SHAPING A ZERO-ACCIDENT FUTURE

Bergamo, 5 November 2026

BREMBO: REVENUES FOR 9M 2026 UP TO €2.9 BILLION (+4.5% AT CONSTANT EXCHANGE RATES)

EBITDA AT €475 MILLION (EBITDA MARGIN: 16.5%)

NET PROFIT AT €175 MILLION

NET FINANCIAL DEBT DOWN BY €119 MILLION COMPARED TO 30 SEPTEMBER 2025

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GUIDANCE CONFIRMED

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Q3 REVENUES AT €962 MILLION (+4.7% AT CONSTANT EXCHANGE RATES)

EBITDA AT €158 MILLION (EBITDA MARGIN: 16.5%)

NET PROFIT AT €58 MILLION

Q3 and 9M 2026 results

(€ million)	Q3 2026	Q3 2025	Change	9M 2026	9M 2025	Change
Revenues	961.6	909.0	+5.8%	2,882.0	2,790.0	+3.3%
EBITDA % of sales	158.4 *16.5%*	161.9 *17.8%*	-2.2%	475.0 *16.5%*	462.8 *16.6%*	+2.6%
EBIT % of sales	86.9 *9.0%*	93.5 *10.3%*	-7.0%	262.6 *9.1%*	255.9 *9.2%*	+2.6%
Net profit % of sales	57.7 *6.0%*	65.0 *7.1%*	-11.1%	175.3 *6.1%*	162.8 *5.8%*	+7.7%
Net Financial Debt				727.8	847.2	-119.4

Brembo Executive Chairman Matteo Tiraboschi stated: *"In the first nine months of the year, Brembo grew despite a still declining global automotive market. The confirmation of the 2026 guidance reflects the Group's solidity and its ability to achieve its strategic priorities. We are forging ahead with our significant investment plan for this year, aimed at supporting innovation, the development of our technology and the upgrade of our production plants worldwide."*

Results at 30 September 2026

Brembo N.V.'s Board of Directors, chaired by Matteo Tiraboschi, examined and approved the Group's results at 30 September 2026.

Consolidated net revenues amounted to €2,882.0 million in the first nine months of 2026, up 3.3% compared to 9M 2025 (+4.5% at constant exchange rates).

In the reporting period, the Brembo Group's car segment rose by 1.6% compared to the same period of the previous year, while motorcycles grew by 12.3% and commercial vehicles by 10.1%. The racing segment, which includes Öhlins' revenues, declined by 0.8%.

In the period, sales remained essentially stable in Italy (-0.6%), whereas they grew by 1.3% in Germany, by 19.6% in France, and by 6.7% in the United Kingdom (+6.2% at constant exchange rates). Sales rose by 7.5% in India (+21.0% at constant exchange rates), and declined by 9.0% in China (-10.4% at constant exchange rates).
North America (USA, Mexico and Canada) grew by 7.0% (+10.8% at constant exchange rates) and South America (Brazil and Argentina) by 11.1% (+5.4% at constant exchange rates).

At 30 September 2026, the cost of sales and other net operating costs amounted to €1,802.9 million, with a 62.6% ratio to sales, slightly down compared to the first nine months of the previous year (63.1% of sales, equal to €1,759.9 million).

Personnel expenses amounted to €615.2 million, with a 21.3% ratio to sales, increasing compared to the same period of the previous year (20.6% of sales, equal to €573.6 million).
At 30 September 2026, Brembo people numbered 16,798, compared to 16,606 at 30 June 2026 and 15,875 at 31 December 2025.

EBITDA amounted to €475.0 million (EBITDA margin: 16.5%) at 30 September 2026 compared to €462.8 million (EBITDA margin: 16.6%) for the same period of the previous year.

EBIT amounted to €262.6 million (EBIT margin: 9.1%) compared to €255.9 million (EBIT margin: 9.2%) for the same period of the previous year.

Net interest expense for the period totalled €24.3 million (€27.0 million at 30 September 2025) and included interest expense amounting to €27.7 million (€26.0 million at 30 September 2025) and net exchange gains of €3.3 million (net exchange losses of €1.0 million at 30 September 2025).

Pre-tax profit was €242.6 million compared to €229.0 million at 30 September 2025.
Based on the tax rates applicable under current tax regulations in force in each country, estimated taxes amounted to €65.6 million (€62.5 million at 30 September 2025), with a tax rate of 27.0%.

The period ended with net profit of €175.3 million compared to €162.8 million at 30 September 2025 (+7.7%).

In the reporting period, net investments amounted to €202.7 million, of which €9.8 million due to increases in leased assets.
Net financial debt at 30 September 2026 amounted to €727.8 million, down €119.4 million compared to 30 September 2025.

Outlook for 2026

The 2026 guidance, which had already been revised upwards as announced on 29 July, is confirmed, despite the ongoing macroeconomic and industry difficulties:

- Revenues up by about 5% at constant exchange rates;
- EBITDA margin at around 16.5%;
- Investments at about €350 million;
- Net financial debt below €700 million.

The Brembo Group will continue to closely monitor developments in the geopolitical and macroeconomic scenario, whose volatility continues to limit market visibility, and will update its guidance accordingly.

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CONSOLIDATED STATEMENT OF INCOME

(Euro million)	30.09.2026	30.09.2025	Change	%	Q3 '26	Q3 '25	Change	%
Revenue from contracts with customers	**2,882.0**	**2,790.0**	**92.0**	**3.3%**	**961.6**	**909.0**	**52.6**	**5.8%**
Other revenues and income	27.9	33.0	(5.2)	-15.6%	5.3	20.9	(15.7)	-74.8%
Costs for capitalized internal works	28.0	22.3	5.7	25.7%	10.7	6.7	4.0	60.0%
Raw materials, consumables and goods	(1,239.2)	(1,237.8)	(1.4)	0.1%	(416.8)	(405.5)	(11.3)	2.8%
Income (expense) from non-financial investments	11.2	6.3	4.9	77.3%	3.7	1.0	2.7	254.1%
Other operating costs	(619.6)	(577.4)	(42.1)	7.3%	(208.0)	(189.8)	(18.3)	9.6%
Personnel expenses	(615.2)	(573.6)	(41.6)	7.3%	(198.0)	(180.5)	(17.5)	9.7%
GROSS OPERATING INCOME	**475.0**	**462.8**	**12.3**	**2.6%**	**158.4**	**161.9**	**(3.5)**	**-2.2%**
% of revenue from contracts with customers	***16.5%***	***16.6%***			***16.5%***	***17.8%***		
Depreciation, amortization and impairment losses	(212.4)	(206.9)	(5.6)	2.7%	(71.5)	(68.4)	(3.0)	4.5%
NET OPERATING INCOME	**262.6**	**255.9**	**6.7**	**2.6%**	**86.9**	**93.5**	**(6.6)**	**-7.0%**
% of revenue from contracts with customers	***9.1%***	***9.2%***			***9.0%***	***10.3%***		
Net interest income (expense) and from investments	(20.0)	(26.9)	6.9	-25.8%	(6.4)	(5.6)	(0.9)	15.8%
RESULT BEFORE TAXES	**242.6**	**229.0**	**13.6**	**5.9%**	**80.5**	**87.9**	**(7.5)**	**-8.5%**
% of revenue from contracts with customers	***8.4%***	***8.2%***			***8.4%***	***9.7%***		
Taxes	(65.6)	(62.5)	(3.1)	5.0%	(22.2)	(21.9)	(0.2)	1.0%
RESULT BEFORE MINORITY INTERESTS	**177.0**	**166.5**	**10.5**	**6.3%**	**58.3**	**66.0**	**(7.7)**	**-11.6%**
% of revenue from contracts with customers	***6.1%***	***6.0%***			***6.1%***	***7.3%***		
Minority interests	(1.7)	(3.7)	2.0	-53.7%	(0.5)	(1.0)	0.5	-45.8%
GROUP NET RESULT	**175.3**	**162.8**	**12.5**	**7.7%**	**57.7**	**65.0**	**(7.2)**	**-11.1%**
% of revenue from contracts with customers	***6.1%***	***5.8%***			***6.0%***	***7.1%***		
BASIC/DILUTED EARNINGS PER SHARE (euro)	**0.55**	**0.51**			**0.18**	**0.20**		

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(Euro million)	30.09.2026	31.12.2025	Change
Property, plant and equipment	1,877.7	1,877.9	(0.2)
Intangible assets	690.5	700.9	(10.4)
Financial assets/liabilities	83.7	67.5	16.1
Other receivables and non-current liabilities	173.5	153.6	20.0
Fixed capital	***2,825.4***	***2,800.0***	***25.5***
			0.9%
Inventories	710.5	613.0	97.5
Trade receivables	681.4	553.5	127.9
Other receivables and current assets	112.5	149.4	(36.9)
Current liabilities	(1,040.5)	(949.1)	(91.4)
Provisions/deferred taxes	(86.2)	(89.1)	2.9
Hedging assets/liabilities	0.0	0.6	(0.6)
Net working capital	***377.7***	***278.3***	***99.4***
			35.7%
NET INVESTED CAPITAL	**3,203.2**	**3,078.3**	**124.9**
			4.1%
Equity	***2,440.6***	***2,330.0***	***110.6***
Employees' leaving entitlement and other provisions for personnel	***34.8***	***29.1***	***5.7***
Medium/long-term net financial debt	874.3	804.0	70.4
Short-term net financial debt	(146.5)	(84.7)	(61.8)
Net Financial debt	***727.8***	***719.2***	***8.5***
			1.2%
COVERAGE	**3,203.2**	**3,078.3**	**124.9**
			4.1%

NET SALES BREAKDOWN BY GEOGRAPHICAL AREA AND BY APPLICATION

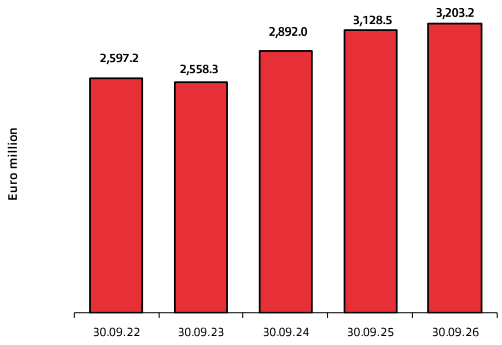
(Euro million)	30.09.2026	%	30.09.2025	%	Change	%	Q3 '26	%	Q3 '25	%	Change	%
GEOGRAPHICAL AREA												
Italy	275.3	9.6%	276.8	9.9%	(1.6)	-0.6%	73.5	7.6%	78.0	8.6%	(4.6)	-5.9%
Germany	576.0	20.0%	568.8	20.4%	7.3	1.3%	192.6	20.0%	187.9	20.7%	4.7	2.5%
France	100.2	3.5%	83.8	3.0%	16.4	19.6%	33.1	3.4%	28.0	3.1%	5.1	18.1%
United Kingdom	174.8	6.1%	163.8	5.9%	11.0	6.7%	52.4	5.5%	43.8	4.8%	8.6	19.7%
Other European countries	303.8	10.5%	276.8	9.9%	27.0	9.8%	101.0	10.5%	94.1	10.4%	6.8	7.3%
India	123.6	4.3%	114.9	4.1%	8.6	7.5%	45.2	4.7%	42.0	4.6%	3.1	7.4%
China	353.6	12.3%	388.4	13.9%	(34.8)	-9.0%	121.4	12.6%	127.1	14.0%	(5.6)	-4.4%
Japan	41.0	1.4%	46.9	1.7%	(5.9)	-12.6%	14.1	1.5%	15.1	1.7%	(1.0)	-6.8%
Other Asian Countries	74.2	2.6%	65.9	2.4%	8.3	12.6%	27.2	2.8%	24.8	2.7%	2.4	9.7%
South America (Argentina and Brazil)	72.2	2.5%	65.0	2.3%	7.2	11.1%	25.9	2.7%	23.7	2.6%	2.2	9.3%
North America (USA, Mexico & Canada)	758.6	26.3%	709.0	25.5%	49.6	7.0%	265.3	27.6%	232.8	25.6%	32.5	13.9%
Other Countries	28.7	0.9%	29.9	1.0%	(1.2)	-4.0%	10.0	1.1%	11.6	1.2%	(1.7)	-14.4%
Total	**2,882.0**	**100.0%**	**2,790.0**	**100.0%**	**92.0**	**3.3%**	**961.6**	**100.0%**	**909.0**	**100.0%**	**52.6**	**5.8%**

(Euro million)	30.09.2026	%	30.09.2025	%	Change	%	Q3 '26	%	Q3 '25	%	Change	%
APPLICATION												
Passenger Car	2,075.5	72.0%	2,043.4	73.3%	32.2	1.6%	697.9	72.6%	673.1	74.1%	24.8	3.7%
Motorcycle	347.6	12.1%	309.6	11.1%	38.0	12.3%	120.2	12.5%	102.9	11.3%	17.3	16.8%
Commercial Vehicle	250.0	8.7%	227.1	8.1%	22.9	10.1%	81.3	8.5%	71.0	7.8%	10.3	14.4%
Racing	208.0	7.2%	209.6	7.5%	(1.7)	-0.8%	62.3	6.4%	62.0	6.8%	0.2	0.4%
Miscellaneous	0.9	0.0%	0.3	0.0%	0.5	154.8%	(0.1)	0.0%	0.0	0.0%	(0.1)	159.1%
Total	**2,882.0**	**100.0%**	**2,790.0**	**100.0%**	**92.0**	**3.3%**	**961.6**	**100.0%**	**909.0**	**100.0%**	**52.6**	**5.8%**

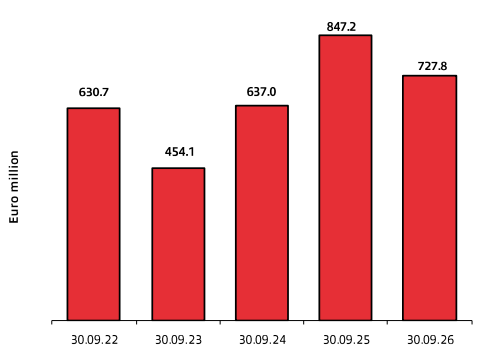
Following an in-depht analysis, data at 30 June 2026 have been restated.

MAIN RATIOS

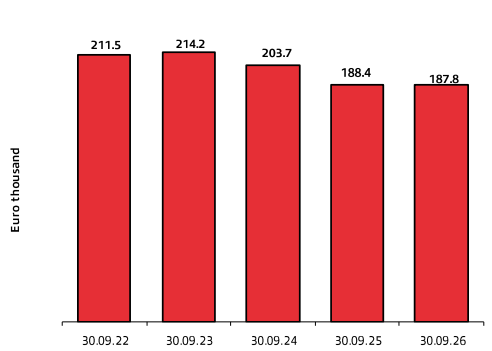
Net invested capital



Net financial debt



Turnover per employee



	30.09.2022	30.09.2023	30.09.2024	30.09.2025	30.09.2026
Net operating income/Revenue from contracts with customers	*11.1%*	*10.7%*	*10.3%*	*9.2%*	*9.1%*
Result before taxes/Revenue from contracts with customers	*11.4%*	*10.6%*	*9.4%*	*8.2%*	*8.4%*
Net investments (*)/Revenue from contracts with customers	*7.4%*	*8.1%*	*8.5%*	*9.9%*	*6.7%*
Net financial debt/Equity	*32.4%*	*21.9%*	*28.8%*	*37.5%*	*29.8%*
Adjusted net interest expense (**)/Revenue from contracts with customers	*0.4%*	*0.5%*	*0.7%*	*0.9%*	*1.0%*
Adjusted net interest expense (**)/Net operating income	*3.2%*	*4.8%*	*7.1%*	*10.2%*	*10.5%*
ROI	*14.2%*	*15.3%*	*13.9%*	*11.1%*	*10.7%*
ROE	*14.5%*	*14.0%*	*12.4%*	*10.3%*	*9.2%*

Notes:

ROI: Net operating income (rolling 12 months)/Net invested capital.
ROE: Net income (loss) before minority interests (rolling 12 months) (net of Result from discontinued operations)/Equity.
(*) Net investments in property, plant, equipment and intangible assets, calculated as the sum total of increases (net of decreases) of property, plant and equipment and intangible assets.
(**) This item does not include exchange gains and losses.