



brembo

Company Presentation
and FY 2025 Results

March 2026



A GROUP OF EXCELLENCE

brembo



ÖHLINS



brembo



J.JUAN sbs

OUR MILESTONES – The Beginning



60s

THE ORIGINS

Brembo's story starts in 1961, when Italo Breda and Emilio, Sergio and Alberto Bombassei opened a mechanical workshop just outside Bergamo, where they started producing the first Italian brake disc for the aftermarket. From the very beginning, the founder Alberto Bombassei was the driving force who steered the small family company to become a worldwide leader in braking systems.



70s

THE CHALLENGE

The Seventies was a decade of exciting challenges. In 1975 Enzo Ferrari chose Brembo for his Formula 1 cars, marking the company's debut on world racing circuits. An adventure that, with 50 years of success, continues to this day.



80s

THE RESEARCH

Continuous research focuses on the development of innovative products and processes, leading to the first aluminum brake caliper for cars. These evolutions contributed to improving performance and comfort.



90s

THE GROWTH

Brembo was listed on the Milan Stock Exchange in 1995: this marked the beginning of its international growth, which has led the company to operate in 18 countries today.

OUR MILESTONES – Today



00s

THE DESIGN

In 2004, Brembo won its first **Compasso d'Oro** award for the design of its carbon ceramic disc braking system.

Brembo acquires **AP Racing** and **Marchesini**.

In 2007, the **Kilometro Rosso** Innovation District opened its doors just outside Bergamo, becoming both a symbolic landmark and the new home to Brembo's headquarters.



10s

THE GLOBAL EXPANSION

Brembo continued to grow around the world, with the opening of **new R&D centers** in Poland, China, the USA and India.



20s

THE INSPIRATION

Brembo has embarked on a new strategic journey of ongoing innovation and digital evolution.

To get ahead of the times and the market, the company presented **SENSIFY**, the new standard in braking, and the **GREENTELL** green disc technology.

The new corporate governance structure was approved: Matteo Tiraboschi took on the role of Brembo's Executive Chairman, with Daniele Schillaci as Chief Executive Officer. In these years, the Group expands its brand portfolio with the acquisition of **SBS Friction**, **J.Juan** and **Öhlins**.

A GROUP OF EXCELLENCE

brembo



Brembo leads the world in the design and production of high-performance braking systems, suspensions and components for elite manufacturers of cars, motorbikes, commercial vehicles and trucks. Founded in 1961 near Bergamo, in the north of Italy, Brembo has a long-standing reputation for providing innovative solutions for OE, Aftermarket and Racing.



+ 16,000

PEOPLE



+ 1,000

WORLD CHAMPIONSHIP TITLES WON SINCE 1975



4,150

UTILITY MODELS AND DESIGN PATENTS



3,703

MILLION OF REVENUES (FY 2025)



88

ELECTRICITY FROM RENEWABLE SOURCES



> 6 %

REVENUES IN R&D ACTIVITIES

brembo

www.bremboaroup.com

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IN THE STOCK MARKET



LISTED IN THE ITALIAN
STOCK EXCHANGE
(EURONEXT MILAN)
SINCE

1995



MAIN SHAREHOLDERS:
NUOVA FOURB SRL (BOMBASSEI FAMILY'S HOLDING COMPANY)

SHARE CAPITAL

53.6%

VOTING RIGHTS

81.1%



2.7 Bn

MARKET CAP (MARCH 2026)

NL

BREMBO N.V. IN THE NETHERLANDS SINCE 2024

- TO BENEFIT FROM A LEGAL FRAMEWORK CAPABLE OF ENHANCING THE GROUP'S GLOBAL BUSINESS DIMENSION
- TO ADOPT A MORE FLEXIBLE SHARE CAPITAL STRUCTURE
- CREATING THE RIGHT CONDITIONS TO PURSUE GROWTH OPPORTUNITIES, INCLUDING INORGANIC GROWTH, FOR THE BENEFIT OF ITS SHAREHOLDERS

KEY PEOPLE

With a degree in Economics and Business from the University of Bergamo, Mr. Tiraboschi began his career in a major international auditing firm; he then spent ten years with growing responsibilities in a global consulting firm before joining the Brembo Group in 2002, and since then he is serving as Director of the Board.

He was holding the position of Executive Deputy Chairman from 2011 to 2021, and before he covered different roles at an international level, such as Head of Foreign Subsidiaries, Group CFO and Head of Investor Relations.

He is also member of the Board of Directors of the Milan Polytechnic since 2017.



Matteo Tiraboschi
Executive Chairman of
the Brembo Group since
December 2021.



Daniele Schillaci
Chief Executive Officer of
the Brembo Group since
July 2019.

After graduating in Industrial Engineering at the Polytechnic of Milan, Mr. Schillaci have spent more than 30 years in the automotive sector covering a variety of complex roles at an international level.

After his initial experience at Renault and Alfa Romeo, he joined Toyota covering positions of increasing responsibility up to the one of Senior VP Sales & Marketing Toyota Europe.

From 2015 to 2019 he was based in Japan with the role of Executive VP and Executive Committee Member of Nissan and Head of Global Sales & Marketing and Electric Vehicles. Before joining Brembo, he served as President of Japan & Asia Region and led the Nissan's "Zero Emission Vehicles" project.

OUR LOCATIONS

The constant growth of the company has taken Brembo and its innovative solutions all over the world.

- AUSTRALIA
- ● BRAZIL
- ● ● CHINA
- ● CZECH REPUBLIC
- ● DENMARK
- FRANCE
- ● GERMANY
- ● ● INDIA
- ● ● ITALY
- JAPAN
- ● MEXICO
- ● ● POLAND
- RUSSIA
- ● SPAIN
- ● SWEDEN
- ● UNITED KINGDOM
- ● ● UNITED STATES
- THAILAND

18 COUNTRIES

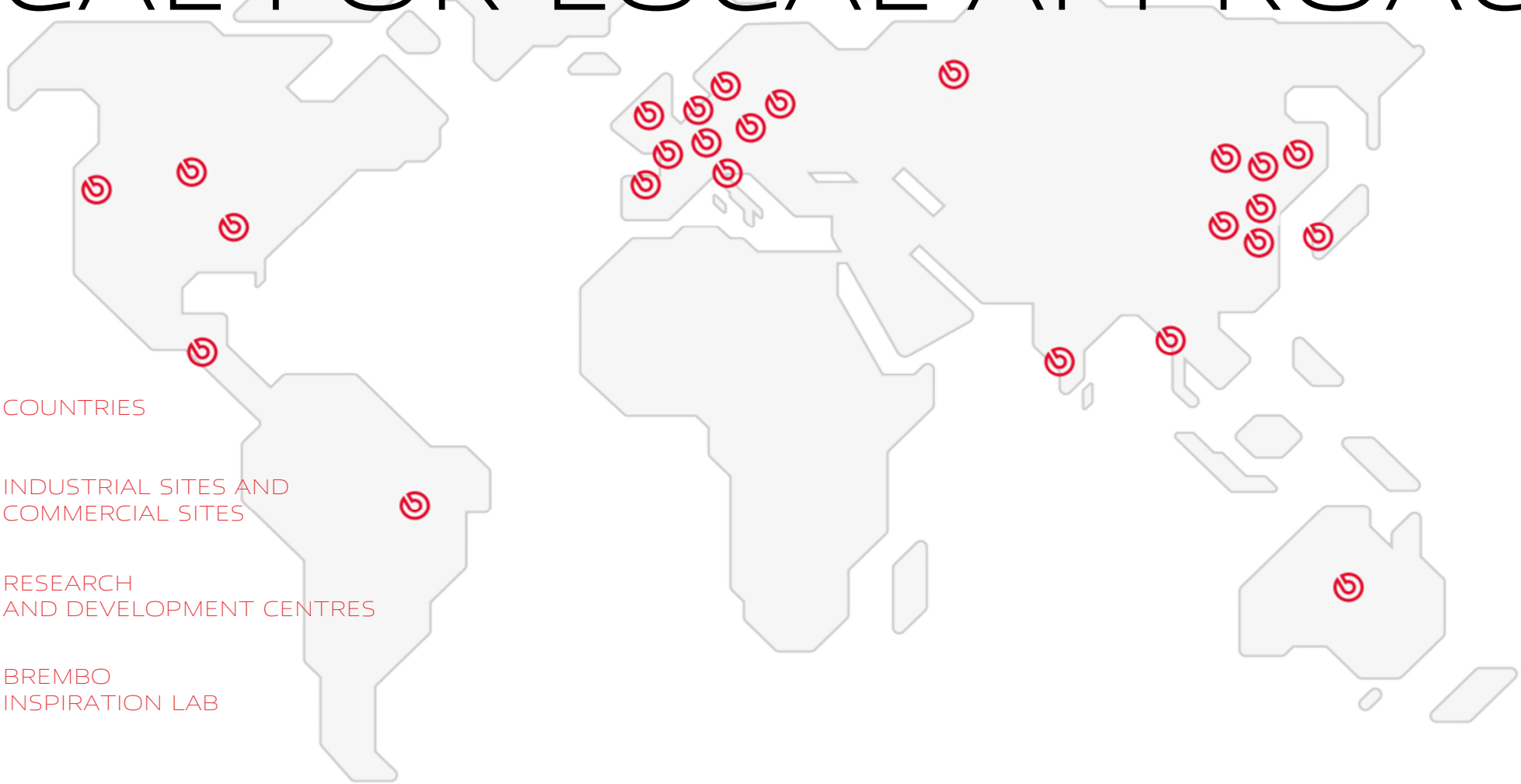
39 INDUSTRIAL SITES AND COMMERCIAL SITES ● ○

10 RESEARCH AND DEVELOPMENT CENTRES ●

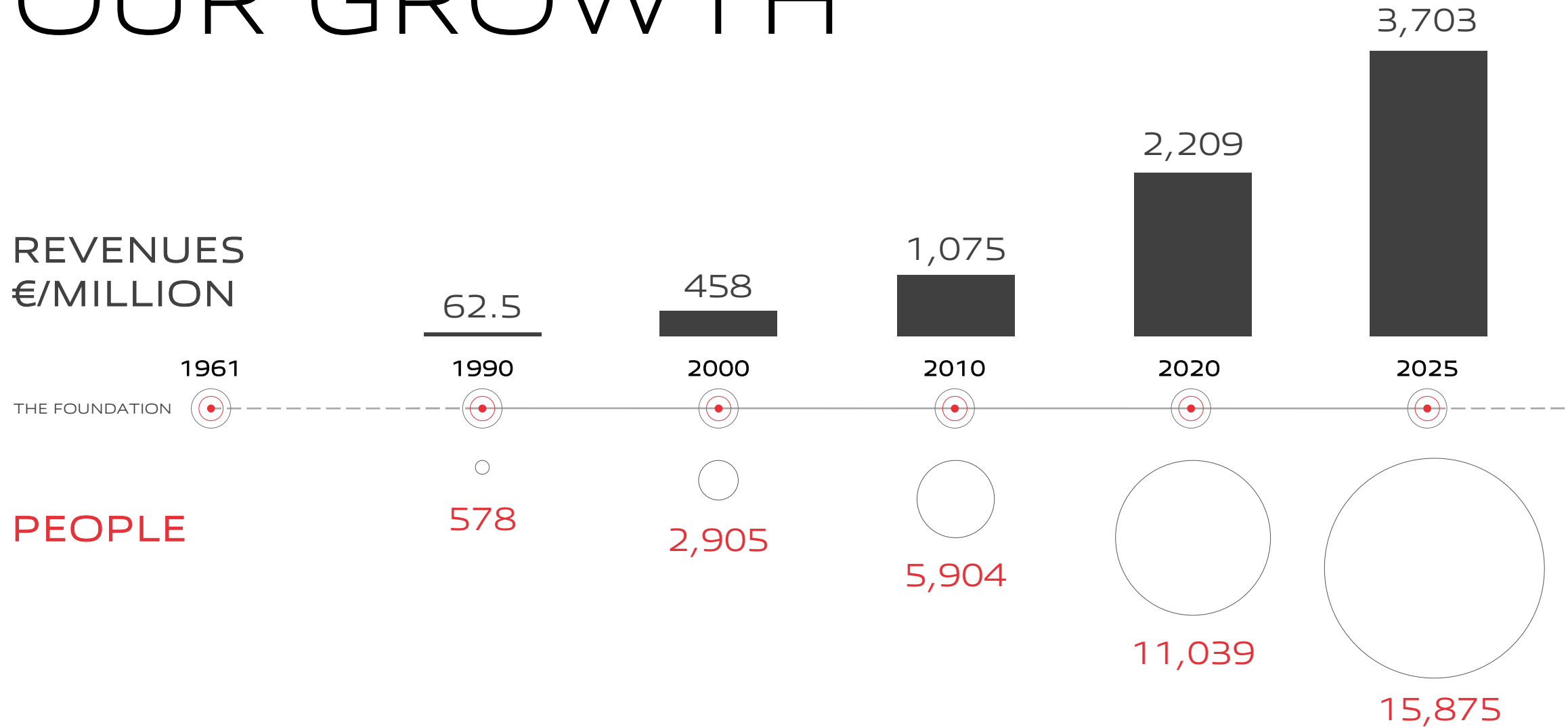
02 BREMBO INSPIRATION LAB ●

A GLOBAL FOOTPRINT FOR A LOCAL-FOR-LOCAL APPROACH

18 COUNTRIES
39 INDUSTRIAL SITES AND COMMERCIAL SITES
10 RESEARCH AND DEVELOPMENT CENTRES
02 BREMBO INSPIRATION LAB

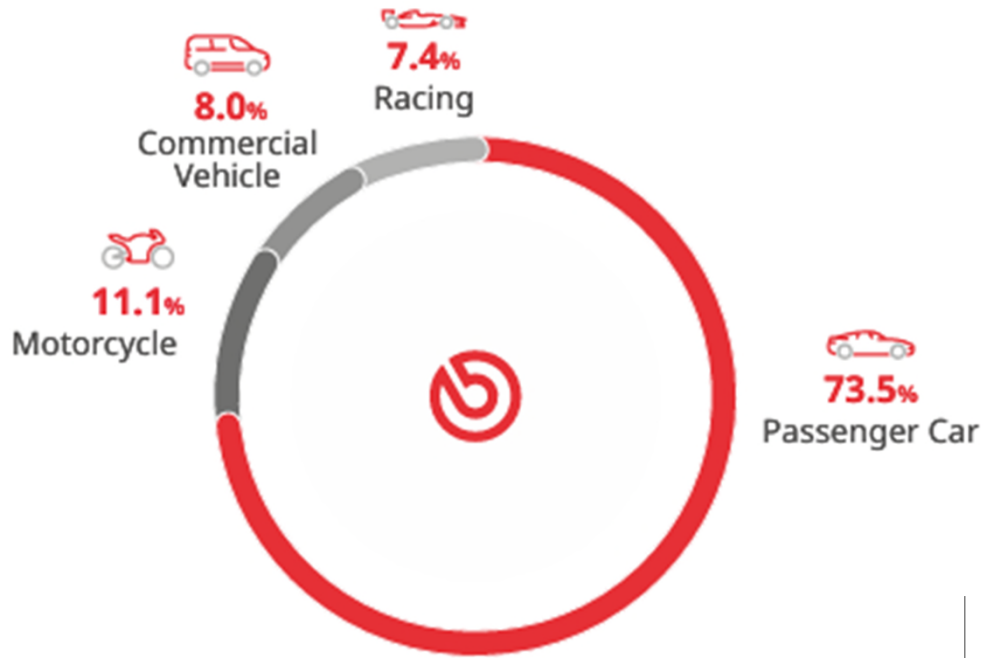


OUR GROWTH

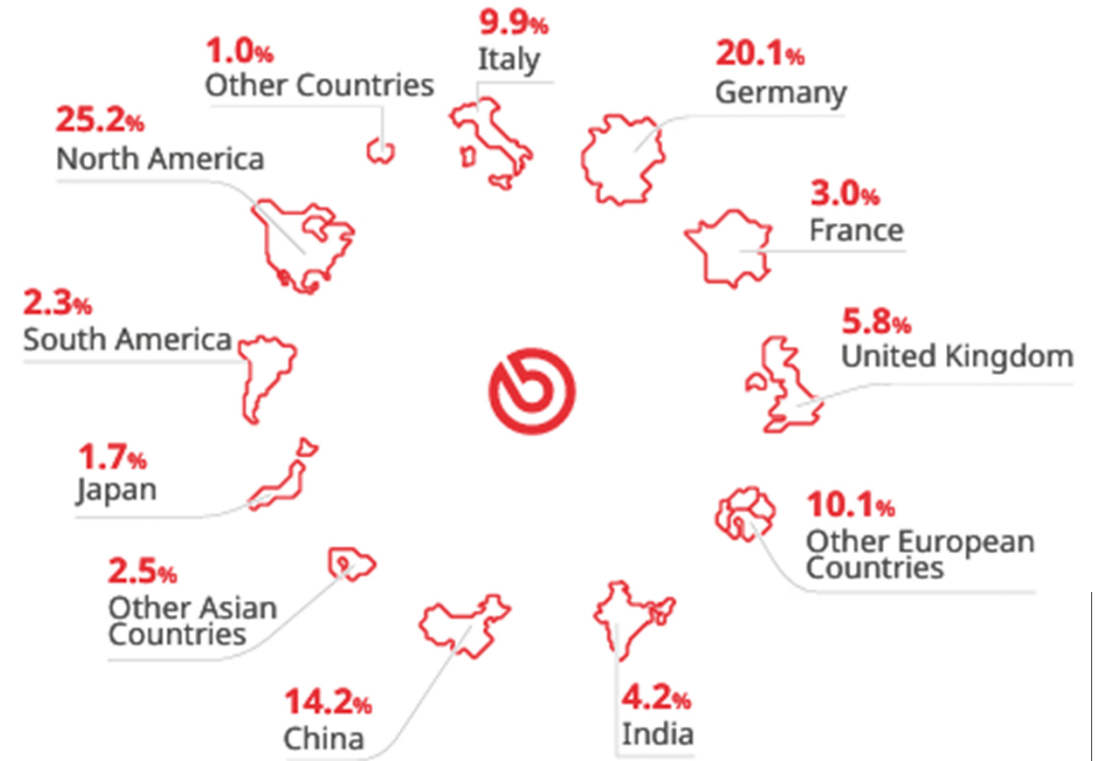


Data updated December 31st 2025

SALES BREAKDOWN



by application



by geographical area

Data updated December 31st 2025

THE CONTEXT

Both global trends and new technologies are severely impacting the Auto Industry, including the TIER-1 global players.



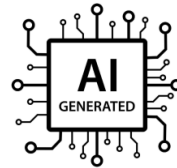
ELECTRIFICATION



SMART MOBILITY & CONNECTIVITY



AUTONOMOUS DRIVING



DIGITALIZATION & GENERATIVE AI



QUANTUM COMPUTING



ESG / ENVIRONMENT



GEOPOLITICS

"Where others see threats and complexity, we turn them into opportunities."

Daniele Schillaci

Chief Executive Officer



ELECTRIFICATION

- **EV car platforms are heavier than non-EV ones**, therefore more braking power is required.
- In any case, tangible impacts (e.g. After Market revenues reductions as a negative effect of the regenerative braking) will eventually materialize in the long term, when the global car park is composed predominantly by EV vehicles.



AUTONOMOUS
DRIVING

- **Intelligent braking such as Sensify are a perfect fit for self-driving vehicles**, both passenger cars and commercial vehicles.
- Even assuming that a “robotaxi” requires less braking power, **concrete impacts on braking size and technical requirements would be perceived in the very long term**, when the global car park is mainly composed of self-driving cars..

VISION

TURNING ENERGY
INTO INSPIRATION

MISSION

TO BE A SOLUTION PROVIDER

Through our ability to master energy our ambition is to help shape the future of mobility with cutting-edge, digital and sustainable solutions, **envisioning a world without accidents.**

OUR SOLUTIONS



BBW



SOFTWARE



ECUs



CALIPER



DISCS



BRAKE PADS



M/CYLS



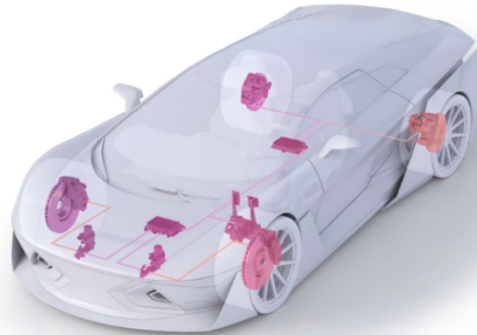
WHEELS



SUSPENSIONS

SENSIFY

THE FIRST FLUID FREE
INTELLIGENT BRAKING
SYSTEM



GREENANCE

LOWEST EMISSIONS WITH BEST
BRAKING PERFORMANCE:
NO COMPROMISE ON SAFETY &
SUSTAINABILITY.

BREMBO IS THE SOLE PLAYER WITH IN-HOUSE CAPABILITY IN DESIGNING AND
MANUFACTURING DISCS, PADS AND CALIPERS



CAR



VAN



HD TRUCK



BIKE



RACING



VICTORIES IN RACING

FORMULA 1 | FORMULA 2 | FORMULA 3 | FORMULA E | WORLD RALLY CHAMPIONSHIP – WRC | NASCAR |
WORLD ENDURANCE CHAMPIONSHIP – WEC | DAKAR | MOTOGP | MOTO2 | MOTO3 | MOTOE | WSBK | MXGP



CALIPERS &
CARBON DISCS &
PADS



MASTER CYLINDER
& BRAKE BY WIRE



CARBON
CLUTCH



CALIPERS &
CARBON DISCS &
PADS



SEMI-ACTIVE
DAMPERS



In Formula 1 all the

11 TEAMS

race with our calipers and our
clutches plus other Group
components



CALIPERS & STEEL DISCS & PADS



MASTER CYLINDER & BRAKE LEVER



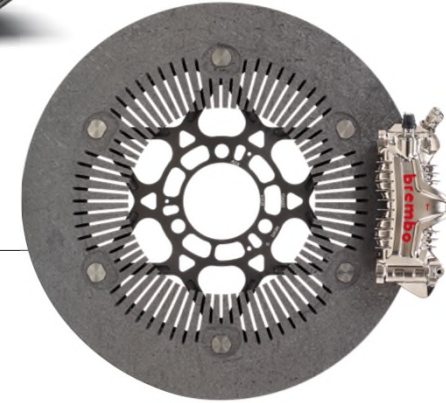
MASTER CYLINDER & CLUTCH LEVER



MAGNESIUM WHEELS



CALIPERS & CARBON DISCS & PADS



FRONT FORK AND SEMI-ACTIVE SUSPENSION



REAR SEMI-ACTIVE SUSPENSION



CARBON CLUTCH



In MotoGP all the

11 TEAMS

race with our brakes and most of them with our wheels, clutches and suspensions

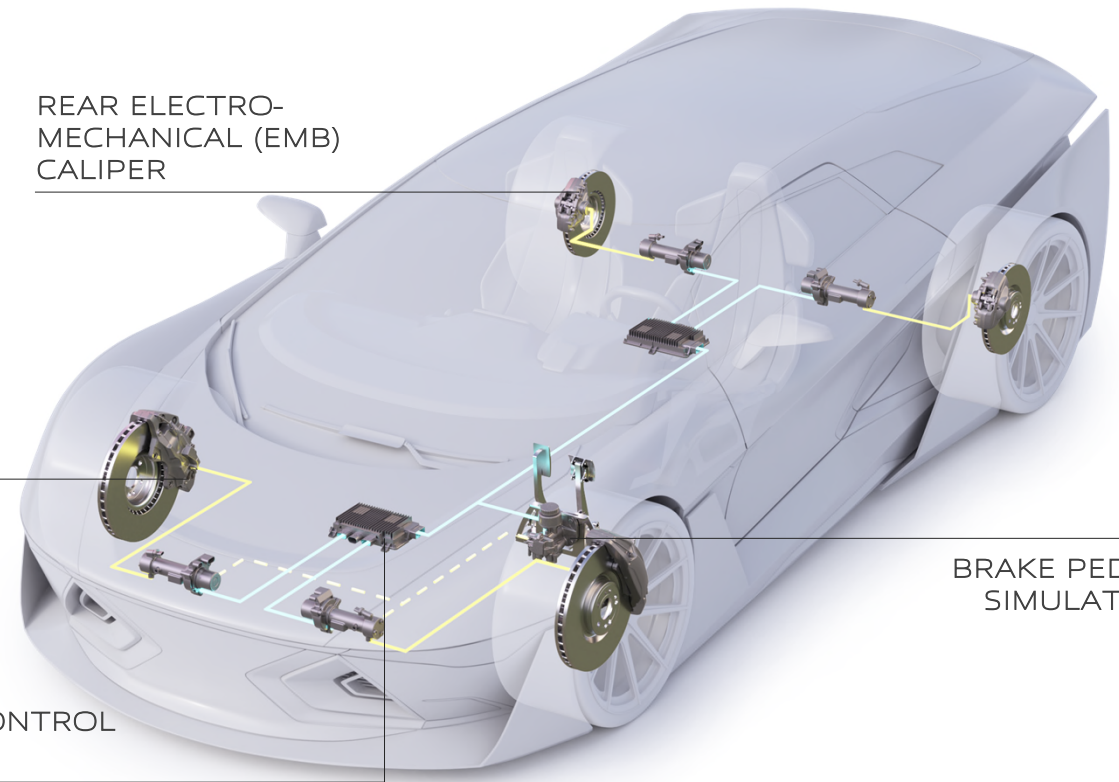
SENSIFY

**THE FIRST FLUID FREE INTELLIGENT
BRAKING SYSTEM WHICH CONTINUOUSLY
INTERACT WITH THE DRIVER.**



REAR ELECTRO-
MECHANICAL (EMB)
CALIPER

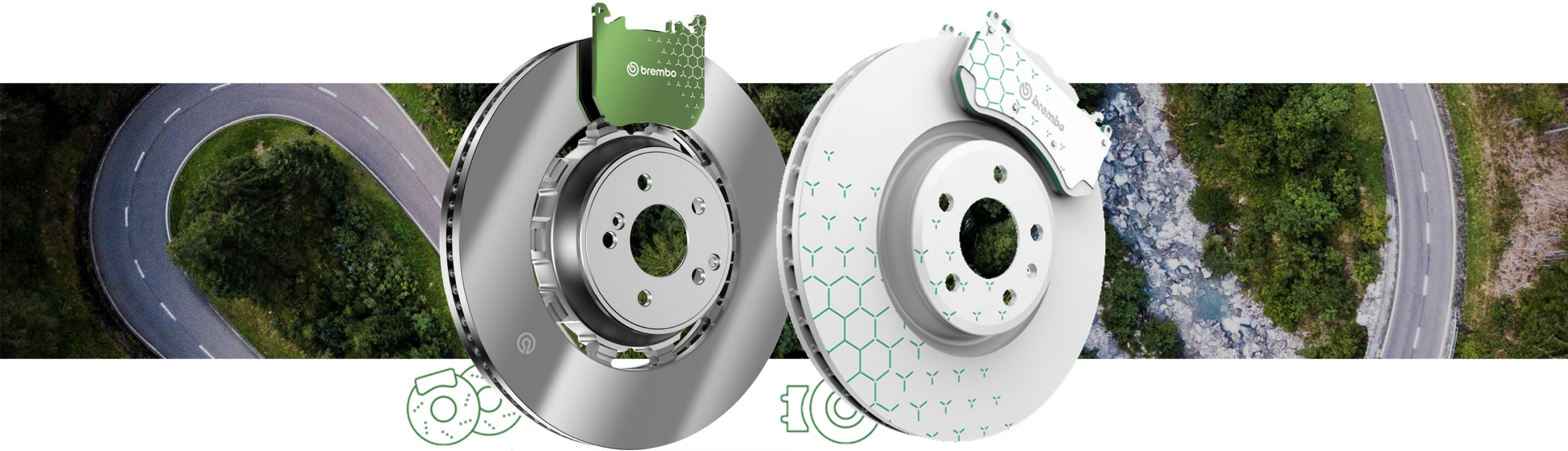
FRONT ELECTRO-
MECHANICAL (EMB)
CALIPER



BRAKE PEDAL
SIMULATOR

VEHICLE CONTROL
UNIT (VCU)

GREENANCE



Lowest Emissions with best braking Performance
No compromise on safety & sustainability.



With the acquisition of **Öhlins**, Brembo expands its offerings for the automotive market to enhance its role as **a Solution Provider of integrated, intelligent solutions to its customers.** The Group is now committed to developing the **next generation of mechatronic suspension technology for both road and track.** This innovation-driven approach will reinforce Brembo's mission to be a **Solution Provider for future mobility.**



Excellence in braking systems, vehicle modeling and artificial intelligence



Leader in tire modeling and algorithm development

Michelin and Brembo combined their expertise, contributing to a smoother and more comfortable driving experience.

The innovation relies on the continuous exchange of real-time data between Michelin's connected solutions software, which provides tire grip data to Brembo's innovative SENSIFY braking system.

The tests demonstrated braking distance reductions in various conditions, together with quicker response time of the braking system, minimized traction loss, improved lateral stability, and the absence of wheel locking.

DATA-DRIVEN COMPANY

Born as a metalworking industry, **we evolved over the years into a mechatronics company**, guided by our strong belief in **the power of data**.

We leverage on the myriad of opportunities offered by technology employing big data to achieve our goals and gradually affirming **Brembo's software as a new mighty resource for the future**. Thanks to this **data-driven approach**, also through **the newly established Coding Hub in Sunnyvale**, we are able to offer avant-garde solutions with the highest performance.

The **Brembo Inspiration Labs in Silicon Valley and in Shanghai** are the greatest examples of our outlook on future and data.



brembo SOLUTIONS



Brembo Solutions' unconventional offer is based on AI-DOING: the combination of experience in artificial intelligence and its application within industry

Main areas of application, beside automotive are currently fashion, supply chain, healthcare and food & beverage.



brembo

VENTURES

POWER TO INNOVATORS

Our venture capital arm has been created to **strategically invest in the best technology start-ups** around the world with the aim of bringing cutting-edge innovation to our products and processes.

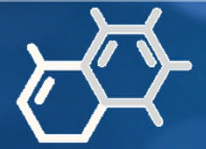
With Brembo's global presence and over 60 years of experience, **Brembo Ventures helps start-ups in their technical and business evolution**, inspiring them to fully develop their capabilities and networks.

AREA OF INTERESTS

Mobility / Connectivity



Advance Materials



Operation / Sustainability



Artificial Intelligence



Sensing / Safety



Quantum Computing



e-novia



PETROCERAMICS



PHOTONPATH

* spoke

360 CAPITAL

brembo

www.brembogroup.com

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An aerial photograph of a dense forest with a circular path or road cutting through it. The path is a light grey color and forms a large circle in the center of the frame. The trees are various shades of green, and the overall scene is captured from a high angle, looking down.

TURNING SUSTAINABILITY INTO ACTION

THINKING RESPONSIBLY, ACTING CONCRETELY

Brembo has long embarked on a structured **sustainability journey**, with activities and results in every ESG area – **environmental, social, and governance.**

The group has committed to the un 2030 agenda and developed projects that support the 17 sustainable development goals.

ENVIRONMENTAL

Brembo is committed to reducing its environmental footprint. Brembo's commitment has also been recognized a **double "A" by CDP** for its action on climate change and water resource management. The ambitious challenge is to achieve a **"Net Zero" emissions by 2040.**

SOCIAL

People are at the heart of Brembo's commitment to a more sustainable system. The company invests in **constant training** and promotes an even-more inclusive workplace. For Brembo, sustainability also means **supporting the communities** where it operates.

GOVERNANCE

A solid model guides the group's activities. Through dedicated leadership and **responsible management of sustainability projects**, Brembo ensures compliance with key international standards.

SUSTAINABILITY HIGHLIGHTS

ENVIROMENT



-23.97 %

Emissions of CO₂ per cast tonne¹ compared to 2024



In 2024, -13.74% compared to previous year



92%

Recycled waste

93% in 2024



100%

ISO 14001 environmentally certified plants²

100% in 2024



88%

Electricity coming from renewable sources



83% in 2024



93%

ISO 50001 energy certified plants³



77% in 2024

SOCIAL



326,990

Training hours provided in 2025

More than 339,000 in 2024



14,739

Employees



14,348 in 2024



90.42%

Local supplies: supply from suppliers located in the same geographical areas where the Group operates⁴

90.45% in 2024



80.74%

Suppliers of direct materials that since 2015 have been involved in social and environmental audits



78.88% in 2024



GENDER EQUALITY

Certification⁵

Confirmed in 2025

GOVERNANCE



23,815

Attendees to Business integrity, Code of Ethics, Personal Data Protection and Information Security related training courses⁶



16,864 in 2024



63.64%

Members of the BoD with ESG-related skills



54.54% in 2024



83.33%

Board's gender diversity ratio⁷

83.33% in 2024



100%

ISO 27001 certified sites⁸

100% in 2024



8

Annual meetings of the Audit, Risk and Sustainability Committee (ARSC)

10 in 2024

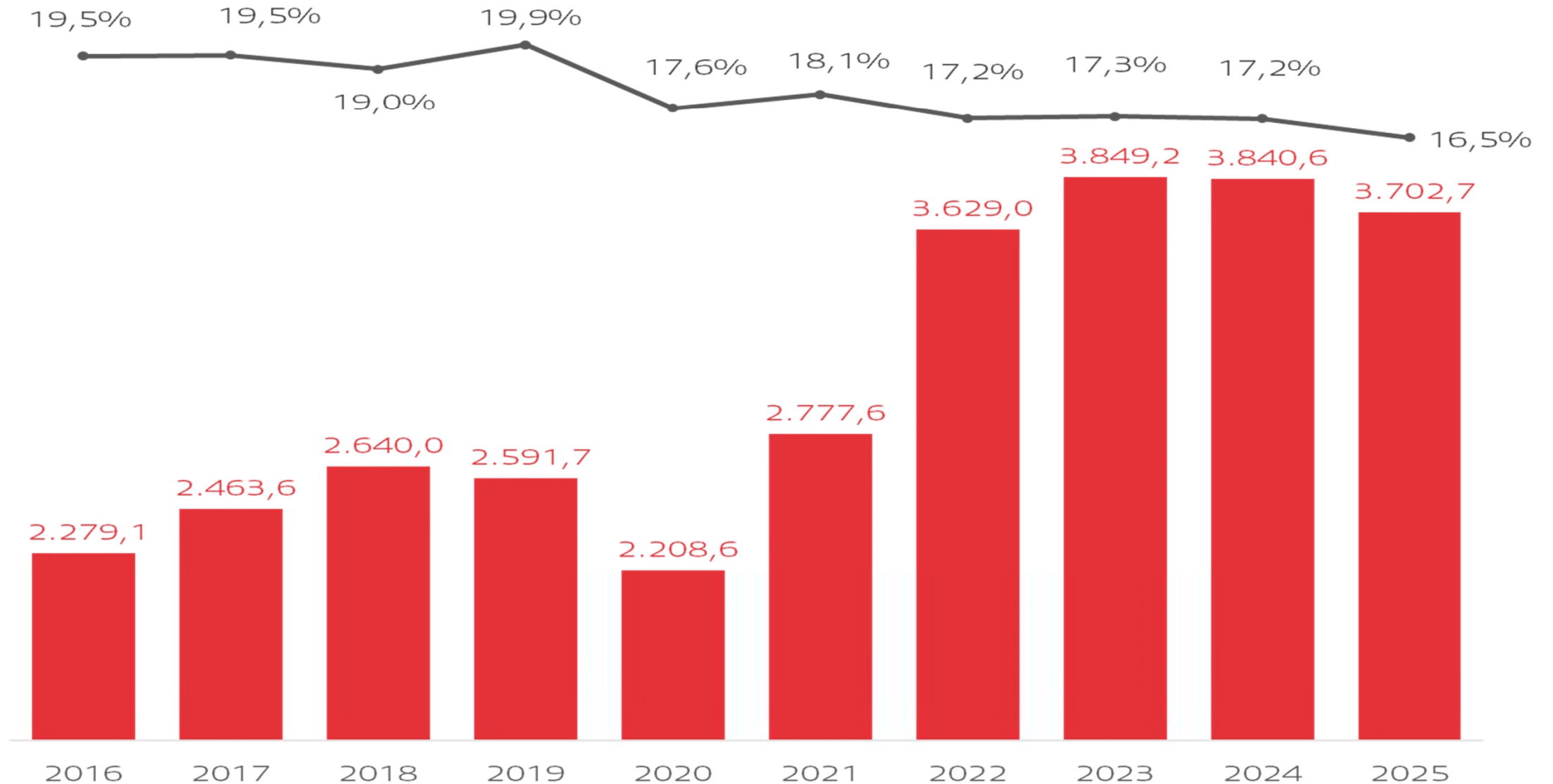
VALIDATING OUR ESG STRATEGY

FINANCIAL RATING	BREMBO SCORE	SECTOR SCORE	VS 2024
S&P GLOBAL CSA	60	33/100	↑
ETHI FINANCE SUSTAINALITICS	69	48/49	↑
ECOVADS	LOW RISK SILVER	MEDIUM RISK	=
MSCI	BB	BB	=
ISS	B-	C	↑
CDP * (WATER & CLIMATE CHANGE*)	A	—	↑

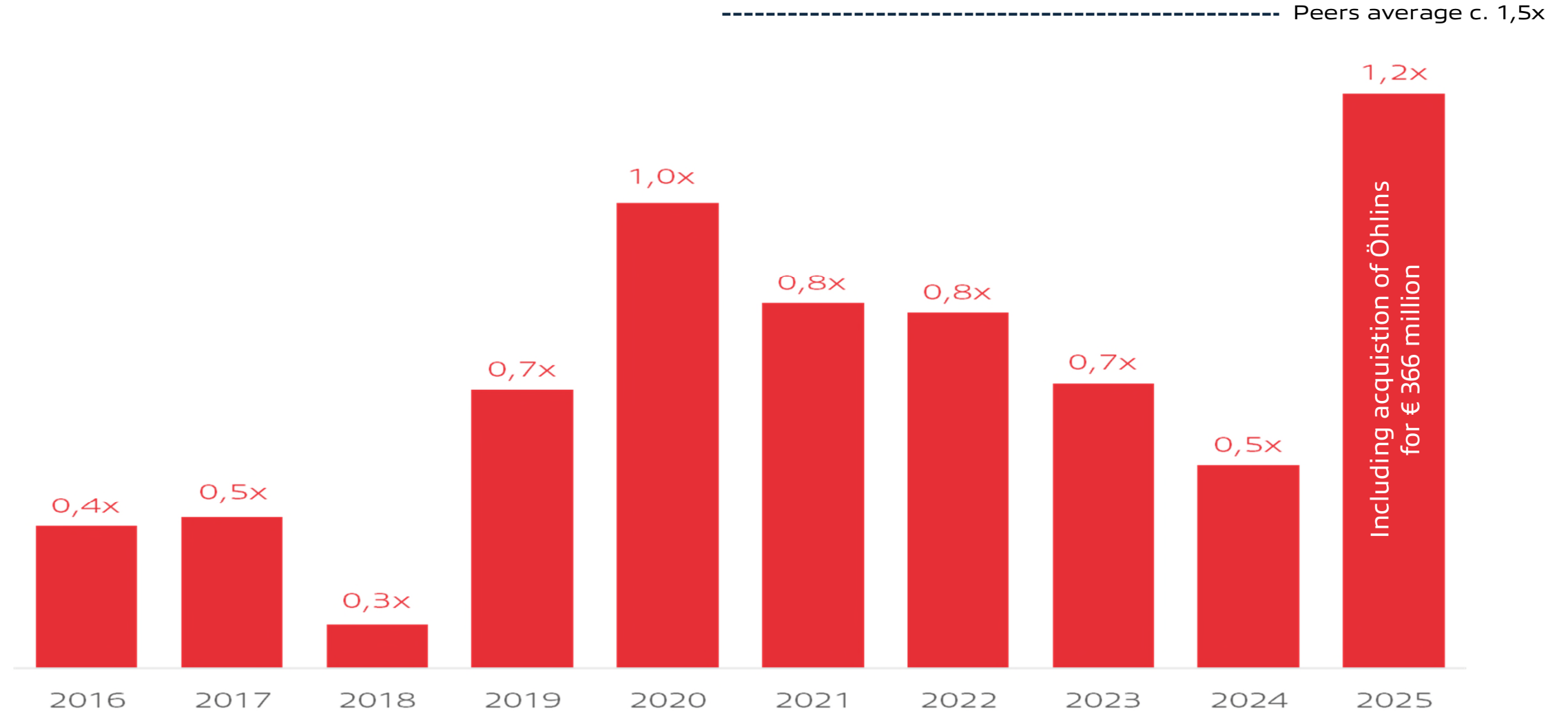
* Brembo is the only Italian company to receive a Double A rating

REVENUES AND EBITDA

(€ Mio; % on revenues)

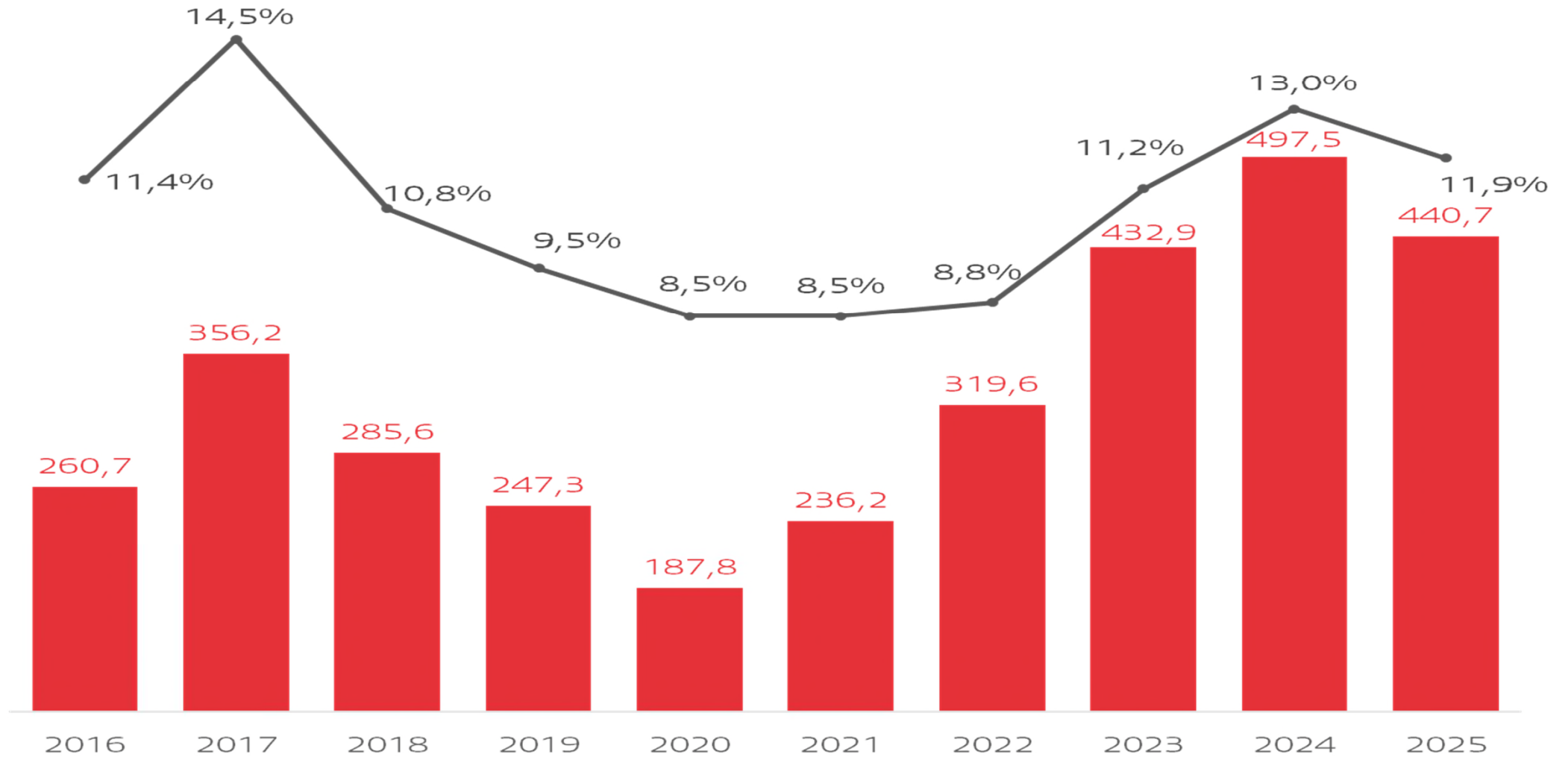


NET DEBT / EBITDA



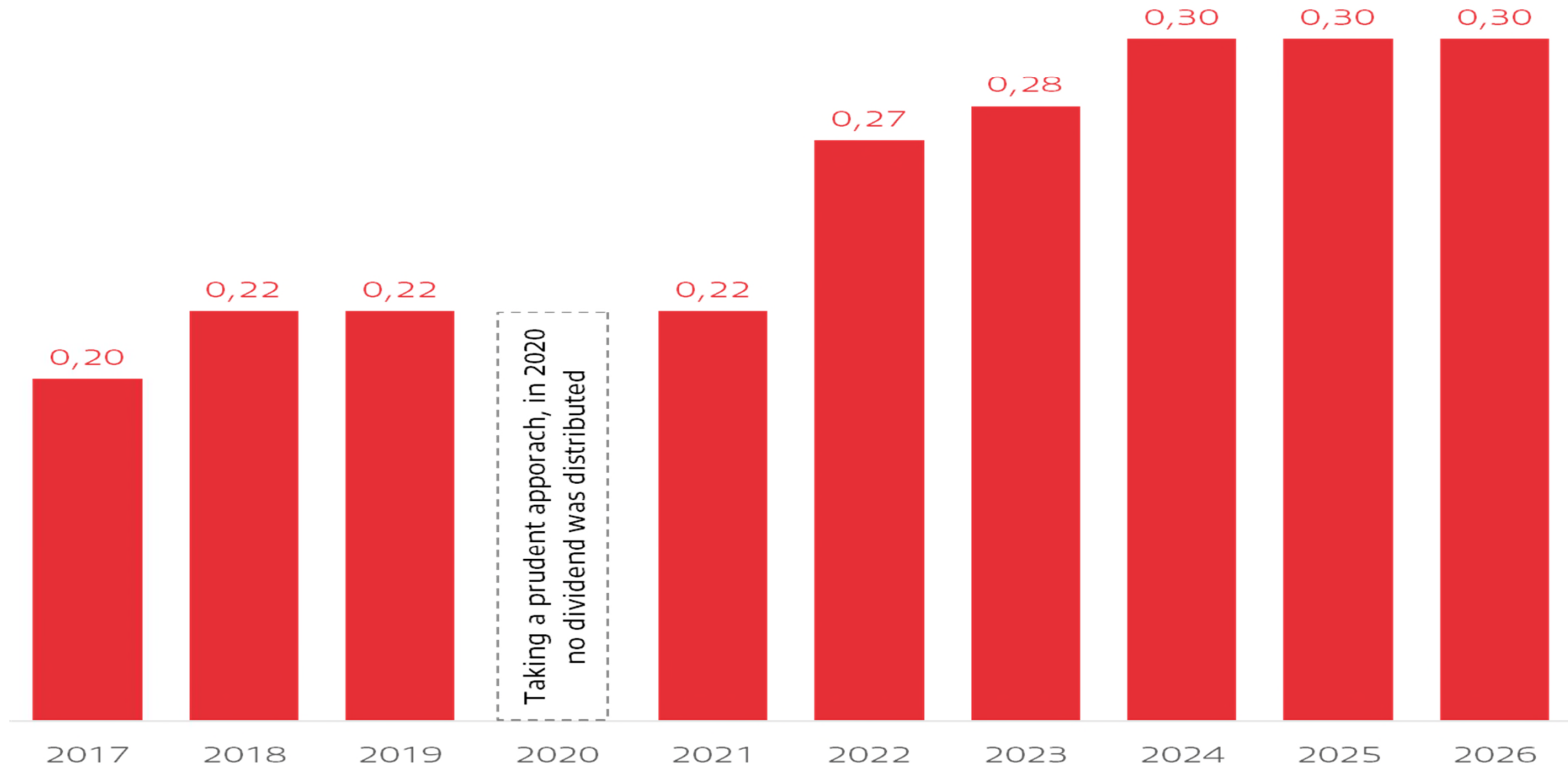
CAPEX

(€ Mio; % on revenues)



DIVIDENDS

(€)





brembo

FY 2025 RESULTS



KEY NUMBERS

Q4 20025

€ **912.7**
MILLION OF REVENUES

% **~0%**
REVENUES VS Q4 2024

€ **149.3**
MILLION TOTAL CAPEX

% **16.4%**
EBITDA MARGIN

FY 20025

€ **3,702.7**
MILLION OF REVENUES

% **-3,6%**
REVENUES VS FY 2024

€ **440.7**
MILLION TOTAL CAPEX

% **16.5%**
EBITDA MARGIN

2025 MARKET SCENARIO



PASSENGER
CAR

During 2025 the industry navigated in a **highly dynamic environment** shaped by **trade** and **tariff** volatility, evolving **regulatory frameworks** (US and Europe), and the ongoing transition toward **electrification**. The year was very complex for the **Passenger Car** market, where **North America** and **Europe** continued to lag slightly behind prior-year levels, while **China** market grew, mainly driven by lower segments.



LCV

LCV production was **stable** in 2025, following a weak Q1 and a rebound in Q4; however, performance remained uneven across regions: **Europe** closed the year **below** 2024 levels, and **North America** also recorded a **significant decline** compared to the previous year.



HD TRUCK

Medium and **Heavy** truck worldwide production **increased** moderately in 2025, with growth concentrated in Q4. Western and Central **Europe**, which represent Brembo's core market, **performed similarly to 2024**.



BIKE

The **motorcycle** market experienced a challenging year in 2025. **Europe** recorded a **double-digit decline** in production, while the **US** market continued to significantly **underperform** compared to 2024. In contrast, **India** posted **strong growth** and **Japan** saw a **slight increase** over 2024 levels.

2026 MARKET OUTLOOK



PASSENGER
CAR

Passenger Car market is expected to stay stable. **China** is projected to slightly **decline** due to the gradual reduction of government incentives. **North America** is likely to continue facing affordability constraints and potential price adjustments from OEMs in response to trade tariffs. **Europe** is also expected to encounter ongoing macroeconomic and demand-related challenges. The three key themes to monitor in 2026 remain **US trade tariffs**, the transformation of the **Chinese car industry**, and the evolution of **BEV demand**.



LCV

Global LCV production is expected to **slightly increase** in 2026. This outlook reflects a **slowdown** in the **Chinese** market following a positive performance in 2025, alongside modest growth in **Europe** and a decline in **North America**.



HD TRUCK

Medium and **Heavy** production is expected to **increase again**. Growth will not be driven by **China**, which is projected to face a **slowdown**, but rather by a **rebound** in **North America** and **Europe**.



BIKE

Motorcycle market expectations for 2026 are broadly **positive**. **Europe** is set to slightly **rebound** after a difficult 2025, while the **US** should remain **flat**. **India** is expected to sustain **double-digit** production **growth**, and **Japan** to **consolidate** its **volumes**.



KEY MESSAGES - GEOPOLITICS



GEOPOLITICAL

Given the increasingly complex macroeconomic environment and recent **geopolitical tensions in the Middle East**, outlining a business framework for 2026 is highly challenging.



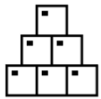
TARIFFS

Moreover, **tariff uncertainties persist**, although the direct effect on the Group remains **limited or negligible**.



EXCHANGE

Foreign **exchange rates** are expected to have a **negative impact** also in 2026.



RAW MATERIALS

The **availability of raw materials** requires careful monitoring due to rising **geopolitical turmoil**.

KEY MESSAGES - PRODUCTS



SENSIFY is expected to enter the market in H1 2026



GREENTELL is expected to be on the market in H2 2026, driven by the EU 7 regulation effective from end of November 2026.



ÖHLINS: integration is completed. The development of combined solutions (brakes and suspensions) is advancing successfully.

2026 GUIDANCE*

REVENUES

IN LINE WITH FY2025, ON A LIKE-FOR-LIKE EXCHANGE RATE BASIS

APPROX. **16.5%**

EBITDA MARGIN, IN LINE WITH 2025

APPROX. **350** €

MILLION TOTAL CAPEX

BELOW **700** €

MILLION NET DEBT

* In light of the most recent geopolitical deteriorations and within an automotive sector context that remains challenging

FY 2025 RESULTS

Summary of Consolidated Statement of Income

€ Million	FY 25	% sales	FY 24	% sales	% 25/24
Sales	3,702.7	100.0%	3,840.6	100.0%	-3.6%
EBITDA	612.1	16.5%	661.1	17.2%	-7.4%
D&A	(275.7)	7.4%	(267.7)	7.0%	3.0%
EBIT	336.5	9.1%	393.3	10.2%	-14.5%
Fin. income (expense), incl. from investm.	(40.8)	1.1%	(27.4)	0.7%	48.8%
Taxes	(81.5)	2.2%	(99.6)	2.6%	-18.1%
Tax rate	27.6%		27.2%		
Net Result	209.3	5.7%	262.6	6.8%	-20.3%

Q4 2025 RESULTS

Summary of Consolidated Statement of Income

€ Million	Q4 25	% sales	Q4 24	% sales	% 25/24
Sales	912.7	100.0%	912.8	100.0%	0.0%
EBITDA	149.3	16.4%	160.0	17.5%	-6.6%
D&A	(68.8)	7.5%	(68.6)	7.5%	0.3%
EBIT	80.5	8.8%	91.4	10.0%	-11.8%
Fin. income (expense), incl. from investm.	(13.9)	1.5%	(1.4)	0.2%	875.2%
Taxes	(19.1)	2.1%	(23.5)	2.6%	-18.8%
Tax rate	28.6%		26.1%		
Net Result	46.5	5.1%	65.4	7.2%	-28.9%

FY 2025 RESULTS LIKE-FOR-LIKE

Summary of Consolidated Statement of Income

€ Million	FY 25	% sales	FY 24	% sales	% 25/24
Sales	3,568.1	100.0%	3,840.6	100.0%	-7.1%
EBITDA	585.0	16.4%	661.1	17.2%	-11.5%
D&A	(261.4)	7.3%	(267.7)	7.0%	-2.4%
EBIT	323.6	9.1%	393.3	10.2%	-17.7%
Fin. income (expense), incl. from investm.	(38.4)	1.1%	(27.4)	0.7%	40.0%
Taxes	(78.9)	2.2%	(99.6)	2.6%	-20.8%
Tax rate	27.7%		27.2%		
Net Result	201.6	5.6%	262.6	6.8%	-23.2%

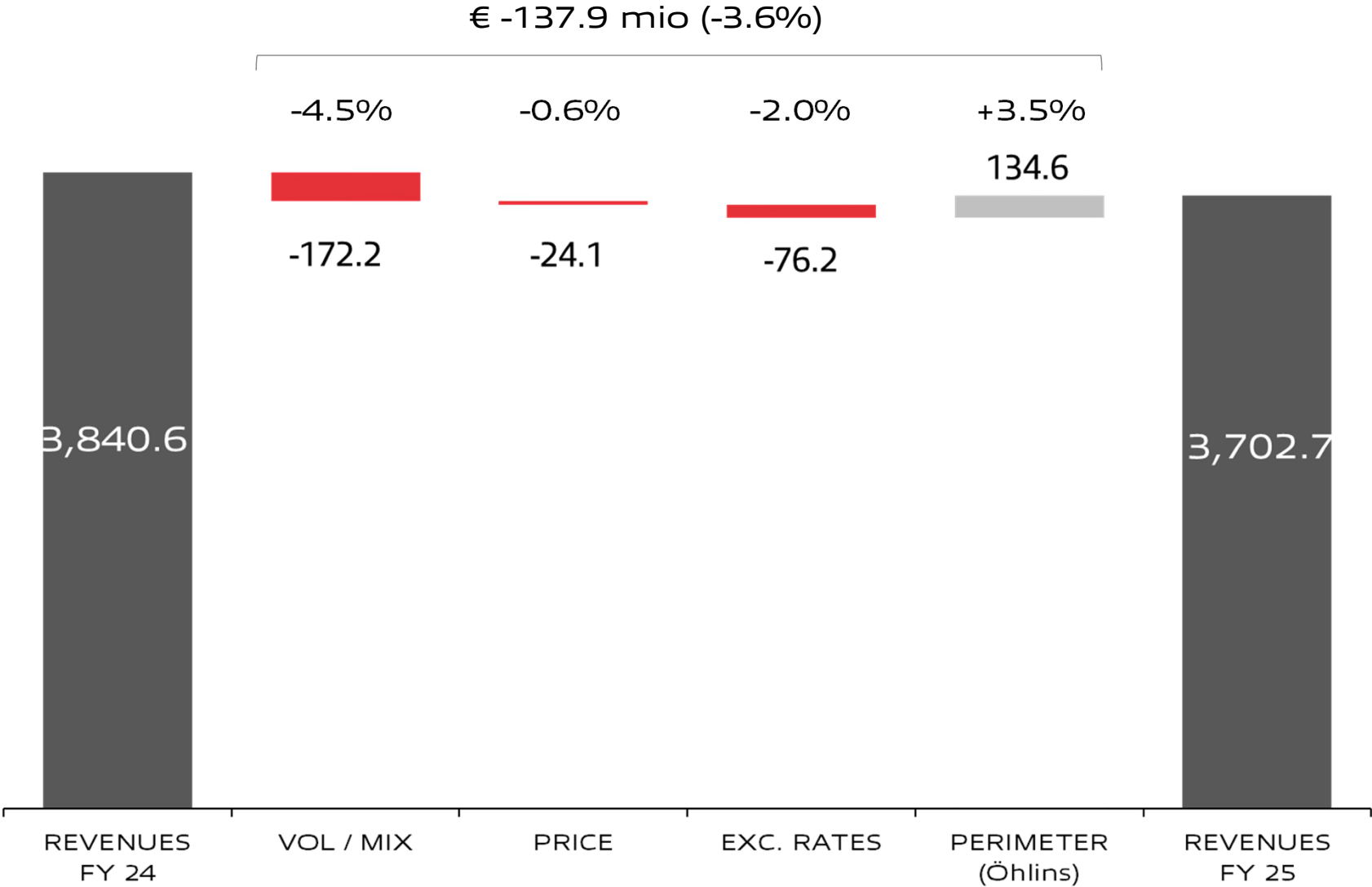
Q4 2025 RESULTS LIKE-FOR-LIKE

Summary of Consolidated Statement of Income

€ Million	Q4 25	% sales	Q4 24	% sales	% 25/24
Sales	879.9	100.0%	912.8	100.0%	-3.6%
EBITDA	142.9	16.2%	160.0	17.5%	-10.7%
D&A	(65.1)	7.4%	(68.6)	7.5%	-5.1%
EBIT	77.8	8.8%	91.4	10.0%	-14.9%
Fin. income (expense), incl. from investm.	(13.1)	1.5%	(1.4)	0.2%	822.7%
Taxes	(18.9)	2.2%	(23.5)	2.6%	-19.4%
Tax rate	29.3%		26.1%		
Net Result	44.6	5.1%	65.4	7.2%	-31.8%

FY 2025 REVENUES

€ mio





FY 2025 REVENUES BY APPLICATION

Change in perimeter

It should be noted that in FY 2025, some revenues previously included in the Motorbike and Racing Segment were reallocated to the AM business, which is part of the Pass. Car segment.

Additionally, the Racing segment includes revenues from Öhlins amounting to € 134.6 million.

On a like-for-like basis, the Motorbike Segment would show a decline of 7.1%, while the Racing Segment would decline by 2.7%.



FY 2025 REVENUES BY APPLICATION

€ mio

Δ% FY 25/24

-5.2%

-10.6%

-10.5%

52.9%

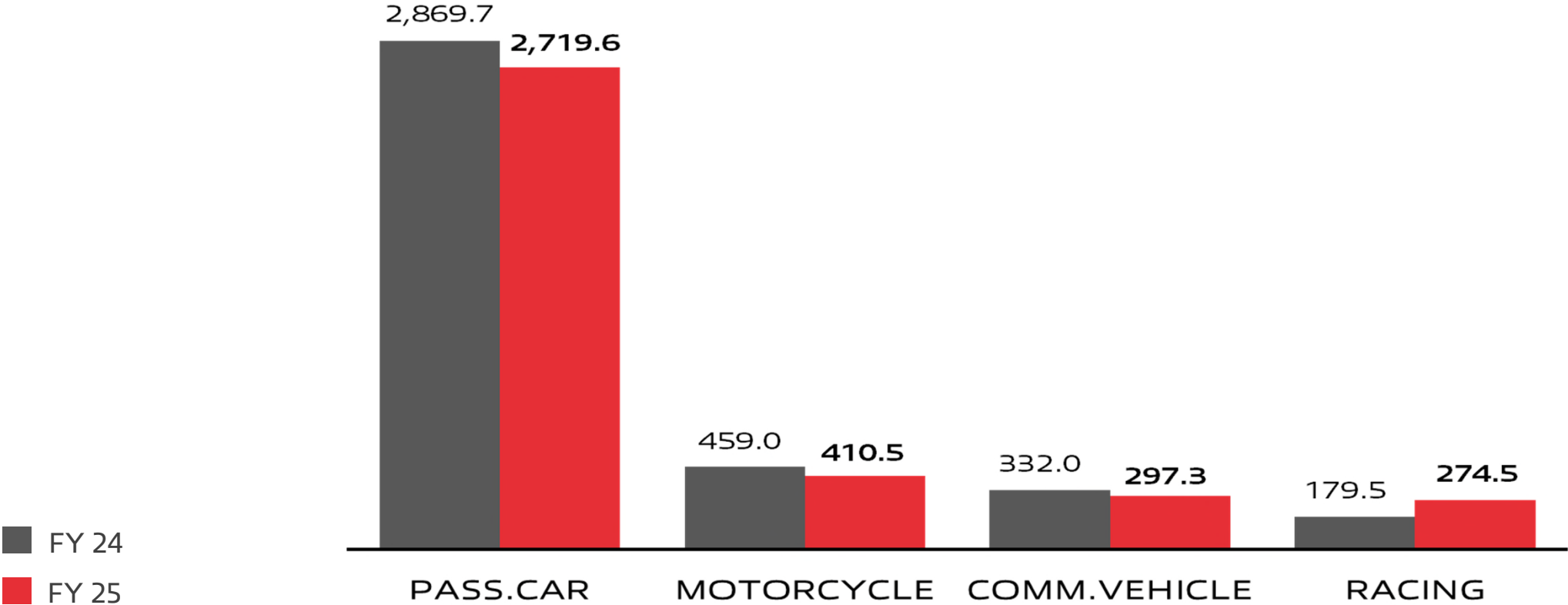
Δ% Q4 25/24

-2.8%

-4.9%

-5.2%

72.7%



In FY 25 the AM business accounts for 14.9% of the Group's revenues

FY 2025 REVENUES BY AREA

€ mio

Δ% FY 25/24

Δ% Q4 25/24

4.1%	-3.4%	11.0%	4.2%	-15.9%	0.0%	-9.9%	64.8%	8.8%	-8.7%
11.2%	1.4%	15.3%	10.3%	-2.1%	5.5%	-11.5%	60.4%	6.2%	-7.4%

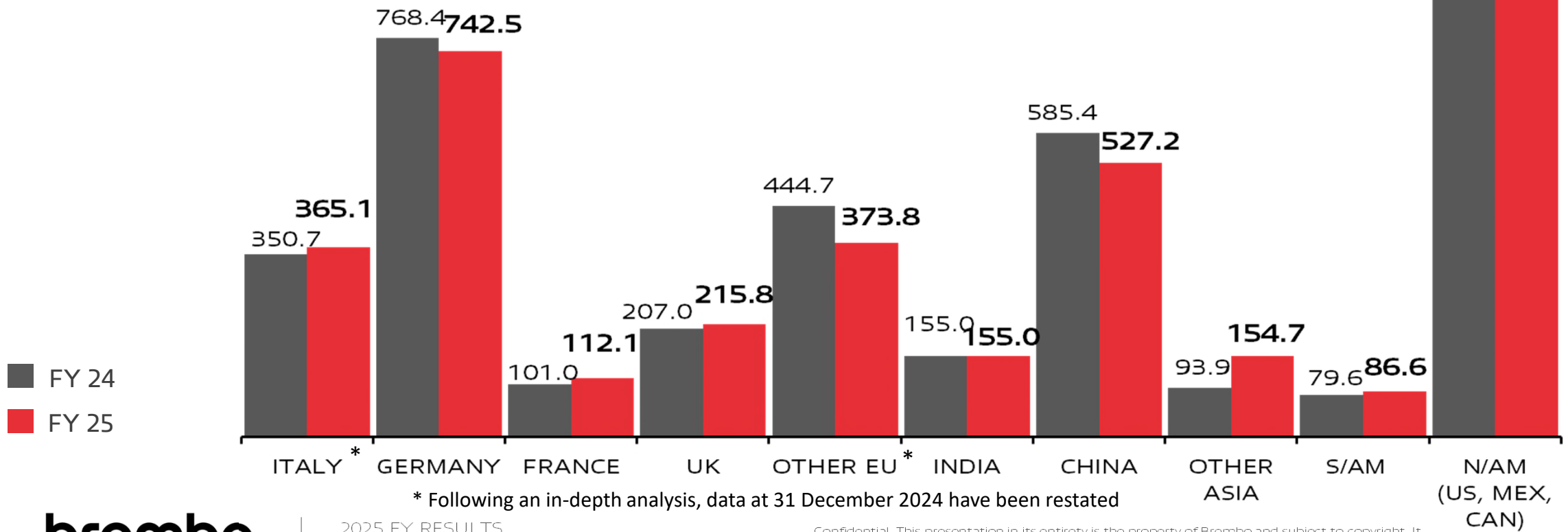
Net FX:
+3.5% FY
+9.4% 4Q

Net FX:
+8.6% FY
+20.9% 4Q

Net FX:
-6.5% FY
-5.6% 4Q

Net FX:
+17.4% FY
+6.4% 4Q

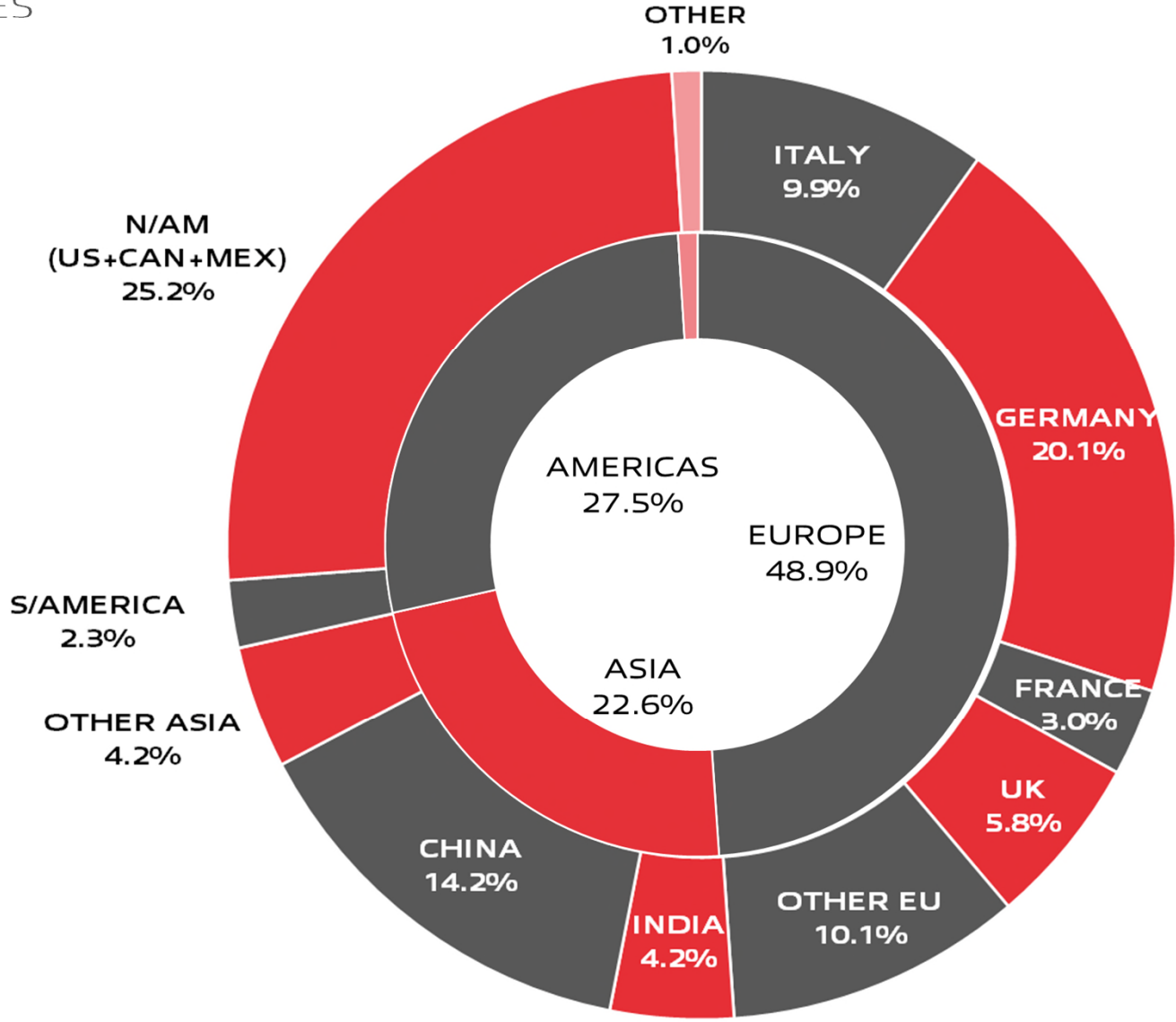
Net FX:
-5.1% FY
+0.2% 4Q



* Following an in-depth analysis, data at 31 December 2024 have been restated

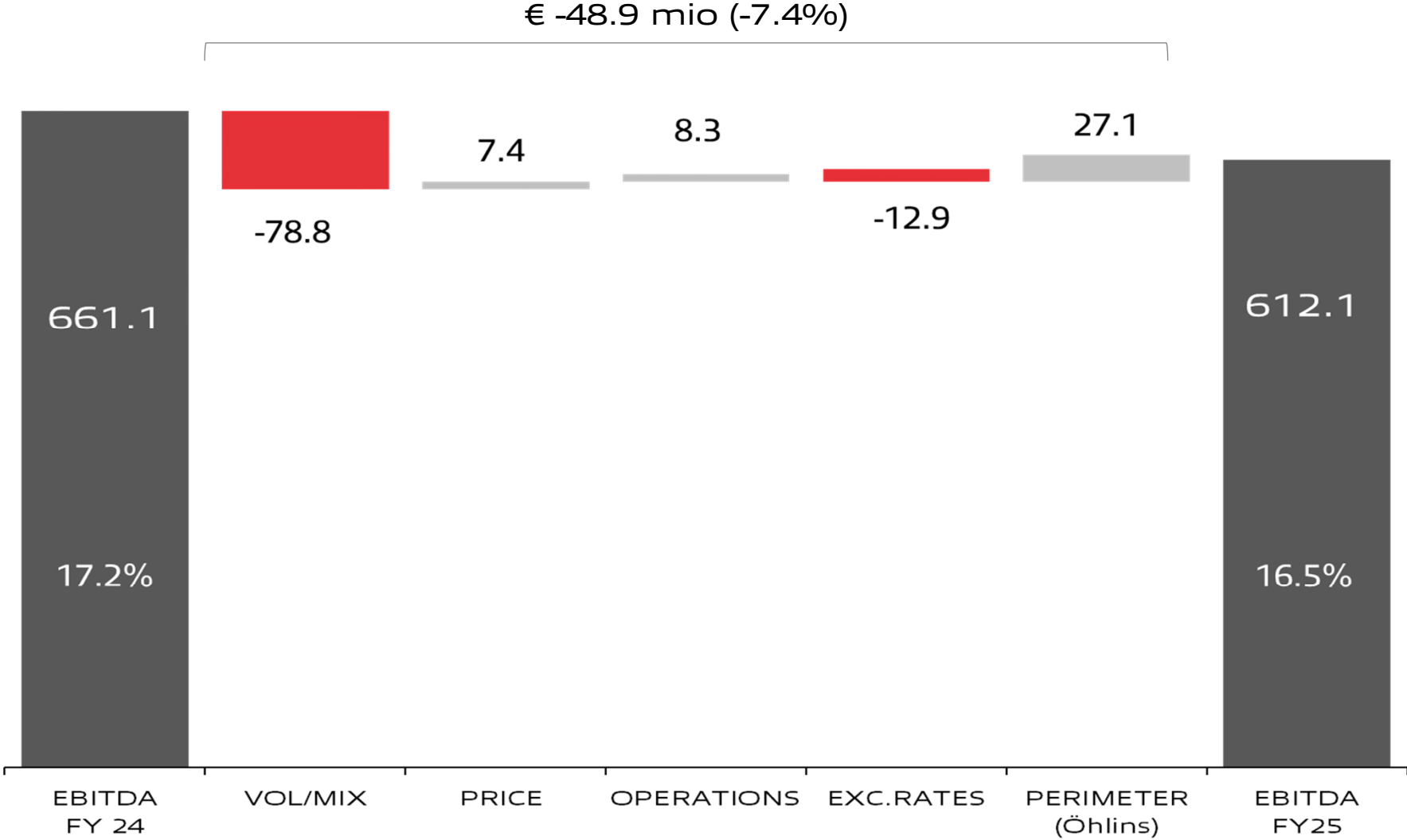
FY 2025 REVENUES BY AREA

% ON TOTAL REVENUES



FY 2025 EBITDA

€ mio



SENSIFY

A futuristic car is shown driving on a road that stretches into the distance. The road is illuminated with vibrant, glowing light trails in shades of purple, pink, and orange, creating a sense of high speed and advanced technology. The car is positioned in the center of the frame, facing forward. The overall background is a dynamic, abstract composition of light streaks and digital patterns, suggesting a high-tech or artificial intelligence theme.

FINANCIAL CHARGES

€ Million	FY 25	FY 24	Δ 25/24
Net financial charges - fin. debt	(28.4)	(20.9)	(7.5)
Net financial charges - IFRS 16	(6.3)	(5.2)	(1.1)
Net exchange rate differences *	(5.1)	(12.5)	7.4
Financial income from investments	(1.1)	11.1	(12.2)
Total net financial income (expense)	(40.8)	(27.4)	(13.4)
Cost of net fin. debt			
of which:	3.2%	3.6%	
Cost of financial debt	3.2%	3.7%	
Cost of IFRS16	3.3%	2.2%	

* Including fair value estimation of forward currency derivatives.

TAX RATE

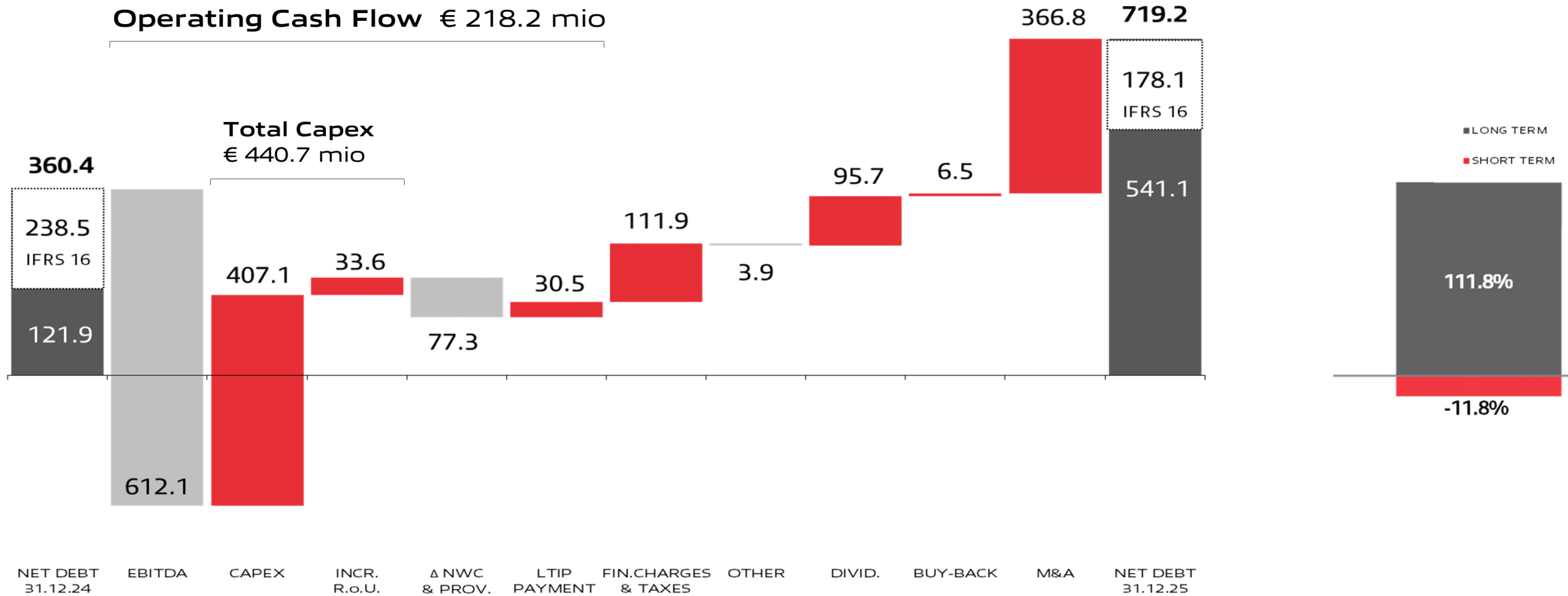
€ Million	FY 25	FY 24	Δ 25/24
Current taxes	81.9	110.1	(28.2)
Deferred taxes	(0.3)	(10.5)	10.2
Total taxes	81.5	99.6	(18.1)
<i>Pre-tax profit</i>	<i>295.6</i>	<i>365.9</i>	<i>(70.3)</i>
Tax rate	27.6%	27.2%	
Other	(3.2)	(6.4)	3.1
Total taxes net of extraordinary effects	78.3	93.2	(14.9)
Tax rate net of extraordinary effects	26.5%	25.5%	

NET FINANCIAL DEBT

€ mio

Net Cash Flow € -358.8 mio (€ 7.0 mio net of Ohlins acquisition)

Operating Cash Flow € 218.2 mio



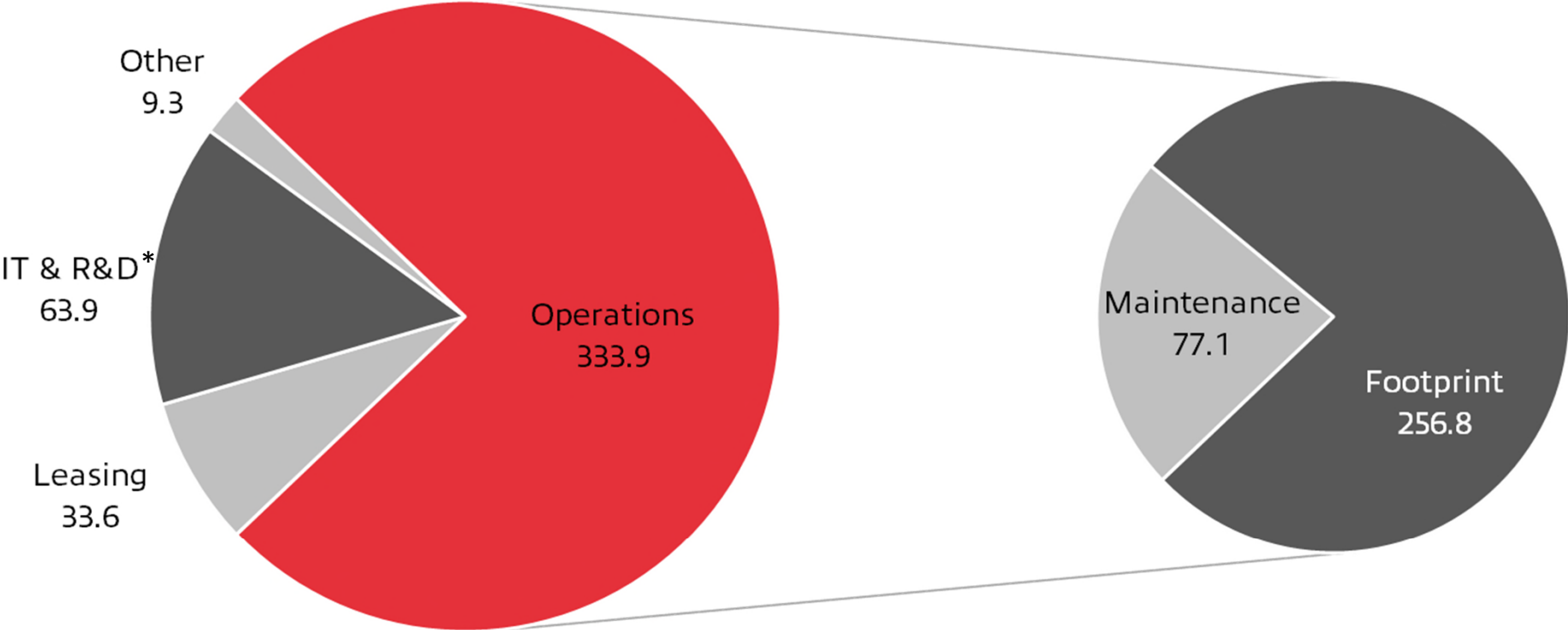
111.8%

-11.8%

FY 2025 CAPEX - DETAIL

€ mio

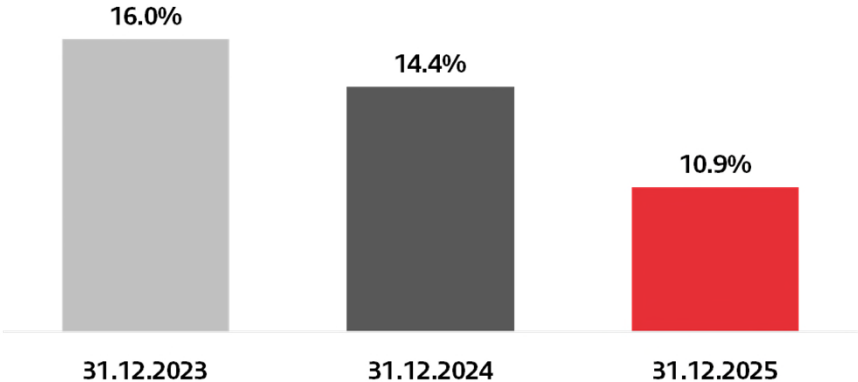
Total Capex: € 440.7 mio



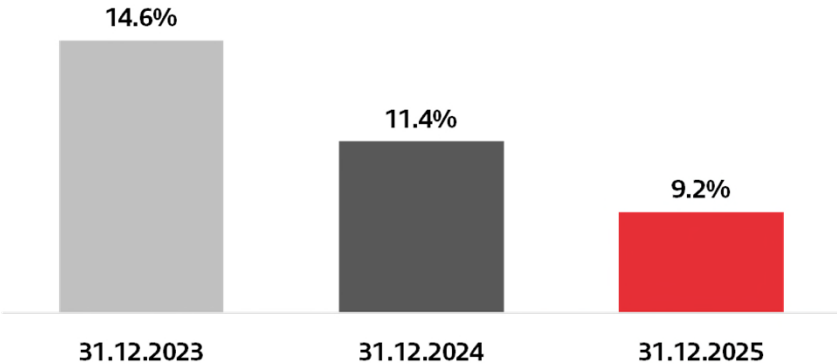
* Total R&D (cost + capex) on sales: 6.1%

MAIN RATIOS

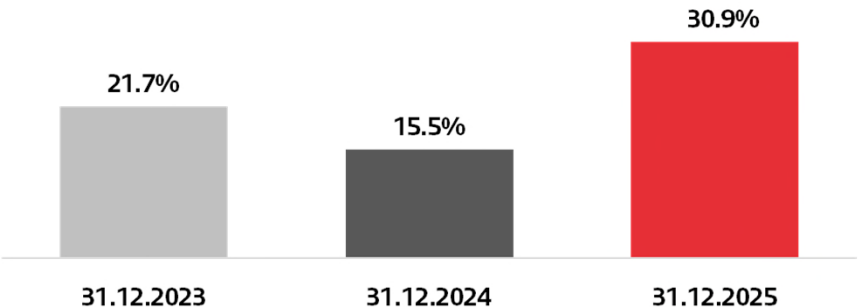
Ebitda, Ebit, Net Profit



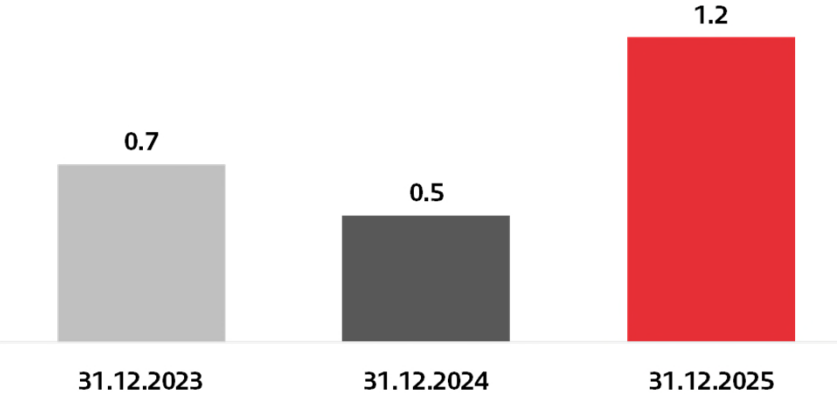
R.O.I.



R.O.E.



GEARING



NET DEBT/EBITDA



WHAT'S NEW

BREMBO AND JAC GROUP TOGETHER TO DRIVE INNOVATION FOR FUTURE MOBILITY



In February, Brembo and JAC Group signed a strategic cooperation agreement to strengthen long-term collaboration and accelerate innovation for future mobility.

A significant milestone for both companies, laying the foundation for a broader partnership.

Shared commitment to bring to market the latest technology for next generation mobility.

Together to deliver enhanced braking technologies and advanced software solutions.

Chinese automotive market is key for Brembo.

For info: [Brembo Corporate Website](#)

WHAT'S NEW

BREMBO BECOMES INNOVATION PARTNER OF THE SUPERBIKE WORLD CHAMPIONSHIP

Brembo, with its **innovative solutions**, together with **Öhlins suspensions** and **Marchesini wheels** - both brands part of the Group - **supplies over 80% of the 2026 WorldSBK grid**, confirming its leadership in high-performance motorcycle components.

This partnership brings together two icons that share the **same passion for racing** and a commitment to **excellence** in the world of **motorcycle competitions**.

For info: [Brembo Corporate Website](#)



WHAT'S NEW

BREMBO SUSTAINABILITY ACHIEVEMENTS

In January, Brembo received CDP's Double A rating (Climate & Water), being the only Italian company to achieve this.

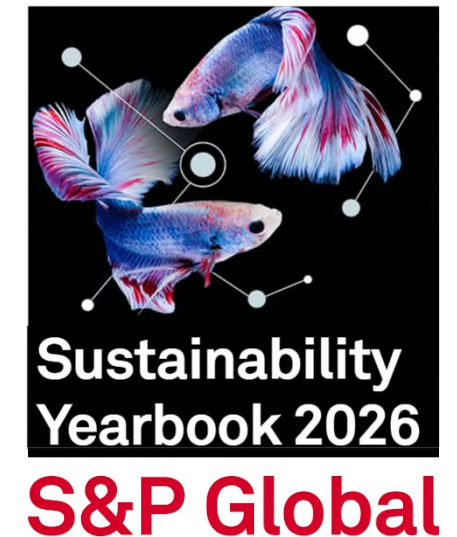
CDP is the global benchmark for environmental disclosure and action. This recognition reflects strong environmental leadership and transparency.

In February Brembo entered for the first time the S&P Sustainability Yearbook 2026, ranking among the world's leading companies for sustainability performance.

Based on Brembo's 2024 reported data, the Group achieved a score of 60/100 highlighting its structured and consistent approach to sustainability.

For info on CDP Rating: [Brembo Corporate Website](#)

For info on Sustainability Yearbook: [Brembo Corporate Website](#)



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