

4.5 REMUNERATION REPORT

4.5.1 LETTER FROM THE CHAIRMAN

Dear Shareholders,

As the chairman of the Remuneration and Appointment Committee, I am pleased to present the 2025 remuneration report, approved by the Board of Directors on 18 March 2026. This document has been prepared in full compliance with the regulatory provisions in force in the Netherlands.

The year 2025 was marked by a persistently complex global environment, characterized by ongoing geopolitical tensions, macroeconomic uncertainty and sustained pressure across certain segments of the automotive market. In this context, Brembo has remained firmly focused on execution, resilience and long-term value creation. The Group has once again demonstrated its ability to adapt to an evolving and challenging landscape by continuing to invest in the strengthening of its global industrial footprint.

Despite external headwinds, the Group delivered solid economic and financial results for the year. These achievements were supported by an unwavering commitment to product innovation, operational excellence, and the passion and dedication of Brembo's people. By consistently investing in research and development, Brembo has maintained a proactive stance, anticipating the challenges of the global market. The Group has further distinguished itself by advancing its product portfolio and integrating state-of-the-art mechatronic and software solutions. The strong focus on innovation guarantees that Brembo remain competitive and fully equipped to meet the evolving needs of its customers in an increasingly dynamic market environment.

Brembo has continued to channel its efforts into ambitious investments and initiatives aimed at innovation and sustainability. These efforts have included a sustained focus on enhancing its technological capabilities, with significant developments in artificial intelligence, connectivity, and next-generation braking solutions. These developments reflect the Group's vision of "Turning energy into inspiration" and additionally reinforce Brembo's positioning as a comprehensive solution provider, integrating its traditional product offering with high-value-added services.

In 2025, Brembo recorded positive financial results, confirming that the Group's sales remained stable compared to 2024. These achievements once again demonstrate that the Remuneration Policy is aligned with the Company's strategic objectives and represents an important lever to support the Group's sustainable, long-term growth. In particular, the attainment of the economic-financial and sustainability targets in 2025 resulted in a more than satisfactory overall achievement level of STIP scorecard.

The Company remains well positioned to pursue its strategic objectives and strengthen its leadership within the industry. Throughout 2025, stakeholder engagement remained a cornerstone of Brembo's governance framework. The Group maintained an open and constructive dialogue with shareholders, proxy advisors and institutional investors, leveraging their feedback to refine governance practices, enhance transparency and ensure ongoing alignment with stakeholder expectations.

I would like to express my sincere gratitude to the members of the Remuneration and Appointment Committee, Ms. Elizabeth M. Robinson and Ms. Manuela Soffientini, for their invaluable contributions to the Committee's activities.

In conclusion, I wish to thank you for your continued interest and trust in Brembo. I trust this Report provides comprehensive and useful information, and I look forward to your positive support at the forthcoming Annual General Meeting.

Best regards,

Giancarlo Dallera
Chairman of the Remuneration
and Appointment Committee

4.5.2 INTRODUCTION

This remuneration report of Brembo N.V. (“Brembo” or the “Company”) provides a comprehensive overview of the remuneration paid and owed to the individual members of the Board of Directors, the Executive and Non-Executive Directors, in financial year 2025, in accordance with both the Dutch Civil Code and the Dutch Corporate Governance Code (the “DCGC”). The Remuneration and Appointment Committee, consisting solely of independent Non-Executive Directors in accordance with the DCGC, is responsible for overseeing this remuneration and recommending any necessary adjustments.

Through this document, Brembo aims to enhance transparency and disclosure for its stakeholders, thereby fostering trust and enabling shareholders to exercise their rights with informed understanding. The remuneration report is divided into two main sections:

- **Summary of the 2025-2027 Remuneration Policy** which governs the compensation for both Executive and Non-Executive Directors (available on our corporate website). In 2025, Brembo confirmed the remuneration features with a positive vote from shareholders during the Annual General Meeting held on 29 April 2025.
- **Implementation of the 2025-2027 Remuneration Policy**, for the 2025 financial year, which details how the remuneration features were implemented during financial year 2025, including the actual remuneration received by each Executive and Non-Executive Director. Notably, there were no deviations from the 2025-2027 Remuneration Policy.

The main goal of Brembo’s Remuneration Policy is to develop a system that consistently supports the business strategy and value creation for all stakeholders. It establishes a compensation structure that allows Brembo

to attract and retain the most highly qualified executive talents. It also motivates such executives to achieve business and financial goals, creating long-term value in a manner consistent with its core business and leadership values and taking into account the social context around the Company.

4.5.3 SUMMARY OF THE 2025-2027 REMUNERATION POLICY

While formulating the Remuneration Policy, the Remuneration and Appointment Committee considered the following specific principles that characterize Brembo’s remuneration report:

- **Engagement and strategic alignment of Group employees:** The Remuneration Policy enhances the organizational model adopted by the Group, to address future challenges arising from the international landscape and the market.
- **Contribution to corporate strategy:** The Remuneration Policy has been defined in line with the Group’s long-term strategy and objectives, ensuring its connection to corporate performance to pursue the Group’s long-term interests.
- **Best market practices:** The Remuneration Policy reflects remuneration practices of Italian and European peer companies operating in sectors comparable to that of Brembo in terms of value creation.
- **Shareholders’ engagement:** The Remuneration Policy is established by considering the votes at the Annual General Meeting and feedback received from all shareholders during the engagement activities over the year.
- **Sustainability:** The Remuneration Policy reflects the Group’s culture and sustainability values, and it has been designed in harmony with the initiatives and

projects outlined in the Sustainability Plan for both the short and long term.

In particular, the implementation of the 2025-2027 Remuneration Policy has been consistent with the Company’s long-term strategy, both in terms of the company’s growth and sustainability goals:

- **Ensure sustainable growth of our Group:** The 2025-2027 Remuneration Policy was developed in continuity with previous years, defining compensation elements aimed at supporting the Group’s strategic directions through an appropriate balance of short- and long-term performance parameters.
- **Create value for our stakeholders:** The EVA (Economic Value Added) metric within the 2025-2027 LTIP particularly ensures alignment between the interests of our stakeholders and the actions of the Group’s Management.
- **Align decisions with the assessment of social and environmental impact:** The use of ESG metrics in both short- and long-term incentive plans, including a KPI linked to the Group sustainability index (Group’s carbon footprint), reflects Brembo’s medium- to long-term sustainability strategy.
- **Enhance guiding principles that define the Group:** Integrity, responsibility, and transparency are the guiding principles in the Group’s remuneration logic,

reflected in elements such as attention to employees and Directors, sustainability in the supply chain, and respect for local communities.

- **Make the company attractive in the market and invest in Brembo’s people:** The elements distinguishing the 2025-2027 Remuneration Policy are designed to attract and retain highly skilled managerial talents, enhancing their responsibility, expertise, and experience.

4.5.3.1 STAKEHOLDER ENGAGEMENT

The Remuneration and Appointment Committee paid particular attention to the evidence that emerged from the analysis and insights regarding the voting results at Annual General Meetings and the feedback received from shareholders, as well as from recommendations received from proxy advisors.

Accordingly, great importance is attached to continuous interaction with all corporate stakeholders, to corporate initiatives for potential development, and to realize a constant improvement in adopting market best practices.

In this respect, the Annual General Meeting held on 29 April 2025, approved the 2025-2027 Remuneration Policy. The following table details the voting results, showing the trend over the last five years:

Shareholders’ meeting	22.04.2021	21.04.2022	20.04.2023	23.04.2024	29.04.2025
In favour	81.019343%	86.575108%	83.005503%	83.933518%	89.99%
Abstaining/Not voting	0.77865%	0%	2.269132%	0.086386%	10.01%
Against	18.202007%	13.424892%	14.725365%	15.980095%	0%

4.5.3.2 EXECUTIVE DIRECTORS' COMPENSATION

In 2025 the Board of Directors determined the compensation for the Executive Directors following the recommendation of the Remuneration and Appointment Committee and in accordance with 2025-2027 Remuneration Policy. The compensation structure for Executive Directors includes a fixed component, and a variable component based on short- and long-term performance. It is emphasized that Brembo neither has

in place nor recognizes any plans based on financial instruments (shares or stock options) either for Executive Directors or for its employees in general.

A summary of the 2025-2027 Remuneration Policy, as approved by the Annual General Meeting held on 29 April 2025, is set out in the table below²⁰:

Elements of remuneration	Scope and conditions	Criteria and parameters	Quantitative references for Executive Directors
Fixed remuneration	Developing the responsibility, expertise and contribution required by the role	Fixed remuneration is set on the basis of the powers granted and role assigned, considering applicable cases on the market for comparable roles and the impact on Company results	<ul style="list-style-type: none"> Executive Chairman: €1,300,000 Chief Executive Officer (CEO): €1,300,000²¹ Chief Legacy Officer²²: €256,678²³ Chief Public Affairs and Institutional Relations Officer: €350,000²⁴
Short-term incentive plan ("STIP")²⁵	Assessing and engaging the achievement of the Group's annual objectives and short-term challenges	Evaluation metrics: <ul style="list-style-type: none"> Group EBITDA Group EBIT Group ROI Group Net Sales Group Sustainability Index Performance period: annual, in compliance with the budget objectives Payment method: cash Clawback clauses may be applied	Bonus target: <ul style="list-style-type: none"> Executive Chairman: 75% of fixed remuneration CEO: 75% of fixed remuneration Chief Legacy Officer: 40% of fixed remuneration Chief Public Affairs and Institutional Relations Officer: 40% of fixed remuneration Bonus cap: <ul style="list-style-type: none"> Executive Chairman: 100% of fixed remuneration CEO: 100% of fixed remuneration Chief Legacy Officer: 60% of fixed remuneration Chief Public Affairs and Institutional Relations Officer: 60% of fixed remuneration

²⁰ As far as the future outlook is concerned, the Board of Directors, following the recommendation of the Remuneration and Appointment Committee, proposes for approval at the Annual General Meeting of 29 April 2026: (i) an amendment to the 2025-2027 Remuneration Policy with respect of the STIP bonus cap for the Executive Chairman and the CEO to 150% of bonus opportunity; and (ii) the introduction of a new Special Mid-Term Incentive Plan 2026-2027 exclusively addressed to the Chief Executive Officer, in line with the proposal for the updated Remuneration Policy set out in Chapter 5.4 "Special Mid-Term Incentive Plan" of the amended 2025-2027 Remuneration Policy.

These amendments are intended to ensure continuous alignment between the remuneration framework and the Company's strategic objectives, while supporting leadership stability and long-term value creation in an increasingly complex and evolving market environment.

²¹ With reference to 2025, the fixed compensation assigned to the CEO consists of a special compensation of €1,100,000 for the position pursuant to Article 2389, paragraph 3, of the Italian Civil Code, and the consideration paid during his employment for the non-competition agreement amounting to €200,000. This compensation is also in addition to an annual housing allowance of €100,000 and an annual strategic retention bonus of €500,000.

It is specified that the annual strategic retention bonus is a on/off award intended to represent a retention incentive mechanism awarded during the CEO's term of office, in accordance with Chapter 6 "Other Legal Arrangements" of the 2025-2027 Remuneration Policy, and it is not included in the calculation of either variable compensation or severance pay.

²² Role effective since 2 January 2025, formerly Chief Sustainability Officer.

²³ Amount inclusive of an emolument of €60,000 and a compensation of €15,000 for responsibility for the Internal Control and Risk Management System, which are not taken into account in the calculation of any variable incentive plan.

²⁴ Amount inclusive of an emolument of €60,000, which is not taken into account in the calculation of any variable incentive plan.

²⁵ For the Chief Legacy Officer and the Chief Public Affairs and Institutional Relations Officer, the incentive percentages for both the STIP and LTIP relate to the gross annual remuneration only.

Elements of remuneration	Scope and conditions	Criteria and parameters	Quantitative references for Executive Directors
Long-term incentive plan ("LTIP")²⁵	Promoting the creation of value for shareholders and the Group's sustainability in the long term	Evaluation metrics: <ul style="list-style-type: none"> Group Economic Value Added (EVA) Group Free Operating Cash Flow Group Net Financial Position/EBITDA Group sustainability index Vesting period: three-year period 2025-2027 (closed plan) Payment method: cash Clawback clauses may apply	Annual bonus entry point and target: <ul style="list-style-type: none"> Executive Chairman: 100% of fixed remuneration CEO: 100% of fixed remuneration Chief Legacy Officer: 33.33% of fixed remuneration Chief Public Affairs and Institutional Relations Officer: 50% of fixed remuneration Annual bonus cap: <ul style="list-style-type: none"> Executive Chairman: 150% of fixed remuneration CEO: 150% of fixed remuneration Chief Legacy Officer: 50% of fixed remuneration Chief Public Affairs and Institutional Relations Officer: 75% of fixed remuneration
Fringe benefits	Complementing economic benefits with components primarily of a social security and pension nature	Primarily social security and insurance benefits, in line with the standards established by the Italian Collective Agreement (for industrial executives).	Supplementary pension schemes. Health insurance. Insurance policy. Allocation of a car for business and personal use.
Severance indemnity	Protecting the Group against potential litigation and/or competition risks	Severance indemnity from the position of CEO and termination of employment in the event of: <ul style="list-style-type: none"> removal or non-renewal without just cause resignation from the office and waiver of the delegated powers due to such a serious reason as to make a continuation impossible resignation from the office and waiver of the delegated powers due to a change of control that has resulted in a substantial change in the position and/or powers Consideration for non-competition agreement with the CEO: paid during employment with the Company. With regard to Executive Directors, the provisions of the Italian Collective Agreement for industrial executives apply.	CEO's severance indemnity: a lump-sum one-off indemnity equal to 18 months of an amount corresponding to the sum of the fixed emolument for the office, the non-competition agreement payment and the maximum amount payable by way of short-term variable component, which may not be less than €3,600,000 in any case. CEO's non-competition agreement: the amount of €200,000 is included in the total fixed remuneration (Total Fixed Remuneration: €1,300,000).
Pension	Providing pension coverage	CEO's pension: individual supplementary pension scheme. With regard to Executive Directors, the provisions of the Italian Collective Agreement for industrial executives apply.	CEO's pension: total annual gross amount corresponding to 22.70% of fixed remuneration borne by the Company.

4.5.3.3 PEER GROUP

Brembo also establishes its policies and verifies its remuneration structure based on market analyses conducted through benchmarking against peer groups. One of the benchmarking peer group consists of a comparison group with the main listed European OEM and Tier 1 companies, comparable to Brembo in terms of size (revenues, number of employees and market capitalization). The other one consists of a comparison group with the main listed Italian companies.

The analysis with selected comparison markets occurs on a regular basis and involves: the review of Executive Directors' compensation packages, the structure of incentive plans, and the balance of compensation components recognized to Executive Directors.

Given that Brembo does not have many closely comparable peer companies, various European companies, which are comparable to Brembo as they operate in the same industry, have been considered to gain insights into both the labour market and business practices:

Benchmark companies	Companies
Listed European and Tier 1 companies (22 companies)	Aston Martin Lagonda, Autonuem Holding, Continental, Ferrari, Iveco Group, Renault, Volvo Car, Akwel, Autoliv, ElringKlinger, Hella, Michelin, Knorr-Bremse, Nokian Renkaat, Norma Group, Opmobility, Pirelli & C., Rheinmetall, SKF, Sogefi, TomTom, Valeo
Italian companies (27 companies)	A2A, Amplifon, Brunello Cucinelli, Buzzi Unicem, Campari, Diasorin, Enel, Eni, Ferrari, Hera, Interpump, Inwit, Italgas, Iveco Group, Leonardo, Moncler, Nexi, Pirelli & C., Prysmian, Recordati, Saipem, Snam, Stellantis, STMicroelectronics, TIM, Tenaris, Terna

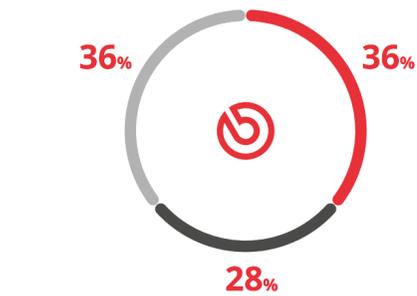
4.5.3.4 EXECUTIVE DIRECTORS' PAY-MIX

The composition of the remuneration packages of the Executive Directors does not present any variation from the

previous year. The Executive Directors' pay-mix is based on the achievement of performance objectives, as indicated below:

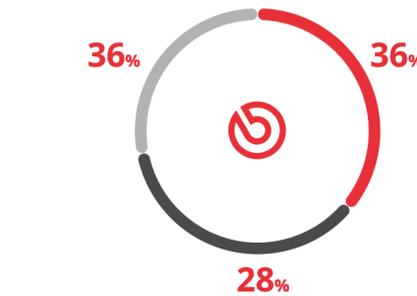
PAY-MIX TARGET

Executive Chairman



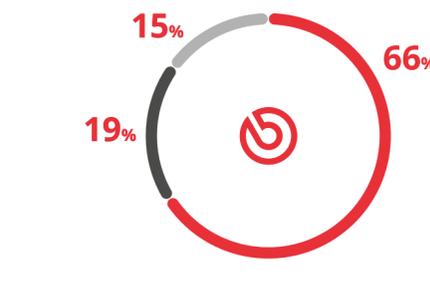
● Fixed remuneration
● Short-term incentive
● Long-term incentive

CEO



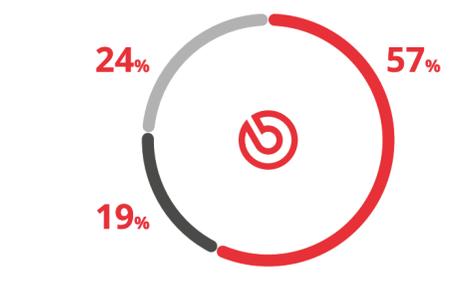
● Fixed remuneration
● Short-term incentive
● Long-term incentive

Chief Legacy Officer



● Fixed remuneration
● Short-term incentive
● Long-term incentive

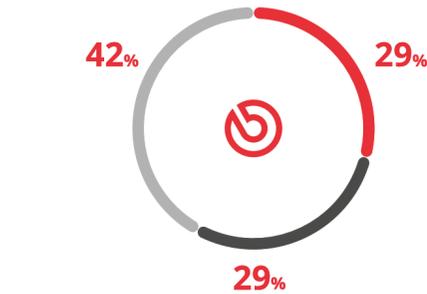
Chief Public Affairs and Institutional Relations Officer



● Fixed remuneration
● Short-term incentive
● Long-term incentive

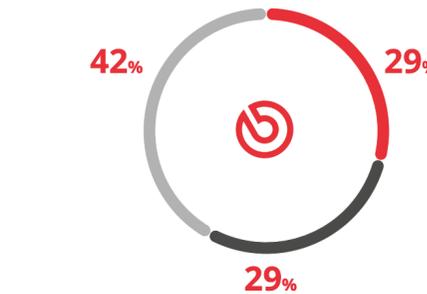
PAY-MIX MAXIMUM

Executive Chairman



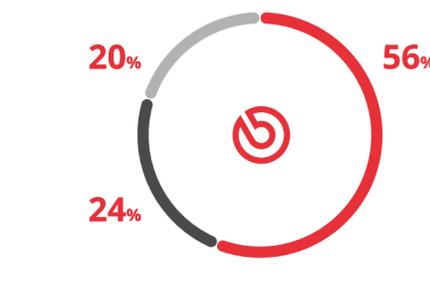
● Fixed remuneration
● Short-term incentive
● Long-term incentive

CEO



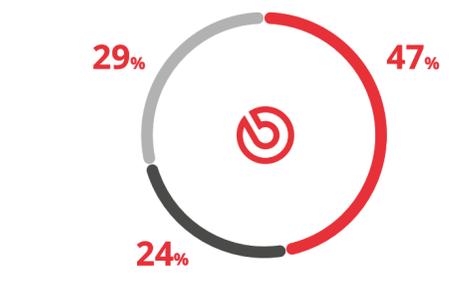
● Fixed remuneration
● Short-term incentive
● Long-term incentive

Chief Legacy Officer



● Fixed remuneration
● Short-term incentive
● Long-term incentive

Chief Public Affairs and Institutional Relations Officer



● Fixed remuneration
● Short-term incentive
● Long-term incentive

The Board of Directors is tasked with assessing the performance levels used in the variable remuneration plans, as per the Remuneration and Appointment Committee's proposals. The Remuneration and Appointment Committee:

- periodically assesses the adequacy, overall consistency and actual application of the 2025-2027 Remuneration Policy adopted for Executive Directors;
- monitors the implementation of the decisions taken by the Board, verifying especially the actual achievement of performance objectives and evaluating the proposed assignment and quantification of variable incentive remuneration.

The remuneration packages for the C-Suite follow the same rationale and philosophy applied to build the remuneration packages for Executive Directors. They include a fixed component, a short-term incentive plan (STIP), a long-term incentive plan (LTIP) depending on the position held, and a benefits package according to the Italian Collective Agreement and Company practices.

4.5.3.5 FIXED REMUNERATION

The fixed remuneration aims to attract and retain highly qualified Executive Directors. To support this fixed remuneration, regular benchmarking is conducted against compensation packages of executives with comparable experience in similar companies, ensuring that our offerings remain competitive and aligned with industry standards.

4.5.3.6 SHORT-TERM INCENTIVE PLAN ("STIP")

The 2025 STIP includes an entry gate based on Group's EBITDA in absolute terms. This performance condition operates with an on/off threshold mechanism, meaning that the final pay-out to beneficiaries occurs only if the Group's operating and financial performance meets the established targets. If the entry gate is not reached, the plan will not be activated, resulting in the non-payment of monetary incentives, regardless of whether the objectives within each STIP form are reached.

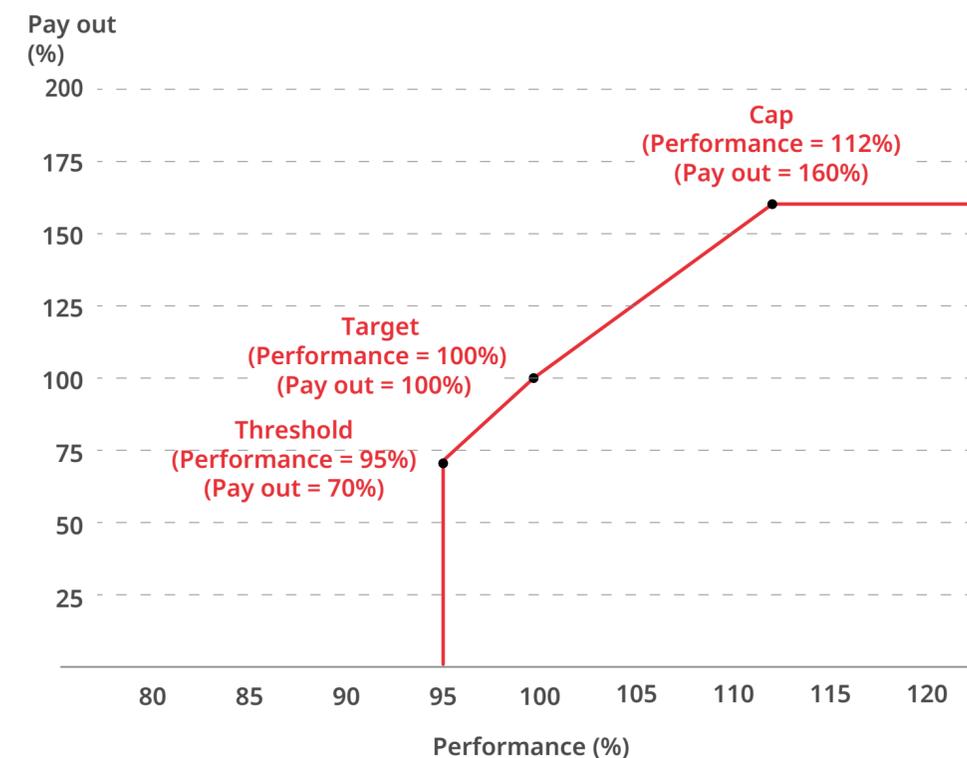
The following table shows the objectives of the 2025 STIP form of Brembo's Executive Directors:

2025 STIP - Executive Directors	Weight
Group EBITDA Absolute Value (€ thousand)	30%
Group EBIT (%)	20%
Group ROI (%)	25%
Group Net Sales (€ thousand)	15%
Group Sustainability Index	10%

The Group has established a maximum limit of 160% for the bonus payable for each objective.

The actual amount of the incentive paid depends on the degree of achievement of the targets assigned to the individual objectives. The overall final cap for each STIP form is set at 150%.

The pay-out cap differs only for the Executive Chairman and the CEO since, for both, achieving the maximum performance levels results in a pay-out that cannot exceed 133.33% of the target.



4.5.3.7 LONG-TERM INCENTIVE PLAN (“LTIP”)

This is a pure monetary plan that allows participants to accrue a long-term incentive if the LTIP objectives are met.

The reward component of the pay-out curve is offset by the fact that for values below the entry point (corresponding to performance in line with the reference targets), no payment proportional to the performance objective shall be paid.

If objectives are not reached for one, two or three of the four performance objectives, beneficiaries are still entitled to payment of the bonus in proportion to the objective(s) actually achieved.

The LTIP costs per each target are included in the three-year business plan objectives so that the LTIP is “self-financed” by the attainment of the objectives themselves.

Achieving the incentive is tied to 4 Group key performance indicators:

- Group Economic Value Added (EVA), used to measure the growth in value during the 2025-2027 three-year period;
- Group Free Operating Cash Flow, as compared to the 2025-2027 three-year period target;
- the ratio between Group Net Financial Position and Group EBITDA (NFP/EBITDA), compared to the target set for the individual years 2025, 2026 and 2027;
- Group Sustainability Index²⁶ (Group carbon footprint) at the end of the three-year period.

The LTIP objectives are designed to reward the Group’s financial and capital solidity, in line with the business plan and the results achieved in recent years in terms of stronger financial performance and productivity recovery.

In 2025, Brembo’s LTIP is in its vesting phase. The bonuses accrued will be paid at the end of the vesting period, following the 2028 Annual General Meeting. The long-term incentive is paid, based on the Group’s consolidated results, in a single payment at the end of the LTIP.

4.5.3.8 CLAWBACK/MALUS

Since the cross-border conversion, effective on 24 April 2024, the clawback provisions set forth by Article 2:135, paragraph 8, of the Dutch Civil Code are applicable to the STIP and LTIP. In particular, the clause allows the Company to request the refund of part or all of the variable components of remuneration (or to withhold deferred components), the award of which was determined on the basis of data or information concerning the achievement of objectives or the circumstances upon which the variable remuneration was based that subsequently proves manifestly incorrect or determined in the presence of fraudulent behaviour or gross negligence on the part of the beneficiaries.

During 2025, Brembo applied neither the claw back clause nor the malus clause.

4.5.3.9 TERMS OF AGREEMENT AND NON-COMPETITION AGREEMENTS

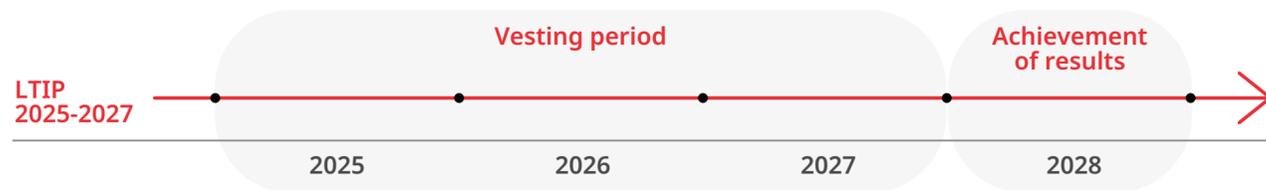
The contract currently in effect for the CEO, Mr. Schillaci, with the Brembo Group, includes specific termination provisions. In the event of termination without just cause, resignation due to serious circumstances, or resignation following a change of control, the CEO is entitled to a lump-sum indemnity equivalent to 18 months’ salary, which includes fixed remuneration, non-compete agreement compensation, and the maximum short-term variable component (STIP). The total amount of the one-off indemnity allocated in the event that one of the aforementioned circumstances occurs may not in any case be less than €3,600,000 gross.

For other directors and executives with strategic responsibilities, the Brembo Group does not have agreements for termination benefits, except for legal obligations and those outlined in the applicable Italian Collective Agreement.

During 2025, the Company did not pay any severance-related compensation to any of the Executive Directors. For more information, please refer to the Brembo’s 2025-2027 Remuneration Policy.

4.5.3.10 PENSION

Only the CEO is entitled to an individual supplementary pension scheme. For all other Executive Directors, who are employees, the provisions of the Italian Collective Agreement of reference apply.



²⁶ Formula of the Group sustainability index (CDP: Group carbon footprint):

$$\frac{\text{Total amount of CO}_2 \text{ emissions saved in the three years thanks to improvement actions (tonnes CO}_2\text{e)} \times 100}{\text{Base year's Scope 1 and 2 CO}_2 \text{ emissions (tonnes CO}_2\text{e)}}$$
 Base year: for the three-year period, it corresponds to 2024.

4.5.3.11 REMUNERATION FOR NON-EXECUTIVE DIRECTORS

The 2025-2027 Remuneration Policy approved by the Annual General Meeting on 29 April 2025 also includes the remunerations of the Non-Executive Directors, the Lead Non-Executive Director and the Chairs and Members of both Board Committees: the Remuneration and Appointment Committee and the Audit, Risk and Sustainability Committee.

This remuneration is fixed and does not depend on the Company's financial performance. Non-Executive Directors are not eligible for variable compensation and do not participate in any incentive plans.

The current annual remuneration for Non-Executive Directors is detailed in the table below:

Non-Executive Directors' Compensation	Euro
Annual cash fee	€ 60,000
Additional fee for Audit, Risk and Sustainability Committee member	€ 25,000
Additional fee for Audit, Risk and Sustainability Committee Chair	€ 50,000
Additional fee for Remuneration and Appointment Committee member	€ 15,000
Additional fee for Remuneration and Appointment Committee Chair	€ 20,000
Additional fee for the Lead Non-Executive Director	€ 30,000
Additional fee for Supervisory Committee member	€ 10,000

Non-Executive Directors, who hold shares in the Company maintain a long-term investment perspective and comply with the Company's internal dealing policy. All

Non-Executive Directors are also beneficiaries of the same Directors & Officers (D&O) insurance policy as the Executive Directors.

4.5.4 IMPLEMENTATION OF THE 2025-2027 REMUNERATION POLICY

4.5.4.1 INTRODUCTION

This section sets out the implementation of Brembo's Remuneration Policy for the year ended 31 December 2025. The remuneration granted in the year ended 31 December 2025 is in accordance with the substance and the procedures of the remuneration strategy (as set out above). Therefore Brembo believes it enables the Company to seek to attract and retain the most highly qualified executive talent and motivate such executives to achieve business and financial objectives that create long-term value for shareholders in a manner consistent with Brembo's core business and leadership values, and taking into account the social context around the Company.

4.5.4.2 STIP 2025

The STIP for the 2025 performance year shall be paid in 2026. During a meeting held on 18 March 2026 the Board of Directors, based on the results for the 2025 financial year and on the proposal from the Remuneration and Appointment Committee, determined an overall performance score at 133.30%. This evaluation is based on the achievement of the following key indicators: Group EBITDA (absolute value), Group EBIT %, Group ROI %, Group Net Sales, and Group sustainability index as illustrated in the following table:

KPIs	Target value	Final value	Weight (%)	Level of achievement (%)
Group EBITDA (€ thousand) ²⁷	563,789.00	578,032.00	30	33.79
Group EBIT % ²⁸	7.68	8.81	20	32.00
Group ROI % ²⁹	9.24	11.53	25	40.00
Group Net Sales (€ thousand) ³⁰	3,855,240.00	3,705,730.00	15	11.51
Group Sustainability Index ³¹	20.00	24.00	10	16.00
Total			100	133.30%

The score application resulted in the following pay-outs:

- for the Executive Chairman, a bonus of €1,299,675 equal to 100% of the annual fixed remuneration, taking into account the assigned target (100%) and maximum (133.33%) incentive levels;
- for the CEO, a bonus of €1,299,675 equal to 100% of the annual fixed remuneration, taking into account the assigned target (100%) and maximum (133.33%) incentive levels;
- for the Chief Legacy Officer, a bonus of 96,870 equal to 53% of the gross annual remuneration, taking into account the assigned target (100%) and maximum (150%) incentive levels;
- for the Chief Public Affairs and Institutional Relations Officer, a bonus of € 154,628 equal to 53% of the gross annual remuneration, taking into account the assigned target (100%) and maximum (150%) incentive levels.

²⁷ The Group EBITDA final value reported in the table come from the segment reporting (IFRS 8) presented in the Brembo Annual Report 2025 under Financial Statements' section "5.2 Explanatory notes to the Consolidated Financial Statements at 31 December 2025".

²⁸ The Group EBIT final value calculated on the Group Total Sales reported in the table come from the segment reporting (IFRS 8) presented in the Brembo Annual Report 2025 under Financial Statements' section "5.2 Explanatory notes to the Consolidated Financial Statements at 31 December 2025". The reconciliation between Net Operating Income (Consolidated Statement of Income) and Operating Income is given in the specific table included in the aforementioned section of the Brembo Annual Report 2025.

²⁹ The Group ROI final value, calculated as Operating Result/Net Invested Operating Capital, reported in the table come from the segment reporting (IFRS 8) presented in the Brembo Annual Report 2025 under Financial Statements' section "5.2 Explanatory notes to the Consolidated Financial Statements at 31 December 2025".

³⁰ The Group Net Sales final value reported in the table come from the segment reporting (IFRS 8) presented in the Brembo Annual Report 2025 under Financial Statements' section "5.2 Explanatory notes to the Consolidated Financial Statements at 31 December 2025".

³¹ Within the reporting boundary, data used for calculation purposes also include Brembo SGL Carbon Ceramic Brakes (BSCCB), a joint venture between Brembo and SGL Group.

4.5.4.3 DIRECTORS' COMPENSATION

The following table summarizes the remuneration received by the members of the Board of Directors for the year ended 31 December 2025 from Brembo N.V., in line with the total remuneration determined by the Annual General Meeting on 29 April, and with the allocation defined by the Board of Directors. It is noted that none of the Executive Directors received additional compensation from subsidiaries of Brembo N.V. Furthermore, none of the Directors were granted personal loans or advance payments.

Name	Office held	Fixed remuneration (€)		STIP (€)	Extraordinary items (€)	Pension benefits ³² (€)	LTIP ³³ (€)	Total remuneration (€)
		Annual fee	Fringe benefits					
Matteo Tiraboschi	Executive Chairman	1,300,000.00	49,142.26	1,299,675.00		46,215.20 ³⁴	1,495,000.00	4,190,032.46
Daniele Schillaci	CEO	1,300,000.00	8,696.42	1,299,675.00	600,000.00 ³⁵	289,935.47	1,495,000.00	4,993,306.89
Cristina Bombassei	Executive Director	256,678.12	2,840.41	96,870.77		15,112.42	69,643.00	441,144.72
Roberto Vavassori	Executive Director	350,000.10	7,434.46	154,628.00		17,719.00 ³⁶	166,750.00	696,531.56
Total	Executive directors	3,206,678.22	68,113.55	2,850,848.77	600,000.00	368,982.09	3,226,393.00	10,321,015.63
Giancarlo Dallera	Non-Executive Director	80,000.00						80,000.00
Michela Schizzi	Non-Executive Director	85,000.00						85,000.00
Umberto Nicodano	Non-Executive Director	60,000.00						60,000.00
Elizabeth Marie Robinson	Non-Executive Director	75,000.00						75,000.00
Gianfelice Rocca	Non-Executive Director	60,000.00						60,000.00
Elisabetta Magistretti	Non-Executive Director	120,000.00						120,000.00
Manuela Soffientini	Lead Non-Executive Director	130,000.00						130,000.00
Total	Non-executive directors	610,000.00						610,000.00
Overall total		3,816,678.22	68,113.55	2,850,848.77	600,000.00	368,982.09	3,226,393.00	10,931,015.63

³² The figures take into account the taxable value, after deducting charges.

³³ The LTIP 2025-2027 provides a single grant and one-time payout. This table shows the LTIP values for 2025 only, according to the accounting principle of provisioning.

³⁴ It represents the additional amount that the Company pays, as required by Italian law, to pension funds.

³⁵ In the Extraordinary items are included €500,000 related to the annual strategic retention bonus paid in 2025 and €100,000 as housing allowance.

³⁶ It represents the additional amount that the Company pays, as required by Italian law, to pension funds.

4.5.4.4 COMPARATIVE INFORMATION REGARDING THE REMUNERATION OF THE BOARD OF DIRECTORS, AND THE GROUP'S RESULTS

The table below shows a comparison between the remuneration paid to Directors who as at 31 December 2025 were members of Brembo's Board of Directors and the Group's financial performance in terms of EBITDA

Director (Role)	2025 (€)	2024 (€)	2023 (€)	2022 (€)	2021 (€)
Matteo Tiraboschi (Executive Chairman)	4,190,032	4,615,546	5,180,381	3,958,496	5,283,741
Daniele Schillaci (CEO)	4,993,307	5,448,319	5,967,822	5,127,227	5,451,124
Cristina Bombassei (Executive Director)	441,145	465,360	479,127	406,648	454,555
Roberto Vavassori (Executive Director)	696,532	752,444	802,416	661,463	741,440
Giancarlo Dallera (Non-Executive Director)	80,000	80,000	55,890	-	-
Michela Schizzi (Non-Executive Director)	85,000	85,000	59,384	-	-
Umberto Nicodano (Non-Executive Director)	60,000	60,000	58,493	55,000	55,000
Elizabeth Marie Robinson (Non-Executive Director)	75,000	75,000	73,493	70,000	70,000
Gianfelice Rocca (Non-Executive Director)	60,000	60,000	58,493	55,000	55,000
Elisabetta Magistretti (Non-Executive Director)	120,000	120,000	98,493	94,004	90,000
Manuela Soffientini (Lead Non-Executive Director)	130,000	130,000	98,493	76,086	-
Corporate performance	2025	2024	2023	2022	2021
Group EBITDA (€ thousand) ³⁷	578,032	612,283	635,034	586,034	467,217
Value of Brembo stock (€)	9.42 ³⁸	9.09 ³⁹	11.10 ⁴⁰	10.45 ⁴¹	12.53 ⁴²

³⁷ The Group EBITDA actual value reported in the table comes from the segment reporting document (IFRS 8) presented in the annual report 2025 under section "5.2 Explanatory notes to the Consolidated Financial Statements at 31 December 2025 - Segment Report".

³⁸ Closing price of Brembo stock BRE:MI at 30 December 2025.

³⁹ Closing price of Brembo stock BRE:MI at 30 December 2024.

⁴⁰ Closing price of Brembo stock BRE:MI at 29 December 2023.

⁴¹ Closing price of Brembo stock BRE:MI at 30 December 2022.

⁴² Closing price of Brembo stock BRE:MI at 30 December 2021.

and value of Brembo's stock. Each figure is provided for a period of five years (2021-2025). The following elements were considered for Executive Directors' compensation: fixed remuneration, STIP, LTIP, pension, benefits, allowances, health insurance and supplementary pension. Consistent with what was represented for the year 2025, the values of LTIP (for the years 2021 and 2022-2024) were represented according to IFRS.

4.5.4.5 INTERNAL PAY RATIO

Pursuant to best practice provision 3.1.2 of the DCGC, the internal pay ratio should be taken into account when formulating the Remuneration Policy. The internal pay ratio is calculated as the ratio between (i) the total annual remuneration of the CEO and (ii) the average total annual

	2025	2024	2023	2022	2021
Total Annual Remuneration of CEO (€)	4,993,307	5,448,319	5,967,822	5,127,227	5,451,124
Average Total Annual Remuneration of Brembo N.V.'s FTEs (€)	81,958.09	79,736.17	77,470.15	73,492.68	71,742.72
Internal pay ratio ⁴³	60.93	68.33	77.03	69.77	75.98

In determining the ratio between the CEO's annual total remuneration and the average total annual remuneration of employees, Brembo uses the Dutch methodology with regard to the remuneration components included for the CEO and for the employees (all labor costs). The average total annual remuneration of employees corresponds to the total personnel costs reported in the annual report, which excludes CEO compensation, divided by the average number of full-time equivalents ("FTEs").

The ratio was calculated taking into account only Brembo N.V.'s employees 2,964.58 FTEs at the end of 2021, 3,032.70 FTEs at the end of 2022, 3,170.80 FTEs at the end of 2023, 3,287.74 FTEs at the end of 2024 and 3,280.68 FTEs at the end of 2025. Brembo has chosen to present the average total annual remuneration of employees based primarily on the number of employees at Brembo N.V. Brembo is a multinational company operating across three continents and multiple countries, each with varying

remuneration of employees of the Company and the Group companies included in the Company's consolidated financial statements.

The following table presents the internal pay ratio for 2025, 2024, 2023, 2022 and 2021:

costs of living standards, remuneration frameworks, and social contribution and taxation implications. Including all employees within the Brembo Group to represent the internal pay ratio would not accurately reflect, from a methodological perspective, the average pay and working conditions of its workforce. This is due to the fact that it would involve an excessively diverse set of incomparable elements as the denominator.

The footnote indicates the value of pay ratio calculated according to Dutch methodology provided by the DCGC.

In addition, it should be noted that the distribution of Brembo N.V.'s employee categories shows a significant proportion of blue-collar workers. Specifically, blue-collar employees (FTEs) accounted for approximately 52% in 2021, 49% in 2022, 47% in 2023, 45% in 2024 and 45% in 2025 of the total personnel within Brembo Group as of 31 December.

⁴³ The internal pay ratio, calculated by taking into account Brembo Group's employees (FTEs) as of 31 December is equal to: 103.94 in 2025, 117.81 in 2024, 132.74 in 2023, 120.52 in 2022 and 136.48 in 2021. It differs from the annual total remuneration ratio indicated in the "Sustainability Statement" section because of the different calculation method.