

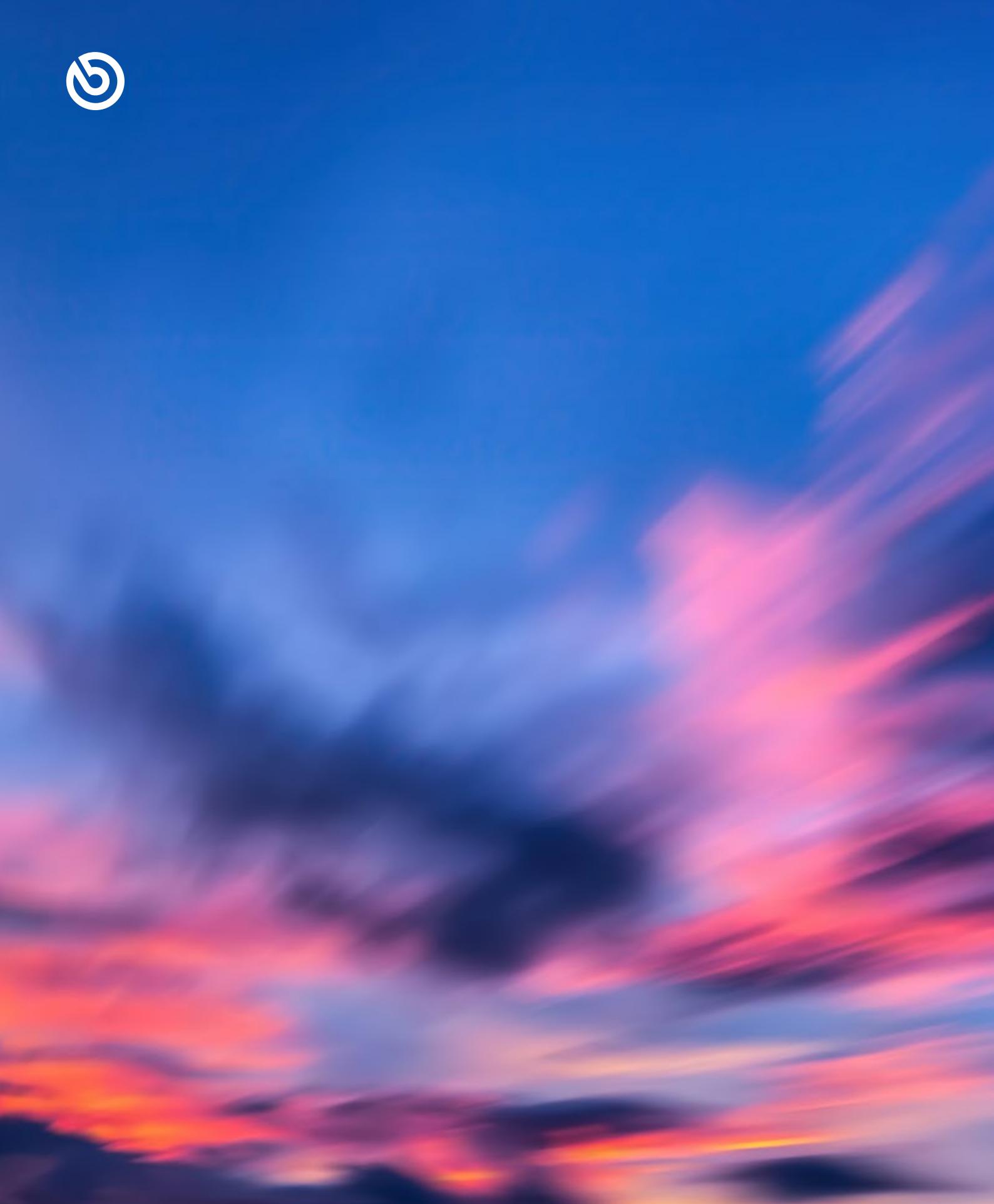


**ANNUAL
SUSTAINABILITY
REPORT
2021
SUMMARY**



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REPORT
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Everything flows.

An unstoppable movement that translates into perpetual transformation, a continuous evolution of ideas, form and substance. Of existence. With a point of arrival that is growing ever distant. And greener every time.



Letter of the Chief Corporate Social Responsibility Officer



The Chief CSR Officer
Cristina Bombassei

Dear Stakeholders,

I am pleased to present a summary of the 2021 Consolidated Non-Financial Statement, the document in which the Brembo Group reports on its objectives, activities and results in the ESG (Environmental, Social and Governance) field, in order to share them with and ensure transparency to all stakeholders.

2021 was a very special year for us. Brembo celebrated an important milestone, having reached the first 60 years of history since its foundation, which took place in 1961.

The principles that guide the Group's sustainable development and Social Responsibility originated with Brembo, and have grown and evolved over time with it, with the goal of contributing in a concrete way to the continuous improvement of the environmental and social aspects of our Company. With regard to Social Responsibility, in 2021 Brembo strengthened its support for the path set out by the UN, adhering to

the 10 Principles of the Global Compact, the world's largest strategic corporate citizenship initiative which arose from the desire to promote a sustainable global economy, respectful of human and labour rights, environmental protection and the fight against corruption. Brembo has expressed its intention to continuously support the 10 Principles and to incorporate them into its business strategy, culture and daily activities, through actions that demonstrate how its commitment to corporate social responsibility and sustainability is becoming increasingly incisive and well-structured year on year.

Its participation in the Global Compact is in addition to Brembo's long-established experience in the framework of the 2030 Agenda, which in the four years since its endorsement in 2018 has seen the Group launching several projects in support of the 17 Sustainable Development Goals.

Stakeholder engagement also continued in 2021, where the main stakeholders were actively involved in defining the Group's priorities through an assessment of all Brembo's material topics. In 2021, the materiality analysis was further extended. In fact, the new matrix offers an immediate overview of the material topics associated with the most significant risks, allowing more accurate planning and elaboration of scenarios based on a broader perspective.

The engagement of the people who work at Brembo is a fundamental element for our sustainable development. More than 12,000 employees belong to the Group, working in 15 countries on three continents in 23 production sites, six sales offices and seven research and development centres. They are our most valuable resource: a source of passion and increasingly strategic skills, also for addressing the

challenges of the significant transformation underway in the automotive sector.

In this constantly evolving context, the journey on which the Company had embarked in 2020 continued with the launch of our strategic vision, Turning Energy into Inspiration, with which the Group undertook to create increasingly green solutions aimed at the digital, connected and sustainable mobility of the future. From vehicle electrification to their digitalisation, the Group is a leader in research into artificial intelligence, advanced software and data analysis.

A fundamental stage of this journey took place in 2021, thanks to the global launch of SENSIFY™, our new pioneering intelligent, sustainable braking system that integrates the most advanced software based on artificial intelligence with Brembo's brake components.

SENSIFY™, the opening of the first Brembo Inspiration Lab in California and the acquisitions of SBS Friction and J.Juan reflect Brembo's global leadership. Thanks to an increasingly close integration between products and services, the Group continues to pursue its mission to be a Solution Provider, in order to support its partners in rising to the challenges of a rapidly transforming automotive industry and grasping the related opportunities.

We pair research for increasingly greener solutions with our commitment to a responsible production that is respectful of the environment. Together with economic objectives, Brembo sets itself medium/long-term targets regarding the environmental and social dimensions, including carbon neutrality by 2040, particularly the reduction of CO₂ emissions and the responsible management of natural and energy resources. At Brembo, we recycle waste materials, maximising their reuse and reducing the production of waste and consumption of energy and natural

resources, including water, as far as possible. We also engage our supply chain in this commitment, in the belief that only by acting together we can contribute more incisively to a positive change.

As proof that we are on the right track, for the fourth year running, the CDP (formerly the Carbon Disclosure Project) awarded Brembo with a double A for having proven to be a leading Company at global level through meaningful and transparent actions in terms of climate change and water resource risk management.

For several years, our sustainable development has also translated into social projects in support of childhood, education and training, art, culture, sport and scientific research. 2021 saw the continuation, among others, of the projects we have been supporting for years in India, China and Italy, through virtuous collaboration with local NGOs. Among these projects, I would like to recall the programmes in India, which provide support to children and women living in vulnerable situations.

I am also pleased to mention an initiative linked to our 60th anniversary, which we wanted to celebrate in the name of sustainability. In 2021, the first Brembo Forest was developed: we planted over 14 thousand forest trees and fruit trees in Kenya and donated them to all our employees worldwide as a tangible and enduring sign of this milestone.

This is a project that we decided to implement for its strong message of attention towards the planet and the environment — a value that will continue to be a priority for Brembo during its future development.





Turning Energy into Inspiration

Brembo's strategic vision

To learn more



Electrification, autonomous driving, digitalisation and sustainability are macro-trends that are transforming the automotive world and are at the centre of the strategies of the market's main players. For Brembo, the time has come to open up new horizons and grasp the challenges posed by the great changes taking place. The Group has decided to embark on a path, based on its strategic vision "Turning Energy into Inspiration" and its mission of becoming a Solution Provider. "Turning Energy into Inspiration" is the result of Brembo's unique experience in braking systems, acquired during sixty years of history lived in a competitive and ever-changing context. Becoming an authoritative Solution Provider is the mission that aims to a high value-added integration of products and services so as to anticipate the new mobility paradigms. The path that Brembo has outlined for its future rests on three pillars: Digital, Global and Cool Brand. In 2021, the Group is committed to translating its new corporate purpose into practice through these three strategic pillars, engaging around a hundred individuals of various origins and background in ambitious and challenging projects.



Digital The world has entered the era of data-centric artificial intelligence applications. The ability to analyse and manage data is a crucial skill for continuing to grow and create innovation. Brembo's new strategic vision provides for the widespread dissemination of a solid data culture within the Group, with the goal of becoming an innovative Company that develops increasingly digital solutions.



Global With 23 production sites, 6 sales offices and 7 R&D centres in 15 countries throughout the world, Brembo is an international Group that pursues an innovation-driven globalisation process. Its strategic vision's objective is twofold: creating new centres of excellence for software, data science and artificial intelligence expertise in the main countries in which it operates, and bringing the Group's innovation even closer to its customers.



Cool brand Brembo targets the new generations in particular, who look at the automotive sector from points of view that are different from the past. The goal is to become a reference brand for them and inspire them with the same passion that has driven the Company since its beginning. Thanks to its leadership in motorsport and high-performance, reduced-emissions technological solutions, Brembo intends to increasingly become a byword for unparalleled driving experience. At the heart of its new strategic vision, there is also a commitment to sustainability: a priority that Brembo has always pursued in all its activities, products and processes and in its relationship with employees, supply chains and territories.



Sustainability Highlights

The Group



Sustainability



Organisational Structure



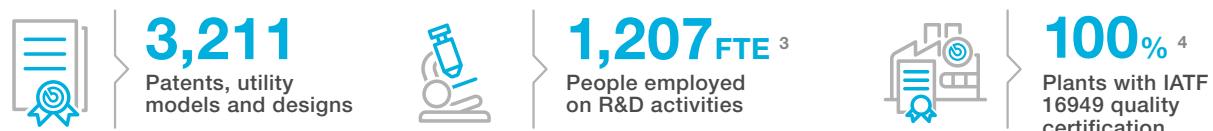
Brembo People



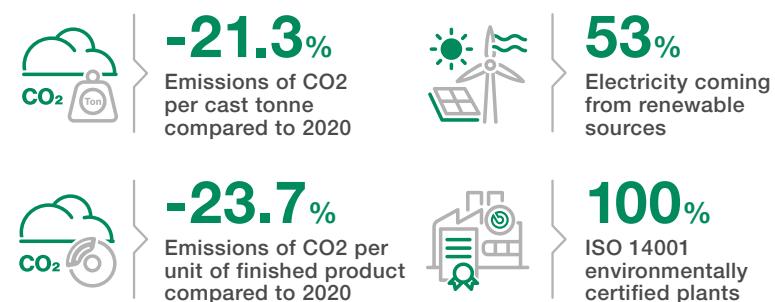
The Supply Chain



Production Process



Environment



Local areas



Note

¹ Increase following inclusion of the J. Juan Group's workforce. The acquisition of the group was finalised on 4 November 2021 and therefore the scope of the quantitative personnel data included in the Brembo Group's Consolidated Non-Financial Statement does not include these companies.

² Minimum quota of the less represented gender in the corporate bodies of listed companies must be equal to 40% (Law No. 160 of 27 December 2019), in force at the date of appointment of the Board of Directors (General Shareholders' Meeting held on 23 April 2020) for the 2020-2022 three-year term.

³ Full Time Equivalent – FTE represents the workforce calculated based on the hours actually worked and/or paid by the company in which they are employed.

⁴ Net of the Zaragoza plant in Spain which is ISO 9001-certified. It should be noted that the Carbon Factory will be certified by 2022. In addition, the new SBS Friction plant in Denmark is also ISO 9001-certified.



The Group



A shared goal.

Agile and united. Constantly open to change, without compromising one's identity. With a clear and conscious vision, that of people who do not conform to passing trends, but anticipate the market needs to be a solution provider for its partners.

A global leader and recognised innovator in brake disc technology for vehicles, Brembo designs, develops, manufactures, assembles and sells braking systems, vehicle wheels and light alloy and metal castings. It supplies high performance braking systems, as well as clutches and other components for racing, to the most important manufacturers worldwide. The Group currently operates in 15 Countries on 3 continents, with a staff of over 12,000 in seven R&D centres, 23 production sites and six sales offices. In 2021, the Group — with its brands Brembo and Brembo Racing, AP and AP Racing, Marchesini, ByBre, Breco, SBS Friction and J.Juan — reported a €2,778 million turnover.



The Group

A global footprint

Operating in 15 countries on three continents, Brembo is an international Group that pursues an innovation-driven globalisation process, with a view to creating increasingly green solutions aimed at the mobility of the future. In addition to Italy, manufacturing plants are located in Poland, the United Kingdom, Czech Republic, Germany, Denmark, Spain, the USA, Mexico, Brazil, China and India. Other companies located in Spain, Sweden, Germany, Russia, China and Japan carry out distribution and sales activities.



Number of countries in which
the Group is present

The most important strategic heritage



Today, more than 12,000 people — men and women of all ages and backgrounds — work for Brembo every day with dedication and passion. The Group firmly believes that the knowledge and skills of each and every one constitute the real competitive advantage behind Brembo's ability to innovate and pursue excellence in achieving all its objectives. Human capital therefore represents its most important strategic heritage.

The ideal braking for the mobility of the future

The Group's steady growth and its technological and commercial leadership in the sector are the result of its constant search for innovative and breakthrough solutions. Brembo can rely on seven research and development centres worldwide — in Italy, Poland, Spain, Denmark, the USA, India and China — where expertise and dedication, intuition and experience are combined every day to define the characteristics of the ideal braking for the increasingly digital, connected and sustainable mobility of the future.



Number of research centres in
different Countries

¹ Increase following inclusion of the J. Juan Group's workforce. The acquisition of the group was finalised on 4 November 2021 and therefore the scope of the quantitative personnel data included in the Brembo Group's Consolidated Non-Financial Statement does not include these companies.

Global leader in brake disc technology

Brembo and Brembo Racing, AP and AP Racing, Marchesini, ByBre, Breco, SBS Friction and J.Juan: these nine Group brands allow Brembo to be a global leader in the design, manufacturing and sale of braking systems for cars, motorbikes and commercial vehicles. Specifically, in 2021, the acquisitions of SBS Friction and J.Juan have rounded out the range of high-tech brake systems in the strategic two-wheel market.



9

Number of Group brands

A sharply increasing turnover



Brembo's reference market is represented by the most important manufacturers of cars, motorbikes, commercial vehicles and racing cars and motorbikes. Overall in 2021, Brembo's consolidated net sales amounted to €2,778 million, with a 26% increase compared to the previous year, broken down as follows: 72.8% cars; 11.9% motorbikes; 10.6% commercial vehicles and 4.7% racing.

Strengthening its presence internationally

After the 2020 slowdown due to the lockdowns implemented to combat the effects of the Covid-19 pandemic, in 2021 Brembo's investment management policy continued in line with the guidelines followed in the previous years, with the aim of strengthening the Group's presence internationally. Group's total net investments undertaken in 2021 at all operations amounted to €236,175 thousand.



236
million €
Net Investment



Sustainability



Innovation is green.

Our commitment for an increasingly inclusive and responsible future. Sustainability disseminates through any idea or thought, in every process, product and solution. Ongoing transformation in all areas: Environmental, Social and Governance.

The principles that guide the Group's sustainable development and Social Responsibility originated with Brembo, and have grown and evolved over time with the Company. We have made them an integral part of our strategy so as to integrate the sustainability performance into our business model. Brembo promotes corporate social responsibility through daily tangible actions aimed at balancing economic decisions against a continuous improvement of the environmental and social aspects of our Company: from a responsible relationship with natural ecosystems to the wellbeing of communities and people belonging to the territories in which the Group operates the world around.

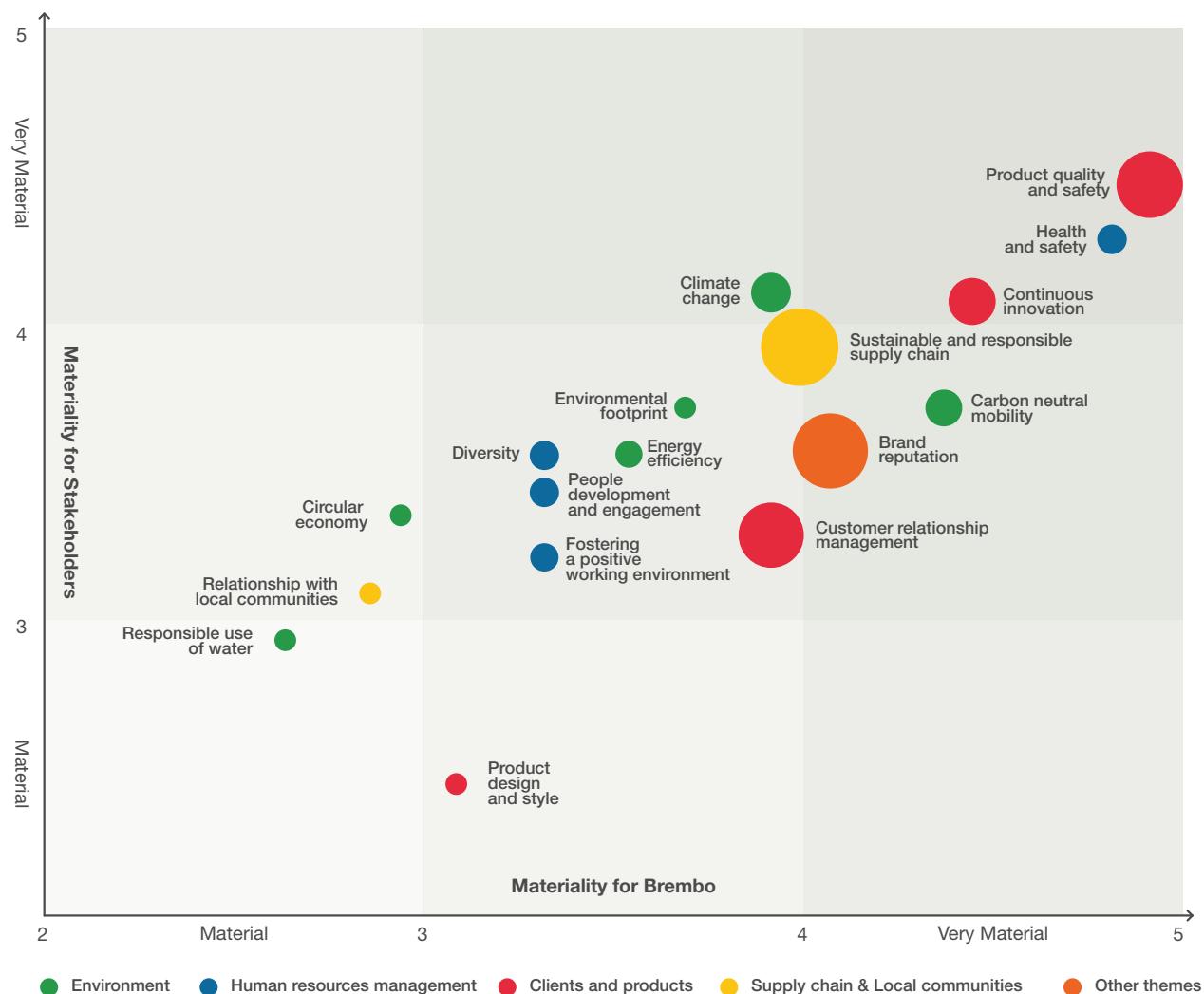


Sustainability

Increasingly thorough assessments

Brembo believes it to be of fundamental importance to engage its stakeholders in identifying the material topics on which to focus its sustainability strategy. The 17 topics included in the Materiality Matrix have been confirmed and divided in the following categories: Environment, Customers and Products,

Suppliers and Local Communities, Human Resource Management and Other Topics. In 2021, a careful correlation analysis between material topics and Brembo's ESG and ERM risks was carried out, leading to a second matrix integrated with a graphic representation of the risk index.



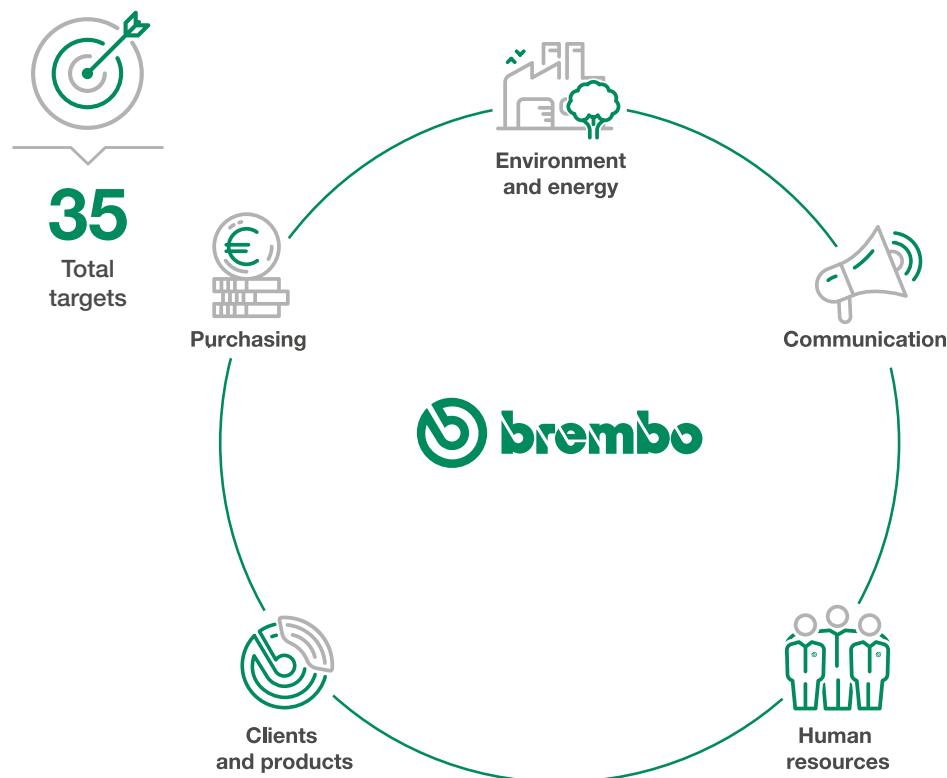
Preparation of the first Sustainability Plan

In order to give concrete shape to and direct its strategic commitment in terms of sustainability over time, Brembo has started work on preparing its first Sustainability Plan.

This Plan includes objectives to reduce the environmental impact, such as the achievement of the Net Zero target by 2040, the recycling of waste

produced, the constant monitoring of withdrawals, discharges and significant uses of water in all plants and the launch of an internal path for defining Life Cycle Assessment parameters for all existing product families.

Overview of objectives





A widespread culture of sustainability

The Group believes that its commitment to achieving the Sustainable Development Goals must begin with spreading and promoting the SDGs to all Brembo People. This conviction gave rise to the "We Support SDGs" project, designed to spread knowledge of the goals and related Brembo projects and raise awareness regarding sustainable actions.

Each of us is fundamental to building a sustainable tomorrow: this is the message that the Group intends to convey. The actions of each employee in the world have an impact, but if this impact is multiplied by more than 12,000 employees and their families, the effect generated is amplified

SUSTAINABLE DEVELOPMENT GOALS

and far more incisive. For Brembo, it is essential to engage its People so that they feel an active part in this project and, in keeping with this vision, "We Support SDGs" is intended to be a virtuous contamination that can extend beyond our company.



布雷博的努力

支持非政府组织MAHER,
照顾贫困人口(印度)

Maher是一家跨宗教、无种族的非政府组织，为贫困的妇女儿童提供庇护和援助。并在印度 西部的多个村庄开展社区发展计划。Maher目前在50个不同的住所中收容了大约1000名儿童、童工、100名男子和350多名妇女。地址位于浦那及莫哈拉加尔附近，由Lucy Kuner修士在1957年创立，她是一位伟大的女性、无私、她的帮助总是需要帮助的人，并因此获得重要奖项。从健康到生活的方方面面，由于大流行的疫情形势不断恶化，布雷博更加需要为Maher的收容之家的工作提供支持。

- 目标**
• 主要为贫困和被遗弃的妇女儿童提供收容和庇护。

- 发展蒲那周边偏远村庄和贫民窟的社区福利。

- 行动**
• 向数百名失去工作并返回原籍村庄的打工人员及其家人分发膳食。

- 收集并分配提供给贫困家庭的口粮。

- 帮助感染新冠病毒的父母照顾他们的孩子，因为这些孩子面临在街上流浪、没有食物或监护的处境。

- 成果**
• 为蒲那周边超过85个农村社区提供支持。

- 向各个年龄段的40名儿童提供照顾和食物，直到他们感染新冠病毒的父

了解更多：
www.maherashram.org



O CODEMPROMISSO DA BREMBO

A RESPOSTA DO GRUPO PARA
A EMERGÊNCIA COVID-19

Desde o início da emergência epidemiológica, a Brembo soube reagir imediatamente focando na saúde de todos os seus colaboradores como objetivo prioritário, garantindo a segurança das fábricas, ajudando as comunidades locais com a distribuição de material médico e apoiando a pesquisa científica contra o vírus.



OBJETIVO

- Proteger os funcionários do Grupo.
• Gerenciar imediatamente a emergência sanitária e econômica.
• Apoiar o território e a comunidade.



ACÕES

- Elaboração de medidas extraordinárias de combate ao vírus e proteção da saúde de seus colaboradores, com monitoramento constante dos impactos nos negócios, com particular ênfase na cadeia de abastecimento.

- Doação de 1 milhão de euros a três excelências italianas: O Hospital Papa Giovanni XXIII, a Fundação para a Pesquisa do Hospital de Bergamo (FIROM) e o Instituto de Pesquisa Farmacológica Mario Negri, em apoio à pesquisa para enfrentar a emergência epidemiológica.



RESULTADOS

- Prevenção, controle e contenção da pandemia em todas as sedes Brembo.
• Garantia de uma retomada da atividade empresarial com total segurança.
• Suporte para o território e à pesquisa.



GOOD PRACTICE



9 IMPRESA INNOVATIVA E SOSTENIBILE

L'IMPEGNO DI BREMBO Sviluppo di prodotti, soluzioni e processi sempre più sostenibili

Da sempre Brembo opera secondo valori e principi ben radicati di rispetto dell'ambiente e delle persone e intende rafforzare l'impegno alla sostenibilità anche con i propri prodotti, contribuendo alla riduzione delle emissioni.

OBIETTIVO

- Sviluppare prodotti, soluzioni e processi sempre più sostenibili, mantenendo alte le prestazioni e riducendo lo sforzo.
- Ridurre l'impatto ambientale in frenata.

AZIONI

- Green Disc: sviluppo di un nuovo disco che, grazie al rivestimento applicato sulla superficie frenante, consente una durata molto bassa, prolungando significativamente la durata del prodotto e riducendo allo stesso tempo le emissioni di polveri durante la frenata.
- Introduzione di una nuova tecnologia di rivestimento che può essere applicata sulla fascia frenante della pinza e della pastiglia.
- Energy Saving System: sviluppo di una nuova molla che riduce possibili contatti residui tra le pastiglie e il disco quando un autista non sta frenando, favorendo la riduzione delle emissioni e dello spreco di energia e garantendo una maggiore durata della molla.
- Progetto AFFIDABILE: sviluppo di un nuovo materiale d'attrito che, grazie all'utilizzo di leganti completamente inorganici, garantisce un accorciamento delle sostanze organiche volatili emesse in produzione e una riduzione delle emissioni di particolato in frenata.

RISULTATO

- Realizzazione delle prestazioni sempre ai massimi livelli, con una particolare attenzione alla sostenibilità e allo stile.
- Riduzione delle emissioni e dello spreco di energia in fase di frenata.
- Diminuzione dell'usura di disco e pastiglia, prolungando la durata dei prodotti e riducendo i bisogni di manutenzione.

GOOD PRACTICE

GOOD PRACTICE



10 MIGRANTÓW

ZOBOWIĄZANIE BREMBO PROJEKT SOSTENIAMIOCI 2. PROMOWANIE INTEGRACJI SPOŁECZNEJ MŁODYCH MIGRANTÓW (WŁOCHY)

Sosteniamo, coi progetti, mazzy. Wspieramy sie. To projekt rozpoczęty w 2016 roku przez fundację Cossi we współpracy z Brembo i Centrum do Spraw Osiągnięć Młodzieży (Rodzina) w Bergamo, którego celem jest wspieranie i wspieranie młodych cudzoziemców, którym nikt nie pomaga w realizacji planów życiowych, a także utworzenie im integracji społecznej oraz osiągnięcia niezależności finansowej. Zakonczyła się już druga, trwająca dwa lata, edycja projektu.

CEL

- Rozwiniecie w procesie projektu i integracji społeczeństwa 19 cudzoziemców, wśród których znalazły się osoby niepełnosprawne oraz takie, które dopiero co osiągnęły pełnoletniość.
- Rozwijanie indywidualnych zdolności w pełnym poszanowaniu ambicji każdego z uczestników.
- Podarowanie szansy na realizację planów życiowych we Włoszech.

DZIAŁANIA

- Nauka języka włoskiego oraz uczestnictwo w kursach edukacji obywatelskiej w celu utratwienia umiejętności językowych we Włoszech.
- Uczestnictwo w szkoleniach dobranych indywidualnie w zależności od zdolności i aspiracji każdego uczestnika, które zostały ocenione poprzez bilans umiejętności.
- Korzystanie z oferty stacji i doradztwa zawodowego w celu uzyskania wsparcia przy aktywnym poszukiwaniu pracy.

WYNIKI

- 15 młodych migrantów biorących udział w projekcie zostało wprowadzonych na rynek pracy, spośród których dwie osoby rozpoczęły pracę w tej samej firmie, w której odbywały staż.
- 4 młodych migrantów skorzystało z indywidualnego doradztwa zawodowego przy aktywnym poszukiwaniu pracy.

 Więcej informacji znajdziesz w video do Numeruomini

GOOD PRACTICE

GOOD PRACTICE



16 MÍR SPRAVEDLIVÉHO A SLEVNÍHO INTEGRITY

ZÁVAZEK SPOLEČNOSTI BREMBO Systém pro záručení integrity pri provozování podnikatelské činnosti

Spoolečnost Brembo vždy definovala hodnoty, které jsou základem jejího vlastního jednání, s cílem rozvíjet, sdílet a prosazovat čerstvou podnikatelskou růst a s tím tak skutečnou kulturu integrity. Na podporu preventivní politiky společnosti společnost Brembo podepsala systém globální a integrovaného dle zdrojů provedit a vybať se zařízení, jehož cílem je zaručit vysoký etický standard.

CÍL

- Podporit přijetí elektronického transparentního systému vedení.
- Rozvíjet a sítí zakládat hodnoty společnosti.

AKCE

- Dále využívat některé kodexy společnosti Brembo.
- Etický kodex formuje normy chování, jimž musí být vedená činnost všich, kdo z jakéhokoli důvodu pracují pro společnost Brembo, v souladu s hodnotami sdílenými v rámci skupiny.
- Kodex protirkupního chování: zajišťuje zásady transparentnosti a definuje jasna pravidla chování v oblasti korupce.
- Vzor 231 a Místní průručky dodržování pravidel / Brembo Compliance Guidelines: popisují pravidla chování a zásady kontroly s cílem předcházet jednání, které by mohlo zakládat trestní odpovědnost podle zákona.
- Kodex chování pro dodavatele: představuje závazek ze strany dodavatelů přijmout stejný chování, jaké definována skupina Brembo v oblasti udržitelnosti, a převést je do svého dodavatelského řetězce.

VÝSLEDKY

- Podpora udržitelného růstu a ochrana dobré pověsti společnosti.
- Síření kultury integrity ve vztazích a v chování.

Více informací:
brembo.com/sustainability-ESG-governance-codes-and-policies

GOOD PRACTICE

GOOD PRACTICE



17 PARTNERSHIPS FOR THE GOALS

BREMBO'S COMMITMENT COLLABORATIONS TO IMPROVE THE ENVIRONMENTAL IMPACT OF PROCESSES AND PRODUCTS

Among its primary objectives, the innovation of Brembo products include the reduction of environmental impact, linked to the product, the raw materials employed, the generation of fine dust, and greenhouse gas emissions produced by vehicles when in motion. This is to be achieved through the CRAL project, which was initiated by the European Union in July 2016 and coordinated by Brembo, in collaboration with technical partner Cannon Ergo.

TARGET

- Preliminary tests on a laboratory casting machine.
- Final selection of material and design of a pilot production line.
- Final installation and validation of the pilot production line.
- Manufacture of a wholly recycled aluminum caliper and of a prototype magnesium brake lever.
- Successful road endurance test (2000 km / 1,200 m).
- Environmental impact assessment of the CRAL process in order to meet EC policies.

ACTIONS

- Preliminary tests on a laboratory casting machine.
- Final selection of material and design of a pilot production line.
- Final installation and validation of the pilot production line.
- Manufacture of a wholly recycled aluminum caliper and of a prototype magnesium brake lever.
- Successful road endurance test (2000 km / 1,200 m).
- Environmental impact assessment of the CRAL process in order to meet EC policies.

RESULTS

- The use of aluminum deriving from the recycling process makes it possible to reduce energy consumption of energy and resources related to the extraction, refining and production of primary aluminum;
- to reduce CO₂ emissions by 94%;
- The use of magnesium in the main line guarantees the elimination of greenhouse gas emissions linked to the magnesium melting process.

For more information:
www.cralproject.eu

GOOD PRACTICE



Organisational structure



Resilience and dynamism.

Building an organisation able to adapt to a changing context. Value creation stems from a harmonious balance of an increasingly open global vision, a strong and effective governance and a solid structure.

Brembo has structured a sound Corporate Governance Model based on the recommendations of the 2020 Corporate Governance Code and best international practices, through which it meets the interests of all its stakeholders effectively. Over the years, the Group has paid particular attention to ensuring that its corporate structure always complies with best international practices, that its own reference Codes are kept up to date and its processes for managing both operating and sustainability risks are improved.

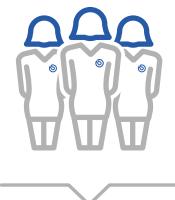


Organisational structure

An evolving world, including at institutional level

Diversity policies and criteria for the Board of Directors reserve a minimum quota to the less represented gender in accordance with the provisions in force from time to time.

This proportion is 45% at Brembo, compared to 40% required by law to listed companies. This figure testifies to the Company's open approach to an evolving world. As Consob underlined, "the inclusion of women contributed to change the characteristics of the members of the boards of directors, decreasing their average age, increasing the number of graduates and improving the diversification of professional profiles."



45%²

Proportion of women
on the BoD

Utmost information management security



In compliance with industry security standards, the Group is ISO 27001 certified and is constantly committed to increasing its experience in the field. The automotive world moves rapidly towards products and services that are becoming smarter day after day: Brembo therefore wants to make sure that everything it creates or uses is secured by design.

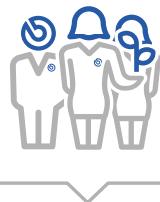
Brembo is also promoting additional automotive industry standards — such as TISAX — to ensure that the entire ecosystem of customers, partners and suppliers is certified throughout the supply chain.

² Minimum quota of the less-represented gender in the corporate bodies of listed companies must be equal to 40% (Law No. 160 of 27 December 2019), in force at the date of appointment of the Board of Directors (General Shareholders' Meeting held on 23 April 2020) for the 2020-2022 three-year term.

A balanced mix of expertise and professionalism

In addition to the obvious requirements of personal integrity, professionalism and respectability imposed by applicable statutory and regulatory provisions, all the Directors provide Brembo with a perfect mix of professional skills: business and finance, strategic planning, international background, entrepreneurial experience, risk management and internal control, legal and corporate affairs, human resources and organisation, communication and experience in the automotive sector.

These skills are supported by an extensive knowledge of ESG issues, including with regard to the environment, sustainability and social responsibility.



63.6%

Members of the BoD with
ESG-related skills





Brembo People



In each direction.

People from every continent and culture. At the centre is diversity: an invaluable treasure, driving improvement and ongoing progress. In a surprisingly and unexpected way, the one that only a multicultural environment can generate.

Human capital represents the most important strategic heritage for Brembo. The knowledge and skills of each of them are the real competitive advantage behind the Group's ability to innovate and pursue excellence in achieving its objectives. For this reason, in line with its strategy's pillars, Brembo promotes the growth, development and continual enhancement of its employees' skills, fostering multiculturalism and the virtuous exchange arising from the integration of diversity. Talent development is therefore an essential element to continue to evolve and achieve the business objectives associated with the rapid transformation that the automotive sector is facing.



Brembo People

Talented men and women to grow further

Constant research for and attraction of talents are a priority for the Group. Men and women able to stand out for their ability to anticipate and exceed the current and future challenges of the automotive sector.

It is for this reason that Brembo has structured a search and selection process, also founded on the principles of diversity and equal opportunities, that allows each candidate's skills and value to be appreciated fully and without discrimination.



10.7 %¹

Year-on-year
workforce increase

Consolidation of expertise



**over
275,000**

Training hours
provided during the year

Brembo confirms its training investment through various activities with an increasingly inclusive approach in favour of transversal enrichment and greater collaboration between Group Companies.

Brembo ensures a structured and flexible training offer differentiated by target population, complemented by additional tools such as individual and group coaching, mentoring and tutoring.

¹ Increase following inclusion of the J. Juan Group's workforce. The acquisition of the group was finalised on 4 November 2021 and therefore the scope of the quantitative personnel data included in the Brembo Group's Consolidated Non-Financial Statement does not include these companies.

Health and wellbeing of all employees

Brembo has made safety a distinctive element of its own business, designing and manufacturing braking systems of the highest quality.

This focus on Health and Safety issues also applies to all people in the Group, ensuring increasingly healthy and safe working environments both for Brembo employees and for all people accessing the workplace for different reasons.



100%

ISO 45001
certified plants





The supply chain



Travelling together.

It is an evolving bond, one that becomes more close-knit, based on trust, growth and shared objectives. In the automotive world, each swift change needs to be understood and shared: it is essential to count on one's partners.

The Group relies on the contribution of more than 6,700 businesses located in 15 countries throughout the world to carry out its own activities. These provide essential goods and services for Brembo's industrial processes.

A careful supply chain management is fundamental to ensuring responsible supplies, with a focus on environmental protection and the rights of workers and local communities. For this reason, over the years, the Group has established a structured supplier management process that seeks to promote the development of stable relations with its partners, as well as ensuring continuous innovation and improved quality and sustainability matters throughout the supply chain.



The supply chain

Raw materials and components, materials and services

During 2021, the total number of raw materials, components, materials and auxiliary production services processed and integrated in Brembo products generated a purchasing value of more than €1,803 million, in addition to over €173 million for machinery and industrial plant.

In particular, the supplies of raw materials are fundamental to the Group and accounted for an overall purchase value of nearly €570 million during the year. Equally significant, worth a total of nearly €755 million, are components and outsourced processing.



1,977
million €

Procurement value

Focus on the local area and the communities



88%

Local supplies, i.e., supply from suppliers located in the same geographical areas where the Group operates

Brembo pursues an international development strategy with a central focus on the local area and a commitment to create stable relations with local communities.

This is proved by the high percentage of purchases received from local suppliers in the same country where the Group operates, equal to 88% of purchases.

In 2021, the value of supplies by geographical area was broken down as follows: €1,013,421,592 for Europe, €444,685,424 for Asia, €316,636,567 for North America and €25,848,759 for South America.

An efficient audit activity

The Group defined structured processes with the aim of raising awareness among suppliers on Health and Safety issues and accompanying and supporting them in the management of these aspects. In this way, the Group aims to prevent and, when this is not possible, mitigate its impacts caused by outsourced activities.

To this end, Brembo avails of third-party services to carry out audits of suppliers in order to verify compliance with the required standards, while new suppliers are subject to a preliminary assessment to verify that they meet the minimum requirements.



70.6%

Suppliers of direct materials involved in social and environmental audits (in terms of value of supplies)





Production process



A leap forward.

Ideas and intuitions are not enough to leave an indelible mark in the vast global market. A leap forward is needed. A technology innovation that is, more than ever, open to the future, whose primary objectives are respect for people and the environment, starting from production processes.

Convinced that consumers' purchasing decisions will be increasingly driven by environmental aspects, Brembo is committed to strengthening the development of innovative and carbon neutral products. Each activity promoted by the Group covers all brake system components — caliper, disc, pad, suspension, control unit — and guides Brembo in testing new solutions that can improve the comfort and environmental sustainability of products, as well as the application of a design that can combine functionality, durability and aesthetics.



Production process

Experimenting with new materials, designs and technologies

Brembo's capacity to innovate and exploit its own expertise as a strategic lever for maintaining its leadership at global level is also confirmed by the number of patents filed by the Group since its foundation.

A total of 3,211 patents, utility models and designs divided into 536 families have already been registered in the world in sixty years. In 2021 alone, Brembo filed 44 patents and 6 design models, thanks to research and development activities capable of meeting the needs of next-generation vehicles and conquering new segments of the market.



3,211

Patents,
utility models
and designs



1,207 FTE³

People employed
on R&D activities

Increasingly environmentally friendly

Through its Research and Development activity, which involved over 1,200 Group People, Brembo monitors the continuous evolution of a sector, like that of transportation, that is called upon to tackle the challenges posed by climate change and air pollution and that is increasingly geared towards electrification, autonomous driving and digitalisation.

Brembo is therefore committed to further improving the performance and comfort of its brake systems, while reducing their weight and prolonging their life as part of a circular economy.

³ Full Time Equivalent – FTE represents the workforce calculated based on the hours actually worked and/or paid by the company in which they are employed.

⁴ Net of the Zaragoza plant in Spain which is ISO 9001-certified. It should be noted that the Carbon Factory will be certified by 2022. In addition, the new SBS Friction plant in Denmark is also ISO 9001-certified.

Advanced analyses and methodologies

Brembo anticipates any problems and criticalities along the entire production cycle, so as to promptly take the necessary preventive correction measures.

This is possible thanks to the analyses and methodologies included in Brembo's Quality Management System, compliant with IATF 16949:2016 technical specification.

This system, characterised by guidelines common to all the Group's plants, allows best practices to be transferred from one plant to another, as well as all the sites to be managed with the same standards and quality indicators.



100%⁴

Plants
with IATF 16949
quality certification





Environment



Respecting one's nature.

Constantly moving, even upstream. At each step, at each new solution, one's thought goes to the future of the planet. A virtuous circle in which resources are responsibly used and emissions reduced, with increasingly lighter and less pollutant materials.

Brembo is committed on several fronts to responding to the challenges posed by climate change, so as to seize the opportunities arising from the transition to a low-carbon economy. The Group intends to act in accordance with the circular economy principle, promoting a reduced use of primary raw materials and encouraging and enhancing secondary raw materials, in other words those deriving from processing waste or from salvage or recycling processes. In addition to reducing greenhouse gas emissions, the environmental protection process embarked on by Brembo also includes rational use of water, with the aim of limiting its use, eliminating waste and avoiding any possible form of contamination.

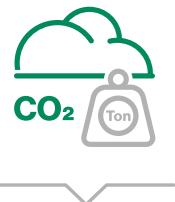


Environment

Towards an increasingly carbon neutral model

While growing in its industrial and business activities, Brembo has significantly reduced its absolute emissions, ensuring both operating efficiency and containment of emissions of climate-altering substances, through a process of gradual transition to an increasingly "carbon neutral" model.

The goal is to continue to create value for its stakeholders, while minimising the environmental impact of its processes, thus ensuring industrial development balanced against respect for the environment everywhere it operates.



-21.3%

Emissions of CO₂
per cast tonne
compared to 2020

Greenhouse gas emissions

Scope 1, 2 and 3 emissions generated by Brembo's production activities in 2021 amounted to slightly more than 1,394,000 tonnes CO₂eq.

In a like-for-like comparison with 2020, when Scope 1 + 2 emissions amounted to about 367,000 tonnes of CO₂eq, Brembo's factories reported emissions totalling around 342,000 tonnes of CO₂eq, marking a reduction of almost 7%.



-23.7 %

Emissions of CO₂
per unit of finished
product

This result was achieved thanks to energy efficiency projects totalling 16,062 tonnes of CO₂eq and to the purchase of renewable energy solutions equal to over 303,000 tonnes of CO₂eq.

Road Map to Net Zero

To achieve the Carbon Neutrality goal, Brembo has defined a Road Map that is subject to continuous refinement in accordance with technical, technological and market developments.

The Road Map includes the supply of renewable energy, both self-produced and purchased, the

increase in the use of secondary raw materials within products, transport optimisation, energy efficiency and technological innovation. Great commitment is expected in the involvement of the supply chain so that each supplier reduces its Scope 1 and 2 emissions.





Energy consumption

The Group aims to maximise efficiency in the use of energy while keeping CO₂eq and other pollutant emissions to a minimum.

When choosing energy sources, Brembo favours renewable sources over fossil fuels, and has also increased its self-production capacity thanks to the installation of photovoltaic panels.

The purchase of renewable energy also continued in 2021, bringing the energy quota from renewable sources to over 50%.



53%

Electricity coming
from renewable sources

Efficiently managing the environmental and energy footprint



100%

ISO 14001
environmentally
certified plants

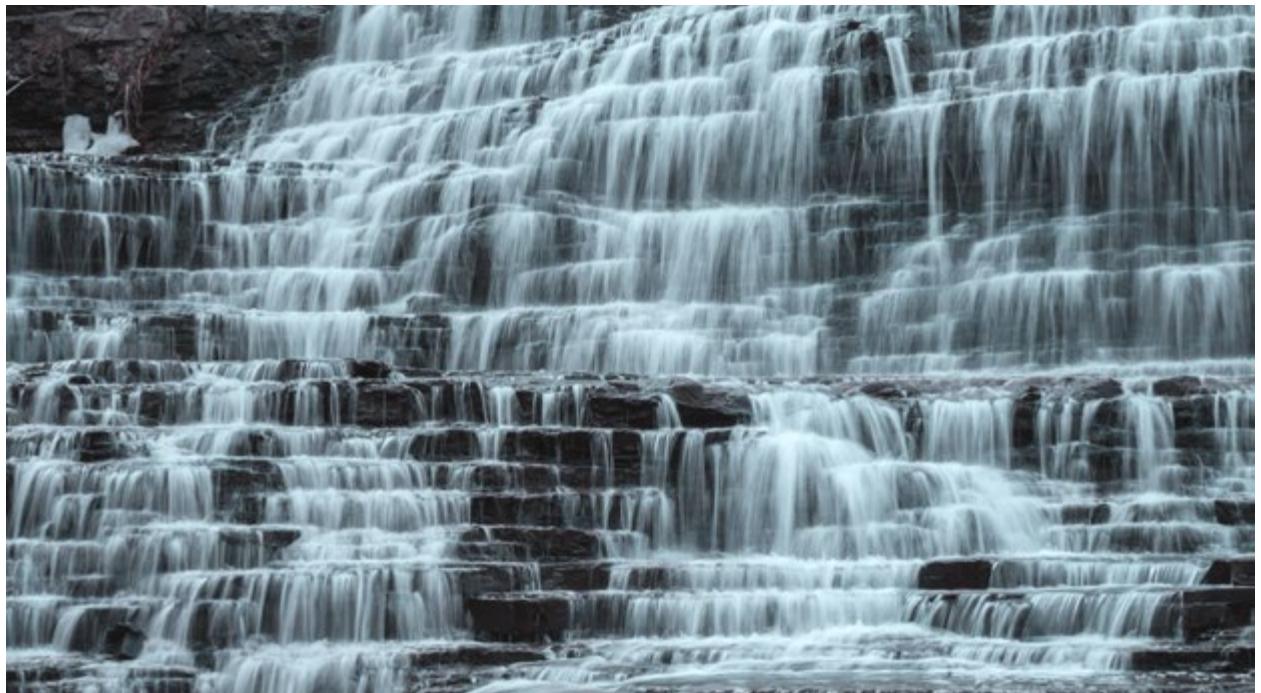
Brembo has developed and maintains up to date its Environmental Management System compliant with the ISO 14001 standard in order to meet the constant evolution of regulatory requirements, the commitment to minimising its environmental impact, and the growing attention from stakeholders towards the environmental- and sustainability-related performance, by reducing any environmental risk.

Since 2019, this System has also incorporated the requirements of standard ISO 50001 relating to energy management.

CDP award – Carbon Disclosure Project

Brembo has been active in the fight against climate change since 2011, when it began to build its own emission inventory.

It gradually expanded its monitoring and reporting scope to include all its plants in 2015. In recognising this commitment, in 2021 and for the fourth year running, CDP, an organisation that supports companies in measuring climate change information, named Brembo as one of the world's leading companies in terms of commitment both against climate change and to water resource management.





Local areas

Taking care.

A synergy made of thought and action, where the goal is the wellbeing of local communities in the areas where we operate, and beyond. Support and development, growth and equality, inclusion and sustainability: these are the keywords of all projects and initiatives.

Brembo has strong ties to the local areas in which it operates and its economic value distributed is mainly used to support the Group's local partner businesses, generating additional employment and technological development. For several years, Brembo's sustainable development has also translated into projects in support of childhood and education, art and culture, training and scientific research. Thanks to the collaboration with local NGOs, 2021 saw the continuation of projects such as, for example, those in India, which provide support to children and women living in vulnerable situations, in China, with redevelopment of two schools in underdeveloped regions through the Dream Center project, and in Italy, with the second edition of SOS teniamoci, a project to support unaccompanied under-age migrants.



Local areas

Strengthening the entrepreneurial fabric in its value chain

€506 million distributed to Brembo personnel in the form of salaries, variable remuneration and social security contributions and over €1,997 million purchases.

For several companies, joining Brembo's supply chain means they can rely on a partner with which they can grow over time.

The value generated and distributed by the Group had a particularly significant positive impact in those areas characterised by levels of industrialisation and wealth distribution below the national average.



2,539
million €

Economic value
distributed

A brave and constant fight against Coronavirus

After the €1 million donation granted in 2020 to combat Covid-19, in 2021 Brembo continued to support scientific research, a commitment that is continuing in 2022 as well.

The beneficiaries were three première institutions based in Bergamo, one of the areas most severely affected by the pandemic: Pope John XXIII Hospital, the Bergamo Hospital Research Foundation (FROM) and the Mario Negri Institute.

In their laboratories, research and testing are leading to tangible results in the fight against Coronavirus.



1M+

€ contribution to the scientific community and intensive care departments to combat Covid-19

A tree to each Brembo employee

To celebrate its 60th anniversary in a tangible way, Brembo created its first Brembo Forest in 2021. The initiative "Brembo4Earth - A gift for you, our forest for the planet" allowed to plant over 14 thousand forest trees and fruit trees in Kenya, one for each of its employees worldwide.

Thanks to the Treedom platform, all employees have the possibility to know the characteristics and meaning of "their" tree, personalise it with a name and follow the story of those who take care of it, in the awareness that they are taking part in an activity that also supports local communities.



14,000

Trees planted
in the Brembo Forest

A close-up photograph of a person's hands planting a small seed into dark brown soil. In the upper left corner of the image, there is a semi-transparent circular overlay containing the Brembo logo (a red swirl icon followed by the word "brembo" in lowercase) and a red "60" with "1961" and "2021" written below it. Below the logo, the text "From small things can come a big project" is written in bold black font. At the bottom left, the hashtag "#Brembo4Earth" is displayed in white.

Brembo S.p.A.

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