

ANNUAL REMUNERATION REPORT OF BREMBO GROUP 2018

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INTRODUCTION

In 2017, Brembo renewed its Company Bodies and therefore also appointed the new Remuneration & Appointments Committee for the three-year period 2017-2019. In pursuing continuity, the Remuneration & Appointments Committee has chosen to keep a high focus on market practices and investor expectations. Through its Annual Remuneration Report, Brembo aims to ensure all of its stakeholders a high level of disclosure in order to strengthen the confidence they and the market place in it, by ensuring that they have the tools needed to assess the Company properly and exercise their rights in an informed manner

The principles and guidelines followed in setting and implementing the Company's remuneration policies comply with and respect Brembo's cultural values, as enshrined in its Code of Ethics, such as quality, proactiveness in anticipating changes and promoting innovative solutions, attention towards sustainability issues, a sense of belonging and the value of individual contributions to achieve company goals.

In addition, Brembo has always complied with applicable laws, regulations and recommendations of the Corporate Governance Code for Listed Companies, which it has fully adopted in order to ensure that its corporate governance mechanisms function properly.

Through this document, the Group's Directors intend to seek the shareholders' advisory approval for a report that describes the remuneration policy for 2018, covering the members of the Governing Bodies, the General Managers and Key Management Personnel, in addition to illustrating the actual application of the policy adopted for 2017, approved during the session of the Board of Directors held on 3 March 2017.

In particular, the Report is divided into the following sections:

- SECTION I: this section refers to the members of the Governing Bodies, General Managers and Key Management Personnel and contains information about the principles and guidelines according to which Brembo S.p.A. sets its remuneration policy for 2018, in addition to information about the procedures used to adopt and implement that policy;
- SECTION II: this section is further divided into two parts. The first of these contains an illustration of each of the components of remuneration. The second provides a detailed account of the compensation paid during the reporting year, in any capacity and form, by the Company and its subsidiaries and associates, using the tables annexed to the Report, which are an integral part thereof.

The Annual Remuneration Report pursuant to Article 123-ter of the Consolidated Law on Finance "TUF" (an article added to Legislative Decree No. 58/1998 by Legislative Decree No. 259/2010) was approved by the Board of Directors, on the proposal of the Remuneration & Appointments Committee, during the session of 5 March 2018. Section I will be submitted to the Shareholders' Meeting scheduled for 20 April 2018, in single call.

SECTION I

The remuneration policy is one of the main tools to align the interests of Directors — and in particular of Directors with executive powers — and of management with those of shareholders. The goals are to grow and improve constantly and to create value in the medium/long term by regularly assessing individual and company performance. Brembo has also always devoted particular attention to designing its policies and incentive systems in a way that ensures that resources crucial to the Company's success are properly recruited, motivated, satisfied and retained.

1 – Information on the Procedures Applied for the Adoption and Implementation of the Remuneration Policy

1.1 Scope and recipients

As in previous years, the Remuneration Policy continues to be in line with corporate values and consistent with regulations and stakeholders' expectations, and has the dual objective to:

- define a remuneration system based on ethics, quality, proactivity, belonging and enhancement, and able to both attract and retain human resources who, thanks to their talent and excellent professional skills, can successfully manage and operate within the Company;
- motivate those resources to achieve increasingly challenging performance targets in view of a constant improvement, also through the adoption of

incentive schemes designed to orient them towards the fulfilment of strategic business objectives, hence creating value in the medium-long term and contributing to align the management's interests and shareholders' expectations.

To facilitate this alignment, the Policy envisages that part of the Management's remuneration be linked to the achievement of performance objectives — which are set and established in advance — through a Management by Objectives (MBO) annual Incentive Plan and a Medium/Long Term Incentive Plan (LTIP).

The Policy is defined through a formalised process (see section 1.6) involving the Remuneration & Appointments Committee, the Board of Directors, Key Management Personnel, the Group's Human Resources & Organisation Department, the General Shareholders' Meeting and the Board of Statutory Auditors.

In detail, key areas of responsibility are as follows:

Recipient	Decision-making body	Proposing body	Technical body	Advisors, if any
CEO and General Manager	GSM, BoD	Remuneration & Appointments Committee	Human Resources & Organisation Dept.	Mercer
Executive Directors				
Key Management Personnel				
Non-executive Directors	GSM	Shareholders	Administration & Finance Dept.	
Non-executive Directors				

1.2 Remuneration & Appointments Committee

Remuneration & Appointments Committee	
<p>Pursuant to the provisions set forth in Borsa Italiana's Corporate Governance Code, which Brembo S.p.A. fully complies with, in February 2001 the Company's Board of Directors established the Remuneration Committee, which later became the Remuneration & Appointments Committee, made up of a majority of non-executive, independent Directors and chaired by an Independent Director. The Board of Directors also defined its tasks and powers. The Committee's composition, meetings, objectives, tasks and activities illustrated hereunder are fully compliant with the recommendations of the Corporate Governance Code (latest available version: 2015). Pursuant to Article 2389, paragraph 3, of the Italian Civil Code, the Remuneration & Appointments Committee is vested solely with recommendatory functions. The power to determine the remuneration of Directors holding special offices is in any event entrusted to the Board of Directors, in concert with the Board of Statutory Auditors and in compliance with the overall remuneration established by the General Shareholders' Meeting. The current Committee will remain in office until the Shareholders' Meeting called on 20 April 2017, to approve the Financial Statements for the year ending 31 December 2019. The Chairman of the Board of Statutory Auditors, R. Pagani, is permanently invited to participate in all the meetings of the Remuneration & Appointments Committee.</p>	
	<p>Objectives</p> <p>▶ With reference to Remuneration: ensuring that the remuneration policies applicable to the Chairman, the Executive Deputy Chairman, the Chief Executive Officer and General Manager, the Executive Directors, the Directors holding special offices and Key Management Personnel, as well as the Non-executive Directors, are formulated by a Body in the absence of potential conflicts of interest.</p> <p>▶ With reference to Appointments: identifying the optimal composition of the Board, by indicating the professional roles that may promote its proper and effective functioning and contributing to the preparation of the succession plan for Executive Directors.</p>
	<p>Responsibility areas</p> <p>■ Periodically assessing, as indicated by the Chairman of the Board of Directors, the adequacy, overall consistency and practical application of the Remuneration Policy for Directors and Key Management Personnel (including any possible stock option or stock granting plans, three-year incentive plans, etc.). With regards to the latter, it draws on the information provided by the Directors responsible for this task.</p> <p>■ Submitting proposals or expressing opinions to the Board of Directors regarding the remuneration of Executive Directors and other Directors holding special offices, and the performance objectives associated with the variable component of such remuneration.</p> <p>■ Monitoring the implementation of decisions adopted by the Board of Directors by verifying, specifically, the actual achievement of performance objectives.</p> <p>■ Formulating motions to the Board of Directors regarding the Remuneration Report that they are required to submit to the General Shareholders' Meeting to illustrate the remuneration policy for Directors and Key Management Personnel.</p> <p>■ Performing all additional tasks that, from time to time, it may be assigned by the Board of Directors, as well as examining all issues that the Chairman, Executive Deputy Chairman, and the CEO and General Manager deemed appropriate to submit to the Committee for the aspects falling within its remit.</p> <p>■ Reporting to shareholders regarding the way in which its duties are discharged.</p> <p>■ With reference to appointments: formulating opinions and recommendations for the Board of Directors in regards to its size and composition, the presence of specific professional figures, the number of other positions deemed compatible with the role held within Brembo, the exceptions to the non-competition agreement, the cases of co-option, and the succession plans.</p>
<p>Composition and meetings</p> <p>Barbara Borra¹ - Chairwoman Nicoletta Giadrossi² Umberto Nicodano³</p> <p><i>In 2017, the Committee met once. As of the date of approval of this Report, it has held a further meeting focussed on the end of the 2017 remuneration policy and the start of the 2018 remuneration policy.</i></p> <p>¹ Non-Executive and Independent Director ² Non-Executive and Independent Director. Committee member with appropriate financial expertise and experience. ³ Non-Executive and non-independent Director</p>	<p>Activities performed</p> <p>The Remuneration & Appointments Committee carried out its activity as part of an ongoing process, made up of the following chronological macro-phases: focus on performance assessment and the definition of variable remuneration pay-outs; drafting of the Remuneration Report; analysis of variable incentive plan targets; and assessment of main executive compensation elements.</p> <p>At the date of approval of this Report, the Committee has already held one meeting for the year 2018 to examine the actual results of the annual Short-term Incentive Plan (MBO 2017), as well as to review this Report and subsequently submit it to the Board of Directors for approval.</p>

For further information concerning the Remuneration & Appointments Committee's activities in 2017, the Committee's functioning and its specific activities in respect of Appointments, reference should be made to

paragraph 7 of the 2017 Corporate Governance and Ownership Structure Report, published concurrently with this Report.

1.3 Board of Directors

Board of Directors	
<p>The Board of Directors currently in office was appointed at the Shareholders' Meeting called to approve the 2016 Financial Statements (20 April 2017) and is made up of 11 Directors.</p> <p>Its composition and tasks, which are detailed hereunder, are fully compliant with the recommendations of the Corporate Governance Code (latest available version: 2015).</p> <p>The current Board of Directors will remain in office for the three-year period 2017-2019, i.e., until the Shareholders' Meeting called to approve the Financial Statements for the year ending 31 December 2019.</p>	
	Responsibility areas
	<ul style="list-style-type: none"> ■ <i>Within the framework of the remuneration policies adopted, establishing the remuneration for Directors holding special offices in concert with the Board of Statutory Auditors and the Remuneration & Appointments Committee. Such remuneration is established in accordance with the resolutions of the General Shareholders' Meeting, which determines the overall remuneration for all Directors.</i>
	<ul style="list-style-type: none"> ■ <i>Examining and approving the strategic, operational and financial plans of the issuer and the Group it heads, periodically monitoring the implementation thereof.</i>
Composition	
<p>Alberto Bombassei³ Chairman</p> <p>Matteo Tiraboschi³ Executive Deputy Chairman</p> <p>Andrea Abbati Marescotti³ CEO and General Manager</p> <p>Cristina Bombassei³</p> <p>Giovanni Canavotto³</p> <p>Valerio Battista¹</p> <p>Barbara Borra¹</p> <p>Laura Cioli¹</p> <p>Nicoletta Giadrossi^{1*}</p> <p>Umberto Nicodano²</p> <p>Gianfelice Rocca¹</p>	<ul style="list-style-type: none"> ■ <i>Defining the Company's corporate governance system (without prejudice to the powers entrusted to the General Shareholders' Meeting) and the Group's structure.</i>
	<ul style="list-style-type: none"> ■ <i>Defining the nature and level of risk compatible with the Company's strategic objectives.</i>
	<ul style="list-style-type: none"> ■ <i>Assessing the adequacy of the organisational, administrative and accounting structure of the issuer and its subsidiaries having strategic relevance, especially with reference to the internalcontrol and risk management system.</i>
	<ul style="list-style-type: none"> ■ <i>Assessing the general performance of operations, taking into particular account the information received from the Delegated Bodies, and periodically comparing the results achieved with those planned.</i>
	<ul style="list-style-type: none"> ■ <i>Resolving upon the transactions carried out by the Company and its subsidiaries, should these transactions have a significant strategic, operating, capital and/or financial impact for the issuer. To this end, the Board establishes general criteria to identify highly significant transactions.</i>
	<ul style="list-style-type: none"> ■ <i>Performing at least annually an evaluation of the performance of the Board of Directors and its Committees, as well as their size and composition, taking also into account aspects such as the professional expertise, experience (including managerial experience), gender and seniority of service of their members.</i>
	<ul style="list-style-type: none"> ■ <i>In light of the assessment mentioned in the previous point, expressing its opinion before the appointment of the new Board, so as to inform Shareholders on professionals whose presence in the Board is deemed appropriate.</i>
<p>¹ Non-Executive and Independent Directors</p> <p>² Non-Executive Directors</p> <p>³ Executive Directors</p> <p>* Directly elected by the General Shareholders' Meeting of 20 April 2017 based on the candidature submitted by a group of Shareholders (0.515% of the share capital)</p>	

1.4 General Shareholders' Meeting

The role of the General Shareholders' Meeting pursuant to the By-laws, insofar as matters related to this Report is to:

- appoint and remove the members of the Board of

Directors, appoint the Board of Statutory Auditors and its Chairman and Deputy Chairman;

- establish the overall remuneration for the Board of Directors and the Board of Statutory Auditors;
- express an advisory vote on the Report.

1.5 Possible Attendance of Independent Experts

Brembo also establishes its policies and verifies its remuneration structure based on the analyses conducted with the support of consultants on market benchmarks consisting of a group of comparable (in terms of size) peers operating in the same industry. In addition, Brembo monitors trends and best practices on the Italian market.

Mercer and Willis Towers Watson advised Brembo by providing methodological support and market benchmarks on compensation and executive compensation.

1.6 Process for the Policy Definition and Approval

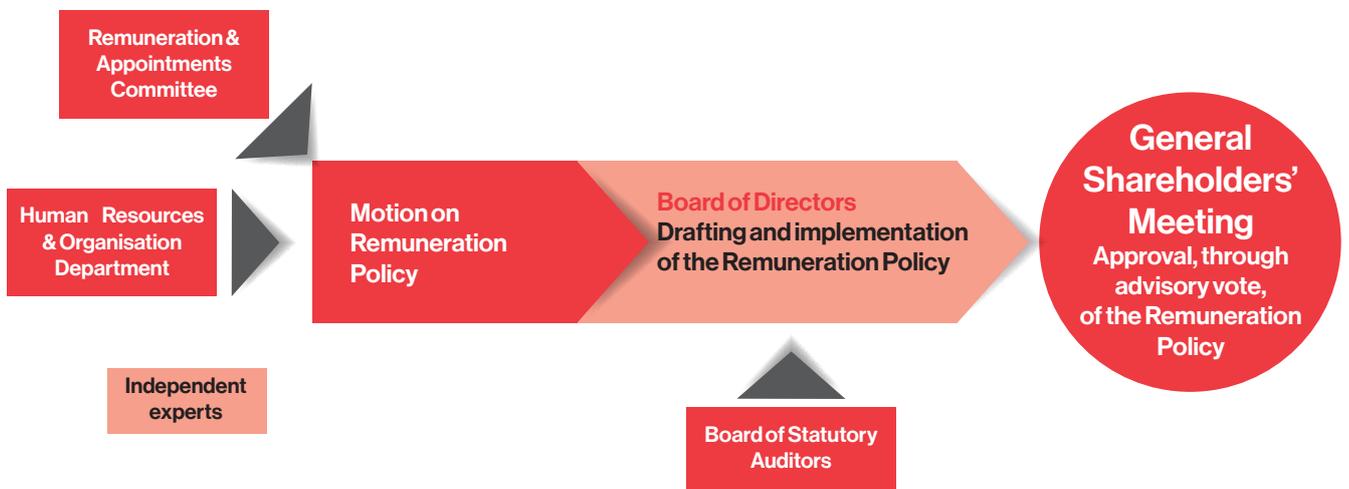
The Remuneration & Appointments Committee submits the motion on Remuneration Policy to the Board of Directors for approval. The Group’s Human Resources & Organisation Department supports the Remuneration & Appointments Committee in drafting the report by providing market information about practices, policies and benchmarks to help improve the policy and to involve relevant independent experts, if needed.

Upon proposal from the Remuneration & Appointments Committee, which in turn can ask for the support of the Group’s Human Resources & Organisation Department, the Board of Directors prepares and adopts the Remuneration Policy, making it part of internal company rules and regulations. It specifically determines the contents of the paragraphs regarding the remuneration policy for members of the Board of Directors (paragraph 2.2), the members of the Board of Statutory Auditors (paragraph 2.3), and the Group’s incentive plans (paragraph 2.4). Pursuant to the By-laws, as concerns the remuneration for Directors holding special offices,

the Board of Directors takes into account not only the proposals from the Remuneration & Appointments Committee, but also the opinion of the Board of Statutory Auditors. Once the Board of Directors has examined and approved the Policy, the latter is submitted to the Shareholders’ Meeting for an advisory vote and is made available by publishing the Remuneration Report at least 21 days prior to the date on which the General Shareholders’ Meeting is convened.

The complete Remuneration Report, and specifically Section II, was previously examined by the Remuneration & Appointments Committee on 16 February 2018 and subsequently approved by the Board of Directors on 5 March 2018.

The Related Party Transactions Procedure¹, in its most recently version approved by the Board of Directors on 10 May 2016, does not apply to the decisions of the General Shareholders’ Meeting pursuant to Article 2389, paragraph 1, of the Italian Civil Code concerning the remuneration for members of the Board of Directors and the Executive Committee (if appointed), decisions concerning remuneration for Directors holding special offices that fall within the scope of the total amount set in advance by the General Shareholders’ Meeting in accordance with Article 2389, paragraph 3, of the Italian Civil Code, and the decisions adopted by the General Shareholders’ Meeting pursuant to Article 2402 of the Italian Civil Code concerning Statutory Auditors’ remuneration. Moreover, the Related Party Transactions Procedure also does not apply to decisions on share-based remuneration plans approved by the General Shareholders’ Meeting of Brembo S.p.A. pursuant to Article 114-bis of TUF and the related implementation measures.



¹On 12 November 2010, Brembo adopted a Related Party Transactions Procedure that, as required, is updated and approved in accordance with applicable statutory and regulatory provisions in force.

2 – Details of the Company's Remuneration Policy

2.1 Contents of the Policy

The Board of Directors has defined a general policy for the remuneration of Executive Directors, Directors holding special offices and Key Management Personnel (Principle 6.P.4 of the Corporate Governance Code) also for 2018.

This remuneration policy was defined taking into account market practices, especially those adopted by Italian multinationals as regards executive compensation.

In order to enhance its market competitiveness and potential for staff retention, the company seeks to align its executive compensation practices by comparing its position with those of companies that are similar in terms of value creation.

Operational Criterion 6.C.1. of the Corporate Governance Code

In defining the Policy, the Board of Directors took into account the following principles and criteria (Operational Criterion 6.C.1. of the Corporate Governance Code):

- *the fixed component and the variable component shall be adequately balanced as a function of the Issuer's strategic objectives and risk management policy, also considering the issuer's business segment and the characteristics of the business activity conducted in actual practice;*
- *maximum limits shall be set for the variable components;*
- *the fixed component shall be sufficient to compensate Directors for their services in the event that the variable component is not paid due to failure to meet the performance objectives set by the Board of Directors;*
- *the performance objectives – i.e., the economic performance and any other specific objectives to which the payment of variable components is linked – is pre-determined, measurable and linked to the creation of value for shareholders in the medium/long term;*
- *payment of a significant portion of the variable remuneration shall be deferred for an adequate period of time after it accrues; the amount of that portion and the term of deferral shall be consistent with the characteristics of the business activity conducted and the related risk profiles.*

The information provided below indicates the main features of the remuneration policy, in terms of elements of the remuneration package and their definition, for the following groups:

- Directors not holding special offices;
- Directors holding special offices;
- Key Management Personnel;
- Members of the Board of Statutory Auditors.

2.2 Remuneration of Members of the Board of Directors

On 20 April 2017, the General Shareholders' Meeting, in keeping with previous practice, approved an overall remuneration for the Board of Directors of €4,000,000². In accordance with Article 21 of its By-laws, at its meeting on 20 April 2017, Brembo's Board of Directors allocated said remuneration as described below.

2.2.1 Directors Not Holding Special Offices

Board of Directors



Directors were allocated an annual emolument of €55,000 plus emoluments for any positions held on Board Committees.

Audit, Risk & Sustainability Committee



The Chairwoman of the Audit, Risk & Sustainability Committee was allocated an emolument of €30,000 and Committee members €25,000.

Remuneration & Appointments Committee



The Chairwoman of the Remuneration & Appointments Committee was allocated an emolument of €20,000 and Committee members €15,000.

²The overall remuneration for the Board of Directors also includes emoluments for the Chairman, the Executive Deputy Chairman and the CEO and General Manager; further details are provided in Section II.

The Board of Directors further resolved to pay an additional emolument of €15,000 to Director Cristina Bombassei for her role as Director in charge of the Internal Control and Risk Management System (ICRMS).

Furthermore, the Board of Directors approved an additional emolument of €10,000 for Director Laura Cioli for her role as member of the Supervisory Committee.

Lastly, it should be recalled that Director Cristina Bombassei and Director Giovanni Canavotto, as Executives of the Company, collect a salary and participate in incentive systems, in accordance with the company policies applicable to their respective roles, in addition to their emoluments for seating in the Board of Directors.

Following the best market practices, Directors not holding special offices do not receive any form of variable remuneration. There is, however, a Directors & Officers (D&O) Liability policy to cover the risk of third-party claims arising from their actions in performance of their duties. This policy also extends to any legal expenses.

It should also be noted that, as of 2017, the Audit & Risk Committee has changed its name into “Audit, Risk & Sustainability Committee”.

2.2.2 Directors Holding Special Offices and Key Management Personnel

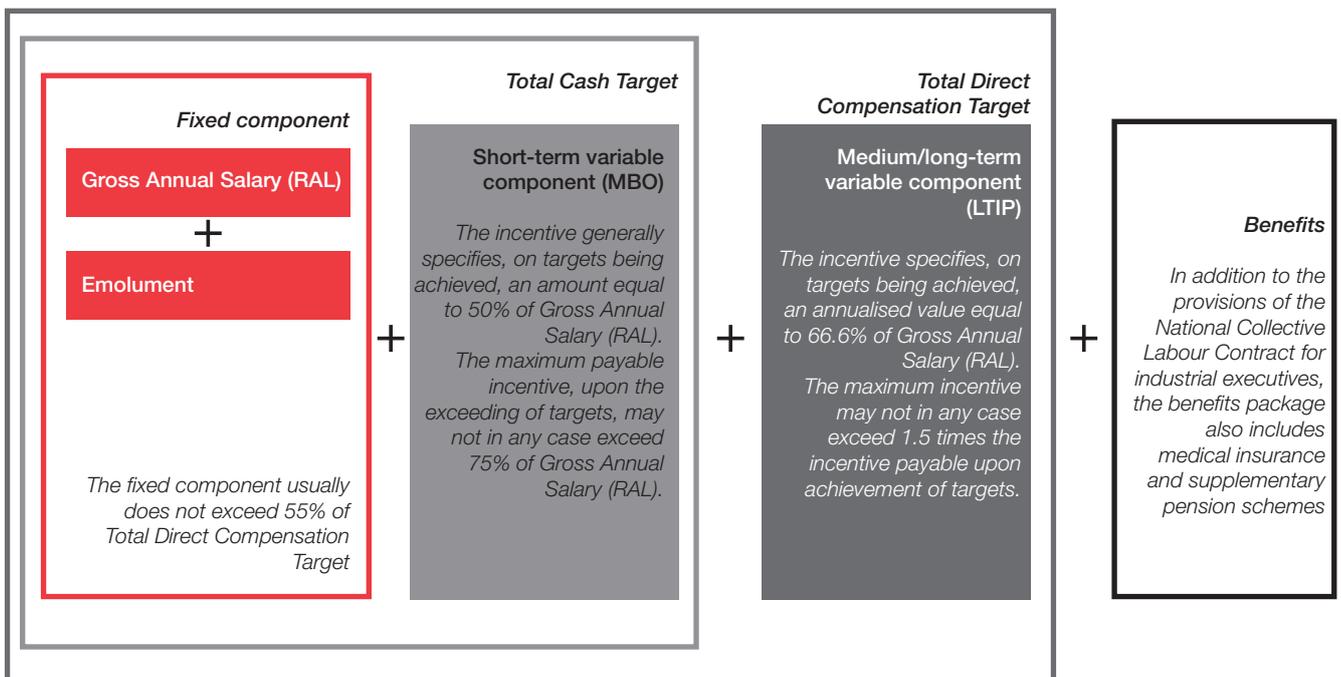
In preparing the Policy, the Board decided that Directors holding special offices should be subject to a policy in which a significant part of their remuneration is linked to achieving specific performance objectives since they are Executive Directors — with the exception of the Chairman, whose remuneration package only includes the emolument. Such performance objectives are identified and determined in advance, consistently with the guidelines of the general remuneration policy drawn up by the Board of Directors (Principle 6.P.2 of the Corporate Governance Code).

At the meetings held on 6 June 2011 and 10 November 2011, the Board of Directors also identified and confirmed (after the renewal of company boards on 20 April 2017) the Directors holding special offices as Key Management Personnel in the following positions: the Chairman, the Executive Deputy Chairman, the CEO and General Manager.

For the Chairman of the Board of Directors, the package resolved on is made up as follows:

- an annual emolument of €1,300,000.

For the other Directors holding special offices and Key Management Personnel, the Board resolved on a remuneration package as follows³:



³It should be recalled that the Managing Director and General Manager is a party to a non-competition agreement, consideration for which is paid over the course of the employment relationship. This amount is hence included in total fixed remuneration.

The Board of Directors is required to assess the performance levels used in the variable remuneration plans, as per the Remuneration & Appointments Committee's proposals.

On the instructions of the Chairman of the Board of Directors, the Remuneration & Appointments Committee must also periodically assess the adequacy, overall consistency and actual application of the general policy adopted for remuneration for Executive Directors, Directors holding special offices and Key Management Personnel (including any Three-Year Incentive Plans, etc.).

The Remuneration & Appointments Committee also monitors the implementation of the decisions taken by the Board, focusing especially on the actual achievement of performance objectives and evaluating the proposed assignment and quantification of variable incentive schemes where objectives are achieved.

The positioning, the composition of the various compensation elements and external competitiveness were analysed based on a study commissioned to Mercer by Brembo's Human Resources & Organisation Department on current remuneration practices and policies for top management (especially the role of CEO) that took into account, in particular, the remuneration practices adopted by multinational Italian companies that are comparable with Brembo in terms of value creation.

The remuneration packages for the C-Suite follow the same rationale and philosophy as that used to build the remuneration packages for Directors holding special offices, the General Manager and Key Management Personnel. In practice, these entail a fixed component (RAL), a short-term variable incentive (MBO), a possible medium/long-term component (LTIP) in accordance with the position held, and a benefits package, based on the relevant National Collective Labour Contract and company practices.

2.3 Remuneration of Members of the Board of Statutory Auditors

At the date of preparation of this Report, the Board of Statutory Auditors is composed of the following members:

- Chairwoman: Raffaella Pagani⁴;
- Acting Auditors: Alfredo Malguzzi and Mario Tagliaferri;
- Alternate Auditors: Marco Salvatore and Myriam Amato⁵.

On 20 April 2017, the General Shareholders' Meeting resolved, also in light of the Decree of the Ministry of

Justice No. 169 dated 2 September 2010 ("Regulation on fees, indemnities and criteria of expense reimbursements for professional services of certified accountants and bookkeepers") regarding remuneration for Statutory Auditors, to allocate to the Board of Statutory Auditors an overall annual remuneration of €196,000, to be divided among the Chairwoman and Acting Auditors.

The Statutory Auditors are, like the Directors, covered by a Directors & Officers Liability insurance policy.

2.4 Variable Remuneration - MBO and LTIP – Allocated to Certain Members of the Board of Directors and other Executives

2.4.1. MBO

The Annual Incentive System (MBO) was designed to motivate its beneficiaries to achieve challenging targets, by recognising individual contributions to the Group's results on an annual basis.

The 2018 MBO plan was approved by the Board of Directors on 5 March 2018, upon proposal submitted by the Remuneration & Appointments Committee. Its beneficiaries include the Executive Deputy Chairman and the CEO and General Manager.

Purely quantitative objectives were identified and broken down for eligible employees to encourage the creation of absolute and relative profitability, and the organic growth of the Group. In detail, the following criteria were selected: EBITDA, EBIT, Total Sales and ROI (for the Group); a sustainability indicator was also introduced.

Failure to achieve the minimum quantitative objectives results in no incentives being paid (proportional to the weight of the quantitative objectives for the beneficiary of the MBO in question). Where better than expected results are achieved, the bonus is increased (proportional to the weight of the quantitative component for the beneficiary of the MBO in question) using a 4 to 1 ratio, i.e., for every 1% improvement on forecast results, an additional 4% bonus is paid out.

The Group sets a maximum limit for the bonus — at 150% — where target objectives are exceeded. Similarly, project performance bonuses are also subject to a 150% limit.

More specifically, for the MBO established for Brembo S.p.A.'s Directors holding special offices and Executives, the overall bonus payable may not in any case exceed the 150% on-target bonus.

The MBO is paid based on the Group's consolidated results.

⁴Elected from the minority list submitted by a group of shareholders representing 0.523% of share capital.

⁵Elected from the minority list submitted by a group of shareholders representing 0.523% of share capital.

2.4.2. LTIP

On 18 March 2016, the Board of Directors, having consulted the Remuneration & Appointments Committee, approved the 2016-2018 Incentive system and the related Rules⁶.

In line and continuity with the plan ended in 2015 and with the company's long-term strategies, the plan launched in 2016 seeks to further align the interests of its beneficiaries with those of the Company by allowing the former to benefit from the desired success of Brembo over the three-year period in question. This plan covers approximately 34 people, including the Executive Deputy Chairman, the CEO and General Manager, and a select group of other managers.

This is a pure cash plan that allows participants to accrue a long-term incentive if the Plan objectives are met. The incentive is determined as a percentage of Gross Annual Salary (RAL), calculated based on the strategic and critical importance of the role, the impact of the role on Company results and the degree of challenge in finding replacement candidates on the market. The maximum incentive for the Executive Deputy Chairman and the CEO and General Manager cannot exceed 1.5 times the amount payable in case the target objectives are achieved.

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

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

The LTIP costs are included in the Three-Year Business Plan objectives so that the LTIP is "self-financed" by the attainment of the objectives themselves.

Achieving the incentive is tied to 3 key performance indicators:

- Economic Added Value (EVA), used to measure the growth in value during the 2016-2018 three-year period;
- Free Operating Cash Flow, stripped of the effects of institutional, regulatory and similar factors that are completely beyond control on the part of the Management, as compared to the 2016-2018 three-year period target;
- the ratio between net financial debt and EBITDA (NFP/EBITDA), compared to the targets set for the individual years 2016, 2017 and 2018.

The Incentive Plan targets are designed to reward

the Group's financial and capital soundness, in line with the industrial plan and the results achieved over recent years in terms of stronger financial performance and productivity recovery.

The following people are responsible for all assessments of the Plan, and are likewise responsible for all related decisions, as well as the implementation of the Plan Rules: a) the Chairman, where delegated by the Board of Directors, for the part of the Plan related to Brembo's Executive Deputy Chairman and the CEO and General Manager; and b) the Chairman, the Executive Deputy Chairman and the CEO and General Manager or another Director, severally, where delegated by the Board of Directors, for the part of the Plan related to Managers other than Brembo's Executive Deputy Chairman and the CEO and General Manager.

The long-term incentive is paid, based on the Group's consolidated results, in a single payment at the end of the plan.

The Plan also has retention purposes: in addition to achieving performance targets, the entitlement of beneficiaries to receive the pay-out on the appointed date is conditional upon their ongoing employment or management role within Brembo or one of its Subsidiaries.

2.5 Indemnity in the Event of Resignation, Dismissal or Termination of Employment

The Brembo Group does not have agreements with Directors, General Manager and Key Management Personnel to determine entitlements in the event of their leaving office or the termination of employment save those set down by the applicable legal and/or contractual requirements as per the National Collective Labour Contract.

For Directors holding special offices that do not have executive employment agreements with the Group, the company does not provide for the pay-out of any indemnity or extraordinary compensation linked to the ending of their term of office.

2.6 Non-Competition Agreements

The Group may enter into non-competition agreements with its Directors, Key Management Personnel and other Brembo S.p.A.'s Executives or others roles requiring strategic or specific professional skills or expertise. Such agreements can stipulate the payment of a fixed amount or a proportion of Gross Annual Salary (RAL) in relation to the duration and

⁶It should be recalled that the long-term plan adopted is a not rolling plan. Therefore, no new beneficiaries can have access to the plan until the closure of the same and the bonus is paid in full at the end of the plan. To compare it with a rolling plan, the overall value should be split for the vesting years (3 years).

scope of the limitation set forth in the agreement.

Such limitations vary according to trade sectors (and in any case those sectors in which the Group operates at the time of entering into the agreement) and territorial coverage. Additional variations can also relate to the role held at the time of finalising the agreement and can be extended to cover all those countries in which the Group operates.

2.7 Clawback/Malus

With effect from 2016, the short-term incentive system (MBO) and long-term incentive system (2016-

2018 LTIP) include a clawback clause, as required by Article 6.C.1 (f) of the Corporate Governance Code. In particular, the clause allows the company to request the refund of part or all of the variable components of remuneration (or to withhold deferred components), the award of which was determined on the basis of data or information that subsequently prove manifestly incorrect or due to cases of fraudulent behaviour or gross negligence on the part of the beneficiaries.

SECTION II

Foreword

This section has two parts. In the tables attached to Part Two, it provides details of the specific remuneration of individual members of the Board of Directors, the Board of Statutory Auditors, and Key Management Personnel.

Part One

The details of the remuneration paid out in the year of reference (2017) are illustrated below. Details of the various items and additional data can be found in Section I of this Report.

The 2017 Remuneration Policy was assessed by the Remuneration & Appointments Committee as part of the periodic evaluations required by the Corporate Governance Code (16 February 2018). The Committee confirmed that the Policy was consistent and compliant with the decisions previously taken by the Board of Directors. The Committee's assessment also confirmed the consistency of the 2017 Policy with the available market data, both in terms of overall positioning and pay mix.

More specifically, the 2017 Remuneration Policy was implemented through payment, where applicable, of the following items:

- Emolument as member of the Board of Directors;
- Emolument as Director holding special offices;
- Gross Annual Salary (RAL) and non-competition agreement, if any;
- Emolument as member of Committees;
- A variable annual component based on the achievement of pre-set corporate objectives (so called MBO);
- A medium/long-term variable component (so-called LTIP);
- Benefits included in the National Collective Labour Contract and based on company practices.

The General Shareholders' Meeting of Brembo was called on to renew the Company's Board of Directors and Board of Statutory Auditors on 20 April 2017. Some members of Brembo's Board of Directors and Board of Statutory Auditors were re-elected. In addition, on that same occasion, the Shareholders' Meeting approved the overall remuneration for the Board of Directors and the Board of Statutory Auditors. On that same date, the BoD approved the emoluments for the new term of 2017-2019 for the various administrative and control functions, and for participation in Board committees and

the Supervisory Committee, in accordance with market practice⁷.

The tables in Part Two of this Section provide the details of the remuneration granted to newly appointed members, re-elected members and outgoing members for the months of actual service.

The Board of Directors' meeting held on 20 April 2017 did not make any decisions about changes to the emoluments of the Chairman, the Executive Deputy Chairman and the CEO and General Manager compared to their previous terms in office. The emoluments received in 2017 were therefore as follows:

- Chairman: €1,300,000;
- Executive Deputy Chairman: €250,000;
- CEO and General Manager: €100,000.

The amounts for the above emoluments are detailed in the related items reported in Table 1. The MBO incentive for the 2017 performance year shall be paid in 2018. The results for the 2017 financial year approved by the Board upon proposal by the Remuneration & Appointments Committee at the meeting of 5 March 2018 determined a performance score for top management roles of 141.98% (figures approved by the BoD of 5 March 2018), using the percentage scale adopted.

More specifically, the amount to be paid out in 2018 is 141.98% (figures approved by the BoD of 5 March 2018) of the value envisaged by the objective, based on the relevant corporate performance evaluation in relation to the achievement of the key performance indicators — Group EBITDA as an absolute value, Group EBIT %, Group ROI % and Group total sales — for both the Executive Deputy Chairman and the CEO and General Manager.

The application of this score resulted in the following pay-outs:

- for the Executive Deputy Chairman, a bonus of €709,900.03, equal to 70.99% of Gross Annual Salary (RAL), taking into account the assigned (100%) and maximum (150%) incentive target levels;
- for the CEO and General Manager, a bonus of €709,900.03, equal to 70.99% of Gross Annual

⁷Refer to Section I for the details of the new policies approved.

Salary (RAL), taking into account the assigned (100%) and maximum (150%) incentive target levels.

Further details are provided under the “Variable non-equity remuneration/Bonuses and other incentives” item in Table 1, with relevant details in Table 3b.

Table 1 also illustrates the benefits awarded in 2017, valued in terms of tax liability. More specifically, these values relate to the following benefits: i) annual contribution to the supplementary pension fund; ii) annual

contribution to the supplementary health insurance; iii) allocation of a car for business and personal use for at least three years (value net of the contribution from the beneficiary); iv) other supplementary care plans.

Finally, a non-competition agreement is currently in place with the Chief Executive Officer and General Manager, with payment during his employment within the company.

Part Two

Table 1: Remuneration paid to members of the Board of Directors, members of the Board of Statutory Auditors, General Managers and Key Management Personnel

A Name and Surname	B Role	C Term of office	D Expiry of office	1 Fixed remuneration	2 Remuneration for participation in committees	3 Variable non-equity		4 Non-cash benefits	5 Other remuneration	6 TOT	7 Fair Value equity remuneration	8 End of office/ termination of employment indemnity
						Bonuses and other incentives	Profit sharing					
Alberto Bombassei	Chairman	01/01/2017 31/12/2017	Until date of approval of Financial Statements as at 31/12/2019									
(I) Remuneration in company drawing up financial statements				1.300.000,00						1.300.000,00		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				1.300.000,00						1.300.000,00		
Matteo Tiraboschi	Executive Deputy Chairman	01/01/2017 31/12/2017	Until date of approval of Financial Statements as at 31/12/2019									
(I) Remuneration in company drawing up financial statements				1.250.000,00		709.900,03		69.778,37		2.029.678,40		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				1.250.000,00		709.900,03		69.778,37		2.029.678,40		
Andrea Abbati Marescotti	Chief Executive Officer	01/01/2017 31/12/2017	Until date of approval of Financial Statements as at 31/12/2019									
(I) Remuneration in company drawing up financial statements				1.139.589,15		709.900,03		77.407,59		1.926.896,77		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				1.139.589,15		709.900,03		77.407,59		1.926.896,77		
Cristina Bombassei	Director	01/01/2017 31/12/2017	Until date of approval of Financial Statements as at 31/12/2019									
(I) Remuneration in company drawing up financial statements				162.925,06		30.297,79		8.887,13	13.333,00	215.442,98		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				162.925,06		30.297,79		8.887,13	13.333,00	215.442,98		
Valerio Battista	Director	20/04/2017 31/12/2017	Until date of approval of Financial Statements as at 31/12/2019									
(I) Remuneration in company drawing up financial statements				36.667,00						36.667,00		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				36.667,00						36.667,00		

A	B	C	D	1	2	3		4	5	6	7	8
						Bonuses and other incentives	Profit sharing					
Name and Surname	Role	Term of office	Expiry of office	Fixed remuneration	Remuneration for participation in committees	Variable non-equity		Non-cash benefits	Other remuneration	TOT	Fair Value equity remuneration	End of office/ termination of employment indemnity
Barbara Borra	Director	01/01/2017 31/12/2017	Until date of approval of Financial Statements as at 31/12/2019									
(I) Remuneration in company drawing up financial statements				51.667,00	36.667,00					88.334,00		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				51.667,00	36.667,00					88.334,00		
Giovanni Canavotto	Director	20/04/2017 31/12/2017	Until date of approval of Financial Statements as at 31/12/2019									
(I) Remuneration in company drawing up financial statements				411.667,00		194.190,04		25.090,01		630.947,05		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				411.667,00		194.190,04		25.090,01		630.947,05		
Laura Cioli	Director	20/04/2017 31/12/2017	Until date of approval of Financial Statements as at 31/12/2019									
(I) Remuneration in company drawing up financial statements				36.667,00	26.667,00					63.334,00		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				36.667,00	26.667,00					63.334,00		
Nicoletta Giadrossi	Director	20/04/2017 31/12/2017	Until date of approval of Financial Statements as at 31/12/2019									
(I) Remuneration in company drawing up financial statements				36.667,00	26.667,00					63.334,00		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				36.667,00	26.667,00					63.334,00		
Umberto Nicodano	Director	01/01/2017 31/12/2017	Until date of approval of Financial Statements as at 31/12/2019									
(I) Remuneration in company drawing up financial statements				51.667,00	13.333,00					65.000,00		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				51.667,00	13.333,00					65.000,00		
Gianfelice Rocca	Director	01/01/2017 31/12/2017	Until date of approval of Financial Statements as at 31/12/2019									
(I) Remuneration in company drawing up financial statements				51.667,00						51.667,00		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				51.667,00						51.667,00		
Raffaella Pagani	Chairwoman Board of Statutory Auditors	01/01/2017 31/12/2017	Until date of approval of Financial Statements as at 31/12/2019									
(I) Remuneration in company drawing up financial statements				86.867,00						86.867,00		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				86.867,00						86.867,00		

A Name and Surname	B Role	C Term of office	D Expiry of office	1 Fixed remuneration	2 Remuneration for participation in committees	3 Variable non-equity		4 Non-cash benefits	5 Other remuneration	6 TOT	7 Fair Value equity remuneration	8 End of office/ termination of employment indemnity
						Bonuses and other incentives	Profit sharing					
Alfredo Malguzzi	Acting Auditor	20/04/2017 31/12/2017	Until date of approval of Financial Statements as at 31/12/2019									
(I) Remuneration in company drawing up financial statements				37.333,00						37.333,00		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				37.333,00						37.333,00		
Mario Tagliaferri	Acting Auditor	20/04/2017 31/12/2017	Until date of approval of Financial Statements as at 31/12/2019									
(I) Remuneration in company drawing up financial statements				37.333,00						37.333,00		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				37.333,00						37.333,00		

Alberto Bombassei

- Fixed remuneration: emolument €1,300,000.00

Matteo Tiraboschi

- Fixed remuneration: Gross Annual Salary (RAL) €1,000,000.00; emolument €250,000,00
- Bonuses and other incentives MBO 2017 €709,900.03 (figures approved by the BoD of 5 March 2018)

Andrea Abbati Marescotti

- Fixed remuneration: Gross Annual Salary (RAL) €1,000,000.00, of which €60,000.00 as non-competition agreement; emolument €100,000.00; housing allowance €39,589.15
- Bonuses and other incentives MBO 2017 €709,900.03 (figures approved by the BoD of 5 March 2018)

Cristina Bombassei

- Fixed remuneration: Gross Annual Salary (RAL) €111,258.06; emolument €51,667.00 (sum of the four-month pro-rated value of the emolument for the 2014-2016 term for participation in the Board of Directors amounting to €45,000 and the eight-month pro-rated value of the emolument for the 2017-2019 term for participation in the Board of Directors amounting to €55,000)
- Bonuses and other incentives: MBO 2017 €30,297.79 (figures approved by the BoD of 5 March 2018)
- Remuneration for Responsibility for Internal Control System and Risk Management (column 5): €13,333.00 (sum of the four-month pro-rated value of the remuneration for the 2014-2016 term amounting to €10,000 and the eight-month pro-rated value for the 2017-2019 term amounting to €15,000)

Giovanni Canavotto

- Fixed remuneration: Gross Annual Salary (RAL) €375,000.00; emolument €36,667.00 (eight-month pro-rated value of the emolument for the 2017-2019 term for participation in the Board of Directors amounting to €55,000)
- Bonuses and other incentives: MBO 2017 €194,190.04 (figures approved by the BoD of 5 March 2018)

Valerio Battista

- Fixed remuneration: emolument of €36,667.00 (eight-month pro-rated value of the emolument for the 2017-2019 term for participation in the Board of Directors amounting to €55,000)

Barbara Borra

- Fixed remuneration: emolument €51,667.00 (sum of the four-month pro-rated value of the emolument for the 2014-2016 term for participation in the Board of Directors amounting to €45,000 and the eight-month pro-rated value of the emolument for the 2017-2019 term for participation in the Board of Directors amounting to €55,000)
- Remuneration & Appointments Committee: as Chairwoman, €20,000.00 (sum of the four-month pro-rated value of the remuneration for the 2014-2016 term amounting to €20,000 and the eight-month pro-rated value of the remuneration for the 2017-2019 term amounting to €20,000)
- Audit, Risk & Sustainability Committee: as a member, €16,667.00 (eight-month pro-rated value of the emolument for the 2017-2019 term amounting to €25,000)

Laura Cioli

- Fixed remuneration: emolument of €36,667.00 (eight-month pro-rated value of the emolument for the 2017-2019 term for participation in the Board of Directors amounting to €55,000)
- Audit, Risk & Sustainability Committee: as Chairwoman, €20,000.00 (eight-month pro-rated value of the emolument for the 2017-2019 term amounting to €30,000)
- Supervisory Committee: as a member, €6,667.00 (eight-month pro-rated value of the emolument for the 2017-2019 term amounting to €10,000)

Nicoletta Giadrossi

- Fixed remuneration: emolument of €36,667.00 (eight-month pro-rated value of the emolument for the 2017-2019 term for participation in the Board of Directors amounting to €55,000)
- Remuneration & Appointments Committee: as a member, €10,000.00 (eight-month pro-rated value of the emolument for the 2017-2019 term amounting to €15,000)
- Audit, Risk & Sustainability Committee: as a member, €16,667.00 (eight-month pro-rated value of the emolument for the 2017-2019 term amounting to €25,000)

Umberto Nicodano

- Fixed remuneration: emolument €51,667.00 (sum of the four-month pro-rated value of the emolument for the 2014-2016 term for participation in the Board of Directors amounting to €45,000 and the eight-month pro-rated value of the emolument for the 2017-2019 term for participation in the Board of Directors amounting to €55,000)
- Remuneration & Appointments Committee: as member, €13,333.00 (sum of the four-month pro-rated value of the remuneration for the 2014-2016 term amounting to €10,000 and the eight-month pro-rated value of the remuneration for the 2017-2019 term amounting to €15,000)

Gianfelice Rocca

- Fixed remuneration: emolument €51,667.00 (sum of the four-month pro-rated value of the emolument for the 2014-2016 term for participation in the Board of Directors amounting to €45,000 and the eight-month pro-rated value of the emolument for the 2017-2019 term for participation in the Board of Directors amounting to €55,000)

Raffaella Pagani

- Fixed remuneration: emolument €86,867.00 (sum of the four-month pro-rated value of the emolument for the 2014-2016 term for the role of Chairwoman of the Board of Statutory Auditors and inclusive of the remuneration for participation in the Supervisory Committee of €92,600.00, and the eight-month pro-rated value of

the emolument for the 2017-2019 term for the role of Chairwoman of the Board of Statutory Auditors of €84,000)

Alfredo Malguzzi

- Fixed remuneration: emolument €37,333.00 (eight-month pro-rated value of the emolument for the 2017-2019 term for the role of member of the Board of Statutory Auditors amounting to €56,000)

Mario Tagliaferri

- Fixed remuneration: emolument €37,333.00 (eight-month pro-rated value of the emolument for the 2017-2019 term for the role of member of the Board of Statutory Auditors amounting to €56,000)

DIRECTORS / STATUTORY AUDITORS WHO LEFT OFFICE IN 2017**Giovanni Cavallini**

- Fixed remuneration: emolument €15,000.00 (four-month pro-rated value of the emolument for the 2014-2016 term for participation in the Board of Directors amounting to €45,000)
- Audit & Risk Committee: as a member, €5,000.00 (four-month pro-rated value of the emolument for the 2014-2016 term amounting to €15,000)
- Remuneration & Appointments Committee: as a member, €3,333.00 (four-month pro-rated value of the emolument for the 2014-2016 term amounting to €10,000)

Giancarlo Dalleria

- Fixed remuneration: emolument €15,000.00 (four-month pro-rated value of the emolument for the 2014-2016 term for participation in the Board of Directors amounting to €45,000)

Bianca Maria Martinelli

- Fixed remuneration: emolument €15,000.00 (four-month pro-rated value of the emolument for the 2014-2016 term for participation in the Board of Directors amounting to €45,000)
- Audit & Risk Committee: as a member, €5,000.00 (four-month pro-rated value of the emolument for the 2014-2016 term amounting to €15,000)

Pasquale Pistorio

- Fixed remuneration: emolument €15,000.00 (four-month pro-rated value of the emolument for the 2014-2016 term for participation in the Board of Directors amounting to €45,000)
- Audit & Risk Committee: as Chairman, €6,667.00 (four-month pro-rated value of the emolument for the 2014-2016 term amounting to €20,000)

Milena T. Motta

- Fixed remuneration: emolument of €20,567.00 (four-month pro-rated value of the emolument for the 2014-2016 term for the role of member of the Board

of Statutory Auditors, inclusive of remuneration for participating in the Supervisory Committee, amounting to €61,700.00)

Sergio Pivato

- Fixed remuneration: emolument of €20,567.00 (four-

month pro-rated value of the emolument for the 2014-2016 term for the role of member of the Board of Statutory Auditors, inclusive of remuneration for participating in the Supervisory Committee, amounting to €61,700.00)

DIRECTORS / STATUTORY AUDITORS WHO LEFT OFFICE IN 2017												
A Name and Surname	B Role	C Term of office	D Expiry of office	1 Fixed remuneration	2 Remuneration for participation in committees	3 Variable non-equity		4 Non-cash benefits	5 Other remuneration	6 TOT	7 Fair Value equity remuneration	8 End of office/ termination of employment indemnity
						Bonuses and other incentives	Profit sharing					
Giovanni Cavallini	Director	01/01/2017 20/04/2017	Until date of approval of Financial Statements as at 31/12/2016									
(I) Remuneration in company drawing up financial statements				15.000,00	8.333,00					23.333,00		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				15.000,00	8.333,00					23.333,00		
Giancarlo Dallerà	Director	01/01/2017 20/04/2017	Until date of approval of Financial Statements as at 31/12/2016									
(I) Remuneration in company drawing up financial statements				15.000,00						15.000,00		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				15.000,00						15.000,00		
Bianca Maria Martinelli	Director	01/01/2017 20/04/2017	Until date of approval of Financial Statements as at 31/12/2016									
(I) Remuneration in company drawing up financial statements				15.000,00	5.000,00					20.000,00		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				15.000,00	5.000,00					20.000,00		
Pasquale Pistorio	Director	01/01/2017 20/04/2017	Until date of approval of Financial Statements as at 31/12/2016									
(I) Remuneration in company drawing up financial statements				15.000,00	6.667,00					21.667,00		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				15.000,00	6.667,00					21.667,00		
Milena Teresa Motta	Acting Auditor	01/01/2017 20/04/2017	Until date of approval of Financial Statements as at 31/12/2016									
(I) Remuneration in company drawing up financial statements				20.567,00						20.567,00		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				20.567,00						20.567,00		
Sergio Pivato	Acting Auditor	01/01/2017 20/04/2017	Until date of approval of Financial Statements as at 31/12/2016									
(I) Remuneration in company drawing up financial statements				20.567,00						20.567,00		
(II) Remuneration from subsidiaries and associate companies												
(III) Total				20.567,00						20.567,00		

Table 3b: Cash incentive plans for Members of the Board of Directors, General Managers and other Key Management Personnel

A	B	1	2A	2B	2C	3A	3B	3C	4
Name and Surname	Role	Plan	Bonus for the year			Bonus for previous years			Other bonuses
			Payable/Paid*	Deferred**	Deferral period	No longer payable	Payable/Paid	Still deferred	
Matteo Tiraboschi	Executive Deputy Chairman								
(I) Remuneration in company drawing up financial statements		MBO 2017	709.900,03						
		LTI P (2016-2018)		666.667,00				566.667,00	
(II) Remuneration from subsidiaries and associate companies									
(III) Total			709.900,03	666.667,00				566.667,00	
Andrea Abbati Marescotti	CEO								
(I) Remuneration in company drawing up financial statements		MBO 2017	709.900,03						
		LTI P (2016-2018)		666.667,00				600.000,00	
(II) Remuneration from subsidiaries and associate companies									
(III) Total			709.900,03	666.667,00				600.000,00	
Cristina Bombassei	Director								
(I) Remuneration in company drawing up financial statements		MBO 2017	30.297,79						
(II) Remuneration from subsidiaries and associate companies									
(III) Total			30.297,79						
Giovanni Canavotto	Director								
(I) Remuneration in company drawing up financial statements		MBO 2017	194.190,04						
		LTI P (2016-2018)		187.500,00				187.500,00	
(II) Remuneration from subsidiaries and associate companies									
(III) Total			194.190,04	187.500,00				187.500,00	

* Figures approved by the BoD of 5 March 2018.

** The amount in column 2B is the face value for the reference year of the 2016-2018 LTIP against the achievement of the target objectives set. The above-mentioned amount represents the policy offered but the amount does not match the balance sheet provision. Moreover, it should be noted that the 2016-2018 LTIP is a not rolling plan. The figure in column 2B thus represents the value allocated for the year of reference and not the overall plan value.

*** The amount in column 3C is the face value for financial year 2016 of the 2016-2018 LTIP against the achievement of the target objectives set. The above-mentioned amount represents the policy offered but the amount does not match the balance sheet provision. Moreover, it should be noted that the 2016-2018 LTIP is a not rolling plan. The figure in column 3C thus represents the value allocated for financial year 2016 and not the overall plan value.

Illustration 7-ter of Table 1 Shareholdings of Members of the Board of Directors and the Board of Statutory Auditors, General Managers and other Key Management Personnel

Name and Surname	Role	Shareholding in	Number of shares held at end of previous financial year	Number of shares acquired	Number of shares sold	Number of shares held at end of financial year (2017)
Alberto Bombassei	Chairman	Brembo S.p.A.	178.723.765			178.723.765
Giovanni Canavotto	Director	Brembo S.p.A.	32.160			32.160
Milena T. Motta*	Statutory Auditor	Brembo S.p.A.	2.500		500	2.000

In 2017, Brembo performed a stock split. The number of shares reported in the table above takes into account the effect of this transaction.

* Shares were sold after the termination of office.

ATTACHMENTS

Reconciliation of Regulatory Requirements With the Remuneration Report

SECTION I

For the members of the governing bodies, the General Managers and other Key Management Personnel this section contains at least the following information:

a) The bodies/parties involved in preparing and approving the Remuneration Policy, indicating the respective roles, and the bodies/parties responsible for the correct implementation of the Policy	Page 05-08
b) Any involvement of a Remuneration Committee or another relevant Committee, indicating the composition (identifying the Non-executive and Independent Directors), the areas of competence and the operational methods	Page 06
c) The names of any independent experts involved in preparing the Remuneration Policy	Page 08
d) The purposes of the Remuneration Policy	Page 05; 09
d) Underlying principles and any changes to the Remuneration Policy from the previous year	Page 04; 08
e) A description of the policies for fixed and variable remuneration, specifically noting the weight of each as a part of total remuneration and differentiating short and medium/long-term variable remuneration	Page 09-12
f) Policy adopted for non-cash benefits	Page 10-11; 15
g) For variable components, a description of the performance objectives used for such compensation, differentiating between short and medium/long-term variable remuneration and providing information on how variations in results influence variations in compensation	Page 11-15
h) Criteria adopted to assess the performance targets used to allocate shares, options and other financial instruments or other variable components of remuneration	Page 11-15
i) Information showing that the Remuneration Policy is consistent with the company's long-term interests and the risk management policy, where formalised	Page 04; 11-13
j) Vesting period, any deferred payments, if any, including details on the period and criteria used to determine such periods, and the ex-post correction methods, where envisaged	Page 11-13
k) Details about any clauses on keeping financial instruments in a portfolio following their acquisition, with an indication of the period required and the criteria adopted to determine such a period	Not applicable
l) Policy on the treatment adopted for the termination of office/employee relationship, indicating in what cases such rights are valid and any links between such treatment and company performance	Page 12
m) Information about any insurance, social security, health or pension coverage provided, other than required by law	Page 10-11; 15
n) The remuneration policy adopted for: (i) Independent Directors, (ii) participation in Committees and (iii) holding special roles (Chairman, Deputy Chairman etc.)	Page 09
o) Details as to whether the Remuneration Policy was defined considering the remuneration policies of other companies, including information about how such companies were selected	Page 08-09; 11

SECTION II – Part One

The first part contains details of each of the remuneration items, including the approach adopted when a term of office/employee relationship is terminated, showing how this is consistent with the relevant remuneration policy.

The companies have provided the following details about any indemnities when a term of office/employee relationship is terminated ahead of time:

• Any agreements currently into force, including expressly stating if such agreements do not exist	Page 12
• Criteria for determining the indemnity owed to each individual. Where the indemnity is expressed as a function of yearly payment, details must be provided of the components of that yearly payment	Not applicable
• Any performance criteria to which the allocation of an indemnity is linked	Not applicable
• The implications of the termination of the period of office/employee relationship on the rights allocated as part of share-based incentive plans or to be paid out in cash	Not applicable
• The cases in which an indemnity becomes due	Not applicable
• Any agreements that allow non-cash benefits to be allocated or maintained by parties who have ceased their period in office or consultancy agreements for a period subsequent to the termination of the period in office/employee relationship	Not applicable
• Any agreements that establish compensation for non-competition agreements	Page 12-13; 15; 17
• For Directors who have terminated their period in office during a mandate, details about any cases where the contractual conditions were not applied with regards to the determination of indemnities	Not applicable
• Where no specific agreements exist, indicate the criteria used for determining end of service indemnities earned	Not applicable

REGULATORY FRAMEWORK

This document was drawn up in accordance with Article 123-ter of Legislative Decree No. 58 of 24 February 1998 (the so-called “Consolidated Law on Finance” or “TUF”), which establishes that “at least twenty-one days prior to the date of the General Shareholders’ Meeting [...] listed companies shall disclose to the public their remuneration report and make it available at the company’s registered offices, on the corporate website and according to the procedures provided for by Consob’s regulation.”

This Remuneration Report was also drawn up in compliance with Consob Resolution No. 18049 of 23 December 2011, which amended Article 84-quater of Consob’s Rules for Issuers enacting the aforementioned TUF.

Article 123-ter, paragraph 6, of TUF sets out that “the Shareholders’ Meeting [...] shall pass a favourable or unfavourable resolution on the section of the remuneration report established by paragraph 3” (i.e., in Section I of this document).

Said resolution “is not binding”, but the “outcome of voting is made available to the public.” This rule is designed to provide the market with comprehensive, prompt information as to the remuneration policies and emoluments adopted by the Company.

The 2018 Remuneration Policy included in this document was defined on the basis of the principles and application criteria established by Article 6 (“Directors’ Remuneration”) of the Corporate Governance Code issued by Borsa Italiana (as amended in July 2015), that the Company has adhered to by adopting its own Corporate Governance Code, whose latest update was approved by the Board of Directors on 18 December 2015.

Lastly, it bears also noting that this Report was drawn up in accordance with Article 4.4.3, paragraph ii), of the Related Party Transactions Procedure approved by Brembo S.p.A.’s Board of Directors on 12 November 2010, as updated on 10 May 2016, as required and in full compliance with regulations in force.

GLOSSARY

Annual Incentive System or MBO (Management by Objectives): this is the plan that grants the plan beneficiaries the opportunity to receive an annual cash incentive, based on the objectives set for each employee and the annual incentive system in place.

Annual Total Direct Compensation on target: total guaranteed fixed remuneration plus the annual variable remuneration for the short-term plan upon achievement of the objectives and the portion of variable remuneration for the long-term remuneration on reaching target values.

Audit, Risk & Sustainability Committee: this is a Board committee set up in accordance with Principle 7 of the Corporate Governance Code. It consists of independent Directors or, alternatively, of Non-executive directors, with a majority also being independent. Its role is to support the Board of Directors, on the basis of an adequate control process, in its evaluations and decisions concerning the internal control system and risk management, and the approval of the periodic financial reports (Corporate Governance Code, Principle 7.P.3).

Board of Directors (Board; BoD): this is a collective body that is entrusted with managing the Company. The Board of Directors of Brembo S.p.A. in office for the period 2017-2019 is comprised of 11 Directors: Alberto Bombassei (Chairman), Matteo Tiraboschi (Executive Deputy Chairman), Andrea Abbati Marescotti (CEO and General Manager), Cristina Bombassei, Giovanni Canavotto, Valerio Battista, Barbara Borra, Laura Cioli, Nicoletta Giadrossi, Umberto Nicodano and Gianfelice Rocca. It is in charge of approving the Remuneration Policy submitted by the Remuneration & Appointments Committee.

Board of Statutory Auditors: this is the control body within the Company responsible for the monitoring and control functions required by applicable laws and regulations. It expresses an opinion during the definition process of the Remuneration Policy for Directors holding special offices in conjunction with the Remuneration & Appointments Committee.

C-Suite: all those reporting directly to the Chairman, the CEO and General Manager and the Deputy Chairman of Brembo S.p.A.

Chairman: the Chairman of the Board of Directors of Brembo S.p.A., appointed by the General Shareholders' Meeting and whose management powers attributed by resolution dated 6 June 2011 were confirmed by the

Board of Directors on 20 April 2017. The Chairman of Brembo S.p.A. is Alberto Bombassei.

Chief Executive Officer (CEO): this is the member of the Board of Directors whom the Board has vested with management functions and powers by resolution adopted on 6 June 2011, as subsequently confirmed on 20 April 2017. The CEO of Brembo S.p.A. is Andrea Abbati Marescotti.

Corporate Governance Code: this is the Corporate Governance Code issued by Borsa Italiana S.p.A., approved in December 2011 (the latest edition available is that updated in 2015) by the Corporate Governance Committee. The Code is promoted by Borsa Italiana S.p.A., ABI, Ania, Assogestioni, Assonime and Confindustria. The document includes a series of indications about the best practices for the organisation and functioning of Italian listed companies. These recommendations are not binding, although listed companies "must inform the market and their shareholders about their governance structure and the degree to which the Code is adopted."

Consolidated Law on Finance (TUF): this is Legislative Decree No. 58 of 24 February 1998, as amended. It introduced a series of principles ("general guidelines"), with the specific regulations issued by the Regulator (Consob).

Directors holding special offices: Alberto Bombassei, Matteo Tiraboschi and Andrea Abbati Marescotti.

EBITDA: this is a profitability indicator, showing the company's income generated solely from its typical business, before interest (financial management), taxes (tax management), depreciation and amortisation.

EC: Executive Compensation.

ECONOMIC VALUE ADDED - EVA: this indicates the economic growth of a company over time, defined as NOPAT – (Capital *WACC%).

Entry Gate: this is the minimum level to reach, below which the plan does not allow the pay-out of any incentives.

Executive Deputy Chairman: this is the member of the Board of Directors whom the Board has vested with management functions and powers by resolution adopted on 6 June 2011, as subsequently confirmed on 20 April 2017. The Executive Deputy Chairman of Brembo S.p.A. is Matteo Tiraboschi.

Executive Directors: Alberto Bombassei, Matteo Tiraboschi, Andrea Abbati Marescotti, Cristina Bombassei and Giovanni Canavotto.

Free Operating Cash Flow: this shows the cash flow from operating activities. It is an indication of the ability of a Company to self-fund, i.e., it shows the ability to generate cash. It is equivalent to Operating Cash Flow determined by EBITDA + Net Investments + Changes in Working Capital.

General Shareholders' Meeting: this is the Company's collective decision-making body. All voteholders are represented at the GSM, directly or by proxy. It holds the powers allocated to it by law and the By-laws. The main among such powers are to approve the Financial Statements, and appoint and remove Directors, the Board of Statutory Auditors and its Chair. With reference to the Remuneration Policy, it expresses a non-binding opinion on Section I of the Remuneration Report.

Gross Annual Salary (RAL): this is the fixed annual amount received, including taxes and social security contributions by the employee, without any annual bonuses, other bonuses, indemnities, fringe benefits, expense refunds and any other form of variable or one-off remuneration.

LTIP: Long Term Incentive Plan. This plan gives participants the opportunity to earn a multi-year cash bonus based on objectives set for the Company.

Net Financial Position: this indicator shows the level of debt of a company, given by the difference between

the financial payables and receivables, including cash.

Objective target: this is the standard level for an objective or goal to be achieved and to receive 100% of the incentive (without changing the multiplying or discretionary parameters). For the minimum acceptable objective target, see "Entry Gate".

Regulation for Related Party Transactions: this is Consob Regulation No. 17221 of 10 March 2010, which identifies the rules for related party transactions (as defined in Attachment 1 of the said document).

Report: Brembo Group's Remuneration Report.

Rules for Issuers: Consob Regulation No. 11971 of 14 May 1999, containing the rules governing issuers of financial instruments.

Shareholder: an individual or entity holding shares in the Company.

Stakeholder: any party that has an interest in a company.

Key Management Personnel: individuals who are granted specific powers and responsibilities by the Board of Directors to, directly or indirectly, plan, direct and control the company's activities, including the Directors (executive and otherwise) of the entity and the members of the Board of Statutory Auditors. From the four positions identified as falling into this category, Brembo S.p.A. has identified three persons listed in this document.