



Voluntary Sustainability Report 2024





This Voluntary Sustainability Report has been translated from that issued in Italy, from the Italian into the English language, solely for the convenience of international readers. The Italian version remains the definitive version.

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LETTER FROM THE CHIEF LEGACY OFFICER



Dear Stakeholders,

The year 2024 marked a particularly significant turning point for me: it was my last year at the helm of the Brembo Group's Sustainability GCF, which I had the privilege to found in 2013, at a time when corporate social responsibility had just started to emerge as a key topic for the most forward-looking undertakings. Since then, building on a culture of sustainability that has always been rooted in our history and in our Company's founding values, we have worked with passion and dedication to integrate it in Brembo's strategy and identity, contributing to transforming it in a powerful change driver.

In over ten years, sustainability has grown together with our Company: from a specialized field, it has become an integral part of our DNA, involving every and all functions, processes and decisions.

We have set clear targets, measured our results and, above all, we have nurtured our approach to continuous improvement, which today is a distinctive trait of our way of doing business.

Now, we are embarking on a new path, but with that same spirit that has driven our growth.

As of 2025, responsibility for the Sustainability GCF will be entrusted to Andrea Rocco, former VP Group Risk

Management, and currently serving in the broader position of Chief Sustainability & Risk Officer. I am convinced he will forge ahead with and strengthen this process with expertise and vision, fulfilling all commitments made and embracing all current and future challenges with determination. Today, in its broadest meaning, sustainability is not merely a responsibility, but also a fundamental aspect of a company's competitiveness and reputation.

In my new role as Chief Legacy Officer, I will continue to serve the Group with the same passion and sense of responsibility I have always had, focusing on preserving and enhancing our historic and value-based heritage.

The Legacy GCF has been in fact established to protect what sets us apart and to amplify our positive impact on the communities in which we operate, thus contributing to collective wellbeing and handing down a strong identity to future generations.

It is with a deep sense of pride for the path taken and with gratitude to Brembo's Sustainability Team and the whole Task Force that has made all this possible that I wish to thank you for the deep support you have constantly provided to me in these exciting years together.

Chief Legacy Officer
Cristina Bombassei

INTRODUCTION BY THE CHIEF SUSTAINABILITY & RISK OFFICER



Dear Stakeholders,

I am pleased and honoured to present to you the Brembo Voluntary Report 2024, which testifies to our tangible commitment to a responsible development model, able to combine competitiveness, innovation and attention to environmental and social impacts.

In addition to the mandatory statement integrated in the Annual Report and drawn up in accordance with the CSRD, Brembo has opted to publish an additional, voluntary document aimed to report in a clear, accessible way the Group's environmental, social and governance information. The goal is to provide a comprehensive, understandable overview of the projects underway and of our future sustainability-related ambitions.

The global context in which we operate is becoming increasingly complex: the market volatility, the swift ESG regulatory developments and the interconnection among environmental, social and economic factors are presenting us with unprecedented challenges. Yet, it is right in complex times like these that we have succeeded in recognizing a major opportunity: sustainability is a drive for transformation that enables us to anticipate risks, innovate processes and generate shared value over the long term.

This approach was not born today: it is the result of a solid, forward-looking path that began over ten years ago. It is with a great sense of responsibility that I am taking

the helm of a GCF guided by a clear principle: "Turning Sustainability into Action".

This principle will continue to inspire our day-to-day operations in the future as well, translating the Group's commitment into tangible results: in 2024, energy from renewable sources reached 83%, with a reduction of over 13% in CO₂ emissions per cast tonne compared to 2023¹. As of 2025, the setting up of a new GCF that will combine the expertise of the Risk Management area with that of the Sustainability will further strengthen Brembo's capability of managing all ESG risks and opportunities in a structured and proactive manner.

We are aware that our path towards sustainability is not static, but rather requires continuous improvement, ability to adapt and long-term vision, while remaining firmly rooted in the values promoted also through our Legacy GCF. It is with this spirit that we will continue to promote a corporate culture based on transparency, innovation and respect for people and for the environment.

I thank you for your support and the attention you have been paying in these years, and for the trust you continue to place in us.

Chief Sustainability & Risk Officer
Andrea Rocco

¹ Scope 1 and market-based Scope 2 CO₂ emissions per cast tonne, generated by foundries/net tonnes of molten cast iron and molten aluminium (including BSCEB).

1.

GOVERNANCE



1.1 THE BREMBO GROUP

Countries in which the Group is present at 31 December 2024

Italy
Stezzano, Curno, Mapello, Selloero

Denmark
Svendborg

France
Paris

Germany
Leinfelden-Echterdingen, Meitingen

Poland
Częstochowa, Dąbrowa Górnicza, Niepołomice

United Kingdom
Coventry

Czech Republic
Ostrava-Hrabová

Russia
Moscow

Spain
Barcelona, Zaragoza

Sweden
Göteborg

Brazil
Betim

Mexico
Apodaca, Escobedo

USA
Homer, Plymouth, Sunnyvale, Huntersville

Australia
Melbourne

China
Nanjing, Langfang, Jiaxing, Qingdao, Jinan

Japan
Tokyo

India
Pune, Chennai

Thailand
Rayong



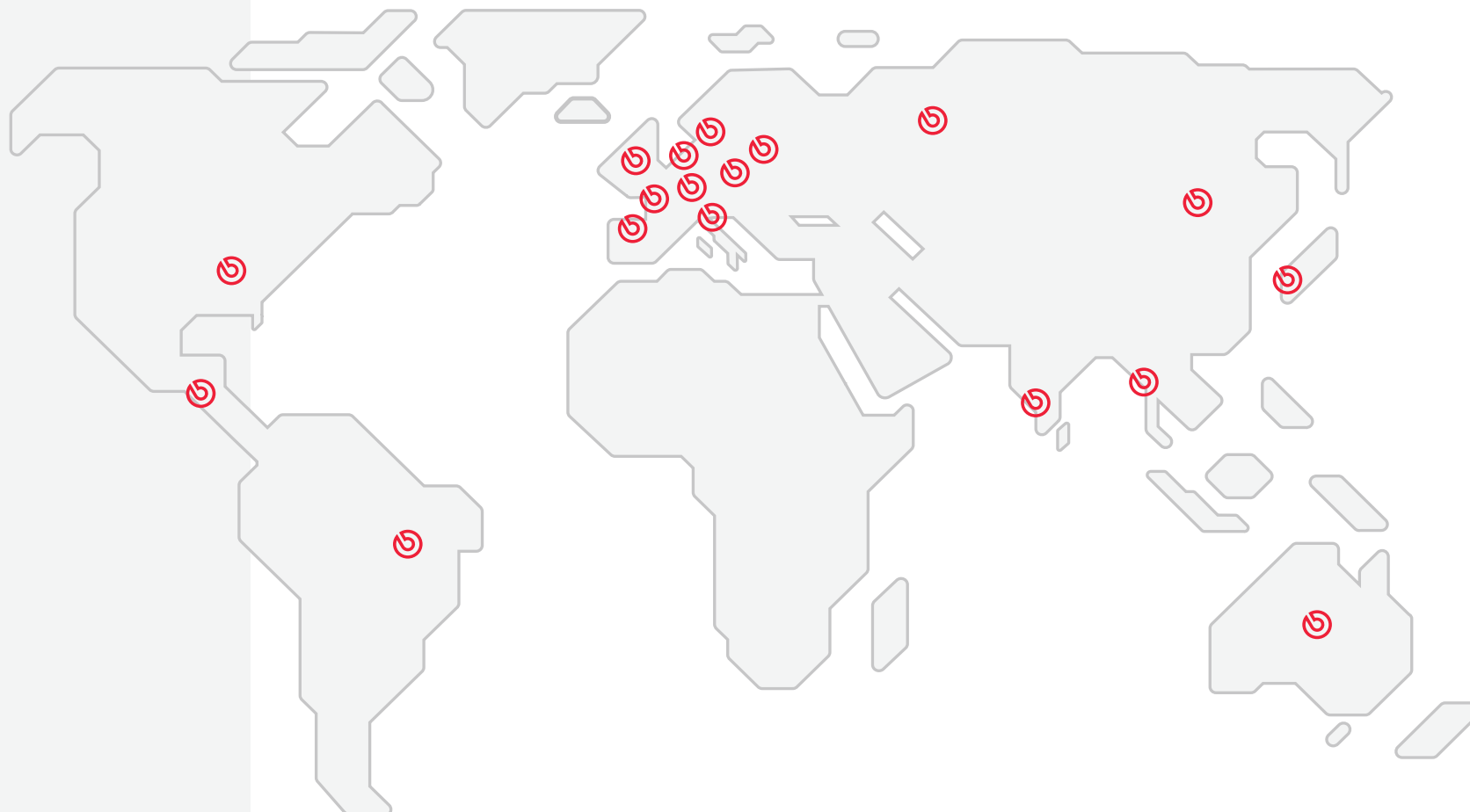
18
Countries worldwide



26
Production plants



9
R&D centres



1.1.1 THE GROUP, ITS HISTORY AND WORLDWIDE FOOTPRINT

The Brembo Group — world leader in the design and manufacture of innovative solutions for the leading manufacturers of cars, motorbikes and commercial

vehicles — provides high-performing braking systems, along with clutches and other components for the racing world.

The Group currently operates in 18 countries on four continents and employs over 14,000 people worldwide.

History: a journey driven by innovation and growth

<div>1961</div> <div>FOUNDATION</div> <p>Brembo was founded by Emilio Bombassei and his family in the province of Bergamo, originally as a mechanical manufacturer serving clients such as Alfa Romeo and Pirelli. In 1964, Brembo launched the first car brake disc in Italy.</p>	<div>1970</div> <div>PERFORMANCE</div> <p>In the 70s, Brembo invested in R&D, developing innovative braking systems and collaborating with Enzo Ferrari for his Formula 1 cars.</p>	<div>1980</div> <div>COMFORT</div> <p>Brembo developed innovative materials producing, for instance, the first aluminium brake caliper, and became a strategic supplier for industrial vehicles.</p>	<div>1995</div> <div>GLOBALIZATION</div> <p>After listing on the stock exchange, Brembo expanded its production in Spain, Poland and Mexico, introducing innovative solutions such as monobloc brake calipers.</p>	<div>2000</div> <div>STYLE AND DESIGN</div> <p>The Group consolidated its presence in the world of sport and won the Compasso d’Oro award for its carbon ceramic brake discs in 2004.</p>	<div>2010-20</div> <div>EVOLUTION</div> <p>The Group embraced the Industry 4.0 concept and opened research centres around the world. In 2017, Alberto Bombassei entered the Automotive Hall of Fame.</p>	<div>2020-24</div> <div>FUTURE</div> <p>Brembo has launched a new strategic path, based on ongoing innovation and digital evolution. Guided by its new vision “Turning Energy into Inspiration”, the Company intends to actively contribute to shaping the future of mobility through cutting-edge, digital and sustainable solutions. With this in mind, Brembo presented SENSIFY, the new benchmark for braking systems.</p> <p>In parallel, the new governance structure was approved and Brembo’s registered office was transferred to The Netherlands. In addition, the Company consolidated its global footprint through the acquisition of SBS Friction, J.Juan and Öhlins Racing.</p> <p>At the same time, Brembo launched a strategic partnership with Michelin and expanded its operations in Thailand, confirming its role as an innovation and sustainability leader in the automotive sector.</p>
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2024 highlights



14,348²
employees



3,841
€ million
revenue from contracts
with customers



360
€ million
net financial
debt



408
€ million
net investments



661
€ million
gross operating
income



263
€ million
net result

² The figure also includes the employees of Brembo Reinsurance AG, Brembo France and Brembo Thailand, who are excluded from the scope of the Sustainability Statement.

GROUP'S BUSINESSES OF OPERATION

The Group operates in the automotive sector, offering innovative braking solutions for a wide range of vehicles. Its key markets include:

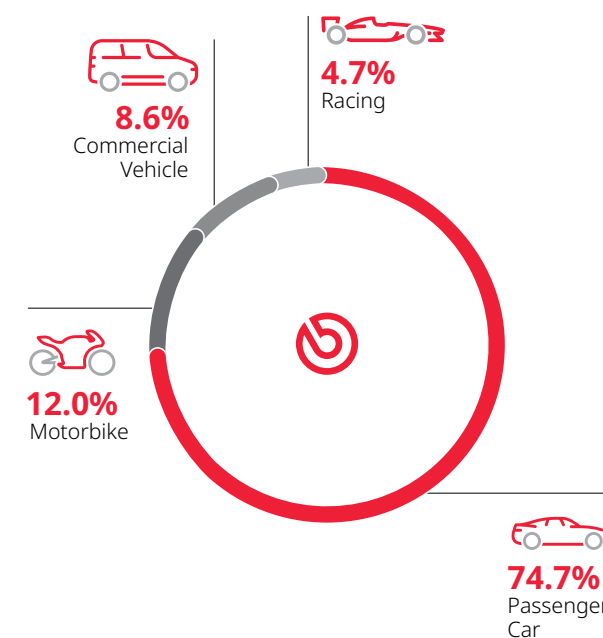
- 1. Cars:** Brembo is one of the leading suppliers of major car manufacturers, to which it offers a wide range of products, including brake discs, calipers, wheel-side modules and complete braking systems. The Group also serves the aftermarket segment, providing components for nearly all vehicles on European roads.
- 2. Commercial vehicles:** Brembo's range of products and solutions for the commercial vehicle sector includes OEM components, replacement parts and light and heavy commercial vehicle maintenance products, ensuring high performance and reliability.
- 3. Motorbikes:** in the motorbike sector, Brembo offers brake discs, calipers, master cylinders, light alloy rims and complete braking systems to the world's most prestigious manufacturers. Europe, the United States, and Japan are key markets for Brembo in this sector.
- 4. Racing:** the Group provides braking systems and clutches for race cars and motorbikes through leading brands such as Brembo Racing, AP Racing and Marchesini. This sector is a testbed for innovation, leading to the development of technologies that are then integrated into Brembo's mass-produced products.

Despite a slight decline in global production of passenger cars and light commercial vehicles in 2024, Brembo continued to adapt to changing market dynamics, including the increased demand for Battery Electric Vehicles (BEVs) and the regional disparities in the adoption of these technologies.

In 2024, the European automotive market declined by 5%, while North America recorded a more modest decrease of 1%. In contrast, China's light vehicle production grew by 4%. The medium and heavy commercial vehicle market experienced a 6% global production decrease, with Europe recording a more marked decline of 22%.

Despite the above difficulties, Brembo's consolidated net sales remained stable, exceeding €3.8 billion revenues in 2024, thus confirming the Group's resilience and its ability to tackle market fluctuations.

Net sales breakdown by application



THE GROUP'S TAX RESPONSIBILITY

The Brembo Group recognizes tax management as a key element of its governance, as it generates significant effects in terms of sustainability, regulatory compliance and transparency towards stakeholders.

In this regard, the Group has adopted a Global Tax Strategy, along with Brembo N.V.'s local strategy. Both strategies were approved by Brembo N.V.'s Board of Directors and are available on the corporate website ([Corporate Governance | Brembo Official Site](#)).

These strategies lay down an approach geared towards responsibility and transparency that supports all Group companies in adopting national and international tax best practices. Brembo ensures compliance with local tax laws, double taxation conventions and the OECD Transfer Pricing Guidelines, guaranteeing the proper application of the principle of free competition and a fair profit distribution among Group entities. The Group adopts a responsible tax approach and avoids transactions with no economic substance that may entail undue advantages or may be regarded as abusive. The Group does not use jurisdictions with special tax laws for tax avoidance purposes, nor does it require tax rulings linked to harmful preferential tax regimes, but it is legitimate to benefit from tax incentives provided for by the law, when grounded on true economic reasons consistent with its business.

Tax governance is based on a solid Tax Control Framework, which defines rules, procedures and controls to manage tax risk, understood as the likelihood of violating tax laws or acting contrary to legal principles. Brembo N.V.'s Board of Directors is responsible for providing strategic tax guidance, whereas the Tax area — operating at central and local level — monitors its implementation, ensuring regulatory monitoring, advice support, internal training and interpretation risk management.

The Group has adopted a Tax Compliance Model that clearly assigns roles and responsibilities to those involved in tax management, thus ensuring an efficient segregation of duties. The Tax Control Framework is based on four fundamental pillars:

1. **control environment**, consisting of the tax strategy that steers the Group's choices and conduct;
2. **risk assessment**, through appropriate checks to detect and mitigate tax risks;
3. **governance**, through identification of those involved and definition of information flows and of processes instrumental to ensuring effective and, where possible, preventive control;
4. **monitoring activities**, consisting of periodic audits aimed at assessing the structure and the effectiveness of the tax control system.

To complement this framework, the Group prepares an annual Tax Control Framework General Report to inform top management about the progress of tax risk management and the outcomes of the control activities carried out.

In 2024, Brembo N.V. was admitted to the Cooperative Compliance regime by the Italian Revenue Agency with regard to direct taxes and for VAT purposes for fiscal year 2023. This process testifies to the Group's commitment to ensuring transparent, collaborative exchanges with the tax authorities.

In accordance with this approach, the Group ensures a transparent dialogue with tax authorities, clearly providing all information on the application of the laws.

To guarantee integrity and ethics in tax management, the Group has set up information channels to report

illegal behaviour or conduct contrary to its internal codes. These tools, also available online (www.brembo.com/en/company/corporate-governance/whistleblowing-to-supervisory-committee), allow to report any violation of the Code of Ethics, the Antibribery Code of Conduct and the Organizational, Management and Control Model pursuant to the Italian Legislative Decree No. 231/2001, as well as any improper tax conduct. These channels, set up by Brembo N.V.'s Supervisory Committee, are an additional tool to protect all stakeholders and ensure responsibility towards them.

The following table refers to fiscal year 2023 and provides detailed country-by-country information, highlighting key economic and tax data per each country.

Country-by-Country Reporting (CbCR)

Country	Description	iii. employees (No.)	iv. revenues from sales to third parties	v. revenues from intragroup transactions with other fiscal jurisdictions	vi. profit/loss before taxes	vii. property, plant and equipment other than cash and cash equivalents	viii. corporate income taxes paid on a cash basis	ix. corporate income taxes accrued on profit/loss
ITALY	Analysis, design, development, application, production, assembly and sale of braking systems, light alloy castings for various sectors, including the car and motorbike industries	3,544	1,045,896,224	258,021,495	(64,303,322)	491,146,594	11,902,906	(36,528,266)
	Precision mechanical processing, lathe work, mechanical component production and similar activities, on its own account or on behalf of third parties							
	Research and development of innovative technologies for the production of technical and advanced ceramic materials, geomaterial processing and rock mass characterization							
	Development, design, industrialization, manufacturing, installation and marketing of fibre optic sensors systems and photonic subsystems for sensing and communications							
SPAIN	Sale of brake discs and drums for cars, distribution of the brake shoe kits and pads	530	97,355,840	11,606,870	2,542,500	34,954,413	899,171	(1,120,464)
	Production and sale of components for motorbike braking systems and braided hydraulic hoses							
UNITED KINGDOM	Production and sale of braking systems and clutches for road and racing vehicles	167	74,198,240	3,346	10,102,262	26,717,429	1,540,610	(1,799,729)
POLAND	Development, casting, production and sale of brake discs	2,381	634,169,541	47,496,332	80,572,511	404,555,397	-	(13,770,444)
	Discs and braking systems for cars and commercial vehicles							
CZECH REPUBLIC	Casting, production and sale of braking systems for cars	1,009	291,621,672	18,483,943	13,984,413	150,520,767	-	-
DENMARK	Production of brake pads for motorbikes	108	13,890,021	11,161,813	(10,087,655)	18,398,603	-	122,831
GERMANY	Purchase and resale of vehicles, technical and sales services, as well as promotion of the sale of car brake discs	11	-	2,700,392	(1,528,448)	25	400,301	(627,559)
	Design, development, production and sale of carbon ceramic brake discs							

Country	Description	iii. employees (No.)	iv. revenues from sales to third parties	v. revenues from intragroup transactions with other fiscal jurisdictions	vi. profit/loss before taxes	vii. property, plant and equipment other than cash and cash equivalents	viii. corporate income taxes paid on a cash basis	ix. corporate income taxes accrued on profit/loss
SWEDEN	Promotion of the sale of car brake discs	2	-	922,797	(329,181)	-	118,208	(126,443)
SWITZERLAND	Reinsurance of the Group's risks	1	-	-	532,637	-	4,828	(88,075)
RUSSIA	Promotion of the sale of car brake discs	3	-	300,022	(333,076)	-	1,810	(675)
UNITED STATES	Production and sale of brake discs for original equipment and the aftermarket, and of braking systems for the racing sector	708	401,976,606	28,655,519	94,683,191	158,963,137	11,526,743	(10,890,772)
	Aftermarket, and braking systems for cars, motorbikes and the racing sector							
	Inspiration Lab: experimental lab focused on strengthening expertise in software development, data science and artificial intelligence							
MEXICO	Casting, production and sale of car brake discs for original equipment and the aftermarket; casting, production and sale of braking systems for cars and commercial vehicles	1,832	520,967,946	10,510,240	105,807,065	384,605,275	33,077,547	(14,699,538)
BRAZIL	Production and sale of car brake discs for the original equipment market	212	78,086,811	-	12,571,352	12,877,140	2,120,212	(1,963,625)
CHINA	Casting, production and sale of brake discs for the original equipment and braking systems for cars and commercial vehicles	1,967	531,815,490	37,074,862	115,611,241	265,225,388	20,018,602	(22,779,752)
	Development, casting, production and sale of car brake discs for the original equipment; logistics and marketing activities in the economic and technological development hub of Qingdao							
JAPAN	Sale of braking systems for the racing sector and original equipment for cars	27	4,799,640	2,346,574	1,377,268	1,694,317	433,447	(345,443)
INDIA	Development, production and sale of braking systems for motorbikes	1,152	154,423,754	1,578,818	30,858,342	25,531,858	4,596,075	(6,141,414)
THAILAND		-	-	-	(60,706)	54,656	-	-
TOTAL		13,654	3,849,201,785	430,863,024	392,000,395	1,975,244,999	86,640,460	(110,759,368)

1.1.2 BREMBO AND ITS VALUE CHAIN

Brembo's value chain is multifaceted and complex, and encompasses several crucial phases, ranging from procurement of raw materials to recycling management at the end of products' life cycle.

It is divided into the following key phases:

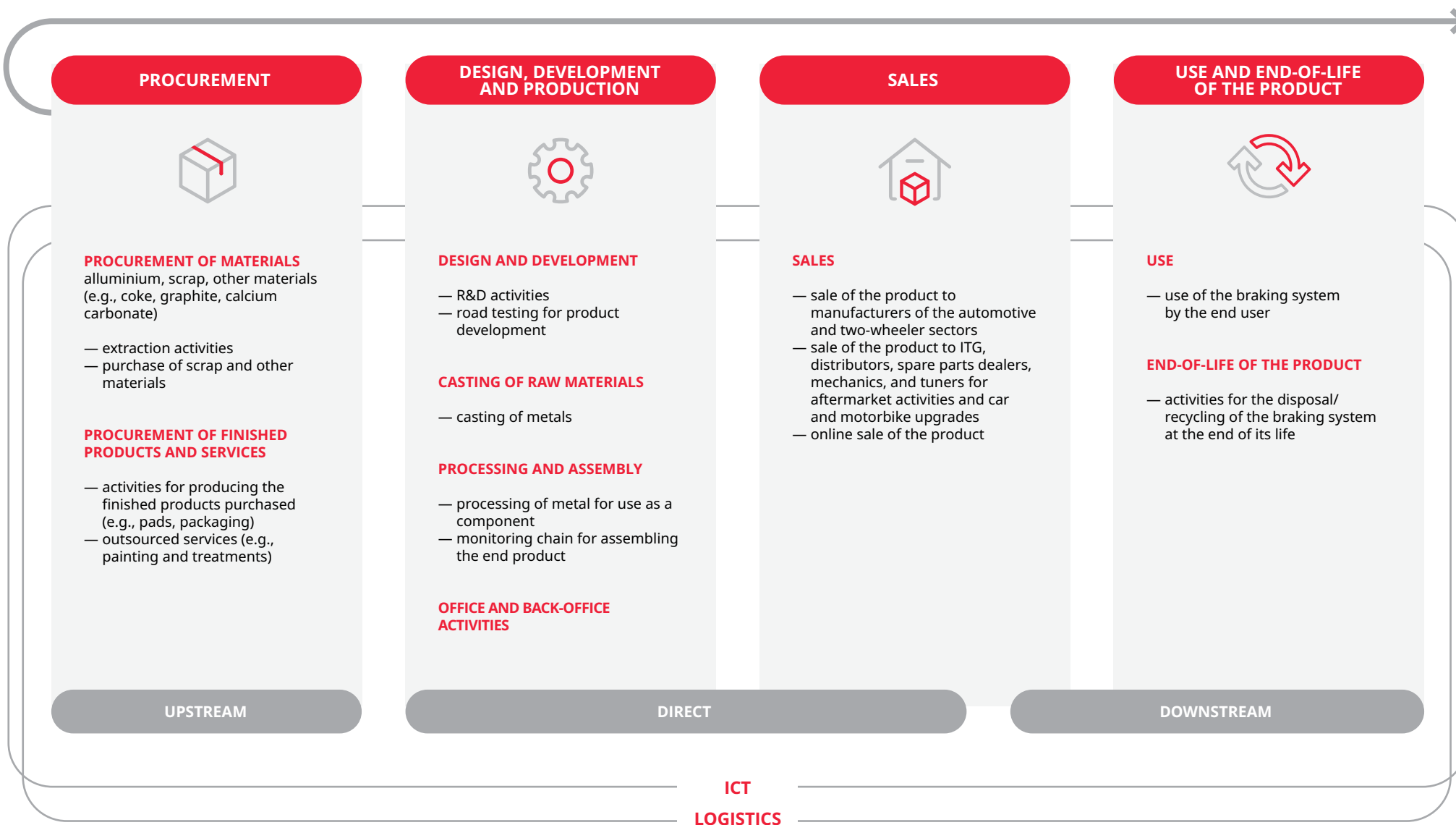
- procurement;
- design, development and production;
- sales;
- use and end-of-life of the product.

Brembo's commercial relations involve several stakeholders throughout the value chain, including suppliers, distributors, aftermarket partners and customers of the car, motorbike and racing sectors.

These relationships are essential to ensure that the Group's operations are efficient and sustainable, as well as to promote product innovation and development. Brembo is also committed towards governments and supervisory entities to complying with environmental standards and pursuing sustainability targets.



The value chain



1.2 SUSTAINABILITY FOR BREMBO

1.2.1 SUSTAINABILITY GOVERNANCE

The Brembo Group is constantly committed to operating responsibly, integrating sustainability in all of its corporate processes.

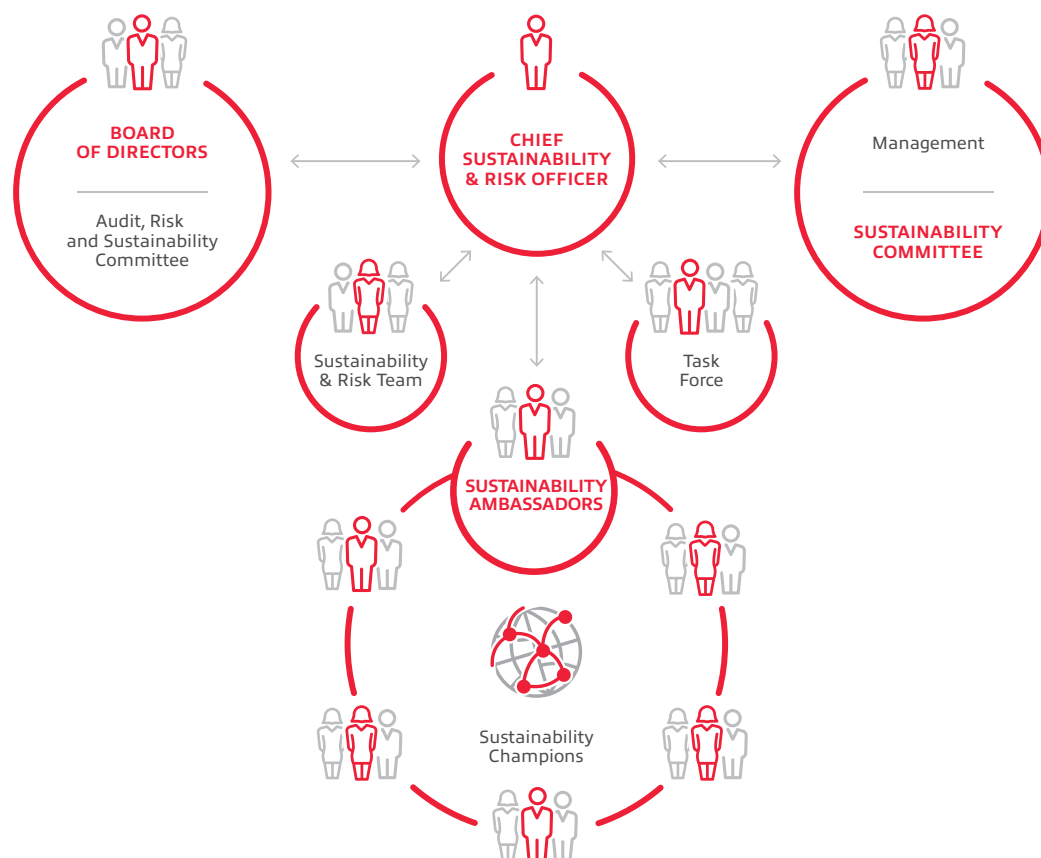
This commitment has led to the implementation of a governance system focused on managing and monitoring sustainability matters at global level.

The structure of the sustainability governance is illustrated here under.

Governance revolves around the role of the Chief Sustainability & Risk Officer (CSRO), who supervises all sustainability efforts and coordinates activities across the Company, in addition to preparing and reporting non-financial information.

To ensure efficient oversight, the Board of Directors has set up the Audit, Risk & Sustainability Committee. This Committee is tasked with defining the general guidelines of the Internal Control and Risk Management System (ICRMS), so that the main impacts, risks and opportunities pertaining to Brembo N.V. and its subsidiaries are adequately identified, measured, managed and monitored. In addition, the Committee assists the Board of Directors and the Non-Executive Directors' decision-making on the supervision of the integrity and quality of the Company's financial and sustainability reporting.

Structure of the sustainability governance



To support the CSRO, Brembo has established a Task Force made up of experts from different Global Central Functions (GCFs) to analyze sustainability matters and contribute to collecting data for sustainability reporting. In addition, a **Sustainability Committee**, consisting of top management and the heads of several GCFs and GBUs (Global Business Units), has been set up to define the sustainability guidelines, adopt policies and approve environmental and social strategic targets. This Committee oversees stakeholder engagement and sustainability risks and approves the sustainability reporting process.

As of 2019, Brembo has introduced the roles of Sustainability Ambassadors and Sustainability Champions, tasked with promoting sustainability across its plants and facilitating dialogue. The Sustainability Ambassadors spread the culture of sustainability and support local initiatives, whereas the Sustainability Champions focus on the implementation of specific sustainability practices at plant level, collaborating with the dedicated Task Force.

In 2023, the Group launched a periodic Sustainability Self Assessment (SSA) through a dedicated questionnaire aimed at monitoring ESG matters across different countries and plants, gathering feedback and identifying areas for improvement.

In this way, Brembo continues to strengthen its commitment towards sustainability, integrating sustainable practices in all of its activities.

For further information on the specific responsibilities of the administrative, management and supervisory bodies in terms of business conduct and other additional information on the Group's governance structure, please refer to the Sustainability Statement section of the Brembo Group's 2024 Annual Report (*ESRS 2 – General Disclosure and G1 – Business Conduct*).

1.2.2 SUSTAINABILITY PLAN

Brembo addresses its current sustainability challenges by collaborating with all of its stakeholders so as to develop solutions able to generate a positive impact on the environment, economy and people. Building on a long-term vision, the Group has defined a Group Sustainability Plan, called **"Turning Sustainability into Action"**, which sets the objectives related to material topics. The Plan reflects Brembo's commitment to tangibly pursuing sustainability by setting ambitious and measurable objectives, including achieving net zero GHG emissions by 2040, the development of ecodesigned products and the promotion of diversity, equity and inclusion, with the aim of creating a positive, safe working environment.

In order to ensure the Plan's efficacy, the Sustainability Committee periodically analyzes each objective, monitoring the related progress on the basis of industry best practices and global ESG trends. Once a year, updates are provided for each objective, so as to facilitate any adjustments. The Plan also calls for the engagement of customers and suppliers, promoting mutual and sustainable growth.

With a view to making its efforts increasingly effective, the Group has integrated sustainability in its incentive plans through the 2024 STIP (Short-Term Incentive Plan) and the 2022-2024 LTIP (Long-Term Incentive Plan). Both Plans — proposed by the Remuneration and Appointment Committee and approved by the Board of Directors — align beneficiaries' performance to the Company's financial and sustainability KPIs. For further information on incentive plans, please refer to the Sustainability Statement section of the 2024 Annual Report (E1 GOV-3 – Integration of sustainability-related performance in incentive schemes).

This well-defined approach underlines Brembo's commitment to sustainability and its proactive stance in achieving its environmental and social targets.



Group Sustainability Plan



NET ZERO (SCOPE 1+2)

Achieving net zero emissions at Group level (Scope 1+2)

● BASELINE	2020	372,491 tCO ₂ e
▷ STATUS	2024	-40%: 224,404 tCO ₂ e
◎ TARGET	by 2024	-42%
	by 2030	-90%

NET ZERO (SCOPE 3)

Achieving net zero emissions at Group level (Scope 3)

● BASELINE	2020	1,666,245 tCO ₂ e
▷ STATUS	2024	+25%*: 2,085,578 tCO ₂ e
◎ TARGET	by 2030	-42%
	by 2040	-90%

* Decreasing compared to 2023

RENEWABLE ENERGY

Increasing renewable energy (%)

● BASELINE	2020	43%
▷ STATUS	2024	+83%
◎ TARGET	by 2025	+70%
	by 2030	+100%

RECYCLED WASTE

Increasing of recycled waste as proportion of total waste generated (%)

● BASELINE	2022	85%
▷ STATUS	2024	93%
◎ TARGET	by 2025	90%
	by 2030	95%



INCIDENT RATE

Continuous reduction of the incident rate

● BASELINE	2020	3.63**
▷ STATUS	2024	-24%: 2.33
◎ TARGET	Annual	-10% YoY

** Recalculation according to ESRS

GENDER IN MANAGEMENT

Representation of each gender in the Management cluster

● BASELINE	2024	17% women; 83% men
▷ STATUS	2024	17.8% women; 82.2% men
◎ TARGET	2028 (by the end)	more than 20%

GENDER IN EXECUTIVE DIRECTORS

Representation of each gender in the Executive Directors cluster

● BASELINE	2024	25% women; 75% men
▷ STATUS	2024	25% women; 75% men
◎ TARGET	2026	At least 25% upon renewal of the Board of Directors

GENDER IN NON-EXECUTIVE DIRECTORS

Representation of each gender in the Non-Executive Directors cluster

● BASELINE	2024	57% women; 43% men
▷ STATUS	2024	57% women; 43% men
◎ TARGET	2026	At least 40% upon renewal of the Board of Directors



SUPPLIERS' CO₂ EMISSIONS DATA COLLECTION

Ensuring third-party validation of "carbon relevant"*** suppliers' primary emissions data related to Brembo's production, enhancing the reliability of Brembo's Scope 3 emissions calculation

● BASELINE	2023	41% validation rate of Brembo's "carbon relevant" suppliers' data
▷ STATUS	2024	75%
◎ TARGET		Achieving and maintaining a validation rate of "carbon relevant" supplier's emissions data above 75%

*** Around 300 suppliers

LOCAL FOR LOCAL INDEX

Prioritizing localized supply chain where Brembo has production sites

● BASELINE	2020	87% local for local index
▷ STATUS	2024	90.45%
◎ TARGET	2030	Ensuring that the local for local index is maintained at over 85%

THIRD-PARTY SUPPLY CHAIN MONITORING THROUGH SELF-ASSESSMENT QUESTIONNAIRES

Extending the third-party self-assessment questionnaire to cover a significant portion of direct supplier spend production, enhancing the reliability of Brembo's Scope 3 emissions calculation

● BASELINE	2024	77% coverage of direct suppliers spend
▷ STATUS	2024	77%
◎ TARGET	by 2030	85% coverage of direct supplier spend

THIRD-PARTY SUPPLY CHAIN MONITORING THROUGH ON-SITE AUDITS

Extending the ESG assessment and monitoring of the supply chain

● BASELINE	2020	77% turnover of relevant direct material suppliers
▷ STATUS	2024	78.8%
◎ TARGET	2026	Achieving 80% turnover of relevant direct material suppliers

1.2.3 STAKEHOLDER ENGAGEMENT

The Company recognizes the importance of stakeholder engagement as key to sustainable long-term value creation. The Company is committed to pursuing a constructive, proactive dialogue with its stakeholders, while ensuring open and transparent communication.

The **Brembo Stakeholder Engagement Policy** provides a general framework for dialogue with stakeholders, with particular attention to the sustainability of the Group's strategy. This Policy, approved by the Board of Directors, has been reviewed pursuant to the best practices set forth by the Dutch Corporate Governance Code (DCGC) and is published on the Intranet and on the corporate website.

The methods for engaging stakeholders depend on the stakeholder group and on the topics at hand. By applying the materiality assessment, stakeholders' opinions and interests have been reflected into Brembo's strategy and business model. The engagement results are used to steer and strengthen the Group's strategies and operations, identifying areas for improvement or confirming the practices in place. Governance bodies are updated on the engagement results, ensuring ongoing commitment towards responsible and innovative practices.

This constant dialogue helps to ensure trust, improve collaboration and steer the Group's actions towards greater sustainability and innovation.



1.2.4 DOUBLE MATERIALITY ANALYSIS

To define the material sustainability topics and, consequently, the contents of this Report, Brembo conducted a double materiality analysis. In accordance with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS), the double materiality analysis entailed the identification, assessment and prioritization of impacts, risks, and opportunities (IROs) generated by the Group's activities, products, services and value chain.

For further information on the impacts, risks, and opportunities identified, please refer to the Sustainability Statement section of the Brembo Group's 2024 Annual Report (*ESRS 2 – General Disclosure, chapter SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model*).

Brembo conducted an impact materiality assessment, with the active participation of several stakeholders. As regards financial materiality, the assessment process

took into account physical risks and transition risks related to climate change and other sustainability topics. In this way, Brembo identified the risks that might have a significant impact on its business. In parallel, sustainability-related opportunities were analyzed, including progress on ecological innovations and the increased demand for electric vehicles.

These assessments enabled to identify the material topics, which were also represented in a double materiality matrix by plotting them in the relevant quadrant. For further information on individual impacts, risks and opportunities and the assessment processes, please refer to the Sustainability Statement section of the 2024 Annual Report (*SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model and IRO-1 – Description of the process to identify and assess material impacts, risks and opportunities*).



1.2.5 THE 2030 AGENDA

THE GLOBAL AGENDA FOR SUSTAINABLE DEVELOPMENT AND THE SDGs

On 25 September 2015, the governments of the 193 United Nations member states signed the 2030 Agenda for Sustainable Development, an action plan containing 17 Sustainable Development Goals (SDGs).

The SDGs are a universal “call to action” for all member states to promote sustainable development so as to foster people wellbeing, planet protection and shared prosperity.

The 17 SDGs consist of 169 specific targets to be reached by 2030. All involved entities and persons — governments, businesses, civil societies and individuals — are called upon to contribute actively, developing tangible strategies and actions for implementing the Agenda.

The private sector is also encouraged to have a pivotal role, providing resources, competencies and innovation to achieving common goals.

Brembo has long been committed to improving its ESG profile. Over the years, it has updated its materiality analysis, which has changed into a double materiality analysis in line with the ESR5, identifying the Group’s impacts on the Global Agenda goals. To determine the goals on which it generated impacts, the Group actively participated in sessions of the UN Global Compact.

The 2030 Agenda SDGs to which the Brembo Group contributes are reported below.



NET ZERO (SCOPES 1+2)



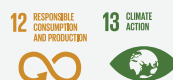
INCIDENT RATE



SUPPLIERS CO2 EMISSIONS DATA COLLECTION



NET ZERO (SCOPE 3)



GENDER IN MANAGEMENT



LOCAL FOR LOCAL INDEX



RENEWABLE ENERGY



GENDER IN EXECUTIVE DIRECTORS



THIRD-PARTY SUPPLY CHAIN MONITORING THROUGH SELF-ASSESSMENT QUESTIONNAIRES



RECYCLED WASTE



GENDER IN NON-EXECUTIVE DIRECTORS



THIRD-PARTY SUPPLY CHAIN MONITORING THROUGH ON-SITE AUDITS



BREMBO AND THE GLOBAL COMPACT

Since 2021, Brembo has been a participant in the United Nations Global Compact, the world's largest strategic corporate citizenship initiative. This initiative was established to promote a sustainable global economy that respects human and labour rights, environmental protection, and anti-corruption principles.

The initiative requires companies to share, support, and apply a set of fundamental principles on human rights, labour standards, environmental protection, and anti-corruption within their sphere of influence.

By participating in this initiative, Brembo has joined a universal network of companies with a long-term strategic vision, oriented towards promoting a culture of sustainability, innovation, and reporting. The Global Compact provides an opportunity to share strategies and good business practices in response to global challenges, utilize ESG-related management tools and resources, and participate in specific working groups.

Further strengthening its commitment, Brembo has become a founding member of the UN Global Compact Network Italy, actively contributing to the Foundation's objectives and participating in its institutional activities and initiatives.

Recognizing sustainability as a founding pillar of its strategy, Brembo actively participated in 2024 Global Compact Accelerator programs.

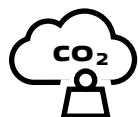


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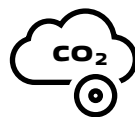
ENVIRONMENT



2024 HIGHLIGHTS

**-13.74%**

Emissions of CO₂
per cast tonne³
compared to 2023
- 11.2% in 2023*

**93%**

Waste destined
for recycling
88% in 2023*

**100%**

ISO 14001
environmentally
certified plants⁴
100% in 2023*

**83%**

Electricity coming
from renewable
sources
75% in 2023*

**77%**

ISO 50001⁵
energy certified plants
52% in 2023*

* The 2023 calculation had not considered BSCCB S.p.A.



³ Scope 1 and Scope 2 market-based emissions, generated by foundries/ total tonnes of molten cast iron and molten aluminium (BSCCB S.p.A. included).

⁴ The plants falling within the ISO 14001 certification scope are operating production plants or plants that have been part of the Group for at least two years.

⁵ The plants falling within the ISO 50001 certification scope are operating production plants or plants that have been part of the Group for at least two years and with energy consumption exceeding 5,000 GJ.

2.1 POLICIES ON AND MANAGEMENT OF ENVIRONMENTAL MATTERS

The Brembo Group adopts an integrated, responsible approach to sustainability, reflected in a set of policies and procedures aimed at effectively managing environmental matters and at promoting responsible procurement throughout the supply chain. Building on its commitment to reducing emissions, protecting natural resources and engaging its suppliers, Brembo pursues the goal of a sustainable future, in which environmental responsibility is a shared value at all company levels.

ENVIRONMENT AND ENERGY POLICY

The Brembo Group adopts an integrated system of policies and procedures designed to responsibly manage environmental matters. In particular, the Company is committed to gradually reducing its carbon footprint throughout the life cycle of its products, processes and supply chain. In this regard, Brembo promotes the abandonment of fossil resources, encouraging the use of renewable energy and energy efficiency to contribute to the fight against climate change.

As regards water management, Brembo focuses on the promotion of a sustainable use of water, with particular attention to the areas at water risk. The Group is committed to reducing consumption, fostering reuse and preventing waste, while ensuring that all workers have access to WASH (water, sanitation and hygiene) services — key for the employees' health and wellbeing.

Brembo is constantly working to mitigate emissions through advanced monitoring systems, the adoption of Best Available Techniques (BAT) at plants and the search for innovative solutions and materials with a low environmental impact. The Company is also committed to implementing a circular economy strategy, aimed at minimizing waste production and optimizing recycling, recovery and reuse, with the ultimate goal of fully avoiding waste sent to landfills.

Moreover, Brembo focuses on protecting biodiversity, assessing and responsibly managing the risks arising from interactions among the environment, natural resources and local communities, adopting solutions that are sustainable over the long term.

Brembo's Environment and Energy Policy applies to all corporate plants at global level. Responsibility for implementing this Policy lies with the Chief Executive Officer, who oversees the global climate change procedure, while local Plant Directors and Plant Managers are tasked with ensuring proper implementation of procedures at operating level.

SUSTAINABLE PROCUREMENT POLICY

Brembo is committed to also promoting a culture of sustainability among its suppliers, ensuring responsible and sustainable procurement of resources. Suppliers are required to adopt environmental policies based on the Life Cycle Assessment (LCA) principle, with the aim of reducing CO₂ emissions throughout the product life cycle. Moreover, suppliers must develop and maintain an ISO 14001-compliant environmental management system, optimize the use of natural resources (in particular water resources), reduce the use of fossil energy, and properly manage waste.

Additionally, Brembo requires transparency on environmental emissions, encouraging the adoption of tangible, effective measures to reduce them. The Sustainable Procurement Policy is distributed to Brembo's main global suppliers, which are actively engaged in this sustainability path.

Brembo's Purchasing GCF is responsible for constantly updating this Policy in order to ensure that supplies comply with the highest sustainability standards. The reference standards applicable to procurement include

ISO 14001 certification for environmental management systems and the OECD guidelines for supply chain due diligence.

MANAGEMENT APPROACH

In order to monitor its environmental performance, Brembo has developed an advanced environmental management system allowing to assess the effectiveness of the actions undertaken, analyze the main performance indicators and compare the results with the goals set. Moreover, the Company also adopts an Environmental Management System compliant with the ISO 14001:2015 and ISO 50001:2018 international standards, thus ensuring a high level of control and adequacy with respect to global best practices. The outcomes of activities are disclosed annually through dedicated reports, while, at the internal level, periodic checks are performed to promote continuous improvement and operating efficiency.

2.2 ENERGY AND EMISSIONS

2.2.1 ENERGY CONSUMPTION

In 2024, major progress was achieved in the reduction of energy consumption, in line with the commitment towards sustainability and climate change mitigation. Brembo defined a [Road Map to achieve net zero emissions](#), that is constantly updated based on technological developments and market dynamics.

Key initiatives include the implementation of the new [Brembo Energy Platform](#), a solution based on the smart factory principles that enables real-time monitoring and optimization of energy consumption across key factory utilities. This system has improved operating efficiency through a more informed decision-making process.

With regard to energy efficiency, the actions taken to achieve these goals include, for example, adopting advanced monitoring systems (including the above-mentioned Brembo Energy Platform) interconnected with the factory's main utilities according to a smart factory approach, replacing obsolete systems with others using more efficient technologies, reducing waste (e.g., optimized distribution of electricity and/or compressed air at plants and optimized use of machinery during non-operating periods), and heat recovery.

The promotion of energy saving, which is reflected in the rational use of energy and hence in reduced consumption, is a topic that involves all the Group's operating units, which were asked to help achieve, each with a specific target, Brembo's energy efficiency objective of 2.74% set for 2024 (calculated as the contribution from improvement actions achieved thanks to energy efficiency projects compared to previous year's consumption).

The 232 projects developed in 2024 generated an overall energy saving of 168,588 GJ, equal to 24,125 tonnes of CO₂ equivalent. This objective was largely exceeded, achieving 3.67%.

Energy efficiency projects

Areas of intervention	Energy consumption reduction (GJ)	Estimated tCO ₂ e avoided
Lighting system optimization (installation of LED lamps in offices and production departments) ⁶	3,516	505
Compressed air system optimization (replacement of compressors, leak detection and repair, optimized use during production processes) ⁶	23,534	3,941
Replacement of processing systems with more efficient technology ⁷	9,346	1,268
General production process optimization ⁷	105,139	14,949
Optimization of general technical equipment management ⁷	25,277	3,295
Installation of photovoltaic plants ⁶	1,776	167
TOTAL	168,588	24,125

⁶ Category of intervention that includes the reduction of electricity, thus impacting on Scope 2 emissions.

⁷ Category of intervention that includes the reduction of both electricity and natural gas, thus impacting on Scope 1 and Scope 2 emissions.

During the year, the target of reducing CO₂ equivalent emissions by 20% was exceeded, with a 25.2% decrease compared to the previous year. This objective was achieved thanks to energy efficiency interventions across all plants and a greater use of energy from renewable sources in different countries, including Poland, Czech Republic, the

United States, Spain and China. Brembo is considering to install plants for the self-generation of low-impact energy, such as photovoltaic systems, with the aim of covering 100% of electricity needs through renewable sources by 2030.

Energy consumption and mix

	Unit	2024	2023	2022
Fuel consumption from coal and coal products	MWh	81,642	79,512	75,851
Fuel consumption from crude oil and petroleum products	MWh	35,147	33,057	15,044
Fuel consumption from natural gas	MWh	298,075	298,184	317,356
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	MWh	197,111	287,763	333,305
Total fossil energy consumption	MWh	611,975	698,516	741,557
Share of fossil sources in total energy consumption	%	40	44	50
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	919,810	873,225	742,481
Consumption of self-generated non-fuel renewable energy	MWh	1,007	755	549
Total renewable energy consumption	MWh	920,817	873,980	743,030
Share of renewable sources in total energy consumption	%	60	56	50
Total energy consumption related to the Group's operations	MWh	1,532,791	1,572,496	1,484,587

In the reporting period, constant progress was made in the transition towards a more sustainable energy mix. Fossil energy consumption decreased by approximately 12% overall from 2022 to 2024, marking a major step towards decarbonization.

In 2024, the share of renewable energy exceeded 60% of the Group's total energy consumption, compared to 56% in 2023. This figure testifies to a tangible commitment to reducing dependency on fossil fuels and promoting low environmental impact energy solutions.

Share of renewable energy by country

Country	% renewable energy
Brazil	100%
Italy	100%
Mexico	100%
Spain	100%
Poland	89%
United States	74%
China	67%
Czech Republic	65%
India	7%
Denmark	0%
United Kingdom	0%

Overall, the Brembo Group's energy mix showed constant evolution towards greater efficiency and sustainability, in line with the strategic objectives of reducing emissions and minimizing the environmental impact of the Group's activities.

2.2.2 CLIMATE COMMITMENT AND EMISSION REDUCTION

Since 2015, Brembo has pursued a structured climate strategy, with increasingly ambitious goals aligned with the Paris Agreement (COP21) to concretely contributing to the fight against climate change. The strategy consists of short-, medium- and long-term actions, with the ultimate goal of achieving **net zero emissions by 2040**.

The Group has set an even stricter objective, committing to reducing its Scope 1 and Scope 2 **market-based emissions** by at least **42% by 2030** compared to 2020, according to the criteria of the **Science-Based Targets initiative (SBTi)**, with the aim of maintaining the increase of global temperature well under 1.5°C.

In 2024, Scope 1 and Scope 2 market-based emissions amounted to **224,404 tonnes of CO₂ equivalent**, slightly declining compared to the previous year. In addition to climate-altering gases, Brembo also monitors the release of coolants such as HFC and HCFC, assessing their impact in terms of CO₂ equivalent, with a view to responsibly managing climate-altering emissions. The strategies currently applied to reduce the Group's emissions consist in constant investments in **innovation and continuous improvement**, promoting a gradual transition towards a low-emission model, with a transparent approach aligned with the highest international standards.

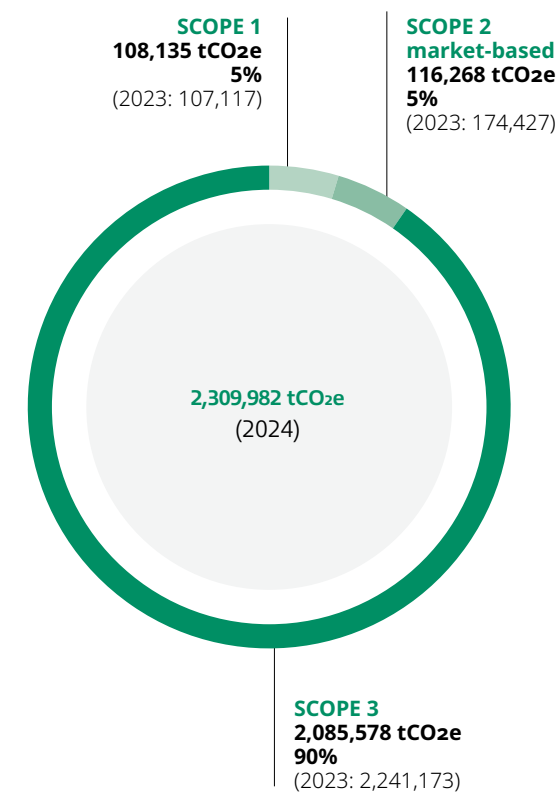
Scope 3 emissions — the most significant part of the Group's total carbon footprint — amounted to **2,085,578 tCO₂e**, slightly decreasing compared to 2023.

Among Scope 3 emissions, the most impacting categories include **purchased goods and services**, **investments** and **downstream transportation**. The latter highlights the importance of actively involving the supply chain in decarbonization strategies.

GHG emissions

	Unit	2024	2023	2022
Scope 1 GHG emissions				
Total Scope 1 ⁸ GHG emissions	tCO ₂ e	108,135	107,117	100,927
Of which: total Scope 1 GHG emissions (investees)	tCO ₂ e	690	656	801
Scope 2 GHG emissions Indirect emissions due to power consumption and district heating				
Market-based	tCO ₂ e	116,268	174,427	188,722
Of which: Scope 2 GHG emissions (investees)	tCO ₂ e	5,048	6,145	4,196
Location-based	tCO ₂ e	530,752	597,556	540,466
Scope 3 GHG emissions				
Category 1 Purchased goods and services	tCO ₂ e	1,485,806	1,651,476	1,302,211
Category 2 Capital goods	tCO ₂ e	136,016	134,226	192,802
Category 3 Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO ₂ e	74,994	84,319	83,959
Category 4 Upstream transportation and distribution	tCO ₂ e	51,586	45,17	79,571
Category 5 Waste generated in operations	tCO ₂ e	76,238	73,849	68,876
Category 6 Business travelling	tCO ₂ e	3,923	3,709	1,751
Category 7 Employee commuting	tCO ₂ e	34,279	28,763	41,615
Category 9 Downstream transportation	tCO ₂ e	189,986	172,365	142,610
Category 15 Investments	tCO ₂ e	32,799	37,296	42,210
Total Scope 3 GHG emissions	tCO₂e	2,085,578	2,241,173	1,955,606

CO₂ emissions



⁸ In the reporting periods, the Brembo Group did not report any GHG emissions from regulated emission trading schemes (ETs) for its own activities nor for those of its investees.

2.2.3 ENVIRONMENTAL EMISSIONS MANAGEMENT AND CONTROL

Brembo's environmental emissions chiefly arise from production activities such as melting, mechanical processing and painting, which may generate pollutants including powders, nitrogen oxides (NOx), sulphur oxides (SOx) and volatile organic compounds (VOC). When not managed properly, these pollutants can potentially have negative impacts on human health and the surrounding ecosystem.

In order to prevent and mitigate these impacts, Brembo adopts a structured environmental policy aimed at reducing pollution and constantly improving its environmental performance. The approach includes the use of less impacting substances and the adoption of Best Available Techniques (BAT) at the processing plants.

All the Group's plants are equipped with an Environment and Energy Management System, which ensures constant monitoring of emissions into the air, soil and water. The values measured are maintained well below the limits provided for by local legislation. The significant emission points are equipped with abatement systems and the environmental management system provides for stricter thresholds than those imposed by the legislation in order to minimize the environmental impact; in particular, the concentration of pollutants must be up to 60% lower than the limit set by local regulations.

Monitoring is carried out annually and updated based on the regulatory and technological developments to ensure full compliance with environmental standards.

Emission of pollutants into the air

	Unit	2024	2023	2022
Nitrogen oxides (NOx)	t	144.16	186.22	82.68
Sulphur oxides (SOx)	t	90.91	180.53	47.37
Persistent organic pollutants (POP)	t	-	-	0.03
Volatile organic compounds (VOC)	t	61.32	96.88	77.73
Hazardous air pollutants (HAP)	t	0.47	2.32	1.82
Fine particulates (PM)	t	351.93	320.31	274.41
Carbon monoxide (CO)	t	571.52	1,357.84	370.58

2.3 RESPONSIBLE MANAGEMENT OF WATER RESOURCES

Brembo is committed to responsibly managing water resources, with particular attention to reducing its environmental impact and safeguarding water. Since it operates in areas with different water risk levels, including Mexico, China, India and Italy, the Brembo Group uses assessment tools such as the WRI Aqueduct and WWF Water Risk Filter. Structures located in areas at high risk focus on consumption reduction and identification of alternative sources.

The practices adopted to foster a responsible use of water in manufacturing processes include closed circuit cooling systems, dry machining techniques and advanced technologies for processing waste water, which limit the use of freshwater.

Brembo has implemented a “water cycle management” procedure that optimizes the use of water across all production phases, identifying high-consumption areas and opportunities for improvement. Moreover, all sites are required to comply with strict water discharge standards, keeping the concentration of pollutants up to 60% lower than that set by local regulations.

In order to monitor the use of water, the Group plans to achieve 100% measurement of water flows at all plants by 2025. This monitoring will allow for detecting any abnormal consumption and further optimizing water efficiency. Brembo also adopts advanced treatment technologies in order to prevent water pollution, thus protecting the local ecosystems and human health.

Water consumption, withdrawals and discharges

	Unit	2024	2023	2022
Water consumption	m³	916,125.56	988,880.00	966,230.00
Total water consumption in areas at water risk, including areas of high-water stress	m³	250,432.38	242,870.00	223,210.00
Water recycled and reused	m³	89,097.24	–	–
Water intensity ratio	m³/€ million	238.51	256.91	266.25
Water withdrawals	m³	1,599,240.01	1,620,720.00	1,569,750.00
Water discharges	m³	683,114.46	631,840.00	603,520.00



2.4 BIODIVERSITY AND ECOSYSTEMS

Brembo recognizes the importance of biodiversity for ecological balance and sustainable development, committing to protecting natural resources in the areas in which it operates. Its Environment and Energy Policy sets a framework to address environmental issues, assessing the risks for biodiversity connected with the Group's activities, such as climate change, water management and the development of local communities.

Brembo conducted a comprehensive biodiversity screening at its plants, analyzing land consumption, the presence of threatened species and the proximity of protected areas. The results did not reveal any significant risks for biodiversity arising from Brembo's direct

operations. However, preventive and mitigation measures have been adopted, where necessary.

Moreover, Brembo performed an analysis of the areas surrounding the plants, identifying the risks connected with biodiversity and the health of local ecosystems. The preliminary results did not show any significant negative impacts, such as land degradation or threats to protected species. The Group plans to continue analyzing the impacts on biodiversity over the next two years, with the aim of setting measurable objectives to improve biodiversity management throughout the value chain.



2.5 RESPONSIBLE RESOURCE MANAGEMENT

Brembo is constantly committed to developing technological solutions that combine innovation, performance and environmental sustainability. The adoption of a [circular ecodesign](#) lays at the heart of this vision: it translates into the promotion of sustainable mobility through state-of-the-art braking systems, designed to reduce emissions and the environmental impact throughout their life cycle. In order to ensure the achievement of this objective, the Group systematically carries out [LCA \(Life Cycle Assessment\) assessments](#) on all products.

[Sustainable waste management](#) plays a key role in Brembo's environmental strategy, with the aim of reducing waste and efficiently recycling materials.

As part of the [Environmental Management System](#) implemented at all plants, Brembo has defined strict waste management procedures, which include classification, collection, secure storage and personnel training. These procedures are adapted at local level to ensure proper implementation in each operating context.

Brembo has set tangible, measurable waste management objectives, including directing 95% of its waste towards recovery by 2030, compared to 85% in 2022, and bringing hazardous waste under 5% of the total, fostering reusable materials also for third parties. These objectives are part of the Group's broader commitment to the 5R principles: Refuse, Reduce, Reuse, Repurpose, and Recycle.

In order to achieve these objectives, Brembo has implemented numerous operating initiatives and projects, including enhancement of secondary materials as by-products for other industrial purposes, the Zero Waste to Landfill (ZWTL) program at the Pune plant (India) to avoid waste disposal to landfills, the regeneration of the emulsions used in the production processes at the plants in Ostrava (Czech Republic) and Częstochowa (Poland), and the development of an internal procedure to assess

the circularity of operations, in line with the UNI 11820 standard. Through these actions, Brembo strengthens its role in promoting a circular economy, reducing its dependency on natural resources and minimizing the environmental impact of its production activities.

Waste generated

Waste	Unit	2024	2023	2022
Total waste generated	t	488,242	504,544	460,947
Waste diverted from disposal	t	454,000	443,59	392,834
Total hazardous waste (by weight) diverted from disposal	t	25,725	20,749	18,489
Total non-hazardous waste (by weight) diverted from disposal	t	428,275	422,841	374,354
Waste directed to disposal	t	34,242	60,952	68,113
Total hazardous waste (by weight) directed to disposal	t	3,558	4,474	5,032
Total non-hazardous waste (by weight) directed to disposal	t	30,683	56,479	63,082
Total non-recycled waste	t	34,242	60,952	68,113
Percentage of non-recycled waste	%	7%	12%	15%
Total hazardous waste generated	t	29,283	25,223	23,521
Total non-hazardous waste generated	t	458,958	479,32	437,427

Brembo promotes an increasingly sustainable resource management throughout its supply chain thanks to responsible practices and strategic collaborations. With a network of over 6,600 suppliers in more than 15 countries, the Group chiefly purchases ferrous scrap and aluminium ingots, used to manufacture brake discs and calipers. Its attention to the circular economy translates into the extensive use of recycled materials: 88.84% of raw materials used in foundries comes from recovered metal scrap. The use of recycled aluminium to manufacture calipers also grew, increasing its ratio from 5% in 2023 to 18% in 2024 at global level.

As part of its constant efforts to increase the use of recycled materials, in 2025 Brembo will extend the use of recycled aluminium to other plants. Brembo monitors the recycled material content at its foundries on a weight basis, thus ensuring transparency in its procurement practices. The Group pays attention to recycled inputs also when purchasing finished and semi-finished components: approximately 59% of aluminium bars originates from recycled materials. Although it does not use certified recycled or organic materials such as paper or wood, Brembo continues to explore alternative solutions. Moreover, since 2023 Brembo has collected data from its main suppliers to monitor water consumption and management along the value chain in order to reduce its environmental impact.

In parallel, Brembo applies the circular economy principles to its production processes, maximizing the reuse of internal scrap — up to 90% — as secondary raw materials. Products are designed to ensure prolonged durability, in particular brake discs, which are manufactured with coatings and materials studied to last the entire vehicle's life cycle. Although concepts such as repairability and remanufacturing are not yet applicable due to reasons related to safety requirements and homologation standards, the high recyclability of the materials used — such as cast iron and aluminium

— makes it possible to achieve a 91.89% product recyclability rate. Waste management is governed by a global procedure that sets common and country-specific standards, thus ensuring compliance with regulations. Data — systematically collected at production sites — is sent to a centralized system, which enables precise monitoring and transparent reporting.

Brembo's integrated approach to an efficient management of resources strengthens its commitment towards sustainability, reducing its environmental impact and promoting a more circular, conscious production.

3.

SOCIAL



2024 HIGHLIGHTS



14,324
Brembo
employees



average **23.69**
Training hours
per employee



88.6%
Plants certified
ISO 45001



28.95%
New suppliers
selected based on
environmental criteria



9
National and
international projects in
favour of the communities
and the local areas

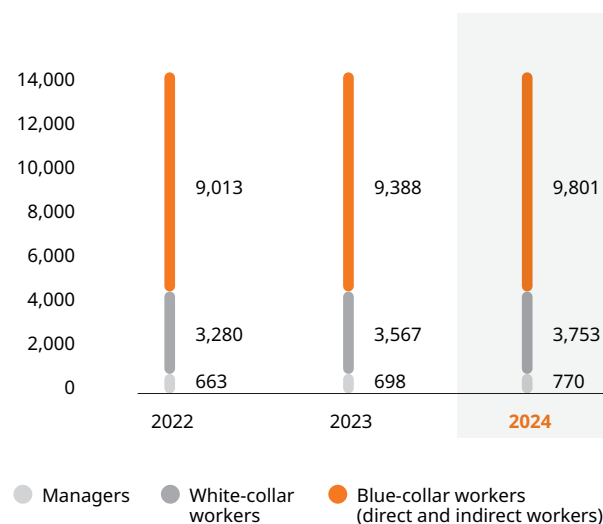


3.1 PEOPLE

3.1.1 GROUP PEOPLE

People are the linchpin of Brembo's success and its most precious strategic asset in terms of innovation and achievement of ambitious goals. Brembo enhances its human capital in the belief that knowledge and skills provide a competitive advantage to navigate in a dynamic, technology-driven context. In addition, Brembo's actions are also centred around the promotion of healthy lifestyles, which enable people to fully express themselves in performing their tasks.

Total employees



Turnover has never been a structural problem for Brembo over the years, as shown by the related data. However, the Group continues to monitor the labour market in the countries where it operates, focusing on critical roles, dismissals and voluntary resignations. Particular attention is paid to the turnover of people serving in key roles in Brembo's core processes.

Employee turnover⁹

	Unit	2024		
		Male	Female	Total
Number of employees who have left the Group	No.	2,690	442	3,132
Total number of employees	No.	11,715	2,609	14,324
Percentage of employee turnover	%	22.96%	16.94%	21.87%

To attract and retain talents, the Group is committed to adopting different strategies, such as communication and recruitment campaigns for specific professional profiles and close collaboration with Universities, Educational and Training Institutions and Research Institutes, as well as specific targeted actions based on the results of the Brembo Global Engagement Survey (GES) carried out every three years and ad-hoc Pulse Surveys dedicated to specific organizational areas. Every three years, Brembo invites all employees with at least 6 months of seniority to participate in the GES, aimed at analyzing several aspects of employees' commitment and satisfaction, focusing on elements such as motivation, collaboration, diversity and inclusion, and job satisfaction, to name but a few. In 2021, the GES participation rate was 78% at global level, increasing by 4% compared to the previous survey in 2017. Through these surveys, Brembo monitors one of the three main indices,

namely the Engagement Index, which measures employees' motivational engagement, i.e., their willingness to actively commit to the Company's success. As regards this indicator, Brembo obtained 66% positive answers, slightly down compared to 2017 and to global benchmarks.

Moreover, Brembo's own workforce also includes non-employees. Specifically, a "non-employee" is a person who is not directly employed by Brembo, but can still perform activities on behalf of the Group or contribute to its operations. This category may include temporary workers and interns. The number of temporary workers is measured in Full Time Equivalents (FTEs), which is obtained by dividing the total paid hours by the number of hours worked by the individual in the month (number of working days excluding Saturdays and Sundays).

Breakdown of non-employees in the Group's own workforce by gender

	Unit	2024		
		Male	Female	Total
Total number of non-employees (temporary workers)	FTE	882.12	214.65	1,096.77
Total number of non-employees (interns)	No.	176	101	277

⁹ It includes number of employees who have left the company on FULL voluntary basis (i.e. employees with a permanent contract), on voluntary basis (i.e. planned end of fixed-term contract, retirement) and not on voluntary basis (i.e. dismissal).

3.1.2 DIVERSITY AND INCLUSION

Brembo is committed to promoting an inclusive environment capable of fostering a sense of belonging and respect for diversity. Aware of the strategic value of each person, the Brembo Group works every day both to boost the sense of belonging and motivation and to consolidate its identity as a “best place to work”.

Creating a positive environment means giving each person the space and freedom to make decisions and propose ideas, fostering individual contributions to achieving long-term goals that make Brembo a solid, lasting and sustainable group. In addition, Brembo’s actions are also centred around the promotion of healthy lifestyles, which enable people to fully express themselves in performing their tasks.

For further details on the Group’s Diversity, Equity and Inclusion policies, as well as on targets and actions undertaken, please refer to chapter *S1 – Own workforce of the Sustainability Statement* in the 2024 Annual Report.

The Group enhances each individual’s opinions and unique qualities, recognizing that discrimination negatively impacts wellbeing. Brembo’s commitment to valuing diversity has led to create a multicultural Group, with employees in several countries. In 2024, the Brembo Group was awarded UNI/PdR 125:2022 Gender Equality Certification, which recognizes and underlines the Company’s commitment to an inclusive culture. Activities, projects and processes linked to diversity, equity and inclusion are integrated into a well-defined framework based on three pillars: gender, generation and culture. The certification offers an opportunity to systematically organize the many activities already underway and to foster people development on the basis of these topics, thus strengthening Brembo’s identity as an inclusive place to work that values diversity. The certification is a fundamental step in a structured, ongoing path aimed at

promoting gender equality and fostering inclusion across the organization.

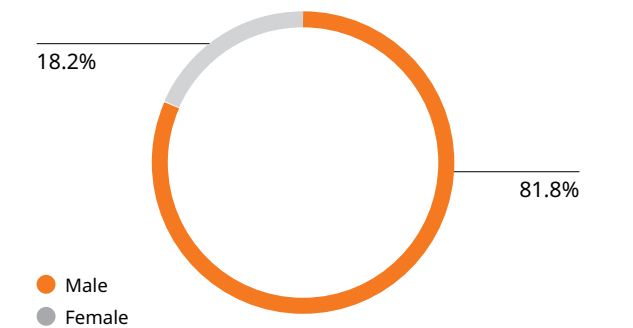
In line with the breakdown of the Group’s total employees, females account for 17.8% of Brembo’s top management, defined as the number of executives and managers, increasing compared to 2023, and males account for 82.2%.

In terms of age distribution, 3,119 employees are under 29.9 years of age (21.77%), 8,759 are between 30 and 50.9 years old (61.15%), and 2,446 are over 51 years old (17.08%).

Brembo relies on a highly qualified team: 46% possesses a medium-high educational level and 26% has a university degree, of whom 54% has an engineering degree. Brembo is committed to researching and selecting talent in compliance with the principles of diversity and equal opportunities, ensuring that candidates’ skills are valued without any forms of discrimination.



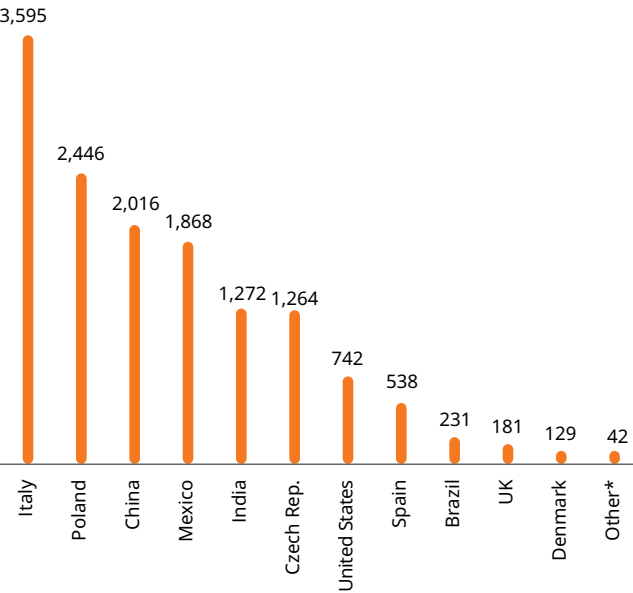
Percentage of employees by gender



Number of employees by employee category

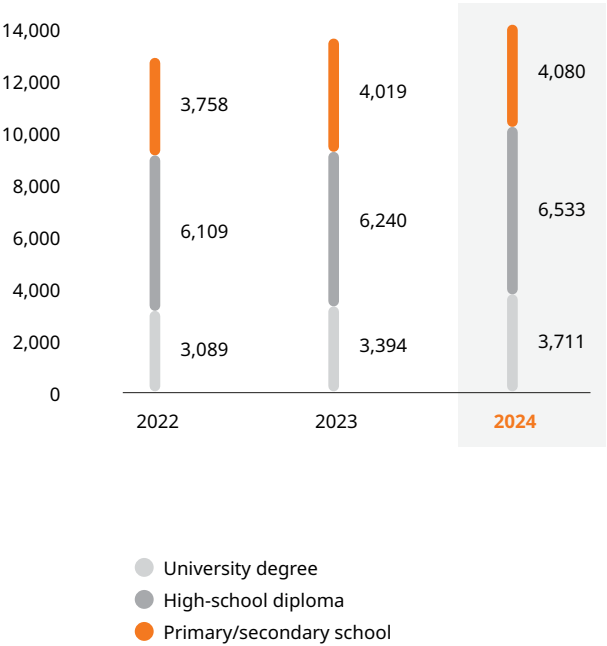
	Unit	2024	2023	2022
Managers (executives + managers)	No.	770	698	663
White-collar workers	No.	3,753	3,567	3,280
Blue-collar workers (direct and indirect workers)	No.	9,801	9,388	9,013
Total number of employees	No.	14,324	13,653	12,956

Number of employees by country

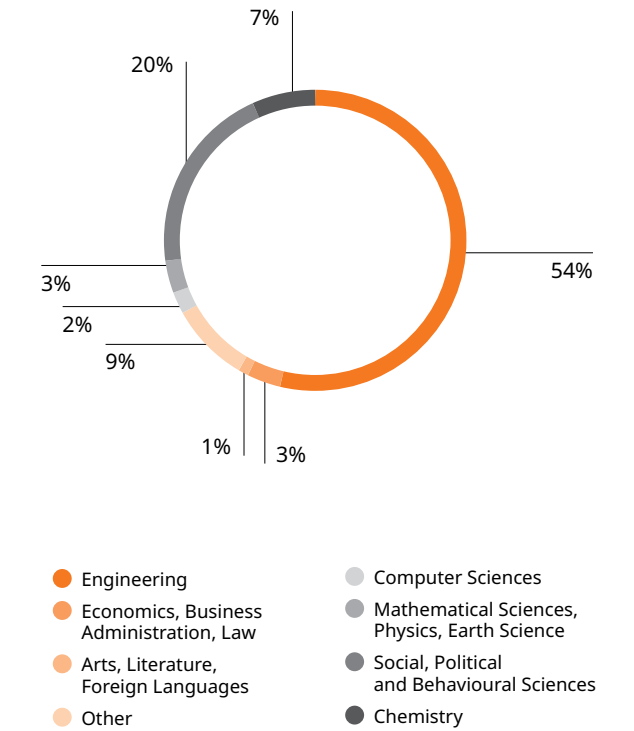


* This graph includes Sweden, Germany, Japan and Russia.

Employees' educational level (No.)



Employees by type of university degree



3.1.3 TRAINING AND DEVELOPMENT

People and their skills are central to Brembo's strategy. The Group constantly invests in its employees' professional development, valuing talent and strengthening skills so as to meet business needs and contribute to corporate culture.

In 2024, Brembo confirmed its commitment, offering global and inclusive training initiatives. These included the *Brembo Global Induction Program* (B-GIP), which is aimed at newly hired personnel (managers and white-collar workers) and facilitates induction and cultural alignment through webinars hosted by senior managers. An Induction Program for newly appointed Directors and Statutory Auditors was also provided.

The Group also forged ahead with the Enterprise Leadership program, aimed at developing advanced leadership and coaching skills, in addition to expanding the training catalogue with a multi-language e-learning platform. The Brembo Academy, certified UNI EN ISO9001:2015 EA37, offers technical, managerial and behavioural courses, including on e-learning platforms, with the support of internal trainers and Domain Experts.

Blue-collar workers in Italy were offered the *HUB for Life-Long Learning*, an ongoing training program that covers topics of personal and professional interest, with a specific focus on quality and Brembo products.

Training is closely integrated into the annual performance assessment process. In particular, the *Brembo Yearly Review* (BYR), which involves managers and white-collar workers, enables to identify training needs and development opportunities.

In 2024, Brembo provided 23.69 average training hours per employee, confirming the strategic importance

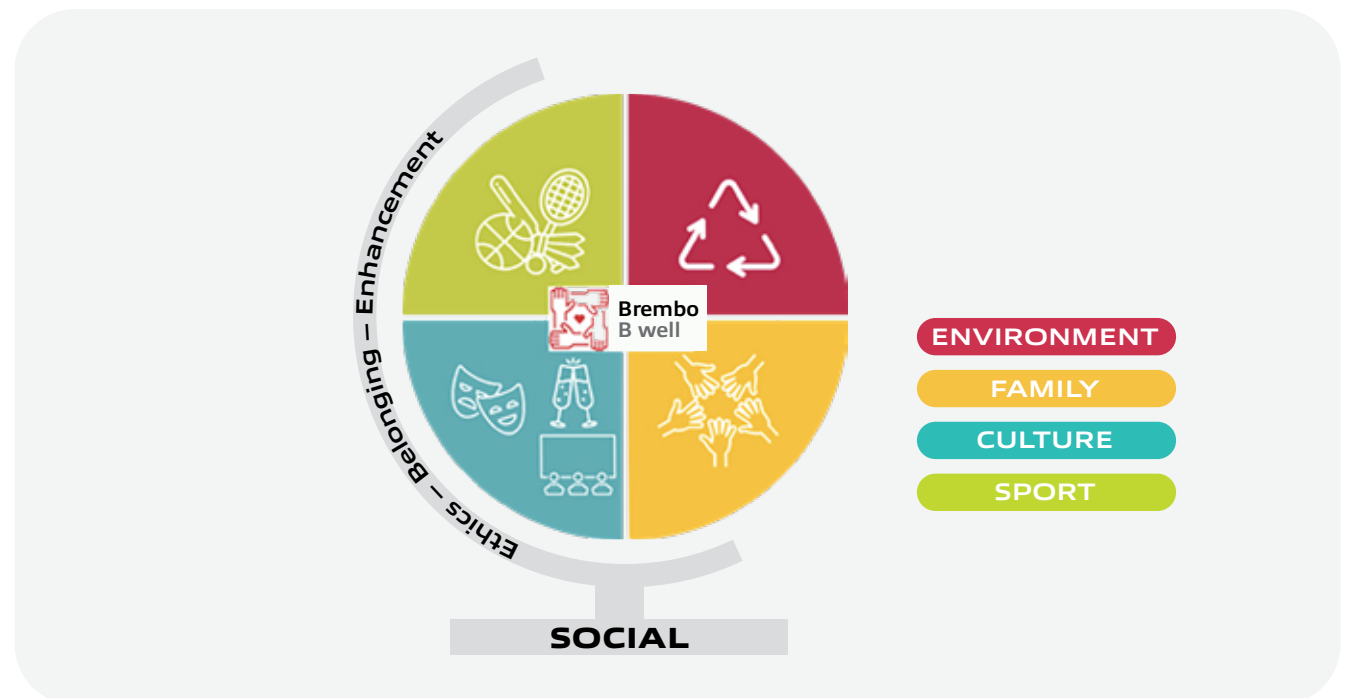
attached to ongoing people development.

For further information, please refer to the Sustainability Statement section of the Brembo Group's 2024 Annual Report (*ESRS S1 – Own Workforce*).

3.1.4 WELLBEING

The wellbeing of Brembo employees is crucial for fostering a safe, positive, and productive working environment. Over the years, Brembo has adopted remote work for different workforce categories and geographies in accordance with local laws and best practices. This approach balances employees' flexibility and accountability, preserving the Company's culture and fostering a sense of belonging.

Year after year, Brembo aims at reaching extraordinary milestones, exploring untrodden paths, even in unexpected scenarios. People's commitment and dedication are the beating heart of this virtuous process and Brembo continues to invest in people wellbeing, strengthening the sense of belonging and team working. Brembo has therefore holistically redefined the concept of wellbeing so as to support collaboration among people and their development and the organization's evolution, while also encouraging engagement, reducing turnover and increasing productivity. To this end, Brembo has developed a well-defined system of initiatives and projects, called B well, aimed at promoting Brembo employees' wellbeing and creating a healthy, stimulating working environment.



The following table shows the main B well initiatives implemented in 2024 in the countries where Brembo operates, broken down in 4 main macro-areas: environment, culture, family and sport.

For further information on the Group’s policies and actions in this area, please refer to chapter *S1 – Own workforce* in the Sustainability Statement in the 2024 Annual Report.

2024 EVENTS		Brazil	China	Czech Republic	Denmark	India	Italy	Japan	Mexico	Poland	Spain	United Kingdom	USA
ENVIRONMENT	Waste collection												
	Initiatives for employees' children Scholarships, dedicated recreation services, holiday initiatives, etc.												
	People Day												
	Bookclub												
CULTURE	Prevention campaigns for people wellbeing Pink October, Blue November, Prevention Camper												
	Conferences on trending topics, wellbeing, inclusion, and personal and professional development Brembo To You and Brembo For Family												
	Corporate loyalty events												
	Religious and cultural festivities Christmas Event, Women's Day, etc.												
SPORT	Brembo Sustainability Week ¹⁰												
	Psychological support helpdesk Listening and psychological support service												
	Nutrition education desk Nutrition advice service												
	Sports activities Running, football, volleyball, basketball, hiking, cycling, etc.												
	Sports events, tournaments and competitions Brembo Ski, Atalanta Sponsor League including for charity												

10 It is structured over 5 days:
Prosperity Day
Planet Day
People Day
Peace Day
Partnership Day.

3.1.5 WORKERS' HEALTH AND SAFETY

Brembo places occupational health and safety first, ensuring compliance with regulations and safe working conditions. The Group's health and safety policy is in line with its broader vision and the aim of being recognized as a trusted partner by all of its stakeholders. Brembo implements structured prevention activities, identifies hazards and assesses risks to continuously improve working conditions. The Occupational Health and Safety Management System fosters a shared responsibility within the organization, where all people give their contribution based on their powers and duties. The policy establishes a comprehensive framework for ensuring the health and safety of workers, with operational aspects managed through guidelines and procedures, translated into local languages to facilitate their understanding.

HEALTH AND SAFETY INITIATIVES

Brembo ensures a safe working environment by reducing safety risks and minimizing work-related health issues through training, communication and the implementation of appropriate countermeasures. Employees' contributions are assessed by health and safety committees. Brembo periodically assesses risks to prevent negative impacts on its own workforce. The initiatives promoted include:

- **Safety Communication Campaign:** to stimulate awareness and recognition of the importance of promptly reporting near misses and unsafe behaviors;
- **Testing of Innovative Safety Support Systems:** 2024 saw the launch of a process for scouting and assessing potential technological solutions available on the market. A project was identified, a pilot phase of which will be implemented in 2025 in Poland. The

system calls for the use of artificial intelligence as a preventive tool for reducing accidents and hazardous situations;

- **Workshops for an improved management of highly dangerous activities:** throughout 2024, workshops were held in all regions aimed at regulating and raising awareness among Brembo's operational structures to reduce risks associated with occasional and high-risk work (maintenance activities, hot work, confined spaces, etc.). Additionally, the groundwork was laid for the digitization of permits related to such activities and the standardization of risk assessment;
- **World Class Manufacturing (WCM) Safety Pillar:** to reinforce the continuous improvement process, the application of the WCM methodology was promoted at all facilities in 2024. At almost all plants, the application has been extended from a few model areas to a broader implementation, which will be further expanded in 2025. WCM is the program launched in 2022 focused on designing a continuous improvement standard methodology for the whole industrial footprint. It includes a pillar dedicated to continuous improvement methods and to safety tools. The method is based on the Lean Manufacturing system, but has been tailored to Brembo's specific needs. For further information, please refer to Chapter 4 – Innovation for Sustainability;
- **Automation:** the health and safety area has contributed to the investment process for automation, which significantly impacts the improvement of plants' risk profile. Each division has its own five-year investment plan;
- **Ergonomics:** to address ergonomic risks, and thus injuries and potential occupational diseases, innovative initiatives were pursued in 2024 to introduce ergonomic criteria during the design phase

of production lines. These initiatives will continue in 2025, along with initiatives to study the feasibility of introducing exoskeletons.

Brembo also assesses the effectiveness of these initiatives through internal and external audits, which include the identification of areas for improvement and the implementation of corrective actions. Risk assessments are updated periodically and incident rates are constantly monitored.

HEALTH AND SAFETY TRAINING

Brembo firmly believes that ongoing health and safety training is essential for a safe working environment. For this reason, the Group has developed general courses on Occupational Health and Safety that comply with current laws and regulations. These courses are open to all Brembo People, and particular attention is given to new recruits. The training content is designed for different areas based on risk assessments. The effectiveness of these courses and the participants' actual understanding of the content are also carefully evaluated. In addition to promoting occupational health, Brembo carries out awareness-building and prevention initiatives for specific diseases at various locations.

HEALTH AND SAFETY MANAGEMENT SYSTEM

At Brembo, 94% of employees and interns and 97.65% of temporary workers are covered by a health and safety management system. No fatalities were reported in 2024, neither from work-related injuries nor from work-related ill health. On the other hand, Brembo recorded a total of 77 work-related accidents: 64 involved its own employees and 13 involved temporary workers, with an overall rate of 2.33¹¹, resulting in 3,876 days lost for employees and 242 days lost for non-employees. In 2024, there were 8 cases of work-related ill health. No cases of work-related ill health were detected among former employees.

In 2024, 31 plants, accounting for 88.6% of the Group’s production plants, saw their 45001 certification confirmed through periodic audits. This result underlines Brembo’s strong commitment to ensuring high safety standards across its plants.

ISO 45001 certification

	Unit	2024	2023
Number of production plants	No.	35	31
Number of certified plants	No.	31	29

11 The frequency rate was calculated as follows: number of recordable incidents / hours worked x 1,000,000.

3.1.6 INTERNAL COMMUNICATION

BREMBO’S INTERNAL MEDIA

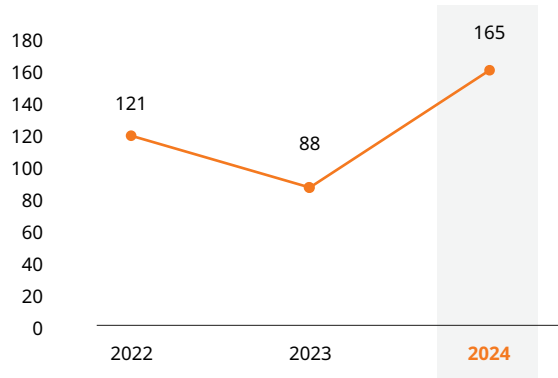
Brembo’s internal communication is an essential tool to inform all employees of what is happening in the Group, its values, results and business targets, as well as of topics that are strategically important to the Company. Internal communications also play an important role in the organization of people engagement initiatives, supporting the development of a sense of belonging to the Company. The sharing of information, news and stories that tell the Group life is a fundamental aspect of Brembo’s culture and identity. These activities are implemented through several internal communication channels, mainly:

- **Newsletters:** periodic graphic newsletters sent to the entire company population or to specific target groups, providing in-depth information on important and strategic topics for Brembo (e.g., Cybersecurity, World Class Manufacturing, Training, etc.).
- **MyB – Brembo People’s Magazine:** a quarterly magazine prepared in seven languages (Italian, English, Polish, Spanish, Czech, Brazilian Portuguese and Chinese), distributed to all offices and plants worldwide. It offers meaningful and creative insights into the Company, covering institutional topics such as events and awards, as well as topics related to the vision and mission statements, the business (products, applications and trade fairs), motorsport (products and victories), news from the plants (growth and technology), as well as safety and the environment. Great attention is also paid to sharing the stories of Brembo People and the Group’s sustainability activities. In 2024, MyB was launched online on SharePoint, thus becoming part of Brembo’s digital communication system. This allows colleagues to share and save articles, consult the archive of previous

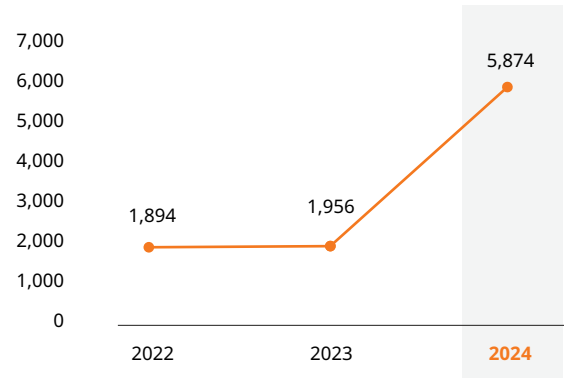
editions of the magazine, and easily suggest content for future editions.

- **Notice boards and monitoring activities:** two tools that allow to provide information updates and engage blue-collar workers at the Group’s plants. They are used as an internal communication channel to support awareness-building, information and engagement campaigns at operational sites.
- **Intranet Red Portal:** an internal portal for each of the Group’s countries, featuring editorial content in seven languages. It recounts the main activities carried out by the Group and includes infotainment content, such as animations, videos, podcasts, with the aim of engaging as many Brembo employees as possible. The effectiveness and efficiency of the company Intranet are measured based on the number of articles published and the number of distinct users who access this content monthly. In detail, from 2022 to 2024, the average monthly number of users who accessed at least one piece of editorial content rose by 210%.

Number of news published on the Red Portal



Average monthly users on the Red Portal

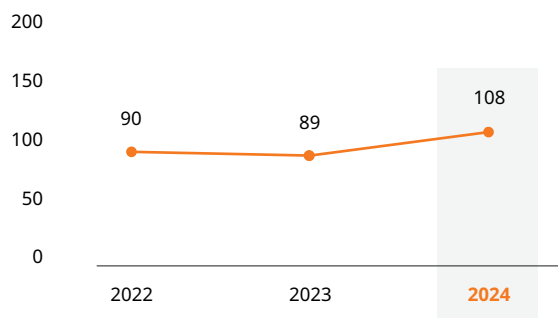


3.1.7 PERSONAL DATA PROTECTION AND GDPR COMPLIANCE

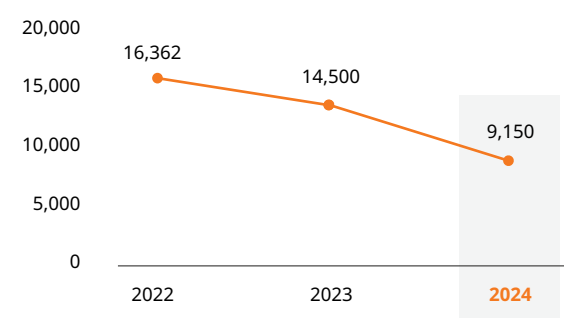
Brembo adopts a well-defined approach to manage data protection, ensuring compliance with the GDPR (General Data Protection Regulation) at all the European Group companies. Governance is based on an integrated system that involves the Data Protection Officer (DPO), the Privacy Supervisory Board and the Privacy Reference Persons.

The Privacy Policy, approved by the Board of Directors in 2018, defines roles, responsibilities and operational principles for processing personal data. This system has been consolidated over time, becoming a well-established point of reference thanks to personnel's ongoing training and increasing awareness. The DPO carries out an active, transversal role, participating in operating meetings, conducting data protection impact assessments (DPIAs), updating the Processing Record and negotiating agreements with external data protection managers. The DPO reports annually to the supervisory bodies, submitting a detailed summary of the activities performed. To ensure transparency and the exercise of the rights laid down in the GDPR, Brembo has activated a dedicated e-mail channel in each country, accessible exclusively by the DPO and the authorized personnel. Brembo proposes activities to further increase its compliance, thus confirming the Group's constant commitment to a safe, secure, transparent and law-compliant digital environment.

Number of articles published on MyB



Number of MyB copies distributed



3.2 SUPPLY CHAIN

3.2.1 SUSTAINABLE PROCUREMENT

In pursuing its sustainability targets, Brembo places utmost attention on responsibly managing its supply chain. At global level, the Company collaborates with several partners to optimize its industrial processes, recognizing the importance that the goods and services provided by such partners play in the Group's success. Priority is given to the procurement of high quality raw materials at sustainable costs, taking into account the environmental and social impact of the choices made and integrating ESG criteria into the supplier selection and assessment processes.

The main raw materials used in the production of brake discs and calipers are ferrous scrap and aluminium. Brake discs are mainly made of ferrous scrap and recycled cast iron, whereas calipers are chiefly manufactured using primary aluminium. The Group has recently introduced the use of recycled aluminium from alloy rims and is experimenting with secondary aluminium, with the aim of reducing GHG emissions linked to resource procurement and strengthening its commitment to a more sustainable supply chain.

Brembo also procures a range of finished and semi-finished components, including seals, crash pads, small parts, rubber components, chemical products and packaging materials. In addition, it purchases outsourced services, such as painting and surface treatments. In line with its sustainability targets, the Group promotes the use of recycled materials supplied by its partners, including in the production of components, thus contributing to the reduction of the environmental footprint of its supply chain and to the increase in the overall efficiency of its production processes.

In an evolving geopolitical and market context, Brembo adopts targeted measures aimed at guaranteeing a stable supply of electricity, natural gas and raw materials

that are critical for its foundries, with a view to ensuring operating continuity, minimizing risks throughout the value chain and responsibly meeting market needs.

RESPONSIBLE SUPPLY CHAIN

The Group requires that the ESG standards it has adopted are shared and effectively applied also throughout its supply chain. These criteria are formalized in the Sustainable Procurement Policy, which endorses the most recent regulatory requirements and replaces the previous Supplier Code of Conduct and the Purchase Policy. The Policy defines the expectations in terms of environmental responsibility, protection of human rights, working conditions and corporate integrity, requiring all main global suppliers to formally commit to complying with such requirements. Its implementation is supported by monitoring, auditing and training activities and, where needed, by improvement plans shared with suppliers.

Brembo has also defined a structured supplier management process aimed at promoting stable relations, ensuring continuous innovation and improving quality and sustainability across its industry. This process consists of four main phases:

1. **clear communication of the standards** expected from business partners, especially in terms of product and service quality and ESG matters;
2. **assessment of suppliers' capacity to meet ESG-related technical specifications and requirements**, both during the qualification phase and throughout the business relationship so as to ensure high operational compliance and sustainability;
3. **execution of specific checks on critical issues** such as human rights, emissions, and exploitation of resources and critical minerals so as to promptly

identify and manage risks along the supply chain;

4. **support to suppliers with a view to continuously improving** their performance and strengthening their ability to innovate.

SELECTION, ASSESSMENT AND MONITORING

Selection and assessment of new suppliers

The Brembo supplier qualification process provides for registration on the Group's digital e-procurement platform and completion of a pre-assessment questionnaire. This first phase allows to perform a preliminary screening of potential partners, identify in advance any critical issues and implement corrective actions, where needed.

In the qualification phase, suppliers are also required to complete an ESG assessment questionnaire. Since 2023, over 600 direct and indirect suppliers have been invited to register on a digital platform managed by an external provider to complete an ESG assessment questionnaire. This questionnaire is based on the SAQ 5.0 model, which was established as part of the Drive Sustainability initiative led by major global players in the automotive industry. All data provided by partners is analyzed by analysts of Supplier Assurance, an independent third-party entity.

The Group has also defined minimum assessment thresholds that vary based on the size of the company, so as to reflect the expected level of maturity to be reached on sustainability topics along the supply chain. This approach allows Brembo to align with the sustainability guidelines of its reference supply chain, while ensuring compliance with emerging regulations and the most consolidated international sustainability due diligence standards.



In 2024, 38 new direct suppliers completed the onboarding process on Brembo's new digital e-procurement platform, implemented during the year. Among them, 11 suppliers (28.95%) underwent an assessment based on ESG criteria, thus reinforcing the supply chain's alignment with the Group's sustainability-related commitments. For all other

suppliers, the ESG assessment is planned as an integral part of the subsequent qualification process. The reduced number of new suppliers is attributable to the start-up phase of the new system, designed to improve operational efficiency and traceability in the supplier selection and management processes.

New suppliers

	Unit	2024	2023 aggregate	2022 aggregate
Total number of new suppliers	No.	38	112	103
Number of new active suppliers selected based on environmental criteria	No.	11	31	25
% of new suppliers that were selected based on environmental criteria	%	28.95	27.68	24.27

In addition, in collaboration with external independent auditors, Brembo has been conducting third-party ESG audits at the suppliers' sites for years with the specific aim of assessing compliance with the sustainability standards imposed by the Group. In 2024, 25 direct

suppliers were involved in these audits. 7 of them were found to have non-conformities attributable to potential and actual negative environmental and social impacts. Corrective actions were defined and agreed upon with said suppliers to remedy the non-conformities detected.

Suppliers subject to ESG audits

	Unit	2024	2023	2022
Number of relevant suppliers assessed (audited) in terms of social and environmental impact	No.	25	23	18
Number of relevant suppliers assessed (audited) that were found to have significant potential or actual negative environmental and social impacts	No.	7	4	-
% of new suppliers that were selected based on environmental criteria	%	28.95	27.68	24.27

In 2024, the number of suppliers subject to ESG audits, measured in terms of their ratio to sales, rose compared to 2023, reflecting the Group's commitment to

strengthening oversight of its supply chain and ensuring high quality, sustainability and risk management standards.

Suppliers

	Unit	2024	2023	2022
Total number of relevant suppliers	No.	251	223	201
Total expenditure of relevant suppliers	€ thousand	1,382,330	1,418,750	1,026,900
Expenditure of active and relevant suppliers assessed in the year based on social and environmental criteria	€ thousand	134,448	112,300	59,900
% of relevant suppliers audited in the year based on social and environmental criteria	%	9.73	7.92	5.83

Besides direct suppliers, 6 indirect suppliers were audited in 2024. One of them was found to have non-conformities attributable to potential or actual negative environmental and social impacts. In line with the Group's sustainable supply chain management approach, an improvement plan was formalized with the supplier to remedy the non-conformities detected.

In 2024, Brembo launched a review of the third-party ESG audit management procedure — established in 2018 — to strengthen oversight of supplier non-conformities on a global scale. This procedure defines the criteria for the selection of suppliers involved in audits, the processes for managing third-party audits, the related follow-ups and any corrective actions. It also establishes minimum compliance thresholds and scoring requirements, in line with Brembo's ESG standards.

Risk monitoring and management

Brembo regularly monitors the quality and cost indicators of its supplies, integrating the analysis of strategic risks, such as dependency from individual sources and suppliers' capital solidity. Where potential issues emerge that may jeopardize operational continuity, a Crisis Committee is activated to define and promptly implement mitigating measures.

At its meetings, the Sustainability & Risk GCF is periodically updated on supplier assessment activities, progress on decarbonization paths and sustainability initiatives implemented throughout the supply chain.

ENGAGEMENT AND AWARENESS RAISING

Supply chain engagement and transparency

In 2024, Brembo implemented several key initiatives to improve the supply chain engagement and transparency:

Supplier engagement survey “Double Materiality Analysis”

To define the material sustainability topics and, consequently, the contents of the 2024 Sustainability Statement, the Brembo Group conducted a double materiality analysis, which included specific stakeholder engagement activities in order to receive their input on material impacts. 24 relevant stakeholders were involved in the process for the fourth time in 2024, with a 58% response rate.

Conflict minerals and extended conflict minerals survey

Using the SAQ 5.0 sustainability self-assessment questionnaire, it was possible to identify suppliers using conflict minerals in their production processes and involve them in a dedicated survey.

Deforestation risk survey

All suppliers using rubber in their production processes were involved in a survey aimed at assessing the nature of the raw materials used, with a view to ensuring that rubber comes from sources complying with the Group's sustainability criteria.

Survey on the use of Per- and Polyfluoroalkyl Substances (PFAS)

An analysis was conducted on suppliers belonging to categories potentially impacted by PFAS, with the aim of monitoring and identifying any traces of these substances in the products supplied to Brembo.

Net Zero Supply Chain program

Brembo's Net Zero Supply Chain program, launched in 2023 with the aim of actively engaging suppliers in the Group's decarbonization path, continued in 2024. The initiative involved over 290 carbon-relevant suppliers to collect primary data on GHG emissions generated so as to improve the accuracy of the calculation of Scope 3 emissions linked to the Group's supply chain.

DEVELOPMENT AND CAPACITY BUILDING

Brembo promotes the continuous improvement of its suppliers' performance and their involvement in product innovation processes, with a view to strategic partnerships. In order to ensure the maximum safety and quality, Brembo involves suppliers from the early development stages of a project, adopting a preventive and proactive approach to anticipate and remedy any critical issues, in terms of both product and process feasibility and available production capacity.

The Group also fosters supplier development, through collaborative initiatives that encourage direct discussion and the sharing of best practices. Examples include the projects coordinated by the Brembo Supplier Quality area, which involve some suppliers in tutoring activities in order to improve their quality performance. Supplier support activities continued in 2024 as well in the form of improvement plans and guided growth plans, in some cases relying on specific external process expertise.

These projects aim to develop quality competencies in managing production processes by analyzing the processes themselves, sharing experiences and identifying the improvement solutions to be implemented.

The Group is also committed to constantly improving its suppliers' performance through ongoing dialogue on sustainability topics. This commitment translates into ongoing support to suppliers during dedicated one-to-one meetings to ensure they are informed of and aligned with Brembo's sustainability targets.

COMBATING THE USE OF MINERALS FROM CONFLICT ZONES

Conflict minerals such as gold, tantalum, tin, tungsten, mica and cobalt come from Conflict-Affected and High-Risk Areas (CAHRAs). These minerals are subject to international regulations, including section 1502 of the Dodd-Frank Act and EU Regulation No. 2017/821, due to the risk that their trade could contribute to financing of armed conflicts and violation of human rights.

Brembo promotes the protection of human rights in its own supply chain as set out in the Code of Ethics, the Code of Basic Working Conditions and the Sustainable Procurement Policy. Brembo does not directly purchase minerals from conflict zones and requires its suppliers to declare the presence of said minerals in products within its supply chain.

In line with the OECD guidelines, Brembo carries out a due diligence process on its suppliers to ensure that procurement of these minerals is performed in compliance with the ethical and sustainability standards laid down in international legislation.

Since 2023, Brembo suppliers' CMRTs (Conflict Minerals Reporting Templates) and EMRTs (Extended Minerals Reporting Templates) have been collected through the SAQ 5.0 sustainability questionnaire.

3.3 AFFECTED COMMUNITIES

3.3.1 CREATING OPPORTUNITIES FOR LOCAL AREAS

BREMBO SUPPORTS FUTURE GENERATIONS

Brembo recognizes the importance of engaging with the next generation of consumers and professionals in the automotive sector by implementing innovative engagement strategies. The Group invests in advanced technologies and sustainable solutions to address environmental concerns among young people, developing environmentally friendly products and adopting responsible manufacturing practices.

Brembo also aims to strengthen its digital presence through social media platforms and interactive content. Using social media campaigns, educational videos, and collaborations with influencers, it seeks to establish an authentic dialogue with younger generations. Brembo also promotes training programs and partnerships with technical institutes and universities to offer learning opportunities to talented youths. A notable example of this is Brembo’s participation in the Formula SAE events, such as Formula SAE Electric, where over 50 university teams compete by designing and racing electric cars, highlighting the energy and innovative spirit of young people in the automotive sector.

From 22 to 24 November 2024, Milan Rho hosted Milan Games Week & Cartoomics, a gaming and pop culture event where Brembo collaborated with MotoGP to present a MotoTrainer simulator featuring a Ducati Panigale with a special livery.

Brembo’s merchandise and special collections, featuring exclusive and limited-edition products, encourage engagement among new generations by creating a sense of belonging and providing experiences that can be shared on social media. At EICMA 2024, Brembo launched a limited-edition capsule collection inspired by

the concept “It’s not only about the throttle”, emphasizing precision and design. The brand is also featured in Supreme’s new capsule collection, symbolizing high performance and appeal to young people.

In 2024, Brembo also continued to be the official technical partner of Gran Turismo™ 7, offering its UPGRADE products through the game’s Tuning Shop and showcasing its 60-year history at the Brand Central Museum. Brembo also participates in the Gran Turismo World Series. The 2023 final took place in Barcelona and attracted a large audience of enthusiasts. This partnership enables Brembo to connect with a younger audience. Additionally, the story of Jann Mardenborough, a young Gran Turismo gamer who became a professional racing driver, was adapted into a film in 2023.

PERCENTAGE OF FOREIGN MANAGERS HIRED FROM LOCAL COMMUNITIES

In 2024, Brembo confirmed its commitment to sustainability and local areas through strategic initiatives aimed at fostering environmental responsibility and community integration.

A key aspect of this commitment is the high number of local managers within the Group. Out of a total of 770 managers, 673 were born in the same country in which Brembo operates, accounting for 87.40% of the total own managerial workforce. This high percentage underlines Brembo’s attention to valuing local competences and cultural intuition in steering the Company’s success, while also highlighting the Group’s intrinsic multicultural nature, also due to the presence of managers born in a country different from that of operation.

In addition, the breakdown of local managers by gender underlines Brembo’s commitment towards inclusion and gender diversity. With 91.97% of female managers coming from local areas, compared to 86.41% of males, Brembo shows its efficiency in recruiting and retaining local talented females. In addition to improving the Group’s understanding of the market, this approach also strengthens its bond with the communities.

Local managers (executives + managers), i.e., managers born in the country where Brembo operates				
	Unit	2024		Total
		Male	Female	
Local managers	No.	547	126	673
Total managers	No.	633	137	770
Local managers out of the total	No.	86.41%	91.97%	87.40%

3.3.2 COMMUNITY ENGAGEMENT AND DEVELOPMENT

The global challenges and transformations currently in place make today's world even more complex compared to 2016, the year of the launch of the UN 2030 Agenda for Sustainable Development action program. These changes require greater cooperation and support on the part of all, which translates into a tangible, renewed commitment to the social dimension of sustainability.

In this context, companies are called upon to play an increasingly active role within the communities in which they operate, contributing positively to building shared social value. Brembo is aware that it is an important player in the economic and social fabric of the local areas in which it operates around the world, and

this generates a deep sense of responsibility towards people, organizations and institutions, as well as the environment.

Over the years, the Group has developed a wide and growing program of engagement projects and initiatives to support local communities, with the aim of bringing tangible support to areas of greatest social need.

In order to guarantee structured and strategic management of social initiatives, Brembo has set up a central Social and Cultural Sponsorships and Donations Committee. This body periodically brings together the Heads of the main corporate functions in order to define criteria, guidelines and priorities on which to focus sponsorships and donations in the social and cultural arena and evaluate initiatives to support, as well as

monitor the compliance and efficacy of the projects being promoted.

These projects are conceived and developed in collaboration with the non-profit sector and local institutions, and are focused on the following action areas: education, training and research, environment and sustainability, sport, art and culture, social matters and child protection.

Listening to the needs of communities also entails the extensive involvement of Brembo People, such as the Country General Managers and the voluntary roles of Sustainability Ambassadors and Sustainability Champions, who liaise with the Company's Sustainability & Risk GCF and bring to the Group's attention the needs that have emerged from local communities.



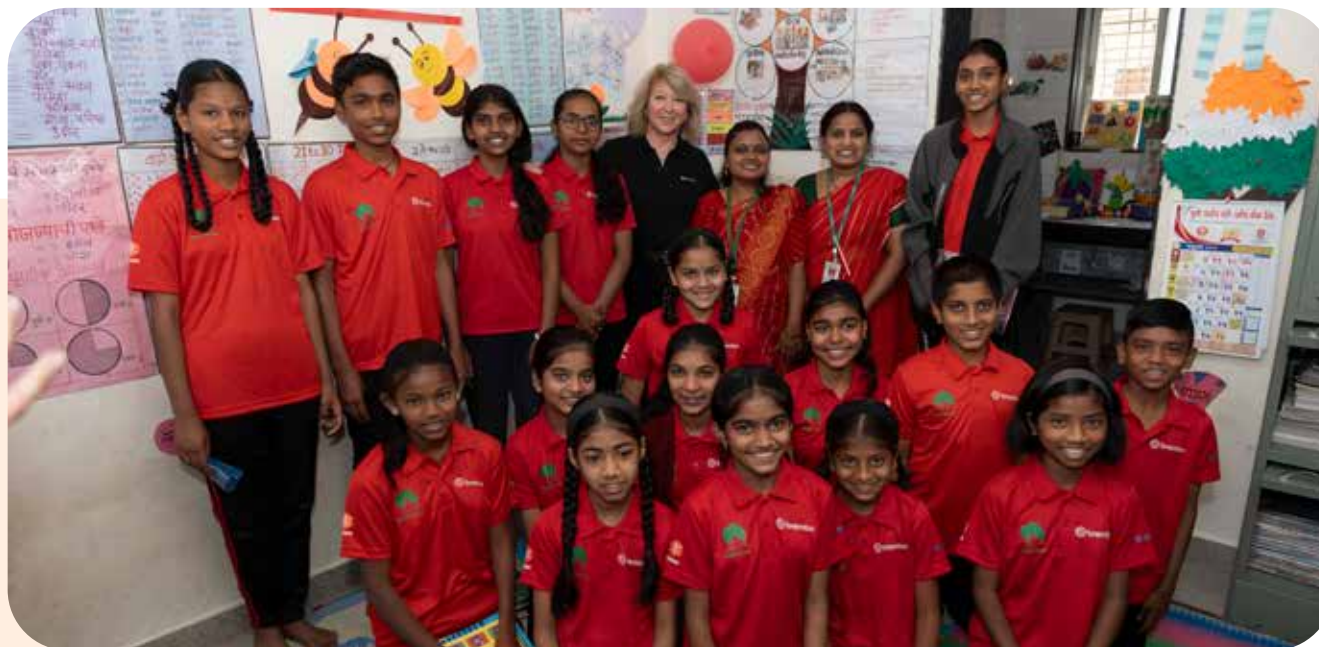
INDIA

A “HOUSE OF SMILE” DEDICATED TO MOTHERS AND CHILDREN

Brembo has been present for years with its manufacturing plants in Pune, a large city in western India. Its long experience in the country has allowed the Group to acquire an in-depth knowledge of the socio-economic dynamics of the area and the consequent needs of its community.

For this reason, in 2017 Brembo launched the **House of Smile** project in collaboration with the CESVI Foundation. The project supports highly vulnerable women and children who live in the difficult context of the outskirts of Pune, where today 3 education centres and 1 service centre of House of Smile are located. Operating within these structures is Swadhar, a local partner that coordinates initiatives in the area aimed not only at responding to people’s immediate needs, but also at building a possible tomorrow together.

In 2024, a total of 1,372 beneficiaries participated in educational activities targeting various age groups, including kindergarten programs for children aged from 3 to 6 years, focused on enhancing cognitive, social, and motor skills. Each centre provides support classrooms to foster literacy, learning support, citizenship education, and healthy and proper nutrition. In addition, each education centre is equipped with a library and spaces dedicated to e-learning to ensure greater involvement of young people through interactive face-to-face lessons and the necessary training for teachers.



In 2024, the **Toy House** dedicated to the youngest — from 6 months to the early years of life — was inaugurated. The project was conceived to offer a space where parents and children can spend time together, creating a welcoming and stimulating environment. In 2024, Life Skills sessions were introduced for teenagers aged 12 to 18, organized in collaboration with the Dignity Academy Foundation to raise awareness among adolescents of self-confidence and the importance of communication.

The House of Smile also engages parents through family counselling and awareness-raising programs. The three educational centres also provide vocational training for young women, promoting their economic independence. In 2024, 1,951 indirect beneficiaries improved their skills and career prospects.

In this context, Brembo Brake India’s team maintains an open and constant dialogue with the CESVI operators for the project’s supervision and with the Swadhar’s local managers to ensure proximity to the women and families of young people benefiting from the House of Smile services.

INDIA

EMPOWERMENT AND SOCIAL INCLUSION FOR WOMEN AND CHILDREN IN THANE

Brembo forged ahead with its commitment to the [project](#) launched in 2022 in [Thane](#), India, to support mothers working as artisans in the textile sector. It provides them with children care services through the creation of a Day Care Centre (DCC) in partnership with Proaction. The DCC operates five days a week and provides various socio-educational services, including educational support, arts and crafts workshops, sports activities, interactive learning classes, specialized English support sessions and healthcare.

In June 2024, a computer centre was inaugurated as part of the Thane project, with the aim of fostering digital inclusion through basic computer literacy courses. A total of 28 beneficiaries successfully completed their training in the year. In parallel, the project also promoted health and personal and creative development initiatives: health camps for 260 members of the community, arts workshops for 50 children and summer activities for other 43 minors.

The initiative also supported the economic and social empowerment of mothers by providing health coverage and financial support to 27 children to prevent school dropouts. Overall, the centre guaranteed health insurance to 172 beneficiaries and conducted health check-ups on 56 children and 72 women.



The project's total unique beneficiaries were approximately 500, significantly contributing to improving the education, health and wellbeing of the households involved, with particular attention to the role of mothers in family management and personal development.

INDIA

THE "SCHOOL ON WHEELS" PROJECT TO REACH GIRLS AND BOYS WITH A MOBILE EDUCATIONAL SPACE

In 2019, Brembo launched the **School on Wheels** project in India, transforming a school bus into a mobile classroom in collaboration with **Door Step School**, a local NGO focused on educating children from vulnerable families.

The initiative addresses three key challenges in primary education: non-enrolment, early school dropout, and learning stagnation, providing children with opportunities for a better future.

The School on Wheels bus is equipped with books, notebooks, computers and interactive teaching materials to support children's literacy and study activities using innovative educational methods.

The Door Step School team teaches children aged 3 to 14 the three essential skills — reading, writing and counting —, while also promoting self-care. The school bus also stops in designated areas for about two hours, allowing the entire community to access the mobile unit for reading activities.

Additionally, the Door Step School team collaborates with parents to engage them in their children's education, fostering learning continuity and support.

In 2024, with help from Brembo Brake India, a new educational space was inaugurated in Balaji Nagar, in the municipality of Pimpri-

Chinchwad, providing children with essential skills for their school and personal development.



INDIA

SUPPORT FOR YOUNG PATIENTS AT TATA MEMORIAL HOSPITAL IN MUMBAI

Tata Memorial Hospital in Mumbai is a leading centre for paediatric cancer care in India. Since 2024, Brembo has supported **St. Jude India Child Care Centers**, an NGO collaborating with Tata Memorial Hospital to assist young patients and their families during cancer treatment. In addition to providing free accommodation and targeted nutrition programs to children from underprivileged households, the project offers activities aimed at enhancing the psychological and emotional wellbeing of the whole family.

St. Jude's approach emphasizes learning, offering personalized school programs that allow children to continue their education during treatment. Activities are conceived to stimulate creativity and curiosity through drawing workshops, educational games and interactive classrooms on mathematics, sciences and languages. In the afternoon, the youngest participate in creative activities, whereas older boys and girls further refine their computer skills.

Emotional support is also vital. The project provides activities ranging from music therapy and yoga to individual and group counseling sessions.

Parents are also an integral part of the project and are offered programs supporting them in the process of emotional processing and economic independence.



This integrated approach enhances the overall wellbeing of children and their family bonds, helping them face treatment with greater confidence.

THE BREMBO FOREST IN KENYA AND SUPPORT FOR THE CHAKAN BIODIVERSITY PARK IN INDIA

In 2021, to celebrate its 60th anniversary, the Group donated a tree to each employee, creating the first **Brembo Forest** in Kenya's Lake Victoria region. Carried out in partnership with **Treedom**, the Brembo4Earth initiative resulted in the planting of 14,000 trees, including both stem and fruit species suited to the local environment.

The Brembo Forest contributes to the achievement of ten of the 17 UN Sustainable Development Goals, bringing both environmental and social benefits. In particular, the project involves local communities in forest management and care, providing them with profitable agricultural alternatives.

In 2024, Brembo continued monitoring the Brembo Forest and supporting the Biodiversity Park in Chakan, India. This project was developed in collaboration with the local NGO **Bosch & Forest** using the Miyawaki Method. This tree planting technique, developed by the Japanese botanist Akira Miyawaki, utilizes resilient native plants to restore abandoned land previously used for illegal dumping, such as the Chakan area.

A key project phase involved selecting plant species to create a sustainable ecosystem



capable of retaining water and nutrients, cooling the microclimate and absorbing pollutants and CO₂. The biodiversity park is now accessible to the community and industrial workers and provides them with a green space for reconnecting with nature.

CHINA

THE “DREAM CENTER” PROJECT TO ENSURE ACCESS TO EDUCATION FOR GIRLS AND BOYS IN RURAL CHINA

In 2024, Brembo continued its commitment within the complex social and economic context of rural China, where millions of vulnerable girls and boys often have difficulty to access quality education, which is key for acquiring the knowledge and skills necessary to start building one's future.

In order to positively contribute to the needs and challenges of this area in the said field, since 2019 Brembo has partnered with the Chinese NGO ADream.org as part of the **Dream Center** project.

This project enabled not only structural redevelopment of certain classrooms in 5 schools in peripheral areas of rural China, but also training programs for teachers to be activated to ensure a better quality education and stimulate the skills and aspirations of students through an innovative, fair and inclusive approach.

This is a further proof to which extent commitment, when shared, not only contributes to reducing geographical and social gaps, but also creates new opportunities for change. The Dream Center project pursues these objectives while respecting the diversity and personality of every individual, ensuring that no one is left behind.



BREMBO AND ATALANTA: SPORT AS AN EDUCATIONAL AND SOCIAL VALUE

Brembo supports the social role of sport and shares with the Atalanta football team the educational and cultural values that young athletes are not only able to consolidate on the playing field, but also transfer to other life contexts. These values include loyalty, team spirit, commitment, training, merit, passion for challenges, enhancement of talent and continuous improvement — all qualities that also have something in common with academic education.

It is on the basis of this common vision that Brembo and Atalanta — two Bergamo-based examples of excellence belonging to different worlds — have been collaborating since 2018, involving the new generations.

One of the key elements of this collaboration is the Brembo-Atalanta Award, by which the Group annually recognizes the most deserving boys and girls in each team, from the Under 15 to the Primavera categories on the basis of criteria that consider not only strictly sporting aspects, but also and above all educational results and behaviour. In 2024, in its sixth edition, the Award was conferred by Cristina Bombassei, Brembo Chief Legacy Officer, during the ceremony held at the headquarters of the Atalanta Youth Sector in Zingonia, in the presence of 400 young football players, staff and managers of the team.

Brembo's commitment also extends to the summer Football Camps promoted by Atalanta Bergamasca Calcio football team for children aged 7–14, which attract large numbers of participants every year.



ITALY

FOSTERING SYNERGIES TO SUPPORT RESEARCH AND INNOVATION

The strong propensity for innovation and research leads Brembo to pay particular attention to specialized education and training programs aimed at young people, as well as to support advanced scientific research projects in fields of application that go beyond the automotive sector.

Brembo supports the **Research Foundation of Pope John XXIII Hospital (FROM)** in Bergamo. Set up in 2008, the foundation aims to foster the development of research projects within the Bergamo Hospital and to play an active role in national and international clinical research. FROM is committed to enhancing and expanding research capabilities in all hospital sectors, with the aim of improving the quality of treatments and people's health.

Brembo also supports the activities of the **Mario Negri Institute**, one of Italy's largest biomedical and pharmacological research centres. The Institute focuses on promoting scientific culture through several initiatives and tools that aim to inform the scientific community and provide citizens access to information on drug consumption. In 2024, the Institute received the Edinburgh Medal, a prestigious award from the Edinburgh Science Charity, for its research approach, which is centred on patients instead of patents and emphasizes transparency and the sharing of scientific and health information.



ITALY

BREMBO ALONGSIDE ACCADEMIA CARRARA AND GAMEC

After the important experience as a partner of Bergamo Brescia Italian Capital of Culture 2023, Brembo has chosen to give continuity to its commitment, collaborating with two major cultural institutions in the same local area: **Accademia Carrara** and **GAMEC**, the Gallery of Modern and Contemporary Art of Bergamo, thus contributing to creating shared value for the community and the local area.

Brembo will be Educational Partner of Accademia Carrara from 2024 to 2026, supporting educational projects and activities promoted by La Carrara Educazione and conceived to discover the museum from a young age and experience it as a familiar place also for adults.

Since 2016, La Carrara Educazione has offered activities targeted to schools, families, children, adults and people with disabilities through guided tours, workshops, classrooms and

teacher training sessions. Brembo's support focuses not only on projects aimed at spreading knowledge of the art works, but above all on those that foster understanding of the role of the museum as a venue for meeting, reflection and collective growth.

Brembo will also back GAMEC's artistic and cultural projects from 2024 to 2026, including "Thinking Like a Mountain", the two-year program that as of 2024 will engage not only museum spaces, but also the local area and its communities.

This project intends to create new sharing paths aimed at reflecting on topics related to sustainability and communities, through the involvement of international artists.

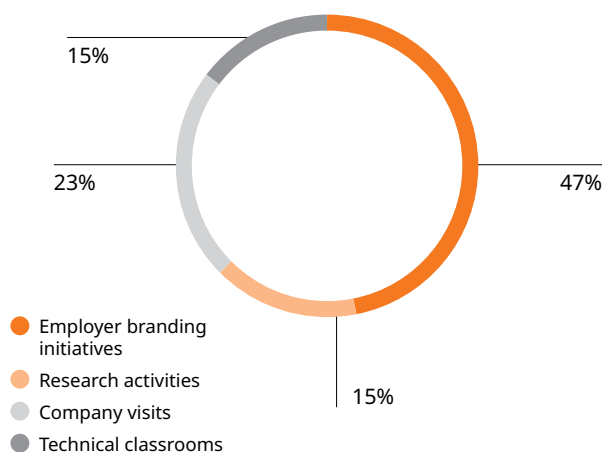
It is precisely in light of the shared social and cultural commitment that Brembo has decided to collaborate with Accademia Carrara and GAMEC, thus contributing to creating shared value for the community and the local area.

3.3.3 RELATIONSHIPS WITH COMMUNITIES AND STAKEHOLDERS

ACADEMIC AND SCIENTIFIC SPONSORSHIPS AND PARTNERSHIPS

The Group places great importance on collaborating with universities and research institutions, as well as with local higher education systems in its areas of operation, for research and talent selection purposes. In the 2023–2024 academic year, Brembo formed strategic partnerships with 26 universities worldwide, including institutions in Italy, China, Poland, India, Spain, Czech Republic, the United States, and Mexico. It also organized 111 collaborative activities with the academic world. These partnerships are mapped annually through the Mapping of Relations with Universities process, which involves all Group companies. Specifically, the activities carried out worldwide during the period of reference are classified as either employer branding initiatives, research activities, technical classrooms or company visits.

The global university network by type of activity



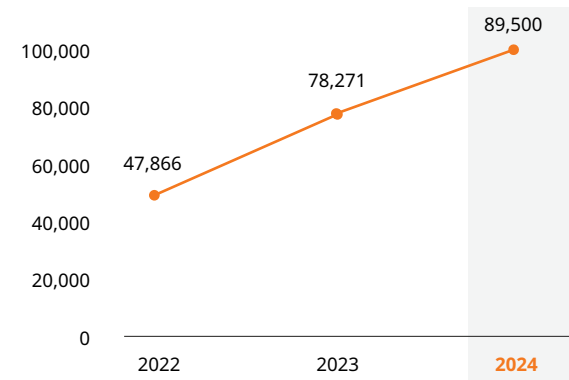
Furthermore, the Brembo Group prioritized strengthening its employer branding initiatives by implementing new projects that can be accessed by university students worldwide. One of the main initiatives is the Brembo Open Day, which is hosted at various Brembo sites and allows students to engage directly with the Group through dedicated events organized at the Company's premises. Moreover, Brembo expanded its diversity, equity and inclusion activities. This included forming partnerships outside of academic institutions, such as participating in Digital Diversity Week and holding roundtable discussions to raise awareness of these topics among students.

RELATIONSHIPS WITH THE MEDIA

The press office and media relations play a key role in Brembo's communications on its mission, vision, values, history, activities, products and services. These activities are carried out daily through personal relationships with journalists, sending information materials, organizing targeted interviews and coordinating press events for the launch of new products or services. Brembo also participates in motor racing events, trade fairs and competitions.

The results of this work can be seen in the articles and radio-television programs that mention or are centred on Brembo, and that are collected in monthly and annual press reviews. In 2024, Brembo was mentioned or cited in a total of 89,500 articles and radio-television programs. The most covered topics were car-related (49,275 articles), followed by motorbike-related topics (over 15,796 articles), and institutional topics, including sustainability (12,417 articles). Other topics covered included aftermarket products, competitions and financial topics.

Number of articles



INSTITUTIONAL AND INTERNAL EVENTS

In 2024, Brembo created various opportunities to share its story and activities, as well as to showcase its products through trade fairs, press conferences and internal events.

- Trade fairs:** at Automechanika and EICMA, Brembo unveiled its most recent braking solutions. At Automechanika Frankfurt and Shanghai, Brembo presented its latest aftermarket products to more than 60 international journalists. In November, at EICMA, Brembo launched the PRO and PRO+ Packages brake kits, which are front braking systems for supersport motorbikes. For Touring and Adventure applications, Brembo also unveiled the new braking system consisting of the Distincta® master cylinder and clutch and the M4.32 brake caliper. The new brake caliper for the 2025 MotoGP championship was also introduced.

- Sports participation:** Brembo presented its racing technology and products at the “Festival dello Sport” in Trento, and organized activities for employees during the F1 Grand Prix in Monza. Brembo is a top sponsor of the youth sector of the Atalanta football team, and rewards young athletes for their loyalty, commitment and team spirit.
- Internal events:** thanks to their ability to create a strong sense of cohesion, belonging and community, internal events are considered moments of cultural and personal growth, interaction and sharing of experiences. The Brembo Awards, a global event that rewards the best ideas and projects on sustainability, innovation and excellence, are an example of this: they recognize the importance of people’s contribution to continuous improvement. This year’s awards ceremony was held using a “hybrid” format, with Italian colleagues attending in person and the rest of Brembo People globally watching via Teams. The engaging digital show was presented by an Italian journalist and included a speech by a guest speaker.
- Employee recognition:** Brembo celebrates 20, 30 and 40 years of company loyalty, as well as retirements, in the auditorium of its headquarters. The Brembo Scholarships reward talent and determination in the studies of employees’ children or of the employees themselves.
- Sustainability Week:** from 11 to 15 November, Brembo celebrated 10 years of its Sustainability GCF with a week full of initiatives inspired by the five pillars of the 2030 Agenda: People, Planet, Prosperity, Peace and Partnership. This significant event strengthened the Company’s sustainability culture and promoted a concrete commitment to the Sustainable Development Goals (SDGs).



Activities — held both online and in-presence — included training webinars, food and clothing drives (in line with Goal 1 – No poverty and Goal 2 – Zero hunger), and sharing of messages of kindness and mutual respect (Goal 16 – Peace, justice and strong institutions). Responsible behaviour to protect the environment was also encouraged in line with Goal 12 – Responsible consumption and production and Goal 13 – Climate action, through daily actions and awareness-raising activities.

The entire initiative was structured as a “prize competition”, which fostered healthy competition and a strong team spirit, making the experience even more engaging and participatory.

PROMOTIONAL EVENTS

During the Formula E event in Tokyo on the weekend of 30 and 31 March, Brembo set up a booth next to

the city’s renowned Shibuya Stream skyscraper and shopping complex. Visitors to the Brembo Store at the venue could admire its braking products and the SENSIFY intelligent braking system, as well as the branded merchandise and a dedicated photo booth. Brembo was also featured on the Q’S EYE of the building at the Shibuya intersection, with a promotional message projected on the screens throughout the weekend.

The Group also presented the new CCM-R Plus brake disc for racing and supersport applications at SEMA and PRI. At AAPEX in the United States, it unveiled the new aftermarket Xtra brake pads, which together with the Xtra discs, Max discs and the X-style caliper, have been the stars of the Xtraordinary Tour since June: 37 stops across Europe to showcase the excellence of the Xtra range. This journey spanned Germany, the United Kingdom, The Netherlands and Poland, culminating in a grand finale in Italy involving over 20 of the most important aftermarket distributors and attracting thousands of industry professionals.

4.

INNOVATION FOR SUSTAINABILITY



2024 HIGHLIGHTS



117
patents filed
in 2024



30
new trademarks
registered in 2024



100%¹²
ISO 27001
certified plants



IATF 16949:2016
certification standard
obtained by all¹³
the Group's plants



+14%
increase in the follower
base considering 8
social channels



¹² The ISO 27001 certified plants are Brembo N.V.'s Italian plants (Curno, Mapello and Stezzano), La.Cam. S.r.l., Brembo SGL Carbon Ceramic Brakes S.p.A., Brembo Poland Sp. Z.o.o. and Brembo Czech S.r.o.

¹³ Except for the sites in Zaragoza and Shandong (BRGP), which are ISO 9001 certified as the IATF scheme does not apply to aftermarket sites.

4.1 DESIGNING INNOVATION

Brembo is committed to developing innovative solutions that meet the requirements of a constantly evolving market, particularly in terms of electrification and automation, promoting sustainability in the entire life cycle of its products. This commitment is reflected in Brembo's strategic focus on integrating cutting-edge technologies and developing solutions that, right from their design phase, take into account market needs and pursue sustainability requirements throughout the product life cycle. Therefore, the main objectives of the Group's R&D efforts are:

- **Increase of braking system performance:** the Group commits to ensuring the maximum reliability of its products, while improving comfort through innovative solutions that can reduce braking action noise, vibrations and harshness. In addition to increasing safety standards, these improvements enhance the overall drive experience, making it more pleasant for consumers.
- **Extension of product life:** Brembo adopts an approach based on ecodesign and circular economy by applying new design rules and minimizing disc and pad wear and tear. This approach reduces costs for consumers, while also contributing to minimizing waste and preserving resources. Attention to durability ensures the efficacy and reliability of Brembo products over time, fostering customer retention and satisfaction
- **Zero accident vision:** besides high performance, Brembo's new products ensure the safety of end users. The Group is committed to guaranteeing maximum reliability, along with greater comfort thanks to innovative solutions that reduce braking noise, vibrations and harshness. This is also made possible by well-established partnerships with outstanding technological partners.

- **Reduction of vehicles' environmental impact:** the Group aims at reducing the weight of its products and controlling the dispersion of braking-related dust. By increasing the amount of recycled raw materials, Brembo contributes to combating the consumption of virgin materials and climate change. This sustainability commitment is not only a corporate responsibility, but also a response to consumers' growing demand for environmentally friendly products.

- **Implementation of the Life Cycle Assessment (LCA):** in 2024, Brembo further developed the LCA for its product families with a view to covering 100% of them by 2027. This end-to-end approach allows to assess the environmental impact in each phase of the product life cycle, from the extraction of raw materials to their disposal. Understanding the overall impact of its product enables Brembo to make informed choices in line with its sustainability objectives.

Brembo's capacity to innovate and exploit its own expertise as a strategic lever for maintaining its technological and commercial leadership at global level is also confirmed by the number of patents filed by the Group over time. In 2024, the Group filed 117 patents, in addition to extending many previously filed patents to other countries, bringing Brembo's total patents to 4,150. In 2024, Brembo also registered 30 new trademarks, reaching a total of 550 trademarks registered since its foundation. The registration of new trademarks not only protects Brembo's innovation, but also strengthens its brand identity in a competitive market.

In addition, Brembo is actively engaged in industry associations such as Confindustria and ANFIA to promote the sector's interests and collaborate on economic and regulatory aspects. The Group also actively participates in coordinating organizations that promote industrial research in the automotive

field, including AIRI (Italian Association for Industrial Research), ATA (Technical Automobile Association), Automotive SPIN Italia ¹⁴, CAAR (Automotive Cluster of Aragon Region), CLEPA (European Association of Automotive Suppliers) and the Lombardy Mobility Cluster. Thanks to these memberships, the Group engages in collaborative research activities in line with its sustainability objectives and contributes to the progress of the automotive industry.

For Brembo, transparency and dialogue with its stakeholders are crucial, and the Group is committed to ensuring open, collaborative relations with its customers and partners, participating in workshops, meetings and webinars to promote a culture of collaboration and shared knowledge.

In this regard, Brembo promotes collaborations with research centres and universities, both in Italy and abroad. Its partner institutions include Milan Polytechnic, the University of Padua, the University of Trento and the Mario Negri Institute for Pharmacological Research, in addition to collaborations with Lund University and the Royal Institute of Technology in Stockholm. These partnerships are essential to steer research initiatives on sustainable materials, innovative production processes and life cycle assessments.

Brembo designs every product with functionality and safety in mind. Each project is accompanied by digital communications and social media engagement campaigns. The Group collaborates with its customers' style centres and designers to establish design guidelines that ensure products meet technical specifications and consumer's aesthetic preferences. Participation in the prestigious Car Design Award also highlights the importance of design in the purchasing process for new models.

¹⁴ <https://www.automotive-spin.it/>

4.2 PRODUCT INNOVATION

The automotive market is experiencing a revolution triggered by the introduction of the new electric drive systems, autonomous driving and integration of vehicle systems. This transition, driven by the new European regulations, will increase the number of hybrid and electric vehicles on the market. Brembo has been preparing for this revolution for almost twenty years, with an ever greater focus and investment spending on electric braking system and mechatronic product research and development.

In line with the Group's vision, product development follows three guiding principles: low emissions, high performance and best driving experience.

An example of this is SENSIFY™, the latest development in braking systems with Brembo's by-wire technology. Officially presented in 2021, the system is constantly evolving. This intelligent braking system integrates the most advanced software based on artificial intelligence with the Company's brake components, combining calipers, discs and friction materials with digital technology to create a flexible and innovative platform. SENSIFY™ employs software, predictive algorithms and data management to control the brake system digitally, transforming it in an ecosystem, where artificial intelligence and software improve the driver experience and allow constant updating. The application development and industrialization phases of SENSIFY™ are currently ongoing, whereas its launch into production is expected in 2026.

Apart from cars and commercial vehicles, Brembo also intends to achieve a greater presence in the scooter market: benchmarking has been carried out with mass-produced products to define product specifications and the entry into the market. Collaboration with new players of the EV sector is a priority, and efforts are focusing on the definition of the market and product technical specifications.

Moreover, Brembo continues to conduct R&D activities in cooperation with international universities and research centres, seeking out new solutions for brake discs and calipers, in terms of both innovative materials and mechanical and electronic technologies and components. Within this context, Brembo participates in Infibra Technologies, a spin-off of the academic institution Scuola Superiore Sant'Anna in Pisa, specialized in developing photonic sensors through the use of fibre-optics as the sensor element. Within the System GBU, the goal of using the braking system to help reduce vehicle consumption and resultant CO₂

emissions and particulates is being pursued through the development of new solutions. In detail, the use of methodologies to minimize caliper mass for the same performance, the improvement of caliper functionality by defining new characteristics for the pairing of seal and piston and the optimization of a new-concept pad sliding system continue to feature among the main areas of development.

Overall, the main fields that reflect the Group's capacity to develop new generation brake systems are:

Discs and calipers

In the area of brake discs for cars and light commercial vehicles, the strategic priority in the past three years was the development of brake discs with solutions designed to meet the criteria of the new Euro 7 standard on pollutant emissions from cars and commercial vehicles and which, for the first time, has also introduced new provisions for particulate emissions from braking systems.

Relying on the expertise gained through the Greentive® disc, over the years Brembo has forged ahead with research, development and testing of advanced solutions to be applied to cast-iron discs through the study of new materials and the adoption of technologies and surface treatments never used before for brake disc applications.

Considerable attention has been devoted to hybrid and electric vehicles, with the development of discs resistant to corrosion to be used for regenerative braking purposes. In this area, Brembo is developing lightweight discs that improve the range of electric vehicles and reduce fuel consumption in internal combustion engine vehicles.

Brembo is also expanding into the two-wheeler market by developing a high-performance braking system, with the design freeze phase launched in 2024.

Furthermore, Brembo is investing in environmentally friendly materials such as recycled aluminium for calipers and friction materials with a low environmental impact for pads, combined with coated and carbon-ceramic discs.

Pads

Brembo Friction — structure dedicated to the study and production of brake pads — continues with its steady commitment to developing traditional customer-oriented friction materials and increasingly high-performance materials for racing cars. Its consolidated expertise on friction materials also relies on the know-how of the subsidiary BSCCB (Brembo SGL Carbon Ceramic Brakes) for the development of pads combined with carbon ceramic discs for ultra-high performance cars.

Therefore, Brembo Friction is crucial for expanding the braking materials portfolio, which allows to constantly offer high performance, while ensuring braking safety, with increased attention to both aesthetics in general and component corrosion, without neglecting driving comfort (absence of noise and vibrations), in addition to developing expertise that can also be applied to new and increasingly complex systems such as the Electric Parking Brake and SENSIFY™.

LIFE CYCLE ASSESSMENT

Brembo is extending the Life Cycle Assessment (LCA) methodology to all products and processes, so as to be able to measure its impacts on the environment and human health, starting from resource consumption and CO₂ emissions. Projects such as AFFIDA and LIBRA reflect Brembo's focus on the environment.

Affida: in collaboration with the Mario Negri Institute, this project — the natural extension of the COBRA project (part of the European Life+ project) — seeks to bring to the OE market innovative inorganic binders, reducing volatile organic compound (VOC) emissions. These new materials complement the performance of traditional materials, meet the high-performance standards required by sporting applications and guarantee low fine particulate emissions and a lower consumption of resources. This technology successfully passed the prototype pre-industrialization phase, and specific improvement activities as regards NVH have been started.

LIBRA: this European project allowed to eliminate the steel backing plate in brake pads, replacing it with high-performance composite materials. The project continued with the research of new raw materials and new

technologies, resulting in lighter pads and the ensuing reduction in the overall brake system's weight, in addition to shorter production processes.

Since 2022, a team has also been assessing the products' environmental impacts, providing guidance on the most impactful life cycle stages on which to focus through targeted interventions. The team achieved full operational status in 2023 and supports internal structures in identifying areas of sustainable development and in designing products and processes. Its activities have led to the quantification of the environmental impacts of Brembo's main product families such as discs, brake calipers and brake pads, in addition to assessing other products still under development.

Since 2021, several customers have been requesting LCA information, setting mandatory requirements for new projects. Brembo has ensured dialogue with its main customers, aware that the engagement of the supply chain is necessary to collect data on material impacts.

4.3 COLLABORATIONS TO REDUCE THE ENVIRONMENTAL IMPACT

Brembo believes that innovation entails a constant commitment to improving the environmental performance of its products. In recent years, Brembo has launched and participated in numerous projects, mainly aimed at reducing emissions and optimizing the efficiency of the means of transport.

Some of the major projects testifying to the joint commitment of the Group and its partners are described here below:

1. LIFE RE-BREATH

In recent years, the breaking sector has increased its awareness of non-exhaust emissions, particularly particulate matter (PM) generated by brake wear and tear, mainly during braking. While technical solutions are being developed for cars, public transports have not been given equal attention. The RE-BREATH project aims to:

- measure PM10 emissions at bus stops;
- support authorities in the estimation of non-exhaust emissions, in accordance with Directive 2016/2284/EC;
- decrease brake wear and tear, increasing their life and contributing to a more circular economy;
- map the concentration of pollutants and exposure risks to pedestrian health, providing recommendations for environmental measures to be adopted along bus routes.

The project provides for pilot applications on a fleet of ten buses operating in Bergamo (Italy) and Bratislava (Slovakia), identified by the European Environment Agency (EEA) as the areas with the highest concentration of PM2.5 and PM10.

2. VERA

This initiative, promoted and coordinated by the European Union, focuses on tailpipe retrofits to reduce ultrafine particles (sub-23 nm) and nitrogen oxides (NOx) in gasoline and natural gas vehicles, particularly urban vehicles with high mileage (e.g., taxis and buses). The project provides for the flexible application of innovative low-cost washcoats, along with a comprehensive assessment of environmental, health and regulatory impacts.

3. EMPOWER

The project stems from the European Commission Horizon Europe framework program through the 2Zero Partnership and the call to develop a modular powertrain for heavy trucks, adaptable to different needs. The project aims to develop two zero-emission heavy vehicle prototypes belonging to the VECTO 9 class (6x2, 40 tonnes or higher), equipped with modular and scalable technologies. One will be powered by fuel cells and will have a range of 750 km; the other will fit an electric battery allowing for a range of 400 km. Both systems will be completed and qualified (TRL 8) by 2026, with their launch on the market planned by 2029.

4. MINERVA

National Centre for Sustainable Mobility

This project aims to develop an advanced regenerative braking system based on an innovative storage system combining high-power, high-energy-density batteries. Partners will build an integrated laboratory infrastructure to test batteries, electric axles, and vehicle systems with gradual validation up to TRL 7 by 2026.

5. MICS

Made in Italy Circular and Sustainable

Brembo contributes to the development of a closed-loop, sustainable production process for Made in Italy braking systems. The aim is reducing PM10 emissions by over 65% compared to traditional brakes thanks to additive manufacturing technologies such as Laser Metal Deposition and Cold Gas Spray, integrated by experimental approaches guided by statistical techniques.

6. METABRAKE

The METABRAKE project aims to create a fully electric braking system that complies with Euro 7 standards and significantly reduces PM10 emissions. The system will be designed to integrate seamlessly with electric and digital vehicles, offering advantages in terms of safety and autonomous driving readiness. The project also entails a pre-industrial assembly concept using augmented and virtual reality technologies.

7. nPETS

The nPETS consortium, of which Brembo is a partner, aims to increase knowledge of nanoparticle emissions (sub-100 nm) generated by transport and their impact on health. The project involves monitoring fresh and aged aerosols from various sources (including brakes and engines), investigating their effects on living cells and analyzing the related government policies. The goal is to inform future mitigation strategies.

4.4 DIGITAL TRANSFORMATION

Innovation and continuous transformation are not limited to Brembo products, but extend to the entire Group and its internal organization. In 2024, Brembo's digital transformation focused on five key projects: ISO 27001 and TISAX certifications; awareness-raising programs; cloud migration; the ISHANGO digital transformation project; and AI implementation.

ISO 27001 CERTIFICATION AND TISAX

The Group's commitment to adhering to industry standards on information security continues to grow. As a proof of this, ISO 27001 certifications for the information security management systems (ISMS) were confirmed. In addition, security assessment using TISAX, a standard specific to the automotive industry, focuses on the secure exchange of information between companies through independent audits.

These certifications testify to the security, reliability and efficiency of Brembo's IT systems and data management processes, preventing data breaches and minimizing operating interruptions.

AWARENESS-RAISING PROJECTS AT BREMBO

In recent years, Brembo has launched numerous projects aimed at strengthening the corporate culture with regard to strategic issues such as operational efficiency, IT security and digital transformation.

The World Class Manufacturing (WCM) communication campaign promotes the adoption of the WCM system for optimizing production activities, highlighting the direct contribution of those who apply its principles daily. This model is based on nine pillars, including safety, logistics and quality. Best practices and continuous improvement activities are shared globally for each of these pillars.

Building on last year's efforts, Brembo has developed a cybersecurity awareness-raising program including targeted training content, cyber attack simulations, and practical tips for securely managing digital resources.

These activities contribute to promoting responsible behaviour consistently with the Group's safety and sustainability objectives in both day-to-day operations and the long-term strategy.

MIGRATION FROM ON-PREMISES IT TO THE CLOUD

During 2024, Brembo confirmed its commitment to digitizing its processes, aiming to improve environmental and energy performance through a high-performance IT infrastructure based on the cloud-first principle. Cloud computing offers numerous advantages, including scalability, flexibility, and reduced physical resource requirements.

This change enables Brembo to reduce its dependency on energy-intensive physical servers and on-premises hardware, which require significant maintenance. Consequently, migrating to the cloud enables Brembo to optimize its IT operations and reduce its environmental impact.

DIGITAL TRANSFORMATION PROGRAM: ISHANGO

Brembo's digital transformation program, ISHANGO, involves a complete overhaul of the Group's IT applications and processes. The initiative aims to integrate advanced digital technologies to increase efficiency, performance, and sustainability. The ISHANGO program's key elements include a new ERP system, production process automation, implementation of data

analytics and improvement of digital collaboration tools, as well as deployment of a cloud-based HCM (Human Capital Management) system for integrated employee management.

Through digital transformation, Brembo will be able to streamline operations, reduce resource consumption, and improve overall productivity. The ISHANGO program facilitates the more efficient use of energy and materials, reduces waste, and supports the Group's sustainability goals.

USE OF ARTIFICIAL INTELLIGENCE AT BREMBO

Brembo uses artificial intelligence to optimize various aspects of the Group's operations, from predictive maintenance to supply chain management and energy efficiency. Leveraging AI enables Brembo to make more informed decisions, improve operational efficiency and reduce its environmental impact.

For instance, AI-based predictive maintenance helps identify potential issues before they escalate, thereby reducing downtime and the waste of resources. AI algorithms can also optimize manufacturing processes to ensure minimal energy consumption and material use. Furthermore, AI-powered analytics allows Brembo to continuously monitor and enhance its sustainability performance by implementing data-driven changes to boost efficiency and reduce its environmental impact.

4.5 CUSTOMER SAFETY AND PRODUCT SAFETY

Ensuring people's health and safety through the reliability of braking systems is the main function of each Brembo product. Through a preventive and proactive approach, Brembo places Quality at the heart of its strategy.

All Brembo products are subject to strict controls and checks designed to ensure their quality and safety. This approach based on continuous improvement has positive effects on the ability to meet all regulatory requirements and increases process efficacy and efficiency, both within the Group and throughout the supply chain. All problems identified and resolved for specific products are extended to the entire Brembo product range on the basis of a "lesson learnt" approach.

QUALITY MANAGEMENT SYSTEM

Brembo has implemented a Quality Management System, compliant with IATF 16949:2016 technical specifications. This system, characterized by guidelines common to all the Group's plants, facilitates the transfer of best practices among plants and ensures that all sites are managed with the same quality standards and indicators. The effectiveness of the Quality Management System is verified periodically through specific internal system and process audits and through annual third-party audits relating to compliance with the IATF 16949 standard. In addition, audits regarding ISO 26262 and ASPICE are performed on specific projects.

All sites have been certified in compliance with the IATF 16949:2016 standard¹⁵. The recently acquired Jiaying plant will be IATF 16949 certified by 2026, after completing all integration activities.

The Quality Policy emphasizes the Brembo Group's commitment towards health, safety, environmental protection, ethics, sustainability, and legal compliance. These principles are essential to guarantee the highest levels of performance quality and excellence of all products, processes and services. The Policy aims to exceed customers' expectations in terms of suitability, safety and reliability, while also complying with all requirements imposed by law and provided by customers. Attention to quality and safety is directly linked to respect for human rights with regard to consumers and end-users.

In addition, Brembo's Policy requires suppliers not only to comply with the Group's requirements, but also to constantly improve their performance. This approach ensures that all products and services provided to customers and end-users comply with the strictest quality and safety standards. 94% of production plants are certified IATF 16949:2016.

PREVENTION AND MONITORING TOOLS

Brembo adopts a preventive and proactive approach to ensure the safety and quality of its products. During the design and development phases, analyses are conducted to identify and address the characteristics that may impact end-user safety. Strict tests and specific controls are carried out during production to ensure compliance with safety requirements.

The Project Management process lays at the core of this approach, ensuring the planning and management of specific control points and recovery plans. In addition, a structured process is also applied to the supply chain

to assess and approve suppliers, with specific courses on the Brembo Product Development System (BPDS) to standardize the development methodology.

At plant level, product quality and safety are monitored through specific indicators such as accidents and internal scraps. Annually, the Quality GCF prepares the Quality Plan, which consolidates the Group's quality targets.

¹⁵ Except for the sites in Zaragoza and Shandong (BRGP), which are ISO 9001 certified as the IATF scheme does not apply to aftermarket sites.

4.6 LISTENING TO CUSTOMERS FOR PRODUCT IMPROVEMENT

The Group collaborates daily with the main vehicle manufacturers and ensures constant dialogue with end users of Brembo products so as to anticipate their future needs and improve quality and comfort. The Group constantly develops its digital channels, including websites and social platforms, to provide the best user experience, with specific websites dedicated to professionals and e-commerce.

Brembo.com aims to communicate with all stakeholders in the relevant market sectors (Cars, Motorbikes and Performance), presenting the Group’s activities, product ranges and market information to users the world over. It also offers a general overview of the Group’s history and a wide range of editorial content. The production of new editorial content further increased in the year, with 65 postings published. In 2024, the number of Brembo.com unique viewers was stable at 3.5 million, confirming this website as the main source of information on the Group and its brand.

Websites

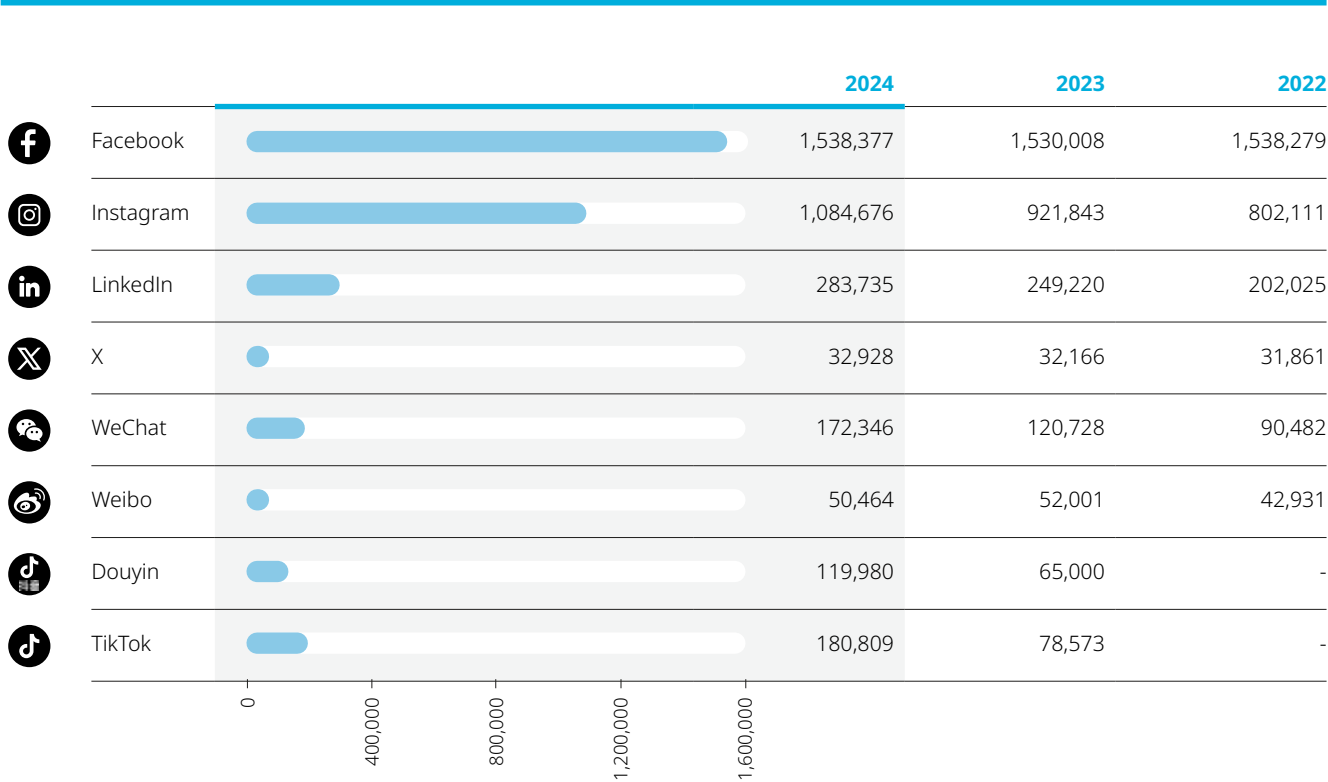
	No. of views	No. of pieces of new content
www.brembo.com	3,563,648	65
www.brembo.com/en/sustainability	47,529	3

Brembo is active on the main social platforms, with an increase in the number of followers and user engagement. The Group targets a young audience, evenly distributed across Europe, the United States and Asia.

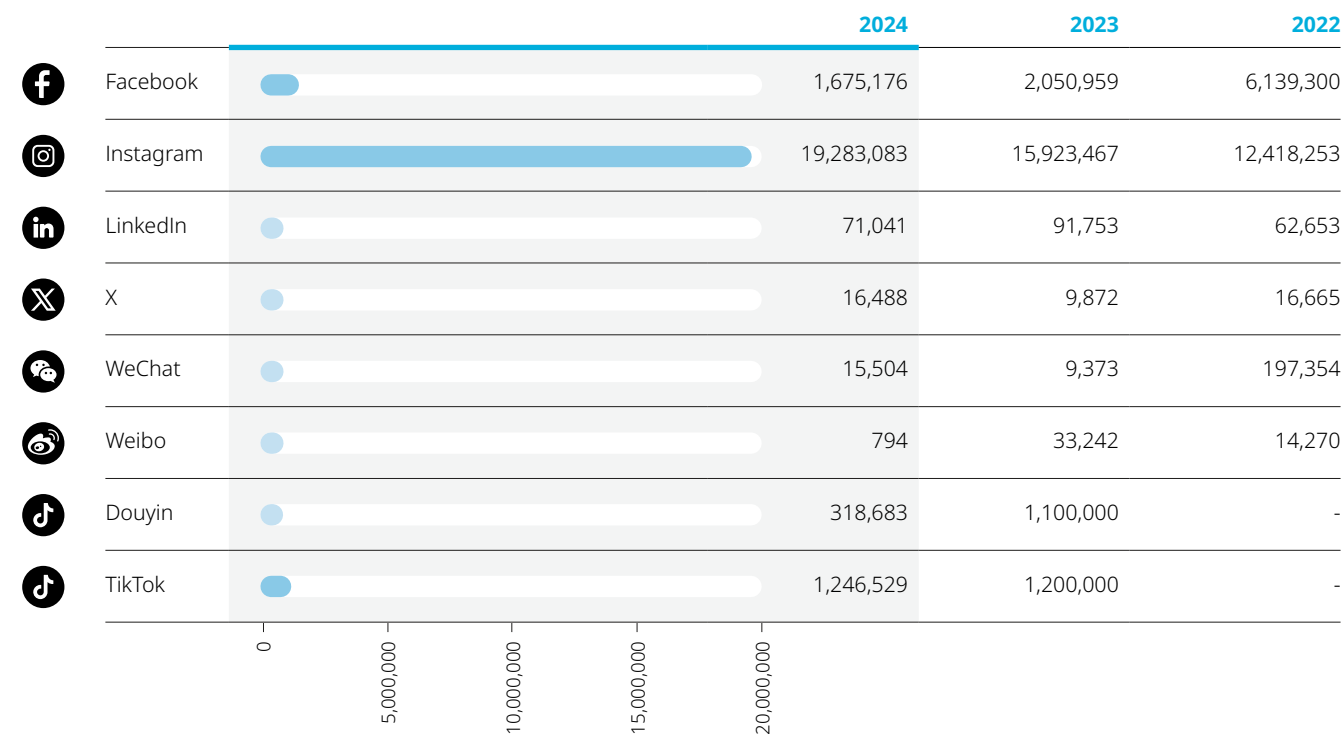
In 2024, the follower base on eight main channels (Facebook, Instagram, LinkedIn, TikTok, WeChat, X, Douyin and Weibo) grew by almost 14%, reaching nearly

3.5 million followers. The engagement level also rose significantly, reflecting Brembo’s ability to stimulate conversations and interactions — a valuable intangible asset in the knowledge economy.

No. of fans/followers per social network



No. of interactions on social networks



In order to support this growth, Brembo has defined the "Group Guidelines for the Use of Social Media". This document provides all Brembo employees with guidance on the use of social media, above all where there is a clear or expressly stated link between the individual and the Group. The aim is preventing any conduct that may harm Brembo's business, image and reputation.

4.7 AWARDS FOR THE GROUP'S COMMITMENTS AND INNOVATIVE IDEAS

As in previous years, Brembo stood out in 2024 for its relentless commitment to innovation, quality and sustainability, reaching significant results that earned the Company prestigious awards from renowned organizations. These awards testify to the effectiveness of the Brembo Group's strategies and encourage the Company to continue in this direction, further increasing its contribution to creating a sustainable and innovative future.

Reinforcing this dedication, Brembo topped the corporate social responsibility ranking published by the **VITA** magazine, which evaluated leading Italian companies in pivotal Italian manufacturing sectors. The award was given in recognition of its strategic approach, continuity of action, multi-stakeholder engagement, communication and reporting. In particular, great attention was attached to the House of Smile project in India.

By way of example, some awards are listed here under:

- The [Red Dot Design Award 2024](#) for the GP4-MotoGP brake caliper in the "Best of the Best" category and the [A' Design Award and Competition 2024](#) – Platinum Award for the OCTYMA brake caliper in the "Vehicle Parts and Car Accessories" category. Both awards recognize Brembo's ability to integrate innovation, design and performance in its products. "Special Award" at the [18th Automotive Lean Production Congress](#) for the rapid implementation of the WCM Cost Deployment methodology at 29 plants of the Group. Cost Deployment is one of the key pillars of the World Class Manufacturing (WCM) continuous improvement program, launched by Brembo nearly two years ago.
- The recognition bestowed on the Brembo brand for the eleventh time in 13 years by the readers of [Auto Motor und Sport](#) in the [BEST CARS 2024](#) survey

for the "Brakes/Brake Pads" category, with 72.7% of 92,798 votes.

- As specifically regards sustainability, Brembo achieved an [A- rating](#) in the [2024 CDP](#) questionnaire for the "climate change" and "water security" categories, and received the [WHP \(Workplace Health Promotion\)](#) accreditation for the thirteen year running for the Stezzano site and for the first time also for the Curno and Mapello sites, thanks to the Company's constant commitment to providing its employees with high health and wellbeing standards.

At an international level, worth of mention are the "[Impresa Awards 2024](#)" won by Brembo India at the Autocluster Development & Research Institute in Pune in the "Sustainability & Circular Economy" category for the Biogas Project, and the numerous recognitions received by Brembo China for its contribution to the sustainable transition of the automotive industry thanks to the development of innovative, high quality solutions with a low environmental impact (e.g., energy savings, circular economy, reduced PM emissions). Examples of these are the [Brilliant Achievement Award 2024](#) by Geely Group, the [Volvo Asia Pacific Energy Action Award](#), the [BBAC Star Efficiency Award 2024](#) and the [Gasgoo Awards](#). In particular, at the Gasgoo Awards, Brembo was named among the "Top 100 Players of China's New Automotive Supply Chain" for its Beyond Greenance Kit.

In 2024, [J.Juan](#) obtained two important recognitions. The first is a [certificate of recognition](#) bestowed by the Light Mobility Cluster for its cutting-edge technological solutions and its constant commitment to innovation in the light mobility sector. The second is the prestigious [Gold Award](#) assigned by the Canadian group BRP at an event in Sherbrooke, Québec, for having achieved all 2024–2025 supply targets. The Group was also

confirmed as a [Top Performer](#) for ESG Identity in the Identity Corporate Index (ICI).

The numerous successes achieved each year are made possible by the dedication and constant professionalism of all Brembo People, whose expertise, creativity and passion enable them to continuously develop new safe, high-performance, environmentally-friendly solutions.

In recognition of this dedication, and to maintain the drive for continuous improvement, Brembo has been bestowing excellence awards and recognitions to its employees for many years.

BREMBO EXCELLENCE AWARDS

The Brembo Excellence Awards consist of two separate categories, both aligned with the Brembo World Class Manufacturing (WCM) system:

1. **Best Project:** each plant may nominate its best project in several areas such as Production, Maintenance, Logistics, Quality, Security, Environment and Energy. The jury assesses the proper application of problem solving tools and the results achieved.

2. **Best Pillar:** each plant may nominate its best pillar among those of the Brembo WCM system — Safety, Cost Deployment, Focused Improvement, Shopfloor Management, Professional Maintenance, Quality, Logistics, Environment/Energy and Early Equipment Management. The jury’s assessment is based on four main criteria: clear action plan, activities completed, results and future steps.

Brembo Excellence Awards

		2023 ¹⁶
Best Project	No. of projects submitted	19
	No. of winners	4
Best WCM Pillar	No. of total pillars submitted	16
	No. of winners	4

16 Projects submitted in 2023 and subsequently assessed and awarded in 2024.



BREMBO INNOVATION AWARDS

Every year, through the Brembo Monthly Innovation Prize, the Group recognizes the most innovative ideas on products and processes submitted by its employees, particularly with a focus on plants and disc production. In addition to the drive for innovation, the assessment criteria take into account possible cost reductions and the potential added value achieved thanks to the

projects. Among the ideas awarded every month, the annual Innovation Awards recognize the best idea in the Product and Process categories. In detail, in 2024 Brembo received a total of 130 ideas, mainly from the headquarters, with some contributions from China and the USA.

Brembo Innovation Awards

	2024		2023		2022	
	Product	Process	Product	Process	Product	Process
Ideas submitted	97	33	52	14	21	8
Winning ideas	71	30	47	13	19	8

Data contained in the table above also includes the ideas submitted by the joint venture BSCCB.

BREMBO SUSTAINABILITY AWARDS

Thinking responsibly, acting concretely: this is Brembo’s approach to sustainability. As of 2019, the Brembo Sustainability Awards have complemented the well-established Brembo Excellence Awards and Brembo Innovation Awards, recognizing employees’ best ideas on sustainable development at every level of the organization.

Projects can be submitted in categories linked to the ISO 26000 guidelines and to the 17 Sustainable Development Goals with a special focus on People, Good Management Practices, Governance, Environment, Business Partners, and Community Engagement and Development.

The 2023 edition of the Brembo Sustainability Awards — for which awards were bestowed in 2024 — met with great participation. As much as 43 projects were submitted which, in addition to the 228 projects of the previous editions, witnessed employees’ interest towards sustainability topics.

A total of 115 participants were recorded and the categories with the highest number of projects submitted from all over the Brembo world were mainly the Environment and People areas.

The Sustainability Ambassadors and Sustainability Champions promoted the Brembo Sustainability Awards across the Group companies. These sustainability spokespeople act as a bridge between the HQs and the Group companies, promoting sustainable behaviour and representing the Sustainability & Risk GCF.



METHODOLOGICAL NOTE

REPORTING STANDARDS APPLIED

This Voluntary Report has been prepared drawing inspiration from the European Sustainability Reporting Standards (ESRS), testifying to the commitment towards a transparent, information-oriented communication.

REPORTING SCOPE

Brembo has prepared this Voluntary Report on a consolidated basis, including in its reporting scope all companies consolidated on a line-by-line basis within the Brembo Group N.V. (hereinafter also “Brembo”, the “Group”) and excluding companies valued using the equity method and companies of a non-operative nature.

The companies excluded are:

- Brembo Australia Pty Ltd.
- Brembo France SAS
- Brembo Poland Heratech Sp. Zo.o.
- Brembo Poland Manufacturing Sp. Zo.o.
- Brembo Reinsurance AG
- Brembo Thailand Ltd.

In this reporting phase, Brembo decided not to include the impact on the supply chain of non-consolidated joint ventures and associates, as it has no control over them.

In addition to the above reporting scope, only data and information related to Brembo SGL Carbon Ceramic Brakes S.p.A. (Stezzano), over which the Group has operational control, has been included in metrics.

The qualitative and quantitative data contained in this Brembo Voluntary Report refers to the performance of the Group during the financial year 1 January - 31 December 2024.

Prior years’ figures have been added and reported appropriately if useful for purposes of comparison or contextualization of the information.

ESTIMATES AND UNCERTAINTIES

The causes of uncertainty in the data reported in this Voluntary Report are as follows:

- data concerning Scope 3 greenhouse gas emissions shows intrinsic limitations due to the limited availability and relative accuracy of the information used to define both quantitative and qualitative aspects related to the value chain;
- as in prior years’ Consolidated Disclosure of Non-Financial Information, the estimate made for the breakdown of hours worked between male and female workers is based solely on the December data. Therefore, it is important to note that minor deviations may occur if data is considered on a monthly basis rather than using the consolidated December percentage.

Further information is give in Section 3. Sustainability Statement in Brembo’s 2024 Annual Report, approved by the Shareholders’ Meeting and available on the corporate website.

For information or comments about this document, please send an e-mail to:
sustainability@brembo.com

Brembo N.V.

Registered office: Amsterdam (NL)

Business and Corporate Address:

Via Stezzano 87 – 24126 Bergamo – Italy

Tel. +39 035 605.2111

E-mail: press@brembo.com - ir@brembo.com -

sustainability@brembo.com

www.brembo.com

Voluntary Sustainability Report 2024

Published June 2025



