



About the Marelli Sustainability Report 2025: Executive Summary

This Executive Summary is an abridged version of the Marelli Sustainability Report 2025.

This document is the sixth edition of the Marelli Sustainability Report (“this report”). This report covers the period from January 1, 2025, to December 31, 2025 (the “reporting period”) and is published annually. It captures Marelli’s sustainability achievements in the reporting period. The reporting period aligns with the financial statement period.

Marelli has disclosed the information in the 2025 Sustainability Report in accordance with the Universal GRI Standards 2021

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The past three years have proven something important: transformation and sustainability can move forward together. We are not only rebuilding, we are also shaping a more resilient, innovative and sustainable future for mobility.



MESSAGE FROM DAVID SLUMP

In 2025, Marelli concluded a defining three-year phase of its sustainability journey, transforming its roadmap into an execution-driven mindset. Sustainability has proven to be a core driver of performance—enhancing resilience, competitiveness and long-term value creation in a rapidly evolving automotive landscape.

Amid industry volatility, including shifting electrification timelines, supply chain complexity and economic uncertainty, Marelli took a strategic step to strengthen its financial foundation through a Chapter 11 restructuring process. Throughout this period, the company reinforced—not reduced—its commitment to sustainability.

The results reflect strong execution and cultural alignment: 15 of 17 sustainability targets were exceeded, emissions were significantly reduced, renewable electricity usage increased substantially and transparency across the value chain improved. Sustainability is now embedded in product development, operations and governance, driving both innovation and efficiency.

Building on this momentum, this year we are accelerating progress toward our targets. The past three years have shown that transformation and sustainability go hand in hand—strengthening Marelli’s foundation and enabling us to shape a more resilient, innovative and sustainable future for mobility.

David Slump
Executive Director of the Marelli Board of Directors



COMPANY INTRODUCTION

Driving Sustainability @Speed: Heading to the Next Chapter

We develop technology and design-led innovation for the mobility of the future. By co-creating with customers and partners, and prioritizing consumer-based thinking, we empower automakers to deliver customized driving experiences.

We are committed to driving sustainability @speed along our entire value chain.



Co-Creation and Early Engagement in the Design Process

We engage with our OEM customers and other partners early in the design process to influence future developments. This proactive approach allows us to co-create innovative concepts and competitive solutions for the vehicles of the future. Our Marelli speed enables our customers to reduce time-to-market.

Projected Toward the Software-Defined Age of Mobility

We create solutions that redefine the driving experience and enable our customers to differentiate their vehicles. Our portfolio includes lighting, electronics, interiors, propulsion, shock absorbers, suspensions, exhaust and thermal technologies. This unique breadth allows us to offer integrated and stand-alone software and hardware solutions for the software-defined age of mobility.

Marelli Forward: Turning Challenges into Opportunities

On June 11, 2025, Marelli Holdings Co. Ltd. (“Marelli” or the “Company”) commenced voluntary Chapter 11 cases in the United States Bankruptcy Court for the District of Delaware to restructure its long-term debt obligations. The decision to enter Chapter 11 was deliberate and aimed at positioning the Company for future growth and financial stability. Marelli received \$1.1 billion in debtor-in-possession (“DIP”) financing from its lenders to help maintain its operations during the process.

Since entering the Chapter 11 process, Marelli has launched several initiatives to align the Company’s restructuring priorities with its long-term vision and has also announced a series of leadership changes designed to finalize its strategic roadmap and support a successful emergence from the Chapter 11 process. As part of this roadmap, Frederick “Fritz” Henderson was named the Company’s Interim Chief Executive Officer, effective April 13, 2026, Roberto Fioroni was appointed as Chief Financial Officer, effective May 1, 2026, and Helen Redfern was appointed as Chief Human Resources Officer, effective May 1, 2026. Throughout this process, Marelli has continued to work closely with its customers, suppliers and partners to innovate and position itself to better invest in the technologies that will shape the future of mobility. Marelli expects to emerge from Chapter 11 in 2026 under the ownership of its principal lenders.

Therefore, Marelli is rebuilding for the future, with purpose, focus and confidence. We are transforming to emerge stronger, more competitive and better positioned to lead in the next era of mobility. Additional information about Marelli’s financial restructuring is available at <https://www.marelliforward.com/> and at <https://www.veritaglobal.net/Marelli>.

¹Operational sites in 2025

²As of the publication date of this report, the revenue figures presented are under final verification.

23 COUNTRIES



150+ SITES¹



40,000+ EMPLOYEES



14,283.85 OKU JPY
8,448.1 million EUR
revenue in 2025²



68 ASSOCIATION memberships worldwide



OUR SUSTAINABILITY STRATEGY

Introducing Our 2026–2028 Sustainability Strategy: Driving SustainABILITY @Speed

Our updated strategy reflects the evolving expectations of customers, regulators, and investors, and positions Marelli to lead in sustainable mobility. It is built on a clear formula:

$$\text{SustainABILITY} = (\text{Innovation} + \text{Compliance} + \text{Decarbonization}) \times \text{Strong Culture \& Processes}$$

Innovation: The engine of our sustainability journey:

- We will design products that deliver tangible environmental benefits during sourcing and production
- We will contribute to the decarbonization goals of our OEM customers

Compliance: Our license to operate and a foundation for trust:

- We align with globally recognized ESG frameworks (SBTi, GRI, SASB, TCFD) and customer requirements
- We will enhance our due diligence in our operations, joint ventures and supply chain by taking proactive measurements, using the evidence-based Supplier Assurance Questionnaire (SAQ)

Decarbonization: Our most critical lever for climate action. We remain focused on delivering our commitments:

- Carbon neutrality in operations by 2030
- Reducing absolute Scope 1, 2 and 3 GHG emissions 42% by 2030 vs. 2022 baseline
- Reaching net-zero GHG emissions across the value chain by 2045

Our Sustainability Drivers

Strong culture & processes: Our organization, across all businesses and functions, is supported by close oversight from our Board and Executive teams, ensuring we create a strong foundation to make sustainability a way of working. It is now embedded in our sourcing decisions and in our project lifecycle, from innovation until Start of Production.

With discipline, all teams remain committed to achieving the following three-year targets, which we continue to review quarterly. Transparent reporting from all plants ensures accountability, from leadership to the shop floor.

The Road Ahead: Marelli Sustainability 2026-2028

Minimized ESG risks - Faster decarbonization - Long-term performance



DRIVING SUSTAINABILITY @SPEED THROUGH OUR ESG APPROACH

At Marelli, sustainability is fully integrated into its strategy, combining long-term commitments with the agility needed to adapt and execute. The company's Sustainability Dashboard serves as the central tool to drive this approach, setting clear, measurable targets on a three-year cycle. These targets are defined annually by the Sustainability Council, approved by the Board, and cascaded across all business levels, with plant managers directly accountable for achieving site-specific ESG objectives.

Looking ahead, Marelli will continue to build on this framework with its next target cycle (2026–2028), focusing on Operations, Supply Chain, Product Design and Diversity & Inclusion.

Target ID	Target 2025	Starting point (YTD 2021/22*)	Progress 2025	2025 targets		
CLIMATE CHANGE We are focused on reducing our carbon footprint through energy efficiency, renewables and water conservation, aligning with global climate initiatives.	#1	Emissions reduction selected scopes (SBTI baseline ¹)	4,399* kton CO2eq	3,175	-26%	-28%
	#2	Scopes 1&2 reduction	386* kton CO2eq	102	-60%	-74%
	#3	Scope 3.1 (Direct Materials ²) reduction	3,896* kton CO2eq	2,841	-22%	-27%
	#4	Scope 3.4 (logistics) reduction	333* kton CO2eq	232	-25%	-30%
	#5	Energy intensity (MJ/worked hours)	65.46 MJ/WH	59.27	-9.5%	-12%
	#6	Renewable electricity use	14%		80%	88%
	#7	Water intensity (Liters/worked hours)	33L/WH	21	-32.1%	-38%
CIRCULAR ECONOMY We aim to reduce waste and increase the use of recycled materials, focusing on sustainable design and development to support responsible production and consumption.	#8	Less waste	82,338 tons	66,429	-14%	-19%
	#9	Recycled resins in all products nominated from 2025	0*		23%	25%
	#10	Design for Sustainability in innovation projects	0*	25%	94%	100%
	#11	Design for Sustainability in development projects (G1 to G5)	0*		80%	88%
SOCIAL IMPACT We strive for health and safety, and ethical labor conditions via ISO 45001 and SA8000 certifications, gender parity in leadership, and ESG-compliant supply chains.	#12	Injury Frequency Index (lost time injury/worked hours)	0.76**	44 lost time injuries (LTI) vs 63 last year	0.68	0.56
	#13	Marelli sites in critical countries SA8000 certified	0*	32 plants certified	32 plants Certified	100%
	#14	Women in leadership positions (Directors and above)	3%		18%	16%
	#15	New nominated suppliers covered by ESG assessment ³	7%*		95%	98%
	#16	Direct materials suppliers' plants nominated with ISO 14001	6%*		81%	89%
	#17	Suppliers with no critical resiliency risk (Resilinc)	25%*		0 suppliers in high risk not covered with BCP	100%

(1) 2022 baseline as per SBTi includes all plants active in 2022 = Scopes 1+2, Scope 3.1 and Scope 3.4
 (2) Scope 3.1 results exclude imposed suppliers.
 (3) New nominated suppliers equals suppliers nominated for new business projects. Calculation: Direct material suppliers nominated for new business with ESG assessment fulfilled / total number of suppliers nominated in the same period.
 ** Injury Frequency Index baseline is 2024, as the target is included on the dashboard in 2025

● Target achieved
● Target not achieved
🔍 Targets in-scope for verification



SUSTAINABILITY IN THE SUPPLY CHAIN

Sustainability Spotlight

- **99% of suppliers** have accepted the Supplier Code of Conduct
- **100% of supplier** contracts include clauses on environmental, labor and human rights requirements
- **100% of purchasing** professionals received training on sustainable procurement
- **100% of purchasing** professionals' sustainable procurement objectives have been integrated into their performance reviews
- **77** number of supplier audits carried out by a third-party
- **75%** of identified high-risk suppliers completed ESG due diligence
- **99%** of targeted suppliers engaged in corrective actions or capacity building

“Through close collaboration with suppliers, Purchasing helps scale sustainability across the value chain. Integrating decarbonization and ESG requirements into sourcing includes requesting suppliers to adopt practices that enhance resilience and long-term competitiveness in a rapidly evolving industry.”

Christophe Pelon, Head of Purchasing Excellence

Our Commitment

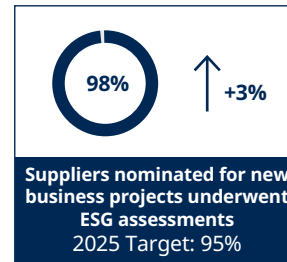
At Marelli, we extend our responsibility beyond our operations to the entire value chain. In partnership with suppliers and guided by the [Marelli Supplier Code of Conduct](#)³, we promote integrity, transparency, and strong ESG performance. As expectations rise, we focus on ethical sourcing, environmental stewardship, and respect for human rights.

By 2045, Marelli is committed to achieving net-zero emissions throughout our supply chain. To achieve that, supplier collaboration is central to our decarbonization strategy and to ensuring safe, fair working conditions.

We require suppliers to assess and report on labor practices, ethics, human rights, environment and health and safety topics using global standards, helping us meet diverse regulatory and customer needs. **To strengthen this process, we have transitioned the ESG self-assessment to the SUPPLIERASSURANCE platform, where suppliers complete the evidence-based SAQ 5.0.** Additionally, **we have expanded on-site audits to include indirect suppliers, reinforcing transparency and accountability across the supply chain.**

We share our yearly target letter with all direct and indirect material suppliers. We remind them of the [Marelli Supplier Code of Conduct](#) and our sustainability expectations, and require commitment to ESG standards as a condition for new business opportunities. These requirements are built into our contracts—such as the Marelli General Terms and Conditions and Marelli Purchase Agreement—ensuring consistent supplier compliance with sustainability standards.

ESG Social Targets 2025



³The Marelli Supplier Code of Conduct sets expectations for all global suppliers to uphold strong standards on human rights, labor conditions, environmental protection, business ethics and responsible sourcing, aiming to prevent risks such as forced labor, unsafe workplaces, non-compliance and environmental harm. It applies across the entire upstream value chain, with oversight by senior procurement and compliance leadership, and is monitored through assessments, audits and ongoing engagement. The Code is grounded in internationally recognized frameworks, including the United Nations Global Compact, the International Labor Organization Declaration on Fundamental Principles and Rights at Work, the Organization for Economic Co-operation and Development Guidelines for Multinational Enterprises, and the United Nations Guiding Principles on Business and Human Rights. It reflects the interests of key stakeholders, and is publicly available and contractually communicated to all suppliers and those involved in its implementation.

OUR SUSTAINABILITY STRATEGY IN CHINA

Our Commitment

In 2025, Marelli China continues to advance its strategy of “Innovation Leading Green Growth,” aligning with market trends and customer needs to accelerate decarbonization and optimize energy use. Through close collaboration with customers and our suppliers, we aim to build a more sustainable future together.

Sustainability Targets in China

In 2025, we remained focused on cutting Scope 2 emissions by advancing energy efficiency and growing our renewable energy. In Scope 3, we launched a pilot with five strategic suppliers to reduce Scope 3.1 emissions, embedding continuous follow-up into daily operations.



"In China, we move quickly with the market, boosting sustainability and efficiency. This helps us to be more resource-efficient and gives our global customers confidence in safe, green products made here."

Kelei Shen, President, Marelli China

2025 Highlights

Greener, Safer Supply Chain

- Completed on-site audits for suppliers and promptly resolved 76% of critical corrective actions
- Achieved a 14% reduction in the carbon footprint of the top five suppliers compared to the 2024 baseline

Climate-Neutral Operations

- 20% improvement in energy efficiency per worked hour
- Increased share of renewable energy to 97%⁴

Circular Economy

- Teams included 25% recycled resins in nominated products

Social Impact

- Women in leadership roles reached 28%⁵
- Health and wellness initiatives—including Traditional Chinese Medicine, sports week, and mindfulness—boosted engagement

⁴Active, operational, controlled manufacturing sites in China only.

⁵Following Marelli Dashboard on page 7, "executives" here are defined as Directors and above.

DESIGN-LED INNOVATION

Overview

At Marelli, design-led innovation integrates sustainability at the core of product development, combining performance, affordability and reduced environmental impact. Following the completion of our three-year roadmap in 2025, Design for Sustainability is now embedded across nearly all innovation projects. In a rapidly transforming automotive industry driven by electrification, software-defined vehicles and AI, we align innovation with decarbonization goals, enabling more efficient resource use and lower product carbon footprints.

Looking ahead, we will continue advancing system-level efficiency and innovation to support our climate ambitions. By linking innovation performance to measurable environmental targets, we reinforce sustainability as a key driver of competitiveness and long-term value creation.

LOOKING FORWARD

- 50% reduction in Scope 3.1 emissions vs. 2022 baseline by 2028
- Emissions reduction of top suppliers per business by 2028 to strengthen collaboration and material innovation
- Innovation targets: 22% of active devices to achieve at least 20% reduction in average power consumption by 2028 (vs. 2022)
- Series program targets: 5% of active devices to achieve 5% power consumption reduction by 2028 (vs. 2022)

Achievements

424 patents granted

26 customer quality awards received

AutoTech Awards 2025 – **Collaborative Partnership of the Year** (Audi Q6 e-tron digital OLED rear light, with OLEDWorks)

FIA Environmental Accreditation – **Marelli Motorsport’s Three-Star Rating** renewed

Altair Enlighten Award 2025 – **'Sustainable Process' category for "Adhesive Wastewater Recovery Solution"**

Professional MotorSport World Expo 2025 – **Powertrain Technology and Overall Engineering Innovation** awarded for "Race E-volution 500" front axle

Society of Automotive Analysts, **Innovations in Lightweighting Award** – for the LeanExhaust platform

Society of Automotive Analysts, **Honorable Mention** – for the Hybrid Electromechanical Suspension

Automotive News **Top 100 Leading Women** – **Lisa Van Giesen**, VP Marketing, honored for outstanding leadership

25% recycled resins achieved across selected/nominated projects⁶

30% post-consumer recycled material introduced in selected interior components

100% of innovation projects and **88% of in-development processes** applied Design for Sustainability criteria⁶

⁶ See Sustainability Dashboard on page 6



ENVIRONMENTAL MANAGEMENT

Overview

Marelli’s environmental management approach supports the transition to a low-carbon economy by integrating climate action into governance, operations and business strategy. We are committed to achieving our Science Based Targets and reducing emissions through energy efficiency, renewable electricity and reduced fossil fuel use, translating long-term ambitions into measurable actions across all sites.

Beyond emissions, Marelli addresses waste, water, air quality and biodiversity through global policies, circular practices and ISO-aligned systems. Strong governance and site accountability ensure continuous improvement, regulatory compliance and long-term environmental performance.

LOOKING FORWARD

- Achieve 72% reduction in Scope 1 emissions by 2028 (2022 baseline)
- Reach 100% renewable electricity by 2028
- Secure 20% renewable energy through PPAs by 2030
- Reduce Scope 3.1 emissions by 50% by 2028
- Reduce Scope 3.4 emissions by 34% by 2028
- Improve energy intensity by 18% by 2028 (2022 baseline)
- Scale low-carbon products and sustainable materials
- Reduce waste generation by 15% by 2028 (2022 baseline)
- Achieve 35% water intensity reduction by 2028 (2022 baseline)
- Introduce carbon pricing to support sustainable sourcing decisions

Achievements

28% emission reduction in selected scopes (SBTi baseline) (Scopes 1, 2, 3.1 and 3.4)⁷

74% reduction in Scope 1 & 2 emissions vs. 2022 baseline⁷

27% reduction in Scope 3.1 and 30% reduction in Scope 3.4 vs. 2022 baseline⁷

88% renewable electricity across operations; multiple plants already at 100%⁷

9.5% reduction in energy intensity (MJ/worked hours) vs. 2021 baseline⁷

19% reduction in total waste generated at manufacturing sites vs. 2021 baseline⁷

38% reduction in water intensity (liters/worked hours) vs. 2021 baseline⁷

98% of manufacturing sites ISO 14001-certified

53% of energy consumption occurred at manufacturing plants certified under ISO 50001



⁷ See Sustainability Dashboard on page 6

RESPONSIBLE CORPORATE CITIZEN

Overview

At Marelli, compliance with international ESG standards and regulations is embedded in our global operations, reinforcing transparency, accountability and long-term value creation. We align our strategy with frameworks such as the UN Global Compact, the UN Sustainable Development Goals and Science Based Targets, while proactively preparing for evolving regulations including CSRD, EU Taxonomy, CBAM and EUDR. Our progress is reflected in key recognitions, including the **EcoVadis Platinum Medal and CDP A- scores for both Climate Change and Water Security**.

Beyond compliance, we strengthen responsible business practices across cybersecurity, data protection and the supply chain. Through robust policies, continuous monitoring and extensive employee training, we ensure resilience and integrity across digital and operational systems. At the same time, we work closely with suppliers to promote ethical standards, transparency and decarbonization, reinforcing our role as a trusted partner committed to sustainable and responsible growth.

LOOKING FORWARD

- Strengthen ESG governance and integrate ESG risks into core processes
- Risk-based audit expansion in 2026, prioritizing coverage of locations representing ≥24% of working hours
- Roll out mandatory human rights training and remediation procedures
- Achieve ≥90% of plants and suppliers meeting ESG performance thresholds by 2028
- Enhance cybersecurity, third-party risk management and access controls
- Increase number of TISAX certifications by 8% while maintaining the same level of ISO 27001 certifications
- Deepen supplier collaboration on Product Carbon Footprint and decarbonization

Achievements

EcoVadis Platinum Medal (90/100 total score)

CDP Climate Change A- score and Water Security A- score

51% of total employees (81% of salaried and above and 36% of hourly employees) completed

Ethical Workplace Conduct training

32 sites certified globally under SA8000⁸

98% of suppliers nominated for new business projects **underwent ESG assessment⁸**

100% of high-risk suppliers with no critical resiliency risk⁸

91% of employees completed mandatory cybersecurity training

42 sites certified under TISAX and 1 under ISO 27001



⁸ See Sustainability Dashboard on page 6

MARELLI PEOPLE

Overview

At Marelli, our people are at the core of our resilience and performance, especially in a year shaped by economic pressures and organizational transformation. Guided by our Code of Conduct and Human Capital Management framework, we are committed to fostering a culture of integrity, development and trust, where employees are empowered to grow, contribute and adapt in a rapidly evolving environment.

We support this commitment through fair compensation, continuous learning and development and strong diversity, equity and inclusion initiatives. By promoting safe working conditions, respecting human rights and strengthening labor relations across our global operations, we create an environment that enables engagement, innovation and long-term sustainable growth.

LOOKING FORWARD

- Strengthen talent management under the Shield & Rebuild approach
- Fully implement Job Architecture and Grow Your Career frameworks
- Build succession pipelines and reduce time-to-fill for key roles
- Expand digital skills, AI literacy and leadership development
- Achieve 25% women in leadership roles (Directors and above) by 2028
- Enhance inclusion initiatives across underperforming regions
- Reduce Injury Frequency Index by 20% vs. 2025 baseline
- Reinforce labor standards, internal controls and human rights frameworks

Achievements

69% Pulse Survey engagement index; 82% Pulse Survey retention index; 83% participation rate among invited employees

61% of employees completed **performance** and **career reviews**

869 promotions delivered in 2025, including 425 in the formal cycle

77 plants conducted structured **talent reviews**

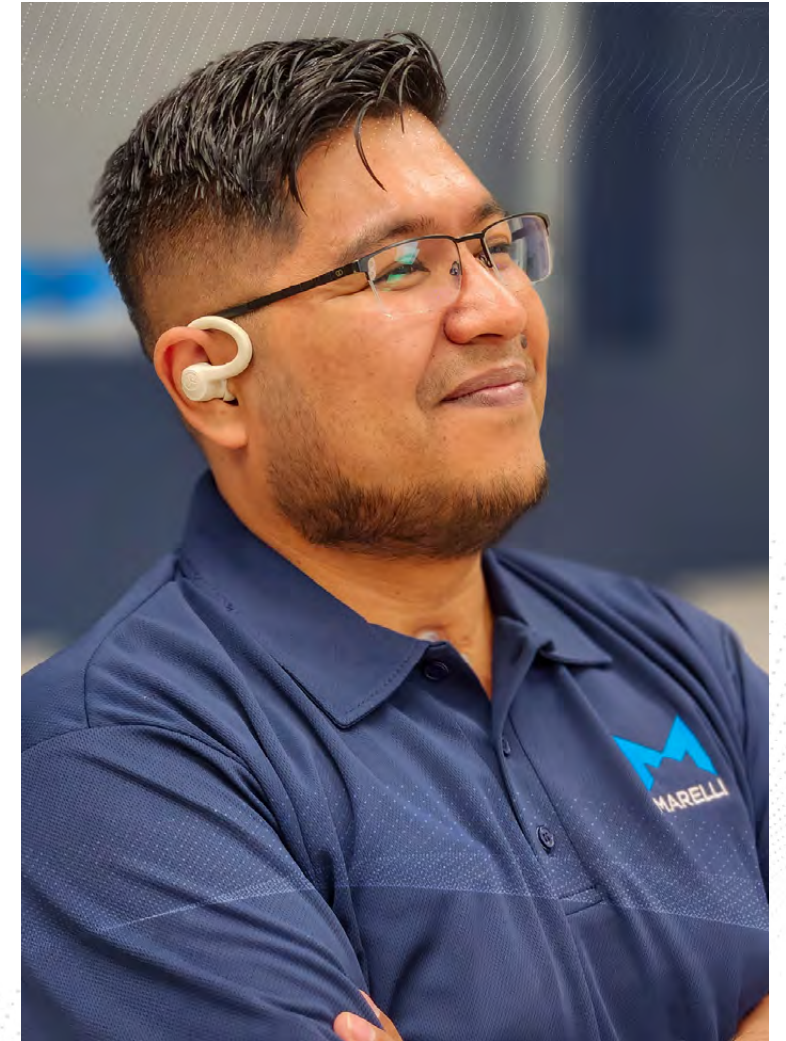
30% reduction in the injury frequency index vs 2024⁹

96% of manufacturing sites ISO 45001-certified

16% women in leadership roles (Director level and above)⁹

75% of salaried employees completed the **training on Diversity & Inclusion**

70% of employees covered by collective bargaining agreements



⁹ See Sustainability Dashboard on page 6

CONCLUSION

Even in a year marked by turbulence—economic pressures, global uncertainties, and our Chapter 11 restructuring—Marelli has remained focused, anchored in financial discipline and operational resilience.

At the core of this resilience are our people, whose commitment, adaptability and drive for innovation have sustained progress through uncertainty and enabled us to push boundaries together. Guided by the Marelli Code of Conduct, we continue to uphold the principles of integrity, transparency and accountability, recognizing the responsibility each individual carries in upholding these values.

Looking ahead, we are strengthening this foundation by investing in our people's growth and well-being, fostering a culture built on trust and performance. By reinforcing these values, Marelli is positioning itself to emerge resilient, united and empowered to meet future challenges with confidence.

"Progress comes from discipline. At Marelli, we focus on execution, embedding data discipline and accountability into sourcing, operations and product decisions to deliver results that are visible, comparable and credible."

Denise Lana, Head of Sustainability



