The type and severity of the aforesaid penalties shall be determined taking due account of, *inter alia*:

- the level of negligence, carelessness or ineptitude, as assessed in light of the foreseeability of the event;
- the job description, position and responsibilities of the persons concerned.

4.9.3. Applicability to top management

In the case of a violation of the Model or of the Whistleblowing Procedure described in point 4.11 below by the top management, the Company shall apply the most appropriate measures provided for under applicable regulations and the National Collective Bargaining Agreement, up to the termination of the employment contract.

In such cases, moreover, the executive may face the revocation of any powers that may have been delegated to him/her and, if possible, a change in his/her job description.

Disciplinary measures, as well as any and all claims for damages, must be commensurate with the job description, position and level of trust inherent to the responsibilities vested in the person concerned.

The Supervisory Committee must necessarily be involved in the investigations into the violation and the procedure for the imposition of disciplinary sanctions to executives following the breach of the Model or of the procedures established to implement it, included the Whistleblowing Procedure described in point 4.11 below. No disciplinary proceeding may be closed without further action and no disciplinary action may be imposed against an executive for a violation of the Model or of the procedures established to implement it, included the Whistleblowing Procedure described in point 4.11 below, without immediate consultation with and, where required by the person exercising disciplinary powers, the issue of an opinion by the Supervisory Committee.

4.9.4. Applicability to Directors

This Model must be delivered to all members of the Board of Directors.

In the event of breaches of the internal procedures entrenched in the Model, included the Whistleblowing Procedure described in point 4.11 below, by one or more members of the

Board of Directors, the Chairman of the Supervisory Committee shall give notice to the entire Board of Directors which shall then determine the action to be taken in respect of the said non-compliant member or members, in accordance with applicable regulations.

Disciplinary measures, as well as any and all claims for damages, must be commensurate with the job description, position and level of trust inherent to the responsibilities vested in the person concerned.

4.9.5. Applicability to Brembo's contractual counterparties

As described in point 4.8 above, in its relationships with business partners, Brembo decided, *inter alia*, to apply its Model also with respect to said parties, pursuant to the provisions set forth in 231 Clauses.

With reference to the disciplinary system, the 231 Clauses also envisage:

- the inclusion in its contracts, as well as purchase orders, of clauses that grant Brembo the right, where deemed appropriate, to terminate the contract if the counterparty is charged (including as a measure of merely precautionary nature) with one of the underlying offences envisaged by Legislative Decree No. 231/2001;
- where possible, the inclusion in intellectual service agreements of the ability to withdraw on a discretionary basis, i.e., the ability to withdraw for compliance-related or other reasons.

4.10 INFORMATION AND TRAINING ON BREMBO MODEL

In order to enhance the effectiveness of this Model, Brembo intends to ensure proper awareness and divulgation of the rules of conduct contained herein, with differing degrees of detail in function of the extent to which recipients are involved in sensitive activities.

All company employees and stakeholders must be informed of the adoption of the Model and any and all updates of the latter, immediately following approval of the same.

The Model shall be published in full on the Company's Intranet site, whilst only the General Section and some of the Special Sections will appear on Brembo's website, to the exclusion of portions deemed too sensitive for disclosure outside the Company.

New recruits will be provided with an information package (National Collective Bargaining Agreement, Code of Ethics, Welcome Kit, etc.), designed to ensure that they are aware of the principles deemed to be of fundamental importance within the Company. All new recruits will be bound to provide Brembo with a signed declaration attesting that they

have received the information package, are fully aware of the documents thereto attached and undertake to comply with the provisions therein contained.

Training activities:

- i) are aimed at familiarising recipients with the provisions of Legislative Decree No. 231/2001, as further amended and extended, explaining why Brembo has decided to implement a Model and illustrating the main behaviours in which to engage in order to prevent the commission of the Offences;
- ii) vary, in terms of content and training methods, in function of the job description of recipients, the level of risk involved in the area in which they operate, as well as on the basis of whether or not they are empowered to represent Brembo towards third parties.

Each year, the training plan is submitted for review by the Supervisory Committee and is constantly updated according to the state of progress thereof.

Training is delivered both in a "traditional" mode through classroom lessons and through the use of multi-media materials distributed to the employees involved (executives, middle managers and office staff), inasmuch as self-learning was deemed especially effective in that it allows:

- a record to be kept of the documentation used for training purposes and recipients of training;
- certification of course attendance, with monitoring of the beginning and end of each course;
- course efficacy to be *reviewed according to the score obtained on the test-out*.

4.11. WHISTLEBLOWING

1) Internal Whistleblowing Channel

Since 2007, Brembo has set up whistleblowing information channels to ensure the reporting of misconduct or violations of the Code of Ethics, of Brembo 231 Model and any anomalies or weaknesses in the Company's Internal Control System.

On the basis of Directive (EU) 2019/1937 on the protection of persons who report breaches of European Union law of which they have become aware in a public or private employment context (the so-called Whistleblowing Directive), subsequently transposed into national law, Brembo N.V. has activated an internal reporting channel, through a platform which, by means of IT methods and encryption tools, is suitable for guaranteeing

the confidentiality of the identity of the reporter or of the persons involved, the content of the report and the documentation relating thereto.

The channel is available:

- via the web platform [Software segnalazioni - Whistleblowing](#);
- via the **Legality Whistleblowing Mobile App**.

Reports can be made either in written or oral form.

The reporting person may also request a direct meeting with the manager of the channel by leaving a written or verbal message in the platform. The report, with the consent of the reporting person, will then be recorded in the platform to ensure proper processing.

Reports and related documentation are kept for no longer than five years from the date of closure. Processing of personal data is carried out in accordance with EU Regulation 2016/679.

2) Management of the internal reporting channel

Brembo has appointed the Internal Audit GCF, in the person of the Chief Internal Audit Officer, as the manager of the internal reporting channel, since it is a dedicated autonomous department with staff specifically trained to manage the reporting channel.

3) Reporting persons

Reports may be made by persons connected with Brembo's business, such as: employees of the Brembo Group; self-employed workers, collaborators, freelancers and consultants; employees or consultants of suppliers, contractors or sub-contractors; clients; volunteers and trainees; shareholders and persons with administrative, management, control, supervisory or representative functions.

4) Object of the report

Reports may concern conduct, acts or omissions connected with Brembo Group's activities, including violations of Brembo's Organisational, Management and Control Model, pursuant to Legislative Decree no. 231/2001, and violations of other corporate codes of conduct, policies and procedures for which the reporting channel is provided (by way of example but not limited to: Code of Ethics, Anti-Corruption Code of Conduct, Antitrust Code of Conduct, Privacy Policy, Code of Basic Working Conditions, Policy on Non-Discrimination and Diversity, Sustainable Procurement Policy).

It should be noted that, when the Chief Internal Audit Officer ascertains that the report falls within the scope of application of the Organisational, Management and Control Model pursuant to Legislative Decree No. 231/2001, it is also notified through the platform to the

Chairman of Brembo N.V.' Supervisory Committee, who may have access to the contents of the report, in his capacity as the entity responsible for the management of such reports.

5) Reporting procedure

Brembo has adopted a procedure aimed at guaranteeing the protection of confidentiality and personal data, as well as regulating the procedures for the storage of the documentation relating to the report (feedback, verification and analysis), ensuring that the same is carried out in the manner and within the timeframe envisaged by the regulations in force from time to time (hereinafter "Reporting Procedure").

In order to ensure the widest possible dissemination, the Whistleblowing Procedure shall be posted on company notice boards, published on Brembo's intranet portal and posted on the platform accessible from Brembo's website.

The Reporting Procedure applies to all reports received by the parent company Brembo N.V. through the reporting channel mentioned above and managed by the Internal Audit GCF, whereas, for the other companies of the Group, the following applies:

- Brembo N.V.'s European subsidiaries with at least 50 employees shall adopt a procedure similar to the above, taking into account the prerogatives of the relevant national law implementing EU Directive 2019/1937, by setting up their own internal reporting channel and identifying a person who manages that channel.
- non-European Group companies maintain their own internal reporting channels, if any, and comply, if necessary, from time to time with the applicable legislation.

However, it is understood that all Brembo Group Companies may decide to assign the responsibility of managing the internal reporting channel to the Internal Audit GCF in the person of the Chief Internal Audit Officer, compatibly with local regulations, and/or use the same platform used by the parent company for the management of the channel.

Without prejudice to the foregoing, it should be noted that it remains at the discretion of the reporting person, in all Brembo N.V. subsidiaries, to send reports through the local internal reporting channel, if any, or, alternatively, through the reporting channel of the Parent Company Brembo N.V.

In addition, in line with the provisions of Decree 24/2023, the possibility for the reporting person to use external reporting channels established by the authorities of each country is also recognised.

5. INTRODUCTION TO SPECIAL SECTIONS

The Special Sections of the Brembo Model are structured as follows:

1. Summary description of the underlying offences, broken down into broad categories;
2. Rating of the level of the risk of the commission of the Offences covered in each Special Section;
3. Description of the main Sensitive Corporate Areas/Activities found to be at risk in light of the Company's profile;
4. Definition of the general principles/rules of conduct adopted within Brembo with a view to preventing wrongdoing and containing the risk of the commission of Offences;
5. Controlling & Prevention Measures in force within Brembo (reference to the relevant "Sensitive Activity Analysis" sheets — the "mobile" section of the Model).

The findings reached through risk assessment and analysis of the Company's business operations as a whole suggest that the probability of the commission of following Offences is not material, indicated below:

- currency falsification offences, except for counterfeiting;
- offences against the person involving pornography, illicit brokering and labour exploitation, female genital mutilation, and child prostitution, including child enticement and certain cross-border offences;
- some transnational crimes;
- terrorism offences, or the subversion of the democratic order, and offences involving the holding of persons in slavery, human-trafficking, slave trading, trade in organs from living persons and forms of racial discrimination;
- violation of the National Cybersecurity Perimeter regulations¹⁸;
- some of the environmental offences associated with:
 - *killing, destruction, capture, withdrawal or possession of protected wild plant and animal species (Article 727-bis of the Italian Penal Code);*
 - *destruction or deterioration of habitat within a protected site (Article 733-bis of the Italian Penal Code);*
 - *trade in protected animal or plant species or possession of reptiles or mammals that could endanger public health and safety (Law No. 150/1992);*
 - *intentional or negligent pollution of the sea through discharge of waste from ships (Legislative Decree No. 202/2007);*
- Fraud offenses in sports competitions or abusive exercise of playing and betting activities;

¹⁸ It should be noted that Brembo is not among the entities included in the national cybersecurity perimeter pursuant to Article 1 of Legislative Decree No. 105 of 21.09.2019.

- Offences committed in the course of relations with the Public Administration, in particular:
 - *Public procurement fraud (Article 356 of the Italian Penal Code);*
 - *Fraud to the detriment of the European Agricultural Guarantee Fund and the European Agricultural Fund for Rural Development (Article 2 of Law No. 898/1986);*
 - *Offences concerning non-cash payment instruments [introduced by Article 3 of Legislative Decree no. 184/2021], with reference to the possession and dissemination of computer equipment, devices or programmes aimed at committing offences relating to non-cash means of payment (Article 493 quater of the Criminal Code) and the offence of cyber-fraud (Article 640 ter of the Criminal Code);*
 - *Bid-rigging (Article 353 of the Italian Penal Code);*
 - *Rigging of procedure for contractor's selection (Article 353-bis of the Italian Penal Code)*
- Crimes against cultural heritage (introduced by Article 3 of Law No. 22/2022);
- Laundering of cultural goods and devastation and looting of cultural and landscape assets (introduced by Article 3 of Law No. 22/2022);
- Offences in breach of intellectual property rights, with exclusive reference to the offence of "computer piracy" (*fixation on a digital, audio, video or audiovisual medium, in whole or in part, of a cinematographic, audiovisual or editorial work, or the reproduction, performance or communication to the public of the improperly performed fixation*) (case introduced by the amendment to Article 171-ter of the Copyright Law, by Law no. 93/2023);

since:

- (i) the business operations conducted by the Company in light of its profile and corporate object clause provide little opportunity for the commission of the said offences;
- (ii) there is no way the said offences could be committed in the interest or for the benefit of the Company, as required for vicarious corporate liability to arise pursuant to the Decree.

In any case, in according to these types of crimes and the risk associated, the general principles described in the Code of Ethics, in the Brembo Compliance Guidelines and more generally in Brembo Corporate and Compliance Tools are applied to prevent them.

With reference to Self-laundering (Article 648-ter 1 of Italian Penal Code), introduced into Italy's penal system through Article 3, paragraph 5, of Law No. 186 of 15 December 2014, Brembo's existing preventive measures concerning sensitive processes at risk of commission of illegal money receiving and laundering (as indicated in the Decree) are to be considered, by way of preliminary analysis, appropriate and capable of preventing also the newly introduced offence of self-laundering.

In addition, it is also reasonable to assume that, in adapting the 231 Model to the new offences introduced by Legislative Decree No. 195/2021 - which extends Art. 25-octies to new underlying offences of 'receiving stolen goods, money laundering, self-laundering and use of money, goods or benefits of unlawful origin' including - for the sake of simplification - also facts concerning money or things deriving from offences and, in the case of money laundering and self-laundering, also negligent offences - it is necessary to look at the typical conduct of the offences referred to in Article 648 and following of the Italian Penal Code irrespective of the nature of the offence that lies behind them, considering the measures adopted to prevent/mitigate the non-compliance risks (other than those indicated in the Decree) inherent to administrative-accounting and fiscal operations, which are adequate tools to prevent behaviours which can potentially result at risk of commission of self-laundering, and irrespective of whether the offences behind them fall within the catalogue of 231 underlying offences.

The Special Sections of the Brembo Model and related "mobile" sheets are for internal use only.

The original version of this Model is in Italian and has been translated into English for dissemination purposes. In case of differences between the two versions, the Italian one will apply.