

An aerial, high-angle photograph of a red car driving on a two-lane asphalt road that curves through a scenic landscape. The sun is low on the horizon, creating a golden glow and long shadows. The road is flanked by grassy fields and dense evergreen forests. The overall mood is serene and natural.

Brembo
2025
Voluntary
Sustainability
Report





LETTER FROM THE CHIEF SUSTAINABILITY & RISK OFFICER



Dear Stakeholders,

In a context shaped by evolving ESG compliance and reporting frameworks, rapid transformation of the automotive sector and global geopolitical tensions, sustainability has become an essential element to manage impacts, risks and opportunities and strengthen resilience to support long-term value creation.

Sustainability today is therefore closely intertwined with how Brembo operates, makes decisions, and plans for the future.

It is within this context that Brembo shares its 2025 Sustainability Voluntary Report, which integrates its Sustainability Statement published within the Company annual Report. This publication provides an overview of the environmental, social, and governance topics most relevant to the Group in a communicative way (“ESRS-free” scheme), illustrating how sustainability priorities are translated into actions and measurable results as part of Brembo’s industrial development.

Starting with the environmental dimension, in 2025 Brembo increased the share of electricity sourced from renewable energy to 88%, up from 83% in the previous year, and reduced CO₂ emissions per ton cast by approximately 24%¹. These achievements were accompanied by a waste recovery rate exceeding 90% and the full measurement of water withdrawals, significant uses, and discharges across all production sites.

Alongside environmental performance, Brembo’s commitment is also reflected in the social and governance dimensions. During 2025, more than 320,000 hours of training were delivered, confirming the Group’s focus on skills development and people empowerment. All Brembo plants are ISO 14001 certified, and 93% have also obtained ISO 50001 certification for energy management. The results achieved further contributed to significant international recognition, including CDP’s “double A” rating for climate change and water security, as well as Brembo’s first-time inclusion in the S&P Global Sustainability Yearbook 2026.

For Brembo, sustainability is a long-term commitment built through consistent choices and measurable outcomes. Looking ahead, we will continue to strengthen the integration of sustainability into strategy, processes, investments, and innovation, with the aim of generating lasting value, supporting people development, and reducing environmental impacts across the value chain. This ongoing effort will guide how we address future challenges and contribute, in a concrete and responsible way, to the transformation of mobility.

Thank you for your continued support and trust.

Andrea Rocco
Chief Sustainability & Risk Officer

¹ CO₂ emissions per ton cast, Scope 1 and Scope 2 (market-based), generated by foundries / net tons of cast iron and cast aluminum (BSCCB included).

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1.

GOVERNANCE

VISION AND MISSION

Electrification, digitalization, autonomous driving and environmental sustainability are macro-trends at the center of the automotive world and the strategies of the market's main players.

Within this scenario, Brembo has been pursuing its mission of being a Solution Provider by proactively rising to the challenges posed by the ongoing transformation, focusing on the needs and desires of the new generations, which will be the users of tomorrow.

Brembo continues to invest significantly in innovation, driven by its vision "Turning Energy into Inspiration", which encourages the Group to extend its sphere of influence to embrace energy management in its broader meaning, not only in terms of components, but also in its role as authoritative systems provider. In addition to innovative hydraulic and mechanical components, innovation is also applied to software and artificial intelligence: this combination allows to aim at a high added-value product and service integration to anticipate the new mobility paradigms.

SENSIFY is the tangible outcome of this vision: the first fluid-free intelligent braking system that constantly interacts with the driver with a view to shaping a zero-accidents future.

At the heart of the Group's strategic vision there is also an overarching commitment to sustainability that has become a *modus operandi* within Brembo, permeating all activities, processes and products. This vision is reflected in Greentell, Brembo's innovative braking solution, characterized by strong technological content and leveraging advanced engineering and materials to enable a more sustainable wheel corner. This sustainability-driven approach is increasingly present also in the relationship with its People, with its supply chain and in the local areas in which the Group operates.

In 2025, the Group continued to implement strategic projects within the three Pillars — Digital, Global and Cool Brand — through dedicated working groups that leverage a shared leadership and the cross-cutting competencies of all parties involved, engaging all Group Regions and outlining the growth direction for the forthcoming future.

DIGITAL

The world has entered the era of artificial intelligence applications focusing on data processing. The ability to analyze and manage data is a crucial skill for continuing to grow and create innovation. Accordingly, Brembo has set itself an ambitious goal: becoming a company that, alongside the production of braking systems, is able to develop and offer all-round solutions to its customers through the widespread dissemination of a solid data culture within the Group and an increasingly data-driven approach.

In line with this approach, in April 2025 Brembo inaugurated its first Brembo Inspiration Lab in Asia, located in Shanghai, which serves as the Chinese center of excellence for the global digital strategy of the Group. As the automotive industry evolves, Brembo is integrating its innovative braking technology with digital and AI-powered software solutions to set a new standard in driving

experience, with a strong focus on safety and comfort. The Brembo Inspiration Lab will be crucial in advancing the Group's vision of a zero-accidents future, where drivers, passengers and pedestrians can experience complete peace of mind.

In 2025 Brembo Solutions — the area providing AI based solutions to global companies — launched ALCHEMIX on Microsoft Marketplace, the platform that enables organizations worldwide to easily access the digital tools they need, regardless of sector and size. Originally developed by Brembo's Data Science and AI Team to generate advanced combinations of friction materials for braking components, ALCHEMIX is now a cloud based software as a service (SaaS) designed to help companies in sectors such as Food & Beverage, Cosmetics, and Chemicals accelerate innovation and remain competitive in rapidly evolving markets.

GLOBAL

Brembo has long ago embarked upon its decentralization path and has now become a Group operating in 18 countries worldwide. Within this context, the Global Pillar aims to balance the Group's international footprint, not only from a commercial standpoint, but also in terms of technology and innovation, by developing and encouraging excellence at local level for the benefit of a global organization whose mindset is based on multiculturalism, valuing of diversity and with inclusion as a shared value.

The acquisition of Öhlins marks a pivotal milestone in the Group's global strategy, reinforcing an international vision that guides Brembo's strategic decisions and builds on the recent additions of SBS Friction and J.Juan. With Öhlins,

Brembo expands its expertise into high performance suspension systems and advances toward a more integrated, intelligent offering aligned with the future of mobility, further strengthening its role as a pioneer and global solutions provider.

Likewise, entering mountain bike racing through its partnership with the Specialized team reflects Brembo's broader global approach — one that extends beyond geography to the breadth and diversity of our portfolio. This collaboration positions the Group within a dynamic, fast growing segment, bringing its sports braking expertise to lightweight, sustainable mobility and supporting its long term development vision.

COOL BRAND

Brembo does not set limits on creativity and considers it essential to continuously engage in strengthening its brand, anchoring it to new trends that are reconfiguring mobility in line with the values and sensibilities of the new generations, especially Generation Z. The objective is thus to identify their passion, needs and tastes, and translate them into a unique brand experience able to generate tangible solutions.

In this context, racing — long the Group's flagship — plays a particularly important part in Brembo, reflecting the Cool Pillar and engaging a wide, diverse audience. In 2025, the company celebrated its 50th anniversary in this extraordinary arena, marking five decades of satisfaction and expertise. Highlights included its roles as Braking Technology Partner at the 24 Hours of Le Mans and IMSA, Title Sponsor of the Mugello MotoGP, and the presence of its braking systems in *F1: The Movie*.

A MESSAGE FROM THE CHIEF LEGACY OFFICER



Dear Stakeholders,

Along Brembo's development path, sustainability and legacy do not represent two separate dimensions, but rather parts of a single vision, rooted in a heritage built over time and in the long-term perspective of a family company that continues to guide our present choices. Both stem from a responsible way of doing business, grounded in the awareness that today's decisions help shape the value the Company will generate over time for people, communities, and future generations.

For many years, sustainability has been a structural element of our identity. It has grown together with the Company, accompanying its industrial evolution and strengthening consistency between strategy, behaviors, and results. This journey has been further reinforced through Brembo's adherence to the United Nations Global Compact since 2021, which has strengthened our commitment to shared principles relating to human rights, labor standards, environmental protection, and business ethics, fully in line with the values that guide the Group.

At the same time, the concept of Legacy has taken on an increasingly broader meaning. Preserving and enhancing what makes Brembo unique is not only about safeguarding the memory of the past, but about ensuring that the principles shaping the Company continue to translate into tangible and lasting impact. These principles find concrete expression in the way Brembo's legacy takes shape across the organization: in a corporate culture where long standing values translate into measurable and verifiable commitments,

such as the certification for gender equality, and in governance processes that embed those values into decision making and everyday behaviors. In this way, legacy and sustainability mutually reinforce one another, ensuring continuity, coherence, and the ability to evolve over time.

The Sustainability Voluntary Report fits into this framework as a tool for transparency and sharing, providing a clear view of the results achieved and the directions undertaken. It is a document that reflects a commitment going beyond reporting requirements and expresses Brembo's willingness to play an active and responsible role in the contexts in which it operates.

In my role as Chief Legacy Officer, I will continue to work to ensure that the Company's historical, cultural, and values based heritage remains a living and dynamic reference, capable of inspiring both present and future decisions. I personally see this custodial responsibility as an active commitment: not only to protect what has been built over time, but to ensure that Brembo's legacy continues to guide choices, behaviors, and ambitions every day. I strongly believe that only by maintaining a solid link between identity, responsibility, and a long term vision can an authentic legacy be passed on — one that generates value over time.

Cristina Bombassei
Chief Legacy Officer

1.1 THE BREMBO GROUP

At 31 December 2025, the Group operated in the following countries

Italy
Bergamo, Curno, Mapello, Sellero, Stezzano

Czech Republic
Ostrava-Hrabová

Denmark
Svendborg

France
Paris

Germany
Leinfelden-Echterdingen, Meitingen, Meuspath

Poland
Częstochowa, Dąbrowa, Górnica, Niepołomice

Russia
Moscow

Spain
Barcelona, Zaragoza

Sweden
Göteborg, Upplands Väsby

United Kingdom
Coventry

Brazil
Betim

Mexico
Apodaca, Escobedo

USA
Hendersonville, Homer, Huntersville, Plymouth, Sunnyvale

Australia
Melbourne

China
Jiaxing, Jinan, Langfang, Nanjing, Qingdao, Shanghai

India
Chennai, Pune

Japan
Tokyo

Thailand
Chonburi, Rayong



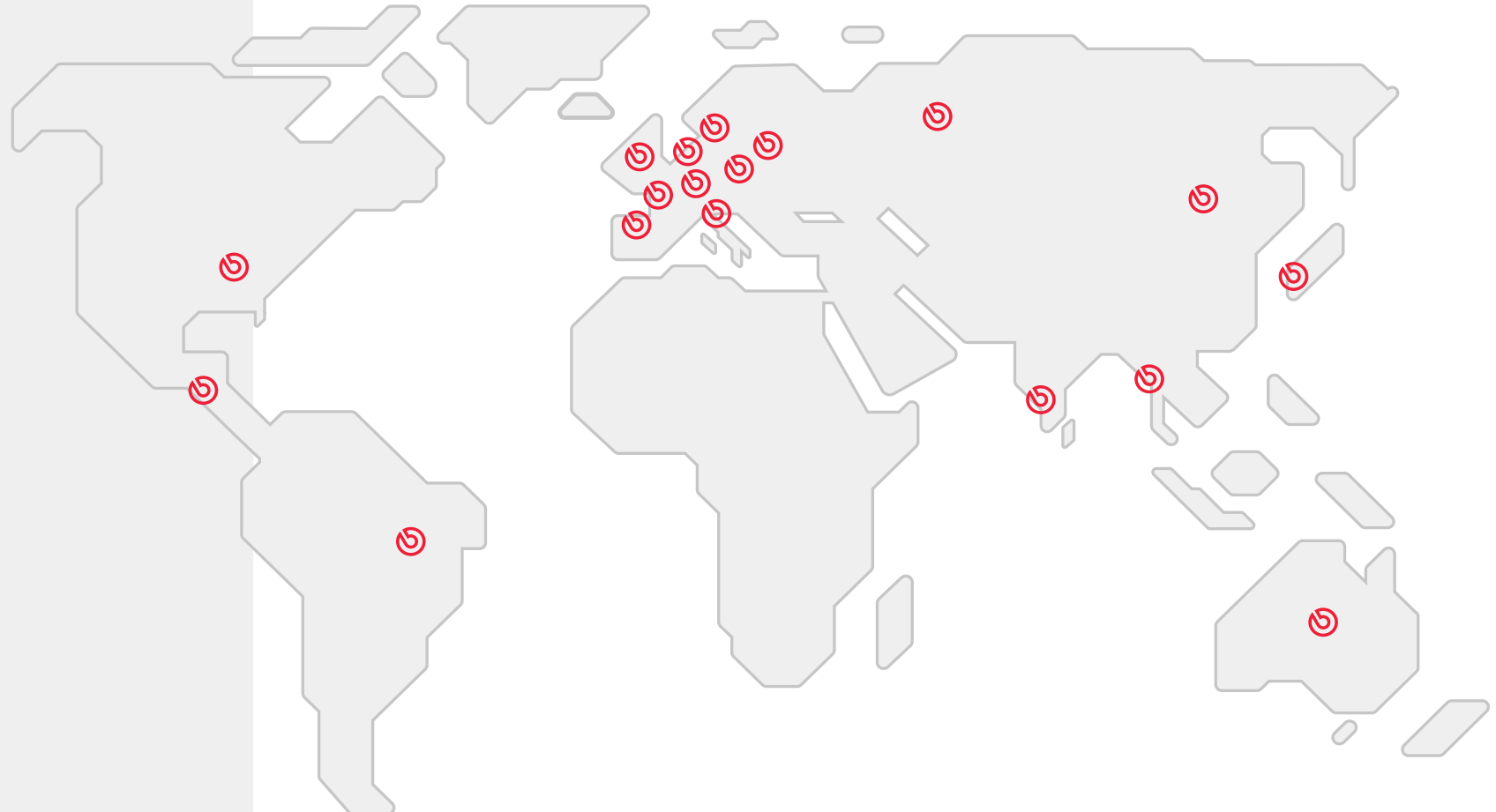
18
countries
in the world



28
manufacturing
sites



12
R&D centers (including
Brembo Inspiration Lab)



1.1.1 THE GROUP, ITS HISTORY AND WORLDWIDE FOOTPRINT

The Brembo Group is a global leader in the design and manufacture of innovative solutions for leading manufacturers of cars, motorcycles and commercial

vehicles. It provides high-performance braking systems, along with clutches and other components for the racing sector.

The Group currently operates in 18 countries across four continents and employs over 16,000 people worldwide.

History: a journey driven by innovation and growth

<p>1961 FOUNDATION</p> <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>	<p>1970 PERFORMANCE</p> <p>During the 70s, Brembo invested in R&D, developing innovative braking systems and collaborating with Enzo Ferrari for his Formula 1 cars.</p>	<p>1980 COMFORT</p> <p>Brembo developed innovative materials, introducing the first aluminum brake caliper, and became a strategic supplier for industrial vehicles.</p>	<p>1995 GLOBALIZATION</p> <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>	<p>2000-10 STYLE AND DESIGN EVOLUTION</p> <p>The Group consolidated its presence in the sports segment and won the Compasso d'Oro award for its carbon ceramic brake discs in 2004.</p>	<p>2010-20 EVOLUTION</p> <p>The Group embraced the Industry 4.0 concept and opened research centres worldwide. In 2017, Alberto Bombassei entered the Automotive Hall of Fame.</p>	<p>2020-25 FUTURE</p> <p>Brembo has embarked on a new strategic journey, driven by continuous innovation and digital transformation. In this context, Brembo introduced Sensify, setting a new benchmark for braking systems, and strengthened its global footprint through the acquisition of SBS Friction, J.Juan, and Öhlins Racing.</p> <p>In 2025, Brembo confirmed its solidity and strategic vision, despite a complex global context and the challenges posed to the automotive sector. Key highlights include investment in HydrosPark and its hydrogen technology, the launch of ALCHEMIX on Microsoft Marketplace, and a 50% increase in production capacity at BSCCB in Germany and Italy. Green solutions like the Greentell Set and recycled aluminum calipers reinforced Bembo's commitment to climate action and responsible development, as recognized by CDP and the Italian Sustainability Awards.</p> <p>In 2025, Brembo celebrated its 50 years in the world of racing, contributing to more than 1,000 championship wins across world's most prestigious motorsport competitions. This winning legacy has now extended to competitive cycling, thanks to a strategic partnership with Specialized Gravity.</p> <p>R&D remains central to Brembo's strategy, as demonstrated by the opening of the second Brembo Inspiration Lab in Shanghai, — China, following the first one opened in Silicon Valley.</p>
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2025 highlights



14,739
employees



3,703
€ million
revenue from contracts
with customers



719
€ million
net financial
debt



407
€ million
net investments



612
€ million
gross operating
income



209
€ million
net result

GROUP'S BUSINESSES OF OPERATION

Brembo's reference market comprises the world's leading manufacturers of cars, motorcycles, commercial vehicles, and racing vehicles. A constant focus on innovation, together with continuous technological and process development — core elements of Brembo's philosophy — has enabled the Group to achieve a strong international leadership position in the research, design, and production of high performance braking systems for a wide range of road and racing applications.

Brembo operates in both the original equipment and aftermarket segments. For car and commercial vehicle applications, its product portfolio includes brake discs, brake calipers, the single wheel module and, increasingly, complete braking systems supported by integrated engineering services, all contributing to the development of new vehicle models.

In addition to brake discs and calipers, Brembo supplies motorcycle manufacturers with brake master cylinders, light alloy wheels, brake hoses, and complete braking systems. In the car aftermarket, the offering includes brake discs, pads, drums, brake hoses, drum brake kits, and hydraulic components.

Following the acquisition of a 100% stake in Öhlins, Brembo has further expanded its product portfolio by integrating high performance suspension technologies for motorcycles and cars.

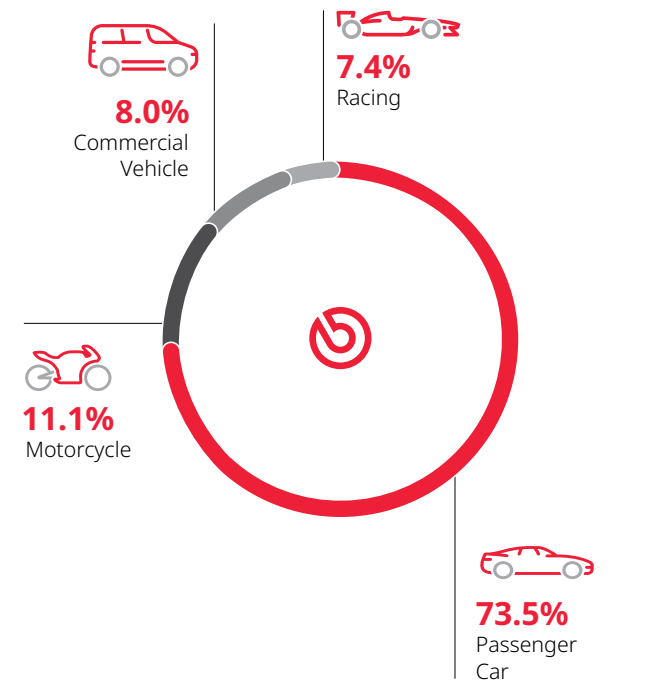
Global production of passenger cars and light commercial vehicles up to 6 tons increased by 4% in 2025. In the year, Brembo continued to adapt to the changing market dynamics, including the increased demand for Battery Electric Vehicles (BEVs) and the regional disparities in the adoption of these technologies. The automotive industry operated in a highly dynamic and complex environment, with trade tensions and

tariffs remaining a major source of volatility throughout the year together with Geopolitical risks.

In 2025, the European automotive market declined by 1%, as did the North America market. In contrast, China's light vehicle production grew by 10%. As regards medium and heavy commercial vehicles, following a sharp contraction in 2024, worldwide production further increased by 4% in 2025. Brembo's core market, Europe, saw a steeper contraction of 6%.

Despite these challenges, Brembo's consolidated net sales remained essentially stable, exceeding €3.7 billion in 2025, confirming the Group's resilience and its ability to tackle market fluctuations.

Net sales breakdown by application



1.1.2 BREMBO AND ITS VALUE CHAIN

The Group's value proposition aims at delivering a balanced integration of safety, performance, quality, design and sustainability, while promoting the reduction of components' weight, the use of recycled materials and improved energy efficiency to minimize environmental impacts throughout the product lifecycle.

Brembo's value chain is broad and highly structured, encompassing all production stages, from procurement of raw materials to the recovery and recycling of components at end-of-life.

Throughout its value chain, the Group involves a diverse network of stakeholders, including suppliers, distributors, aftermarket partners and customers in the automotive, motorcycle and racing industries. These relationships are essential to ensuring operational efficiency, strong sustainability performance and continuous innovation, while also supporting Brembo's long-term commitments to environmental compliance and ESG objectives.

This structured value chain approach enables Brembo to identify, manage and mitigate impacts, risks and opportunities at all stages of the product lifecycle, reinforcing the Group's commitment to responsible, resilient and future-oriented business practices.

The value chain is divided into the following key phases:

UPSTREAM

The first phase of Brembo's value chain involves the sourcing of materials and services. Brembo procures raw materials such as aluminum, pig iron, and other essential materials like coke, graphite, calcium carbonate and other chemical additives. These materials are sourced either from direct extraction activities or through the direct purchase of recycled materials, such as scrap metal. In addition to raw materials, Brembo's upstream phases also involve the purchase of finished products and services, including brake pads, seals, springs, packaging, cutting tools and outsourced services like painting and treatments.

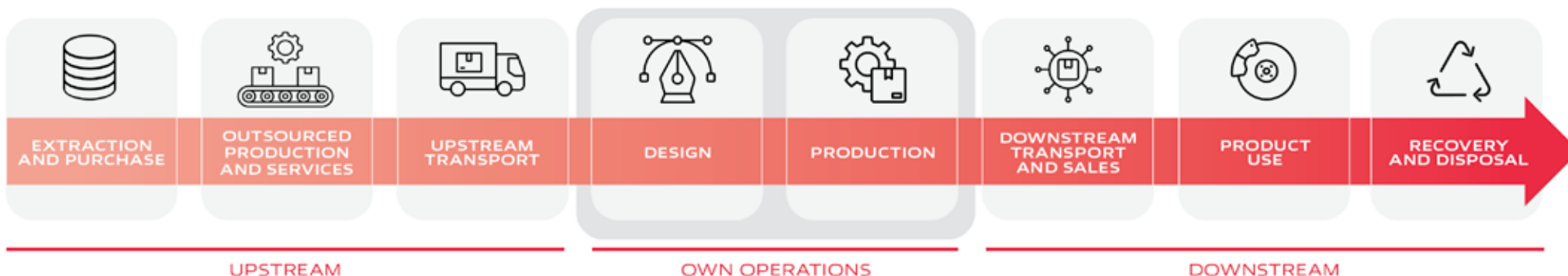
OWN OPERATIONS

At the core of Brembo's operations are activities related to design and development, driven by R&D work, product engineering, and on-road testing. The production phase includes metal casting, mechanical processing, and the assembly of braking systems. These activities are supported by office and back-office work, which ensures full integration of processes and enables Brembo to maintain high standards of quality, safety and performance throughout its internal value chain.

DOWNSTREAM

The final phase of the value chain concerns the use and end-of-life of the product. Brembo braking systems are used by end-users, ensuring them high performance and safety.

The value chain



THE GROUP'S TAX RESPONSIBILITY

The Brembo Group considers tax management a key governance lever with major impacts on sustainability, regulatory compliance and stakeholder transparency.

The Group has adopted a Global Tax Strategy, together with Brembo N.V.'s local strategy, both approved by the Board of Directors and available on the corporate website ([Corporate Governance | Brembo Official Site](#)).

These strategies promote a responsible and transparent approach, supporting all Group companies in applying best national and international tax practices. Brembo complies with local tax laws, double taxation conventions and the OECD Transfer Pricing Guidelines, ensuring application of the arm's length principle and fair profit allocation among Group entities. The Group avoids transactions lacking economic substance that could lead to undue advantages or be considered abusive, does not use jurisdictions with special tax laws for tax avoidance purposes, and does not seek rulings linked to harmful preferential regimes. At the same time, it considers it legitimate to use tax incentives provided by law when grounded on genuine economic reasons consistent with its business. Tax governance relies on a robust Tax Control Framework defining rules, procedures and controls to manage tax risk—i.e., the likelihood of breaching tax laws or acting contrary to legal principles. The Board provides strategic tax guidance, while the Tax area at central and local level oversees implementation through regulatory monitoring, advisory support, internal training and interpretation risk management.

The Group has also adopted a Tax Compliance Model that assigns clear roles and responsibilities, ensuring effective segregation of duties. The Tax Control Framework is structured around four pillars: control environment (tax strategy guiding choices and conduct), risk assessment (checks to detect and mitigate risks), governance

(responsible parties and information flows enabling effective and, where possible, preventive control) and monitoring activities (periodic audits to assess the structure and effectiveness of the system).

The Group prepares an annual Tax Control Framework General Report to inform top management on tax risk management progress and control outcomes. In 2024, Brembo N.V. was admitted to the Italian Revenue Agency's Cooperative Compliance regime for direct taxes and VAT (FY 2023), confirming its commitment to transparent and collaborative relations with tax authorities and to providing all relevant information on the application of tax laws. To reinforce integrity and ethics in tax management, dedicated channels—also available online (<https://www.brembogroup.com/en/governance/whistleblowing-channel>)—enable whistleblowing reports of illegal behaviour or conduct contrary to internal codes, including violations of the Code of Ethics, the Antibribery Code of Conduct, the Model pursuant to Legislative Decree No. 231/2001 and any improper tax conduct. These channels, set up by Brembo N.V.'s Supervisory Committee, support stakeholder protection and accountability.

The following table refers to fiscal year 2024 and provides country-by-country economic and tax data.

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 motorcycle industries	3,595	1,027,402,199	264,273,201	(78,597,884)	493,462,968	45,153,184	(34,940,263)
	Precision mechanical processing, lathe work, mechanical component production and similar activities, on its own account or on behalf of third parties							
SPAIN	Sale of brake discs and drums for cars, distribution of the brake shoe kits and pads	538	87,076,331	14,893,627	(14,467,714)	37,369,863	1,079,839	(1,197,210)
	Development, production and sale of braking systems for motorcycles							
UNITED KINGDOM	Production and sale of braking systems and clutches for road and racing vehicles	181	81,705,826	60,970	13,086,802	30,661,773	1,242,215	(2,610,410)
POLAND	Development, casting, production and sale of brake discs and braking systems for cars and commercial vehicles	2,446	590,422,107	52,771,307	65,740,457	466,252,232	21,049,765	(10,687,846)
	Casting, production and sale of brake discs for cars and commercial vehicles							
CZECH REPUBLIC	Casting, production and sale of braking systems for cars	1,264	307,049,445	19,569,469	17,000,856	167,062,111	-	-
DENMARK	Development, production and sale of brake pads for motorcycles	129	15,239,579	12,325,430	(11,141,975)	19,718,622	(122,719)	129,432
GERMANY	Purchase and resale of vehicles, technical and sales services, as well as promotion of the sale of car brake discs	11	(0)	3,607,529	(1,682,485)	23	1,039,293	(929,175)
SWEDEN	Promotion of the sale of car brake discs	2	(0)	1,047,864	(270,508)	-	126,596	(162,316)
SWITZERLAND	Reinsurance of the Group's risks	1	-	-	2,620,716	-	29,239	(452,853)
FRANCE	Promotion of the sale of car brake discs	3	-	377,028	(190,919)	-	-	(37,907)

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
RUSSIA	Promotion of the sale of car brake discs	2	-	319,690	(253,568)	-	951	2,895
USA	Development, casting, production and sale of brake discs for car original equipment market and the aftermarket, and braking systems for cars, motorcycles and the racing sector	742	378,484,056	29,855,653	71,797,965	165,578,936	14,843,962	(9,944,114)
	Technical and sales services on the US market							
	Inspiration Lab: experimental lab focused on strengthening expertise in software development, data science and artificial intelligence							
MEXICO	Casting, production and sale of braking systems for cars and commercial vehicles and car brake discs for original equipment and the aftermarket	1,868	522,176,425	6,161,318	117,419,642	484,633,238	5,812,474	(10,362,198)
BRAZIL	Production and sale of car brake discs for the original equipment market	231	76,937,913	479	11,028,827	13,128,494	1,783,474	(1,680,122)
CHINA	Casting, production and sale of brake discs for the original equipment and casting, processing and assembly of braking systems for cars and commercial vehicles	2,016	581,054,550	35,358,290	135,667,615	263,623,645	24,739,827	(24,523,567)
	Development, production and sale of OEM brake discs for cars and production; sale of braking systems for motorcycles and logistics, sale 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	4,606,266	2,330,216	1,758,559	2,310,224	298,060	(310,881)
INDIA	Development, production and sale of braking systems for motorcycles	1,272	168,487,835	1,553,711	36,043,895	28,655,290	6,274,351	(7,341,054)
THAILAND	Production and sale of braking systems for motorcycle	20	-	-	338,909	8,186,826	-	-
AUSTRALIA	Marketing activities	-	-	-	(8,433)	-	404	-
TOTAL		14,348	3,840,642,531	444,505,782	365,890,756	2,180,644,244	123,350,917	(105,047,588)

1.2 SUSTAINABILITY FOR BREMBO

1.2.1 SUSTAINABILITY GOVERNANCE

The Brembo Group is constantly committed to operating responsibly, integrating sustainability in all 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 in the graph on the right.

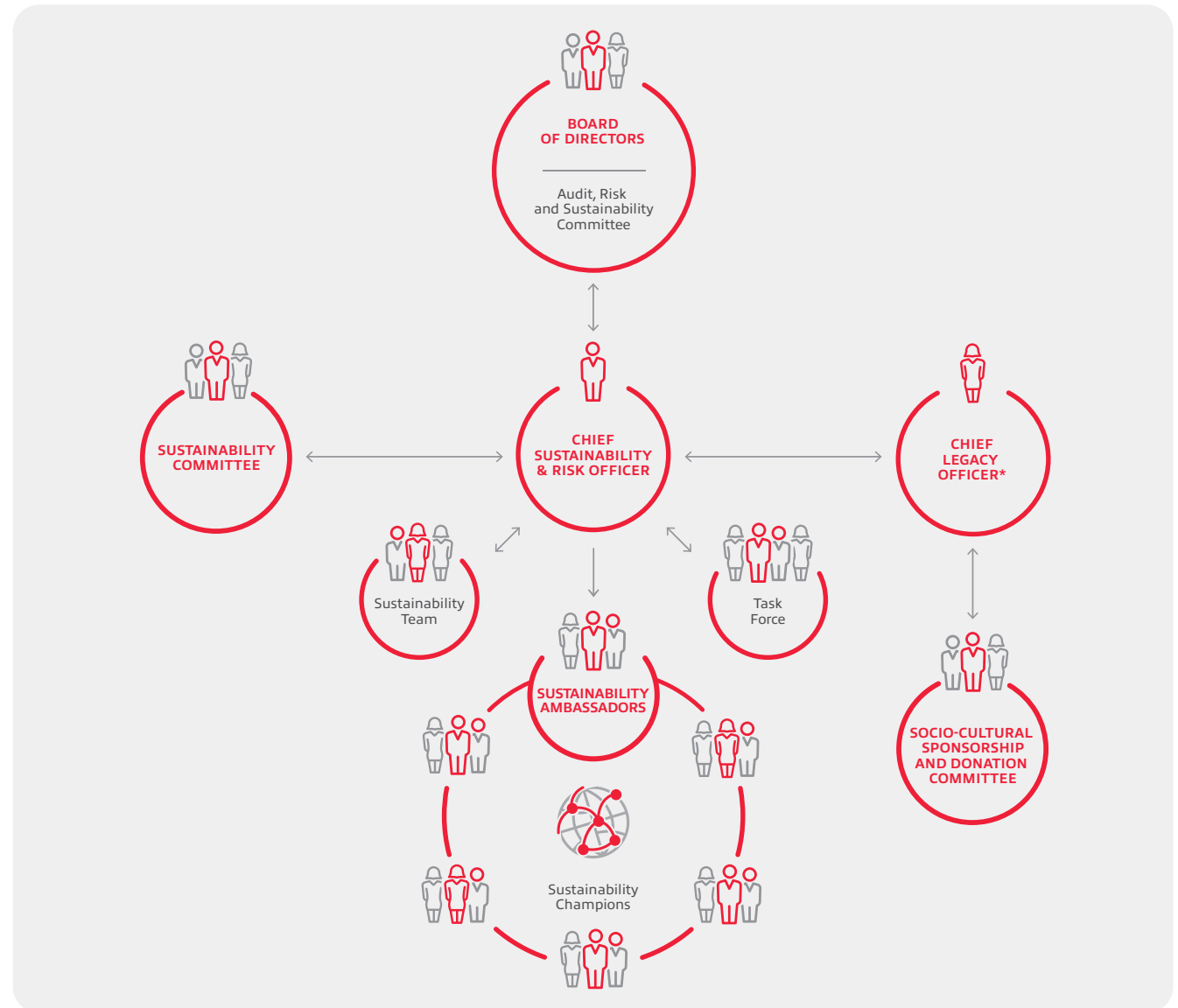
Brembo's sustainability governance is based on an integrated, multi-level framework that embeds environmental, social and governance (ESG) matters into the Group's strategy, decision-making processes and operational activities.

At Board level, oversight of sustainability matters is entrusted to the **Audit, Risk & Sustainability Committee**, which supports the Board of Directors in supervising sustainability-related impacts, risks and opportunities and in overseeing the integrity and quality of financial and sustainability reporting.

Within this framework, the **Chief Sustainability & Risk Officer (CSRO)** coordinates the sustainability initiatives across the Company, oversees the preparation of the Sustainability Reporting, and ensures alignment among sustainability objectives, risk management processes and internal control activities, acting as the main point of contact between governance bodies and independent auditors.

At managerial level, the **Sustainability Committee**, composed of the main representatives of Global Central Functions (GCFs) and Global Business Units (GBUs). It ensures alignment of Sustainability policies and guidelines with the overall corporate strategy and proposes strategic

Structure of the sustainability governance



* Member of the Sustainability Committee and of the Board of Directors.

environmental, social and governance objectives in line with the Group's ESG vision, while reviewing the Sustainability Statement prior to its approval by the Board.

The **Chief Legacy Officer (CLEO)** is responsible for safeguarding and promoting Brembo's heritage and corporate values, while ensuring the coherence and effective implementation of the ESG framework across the Company. The CLEO fosters positive and lasting social impact through initiatives supporting local communities, coordinates with internal functions on emerging ESG topics, and maintains ongoing dialogue with the Chief Sustainability & Risk Officer. In addition, in the role of Executive Director in charge of the Internal Control and Risk Management System, the CLEO oversees the effectiveness and continuous improvement of internal controls. The CLEO also leads and oversees the activities of the Socio-Cultural Sponsorship and Donation Committee.

Within the sustainability governance framework, and with specific reference to the social dimension, Brembo has established the **Socio-Cultural Sponsorship and Donation Committee** at Group level to ensure a structured and strategic management of socio cultural sponsorship and donation initiatives. The Committee represents a central governance body responsible for defining the budget, criteria, guidelines and strategic priorities guiding sponsorship and donation activities in the social and cultural sphere. The Committee periodically convenes selected GCF Chief Officers to evaluate proposed initiatives, assess their alignment with the Group's values and defined intervention categories, and monitor the consistency, effectiveness and impact of the projects supported.

Operational execution is supported by the **Sustainability Task Force**, which works cross-functionally and in close cooperation with the business areas on ESG analysis, data collection and implementation of sustainability initiatives.

At local level, the network of **Sustainability Ambassadors and Champions** supports the deployment of the Group's sustainability strategies, promotes employee engagement and facilitates information flows among corporate functions and operational sites.

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 its activities.

1.2.2 SUSTAINABILITY PLAN

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




To ensure the effectiveness of the plan, the Sustainability Committee periodically reviews each objective and monitors the related progress based on industry best practices and global ESG trends. Updates are provided annually for each objective to foster continuous improvement and to make any adjustments, where necessary. The plan also promotes the engagement

of customers and suppliers, fostering mutual and sustainable growth.

To further strengthen its commitment, the Group has integrated sustainability into its incentive schemes through the 2025 STIP (Short-Term Incentive Plan) and the 2025-2027 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 2025 Annual Report (Integration of sustainability-related performance in incentive schemes).

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

Group sustainability plan - Turning Sustainability into Action

	Goal	Objective Description	○ Baseline	● Status 2025	◎ Target(s)
	Net Zero (Scope 1+2)	Achieve net zero emissions at Group level (Scope 1+2)	2020: 372,491 tCO ₂ e	-52% (179,309 tCO₂e)	By 2030: -42% By 2040: -90%
	Net Zero (Scope 3)	Achieve net zero emissions at Group level (Scope 3)	2020: 1,682,726 tCO ₂ e	-10% (1,508,672 tCO₂e)	By 2030: -42% By 2040: -90%
	Renewable energy	Percentage of renewable energy (%)	2020: 43%	88%	By 2025: 70% By 2030: 100%
	Recycled waste	Percentage of recycled waste as a proportion of total waste generated (%)	2022: 85%	92%	By 2025: 90% By 2030: 95%
	Incident rate	Continuous reduction of the incident rate	2022: 3.63* 2024: 2.33*	-28% (2.60) +11% (2.60)	On baseline -10% YoY annual
	Gender in Management	Representation of each gender in the cluster of Management	2024: 17% women; 83% men	18.7% women; 81.3% men	2028: more than 20%
	Gender in Executive Directors	Representation of each gender in the cluster of Executive Directors	2024: 25% women; 75% men	25% women; 75% men	2026: at least 25% upon renewal of the Board of Directors
	Gender in Non-Executive Directors	Representation of each gender in the cluster of non-Executive Directors	2024: 57% women; 43% men	57% women; 43% men	2026: at least 40% upon renewal of the Board of Directors
	Suppliers' CO₂ emissions data collection	Ensure 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	2023: 41% validation rate of Brembo's "carbon relevant" suppliers' data	86%	2030: achieving and maintaining a validation rate of "carbon relevant" supplier's emissions data above 75%
	Local for Local index	Prioritise localised supply chains where Brembo has production sites	2020: 87% local for local index	90.42%	2030: ensuring that the local for local index is maintained at over 85%
	Third-party supply chain monitoring through self-assessment questionnaires	Extend the third-party self-assessment questionnaire to cover significant portion of direct supplier spend	2024: 77% coverage of direct supplier spend	85%	2030: 85% coverage of direct supplier spend
	Third-party supply chain monitoring through on site audits	Extend the ESG assessment and monitoring of the supply chain	2020: 70% turnover of relevant direct material suppliers	80.74%	2026: achieving 80% turnover of relevant direct material suppliers

* Recalculated according to ESRS. For further details on the status and target, please refer to paragraph S1-14 of the Sustainability Statement.

** Around 300 suppliers.

1.2.3 STAKEHOLDER ENGAGEMENT

The Company recognizes the importance of stakeholder engagement as key driver of sustainable long-term value creation. Brembo is committed to pursuing a constructive and 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. Approved by the Board of Directors, the policy has been reviewed in line with the best practices set out by the Dutch Corporate Governance Code (DCGC) and is published on the Intranet and on the corporate website.

Stakeholder engagement methods vary depending on the stakeholder group and on the topics addressed. Through the materiality assessment process, stakeholders' opinions and interests have been reflected in Brembo's strategy and business model. The outcomes of engagement activities are used to guide and strengthen the Group's strategies and operations, helping to identify areas for improvement and confirm existing practices. Governance bodies are regularly informed of engagement results, fostering continuous commitment to responsible and innovative practices.

This constant dialogue helps build trust, strengthens collaboration and guides the Group's actions towards greater sustainability and innovation.



1.2.4 DOUBLE MATERIALITY ANALYSIS

To define the material sustainability topics and determine 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). This analysis forms the basis for identifying material topics through the mapping of impacts, risks and opportunities (IROs) generated by the Group's activities, products, services, and value chain.

Brembo carried out an impact materiality assessment with the active participation of several stakeholders. With regards to financial materiality, the assessment process evaluated risk and opportunities, also considering physical risks and transition risks related to climate change. In this way, Brembo identified the risks and opportunities that could have a significant impact on its business. At the same time, sustainability-related

opportunities were analyzed, including progress on ecological innovations and the increased demand for electric vehicles.

These assessments enabled the identification of the Group's material topics. The Double Materiality analysis is grounded in Brembo's enterprise risk management procedures, including due diligence, and active engagement with internal and external stakeholders.

For further information on individual impacts, risks and opportunities and on the related assessment processes, please refer to the Sustainability Statement section of the 2025 Annual Report (SBM-3 — Material Impacts, Risks and Opportunities and their Interaction with Strategy and Business Model and IRO-1 — Double Materiality Assessment).

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 in order to foster people's wellbeing, protect the planet and ensure 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 ESRS, identifying the Group's impacts on the Global Agenda goals. To determine the goals on which it has generated impacts, the Group actively participated in UN Global Compact sessions.

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 labor rights, environmental protection, and anti-corruption principles.

The initiative requires companies to share, support, and apply a set of fundamental principles on human rights, labor 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 transparency. Global Compact provides an opportunity to share strategies and good business practices in response to global challenges, use ESG-related management tools and resources, and participate in specific working groups.

Further strengthening its commitment, Brembo N.V. 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, in 2025 Brembo actively participated in Global Compact programs.





2.

INNOVATION FOR SUSTAINABILITY

2025 HIGHLIGHTS



131
patents filed
in 2025



30
new trademarks
registered in 2025



100%¹
ISO 27001
certified plants



IATF 16949:2016
certification standard
obtained by 93%² of the
Group's plants



+7.5%
increase in the follower
base considering 8
social channels



1 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., Brembo North America Inc., Brembo Mexico S.A. de C.V., Brembo Nanjing Brake Systems Co. Ltd., Brembo (Nanjing) Automobile Components Co. Ltd., Brembo Huilian (Langfang) Brake Systems Co. Ltd. and Qingdao Brembo Trading Co. Ltd.

2 All Brembo plants are IATF certified with the exception of the sites in Zaragoza and Shandong (BRGP), which are ISO 9001 certified as they are aftermarket sites, and the recently acquired Jiaxing and Rayong plants, which will complete IATF 16949 certification by 2026, once integration activities are finalized.

2.1 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 lifecycle 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, consider market needs.

Therefore, the main objectives of the Group's R&D efforts are:

- **Zero Accidents Future:** besides high performance, Brembo's new products aim the safety of end-users. The Group is committed to guaranteeing 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;
- **increase of braking system performance:** the Group commits to ensuring the maximum reliability of its products, while improving comfort through innovative solutions that reduce braking 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 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;

- **reduction of the environmental impact of vehicles:** 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):** understanding the overall impact of its product enables Brembo to make informed choices in line with its sustainability objectives. That is why Brembo conducts Life Cycle Assessments across its product families: the results provide a solid basis for continuously improving the sustainability features and performance of its products.

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 2025, the Group filed 131 patents, in addition to extending many previously filed patents to other countries, bringing Brembo's total patents to 4,150. In 2025, Brembo also registered 30 new trademarks, reaching a total of 580 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), Automotive SPIN Italia³, 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 and meetings to promote a culture of collaboration and shared knowledge.

In this regard, Brembo promotes collaborations with research centers 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 centers 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.

³ <https://www.automotive-spin.it/>

2.2 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 also by the new European regulations, is increasing 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 systems integration and mechatronic products research and development.

In line with the Group's vision, product development is guided by three principles: advancing the Zero Accidents Future vision, reducing total cost of ownership (TCO) over the product lifecycle, and fostering a reliable and trusted community.

Sensify

In line with the Company's vision, the promotion of Sensify™, the innovative brake system that integrates artificial intelligence, software and sensors, continued at numerous customers, leveraging both virtual and physical demonstration activities.

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. Sensify™ is expected to be launched in production for passenger cars in 2026 within clearly defined regions, although demand and interest are rapidly growing globally, and a second wave of launch in production is planned for H1 2027.

Discs and calipers

Since many years Brembo is committed to developing innovative technologies aimed at reducing particulate emissions generated by braking systems—an area that has become increasingly important within European and international air-quality policies.

In this context, the launch in 2025 of the new GREENTELL set represents a significant milestone. The set includes a next-generation brake disc and dedicated pads designed to deliver high performance, enhanced corrosion resistance, and, above all, a substantial reduction in particulate emissions. Its versatility allows application across a wide range of vehicles, from New Energy Vehicles to internal combustion models, from premium cars to light commercial vehicles.

The environmental value of GREENTELL lies primarily in the adoption of an innovative coating applied using the Laser Metal Deposition (LMD) technology. Combined with specially designed pads, this solution increases the durability and resistance of the disc, reducing wear by up to 80% and PM10 particulate emissions by up to 90% compared to traditional uncoated cast-iron discs. The introduction of this technology marks an important step for Brembo in advancing solutions that combine performance, safety, and lower environmental impact, reinforcing its role as a key enabler of the transition towards a more sustainable mobility.

At the same time, considerable attention was also paid to the Far East markets, especially China, where regulators are considering the introduction of standards similar to the new Euro 7 regulation aimed at reducing brake-related particulate emissions. In these regions, there is also growing interest for lightweight braking solutions capable of offsetting the average increase in vehicle weight associated with the widespread adoption of electric and hybrid cars. Ongoing development activities and discussions with

both established manufacturers and new market entrants confirm the strategic relevance of these technologies and their potential contribution to decarbonization and the sustainability of next-generation vehicles.

The goal of using the braking system to help reduce vehicle consumption and associated CO₂ and particulate emissions is being pursued through the development of new solutions.

These include methodologies to minimize caliper mass and residual torque without compromising performance, improvements to caliper functionality through newly defined seal-piston characteristics, and the optimization of a new-concept pad sliding system.

As a result of these solutions, a new four-piston fixed caliper concept has been developed that significantly reduces tangential dimensions and overall mass, with mass production planned for 2027. In addition, Brembo also remains strongly committed to advancing the performance of its products. In this regard, Brembo is developing a new casting layout for fixed calipers, expected to deliver a 5% improvement in the mass/stiffness ratio, a 10% increase in casting efficiency, and greater stylistic freedom for more complex caliper shapes, with potential mass production also planned in 2027.

Digitalization and virtualization also continue to evolve. AI based tools, such as Optipad and DesAligner, have been developed by Brembo to accelerate simulations and support caliper design optimization, improving residual torque behavior and overall performance.

Motorcycles

In line with the Group's pillars, which prioritize digitalization, electrification, and emissions reduction, the Motorcycle GBU has further developed an innovative braking system with a high level of mechatronic integration. Two motorcycle prototypes equipped with this technology are currently under development, with the goal of identifying the technical architecture best suited to match performance requirements while minimizing size, weight, and overall system costs. Completion of this phase will enable the launch of detailed design activities by June 2026.

In parallel, following the introduction of a new braking system for downhill racing bicycles, Brembo is developing the first monobloc brake caliper specifically designed for bicycles. The project is based on the miniaturization of technologies currently used in motorcycle applications, allowing the transfer of consolidated expertise into a rapidly expanding segment.

These initiatives are fully aligned with the Group's ESG strategy, contributing to the development of lighter, more efficient, and technologically advanced products. Moreover, in line with Brembo's commitment to sustainability, work is progressing on the development of 'green' aluminum alloys with recycled content levels of 80% and 100%. The alloy containing 80% recycled material has successfully completed all preliminary functional and aesthetic validations, while for the alloy produced entirely from recycled material, efforts are underway to identify a surface-finishing treatment capable of meeting the aesthetic standards required by customers.

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.

Racing

The year 2026, will be particularly significant for Brembo in the motorsport world, which will be marked by the introduction of the new Formula 1 regulations calling for a further electrification of the powertrain. This technological transformation will deeply impact braking systems as well, requiring a substantial evolution of the solutions currently in use. To prepare for this transition, technical development began as early as 2024, with simulation activities, system design, and preliminary validation of a completely redesigned braking system. All components involved, from calipers to rotors, pads, rotor carriers, the master cylinder, and the new brake-by-wire system, have been re-engineered to meet the requirements of the upcoming regulations.

The most significant innovations include the new carbon-carbon brake rotors, featuring optimized geometries and cooling design compared with previous versions, as well as a new caliper concept that introduces the possibility of using four pads, improving both braking performance and driver control. Alongside this solution, Brembo has developed a second caliper concept equipped with sensors capable of measuring brake torque and paired with a dedicated electronic control unit; this system has already undergone successful validation on dedicated test benches and will be further evaluated with selected teams during the 2026 season. In parallel, development continues of the next-generation brake-by-wire systems for Formula E, scheduled to debut in 2027. In line with the Group's vision of fostering a reliable and trusted community, Brembo presented its latest motorbike innovation at EICMA: TrackTribe. Designed around the philosophy "Ride, Improve, Connect", TrackTribe transforms Brembo's vehicle dynamics and braking

expertise into an advanced digital ecosystem that supports riders both individually and collectively. The system enables users to monitor and analyze their track performance, in addition to joining a wider community where they can compare lap times, engage with fellow enthusiasts, and share content in a safe and structured environment. The platform also offers significant potential for further evolution, including deeper analytical insights and the integration of suspension and damper related data.

Brake pads

In 2025, FrictionLab reaffirmed its steady commitment to developing conventional customer-oriented friction materials and increasingly high-performing solutions for racing and high-performance vehicles. Its well-established expertise on friction materials is combined with that of its subsidiary BSCCB (Brembo SGL Carbon Ceramic Brakes) to develop pads for carbon ceramic discs. FrictionLab also strengthened its contribution to Brembo's aftermarket strategy through its growing collaboration with BRGP, the joint venture with Gold Phoenix and Brembo's first plant entirely dedicated to large scale brake pad manufacturing. The partnership deepened when BRGP's R&D area became fully operational, enabling FrictionLab to transfer its technical expertise more effectively. At the same time, production volumes increased significantly, boosting Brembo's capacity to meet rising global market demand. Brembo forged ahead with its strong collaboration with SBS, a company specializing in the development and production of brake pads made from sintered and organic materials for the motorcycle and bike sector. This partnership focuses on developing new sintering processes to reduce manufacturing lead time and potentially improve the environmental impact of brake pad production. The activities carried out in 2025 showed promising results, with the first prototypes expected to be delivered and tested in 2026.

In anticipation of Euro 7 regulations, which will impose stricter emission limits, FrictionLab is working closely with multiple business units to analyze and optimize emissions from both quantitative and qualitative perspectives. This proactive collaboration not only ensures regulatory compliance, but also drives innovation in friction materials: the influence of process parameters on PM10 emissions have been examined in depth, and tailor-made pad formulations are being developed for increasingly innovative brake discs, such as GREENTELL and Green-Z, as well as for electrified applications.

FrictionLab has strengthened its sustainability efforts by mapping the environmental impact of Brembo's friction materials through life cycle assessments. This work has led to the successful eco-design of a new formulation using recycled and low impact raw materials, significantly reducing the brake pad's environmental footprint, while preserving high performance.

R&D partnerships and Brembo Lab

Brembo continues to conduct R&D activities in cooperation with international universities and research centers, 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, in 2025 Brembo continued also to participate 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 fiber-optics as the sensor element.

In addition, Brembo further developed its partnership with Michelin, enhancing the potential of its product range and strengthening its commitment to excellence. Together, these efforts are paving the way for a brighter future in the automotive industry. This is made possible by the integration of Brembo's SENSIFY® braking system with Michelin's Embedded Tire Digital Twin: the two companies have created a fully connected braking solution capable of adapting in real time to road conditions and tire behavior.

Brembo and Michelin affirm their long-term commitment to safety, comfort, and responsible performance.

R&D activities are not only carried out at the Stezzano HQ, but also globally in all the regions. In 2025, Brembo opened its first Inspiration Lab in Asia, in Shanghai.

The new center focuses on software development, artificial intelligence, and data science, supporting Brembo's transformation into a global solution provider. It complements the Company's innovation network, including the Silicon Valley Lab and other R&D centers worldwide. The Shanghai Lab will collaborate with top universities, startups, and industrial partners to accelerate advanced technological solutions.

2.3 REDUCING ENVIRONMENTAL IMPACT: BREMBO INVESTMENTS

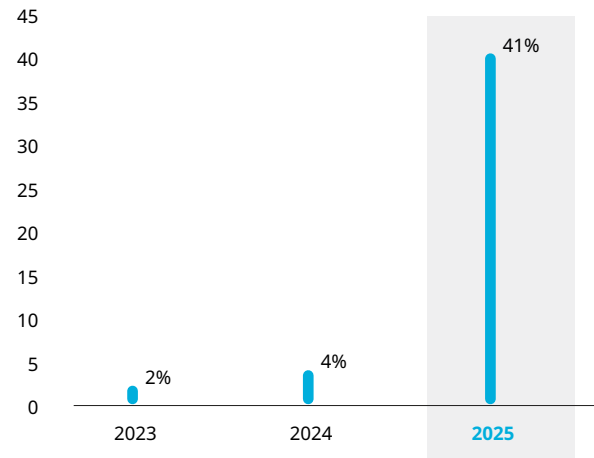
The European Union Taxonomy, introduced as part of the CSRD regulatory framework, is a classification system that enables the identification of economic activities considered environmentally sustainable.

In this context, the reported CapEx and OpEx figures represent a limited proportion of the Group's total environmental investments and operating costs, as they include only those activities that meet specific eligibility criteria and make a substantial contribution to environmental objectives.

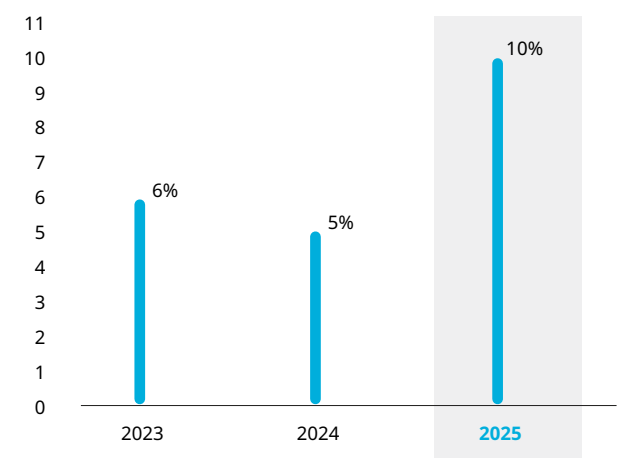
For instance, Brembo supports compliance with EU 7 standards through investments exceeding €100 million over the last three years in innovative disc and pad solutions (e.g., Greentell Set).

Over the period analysed, capital expenditure (CapEx) recognised under the Taxonomy shows an upward trend, rising from modest levels in 2023 and 2024 to a significant increase in 2025. This trend indicates a gradual intensification of investment over the three-year period, with a greater impact in the final financial year under review. Operating costs (OpEx) recognised under the Taxonomy almost doubled in 2025 compared with previous two years.

CapEx (%) associated with Taxonomy



OpEx (%) associated with Taxonomy



2.4 COLLABORATIONS TO REDUCE ENVIRONMENTAL IMPACTS

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

- demonstrate and measure the reduction of PM10 emissions, related to the bus braking system, at the bus stops;
- support authorities in the estimation of non-exhaust emissions, in accordance with Directive 2016/2284/EC;
- demonstrate the decrease in the brake wear rate, and the ensuing increase in the durability of the braking system compared to the traditional ones, for 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. For further details on Brembo's approach and developments in this area, please refer to Section 4.2 – Product Innovation.

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 tons 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 to reduce 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 (by over 65% compared to the traditional braking system). Braking is one of the vehicle's most essential functions and is closely related to the issues of safety and reliability. Accordingly, the brake product to be developed will be a full-electric braking system (compared to a state of the art that features hybrid hydraulic-electric braking technology) 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. SHIFT2ZERO

In the EU, there is a marked mismatch between the supply of light commercial vehicles for urban freight transport (N1 category) and the rapidly evolving needs of urban logistics and climate targets. Last-mile logistics—the most inefficient and complex stage of the supply chain—offers significant opportunities for improvements at both the vehicle and operations levels. To address these challenges, the S2Z project has been launched: an interdisciplinary consortium of 30 partners across 10 countries, covering the entire automotive and logistics value chains, with the goal of accelerating the adoption of e-LCVs and reducing operational costs and environmental impacts in scalable urban and suburban applications. Six pilot projects are currently active in Europe: Belgium, Greece, Italy, Norway, and Poland.

8. UPRAISE

UPRAISE addresses the critical need for advanced and interdisciplinary digital skills in the Virtual Worlds economy. The project delivers innovative education and training programs, equipping a workforce with expertise in, for instance, XR, AI, Digital Twins, blockchain, IoT, and the integration of sustainability, ethics, and entrepreneurship in digital solutions. By offering modular, personalized, and industry-aligned curricula, it meets the evolving needs of both industry and society. The project unites 26 beneficiaries (9 HEIs, 8 industry, 9 hubs/RTO/ VET organizations) and additional 9 associated partners (one of which, SUPSI, involved in most tasks) from 11 European countries. This diverse consortium fosters cross-border collaboration, ensuring a holistic and interdisciplinary approach to education and innovation. UPRAISE will deliver programs across all partners, awarding 2,500+ bachelor, master, and MBA degrees, and 1,600+ certifications based on self-standing modules. An AI-powered platform will support personalized study plans, alongside with integrated labs with immersive XR learning environments across multiple verticals (manufacturing, energy, healthcare, education/creativity, food and PA), a shared repository of educational resources, ensuring flexible, high-quality access, and continuous services to monitor industry trends and inform curricula, ensuring programs address emerging skills gaps. Dedicated train-the-trainer programs will upskill teaching staff, while mentorship and financial support will promote inclusivity, particularly in underrepresented regions. The resulting Next Generation Stakeholder Network for Virtual Worlds will connect academia, industry, and policymakers beyond the project's end, fostering resource sharing and the co-creation of scalable solutions that drive Europe's digital and green transitions.

9. HARMONY

The HARMONY project aims to develop and integrate advanced digital solutions in factories, with a particular focus on human-robot interaction, with a view to Industry 5.0 and inclusivity. Advanced automation, autonomous robotics and immersive technologies for the Industrial Metaverse will support operators to increase their safety and wellbeing and enhance their skills so that they can be employed in activities with higher added value. Within the project, the solutions developed will be demonstrated in relevant industrial contexts, involving various players in the supply chain and validating production processes in their entirety. The increase in competitiveness achieved thanks to the HARMONY project will be the result of the flexibility of the solutions developed, which will be able to simulate and adapt to different scenarios, and their ability to increase and guarantee the efficiency, quality and safety of the process. The collaboration between research institutions, large corporations and SMEs will enable the latter to come into contact with innovative technologies that would otherwise be difficult for them to implement independently, to evaluate their benefits first-hand and to become resilient, strengthening the entire supply chain.

10. TRAIN-ME

This project is an external initiative of KilometroRosso in collaboration with Brembo that aims to bridge the existing digital skill gap in the manufacturing sector by developing an innovative Learning Program focused on the industrial metaverse.

This project's goal is to train a new professional profile, the Industrial Metaverse Engineer, capable of using cutting-edge technologies such as novel simulation tools and extended reality (XR) to create

advanced digital twins and metaverse applications for industrial processes. The main purpose is to equip the manufacturing workforce—from industrial engineers to IT architects—with the essential skills to leverage metaverse technologies, thus improving productivity, sustainability and competitiveness.

2.5 DIGITAL TRANSFORMATION AND INFORMATION SECURITY

Innovation and continuous transformation are not limited to Brembo products, but extend to the entire Group and its internal organization. In 2025, Brembo further accelerated its digital evolution by consolidating a formal policy framework that strengthens Information Security and Digital Transformation actions and introduces measurable targets supported by a dedicated management system.

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 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.

When security incidents occur, the Incident Management process is activated to contain their impact, assess risks and implement corrective and preventive measures. Actions and improvements are tracked and assessed through internal planning tools, risk analyses, audits and second-level controls.

AWARENESS-RAISING PROJECTS AT BREMBO

In recent years, Brembo has launched numerous projects aimed at strengthening the corporate culture regarding 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 behavior 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

The Group continues its transition to a cloud-first IT environment, improving flexibility, scalability and reducing reliance on energy-intensive physical infrastructure.

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

The ISHANGO program represents Brembo's most extensive digital transformation effort, involving a complete redesign of IT applications and business processes.

The program is structured into 11 transformation journeys, covering: Integrated Business Planning, Product & Solution Development, Smart Manufacturing, Digital Procurement, Digital Finance, Corporate Control Tower, Consumer Engagement, Sales & Customer Service (OEM and Aftermarket), People & Change Management and Technology & Innovation Delivery.

Launched in 2021, the program was implemented in 2022 and is planned for completion in 2030. The main goal is to turn Brembo into a digital company, implementing new systems/platforms that help it to improve processes and increase efficiency. The main examples include the implementation of the new ERP and MES systems. Solutions are delivered in a structured way that allows the Company to work on implementing complex technologies in parallel with the development of quick-win solutions to ensure rapid benefits for Brembo.

Benefit tracking through business cases, continuous risk and scope monitoring, and structured control methodologies ensure disciplined implementation and alignment with the Group strategy.

This approach allows Brembo to deploy complex technologies, while simultaneously delivering rapid, tangible improvements across its global operations.

USE OF ARTIFICIAL INTELLIGENCE AT BREMBO

The global Data Science & AI team grew further in 2025, expanding its capabilities to support Brembo's digital transformation through advanced AI applications and automated deployment of complex software systems. With its core team in Italy supported by the Brembo Inspiration Lab in Silicon Valley and the Brembo AI Technology Co. Ltd. in China, this team develops rapid Proofs of Concept for Smart Mobility, Smart Products, and Smart Processes. Its activities span big data enrichment, predictive modelling, industrial AI for product quality, process automation, software and app development, patent generation, and the adoption of AI agents throughout the organization.

Brembo uses artificial intelligence to optimize various aspects of the Group's operations, from predictive maintenance to supply chain management and energy efficiency. On 6 November 2025, following the entry into force of the Regulation (EU) 2024/1689 aimed at governing the development, implementation and use of Artificial Intelligence ("AI Act"), the Board of Directors resolved on Brembo's AI governance system, and approved the new Brembo Corporate Governance Code for AI Application and Development.

The Code is aimed at identifying the principles and guidelines that all Brembo activities must comply with in the direct or indirect use of AI systems, whether third-party or proprietary, in line with the Code of Ethics and other Brembo policies.

Among the AI solutions developed by Brembo during its digital evolution, ALCHEMIX is a platform that leverages AI to make formulation development faster, more predictive, and highly efficient. At its core, ALCHEMIX integrates three synergistic AI modules:

- **Generate:** Creates innovative recipes by exploring vast combinatorial possibilities, guided by historical data and user-defined constraints.
- **Predict:** Evaluates the expected performance of each formulation, using predictive models to anticipate physical, chemical, and functional properties before any physical testing occurs.
- **Validate:** Confirms feasibility by simulating production conditions and compliance requirements, ensuring that proposed solutions are practical and scalable.

This end-to-end digital workflow enables the virtualization of experimentation, hence reducing dependency on costly laboratory trials and accelerating time-to-market. While initially developed for metallurgy and friction materials, ALCHEMIX extends its capabilities to food & beverage, cosmetics, pharmaceuticals, chemicals, and fertilizers, making it a versatile solution for any sector where formulation is critical.



2.6 CUSTOMER SAFETY AND PRODUCT SAFETY

Through a preventive and proactive approach, aimed at ensuring the reliability of braking systems, Brembo places Quality at the heart of its strategy.

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 regulatory requirements and increases process efficacy and efficiency, both within the Group and throughout the supply chain. Issues identified and resolved at product level are rolled out across the entire Brembo products range using a “lessons-learned” approach.

GROUP QUALITY POLICY

The Group quality policy defines Brembo’s intentions and strategies regarding the quality and safety of its products and processes and is drafted in accordance with the ISO 9001 and IATF 16949 standards. The policy focuses on key objectives such as full customer satisfaction, continuous innovation of products and processes, risk reduction across the entire value chain, qualitative development of suppliers, and the dissemination of a quality-oriented culture at every level of the organization. It also addresses material topics such as health and safety, environmental protection, ethics, sustainability, and regulatory compliance, applicable to all Group activities and to the entire value chain across all geographies in which Brembo operates.

The management system defined by the policy ensures continuous improvement through internal audits, third-party audits, and the use of structured monitoring tools. The policy takes into account the expectations of key stakeholders—customers, suppliers, employees, and other relevant parties—and reflects Brembo’s commitment to being recognized as a strategic partner for the quality, reliability, and sustainable development it offers.

QUALITY MANAGEMENT SYSTEM

Brembo has implemented a Group-wide Quality Management System compliant with the IATF 16949:2016 technical specifications. The system is based on common guidelines applied across all plants and is designed to ensure consistent quality standards, indicators and processes throughout the Group, while facilitating the transfer of best practices among sites.

The effectiveness of the Quality Management System is regularly assessed through internal system and process audits, as well as through annual third-party audits. At newly established plants, the Quality Management System is progressively implemented in line with the ramp-up of production activities, ensuring a structured and controlled deployment from the early operational phases. In addition, audits related to ISO 26262 and ASPICE are carried out on specific projects, where applicable.

In 2025, Brembo further strengthened its quality framework by defining clear and measurable targets to support its commitment to quality and operational excellence. All audits related to mandatory regulatory requirements were carried out as planned in the Quality Plan, confirming full adherence to internal procedures and compliance expectations.

At the same time, with the ongoing management and monitoring of the Quality Management System, Brembo continues to strengthen the certification status of its production sites. The Group has adopted IATF 16949:2016 as the reference certification standard, representing the global benchmark for quality management systems in the automotive sector.

As of the end of 2025, all Brembo Group sites are certified according to the IATF 16949:2016 standard, with the exception of the Zaragoza and Shandong (BRGP) plants,

which are certified under ISO 9001 as they operate in the aftermarket segment. The recently acquired Jiaying and Rayong plants are expected to complete the IATF 16949 certification process by 2026, following the completion of integration activities.

MANAGEMENT OF NON-CONFORMITIES (REACTIVE AND PREVENTIVE APPROACH)

Brembo has established specific guidelines to manage all product non-conformities reported by customers, clearly defining responsibilities and operating procedures. For each non-conformity, a structured problem-solving process is implemented. This process allows for the identification of root causes, the implementation of appropriate corrective actions to eliminate them, and the standardization of solutions across similar products/processes to prevent the recurrence of the issue. In 2025, a new internal problem-solving methodology (“Resolvo”) was launched to strengthen problem-solving activities in all company processes.

Brembo managed all product issues, both during development and in series production, through Eureka, an internally designed tool that consolidates all relevant information into a single repository and facilitates the understanding of root causes and the sharing of solutions among all plants. Whether originating inside Brembo or reported by the customer, all issues are thus managed through a common problem solving methodology. The goal is to leverage shared knowledge to proactively address potential issues, preventing recurrence in other plants and/or on similar products. The system also provides real-time reporting of open issues and their management, resolution times, and ongoing problems.

A new version of the tool, Eureka 2.0, has been developed internally and its global rollout is ongoing. All data from the tool is now cloud-based, ensuring greater robustness, enhanced security and availability, and accessibility from multiple platforms. A user-friendly monitoring dashboard has been integrated, and the problem-solving methodology has been improved through the inclusion of additional tools like Ishikawa, 5Whys in alignment with Resolvo.

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.

Brembo has further strengthened this model by implementing a comprehensive process for monitoring quality performance at all levels—internally, towards customers, and across the supply chain. All plants carry out continuous monitoring of product quality and safety using dedicated indicators (e.g., customer PPM, internal scraps), which are then analyzed centrally to identify trends and areas for improvement.

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 for each GBU/Plant and for the entire Group, based on indicators monitored quarterly by dedicated Committees and half-yearly through a specific Quality Report.

To measure product quality and safety in a consistent and comprehensive manner, Brembo uses a set of indicators including customer PPM, incidents, severity index, and criticality index, in addition to monitoring any market recalls or special statuses assigned by customers. Product quality is further assessed through internal scrap indicators, while supplier performance is monitored using PPM, first sample approval rates, and other dedicated metrics and dashboards. When deviations from defined targets are detected, immediate action plans are activated to restore compliance.

2.7 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, Motorcycles and Performance), presenting the Group’s activities, product ranges and market information to users the world over. Brembogroup.com 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 164 postings published. In 2025, the number of Brembo.com unique viewers was stable at 2.3 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	2,300,000	164
www.brembogroup.com/en/sustainability	3,264	13

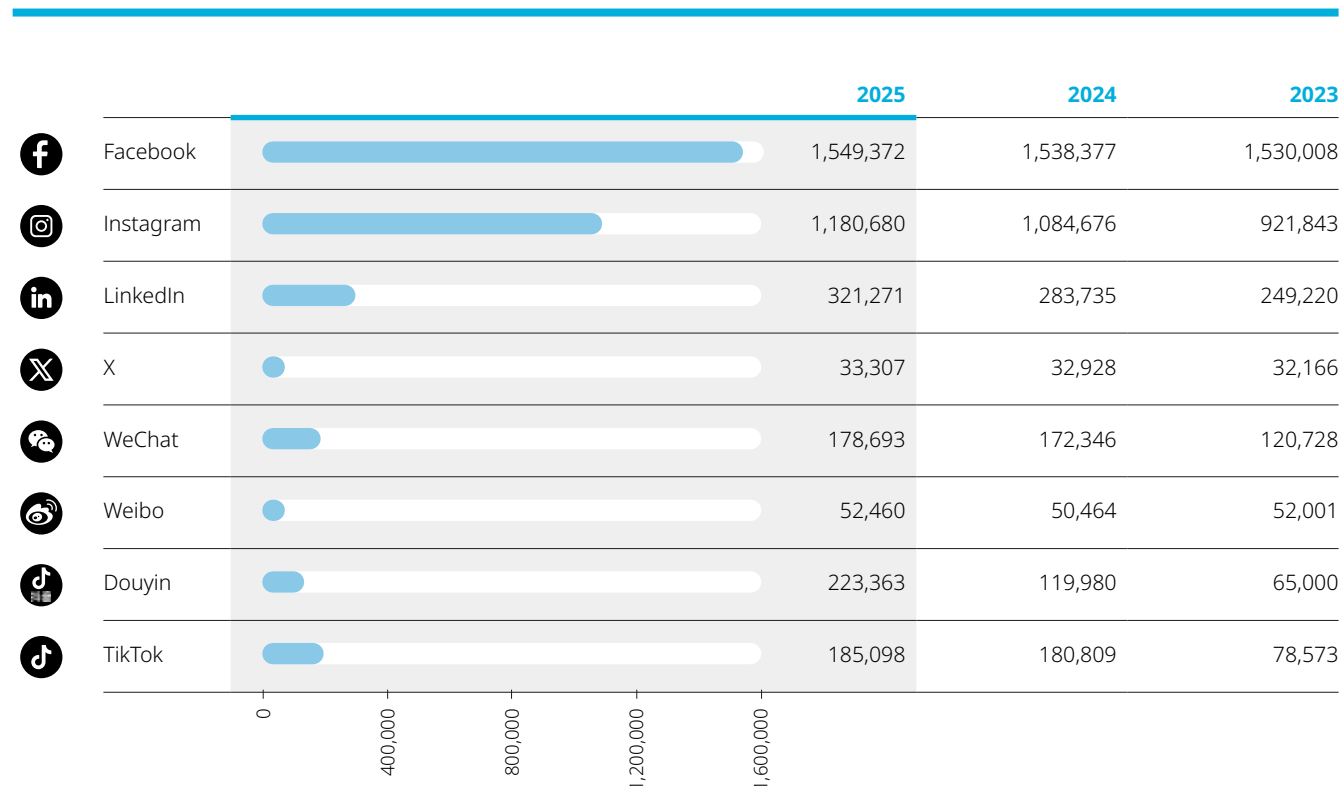
Brembo is active on the main social platforms, with an increase in the number of followers and user engagement. The Group targets a young audience, evenly distributed across Europe, the United States and Asia.

In addition, 2025 also marked a fundamental evolution in Brembo’s digital ecosystem with the launch of two redesigned websites, brembogroup.com and brembo.com, conceived with a mobile-first approach to enhance user

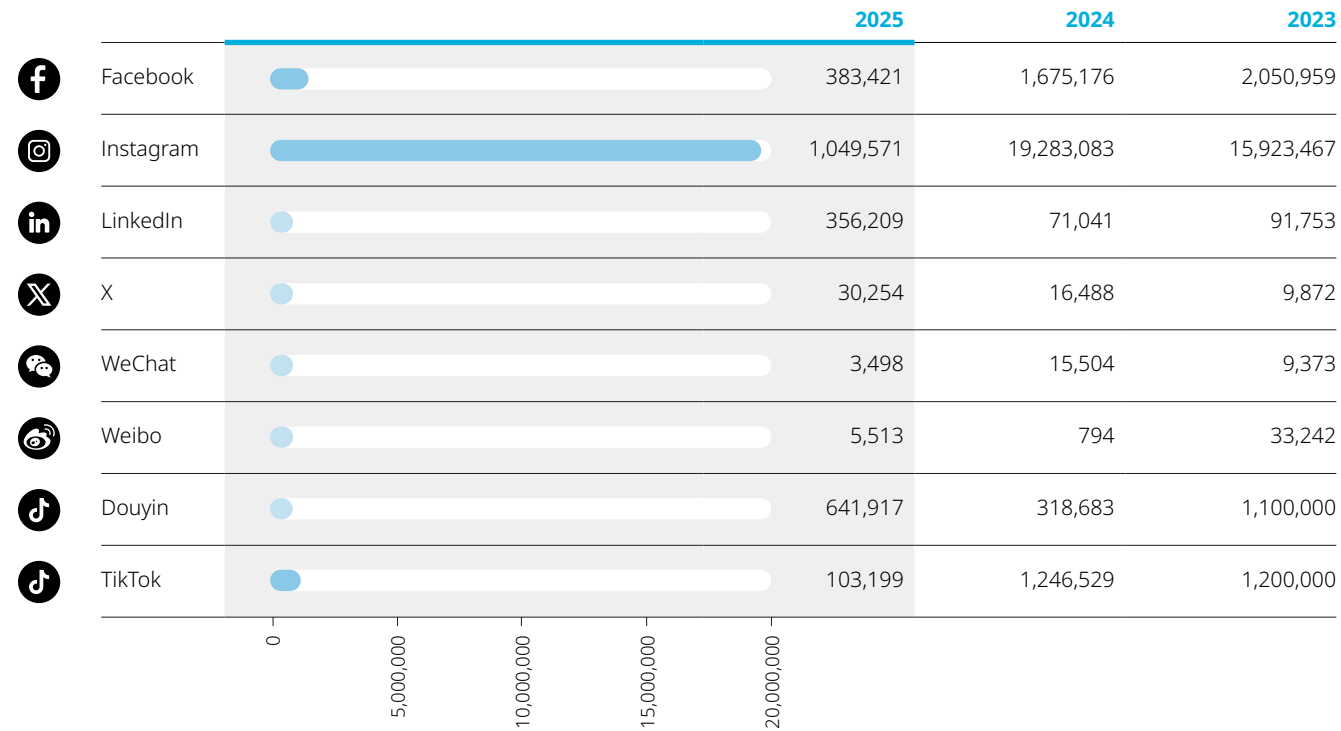
experience across all devices. This dualist strategy enables the Group to address distinct audiences more effectively: brembogroup.com is the institutional hub for stakeholders, partners and investors, and brembo.com is the brand and product platform for consumers and enthusiasts. Both websites contribute to strengthening Brembo’s digital identity and were recognized for their design excellence through inclusion in the ADI Design Index 2025.

In 2025, the follower base on eight main channels (Facebook, Instagram, LinkedIn, TikTok, WeChat, X, Douyin and Weibo) grew by almost 7.5%, reaching about 3.7 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.

2.8 AWARDS FOR THE GROUP'S ESG COMMITMENTS AND MOTORSPORT ACHIEVEMENTS



+1,000
word titles



60
titles in 2025

In 2025, Brembo surpassed the milestone of **1,000 world titles** won since 1975, reaffirming its technological leadership in Motorsport. With **60 titles achieved in 2025** across the main two and four wheel categories, the Group — together with its brands Öhlins, Marchesini, AP Racing, SBS Friction, and J.Juan — strengthened its position as a leading partner for teams and manufacturers.

Victories in prestigious championships, including **Formula 1, MotoGP, WorldSBK, endurance racing**, and major American series, contribute to transferring high-performance racing solutions to everyday mobility products. This leadership drives innovation and contributes to the Group's ESG objectives, particularly in terms of safety, efficiency, and sustainable technological development.

In 2025, Brembo further strengthened its global reputation for innovation, design excellence and sustainable impact through a series of prestigious recognitions across multiple geographies. The Hypure motorcycle brake caliper, winner of the **Good Design Award 2024** in the industrial category (announced in February 2025), embodies the Group's ability to merge performance, functionality and distinctive aesthetics. Hypure introduces Brembo's new design language with an innovative asymmetrical architecture, delivering improved efficiency and a 10% weight reduction—proof of Brembo's capability to translate advanced R&D into high-performance, market-ready solutions.

Brembo's commitment to environmental stewardship was also recognized: the Group was included in the **CDP A List** as the only Italian company to receive a double "A" rating for climate change and water management. This result reflects the Group's tangible progress, supported by the coordinated data collection across all sites, CO₂ emission reduction and projects aimed at effective, responsible water use.

Throughout the year, Brembo also received numerous international acknowledgements that underline its role as a **strategic partner in driving a safer, more efficient and sustainable mobility**. In India, the Company earned top awards from key customers: Royal Enfield honored Brembo with the **Best in New Product Development Initiative** award, while Ather Energy bestowed the Company with the **Excellence in Quality** award. In Poland, Brembo was named **Company of the Year in the 2025 Golden Hundred ranking** for its contribution to regional economic and industrial development.

Brembo's sustainability-driven innovation was further recognized in China, where the GREENTELL Set received multiple awards — including the **Jinji Award, Lingxuan Award, Fulun Award, Zhishang Award** and the **China Automotive and Auto Parts Innovation Award**

— highlighting its leadership in next-generation low-emission braking technologies. The Group also received the **Panda d'Oro — Innovation Award**, underscoring its commitment to advancing cutting-edge solutions in the Chinese market.

In recognition of Brembo's broader commitment to ethical, responsible and forward-looking sustainability practices, the **Women Excellence 2025 Special Mention** highlighted the contribution of Cristina Bombassei to fostering a corporate culture grounded in transparency, innovation and long-term social impact — values that continue to guide and inspire the entire organization.

Brembo is among the companies honored in the **ESG Leaders for Peace category at the fifth edition of the Sustainability Award**, which recognizes Italian companies that have distinguished themselves for their commitment to sustainable, inclusive and responsible development. The award, promoted by Kon Group, is an important recognition reserved for Italian entrepreneurs who best embody the ability of Italian companies to innovate, evolve and harness the country's best energies in pursuit of such a noble cause.

By way of example, awards included the recognition bestowed on the Brembo brand for the twelve time in 13 years by the readers of *Auto Motor und Sport* in the BEST CARS 2025 survey for the "Brakes/Brake Pads" category, with 75.1%.

BREMBO INTERNAL AWARDS

The Brembo Awards were established as a corporate initiative to recognise Brembo employees and teams who make a tangible contribution to the Company's development and improvement.

The original aim is to recognise and share ideas, projects and achievements that translate Brembo's values into concrete actions, fostering a culture of continuous improvement, responsibility and innovation.

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, Safety, 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: clarity of the action plan, activities completed, results and future steps.

Brembo Excellence Awards

		2024 ⁴
Best Project	No. of projects submitted	25
	No. of winners	5
Best WCM Pillar	No. of total pillars submitted	18
	No. of winners	4

⁴ Projects submitted in 2024 and subsequently assessed and awarded in 2025.

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.

Brembo Innovation Awards*

	2025		2024		2023	
	Product	Process	Product	Process	Product	Process
Ideas submitted	67	22	97	33	52	14
Winning ideas	43	16	71	30	47	13

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

Brembo Sustainability Awards

Thinking responsibly, acting concretely

Brembo people sustainability commitment is also reflected in the Brembo Sustainability Awards, an internal initiative that promotes and recognizes the most impactful environmental, social and governance projects, helping to strengthen a widespread sustainability culture across the Group.

The 2025 edition saw strong participation, with 81 projects submitted by nearly 200 employees from sites in Brazil, China, Italy, Mexico, Poland, the Czech Republic, India and the United States. The breadth and quality of the proposals demonstrate how deeply sustainability is embedded in Brembo’s processes and organizational culture. Projects focused on key areas aligned with the UN Sustainable Development Goals (SDGs):

Project Area	Corresponding UN SDGs
Climate Change	SDG 13 – Climate Action
Energy efficiency	SDG 7 – Affordable and Clean Energy
Waste management	SDG 12 – Responsible Consumption and Production
Water use	SDG 6 – Clean Water and Sanitation
Work environment	SDG 8 – Decent Work and Economic Growth
Health and safety	SDG 3 – Good Health and Well-being
Communities	SDG 11 – Sustainable Cities and Communities; SDG 4 – Quality Education
Business partners	SDG 17 – Partnerships for the Goals
Governance	SDG 16 – Peace, Justice and Strong Institutions

Two special recognitions were also awarded:

- **EUREKA!**, acknowledging the most original and innovative idea that can potentially open new paths for the Group;
- **EXECUTION & EVOLUTION**, highlighting projects that successfully replicated an existing solution from another site while delivering further improvements and efficiencies.

A central element of the initiative is the contribution of the [Sustainability Ambassadors](#) and [Sustainability Champions](#), who are present across Brembo’s manufacturing sites worldwide. Through their ongoing work in raising awareness and supporting local teams, they help embed ESG principles into daily operations, turning individual commitment into collective progress and aligning the organization’s actions with the SDGs in a consistent, effective manner.



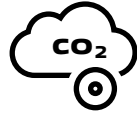
3.

ENVIRONMENT

2025 HIGHLIGHTS



-23.97%
emissions of CO2
per cast ton⁵
compared to 2024
- 13.74% in 2024



92%
waste destined
for recycling
93% in 2024



100%
ISO 14001
environmentally
certified plants⁶
100% in 2024



88%
electricity coming
from renewable
sources
83% in 2024



93%
ISO 50001
energy certified plants⁷
77% in 2027



⁵ Scope 1 and Scope 2 market-based emissions, generated by foundries/total tons of molten cast iron and molten aluminum (BSCCB S.p.A. included).

⁶ 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.

⁷ The plants falling within the ISO 50001 certification scope are operating industrial plants or plants that have been part of the Group for at least two years and with energy consumption exceeding 5,000 GJ.

3.1 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

As a global and responsible company, Brembo reaffirms its full commitment to the principles of sustainable development. This commitment is reflected in the Group's efforts to minimize the use of non-renewable resources and to ensure that the consumption of renewable resources remains within their natural regeneration capacity. Through its environment and energy policy, Brembo guides its activities towards a development model that balances economic and financial objectives with social and environmental responsibility, focusing on four strategic areas: people, processes, products and the supply chain.

In line with its ongoing commitment to reducing environmental impacts, Brembo sets contextual and measurable objectives through an integrated approach aligned with the United Nations Sustainable Development Goals and compliant with European regulatory requirements. Particular emphasis is placed on the following material topics: climate change, water, pollution, waste and biodiversity.

Brembo's environment and energy policy applies to all production sites globally. Responsibility for the implementation of this policy lies with the Chief Sustainability & Risk Officer, who oversees the Group's climate-change-related procedures, while Industrial

Site Directors, Plant Directors and Plant Managers are responsible for ensuring proper operational execution at site level.

In addition to the Group-wide policy, each plant develops its own local policy. In line with applicable regulations, Brembo is consistently committed to developing its operations by providing the necessary resources to achieve expected objectives. This commitment is pursued through a balanced approach integrating economic-financial priorities with social and environmental responsibility, and is implemented synergistically across the four action areas of people, processes, products and the supply chain.

SUPPLIER CODE OF CONDUCT FOR RESPONSIBLE BUSINESS

For Brembo, effective supply chain management is a strategic priority and a fundamental pillar in ensuring responsible sourcing, with a strong focus on environmental protection and on safeguarding the rights of workers and local communities. In 2025, the sustainable procurement policy was replaced by the Supplier Code of Conduct for Responsible Business, a document that consolidates recent regulatory developments and, above all, is designed to support suppliers on their path toward increasingly sustainable business practices.

The Code adopts a comprehensive and proactive approach to responsible business conduct, calling on suppliers to align their practices with internationally recognized frameworks such as the Universal Declaration of Human Rights, the ILO Tripartite Declaration, and the OECD Guidelines for Multinational Enterprises. It promotes transparency, integrity and accountability across the supply chain, going beyond mere regulatory compliance and fostering responsible and sustainable behavior throughout business activities.

Within this broader framework, the Code places strong emphasis on environmental responsibility, requiring suppliers to adopt robust environmental protection measures and a proactive approach to addressing climate change. This includes the transparent sharing of environmental data and the implementation of concrete actions to reduce greenhouse gas emissions. To support continuous improvement, the Code also establishes verification and audit programs, ongoing monitoring mechanisms, dedicated training sessions and corrective action plans, fostering a collaborative and constructive engagement with suppliers.

The *Supplier Code of Conduct for Responsible Business* further consolidates the key principles of Brembo's sustainability policy and clearly defines the standards that all suppliers are expected to meet and comply with. It requires the adoption of certified management systems—preferably in line with IATF 16949 for direct material suppliers—and the establishment of an environmental management system compliant with ISO 14001, ideally supported by third party certification.

MANAGEMENT APPROACH

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 and Energy 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 periodic internal checks are performed to promote continuous improvement and operating efficiency.

3.2 ENERGY AND EMISSIONS

3.2.1 ENERGY CONSUMPTION

ENERGY CONSUMPTION AND MIX

In the reporting period, constant progress was made in the transition towards a more sustainable energy mix. Fossil energy consumption decreased by approximately 24% overall from 2023 to 2025, marking a major step towards decarbonization.

In 2025, the share of renewable energy exceeded 65% of the Group’s total energy consumption, compared to 60% in 2024. This figure reflects a tangible commitment to cutting dependence on fossil fuels and promoting low environmental impact energy solutions.

Energy consumption and mix

	Unit	2025	2024	2023
Fuel consumption from coal and coal products	MWh	80,245	81,642	79,512
Fuel consumption from crude oil and petroleum products	MWh	37,501	35,147	33,057
Fuel consumption from natural gas	MWh	278,190	298,075	298,184
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	MWh	131,879	197,111	287,763
Total fossil energy consumption	MWh	527,815	611,975	698,516
Share of fossil sources in total energy consumption	%	35	40	44
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	981,648	919,810	873,225
Consumption of self-generated non-fuel renewable energy	MWh	5,290	1,007	755
Total renewable energy consumption	MWh	986,938	920,817	873,980
Share of renewable sources in total energy consumption	%	65	60	56
Total energy consumption related to the Group’s operations	MWh	1,514,753	1,532,791	1,572,496

ENERGY EFFICIENCY

In 2025, Brembo achieved significant progress in reducing energy consumption, further advancing its commitment to sustainability and climate change mitigation.

A central element of this strategy is the continued evolution of the Brembo Energy Platform, now deployed across 34 production sites.

During 2025, key actions included: the replacement of obsolete equipment with high-efficiency technologies; the reduction of energy waste through the optimization of electricity and compressed-air distribution systems; the optimization of machine consumption during non-operational periods; and the implementation of heat recovery initiatives. These interventions were supported by broader initiatives aimed at further reducing the Group’s overall environmental impact.

Energy saving is promoted across all operational units, each of which is required to contribute to a shared Group target. For 2025, Brembo set an energy-efficiency improvement objective of 2.76%, calculated as the contribution of efficiency measures implemented relative to the previous year’s consumption. This target was significantly exceeded. Over the year, 259 projects were completed, generating total energy savings of 167,684 GJ — equivalent to 22,626 tons of CO₂e — and achieving an overall improvement of 3.72%. While the level of energy savings remained comparable to 2024, the increased number of initiatives demonstrates the growing maturity of Brembo’s energy-management system.

With regard to the objective of reducing energy consumption by 15% over five years compared to the 2020 baseline year, Brembo closed the 2025 reporting period with a 22%, surpassing the initial target. Building on this achievement, the Company has set a new objective for 2026: a 28% reduction in energy consumption over ten years, again using 2020 as the baseline year.

Energy efficiency projects

Areas of intervention	Energy consumption reduction (GJ)	Estimated tCO _{2e} avoided
Optimization of compressed air systems (replacement of compressors, detection and repair of leaks, optimization of usage in production processes)	23,127	3,222
General optimization of production processes	82,687	11,879
Installation of photovoltaic systems	9,564	1,118
Optimization of lighting systems (installation of LED lamps in offices and production departments)	7,429	1,346
Optimization of general technical facilities management	41,103	4,506
Replacement of process systems with more efficient technologies	3,773	554
TOTAL	167,684	22,626

RENEWABLE ENERGY

At the same time, Brembo continued to advance its transition to renewable energy. The Company is assessing opportunities for on-site generation of low-impact energy, such as photovoltaic, while progressively increasing its procurement of renewable electricity. Brembo's objective to achieve 70% renewable electricity coverage by 2025 has not only been met but significantly exceeded, reaching 88%. Furthermore, Brembo has committed to achieving full renewable electricity coverage — thereby leading to a full reduction of Scope 2 (Market based) emissions to zero — by 2030.

Share of renewable energy sourcing (main Countries)

Country	% renewable energy
Italy	100%
Mexico	100%
Spain	100%
Brazil	100%
Poland	94%
United States	87%
China	78%
Czech Republic	78%
India	4%
Others*	0%

* Denmark, Thailand, Sweden and United Kingdom.

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.

3.2.2 CLIMATE COMMITMENT AND EMISSION REDUCTION

To achieve **Net Zero emissions**, Brembo has developed a dedicated Roadmap that is continuously refined in line with technological advancements, technical feasibility and evolving market conditions. Since 2015, the Company has pursued a structured climate strategy with increasingly ambitious goals, aligned with the commitments of the Paris Agreement (COP21), thereby contributing concretely to the global effort to combat climate change.

Ensuring the effective implementation of this strategy is the responsibility of the Sustainability and Risk Area, which coordinates a cross-functional working group involving all relevant corporate functions. Each of these contributes to the planning and execution of improvement initiatives aimed at reducing CO_{2eq} emissions across the Group, ensuring alignment with the defined sustainability objectives.

Brembo's climate strategy is built on a series of short-, medium- and long-term actions designed to progressively reduce greenhouse gas emissions and ultimately achieve **Net Zero by 2040**. In addition to this long-term ambition, the Group has set an intermediate target: a reduction of at least 42% in Scope 1 and Scope 2 market-based emissions by 2030 compared to 2020, a reduction of absolute Scope 3 emissions by 42% compared to 2020. This commitment is consistent with the objective of keeping global warming well below 1.5°C and has been established in alignment with the Science Based Targets initiative (SBTi) Net-Zero criteria.

GHG emissions

	Unit	2025	2024
Total Scope 1⁸ GHG emissions	tCO ₂ e	104,733	108,135
Of which: Scope 1 GHG emissions (investees)	tCO ₂ e	565	690
Scope 2 GHG emissions – Indirect (power consumption and district heating), Market-based	tCO ₂ e	74,576	116,268
Scope 2 GHG emissions – Location-based	tCO ₂ e	508,951	530,752
Of which: Scope 2 GHG emissions (investees)	tCO ₂ e	3,855	5,048
Total Scope 3 GHG emissions	tCO ₂ e	1,508,672	1,907,640
Scope 3 Category 1 – Purchased goods and services	tCO ₂ e	967,969	1,300,849
Scope 3 Category 2 – Capital goods	tCO ₂ e	133,162	136,016
Scope 3 Category 3 – Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO ₂ e	67,602	74,994
Scope 3 Category 4 – Upstream transportation and distribution	tCO ₂ e	43,544	51,586
Scope 3 Category 5 – Waste generated in operations	tCO ₂ e	86,718	76,238
Scope 3 Category 6 – Business travel	tCO ₂ e	2,094	3,923
Scope 3 Category 7 – Employee commuting	tCO ₂ e	33,199	34,279
Scope 3 Category 9 – Downstream transportation	tCO ₂ e	161,701	189,986
Scope 3 Category 12 – End-of-life treatment of sold products	tCO ₂ e	4,788	7,019
Scope 3 Category 15 – Investments	tCO ₂ e	7,894	32,799
Total GHG emissions (market based)	tCO₂e	1,687,980	2,132,043

In 2025, Scope 1 and Scope 2 market-based emissions amounted to 179,309 tons of CO₂ equivalent, declining significantly compared to the previous year. 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. The reduction in Scope 1 and Scope 2 CO₂ emissions between 2024 and 2025 is generally attributable to the increase in the purchase of renewable energy Guarantees of Origin certificates.

The CO₂ emissions avoided as a result of this increase in the purchase of Guarantees of Origin certificates in Poland, Czech Republic, US and China, combined with the emissions avoided through energy efficiency projects across all plants, made it possible not only to achieve the 20% sustainability index target, but to surpass it, reaching 26.53%.

Reduction of Scope 1 & 2 MB emissions thanks to improvement actions (energy efficiency and green electricity certificates)

Scope 1 & Scope 2 market-based emissions for the previous year ≥20%

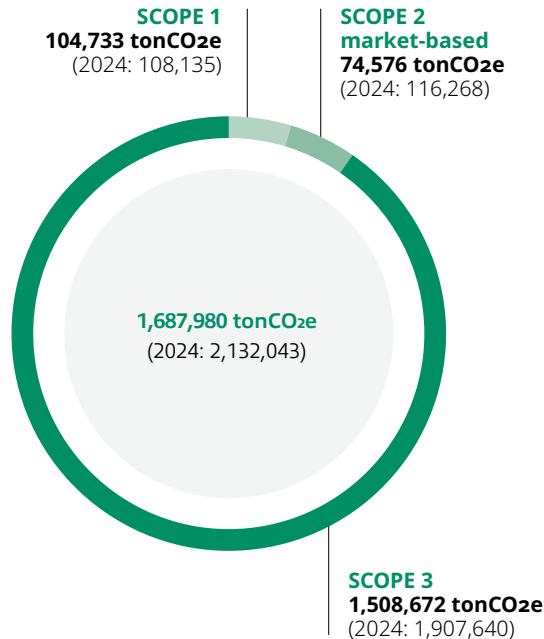
With regard to the **Scope 3 GHG emissions**, the year-on-year reduction between 2024 and 2025 is also attributable to the progressive enhancement of data quality and methodological accuracy, including the application of updated conversion factors that better reflect the specific characteristics of the materials used, the replacement of secondary datasets with higher quality primary data, as well as the effective decrease in the carbon intensity of key raw materials through the increased adoption of low carbon inputs.

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.

These improvements have strengthened the robustness of emissions accounting and provide a more accurate reflection of the decarbonization progress achieved across our value chain. In this context, with regard to 2024 Scope 3 Category 1 — which was 1,485,806) — emissions data have been recalculated to reflect the same methodological updates and data quality improvements applied in 2025, ensuring consistency and comparability across reporting years. For completeness of information, the total Scope 3 value for 2024 was 2,085,578 tonCO_{2e}.

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

CO₂ emissions



3.2.3 ENVIRONMENTAL EMISSIONS MANAGEMENT AND CONTROL

Brembo’s environmental emissions chiefly arise from production activities such as melting, machining processing and painting, which may generate pollutants including dust, nitrogen oxides (NO_x), sulphur oxides (SO_x) and volatile organic compounds (VOCs).

To prevent and mitigate the environmental impacts, Brembo adopts a structured environmental policy aimed at reducing pollution and constantly improving its environmental performance.

All the Group’s plants shall implement the 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, pollutant concentrations in air and water discharges are intended to be kept below 60% of the limits imposed by local regulations.

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

Emission of pollutants into the air

Pollutant	Unit	2025	2024	2023
Nitrogen oxides (NO _x)	t	115.85	144.16	186.22
Sulphur oxides (SO _x)	t	126.28	90.91	180.53
Persistent organic pollutants (POPs)	t	-	-	-
Volatile organic compounds (VOCs)	t	84.23	61.32	96.88
Fine particulates (PM)	t	288.26	351.93	320.31
Carbon monoxide (CO)	t	1,069.13	571.52	1,357.84

3.3 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 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 water usage, the Group achieved 100% measurement of water flows at all plants by 2025. This monitoring system will enable the detection of any abnormal consumption and support further improvements in water efficiency. Brembo also adopts advanced treatment technologies to prevent water pollution, thereby protecting local ecosystems and human health.

In 2025, Brembo successfully achieved the target, reaching full monitoring coverage of water withdrawal, discharge and significant internal uses across all Group sites. The Company is committed to maintaining this level of monitoring in the coming years, including in the case of new acquisitions or the opening of new production facilities.

Water consumption, withdrawals and discharges

	Unit	2025	2024	2023
Water consumption	m ³	818,645.42	916,125.56	988,880.00
Total water consumption in areas at water risk, including areas of high-water stress	m ³	274,496.63	250,432.38	242,870.00
Water recycled and reused	m ³	99,289.89	89,097.24	-
Water intensity ratio	m ³ /€ million	221.09	238.51	256.91
Water withdrawals	m ³	1,544,051.53	1,599,240.01	1,620,720.00
Water discharges	m ³	725,406.11	683,114.46	631,840.00



3.4 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.

In 2025, Brembo updated its impact materiality assessment, confirming the relevance of biodiversity impacts and dependencies primarily along the value chain.

The Group acknowledges that the extraction of primary raw materials may contribute to deforestation, soil consumption and environmental pollution, potentially leading to biodiversity loss.

For this reason, Brembo carried out an assessment of biodiversity conditions in the areas surrounding both its production sites and selected supply chain locations, with the objective of identifying locations exposed to higher biodiversity- and ecosystem-related physical, transition and systemic risks. Following an initial screening conducted last year to identify the presence of protected areas, threatened species and land-use conditions in proximity to its production sites, Brembo carried out a second, more comprehensive assessment in 2025. This phase involved the deployment of a structured multisite platform designed to evaluate biodiversity-related impacts, risks and dependencies across a total perimeter of 49 sites, including 24 owned facilities and 25 sites within the supply chain.

Biodiversity risk assessment and site prioritization rely on internationally recognized scientific indicators

and are conducted based on three key environmental parameters: Distance to the Nearest Protected Area (DPAP), Mean Species Abundance (MSA) and Pollinator Abundance (PA). These indicators allow for the assessment of two complementary dimensions: the proximity to protected or conservation-relevant areas, and the intrinsic ecological value of the surrounding landscape, irrespective of formal protection status.

In light of the assessment results, Brembo will complete the analysis in 2026 and define site specific prevention, mitigation and improvement actions, prioritizing interventions in areas characterized by higher ecological sensitivity and potential biodiversity impacts.

3.5 RESPONSIBLE RESOURCE MANAGEMENT

Brembo is constantly committed to developing technological solutions that combine innovation, performance and environmental sustainability. The adoption of a **circular eco-design** 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. To ensure the achievement of this objective, the Group systematically carries out **LCAs (Life Cycle Assessments)** on 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 and Energy 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 and measurable waste management objectives, including directing 95% of its waste towards recovery by 2030, compared with 85% in 2022. An interim target of 90% by 2025 was also established and has been successfully exceeded, with the Group reaching a recovery rate of 92%. In addition, Brembo has set a specific objective regarding substances of concern, aiming to keep hazardous waste below 5% of the total, for which monitoring activities confirm that the Group is aligned with expectations. These commitments form part of Brembo's broader adherence to the 5R principles: Refuse, Reduce, Reuse, Repurpose and Recycle.

In order to achieve these objectives, Brembo has implemented numerous operational initiatives and

projects, including the enhancement of secondary materials as by-products for other industrial purposes and the Zero Waste to Landfill (ZWTL) program, already implemented at selected sites, with the goal of extending it progressively across the entire Group. Brembo aims to transition towards a Group-wide circular economy model through the deployment of a unified ZWTL program at all its plants. The initiative is designed to strengthen and consolidate actions already undertaken to achieve ZWTL objectives, verify waste management processes based on uniform criteria, and

obtain independent annual verification of Group-level data regarding waste diverted to recovery.

The core objective of the program is the implementation of a waste minimization policy that reduces waste sent to disposal, defined as any operation other than recovery. Between 2024 and 2025, the methodology was applied to European production sites, achieving a diversion rate of 93.4% , supported by third-party audits with limited assurance. Brembo is committed to applying this methodology to all global production sites by 2026.

Waste generated

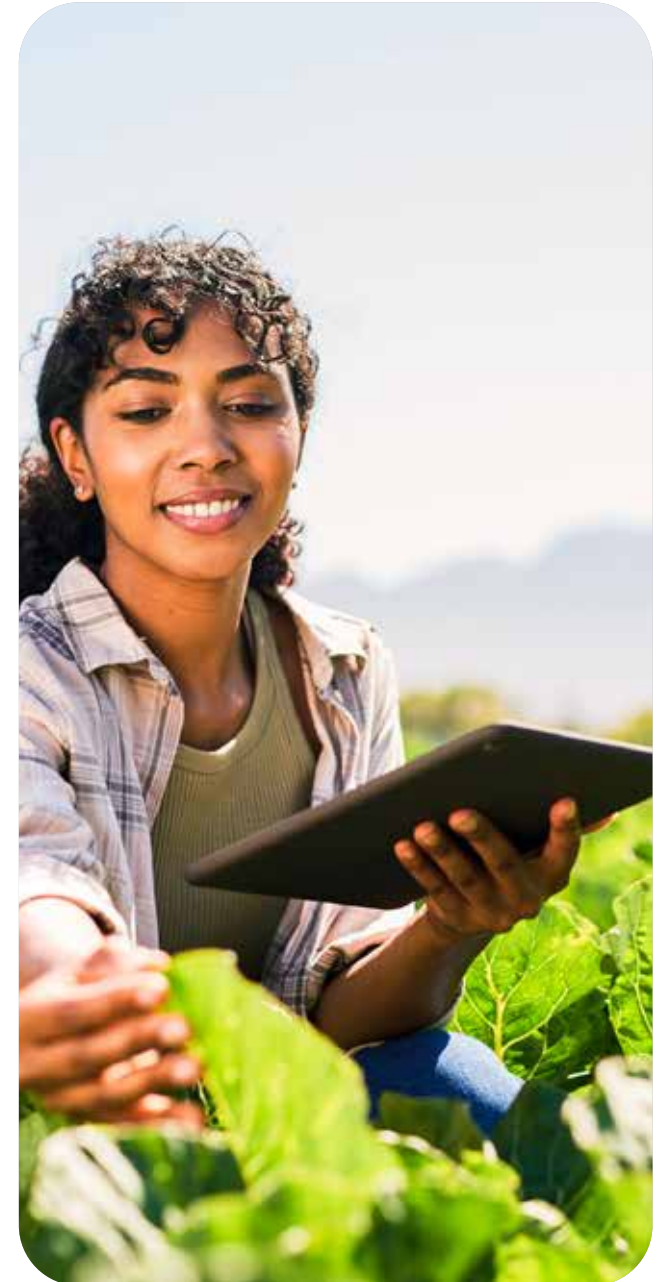
	Unit	2025	2024	2023
Total waste generated	t	463,969	488,242	504,544
Waste diverted from disposal	t	426,356	454,000	443,59
Total hazardous waste (by weight) diverted from disposal	t	22,961	25,725	20,749
Total non-hazardous waste (by weight) diverted from disposal	t	403,394	428,275	422,841
Waste directed to disposal	t	37,613	34,242	60,952
Total hazardous waste (by weight) directed to disposal	t	3,709	3,558	4,474
Total non-hazardous waste (by weight) directed to disposal	t	33,904	30,683	56,479
Total non-recycled waste	t	37,613	34,242	60,952
Percentage of non-recycled waste	%	8%	7%	12%
Total hazardous waste generated	t	26,670	29,283	25,223
Total non-hazardous waste generated	t	437,299	458,958	479,320

Brembo promotes increasingly sustainable resource management throughout its supply chain thanks to responsible practices and strategic collaborations. With a network of over 7,000 suppliers operating primarily across 15 countries, the Group chiefly purchases ferrous scrap and aluminum ingots, used to manufacture brake discs and calipers. Its attention to the circular economy translates into the extensive use of recycled materials: 94% of raw materials used in cast iron foundries come from recovered metal scrap, while in 2025 Brembo achieved an overall recycled aluminum content of approximately 18%.

As part of its ongoing efforts to increase the use of recycled materials, in 2025 Brembo completed the rollout of recycled aluminum across the Group, ensuring that all aluminum foundries worldwide incorporate at least a share of recycled content in their production processes. 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 aluminum bars originate from recycled materials, further supporting circularity beyond primary raw materials. In parallel, while the Group does not use certified recycled or organic materials such as paper or wood, it continues to explore alternative solutions in this area. This focus on sustainable resource management is complemented by initiatives addressing other environmental aspects across the value chain, including water. Since 2023, Brembo has collected data from its main suppliers to monitor water consumption and management, supporting the reduction of environmental impacts beyond materials.

In parallel, Brembo applies the circular economy principles to its production processes, maximizing the reuse of internal scrap — up to 90% — as secondary raw material. Products are designed to ensure prolonged durability, in particular brake discs, which are manufactured with coatings and materials studied to last the entire life cycle of the vehicle. Although concepts such as reparability 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 aluminum — makes it possible to achieve a 93.72% 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.







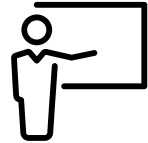
4.

SOCIAL

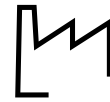
2025 HIGHLIGHTS



14,739
Brembo
employees



22.19
average
training hours
per employee



83.8%
plants certified
ISO 45001



100%
new suppliers
selected based on
environmental criteria



11
national and
international projects in
favor of the communities
and the local areas



4.1 PEOPLE

4.1.1 GROUP PEOPLE

People are at the core of Brembo’s success and represent its most valuable strategic asset for driving innovation and achieving 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 environment. In addition, the Group promotes healthy lifestyles, enabling people to fully express their potential in the performance of their roles.

In general, turnover has not historically been a structural problem for Brembo, as evidenced by the related data. The Group continues to monitor the labor market trends in the countries where it operates, focusing especially on critical roles, dismissals and voluntary resignations. Attention is placed on turnover in key positions within Brembo’s core processes.

Characteristics of Group’s employees - number of employees by gender

	Unit	2025				Total
		Male	Female	Other	Not reported	
Number of employees (head count), at end of period	No.	12,008	2,731	-	-	14,739
Percentage of employee by gender, at end of period	%	81.5%	18.5%	0%	0%	100%

To attract and retain talent, the Group adopts a range of strategies, including targeted communication and employer branding, as well as recruitment campaigns for specific professional profiles, in close collaboration with Universities and leading Education, Training, and Research Institutions.

These initiatives are complemented by targeted actions based on the results of the Brembo Global Engagement Survey (GES), conducted approximately every three years, and ad-hoc Pulse Surveys focused on specific organizational areas and/or countries. Brembo invites all employees with at least six months tenure to participate in the GES, which analyses the key aspects of employees’ commitment, including motivation, collaboration, diversity and inclusion, and job satisfaction. In 2025, the GES participation rate reached 86% globally, marking an

increase of 8% compared to the previous survey in 2021. Through these surveys, Brembo monitors key indicators, including the Engagement Index, ensuring that employees remain committed and productive, while maintaining a high level of engagement. In 2025, the Engagement Index reached 69% at global level, up 3% compared to 2021.

In addition, Brembo’s own workforce also includes non-employees. Specifically, the term “non-employee” refers to individuals who are not directly employed by Brembo but may perform activities on behalf of the Group or contribute to its operations. This category includes temporary workers and interns. The number of temporary workers is measured in Full Time Equivalents (FTEs), calculated by dividing total paid hours by the number of standard working hours in a month (number of working days excluding Saturdays and Sundays).

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

	Unit	2025		Total
		Male	Female	
Total number of non-employees (temporary workers)	FTE	933.90	201.84	1,135.74
Total number of non-employees (interns)	No.	173	96	269

COLLECTIVE BARGAINING COVERAGE

71.33% of Brembo’s employees are covered by collective bargaining agreements at Group level. The information is also broken down by region, highlighting the workforce percentage covered by collective bargaining agreements.

Percentage of total employees covered by collective bargaining agreements

Region	%
Americas	58%
Asia	60%
Europe	81%
Total	71%

4.1.2 DIVERSITY AND INCLUSION

Brembo is committed to promoting an inclusive environment that fosters a strong sense of belonging and respect for diversity. Aware of the strategic value of each individual, the Group works every day to enhance motivation and engagement, while consolidating its identity as a “best place to work”.

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

Moreover, as stated in the Brembo Recruiting Guidelines, and in line with both Brembo policy on non-discrimination and diversity and Code of Ethics, all the candidates involved in the recruitment processes at Brembo Group are treated without any discrimination based on gender, ethnicity, social origin, civil status and any other personal condition. Brembo recognizes the value of different ways of thinking and working to increase creativity and innovation, and is committed to opening up its talent pool to diverse candidates with a focus on under-represented groups.

For further details on the Brembo policy on non-discrimination and diversity, as well as on targets and actions undertaken, please refer to the Sustainability Statement section of the Brembo Group’s 2025 Annual Report (ESRS S1 - Own Workforce).

The Group values each person’s unique qualities and perspectives, recognizing that discrimination negatively impacts wellbeing. Brembo’s commitment to diversity has contributed to the development of a multicultural organization, with employees operating across several countries. Activities, projects and processes related to diversity, equity and inclusion are integrated into a structured framework based on three pillars: gender, generations and culture.

In 2024, Brembo N.V. had been awarded UNI/PdR 125:2022 Gender Equality Certification, which recognizes and underlines the Company’s commitment to an inclusive culture. At year-end 2025, Brembo N.V. successfully completed the annual surveillance audit, reaffirming the validity of its certification and the strength and consistency of its continuous improvement actions. The certification is embedded within a structured governance framework, overseen by the DEI Committee, and supported by a Strategic Plan for Gender Equality, which is reviewed

annually and defines objectives, actions, responsibilities, and monitoring mechanisms across the organization.

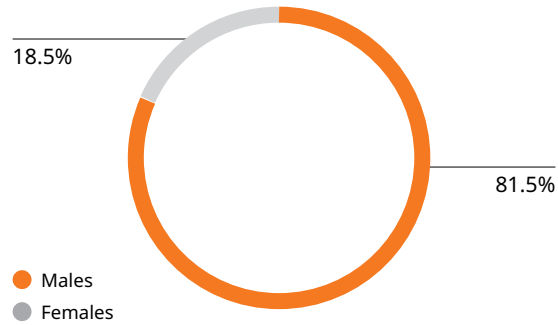
Brembo’s commitment is further reinforced through dedicated wellbeing initiatives and awareness raising activities, including conferences focused on gender equality, as well as training programs designed to promote inclusion and reduce bias. As part of its actions to support parenthood, Brembo N.V. has also introduced dedicated guidelines for managers to ensure a consistent, fair, and inclusive approach when supporting their employees returning from long term parental leave.

In line with the overall workforce composition, females represent 18.7% of Brembo’s top management, defined as the number of executives and managers at global level, increasing compared to 2024, whereas men account for 81.3%.

In terms of age distribution, 3,086 employees are under 29.9 years of age (20.94%), 8,963 are between 30 and 50.9 years old (60.81%), and 2,690 are over 51 years old (18.25%).

Brembo relies on a highly qualified workforce: 50% possess a medium-high educational level and 29% have a university degree, of whom 51% have an engineering background.

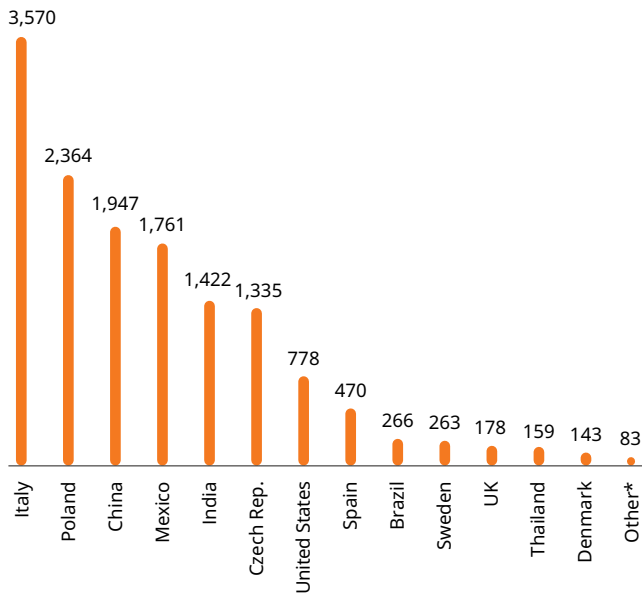
Employees by gender in 2025



Employees by employee category

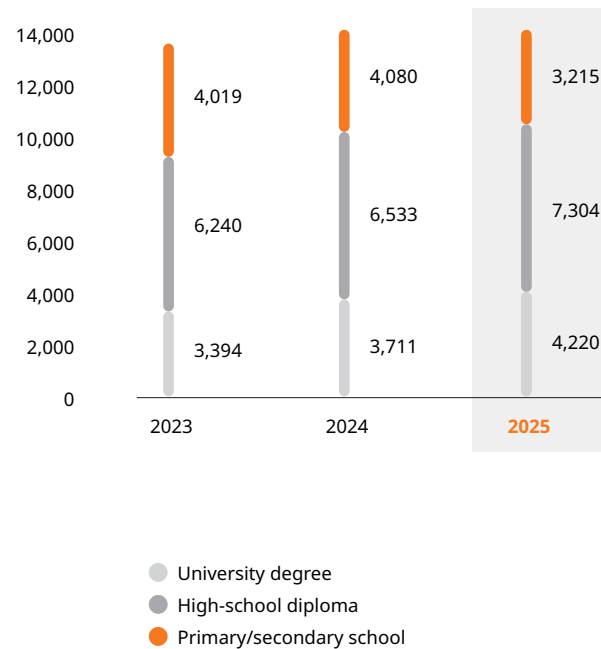
	Unit	2025	2024	2023
Managers (executives + managers)	No.	844	770	698
White-collar employees	No.	3,987	3,753	3,567
Blue-collar employees (direct and indirect employees)	No.	9,908	9,801	9,388
Total number of employees	No.	14,739	14,324	13,653

Employees by country in 2025

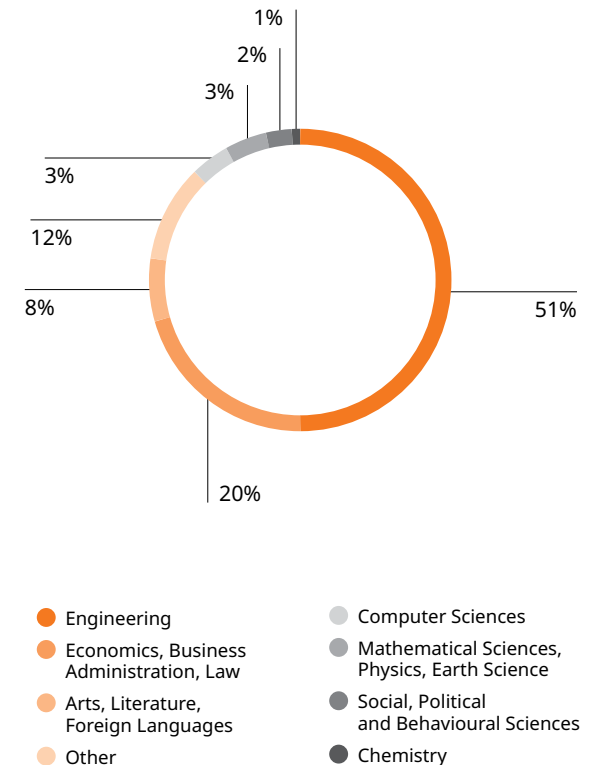


* Australia (6), France (4), Germany (36), Japan (26), Sweden (2), Russia (2), Switzerland (1), Taiwan (6)

Employees by educational level (No.)



Employees by type of university degree in 2025



4.1.3 TRAINING AND DEVELOPMENT

People, with their competencies and skills, are central to Brembo’s strategy. The Group continuously invests in their professional development, valuing talent and strengthening capabilities to meet evolving business needs, while fostering a strong corporate culture.

In 2025, Brembo reaffirmed this commitment through a broad range of global and inclusive training initiatives. These included the Brembo Global Induction Program (B-GIP), designed for newly hired managers and white-collar employees to support onboarding and cultural alignment through webinars hosted by senior managers. An induction program was also delivered for newly appointed Board Directors and Statutory Auditors.

The Brembo Academy — certified UNI EN ISO 9001:2015 EA37 — further expanded its training and development courses through a multilingual e-learning platform, continuously updating managerial and technical training, including with regard to Artificial Intelligence-related competences. Managerial and technical courses were developed with the contribution of internal trainers and domain experts.

The Group also strengthened its human rights-related training initiatives for white-collar employees, delivering e-learning modules on the Code of Ethics and Diversity, Equity and Inclusion, alongside classroom-based People Management training for Blue-Collar Supervisors across several countries.

In Italy, blue-collar employees participated in the HUB for Life-Long Learning, an ongoing training program focused on Code of Ethics and Diversity, Equity and Inclusion. This initiative was subsequently extended to all Brembo geographies, supporting local adaptation and implementation. Toward the end of the year, Brembo Academy also started to design and plan of technical

training dedicated to SAP implementation within the Digitalization program.

In 2025, the annual process for collecting training needs was managed through the Brembo HCM system in two pilot countries, Italy and Poland.

Training is closely integrated into the annual performance evaluation process. In particular, the Brembo Yearly Review (BYR), involving white collar employees globally, supports the identification of training needs and development opportunities.

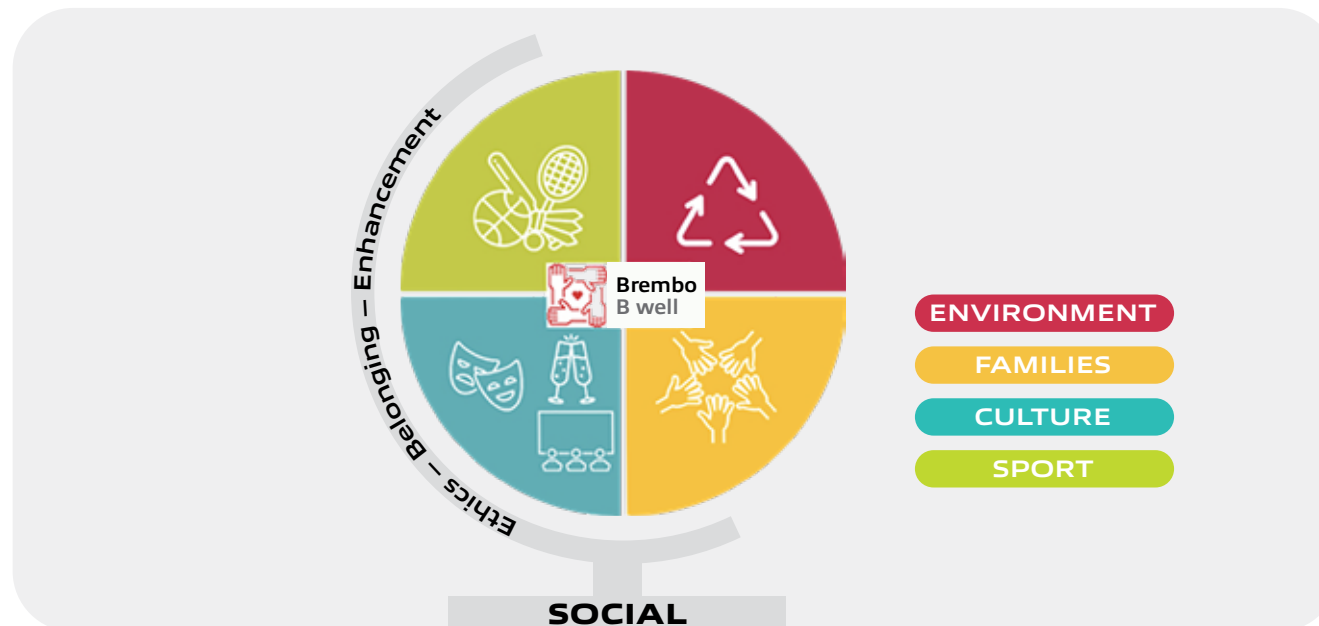
In 2025, Brembo provided 22.19 average training hours per employee, confirming the strategic importance of ongoing people development.

For further information, please refer to the Sustainability Statement section of the Brembo Group’s 2025 Annual Report (ESRS S1 - Own Workforce).

4.1.4 WELLBEING

The wellbeing of Brembo employees is crucial for fostering a safe, positive, and productive working environment. Over the years, Brembo has implemented remote working solutions for various employee groups and geographies, in compliance with local legal requirements and best practices, complementing the existing flexible working arrangements including part-time work and maternity or paternity leave. This approach balances employees’ flexibility and accountability, preserving the Company’s culture and fostering a sense of belonging.

Brembo continues to invest in people wellbeing, strengthening the sense of belonging and networking through a well-defined system of initiatives and projects, called B well, aimed at creating a healthy, stimulating working environment.



The table on the right shows the main B well initiatives implemented in 2025 globally, broken down in 4 main macro-areas: environment, culture, families and sport.

For further information, please refer to the Sustainability Statement section of the Brembo Group's 2025 Annual Report (ESRS S1 - Own Workforce).

2025 B WELL EVENTS		Brazil	China	Czech Rep.	Denmark	India	Italy	Japan	Mexico	Poland	Sweden	Thailand	USA
ENVIRONMENT	Environment Day & Initiatives			●		●	●						●
FAMILIES	Children's Day & People Day	●						●					
	Family Initiatives	●			●	●	●		●	●			
CULTURE	Cultural Initiatives and Team Building	●	●	●		●			●				●
	Health Prevention Campaigns	●	●	●		●	●		●	●			●
	Local Social Initiatives and Volunteering	●	●	●									●
	Loyalty & Seniority Events	●	●	●	●		●			●			
	Mental Health Initiatives	●			●		●			●			●
	Religious and Cultural Festivities	●	●	●	●	●	●		●	●			
SPORT	Sport Competitions		●	●	●		●						
	Sport Initiatives with Social Impact	●	●	●	●	●	●	●	●	●	●	●	●

4.1.5 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:

- **testing of Innovative Safety Support Systems:** in 2024, the system was analyzed and designed, and in the first half of 2025, a Proof of Concept (POC) was conducted to evaluate the feasibility of the use of artificial intelligence as a preventive tool for accidents and hazardous situations. The expansion phase to additional plants is planned to start in 2026;
- **workshops for an improved management of highly dangerous activities:** throughout 2025, workshops were held in all regions to regulate and raise awareness among Brembo's operational structures on reducing 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 development of the World Class Manufacturing (WCM) methodology was promoted across all facilities in 2025. In almost all plants, its application has expanded from a few model areas to a broader implementation, which will be further extended in 2026. Launched in 2022, WCM aims to establish a standardized continuous improvement methodology across the entire industrial footprint. The method is based on the Lean Manufacturing system, but has been tailored to Brembo's specific needs;
- **automation:** the Health & Safety area has contributed to the investment process for automation, which significantly impacts on the improvement of the risk profile of our factories. Each of them has its own five-year investment plan;
- **ergonomics:** to address ergonomic risks and prevent injuries and potential occupational diseases, innovative initiatives were pursued in 2025 to introduce ergonomic criteria during the design phase of production lines. These initiatives will continue in 2026, alongside studies on the feasibility of introducing exoskeletons.

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

To identify the necessary actions in response to potential negative impacts from work-related accidents and illnesses, Brembo uses various tools, including top-down risk analyses, plant-level risk assessments, and the monitoring of accident and near-miss trends. The Group also values the direct input of its employees and facilitates consultations and participation through health and safety committees, while considering audit results and benchmarking against action plans.

Brembo is committed to ensuring that its practices do not cause or contribute to material negative impacts on its workforce by conducting periodic risk assessments focused on employee safety.

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 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 hires. The training content is designed for different areas based on risk assessments. The effectiveness of these courses and the participants' understanding of the content are also carefully evaluated. In addition to promoting health in the workplace, Brembo carries out awareness and prevention training initiatives to strengthen the health and safety culture.

HEALTH AND SAFETY MANAGEMENT SYSTEM

No fatalities were reported in 2025, neither from work-related injuries nor from work-related ill health. On the other hand, Brembo recorded a total of 78 work-related accidents: 72 involved its own employees and 6 involved temporary workers, with an overall rate of 2.60⁹, resulting in 2,975 days lost for employees and 43 days lost for non-employees. In 2025, there were 5 cases of work-related illnesses. No cases of work-related ill health were detected among former employees.

In 2025, 37 plants, accounting for 83.8% 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	2025	2024	2023
Number of production plants	No.	37	35	31
Number of certified plants	No.	31	31	29

4.1.6 INTERNAL COMMUNICATIONS

BREMBO'S INTERNAL MEDIA

Brembo's internal communication represents a strategic asset for informing employees about what is happening within the Group, its values, results and business

objectives, as well as about topics that are strategically important to the Company. Internal communications also plays a key role in supporting people engagement initiatives, fostering a sense of belonging to the organization. The sharing of information, news and stories that reflect the life of the Group is a fundamental aspect of Brembo's culture and identity.

These activities are implemented through several internal communication channels, mainly:

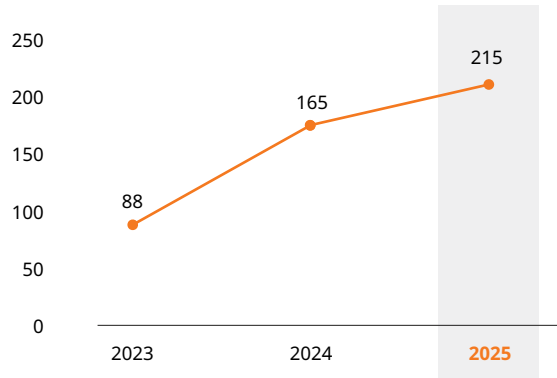
- **newsletters:** periodic graphic emails sent to the entire company population or to specific target groups, providing in-depth information on important and strategic topics for Brembo (e.g., Sustainability, Cybersecurity, World Class Manufacturing, Training, etc.);
- **MyB - Brembo People's Magazine:** a semiannual magazine prepared in seven languages (Italian, English, Polish, Spanish, Czech, Brazilian Portuguese and Chinese), distributed to all offices and plants worldwide. It provides 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), and topics related to safety and the environment. Particular attention is given to sharing the stories of Brembo People and sustainability initiatives. In 2024, MyB had also been launched online on SharePoint, becoming fully integrated into Brembo's digital communication ecosystem. In 2025, Brembo celebrated its 50th anniversary in racing with a special edition titled "Brembo Cuore Vincente. 50 Years of Challenges", which, for the occasion, was also distributed at newsstands in Italy together with the newspaper *La Gazzetta dello Sport* and in the US with

the magazine *Racer*. This special issue traces Brembo's evolution over its first 50 years in the racing world, through interviews with key figures, technical insights, and historic images, telling a story of challenges and passion that began in 1975 and continues today;

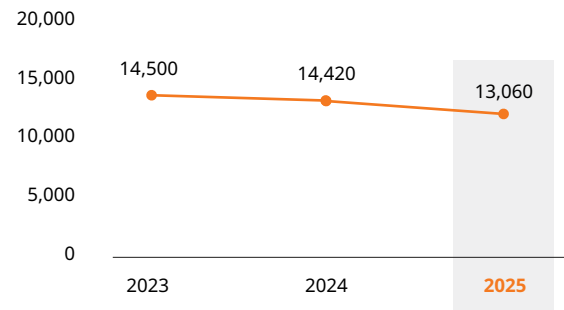
- **notice boards and monitors:** two tools used to provide information updates and engage blue-collar workers at the Group's plants. They serve as internal communication channels supporting awareness, information and engagement campaigns at operational sites;
- **intranet Red Portal:** an internal portal available in each country where the Group operates, featuring editorial content in seven languages. It showcases the main activities carried out by the Group and includes infotainment content, such as animations, videos and vodcast, with the aim of engaging as many employees as possible;
- **ONE Brembo:** launched in 2025 in pilot phase, ONE Brembo is the new internal communication platform that marks a significant step in the Company's digitalization journey. Designed to offer smoother, more intuitive and inclusive user experience, it keeps employees constantly up to date on the Group's main activities and news. It is accessible via smartphone and available to both white collar and blue-collar employees. In 2026, the rollout will progressively extend to the entire company population at a global level.

⁹ The frequency rate was calculated as follows: number of recordable incidents / hours worked x 1,000,000.

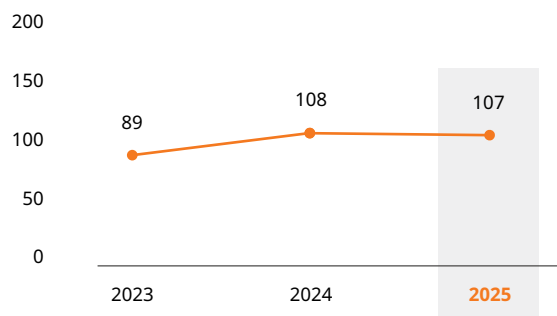
Number of news published on the Red Portal



Number of MyB copies distributed



Number of articles published on MyB



4.1.7 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 Personal data protection policy (“Brembo privacy policy”), approved by the Board of Directors in 2018 and updated in subsequent years, defines roles, responsibilities and operational principles for processing personal data. This framework has been further strengthened over time, becoming a well-established point of reference supported by continuous training and increased awareness. In 2025, the policy was updated to

include guidelines on the assessment of the processing based on the legitimate interest, clarifying the potential role of Brembo as Data Processor; and extending the policy to the Öhlins companies acquired in 2025.

The Data Protection Officer (DPO) carries out an active, transversal role, participating in operating meetings, giving support in conducting data protection impact assessments (DPIAs), in maintaining the Processing Record and in managing of particularly innovative or delicate projects. The DPO reports annually to the supervisory bodies, providing a detailed overview of the activities carried out. To ensure transparency and enable the exercise of GDPR rights, Brembo has established a dedicated e-mail channel in each country where it operates, accessible exclusively by the DPO and the authorized personnel.

Brembo continues to promote initiatives aimed at further strengthening compliance, confirming the Group’s constant commitment to a secure, transparent and law-compliant digital environment.

All non European Group companies are committed to complying to local applicable laws on personal data protection, implementing their own internal policies and systems.

4.2 SUPPLY CHAIN

4.2.1 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 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 aluminum ingots. Brake discs are made of cast iron, largely derived from recycled material originating from the ferrous scrap recovery chain or machining scrap, whereas calipers are chiefly manufactured using primary aluminum. Since 2023, the Group has progressively introduced the use of recycled aluminum at selected plants (by means of scrapped wheels and partially recycled hybrid aluminum alloy), completing the rollout in 2025 so that all of the Group's aluminum foundries worldwide incorporate at least a share of recycled content in their production processes.

In addition to raw materials, Brembo also procures finished and semi-finished components, including seals, pads, small parts, chemical products, and packaging materials such as cardboard and plastic, used for product packaging and distribution. Moreover, Brembo 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 operational 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 also shared and effectively applied throughout its supply chain. These criteria are formalized in the Supplier Code of Conduct for Responsible Business, which integrates and supersedes the sustainable procurement policy. The Code defines the expectations regarding environmental responsibility, human rights protection, working conditions and corporate integrity, requiring all main global suppliers to formally commit to these standards. Its implementation is supported by monitoring, auditing and training activities and, where necessary, 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 specifications and requirements**, both during the qualification phase and throughout the business relationship to ensure high operational compliance and sustainability;

3. **execution of specific due diligence activities on critical issues** such as human rights, emissions, and exploitation of resources and critical minerals to promptly identify and manage risks along the supply chain;
4. **support 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 700 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 2025, 19 new direct suppliers completed the onboarding process on Brembo's new digital

e-procurement platform, implemented during the year. All of the 19 new suppliers (100%) underwent an assessment based on ESG criteria, thus reinforcing the supply chain's alignment with the Group's sustainability-related commitments.

New suppliers

	Unit	2025	2024 aggregate	2023 aggregate
Total number of new suppliers	No.	19	38	112
Number of new active suppliers selected based on environmental criteria	No.	19	11	31
% of new suppliers that were selected based on environmental criteria	%	100%	28.95%	27.68%

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 required by the Group. In 2025, 33 suppliers were involved in these audits, of which 28

are direct relevant suppliers. Among them, 7 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	2025	2024	2023
Number of relevant suppliers assessed (audited) in terms of social and environmental impact	No.	28	25	23
Number of relevant suppliers assessed (audited) that were found to have significant potential or actual negative environmental and social impacts	No.	7	7	4



In 2025, 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	2025	2024	2023
Total number of relevant suppliers	No.	249	251	223
Total expenditure of relevant suppliers	€ thousand	1,305,350	1,382,330	1,418,750
Expenditure of active and relevant suppliers assessed in the year based on social and environmental criteria	€ thousand	202,261	134,448	112,300
% of relevant suppliers audited in the year based on social and environmental criteria	%	15.49%	9.73%	7.92%

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 the financial stability of suppliers. Where potential issues arise that may jeopardize operational continuity, a Crisis Committee is activated to define and promptly implement mitigating measures.

In 2025, Brembo reviewed the ESG audit management procedure — established in 2018 — to further strengthen the Group’s approach to managing supplier non-conformities on a global scale. The procedure defines the criteria for selecting suppliers subject to audits, the processes for managing third-party audits, related follow-ups and any corrective actions. It also establishes minimum compliance thresholds and scoring requirements, in line with Brembo’s ESG standards.

Oversight of supplier assessment activities, progress on decarbonization pathways, and sustainability initiatives across the supply chain is ensured through periodic meetings involving the Sustainability & Risk GCF and the Purchasing GCF.

ENGAGEMENT AND AWARENESS RAISING

Supply chain engagement and transparency

In 2025, Brembo implemented a set of initiatives to enhance supply chain transparency and to identify, assess and manage sustainability and regulatory risks across its supplier base:

- **Supplier engagement survey “Double Materiality Analysis”**
To maintain a consistent and structured dialogue with its key stakeholders and understand their sustainability perspectives and expectations on

Brembo, forged ahead with the approach adopted in previous years, and engaged them in the process of defining material sustainability topics. This engagement forms an integral part of the double materiality analysis, contributing to the identification of priority sustainability matters and to the development of the contents of the 2025 Sustainability Statement.

In 2025, the key stakeholders were involved, achieving a 73% response rate, with a significant improvement compared to 58% in 2024.

- **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 engage them in a dedicated survey to assess the associated risks.
- **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.
- **Assessment of potential risks of forced labor**
In 2025, Brembo launched a targeted survey to assess potential risks within its supply chain related to Uyghur forced labor, reinforcing its commitment to proactively identifying and mitigating human rights

risks.

- **Net Zero Supply Chain program**

Brembo's Net Zero Supply Chain program, launched in 2023 to actively engage suppliers in the Group's decarbonization path, continued in 2025. The initiative involved around 300 carbon-relevant suppliers collecting 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. To ensure the maximum safety and quality, Brembo involves suppliers from the early development stages of projects, adopting a preventive and proactive approach to anticipate and address potential critical issues, both in terms of product and process feasibility and available production capacity.

The Group also fosters supplier development through collaborative initiatives that encourage direct dialogue 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 2025 as well in the form of improvement plans and guided growth plans, in some cases relying on specific external process expertise.

These initiatives 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 continuous support to suppliers during dedicated one-to-one meetings to ensure they are informed of and aligned with Brembo's sustainability targets. In 2025, this engagement was further strengthened in connection with the launch of the new Supplier Code of Conduct for Responsible Business. To support suppliers in familiarizing with its principles and to promote its implementation across the supply chain, Brembo developed a dedicated digital training experience focused on the content of the Code, made available to all partners within the Group's global supply base.

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 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 human rights policy and the Supplier Code of Conduct for Responsible Business. 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 Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict Affected and High Risk Areas, Brembo carries out a supplier due diligence process aimed at identifying and assessing potential risks associated with the sourcing

of conflict and critical minerals. This process includes the collection and analysis of supplier declarations, the evaluation of sourcing practices against defined risk criteria, and ongoing monitoring to detect potential adverse impacts. Where risks are identified, Brembo promotes appropriate mitigation measures and supplier engagement to address and prevent such impacts. This approach supports compliance with applicable regulatory requirements and internationally recognised ethical and sustainability standards. 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.

4.3 AFFECTED COMMUNITIES

4.3.1 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 through innovative engagement strategies. The Group invests in advanced technologies and sustainable solutions to address environmental concerns among younger generations, 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. In 2025, Brembo continued its transition from a leading component manufacturer to a multifaceted technology and lifestyle brand. By leveraging the digital channels and cultural touchpoints highlighted in the “Live Our Energy” section of its website, the Group adopted the language of younger generations, focusing on sustainability, design, collectibles, merchandise and immersive gaming.

Among the most significant initiatives in 2025 was Brembo’s role as official partner of *F1@ The Movie*, which brought its 50-year racing legacy to a broader and highly engaged audience, reflecting the growing intersection between motorsport and mainstream culture. The partnership coincided with a major historical milestone: Brembo’s 50th anniversary in motorsport, a journey that began when its brakes were first fitted to a Ferrari F1 car in 1975.

In April 2025, Brembo participated in the Milan Fuorisalone (Design Week), where it presented its brake caliper as a design element, rather than a purely technical

component. The exhibit showcased three new production colors—Mirtillo (blueberry), Zafferano (saffron) and Oro (gold)—selected based on customer input, highlighting the Group’s commitment to personalization and aesthetic innovation. This initiative reinforced Brembo’s ability to use colour and design as key elements of brand expression.

During the 24 Hours of Le Mans in June 2025, Brembo launched an exclusive capsule collection to celebrate its 50-year racing legacy. The collection featured limited-edition apparel and accessories, translating the heritage of its motorsport success into lifestyle products and expanding its relevance beyond traditional racing audiences.

Brembo’s merchandise and special collections, featuring exclusive and limited-edition products, foster engagement among younger generations by creating a sense of belonging and offering shareable experiences. At EICMA 2025, the Group launched TrackTribe, marking its entry into digital services for sports driving through a system integrating advanced motorcycle hardware with a platform for track analysis, real-time telemetry and community interaction. The event also featured the launch of new high-performance calipers (P4.28 and P4.32), expanded customization solutions and Brembo’s debut into the mountain biking (MTB) segment with a dedicated competition grade braking system.

In 2025, 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 successfully translated its real-world engineering into a virtual environment, allowing players to use its products directly within the game’s customization system. Brembo calipers and brake discs are integrated into GT7’s tuning menus, enabling users to visually select and upgrade braking systems and making Brembo a tangible part of the performance customization experience.

GEN Z FORUM

The Gen Z Forum is an annual global program developed with the sponsorship of Brembo’s CEO. The initiative gives voice to new generations and their perspectives on the future of the Company. Through a structured journey, participants are guided in conceiving, developing, and presenting innovative ideas. Once approved, these ideas are translated within the Pillars into concrete projects that contribute to Brembo’s business and organizational evolution. Over its five editions, a total of 140 talents have contributed to generating impactful innovative solutions that support the evolution of the business.

At the 2025 Forum, 38 participants from 11 countries were recognized. All the finalist ideas were approved for development, confirming the Gen Z Forum as a driver for internal innovation, inclusion and engagement.

In 2025, Brembo received the Italian AIDP HR Mission 2025 Award in the Youth category for the Gen Z Forum bestowed by the AIDP Foundation.

The Gen Z Forum will continue in 2026, with 30 participants across Brembo Group.

PERCENTAGE OF FOREIGN MANAGERS HIRED FROM LOCAL COMMUNITIES

In 2025, 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

844 managers, 742 were born in the same country in which Brembo operates, accounting for 87.91% of the total own managerial staff. This 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.

The Committee defines criteria, guidelines, and priorities, evaluates the initiatives to be supported, and monitors the consistency and effectiveness of the promoted projects. These projects are conceived and developed in collaboration with the non-profit sector and local institutions and are focused on the following areas of action: 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.

Local managers (executives + managers), managers born in the country where Brembo operates

	Unit	2025		Total
		Male	Female	
Local managers	No.	594	148	742
Total managers	No.	686	158	844
Local managers out of the total	No.	86.59%	93.67%	87.91%

4.3.2 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.

To ensure structured and strategic management of these activities, Brembo has established the Socio-Cultural Sponsorship and Donation Committee at Group level, which periodically involves selected GCF Chief Officers.

A "HOUSE OF SMILE" DEDICATED TO MOTHERS AND CHILDREN

Brembo has been present for years with its production sites in Pune, a large city in western India. The long experience in the country has allowed the Company to acquire deep knowledge of the area's socio-economic dynamics and the consequent needs of its community.

It is for this reason that in 2017, Brembo launched the "House of Smile" (Casa del Sorriso) project in collaboration with the CESVI Foundation. The project is aimed at women and children in conditions of high vulnerability living in the difficult context of the outskirts of Pune, where 3 educational centers and a House of Smile service center are operational today.

Within these structures Swadhar, a local partner coordinates pathways on the territory, aimed not only at responding to people's immediate needs, but also at building a possible tomorrow together. In particular, the House of Smile project guarantees a safe and stimulating environment in which children can carry out educational activities and receive assistance and healthcare, while families participate in vocational guidance, awareness, and counseling programs.

In 2025, a total of 589 beneficiaries (302 girls and 287 boys) took part in the educational activities designed for different age groups. Among these are:

- the nursery school, involving preschool children between 3 and 6 years old, with the goal of providing training aimed at improving their cognitive, social, and sport skills;



- support classes to promote literacy, study support, civic, and proper nutrition education.

Furthermore, each educational center has a library and spaces dedicated to e-learning to ensure greater involvement of young people through interactive in-person lessons and the necessary training for teachers.

The **Toy House** (Casa dei Giocattoli), dedicated to the youngest children from 6 months to 6 years old, has also been operating since 2024. The project offers families a welcoming place to spend time together and receive support. Swadhar educators support new mothers, providing useful information for taking care of their children, ensuring proper nutrition, and stimulating their development even in the domestic environment. Inside the Toy House, children have access to toys designed to favor their physical and cognitive development, contributing to their healthy and playful growth.

Over the years, the House of Smile program has expanded with new activities also designed for adolescents. In collaboration with the Dignity Academy Foundation, Life Skills sessions were introduced for youth between 12 and 18 years old, dedicated to self-awareness and communication through play-based activities that help recognize and manage different interaction modes.

Art-therapy workshops were also launched in partnership with the organization, with the aim of promoting the emotional expression of young people and improving their well-being through visual art.

The House of Smile also involves the community's parents through family counseling activities, both individually and in groups, and meetings dedicated to parenting, education, health, and access to public welfare programs.

The three educational centers also provide professional training pathways for young women, including courses in tailoring, beautician services, and embroidery, with the issuance of a recognized certificate of participation. The objective of these training pathways is to favor the economic and social independence of the participants. In 2025, 873 women took part in these initiatives, strengthening their professional skills and opening up new opportunities for their future.

In this context, the team of Brembo India maintains an open and constant dialogue with CESVI operators for project supervision and with Swadhar's local managers to ensure closeness to the women and young families who benefiting from the House of Smile activities.

INDIA

EMPOWERMENT AND SOCIAL INCLUSION FOR WOMEN AND CHILDREN IN THANE

In 2022, Brembo launched a project in the Indian city of **Thane**, near Mumbai, with the aim of supporting mothers, who working as artisans in the textile sector and helping them, in the development and care of their children, while promoting their economic and social emancipation.

In collaboration with the local partner ProAction, the project established a Day Care Center (DCC) and, active five days a week, which offers various socio-educational services. These include educational support, art and craft workshops, sports activities, interactive learning classes, specialized English sessions, and healthcare.

This multifunctional space allows children to learn, explore, and grow in a safe and stimulating environment that contributes to the enhancement of their learning abilities and the improvement of their general wellbeing. During 2025, 37 children (13 girls and 24 boys) participated in the art and craft workshops, while another 37 (13 girls and 24 boys) took part in the vocational guidance sessions.

To complete the educational offer, the Center has a fully equipped computer lab with a full-time teacher who guides students in learning computer basics. The course, lasting three months, is divided into six groups of five students each and concludes with a theoretical and practical exam. Participants who pass the exam receive a certificate recognizing the skills acquired.



The project also includes numerous recreational and sports activities, such as karate courses, chess workshops, and outdoor games, in which 47 children participated, thus favoring socialization, discipline, and the physical wellbeing of the young beneficiaries.

The mothers involved in the project are artisans from the tailoring unit located near the Center and receive concrete support to balance work and family care. The project guarantees healthcare for mothers and their families, regular medical check-ups for mothers and children, and economic support to prevent children from dropping out of school and to manage family emergencies. Furthermore, training and awareness sessions aim to enhance women's professional skills.

In 2025, the Center guaranteed health insurance to whole households, covering a total of 106 beneficiaries between adults and children, while 64 women benefited from medical visits.

The Brembo project in Thane is therefore generating a significant impact on the local community. Thanks to the Day Care Center (DCC), children find opportunities for growth, learning, and recreation, while mothers receive fundamental support for family management and personal development. In 2025, 135 children attended community computer courses and English, Math, and Science classes, and 319 women and children attended community health camps in Thane.

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 school classroom and a traveling library. The initiative was born thanks to the collaboration with the Door Step School Foundation, a local organization that supports the education of children from vulnerable families in the most marginalized communities of the city of Pune.

The organization works to contrast three main critical issues in education: lack of school enrollment, early school dropout, and learning difficulties. The project offers children an environment that favors educational growth and involves families and the community.

Inside the “School on Wheels” school bus, there are books, notebooks, computers, and educational materials useful for supporting literacy, basic calculation, and study activities. Over 795 children participate in the activities offered through dynamic teaching methods suited to their needs.

From Monday to Saturday, the school bus reaches the peripheral areas of the city of Pune, stopping at each stage to welcome groups of 20-25 children, divided according to their learning level.

The Door Step School Foundation team follows children from three to fourteen years old in the development of the three fundamental



skills: reading, writing, and math’s, and in personal care practices. During some stops, lasting about two hours, the mobile unit is also open to the community, which can access the space dedicated to reading. Books and worksheets are also distributed to practice at home.

The initiative is very useful both for those learning to read and for those who have already acquired the basics, but do not have books outside of the project.

During the year, practical activities are also proposed to bring children closer to scientific topics: small experiments to understand everyday phenomena such as atmospheric pressure, the water cycle, or the solar system, as well as themed days and group work that stimulate curiosity and autonomy.

The Door Step School Foundation team maintains constant dialogue with parents, favoring the continuity of their children’s educational path. Every month, meetings and visits to the communities are planned

to share the children’s progress and strengthen family involvement. Participation in the activities is monitored and recognized to maintain high motivation.

Recently, thanks to the support of Brembo India, a new educational center was inaugurated in Balaji Nagar, in the Municipality of Pimpri-Chinchwad. The center provides the school with useful tools to actively involve parents, contributing to creating an environment favorable to children’s growth.

In 2025, the project received the Impresa Award in the Community Building & Social Inclusion category during the Italian Tech in Mumbai, the event promoted by the Indo-Italian Chamber of Commerce and Industry (IICCI). The recognition highlights the value of Indo-Italian entities that develop projects capable of bringing the two countries closer. For Brembo, this award represents further confirmation of the commitment with which the Company supports educational and inclusive initiatives in local communities.

INDIA

SUPPORT FOR YOUNG PATIENTS AT TATA MEMORIAL HOSPITAL IN MUMBAI

The **Tata Memorial Hospital** in Mumbai is a center of excellence for pediatric oncology care in India. Every year, numerous families turn to the facility to ensure their children receive the necessary oncological treatments, often in long-term therapeutic paths.

Since 2024, Brembo has supported the project of **St. Jude India Child Care Centers**, an Indian NGO that collaborates with Tata Memorial Hospital to follow young patients and their families during the therapeutic treatment path. The St. Jude network provides free accommodation and essential nutritional programs to people in difficult economic conditions, in addition to activities dedicated to the psychological and emotional wellbeing of the entire household.

Learning is one of the central aspects of the St. Jude approach, which offers personalized school programs to allow children to continue studying during treatment. The educational proposals stimulate creativity and curiosity, with drawing workshops, educational games, and interactive mathematics, science, and foreign languages classes. In the afternoon, the youngest children participate in artistic activities, while the older ones deepen their computer skills.

Emotional support is equally fundamental. Music therapy, yoga, and individual and group

counseling sessions help children give voice to emotions and improve self-awareness, creating safe spaces in which to feel understood.

Parents also have an active role in the project. For them, paths are organized that favor both emotional management and the approach toward greater economic autonomy. Practical activities such as tailoring, gardening, cooking, and crafts allow them to learn new skills and become opportunities for sharing and personal growth.

Furthermore, families gather to celebrate birthdays and anniversaries together, moments that favor a sense of community and contribute to recreating a

serene and shared daily life. When conditions permit, outdoor activities such as cricket, volleyball, and jump rope games are also organized, which encourage socialization and strengthen relationships within the community.

All these initiatives build a reassuring and stimulating context, strengthen the relationship between parents and children, and contribute to better adherence to treatments. Thanks to an approach that combines emotional support, personal growth, and learning, children and their families face difficulties with greater confidence and determination, finding valid support in the community that surrounds them.



**THE “MANOBAL” PROJECT:
A DEVELOPMENT AND SOCIAL INCLUSION
CENTER FOR THE COMMUNITY OF PUNE**

In Pune, one of the most dynamic cities in Western India, many young people living in the peripheral areas of the Maharashtra district often face limited access to educational opportunities and personal growth pathways. Among them are individuals with disabilities, orphans, and youth from vulnerable backgrounds who require adequate support to progress in their educational journey and build opportunities for greater autonomy and personal growth paths.

To respond to these needs, the Manobal project was born, promoted by the local NGO Deepstambh Foundation and supported by Brembo since 2023. Located in a residential training center, the project guarantees a safe and stimulating environment in which young people can access quality training programs, follow activities that strengthen their personal growth, and develop useful skills for their professional future.

In particular, the center provides free residency, healthy nutrition, and health services besides higher education and university paths, professional courses, and individual mentoring programs. Youth are provided with study support for exams, learning materials, and economic aid. Furthermore, beneficiaries participate in recreational activities, artistic workshops, and music courses that foster curiosity, personal expression, and emotional wellbeing.

In 2025, thanks also to the support of Brembo India, the project welcomed 20 boys and girls, offering them the opportunity to study and grow in an environment attentive to individual needs and oriented toward their autonomy.

In 2023, the Deepstambh Foundation was recognized as the “Best NGO in India” for its commitment to improving the living conditions of people with disabilities, an award that confirms the positive impact of the organization within the community.



INDIA

AT JANTA VASAHAAT (PUNE), EDUCATION BECOMES A MEETING POINT FOR THE COMMUNITY

In the Janta Vasahat neighborhood, many families face difficulties related to access to health services and school opportunities, as well as a lack of tools to improve their living conditions. In this reality, community learning places become fundamental reference points: locations where children find an environment in which they can grow and adults can develop new perspectives.

It is from these needs that, in 2024, “Proaction — Educational Support & Community Empowerment” took shape, developed by CESVI in collaboration with the local NGO ProAction and supported by Brembo. The project aims to strengthen the link between the community and resources for collective wellbeing, offering a point of reference where children and families can find support. The goal is to accompany the youngest in their school paths, while families receive concrete support to expand their opportunities.

The core of the project is the program dedicated to young beneficiaries, designed to make learning more engaging and tailored to their specific needs. Children are supported with their homework, motivated to continue their education, and assisted in subjects such as mathematics and English, as well as in recreational workshops that foster self-confidence and curiosity. Particular attention is devoted to girls, to ensure they can continue their academic path and build new, future prospects.



A computer lab with PC stations was also established within the center, where children learn the fundamental concepts of information technology and participate in the creation of the community newsletter, an activity that engages them and strengthens the sense of participation in the neighborhood.

This space is complemented by a library open to the entire community, featuring books, newspapers, and magazines in both local languages and English. It is a welcoming place, designed to encourage reading and offer a quiet environment for study and the cultivation of personal interests.

The focus on the wellbeing of minors also extends to health: beneficiaries receive medical check-ups, psychological support, and opportunities for discussion between teachers and parents to monitor academic and personal progress over time.

Furthermore, the project supports families in accessing the Indian government’s social assistance programs through practical assistance in requesting fundamental documents, such as the voter ID card or the opening of a bank account, steps that are often complex for those with limited reading and writing skills.

To broaden the impact of these activities, information sessions are also offered to the entire community,

providing in-depth information on essential daily life topics, including literacy, drug addiction prevention, education, child protection, and the fight against domestic violence and child labor.

In 2025, 298 boys and girls took part in the educational activities, receiving academic support, psycho-social accompaniment, and health checks. Additionally, 96 young people participated in computer courses, 66 people received assistance in obtaining government documents, and 132 families took part in awareness sessions.

Thanks to these actions, the project contributes to creating an environment in which children grow with greater serenity and curiosity, and families acquire useful tools to improve their lives within the community.

In 2025, the initiative received the “Impresa Award” in the Community Building & Social Inclusion category, presented during the Italian Tech event in Mumbai and promoted by the Indo-Italian Chamber of Commerce and Industry (IICCI). The award recognizes Indo-Italian entities that develop programs capable of bringing the two countries closer and represents for Brembo a further acknowledgment of the support the Company dedicates to educational and inclusive pathways in local communities.

3 BREMBO PROJECTS UNITING COMMUNITY AND THE ENVIRONMENT

Every tree holds a silent strength: it transforms light into life, gives oxygen to the planet, and creates an authentic bond with the people who inhabit those territories. It is a sign of rebirth and care, a gesture that grows over time and unites those who plant it with those who will benefit from it. From this idea, a path has taken shape connecting three Brembo initiatives developed in Kenya, India, and Poland, all united by attention to the environment and the involvement of local communities.

To celebrate the 60th anniversary of its founding in 2021, Brembo donated a tree to every person in the Group worldwide, creating the Brembo Forest in Kenya, in the Lake Victoria region. The initiative, “Brembo4Earth — A gift for you, our forest for the planet,” developed with Treedom, led to the planting of 14,000 trees, including timber and fruit species, selected based on the characteristics of the territory.

The Brembo Forest contributes to the achievement of 10 of the 17 Sustainable Development Goals defined by the United Nations and involves local communities in the management of crops, creating new agricultural opportunities.

In 2025, monitoring of the Brembo Forest continued, as did support for the Biodiversity Park in the Chakan industrial area in India. This project was developed and implemented in collaboration with the local NGO Bosch & Forest following the “Miyawaki Method”. This



forestation technique, designed by Japanese botanist Akira Miyawaki, uses resistant and spontaneous plants for the recovery and reclamation of abandoned land that, as in the case of Chakan, was previously used for the illegal dumping of waste and slag.

The careful selection of species has made it possible to recreate an ecosystem capable of favoring the soil’s ability to retain water, cool the microclimate, and reduce pollution. Today, the Park is a green space open to the entire community and workers in the area.

In Poland as well, Brembo has brought to life a special project that combines nature, education, and communities. In Tuczna, near the production site

currently under construction, over 180 trees were planted with support from students from the local primary school, during a day dedicated to discovering nature and the value of trees for the ecosystem. Each tree, purchased from a local plant nursery familiar with the territory, received a name chosen by the children, becoming a small symbol of shared commitment and care for the territory.

Three different projects, one single direction: contributing to the growth of the territories where Brembo is present, with initiatives that create value for people and the environment. This choice reflects a concrete way of investing and growing alongside local communities.

CHINA

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

In the complex socio-economic context of rural China, millions of children living in vulnerable conditions often face difficulties in accessing quality education, which is fundamental for acquiring the knowledge and skills necessary to begin building their future.

To contribute positively to the needs and challenges of the territory on this front, Brembo has collaborated since 2019 with the Chinese NGO Shanghai Adream Foundation through the “Dream Center” project.

This project focuses not only on the structural redevelopment of some schools in the peripheral areas of rural China, but also on training paths for teachers, aimed at ensuring better teaching quality and stimulating the abilities and aspirations of students thanks to an innovative, equitable, and inclusive approach.

There are five Dream Centers active with the help of Adream.org and the local Public Education Office:

- the center at “Taizhou Experimental Primary School” in Jiangsu province with 66 classes, 167 teachers, and 2,500 students.
- “ZiXi Experimental Primary School,” in FuZhou city, Jiangxi Province, with 45 classes, 107 teachers, and 1,981 students.

- “Jietian Central Primary School” in Jiangxi province, with 17 classes, 60 teachers, and 653 students.
- “Muye Township Central Primary School” in Chongqing city with 118 classes, 378 teachers, and 6,013 students.
- “Jiangxi Ganzhou SiYuan Experimental School” in Ganzhou city with 118 classes, 372 teachers, and 6,013 students.

In support of the project, the participation of the Brembo China team in “Tencent 99 Giving Day” was significant: a national fundraising program through which Brembo People contributed to the purchase of new educational

materials for the Dream Centers.

This is further confirmation that commitment, if shared, not only favors the reduction of geographical and social gaps, but also creates new opportunities for change. For the “Dream Center” project, this occurs while respecting diversity and individual aptitudes, ensuring that no one is left behind.

In 2025, the “Dream Center” project received recognition in the Community Involvement & Development category of the Brembo Sustainability Awards.



BREMBO AND ATALANTA: SPORT AS AN EDUCATIONAL AND SOCIAL VALUE

Sport has always represented an extraordinary tool for growth, capable of educating and forming individuals on both a personal and collective level. It fosters inclusion, promotes participation, and values talent, offering young people the chance to develop skills that go far beyond the play itself. Brembo, as a Top Partner of the Atalanta Bergamasca Calcio Youth Sector, supports the educational and social role of sport. The collaboration with Atalanta stems from shared values rooted in sports culture and the growth of young people: loyalty, team spirit, sacrifice, merit, passion for challenges, valuation of talent, and continuous improvement. Qualities that, when learned on the field, become precious tools in daily life and academic education as well.

Since 2018, Brembo and Atalanta have collaborated to translate this vision into concrete initiatives. One key element of this collaboration is the Brembo Award, through which the Group annually rewards the most deserving boys and girls of the team, from the Under 15s to the Primavera. The award evaluates not only athletic performance but also academic results and personal behavior.

Reaching its seventh edition in 2025, the Award was presented by Cristina Bombassei, Chief Legacy Officer of Brembo, during the ceremony held at the Atalanta Youth Sector headquarters in Zingonia, in the presence of over 500 young male and female players, staff, and club officials. Brembo

also supports the summer Football Camps promoted by Atalanta for children aged 7 to 14. Every year, these camps confirm their success thanks to wide participation and represent a precious opportunity for young people to approach sport, consolidate fundamental values, and have formative experiences under the guidance of qualified professionals.



ITALY

FOSTERING SYNERGIES TO SUPPORT RESEARCH AND INNOVATION

Brembo's strong propensity for innovation and research leads the company to pay particular attention to specialist 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. This approach takes concrete form in the support of organizations and initiatives that promote research in various fields, creating synergies capable of generating positive and significant impacts.

One example is the support for **FROM**, the **Research Foundation of the Papa Giovanni XXIII Hospital** in Bergamo, established in 2008 with the aim of promoting the development of research projects within the Bergamo Hospital and playing an active role in the national and international clinical research landscape. FROM is committed to enhancing and expanding the research potential in all hospital sectors, with the goal of improving the quality of care and people's health.

Brembo also supports the activities of the **Mario Negri Institute**, one of the major biomedical and pharmacological research centers in Italy. The Institute is engaged in the dissemination of scientific culture through various initiatives and tools aimed at informing the scientific community and providing citizens with correct information on the use of medications, strengthening the bond between advanced research and social impact.

During the Covid-19 pandemic, Brembo's support for these organizations, together with the **Papa Giovanni XXIII Hospital**, enabled the financing of joint research projects for the study of the virus and its medium-to-long-term consequences. The results of this research have been published in the most prestigious scientific and medical journals worldwide, demonstrating the importance of collaboration between businesses, hospitals, and research centers in responding to complex health challenges.



BREMBO ALONGSIDE ACCADEMIA CARRARA AND GAMEC

Over the years, Brembo has been able to build an active and constant dialogue with the voices of the territory where it originated, collaborating with prominent organizations that operate even outside the corporate context.

After the significant experience as a partner of Bergamo Brescia Italian Capital of Culture 2023, Brembo chose to give continuity to its commitment by collaborating with two major cultural institutions of the territory: Accademia Carrara and GAMEc, the Gallery of Modern and Contemporary Art of Bergamo. In particular, the company decided to support the three-year programs of both entities, backing artistic and cultural projects of social interest.

As for Accademia Carrara, Brembo is the Educational Partner for the 2024-2026 three-year period, supporting the educational and didactic activities proposed by La Carrara Educazione, designed to discover the museum since childhood and experience it as a familiar place even as adults. Since 2016, La Carrara Educazione has developed activities dedicated to schools, families, children, adults, and people with fragilities, through guided tours, workshops, classroom activities, and training meetings for teachers. The initiatives supported by Brembo aim to introduce works of art, but above all to encourage the discovery of the museum as a space for meeting, reflection, and collective growth.



At the same time, Brembo supports the artistic and cultural projects of GAMEc for the 2024 period, including “Thinking like a mountain” which, since 2024, involves not only museum spaces but also the territory and local communities. The project promotes paths of sharing and reflection on the themes of sustainability and collectivity, involving internationally renowned artists, such as Maurizio Cattelan with the Seasons exhibition, which attracted over 180,000 visitors in 2025 and stimulated reflection on natural and historical cycles from a broader and more inclusive perspective.

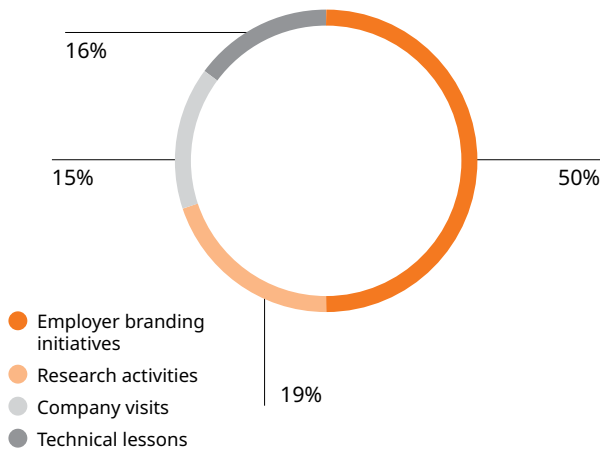
It is based on the common traits of social and cultural commitment that Brembo decided to collaborate with Accademia Carrara and GAMEc, contributing to the creation of shared value for the community and the territory.

4.3.3 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 2024-2025 academic year, Brembo formed strategic partnerships with 35 universities worldwide, including educational in Italy, China, Poland, India, Spain, Czech Republic, the United States, Mexico, Thailand and Germany. It also organized 68 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 employer branding initiatives, research activities, company visits, technical lessons or company visits.

The global university network by type of activity in 2025



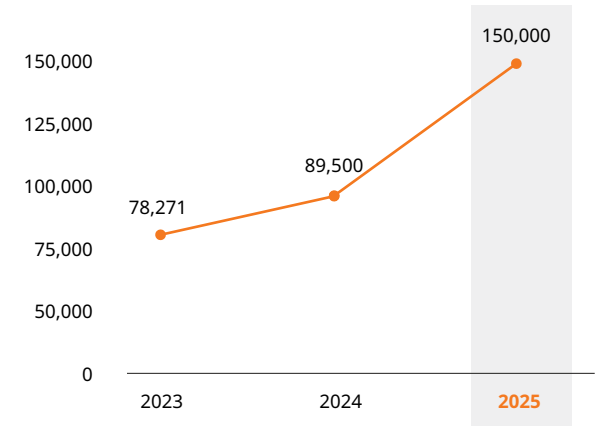
In 2025, Brembo confirmed its positioning among the most attractive employers in the labor market, achieving 1st place in the Randstad Employer Brand Award within its specific industry sector in Italy. In the same year, the company was also included in the Italy's Best Employers ranking compiled by Statista, placing 145th overall, and further confirming its ongoing commitment to fostering talent development.

RELATIONSHIPS WITH THE MEDIA

Brembo's external communications represent a strategic asset for the Group, playing a key role in strengthening awareness of the company's values, vision, and actions among a wide range of stakeholders. Through a consistent and well-structured narrative, external communications ensure that Brembo's technological excellence and continuous innovation, racing DNA, sustainability commitments, and corporate culture are clearly and effectively conveyed to the public. At the same time, external communications support the protection and enhancement of Brembo's corporate reputation, which is widely recognized as a key long-term driver of brand equity and business performance.

By ensuring continuous, high-quality visibility of Brembo's stories across global media channels, external communications reinforce the Group's positioning as a global leader in advanced mobility solutions and foster trust among clients, investors, talents, institutions, and the wider public. In 2025, these efforts generated a total of more than 150,000 articles worldwide, reflecting the effectiveness and reach of Brembo's external communications activities.

Number of articles in 2025



INSTITUTIONAL AND INTERNAL EVENTS

In 2025, 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:** Brembo leveraged international trade shows as key platforms for innovation and market expansion. The Group showcased its latest products across all sectors at major events such as Auto Shanghai, EICMA and various Automechanika shows (ASEAN, the US, Europe and the Middle East). On these occasions, Brembo also refreshed its stand design to offer a more technological and immersive experience, reinforcing its positioning as an increasingly innovative and appealing brand.
- Sports participation:** Brembo's technical leadership was further strengthened through major sponsorships, including the Title Sponsorship of the Gran Premio d'Italia Brembo at Mugello MotoGP and

its role as Official Braking Technology Partner of the FIA World Endurance Championship (WEC) — 24 Hours of Le Mans. These high-profile events, together with targeted customer activations such as the Melbourne F1 Grand Prix, also served as key platforms to celebrate the Group's 50th anniversary in racing.

- **Digital Leadership** (Brembo Solutions): Brembo extended its technological leadership through its Brembo Solutions area, showcasing its AI-driven expertise at key industry forums. This included participation in Microsoft Events, the EIS Summit (focused on sustainability and AI), and various technical conferences and webinars with partners, highlighting the Group's commitment to using Artificial Intelligence for product efficiency and industrial process improvement.
- **Internal events:** internal events are considered key moments for fostering cohesion, a sense of belonging and community, as well as for encouraging cultural and personal growth. The Brembo Awards, a global initiative recognizing the best ideas and projects in sustainability, innovation and excellence, highlight the importance of people's contributions to continuous improvement. Finalist and winning teams joined live to briefly comment on their projects and the results achieved, while an external guest added an inspiring perspective. The event was streamed worldwide via Teams, engaging Brembo's entire global community. A lead-up campaign was launched ahead of the event, where the teams presented their projects in short videos, giving the audience insight into their innovations. The big screen lit up in Italy, America, and China for a special event dedicated to Brembo people: the screening of "*F1 – The Movie*", the film produced by Apple, featuring many stars, including Brad Pitt. As the Official Promotional Partner of the film, Brembo was chosen to design and supply the braking systems for the car of the fictional APXGP team, showcased

on the big screen—a celebration of adrenaline, racing passion, and our 50 years in Motorsport. At the same time, photo booths were set up inviting people to take a picture and share their themed message: "To me F1 is". This activation was then extended for a week across all Italian plants, turning employee branding into a shared experience. Over 115 colleagues joined Brembo Ski, the Brembo-branded ski day featuring an exciting night race followed by a convivial dinner. The initiative was designed to foster fun, strengthen connections beyond the workplace, and build team spirit. Brembo Ski is part of the B well program, which promotes wellbeing through engaging and inclusive social activities.

- **Employee recognition:** Brembo celebrates milestones such as 20, 30 and 40 years of service, as well as employee retirements, through dedicated events at its headquarters. The Brembo Scholarships program also rewards the academic achievements of employees and their children, promoting talent and commitment to education.
- **World Kindness Day:** on November 2025, Brembo celebrated World Kindness Day, in continuity with the initiatives of Sustainability Week 2024 and the B Well program aimed at promoting social wellbeing, in collaboration with local associations. The Group organized a global charity food drive across all its plants. This initiative represents a simple yet meaningful way to turn kindness into concrete action, and support those in need.

MAJOR INTERNAL COMMUNICATION CAMPAIGNS

- **Sustainability Symphony Project:** in 2025, Brembo established the "Sustainability Symphony Project", inspired by the orchestra metaphor, where each person, GCF, GBU, transversal areas, task force, ambassador and champion could share and give voice to sustainability-related initiatives, including concrete projects, objectives and measurable impacts. This initiative takes place every two months across different plants, with stories contributing to a shared narrative that demonstrates how sustainability at Brembo is a collective commitment rather than a single action. Activities — held both online and in-presence - included training webinars (Goal 5 – Gender Equality) , innovations events (Goal 4 – Quality Education), and working groups (Goal 8 – Decent Work and Economic Growth), as well as (in line with Goal 1 – No poverty and Goal 2 – Zero hunger), and initiatives promoting kindness and mutual respect (Goal 16 – Peace, justice and strong institutions). Responsible environmental behaviors were also encouraged, in line with Goal 12 – Responsible consumption and production and Goal 13 – Climate action, through everyday actions and awareness-raising initiatives.
- A new quarterly Vodcast, "**The Pulse**" has been launched, featuring the Executive Chairman Matteo Tiraboschi, who shares insights on Company vision, industry trends, strategies, and results. To ensure accessibility, all episodes are available in seven company languages using AI translation, enabling everyone to engage and participate.

PROMOTIONAL EVENTS

In 2025, Brembo strengthened its market presence and brand positioning through a range of promotional initiatives aligned with its strategic evolution. Marking its 50th anniversary in motorsport, the Group leveraged its racing heritage to reinforce its transition from a component manufacturer to an integrated solution provider, connecting technological excellence with sustainability, design and digital engagement.

To celebrate its first 50 years of racing with its fans, and extend the racing experience beyond the track, Brembo participated with dedicated activations in the Brembo MotoGP Gran Premio d'Italia and the 24 Hours of Le Mans. The latter provided the perfect setting for the launch of an exclusive merchandising capsule collection. This initiative translated Brembo's motorsport heritage into lifestyle products, engaging a broader and more design-conscious audience.

Events such as the Brembo XtraTour continued to bring aftermarket products across Europe via an Airstream, enabling a direct and personalized connection with distributors.

At the same time, Brembo engaged the public with special brand activations, large-scale events such as the Festival dello Sport, in collaboration with *La Gazzetta dello Sport*, and the Fuori Salone in Milan, further strengthening its positioning at the intersection of performance, design and lifestyle culture.





METHODOLOGICAL NOTE

RREPORTING STANDARDS APPLIED

This Voluntary Report has been prepared with reference to the European Sustainability Reporting Standards (ESRS), reflecting the commitment to transparent, structured and information-driven communication.

REPORTING SCOPE

Brembo has prepared this Voluntary Report on a consolidated basis, with a reporting boundary aligned with that of the Consolidated Financial Statements as of 31 December 2025. The scope excludes entities accounted for using the equity method as well as companies of a non-operative nature. The companies excluded are:

- Brembo Poland Heratech Sp. Zo.o.
- Brembo Poland Manufacturing Sp. Zo.o.

Where feasible, the qualitative and quantitative disclosures presented extend to the Group's upstream and downstream value chain, in compliance with ESRS 1.

In addition to the reporting scope described above, only data and information related to Brembo SGL Carbon Ceramic Brakes S.p.A. (Stezzano) have been included in the GHG emissions and Health and Safety metrics. This approach is consistent with the ESRS guidance on Value Chain, which provides clarification on the definition and application of reporting boundaries. 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 2025. 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 related to Scope 3 greenhouse gas emissions is inherently subject to limitations and uncertainty. Where supplier-specific primary data is unavailable,

the assessment relies on industry averages and externally sourced emission factors, which may affect the data quality of both quantitative estimates and qualitative evaluations across the value chain;

- as in prior years' Sustainability Statement, 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 2025 Annual Report, approved by the Shareholders' Meeting and available on the corporate website.

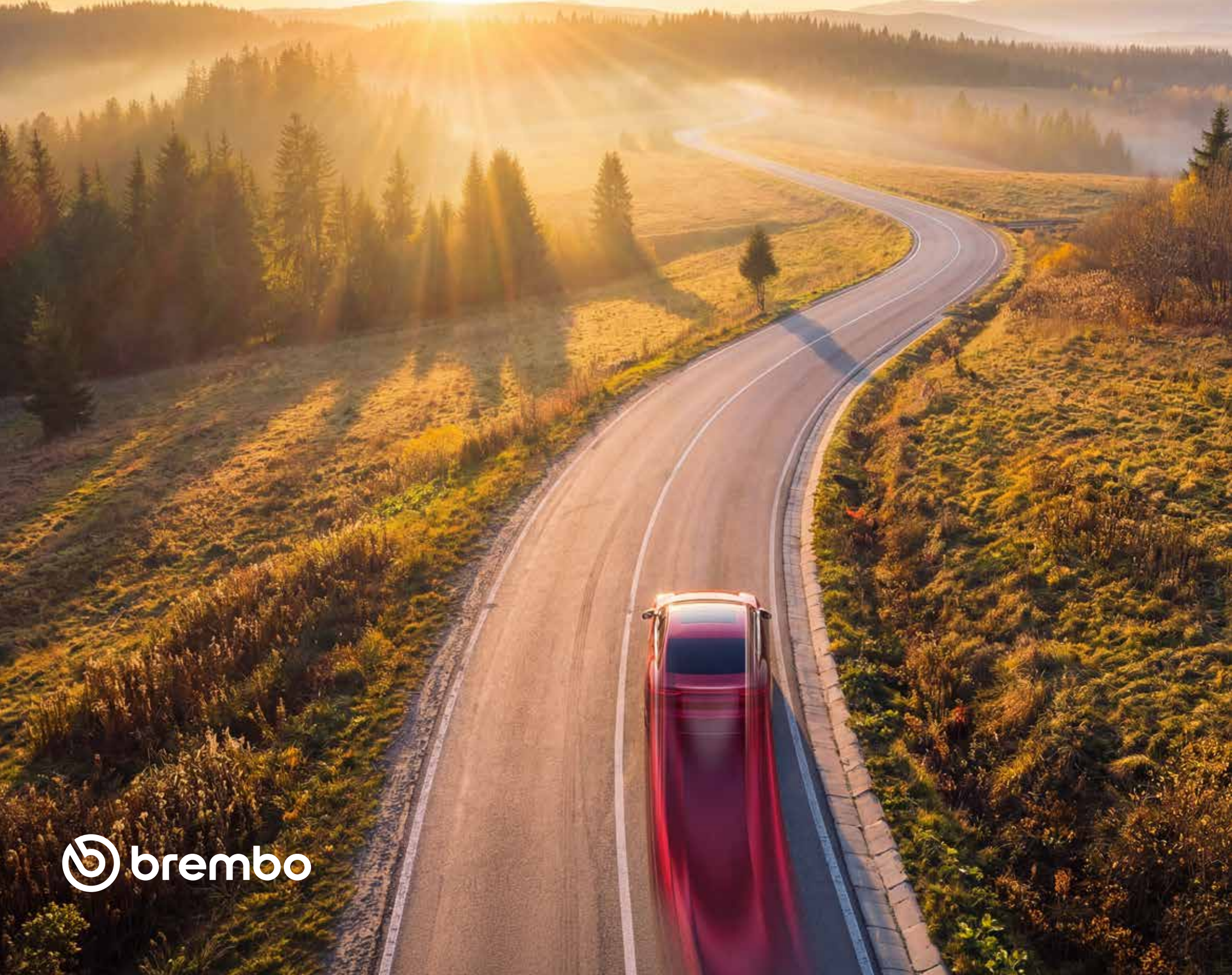
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