



Sustainability in Action

Driving What's Next



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Let's push beyond boundaries together. We aspire to shape future mobility dreams and turn them into reality.

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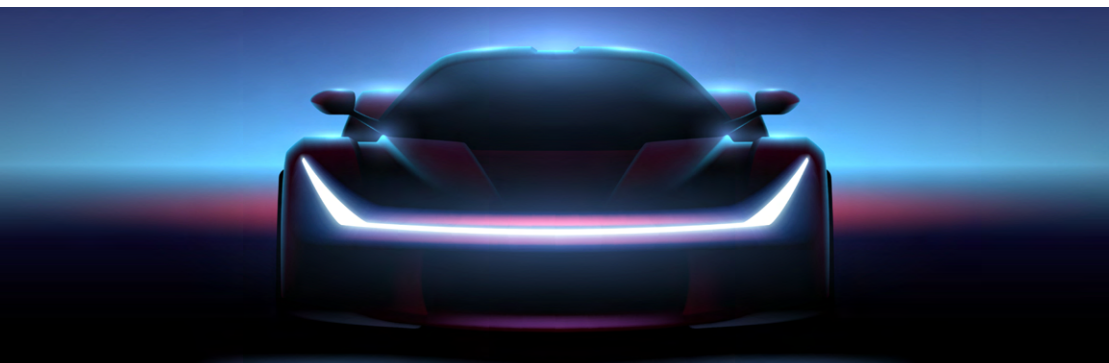


COMPANY INTRODUCTION

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





Sustainability in Action: Our Next Chapter

Over the past three years, Marelli has demonstrated that sustainability is more than a commitment— it's action. From reducing emissions and increasing renewable energy use to embedding ethical practices across our global operations, we have turned ambition into measurable progress.

As we close the 2023–2025 cycle, we are proud of what we achieved and mindful of what we still need to do: The journey continues. The world is moving faster and so are we. Our updated **SustainABILITY** strategy for 2026–2028 is designed to take us to the next step: delivering our commitments and quantifying our impact in value creation.

We Are Global and Diverse

We are a global partner with over a century of automotive and motorsport expertise, operating across five continents. The diverse cultures and perspectives of our people drive innovation and are a key competitive advantage.

What Does Sustainability in Action Mean for Marelli Now?

- **Decarbonization:** We apply innovation in manufacturing processes to eliminate fossil fuels in the long term and achieve 100% renewable electricity by 2028, while cutting upstream and logistics emissions by 50% compared to the 2022 baseline. Product innovation will deliver at least 20% power savings in new designs and at least 5% in series programs—making carbon neutrality by 2030 a reality and paving the way for our net-zero commitment by 2045.
- **Responsible growth:** Elevating safety, diversity and supplier compliance to build a resilient, ethical value chain.

This is sustainability in action—measured by clear targets, powered by innovation and delivered through strong governance and culture.

MESSAGE FROM DAVID SLUMP

In 2025, we closed a defining three-year chapter of our sustainability journey at Marelli. What began as a roadmap has become an execution mindset.



Over these three years, we have demonstrated that sustainability is not separate from performance. It strengthens it. It builds resilience in times of uncertainty. It sharpens competitiveness in a rapidly transforming industry. And it creates long-term value for our customers, partners and communities. This has proven especially important as the automotive industry itself undergoes one of the most profound periods of transformation in its history.

The automotive sector in 2025 continued to evolve at extraordinary speed. Electrification timing is being adjusted. Supply chains remained complex and volatile. Economic conditions fluctuated. Amid this environment, we made a deliberate, strategic decision to strengthen our long-term

³See Sustainability Dashboard on page 12

financial foundation through a voluntary Chapter 11 filing in the United States. This step was taken with clarity and purpose to restructure, reinvest, and position Marelli for the next era of mobility.

Even during this transformation, our commitment to sustainability did not slow. It strengthened.

In 2025, we overachieved 15 of our 17 sustainability targets. This reflects more than operational execution. It reflects cultural commitment across our global teams.

Since 2022, we have reduced emissions across selected scopes by 28%, including a 74% reduction in Scope 1 and 2 emissions. Renewable electricity now accounts for 88% of our global consumption³. We strengthened Scope 3 transparency by expanding primary supplier data and deepening engagement across our value chain. Those achievements put us on track to deliver our science-based targets approved in 2025.

Our CDP ratings of A- in both Climate Change and Water Security further demonstrate the credibility of our progress.

Sustainability is also reshaping how we design and develop products. Today, Design for Sustainability principles guide 100% of innovation projects, and nearly one quarter of newly nominated products incorporate recycled materials.

Through modular, platform-based development, we are accelerating time-to-market while reducing complexity and environmental impact, delivering solutions that meet the affordability needs of our customers and consumers.

Responsible operations remain foundational. Most manufacturing sites in scope are ISO 14001- and ISO 45001-certified, and by the end of 2025, we covered 32 plants across multiple countries worldwide with SA8000 certifications. We continue to strengthen supplier resilience through enhanced ESG assessments and robust due diligence. These efforts ensure that integrity, transparency and continuity remain core to how we operate.

Our people are at the center of this transformation. Safety remains a non-negotiable priority. After covering all our manufacturing sites in scope with ISO 45001 certification in 2024, we moved to the next challenge, improving our injury frequency index, already at a low historical level. By the end of 2025, we reduced it by 30% in only one year, reporting 44 lost time injuries at nearly 100 sites versus 63 in 2024⁴. At the same time, we are broadening our diversity ambitions, expanding representation of women across management levels and fostering a culture that empowers talent, accountability and innovation.

In January 2026, we achieved a milestone that reflects the maturity of our sustainability journey:

Marelli earned the EcoVadis Platinum Medal, the highest level of recognition, placing us among the top 1% of more than 150,000 companies assessed globally.

This achievement is not a destination, but a signal that disciplined governance, measurable targets and collective commitment deliver results.

Driving What's Next

As we enter 2026, we do so with renewed focus.

We will successfully emerge from Chapter 11 while accelerating progress toward our 2028 objectives and 2030 science-based targets.

By 2028, we aim to reach a 72% reduction in Scope 1 emissions and 100% renewable electricity globally, continuing to decarbonize across our value chain and strengthen long-term resilience.

The past three years have proven something important: transformation and sustainability can move forward together. In moments of challenge, purpose becomes clearer. In moments of change, discipline becomes stronger.

I am deeply grateful to our employees, customers, suppliers and partners for their dedication and trust. Together, we are not only rebuilding, we are also shaping a more resilient, innovative and sustainable future for mobility.

David Slump, Executive Director of the Marelli Board of Directors



⁴See Sustainability Dashboard on page 12

2025 EXECUTIVE SUMMARY

DESIGN-LED INNOVATION



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 projects⁵

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

100% of innovation projects and **88% of in-development processes** applied Design for Sustainability criteria⁵

ENVIRONMENTAL MANAGEMENT



28% emission reduction in selected scopes (SBTi baseline) (Scopes 1, 2, 3.1 and 3.4)⁵

74% reduction in Scope 1 & 2 emissions vs. 2022 baseline⁵

27% reduction in Scope 3.1 and **30% reduction in Scope 3.4** vs. 2022 baseline⁵

88% renewable electricity across operations; multiple plants already at 100%⁵

9.5% reduction in energy intensity (MJ/worked hours) vs. 2021 baseline⁵

19% reduction in total waste generated at manufacturing sites vs. 2021 baseline⁵

38% reduction in water intensity (liters/worked hours) vs. 2021 baseline⁵

98% of manufacturing sites ISO 14001 certified

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

⁵See Sustainability Dashboard on page 12

2025 EXECUTIVE SUMMARY



RESPONSIBLE CORPORATE CITIZEN

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 **SA8000⁶**

98% of suppliers nominated for new business projects **underwent ESG assessment⁶**

100% of high-risk suppliers with no critical resiliency risk⁶

91% of employees completed mandatory cybersecurity training

42 sites certified under **TISAX** and **1** under **ISO 27001**



MARELLI PEOPLE

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 2024⁶

96% of manufacturing sites ISO 45001 certified

16% women in leadership roles (Director level and above)⁶

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

70% of employees covered by collective bargaining agreements

⁶See Sustainability Dashboard on page 12

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 (SoP).

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

Marelli Sustainability Dashboard

At Marelli, our strategy integrates sustainability with innovation to achieve meaningful impact. We learned that setting clear targets every three years offers the right balance between long-term commitments and speed to adapt and execute.

The Marelli Sustainability Dashboard ("Dashboard") is our guide for executing our strategy @speed. **The Dashboard includes all metrics set by Marelli to drive our ambitions.** The targets are defined at the beginning of each fiscal year by the company's Sustainability Council and approved by the Board of Directors via the Nomination, Governance, and Human Capital Committee. **The targets set for the group are cascaded down to the businesses and ultimately, to the plants, with each plant manager being responsible for meeting the specific ESG targets allocated to their site.** The results are monitored monthly by the Group Executive Committee and reported to the company's Sustainability Council and Board of Directors quarterly. Moreover, the Dashboard is an integral part of performance reviews of Marelli's teams, with sustainability targets embedded in the employee performance programs.

Marelli is taking a conservative approach to the Dashboard, and **the perimeter of operations is regularly updated to adjust for footprint optimization.** This approach ensures that during the internal tracking process, Dashboard results are not overachieved by taking credit for any site, location or

warehouse closures, or site consolidations. Ambitious objectives are maintained for each operating site and plants are held accountable for their performance against targets.

For instance, with regard to Scope 1 and Scope 2 (market-based) emissions, in 2023 emissions were tracked across 102 operational sites. However, by the end of 2025, due to strategic site combinations aimed at maximizing efficiency, we had 81 operational plants.

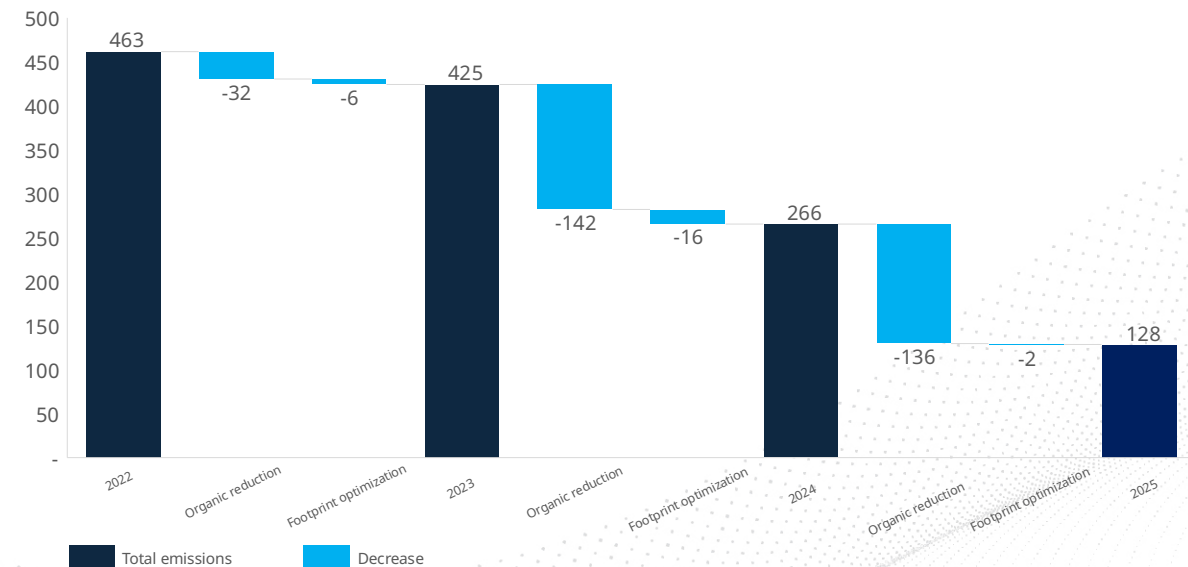
Despite changes in the number of sites, the emissions reduction target for Scopes 1 and 2 remained unchanged at **-60% versus the baseline.** As shown in the dashboard, the result achieved in 2025 go beyond this target, confirming that the reduction is driven not only by perimeter optimization but also by systematic improvements in energy efficiency and decarbonization actions at plant level.

For the next three-year target cycle (2026-2028), we will organize our targets for Operations, Supply Chain, Product Design, and Diversity and Inclusion. Targets will be presented in this report.

"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

Scopes 1 and 2 (market-based:) total reductions in kt of CO₂ eq



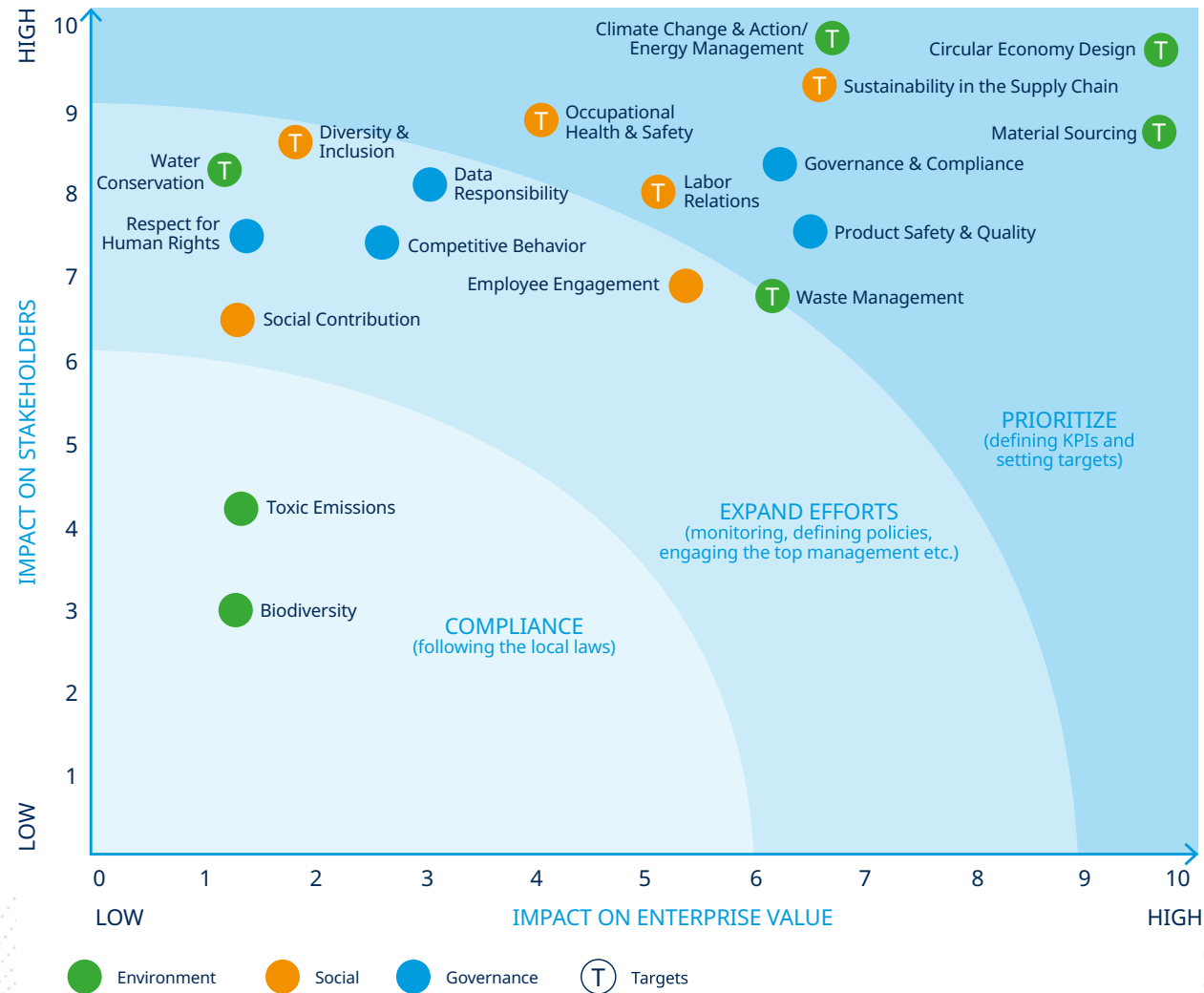
DRIVING SUSTAINABILITY @SPEED THROUGH OUR ESG APPROACH

	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 injury (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%		16% 18%
	#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

MATERIALITY ASSESSMENT



Materiality Matrix

In 2022, we updated our 2019 materiality assessment by integrating double materiality principles to align with evolving ESG standards, considering both enterprise value and stakeholder impact. The assessment included industry benchmarks, surveys, consultations and interviews with key stakeholders to evaluate impact, resulting in a new materiality matrix, approved by our Board's Nomination, Governance and Human Capital Committee. Since 2023, we assign an executive owner to each material topic, and the matrix serves as a guide for strategically approaching them based on their significance to Marelli. For the most critical areas, we establish targets and define key performance indicators (KPIs). For other important areas, we enhance our efforts through expanded monitoring, policy development and active engagement with top management and respective stakeholders. Additionally, for specific topics, we will focus on maintaining regulatory compliance and adhering to local laws as part of our ongoing efforts. The matrix helps us define our three-year ESG roadmap, enabling us to pinpoint which actions to take.

Given our substantial presence in European Union countries, **Marelli will be required to prepare its Sustainability Report for the financial year 2027 in accordance with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS).**

As part of the CSRD readiness process, **in 2026 we will reassess our double materiality assessment, taking into account the specific requirements and methodologies set out by the ESRS, to ensure preparedness for future CSRD reporting.**

The results of this reassessment, including the identification and prioritization of material sustainability topics, impacts, risks and opportunities, will be integrated into Marelli's ESG roadmap for the 2026-2028 period.

This report outlines our 2025 progress on material topics, categorized into four focus areas: Design-led innovation, Environmental management, Responsible corporate citizen, and Marelli people.

STAKEHOLDER ENGAGEMENT

In today's interconnected world, Marelli recognizes that our success hinges on meaningful collaboration and dialogue with diverse stakeholders. Our value chain is built upon a multifaceted network of relationships that includes suppliers, partners, customers, shareholders, local communities, trade associations and employees.

These stakeholders are integral to our business, informing our strategies and amplifying our impact. Through continuous engagement with customers and suppliers, we make sustainability an essential part of our daily interactions, ensuring that it is a key element within our pursuit of innovation and excellence to drive sustainable progress globally.

Marelli is an active member of 68 industry associations across several regions. **We proudly support the Ten Principles of the United Nations Global Compact on human rights, labor, environment and anti-corruption.** By endorsing the United Nations (UN) Global Compact in early 2023, we strengthened our alignment with the global sustainability agenda, embedding its principles into our company's strategy, culture and daily activities. By completing the Communication of Progress report every year, we reconfirm our commitment to these principles. **We continually integrate the Sustainable Development Goals (SDGs) into our sustainability management practices.**

Our [Marelli Code of Conduct](#) and [Supplier Code of Conduct](#) reflect these commitments, aligning with the UN Global Compact and extending these expectations to our suppliers.

STAKEHOLDERS		ENGAGEMENT ACTIVITIES	
	Customers	<ul style="list-style-type: none"> - Face-to-face meetings - Co-creation workshops - Fairs and exhibitions 	<ul style="list-style-type: none"> - Webinars - Surveys - Scorecards
	Shareholders	<ul style="list-style-type: none"> - Periodic meetings - Surveys 	
	Suppliers	<ul style="list-style-type: none"> - One-to-one meetings - Site visits 	<ul style="list-style-type: none"> - Contracts - Self-assessments, audits, and qualifications
	Local communities and non-profits	<ul style="list-style-type: none"> - Donations and gifts - Scholarships - Volunteering 	<ul style="list-style-type: none"> - Charity and fundraising - Awareness campaigns
	Media	<ul style="list-style-type: none"> - Face-to-face meetings - Media and tech events - Media briefings 	
	Employees	<ul style="list-style-type: none"> - Training - Internal communications - Career reviews 	<ul style="list-style-type: none"> - Development plans - Performance reviews - Town halls
	Trade associations	<ul style="list-style-type: none"> - Memberships - Partnerships - Continuous dialogue 	
	Public administration and regulatory authorities	<ul style="list-style-type: none"> - Consultations - Continuous dialogue and periodic meetings - Compliance with local requirements 	

OUR SUSTAINABILITY STRATEGY IN CHINA

"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

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.

Commitment in Action: Photovoltaic project in Guangzhou Electronics Plant

In 2025, Marelli's plant in Guangzhou, China, installed a new Photovoltaic Power Station comprising 4,271 photovoltaic panels covering 13,267 square meters and capable of generating, at maximum, 3 GWh of green energy annually. This achievement is expected to reduce CO₂ emissions by approximately 1,462.3 tons per year, directly contributing to Marelli's decarbonization roadmap and supporting China's national carbon peak and carbon neutrality objectives. Beyond generating renewable energy, the photovoltaic installation provides additional benefits: the roof-mounted panels reduce heat absorption and lower indoor temperatures during summer months. In addition, 4,145 sqm of solar-covered parking sheds have been installed, providing shaded parking areas that enhance employee comfort while generating extra clean electricity.



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.

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%⁷

Circular Economy

- Teams included 25% recycled resins in nominated products

Social Impact

- Women in leadership roles reached 28%⁸
- Health and wellness initiatives—including Traditional Chinese Medicine, sports week, and mindfulness—boosted engagement

⁷Active, operational, controlled manufacturing sites in China only.

⁸Following Marelli Dashboard on page 12, "executives" here are defined as Directors and above.

OUR SUSTAINABILITY STRATEGY IN CHINA

Commitment in Action: Enhancing supply chain resiliency

Marelli continues its close collaboration with key suppliers on resiliency initiatives as well. We strengthen compliance by partnering with third parties for comprehensive on-site audits and ensuring prompt resolution of non-conformities through robust follow-up and transparent reporting. Regular meetings with suppliers foster open dialogue on sustainability objectives, and operational expectations—creating opportunities to share best practices and jointly explore decarbonization solutions.



Commitment in Action: Waste reduction and water conservation

When it comes to waste reduction and resource optimization, Marelli's Wuhu plant implemented several key improvements. The flow-coating hardening line was upgraded to a spray-hardening process, significantly reducing solvent consumption and waste. Usage dropped from 0.02 kg per piece to 0.005 kg per piece, resulting in a cleaner, more efficient process and improved environmental performance.



Commitment in Action: Focus on employee well-being and engagement



We introduced a series of initiatives in 2025 to strengthen resilience, promote diversity and inclusion, celebrate milestones, and foster family connections—reflecting our commitment to a supportive workplace.

We partnered with an external Employee Assistance Program (EAP) and internal trainers to deliver mental health support. Activities for World Mental Health Day and regular counseling boosted participation, with high satisfaction helping shape a caring and responsible culture.



Our popular Family Day went digital, inviting employees' children ("little Marellians") to join interactive sessions, showcase talents, and learn about their parents' roles. These programs in China reinforce our dedication to sustainability and people-focused well-being, strengthening our culture of care, inclusion, and connection.





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AWARD-WINNING TECHNOLOGY

Award-Winning Technology: leading the way in sustainable automotive solutions

At Marelli, relentless progress fuels our award-winning automotive breakthroughs. Our technologies cement Marelli's leadership in accelerating the industry's transition to a low-carbon economy and maximizing resource efficiency.

Marelli's award-winning technologies

Commitment in Action: Adhesive Wastewater Recovery Solution

Marelli innovation wins 2025 Altair Enlighten Award

Marelli received the 2025 Altair Enlighten Award in the 'Sustainable Process' category for its innovative "Adhesive Wastewater Recovery Solution".

This breakthrough process significantly increases water recovery during the cleaning of machinery used for adhesive bonding in vehicle interior manufacturing.

Traditionally, water contaminated with adhesive residue is treated as industrial waste, requiring complex disposal. Marelli's innovative approach utilizes carefully selected chemical agents to separate and solidify contaminants, enabling up to 85% of water to be reused within the same plant.

First implemented at Marelli's Kyushu plant in Japan, this innovation has already reduced annual water usage and substantially cut waste. It streamlines processes and reduces disposal steps at no additional cost.



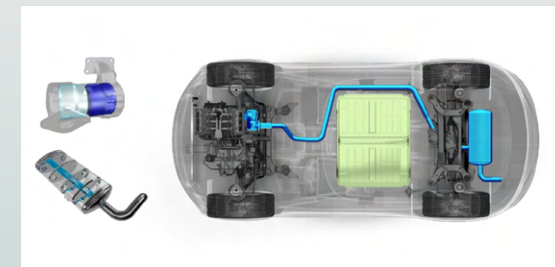
Commitment in Action: Innovations in Lightweighting

LeanExhaust platform honored with Innovations in Lightweighting Award

Marelli received the Innovations in Lightweighting Award from the Society of Automotive Analysts in 2025 for its LeanExhaust platform. This cutting-edge exhaust system—engineered to be lighter and more compact than traditional designs, and suitable for both internal combustion and hybrid vehicles—sets a new standard for efficiency and performance.

LeanExhaust adopts Marelli's platform approach, providing automakers with technology built on a highly pre-developed, customizable foundation. This enables faster, more cost-effective development and supports a range of customer needs. In particular, "Lean" platforms are characterized by a reduced number of components and a strong focus on sustainability, accessibility and launch-readiness.

Unlike traditional exhaust systems, LeanExhaust features advanced materials and architecture—including a dual-layer converter and micro-hole design muffler—to minimize both weight and volume. These innovations deliver an overall 16 kg weight reduction compared to conventional alternatives and enable a 52% decrease in carbon emissions, equating to an 85 kg CO₂ savings per vehicle. The system also meets or exceeds industry standards for noise reduction. Additionally, LeanExhaust enhances recyclability, offering customers a truly future-ready solution.



Marelli's award-winning technologies

Commitment in Action: Innovations in Lightweighting

Marelli's Hybrid Electromechanical Suspension

Marelli's Hybrid Electromechanical Suspension received an Honorable Mention at the Innovations in Lightweighting Awards for its groundbreaking approach to vehicle dynamics and weight reduction.

Powered by electromechanical actuators on the front axle—the most critical axis during braking and cornering—the system delivers precise control over front-end dynamics, while the rear wheels utilize two semi-active shock absorbers. This focused, hybrid solution streamlines design by eliminating two front shock absorbers and the stabilizer bar, reducing complexity and weight. The front system is oil-free and designed for energy harvesting and electric power recovery, achieving up to 80% greater energy efficiency compared to passive or semi-active systems.

Our Hybrid Electromechanical Suspension achieves 57% weight savings compared to comparable electrohydraulic systems, with no compromise in performance. Eliminating specific components reduces vehicle weight by around 15 kg, reinforcing Marelli's commitment to sustainable and efficient vehicle technologies.



“By lightweighting and simplifying suspension architectures, we directly reduce vehicle energy consumption and product-related emissions without compromising dynamics.”

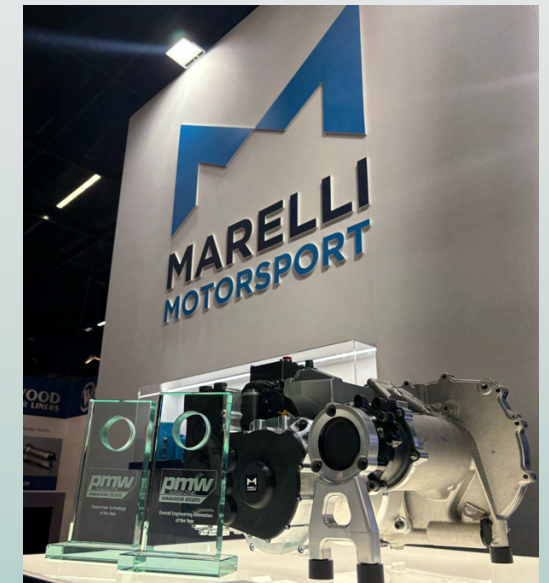
Marco Goia, Head of Product Development Ride Dynamics, Ride Dynamics business Sustainability Leader

Commitment in Action: Race E-evolution 500 Front Axle wins at Professional MotorSport World Expo 2025

Marelli's new "Race E-evolution 500" front axle received both the Powertrain Technology of the Year and Overall Engineering Innovation of the Year awards at the Professional Motorsport World Expo 2025. This ultra-compact assembly, designed specifically for electric racing vehicles, delivers 350 kW of power, weighs just 57 kg and achieves an outstanding power-to-weight ratio—setting new benchmarks for elite motorsport applications.

The Race E-evolution 500 integrates advanced subsystems, such as a direct oil-cooled motor generator, proprietary EDI Power Pack controller, an active differential and sophisticated cooling.

As many championships move toward electrification as part of the evolution of motorsports, the innovative technologies featured in this solution provide exceptional performance and reliability.



ENABLEMENT AREAS

Driving Change for a Sustainable Future

In an industry defined by rapid innovation and an increasing demand for sustainability, Marelli is committed to empowering our partners to navigate and lead this transformation.

By applying a Minimum Viable Product (MVP) approach to product development, we ensure new technologies are shaped by customer feedback and can reach the market faster. Our **Lean Platforms deliver value through minimal, highly efficient designs** that help accelerate launch timelines while supporting sustainable manufacturing. Our pioneering work in Zonal Architectures further streamlines vehicle design, allowing for smarter integration, reduced complexity and improved energy efficiency.

Through these integrated strategies, we equip our customers to stay ahead—adapting quickly to new market challenges and unlocking new value along the way. Marelli remains dedicated to embedding sustainability into every initiative, ensuring that our contributions enhance both environmental responsibility and business performance. Whether advancing core technologies or driving system-level innovation, Marelli is shaping the next generation of automotive excellence.

Minimum Viable Products (MVPs): fast-tracking sustainable mobility solutions

At Marelli, one of our key levers for sustainable innovation is the rapid development of MVPs—transforming concepts into validated solutions in as little as 90 days. This accelerated approach positions Marelli at the forefront of automotive technology, enabling us to anticipate and meet customer and market needs faster than ever.

Each year, Marelli develops many MVPs—increasing from 20 in 2024 to twice that in 2025—leveraging cross-business and cross-functional collaboration to achieve maximum focus and impact. Every MVP is built with only the essential features required to quickly validate new business ideas in the market.

Early customer feedback is integral to this process, directly informing product refinement and fueling co-creation and strategic partnerships. This ensures our innovations are relevant, impactful and tailored to real-world applications.

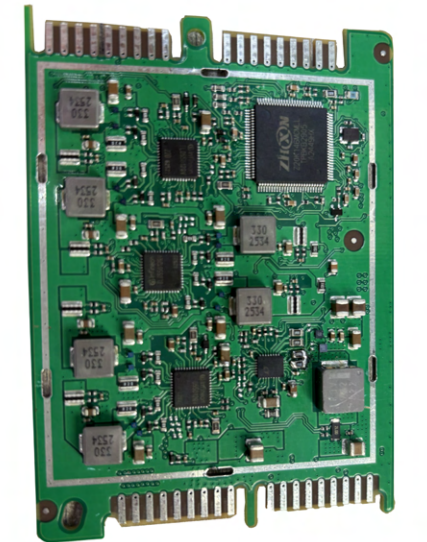
Leveraging artificial intelligence makes our development process **faster, leaner and more efficient, helping us reduce resource usage and process waste while maximizing design flexibility.** As a result, we deliver competitive solutions that are environmentally conscious, focusing on reduced emissions, lower energy consumption, lightweight materials and improved production efficiency.

Commitment in Action:

High-efficiency lighting ECUs with gallium nitride technology

Marelli has integrated gallium nitride (GaN) transistors into its lighting Electronic Control Units (ECUs), **reducing power losses by up to 50% compared to standard silicon technology.** This enables a substantial decrease—or even elimination—of bulky heat sinks. The adoption of high-frequency GaN technology also reduces the size of the required inductors and capacitors, resulting in a more compact printed circuit board and lower costs.

This innovation results in ECUs that are lighter and more cost-efficient. For vehicle manufacturers, this means reduced material requirements and lower production costs. For vehicle owners, Marelli's efficient lighting systems deliver tangible energy savings, reducing fuel or battery consumption and supporting sustainable mobility.



Commitment in Action: Modular electric actuator system with reduced power demand



Marelli's **e-Transmission Cooling Pump** is an advanced powertrain component designed to control and manage key vehicle functions—such as lubrication and fluid movement— while minimizing energy consumption. Compatible with both 12V and 48V vehicle systems, this solution **delivers optimal performance with minimal power use, resulting in a carbon footprint of just 4.3 kgCO₂e per unit**, as calculated under Scope 3.1. Standardizing components and processes further increases manufacturing efficiency while reducing energy usage and material waste.

Designed to operate within the 100-200 W power range, Marelli's technology supports the latest 48 V vehicle architectures and the growing need for multiple smart actuators to support zone-control-unit commands. In its lubrication pump variant, **the system achieves up to 46% total efficiency under Scope 3.11**, helping customers improve the energy efficiency of their vehicles.

With measurable reductions in both energy use and CO₂ emissions, Marelli's e-Transmission Cooling Pump offers a flexible, scalable approach that helps customers meet strict emissions standards.



Commitment in Action: Advanced fuel sensor for emissions compliance



Marelli's advanced fuel sensor enhances sustainability and efficiency in modern powertrain systems by providing real-time analysis of ethanol and water content in fuel. This enables precise fuel adjustments to meet global emissions regulations. Manufactured using widely available commercial materials, **the sensor delivers a 40% cost reduction compared to conventional fuel sensor designs**.

Customers benefit from broad compatibility with ethanol fuels, substantial savings through lower material and manufacturing costs and the ability to support local production thanks to the sensor's easy-to-manufacture design. **Streamlined production further promotes responsible material sourcing and minimizes waste**.

In turn, end users benefit from reduced vehicle emissions and increased engine efficiency, made possible by improved fuel management.



"In Propulsion, decarbonization is driven by efficiency at system level—through smarter fuel management, reduced losses and compact designs that lower emissions while delivering the performance our customers expect."

Andrew Cooper, Head of Project Management Propulsion, Propulsion business Sustainability Leader

Commitment in Action: Compact Gasoline Direct Injection (GDI) pump



Marelli's patented Gasoline Direct Injection (GDI) fuel pump features a compact design with fewer components, resulting in shorter manufacturing times compared to standard pumps.

Its advanced output shutter valve achieves fast, high-precision opening and closing, resulting in greater accuracy and reliable performance.

This technology also minimizes end-of-line part scrapping and streamlines the production process, improving manufacturing efficiency.



Marelli Lean Platforms: fast, affordable innovation at scale

Aligning innovation with market demands is central to Marelli's strategy. Today, our modular hardware platforms underpin this strategic model, enabling automakers to rapidly address specific requirements across tiered market segments with high growth, high-market share products.

Leveraging deep cross-domain expertise to deliver integrated or standalone solutions at speed, **Marelli's platforms streamline development, optimize investment and support more sustainable vehicle architectures.**

Marelli's hardware platforms are structured around three scalable tiers - **Lean, Pro and Elite.** Developed to offer greater modularity, **each platform targets up to 70% reuse of subsystems and components, significantly compressing R&D timelines,** mitigating the risks of clean-sheet designs and accelerating time-to-market.

Marelli's Lean platforms deliver value through affordability and sustainability. Built with minimal, efficient components, they enable rapid development from award to start of production and support Marelli's commitment to accessible, environmentally-conscious automotive solutions. Above all, Lean adopts a first-principles engineering approach to achieve excellent performance with fewer resources—bill of materials costs, development timeframes and energy consumption are all typically reduced.

Explore more insights in the following case studies and in our positioning paper "[Marelli Lean Platforms: Fast, Affordable Innovation at Scale.](#)"



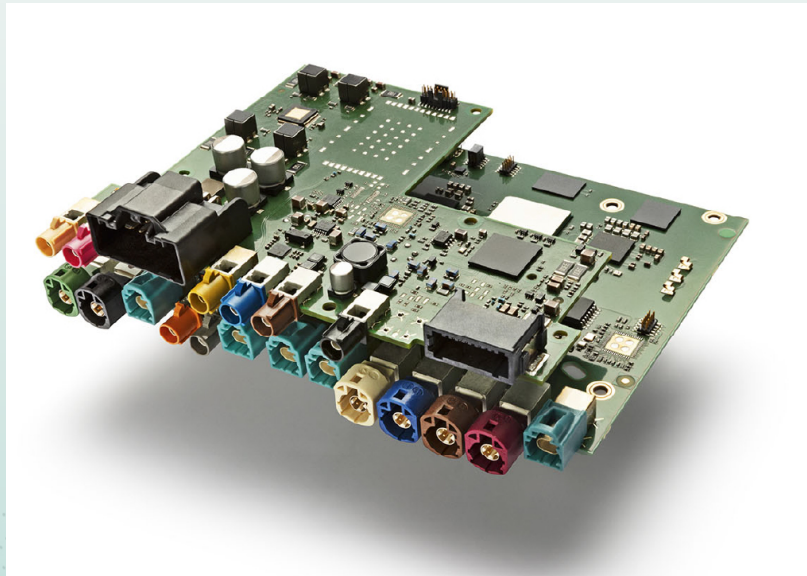


Commitment in Action: Lean Platforms

LeanCore

LeanCore is Marelli's innovative Central Computing Unit that consolidates digital clusters and infotainment systems into a single efficient platform, reducing hardware and energy use.

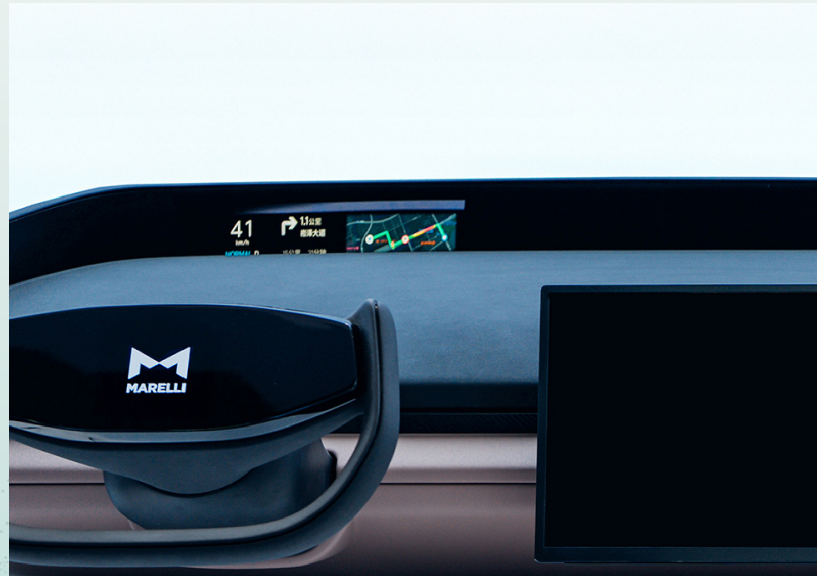
Leveraging Digital Twin technology, **LeanCore accelerates development and testing cycles, cuts prototyping costs by 50% and enables streamlined, cost-effective production.** Its flexible design provides automakers with affordable, cutting-edge in-cabin technology. LeanCore also enhances safety in next-generation vehicles and promotes resource efficiency across the automotive industry.



LeanHorizon

Designed to replace the traditional instrument cluster behind the steering wheel, Marelli's **LeanHorizon is the market's most cost-effective Head-Up Display.** Its standardized, scalable foundation accelerates time-to-market while providing customization options.

LeanHorizon's sleek "black blade" design projects high-contrast images onto the windshield, helping drivers stay focused on the road for increased safety. Dual-depth projection displays primary and secondary information—including Augmented Reality elements—at different depths on the windshield, making information easier to process. Designed with minimal components, LeanHorizon's simplified architecture reduces complexity and supports sustainable manufacturing.



LeanRide

LeanRide is Marelli's affordable platform for electronically controlled shock absorbers, designed to reduce cost, weight and production cycle times while supporting advanced vehicle dynamics.

Based on a patented semi-active shock absorber design, Smart Single Valve e-Shocks are the latest innovation on Marelli's LeanRide platform. These **shock absorbers employ a single electro-hydraulic external valve, which contributes to a typical cost reduction up to 12.5% and weight savings up to 1.2 kg compared to dual-valve units.** Their optimized tri-tube architecture enables high-performance compression damping, eliminating previous limitations of single-valve shocks.

Only a few mechanical components inside the shock absorber are needed to manufacture this solution starting from the entry-level Single Valve e-Shocks. **Fully customizable for different applications and compliant with ISO and IATF standards,** Smart Single Valve e-Shocks provide an economical pathway to advanced vehicle suspension while supporting sustainability through material efficiency, fewer packaging constraints and simplified manufacturing.



Zonal Architectures

Marelli is pioneering the transition to next-generation zonal vehicle architectures, delivering scalable, modular solutions that streamline and future-proof automotive electronics. **Our zonal approach reimagines vehicle Electrical/Electronic systems by localizing control within Zone Control Units (ZCUs), reducing the number of ECUs with high-integration platforms tailored to each vehicle's needs.**

This innovative architecture offers significant sustainability benefits. By consolidating functionalities and drastically reducing both the number and length of wiring harnesses, Marelli's zonal solutions enable material savings across the vehicle. **Fewer ECUs and shorter wires decrease overall weight and complexity, supporting more efficient production and lower resource consumption.** Integrating smart power distribution further optimizes energy use, enhancing vehicle efficiency.

Moreover, the modular design of our ZCUs supports easier product updates and selective upgrades, minimizing electronic waste throughout the vehicle's lifecycle. Through cross-domain integration and advanced virtualization, Marelli offers automakers flexible, robust solutions that advance the industry's shift toward more sustainable mobility.

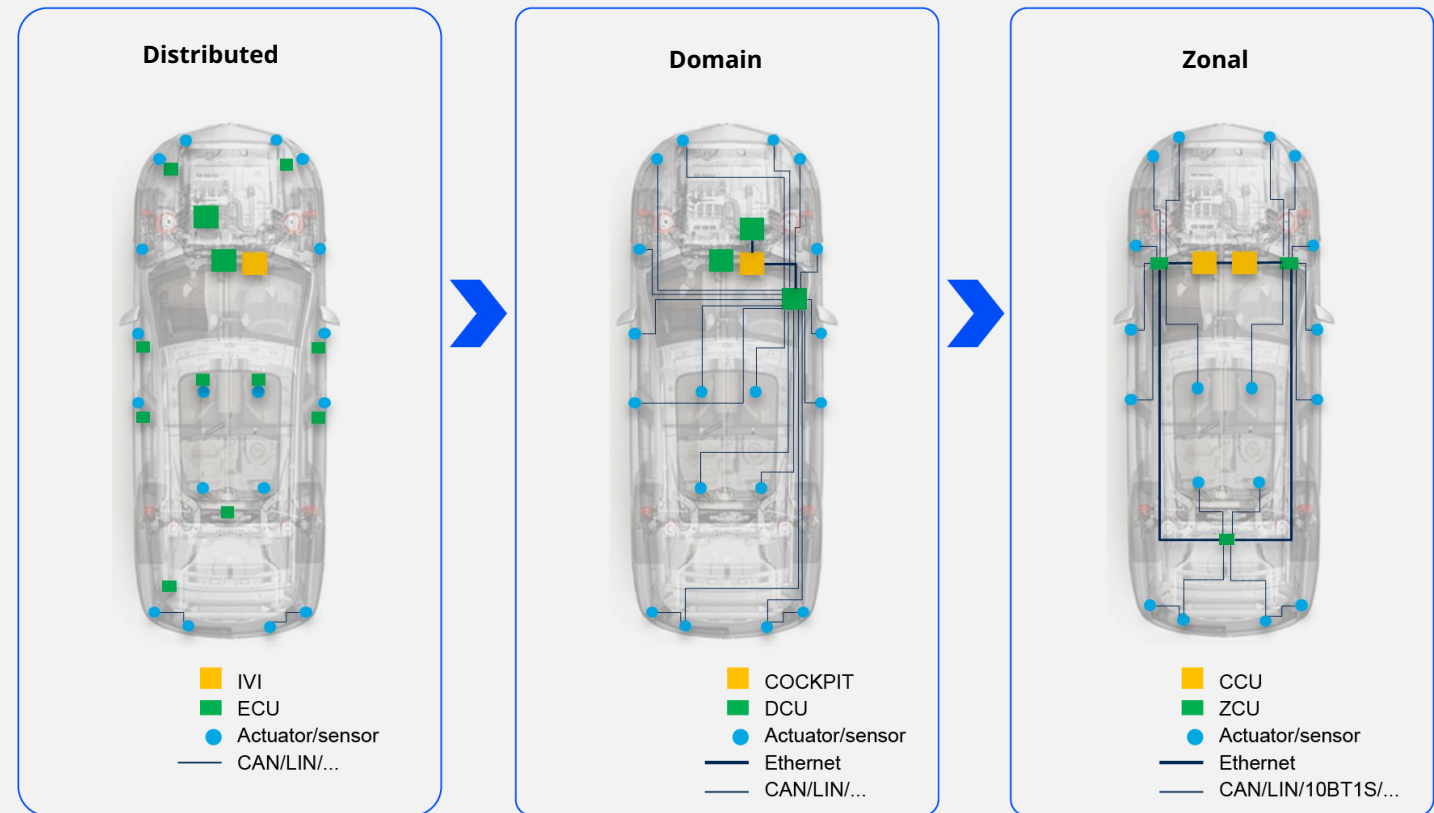
Learn more in our white paper "[Build Your Next-Generation Zone Control Unit with Marelli](#)".

Sustainability Spotlight

- Zonal architectures can **reduce** the number of ECUs by up to **75%**
- Shorter wire harnesses save materials and costs and streamline production

Architecture Evolution

The architecture evolution is transitioning from single ECUs (distributed) to zonal, passing through domain architecture. Note how the CAN/LIN wiring in domain is running through the entire vehicle, whereas in zonal it is localized to a single ZCU (green box), showing the wiring benefits (similar in distributed as in domain but not depicted for clarity).



INNOVATION STRATEGY

Sustainability Spotlight

- **424 patents granted** in 2025
- More than 50 innovation concepts launched, of which eight cross-domain projects advanced to the MVP stage 100% of innovation projects applied Design for Sustainability criteria⁹
- **88%** of in-development processes applied Design for Sustainability criteria⁹

Our Commitment

2025 marks the completion of our three-year sustainability and innovation roadmap. **Having embedded Design for Sustainability in nearly all innovation projects, we are now advancing toward measurable reductions in carbon footprint and improvements in energy efficiency in product design.**

The automotive industry is undergoing the most profound transformation in a century, driven by simultaneous technological, market, and societal shifts. Accelerating advancements in electrification, software-defined vehicles, autonomous systems and AI are reshaping how products are conceived, developed and experienced. At the same time, affordability challenges, evolving customer expectations for seamless digital experiences and growing demand for sustainability are redefining competitiveness across global markets.

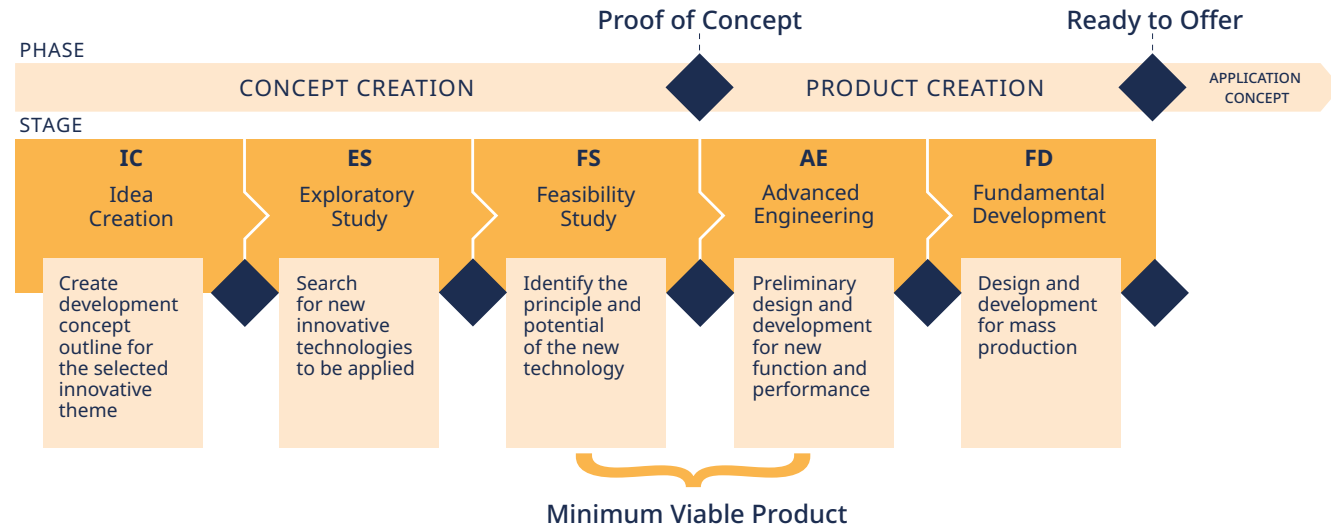
In this environment, innovation is not optional—it is essential. **Our innovation strategy is closely aligned with our sustainability ambitions.** We integrate sustainability considerations into every stage of our processes, leveraging

cross-functional collaboration among engineering, operations and procurement to design products with a lower carbon footprint and more efficient resource use. **By aligning innovation with our long-term decarbonization goals, we ensure that each new initiative pushes technological boundaries while contributing to the auto industry's decarbonization commitments.**



⁹ See Sustainability Dashboard on page 12

Innovation Management Process



Building on this drive for rapid, customer-focused progress, the updated 2025 Innovation Management Process (IMP) strengthens the mechanisms that make such speed both sustainable and effective. The **IMP updates introduce clearer, more structured guidance for managing innovation projects by defining rigorous Key Deliverables to be tracked throughout each stage of development.** A major enhancement is the **formal integration of the MVP concept, which is now used early in the Feasibility Study stage to prototype only essential functions and gather rapid customer feedback on market needs**—helping teams validate direction without slowing progress. This sharper focus on early

validation and fast learning cycles enables Marelli to accelerate innovation with greater discipline and transparency, ensuring that promising ideas advance quickly and efficiently toward “Ready-to-Offer” maturity. To strengthen innovation governance in 2025, Marelli placed greater **emphasis on structured oversight and cross-domain acceleration**, ensuring that innovation-at-speed is aligned with strategic positioning and rigorous execution. A core element of this reinforcement was the **introduction of monthly MVP review sessions with all businesses which became a key governance mechanism.** These reviews allowed teams from different domains to present early concepts, share learnings, identify synergies and jointly assess opportunities for cross-domain development. This practice not only accelerated decision-making but also helped surface ideas with broader applicability across Marelli’s portfolio.

Marelli’s Global Technology and Innovation efforts are led by the Chief Technology and Innovation Officer, who oversees the adoption of the Innovation Management Process across all businesses through the Engineering leadership. This ensures that every innovation initiative — from ideation to early-stage prototyping — follows a consistent framework and benefits from coordinated technical guidance.

This strengthened governance structure supported a highly productive year: **more than 50 innovation concepts were launched, with 8 cross-domain projects advanced to the MVP stage.** This cross-domain focus played a critical role in deepening our engagement with automakers and demonstrated Marelli’s ability to translate complex, system-level ideas into tangible prototypes despite challenging market conditions.

In parallel, **innovation governance is supported by Marelli’s Innovation Council, which meets regularly with the CEO to address strategic product and technology topics.** The Council includes the Presidents of the businesses and other senior leaders, who collectively provide direction, resolve cross-functional challenges and ensure alignment with long-term strategic priorities. Through this coordination, the Council strengthens connections among engineering, purchasing, product management and other key functions, improving lifecycle strategies and guiding prioritization across the innovation portfolio.

Advancing Product Carbon Footprint (PCF) Transparency

“Product innovation is our strongest lever for decarbonization: in Electronics, we are switching our design to lower energy systems that reduce use phase emissions at scale, without trade-offs on performance or cost.”

Irene Vacirca, Head of Value Competitiveness Electronics and Electronics Business Sustainability Leader

In 2025, we made significant progress toward harmonized Product Carbon Footprint (PCF) practices across the Group. **We developed internal, ISO-aligned standards (ISO 14067) to unify PCF calculation and reporting methods, creating a consistent baseline that all businesses can apply. This unified approach positions Marelli to undergo third-party verification in 2026, ensuring that our practices meet international expectations for accuracy and transparency.**

We also strengthened supplier collaboration on decarbonization and cost optimization. **Electronics suppliers, in particular, provided updated PCF data and introduced low-carbon material alternatives.** These inputs enabled us to estimate product use phase emissions more effectively, forming the basis for a PCF pipeline under development to help our businesses integrate emission reduction targets into their decarbonization roadmaps.

While no customers requested cradle-to-grave or end-of-life assessments in 2025, we continued to monitor evolving regulatory trends to ensure readiness as expectations shift toward lifecycle-based reporting.

Focus on Decarbonization

In 2025, **Marelli intensified its efforts to reduce product-related emissions by working closely with our supply base.** We launched a pilot program with our top 10 injection molding suppliers in EMEA to monitor and increase the use of regrind material wherever technically feasible. Through this initiative, we established clear regrind thresholds for each material type, ensuring compliance with mechanical and safety requirements while lowering the carbon footprint of the plastics we procure.

Throughout the year, **we conducted 11 dedicated workshops with suppliers**, strengthening collaboration and creating a shared understanding of low-carbon material pathways.



LOOKING FORWARD

As we enter the next phase of our sustainability and innovation journey, our priority is to embed carbon footprint reduction into every innovation project. This includes finalizing our unified PCF methodology, scaling design-for-disassembly principles, and ensuring that circularity is treated not as an optional feature but as a baseline requirement for future programs. Addressing our downstream Scope 3 emissions, we are adding two new targets to our Marelli Sustainability Dashboard to reduce the power consumption of active energy parts, creating a pipeline of innovations that will deliver emissions reduction in the most significant category of our GHG inventories: Scope 3.11 (emissions from the use of sold products).

Our new 2028 targets reflect this ambition:

- **50% reduction** in Scope 3.1 emissions vs. 2022 baseline
- **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)

From 2026 onward, our focus will be on translating these improvements into consistent deployment across all businesses—ensuring that every innovation contributes directly to decarbonization, resource efficiency and long-term competitiveness.



CIRCULAR ECONOMY DESIGN

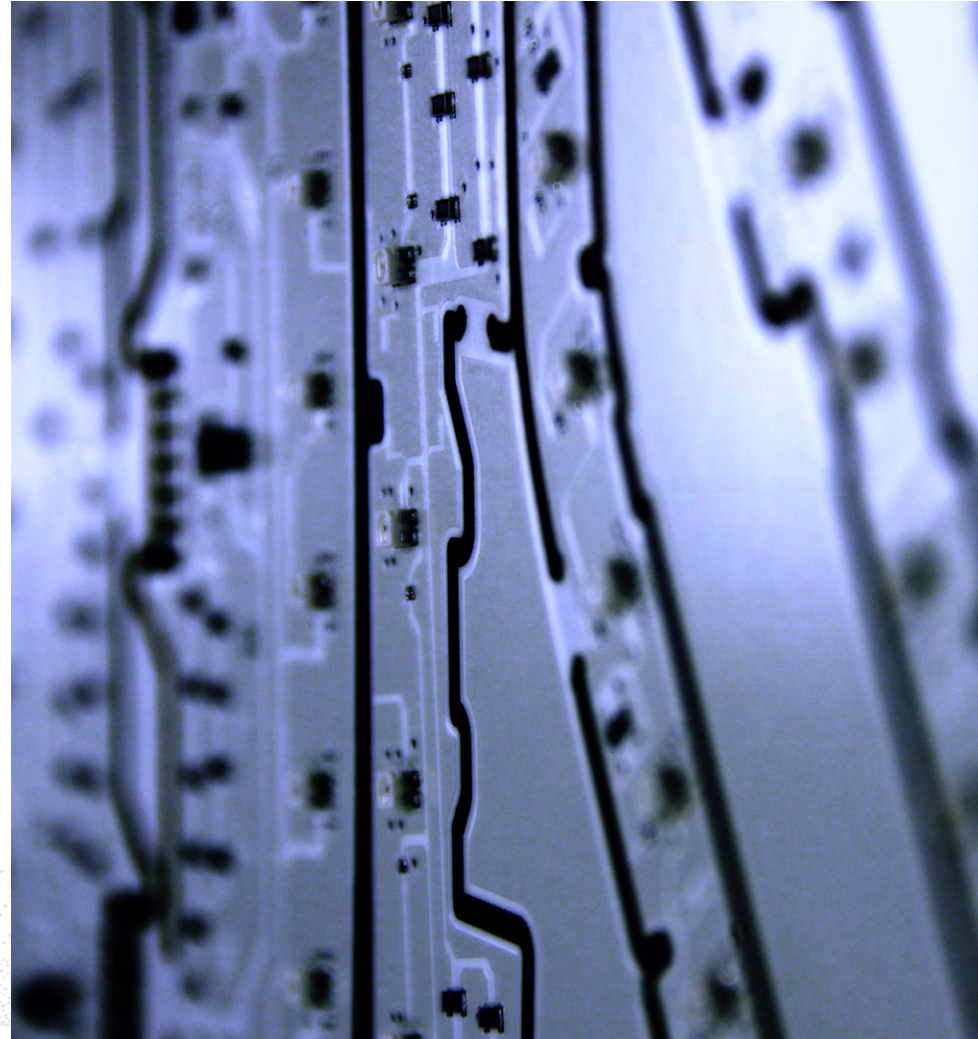
Our Progress and Achievements

In recent years, Marelli has made significant progress on the material topic “Circular Economy Design,” the category in our sustainability dashboard that groups our key targets on Design for Sustainability (DfS) and recycled materials integration. Across our product development activities, we have achieved—and **in many cases exceeded—the objectives set under this topic, advancing both the cultural adoption of sustainable design and our contribution to Marelli’s decarbonization commitments**, particularly through the reduction of upstream emissions in Scope 3.1 and reductions related to product efficiency where applicable in Scope 3.11.

This progress reflects a rapid cultural shift in the way our engineering teams work. Practices that were new to the organization only a few years ago are now widely adopted, and sustainability considerations increasingly guide our design and material choices from the very beginning of each project.

“Design for Sustainability (DfS) is now embedded in our engineering culture — reflected in the consistent application of DfS criteria within product development. Our next commitment is to move towards quantifying the effect of design choices as reductions in emissions and resource use.”

Tom Hyder, Head of Innovation Management



Our Commitment

At Marelli, we remain committed to advancing sustainability by optimizing resources, increasing the use of recycled and sustainable materials, and continuously improving the environmental performance of our products. **Through our DfS approach, we strive to minimize environmental and social impacts across the entire lifecycle—from sourcing and manufacturing to use and end-of-life.** End-of-life recovery and reclamation activities are managed by customers and specialized operators and remain outside Marelli’s direct operational scope.

Our **DfS Policy focuses on improving energy efficiency, increasing the use of sustainable, locally sourced materials, reducing greenhouse gas emissions, eliminating hazardous substances, and applying modular principles to extend product life.** While we have made substantial progress in material-related aspects of circularity, we recognize that integrating modularity more systematically—enabling reuse, remanufacturing, and improved end-of-life recovery—remains a development opportunity. This will form part of our future commitments.

The DfS policy applies to all Marelli entities and value chain stages. Implementation is overseen by senior management and embedded across Technology & Innovation, Sustainability, Manufacturing, and Purchasing. Our approach aligns with leading external frameworks such as ISO 14040/44, GRI Standards and the Greenhouse Gas Protocol (GHG Protocol), and is supported by responsible procurement and transparent reporting.

Design for Sustainability (DfS)—Now Fully Integrated Into How We Work

The past three years have marked a step change in the maturity of DfS across Marelli:

- **100% of our innovation projects applied DfS criteria (vs. 100% target)¹⁰**
- **88% of our in-development processes applied DfS criteria (vs. 80% target)¹⁰**

These results show that DfS has evolved from an initiative into a core component of our engineering and project management processes. Sustainability has become a natural part of decision-making and technical development—not an add-on—reflecting a profound cultural adoption across teams.

Given this maturity, **DfS will no longer be treated as a standalone target. Instead, it becomes the foundation of our product development and innovation, guiding how we design, source, and industrialize. The next cycle will focus on quantifying the impact of these design choices, particularly regarding their contributions to Scopes 3.1 and 3.11 emissions reductions.** This means transitioning from “how many projects used DfS” to “how much emissions reduction DfS is generating”, linking design decisions directly to Marelli’s decarbonization trajectory.

Design for Sustainability Policy and Procedure Principles

- **Improve the energy efficiency of our products and manufacturing operations**
- **Increase the use of sustainable and recycled raw materials and components**
- **Increase energy efficiency and the use of renewable energy sources**
- **Apply modular designs to improve ease of reuse, remanufacturing, and recycling**
- **Design packaging to reduce natural resource consumption and support reuse or recycling**
- **Reduce the use of natural resources and GHG emissions in logistics**
- **Eliminate hazardous substances whenever technically feasible**
- **Build sustainable supply chains and promote responsible procurement**
- **Prioritize local sourcing when feasible**

¹⁰ See Sustainability Dashboard on page 12.

Recycled Input Materials



- **25% recycled resins** achieved across selected/nominated projects¹⁰
- **30% post-consumer** recycled material introduced in selected interior components

“Interiors approaches decarbonization through design-led materials innovation, embedding recycled content into products where sustainability, aesthetics and quality are equally defining features.”

Alyona Kuznetsova, Interiors business Sustainability Leader

Recycled materials have been a core lever of our Circular Economy Design approach. In 2025, **we again exceeded our target, achieving 25% recycled resins across selected/nominated projects** (vs. a 23% target)¹⁰—our second consecutive year of overperformance.

This achievement reflects the deep engagement of our engineering teams, who increasingly apply DfS principles to substitute primary materials with recycled or lower-carbon alternatives. These **substitutions not only lower the embedded carbon content of components but also deliver cost reductions and have demonstrated to improve robustness and material performance, all while maintaining the quality and reliability expected by our customers.** Strong collaboration with resin suppliers has also been essential in qualifying these materials at scale.

As the organization has matured, teams across engineering, sustainability, and purchasing now have a clear understanding of the emissions reduction potential of recycled resins—and of recycled materials more broadly. Because of this, we will no longer maintain recycled resins as a separate target.

Instead, **recycled content is now treated as a structural enabler of Scope 3.1 reduction, alongside low-carbon steel and aluminum.** Recycled materials generally have a significantly lower carbon footprint than virgin alternatives. As these emissions occur upstream in the supply chain, they fall under Scope 3 Category 1 (Purchased Goods & Services). Therefore, increasing recycled content directly reduces Marelli's Scope 3.1 emissions, contributing to our overall decarbonization goals.

Commitment in Action:

Recycled materials in automotive interiors: Design for Sustainability



Marelli introduced **30% post-consumer recycled material** into selected automotive interior products as part of its Design for Sustainability approach. The recycled material is sourced from white goods industry waste that would otherwise be sent to landfill, supporting circular economy principles. This material change **significantly reduced the resin CO₂ footprint while maintaining the same aesthetic and functional performance of interior components.** The material can be recycled again at the end of the product life, enabling further resource efficiency. Overall, the initiative is estimated to **deliver approximately 10 kilotons of CO₂ reduction over the next five years** through broader adoption across global Interiors business plants.

The Next Cycle: From Design Intent to Verified Impact

Our challenge now shifts from designing lower-carbon products to confirming these reductions at the sourcing stage. Ensuring that lower-carbon/recycled/regrind materials are delivered through supplier nomination and purchasing decisions will be central to our next phase.

This includes:

- **strengthening Procurement capabilities to identify and source low-carbon materials at competitive cost**
- **deepening supplier engagement, especially with resin, steel, and aluminum partners**
- **systematically validating emissions data through reliable Product Carbon Footprints (PCFs)**
- **embedding verified carbon data into our sourcing and product development processes**

Process Optimization for Material Consumption

“In Green Technologies business, we translate sustainability into operational reality by redesigning processes, recovering resources and reducing environmental footprint at plant level.”

Masaaki Ashida, Green Technologies business Sustainability Leader

Optimization of material consumption processes is integral to our sustainable frameworks. **Marelli is committed to enhancing plant efficiency and minimizing waste during production.** Process innovations in 2025 have included regrind procedures that, although not classified as recycled materials, significantly reduce waste by reintroducing process overheads such as sprues and runners back into the production line.

In addition, **many of our facilities have incorporated closed-loop systems that refine waste regrind, demonstrating a practical approach to material efficiency.** Collaborative partnerships have played a significant role, as evidenced by initiatives to utilize recycled metals and green steel, although these efforts are still being developed to reach full scale.

Commitment in Action:

Lightweight and high-performance design radiator



Our Green Technologies business developed a new radiator to improve competitiveness while maintaining high thermal performance. Benchmarking confirmed that Marelli's global radiator design already ranked among the top solutions for heat dissipation, with additional improvement potential identified through adaptation to OEM specifications. By optimizing the core structure and material specifications, **the radiator achieved an average 20% weight reduction compared to competitor benchmarks** while delivering the same heat dissipation performance. Key technical measures included a **more compact core design, reduced tube and plate thickness, and a transition from a three-layer to a two-layer structure.** These results support Marelli's sustainability objectives by reducing material usage while preserving high product performance.

Overall Impact and Future Direction

The progress achieved over the 2023–2025 cycle marks an important shift in how sustainability is delivered through our products. With **DfS now fully embedded into engineering workflows and recycled materials established as a core lever of upstream emissions reduction**, the foundation is in place for a more outcome-driven phase of our journey. The integration of these practices has strengthened our ability to design - lower-carbon, resource-efficient solutions and has created a consistent framework through which engineering, sustainability, and procurement can act in alignment with Marelli's decarbonization pathway.

Building on this baseline, **the next cycle will move from process adoption to verified performance, focusing on the quantifiable emissions reductions generated by our designs and material choices**. For components that influence energy consumption during use or carry high upstream carbon intensity, **we will shift emphasis toward demonstrating improvement in real operating conditions or in the embodied carbon of sourced materials**. This evolution ensures that sustainability considerations embedded in early design phases translate into measurable environmental benefits throughout the full life-cycle of our products.

Commitment in Action:

Recycled materials for instrument cluster – Electronics business

Marelli introduced recycled raw materials into an instrument cluster already in mass production to reduce environmental impact while maintaining product performance. Two key plastic components—the **polymethyl methacrylate lens** and the **polybutylene terephthalate rear cover**—were redesigned using materials with **at least 30% recycled content**, with availability confirmed for series production volumes. Extensive testing, including detailed optical validation of the lens, demonstrated full compliance with internal and customer specifications while preserving compatibility with existing manufacturing tools. Customer approval was obtained to introduce the recycled materials into serial production, ensuring a smooth transition with the option to use either recycled or virgin materials, if needed. The material change enables a **carbon footprint reduction of approximately 13 tons of CO₂e per year**, corresponding to **more than 50 tons of CO₂e over the remaining production period**.



Green Claims

In 2025, Marelli initiated a structured verification process to ensure that all statements about the environmental performance of our products, operations, and business practices are accurate, transparent and supported by credible evidence. Building on regulatory developments—including the UK Green Claims Code, emerging EU requirements and international best practices—we developed a comprehensive Environmental Claims Guidance to govern how such claims are crafted, substantiated and communicated across the company.

The framework outlines the principles that **all environmental claims must be truthful, specific, and supported by robust, up-to-date evidence, avoiding exaggeration or omissions that could mislead customers or stakeholders.** It establishes clear expectations for comparability, requiring consistent measurement methodologies and fair comparisons across products or processes. The guidance also defines internal processes for training, compliance reviews, documentation and corrective actions, ensuring continuous improvement and accountability in environmental communications.

In the first half of 2026, we will be implementing this guidance across product development, marketing and customer-facing teams through dedicated training and an internal review workflow. We also initiated the strengthening of evidence substantiation practices, including the increased use of third-party verification and lifecycle-based assessments.

This work supports our broader commitment to transparent, responsible, and compliant sustainability communication, ensuring that all environmental claims made by Marelli—whether in marketing materials, product specifications, packaging, digital channels or customer tenders—are **aligned with regulatory expectations, industry standards and our own internal policies.**



LOOKING FORWARD

From 2026 onward, we will shift from adoption metrics to measurable performance. **Our priority is to turn design choices into verified emissions reductions: cutting Scope 3.1 (purchased goods) through lower-carbon materials and where relevant, Scope 3.11 (use phase) via energy-efficient designs.**

To ensure designed reductions are delivered at sourcing, we will strengthen Procurement, **deepen collaboration with resin, steel and aluminum suppliers, and require reliable PCFs to validate embodied carbon gains. We will also expand plant material efficiency (regrind, closed-loop systems) and develop future capabilities in modularity, reuse, and design for disassembly. To enhance transparency, we will fully implement Marelli's Environmental Claims Guidance.**



PRODUCT SAFETY & QUALITY

Sustainability Spotlight

- **26 quality awards** received from customers
- **94 plants** have IATF 16949 certification

Our Commitment

As the automotive industry transitions to software-defined vehicles, **Marelli integrates cybersecurity and functional safety¹¹ measures throughout the product lifecycle, enhancing end-user safety.** The integration of advanced electronics in modern vehicles underscores the critical importance of product safety in our industry. Marelli proactively manages potential risks associated with product recalls through rigorous oversight. In 2025, we improved our internal processes to better manage increasingly stringent global and country-specific regulations governing chemicals and substances. Our compliance efforts encompass these regulations and the specific requirements set forth by our OEM customers, addressing every stage from material selection to product design and testing. **We continue to prioritize “Safe by Design” as a key element of our sustainability-focused product design.**



Compliance and Safety Assurance

Marelli's safety framework consists of two key components. First, **we conduct rigorous testing to ensure our products operate safely within vehicles and comply with OEM and national transportation safety standards.** Second, **we follow internal safety guidelines to promote general user safety,** incorporating design principles that prevent common contact hazards and ensure safe user interaction with our products. We implement comprehensive safety measures by conducting thorough testing and validation during the design phase, adhering to detailed safety guidelines, and starting production only after passing internal and customer evaluations.

To ensure compliance with laws and regulations governing safety data sheets (SDS) and material safety data sheets (MSDS), **Marelli uses the International Material Data System (IMDS) to verify Bill of Material (BOM) submissions and conduct compliance checks.** This process includes thoroughly reviewing suppliers' IMDS submissions, rejecting and correcting any non-compliant entries to ensure regulatory compliance and alignment with our Supplier Production Part Approval Process. **Our Material and Substance Declaration team ensures compliance by maintaining traceability of SDS/MSDS.**

Marelli is not required to provide product labels for our products, as we adhere to the OEM's specifications and submit the BOM via IMDS for compliance and validation. However, product labeling and safety data sheets are crucial for Marelli's Aftermarket products as they are sold to retailers, wholesalers, and workshops. **All of our spare parts are shipped with compliant labels that provide essential information** such as product names in various languages, homologation numbers (where required by legislation), country of origin, product codes, catalog references, vehicle applications and quantities. Installation manuals and catalogs are readily available for download on our Aftermarket website. Safety Data Sheets and technical documentation are made available where required based on product characteristics, regulatory obligations and potential health, safety or environmental risks. They provide information on product content, including the presence of regulated substances that may have environmental or health impacts, as well as instructions for safe handling, installation, use, storage and emergency situations. They also include guidance on correct use and maintenance, and where applicable, information on proper end of life management, including recycling and disposal requirements, with the aim of minimizing environmental and safety risks associated with improper use or treatment.

¹¹ Marelli's Functional Safety and Product Cybersecurity Policies set out clear frameworks for ensuring the safety and security of electrical and electronic products across all businesses and global operations. These policies aim to prevent product risks arising from malfunction, cyber threats, non-compliance, and require regular monitoring through structured audits, incident response processes, and performance indicators. Both policies apply to all relevant activities throughout the product lifecycle, including design, engineering, manufacturing, and post-development phases, with responsibilities extending to suppliers, customers, and stakeholders globally. Accountability for policy implementation lies with business Engineering heads for Functional Safety and the Automotive Cybersecurity. Marelli aligns its practices with recognized standards such as ISO 26262 (Functional Safety), ISO/SAE 21434, UNECE R155, and NIST (Cybersecurity). Policy development and review actively consider stakeholder interests, including internal teams, customers, and suppliers, ensuring collaboration and risk mitigation. The policies are made available to employees, suppliers, and other stakeholders via internal platforms and are reinforced by dedicated training, communication channels, and periodic updates to promote awareness and effective implementation.

To ensure proper handling and installation of our products in vehicles, **we offer comprehensive technical and product training to our retailers and 4,000 authorized Magneti Marelli Checkstar workshops worldwide.** For products containing hazardous materials, such as lead batteries and lubricants, we provide SDS that include product identification, hazards, first aid, handling, product disposal, their environmental impacts, exposure controls and regulatory compliance to ensure safe use and disposal.

Hazardous Substance Management

In 2025, **Marelli further strengthened its hazardous substance governance framework, building on our Design for Sustainability (DfS) policy commitment to ensure products are “Safe by Design” and free of critical substances above permissible limits.** We continued to leverage governance across all businesses, as material selection, regulatory compliance, and substance-of-concern requirements remain embedded in every design review. Through our material catalog and gate-based design review approvals, only compliant materials are authorized for use in new developments. At the same time, manufacturing-process chemicals are monitored in close coordination with EHS functions in the plants.

To support growing customer expectations and evolving regulations, we expanded our material and substance declaration processes. Our Material and Substance Declaration (MSD) team continued to serve as the central coordination point for customer requests, validating Chemistry Abstracts Service (CAS) numbers, consolidating supplier inputs and managing elimination or substitution plans in IMDS. In 2025, **we completed the rollout of a unified Substances of Very High Concern (SVHC) monitoring template across all businesses.** This tool standardizes how Marelli tracks each substance of concern—from the affected components and CAS codes to regulatory deadlines, internal commitments, supplier confirmations, and IMDS updates—ensuring consistent reporting and audit-ready evidence.

In 2025, **we also completed the phase-out of Dechlorane Plus across all affected businesses.** We launched a structured, **company-wide PFAS investigation, including component screening and supplier verification.** We have also initiated **early technical assessments for the upcoming Chromium (III) (Cr3) restriction and completed feasibility and cost analyses ahead of the expected 2032 regulatory timeline.** Additionally, Marelli responded to emerging customer expectations by **assessing Medium-Chain Chlorinated Paraffins (MCCP) and Long-Chain Perfluorocarboxylic Acids (LC-PFCA)** – both families are increasingly scrutinized for persistence and environmental toxicity but are not yet formally regulated. We are conducting a **targeted global supplier survey to assess our exposure** and prepare follow-up actions as needed.

Commitment in Action: “Safe by Design” through structured design review



Marelli's Interiors business ensures safe and robust design release for production through a structured design review process supported by comprehensive documentation and risk management practices. Each design review meeting is formally recorded using standardized templates, capturing the chairperson's judgment, identified issues, assigned responsibilities, and due dates to guarantee accountability and timely resolution.

Engineers prepare evidence-based documentation using a checklist to verify all critical design aspects. Additionally, a Newness and Risk matrix is applied to assess innovative elements and associated risks, and to determine the required level of design detail to minimize uncertainty. Specifications are validated through the Design Specification Verification Sheet (DSVS), which consolidates proof from simulations, physical tests, or proven surrogate designs.



Quality Assurance Focus

In the event of a performance issue identified during OEM testing, **immediate feedback is directed to our R&D team to determine the root cause and implement corrective measures.** Depending on the severity of the issue, the response could fall into one of three categories:

1. Running change for minor adjustments.
2. Service campaign requiring specific replacements.
3. Full recall for significant safety concerns.

In 2025, we encountered eight recalls, of which three were product safety-related. Among the product safety related cases, two were resolved and identified as being within Marelli's responsibility, while the remaining case was determined to be outside it.

In addition, we had five service campaigns for Marelli parts in 2025. During the same period, we had no issues related to product and service information, labeling or marketing communications.

Counterfeit Products

At Marelli, **we minimize the risk of counterfeit products by sourcing parts directly from the original manufacturer or through authorized distributors.** In critical situations involving brokers, we have a rigorous process to verify authenticity.

For Aftermarket products, we require suppliers to sign a Supplier Agreement to ensure regulatory compliance. If we detect any counterfeit parts, per our procedure, we immediately isolate them in a designated warehouse area and promptly issue a written notification to the supplier. Our agreements specify lawful use, vehicle applications and OEM references to ensure compliance with local laws for non-OEM customers. Moreover, the Supplier Agreement mandates customers to confirm that they do not sell to sanctioned countries.



Cost of Quality and Highest Efficiency

Guided by our “Being best-in-class to satisfy customers” Quality Policy and a focus on speed-to-market, we uphold our reputation as a trusted partner. In 2025, we received 26 quality awards from customers.

Commitment in Action: Cost of Quality contest



The “Cost of Quality” contest continued its tradition in 2025, engaging 206 global teams in a championship that spotlighted Marelli’s commitment to innovative quality improvement. After rigorous semifinals, the Lighting Tolmezzo plant team from Italy emerged as the world champion. **The winning project developed an automated system for precise pad positioning during rear lamp assembly.** By integrating collaborative robotics with dedicated equipment, **the team significantly reduced the risk of misplacement, material waste and rework costs, while improving process reliability and efficiency.** This innovative approach is now being recognized as a scalable best practice for quality improvement throughout Marelli’s manufacturing sites.

Our employees’ continuous development is essential for achieving quality excellence. In 2025, we relaunched several initiatives during **Quality Month**, inviting all teams to participate in planned activities, identify ways to improve, share insights, and make quality part of their everyday work. Throughout the year, we honored outstanding individuals by selecting a **Marelli Quality Hero from each plant**—recognizing those who consistently drive improvements and uphold our quality standards.

Employees could also participate in trainings such as “**Cultivating a Problem-Solving Mindset**” and “**Warranty Management**”. The first was an interactive training session designed to empower our Quality community to enhance problem-solving, creativity, and analytical skills, and to equip participants with practical techniques to overcome quality challenges and foster continuous improvement.

The warranty training, on the other hand, aimed to equip participants with essential knowledge and practical skills for effective warranty management, financial impact analysis, and successful negotiation of customer claims, helping teams proactively address field issues and drive continuous improvement.



LOOKING FORWARD

Looking ahead, **Marelli will further reinforce its chemical governance framework.** Our material catalog and design review gates already ensure that restricted substances do not enter new products above allowable limits, and we will continue to build on these foundations to enhance compliance and operational excellence.

In parallel, **we will launch a multi-year, cross-functional program to develop a robust methodology for calculating revenues from products containing SVHCs, as required by the CSRD.** Building on the initiatives launched in 2025, **we will continue to strengthen the company-wide Quality Improvement Plan throughout 2026.** This commitment is anchored in six key pillars: Cultural Shift, Customer Intimacy, Quality of Development, Quality of Software Development, Manufacturing Quality and Supplier Quality.





Sustainability in Action
Driving What's Next



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CLIMATE CHANGE ACTION

Sustainability Spotlight

- **28%** reduction in total GHG emissions across selected scopes (SBTi baseline)¹²
- **74%** reduction in Scopes 1 and 2 emissions vs. 2022 baseline¹²
- **27%** reduction in Scope 3.1 emissions (purchased goods and services) vs. 2022 baseline¹²
- **30%** reduction in Scope 3.4 emissions (upstream transportation and distribution) vs. 2022 baseline¹²
- **Science Based Targets approved** by SBTi in 2025, covering near-term targets by 2030 and a net-zero commitment by 2045
- **A- CDP Climate Change score**, Leadership level in carbon management from EcoVadis

Our Commitment

Marelli is committed to supporting the transition to a low-carbon economy across its operations and value chain. **Our climate strategy is anchored in driving innovation across design, engineering, supply chain and processes to achieve targets approved by the Science Based Targets initiative (SBTi), which validated Marelli's near-term and net-zero targets in early 2025.** These targets align with the objectives of the Paris Agreement and require deep emissions reductions across Scopes 1, 2 and 3 by 2030, with continued progress to reach net-zero by 2045.

Climate action is embedded in Marelli's governance, risk management and business strategy. The Engineering, Operations and Purchasing teams work in close coordination to identify, assess and implement decarbonization initiatives, translating long-term ambitions into measurable annual targets and operational actions.

Progress Towards Net-Zero

In 2025, Marelli made substantial progress toward its net-zero ambition, achieving results that exceeded interim targets across all emission scopes. Compared with the baseline year, **total emissions across key scopes and categories were reduced by 28%**, surpassing the original 2025 target of a 26% reduction. Emissions from **Scope 1 and Scope 2 were reduced by 74% relative to the 2022 baseline**, significantly outpacing the original 2025 target of a 60% reduction¹².

These results were driven by a combination of structural and operational levers. **Renewable electricity accounted for up to 88% of total consumption¹¹**, driven by our operations in China, while some of our businesses have already achieved 100% production with renewable electricity, in alignment with our customers' expectations. **Energy intensity improved by 9.5% (MJ/ worked hours) compared with 2021¹¹** driven by footprint optimization during that period and again, sustainable over-performance of our Chinese operations. At the same time, Marelli achieved a **27% reduction in Scope 3.1 emissions¹²** (purchased goods and services) **and a 30% reduction in Scope 3.4 emissions** (upstream transportation and distribution)¹².

Target ID	Target 2025	Starting point (YTD 2021/22*)	Progress 2025	2025 targets
#1	Emissions reduction selected scopes (SBTi baseline) ¹²	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) ¹² 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%

CLIMATE CHANGE



We are focused on reducing our carbon footprint through energy efficiency, renewables and water conservation, aligning with global climate initiatives.

Emissions performance was monitored quarterly across all businesses as part of a three-year target cycle, ensuring continuous tracking and corrective action. While only operational sites were prioritized for target setting, additional reductions were achieved through strategic footprint consolidation and the relocation of certain activities closer to customers.

¹² See Sustainability Dashboard on page 12

Supplier engagement played a central role in reducing value-chain emissions. Marelli strengthened its collaboration with key suppliers by communicating clear ESG and decarbonization expectations and requiring the development of aligned emissions-reduction plans. To support this effort, **Marelli deployed a digital tool that leverages real-time enterprise resource planning data to improve Scope 3.1 emissions tracking and reduction.**

In parallel, **Marelli continued to expand efforts in emissions calculation at both corporate and product levels in line with internationally recognized standards, including the GHG Protocol and ISO 14040/14044, with implementation progressing in 2026.** In 2025, **25% recycled resins** were included in newly nominated products¹³, regrind procedures were expanded in production and opportunities to increase recycled metals and low-carbon steel were further assessed. Marelli's climate performance was externally recognized through an **A- CDP Climate Change score, confirming a "Leadership" level in carbon management.**

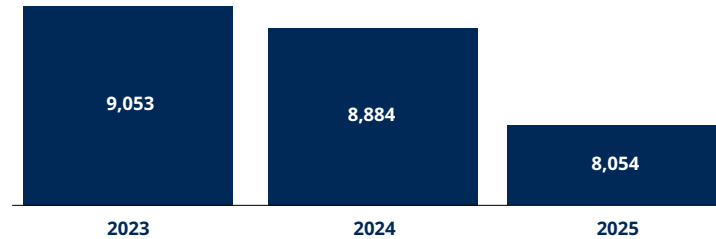
Decarbonization Targets and Pathway

Marelli's decarbonization pathway is based on SBTi-approved targets using 2022 as the baseline year. **By 2030, Marelli is committed to reducing absolute Scope 1, 2 and 3 greenhouse gas emissions by 42%. Marelli targets an absolute 90% reduction across all scopes and aims to reach net-zero greenhouse gas emissions throughout the value chain by 2045.**

Decarbonization is prioritized before any use of carbon removals. **Residual emissions below 10% of the baseline will be neutralized through high-quality carbon removal solutions fully aligned with SBTi criteria.** In 2025, Marelli refined its decarbonization strategy by identifying plant- and product-level projects critical to achieving the 2030 and 2045 milestones, with a particular focus on Scopes 1, 2, 3.1 and 3.4.



Evolution of greenhouse gas emissions inventory (kt CO2eq)



Marelli's greenhouse gas emissions inventory currently includes Scope 1, Scope 2 (market-based), and categories 1, 2, 3, 4, 5, 6, 7, 11 of Scope 3.

Addressing Use-Phase Emissions (Scope 3.11)

Emissions associated with the use of sold products represent more than half of Marelli's climate footprint. In 2024, Marelli calculated **use-phase emissions for its energy-consuming products and active components (i.e., direct emissions) as part of the SBTi validation process**, using a proprietary methodology **aligned with the Greenhouse Gas Protocol**, developed jointly with the external consulting firm, Ricardo.

In 2025, the use of this methodology was consolidated within the company and the new target-setting cycle for use-phase emissions was based on this calculation model and its assumptions.

Reduction efforts focus on active energy components with particular attention to products that make the greatest contribution to lifetime emissions. **For the 2026–2028 cycle, Marelli has therefore defined specific targets to improve product energy efficiency:**

- **For innovation programs, average active device power consumption during the use phase is targeted to be reduced by 22% by 2028 compared with a 2025 baseline**
- **For series production programs, average power consumption during use is targeted to be reduced by at least 5% over the same period**

These targets directly link product design, innovation and climate performance, reinforcing Marelli's commitment to reducing downstream emissions through technological efficiency.

¹³ See Sustainability Dashboard on page 12

Operational Levers and Internal Carbon Pricing

Marelli's operational decarbonization strategy combines energy efficiency, electrification and renewable energy sourcing. Key actions include **investments in energy efficiency projects, electrification of thermal processes where technically feasible and the progressive replacement of fossil fuels** with renewable or low-carbon alternatives, including biofuels where appropriate.

As part of our climate change mitigation strategy, in 2025 Marelli piloted an **Internal Carbon Pricing (ICP) mechanism** to systematically integrate greenhouse gas emissions into business decision-making.

The ICP pilots were performed across selected activities covering Scope 1 and 2 capital expenditure (Capex) decisions and procurement choices, related to Scope 3.1. **For capital investments, Marelli chose a shadow carbon price reflecting the estimated future cost of carbon removals required to achieve operational carbon neutrality beyond 2030.** For purchasing activities, the **shadow carbon price was established in alignment with forecasted carbon prices under the Emissions Trading System (ETS) and Carbon Border Adjustment Mechanism (CBAM) in Europe.**

The pilots delivered significant results. In capital expenditure evaluations, the inclusion of a carbon price enhanced the visibility of climate benefits associated with energy efficiency, electrification and process optimization projects, supporting more robust prioritization of emissions-reduction initiatives. In procurement, the ICP pilot improved tangible benefits for product carbon footprint within the purchasing community and reinforced the importance of reliable emissions data and standardized methodologies.

Building on the 2025 pilots, Marelli plans to further develop the ICP as an enabling action under its climate mitigation policy. **In 2026, we will work toward deeper integration of carbon pricing into capital expenditure approval and procurement procedures, strengthen governance and peer review of product carbon footprint data and expand supplier engagement.**



Climate Transition Plan

Marelli has developed a **Climate Transition Plan to align its business model, operations and value chain with a 1.5°C pathway and its SBTi-approved near-term and net-zero targets**. The plan provides a structured, time-bound framework that translates Marelli's climate commitments into concrete action plans, governance mechanisms and monitoring processes, enabling better visibility into the climate impact on our financial planning.

The Climate Transition Plan is aligned with the Transition Plan Taskforce Disclosure framework and the CDP guidance on reporting climate transition plans. The plan represents the first consolidated articulation of Marelli's transition pathway and brings together elements that were previously embedded across policies, processes, and operational practices.

Executive management is accountable for execution and regularly oversees progress against climate targets. **Climate-related objectives are embedded into performance management**, reinforcing accountability and ensuring that decarbonization actions are implemented across functions and regions.

The plan is underpinned by scenario analysis to identify and assess climate-related physical and transition risks and opportunities. Marelli applies internationally recognized scenarios, including the **IPCC Shared Socioeconomic Pathways and International Energy Agency scenarios**, to assess potential impacts on operations, supply chains and markets over the short, medium and long term.

Operationally, the Climate Transition Plan defines a mid- and long-term strategy to reduce emissions across Scopes 1, 2 and 3. **Priority actions include transitioning to renewable electricity, energy efficiency and electrification of processes, reducing logistics emissions and integrating decarbonization criteria into procurement and product design**. For Scope 3, the plan emphasizes supplier engagement, increased transparency on product carbon footprints and collaboration with customers to reduce use-phase emissions through more energy-efficient products and systems.

Financial planning is a key enabling element of the transition plan. **Marelli is progressively strengthening the integration of climate considerations into capital and operating expenditure, as well as investment decision-making**. **We are also developing more detailed medium- and long-term decarbonization investment plans to support the achievement of 2030 and 2045 decarbonization targets.**



Climate Change Risk Assessment

As part of Marelli's climate governance framework, climate-related risks and opportunities are identified, assessed and managed through an integrated **Climate Risk Assessment** aligned with the **Enterprise Risk Management (ERM)** system and internationally recognized frameworks, including the **Task Force on Climate-related Financial Disclosures (TCFD)**, **International Financial Reporting Standard S2 issued by the International Sustainability Standards Board (IFRS S2 (ISSB))**, and the **ESRS**.

Physical Climate Risks

Marelli's physical climate risk assessment evaluates the potential impacts of acute and chronic climate hazards on manufacturing operations and selected priority suppliers. This assessment is embedded within our insurance and risk management processes and supports site-level contingency planning, insurance coverage decisions and long-term resiliency initiatives.

Risks affecting Marelli's own operations are assessed using dedicated tools that allow Marelli to evaluate potential **business interruption, asset vulnerability and natural hazard exposure**. In parallel, Marelli has progressively expanded its assessment of **physical climate risks across the supply chain**. In 2025, enhanced tools were introduced to enable more systematic **mapping of climate-related hazards and forward-looking climate scenarios at the supplier level**. **Further extension of physical risk coverage across the supply chains is ongoing and will continue into 2026**.

Transition Climate Risks and Opportunities

In 2025, **Marelli updated its Climate Transition Risk and Opportunity Assessment**, marking a significant evolution from the initial assessment conducted in 2023. The assessment follows a structured approach including horizon scanning, internal stakeholder engagement and prioritization of risks and opportunities.

Scenario analysis was performed over **short-, medium- and long-term horizons** stretching to 2040 and using a **Weak Transition** scenario, aligned with **IEA Stated Policies** and **NGFS Current Policies**, and an **Orderly Transition (1.5°C)** scenario, aligned **with IEA Net Zero and NGFS Net Zero 2050**.

The assessment considered transition risks including regulatory and carbon-pricing exposure, market and technology shifts linked to progressive electrification of vehicle fleets in several markets, and the potential shortages and price volatility of critical materials.

Several opportunities were also identified and evaluated, such as the opportunity of increasing energy efficiency and the share of renewable energy in operations and enhancing supply chain resilience via increased scrutiny.

Financial Quantification and Outlook

The assessment of climate risks and opportunities was accompanied by the **financial quantification** of the prioritized transition risks and opportunities to estimate potential pre-mitigation impacts on enterprise value. The analysis is ongoing, with internal review underway. **Final validation and consolidation of results, including integration of mitigation measures, are expected in the second half of 2026**.

We will continue to refine our climate risk methodology, strengthen financial quantification and reinforce the linkage between climate-related risks, mitigation actions and strategic decision-making, ensuring ongoing alignment with regulatory expectations and long-term value creation.



LOOKING FORWARD

For the 2026–2028 target cycle, we will continue to execute our climate transition pathway in a steady, structured manner through a new set of ambitious, time-bound climate targets. **These include a 72% reduction in Scope 1 emissions by 2028 compared with the 2022 baseline, and the achievement of 100% renewable electricity by 2028, of which 20% will be secured through long-term contracts, such as Power Purchase Agreements, with installation by 2030. With respect to Scope 3.4, we aim to progressively move away from a spend-based calculation methodology while still targeting a 34% reduction in emissions in 2028 versus the 2022 baseline. In the same timeframe, we also aim to deliver a 50% reduction of Scope 3.1 emissions.** Additional targets address further reductions in product use-phase emissions through innovation and series programs.

In parallel, **we will further mature our internal carbon pricing framework, enhance the quality and coverage of Scope 3 data and deepen proactive collaboration with customers to reduce use-phase emissions of sold products. We will continue to invest in low-carbon products, sustainable materials and energy-efficient production processes while strengthening internal systems for measuring and reporting low-carbon research and development investments.**

These actions will ensure consistent progress toward Marelli's science-based targets and lay the operational foundations for achieving net-zero emissions across the value chain by 2045.

ENERGY MANAGEMENT



- **74%** reduction in Scope 1 and 2 emissions relative to the 2022 baseline¹⁴
- **88%** renewable electricity across global operations in 2025; several businesses reached 100% renewable electricity¹⁴
- **9.5%** improvement in energy intensity (MJ/worked hours) vs. 2021 baseline¹⁴
- **ISO 50001 certified manufacturing sites account for 53% of total energy consumption**

“Disciplined energy efficiency supports both productivity and sustainability. Across our operations, this focus delivers tangible reductions in energy use and emissions while improving performance.”

Arturo Alvarez, Executive Vice President Operations

¹⁴ See Sustainability Dashboard on page 12

Our Commitment

Marelli is **committed to reducing Scope 1 and 2 emissions by enhancing energy efficiency across our operations**, integrating energy targets into performance metrics, reducing fossil fuel use, increasing the use of renewable electricity and implementing energy efficiency initiatives across our businesses. As result, **in 2025, we reduced our Scope 1 and 2 emissions by 74% relative to the 2022 baseline.**¹⁴ These efforts aim to build long-term resilience in our operations across both energy supply and cost reduction. Marelli’s [Environment, Health & Safety Corporate Policy](#) emphasizes responsible energy management and efficiency as a core part of our sustainability efforts. Covering all global Marelli-controlled operations, the policy requires compliance with relevant regulations and ISO standards. At the Sustainability Council, the Executive Vice President of Operations is accountable for driving energy efficiency and GHG reduction, encouraging the adoption of renewable energy and regularly monitoring progress in the plants. These efforts are supported by Energy Managers across businesses and are a key part of Marelli’s Sustainability Dashboard. Progress is regularly assessed and directly tied to the performance of all involved employees. Marelli engages stakeholders through **training and awareness initiatives** to support **continuous improvement and transparency in GHG emission reduction and energy efficiency across the entire value chain**, either by receiving targets from customers or by engaging suppliers.

Advancing Our Energy Strategy

As a company operating within an energy-intensive industry, Marelli prioritizes managing the cost and reliability challenges of energy efficiency, diversifying our energy portfolio and ensuring access to alternative energy sources. We provide businesses and plants with the knowledge and tools to align projects with sustainability objectives, enhancing energy management through targeted training and best practices. **Dedicated budgets support reducing greenhouse gas emissions and increasing renewable energy use** through methods such as purchasing **renewable electricity certificates** (guarantees of origin), entering into **power purchase agreements (PPA) for renewable energy**, or **renewable electricity self-generation**. We maintain a GHG inventory at the corporate level in accordance with the GHG Protocol, and we update it annually.

Additionally, energy intensity targets are part of the Marelli Sustainability Dashboard and the Marelli Manufacturing System (MMS). Therefore, these targets are included in the performance metrics for teams across the organization, including all plant managers. **We remain committed to maintaining ISO 50001 certifications covering 53% of our energy consumption at our manufacturing sites, and an additional site is currently undergoing the certification process.**

In 2025, we have further **refined data accuracy by completing energy data collection for all manufacturing and non-manufacturing sites**, excluding only non-material locations where energy is managed by the property owners as part of the leasing agreement (less than 5% of our emissions inventory). We have also compiled energy and emission data from non-controlled joint ventures.

Disclosure 302-1	Energy consumption within the organization			
	Unit of measurement	2023	2024	2025
Total energy consumption	GJ/year	5,318,161	4,863,308	4,640,621
Total indirect energy consumption	GJ/year	4,108,484	3,737,198	3,654,933
- of which electricity consumption from non-renewable sources	GJ/year	2,528,628	1,661,073	575,329
- of which purchased electricity from certified renewable sources	GJ/year	1,534,751	2,061,109	3,066,602
- of which electricity from combined heat and power	GJ/year	3,993	-	-
- of which cooling from non-renewable sources	GJ/year	230	245	64
- of which compressed air from non-renewable sources	GJ/year	5,099	1,429	839
- of which thermal energy from supplier CHP (Combined Heat and Power)	GJ/year	7,705	-	-
- of which thermal energy from supplier (non-renew)	GJ/year	24,698	13,343	12,099
- of which thermal energy from supplier (renew)	GJ/year	3,380	-	-
Total direct energy consumption	GJ/year	1,209,676	1,126,110	985,688
- of which natural gas	GJ/year	958,741	856,404	812,401
- of which gasoline	GJ/year	4,375	1,519	999
- of which diesel	GJ/year	26,814	16,235	2,855
- of which LPG	GJ/year	192,037	170,375	153,732
- of which kerosene	GJ/year	-	-	23
- of which HSC and LSC oil	GJ/year	1,353	1,712	1,414
- of which A-type heavy oil	GJ/year	15,689	15,500	13,762
- of which renewable fuels	GJ/year	-	-	-
- of which self-produced renewable electricity	GJ/year	10,666	64,364	501

See GRI Disclosure 302-1, page 151, for further details.



Addressing Scope 1 Emissions

Disclosure 305-1	Direct Scope 1 GHG emissions			
	Unit of measurement	2023	2024	2025
Scope 1 GHG emissions	tCO2e/year	63,496	56,137	51,838
See GRI Disclosure 305-1, page 152, for further details.				

In the automotive parts manufacturing sector, the use of electricity and fossil fuels inherently results in direct and indirect greenhouse gas emissions.

Scope 1 emissions represent 40% of our combined Scope 1 and 2 market-based emissions. In 2025, we set internal Scope 1 targets, and **businesses have begun exploring technical alternatives to reduce Scope 1 emissions and transition to low-carbon solutions.** Throughout the year, we monitored the projects and actions to achieve the initial target, and will make them public in our next target cycle (2026-2028). **While we seek alternative co-funding sources in the countries where we operate, we remain committed to advancing technology and pursuing new opportunities to accelerate the reduction of our Scope 1 emissions.**



Commitment in Action:
Fuel elimination through forklift electrification

The forklift electrification project aims to eliminate the use of LPG, diesel, and natural gas in material-handling operations, thereby significantly reducing Scope 1 CO₂ emissions. By **transitioning to electric forklifts**, the initiative demonstrates a strong commitment to environmental responsibility and provides a scalable solution for all plants that use fuel-powered forklifts.

In 2025, the project, implemented at the Usa Interiors plant in Japan, **achieved a reduction of 11 tons of Scope 1 CO₂ emissions**, with a future target of an additional 31 tons by 2026. Furthermore, while electrification increases Scope 2 emissions, these can be effectively offset through green certificates or power purchase agreements, ensuring a holistic approach to carbon neutrality.

Commitment in Action:
Absorption chiller replacement

The Fukushima Electronics plant in Japan replaced an inefficient absorption chiller used for internal refrigeration to reduce energy consumption and emissions. The previous system relied on steam generated by an LPG boiler to produce chilled water, resulting in high fossil fuel consumption and low efficiency. The solution involved switching to electric, air-cooled chillers, fully eliminating fossil fuel use for this application and enabling the electrification of this part under Scope 1 emissions.

As a result, LPG consumption decreased from **306.5 tons to 223 tons**, corresponding to a an overall **CO₂ reduction of 27%** for the plant. The new system also introduced a closed-loop water process, reducing water consumption by approximately **3,321 m³ per year**.



Addressing Scope 2 Emissions

Disclosure 305-2	Indirect Scope 2 GHG emissions			
	Unit of measurement	2023	2024	2025
Scope 2 GHG emissions (market-based)	tCO2e/year	361,381	210,181	76,649
Scope 2 GHG emissions (local-based)	tCO2e/year	447,143	403,187	361,883
See GRI Disclosure 305-2, page 152, for further details.				

Scope 2 emissions account for 60% of our combined Scope 1 and 2 market-based emissions. To address this, we primarily focus on transitioning to renewable electricity sources. **We have surpassed our 2025 renewable electricity goal, with 88% of our electricity sourced from renewables¹⁵.** Our approach includes utilizing renewable energy certificates (RECs, GOs, etc.) and PPAs tailored to each country's decarbonization trajectory. Each business is responsible for meeting its own targets and has the autonomy to procure either certified or self-generated renewable electricity. Furthermore,

we are strengthening our energy procurement strategy by launching projects to expand our on-site renewable energy capacity. **As we move toward our goal to achieve 100% production with renewable electricity, an additional goal of installing 20% of this via PPAs and virtual power purchase agreements by 2030 is now part of the Marelli Sustainability Dashboard.**

¹⁵ See Sustainability Dashboard on page 12

Commitment in Action:
Replacing outdated adsorption dryers



The energy-efficiency improvement project at the Wuhu Lighting plant in China focused on **replacing outdated adsorption dryers with zero-air-consumption desiccant dryers**. The previous micro-heat regeneration dryers consumed significant amounts of compressed air, placing a heavy load on air compressors and increasing energy consumption. The new system regenerates activated alumina using its own fan rather than compressed air, reducing compressor load and improving overall efficiency. Based on supplier measurements, this **upgrade saves 434,000 kWh annually, equivalent to 1,562 GJ of energy and a reduction of 254 tons of Scope 2 CO₂ emissions per year**.

Commitment in Action:
Photovoltaic installation at the Wuhu Lighting plant in China



The **photovoltaic installation project at the Wuhu Lighting plant in China** marks a significant advancement in renewable energy adoption and carbon reduction. The system, with an installed capacity of 1.75 MWp (1,751.93 kWp DC), is designed for self-consumption and to feed surplus electricity into the grid via five low-voltage connection points linked to Marelli's medium-voltage switchboards. **It is expected to generate approximately 1.8577 GWh in its first year**, with an average annual production of 1.763 GWh over a 25-year lifetime, totaling more than 44 GWh of clean energy. By October 2025, the system had already produced 337.4 MWh, reducing reliance on conventional energy sources. This initiative, implemented through a PPA, demonstrates a strong commitment to sustainability and innovation, while significantly reducing Scope 2 emissions.

Energy Intensity Progress

In 2025, **we achieved a 9.5% reduction in energy intensity in MJ/worked hours¹⁶**, remaining below our 12% target relative to the 2021 baseline. However, the intensity in MWh/million euro revenue increased due to the lower revenues in 2025 vs previous years. **In 2026, our plants will continue implementing projects to reduce our fixed energy consumption, as well as in the upcoming years.**

Disclosure 302-3	Energy intensity			
	Unit of measurement	2022	2023	2025
Energy intensity	MWh/million € revenue	140	148	153

Commitment in Action: Optimizing furnace operations for efficiency



The brazing furnace project focuses on **optimizing heating and cooling times during non-production periods to minimize electricity consumption**. By analyzing the energy use of furnaces and injection molding machines across different stages, the Green Technologies team at the Wuxi plant in China identified two approaches: a standard method involving full cool-down and heat-up for long shutdowns, and an insulation mode that maintains lower temperatures during shorter idle periods. This strategy, grounded in real production planning, delivers maximum energy savings and can be applied to other equipment, such as compressors, boilers and cooling systems. In 2025, the **initiative achieved an annual electricity saving of 28,080 kWh without requiring any financial investment**, as it relied solely on managerial adjustments.

¹⁶ See Sustainability Dashboard on page 12



Commitment in Action:

Rooftop photovoltaic power station installation at the Manesar plant, in India

This state-of-the-art installation features 940 solar panels across 3,578 m², delivering a peak capacity of 0.63 MWp and an expected annual output of 836 MWh of clean energy. The panels will contribute to a substantial reduction in energy costs and will reduce CO₂ emissions by 1,673 tons annually, equivalent to a 26% reduction compared to the past 12 months. In addition to generating green energy, the photovoltaic panels help extend the lifespan of the building's roof and reduce indoor summer temperatures by 2-5 °C, enhancing comfort and efficiency.

The project directly supports Marelli's decarbonization roadmap and aligns with Indian national carbon neutrality goals.

Energy Management Training

In 2025, our Energy team continued training energy managers across businesses and plant energy managers on energy and CO₂ calculation methodologies, MMS Energy Diagnoses and Energy and CO₂ Project Monitoring (ECOPM) fundamentals and calculation tools to ensure their projects are properly aligned with and support sustainability targets. By conducting monthly project evaluations and uploading them to the ECOPM database, the team ensured continuous improvement in project quality.

Training	Head count trained (number)	Total training hours
Energy diagnosis	5	2.5
Employees	3	1.5
China	2	1
Italy	1	0.5
Managers	2	1
Italy	1	0.5
Poland	1	0.5
MMS, MMS plant ranking, energy diagnosis	44	264
Employees	9	54
Romania	9	54
Managers	5	30
Romania	5	30
Workers	30	180
Romania	30	180
Total	49	266.5

In 2025, we launched the “**EHS&E Fundamentals**” **training campaign** to strengthen employee awareness and engagement on Environment, Health, Safety, and Energy topics. Among other things, the program highlighted the critical link between energy efficiency, CO₂ emissions, and climate change, emphasizing how operational practices directly affect sustainability goals. Training materials included practical examples and best practices from Marelli plants, such as heat recovery from air compressors, demonstrating how energy conservation measures can reduce environmental impact while improving efficiency.

Global EHS&E level 1 module (global sessions + local cascading)												
Employee grade	Marelli head count			Head count trained (Unique Count)			% Head count trained			Total training hours		
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Executives	75	382	457	17	95	112	23%	25%	25%	21.8	149.8	171.5
Managers	523	2,489	3,012	183	784	967	35%	31%	32%	270	1,171.8	1,441.8
Employees	2,563	7,118	9,681	787	1,992	2,779	31%	28%	29%	1,046.8	2,744	3,790.8
Workers	9,183	18,766	27,949	1,859	4,321	6,180	20%	23%	22%	1,433.3	2,966.5	4,399.8
Total	12,344	28,755	41,099	2,846	7,192	10,038	23%	25%	24%	2,771.8	7,032	9,803.8

Employee grades are Marelli internal definitions. They are not aligned to GRI.

Marelli Manufacturing System - Energy Diagnosis

Marelli continues to strengthen energy efficiency practices through the MMS energy diagnosis, a structured approach that raises awareness and engages all sites. In 2025, a dedicated training program was introduced to support this initiative, offering practical examples to help teams understand each question and complete the diagnosis effectively. The training targeted energy managers within the businesses, who then shared the knowledge with plant energy managers. The MMS energy diagnosis consists of 56 questions organized into five progressive levels:

1. Organization
2. Awareness
3. Management
4. Performance
5. Leadership

This framework ensures a comprehensive evaluation of energy practices, guiding sites toward continuous improvement and leadership in energy management.

LOOKING FORWARD
 We are committed to accelerating our transition toward a low-carbon and energy-efficient future. **By 2028, we aim to reduce Scope 1 emissions by 72% relative to 2022, with a further 90% reduction by 2030.** In parallel, we will achieve **100% renewable electricity by 2028, supported by signing PPAs between 2026 and 2028 to cover at least 20% of renewable electricity consumption, with activation by 2030.** Additionally, we will enhance operational efficiency by delivering an **18% improvement in energy intensity (MJ/WH) across manufacturing sites by 2028 compared to 2022.** These commitments are the roadmap to deliver our near-term targets approved by the Science Based Targets Initiative (SBTi) and will be driven by innovation in our processes and product design.



WASTE MANAGEMENT



- **19%** reduction in total waste generated at manufacturing sites vs. 2021 baseline¹⁷

Our Commitment

In the auto parts industry, a substantial portion of revenue is allocated to material costs. By effectively managing these inputs through waste reduction and recycling practices, we focus on enhancing operational efficiency and achieving cost savings by minimizing waste and maximizing the recycling and reuse of waste materials. Furthermore, responsible waste management reduces negative environmental impacts and ensures compliance with environmental standards.

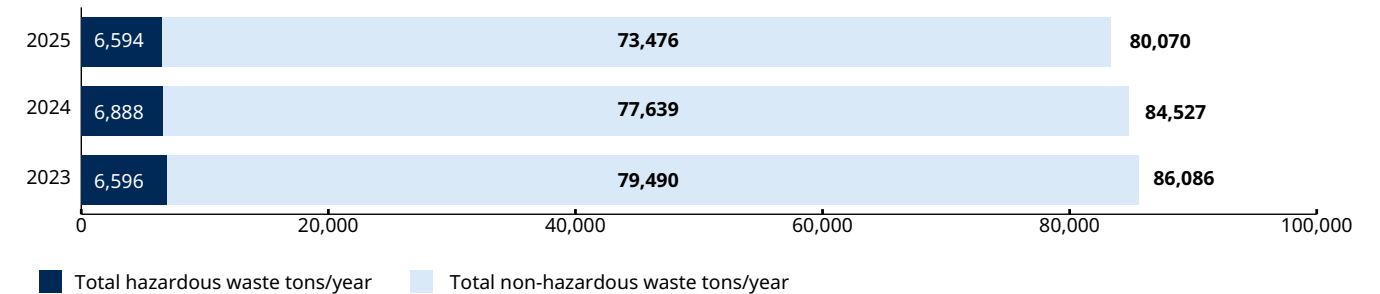
Our vision of achieving zero waste to landfill remains part of our broader commitment, and we continue to explore ways to accomplish this in countries where technical options are not yet available.

Marelli's Environment, Health & Safety Corporate Policy emphasizes **responsible waste management to minimize environmental impact across all operations and the supply chain**. The policy applies to all Marelli-controlled sites ensuring compliance with local regulations and voluntary alignment with ISO 14001 and 45001. Our Sustainability Council is accountable for effective implementation, emphasizing reduction, sorting and safe disposal of waste—including hazardous materials—while **promoting recycling and circular economy principles**. Ongoing monitoring and stakeholder engagement drive continuous improvement and transparency in Marelli's commitment to **limiting waste generation and its negative effects**.

Marelli's waste monitoring includes both "ordinary" and "extraordinary" waste in line with GRI standards, but excludes one-off waste events from baseline and results until 2025. Our next target cycle (2026-2028) will consider a new definition and metrics aligned to the CSRD.

¹⁷ See Sustainability Dashboard on page 12

Waste generated (tons/years)



Minimizing Our Impact Through Waste Reduction

In 2025, we made significant strides in waste reduction, achieving a noteworthy 19%¹⁷ decrease compared to the 2021 baseline, exceeding our initial 14% reduction target. In 2025, several plants across regions implemented targeted initiatives that demonstrate how operational excellence and environmental responsibility can reinforce one another. These best practices—ranging from process redesign to material substitution and reusable packaging—showcase how local innovation supports Marelli's global waste minimization objectives.

“Waste reduction is a concrete sustainability lever for the Lighting business. Through process optimization, material efficiency and reuse solutions, we are systematically reducing waste generated in our plants while strengthening operational performance.”

Ugo Peressoni, Head of Manufacturing Lighting, Head of EMEA Lighting and Lighting Business Sustainability Leader



Commitment in Action: Waste reduction within our operations

At the Bursa Lighting plant in Turkey (located in a biodiversity risk area), a composting initiative was introduced to **convert organic waste into useful soil amendments, reducing 35 tons of waste annually and lowering the volume of waste requiring external treatment.** The initiative started at the end of October 2025, and achieved 5.8 metric tons of waste reduction in two months. By treating organic fractions internally rather than disposing of them through conventional channels, the site reduces transport needs, disposal costs and environmental impact, while contributing to a more circular waste-handling model.

The Washington Interiors and Green Technologies site in the UK launched a structured **pallet-reuse program to extend the lifecycle of wooden pallets** commonly used in goods handling. Instead of single-use or short-lifecycle pallet flows, the plant established a reuse circuit, reducing both wood consumption and the waste generated from damaged pallets. This initiative, aims to achieve **468 tons of waste reduction and reinforces circularity principles** within internal logistics, while reducing procurement needs and waste-handling impacts.

The Aguascalientes Electronics plant in Mexico has adopted **reusable packaging solutions to replace single-use transport materials.** Working in partnership with a local components supplier, the plant defined a returnable packaging process that includes the segregation and return of plastic packaging. This initiative builds on a 2024 project, which focused on returning plastic trays used to supply components—an effort **estimated to reduce waste by approximately nine tons per year.** In 2025, the scope was further expanded through a new agreement that now also covers additional plastic trays and separators. This extension is expected to result in an **additional 10 tons of waste reduction annually.**



At the Saltillo Ride Dynamics site in Mexico, waste that would typically go to landfill has been sent to a co-processing facility, where it is **recycled and recovered through high-temperature treatment in cement kilns with no residues generated.** This initiative will **reduce landfill waste by 20 tons annually,** lowering environmental impact at a “priority 2”¹⁸ biodiversity risk location.

In a second initiative, the Saltillo plant **replaced supplier cardboard boxes and wooden pallets with standardized reusable plastic packaging.** Previously, once-used cardboard contributed significantly to the plant’s annual waste volumes. The transition to durable returnable units **eliminates 12 tons of cardboard and 72 tons of wood waste each year** and reduces logistics-related environmental impact.

The Bielsko Biala Ride Dynamics plant in Poland implemented a project to **reduce the water content in sludge generated from the painting process.** Sludge containers were placed near the furnace area, allowing natural evaporation before disposal. As a result, the **sludge weight was reduced by approximately 5.4%.**

The Modugno Propulsion plant in Italy implemented a **returnable-packaging system** that will **eliminate the use of octabins for feeding polymer material** on press lines. Currently, the process requires 18 octabins per week, each with approximately 30 kg of packaging: 3 kg plastic, 11 kg cardboard and 16 kg wood. While wooden pallets are already recovered, plastic and cardboard components become waste. Starting in May 2025, the lines are supplied via external silos, removing the need for octabins and consequently reducing the amount of waste. This change is **expected to achieve a 9.4-ton reduction in waste per year.** The initiative strengthens our commitment to circularity, reduces reliance on single-use materials, and supports regional environmental protection efforts, as Modugno is a “priority 2”¹⁸ biodiversity risk site.

¹⁸ For the definition of priority 1, 2 and 3 biodiversity risk sites, see the chapter “Biodiversity” on page 58

Hazardous Waste Management

Marelli prioritizes the safe management of hazardous waste **in accordance with local regulations in each country where we operate**. These regulations guide us in classifying waste as hazardous or non-hazardous, ensuring that we follow the appropriate precautions and procedures for each type. Safety Data Sheets are instrumental in this process, providing critical information, including safe storage and labeling instructions. For the specialized treatment and disposal of hazardous substances, we **rely on local regulations and the specific characteristics of the hazardous chemicals in use**. This regulatory framework determines whether waste can be recycled or must be disposed of via landfill.



Commitment in Action: Hazardous waste reduction within our operations

The Sosnowiec Lighting plant in Poland implemented a process **optimization to reduce hazardous waste generated by glue applications by 0.3 tons per year**. By improving material-use efficiency and minimizing residual products, the site aims to reduce the volume of hazardous waste requiring specialized handling and disposal. This initiative highlights how focused interventions on specific material streams—especially hazardous substances—can deliver environmental benefits.

At the Amphur Panthong Electronics site in Thailand, an **improved cleaning schedule for painting booths**—from every two weeks to every three weeks—has been implemented to **reduce hazardous waste generation and water usage without affecting equipment or product quality**. This initiative aims to achieve an annual **reduction of 21 tons of hazardous waste and 36 m³ of water withdrawal**, demonstrating a forward-thinking approach to lowering environmental impact at a “priority3”¹⁹ biodiversity risk location.

Proper hazardous waste management is part of our environmental management system that begins, by identifying the risks associated with different types of waste. **By conducting thorough risk assessments, Marelli evaluates the potential environmental impacts of hazardous substances**. This includes considering scenarios in both standard operations and emergencies, which is a key aspect of Marelli’s environmental risk management strategy.

At Marelli, the sites certified under ISO 14001 are guided in assessing environmental aspects across normal, abnormal, and emergency situations. This certification helps these sites effectively address significant environmental risks, with a commitment to regularly reviewing and updating their plans for continuous improvement in environmental performance.

At the product level, **our Design for Sustainability Policy and Procedure guides teams in applying “Safe by Design” principles, ensuring products are free from critical substances above permissible limits and avoiding the use of hazardous substances whenever possible**. This supports lower hazardous waste generation during production and end-of-life. The policy also includes requirements to reduce product packaging, further contributing to reduced waste generation.

Disclosure 306-4	Waste diverted from disposal			
	Unit of measurement	2023	2024	2025
Total hazardous and non-hazardous waste diverted from disposal	tons/year	72,454	70,858	66,028
- of which sent to recycling	tons/year	72,454	70,858	66,028
Total hazardous waste (Offsite)	tons/year	1,774	1,406	1,747
- of which sent to recycling (Offsite)	tons/year	1,774	1,406	1,747
Total hazardous waste (Onsite)	tons/year	-	-	-
Total non-hazardous waste (Offsite)	tons/year	70,681	69,452	64,281
- of which sent to recycling (Offsite)	tons/year	70,681	69,452	64,281
Total non-hazardous waste (Onsite)	tons/year	-	-	-

See GRI Disclosure 306-4, page 149, for further details.

¹⁹ For the definition of priority 1, 2 and 3 biodiversity risk sites, see the chapter “Biodiversity” on page 58

Disclosure 306-5	Waste directed to disposal			
	Unit of measurement	2023	2024	2025
Total hazardous and non-hazardous waste directed to disposal	tons/year	13,632	13,669	14,042
- of which sent to incineration (with energy recovery)	tons/year	6,312	6,053	4,799
- of which sent to incineration (without energy recovery)	tons/year	1,519	1,440	1,528
Landfilling	tons/year	2,332	1,901	2,155
Other disposal operations	tons/year	3,468	4,273	5,561
Total hazardous waste (Offsite)	tons/year	4,823	5,482	4,846
Total non-hazardous waste (Offsite)	tons/year	8,809	8,187	9,196
Total non-hazardous waste (Onsite)	tons/year	-	-	-

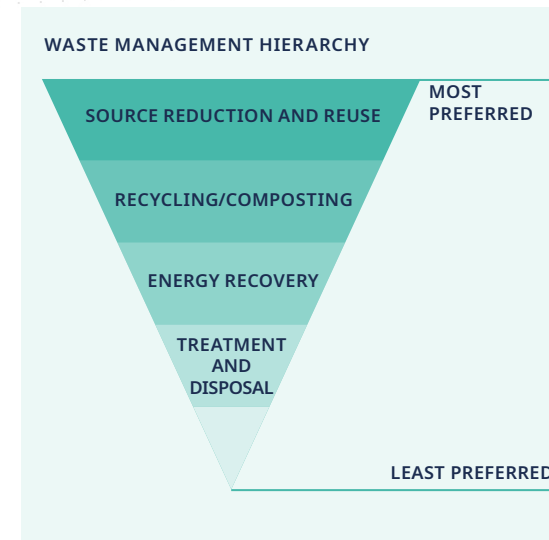
See GRI Disclosure 306-5, page 148, for further details.

Material reused (metric tons per year) in 2025:

- Metal: 2,603
- Paper and cardboard: 2,000
- Plastic: 4,026
- Wood : 2,440

Ensuring Proper Governance

To address the potential negative impacts of hazardous waste on the environment and people's health, **we adhere to rigorous waste management procedures, comply with environmental laws and strive to minimize waste by promoting reuse and recycling, all of which are reinforced through Marelli's [Environment, Health & Safety \(EHS\) Corporate Policy](#).**



We track waste management performance with KPIs that cover waste generation, recovery rates, waste sent to landfills, and waste stream mapping, providing qualitative data on waste types and disposal methods.

This data is meticulously collected across all sites and monitored monthly.

To uphold responsible waste management, **we require all waste handlers to meet contractual and legislative requirements, as specified in the Marelli Purchase Agreement.** This process includes thorough authorization and compliance checks through sample-based internal and ISO 14001 audits, ensuring that third parties manage waste effectively.

In 2025, we had one minor non-monetary waste-related sanction, notified by the local authorities at one of our plant in Mexico. We have proactively investigated the root causes of the occurrence and addressed them.

Training Employees On Waste Management

In 2025, we launched the **"EHS&E Fundamentals"** training campaign to engage all employees—both hourly and salaried—to **strengthen awareness and knowledge of best practices related to environment, health, safety and energy.** The program emphasized waste reduction as a core topic, with a particular focus on packaging waste. By building knowledge and promoting responsible behaviors, this initiative **supports Marelli's broader goal of minimizing waste generation** and fostering a culture of sustainability across operations.

LOOKING FORWARD

We are committed to minimizing our environmental footprint through improved resource management. **By 2028, we aim to achieve a 15% reduction in total waste (tons) generated at manufacturing sites compared to 2022, reinforcing our dedication to circularity and sustainable production practices.**

WATER CONSERVATION



Sustainability Spotlight

- **38%** reduction in water intensity (liters per worked hour) vs. 2021 baseline²⁰
- **33%** of productive²¹ sites in water-stressed areas were investigated under the water pollution assessment roadmap
- No water-related fines

“By prioritizing sites in water-stressed areas and deploying concrete actions—from leak detection to process optimization and reuse—we achieved strong water intensity improvements while ensuring operational continuity and compliance.”

Daniela Caccavo, EHS Sustainability & Management Systems

Our Commitment

Aligned with **SDG 6: Clean Water and Sanitation**, we strive to **reduce our global water footprint, improve water efficiency, and minimize pollutants** through technological innovation.

Our [Water Policy](#) establishes the objective of preventing and **reducing adverse impacts on water availability and quality**. The policy applies to all Marelli-controlled sites—from sourcing to production. It also encourages suppliers to adopt consistent water stewardship practices. The Chief Human Resources Officer (CHRO) and the Chief Legal Officer (CLO), on behalf of the Sustainability Council, play a pivotal role in ensuring the full implementation of this policy and upholding the values it embodies, whereas reviews and oversight sits with the Sustainability Council.

The policy aligns with Marelli's EHS Policy and stakeholder expectations, ensuring transparency through regular reporting, target-setting, and structured communication across the value chain.

Advancing Water Efficiency Across Operations

In 2025, we continued strengthening our approach to water conservation by implementing **operational improvements, advancing risk-based assessments, and enhancing transparency** across our sites and supply chain.

In 2025, several Marelli plants implemented targeted water-efficiency projects delivering measurable reductions in water withdrawal.

²⁰ See Sustainability Dashboard on page 12

²¹ Productive sites refers to manufacturing and operational sites. As of the 2025 reporting year, data collection was expanded to also include non-productive sites. While some non-productive sites are located in water-stressed areas, they are not included in the water pollution investigation roadmap.



Commitment in Action: Water efficiency projects

High impact

- At the Contagem Lighting plant in Brazil, **chiller process optimization** will guarantee annual water withdrawal reduction by 1,000 m³.
- The Penang Lighting site in Malaysia implemented water-reuse solutions from three process areas, enabling the **recovery of process water for cooling applications**, reducing annual water withdrawal by 4,900 m³.
- The Corbetta Electronics plant in Italy **replaced its cooling towers** to reduce annual water withdrawal by 7,000 m³.
- The Fukushima Electronics plant in Japan, **eliminated the previous cooling system** and their associated water and energy consumption. This project will guarantee 3,000 m³ water withdrawal reduction, strengthening the sites resource efficiency.
- At the Hortolândia Propulsion plant in Brazil, operating in a “priority 2” biodiversity risk area, a **structured leakage detection and repair program** was introduced, reducing annual water withdrawal by 900 m³. Additionally, the Sulmona Ride Dynamics plant, in Italy, situated in a “priority 1” biodiversity risk area, deployed an **ultrasonic and geophonic underground leak detection system**, delivering a substantial annual reduction of 45,000 m³.

Medium impact

- At the Caivano Green Technologies plant, in Italy, located in a water-stressed area and a “priority 3” biodiversity risk area, a comprehensive water reduction program was implemented, **reducing non-essential water use across utilities and sanitary systems**, resulting in a 690 m³ reduction in yearly water withdrawal.
- The Bielsko-Biala Ride Dynamics plant in Poland reduced its process water consumption by introducing a new, **more efficient liquid wash that requires less water**, resulting in an annual water withdrawal reduction of 330 m³.

Low impact

- The Saltillo Ride Dynamics plant in Mexico introduced a **recovery system that captures water released during routine fire protection tests**, allowing it to be reused rather than discharged. This upgrade reduces the site's dependence on freshwater sources and enhances efficiency, particularly important given its location in a water-stressed area. The initiative aims to achieve a monthly reduction in water withdrawal of 6 m³.

These projects, together with plants’ ongoing efforts to fix leaks, helped Marelli maintain **strong progress in our water intensity target in 2025, achieving a 38% reduction (liters per worked hour)** compared to the 2021 baseline²².

Our **commitment extends to the supply chain through our annual target letter**, which encourages suppliers to reduce water withdrawals and improve water management across their global operations.

Disclosure 303-3	Water withdrawal			
	Unit of measurement	2023	2024	2025
Total water withdrawal	ML/year	2,109	1,790	1,669
of which surface water withdrawn	ML/year	101	116	97
from water-stressed area	%	17%	24%	20%
Groundwater withdrawn	ML/year	332	300	267
from water-stressed areas	%	0%	0%	0%
Third-party water <small>(e.g. municipal water suppliers and municipal wastewater treatment plants, public or private utilities)</small>	tons/year	1,676	1,374	1,306
from water-stressed areas	%	39%	40%	38%
Water intensity (not GRI)	m ³ / million € revenue	200	196	198

See GRI Disclosure 303-3, page 155, for further details.

²² See Sustainability Dashboard on page 12

Disclosure 303-4	Water discharge			
	Unit of measurement	2023	2024	2025
Total water discharged	ML/year	1,526	1,327	1,157
- to surface water	ML/year	78.24	79.70	74
from water-stressed areas	%	0.0%	0.0%	0.0%
-to groundwater	ML/year	0.7	0.6	0.5
from water-stressed areas	%	0%	0%	0%
-to third-party water (e.g. municipal water suppliers and municipal wastewater treatment plants, public or private utilities)	ML/year	1,447	1,247	1,083
from water-stressed areas	%	30%	33%	32%

See GRI Disclosure 303-4, page 157, for further details.

Water Pollution

To address water pollution and ensure the quality of wastewater management, all of our sites report this information on a monthly basis using our digital EHS tool. Our insights show that 43% of the total water discharge volume is treated internally, of which 33% is primary, 30% is secondary, and 37% is tertiary treatment. This ensures we have effective wastewater management measures in place, safeguarding the ecosystems surrounding our operations.

Marelli has set a company-wide target to investigate 100% of productive sites in water-stressed areas by 2027 to identify opportunities to further reduce water pollution, even where operations already comply with local regulatory limits. Aligned with the United Nations Sustainable Development Goal 6, particularly target 6.3 on improving water quality and safe reuse, our roadmap prioritizes sites with the highest water withdrawal. We remain on track to achieve our milestones: with the support of an external expert partner, **by the end of 2025, we have assessed 33% of our productive sites in water-stressed areas. We will complete 67% in 2026 and reach full coverage by 2027.**

To date, **Marelli has maintained full compliance with all water management regulations** in 2025 and has not incurred any fines related to this topic. We remain committed to upholding the highest standards of environmental stewardship and regulatory compliance.

Disclosure 303-5	Water consumption			
	Unit of measurement	2023	2024	2025
Total water consumption	ML/year (calculated)	583	463	512
- of which from water-stressed area	ML/year	229	158	162
Recycled water index (not GRI)	%	91%	92%	92%
Water recycled and reused (not GRI)	ML/year	20,974	19,805	20,318

See GRI Disclosure 303-5, page 159, for further details.

Water Risk Mapping

In 2025, **no updates were made to the classification of water-stressed areas**, as per our three-year cycle for conducting complete water risk assessments. However, the **classification of non manufacturing sites by water stressed area was performed**, as these sites were included within the reporting boundary for the first time in 2025. The current analysis continues to rely on the previously validated Aqueduct dataset, enabling a more consistent evaluation across our manufacturing sites, joint ventures, and the supply chain.

According to the latest water risk assessment performed in 2024, we identified 21 productive sites in extremely high water-stressed areas, accounting for 29% of our total water withdrawal from manufacturing and non-manufacturing sites. Among these, 18 productive sites utilize water for both technological and civil purposes. Of the total water withdrawn from water-stressed areas (513 megaliters), 96% is sourced from municipal water supplies, and 4% is from collected and stored rainwater. In these areas, 351 megaliters of water are discharged, all of which are sent to third parties. Of this discharged water, 38% undergoes internal treatment. Furthermore, 15% of the internally treated water receives tertiary treatment.



LOOKING FORWARD

We are committed to advancing responsible water management across our operations. **By 2028, we aim to achieve a 35% reduction in water intensity (liters per worked hour) at manufacturing sites compared to 2022, reinforcing our dedication to efficient resource use and sustainable production practices.**

TOXIC EMISSIONS

**Sustainability
Spotlight**

- **98%** of production sites ISO 14001-certified
- **269** internal and **91** external audits

Our Commitment

Marelli is committed to **minimizing our impact on air pollution and toxic emissions**. Through the implementation of environmental management systems in accordance with ISO 14001, **we conduct regular audits and integrate advanced technologies** to ensure our operations meet the highest environmental standards and maintain robust compliance and accountability.

[Marelli's Environment, Health & Safety \(EHS\) Corporate Policy](#) prioritizes **preventing and reducing negative environmental impacts across all operations, products and services**. The policy applies to all Marelli-controlled sites, with voluntary alignment with ISO 14001 and 45001. The Group Executive Committee, part of the Sustainability Council, is accountable for effective implementation, while all sites work to guarantee continuous improvement processes that reduce pollutants. The Material and Substance Declaration (MSD) team, as the central coordination point, together with the businesses and purchasing teams, is managing the elimination or substitution of hazardous substances with safer alternatives in our products. This cross-functional collaboration aims to ensure regulatory compliance.

In 2025, **98% of our production sites achieved or maintained ISO 14001 certification**, reinforcing our commitment to robust environmental management and compliance with evolving regulatory demands²³.

Sites with a certified ISO 14001 environmental management system		
2023	2024	2025
95%	94%	98%
Marelli is strategically refining its operational footprint, resulting in a year-on-year reduction in the number of sites.		

Actions and Technologies for Pollution Mitigation

Marelli implements a wide range of **technologies and operational practices to prevent the emission of atmospheric pollutants and manage environmental nuisances** such as noise, odors, and particulate matter.

Air Emissions Prevention

To minimize emissions of volatile organic compounds (VOCs), sulfur oxides (SO_x), nitrogen oxides (NO_x) and particulate matter, we deploy several abatement solutions:

- **Regenerative thermal oxidizers (RTOs):** Installed at 11 Lighting sites with painting facilities, capable of reducing VOC emissions by up to 99% with thermal recovery up to 97%
- **Thermal Oxidizers (TOs):** In operation at three additional sites (beyond the 11 with RTOs installed), achieving VOC reductions of up to 99% and thermal recovery up to 70%
- **Carbon filters and localized extraction systems:** Installed where required by local regulations or when emissions are of a lower concentration or intermittent nature
- **Particulate matter controls:** Use of pre-filtration, dry-filter systems and dust collectors for processes involving sanding, polishing or material handling

Each site develops a tailored monitoring plan to **ensure emissions remain well below legal thresholds**, reflecting the diversity of local regulatory requirements and technological needs.

²³ The Bowling Green Interior site is not included in the 98% of production sites that achieved or maintained ISO 14001 certification in 2025, as the certificate was issued in February 2026 following the audit completed at year end 2025.

Monitoring and Analysis

All sites implement regular monitoring and site-specific measurement plans, including:

- Periodic analysis of major air pollutants (e.g., VOCs, NO_x, SO_x, PM)
- Work environment air quality monitoring where required by local permits
- Record-keeping and data review cycles, aligned with ISO 14001 procedures
- ISO 14001 internal (269) and external (91) audits in 2025

Disclosure 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions			
	Unit of measurement	2023	2024	2025
PM (Dust)	Tons/year	5,067	3,836	2,351
NOx	Tons/year	135,415	113,069	93,471
SOx	Tons/year	8,464	8,521	7,516
Total air emissions	Tons/year	148,946	125,426	103,338

See GRI Disclosure 305-7, page 154, for further details.

Noise and Environmental Nuisance Prevention

To prevent noise pollution and other environmental nuisances:

- **Noise preventive maintenance plans:** Maintenance programs ensure timely replacement of equipment components that have potential to generate abnormal noise (e.g., bearings, fans, air compressors)
- **Regular noise measurement campaigns:** Boundary noise measurements are conducted periodically to validate compliance with site-specific legal limits
- **Noise-reduction technologies:** Installation of acoustic enclosures, silencers on exhaust lines, damping materials, and low-noise mechanical systems
- **Odor control:** Activated-carbon filtration, enclosed material storage, and improved ventilation systems in

odor-generating processes in compliance with site-specific legal limits

- **Dust and particle controls:** Local exhaust ventilation, cartridge filters, and routine cleaning protocols minimize particulate emissions in compliance with site-specific legal limits

In 2025, we received one minor non-monetary VOC emissions-related sanction, issued by the local authorities at one of our plants in Japan. We have proactively investigated the root causes of the occurrence and addressed them. We remain committed to upholding the highest standards of environmental stewardship and regulatory compliance.

Training Our Employees on Environmental, Health & Safety Topics

In 2025, Marelli launched the **EHS Procedures Awareness Program** to strengthen employee understanding of EHS standards and compliance requirements. The program was designed to increase awareness of key procedures and ensure consistent application across all sites. Training activities included:

- **Overview of EHS Global Procedures,** providing a general introduction and guidance on accessing documents in the internal repository
- **ISO 14001 Procedures,** focusing on environmental management systems and risk assessment practices
- **EHS Data Collection & KPI Procedures,** emphasizing accurate data reporting and performance monitoring
- **ISO 45001 Procedures,** addressing occupational health and safety management requirements

This structured approach ensures employees are equipped with the knowledge to support compliance, improve operational performance and contribute to Marelli's sustainability objectives across all sites.



LOOKING FORWARD

In 2026, we plan to conduct a comprehensive materiality assessment focused on impacts, risks, and opportunities as part of our preparation in line with the CSRD.

BIODIVERSITY



Sustainability Spotlight

- **100% of Priority 1 sites** (within 10 km of protected areas) assessed for biodiversity risk
- **100% of Priority 1 sites** are certified under ISO 14001 and aligned with the corporate environmental risk assessment procedure
- All water discharged at Priority 1 sites treated (internally or via third parties)
- **100% of Priority 1 sites** monitor water discharge; **78%** monitor air emissions and external noise

“At Marelli, biodiversity protection is embedded into how we manage risks at our operations: we identify priority sites near protected areas, and we integrate mitigation actions into daily operations, ensuring that regulatory compliance, environmental stewardship, and long-term business resilience go hand in hand.”

Tiziano Piccardo, Climate Change Lead

Our Commitment

At Marelli, we recognize that thriving ecosystems are essential to human well-being, climate resilience, and the long-term sustainability of our business. **Guided by the Kunming-Montreal Global Biodiversity Framework’s Vision for 2050, we aim to align our activities with global efforts to halt and reverse biodiversity loss.**

We support **SDG 15: Life on Land** and acknowledge that **our operations**—through land use, resource consumption, emissions, water discharge and noise—**interact with ecosystems** that provide essential services, from climate regulation and water purification to soil fertility and flood mitigation.

In alignment with the EU Deforestation Regulation (EUDR) and international biodiversity conventions, we commit to preventing deforestation within our operations and supply chain. We also apply a corporate Biodiversity Index to identify, assess, and mitigate risks in sensitive locations.

Our strategy is rooted in the principles and processes defined in the Marelli Global Biodiversity Policy and the Marelli Global Biodiversity Framework (2024–2025), which set the governance structure, operational responsibilities, and annual reporting expectations across all manufacturing and non-manufacturing sites.

Biodiversity Policy

Building on this foundation, **Marelli’s Global Biodiversity Policy** provides a structured roadmap to implement these commitments across all levels of our operations and supply chain. This policy outlines clear processes for **conducting biodiversity assessments and integrating the findings into our environmental management systems.** Governance is led by the Corporate Sustainability Team, with interdisciplinary support from EHS, Real Estate and Human Resources functions. Progress and disclosures are reported annually via Marelli’s sustainability report and CDP submissions. The policy prioritizes **evaluating and mitigating risks for sites near key biodiversity areas,** ensuring that our operational practices align with local and international conservation efforts. Furthermore, the policy extends these principles to our suppliers and controlled joint ventures, requiring them to adhere to stringent assessment and compliance standards, particularly in relation to the European Union Deforestation Regulation.

Marelli’s current biodiversity approach focuses on **compliance-driven risk management** rather than outcome-based biodiversity restoration targets. As biodiversity is classified under the “Compliance” quadrant of Marelli’s materiality matrix, we prioritize preventing any negative impact through systematic risk identification, legal compliance and environmental management controls. As of the reporting date, Marelli has not established specific biodiversity goals or targets, including a defined base year or measurable indicators. Consequently, no targets informed by scientific consensus to halt or reverse biodiversity loss have been set at this stage.

Progress is tracked through process indicators, including:

- percentage of **sites assessed for biodiversity risk** using external tools
- coverage of **Priority 1–3 sites** under the corporate **environmental risk assessment**
- application of **ISO 14001 environmental aspect evaluation**

Biodiversity Risk Assessment

The **Marelli Global Biodiversity Framework defines a four-step process for assessing and managing biodiversity risk**. Beginning with a **corporate-led biodiversity risk screening**, the process continues with **site-specific drill-downs** that consider the broader environmental context of each location. This is followed by a **detailed environmental risk assessment** in line with our “Environmental Aspects Procedure (Evaluation, Risks and Opportunities)”. Finally, **impact mitigation and biodiversity enhancement actions** are planned and reported annually. Risk mapping is comprehensive and incorporates proximity to protected areas (within 10 kilometers), Maplecroft biodiversity risk scores, local conservation designations such as Natura 2000, Ramsar, UNESCO, and MAB sites, presence of sensitive receptors and an evaluation of each site’s physical biodiversity levels and conservation degree.

Through the application of a biodiversity index and proximity criteria, Marelli classifies its sites by risk level:

- **Priority 1 sites** are those located in **high-risk biodiversity areas within 10 kilometers of protected zones**, such as Llinars del Vallès, Sulmona, Barberà, Mauá, Kechnec, Amparo and Toluca. These locations are required to report annually on impact control and mitigation measures.
- **Priority 2 and Priority 3** are **medium-risk locations situated within five to ten kilometers of sensitive areas**, including Contagem, Tokai, Saltillo, Venaria Reale, Bari, Tangerang, Goiana, Mako and others. Mitigation initiatives are being progressively implemented at these sites to further reduce impacts on biodiversity²⁴.

The biodiversity risk assessment is location-based and relies on externally recognized datasets and modeled biodiversity risk indicators, including protected-area designations and proxies for biodiversity presence. The assessment supports risk screening and prioritization and does not constitute a site-specific ecological field survey or biodiversity baseline study. At this stage, the assessment focuses on our own operations, while **biodiversity-related risks in the supply chain are addressed indirectly through supplier environmental requirements and regulatory compliance obligations**, including applicable deforestation and environmental protection regulations.

Per Marelli’s **internal environmental aspects evaluation procedure**, in line with ISO 14001 requirements, we ensure that these Priority 1, 2 and 3 sites consider the proximity of protected areas when evaluating the significance of their environmental impacts. These impacts—such as **water withdrawal, water discharge, atmospheric emissions, waste generation and external noise**—represent the main potential drivers of biodiversity loss associated with Marelli’s operations. As part of their routine environmental aspects evaluation, **sites define opportunities and control or mitigation measures, which are included in the site management and improvement plan** and are aimed at preventing or minimizing impacts on nearby protected areas. Further details are reported in the Water Conservation, Waste Management, Energy Management and Toxic Emissions sections of this report. Marelli’s operations do not involve the introduction, management, or control of invasive alien species.

Marelli decided to focus on two environmental impacts that can have a more direct effect on biodiversity in nearby areas: **water discharge and external noise pollution**.

All **water discharged by the plants identified as adjacent to protected areas and areas of high biodiversity value is treated internally or in third-party wastewater treatment plants**. Of the total water discharge from these sites, amounting to 153 megaliters, 96% is directed to third-party entities via sewers, while 4% is released into surface waters near the sites. Of the internally treated water, 64% undergoes primary, secondary and tertiary water treatment steps to ensure that no harmful concentrations of biodegradable and non-biodegradable pollutants are released into the environment. Notably, **94% of the internally treated water receives tertiary treatment, ensuring the highest purification standards**.

We understand that noise pollution can impact local biodiversity. **External noise is carefully monitored at all sites where required by local regulations. When necessary, we implement specific countermeasures to address noise concerns**. Our sites develop and implement a maintenance plan based on their equipment’s technical manuals to ensure efficiency and prevent increased levels of external noise. Also, other sites not in areas of high biodiversity value, such as Green Technologies sites in Sosnowiec and Gunma, have taken proactive steps by installing noise barriers on ventilation equipment located outside the facility to effectively reduce external noise pollution²⁵.

Through this process, Marelli applies the **mitigation hierarchy primarily through avoidance and minimization measures embedded in its ISO 14001** environmental aspects evaluation and site management action plans. This same environmental management framework also integrates consideration of biodiversity-related stakeholder expectations, through the analysis of organizational context and interested parties required under ISO 14001, including interactions with competent authorities and local stakeholders where relevant²⁶.



²⁴ Sites classified as low risk under the biodiversity index were excluded from the assessment. For Priority 1, 2 and 3 sites, a stand-alone biodiversity management plan is not in place; instead, biodiversity-related aspects are integrated into the broader environmental management system certified to ISO 14001. A number of low-priority sites also operate under an ISO 14001-certified environmental management system.

²⁵ Marelli has not yet conducted an assessment of the actual or potential biodiversity impacts associated with its products and services within the supply chain.

²⁶ As of the reporting date, Marelli has not established or implemented specific restoration, offsetting or transformative conservation actions, nor defined related goals or stakeholder engagement processes; similarly, activities to enhance synergies between biodiversity and climate change management have not yet been implemented, and no formal processes are in place to ensure that biodiversity actions fully avoid negative impacts or maximize positive outcomes for stakeholders.

Environmental Risk Assessment

In 2024, **Marelli initiated a global collection of environmental risk assessment data from all sites, aligned with ISO 14001 requirements.** This included evaluating risks related to chemicals and auxiliaries, raw materials, water withdrawal, energy consumption, waste and by-product generation, water drainage, atmospheric emissions, external noise, odors, radiation, and vibrations.

In 2025, Marelli strengthened its environmental risk assessment framework for sites located in areas of high biodiversity importance, "Priority 1" locations situated within 10 km of protected areas. A dedicated assessment campaign was launched to verify the systematic application of the corporate environmental risk assessment procedure aligned with ISO 14001 requirements at these sites. **All investigated locations confirmed that they conduct and annually update their environmental aspects evaluation in accordance with ISO 14001, while 78% have already fully adopted the corporate procedure, with the remaining sites progressing toward full alignment.**

In line with corporate methodology, all Priority 1 sites evaluated the presence of sensitive receptors and local water availability, with most sites identifying high relevance for both —two key indicators of potential biodiversity impact. The assessment was complemented by a review of monitoring plans for significant environmental aspects: **78% of sites maintain air-emission monitoring plans, 100% have water discharge monitoring plans, and 78% have external noise monitoring systems,** each aligned with applicable local regulations. In cases where monitoring plans are not in place (22% of cases), this is due to the absence of regulatory requirements for the specific industrial process involved.

Potential interactions with ecosystem services, such as water regulation, noise buffering, and environmental quality, are addressed through operational controls, compliance with environmental permits, and resource efficiency measures. Marelli does not currently conduct site-specific valuation or dependency assessments of ecosystem services.

LOOKING FORWARD

The enhanced risk assessment process provides a more consistent understanding of site-level pressures on biodiversity—particularly regarding emissions, noise, and water use—and establishes a harmonized baseline for future risk mitigation actions. **In 2026, Marelli will focus on reviewing and consolidating the data already collected, ensuring alignment with evolving regulatory requirements and CSRD disclosure expectations. We will continue to strengthen site-level environmental risk management practices, embedding the corporate environmental risk assessment procedure as a requirement across priority locations, while progressively refining the overall scope and focus of future actions.**

Commitment in Action: Tree planting in Thailand and Mexico

The Electronics and Interiors businesses of Marelli Thailand participated in a tree-planting activity at Chalermphrakiat Public Park, Bang Pakong District, in honor of the birthday of His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua. A total of **450 saplings of fruit and perennial trees were planted,** supporting environmental conservation, strengthening community participation, and expanding local green spaces. On the other side of the globe, Marelli joined forces with the Environment Department of the Tepotzotlán municipal council for a reforestation campaign held in Tepotzotlán, Mexico. Our employees successfully **planted 200 trees, including Greggii pines, Tronadora pines, oaks and stone pines** contributing to removing approximately 4,000 kg of CO2.

Commitment in Action: Balancing emission reduction, biodiversity protection, and innovation in the UK

Marelli Sunderland's Solar Power Project underscores efforts in emission reduction, biodiversity protection, and innovative energy management. By **installing 170 solar panels with a 2,061 kWp capacity, the project meets 13% of the plant's energy needs and cuts annual CO2 emissions by 531,380 kg.** An advanced battery storage system enhances the solar array by storing excess energy for use during low sunlight, ensuring a steady power supply and saving approximately £75,000 in energy costs each year. Despite its importance, the project was paused for three months to protect nesting seagulls and their young. To celebrate its launch and engage the community, Marelli Sunderland hosted an art competition, with participants' drawings now showcased in the site's main reception area.



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GOVERNANCE & COMPLIANCE

Our Commitment

Compliance with international ESG standards and regulations is a cornerstone of Marelli's operations worldwide. **We continue to support the UN Global Compact and submit our annual Communication on Progress**, while integrating the UN Sustainable Development Goals into our policies and procedures, strengthening ESG awareness across the organization.

Through close cross-functional collaboration, we have advanced our preparedness for evolving regulatory frameworks, including the European Union Taxonomy (EU Taxonomy), the Corporate Sustainability Reporting Directive (CSRD), the Carbon Border Adjustment Mechanism (CBAM) and the European Union Deforestation Regulation (EUDR).

Our science-based targets, validated by the SBTi in 2025, guide our decarbonization roadmap. **We report annually on progress and will review and update targets in line with SBTi's five-year cycle.** Emissions inventories cover all operations under our control, with exclusions below 5%, and performance is disclosed through our Sustainability Report, CDP and other platforms.

In early 2026, Marelli achieved CDP A- recognition for both Climate Change and Water Security and we received our first EcoVadis Platinum Medal with an overall score of 90 out of 100, reflecting the maturity of our ESG journey.

Building on this strong foundation, we continue to **prioritize transparency and ethical supply chain practices** amid a rapidly changing geopolitical landscape. Our approach favors constructive engagement and long-term partnerships grounded in integrity and trust, rather than short-term measures such as boycotts. These principles are reinforced by the [Marelli Code of Conduct](#), which ensures accountability and strengthens Marelli's reputation as a responsible and trusted partner.



Sustainability Spotlight

- **EcoVadis Platinum Medal achieved (90/100 total score)**
- **CDP ratings: A- in Climate Change and A- in Water Security**

Sustainability Governance

Marelli's highest decision-making body, the **Board of Directors**²⁷, comprises 11 members. They are supported by the **Nomination, Governance and Human Capital Committee (NGHCC)**—a five-member board committee responsible for the implementation of our governance guidelines, board nominations, executive compensation and oversight of sustainability and ESG-related compliance. The NGHCC also is responsible for succession planning and diversity, equity and inclusion initiatives, with ESG as a standing agenda item at each quarterly NGHCC meeting.

At the management level, the **Sustainability Council**, chaired by the CEO and composed of eight **Global Executive Committee** members, approves our sustainability strategy, targets and the present sustainability report, oversees the double-materiality assessment, monitors the decarbonization roadmap and resource allocation, and sets key targets for the three-year ESG roadmap. The Sustainability Council meets quarterly to review progress toward our sustainability goals. Each member is accountable for one or more material topics within their area of responsibility and appoints champions to implement actions.

Across all businesses, designated sustainability leads coordinate regulatory compliance and customer ESG requirements in collaboration with the global sustainability team. Together, they form the Sustainability Committee—a network of over 100 professionals driving Marelli's ESG commitments.

In early 2025, **Marelli conducted its first Board performance evaluation using the World Business Council for Sustainable Development (WBCSD) self-assessment tool.** The review, led by the Chief Legal Officer and Corporate Secretary, evaluated ESG oversight across five pillars: purpose and business model, risk management, management and stakeholder engagement, and non-financial disclosure. **Results placed Marelli's Board within the "Progressing" profile, with "Leading" performance in purpose alignment and management engagement.** We recognize that some actions originally targeted for 2025 as improvements were deferred. The Board has refreshed timelines to reflect structural updates and preserve the quality of execution. Yet, core ESG controls—risk integration, transparent disclosure and stakeholder engagement—continued uninterrupted.

²⁷The Board of Directors referred to in this section corresponds to the composition in office as of 31 December 2025.

Our Tax Approach

Marelli's approach to tax focuses on **efficiency and long-term value creation for stakeholders by aligning with business objectives, complying with local tax laws and integrating sustainable development strategies**. We emphasize integrity and transparency in our tax engagements by maintaining open communication with tax authorities. To ensure a consistent and transparent dialogue, we actively engage with stakeholders to address and manage tax-related concerns through a connected grievance mechanism, including raising concerns through the [Marelli Integrity Hotline](#).

Crisis Management

Marelli's crisis management framework is designed to deliver swift, coordinated responses to events that may disrupt operations or threaten supply chain continuity, such as geopolitical tensions, natural disasters or component shortages. Since 2023, **we have enhanced our corporate crisis management process by implementing a task force system at both operational and management levels involving all areas of the organization, led by the Supply Chain team**.

This structure facilitates real-time assessment, escalation, and recovery actions globally, across all the functions and businesses. **Routine monitoring, post-crisis reviews and "lessons learned" analyses are incorporated into Marelli's risk prevention and business continuity planning, strengthening overall organizational resilience**.

Currently, North America tariff increases, which commenced in 2025, remain a key focus. Ongoing challenges with electronics components and memory suppliers, which risk impacting deliveries to all our main customers, will be addressed through this crisis management framework and the development of alternative sourcing strategies.

Sustainability Spotlight

- SA8000 certifications: **32 sites certified globally**
- Joint Ventures – ESG risk mitigation: **>80% of corrective actions completed in 2025**
- **Seven third-party internal audits conducted**



Managing ESG Risk

As we prepare to integrate materiality-driven Impact, Risk, and Opportunity (IROs) into our double materiality assessment review, we continue to strengthen the foundations of ESG risk oversight across our value chain. This includes enhancing **monitoring of suppliers, operations and joint ventures** to provide a more granular view of specific ESG risks.

Building on these efforts, we leverage advanced tools to translate oversight into actionable insights. **We use a third-party risk-mapping platform to monitor our global operations and supply chain.** Each site is tracked by its geolocation within countries, which are assigned risk indices²⁸ on a 0-10 scale, with 0 being the highest and 10 the lowest risk. This evaluation helps us pinpoint key risk drivers and craft effective risk management strategies, internal audit programs and controls to address the specific concerns.

“The way we assess and mitigate ESG risks, execute due diligence and manage compliance in 2025 has moved Marelli into a different category of maturity—where responsibility is measurable, comparable and recognized against leading industry benchmarks.”

Yasuyoshi Goto, Head of Global Compliance

ESG Risk Mitigation In Our Operations

Marelli is committed to upholding human rights, ethical labor practices, data security, and environmental stewardship. Through employee training, key certifications and internal audits, **we proactively address risks such as child and forced labor, discrimination and workplace safety,** ensuring compliance with global standards and continuous improvement across our sites. **In 2025, we certified 98%²⁹ of our active production plants under ISO 14001, and 96% under ISO 45001³⁰. We have successfully obtained SA8000 certification for 32 plants out of 44 in EIRIS A- and B-lists countries and we will complete the certification of the remaining twelve sites in 2026.** Still, we keep additional sites in the roadmap based on our current risk monitoring.

Starting in 2026, all active production plants will progressively complete and maintain the latest SAQ questionnaire on the SUPPLIERASSURANCE platform. We selected SAQ because it provides a comprehensive, third-party vali-

dated assessment applicable to every production unit, enabling consistent ESG performance across our global footprint. This approach complements customer-specific requirements while ensuring a uniform baseline for compliance and continuous improvement. **Marelli will set a minimum score for at least 80% of plants under this methodology, reinforcing proactive risk management and transparency.**

For internal audits, selection is based on geographic and business coverage, excluding sites that hold SA8000 certification. The audit consists of a site visit, a review of policies and internal documents, and interviews with employees and contractors. Action plans signed by plant representatives and third-party auditors in 2025 addressed identified gaps properly addressed by year-end. Findings have also informed improvements, cross-checks across plants and updates to the internal Marelli policies to enhance accountability and drive risk identification and mitigation. **Having successfully concluded the pilot at seven plants in 2025, we plan to expand audits in 2026 using a risk-based approach. Rather than focusing solely on site count, we will prioritize coverage of locations that account for at least 24% of total working hours. This ensures that audits target operations with the highest levels of human activity and complexity—where ESG risks are most material—while maintaining geographic and business representativeness.** Strengthening ESG assurance through targeted audits is one part of our broader commitment to operational resilience. In parallel, **we continue to address another critical dimension of risk—cybersecurity—by identifying and mitigating vulnerabilities across IT and manufacturing systems, using continuous threat monitoring, access control and incident response protocols to prevent operational disruptions.** Our priority is to safeguard production continuity and data integrity through standardized cybersecurity measures, regular audits and targeted resilience programs at critical sites.

²⁸ Access to Remedy Risk, Air Quality, Biodiversity and Protected Areas (Marine), Biodiversity and Protected Areas (Terrestrial), Carbon Policy, Child Labor, Civil Unrest (historic), Climate Litigation, Coal Power Share of Primary Energy Supply, Conflict Intensity, Corruption, Decent Wages, Decent Working Time, Deforestation, Discrimination in the Workplace, Education, Efficacy of the Regulatory System, Environmental Regulatory Framework, Food Security, Forced Labor, Freedom of Association and Collective Bargaining, Freedom of Opinion and Expression, Hazardous Waste, Healthcare, Heat Stress Baseline, Indigenous Peoples' Rights, Judicial Effectiveness, Judicial Independence, Land, Property and Housing Rights, Low Carbon Economy, Mercury Pollution, Migrant Workers, Minority Rights, Occupational Health and Safety, Persistent Organic Pollutants, Poverty, Security Forces and Human Rights, Sexual Minorities, Total GHG Emissions, Trafficking in Persons, Waste Generation, Waste Management, Water Pollution, Water Quality, Water Security, Water Stress, Women's and Girls' Rights.

²⁹ The Bowling Green Interior site is not included in the 98% of production sites that achieved or maintained ISO 14001 certification in 2025, as the certificate was issued in February 2026 following the audit completed at year-end 2025.

³⁰ The Bowling Green Interior site is not included in the 96% of production sites that achieved or maintained ISO 45001 certification in 2025, as the certificate was issued in February 2026 following the audit completed at year-end 2025.

Third-party ESG Audit: Scope and Coverage

Governance (Ethics, Compliance & Anti-Corruption)

- Transparent and accurate business disclosures
- Data protection and confidentiality controls
- Fair business practices and ethical conduct
- Compliance communications and employee awareness
- Anti-bribery and anti-corruption controls, including prevention and detection measures and specific training for employees involved in public dealings
- Supplier onboarding controls and Supplier Code of Conduct adherence
- Compliance leadership at plant level (Compliance Champion or equivalent)
- Anonymous reporting mechanisms and non-retaliation safeguards
- Handling, investigation and closure of compliance reports
- Gifts and hospitality controls and incident management

Social (Human Rights, Labor & Working Conditions)

- Ethical recruitment and “No Fees” policy implementation
- Migrant worker protections (contracts, identity documents)
- Minimum age and young worker protection
- Working time, overtime, rest days, and breaks compliance
- Wages, lawful deductions, and disciplinary procedures
- Freedom of association and collective bargaining rights
- Monitoring of recruiters, contractors, and outsourced workforce
- Labor audits, record retention, and worker housing (where applicable)

Social (Occupational Health & Safety)

- Health & Safety governance and accountability
- Risk assessments and hazard controls
- Emergency preparedness and response
- Incident and occupational illness management
- Permits, certifications, and equipment safety
- Mandatory training, medical surveillance and personal protective equipment
- Chemical safety management and emergency measures

Environment

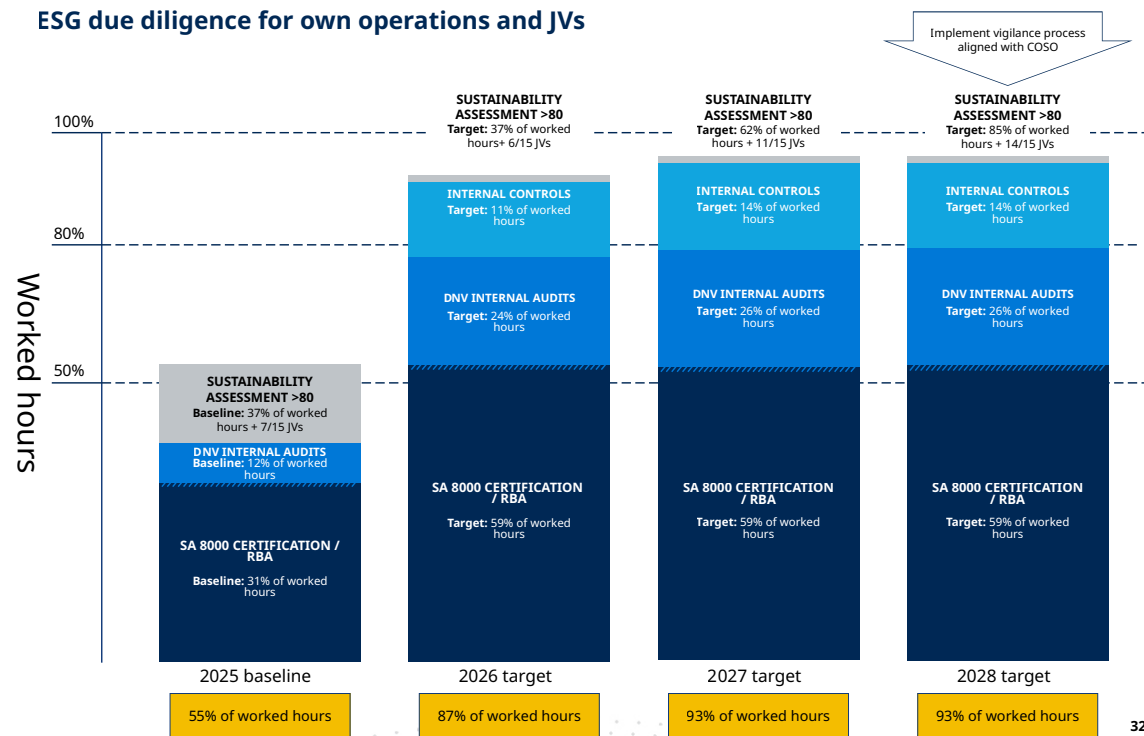
- Clear ownership of environmental management activities
- Pollution, emissions and waste compliance monitoring
- Energy, water and resource efficiency programs
- Environmental risk assessment and legal compliance
- Environmental permits management
- Waste and hazardous waste management
- Energy consumption controls and audit trail



ESG Risk Mitigation Of Our Joint Ventures

In 2024, we completed comprehensive assessments of our joint ventures, also using SAQ, and found no immediate risks. We shared an improvement plan with top governance bodies to address gaps and align with Marelli's standards. Based on these findings, **Marelli developed a comprehensive two-year corrective action plan, with completion targeted for the end of 2026. In 2025 alone, more than 80% of the identified actions have been completed.**³¹

ESG due diligence for own operations and JVs



³¹ Despite the absence of critical risks identified during the assessment process, we regret to inform that a fatal accident occurred in 2026 at a non-controlled joint venture. Marelli promptly reviewed the root causes and reinforced preventive measures across all operations under its control.

³² Worked hours are defined as employees worked hours + agency workers worked hours (clock-in/out). Coverage is measured using worked hours rather than number of sites, as worked hours better reflect actual operational and workforce exposure to risk, and provide a stable, comparable metric across a changing footprint, consistent with metrics already used for environmental and health and safety KPIs.

Alignment with the COSO framework means that the vigilance process follows a structured internal control approach, covering governance, risk identification, preventive and corrective measures, information flows, and ongoing monitoring.

ESG Risk Mitigation In Our Supply Chain

We mitigate supply chain ESG risk by tracking supplier exposure through a dedicated risk management platform that integrates financial, operational and ESG indicators to detect vulnerabilities early. *[Read more in the Sustainability in the Supply Chain section on page 79].* In 2025, we strengthened our three-level ESG and cybersecurity due diligence. **We moved the supplier ESG self-assessment to the SUPPLIERASSURANCE platform, requiring our suppliers to complete SAQ 5.0.** We have also expanded on-site audits to indirect suppliers. We enhanced our **supplier cybersecurity framework by requiring TISAX or ISO 27001 certification for critical partners**, embedding data protection and incident response clauses into contracts and introducing continuous risk monitoring to detect threats and ensure resilience across our value chain.

Regulatory Compliance

Marelli has consolidated its regulatory compliance efforts. Despite an evolving regulatory framework in Europe, we have made significant progress in aligning with ambitious global sustainability requirements. **Considering Marelli's substantial European presence, 2025 has seen consistent commitment to the CBAM and the European Union's Deforestation Regulation (EUDR).**

Moving beyond compliance reporting, we proactively identified imported parts within the CBAM scope and engaged with relevant supply chains to drive decarbonization and improve data accuracy.

In anticipation of the EUDR's 2026 enforcement, we engaged in productive exchanges with customers and suppliers across geographies, resulting in an extensive mapping of the parts we handle. **As a result, we identified inbound parts that could be in scope of the regulation and proactively engaged suppliers to exclude commodities linked to deforestation. In most cases, natural rubber used in some parts was replaced with synthetic materials.** This extensive effort enabled Marelli to ensure EUDR compliance and minimize risks associated with regulatory changes.

In 2025, Marelli conducted a comprehensive review of current and emerging ESG regulations across the regions where we operate. This assessment has played a key role in shaping our targets and priorities for the coming years. **Looking ahead to 2026, as we continue our preparatory work in line with the CSRD, we will prepare our database to respond to potential customer requests in line with Chinese norms.**

Ensuring Ethical Business Conduct

Sustainability Spotlight

- **Ethical Workplace Conduct training** completion: **51%** of all employees (**81%** salaried; **36%** hourly)
- **Anti-money-laundering** targeted training for Purchasing, Finance and Sales reached **88%** coverage
- **10,844 salaried** (and above) and 10,106 hourly employees were trained on raising concerns safely
- **453 managers** received face-to-face compliance training
- **10% improvement** in the Integrity Hotline **case substantiation** rate (**46%** in 2025 versus **36%** in 2024)

The **Marelli Code of Conduct** embodies our core values and guides ethical, sustainable business practices. It emphasizes individual accountability, respect for human rights, diversity, equity, inclusion, and compliance with import, export and anti-boycott regulations. Our commitment aligns with the UN Guiding Principles on Business & Human Rights and affirms responsible conduct in all locations.

By the end of 2025, 51% of all employees had completed the required Code of Conduct training. In 2025, we also started training hourly employees in several countries; while coverage is still limited (36%), we plan to cover all hourly employees globally by 2027.



This mandatory annual training program is a key preventive measure to promote respectful workplace behavior, prevent harassment and discrimination, and support early identification of ethical risks before issues escalate. The training complements **Marelli's Integrity Hotline** by reinforcing awareness of expected conduct and encouraging employees to raise concerns through established speaking-up channels.

Training includes a mandatory acknowledgment to ensure understanding of the guidelines, with digital confirmation for salaried employees. For hourly employees, acknowledgment is managed through signed attendance sheets maintained by local HR. These sheets include employee identification, the trainer's name, and training duration.

Ethical Workplace Conduct training completion rate: 51% of all employees

Salaried employees, including executives and managers: 81% completed the training³³

Hourly employees: **36% completed the training**

Training modules:

- What is workplace conduct?
- What is harassment?
- Acting on environmental and social values
- Conflict of interest
- What is insider trading?
- What is anti-trust?
- What is fraud?
- What is bribery and corruption?
- Guides for gifts and entertainment
- Speaking up
- Mandatory acknowledgment

To further embed these principles into daily operations, **in 2025 we strengthened our compliance framework by expanding the reach of our local Compliance Champions Network to Germany, the Czech Republic, and Morocco, in addition to Turkey, Slovakia and Poland.**

³³The Ethical Workplace Training was delivered to salaried employees across all countries, excluding Germany. Therefore, the reported completion rate of 81% reflects only the population of employees targeted by the training.

What is the Marelli Compliance Champion Network?

Marelli's Compliance Champion Network is designed to foster a culture of integrity and ethics in countries where we operate without dedicated legal and compliance personnel. By empowering selected employees across functions to serve as compliance advocates, the program aims to enhance awareness and understanding of our compliance policies and practices through a "train the trainer" approach.

These champions receive specialized training to equip them with the knowledge and tools needed to promote ethical behavior and ensure compliance with legal and regulatory requirements. Through regular communication, workshops and feedback sessions, the Compliance Champion Network helps maintain high standards of accountability and transparency at Marelli, supporting our commitment to ethical business conduct.



In line with this strengthened focus on ethical conduct and regulatory compliance, we also addressed instances where our operational controls failed to meet required legal standards. In July 2025, the commercial authority of San Francisco County issued a fine³⁴ and ordered the temporary closure of an external warehouse at our Aguascalientes Electronics plant in Mexico because the site lacked a valid commercial operating permit. This incident is categorized as a business conduct compliance matter (administrative licensing non-compliance). No environmental, health or safety impacts were involved.

³⁴ Marelli defines significant instances as instances that generate an impact greater than JPY 443 million (EUR 3 million) from a free cash flow (FCF) perspective or JPY 590 million (EUR 4 million) in terms of EBIT. The fine received from the commercial authority of San Francisco County was JPY 157,892 (EUR 1020.30), accordingly classified as not material.

Respect for Human Rights

Guided by the UN International Bill of Human Rights, the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, the UN Guiding Principles (UNGPs) on Business and Human Rights, and the UN Global Compact, **we are committed to deploying human rights practices throughout our operations and supply chain.** Our approach is to **apply the higher standard and act to fully respect fundamental rights, even when national laws diverge from them.**

In May 2026 we published our updated Human Rights Policy to reflect evolving legislation and stakeholder expectations. The new policy, aligned with the [Marelli Code of Conduct](#) and [Marelli Supplier Code of Conduct](#), centers on preventing and addressing key risks including forced labor, child labor, discrimination, fair wages, freedom of association, the use of public or private security forces, land and water rights, and ethical recruitment. It also covers emerging areas such as digital rights, environmental and climate-related impacts, and the protection of vulnerable groups. The new policy strengthens Marelli's commitment by introducing robust governance and accountability, embedding a risk-based human rights due diligence process, and establishing clear grievance and remediation mechanisms—ensuring enhanced oversight, transparency and effective implementation.

The policy provides a comprehensive framework aligned with international standards such as the United Nations Guiding Principles on Business and Human Rights (UNGPs), the International Labor Organization (ILO), and the Organization for Economic Co-operation and Development (OECD), as well as emerging regulations including the Corporate Sustainability Reporting Directive (CSRD) and the Corporate Sustainability Due Diligence Directive (CSDDD).

Complementing these policy enhancements, we also rely on rigorous assessments to ensure effective implementation and identification of areas of vulnerability. **Third-party conducted independent audits and internal risk mapping help us identify potential human rights vulnerability exposures within operations.** Recent reviews indicate that service providers operating at our premises including cleaning, security and catering, may be more vulnerable, even in developed markets. To address this, we are strengthening governance by clarifying responsibilities across the Human Resources, Environment, Health and Safety, and Purchasing functions and integrating these considerations into our human rights risk management framework. **In parallel, we continue to advance SA8000 certification of the not-yet-certified plants in critical geographical areas identified in the EIRIS A- and B-lists, with completion targeted for 2026.**

We fully expect our business partners to share our commitment to respecting human rights. To this end, we outline our expectations in the Marelli Supplier Code of Conduct and annual target letters. We evaluate their adherence and maturity through a comprehensive three-level due diligence program, ensuring human rights are upheld throughout our supply chain. *[Read more on this in the Sustainability in the Supply Chain section on page 79]*

In 2025, recognizing the heightened risks as indicated by the Forced Labor Index, we conducted three audits in Turkey and four in India at our suppliers' premises, with no forced labor issues detected. Similarly, child labor is critically assessed during supplier audits with immediate escalation if detected. With identified risks primarily in India and Bangladesh, Marelli conducted 66 audits at supplier premises in 2025 without any evidence of child labor. Regarding identified high-risk areas of freedom of association and collective bargaining, audits were conducted at supplier premises in China, Vietnam and Bangladesh, resulting in requests to reinforce human rights policies in two instances. Sustainability self-assessments are also integral whenever new business is awarded, ensuring ongoing vigilance and adherence to international labor standards.



Anti-Corruption and Bribery

Our vision is to uphold the highest standards of integrity by ensuring a workplace free from corruption and bribery. Our anti-corruption and anti-bribery policy prohibits improper payments, clearly defines “anything of value³⁵,” and distinguishes legitimate transactions from facilitation payments. It emphasizes reporting suspicious activities, conducting third-party due diligence and ensuring that interactions—including those with public officials, gifts, hospitality, and charitable contributions—align with Marelli’s core values. **In 2026, Marelli will introduce measurable indicators to strengthen our anti-corruption and anti-bribery program, including tracking reductions in cash transactions, monitoring disclosures of gifts and entertainment-related expenditures** and expanding audit coverage in high-risk regions.

We have implemented a global reporting system, available in 17 languages, to enhance oversight of gifts and entertainment expenditures. Mandatory training on anti-corruption and anti-bribery is included in our Code of Conduct and Ethical Workplace Conduct programs, with targeted training planned for high-risk countries. **We are increasing the number of third-party-led internal audits and prioritizing our sites in high-risk areas identified through our risk-mapping platform.** To further reduce corruption and bribery risks, we promptly implement corrective actions and continue targeted awareness campaigns and employee training.

In 2025, Marelli identified and substantiated two bribery cases involving supplier-related activities. The matters were addressed through employee dismissals and in one instance, termination of the supplier relationship. We also took action to strengthen our internal controls, including ensuring sufficient segregation of duties. No incidents involving government officials were reported.

³⁵“Anything of Value” includes (but is not limited to) cash or cash equivalents (such as gift vouchers and gift cards), loans, favorable terms or discounts on any product or service, prizes, travel, meals and other hospitality, entertainment, promises of employment/internship, or other promises of anything of value.

Money Laundering and Fraud

We are committed to keeping Marelli’s operations free from money laundering and fraud, including data falsification and concealment of evidence. Alongside our Code of Conduct, we maintain a dedicated anti-money laundering policy that requires “Know Your Customer” due diligence and the reporting of suspicious activity. Violations may result in disciplinary or legal action. In addition, **internal audits are conducted targeting money laundering and fraud, and we plan to intensify such internal audits in the coming years.** We also reinforce our defenses through rapid corrective actions, specialized employee training and communications.

Nevertheless, in 2025, Marelli substantiated a fraud case involving document forgery linked to the same individual implicated in the bribery incident. The response included termination of the employee and the implementation of stronger internal controls to prevent recurrence.

In 2025, targeted money laundering training was provided to employees in our purchasing, finance and sales functions, achieving a 88% completion rate. Fraud prevention is covered in our new Ethical Workplace Conduct training, and a data falsification awareness campaign was launched in 2025.



Integrity Hotline

To ensure compliance with the ethical business principles outlined in our policies, we operate an [Integrity Hotline](#) managed independently by the third-party specialist provider, Navex. **This anonymous and confidential whistleblowing system is available worldwide and is accessible to employees and external stakeholders, including suppliers, contractors and other interested parties.** It supports 19 languages³⁶, enabling individuals to report potential breaches of Marelli's Code of Conduct, internal policies, applicable laws and regulations, including concerns related to business ethics, corruption and bribery, human rights, working conditions — including working hours, remuneration, overtime, and social benefits, occupational health and safety, information security and other compliance matters.

The Integrity Hotline is available 24/7 through multiple channels, including a web portal, telephone, mobile intake and in-person reporting. To facilitate mobile reporting and ensure accessibility at site level, a QR code that links directly to the reporting platform is prominently displayed on plant notice boards. **Reports can be submitted anonymously, and Marelli guarantees strict confidentiality and the protection of personal data in line with applicable data privacy and whistleblowing legislation.**

The Integrity Hotline is also available to suppliers and other external stakeholders to raise concerns related to responsible sourcing practices, including risks in upstream supply chains and in conflict-affected and high-risk areas. Where relevant, such reports are assessed and addressed through Marelli's established internal processes, including the Conflict Minerals due-diligence framework, in line with applicable regulations and internationally recognized standards.

Marelli maintains a zero-tolerance approach to retaliation. Any individual who raises a concern in good faith, or who participates in an investigation, is protected against retaliation, intimidation or adverse treatment. Any confirmed acts of retaliation are subject to disciplinary action, up to and including termination.

In 2025, we received reports on 345 concerns. Remediation was provided for all 78 substantiated or partially substantiated cases, which were then closed. **None of the concerns raised were considered significant, and no government fines were imposed.** The remaining cases are either still under investigation or have not been substantiated. We record the number of employees dismissed for compliance issues.

³⁶ Czech, German, English, Spanish (European Union), French (France), Italian, Japanese, Korean, Malay, Burmese, Polish, Portuguese (European Union), Romanian, Slovak, Serbian, Thai, Turkish and Simplified Chinese.

³⁷ Category selected by the reporters, primarily including inquiries and issues within the working environment.

³⁸ "Partially substantiated" means that part of the report is true, or that another problem is discovered during the investigation, even if it isn't directly related to the original report.

³⁹ Category is chosen by reporters, major types were related to the working environment.

⁴⁰ No standard action category provided by the system. E.g.: Resignation, Rotation or improvement actions in operations.

Cases by concern category	#	% of total
HR, Diversity and Workplace Respect	172	49.9%
Business Integrity	50	14.5%
Others ³⁷	96	27.8%
Misuse, Misappropriation of Corporate Assets	7	2%
Environment Health & Safety	11	3.2%
Accounting, Auditing & Financial Reporting	9	2.6%
Total	345	100

Substantiated/partially substantiated ³⁸ cases per category	#	Action taken on closed cases	#
Harassment, Threats and Assaults	26	Disciplinary	30
Internal Working Environment	16	Others ⁴⁰	8
Conflict of Interest	5	Termination	17
Others ³⁹	11	Advice/Assistance Provided	8
Retaliation	1	No Action Necessary	1
Bribery and Corruption	4	Policy/Process Review	5
Discrimination	4	Change in Role/Responsibilities	0
Environment, Health & Safety	2	Remediation	2
Fraud	5	Training	7
Export Controls	0		
Financial/Accounting	4		
Product Regulatory & Safety	0		
Information Security	0		
Inquiry	0		
Safeguarding of Assets	0		
Total	78	Total number	78

All reported concerns are systematically classified into categories (e.g. human rights, diversity and workplace respect, business integrity, health and safety, and other compliance areas). Substantiated and partially substantiated cases are further analyzed by type of issue, (including harassment, discrimination and retaliation), as well as by the actions taken to address them (such as disciplinary measures, termination, policy or process review, training, remediation or advice provided).

Aggregated data on cases by category, substantiated outcomes and actions taken are disclosed in the Sustainability Report.

All reports are assessed and investigated through a structured and impartial process, with escalation mechanisms in place for high-risk matters, including serious ethical, legal, human rights, health and safety or supply-chain-related issues. Where wrongdoing is confirmed, appropriate corrective actions and remedial measures are defined, implemented and monitored.

In 2025, we trained 10,844 salaried (and above) and 10,106 hourly employees on raising concerns safely, while 453 managers received face-to-face compliance training. **In 2025, updated analyses revealed a slight increase in report volume from 2024, indicating growing trust in Marelli's compliance program. We also observe an improvement in the case substantiation rate (46% in 2025 versus 36% in 2024), which reflects a more informed workforce and effective investigative processes.** Overall, these metrics underscore positive engagement with compliance measures while highlighting areas for continued awareness-raising and communication.

LOOKING FORWARD

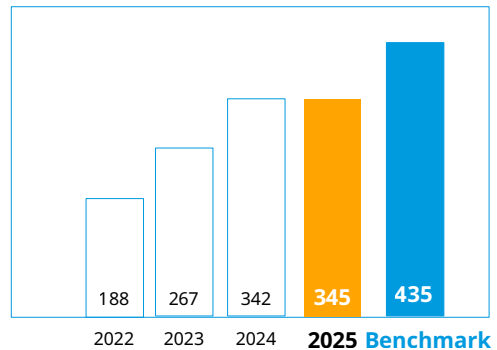
From 2026 onward, Marelli will enhance its governance and compliance framework through actions supporting deeper integration of ESG risks into company processes, more consistent audit coverage in higher-risk regions, and continuous alignment with evolving regulatory and stakeholder expectations.

We will roll out a new, mandatory human rights training for both salaried and hourly employees. We will also formalize a structured remediation procedure covering escalation, corrective actions, stakeholder communication and monitoring of effectiveness.

Human rights requirements will be reinforced through targeted training for security personnel and strengthened contractual clauses for security service providers.

ESG risk management will be further enhanced through expanded use of standardized due diligence tools and performance thresholds, with clear quantitative targets: by 2028, at least **90% of Marelli plants and joint ventures will achieve a Sustainability Assessment Questionnaire (SAQ) score above 80, and 90% of nominated suppliers will maintain SAQ scores above the amber threshold.**

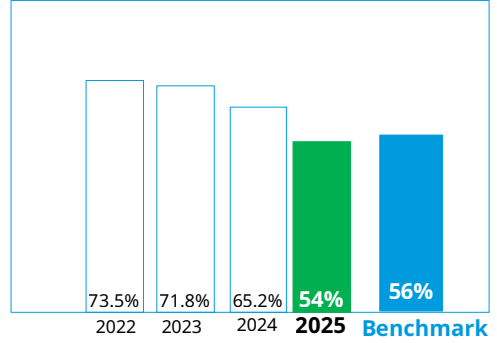
Report Volume
Awareness of and confidence in our compliance program.



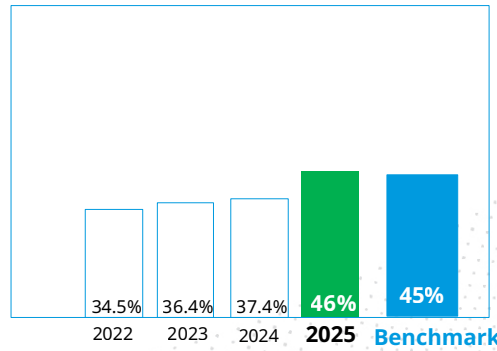
Note:

- The median number of reports per 100 employees for organizations with 10,000–49,999 employees is 1.07.
- The benchmark is calculated using this median and an adjusted head count of 40,650 employees as of 31 December 2025 (40,650 × 1.07 / 100).
- The adjusted head count excludes Cabin Comfort (246), Morocco (202), and Russia (1) from the total head count of 41,099, as these entities are out of scope.

Case Anonymity Rate
A higher level of anonymity may indicate lower trust in the program or increased fear of retaliation.



Case Substantiation Rate
A well-informed workforce that submits high-quality reports, supported by effective investigation processes.



Note: Cases classified as “insufficient information” are excluded.

DATA RESPONSIBILITY & CYBERSECURITY



- 25,603 hours of cybersecurity and data privacy training in 2025
- 91% of employees completed mandatory cybersecurity training in 2025
- 114 phishing tests sent in 2025
- 6 external audits
- 43% of our plants⁴¹ are certified under an information security standard (42 plants under TISAX, 1 plant under ISO 27001)
- No critical cybersecurity incidents
- No substantiated complaints on data breaches

Our Commitment

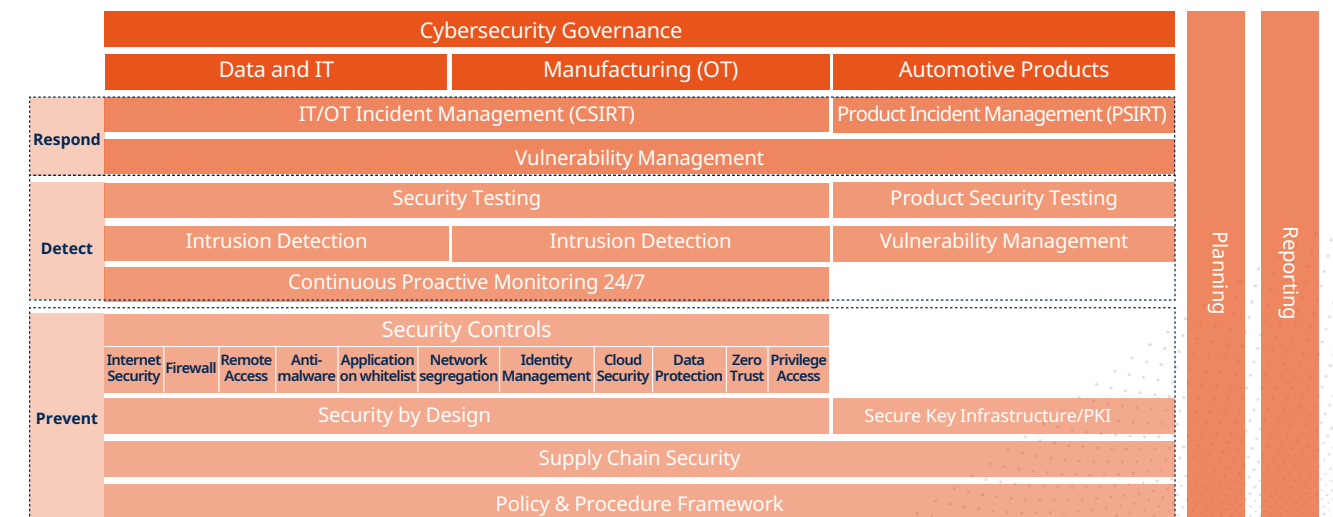
At Marelli, our commitment to data protection and cybersecurity is founded on three pillars: **central cybersecurity, manufacturing (operational technology), and automotive product cybersecurity**. These pillars are supported by the Information Security Policy, Information Classification Policy and Product Cybersecurity Policy⁴², ensuring integrity, confidentiality, and resilience across the company's digital and physical assets.

In 2025, we completed a comprehensive review and update of all cybersecurity policies as part of our regular governance cycle. While the overall framework remained stable, key enhancements were made to strengthen user account management, change management, and IT risk controls, responding to findings from internal and external audits.

We also consolidated and clarified the cybersecurity policy framework by issuing new policies designed to enhance IT General Controls (ITGC), in line with international best practices and guidelines. **Particular emphasis was placed on improving the management of privileged ("super user") accounts, reinforcing change management and enhancing oversight of systems supporting financial and operational integrity.**

Together, these updates ensure that Marelli's approach to data and information security remains robust, standardized across all regions, and aligned with international best practices and audit expectations. Policy awareness and training continue to be reinforced through targeted communication campaigns and mandatory learning modules on our intranet.

Data and IT	Manufacturing (OT)	Automotive Products
<ul style="list-style-type: none"> • Protect Marelli IT assets and Marelli businesses from cyber attacks • Protect confidentiality of Marelli and Marelli electronic data • Ensure compliance of Marelli IT systems to regulations, standards and customer requirements 	<ul style="list-style-type: none"> • Protect Marelli IT manufacturing plants from cyber attacks • Ensure integrity and availability of Marelli OT devices and process • Ensure compliance of Marelli OT processes to regulations, standards and customer requirements 	<ul style="list-style-type: none"> • Ensure integrity and confidentiality of product elements (code, crypto keys, etc.) • Management of vulnerability in Marelli products lifecycle • Support compliance to WP29 regulation



⁴¹ Number of plants certifiable under an information security standard was 98 in 2025.

⁴² Marelli's Information Security, Information Classification and Product Cybersecurity Policies jointly set the objectives and controls for managing information-security and cybersecurity risks across the Company, defining how risks, impacts and opportunities are identified, mitigated and continuously monitored throughout all operations, products and lifecycle phases. Their scope covers the entire Marelli Group, including employees, suppliers, partners, customers and all upstream and downstream activities where information or product cybersecurity applies. Oversight and accountability lie with senior leadership roles such as the CISO, Product Cybersecurity Officer and Information Owners. The policies align with international standards including ISO/SAE 21434, UNECE R155, ISO 27001 and VDA requirements, and they incorporate stakeholder expectations through customer requirements, supplier obligations and defined information-sharing rules. All three policies are communicated internally and supported by mandatory procedures and training to ensure that all relevant stakeholders can access and correctly implement them.

Privacy and Data Security

We delivered on our commitment to zero privacy breaches and data losses at Marelli in 2025. We continue to maintain full compliance with privacy laws and uphold strong data protection. Strict standards for third-party suppliers are enforced through contracts, with our legal, purchasing, and quality teams ensuring clear communication and appropriate data processing agreements (DPAs), especially for external or employee-related data. Our cybersecurity experts rigorously assess suppliers' technical and organizational measures to ensure alignment with our standards and regulations, such as the EU General Data Protection Regulation (GDPR).

We enhanced our information-handling procedure to establish clear classification-based security rules for all media and activities. Documents and emails are labeled by classification, defaulting to "Confidential" if unlabeled; customer-specific requirements for "Customer Confidential" and "Secret Data" are prioritized. Information is securely disposed of after required retention periods, preserving records involved in investigations or audits. We destroy media in accordance with classification standards, document the process and ensure shredding tools are available. We securely erase electronic data through overwriting and other classification-appropriate methods.

We also fully implement data loss prevention controls to safeguard our confidential information and that of our customers, including disabling USB, restricting access to certain sites and limiting external transfers via email and web uploads.

Third-Party Due Diligence

In 2025, we continued to strengthen our third-party cybersecurity and privacy due diligence processes, reinforcing our commitment to safeguarding sensitive company and customer information throughout the supply chain.

Compliance with the [Marelli Supplier Code of Conduct](#) means suppliers must use advanced cybersecurity technologies, maintain data integrity, and where relevant, implement transparent AI governance. Our annual supplier target letters clarify expectations for strong cybersecurity measures, ISO 27001/TISAX certification, continuous risk management and best practices to protect data and ensure business continuity. **Suppliers must formally accept Marelli's cybersecurity policies on our procurement portal and sign non-disclosure agreements.** For external personal data processing, we require data processing agreements and verify third-party controls in line with regulations such as GDPR.

Working in close collaboration with Digital and Purchasing teams also advanced governance alignment, ensuring that contractual requirements for cybersecurity and privacy are embedded in all new agreements.

These include explicit clauses for data protection, secure access management and incident response, in line with interna-

tional standards and GDPR provisions. **Certification requirements such as TISAX or ISO 27001 remained mandatory for all critical suppliers managing company or customer data.**

The collaboration between the Purchasing and Quality departments has continued, developing a structured process to evaluate third-party maturity and compliance. A new Supplier Cybersecurity Policy, currently under joint review with the Purchasing team, formalizes the full supplier lifecycle management framework—from onboarding and contractual definition to ongoing monitoring—based on cybersecurity risk.

While the scope of our due diligence remained focused on critical IT and R&D suppliers, we also improved operational risk monitoring for third parties. Leveraging new procedures and tools, and proactive threat intelligence monitoring, we now dynamically track the risk profile and threat exposure of key vendors, enabling early identification of vulnerabilities or incidents. In the event of a cybersecurity incident involving a supplier, we have established predefined procedures to respond to and contain incidents that occur at our partners and may impact Marelli.

Through these efforts, we have strengthened our ability to monitor, prevent and respond to third-party cybersecurity risks, ensuring supply chain resilience and protecting data integrity across the extended enterprise.



Building Cyber Resilience

In 2025, we further strengthened our ability to anticipate, detect, and respond to cyber risks through a comprehensive, risk-based approach embedded in our enterprise governance.

Our cybersecurity team continuously monitors internal systems and external applications using advanced threat intelligence and vulnerability management tools, ensuring rapid detection, containment, and remediation of potential risks. Significant risks are systematically integrated into the company's Enterprise Risk Management (ERM) framework, with strategic oversight from the Audit and Risk Committee of the Board of Directors.

In line with the 2024 strategic priorities, we broadened the scope and depth of cybersecurity risk assessments across our operations and critical third parties. Rather than expanding the perimeter of suppliers covered, **our focus in 2025 was on strengthening supplier lifecycle monitoring and dynamic risk evaluation, allowing us to track suppliers' security performance in real time and respond promptly to emerging threats.** Dedicated procedures were introduced to coordinate incident management and communication with third parties, ensuring swift and consistent containment actions when required.

We also made important progress in Operational Technology (OT) cybersecurity. Recognizing that the manufacturing environment remains one of the most targeted sectors globally, **Marelli implemented a structured improvement program based on the internationally recognized NIST Cybersecurity Framework.** Our efforts focused on endpoint protection, network security, robust incident identification and response processes, and enhanced recovery capabilities. This comprehensive approach ensures that our manufacturing operations remain secure, resilient, and aligned with best practices in OT cybersecurity.

Cybersecurity and Risk

Through joint governance between Digital and Manufacturing, we conducted a comprehensive risk assessment of production sites to identify the most critical plants based on asset exposure, revenue impact, and potential downtime. This allowed us to define clear priorities and KPIs to track progress across all regions. **By the end of 2025, over half of our most critical plants had already implemented advanced cybersecurity controls aligned with Marelli's global standards, significantly improving operational resilience.**

We also reinforced identity lifecycle management and governance processes in manufacturing IT systems, addressing audit findings and ensuring full traceability and accountability in access control. This included stronger policies for privileged accounts and system change management, aligning IT and OT environments under a unified cybersecurity governance model.

Finally, we identified an increased risk of fraud and scam attempts, especially targeting employees through WhatsApp, email and other channels. This trend poses significant risks to Marelli's financial assets, brand reputation, and operational continuity. In response, we launched several targeted awareness initiatives—including specialized training sessions, informative

newsletters, and regular internal communications—to equip our teams with practical skills to recognize and respond more effectively to ongoing fraud and scam attempts.

In 2025, we completed six external audits and added three newly certified locations, resulting in 42 TISAX-certified plants and one ISO 27001-certified plant.

In 2025, we further increased employee awareness of cybersecurity threats through enhanced training and awareness programs, emphasizing phishing detection and proactive self-reporting. **All new hires participate in data responsibility and cybersecurity training in the local language, and in 2025, 91% of computer-user employees completed annual training. Also, our Incident Response Plan is fully in place, ensuring clear protocols and responsibilities in case of a cyber or operational crisis.** The Incident Response Handbook, developed for executives, streamlines technical remediation and stakeholder communication. **Our robust information security program ensured there were no major cybersecurity incidents in 2025.** Our ambition remains to maintain a secure, resilient, and trusted digital environment across all operations.

Commitment in Action: Empowering employees to safeguard against fraud



As digitalization accelerates, we have strengthened our safeguards against fraud and scam attempts targeting employees, particularly via channels such as WhatsApp and email. Through targeted awareness campaigns—including training sessions, newsletters, and internal communications—we equipped teams across Procurement, Finance, IT, and Compliance with the knowledge and tools to recognize and report threats. While the central cybersecurity tools can prevent many attempted adversarial actions in our environment, employees remain the front line in responding to email, phone and impersonation attempts to gain access to Marelli systems. In 2025, this enhanced vigilance enabled Marelli to detect and prevent two attempted fraud incidents in real time, protecting financial assets and reinforcing a culture of transparency and cross-functional collaboration. This initiative not only showcases Marelli's commitment to data security and operational sustainability but also empowers employees to proactively support a secure workplace environment.



LOOKING FORWARD

In the coming years, we will continue to strengthen Marelli's cybersecurity and data protection capabilities, focusing on three priorities: **further developing the third-party risk management program, enhancing identity and access security, and expanding manufacturing cybersecurity tools and coverage.** **We will also increase the number of TISAX certifications** by approximately 8%, while maintaining the same number of ISO 27001 certifications to continuously validate our progress and reinforce trust with customers and partners.

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

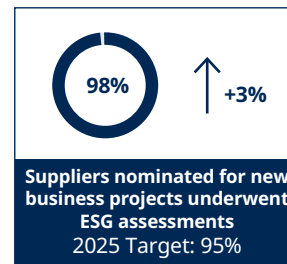
At Marelli, we extend our responsibility beyond our operations to the entire value chain. In partnership with suppliers and guided by the [Marelli Supplier Code of Conduct](#)⁴³, we promote integrity, transparency, and strong ESG performance. As expectations rise, we focus on ethical sourcing, environmental 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



⁴³The 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.

What We Expect from Our Suppliers

- To support our shared sustainability goals and meet evolving regulatory and customer requirements, we outline the following key commitments for suppliers in the target letter:
 - **Report the full Product Carbon Footprint (PCF) for Scopes 1, 2 and 3 related to products and materials purchased by Marelli, by 2026.** Reporting through CDP is preferred. In any case, the PCF will be reviewed by the Marelli PCF commission for internal validation and acceptance, with preference given to third-party validated data.
 - Develop a decarbonization plan for products and materials purchased by Marelli.
 - **Achieve a minimum 25% CO2 reduction by the end of 2025, compared to 2019 or 2022 baseline.**
 - **Achieve net-zero for Scopes 1, 2 and 3 by 2045.**
 - **Transition to 100% renewable electricity use in production and complete verification, no later than 2026.** For suppliers of steel, aluminum and semiconductors, ISO 50001 certification is a preferred factor for new business eligibility.
 - **Work toward at least 20% recycled material use in supplied products/materials by the end of 2025,** specifically for resin raw materials, maximizing the use of steel and prioritizing secondary aluminum.
 - **Obtain ISO 14001 and ISO 45001 certifications within 18 months for new business eligibility.**
 - **Undergo sustainability assessments like NQC SAQ, EcoVadis or equivalent within the last 12 months for new business eligibility.** Be prepared to undergo sustainability audits by third parties and work to address any findings within prescribed deadlines
 - **Establish a robust Business Continuity Plan** and verify that critical n-tier suppliers have equivalent plans in place.
- **Minimize waste and promote recycling** at manufacturing sites.
- **Innovate with new recycled materials.**
- **Decrease water use** at manufacturing sites and across the supply chain.
- Ensure reporting and compliance in accordance with all applicable regulations (e.g. CSDDD, CBAM, EUDR, forced labor laws). **Submit valid CMRT / EMRT declarations and work for the removal of any non-conforming smelter or refinery.**
- **Comply with all laws and directives for chemicals (e.g., banning of heavy metals, RoHS, REACH, CLP) and comply with the reduction of toxic substances (SVHCs).** For each component or material supplied, submit a Material Data Sheet (MDS) record demonstrating compliance.
- **Work in accordance with SA8000 Social Accountability standards** (SA8000-certified suppliers are preferred for new business eligibility).
- **Engage stakeholders to reduce environmental impact** and ensure these practices are applied throughout the entire supply chain.

Focus On Decarbonization

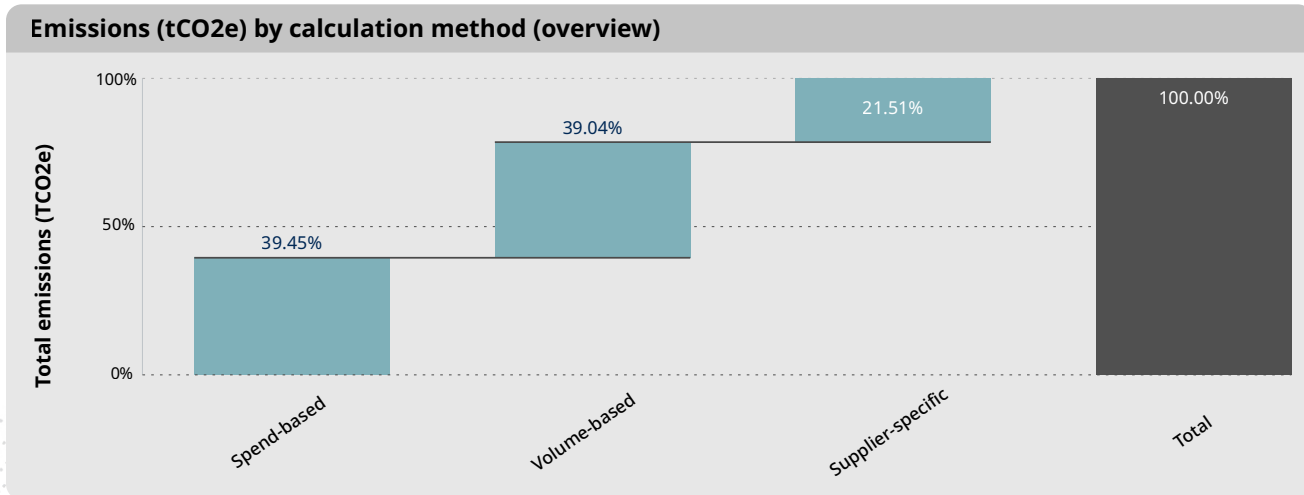
Marelli's decarbonization strategy builds on a real-time emissions calculation methodology through our Carbon Cube tool that uses a hybrid approach, combining three methods allowed by the GHG Protocol for emissions counting:

Primary data: Utilized when suppliers respond to CDP or provide primary emissions data via Marelli PCF format validated by Marelli PCF commission.

Volume-based: Utilized when we have the component/raw material's total weight, professional libraries such as Gabi or EcoInvent are used to assign a corresponding emission factor.

Spending-based: Utilized when other data above is unavailable. Applying average emission factors coming from the latest updated version of USEPA relying on our financial statements.

In 2025, we enhanced the Carbon Cube by integrating real-time financial data and increasing both primary data and volume-based calculations over spending-based calculations. In 2025, we were able to track scope 3.1 emissions quarterly and engage our Purchasing and Engineering teams to review them in dedicated meetings as we continue to push for decarbonization plans from our designs and our suppliers.



Ensuring Supply Chain Resilience

We consistently monitor and map financial risks across our supply chain, maintaining weekly oversight of both direct and indirect suppliers classified as high-risk. **From 2025, ESG risk has been integrated as a core component of our resiliency assessments.** This proactive surveillance enables us to address potential risks before they escalate, supporting overall supply chain resilience. In addition, we regularly assess and track suppliers' resiliency risks utilizing a dedicated risk management platform to safeguard business continuity. **When high-risk suppliers are identified, we request their business continuity plans (BCP) and conduct thorough evaluations.**

To further strengthen our operations, we apply resiliency strategies to every business scenarios by embedding comprehensive risk management processes from the initial stages of each project. In cases involving single-source suppliers, we work collaboratively with our customers to validate alternative options, considering both local and best-cost country suppliers. These measures reinforce our supply chain, reducing risk from over-dependency and improving overall resilience. **As a result, in 2025, we achieved a major milestone: zero suppliers classified as high risk without a BCP under Marelli Supplier Risk Management rules.** To evaluate supplier resiliency, we reviewed relevant indexes and actively worked with suppliers to obtain and review their BCPs in case a potential high risk was detected.



Conflict Minerals

We require all suppliers to comply with conflict minerals regulations. Our Conflict Minerals Management Process Policy⁴⁴ establishes a structured approach to ensure that minerals used in Marelli's products are sourced responsibly, with full transparency and compliance with international regulations, thereby mitigating ethical, legal, and supply chain risks associated with conflict-affected and high-risk areas. **Every year, suppliers must submit updated sourcing declarations—covering tantalum, tin, tungsten, gold, cobalt, mica, copper, graphite (natural), lithium and nickel —using the Conflict Minerals Reporting Template (CMRT) and Extended Minerals Reporting Template (EMRT), or provide a formal statement confirming no conflict minerals are present.** If any non-compliance is identified, suppliers must develop and implement corrective action plans. Non-compliance or failure to respond may affect future business eligibility.

Starting from 2025, EMRT 2.0 includes additional minerals to report on, such as copper, graphite, lithium, and nickel, in compliance with new EU Battery Regulation requirements and other international standards.

Our yearly campaign involves:

- Reviewing legislation and regulations
- Identifying suppliers to be surveyed
- Collecting and analyzing responses
- Aggregating results in a Marelli-wide report
- Working with suppliers to replace non-compliant smelters or refineries
- Providing regular reports and supporting sales teams in addressing customer inquiries

We actively engage with suppliers to remove non-compliant smelters from our supply chain and coordinate with internal legal teams to address supplier resistance.

Conflict Minerals campaign		
	2024	2025
Suppliers surveyed	2,120	2,226
Responses received	1,690	1,822
Response rate	80%	82%
Suppliers with non-conformant smelters	46	132
Suppliers updated to full compliance	30	95
Suppliers with action plans	16	34
Suppliers pending reply	-	3

In late 2024, Marelli engaged all strategic joint ventures to assess their ESG performance and align with Marelli's targets. joint ventures lacking a responsible raw material sourcing policy were asked to develop one, including a prohibition on conflict minerals. **During the SUPPLIERASSURANCE SAQ 5.0 re-assessment in December 2025, 9 out of 10 JVs responded; one non-controlled JV reported using gold without a conflict minerals policy.** Marelli has already taken action, escalating the issue to top management to ensure prompt engagement and closure of the gap.

⁴⁴ Marelli's Conflict Minerals Management Process Policy ensures the responsible sourcing of tin, tantalum, tungsten, gold, and other minerals by identifying and disclosing any risks associated with sourcing from conflict-affected and high-risk areas across its global supply chain. The policy applies to all Marelli products and directly procured materials worldwide, and its implementation is overseen by the Purchasing department in collaboration with Legal, Sustainability, and Commercial teams. The policy follows international standards, including United States and European Union regulations as well as guidelines from the Organization for Economic Co-operation and Development and the Responsible Minerals Initiative. Supplier compliance is monitored through regular reporting and clear key performance indicators, and Marelli actively communicates requirements, processes, and feedback with stakeholders, providing access to the policy and dedicated contact points to support transparency and collaboration.

Due Diligence

We enhanced our three-level due diligence to ensure responsible conduct across our global supply chain, integrating comprehensive risk analysis, ESG evaluations, and supplier capacity building.

These efforts, alongside strict ethical and regulatory compliance, prevent disruptions and support sustainability.

1st level: ESG risk mapping and prioritization

With a global risk intelligence provider, we assess thousands of active direct and indirect material suppliers against 48 ESG risk indices⁴⁵. The geolocation-based analysis helps us to integrate human rights, environmental, and political risks into our sourcing decisions and prioritize actions where exposure is highest.

2nd level: In-depth sustainability assessments

In 2025, 98% of suppliers nominated for new business projects underwent ESG assessments⁴⁶, reflecting a major step in embedding sustainability into our sourcing process.

We completed the transition from Excel-based self-assessments to the SUPPLIERASSURANCE NQC platform, leveraging SAQ 5.0 for evidence-based evaluations. By 2027, our goal is to raise the minimum score threshold to C for this group of suppliers. We aim to improve year by year the Marelli system for monitoring of supplier progress and ESG performance, while continuing to support our partners along this path.

3rd level: On-site ESG audits

Actions to improve ESG performance don't stop at assessments—they extend to on-site verification. Supplier audits are a critical next step to ensure commitments translate into real practices. **In 2025, Marelli conducted 77 independent third-party audits at supplier premises. For the first time, the audit scope was expanded to include selected indirect suppliers**, such as contractors operating at Marelli sites and tooling suppliers.

Overall, the audits identified critical areas consistent with those observed among direct material suppliers, primarily related to health and safety and human rights, particularly in ESG higher-risk regions such as China and Turkey. Audits were carried out by qualified local experts, ensuring assessments were conducted in the local languages. As a result, **77 suppliers were required to implement corrective action plans**, with findings and recommendations agreed upon jointly by auditors and suppliers. In addition to defining corrective measures, Marelli provides educational support to facilitate continuous improvement. **Suppliers are required to address identified issues within three months, with progress closely monitored.**

In China, where a dedicated focus was applied, this approach delivered strong results, with nearly 80% of annual non-conformities closed within the three-month timeframe.

Where non-compliance persists, escalation measures are applied: suppliers may be subject to sourcing escalation approval, placed on New Business Hold (NBH), or, in cases of unresolved critical issues, face contract termination.

Corrective action plans are monitored until 100% closure. In addition, each audit outcome is evaluated in the context of Marelli's sustainability strategy and tailored supplier development approach, taking into account each supplier's ESG maturity. **In 2025, there were no cases in which suppliers were placed on NBH due to pending corrective action plans.** Nevertheless, eight escalation cases were recorded, whereby supplier nominations were subject to assessment and approval by the Chief Purchasing Officer (CPO). To encourage continuous progress, Marelli promotes a collaborative approach that rewards strong ESG performance. Our global supplier selection for new business integrates ESG criteria, and we have started a more capillary monitoring at the plant level using customized plant ESG assessment results and plant audit as described above.



⁴⁵Index names: Access to Remedy Risk, Air Quality, Biodiversity and Protected Areas (Marine), Biodiversity and Protected Areas (Terrestrial), Carbon Policy, Child Labour, Civil Unrest, Civil Unrest (historic), Climate Litigation, Coal Power Share of Primary Energy Supply, Conflict Intensity, Corruption, Decent Wages, Decent Working Time, Deforestation, Discrimination in the Workplace, Education, Efficacy of the Regulatory System, Environmental Regulatory Framework, Food Security, Forced Labour, Freedom of Association and Collective Bargaining, Freedom of Opinion and Expression, Hazardous Waste, Healthcare, Heat Stress Baseline, Indigenous Peoples' Rights, Judicial Effectiveness, Judicial Independence, Land, Property and Housing Rights, Low Carbon Economy, Mercury Pollution, Migrant Workers, Minority Rights, Occupational Health and Safety, Persistent Organic Pollutants, Poverty, Security Forces and Human Rights, Sexual Minorities, Total GHG Emissions, Trafficking in Persons, Waste Generation, Waste Management, Water Pollution, Water Quality, Water Security, Water Stress, Women's and Girls' Rights

⁴⁶See Sustainability Dashboard on page 12.

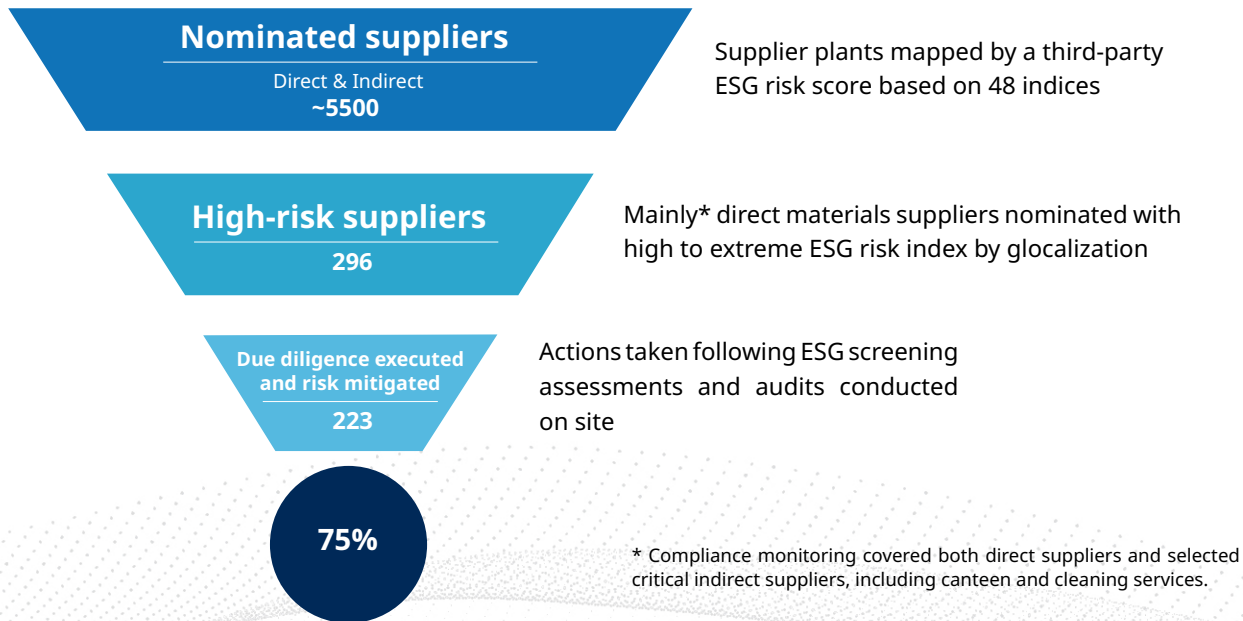


Commitment in Action: Empowering employees to safeguard against fraud

Marelli applies a three-level, risk-based due diligence approach to prioritize supplier ESG risks and deploy appropriate assessment and verification tools. Nominated suppliers are first screened using third-party ESG risk mapping through 48 risk indices. Those identified with high to extreme ESG risk and/or business critical to Marelli, are prioritized as high risk relationships. These suppliers are targeted to complete the second and/or the third level ESG Due Diligence, which deploys evidence based ESG assessments (e.g. NQC SAQ, EcoVadis Medal, valid RBA audit), and third-party site audits setting out corrective action plans if necessary.

In 2025, ESG due diligence was completed for 75% of identified high-risk suppliers. This approach ensures focused action where risks are most material and supports transparent, responsible sourcing practices.

Risk-based supplier ESG due diligence



LOOKING FORWARD

In 2026, Marelli will further strengthen its focus on supplier ESG resilience, with particular attention on nominated suppliers. Minimum ESG assessment thresholds will be defined and applied to ensure full alignment with Marelli's sustainability requirements and expectations.

A second strategic priority will be deeper engagement with key suppliers through a more structured process to collect PCF data. This collaboration will support the development of clear, actionable decarbonization roadmaps that are fully aligned with Marelli's decarbonization strategy and Scope 3 emission-reduction targets.

In addition, **to further reinforce our sourcing and procurement processes in line with evolving market expectations and regulatory requirements, Marelli plans to introduce a carbon pricing mechanism.** This tool will support more informed decision making, underline the strategic importance of carbon reduction, and strengthen Marelli's contribution to global climate goals.



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EMPLOYEE ENGAGEMENT & WELL-BEING

“Even in a demanding year, engagement held steady and retention intent remained strong—a testament to our people’s resilience. Our ‘shield and rebuild’ mindset keeps the focus on safeguarding well-being and talent while reinforcing the foundations for future growth.”

Vinita Shrivastava, Vice President, Global Talent; HRBP People & Rewards



- **69% Pulse Survey engagement index**
- **82% Pulse Survey retention index**
- **83% participation rate** among invited employees
- **61% of employees completed performance and career reviews**
- **1,000 promotions delivered in 2025**, including 425 in the formal cycle
- **77 plants** conducted structured talent reviews

Our Commitment

Even in a year marked by turbulence – economic pressures, global uncertainties, and our Chapter 11 restructuring – Marelli has leaned firmly on financial discipline and operational resilience to hold our course. Through it all, **our people have remained our anchor: adapting, innovating, and pushing the boundaries together.** Guided by the [Marelli Code of Conduct](#) – which reminds us that each individual bears responsibility for integrity, transparency, and accountability – **we are investing in our people’s growth and well-being, cultivating a culture of trust and performance, so that we emerge resilient, united, and empowered.**

The **Human Capital Management Policy** underscores our commitment to **supporting employees’ development, engagement and well-being, recognizing people as our greatest asset** and foundation for organizational effectiveness and sustainable growth. This policy provides a global framework designed to support and promote employee development across Marelli, recognizing that motivated, skilled, and diverse human resources are essential to business success. Covering key areas such as **respect for individuals, equal opportunities, talent attraction, skills development, fair remuneration, employee motivation and work-life balance**, the policy addresses crucial risks—including talent shortages and discrimination—while capitalizing on opportunities for innovation and organizational growth. The policy applies to all employees across our operations worldwide, with oversight and accountability vested in the Chief Human Resources Officer (CHRO), and regular reviews conducted under the Group Executive Committee’s authority. By complying with relevant laws, collective labor agreements and upholding human rights and non-discrimination, the policy integrates stakeholder interests through open communication, feedback surveys and training initiatives, ensuring its principles are effectively communicated and accessible throughout the organization.

Disclosure 2-7	Employees				
	Unit of measurement	Scope	2023	2024	2025
Total number of employees (directly employed by Marelli)	number (head count)	Group	43,585	41,693	41,099
- of which women	number (head count)	Group	12,922.5	12,432	12,344
- of which men	number (head count)	Group	30,662.5	29,261	28,755
- of which other	number (head count)	companies/countries for which gender information is not available	0	0	0
Number of permanent employees	number (head count)	Group	42,124	39,959	39,184
- of which women	number (head count)	Group	12,409	11,877	11,684
- of which men	number (head count)	Group	29,716	28,082	27,500
- of which other	number (head count)	companies/countries for which gender information is not available	0	0	0
Number of temporary employees	number (head count)	Group	1,461	1,734	1,915
- of which women	number (head count)	Group	514	555	660
- of which men	number (head count)	Group	947	1,179	1,255
Number of non-guaranteed hours employees	number (head count)	Group	0	0	0
Number of full-time employees	number (head count)	Group	43,229	41,419	40,824
- of which women	number (head count)	Group	12,646	12,224	12,133
- of which men	number (head count)	Group	30,583	29,195	28,691
- of which other	number (head count)	companies/countries for which gender information is not available	0	0	0
Number of part-time employees	number (head count)	Group	356	274	275
- of which women	number (head count)	Group	277	208	211
- of which men	number (head count)	Group	80	66	64
- of which other	number (head count)	companies/countries for which gender information is not available	0	0	0

In 2023, two UK employees working part-time at 50% of standard hours were each reported as 0.5 head count.

Disclosure 2-8	Workers who are not employees		Workers who are not employees		
	Unit of measurement	Scope	2023	2024	2025
Total number of workers who are not employees and whose work is controlled by the organization	number (head count)	Group	5,134	3,680	3,523

Agency workers are employed by an employment agency and temporarily assigned to work for Marelli. Agency employees work under Marelli internal supervisors' coordination and directives, usually in the same range of activities and business scope of the Marelli employees.



Listening To Our People's Voices

Open communication and truly listening to our people's voices are more crucial in challenging times. With this in mind, **we relaunched and strengthened the Pulse Survey as a structured "listening" mechanism**, designed to be representative and limit bias: in 2025 **the survey was deployed to a 40% sample** (vs. 30% in 2024) at all plants⁴⁷ and at larger non-plant sites⁴⁸, **reaching hourly and salaried populations via QR code or web link**, using a diverse selection approach to reduce bias. Participation remained solid at 33% of eligible employees, representing 83% of those invited. Looking at the evolution, the Pulse Survey Index remained broadly stable year-on-year (70% in 2024 vs. 69% in 2025), while the Improvement Index slightly decreased (59% in 2024 vs. 57% in 2025), suggesting that—although progress continues to be recognized—employees may be expecting faster or more visible changes. In 2025 we also introduced a dedicated **Retention Index (82%)**, indicating strong intent to stay and a sense of impact at work. Across the underlying drivers, **Health & Safety remains a clear strength, while communication, learning, career growth and trust-related items continue to represent the main opportunity areas**—providing a clear basis for targeted actions and for closing the loop with employees through transparent follow-up.

Beyond targeted actions in 2026, we will continue to maintain open dialogue and a stronger sense of belonging through regular HR newsletters, global updates on the intranet, town halls and country-led community initiatives.



	Great place to work Marelli Global GPTW Survey 2023	Marelli Global Pulse Survey 2024	Marelli Global Pulse Survey 2025
Trust Index[©]	56%	N.A.	N.A.
Pulse Survey Index	N.A.	70%	69%
Improvement Index: I have seen improvements in my site since the last survey	N.A.	59%	57%
Retention Index: "I want to be part of the company's long-term journey"; "I am able to make an impact in my job right now"	N.A.	N.A.	82% NEW
Health & Safety: This is physically a safe place to work	76%	87%	86%
Learning: I am offered training or development to further myself professionally	47%	62%	60%
Communication: Management keeps me informed about important issues and changes	51%	70%	70%
Career Growth: Management does a good job of assigning and coordinating people	50%	63%	63%
Communication: Management's actions match its words	48%	63%	64%

⁴⁷ 79 plants in the perimeter

⁴⁸ 11 sites with more than 100 employees

Career Development - Shield & Rebuild

We continued to strengthen career development, progressing on the multi-year implementation of the **Grow Your Career @Marelli framework and Job Architecture**. This initiative is designed to ensure consistent and equitable development opportunities across markets, clarify career paths, and reinforce fair internal mobility.

A major milestone was the continued application of the new job evaluation and compensation structure. All roles — **over 1,000 positions across 22 countries** — have been market-priced, enabling the company to define transparent salary ranges and mid-points for each job family and level. During the 2025 merit and promotion cycles, managers used this structure to guide their decisions, marking the first time the framework was applied at scale.

We continued to **prioritize career growth and internal mobility** as part of our commitment to employee development. During the formal promotion cycle effective in September 2025, **we carried out 425 promotions through a structured process**, ensuring employees were transitioned to appropriate levels that reflect scope, experience, and autonomy, rather than their previous salary history. This shift represents a cultural evolution: managers are trained to focus on the nature of the role rather than legacy pay positioning, fostering a more merit-based and equitable environment.

Beyond this cycle, we maintained a proactive approach throughout the year, enabling advancement opportunities whenever roles became available due to organizational changes. Altogether, **we have conducted more than 869 promotions across the company in 2025**, reflecting our dedication to recognizing talent and fostering long-term career progression.

Commitment in Action: Internal Job Opportunities Program



Internal career opportunities remain a key driver of employee engagement. The Internal Job Opportunities Program has expanded its reach, supported by country ambassadors who ensure all non-confidential job openings are promoted internally before external posting. Complementing this, a new **Employee Referral Program** was launched in 2025 in India, China and Mexico, and an **Alumni Program** was introduced to reconnect with former employees, in accordance with the GDPR. We have also launched the Next Gear internship initiative in India and China to attract, develop and retain early-career talent by converting performing interns into regular hires.

The new job evaluation and compensation structure also provides greater transparency on internal movement. Clear rules now govern internal job postings:

- Roles must be formally opened.
- Candidates must apply.
- Increases are managed within defined salary-range parameters.
- Approvals run through a dedicated HR governance process.

This limits informal role changes and reinforces internal fairness.

Early Impact



+100

Employees Returned



15

Countries



10

Business/Functions

Performance, Talent Review and Succession Planning

We continue to consolidate a **culture of continuous feedback**. We have developed a meticulous approach to **performance reviews and succession planning**, fostering a culture of continuous improvement and leadership readiness. Performance evaluations now cover nearly all salaried employees globally, with specific exclusions based on regional contracts and agreements, such as in Germany and Thailand⁴⁹. These evaluations are supported by **mid-year reviews and self-assessment tools** that enhance dialogue between managers and team members. This ensures alignment on goals, recognition of performance and identification of professional development needs.

For **hourly employees**, although performance reviews are conducted locally and not tracked in our central systems, we use **attendance and productivity as criteria to guide evaluations**.

At the same time, our global **Talent Review and Succession Planning** processes ensure leadership continuity, capability growth and operational resilience. We conduct talent and succession reviews using a structured, phased approach. In 2025, 77 plants conducted Talent Reviews and Succession Planning for the Plant Manager, Plant HR Manager, and Plant Controller positions, as well as for all direct reports of Plant Managers, identifying “ready now,” “ready soon,” emerging potential, and emergency cover successors to support continuity and risk mitigation. This structured approach provides visibility on internal talent and facilitates cross-business mobility. **At the corporate level, Talent Reviews continue to cover all managers and above positions, and the Succession Planning process continues to cover all Director-level and above positions, aligned with Marelli’s five-year people and business strategy.**

Talent Review and Succession Planning culminate in high-level reviews with the CEO and Board members, underscoring Marelli’s commitment to strategic talent management. By systematically mapping critical positions and nurturing the readiness of our talent pool, we ensure that our organization is well-prepared for future challenges and opportunities.



⁴⁹ Exceptions: In our Thailand operations, only employees at the Senior Salaried grade and above are included in the PEP process. In Germany, within the Lighting business, only employees at the Senior Manager grade and above are included in the PEP process.

Disclosure 404-3	Employees receiving regular performance and career development reviews			
	Unit of measurement	2023	2024	2025
Number of employees receiving regular performance and career development reviews	number (head count)	26,333	27,056	25,207
- of which women receiving regular performance and career development reviews	number (head count)	7,061	7,159	6,691
- of which men receiving regular performance and career development reviews	number (head count)	19,272	19,897	18,516
Executive (Directors and above)	number (head count)	450	433	441
- of which women receiving regular performance and career development reviews	number (head count)	69	68	73
- of which men receiving regular performance and career development reviews	number (head count)	381	365	368
Manager	number (head count)	2,857	2,838	2,899
- of which women receiving regular performance and career development reviews	number (head count)	468	481	505
- of which men receiving regular performance and career development reviews	number (head count)	2,389	2,357	2,394
Salaried	number (head count)	8,534	8,760	8,591
- of which women receiving regular performance and career development reviews	number (head count)	2,245	2,302	2,260
- of which men receiving regular performance and career development reviews	number (head count)	6,289	6,458	6,331
Hourly	number (head count)	14,492	15,025	13,276
- of which women receiving regular performance and career development reviews	number (head count)	4,279	4,308	3,853
- of which men receiving regular performance and career development reviews	number (head count)	10,213	10,717	9,423

See GRI Disclosure 404-3, page 171, for further details.

Employee Health and Well-being

We prioritize employee health and well-being by fostering a supportive, flexible work environment. Although planned structural initiatives could not progress in full while operating under Chapter 11, several targeted actions helped protect employees and sustained resilience during the year.



Commitment in Action: Resilience training

A key initiative was the introduction of **resilience training for senior leaders (CEO-2 level) to help them navigate sustained pressure and change**. Led internally, the program focused on developing **awareness of stress responses, improving coping techniques and reinforcing empathetic leadership behaviors**. The goal was to equip leaders to better support their teams, reduce burnout risk and maintain a healthier organizational climate. This initiative became especially relevant as the prolonged restructuring process increased uncertainty and workload across functions.

Local well-being actions were also explored to address context-specific needs. For example, in Mexico, the company began assessing the feasibility of providing preventive healthcare services, such as breast cancer screening, to help detect health issues earlier and support women's health — an area where local health coverage is often insufficient. These actions are still in development for implementation from 2026 onward.

We will continue to explore the feasibility of introducing a more structured Health & Well-being Policy in the coming years, including measures to help prevent mental health issues associated with workload and stress. However, given the restructuring context, the focus in 2025 remained pragmatic: **preserve continuity, provide targeted well-being support, and protect employees during change**. We continued supporting various local initiatives, such as the **Employee Resource Group Brains & Hearts**, which offers mental health and stress management sessions tailored to local needs.

Regarding work flexibility, our **Do Your Best Work @Marelli** initiative emphasizes creating a **balanced work model** that understands that different regions have different needs. Our global guideline suggests at least two days of in-office work a week for salaried employees to encourage community building. We fully trust our site leaders to tailor work models to local needs and circumstances. For example, Japan has embraced greater flexibility to address work-

force retention, whereas in China, employees prefer a five-day in-office schedule. This approach allows each location to develop a working model that best aligns with its local and culturally specific goals.

We will continue to empower our local leaders to tailor working models and employee health and well-being initiatives to best meet the needs of their teams, trusting in their ability to support our shared goals effectively.



FAIR COMPENSATION

Our Commitment

We shape our remuneration policies to ensure a **balanced approach between fixed and variable pay components**, aligning with corporate goals and individual performance. The Human Capital Management policy guarantees that compensation and benefits are fair, objective and equitable, aligning with performance, contribution and market practices. Our **compensation strategy is periodically reviewed using objective benchmarks and transparent processes**, taking into account individual performance, market competitiveness, professional competencies, and company rules. Our [Human Rights Policy](#) also emphasizes compliance with applicable working laws, including wages and benefits, and aims to exceed local minimum wage standards while respecting collective labor agreements.

We manage **compensation for extra or atypical working hours in strict accordance with local laws and regulations**, which vary by country. As mandated by law, we provide various forms of compensation, including shift differentials and overtime pay, which may encompass time and a half, double time, or triple time, contingent upon the specific location. This approach ensures full compliance with local legal requirements. Due to the diverse legal frameworks across different countries, there is no single global document outlining these practices. Instead, Marelli diligently adheres to the specific legal obligations applicable in each jurisdiction.

The compensation for our CEO and his direct reports is approved by our Board of Directors and where necessary, the NGHCC. Management is tasked with establishing remuneration frameworks for the workforce and updating the NGHCC accordingly.

In terms of termination payments and minimizing the negative effects of layoffs, Marelli provides support in line with **country-specific legal requirements and collective bargaining agreements**, ensuring full compliance with local labor laws. These legally required measures include statutory severance, consultation with employee representatives, and the use of public income support mechanisms where applicable (e.g., Italy's Compulsory Layoff Fund).

In addition to these mandatory provisions, Marelli may implement **voluntary and structured support measures** aimed at facilitating employee transition and safeguarding employability, as defined through negotiated agreements with trade unions. These measures can include **active job placement services delivered by specialized external providers, internal mobility opportunities within the Group, relocation support, and voluntary early retirement schemes**, where permitted by national legislation.

A documented example is the **2024 closure of the Crevalcore site in Italy**, where, beyond statutory requirements,

Marelli agreed with trade unions on a comprehensive social plan. This plan combined legally required instruments with **voluntary measures**, including an **active placement program** connecting affected employees with employment opportunities in the local labor market, **financial and logistical support for relocation** to other Marelli sites, and **company-integrated pension accompaniment measures**. These actions were designed to mitigate social impacts and support workforce transition, and were implemented within a formal union agreement framework.

	2023	2024	2025
Ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	46.4	45.6 ⁵⁰	43.34 ⁵¹
Percentage increase in annual total compensation for the organization's highest-paid individual	0	0	0
Median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	7	6	5 ⁵²

⁵⁰ In 2024, the ratio decreased compared to 2023 because the highest-paid individual's compensation remained unchanged, while union increases were granted to the lowest-paid employees.

⁵¹ In 2025, the highest-paid individual received no increase.

⁵² The median percentage increase for all employees in 2025 was lower than in 2024, primarily as a result of decreased inflationary pressures.

Ensuring Wage Equality

Marelli ensures **transparency and accountability by monitoring annual total compensation ratios and entry-level wages by gender against local minimums, with regular audits to maintain equity**. These commitments are integrated throughout the employee lifecycle—from recruitment to career progression—and reinforced through training, surveys and structured feedback.

By utilizing the **Job Architecture framework and market-based compensation strategies, we ensure fair pay for all employees**. Job evaluation and transparent salary structures have been integrated into performance and merit processes. Role-based market pricing considers local economic conditions and job location to set appropriate compensation. **Established pay guidelines prevent disparities, ensuring no one is paid below 70% or above 120% of their role's market rate**. This approach promotes transparency, helping employees understand their alignment within the company's structure and how decisions regarding compensation, promotions and career progression are made.

While the framework was not designed to close the gender pay gap directly, its implementation helps **move the organization away from gender-driven pay decisions and toward role- and capability-based evaluation**. Pay decisions are based on the market value of the job, not on gender. Managers are trained to make recommendations fairly and avoid using personal characteristics that are not related to the role. We're starting to see positive cultural changes, but in some countries, progress is slower because local laws or union agreements set pay increases, making quick adjustments harder. **Full transparency on employees' positioning within salary ranges is being rolled out between December 2025 and January 2026, enabling more targeted global and country-level interventions**.

Disclosure GRI 405-2	Ratio of basic salary of women to men		
	2023	2024	2025
Executives	110%	102%	102%
Managers	86%	96%	97%
Salaried	79%	80%	80%
Hourly	85%	82%	80%

See GRI Disclosure 405-2, page 183, for further details.

Living Wage Assessment

This initiative aims to ensure that our compensation aligns with market standards, reinforcing our commitment to social equity and employee well-being. **The assessment – originally targeted for 2025 – is expected to begin in 2026**. We acknowledge the complexity of this task, especially in countries where living wage data are not readily available, and are actively educating ourselves through resources from the UN Global Compact to implement this effectively. Initial implementation will likely focus on structured estimation methodologies and benchmarking. **We will continue to rely on market pay data as our primary compensation benchmark, with living wage analysis informing longer-term planning to provide equitable compensation and support our employees' financial security**.

Incentives

In 2025, Marelli implemented a significant change to the Short-Term Incentive (STI) program in response to Chapter 11 requirements. Beginning mid-year and applied retroactively to the full reporting period, **the STI shifted from an annual structure to a quarterly payout cycle**. This change is intended to **support retention by providing more frequent, predictable reward opportunities**.

Under the revised scheme, payments are determined solely by company performance, with individual performance assessments no longer influencing incentive outcomes. **KPI selection was adjusted, cash flow-based targets were removed, but performance drivers such as EBIT% and capital expenditure metrics were maintained to guide performance**. ESG-related objectives—previously integrated into STI calculations—were removed from the incentive formula, though **sustainability targets remain embedded within individual performance goals**.

Eligibility parameters remain consistent with prior years. The quarterly **STI is available to managers and above, while supervisors and other eligible employees may participate through local bonus systems**, which vary by jurisdiction. In limited cases, employees not covered by STI have participated in temporary, court-approved incentive programs.

The current structure is expected to remain in place through 2026. Once the restructuring period has concluded, the STI program will be reassessed to align with Marelli's strategic direction.

Employee Benefits

In 2025, benefit programs largely remained consistent with those of the previous year. Marelli offers competitive, market-driven benefits that prioritize our employees' well-being and support their unique needs across all locations. These **benefits include childcare, remote work, supplemental health insurance, disability coverage, pension plans and local bonuses to support work-life balance**⁵³. We consistently review and adjust our offerings to meet industry standards, legal requirements, and harmonize benefits for employees transitioning between locations.

Many **benefits are shaped by union agreements, including non-occupational healthcare services negotiated through collective bargaining agreements (CBA)**. In countries where CBAs and local regulations permit, employees may access paid healthcare leave or receive additional coverage, such as dental insurance and support for critical illnesses. By monitoring market trends, we've expanded core benefits such as parental leave and life insurance to all regions, ensuring our employees receive comprehensive and equitable support.

Percentage of full-time employees eligible for benefits			
	2023	2024	2025
Life insurance	70%	70%	76%
Health care	78%	78%	69%
Disability and invalidity coverage	61%	61%	67%
Parental leave	100%	100%	100%
Retirement provision	61%	61%	67%
Stock ownership	0%	0%	0%
Other	Employee cafeteria or lunch vouchers = 43% Childcare services = 30% Wellness and nutrition programs = 65% Gym/fitness services = 22%	Employee cafeteria or lunch vouchers = 43% Childcare services = 30% Wellness and nutrition programs = 65% Gym/fitness services = 22%	Employee cafeteria or lunch vouchers = 46% Childcare services = 33% Wellness and nutrition programs = 66% Gym/fitness services = 24%

⁵³ Benefits described are standard for full-time employees but are not uniformly provided to part-time or fixed-term employees across all the countries.



LOOKING FORWARD

While 2025 required a reactive posture, we remain committed to strengthening our foundation to build a healthier, more resilient workforce over the long term. **As we move into 2026, our priority remains protecting and supporting talent. The focus will be on stabilizing and fully implementing existing foundations, especially the Job Architecture and Grow Your Career framework.** Strategic talent management will remain critical under the Shield & Rebuild approach – protecting critical roles and talent, building succession pipelines, and reducing time-to-fill.



LEARNING & DEVELOPMENT

Sustainability Spotlight

- **26 new programs**, an average of **12 global learning sessions per month**
- **45%** of employees participate in **global career and upskilling training**
- **27% growth in training hours** in comparison to 2024
- **100% participation of plants** in the Plant First Academy

Our Commitment

Learning and development are central to strengthening Marelli's competitive advantage and driving long-term business success. Marelli implements a **structured, global approach to employee development**, guided by the **Marelli Education and Training Framework Policy**. This unified system ensures that training and capability-building are consistently aligned with Marelli's business priorities and the **Human Capital Scorecard delivered through Marelli Academies**. The Global Learning & Development (GL&D) team is responsible for strategy, design, development and governance, ensuring alignment with business priorities and the human capital scorecard, while monitoring compliance through regular reporting and LMS data accuracy. Training deployment and development support are shared responsibilities across Business/Function Human Resources, Plant Human Resources, line managers, and employees.

We provide **tailored, multilingual training programs to equip employees with the skills, leadership capabilities and growth mindset needed for operational excellence, innovation, and business continuity**. Training is aligned with Marelli's business priorities and sustainability objectives, delivered through a competency-based framework that integrates **virtual classrooms, experiential learning and self-paced formats** for consistent, accessible, and relevant development across the organization.

Global Learning & Development Journey for Sustainable Growth

The 2025 Global Learning & Development Journey was built around the pillars of **upskilling, reskilling and organizational resilience**, embedding continuous learning directly into the company's sustainability agenda.

During the year, Marelli **launched 26 new programs and delivered an average of 12 global learning sessions per month, reaching employees across all regions and functions** at no extra cost. Additionally, **11 self-paced Global Learning e-learning courses** were developed and introduced through the Learning Management System (LMS). As part of Marelli's commitment to inclusive development, global career and upskilling initiatives were also expanded to workers, ensuring broader access to growth opportunities across the organization. All initiatives were strategically aligned with business priorities, supporting operational excellence, digital readiness, and leadership capability development. Complementing these efforts, custom programs led by internal Subject Matter Experts (SMEs) ensured learning remained highly relevant, fostered a culture of continuous growth and directly advanced our ESG objectives.

Global Learning and Development Initiatives - Career and upskilling training												
Employee grade	Marelli head count			Head count trained (Unique count)			% Head count trained			Total training hours		
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Executives	75	382	457	56	278	334	75%	73%	73%	395	1,688	2,083
Managers	523	2,489	3,012	385	1,636	2,021	74%	66%	67%	2,515	8,863	11,378
Employees	2,563	7,118	9,681	1,514	3,683	5,197	59%	52%	54%	7,632	17,807	25,439
Workers	9,183	18,766	27,949	3,566	7,213	10,779	39%	38%	39%	6,937	14,591	21,527
Total	12,344	28,755	41,099	5,521	12,810	18,331	45%	45%	45%	17,478	42,949	60,427

Employee grades are Marelli internal definitions. They are not aligned with GRI.

Hours of training provided										
Employee grade	2024			2025			2024 vs. 2025			
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Delta
Executives	1,116	4,508	5,624	1,430	6,420	7,849	314	1,912	↑ 2,225	40%
Managers	21,080	75,543	96,623	14,210	54,011	68,221	-6,870	-21,532	↓ -28,402	-29%
Employees	30,194	71,768	101,962	57,703	153,112	210,815	27,509	81,344	↑ 108,853	107%
Workers	61,117	191,602	252,718	81,829	211,554	293,382	20,712	19,952	↑ 40,664	16%
Total	113,507	343,421	456,927	155,171	425,096	580,267	41,664	81,675	↑ 123,340	27%
Training category	2024			2025			2024 vs. 2025			
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Delta
Business Ethics and Compliance	534	1,155	1,689	7,752	21,377	29,129	7,218	20,223	↑ 27,440	1625%
Cybersecurity and Data Privacy	6,920	16,745	23,665	6,001	19,602	25,603	-919.21	2,857	↑ 1,938	8%
Diversity, Discrimination and Harassment	1,886	4,122	6,008	5,248	10,921	16,169	3,362	6,799	↑ 10,162	169%
Health and Safety	27,580	112,896	140,476	55,647	165,802	221,449	28,066	52,906	↑ 80,973	58%
Human Rights	9,222	23,532	32,753	5,267	14,989	20,257	-3,955	-8,542	↓ -12,497	-38%
Manufacturing Management System	18,425	39,373	57,798	23,979	50,571	74,550	5,554	11,198	↑ 16,752	29%
Others	48,940	145,599	194,539	51,278	141,834	193,111	2,338	-3,766	↓ -1,428	-1%
Total	113,507	343,421	456,927	155,171	425,096	580,267	41,664	81,675	↑ 123,340	27%

Employee grades are Marelli internal definitions. They are not aligned with GRI.

Milestone #1: Flagship Programs for Operational & Functional Excellence

Plant First Academy: Leadership Development for Operational Excellence

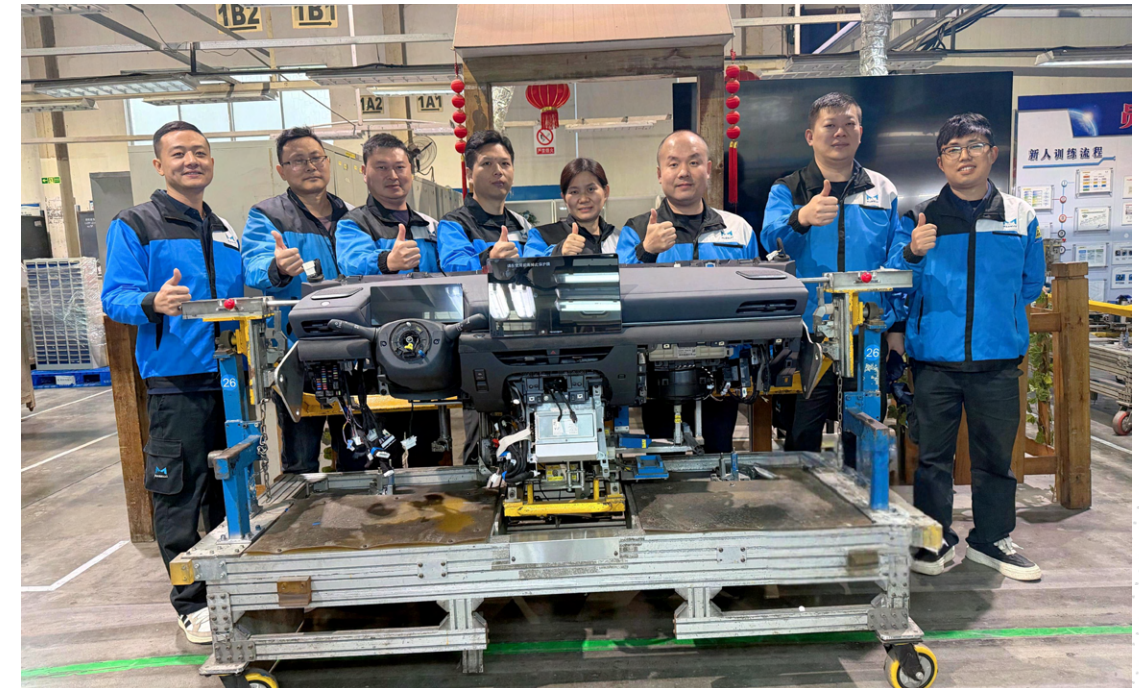
The Plant First Academy standardized plant leadership capabilities and accountability through a 16-month gamified journey inspired by Formula 1. Using the GAME plan (Grow, Appreciate, Measure, Engage), we engaged **105 plant professionals globally, achieving 100% participation of plants and delivering 950.5 training hours**. Pre- and post-assessments confirmed success in building a resilient leadership community focused on excellence.

The program combined blended learning, personalized modules, peer collaboration and Formula 1-inspired gamification to ensure practical application and continuous feedback. **In 2026, the Academy will expand with additional modules and enhanced coaching through the Plant First Strategy Pillar 5.**

HR Academy: Empowering Human Resources in the Age of AI

To reinforce organizational resilience and strengthen HR's strategic role, the **Human Resources Academy equipped 401 HR professionals worldwide** with critical skills for the age of AI. The program focused on strategic HR partnership, HR analytics, and total rewards, delivering 1,785 training hours and achieving an average feedback score of 4.3/5. A 12% knowledge improvement was recorded following the final evaluation, positioning HR as a key driver of sustainable business transformation.

The global learning roadmap emphasized **advanced analytics and strategic HR capabilities**, with milestones including the rollout of **Power BI fundamentals, HR analytics modules and strategic HR courses across all regions**. These initiatives ensure HR teams are equipped to lead data-driven decision-making and support Marelli's ESG objectives.



Milestone #2: Targeted Skill Building and Digital Readiness

Capability Building: Skills for Resilience

Marelli strategically **enhanced its technical and operational capabilities** through targeted programs, designed and developed in-house in collaboration with our **internal subject matter experts**, leveraging existing resources and engaging over **17,045 employees in more than 36,287 training hours**. Focused on high-impact areas such as **Cost of Poor Quality (COPQ) and advanced Problem-Solving (Level 3)**, these initiatives strengthened operational consistency and enhanced compliance readiness. An average feedback score of 4.4/5 confirms the relevance and effectiveness of these SME-developed, competency-based virtual and self-paced modules, supporting Marelli's long-term sustainability goals. To reinforce this resilience capability, one of the key sub-initiatives was **Advanced Problem-Solving**. Employees were equipped with proven tools including IS/IS NOT, Graphical Analysis, and Fault Tree Analysis (PS Level 3) to **ensure effective root cause identification and operational consistency**. These methods, combined with interactive learning formats, reinforced practical application and continuous improvement.

In 2026, the program will expand to include intermediate and advanced modules in IATF 16949, MMS and EHS&E, further aligning with ESG objectives.



Commitment in Action: Problem-Solving Level 3 – peer learning format

To strengthen quality expertise and improve complex problem-solving, Marelli developed the **Problem-Solving Level 3 curriculum focused on 8D, Fault Tree Analysis, and Graphical Analysis**. In 2025, two innovative experiential formats—**Community of Practice and Learning Café**—were introduced to foster peer learning and share best practices. The Community of Practice (pilot session) in Thailand engaged 26 participants with a 100% attendance rate and 4.8/5 feedback score, while the Learning Café pilot in Japan involved 43 participants and achieved the same high feedback score. These initiatives created **psychologically safe spaces for open dialogue, enhanced technical and soft skills, and promoted cross-functional collaboration**. Building on this success, **Marelli plans to scale these formats globally in 2026 to embed collaborative problem-solving and continuous learning across the organization.**

Commitment in Action: Learning Café – peer learning for Lighting business

To address inconsistent problem-solving practices and limited knowledge sharing across global teams, Marelli launched the Learning Café in the Automotive Lighting business. This customized, integrated learning experience combined technical and soft skill development with active leader involvement, ensuring credibility and strong engagement. In 2025, the program reached 198 participants across 10 sessions with an overall feedback score of 4.4/5. **The Learning Café accelerated collaboration and set a new benchmark for collaborative learning at Marelli. Building on this success, the initiative will be scaled further in 2026 to strengthen cross-functional collaboration and continuous learning globally.**

Milestone #3: Driving Sustainable Innovation Through AI Learning Series

AI Learning Series: Building Digital Fluency

To address the risk of inefficient AI adoption and resistance to change, Marelli launched an internally developed **AI learning journey focused on building practical skills and leadership capability**. The program included AI Level 2 for practitioners, completed by 550 employees and AI Level 4 for leaders, completed by 25 employees. These initiatives **improved digital literacy, fostered collaboration, and inspired innovation projects such as the Project Management Excellence (PME) chatbot and SMT defect catalog**⁵⁴. By cultivating an experimental mindset and boosting productivity, the program positioned Marelli for competitive advantage.

	Artificial Intelligence For Practitioners - Level 2				Artificial Intelligence For Leaders - Level 4
	Part A	Part B - Commercial & Marketing	Part B - Program Management	Part B - Product Development/Quality	
Program overview	The second Level of the AI series focuses on building persona-based capabilities. The learning modules making up this curriculum focus on the latest trends and research about AI, prompting techniques, preparatory for a live demo with practical use cases customized by function, the basics of data management and finally, the ethical and legal implications of using AI.				Level 4 of the AI Learning Series equips leaders with the knowledge, skills, and confidence to effectively manage AI adoption, focusing on leadership in the AI era, practical strategies, responsible AI use, and ethical considerations, especially within the EU regulatory framework.
Target audience	All salaried and above				People managers/Leaders Head of functions/businesses
Duration	2 hours	1.5 hours	1.5 hours	1.5 hours	2 hours
Number of employees trained (unique count)	391	36	169	86	25
Total training hours	784	57	265.5	154.5	50

⁵⁴ The SMT Defect Catalog is a structured database used by Marelli to systematically record, track, and analyze defects occurring in the Surface Mount Technology (SMT) assembly process. It includes detailed information about each defect event, such as the date, plant, machine type/brand/model, macro failure effect (defect category), affected component type, part number, supplier, failure mode, root cause, and corrective actions taken or recommended.

Milestone #4: Integration and Governance

New Employee Learning Series: Accelerating Integration & Assimilation

Designed in-house to deliver a consistent onboarding experience, this program **reduced time-to-performance and ensured faster readiness**. It reached a significant percentage of new hires globally with strong satisfaction scores. Governance is ensured through quarterly reviews with single points of contact (SPOCs) and Country HR Managers for continuous improvement.

In 2026, we will introduce New Engineer Orientation (NEngO) to align R&D onboarding with our Plant First Strategy.



LOOKING FORWARD

Building on the strong foundation of 2025, Marelli's L&D strategy for 2026 and beyond will deepen capability building, expand digital readiness, and strengthen leadership development. Key priorities include advanced technical modules, AI literacy for all levels, and specialized onboarding pathways. These initiatives will continue to ensure that Marelli's workforce remains agile, resilient, and prepared to lead sustainable growth in a rapidly evolving industry.

	New Employee Orientation Series		
	New Employee Orientation (NEO)	New Manager Orientation (NMO)	New Leader Integration (NLI)
Program overview	The program offers new hires, within their first 90 days, a comprehensive overview of Marelli's culture, people, processes, business priorities, and products. It includes mandatory modules that cover Marelli's history, culture, divisions, functions, tools, and processes.	This program equips newly-hired and promoted managers, within their first 90 days, with the information, resources, and tools to effectively manage teams in alignment with Marelli's global processes, standards, and culture.	This program helps new leaders quickly understand our business, company culture, and role expectations, ensuring a smooth integration into Marelli.
Target audience	New hires, all grades	New People Managers (hired or promoted)	Newly-hired and promoted employees (Directors & above)
Duration	7 hours	3 hours	1 hour
Structure	29 modules	8 modules	1 module
Number of employees trained (unique count)	1,650	16	27
Total training hours	18,060.5	59.8	27



DIVERSITY & INCLUSION

Sustainability Spotlight

- **16% women in leadership roles** (Director level & above)⁵⁵
- **36% women on the Board of Directors** and **28% women in the Group Executive Committee**
- **75% of salaried employees** completed D&I training
- **58% of plants in Brazil** and **67% of plants in China** are covered by the “Welcome Back”
- Maternity program

Our Commitment

At Marelli, we are committed to fostering a diverse, equitable, and inclusive workplace, as reflected in the [Marelli Code of Conduct](#) and [Human Rights Policy](#), and in alignment with the UNGC Sustainable Development Goal 10: Reduced Inequalities. Diversity and inclusion are essential to our innovation and long-term success, and as a global company, we value the unique perspectives of our employees across five continents.

In 2025, we continued to make progress with our D&I initiatives, thoughtfully adjusting our priorities to align with the company's evolving strategic direction—rescheduling or reconsidering the rollout of some planned actions as needed. We remain committed to fostering an environment where everyone feels valued, recognizing that this is fundamental to both employee well-being and business performance. Our efforts include **supporting employee resource groups (ERGs) that focus on topics such as mental health, LGBTQIA+ inclusion, cultural diversity and the development of women**. This engagement strengthens our inclusive culture and demonstrates our ongoing commitment, even during challenging times.

At Marelli, we recognize that respecting and celebrating individual differences is not only the right thing to do—it's vital to our collective and sustained success.

⁵⁵ See Sustainability Dashboard on page 12.

“An inclusive workplace is fundamental to long-term performance. By embedding diversity and equity into how we hire, develop and lead, we strengthen both our culture and our ability to succeed in a complex, global environment.”

Valeria Cavalcante, Brazil & Argentina Country HR, Global D&I Leader

D&I Governance

The D&I program and targets were set for 2021-2025, while the strategy is reviewed at the board level every year, reinforcing our commitment to aligning with global standards. The **Global Diversity Council**, composed of eight employees across functions, including the CEO, helps track Marelli's progress toward our D&I goals and ensures program effectiveness. The Diversity and Inclusion team, composed of employees from diverse functions and cultural backgrounds, leads the D&I initiatives. They bring a wide range of perspectives, enriching our workplace with various ways of thinking and activities that promote inclusion.

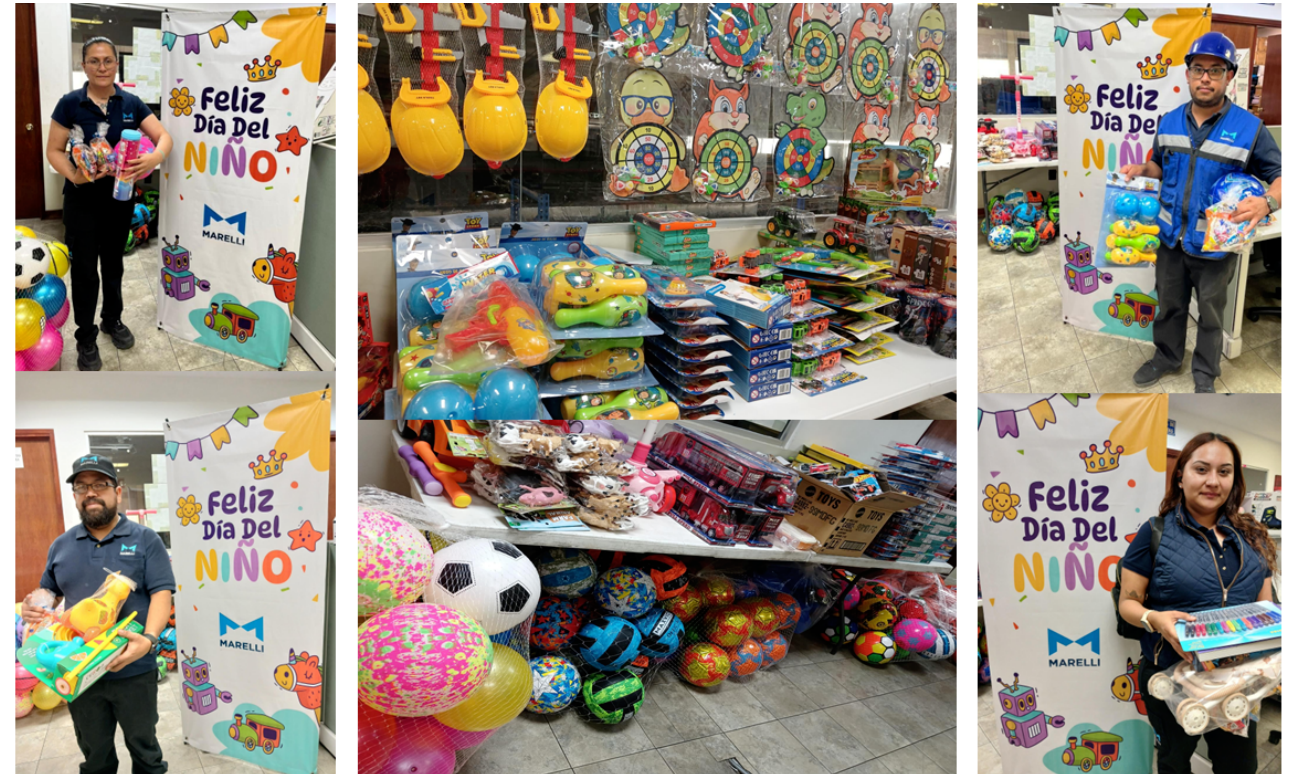


Diversity & Inclusion Training

In 2025, we launched a **mandatory online Diversity & Inclusion training to reinforce D&I as a core cultural value**. The course aimed to increase awareness of D&I concepts, highlight ongoing and upcoming initiatives, and encourage employees to actively promote inclusion in daily work. By year-end, **75% of salaried and above employees completed the training** to embrace diversity as a strength across all organizational levels.

Disclosure 405-1 (b)	Diversity of governance bodies and employees			
	Unit of measurement	2023	2024	2025
Total number of employees in Top Management	number (head count)	460	462	457
- of which female	number (head count)	69	74	75
- of which male	number (head count)	391	388	382
Total number of Managers	number (head count)	2,941	2,925	3,012
- of which female	number (head count)	484	495	523
- of which male	number (head count)	2,457	2,430	2,489
- of which belonging to vulnerable groups and/or minority groups (e.g. Employees with disabilities)	number (head count)	11	11	12
Total number of Salaried	number (head count)	9,942	9,867	9,681
- of which female	number (head count)	2,642	2,619	2,563
- of which men	number (head count)	7,301	7,248	7,118
- of which belonging to vulnerable groups and/or minority groups (e.g. Employees with disabilities)	number (head count)	53	52	56
Total number of Hourly	number (head count)	30,242	28,439	27,949
- of which female	number (head count)	9,728	9,244	9,183
- of which men	number (head count)	20,514	19,195	18,766
- of which belonging to vulnerable groups and/or minority groups (e.g. Employees with disabilities)	number (head count)	323	307	325

See GRI Disclosure 405-1, page 178, for further details.



Gender Equality

Operating in a traditionally male-dominated industry, we recognize the challenges of achieving gender balance across our workforce. Over the past three years, **female representation in leadership (Directors and above) has grown from 11% to 16%**⁵⁶. Currently, women represent **36% of our Board and 28% of the Group Executive Committee (GEC)**⁵⁷.

We remain committed to advancing gender equity at all levels of leadership. **To emphasize this commitment, our target is achieving 25% representation of women in leadership positions, covering Directors and above, by 2028.** This goal reflects our dedication to diversity while considering current operational and market dynamics. By aligning our objectives with business realities, we aim to ensure steady, sustainable progress without placing undue strain on internal processes or compromising the integrity of our diversity initiatives.

One of our key challenges remains retaining women after parental leave. While return rates have slightly improved, an increasing number of women leave within 12 months of returning. To address this and promote gender balance, we launched the **Welcome Back Program for New Moms**, which aims to support mothers transitioning back to work. The program offers personalized pre-leave planning, comprehensive onboarding upon return, flexible working options and access to lactation rooms. **In 2025, the initiative covered 58% of Marelli plants in Brazil and 67% in China, while the implementation in Mexico and Italy has just started.**

Disclosure 401-3	Parental leave			
	Unit of measurement	2023	2024	2025
Total number of employees that were entitled to parental leave	number (head count)	43,504	41,693	41,099
- of which female	number (head count)	12,917	12,432	12,344
- of which male	number (head count)	30,588	29,261	28,755
Total number of employees that took parental leave	number (head count)	1,920	1,818	1,702
- of which female	number (head count)	859	781	685
- of which male	number (head count)	1,061	1,037	1,017
Total number of employees that returned to work in the reporting period after parental leave ended	number (head count)	1,428	1,511	1,461
- of which female	number (head count)	464	507	470
- of which male	number (head count)	964	1,004	991
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	number (head count)	1,135	1,102	886
- of which female	number (head count)	373	315	260
- of which male	number (head count)	762	787	626
Total number of employees returned to work following parental leave in the previous reporting period (s)	number (head count)	2,663	1,428	1,549
- of which female	number (head count)	1,030	464	523
- of which male	number (head count)	1,633	964	1,026

See GRI Disclosure 401-3, page 167, for further details.

⁵⁶ See Sustainability Dashboard on page 12.

⁵⁷ As of December 31, 2025, 100% of the Board of Directors fall within the age category of over 50 years.

Preventing Discrimination in Recruitment and Career Advancement

Marelli ensures **fairness and equal opportunity in recruitment by implementing standardized job descriptions, transparent selection criteria, and structured interviews focused on skills and competencies** rather than personal characteristics. For any vacant position, we recommend including diverse candidates in both internal and external selection processes. Our proactive measures include **unconscious bias and recruiting skills training for all hiring managers**, alongside mandatory diversity, equity, and inclusion (D&I) programs. In 2023, we introduced gender-neutral job descriptions to encourage more women to apply for roles and began using digital platforms to anonymize candidate data where possible. Additionally, we hide gender information when preparing offer letters for newcomers to ensure impartiality. These actions are reinforced by strict compliance with our [Code of Conduct](#) and [Human Rights Policy](#), **guaranteeing that age, gender, ethnicity, disability, or any other personal attribute does not influence hiring decisions.**

To foster equity in career growth, Marelli applies a formalized performance evaluation system based on objective metrics and documented competencies. Career development programs, such as **“Grow Your Career @Marelli,”** **provide equal access to training, mentoring, and leadership opportunities for all employees.** Succession planning and promotion decisions are reviewed by cross-functional committees to ensure transparency and prevent bias. We conduct **pay equity analyses to identify and correct disparities**, while awareness programs and the D&I training reinforce inclusive practices throughout the organization.



Commitment in Action: The Magnolia Program

The Magnolia Program, launched in 2023 at our U.S. plants, exemplifies our commitment to fostering diversity and inclusion through comprehensive career development. Designed to **empower salaried and hourly female employees**, the program **focuses on building leadership skills and confidence** through a structured 12-month journey combining training, shadowing, networking and an entrepreneurial project. The program emphasizes the **“5Cs” – Courage, Competence, Comfort, Challenge and Celebrate** – as core development principles. Following its success in the U.S., the program was expanded to Brazil in September 2025 at the Lavras Ride Dynamics Plant, engaging 15 female employees and four internal volunteer mentors. Training sessions were conducted during working hours to ensure inclusivity. This initiative has become an internal benchmark for talent development, fostering leadership readiness and retention while reinforcing Marelli’s commitment to diversity and inclusion.

D&I Risk

In line with our commitment to the UN Global Compact, we continue to monitor D&I-related risks across our global operations using third-party country risk evaluations. These assessments help us identify potential exposure related to discrimination, gender inequality, and minority inclusion. While 2025 was a year of strengthening existing D&I actions rather than launching new initiatives, we maintained D&I as a strategic priority and are reinforcing actions to address identified risks — particularly through targeted awareness, fair employment practices, and continued support for underrepresented groups.

To mitigate D&I-related risks, we go beyond compliance with the [Marelli Code of Conduct](#) and [Human Rights Policy](#) by embedding inclusion into daily operations. Clear initiatives ensure fair and respectful practices throughout recruitment, development, and promotion processes. **Employee Resource Groups (ERGs)** play a central role in driving these efforts:

- **Marelli Women** promotes gender diversity and professional growth, leading initiatives such as the Welcome Back New Moms program and awareness campaigns on emotional well-being.
- **Brains & Hearts** focuses on mental health and neurodiversity, organizing global events for World Mental Health Day and World Autism Awareness Day.
- **Rainbows** fosters a safe environment for LGBTQIA+ employees, raising awareness and preventing discrimination through communication campaigns.
- **All Cultures** strengthens cultural inclusion by addressing unconscious bias and celebrating global diversity.

ERGs are integral to Marelli’s D&I risk management, helping to reduce discrimination, enhance psychological safety, and promote cultural awareness. Pulse survey results further guide actions by highlighting inclusion performance across countries, allowing targeted improvements. In 2025, we reinforced our focus on neurodiversity, mental health, and cultural understanding through global learning sessions and employee storytelling initiatives.



LOOKING FORWARD

Between 2026 and 2028, Marelli will advance diversity and inclusion through targeted, measurable actions. **We have set a clear goal of achieving 25% representation of women in leadership roles (Directors and above) by 2028.** The Magnolia Program will expand in Brazil to include the Mauá and Goiana Ride Dynamics plants. Building on our D&I risk assessment, **we will implement a global roadmap to close inclusion gaps, prioritizing countries with lower performance.** Complementary initiatives will promote cultural awareness, minority inclusion, and well-being support, reinforcing Marelli’s commitment to an equitable and inclusive workplace worldwide.

OCCUPATIONAL HEALTH & SAFETY



- **96% of manufacturing sites** certified under ISO 45001
- **96% of sites conducted employee** health and safety risk assessment
- **Injury Frequency Index** (lost time injury per worked hour) of manufacturing sites **decreased from 0.76 in 2024 to 0.56 by 2025⁵⁸**
- **75% of our manufacturing sites** operated in 2025 without lost time injuries
- **Internal audits** (manufacturing and non-manufacturing sites): **329**
- **External audits** (manufacturing and non-manufacturing sites): **109**

“Health and safety are not just about systems and standards—they are about people. By fostering a culture where risks are anticipated, concerns are raised and everyone plays a role, we create safer workplaces and stronger teams.”

Francesco Battaglia, Head of Environment Health Safety (EHS) & Energy

⁵⁸ See Sustainability Dashboard on page 12.

⁵⁹ <https://www.ilo.org/resource/news/nearly-3-million-people-die-work-related-accidents-and-diseases>

⁶⁰ Source: https://www.lrfoundation.org.uk/sites/default/files/2024-10/World%20Risk%20Poll%2024%20-%20OOSH%20Report%201_0.pdf

⁶¹ All stakeholders can report concerns through the Marelli Integrity Hotline. This anonymous and confidential whistleblowing system is available worldwide. It supports 18 languages, enabling employees and third parties to report potential breaches of Marelli's Code of Conduct or any activities that may not align with our code and other policies and procedures.

Our Commitment

The International Labor Organization (ILO) reports manufacturing among the most hazardous sectors, accounting for 200,000 fatal injuries per year, representing 63% of all fatal occupational injuries⁵⁹. According to the World Risk Poll 2024 Report⁶⁰, 15% of manufacturing workers globally experienced serious harm at work within the last two years. The **goal of occupational health and safety (OH&S) is to prevent occupational injuries by eliminating or minimizing workplace hazards and risks across Marelli operations.**

Health and Safety Policy

Marelli's Environmental, Health and Safety (EHS) Policy defines our commitment to preventing injuries, ill-health, and unsafe conditions by systematically identifying and controlling risks, in line with international occupational safety principles and voluntary undertakings, such as ISO 45001. The policy addresses material impacts linked to workplace safety, hazardous substances, operational risks and regulatory compliance, and is monitored through audits, incident reporting, performance reviews and management oversight. It applies to all Marelli operations worldwide and protects every individual at our sites—including employees, agency workers, contractors, maintenance staff, interns, and visitors—while also setting expectations for upstream partners engaged in high-risk activities. Implementation accountability rests with Marelli's Group Executive Committee, supported by the central EHS function and local EHS professionals. The policy has been defined taking into consideration the needs and expectations of all stakeholders, and reflects stakeholder needs and operational realities, and is publicly accessible on our website.

We swiftly **identify hazards and assess health and safety risks, applying preventive measures based on the hierarchy of controls:** eliminating hazards where possible, implementing engineering solutions and work reorganization, using administrative controls—including targeted training—and ensuring appropriate personal protective equipment when needed. Workers are encouraged to report promptly⁶¹ any concern or incident to strengthen a proactive safety culture. The Marelli Manufacturing System (MMS) reinforces the policy through continuous-improvement practices and rigorous application of standards across all plants.

Disclosure 403-9	Work-related injuries			
	Unit of measurement	2023	2024	2025
Employees				
Number of work-related injuries	number/year	449	254	92
-of which number of fatal injuries	number/year	0	0	0
-of which high consequences lost time injuries (LTI)	number/year	16	28	14
-of which LTI	number/year	63	42	34
-of which no-LTI events	number/year	-	-	44
First aid (FA)	number/year	370	184	154
Number of commuting injuries (transportation organized by the company)	number/year	Not available	44	36
Number of other commuting injuries (as private transportation)	number/year	208	74	97
Worked hours	number/year	87,117,977	83,794,869	79,452,129
Rate of fatalities as a result of work-related injury	(Fatal injuries/Worked hours) x 1,000,000	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities)	(High consequences LTI/Worked hours) x 1,000,000	0.18	0.33	0.18
Rate of recordable work-related injuries	(Number of work-related injuries/Worked hours) x 1,000,000	5.15	3.03	1.16
Rate of total LTI (including high-consequence LTI)	[(Number of serious LTI+Number of LTI+Number of fatalities/Worked hours] x 1,000,000	0.91	0.84	0.60
See GRI Disclosure 403-9, page 174-175, for further details.				

Disclosure 403-9	Work-related injuries			
	Unit of measurement	2023	2024	2025
Workers who are not employees (AGENCY)				
Number of work-related injuries	number/year	11	13	3
-of which number of fatal injuries	number/year	0	0	0
-of which high consequences lost time injuries (LTI)	number/year	1	2	1
-of which LTI	number/year	6	1	0
-of which no-LTI events	number/year	Not available	Not available	2
First aid (FA)	number/year	4	10	7
Number of commuting injuries	number/year	Not available	Not available	Not available
Worked hours	number/year	12,388,746	12,273,249	10,526,982
Rate of fatalities as a result of work-related injury	(Fatal injuries/Worked hours) x 1,000,000	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities)	(High consequences LTI/Worked hours) x 1,000,000	0.08	0.16	0.09
Rate of recordable work-related injuries	(Number of work-related injuries/Worked hours) x 1,000,000	0.89	1.06	0.28
Rate of total LTI (including high-consequence LTI)	[(Number of serious LTI+Number of LTI+Number of fatalities/Worked hours] x 1,000,000	0.57	0.24	0.09

See GRI Disclosure 403-9, page 175-176, for further details.

Health and Safety Risk Assessment

We prioritize the health and safety of everyone involved in our operations, including non-employees, by conducting regular risk assessments and audits, using the Permit to Work procedure, and implementing controls in accordance with the hierarchy of risk control. **All of our sites conduct regular health and safety risk assessments in accordance with corporate procedures and ISO 45001**, applicable to all manufacturing and non-manufacturing sites. This procedure extends to our facilities regardless of their certification status, unless specific country-mandated requirements dictate otherwise.

The procedure outlines methods to identify hazards, assess OH&S risks, evaluate related management system risks and enhance OH&S opportunities.

The core elements of our corporate procedure include:

- **Description of hazards and risk significance:** Our corporate procedure outlines a thorough methodology for identifying hazards, including work organization, equipment, processes and human factors. Each site is tasked with creating a detailed description of identified hazards and the potential risks they pose. The risk assessment process includes evaluating the severity, frequency and probability of these risks, thereby determining their significance. This comprehensive approach ensures that all potential sources of harm are systematically evaluated.
- **Preventive and corrective action plans:** Each identified risk is accompanied by specific countermeasures to mitigate it effectively. These include technical modifications, procedural changes and the use of personal protective equipment, where necessary. The document emphasizes the need for sites to establish processes to assess OH&S opportunities to enhance performance and integrate actions into the OH&S management system. This structured framework ensures that risks are addressed and are continuously monitored for improvement.
- **Periodic review of risks:** Regularly updating the OH&S risk assessments is required whenever there are significant changes in production processes, work organization, or technology, as well as following any substantial incidents or insights from health surveillance across our sites. Additionally, regardless of these events, the risk assessment documentation must be reviewed at least annually to ensure alignment with current countermeasures and recognized hazards.

We ensure **worker safety from internal noise and chemical substances** through engineering controls such as **ventilation systems** and **machine enclosures**. These measures minimize exposure, and regular monitoring and maintenance help keep our operations within safe noise levels. We implement noise-reduction practices, including sound-dampening materials and barriers, and prioritize noise-reducing technologies that comply with applicable regulations. **Personal protective equipment** is provided, and **regular training** guarantees **proper use and understanding of safety precau-**



tions against noise and chemical hazards. Following thorough risk assessments, **we strive to substitute or eliminate hazardous substances where possible.** In 2022, we launched an initiative across our European operations to **reduce and eliminate carcinogenic, mutagenic or reprotoxic (CMR) substances.** We developed workflows and guidelines to ensure consistent management of chemical substances, with a focus on safe labeling, storage, handling and transport of hazardous substances. Hazardous chemical substances must be clearly labeled and stored securely to prevent unauthorized access and contamination. Strict guide-

lines govern handling and transportation, minimizing exposure risks through adherence to personal protective equipment and safety protocols. In July 2025, Marelli extended the program to Mexico and Brazil to evaluate the effectiveness of CMR guideline implementation. **Building on the insights gained from this initiative, we plan to issue an updated global CMR guideline in 2026, supported by comprehensive training to the EHS community to ensure consistent application across all locations.**

As described in the “Managing ESG Risk” chapter, in 2025, Marelli launched a **dedicated ESG internal audit campaign in collaboration with a third-party auditor**, covering seven plants across the Americas, Europe, and Asia *[Read more on our internal audit on pages 63-64]*. The **audit assessed 16 OH&S topics and identified 17 improvement actions**, primarily fo-cused on emergency preparedness, safety infrastructure upgrades, and personal protective equipment. Where patterns or potential risks were found, key learnings were shared across businesses and plants, involving EHS business managers and plant leaders to enable a positive spillover effect and drive improvements.

Emergency Preparedness

The Marelli corporate procedure specifies general criteria for emergency response to prevent and mitigate any resulting impacts on OH&S, in line with ISO 14001 and ISO 45001 requirements. **It ensures an effective response to emergency conditions, including natural, technical, and man-made events, and applies to all Marelli sites.** Each location has detailed procedures for identifying responsible staff, emergency services and reporting methods, as well as actions to mitigate OH&S and environmental impacts. We prioritize **employee training and conduct emergency drills** at least once a year involving all site personnel, including contractors, with documentation for continuous improvement. We **communicate emergency responsibilities to employees, contractors, visitors, emergency services, government authorities and as necessary, the local community.** After each drill or real emergency, we assess and enhance our plans to maintain an effective, safe and responsive system.

Worker Involvement and Training

In 2025, **Marelli certified 96% of its sites under ISO 45001⁶².** Consultation and participation remain vital components of our OH&S management system and align with ISO 45001 standards, which are mandatory for our certified sites. As a result, these sites ensure worker participation and consultation, including **representation on health and safety committees, resulting in more than 97% of our workforce being actively involved in the OH&S management system.**

In line with ISO 45001 requirements, we place **strong emphasis on health and safety training, structured worker engagement, and the maintenance of a safe and productive working environment.** OH&S training programs are tailored to the specific needs and legal requirements of each plant. This localized approach allows us to address site-specific hazards effectively and ensure compliance with national regulations and risk assessments. Key topics in our training include **risk assessment, injury investigation with root cause analysis and the implementation of control measures.**

In 2025, Marelli reinforced its commitment to EHS training by expanding awareness initiatives and introducing new guidelines. The year saw the launch of the **Industrial Hygiene Monitoring Campaigns Guideline, which provides clear instructions for the safe management of hazardous substances, including systematic measurement of airborne contaminants in the workplace,** monitoring plans, campaign execution, results analysis, risk assessment and action planning. Specific training sessions involved EHS teams, country representatives and site personnel to ensure proper implementation.

⁶² The Bowling Green Interior site is not included in the 96% of production sites that achieved or maintained ISO 45001 certification in 2025, as the certificate was issued in February 2026 following the audit completed at year end 2025.

⁶³ See Sustainability Dashboard on page 12.

Additionally, Marelli rolled out the **EHS Procedures Awareness Program**, designed to improve understanding of global procedures, including ISO 14001 environmental management processes, environmental risk assessment procedures and EHS data accuracy requirements. These efforts were complemented by the **Zero Injury Focus campaign**, reinforcing safety culture across all sites. Together, these initiatives equip employees with the knowledge and tools to apply consistent standards, manage risks effectively and contribute to Marelli's OH&S and sustainability.

We also strengthened internal communication through a **monthly EHS newsletter**, enabling EHS teams to share best practices, highlight safety initiatives and reinforce key tools and guidance. Across all plants, constant communication continued in 2025, **focusing on high-risk topics such as lifting devices, hot works, electrical safety, confined spaces, noise and vibration.** Additionally, a contractors' Gemba Walk training initiative was launched (involving all EHS managers) to enhance safety awareness among external partners and employees.

These initiatives, combined with intensified focus on risk mitigation and behavioral safety, contributed to the improvement of **Marelli's Injury Frequency Index (lost time injury per worked hour), decreasing from 0.76 in 2024 to 0.54 in 2025⁶³.**



Work-Related Injuries and Illnesses

By effectively identifying, mitigating and preventing risks, we strive to avoid work-related injuries and illnesses. The main types of **work-related injuries for employees arise from issues related to tools and equipment, procedures or systems and attitudes and behaviors**. In 2025, a significant share of reported events was linked to logistics activities. For this reason, **in 2026 Marelli will launch dedicated initiatives across all businesses to strengthen awareness, enhance knowledge, and promote the sharing of best practices among plants, with the goal of driving continuous improvement**.

On the other hand, **for non-employees, the primary causes of work-related injuries are linked to procedures and systems, attitudes and behaviors, and management of work activities**. We do not collect data on work-related illnesses of non-employees, however we can report that those affecting our employees can be categorized as biomedical overload and vibrations, cumulative trauma and ergonomic-related conditions. **Each site conducts health and safety risk assessments, including ergonomic assessments**. The sites implement various measures, such as employee training, workplace adjustments, providing regular breaks and periodic health monitoring to prevent repetitive strain injuries (RSI).

Key preventive measures implemented to reduce the likelihood of injuries and illnesses include:

- **Periodical medical check-ups** are conducted by occupational health experts to identify early signs of work-related health concerns, for instance, due to excessive noise, vibration exposure and contact with hazardous substances. These evaluations ensure employees and agency workers are fit for their specific tasks in line with the site's Medical Surveillance requirements.
- **Routine safety inspections of equipment installations** to ensure compliance with local legal standards through consistent monitoring and calibration are carried out at the site level in line with local regulations and maintenance schedules.
- Marelli follows a comprehensive **Lock-Out Tag-Out (LOTO) program** designed to protect workers during machinery maintenance, which includes specific energy control procedures, employee training and regular compliance inspections, overseen by LOTO coordinators to ensure the safe isolation of machines from energy sources.
- Each site reports **monthly data collection and KPI tracking for health and safety performance** into Marelli's EHS and energy digital data collection platforms. Additional digital tools allow for the analysis of safety injuries, tracking the status of corrective measures and implementation across sites with similar hazards. Our current OH&S data includes

Disclosure 403-10	Work-related ill health			
	Unit of measurement	2023	2024	2025
Employees				
Number of fatalities as a result of work-related ill health	number/year	Not available	Not available	Not available
Number of work-related ill health	number/year	3	24	35
Workers who are not employees				
Number of fatalities as a result of work-related ill health	number/year	Not available	Not available	Not available
Number of work-related ill health	number/year	Not available	Not available	Not available
See GRI Disclosure 403-10, page 176, for further details.				

all manufacturing sites and testing centers. In 2025, we completed collecting data from offices and R&D centers with more than 50 employees to unify all sites under consistent metrics and preventive measures.

We systematically record both monetary and non-monetary sanctions related to OHS in our digital EHS data collection platform to ensure thorough monitoring and effective follow-up.

In 2025, Marelli received three minor administrative monetary sanctions in Italy and the United States. These sanctions were limited in scope, remained well below the materiality threshold, and did not present any significant financial, operational, or safety related risk. Nonetheless, they indicate areas where further refinement is possible, and we continue to address these aspects with rigor and accountability⁶⁴.

⁶⁴ Marelli defines significant instances as instances that generate an impact greater than JPY 443 million (EUR 3 million) from a free cash flow (FCF) perspective or JPY 590 million (EUR 4 million) in terms of EBIT. The fines received in 2025 related to OHS sums up to JPY 1,407,098.98 (EUR 9,092.72).



Commitment in Action: How Our Plants Lead in OH&S in 2025

At the Goiana Ride Dynamics plant in Brazil, a simple yet effective solution was implemented to address a critical safety hazard. By adding a magnet with a sensor to maintain screwdrivers in their resting position during operations, the plant **eliminated the risk of tools striking operators**—a clear example of how low-cost interventions can deliver high-impact safety improvements.

In our Wuhu Lighting plant in China, we embraced technology-driven training by introducing **virtual reality (VR) safety simulations**. Over 500 employees participated in immersive experiences that replicated accident scenarios and emergency responses, strengthening hazard awareness and preparedness. This innovative approach marked a shift from passive learning to active engagement, reinforcing a culture of safety.

The Tolmezzo Lighting plant in Italy focused on cultural transformation through a program that applied the **LUTI Cycle**⁶⁵ and interactive tools to foster a proactive safety mindset. A total of 220 employees were trained, achieving a 100% pass rate on final tests and a 4.7/5 satisfaction score. This initiative demonstrated the power of involvement and continuous learning in building a strong safety culture.

At the Penang Lighting plant in Malaysia, we extended our commitment to safety beyond the workplace through the **Commuting Safety Management System and the Safety Riding Training program**. To address the lack of objective data on the root causes of motorcycle commuting accidents, Marelli adopted a data-driven approach through the Commuting Safety Management System (CAMS). This initiative enabled accurate analysis of accident patterns and introduced targeted safety riding training. As a result, the program reduced the severity of hand injuries by 100%, and lowered overall commuting accidents by 5%.

The Amata Electronics and Bangplee Green Technologies plants in Thailand exemplified excellence by earning the **2025 Zero Accident Gold Award from the Thailand Institute for Occupational Safety, Health and Environment Promotion**. This recognition reflects five consecutive years without workplace accidents, achieved through proactive hazard identification, continuous employee engagement, and strong leadership support.

At the Amparo Green Technologies' plant, in Brazil, creative methods such as **risk-perception lectures and interactive theater sessions** were deployed to enhance safety awareness, emotional control, and teamwork. These activities fostered a culture of collaboration and environmental responsibility, driving lasting improve-

ments in workplace safety.

At the Kechnec Electronics plant in Slovakia, to **protect employees from musculoskeletal injuries**, a strict 10 kg weight limit was established for manual handling. However, certain processes—such as loading magazines, handling large reels, and moving PCB packages—could not comply with this limit. A detailed analysis pinpointed high-risk areas, which allowed for the **installation of lifting equipment** in these locations. The plant successfully eliminated manual handling of heavy loads wherever possible, significantly reducing ergonomic risks and protecting employee health.

Finally, the Guangzhou Electronics plant in China organized a **Safety Production Month initiative, including hazard identification campaigns, fire extinguisher drills and safety knowledge competitions**. These efforts engaged over 500 employees mainly from logistics, production, and maintenance functions. Moreover, more than 40 hazards were identified. The Safety Production Month activity has been recognized by the Chinese management team and won the Excellent Award in the China region.



⁶⁵ The LUTI acronym represents a structured four-phase approach designed to strengthen safety culture and knowledge retention:

- Learn – Employees receive training through diverse methods tailored to different learning styles, ensuring effective knowledge acquisition.
- Use – Knowledge is applied in practice by testing understanding through Gemba walks in designated model areas.
- Teach – Participants share what they have learned during the previous phases to reinforce awareness and promote peer learning.
- Inspect – Finally, Gemba inspections are conducted to verify the correct application of safety practices and sustain continuous improvement.

LOOKING FORWARD

From 2026 to 2028, Marelli will intensify its commitment to workplace safety with a clear target: **reduce the Injury Frequency Index (lost time injury per worked hour) by 20% compared to the 2025 baseline of 0.55 across both manufacturing and non-manufacturing sites.** Achieving this goal will require stronger preventive measures, enhanced risk assessments, and continuous engagement with employees and contractors. **We will expand the implementation of global guidelines—such as the updated CMR management framework—and reinforce industrial hygiene monitoring to minimize exposure to hazardous substances.** Digital tools will play a key role in tracking incidents and corrective actions, enabling data-driven decisions and faster interventions. Additionally, **we will strengthen behavioral safety programs, emergency preparedness drills, and targeted training to foster a proactive safety culture.** By combining technology, training, and collaboration, Marelli aims to create safer workplaces and move closer to our vision of zero injuries.



LABOR RELATIONS

Our Commitment

At Marelli, we recognize that labor conditions carry real risks—as supply chains globalize. In the EU, the automotive industry provides roughly 13.8 million jobs, accounting for about 6.1% of total employment, both directly and indirectly⁶⁶. In Japan, the sector employs around 5 million people, making up approximately 8% of the country's workforce⁶⁷. China leads with over 4 million⁶⁸, while in the U.S., the vehicle and auto parts manufacturing workforce stands at 993,900⁶⁹. These figures illustrate the weight of labor in automotive manufacturing across a few countries where we operate: while the sector is a major employer, it is also exposed to rapid technological change, cost pressure, globalization, and policy shifts.

In this environment, Marelli remains committed to fostering strong labor relations, applying consistent global standards, and promoting active social dialogue. **We commit to align with the International Labor Organization's (ILO) core principles and with United Nations Sustainable Development Goal #8 (SDG 8) targets on protecting labor rights and promoting safe and secure working environments** — including freedom of association, collective bargaining, non-discrimination and decent working conditions — and to embed them within our own policies ([Marelli Code of Conduct](#), [Marelli Human Rights Policy](#)) and practices.

Organizational Transformation

In 2025, **Marelli did not undergo major restructuring or organizational transformations** compared to the previous years. A moderate workforce reduction was observed, primarily at European plants, reflecting a significant drop in production volumes across the automotive sector — particularly among OEMs that had heavily invested in electric models. We managed this contraction mainly through the **non-renewal of temporary and agency contracts, voluntary separation programs and short-time work schemes, avoiding large-scale layoffs**. The only structural initiative was the closure process of the Sampedor plant in Spain (around 70 employees), with negotiations underway to define a socially responsible transition plan. We have closed our Ride Dynamics plant in Tangier, Morocco, and reallocated all staff to our other local operation. Volume-related adjustments were addressed in Italy through short-time work schemes, confirming **Marelli's commitment to managing industrial transitions responsibly and in close cooperation with unions and institutions**.

⁶⁶ <https://www.eurofound.europa.eu/en/publications/all/employment-eus-automotive-sector>

⁶⁷ <https://turnpoint-consulting.com/en/media-mobility/automotive-industry-x-it-human-resource-trends>; <https://www.jama.or.jp/english/news/press-conference/2025/587/>

⁶⁸ <https://www.ibisworld.com/china/employment/automobile-manufacturing/571/>

⁶⁹ <https://www.bls.gov/iag/tgs/iagauto.htm>

Collective bargaining

Marelli aims to maintain open and constructive social dialogue across all regions where we operate. **Our target is to conclude direct negotiations with employee representatives, unions, and government agencies without strikes or production interruptions, minimizing the negative economic impact for both our company and employees.** In 2025, we continued the proactive communication and cooperation to seek fair solutions during industrial adjustment.



- **70% of our workforce** is covered by Collective Bargaining Agreements
- **28 management and employee** representatives in the European Works Council (EWC)

We have a strong global framework for Collective Bargaining Agreements (CBAs), which typically include provisions on health and safety, working conditions, diversity and inclusion, discrimination, training and career development, wages and compensation for atypical hours. **70% of our workforce is covered by these agreements**, highlighting our dedication to comprehensive labor rights. **In countries where collective bargaining agreements are not in place, Marelli ensures equitable working conditions and benefits supplemental to, or better than the minimum requirements by law**, through robust internal policies (like the human rights policy) and regular, market-aligned compensation reviews. Structured dialogue with employee representatives and bodies, such as works councils, plays a key role in fostering social dialogue. We consistently engage with employee groups to consult and negotiate on workforce-related matters, ensuring that employee concerns are heard and appropriately addressed.

In 2025, Marelli's engagement with the **European Works Council (EWC)** was pivotal in enhancing the social dialogue framework within Europe. The EWC ensures employees the right to information and consultation and serves as a key platform for fostering communication and transparency between Marelli's management and employee representatives from various EU countries, including Italy (8), Poland (4), Czech Republic (3), Slovakia (3), Germany (3), France (2), Spain (2), Romania (1) and the UK (2), which remains involved post-Brexit due to its strategic importance. In 2025, two ordinary meetings were held with the EWC, in addition to two extraordinary meetings with the Select Committee specifically focused on Chapter 11.

Outside Europe, we facilitate structured social dialogue with recognized employee representatives in countries like Brazil, Mexico and Japan, ensuring local labor practices meet global standards. Regular dialogue with employees, through formal representatives or direct engagement, is key to promoting a fair and supportive work environment globally.

Minimum Notice Periods

The minimum number of weeks' notice required for employees and their representatives before significant operational changes that could substantially affect them are implemented varies from country to country. In countries where collective bargaining agreements (CBAs) are in place, these agreements define specific notice periods and consultation requirements for Marelli. When not governed by CBAs, local legislation tends to dictate the minimum notice period requirements for operational changes⁷⁰.

⁷⁰ Within the European Union (EU), Directive 2001/23/EC stipulates that when a transfer of an undertaking, business, or part of an undertaking or business occurs as a result of a legal transfer or merger, an information and consultation procedure must be conducted with employee representatives. The procedure must be initiated reasonably in advance of the transfer. Marelli companies comply with this Directive as implemented by the relevant laws and regulations of each EU member state.

In the UK, when a business changes owner, its employees may be protected under the Transfer of Undertakings (Protection of Employment) regulations (TUPE). There are 2 types of transfer protected under TUPE regulations: business transfers; service provision changes. Employers must consult employee representatives about anything to do with the transfer that would affect the employees (for example reorganization). They should try to gain agreement about these changes. Employees should be given notice in advance about a TUPE transfer, but there is no legal length of time since the contract is not ending.

In Turkey, according to local Labor Law, companies are required to notify the Labor Court and the trade unions, prior to any large-scale employee layoffs or plant closures. Employers who are considering mass layoffs must notify the workplace union representatives, the relevant Regional Directorate of the Ministry of Labor, Family and Social Policies, and the Turkish Employment Agency they are affiliated with in writing at least 30 (thirty) days in advance. Along with this notification, the employer must provide information on the reasons for the layoff, the number and groups of workers to be affected, and the time frame in which the termination procedures will take place.

According to Article 29 of the Labor Law, if the employer rehires workers for the same job within 6 months from the finalization of such a mass layoff, it is stipulated that the employer must first call the workers who have the appropriate qualifications from among the workers he has dismissed. In this context, in order for the dismissal to be considered as a collective dismissal in the relevant article of law;

* In workplaces employing between 20 and 100 workers, at least 10 workers must be dismissed,

* In workplaces employing between 101 and 300 workers, at least 10 percent of the workers must be dismissed,

* In workplaces employing 301 or more workers, at least 30 workers must be dismissed has been foreseen. Marelli in this group.

In the U.S., the federal Worker Adjustment and Retraining Notification Act (WARN), which applies to both unionized and non-unionized sites, requires employers to give a minimum of 60-days' notice for any action that will cause at least 50 employees, or 33% of the workforce, to lose their jobs.

At unionized sites and/or plants in the U.S., information and consultation procedures with trade unions are normally defined by the Collective Labor Agreements (CLA) signed between the company and the trade union and are applicable at the plant level. At non-unionized plants, it is common practice to make a company-wide announcement to all employees of organizational changes relating to outsourcing, giving reasonable prior notice of the operation.

In Mexico, according to Federal Labor Law, companies are required to notify the Labor Court and the trade unions, prior to any large-scale employee layoffs or plant closures. However, no notification period is expressly defined in Mexican labor law.

In accordance with the Federal Labor Law, notice must be given to the Labor Court when collective labor relations or plant closures are to be terminated in their entirety; however, in the case of mass dismissals, notice should not be given to the court.

The law does not set a deadline for notification, but in the case of plant closures in accordance with Article 900, the authority must be notified in writing, but it is reiterated that it does not set a deadline, but it is understood that the authority must be notified prior to the closure of the plant. plant or request for termination of collective relations.

In Brazil, bargaining is not mandatory in the event of the transfer of a business, plant, or parts thereof, resulting from a contractual sale or merger. Changes that do not change the employment contract do not need to be communicated in advance, as the law (art. 10, of the CLT) says that any change in the company's structure will not affect the rights provided for in the individual employment contract. However, transfers to another company of the economic group, change of shift, working hours others modalities of work (remote or presential work) or activities must be communicated in advance and the employee must consent so that there is no illegal alteration of the contract (art. 468 of the CLT) this advance does not have a specific deadline, but it must be reasonable so as not to take the employee by surprise.

In Argentina, there is no minimum or maximum term, but it is convenient to negotiate with the trade union about the steps to follow.

In Japan, regarding the transfer of business, based on the Labor Contract Succession Law, it is necessary to discuss with the target worker and the labor union about the outline of the company that will work after the company split, the idea of whether or not the worker is mainly engaged in the business to be split, whether or not there is succession, etc. Minimum notice periods for individuals are 13 days and above. The CBAs applied in Marelli companies require the company and the union to reach an agreement on the transfer of the company and on post-transfer working conditions before communicating the target employees his/her transfer. In addition, even in the case of ordinary internal transfers, if there is a significant impact on working conditions, the company must reach an agreement in advance with the labor union.

In China, the National Labor Union stipulates that all operational changes such as reorganizations, restructurings, or actions reducing the workforce by 20 or more employees, or less than 20 but accounting for 10% of company employees must be notified to the trade union or to the employees. Negotiations and employee consensus is required.

Such operational changes must be filed and approved by the Labor Bureau 30 days prior to any further notifications or actions, or the changes are deemed illegal.

The Labor Contract Law (2008) provides for restrictive conditions on workforce reduction. An Employer cannot unilaterally terminate an employment contract pursuant to Article 40 or Article 41 hereof if the employee belongs to a certain group of employees or if special circumstances apply.

In India, notice of change: Section 9A of the Industrial Disputes Act, 1947 lays down that any employer who proposes to effect any change in the conditions of service applicable to any workman in respect of any matter specified in Schedule IV (given in the end of this study) is required to follow the procedure laid down in Section 9A of the Act.

According to Section 9A, the workmen likely to be affected by the proposed changes are to be given a notice in the prescribed manner. No change can be made within 21 days of giving such notice. However, no notice is required for effecting any such change when it is in pursuance of any settlement or award. These provisions are wholly inapplicable to any alleged right to work relief for office bearers of trade unions. No such right is recognized under provisions of the Act (LJ II 1998 Mad. 26).

No additional provision according to the CBA applied in Marelli companies.

As regards Malaysia, a minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them.

For organizations with collective bargaining agreements (CBAs) are in place, the notice period and provisions for consultation and negotiation are specified in the CBA itself. The CBA applicable to Marelli envisages that either party may serve on the other, three months written notice to negotiate on new terms and conditions of employment and other related matters.

In Korea, in cases where an employee refuses to transfer with the business or there is a disagreement on the terms of the transfer to the buyer, an employee retains the right to remain employed with the seller unless the seller can legally terminate the employee.

Pursuant to the Workers Participation Act and relevant statute, the employer shall, in good faith, inform the decision involved in the merger or any other decision fundamental to the company's business management to the employees. The CBA stipulates that this notice must be informed to the Unions at least 60 days in advance, followed by sufficient consultation. However, the law sets no penalty for violation of such duty. The CBA applied in Marelli company in Korea contains provision for prior consultation with the trade unions regarding the plan for transfer/merger. In Thailand, notice of change: the Labor Protection Act does not specify a standardized minimum notice period for operational changes that do not involve employment termination or layoffs. Instead, notice periods are often related to specific situations such as employment termination, which typically requires one wage period's notice (30 days). If the employer is unable to provide advance notice as required, they must pay wages in lieu of notice and provide severance compensation as stipulated by law.

For organizations with collective bargaining agreements (CBAs) in place, these agreements usually specify notice periods and procedures for consultation and negotiation. Thai labor law does not set specific standards for these issues, so the details depend on the agreement between the employer and the union.

Ethical Employment Practices

Aligned with the [Marelli Code of Conduct](#) and [Human Rights Policy](#), Marelli is committed to guaranteeing fair and inclusive opportunities at every stage of employment. Employment decisions at Marelli are guided by principles of diversity, inclusion and meritocracy, ensuring equal opportunities and zero tolerance for discrimination. Mandatory trainings on diversity, inclusion, and unconscious bias—together with awareness initiatives led by our Employee Resource Groups—help ensure that talent selection and development are based on skills and performance.

Our **staffing and recruiting policy**⁷¹ enforces global compliance with minimum age requirements by incorporating age verification, supporting diversity, inclusiveness, and transparency. We uphold a **minimum working age of 16, in line with international labor standards**, and Human Resources ensures candidates meet the legal age requirements. Through the government-mandated apprenticeship program, we employ minors only in Brazil, strictly in accordance with local regulations, and ensure they are not involved in production activities.

To prevent misuse of employee identification documents, they are used solely for verification and promptly returned, safeguarding privacy and legal compliance. Marelli's recruitment process is transparent and candidate-focused, offering a commitment letter detailing employment terms before finalizing contracts.

We set a quantitative target to ensure high labor standards across our operations. To address risks such as child labor, fair wages, working hours, discrimination and health and safety, **we set a goal to obtain SA8000, ISO 45001, and ISO 14001 certifications across all plants in high- and medium-risk countries by 2025**. In 2024, all plants in scope were certified under ISO 14001 and ISO 45001. In the same year, SA8000 certification was achieved at 18 plants. In 2025, a further 14 plants were certified, while certification of the eight plants in Mexico—originally planned for 2025—was postponed to 2026. By the end of 2025, SA8000 certification therefore covered 32 plants across China, Brazil, Morocco, India, Thailand, Malaysia, Poland, the Czech Republic, and Italy.

We initiated **internal audits across global operations** in 2025, **selecting seven plants for detailed reviews based on third-party risk mapping** to ensure diverse regional coverage. These audits, conducted by independent auditors, used a comprehensive checklist covering 67 areas and resulted in corrective action plans that were closed within 90 days after completion. Whenever a non-conformity (NC) was identified in one plant, we systematically extended the check to all other plants within the same country to address and resolve the issue, ensuring preventive measures were implemented to avoid recurrence. **In 2026, we plan to increase the number of manufacturing plants audited following the results of our quarterly risk monitoring on a third-party risk monitoring platform.**

Ensuring Highest Labor Standards



- **32 plants** are certified under SA8000
- **7 third-party internal audits** conducted across global operations

⁷¹ The Marelli Staffing and Recruiting Policy establishes consistent, ethical, and transparent guidelines for attracting, selecting, and onboarding talented individuals who align with Marelli's values and strategic goals. The policy aims to foster diversity, efficiency, and a positive candidate experience while mitigating risks related to non-compliance and bias in hiring. It applies globally to all Marelli businesses and functions, covering both hourly and salaried roles, with a minimum working age of sixteen years unless stricter local regulations apply, and there are no major exclusions except where local law is stricter. Responsibility for implementation lies with the Global Talent Acquisition and Onboarding team and is overseen by Talent Management and Organization Development at the senior level. The policy is aligned with local employment laws, global ethical standards, and data protection regulations. Marelli actively considers the interests of candidates, hiring managers, and HR in shaping the policy, and ensures transparency by making the policy available internally and promptly communicating updates to all stakeholders involved in recruitment and onboarding.



Commitment in Action:
Inclusive workplace through AI-enabled accessibility

Marelli implemented an AI-enabled workstation to ensure the safe and meaningful inclusion of a visually-impaired employee within an industrial setting. By combining high-resolution scanning, OCR technology, AI-driven document classification, and advanced accessibility tools such as a Braille display and adaptive keyboard, the solution enables the employee to autonomously manage document digitization tasks that were previously inaccessible or posed safety risks. This transformation enhances the quality and speed of document workflows, and also demonstrates how targeted technological innovation can open new opportunities for people with disabilities.

Beyond improving daily operations, the initiative has significantly strengthened employees' autonomy, confidence, and engagement by offering meaningful tasks that respect dignity and professional capability. The project stands as a replicable model that can be extended across other departments and sites, contributing to a more inclusive and socially-responsible corporate culture.



LOOKING FORWARD

As we move forward from delivering on our commitments to fair and responsible labor conditions, Marelli is dedicated to maintaining and further strengthening our rigorous framework of policies, procedures, and certifications. Our renewed focus is on **embedding ongoing internal controls and regular checks to ensure the highest labor standards** are consistently upheld, with zero breaches across our global footprint. **With our updated Human Rights Policy, in preparation for the CSRD and CSDDD, we will continue to ensure the highest human rights and labor conditions.**

SOCIAL CONTRIBUTION

Our Commitment

At Marelli, social contribution is a fundamental part of our mission to foster sustainable growth within the communities we serve, as outlined in our [Code of Conduct](#). To provide a structured approach to community engagement we introduced the Marelli Global CSR Policy in 2025. Aligned with the UN Global Compact and Sustainable Development Goals, particularly SDG #10 (Reduced Inequalities) and #17 (Partnerships for the Goals), this policy emphasizes ethical conduct, sustainability and effective partnerships with local non-profits. We focus on supporting local non-profits in climate change, human rights and biodiversity, encouraging employee volunteering and ensuring transparency in project execution, while avoiding long-term dependencies. Our efforts are focused on cities where Marelli operates, enhancing local impact and facilitating meaningful employee participation. An emergency support mechanism ensures readiness for unforeseen events, partnering with the International Committee of the Red Cross. Through this dedicated framework, Marelli is committed to making a positive difference in our communities, fostering a resilient and sustainable future.

“We believe sustainable growth is inseparable from the well-being of the communities around us. By working with trusted partners and engaging our people locally, we aim to make a positive and lasting contribution where it matters most.”

Anjali Diwakar, Head of CSR India



Initiatives In 2025

From Campus to Career in China: Marelli's Career Mind Lecture with USST

Marelli partnered with the University of Shanghai for Science and Technology (USST) to launch the Career Mind Lecture Series, beginning with a session on talent market insights and AI-Powered résumé enhancement. The lecture combined forward-looking labor market perspectives with practical guidance to strengthen students' job search readiness. Building on this initiative, a second Career Mind Lecture was held at Marelli's Shanghai site, featuring mock interviews, group case discussions, and a company tour. Through one-to-one interview practice and real business scenarios, students developed essential soft skills—including communication, teamwork and problem solving—supported by personalized feedback from Marelli's human resources and business professionals. This deep university-industry collaboration underscores Marelli's commitment to building a strong school-to-work pipeline and nurturing the next generation of industry talent.



Collaboration with the Saitama City Board of Education in Japan

Junior high and high school students developed ideas to improve Saitama City through the Saitama Cup 2025, a regional revitalization program organized in collaboration with the Saitama City Board of Education. As part of the initiative, approximately 2,600 students leveraged resources provided by local companies—including Marelli—to create innovative proposals for the city's future. Over a three-month period, students refined their ideas in class and presented them at the Saitama Cup event. During the final competition, the most outstanding teams were selected by a panel of judges, including the Saitama City Superintendent of Education. Headquartered in Saitama City, Marelli participated alongside other companies, supporting the learning and development of the next generation while contributing to regional education.

Marelli Champions Tomorrow's Innovators at Saitama Engine 2025 in Japan

Marelli proudly supported the 2025 Saitama Engine initiative, partnering with junior and senior high school students to co-create innovative solutions for the local community through inquiry-based learning. Over a four-month period, Marelli colleagues shared their technological expertise, inspiring students to explore advanced technologies such as Head-Up Displays, advanced lighting systems, sensors, and Software-Defined Vehicles. Six finalist teams incorporated Marelli innovations into their proposals, with projects utilizing Marelli technologies earning both the Grand Prix and Runner-Up awards in the junior high school category. These achievements underscore Marelli's commitment to nurturing young talent, strengthening community engagement, and helping shape a more innovative and sustainable future.



A Collaboration Beyond Business in India

This collaboration between Marelli and Genpact, our service provider, represents a first-of-its-kind partnership for Marelli. It demonstrates how co-creation can extend beyond business outcomes to generate meaningful societal impact. Through this unique collaboration, our shared commitment translated into tangible value for the communities in which we operate, making the initiative particularly significant. Under Marelli India's CSR program, we supported 10 women from rural areas of Jaipur, India, helping them become employable and economically independent. The program focused on building essential skills—including communication, teamwork, problem-solving, critical thinking, adaptability and digital literacy—equipping participants with the capabilities needed to succeed in today's evolving workplace.

Promoting STEM education in India

Marelli India launched its scholarship program in 2023 to support 52 high-potential engineering students (36 male and 16 female) throughout their bachelor's degree programs. By 2025, all 52 scholars had successfully progressed to their third year, demonstrating strong academic performance during their first two years with an average CGPA of 7.98. Reflecting Marelli India's long-term commitment to their growth and success, the company also intends to offer career opportunities to interested graduates upon completion of their degrees. In their fourth year (2026), Marelli leadership and employee volunteers will further engage with the cohort through mentorship, skill-building and upskilling initiatives, supporting their continued professional and personal development.

Supporting Cataract Surgeries in India for Elderly Community

In India, cataracts often develop nearly a decade earlier than in Western countries due to factors such as genetic predisposition, prolonged exposure to intense sunlight, and the effects of early malnutrition. The country's rapidly growing elderly population further increases the demand for accessible and affordable eye care services. To help address this need, Marelli India partnered with two leading eye hospitals in Noida, Uttar Pradesh, and Bangalore, Karnataka, to support cataract surgeries for 957 senior citizens (453 men and 504 women). Beneficiaries were identified through screening camps conducted in nearby villages and were then transported to the hospitals for surgery and safely returned home afterward. All costs related to the screening camps, transportation, meals, and surgical procedures were fully covered by Marelli India under its CSR program.



Blood Donation Campaign in Malaysia

To help address critical blood shortages affecting surgeries, trauma care, and chronic illness treatment, Marelli supported a community blood donation initiative in Malaysia. Fifty medically cleared employees contributed a total of 20.5 liters of blood, directly benefiting patients in need. The effort reflects Marelli's commitment to social responsibility and community well-being, aligned with our "Care for Life" values. It also strengthened partnerships with local hospital blood banks, expanding the reach and impact of our support.



PROET at Lavras Plant, in Brazil

The PROET (Professional Development for Work) Program at Marelli's Lavras Plant in Brazil is an inclusion initiative launched in 2016 to prepare and qualify apprentices with disabilities for the job market. Developed in partnership with APAE, the program combines professional training workshops with financial support, including scholarships, uniforms, meals, and transport vouchers. Since its inception, PROET has supported 70 young participants, with 11 enrolled in 2025 alone. The program not only equips apprentices with essential skills but also creates real employment opportunities—several participants have transitioned to permanent roles at Marelli. By breaking barriers and fostering diversity, PROET exemplifies Marelli's commitment to social inclusion and equal opportunity.



Resocialization Project at Lavras Plant, in Brazil

The Resocialization Project at Marelli's Lavras Plant, launched in 2019 in partnership with the Department of Social Development (SEDS) and the Lavras Prison, promotes social reintegration by offering work opportunities to inmates. Under Brazil's Penal Execution Law, every three days worked reduces the sentence by one day, and participants receive 75% of the national minimum wage—50% allocated to their families, 25% saved for post-release, and 25% directed to the State. Additionally, Marelli provides families with a monthly basic meal basket. In 2025, four individuals participated in the program. The initiative earned Marelli the Resgata Social Responsibility Seal Award in 2019, underscoring its commitment to inclusion, rehabilitation, and community impact.



Formare Project at the Amparo Plant, Brazil

The Formare Project at Marelli's Amparo Plant in Brazil, launched in 2007, is a professional qualification program designed for young people in situations of economic and social vulnerability. Built on innovative pedagogical practices and corporate volunteering, the initiative promotes equity and social transformation by preparing participants for the job market. Since its inception, 310 students have graduated, including 19 in 2024—10 of whom were hired as apprentices—and 14 graduated in 2025. Marelli employees serve as volunteer educators, gaining benefits such as enhanced communication skills, leadership development, and community engagement.



Ignite the Change 2.0

With the launch of the "Ignite the Change" initiative, many dynamic activities took place in 2025. Various projects were planned by employee volunteers that reflect our corporate values, promoting teamwork, collaboration, and a shared purpose:

Girls Code It Better: A STEM Experience at Corbetta, Italy

Our Corbetta Plant welcomed enthusiastic female students from Corbetta Middle School as part of the Girls Code it Better project, which aims to inspire and support middle school girls in STEM. The students started their visit at Marelli Motorsport, sparking their curiosity right from the start. The students explored the telemetry lab, gaining insights into the various systems installed on F1 cars and more, including cameras and data systems. The mechatronics workshop captivated their attention, especially the 3D printer that Motorsport engineers showcased to inspire the young minds.

Strengthening Community Through Volunteer Action in Mauá, Brazil

Employees from Aftermarket Mauá created a dedicated committee to identify and support local institutions in need. To broaden the impact of their efforts, the group partnered with the Rotary Club of Mauá, an international organization known for promoting humanitarian initiatives worldwide. The volunteer activities began with a thorough cleaning of a shelter home for people with intellectual and other co-existing disabilities, followed by painting protective railings and walls in the recreation area. Volunteers also repaired and refurbished cribs used by children living at the institution and organized a Children's Day celebration complete with games, meals, and activities. The commitment and enthusiasm shown by Marelli volunteers made a meaningful difference in the community where they live and work, demonstrating the power of collective action and local engagement.



Marelli India Promotes Sustainability Through Water Conservation

Marelli India continues to strengthen its sustainability and CSR commitments and for the third consecutive year, is rejuvenating a pond as part of a long-term environmental initiative launched in 2023. Through a Public Partnership model, a dried and degraded pond within the police training camp in Gurugram, Haryana, was identified for restoration. Following due diligence and government approvals, the rejuvenation work began.

The project includes the revival of a three-acre pond, the installation of a sewage water treatment plant (SWTP), and improvements to the surrounding landscape, including local flora and fauna. Beyond environmental restoration, the renewed space now supports the physical and mental well-being of nearby residents, who regularly use the area and have expressed strong appreciation for Marelli's efforts.





06 APPENDIX

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BOARD OF DIRECTORS⁷²

Dinesh Paliwal

Executive Chairman and Chairman of the Nomination, Governance and Human Capital Committee

David Slump

Executive Director ⁷³

Bin Hwee Quek

Member of the Audit and Risk Committee

Hirofumi Hirano

Member of the Nomination, Governance and Human Capital Committee

Hisao Iijima

Member of the Audit and Risk Committee and the Nomination, Governance and Human Capital Committee

Karen Snow

Member of the Audit and Risk Committee and the Nomination, Governance and Human Capital Committee

Dr. Punita Kumar Sinha

Member of the Audit and Risk Committee

Dr. Shellene Santana

Member of the Nomination, Governance and Human Capital Committee

Noboru Yamamoto

Member of the Audit and Risk Committee

Roger Meltzer

Stefan M. Selig

MATERIAL TOPICS

Material topic	Description
Climate Change & Action/Energy Management	Align with ESG standards and regulations, measure greenhouse gas emissions and develop and implement business relevant decarbonization plans.
Sustainability in the Supply Chain	Manage the sustainable impact of our logistics and supply chain.
Material Sourcing	Limit the use of critical materials, secure their sourcing and develop alternatives to protect against supply chain disruptions and volatile input prices.
Governance & Compliance	Uphold strong corporate governance and business ethics practices across all stakeholder dimensions, including ownership and control, board composition, pay, accounting, business ethics and tax transparency.
Labor Relations	Foster constructive relationships between management and labor and uphold strong worker protections.
Waste Management	Improve operational efficiency by decreasing waste generation and increasing reuse and recycling.
Product Safety & Quality	Manage product safety effectively to enhance our reputation and drive long-term sales performance.
Occupational Health & Safety	Establish, maintain and promote a healthy and safe work environment for the protection of all workers.
Circular Economy Design	Design parts to be easily recyclable and reusable and apply modularity principles to product design.
Diversity & Inclusion	Encourage, promote and respect diverse perspectives and cultures across our business to bring fresh thinking and give Marelli a competitive edge.
Respect for Human Rights	Respect and support fundamental international principles concerning human rights, not only for our employees but also across our supply chain.
Water Conservation	Manage water intensity, assess water stress in areas of operation and address water-related risks and opportunities.
Data Responsibility	Manage data responsibly by mitigating cybersecurity risks, promoting a culture of cyber awareness and handling personal or sensitive data with care.
Social Contribution	Contribute to the development of local communities by creating wealth and providing expertise, skills and technology for the sustainable development of both our company and society.
Employee Engagement	Develop and maintain a strategy for fostering a diverse and highly engaged workforce.
Competitive Behavior	Ensure business conduct does not create antitrust concerns and avoid penalties that may have an acute impact on our company's balance sheet and reputation.
Biodiversity	Assess and manage the impact of operations on biodiversity and minimize the environmental footprint across areas of operation.
Toxic Emissions	Prevent environmental contamination and reduce toxic or carcinogenic emissions arising from operations.

⁷² Board of Directors as of the date of approval of the report.

⁷³ Former President and CEO; continued to serve on the Board following the leadership transition effective April 13, 2026.

ABOUT THIS REPORT

Reporting Period and Scope

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.**

Reporting Boundary

1. As of year-end 2025, Marelli operated 158 site locations across 82 legal entities, including manufacturing plants, offices, engineering centers, controlled joint ventures, and warehouses.
2. Unless otherwise specified, data presented in this report refers to sites that were operational at any point during 2025, including those operating for part of the year.
3. Human Resources data covers all sites with Marelli employees.
4. Health & Safety data covers all manufacturing and production units.
5. Energy and environmental indicators are reported for locations (manufacturing sites and offices, excluding the minor ones) where Marelli manages energy, water, and waste consumption within its operational setup. For activities conducted on customer premises or under shared facility arrangements, consumption is managed in accordance with contractual and site-specific management frameworks, where utilities are administered centrally and allocated through agreed commercial mechanisms.
6. Data and information related to the starting point (baseline), progress and forward-looking targets presented in the Marelli Sustainability Dashboard refer to manufacturing sites that were operational for the full duration of 2025, ensuring consistency, comparability, and robustness in performance monitoring.

Joint Ventures

The data in this report covers controlled joint ventures which is defined as a legal entity in which Marelli has ownership (direct or indirect) of more than 50% of the voting rights, or the power to appoint or elect a majority of the directors of a legal entity, or the power to direct the management of a legal entity.

Data Restatements

All restatements are accurately reported in the text or tables.

Forward-Looking Statements

This report contains forward-looking statements considered relevant and in progress during the preparation of this document. Please be aware that actual results may differ due to various factors, including changes in regulatory requirements, market and economic conditions, stakeholder expectations, operational performance, availability and quality of data, and the evolution of sustainability related standards and methodologies.

Publication date: June 2026.

For further information, contact us at sustainability@marelli.com

Units of Measurement

Unit	Symbol
Billion	Bn
GHG emissions	
Metric tons of carbon dioxide equivalent	tCO ₂ e
Kiloton	kt
Metric ton (1,000 kg)	t
Million	M
Volume	
Cubic meter	m ³
Volume (liquid)	
Liter	L
Megaliters	ML

Data Restatements

GRI indicators listed in the Independent Practitioner’s Assurance Report were subject to limited assurance in accordance with ISAE 3000 (Revised) by Deloitte & Touche S.p.A.

GRI TABLES

GRI Standard						
GRI 2: GENERAL DISCLOSURES 2021						
The organization and its reporting practices						
Disclosure 2-1	Organizational details	Page 4				
Disclosure 2-2	Entities included in the organization's sustainability reporting	Page 123				
Disclosure 2-3	Reporting period, frequency and contact point					
Disclosure 2-4	Restatements of information					
Disclosure 2-5	External assurance	Page 189,190				
Activities and workers						
Disclosure 2-6	Activities, value chain and other business relationships	Page 14, 75-80				
Disclosure 2-7	Employees	Page 82-102, 111-120				
	Unit of measurement	Scope	2023	2024	2025	Notes
Total number of employees (directly employed by Marelli)	number (head count)	Group	43,585	41,693	41,099	In 2023, two UK employees working part-time at 50% of standard hours were each reported as 0.5 head count.
- of which women	number (head count)	Group	12,922.5	12,432	12,344	
- of which men	number (head count)	Group	30,662.5	29,261	28,755	
- of which other	number (head count)	companies/countries for which gender information is not available	0	0	0	

GRI Standard						
GRI 2: GENERAL DISCLOSURES 2021						
Activities and workers						
Disclosure 2-7	Employees	Page 82-102, 111-120				
	Unit of measurement	Scope	2023	2024	2025	Notes
Number of permanent employees	number (head count)	Group	42,124	39,959	39,184	
- of which to women	number (head count)	Group	12,409	11,877	11,684	
- of which men	number (head count)	Group	29,716	28,082	27,500	
- of which other	number (head count)	companies/countries for which gender information is not available	0	0	0	
- of which South America (SA)	number (head count)	companies of the region	4,705	4,886	5,160	
- of which North America (NA)	number (head count)	companies of the region	11,324	11,071	10,763	
- of which EMEA	number (head count)	companies of the region	16,328	14,591	14,246	
- of which India	number (head count)	companies of the region	822	1,162	1,334	
- of which ASEAN	number (head count)	companies of the region	4,840	4,560	4,194	
- of which China	number (head count)	companies of the region	4,105	3,688	3,487	

GRI Standard						
GRI 2: GENERAL DISCLOSURES 2021						
Activities and workers						
Disclosure 2-7	Employees	Page 82-102, 111-120				
	Unit of measurement	Scope	2023	2024	2025	Notes
Number of temporary employees	number (head count)	Group	1,461	1,734	1,915	
- of which to women	number (head count)	Group	514	555	660	
- of which men	number (head count)	Group	947	1,179	1,255	
- of which South America (SA)	number (head count)	companies of the region	69	33	21	
- of which North America (NA)	number (head count)	companies of the region	195	283	640	
- of which EMEA	number (head count)	companies of the region	709	885	674	
- of which India	number (head count)	companies of the region	0	0	0	
- of which ASEAN	number (head count)	companies of the region	488	509	559	
- of which China	number (head count)	companies of the region	0	24	21	

GRI Standard						
GRI 2: GENERAL DISCLOSURES 2021						
Activities and workers						
Disclosure 2-7	Employees	Page 82-102, 111-120				
	Unit of measurement	Scope	2023	2024	2025	Notes
Number of non-guaranteed hours employees	number (head count)	Group	0	0	0	
Number of full-time employees	number (head count)	Group	43,229	41,419	40,824	
- of which to women	number (head count)	Group	12,646	12,224	12,133	
- of which men	number (head count)	Group	30,583	29,195	28,691	
- of which other	number (head count)	companies/countries for which gender information is not available	0	0	0	
Number of part-time employees	number (head count)	Group	356	274	275	
- of which to women	number (head count)	Group	277	208	211	
- of which men	number (head count)	Group	80	66	64	
- of which other	number (head count)	companies/countries for which gender information is not available	0	0	0	
Disclosure 2-8	Workers who are not employees	Agency workers and Contractors				
	Unit of measurement	Scope	2023	2024	2025	Notes
Total number of workers who are not employees and whose work is controlled by the organization	number (head count)	Group	5,134	3,680	3,523	Agency workers are employed by an employment agency and temporarily assigned to work for Marelli. Agency employees work under Marelli internal supervisors' coordination and directives, usually in the same range of activities and business scope of the Marelli employees.

GRI Standard		
GRI 2: GENERAL DISCLOSURES 2021		
Governance		
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GRI Standard		
GRI 2: GENERAL DISCLOSURES 2021		
Strategy, policies and practices		
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Disclosure 2-28	Membership associations	<p>1. Automobile Business Association of Japan 2. Automotive Engineering Association (AEA) 3. Association of Car Industry and Construction of Morocco 4. National Association of Auto Parts Distributors (ANDAP) 5. Italian Association of the Automotive Industry 6. Automotive Manufacturers and Importers Association 7. European Association of Automotive Suppliers 8. Cluster Lombardia della Mobilità 9. CSR Europe (Drive+) 10. Fédération Internationale de l'Automobile Industry Working Group 11. Fédération des Industries des Equipements pour Véhicules 12. The Heat Transfer Society of Japan 13. Japan Auto Parts Industries Association 14. Joint Electron Device Engineering Council 15. Japan External Trad Organization 16. Motor Equipment Manufacturers Association (formerly OESA) 17. North East Automotive Alliance 18. Rheinisch-Westfälische Technische Hochschule Aachen 19. Society of Automotive Engineers 20. Saitama Chamber of Commerce and Industry 21. National Association of Brazilian Auto Parts Manufacturers (Sindipeças)</p> <p>22. Transmission Research Association for Mobility Innovation 23. Association of Motor Vehicle Manufacturers of Serbia 24. German Association of the Automotive Industry 25. Kanagawa Employer's Association 26. Keidanren Japan Business Federation 27. Sai-no-kuni Land Study Group 28. Saitama Employer's Association 29. Saitama Industrial Club 30. Saitama Keizai Doyukai 31. Saitama Nikkei Newspaper Meeting 32. Deutsch-Italienische Handelskammer 33. Japan Auto Parts Industries Association Future Mobility Study Group(MOBIKEN) 34. Society of Automotive Engineers of Japan 35. Research Association of Automotive Internal Combustion Engines 36. Waseda University Mobility Study Group 37. Automotive Component Manufacturers of India 38. Society of Indian Automobile Manufacturers 39. Indo-Italian Chamber of Commerce & Industry 40. Association of Car Industry and Construction of Morocco 41. Chambre de commerce & industry of Spain in Morocco</p> <p>42. Chambre de commerce & industry of France in Morocco 43. Confederation Generale des Entreprises du Maroc 44. Związek Pracodawców Motoryzacji i Artykułów Przemysłowych at Konfederacja Lewiatan 45. Stowarzyszenia Dystrybutorów i Producentów Części Motoryzacyjnych (SDCM) 46. Abrafiltros Associação Brasileira das Empresas de Filtros e seus Sistemas Automotivos 47. Associação Nacional dos Fabricantes e Atacadistas de Motopeças 48. Zväz Strojárskeho Priemyslu SR 49. Federation of Malaysian Manufacturers 50. Malaysia Employer Federation 51. Perodua Vendor Club 52. Proton Vendor Club 53. Vehicle Lamps Branch of China Association of Automobile Manufactures 54. Sub-Committee 21 on Lamps and Lighting of National Technical Committee of Auto Standardization 55. GB Standard Integration Working Group 56. Chinese committee of the GTB 57. China-Italy Chamber of Commerce 58. Guangzhou Chamber of Commerce and Industry of Japan 59. Guangdong Provincial Automobile Industry Association</p> <p>60. CICEIA China Internal Combustion Engine Industry Association 61. Shanghai Pudong Association of Enterprises With Foreign Investment 62. Wuxi RiShang Club 63. Equiper le futur de l'automotive 64. Deutsche Industrie und Handelskammer (German Chamber of Industry and Commerce) 65. Suedwestmetall 66. Bayernmetall 67. NiedersachsenMetall 68. Verband der Metall und Elektroindustrie in Thüringen</p>

GRI Standard						
GRI 2: GENERAL DISCLOSURES 2021						
Stakeholder engagement						
Disclosure 2-29	Approach to stakeholder engagement	Page 14				
Disclosure 2-30	Collective bargaining agreements	Page 111				
	Unit of measurement	Scope	2023	2024	2025	Notes
Number of total employees covered by collective bargaining agreements	Number	Group	33,748	31,288	28,015	<p>About 70% of coverage (calculated on 40,947 mapped employees out of 41,099 head count in scope) As of December 31, 2025, collective bargaining agreements covered around 70% of Marelli employees. The employees not covered by such agreements, benefit from conditions that are supplemental to, or better than the minimum requirements by law.</p> <p>For further information, please see the chapter on "Labor Relations".</p>
GRI 3: Material topics 2021						
Disclosure 3-1	Process to determine material topics	Page 13				
Disclosure 3-2	List of material topics					

Material topics: competitive behaviour

GRI Standard					
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics				
GRI 205: Anti-corruption 2016					
Disclosure 205-1	Operations assessed for risks related to corruption	Page 63-65			
	Unit of measurement	2023	2024	2025	Notes
Operations assessed for risks related to corruption	number	125	7	51	This indicator was first reported in 2023. Marelli's 2023 self-assessment encompassed 125 active production sites under our internal SA8000 target, excluding non-production units, non-controlled JVs, and inactive plants, such as those in Russia.
Total of operations	number	197	7	147	
Percentage of operations assessed for risks related to corruption	%	63%	100%	35%	
Significant risks related to corruption identified through the risk assessment	number	None	None	None	<p>In 2024, our focus shifted from individual plants to evaluating our seven businesses through compliance and ESG self-assessments. These were conducted by the business presidents, who assessed main risks in terms of impact and likelihood. Key areas included human rights, environmental impact, anti-corruption, data protection, and anti-competitive practices.</p> <p>In 2025, the scope of site-level assessments under GRI 205-1 was determined by consolidating all relevant ethics, compliance and social responsibility assessments completed during the year. This included: 7 sites audited by DNV as part of compliance audits, 1 site assessed under the Responsible Business Alliance (RBA) framework, and 47 sites that completed the NQC Self-Assessment Questionnaire (SAQ) covering ethics, anti-corruption and compliance risks.</p> <p>As several sites were subject to more than one assessment or audit during the year, a deduplication exercise was performed to ensure each physical site was counted only once. Following this consolidation, the total number of unique sites assessed for corruption and compliance risks in 2025 amounted to 51, representing the sites that underwent at least one relevant risk assessment or third-party/control mechanism during the reporting period.</p>

Material topics: competitive behaviour continued

GRI Standard					
GRI 205: Anti-corruption 2016					
Disclosure 205-2	Communication and training about anti-corruption policies and procedures	Page 66-67-69			Notes
	Unit of measurement	2023	2024	2025	
of which Executives trained	number (head count)	0	413	319	<p>The modules of Ethical Workplace Conduct training in 2025 were:</p> <ul style="list-style-type: none"> What is workplace conduct? What is harassment? Acting on environmental and social values Conflict of interest What is insider trading? What is anti-trust? What is fraud? What is bribery and corruption? Guides for gifts and entertainment Speaking up Mandatory acknowledgment <p>In 2025, 51% of all Marelli employees (20,785) completed the training of which: 81% of salaried employees including executives, managers and employees and 36% of hourly workers. Starting from this year, Marelli provides data on the training by employee type and region. This breakdown is not available from the previous years.</p> <p>In 2025, 31% (12,537) of Marelli employees received anti-corruption communications. Anti-corruption training was not provided to Board members during the year, and such communications were not extended to Board members.</p> <p>Information required for GRI 205-2(c) — namely, the total number and percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated, broken down by type of business partner and region — is currently not available.</p> <p>Anti-corruption communication was conducted on October 29, 2025 and was directed to all employees in active service as of that date. Consequently, the percentages reported in the analysis may exceed 100%, as they reflect the employee population at the time of communication delivery.</p>
of which are Executives	%	-	-	70%	
of which ASEAN	number (head count)	-	-	61	
of which ASEAN	%	-	-	85%	
of which China	number (head count)	-	-	23	
of which China	%	-	-	68%	
of which EMEA	number (head count)	-	-	166	
of which EMEA	%	-	-	67%	
of which India	number (head count)	-	-	9	
of which India	%	-	-	53%	
of which North America	number (head count)	-	-	48	
of which North America	%	-	-	70%	
of which South America	number (head count)	-	-	12	
of which South America	%	-	-	67%	
of which Executives who have received anti-corruption notices	number (head count)	-	-	413	
% of Executives who have received anti-corruption notices	%	-	-	90%	
of which ASEAN	number (head count)	-	-	69	
of which ASEAN	%	-	-	96%	
of which China	number (head count)	-	-	34	
of which China	%	-	-	100%	

Material topics: competitive behaviour continued

GRI Standard					
GRI 205: Anti-corruption 2016					
Disclosure 205-2	Communication and training about anti-corruption policies and procedures	Page 66-67-69			Notes
	Unit of measurement	2023	2024	2025	
of which EMEA	number (head count)	-	-	207	<p>The modules of Ethical Workplace Conduct training in 2025 were:</p> <ul style="list-style-type: none"> • What is workplace conduct? • What is harassment? • Acting on environmental and social values • Conflict of interest • What is insider trading? • What is anti-trust? • What is fraud? • What is bribery and corruption? • Guides for gifts and entertainment • Speaking up • Mandatory acknowledgment <p>In 2025, 51% of all Marelli employees (20,785) completed the training of which: 81% of salaried employees including executives, managers and employees and 36% of hourly workers. Starting from this year, Marelli provides data on the training by employee type and region. This breakdown is not available from the previous years.</p> <p>In 2025, 31% (12,537) of Marelli employees received anti-corruption communications. Anti-corruption training was not provided to Board members during the year, and such communications were not extended to Board members.</p> <p>Information required for GRI 205-2(c) — namely, the total number and percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated, broken down by type of business partner and region — is currently not available.</p> <p>Anti-corruption communication was conducted on October 29, 2025 and was directed to all employees in active service as of that date. Consequently, the percentages reported in the analysis may exceed 100%, as they reflect the employee population at the time of communication delivery.</p>
of which EMEA	%	-	-	84%	
of which India	number (head count)	-	-	18	
of which India	%	-	-	106%	
of which North America	number (head count)	-	-	67	
of which North America	%	-	-	97%	
of which South America	number (head count)	-	-	18	
of which South America	%	-	-	100%	
of which Managers trained	number (head count)	7	2,777	2,487	
of which Managers trained	%	-	-	83%	
of which ASEAN	number (head count)	-	-	318	
of which ASEAN	%	-	-	93%	
of which China	number (head count)	-	-	257	
of which China	%	-	-	79%	
of which EMEA	number (head count)	-	-	1,319	
of which EMEA	%	-	-	85%	
of which India	number (head count)	-	-	144	
of which India	%	-	-	61%	
of which North America	number (head count)	-	-	302	
of which North America	%	-	-	79%	
of which South America	number (head count)	-	-	147	

Material topics: competitive behaviour continued

GRI Standard					
GRI 205: Anti-corruption 2016					
Disclosure 205-2	Communication and training about anti-corruption policies and procedures	Page 66-67-69			
	Unit of measurement	2023	2024	2025	Notes
of which South America	%	-	-	84%	<p>The modules of Ethical Workplace Conduct training in 2025 were:</p> <p>What is workplace conduct?</p> <ul style="list-style-type: none"> • What is harassment? • Acting on environmental and social values • Conflict of interest • What is insider trading? • What is anti-trust? • What is fraud? • What is bribery and corruption? • Guides for gifts and entertainment • Speaking up • Mandatory acknowledgment <p>In 2025, 51% of all Marelli employees (20,785) completed the training of which: 81% of salaried employees including executives, managers and employees and 36% of hourly workers. Starting from this year, Marelli provides data on the training by employee type and region. This breakdown is not available from the previous years.</p> <p>In 2025, 31% (12,537) of Marelli employees received anti-corruption communications. Anti-corruption training was not provided to Board members during the year, and such communications were not extended to Board members.</p> <p>Information required for GRI 205-2(c) — namely, the total number and percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated, broken down by type of business partner and region — is currently not available.</p> <p>Anti-corruption communication was conducted on October 29, 2025 and was directed to all employees in active service as of that date. Consequently, the percentages reported in the analysis may exceed 100%, as they reflect the employee population at the time of communication delivery.</p>
of which Managers who have received anti-corruption notices	number (head count)	-	-	2,940	
% of Managers who have received anti-corruption notices	%	-	-	98%	
of which ASEAN	number (head count)	-	-	344	
of which ASEAN	%	-	-	101%	
of which China	number (head count)	-	-	328	
of which China	%	-	-	101%	
of which EMEA	number (head count)	-	-	1,480	
of which EMEA	%	-	-	95%	
of which India	number (head count)	-	-	230	
of which India	%	-	-	97%	

Material topics: competitive behaviour continued

GRI Standard					
GRI 205: Anti-corruption 2016					
Disclosure 205-2	Communication and training about anti-corruption policies and procedures	Page 66-67-69			
	Unit of measurement	2023	2024	2025	Notes
of which North America	number (head count)	-	-	384	<p>The modules of Ethical Workplace Conduct training in 2025 were:</p> <ul style="list-style-type: none"> What is workplace conduct? What is harassment? Acting on environmental and social values Conflict of interest What is insider trading? What is anti-trust? What is fraud? What is bribery and corruption? Guides for gifts and entertainment Speaking up Mandatory acknowledgment <p>In 2025, 51% of all Marelli employees (20,785) completed the training of which: 81% of salaried employees including executives, managers and employees and 36% of hourly workers. Starting from this year, Marelli provides data on the training by employee type and region. This breakdown is not available from the previous years.</p> <p>In 2025, 31% (12,537) of Marelli employees received anti-corruption communications. Anti-corruption training was not provided to Board members during the year, and such communications were not extended to Board members.</p> <p>Information required for GRI 205-2(c) — namely, the total number and percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated, broken down by type of business partner and region — is currently not available.</p> <p>Anti-corruption communication was conducted on October 29, 2025 and was directed to all employees in active service as of that date. Consequently, the percentages reported in the analysis may exceed 100%, as they reflect the employee population at the time of communication delivery.</p>
of which North America	%	-	-	101%	
of which South America	number (head count)	-	-	174	
of which South America	%	-	-	100%	
of which Employees trained	number (head count)	1,442	9,549	7,907	
of which Employees trained	%	-	-	82%	
of which ASEAN	number (head count)	-	-	1,381	
of which ASEAN	%	-	-	95%	
of which China	number (head count)	-	-	1,116	
of which China	%	-	-	80%	
of which EMEA	number (head count)	-	-	2,809	
of which EMEA	%	-	-	79%	
of which India	number (head count)	-	-	715	
of which India	%	-	-	78%	
of which North America	number (head count)	-	-	1,142	
of which North America	%	-	-	79%	
of which South America	number (head count)	-	-	744	
of which South America	%	-	-	82%	

Material topics: competitive behaviour continued

GRI Standard					
GRI 205: Anti-corruption 2016					
Disclosure 205-2	Communication and training about anti-corruption policies and procedures	Page 66-67-69			
	Unit of measurement	2023	2024	2025	Notes
of which Employees who have received anti-corruption notices	number (head count)	-	-	9,184	<p>The modules of Ethical Workplace Conduct training in 2025 were:</p> <ul style="list-style-type: none"> What is workplace conduct? What is harassment? Acting on environmental and social values Conflict of interest What is insider trading? What is anti-trust? What is fraud? What is bribery and corruption? Guides for gifts and entertainment Speaking up Mandatory acknowledgment <p>In 2025, 51% of all Marelli employees (20,785) completed the training of which: 81% of salaried employees including executives, managers and employees and 36% of hourly workers. Starting from this year, Marelli provides data on the training by employee type and region. This breakdown is not available from the previous years.</p> <p>In 2025, 31% (12,537) of Marelli employees received anti-corruption communications. Anti-corruption training was not provided to Board members during the year, and such communications were not extended to Board members.</p> <p>Information required for GRI 205-2(c) — namely, the total number and percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated, broken down by type of business partner and region — is currently not available.</p> <p>Anti-corruption communication was conducted on October 29, 2025 and was directed to all employees in active service as of that date. Consequently, the percentages reported in the analysis may exceed 100%, as they reflect the employee population at the time of communication delivery.</p>
% of Employees who have received anti-corruption notices	%	-	-	95%	
of which ASEAN	number (head count)	-	-	1,474	
of which ASEAN	%	-	-	101%	
of which China	number (head count)	-	-	1,398	
of which China	%	-	-	100%	
of which EMEA	number (head count)	-	-	3,082	
of which EMEA	%	-	-	87%	
of which India	number (head count)	-	-	898	
of which India	%	-	-	98%	
of which North America	number (head count)	-	-	1,441	
of which North America	%	-	-	100%	
of which South America	number (head count)	-	-	891	
of which South America	%	-	-	99%	
of which Hourly Workers trained	number (head count)	5,933	0	10,072	
of which Hourly Workers trained	%	-	-	36%	
of which ASEAN	number (head count)	-	-	1,704	
of which ASEAN	%	-	-	59%	

Material topics: competitive behaviour continued

GRI Standard					
GRI 205: Anti-corruption 2016					
Disclosure 205-2	Communication and training about anti-corruption policies and procedures	Page 66-67-69			Notes
	Unit of measurement	2023	2024	2025	
of which China	number (head count)	-	-	1,088	<p>The modules of Ethical Workplace Conduct training in 2025 were: What is workplace conduct?</p> <ul style="list-style-type: none"> • What is harassment? • Acting on environmental and social values • Conflict of interest • What is insider trading? • What is anti-trust? • What is fraud? • What is bribery and corruption? • Guides for gifts and entertainment • Speaking up • Mandatory acknowledgment <p>In 2025, 51% of all Marelli employees (20,785) completed the training of which: 81% of salaried employees including executives, managers and employees and 36% of hourly workers. Starting from this year, Marelli provides data on the training by employee type and region. This breakdown is not available from the previous years.</p> <p>In 2025, 31% (12,537) of Marelli employees received anti-corruption communications. Anti-corruption training was not provided to Board members during the year, and such communications were not extended to Board members.</p> <p>Information required for GRI 205-2(c) — namely, the total number and percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated, broken down by type of business partner and region — is currently not available.</p> <p>Anti-corruption communication was conducted on October 29, 2025 and was directed to all employees in active service as of that date. Consequently, the percentages reported in the analysis may exceed 100%, as they reflect the employee population at the time of communication delivery.</p>
of which China	%	-	-	62%	
of which EMEA	number (head count)	-	-	3,115	
of which EMEA	%	-	-	33%	
of which India	number (head count)	-	-	0	
of which India	%	-	-	0%	
of which North America	number (head count)	-	-	2,179	
of which North America	%	-	-	23%	
of which South America	number (head count)	-	-	1,986	
of which South America	%	-	-	49%	
of which Hourly Workers who have received anti-corruption notices	number (head count)	-	-	0	
% of Hourly Workers who have received anti-corruption notices	%	-	-	0%	
of which ASEAN	number (head count)	-	-	0	
of which ASEAN	%	-	-	0%	
of which China	number (head count)	-	-	0	
of which China	%	-	-	0%	
of which EMEA	number (head count)	-	-	0	
of which EMEA	%	-	-	0%	
of which India	number (head count)	-	-	0	
of which India	%	-	-	0%	

Material topics: competitive behaviour continued

GRI Standard					
GRI 205: Anti-corruption 2016					
Disclosure 205-2	Communication and training about anti-corruption policies and procedures	Page 66-67-69			Notes
	Unit of measurement	2023	2024	2025	
of which North America	number (head count)	-	-	0	<p>The modules of Ethical Workplace Conduct training in 2025 were: What is workplace conduct?</p> <ul style="list-style-type: none"> • What is harassment? • Acting on environmental and social values • Conflict of interest • What is insider trading? • What is anti-trust? • What is fraud? • What is bribery and corruption? • Guides for gifts and entertainment • Speaking up • Mandatory acknowledgment <p>In 2025, 51% of all Marelli employees (20,785) completed the training of which: 81% of salaried employees including executives, managers and employees and 36% of hourly workers. Starting from this year, Marelli provides data on the training by employee type and region. This breakdown is not available from the previous years.</p> <p>In 2025, 31% (12,537) of Marelli employees received anti-corruption communications. Anti-corruption training was not provided to Board members during the year, and such communications were not extended to Board members.</p> <p>Information required for GRI 205-2(c) — namely, the total number and percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated, broken down by type of business partner and region — is currently not available.</p> <p>Anti-corruption communication was conducted on October 29, 2025 and was directed to all employees in active service as of that date. Consequently, the percentages reported in the analysis may exceed 100%, as they reflect the employee population at the time of communication delivery.</p>
of which North America	%	-	-	0%	
of which South America	number (head count)	-	-	0	
of which South America	%	-	-	0%	

Material topics: competitive behaviour continued

GRI Standard					
GRI 205: Anti-corruption 2016					
Disclosure 205-3	Confirmed incidents of corruption and actions taken	Page 69, 70			
	Unit of measurement	2023	2024	2025	Notes
Total number of proven corruption incidents	number	2	1	2	
Nature of confirmed incidents of corruption	text	Misconduct in relationship with third parties, for both cases actions taken include termination.	An employee corruptly received a gift from a supplier. The employee resigned before the company took action.	Marelli identified and substantiated two bribery cases involving also supplier-related activities. The matter was addressed through employee dismissal and in one case also supplier terminations and by strengthening internal controls, including segregation of duties.	
Total number of proven corruption incidents in which employees have been dismissed or have been the subject of bribery measures	number	1	0	2	
Total number of proven corruption incidents for which contracts with business partners have been resolved or have not been renewed due to corruption-related violations	number	0	0	1	
Public cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases	number	0	0	0	

Sustainability in supply chain

GRI Standard					
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics				
GRI 308: Supplier Environmental Assessment 2016					
Disclosure 308-1	New suppliers that were screened using environmental criteria	Page 75-80			
	Unit of measurement	2023	2024	2025	Notes
Percentage of new suppliers that were screened using environmental criteria	%	-	100%	100%	For 2023 data is not available - New procedure for new supplier evaluation released end of Y2023. This procedure is introducing a screening since the beginning to check suppliers for ESG requirements as condition to be qualified.
Disclosure 308-2	Negative environmental impacts in the supply chain and actions taken	Page 75-80			
	Unit of measurement	2023	2024	2025	Notes
Suppliers assessed for environmental impacts	number/year	317	415	285	
Suppliers identified as having significant actual and potential negative environmental impacts	number/year	184	183	84	
Suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment	number/year	21	143	25	
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment	%	11.4%	78%	30%	

Sustainability in supply chain continued

GRI Standard					
Disclosure 308-2	Negative environmental impacts in the supply chain and actions taken	Page 75-80			
	Unit of measurement	2023	2024	2025	Notes
Suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment	number/year	0	2	0	
Suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment	%	0%	1%	0%	
Significant actual and potential negative environmental impacts identified in the supply chain	text	The majority of the suppliers have negative impact on questions related to CO2 emissions monitoring and tracking (>90%)	The majority of the suppliers have negative impact on questions related to CO2 emissions monitoring and tracking (>90%)	The majority of the suppliers have negative impact on questions related to CO2 emissions monitoring and tracking (>90%)	
GRI 414: Supplier Social Assessment 2016					
Disclosure 414-1	New suppliers that were screened using social criteria	Page 75-80			
	Unit of measurement	2023	2024	2025	Notes
Percentage of new suppliers that were screened using social criteria	%	-	100%	100%	For 2023 data is not available - New procedure for new supplier evaluation released end of Y2023. This procedure is introducing a screening since the beginning to check suppliers for ESG requirements as condition to be qualified.

Sustainability in supply chain continued

GRI Standard					
GRI 414: Supplier Social Assessment 2016					
Disclosure 414-2	Negative social impacts in the supply chain and actions taken	Page 75-80			
	Unit of measurement	2023	2024	2025	Notes
Suppliers assessed for social impacts	number/year	317	415	285	
Suppliers identified as having significant actual and potential negative social impacts	number/year	61	52	78	
Suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment	number/year	20	43	33	
Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment	%	33%	83%	42%	
Suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment	number/year	0	2	0	
Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment. (automatically calculated)	%	0%	4%	0%	
Significant actual and potential negative social impacts identified in the supply chain	text	Identified among suppliers that were not compliant for assessment areas: Human rights, Ethics and compliance, Health and Safety and Conflict minerals	Identified among suppliers that were not compliant for assessment areas: Human rights, Ethics and compliance, Health and Safety and Conflict minerals	Main issues are related to workers health and safety and compliance issues	

Material sourcing

GRI Standard						
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics					
GRI 301: Materials 2016						
Disclosure 301-1	Materials used by weight	Page 20-32, 36, 51				
	Unit of measurement	Scope	2023	2024	2025	Notes
Total materials used	tons	Group	283,991	255,634	213,321	The disclosed figures are based on the materials for which data are currently available in Marelli's systems and can be consistently measured in terms of weight. Therefore, the information does not fully cover all purchased materials. Data for electrical, packaging and other materials were not available for 2023 and 2024.
- of which resins	tons	Group	125,449	114,588	105,929	
- of which steel	tons	Group	146,469	130,812	67,888	
- of which aluminum	tons	Group	12,073	10,235	14,459	
-of which electrical	tons	Group	-	-	4,189	
-of which packaging	tons	Group	-	-	721	
of which other materials	tons	Group	-	-	20,135	
GRI 204: Procurement Practices 2016						
Disclosure 204-1	Proportion of spending on local suppliers	Page 75-80				
Procurement budget spent on suppliers of the following locations (only direct procurement - service excluded)	Unit of measurement	2023	2024	2025	Notes	
Total spending on local suppliers	Euros per year	-	-	5,032,101,216	Marelli defines "local" as intraregional, meaning that transactions within the same region—such as EMEA to EMEA or NAFTA to NAFTA—are considered local. Following improvements in the data collection process, the Marelli can report the relevant information from 2025 onwards, whereas this information was not available for 2023 and 2024.	
Total procurement spend	Euros per year	-	-	5,875,789,969		
APAC	%	-	-	94%		
EMEA	%	-	-	91%		
LATAM	%	-	-	59%		
NAFTA	%	-	-	79%		

Waste management

GRI Standard						
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics					
GRI 306: Waste 2020						
Disclosure 306-1	Waste generation and significant waste-related impacts	Page 48-51				
Disclosure 306-2	Management of significant waste-related impacts	Page 48-51				
Disclosure 306-3	Waste generated					
	Unit of measurement	Scope	2023	2024	2025	Notes
Absorbent materials	tons/year	Group	-	697	728	Data is non available for 2023, while the waste categorization has been updated for the 2024.
Batteries	tons/year	Group	-	14	10	
Chemicals	tons/year	Group	-	1,031	1,101	
Construction and demolition materials	tons/year	Group	-	442	412	
Dirty water managed as waste	tons/year	Group	-	1,664	1,662	
Electrical & Electronics items	tons/year	Group	-	862	639	
Glass	tons/year	Group	-	37	29	
Metals	tons/year	Group	-	27,652	27,120	
Mineral oils and emulsions	tons/year	Group	-	1,824	1,294	
Mixed material	tons/year	Group	-	5,339	4,542	
Non-metallic minerals	tons/year	Group	-	38	32	
Organic - food and drink waste & garden waste	tons/year	Group	-	1,413	1,466	
Paper and cardboard	tons/year	Group	-	10,478	10,141	
Plastics	tons/year	Group	-	20,886	19,532	
Sludge	tons/year	Group	-	1,954	1,790	
Textiles	tons/year	Group	-	67	46	

Waste management continued

GRI Standard						
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics					
GRI 306: Waste 2020						
Disclosure 306-3	Waste generated	Page 48-51				Notes
	Unit of measurement	Scope	2023	2024	2025	
Tyres	tons/year	Group	-	0.46	2	Data is non available for 2023, while the waste categorization has been updated for the 2024.
Wood	tons/year	Group	-	7,837	7,421	
Medical waste	tons/year	Group	-	12	0.63	
Other	tons/year	Group	-	2,280	2,102	
Disclosure 306-4	Waste diverted from disposal	Page 48-51				Notes
	Unit of measurement	Scope	2023	2024	2025	
Absorbent materials	tons/year	Group	-	199	165	Data is non available for 2023, while the waste categorization has been updated for the 2024.
Batteries	tons/year	Group	-	14	10	
Chemicals	tons/year	Group	-	122	107	
Construction and demolition materials	tons/year	Group	-	17	74	
Dirty water managed as waste	tons/year	Group	-	200	524	
Electrical & Electronics items	tons/year	Group	-	850	591	
Glass	tons/year	Group	-	33	24	
Metals	tons/year	Group	-	27,495	27,041	
Mineral oils and emulsions	tons/year	Group	-	910	299	
Mixed material	tons/year	Group	-	2,632	1,512	
Non-metallic minerals	tons/year	Group	-	17	27	
Organic - food and drink waste & garden waste	tons/year	Group	-	130	212	
Paper and cardboard	tons/year	Group	-	10,356	9,826	

Waste management continued

GRI Standard						
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics					
GRI 306: Waste 2020						
Disclosure 306-4	Waste diverted from disposal	Page 48-51				Notes
	Unit of measurement	Scope	2023	2024	2025	
Plastics	tons/year	Group	-	19,282	17,356	Data is non available for 2023, while the waste categorization has been updated for the 2024.
Sludge	tons/year	Group	-	326	824	
Textiles	tons/year	Group	-	3	15	
Tyres	tons/year	Group	-	0.10	2	
Wood	tons/year	Group	-	7,808	7,069	
Medical waste	tons/year	Group	-	0.08	0.32	
Other	tons/year	Group	-	464	352	
Disclosure 306-5	Waste directed to disposal	Page 48-51				
	Unit of measurement	Scope	2023	2024	2025	
Absorbent materials	tons/year	Group	-	489	562	Data is non available for 2023, while the waste categorization has been updated for the 2024.
Batteries	tons/year	Group	-	0.35	0.54	
Chemicals	tons/year	Group	-	909	994	
Construction and demolition materials	tons/year	Group	-	425	337	
Dirty water managed as waste	tons/year	Group	-	1,464	1,139	
Electrical & Electronics items	tons/year	Group	-	12	48	
Glass	tons/year	Group	-	4	6	
Metals	tons/year	Group	-	157	79	
Mineral oils and emulsions	tons/year	Group	-	914	995	
Mixed material	tons/year	Group	-	2,707	3,030	

Waste management continued

GRI Standard						
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics					
GRI 306: Waste 2020						
Disclosure 306-5	Waste directed to disposal	Page 48-51				Notes
	Unit of measurement	Scope	2023	2024	2025	
Non-metallic minerals	tons/year	Group	-	21	5	Data is non available for 2023, while the waste categorization has been updated for the 2024.
Organic - food and drink waste & garden waste	tons/year	Group	-	1,283	1,254	
Paper and cardboard	tons/year	Group	-	122	316	
Plastics	tons/year	Group	-	1,604	2,176	
Sludge	tons/year	Group	-	1,628	967	
Textiles	tons/year	Group	-	64	31	
Tyres	tons/year	Group	-	0.36	0.47	
Wood	tons/year	Group	-	29	352	
Medical waste	tons/year	Group	-	12	0.311	
Other	tons/year	Group	-	1,815	1,750	
Total waste generated	Unit of measurement	Scope	2023	2024	2025	
	tons/year	Group	86,086	84,527	80,070	
Total hazardous waste	tons/year	Group	6,596	6,888	6,594	
Total non-hazardous waste	tons/year	Group	79,490	77,639	73,476	
Waste intensity (not GRI)	tons/million € revenue	Group	8.1	9.3	9.5	

Waste management continued

GRI Standard						
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics					
GRI 306: Waste 2020						
Disclosure 306-5	Waste directed to disposal	Page 48-51				Notes
	Unit of measurement	Scope	2023	2024	2025	
Total hazardous and non-hazardous waste directed to disposal	tons/year	Group	13,632	13,669	14,042	
- of which sent to incineration (with energy recovery)	tons/year	Group	6,312	6,053	4,799	
- of which sent to incineration (without energy recovery)	tons/year	Group	1,519	1,440	1,528	
Landfilling	tons/year	Group	2,332	1,901	2,155	
Other disposal operations	tons/year	Group	3,468	4,273	5,561	
Total hazardous waste (Offsite)	tons/year	Group	4,823	5,482	4,846	
- of which sent to incineration (with energy recovery) (Offsite)	tons/year	Group	1,882	1,967	1,363	
- of which sent to incineration (without energy recovery) (Offsite)	tons/year	Group	903	881	895	
Landfilling (Offsite)	tons/year	Group	52	126	64	
Other disposal operations (Offsite)	tons/year	Group	1,986	2,508	2,524	
Total hazardous waste (Onsite)	tons/year	Group	-	-	-	
- of which sent to incineration (with energy recovery) (Onsite)	tons/year	Group	-	-	-	
- of which sent to incineration (without energy recovery) (Onsite)	tons/year	Group	-	-	-	
Landfilling (Onsite)	tons/year	Group	-	-	-	
Other disposal operations (Onsite)	tons/year	Group	-	-	-	

Waste management continued

GRI Standard						
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics					
GRI 306: Waste 2020						
Disclosure 306-5	Waste directed to disposal	Page 48-51				Notes
	Unit of measurement	Scope	2023	2024	2025	
Total non-hazardous waste (Offsite)	tons/year	Group	8,809	8,187	9,196	
- of which sent to incineration (with energy recovery) (Offsite)	tons/year	Group	4,430	4,087	3,436	
- of which sent to incineration (without energy recovery) (Offsite)	tons/year	Group	617	559	632	
Landfilling (Offsite)	tons/year	Group	2,280	1,776	2,091	
Other disposal operations (Offsite)	tons/year	Group	1,483	1,765	3,036	
Total non-hazardous waste (Onsite)	tons/year	Group	-	-	-	
- of which sent to incineration (with energy recovery) (Onsite)	tons/year	Group	-	-	-	
- of which sent to incineration (without energy recovery) (Onsite)	tons/year	Group	-	-	-	
Landfilling (Onsite)	tons/year	Group	-	-	-	
Other disposal operations (Onsite)	tons/year	Group	-	-	-	
Disclosure 306-4	Waste diverted from disposal	Page 48-51				Notes
	Unit of measurement	Scope	2023	2024	2025	
Total hazardous and non-hazardous waste diverted from disposal	tons/year	Group	72,454	70,858	66,028	
- of which sent to preparation for reuse	tons/year	Group	-	-	-	
- of which sent to recycling	tons/year	Group	72,454	70,858	66,028	
- of which sent to other recovery operations	tons/year	Group	-	-	-	
Total hazardous waste (Offsite)	tons/year	Group	1,774	1,406	1,747	

Waste management continued

GRI Standard						
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics					
GRI 306: Waste 2020						
Disclosure 306-4	Waste diverted from disposal	Page 48-51				Notes
	Unit of measurement	Scope	2023	2024	2025	
- of which sent to preparation for reuse (Offsite)	tons/year	Group	-	-	-	
- of which sent to recycling (Offsite)	tons/year	Group	1,774	1,406	1,747	
- of which sent to other recovery operations (Offsite)	tons/year	Group	-	-	-	
Total hazardous waste (Onsite)	tons/year	Group	-	-	-	
- of which sent to preparation for reuse (Onsite)	tons/year	Group	-	-	-	
- of which sent to recycling (Onsite)	tons/year	Group	-	-	-	
- of which sent to other recovery operations (Onsite)	tons/year	Group	-	-	-	
Total non-hazardous waste (Offsite)	tons/year	Group	70,681	69,452	64,281	
- of which sent to preparation for reuse (Offsite)	tons/year	Group	-	-	-	
- of which sent to recycling (Offsite)	tons/year	Group	70,681	69,452	64,281	
- of which sent to other recovery operations (Offsite)	tons/year	Group	-	-	-	
Total non-hazardous waste (Onsite)	tons/year	Group	-	-	-	
- of which sent to preparation for reuse (Onsite)	tons/year	Group	-	-	-	
- of which sent to recycling (Onsite)	tons/year	Group	-	-	-	
- of which sent to other recovery operations (Onsite)	tons/year	Group	-	-	-	

Climate change & Action / Energy Management

GRI Standard						
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics					
GRI 302: Energy 2016						
Disclosure 302-1	Energy consumption within the organization	Page 43-47				
	Unit of measurement	Scope	2023	2024	2025	Notes
Total energy consumption	GJ/Year	Group	5,318,161	4,863,308	4,640,621	One Marelli site in Japan started using kerosene in 2025. Self-generated electricity decreased in 2025 due to alignment with the GHG Protocol. Only electricity from assets owned and operated by Marelli is now classified as self-generated; energy from non-owned assets has been reclassified as certified renewable sources. Source of the conversion factors used: DESNZ (Department for Energy Security & Net Zero).
Total indirect energy consumption	GJ/Year	Group	4,108,484	3,737,198	3,654,933	
- of which electricity consumption from non-renewable sources	GJ/Year	Group	2,528,628	1,661,073	575,329	
- of which purchased electricity from certified renewable sources	GJ/Year	Group	1,534,751	2,061,109	3,066,602	
- of which electricity from combined heat and power	GJ/Year	Group	3,993	-	-	
- of which cooling from non-renewable sources	GJ/Year	Group	230	245	64	
- of which compressed air from non-renewable sources	GJ/Year	Group	5,099	1,429	839	
- of which thermal energy from supplier CHP (Combined Heat and Power)	GJ/Year	Group	7,705	-	-	
- of which thermal energy from supplier (non-renew)	GJ/Year	Group	24,698	13,343	12,099	
- of which thermal energy from supplier (renew)	GJ/Year	Group	3,380	-	-	
Total direct energy consumption	GJ/Year	Group	1,209,676	1,126,110	985,688	
- of which natural gas	GJ/Year	Group	958,741	856,404	812,401	
- of which gasoline	GJ/Year	Group	4,375	1,519	999	
- of which diesel	GJ/Year	Group	26,814	16,235	2,855	

Climate change & Action / Energy Management continued

GRI Standard						
Disclosure 302-1	Energy consumption within the organization	Page 43-47				
	Unit of measurement	Scope	2023	2024	2025	Notes
- of which LPG	GJ/Year	Group	192,037	170,375	153,732	One Marelli site in Japan started using kerosene in 2025.
- of which Kerosene	GJ/Year	Group	-	-	23	
- of which HSC and LSC oil	GJ/Year	Group	1,353	1,712	1,414	Self-generated electricity decreased in 2025 due to alignment with the GHG Protocol. Only electricity from assets owned and operated by Marelli is now classified as self-generated; energy from non-owned assets has been reclassified as certified renewable sources.
- of which A-type heavy oil	GJ/Year	Group	15,689	15,500	13,762	
- of which renewable fuels	GJ/Year	Group	-	-	-	Source of the conversion factors used: DESNZ (Department for Energy Security & Net Zero).
- of which self produced renewable electricity	GJ/Year	Group	10,666	64,364	501	
Disclosure 302-3	Energy Intensity	Page 43-47				
	Unit of measurement	Scope	2022	2023	2025	Notes
Energy intensity	MWh/million € revenue	Group	140	148	153	
GRI 305: Emissions 2016						
Disclosure 305-1	Direct Scope 1 GHG emissions	Page 38-47				
	Unit of measurement	Scope	2023	2024	2025	Notes
Scope 1 GHG emissions	tCO2e/year	Group	63,496	56,137	51,838	Source of emission factors: DESNZ (Department for Energy Security & Net Zero).
Disclosure 305-2	Indirect Scope 2 GHG emissions	Page 43-47				
	Unit of measurement	Scope	2023	2024	2025	Notes
Scope 2 GHG emissions (market-based)	tCO2e/year	Group	361,381	210,181	76,649	Source of emission factors: IEA (International Energy Agency) for location based and AIB (Association of Issuing Bodies) + IEA for market based.
Scope 2 GHG emissions (local-based)	tCO2e/year	Group	447,143	403,187	361,883	

Climate change & Action / Energy Management continued

GRI Standard						
Disclosure 305-3	Other indirect GHG emissions (Scope 3)	Page 43-47				
	Unit of measurement	Scope	2023	2024	2025	Notes
Scope 3 - category 1 (Purchased goods & services)	tCO2e/year	Group	3,908,567	3,458,030	2,963,433	
Scope 3 - category 2 (Capital goods)	tCO2e/year	Group	100,117	123,053	118,465	
Scope 3 - category 3 (Fuel & energy related)	tCO2e/year	Group	129,332	119,729	119,308	
Scope 3 - category 4 (Upstream transportation & distribution)	tCO2e/year	Group	289,440	356,885	232,710	
Scope 3 - category 5 (Waste generated in operations)	tCO2e/year	Group	5,002	3,345	3,784	
Scope 3 - category 6 (Business travel)	tCO2e/year	Group	12,621	15,608	8,791	
Scope 3 - category 7 (Employee commuting)	tCO2e/year	Group	55,242	52,842	52,091	
Scope 3 - category 11 (Use of sold products)	tCO2e/year	Group	4,127,575	4,487,842	4,427,116	
Disclosure 305-4	GHG emissions intensity	Page 43-47				
	Unit of measurement	Scope	2023	2024	2025	Notes
Scope 1 and Scope 2 (market-based) GHG emissions intensity ratio	tCO2e/revenue (million euros)	Group	40	29	15	

Climate change & Action / Energy Management continued

GRI Standard						
Disclosure 305-7	"Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions"	Page 55-56				
	Unit of measurement	Scope	2023	2024	2025	Notes
PM (Dust)	Tons/year	Group	5,067	3,836	2,351	Source of emission factors: EMEP/EEA (European Environment Agency) guidebook 2023.
NOx	Tons/year	Group	135,415	113,069	93,471	
SOx	Tons/year	Group	8,464	8,521	7,516	
Total air emissions	Tons/year	Group	148,946	125,426	103,338	

Water

GRI Standard						
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics					
GRI 303: Water and effluents 2018						
Disclosure 303-3	Water withdrawal	Page 52-54				Notes
	Unit of measurement	Scope	2023	2024	2025	
Total water withdrawal	ML /year	Group	2,109	1,790	1,669	
Surface water withdrawn	ML/year	Group	101	116	97	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	101	116	97	
- of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	0	0	0	
- of which from water-stressed area	ML/year	Group	17	28	19	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	17	28	19	
- of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	0	0	0	
percentage from water-stressed area	%	Group	17%	24%	20%	
Groundwater withdrawn	ML/year	Group	332	300	267	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	332	300	267	
- of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	0	0	0	
- of which from water-stressed area	ML/year	Group	0.01	0.00	0.00	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	0.01	0.00	0.00	
- of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	0	0	0	
percentage from water-stressed area	%	Group	0%	0%	0%	

Water continued

GRI Standard						
GRI 303: Water and effluents 2018						
Disclosure 303-3	Water withdrawal	Page 52-54				Notes
	Unit of measurement	Scope	2023	2024	2025	
Seawater withdrawn	ML/year	Group	-	-	-	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	-	-	-	
- of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	-	-	-	
- of which from water-stressed area	ML/year	Group	-	-	-	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	-	-	-	
- of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	-	-	-	
percentage from water-stressed area	%	Group	-	-	-	
Third-party water (total)	ML/year	Group	1,676	1,374	1,306	
-of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	1,676	1,374	1,306	
- of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	0	0	0	
- of which from water-stressed area	ML/year	Group	650	543	494	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	650	543	494	
- of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	0	0	0	
percentage from water-stressed area	%	Group	39%	40%	38%	
Water intensity	m3/ million € revenue	Group	200	196	198	

Water continued

GRI Standard							
Disclosure 303-4	Water discharge	Page 52-54					Notes
	Unit of measurement	Scope	2023	2024	2025		
Total water discharged	ML/year	Group	1,526	1,327	1,157		
- to surface water	ML/year	Group	78	80	74		
-of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	78	80	74		
-of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	0.02	0.02	0.17		
- of which from water stress area	ML/year	Group	-	0.0	0.0		
-of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	-	0.0	0.0		
-of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	0	0	0		
percentage from water-stressed area	%	Group	0.0%	0.0%	0.0%		
-to groundwater	ML/year	Group	0.7	0.6	0.5		
-of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	0.7	0.6	0.5		
-of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	-	-	-		
- of which from water-stressed area	ML/year	Group	-	-	-		
-of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	-	-	-		
-of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	-	-	-		
percentage from water-stressed area	%	Group	-	-	-		

Water continued

GRI Standard						
Disclosure 303-4	Water discharge	Page 52-54				Notes
	Unit of measurement	Scope	2023	2024	2025	
- to seawater	ML/year	Group	-	-	-	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	-	-	-	
- of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	-	-	-	
- of which from water-stressed area	ML/year	Group	-	-	-	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	-	-	-	
- of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	-	-	-	
percentage from water-stressed area	%	Group	-	-	-	
- Third-party water (total)	ML/year	Group	1,447	1,247	1,083	
- of which volume of water sent to other organizations	ML/year	Group	84	111	91	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	1,371	1,110	919	
- of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	76	137	164	
- of which from water-stressed area	ML/year	Group	438	413	351	
- of which volume of water sent to other organizations	ML/year	Group	83	110	90	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	438	407	304	
- of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	0	6	47	
percentage from water-stressed area	%	Group	30%	33%	32%	

Water continued

GRI Standard							
Disclosure 303-5	Water consumption	Page 52-54					Notes
	Unit of measurement	Scope	2023	2024	2025		
Total water consumption	ML/year (calculated)	Group	583	463	512	"Not GRI" definition: : KPI which doesn't fall under GRI requirements. Marelli is reporting not GRI in accordance with our sustainability strategy. Water recycled/reused also considers rainwater reused/recycled at our sites. Water Index is calculated as: (Water recycled & reused) / Water requirement (water needs).	
- of which from water-stressed area	ML/year	Group	229	158	162		
Recycled water index (not GRI)	%	Group	91%	92%	92%		
Water recycled and reused (not GRI)	ML/year	Group	20,974	19,805	20,318		
non-GRI Environmental management systems and environmental audits							
	Unit of measurement	Scope	2023	2024	2025	Notes	
Number of sites with a certified ISO 14001 environmental management system	Number of sites	Group	95	92	84	Marelli is strategically refining its operational footprint, resulting in a year-on-year reduction in the number of sites.	
Sites with a certified ISO 14001 environmental management system	%	Group	94%	98%	98%		

Biodiversity

GRI Standard					
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics				
GRI 101: Biodiversity 2024					
GRI 101-1	Policies to halt and reverse biodiversity loss	Page 57-59			
GRI 101-2	Management of biodiversity impacts	Page 57-59			
GRI 101-3	Access and benefit-sharing	Not applicable. Marelli does not access or use genetic resources or associated traditional knowledge.			
GRI 101-4	Identification of biodiversity impacts	Page 57-59			
GRI 101-5	Locations with biodiversity impacts	Page 161 GRI 101-5 d) - Information unavailable: This disclosure is not available as the organisation has not yet identified or assessed products and services in its supply chain with significant impacts on biodiversity, nor the associated countries or jurisdictions.			
GRI 101-6	Direct drivers of biodiversity loss	Information unavailable: Marelli has not identified any sites where its activities lead or could lead to land or sea use change, natural resource exploitation, pollution, or introduction of invasive alien species, nor has it assessed such impacts for products and services in its supply chain. Consequently, no related data or contextual information has been compiled.			
GRI 101-7	Changes to the state of biodiversity	Information unavailable: Marelli does not currently conduct ecological baseline studies or biodiversity condition monitoring, and no biodiversity restoration programs are in place that would allow measurement of changes in ecosystem condition or species populations.			
GRI 101-8	Ecosystem services	Information unavailable: Marelli has not identified or assessed ecosystem services or beneficiaries affected or potentially affected by its activities at the reported sites.			

Biodiversity continued

		Llinars del Valles	Sulmona	Barbera	Maua	Kechnec	Amparo	Santpedor	Toluca	Notes
Sites (101-5-a, 101-5-c)	Country Code	ES	IT	ES	BR	SK	BR	ES	MX	<p>*Location: If the organization uses polygon outlines or maps to report on the location of its sites, it can include a reference to the polygon outlines or maps in the 'Location' row.</p> <p>**Distance: The organization is required to report the distance only in cases where the ecologically sensitive areas are near its sites.</p>
	Latitude	41.64738271168902	42.08235106496811	41.520829813581365	-23.66162125647324	48.55126735789914	-22.71651052110796	41.77809398005712	19.293376779846017	
	Longitude	2.4161066704396688	13.901471826470559	2.13312186921675	-46.48696997211986	21.242933029411223	-46.81601106176516	1.8525752980577719	-99.54501725599826	
	Size (Ha)	3.6266	24.06	1.774	19.125	33.361	23.6246	4.3	3.1181	
	Activities	manufacturing & offices	manufacturing & offices	manufacturing & offices	manufacturing & offices	manufacturing & offices	manufacturing & offices	manufacturing & offices	manufacturing & offices	
Ecologically sensitive areas in or near the sites (101-5-b)	Whether the site is in or near an ecologically sensitive area	YES	YES	YES	YES	YES	YES	YES	YES	<p>***Type: The types of ecologically sensitive areas are: areas of biodiversity importance, areas of high ecosystem integrity, areas of rapid decline in ecosystem integrity, areas of high physical water risks, and areas important for the delivery of ecosystem service benefits to Indigenous Peoples, local communities, and other stakeholders.</p>
	Distance**	Up to 2 km	Up to 2 km	Up to 2 km	Up to 10 km	Overlap	Overlap	Up to 2 km	Up to 5 km	
	Type***	Areas of biodiversity importance	Areas of biodiversity importance	Areas of biodiversity importance	Areas of biodiversity importance	Areas of biodiversity importance	Areas of biodiversity importance	Areas of biodiversity importance	Areas of biodiversity importance	
		IUCN Management V	IUCN Management II	IUCN Management V	IUCN Management II	IUCN Management IV	IUCN Management V	IUCN Management NA	IUCN Management VI	

Labor relations

GRI Standard						
"GRI 3: Material topics 2021 Disclosure 3-3"	Management of material topics					
GRI 401: Employment 2016						
Disclosure 401-1	New employee hires and employee turnover	Page 111-114				Notes
	Unit of measurement	Scope	2023	2024	2025	
New hires in reporting year (permanent employees only)	number (head count)	Group	7,548	5,393	5,054	
hiring rate (total)	%	Group	18%	14%	13%	
- of which female	number (head count)	Group	3,005	2,060	1,792	
hiring rate female	%	Group	24%	17%	15%	
- of which < 30 years old	number (head count)	Group	1,533	1,048	846	
hiring rate <30	%	Group	71%	9%	7%	
- of which 30 <= x <= 50	number (head count)	Group	1,340	932	872	
hiring rate 30<=x<=50	%	Group	17%	8%	7%	
- of which > 50 years old	number (head count)	Group	132	80	74	
hiring rate >50	%	Group	5%	1%	1%	
- of which male	number (head count)	Group	4,543	3,333	3,262	
hiring rate male	%	Group	15%	12%	12%	
- of which < 30 years old	number (head count)	Group	2,488	1,605	1,554	
hiring rate <30	%	Group	53%	6%	6%	
- of which 30 <= x <= 50	number (head count)	Group	1,795	1,161	1,479	
hiring rate 30<=x<=50	%	Group	10%	6%	5%	
- of which > 50 years old	number (head count)	Group	260	171	229	
hiring rate >50	%	Group	4%	1%	1%	

Labor relations continued

GRI Standard						
Disclosure 401-1	New employee hires and employee turnover	Page 111-114				
	Unit of measurement	Scope	2023	2024	2025	Notes
- of which other	number (head count)	companies/countries for which gender information is not available	-	0	0	
hiring rate "other"	%	companies/countries for which gender information is not available	0%	0	0	
New hires of which South America (SA)	number (head count)	SA	546	802	1,200	
hiring rate South America (SA)	%	SA	7%	16%	23%	
New hires of which North America (NA)	number (head count)	NA	5,705	3,290	2,928	
hiring rate North America (NA)	%	NA	50%	30%	27%	
New hires of which EMEA	number (head count)	EMEA	905	443	301	
hiring rate EMEA	%	EMEA	6%	3%	2%	
New hires of which India	number (head count)	India	110	458	292	
hiring rate India	%	India	13%	39%	22%	
New hires of which ASEAN	number (head count)	ASEAN	136	53	55	
hiring rate ASEAN	%	ASEAN	3%	1%	1%	
New hires of which China	number (head count)	China	146	347	278	
hiring rate China	%	China	4%	9%	8%	
Leavers in reporting year (Permanent employees only)	number (head count)	Group	14,328	7,835	6,527	
leavers rate (total)	%	Group	34%	20%	17%	
- of which voluntary leavers	number (head count)	Group	6,087	3,182	2,798	
leavers rate	%	Group	14%	8%	7%	

Labor relations continued

GRI Standard						
Disclosure 401-1	New employee hires and employee turnover	Page 111-114	2023	2024	2025	Notes
	Unit of measurement	Scope				
- of which female	number (head count)	Group	4,997	2,736	2,320	
leavers rate female	%	Group	40%	23%	20%	
- voluntary female leavers	number (head count)	Group	2,250	1,184	954	
voluntary female leavers rate	%	Group	18%	10%	8%	
- of which < 30 years old	number (head count)	Group	1,703	872	774	
leavers rate <30	%	Group	79%	7%	7%	
- of which voluntary female leavers <30	number (head count)	Group	897	459	341	
female leavers rate voluntary	%	Group	7%	4%	3%	
- of which females 30 <= x <= 50	number (head count)	Group	2,744	1,417	1,172	
leavers rate 30<=x<=50	%	Group	36%	12%	10%	
- of which voluntary female leavers	number (head count)	Group	1,161	615	527	
female leavers rate voluntary	%	Group	15%	5%	5%	
- of which female leavers > 50 years old	number (head count)	Group	550	447	374	
leavers rate >50	%	Group	21%	4%	3%	
- of which voluntary female leavers	number (head count)	Group	192	110	86	
female leavers rate voluntary	%	Group	7%	1%	1%	
- of which male	number (head count)	Group	9,331	5,099	4,207	
leaver rate male	%	Group	31%	18%	15%	
- voluntary male leavers	number (head count)	Group	3,837	1,998	1,844	
- voluntary male leavers rate	%	Group	13%	7%	7%	
- of which < 30 years old	number (head count)	Group	2,707	1,439	1,324	

Labor relations continued

GRI Standard						
Disclosure 401-1	New employee hires and employee turnover	Page 111-114				Notes
	Unit of measurement	Scope	2023	2024	2025	
leavers rate <30	%	Group	58%	5%	5%	
- of which voluntary male leavers	number (head count)	Group	1,366	625	583	
male leavers rate voluntary	%	Group	29%	2%	2%	
-of which 30 <= x <= 50	number (head count)	Group	4,902	2,760	2,317	
leavers rate 30<=x<=50	%	Group	27%	10%	8%	
- of which voluntary leavers	number (head count)	Group	2,131	1,161	1,102	
leavers rate voluntary	%	Group	12%	4%	4%	
-of which > 50 years old	number (head count)	Group	1,722	900	566	
leavers rate >50	%	Group	24%	3%	2%	
- of which voluntary leavers	number (head count)	Group	340	212	159	
leavers rate voluntary	%	Group	5%	1%	1%	
Leavers of which South America (SA)	number (head count)	SA	738	700	900	
Leavers rate South America (SA)	%	SA	16%	14%	17%	
Voluntary leavers of which South America (SA)	number (head count)	SA	148	197	249	
Voluntary leavers rate South America (SA)	%	SA	3%	4%	5%	
Leavers of which North America (NA)	number (head count)	NA	7,534	3,786	3,563	
Leavers rate North America (NA)	%	NA	67%	34%	33%	
Voluntary leavers of which North America (NA)	number (head count)	NA	3,811	1,756	1,453	
Voluntary leavers rate North America (NA)	%	NA	34%	16%	14%	
Leavers rate EMEA	%	EMEA	18%	15%	8%	
Leavers of which EMEA	number (head count)	EMEA	2,885	2,127	1,092	

Labor relations continued

GRI Standard						
Disclosure 401-1	New employee hires and employee turnover	Page 111-114				Notes
	Unit of measurement	Scope	2023	2024	2025	
Voluntary leavers of which EMEA	number (head count)	EMEA	1,113	633	485	
Voluntary leavers rate EMEA	%	EMEA	7%	4%	3%	
Leavers of which India	number (head count)	India	206	118	121	
Leavers rate India	%	India	25%	10%	9%	
Voluntary leavers of which India	number (head count)	India	197	114	118	
Voluntary leavers rate India	%	India	24%	10%	9%	
Leavers of which ASEAN	number (head count)	ASEAN	1,387	305	312	
Leavers rate ASEAN	%	ASEAN	29%	7%	7%	
Voluntary leavers of which ASEAN	number (head count)	ASEAN	394	234	245	
Voluntary leavers rate ASEAN	%	ASEAN	8%	5%	6%	
Leavers of which China	number (head count)	China	1,578	799	539	
Leavers rate China	%	China	38%	22%	15%	
Voluntary leavers of which China	number (head count)	China	424	248	248	
Voluntary leavers rate China	%	China	10%	7%	7%	
Disclosure 401-2	Benefits provided to full-time employees that are not provided to temporary or part time employees	Page 92				

Labor relations continued

GRI Standard						
Disclosure 401-3	Parental leave	Page 92, 101	2023	2024	2025	Notes
	Unit of measurement	Scope				
Total number of employees that were entitled to parental leave	number (head count)	Group	43,504	41,693	41,099	Parental leaves includes both full-time employees as well as part-time employees. Marelli has operations in Korea where employees are not entitled for parental leave.
- of which female	number (head count)	Group	12,917	12,432	12,344	
- of which male	number (head count)	Group	30,588	29,261	28,755	
Total number of employees that took parental leave	number (head count)	Group	1,920	1,818	1,702	
- of which female	number (head count)	Group	859	781	685	
- of which male	number (head count)	Group	1,061	1,037	1,017	
Total number of employees that returned to work in the reporting period after parental leave ended	number (head count)	Group	1,428	1,511	1,461	
- of which female	number (head count)	Group	464	507	470	
- of which male	number (head count)	Group	964	1,004	991	
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	number (head count)	Group	1,135	1,102	886	
- of which female	number (head count)	Group	373	315	260	
- of which male	number (head count)	Group	762	787	626	
Total number of employees returned to work following parental leave in the previous reporting period (s)	number (head count)	Group	2,663.0	1,428	1,549	
- of which female	number (head count)	Group	1,030.0	464	523	
- of which male	number (head count)	Group	1,633.0	964	1,026	

Labor relations continued

GRI Standard						
Disclosure 401-3	Parental leave	Page 92, 101				
	Unit of measurement	Scope	2023	2024	2025	Notes
Total return to work rate	%	Group	74%	83%	86%	Parental leaves includes both full-time employees as well as part-time employees. Marelli has operations in Korea where employees are not entitled for parental leave.
- of which female	%	Group	54%	65%	69%	
- of which male	%	Group	91%	97%	97%	
Total retention rate	%	Group	43%	77%	57%	
- of which female	%	Group	36%	68%	50%	
- of which male	%	Group	47%	82%	61%	
GRI 402: Labor/Management Relations						
Disclosure 402-1	Minimum notice periods regarding operational changes	Page 112				
GRI 402: Labor/Management Relations						
Disclosure 406-1	Incidents of discrimination and corrective actions taken	Page 70				
	Unit of measurement	Scope	2023	2024	2025	Notes
Total number of incidents of discrimination	number (head count)	Group	1	2	6	In 2025, all substantiated discrimination (of which two were harassment) cases were closed and remediations were provided including advice/assistance, written warning/employee termination.
GRI 407: Freedom of Association and Collective Bargaining						
Disclosure 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 68				

Employee engagement continued

GRI Standard						
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics					
GRI 404: Training and education 2016						
Disclosure 404-1	Average hours of training per year per employee	Page 93-98				
	Unit of measurement	Scope	2023	2024	2025	Notes
Total training hours: Executives (Directors and above)	hours/year	Group	5,063	5,624	7,849	
of which female	hours/year	Group	902	1,116	1,430	
of which male	hours/year	Group	4,160	4,508	6,420	
Average training hours: Executives (Directors and above)	hours/employee	Group	11	12	17	
of which female	hours/year	Group	13	15	19	
of which male	hours/year	Group	11	12	17	
Total training hours: (Manager)	hours/year	Group	75,755	96,623	68,221	
of which female	hours/year	Group	15,826	21,080	14,210	
of which male	hours/year	Group	59,929	75,543	54,011	
Average training hours: (Manager)	hours/employee	Group	26	33	23	
of which female	hours/year	Group	33	43	27	
of which male	hours/year	Group	24	31	22	
Total training hours: (Salaried)	hours/year	Group	83,452	101,962	210,815	
of which female	hours/year	Group	24,379	30,194	57,703	
of which male	hours/year	Group	59,074	71,768	153,112	
Average training hours: (Salaried)	hours/employee	Group	8	10	22	
of which female	hours/year	Group	9	12	23	

Employee engagement continued

GRI Standard						
GRI 404: Training and education 2016						
Disclosure 404-1	Average hours of training per year per employee	Page 93-98	2023	2024	2025	Notes
	Unit of measurement	Scope				
of which male	hours/year	Group	8	10	22	
Total training hours: (Hourly)	hours/year	Group	281,842	252,718	293,382	
of which female	hours/year	Group	46,748	61,117	81,829	
of which male	hours/year	Group	235,094	191,601	211,554	
Average training hours: (Hourly)	hours/employee	Group	9	9	10	
of which female	hours/year	Group	5	7	9	
of which male	hours/year	Group	11	10	11	
Total training hours	hours/year	Group	446,112	456,927	580,267	
of which female (total)	hours/year	Group	87,855	113,507	155,171	
of which male (total)	hours/year	Group	358,257	343,421	425,096	
Total average training hours	hours/employee	Group	10	11	14	
of which female (total)	hours/employee	Group	7	9	13	
of which male (total)	hours/employee	Group	12	12	15	

Employee engagement continued

GRI Standard						
GRI 404: Training and education 2016						
Disclosure 404-2	Programs for upgrading employee skills and transition assistance programs	Page 93-98				
Disclosure 404-3	Percentage of employees receiving regular performance and career development reviews	Page 86, 93-98				
	Unit of measurement	Scope	2023	2024	2025	Notes
Number of employees receiving regular performance and career development reviews	number (head count)	Group	26,333	27,056	25,207	For total number of employees, please check GRI 2-7.
Percentage of employees receiving regular performance and career development reviews	%	Group	60%	65%	61%	
- of which women receiving regular performance and career development reviews	number (head count)	Group	7,061	7,159	6,691	
percentage of women	%	Group	27%	26%	27%	
- of which men receiving regular performance and career development reviews	number (head count)	Group	19,272	19,897	18,516	
percentage of men	%	Group	73%	74%	73%	

Employee engagement continued

GRI Standard						
GRI 404: Training and education 2016						
Disclosure 404-3	Percentage of employees receiving regular performance and career development reviews	Page 86, 93-98				Notes
	Unit of measurement	Scope	2023	2024	2025	
Executive (Directors and above)	nnumber (head count)	Group	450	433	441	For total number of employees, please check GRI 2-7.
- of which women receiving regular performance and career development reviews	number (head count)	Group	69	68	73	
Total number of women	number (head count)	Group	69	74	75	
percentage of women	%	Group	100%	92%	97%	
- of which men receiving regular performance and career development reviews	number (head count)	Group	381	365	368	
Total number of men	number (head count)	Group	391	388	382	
percentage of men	%	Group	97%	94%	96%	
Manager	number (head count)	Group	2,857	2,838	2,899	
- of which women receiving regular performance and career development reviews	number (head count)	Group	468	481	505	
Total number of women	number (head count)	Group	484	495	523	
percentage of women	%	Group	97%	97%	97%	
- of which men receiving regular performance and career development reviews	number (head count)	Group	2,389	2,357	2,394	
Total number of men	number (head count)	Group	2,457	2,430	2,489	
percentage of men	%	Group	97%	97%	96%	

Employee engagement continued

GRI Standard						
GRI 404: Training and education 2016						
Disclosure 404-3	Percentage of employees receiving regular performance and career development reviews	Page 86, 93-98				Notes
	Unit of measurement	Scope	2023	2024	2025	
Salaried	number (head count)	Group	8,534	8,760	8,591	For total number of employees, please check GRI 2-7.
- of which women receiving regular performance and career development reviews	number (head count)	Group	2,245	2,302	2,260	
Total number of women	number (head count)	Group	2,642	2,619	2,563	
percentage of women	%	Group	85%	88%	88%	
- of which men receiving regular performance and career development reviews	number (head count)	Group	6,289	6,458	6,331	
Total number of men	number (head count)	Group	7,301	7,248	7,118	
percentage of men	%	Group	86%	89%	89%	
Hourly	number (head count)	Group	14,492	15,025	13,276	
- of which women receiving regular performance and career development reviews	number (head count)	Group	4,279	4,308	3,853	
Total number of women	number (head count)	Group	9,728	9,244	9,183	
percentage of women	%	Group	44%	47%	42%	
- of which men receiving regular performance and career development reviews	number (head count)	Group	10,213	10,717	9,423	
Total number of men	number (head count)	Group	20,514	19,195	18,766	
percentage of men	%	Group	50%	56%	50%	

Occupational health and safety

GRI Standard						
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics					
GRI 403: Occupational health and safety 2018						
Disclosure 403-1	Occupational health and safety management system	Page 103-110				
Disclosure 403-6	Promotion of worker health					
Disclosure 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships					
Disclosure 403-9	Work-related injuries	Page 103-110				
	Unit of measurement	Scope	2023	2024	2025	Notes
Employees						
Number of work-related injuries	number/year	Group	449	254	92	For 2023 and 2024, the reported number of work-related injuries includes first aid cases. In 2025, considering 36 commuting injuries (transportation organized by the company) with days lost the total number of work related injuries is 128.
- of which number of fatal injuries	number/year	Group	0	0	0	
-of which high consequence loss time injuries (LTI)	number/year	Group	16	28	14	High consequence LTI is defined as an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months. High consequence LTI are included in the serious LTI category as reported in the Marelli corporate procedure.
- of which LTI	number/year	Group	63	42	34	LTI is defined as the injury which causes the worker to be absent at least one day not including the day of the injury. In 2025, Marelli started reporting no-LTI events improving the data for injuries.
- of which no-LTI events	number/year	Group	-	-	44	Starting from 2025 the data collection has been improved collecting no LTI events defined as "injuries that cause restricted work or transfer to another job due to medical prescription". In the previous reporting years no LTI events were included in first aid (FA) category without any split.
First aid (FA)	number/year	Group	370	184	154	Following GRI's guidelines, for the 2025 data collection, first aid (FA) is not considered a subset of work-related injuries.
Number of commuting injuries (transportation organized by the company)	number/year	Group	Not available	44	36	Starting from 2024 the data collection of commuting has been improved with split between commuting injuries for which the transport has been organized by the Company and other commuting injuries.

Occupational health and safety continued

GRI Standard						
GRI 403: Occupational health and safety 2018						
Disclosure 403-9	Work-related injuries	Page 103-110				
	Unit of measurement	Scope	2023	2024	2025	Notes
Employees						
Number of other commuting injuries (as private transportation)	number/year	Group	208	74	97	
Worked hours	number/year	Group	87,117,977	83,794,869	79,452,129	The 2024 report includes unaltered historical data from 2023. Past restatements for boundary alignment have been discontinued to maintain original data consistency.
Rate of fatalities as a result of work-related injury	(Fatal injuries/Worked hours) x 1,000,000	Group	0.00	0.00	0.00	
Rate of high-consequence work-related injuries (excluding fatalities)	(High consequences LTI/Worked hours) x 1,000,000	Group	0.18	0.33	0.18	
Rate of recordable work-related injuries	(Number of work-related injuries/ Worked hours) x 1,000,000	Group	5.15	3.03	1.16	Considering also the number of commuting injuries (transportation organized by the company) with days lost the index is 1.61.
Rate of total LTI (including high-consequence LTI)	[(Number of serious LTI+Number of LTI+Number of fatalities/Worked hours) x 1,000,000	Group	0.91	0.84	0.60	Considering also the number of commuting injuries (transportation organized by the company) with days lost the index is 1.06.
Workers who are not employees (AGENCY)						
Number of work-related injuries	number/year	Group	11	13	3	For 2023 and 2024, the reported number of work-related injuries includes first aid cases. Marelli is revising its methodology for collecting data on work-related injuries and contractor hours; therefore, this data is currently unavailable. Figures for 2023 and 2024 have been restated to include only agency workers for comparability.
- of which number of fatal injuries	number/year	Group	0	0	0	
- of which high-consequence LTI	number/year	Group	1	2	1	High consequence LTI is defined as an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months. High consequence LTI are included in the serious LTI category as reported in the Marelli corporate procedure.
- of which LTI	number/year	Group	6	1	0	LTI is defined as an injury which causes the worker to be absent at least one day not including the day of the injury.

Occupational health and safety continued

GRI Standard						
GRI 403: Occupational health and safety 2018						
Disclosure 403-9	Work-related injuries	Page 103-110				
	Unit of measurement	Scope	2023	2024	2025	Notes
Workers who are not employees (AGENCY)						
- of which no-LTI events	number/year	Group	Not available	Not available	2	
First aid (FA)	number/year	Group	4	10	7	
Number of commuting injuries	number/year	Group	Not available	Not available	Not available	
Worked hours	number/year	Group	12,388,746	12,273,249	10,526,982	
Rate of fatalities as a result of work-related injury	(Fatal injuries/Worked hours) x 1,000,000	Group	0	0	0	
Rate of high-consequence work-related injuries (excluding fatalities)	(High consequences LTI/Worked hours) x 1,000,000	Group	0.08	0.16	0.09	
Rate of recordable work-related injuries	(Number of work-related injuries/Worked hours) x 1,000,000	Group	0.89	1.06	0.28	
Rate of total LTI (including high-consequence LTI)	[(Number of serious LTI+Number of LTI+Number of fatalities/Worked hours) x 1,000,000]	Group	0.57	0.24	0.09	
Disclosure 403-10	Work-related ill health	Page 103-110				
	Unit of measurement	Scope	2023	2024	2025	Notes
Employees						
Number of fatalities as a result of work-related ill health	number/year	Group	Not available	Not available	Not available	The required information is currently unavailable and will be disclosed in future reports.
Number of work-related ill health	number/year	Group	3	24	35	Main types: Biomedical overload and vibration; cumulative trauma, ergonomic related
Workers who are not employees						
Number of fatalities as a result of work-related ill health	number/year	Group	Not available	Not available	Not available	The required information is currently unavailable and will be disclosed in future reports.
Number of work-related ill health	number/year	Group	Not available	Not available	Not available	

Occupational health and safety continued

GRI Standard						
NON GRI	Occupational Health and Safety management system					
	Unit of measurement	Scope	2023	2024	2025	Notes
Number of sites with a certified ISO 45001 health and safety management system	Number	Group	108	106	100	Marelli is strategically refining its operational footprint, resulting in a year-on-year reduction in the number of sites.
Sites with a certified ISO 45001 health and safety management system	%	Group	92%	95%	96%	

Diversity and inclusion

GRI Standard						
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics					
GRI 405: Diversity and Equal Opportunity 2016						
Disclosure 405-1 (b)	Diversity of governance bodies and employees	Page 99-102				
	Unit of measurement	Scope	2023	2024	2025	Notes
Total number of employees in Top Management	number (head count)	Group	460	462	457	
- of which female	number (head count)	Group	69	74	75	
- of which female	%	Group	15%	16%	16%	
- of which < 30 years old	number (head count)	Group	0	0	0	
- of which < 30 years old	%	Group	0%	0%	0%	
- of which 30 <= x <= 50	number (head count)	Group	38	41	45	
- of which 30 <= x <= 50	%	Group	8%	9%	10%	
- of which > 50 years old	number (head count)	Group	31	33	30	
- of which > 50 years old	%	Group	7%	7%	7%	
- of which male	number (head count)	Group	391	388	382	
- of which male	%	Group	85%	84%	84%	
- of which < 30 years old	number (head count)	Group	-	0	0	
- of which < 30 years old	%	Group	0%	0%	0%	
- of which 30 <= x <= 50	number (head count)	Group	132	135	126	
- of which 30 <= x <= 50	%	Group	29%	29%	28%	
- of which > 50 years old	number (head count)	Group	259	253	256	
- of which > 50 years old	%	Group	56%	55%	56%	

Diversity and inclusion continued

GRI Standard						
GRI 405: Diversity and Equal Opportunity 2016						
Disclosure 405-1 (b)	Diversity of governance bodies and employees	Page 99-102				Notes
	Unit of measurement	Scope	2023	2024	2025	
Total number of Manager	number (head count)	Group	2,941	2,925	3,012	
- of which female	number (head count)	Group	484	495	523	
- of which female	%	Group	16%	17%	17%	
- of which < 30 years old	number (head count)	Group	2	3	1	
- of which < 30 years old	%	Group	0%	0%	0%	
- of which 30 <= x <= 50	number (head count)	Group	375	375	391	
- of which 30 <= x <= 51	%	Group	13%	13%	13%	
- of which > 50 years old	number (head count)	Group	107	117	131	
- of which > 50 years old	%	Group	4%	4%	4%	
- of which male	number (head count)	Group	2,457	2,430	2,489	
- of which male	%	Group	84%	83%	83%	
- of which < 30 years old	number (head count)	Group	5	6	10	
- of which < 30 years old	%	Group	0%	0%	0%	
- of which 30 <= x <= 50	number (head count)	Group	1,470	1,445	1,432	
- of which 30 <= x <= 51	%	Group	50%	49%	48%	
- of which > 50 years old	number (head count)	Group	982	979	1,047	
- of which > 50 years old	%	Group	33%	33%	35%	

Diversity and inclusion continued

GRI Standard						
GRI 405: Diversity and Equal Opportunity 2016						
Disclosure 405-1 (b)	Diversity of governance bodies and employees	Page 99-102				Notes
	Unit of measurement	Scope	2023	2024	2025	
- of which belonging to vulnerable groups and/or minority groups (e.g. Employees with disabilities)	number (head count)	Group	11	11	12	
- of which belonging to vulnerable groups and/or minority groups (e.g. Employees with disabilities)	%	Group	3%	3%	3%	Percentage is calculated as follows: Number of employees belonging to vulnerable/ minority groups (e.g., employees with disabilities) in each category (e.g., managers, employees)/ Total number of employees belonging to vulnerable/minority groups all categories.
Total number of Salaried	number (head count)	Group	9,942	9,867	9,681	
- of which female	number (head count)	Group	2,642	2,619	2,563	
- of which female	%	Group	27%	27%	26%	
- of which < 30 years old	number (head count)	Group	478	479	458	
- of which < 30 years old	%	Group	5%	5%	5%	
- of which 30 <= x <= 50	number (head count)	Group	1,822	1,797	1,723	
- of which 30 <= x <= 51	%	Group	18%	18%	18%	
- of which > 50 years old	number (head count)	Group	342	343	382	
- of which > 50 years old	%	Group	3%	3%	4%	
- of which men	number (head count)	Group	7,301	7,248	7,118	
- of which men	%	Group	73%	73%	74%	
- of which < 30 years old	number (head count)	Group	964	986	901	
- of which < 30 years old	%	Group	10%	10%	9%	
- of which 30 <= x <= 50	number (head count)	Group	4,740	4,649	4,515	
- of which 30 <= x <= 51	%	Group	48%	47%	47%	

Diversity and inclusion continued

GRI Standard						
GRI 405: Diversity and Equal Opportunity 2016						
Disclosure 405-1 (b)	Diversity of governance bodies and employees	Page 99-102				Notes
	Unit of measurement	Scope	2023	2024	2025	
- of which > 50 years old	number (head count)	Group	1,597	1,613	1,702	Percentage is calculated as follows: Number of employees belonging to vulnerable/minority groups (e.g., employees with disabilities) in each category (e.g., managers, employees)/ Total number of employees belonging to vulnerable/minority groups all categories.
- of which > 50 years old	%	Group	16%	16%	18%	
- of which belonging to vulnerable groups and/or minority groups (e.g. Employees with disabilities)	number (head count)	Group	53	52	56	
- of which belonging to vulnerable groups and/or minority groups (e.g. Employees with disabilities)	%	Group	14%	14%	14%	
Total number of Hourly	number (head count)	Group	30,242	28,439	27,949	
- of which female	number (head count)	Group	9,728	9,244	9,183	
- of which female	%	Group	32%	33%	33%	
- of which < 30 years old	number (head count)	Group	1,909	1,908	1,868	
- of which < 30 years old	%	Group	6%	7%	7%	
- of which 30 <= x <= 50	number (head count)	Group	5,668	5,291	5,268	
- of which 30 <= x <= 51	%	Group	19%	19%	19%	
- of which > 50 years old	number (head count)	Group	2,151	2,045	2,047	
- of which > 50 years old	%	Group	7%	7%	7%	
- of which men	number (head count)	Group	20,514	19,195	18,766	
- of which men	%	Group	68%	67%	67%	

Diversity and inclusion continued

GRI Standard						
GRI 405: Diversity and Equal Opportunity 2016						
Disclosure 405-1 (b)	Diversity of governance bodies and employees	Page 99-102				Notes
	Unit of measurement	Scope	2023	2024	2025	
- of which < 30 years old	number (head count)	Group	4,024	3,640	3,512	
- of which < 30 years old	%	Group	13%	13%	13%	
- of which 30 <= x <= 50	number (head count)	Group	11,973	11,092	10,614	
- of which 30 <= x <= 51	%	Group	40%	39%	38%	
- of which > 50 years old	number (head count)	Group	4,517	4,463	4,640	
- of which > 50 years old	%	Group	15%	16%	17%	
- of which other	number (head count)	Group	-	0	0	
- of which < 30 years old	number (head count)	Group	0	0	0	
- of which 30 <= x <= 50	number (head count)	Group	-	0	0	
- of which > 50 years old	number (head count)	Group	0	0	0	
- of which belonging to vulnerable groups and/or minority groups (e.g. Employees with disabilities)	number (head count)	Group	323	307	325	
- of which belonging to vulnerable groups and/or minority groups (e.g. Employees with disabilities)	%	Group	83%	83%	83%	Percentage is calculated as follows: Number of employees belonging to vulnerable/ minority groups (e.g., employees with disabilities) in each category (e.g., managers, employees)/ Total number of employees belonging to vulnerable/minority groups all categories.
Total number of employees belonging to vulnerable groups and minority groups (e.g. Employees with disabilities)	number (head count)	Group	387	370	393	

Diversity and inclusion continued

GRI Standard						
GRI 405: Diversity and Equal Opportunity 2016						
Disclosure 405-2	Ratio of basic salary of women to men	Page 90-92				Notes
	Unit of measurement	Scope	2023	2024	2025	
Executives	%	Group	110%	102%	102%	The ratio has been calculated using basic salary. The ratio of the remuneration of women to men is not reported due to confidentiality constraints, since Marelli considers it as sensitive information whose disclosure may impact the Group strategy. Marelli started reporting this indicator in 2023. Marelli is reporting this indicator by location for the first time in 2024.
ASEAN	%	ASEAN	-	124%	130%	
China	%	China	-	79%	75%	
EMEA	%	EMEA	-	87%	91%	
India	%	India	-	66%	102%	
North America	%	NA	-	117%	118%	
South America	%	SA	-	126%	120%	
Managers	%	Group	86%	96%	97%	
ASEAN	%	ASEAN	-	88%	100%	
China	%	China	-	99%	94%	
EMEA	%	EMEA	-	93%	96%	
India	%	India	-	99%	93%	
North America	%	NA	-	93%	91%	
South America	%	SA	-	92%	89%	
Salaried	%	Group	79%	80%	80%	
ASEAN	%	ASEAN	-	76%	79%	
China	%	China	-	75%	74%	
EMEA	%	EMEA	-	81%	82%	
India	%	India	-	90%	89%	
North America	%	NA	-	87%	82%	
South America	%	SA	-	81%	80%	

Diversity and inclusion continued

GRI Standard						
GRI 405: Diversity and Equal Opportunity 2016						
Disclosure 405-2	Ratio of basic salary of women to men	Page 90-92				Notes
	Unit of measurement	Scope	2023	2024	2025	
Hourly	%	Group	85%	82%	80%	The ratio has been calculated using basic salary. The ratio of the remuneration of women to men is not reported due to confidentiality constraints, since Marelli considers it as sensitive information whose disclosure may impact the Group strategy. Marelli started reporting this indicator in 2023. Marelli is reporting this indicator by location for the first time in 2024.
ASEAN	%	ASEAN	-	65%	65%	
China	%	China	-	82%	81%	
EMEA	%	EMEA	-	86%	88%	
India	%	India	-	111%	111%	
North America	%	NA	-	88%	85%	
South America	%	SA	-	69%	72%	

Product safety & quality

GRI Standard						
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics					
GRI 416: Customer Health and Safety 2016						
Disclosure 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Page 35				
	Unit of measurement	Scope	2023	2024	2025	Notes
Total number of incidents of non-compliance with regulations concerning the health and safety impacts of products and services, resulting in a fine or penalty	number	Group	0	0	0	In 2024, we encountered four recalls due to product safety, of which one recall was fully resolved, with Marelli accepting complete responsibility, however not resulting in fine or penalty. In 2024, we also resolved one recall initiated in 2023 by assuming full responsibility for the matter. The case however was not related to health and safety, nor it resulted in fine or penalty. In 2025, we faced three safety-related recall issues, in two cases Marelli acknowledged its responsibility.
Total number of incidents of non-compliance with regulations resulting in a warning concerning the health and safety impacts of products and services	number	Group	0	1	2	
Total number of incidents of non-compliance with voluntary codes, concerning the health and safety impacts of products and services	number	Group	0	0	0	
GRI 417: Marketing and Labeling						
Disclosure 417-1	Requirements for product and service information and labeling	Page 33				
	Unit of measurement	Scope	2023	2024	2025	Notes
Percentage of significant products or categories of services treated or assessed for compliance with internal procedures	%	Group	100%	100%	100%	A 100% value indicates coverage of Marelli's Aftermarket products. Since products are produced by Marelli upon OEM specifications, there is no requirement to provide a separate product label. Compliance and validation are ensured by submitting the Bill of Material via IMDS, allowing OEMs to understand usage and integration into vehicles.

Product safety & quality continued

GRI Standard						
GRI 417: Marketing and Labeling						
Disclosure 417-2	Incidents of non-compliance concerning product and service information and labelling	Page 33-36				
	Unit of measurement	Scope	2023	2024	2025	Notes
Incidents of non-compliance with regulations resulting in a fine or penalty	number	Group	0	0	0	
Incidents of non-compliance with regulations resulting in a warning	number	Group	0	0	0	
Incidents of non-compliance with voluntary codes	number	Group	0	0	0	
Disclosure 417-3	Incidents of non-compliance concerning marketing communications	Page 33-36				
	Unit of measurement	Scope	2023	2024	2025	Notes
Incidents of non-compliance with regulations resulting in a fine or penalty	number	Group	0	0	0	
Incidents of non-compliance with regulations resulting in a warning	number	Group	0	0	0	
Incidents of non-compliance with voluntary codes	number	Group	0	0	0	

Data responsibility

GRI Standard						
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics					
GRI 418: Customer Privacy						
Disclosure 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 70, 73				
	Unit of measurement	Scope	2023	2024	2025	Notes
Substantiated complaints received from outside parties and substantiated by the organization	number	Group	0	0	0	
Substantiated complaints from regulatory bodies	number	Group	0	0	0	
Total number of identified leaks, thefts, or losses of customer data	number	Group	0	0	0	
A brief statement if the organization has not identified any substantiated complaints	text	Group	In year 2023 we did not receive any substantiated data breach complaint from customers or authorities	During 2024 Marelli did not receive any substantiated data breach or privacy complaint from customers or authorities	During 2025 Marelli did not receive any substantiated data breach or privacy complaint from customers or authorities	

Respect for human rights

GRI Standard		
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics	Page 68
Disclosure 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 63-65, 68
Disclosure 408-1	Operations and suppliers at significant risk for incidents of child labor	
Disclosure 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	

INDEPENDENT PRACTITIONER'S ASSURANCE REPORT

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**INDEPENDENT AUDITOR'S REPORT
ON A SELECTION OF GRI INDICATORS**

To the Board of Directors of
Marelli Holdings Co., Ltd.

We have carried out a limited assurance engagement of a selection of GRI indicators (hereinafter "the Selected GRI KPIs"), included in the Sustainability Report of Marelli Holdings Co., Ltd. and its subsidiaries (also "the Marelli Group" or "the Group") as of December 31, 2025 ("the Sustainability Report"), as listed in the attachment to this report.

Responsibility of the Management for the Selected GRI KPIs

The Management of Marelli Holdings Co., Ltd. is responsible for reporting the Selected GRI KPIs in accordance with the criteria disclosed in the paragraph "About this report" of the Sustainability Report, based on the "Global Reporting Initiative Sustainability Reporting Standards" established by GRI - Global Reporting Initiative ("GRI Standards").

The Management is also responsible for such internal control as they determine is necessary to enable the preparation of the Selected GRI KPIs that are free from material misstatement, whether due to fraud or error.

Auditor's Independence and quality management

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies *International Standard on Quality Management 1*, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Auditor's responsibility

Our responsibility is to express our conclusion based on the procedures performed about the compliance of the Selected GRI KPIs with the criteria disclosed in the paragraph "About this report" of the Sustainability Report, based on the GRI Standards.

Ancona Bari Bergamo Bologna Brescia Cagliari Firenze Genova Milano Napoli Padova Parma Roma Torino Treviso Udine Verona
Sede Legale: Via Santa Sofia, 28 - 20122 Milano | Capitale Sociale: Euro 10.688.000,00 i.v.
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We conducted our work in accordance with the criteria established in the "International Standard on Assurance Engagements ISAE 3000 (Revised) – Assurance Engagements Other than Audits or Reviews of Historical Financial Information" (hereinafter "ISAE 3000 Revised"), issued by the International Auditing and Assurance Standards Board (IAASB) for limited assurance engagements.

The standard requires that we plan and perform the engagement to obtain limited assurance whether the Selected GRI KPIs are free from material misstatement.

Therefore, the procedures performed in a limited assurance engagement are less than those performed in a reasonable assurance engagement in accordance with ISAE 3000 Revised ("reasonable assurance engagement"), and, therefore, do not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in a reasonable assurance engagement.

The procedures performed on the Selected GRI KPIs are based on our professional judgement and included inquiries, primarily with Company personnel responsible for the preparation of information included in the Sustainability Report, analysis of documents, recalculations and other procedures aimed to obtain evidence as appropriate.

Specifically, we obtained an understanding of the processes underlying the origination, recording and management of qualitative and quantitative information included in the Selected GRI KPIs. In particular, we carried out interviews and discussions with Marelli Group management and carried out limited documentary verifications, in order to gather information about the processes and procedures which support the collection, aggregation, elaboration and transmittal of sustainability data and information related to the Selected GRI KPIs to the department responsible for the preparation of the Sustainability Report.

In addition, taking into consideration the Group's activities and characteristics:

- at corporate level:
 - a) with regards to qualitative information included in the Selected GRI KPIs, we carried out interviews and gathered supporting documentation in order to verify its consistency with the available evidence;
 - b) with regards to quantitative information included in the Selected GRI KPIs, we carried out both analytical procedures and limited verifications, on a sample basis, in order to ensure the correct elaboration and aggregation of data;
- for the subsequently listed plants and business units, which we selected based on their activities, their contribution to the performance indicators at the consolidated level and their location, we carried out site visits or remote meetings, during which we have met the management and have gathered supporting documentation on a sample basis with reference to the correct application of procedures and calculation methods used for the indicators elaborated therein:

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Plants	Business Units
AG Plastics (PIVA) IBU	Interiors
Contagem –Automotive Lighting	Lighting
Corbetta –Electronic Systems	Electronics
Gunma Plant (JPG) GTS	Exhaust and thermal technologies
Juarez Plant 1 AL	Lighting
Juarez Plant 2 AL	Lighting
Lavras	Shock absorbers
Lewisburg Plastics IBU	Interiors
Maua–Shock Absorbers	Shock absorbers
Modugno	Propulsion
SF (San Francisco Plant) GTS	Exhaust and thermal technologies
Sosnowiec –Automotive Lighting	Lighting
Sulmona	Suspensions
Venaria Reale AL	Lighting
Wuhu –Automotive Lighting	Lighting

Conclusion

Based on the work performed, nothing has come to our attention that causes us to believe that the Selected GRI KPIs as of December 31, 2025, as listed in the attachment to this report, are not reported, in all material respects, in accordance with the criteria disclosed in the paragraph "About this report" of the Sustainability Report, based on the GRI Standards.

Other matters

Our conclusion is expressed exclusively with reference to the Selected GRI KPIs and does not extend to other qualitative or quantitative information included in the Sustainability Report and to the Sustainability Report as a whole.

In addition, within our engagement we did not perform: (i) any procedures on the materiality assessment performed by the Group; (ii) an examination of targets and forward-looking statements and/or commitments included in the Sustainability Report; (iii) an audit or review of financial data and information of the Group.

INDEPENDENT PRACTITIONER'S ASSURANCE REPORT continued

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Data presented for comparative purposes related to the 205-1, 205-2, 205-3 and 305-3 GRI indicators for the year ended December 31, 2023, have not been subject to a limited or to a reasonable assurance engagement; data for the year ended December 31, 2023 related to the remaining Selected GRI KPIs, presented for comparative purposes, have been subject to a limited assurance engagement by another auditor that, on May 28, 2024 expressed an unmodified conclusion.

DELOITTE & TOUCHE S.p.A.

Alessandra Cerruti
Partner

Turin, Italy
May 22, 2026

Attachment: List of Selected GRI KPIs

ATTACHMENT 1
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The following table lists the Selected GRI KPIs included in the Sustainability Report of Marelli Group as of December 31, 2025 that have been subject to limited assurance:

GRI 101-1	Policies to halt and reverse biodiversity loss
GRI 101-2	Management of biodiversity impacts
GRI 101-3	Access and benefit-sharing
GRI 101-4	Identification of biodiversity impacts
GRI 101-5	Locations with biodiversity impacts
GRI 101-6	Direct drivers of biodiversity loss
GRI 101-7	Changes to the state of biodiversity
GRI 101-8	Ecosystem services
GRI 204-1	Proportion of spending on local suppliers
GRI 205-1	Operations assessed for risk related to corruption
GRI 205-2	Communication and training about anti-corruption policies and procedures
GRI 205-3	Confirmed incidents of corruption and actions taken
GRI 308-1	New suppliers that were screened using environmental criteria
GRI 308-2	Negative social impacts in the supply chain and actions taken
GRI 414-1	New suppliers that were screened using social criteria
GRI 414-2	Negative social impacts in the supply chain and actions taken
GRI 306-1	Waste generation and significant waste-related impacts
GRI 306-2	Management of significant waste related impacts
GRI 306-3	Waste generated
GRI 306-4	Waste diverted from disposal
GRI 306-5	Waste directed to disposal
GRI 302-1	Energy consumption within the organization
GRI 302-3	Energy Intensity
GRI 305-1	Direct Scope 1 GHG emission
GRI 305-2	Indirect Scope 2 GHG emission
GRI 305-3	Other indirect GHG emissions (Scope 3)
GRI 305-4	GHG emissions intensity
GRI 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
GRI 303-3	Water withdrawal
GRI 303-4	Water discharge
GRI 303-5	Water consumption
GRI 401-1	New employee hires and employee turnover
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part time employees
GRI 401-3	Parental leave
GRI 403-1	Occupational health and safety management system
GRI 403-6	Promotion of worker health
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
GRI 403-9	Work-related injuries
GRI 403-10	Work-related ill health
GRI 404-1	Average hours of training per year per employee
GRI 404-2	Programs for upgrading employee skills and transition assistance programs
GRI 404-3	Percentage of employees receiving regular performance and career development reviews
GRI 405-1	Diversity of governance bodies and employees
GRI 405-2	Ratio of basic salary and remuneration of women to men
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services

ATTACHMENT 1
2 di 2

GRI 417-1	Requirements for product and service information and labelling
GRI 417-2	Incidents of non-compliance concerning product and service information and labeling
GRI 417-3	Incidents of non-compliance concerning marketing communications
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data

