



Driving Sustainability @Speed

Confirming our Commitments



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Introduction



**Let’s push beyond boundaries together.
We aspire to shape the future of mobility,
turning dreams into reality.**

Company Introduction

Driving Sustainability @Speed, confirming our commitments

We develop cutting-edge technology for the vehicles 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.



We co-create and add value

We engage with our customers, the vehicle makers, and 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.

We lead the shift in automotive innovation

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 as well as stand-alone software and hardware solutions for the software-defined age of mobility.

Confirming our commitments to sustainability

We've redefined our products and processes to meet our strong, measurable commitments to sustainability across the organization. As we continue to transform and grow, we have embedded sustainability in our way of working – from an environmental, social and governance (ESG) perspective as well as from a cost-reduction perspective. Our approach is comprehensive, addressing every aspect of the value chain: **we ensure supply chain compliance with and operational alignment to the highest ESG standards, and we increasingly offer our customers affordable low-carbon solutions.** This is evidenced by our comprehensive Design for Sustainability principles which ensure that we are designing and co-creating products for a sustainable future. **In 2024, 85% of our innovation projects implemented Design for Sustainability criteria and we have targeted 100% for 2025.**

We are resilient and forward thinking

Our commitment to sustainability is tightly linked to driving resiliency. Over the past three years, we have made significant progress in optimizing our organization and footprint to best meet customer needs, as well as in simplifying our processes. **We have successfully minimized risks in our supply chain and in our operations.** Despite the challenges faced by our industry in 2024, we have demonstrated our tenacity and have made good progress in positioning Marelli for future growth.

We are global and diverse

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

Subsequent event: On June 11, 2025, in a strategic move to enhance Marelli's future stability and innovation capacity, the company has initiated voluntary U.S. Chapter 11 proceedings aimed at restructuring long-term debt obligations. This proactive step is part of our commitment to ensure the continuation of delivering advanced technologies for the automotive industry. With 80% lender support and a secured commitment of \$1.1 billion in debtor-in-possession financing, Marelli is well-positioned to maintain normal operations while fortifying our financial foundation.

23 COUNTRIES



150+ SITES¹



40,000+ EMPLOYEES



14,959.86 OKU JPY
9,129.46 million EUR
revenue in 2024



43 ASSOCIATION memberships worldwide



¹ Operational sites in 2025



Message from the CEO

I am proud of how far we have progressed since 2021 - today, we stand among the leaders. In 2024 we have already surpassed expectations, achieving **eight of our 17 sustainability targets one year ahead of schedule**. This is a testament to our commitment to making a real impact.

David Slump, President and CEO



Speed @Marelli. It drives our sense of urgency in working to achieve our purpose in a dynamic automotive market by helping our customers bring affordable innovation to market faster. We apply the **same urgency to our sustainability agenda** - treating it not as a challenge but as an opportunity to future-proof innovation, design and manufacturing. Through any market landscape, our commitment to sustainability remains steadfast, embedded in new products, processes and risk reduction strategies across our operations and supply chains.

Despite a challenging 2024 for the automotive industry marked by declining vehicle production, particularly in Europe and North America, **we have made further progress in setting Marelli up for the future**. Thanks to the decisive actions we took in 2023 and early 2024, **we streamlined our operations, enhanced efficiency and strengthened resiliency - achieving profitable growth and positioning Marelli for long-term success**. Rather than just navigating market disruptions, we used them to **drive our operational and quality excellence and deepen our co-creation with our customers and partners**.

While many in our industry are still undergoing significant restructuring, Marelli has completed both major headcount reductions as well as major manufacturing footprint reductions to **drive advances in affordable innovation and growth** - as well as on our **sustainability agenda - with focus and impact**.

Driving sustainability @speed

I am proud of how far we have progressed since 2021 given our sustainability performance lagged our peers, **while today, we**

stand among the leaders. In 2025, EcoVadis, the leading sustainability intelligence platform, awarded us their Gold Medal for the second consecutive year - **elevating Marelli's position from the top 5% last year to the top 2% of assessed companies**.

We have already surpassed expectations in 2024, achieving **eight of our 17 sustainability targets one year ahead of schedule** - this is a testament to our commitment to making a real impact. We've also met the sustainability goals tied to our short-term incentive programs: reductions in energy intensity and emissions Scopes 1 and 2. In this report, you'll see how we're driving measurable progress across our business. As in some areas we benefited from reduced production volumes in 2024, we are fully committed to maintaining the achieved levels when volumes grow again and have also further sharpened some of our goals for 2025 and beyond.

Sustainability is key to risk management and business resilience. **We have achieved better visibility** of our carbon footprint and full view of ESG compliance across our operations, joint ventures and supply chain - allowing us to proactively **identify and address vulnerabilities**.

In 2025 EcoVadis awarded us their Gold Medal for the second consecutive year, elevating Marelli's position from the top 5% last year to the top 2% of assessed companies

18 Marelli plants certified worldwide under SA8000

80% of our nominated direct materials suppliers' plants certified under ISO 14001

Through extensive risk mapping, sustainability assessments and due diligence, we mitigate threats before they escalate - ensuring we operate responsibly, causing no harm to people or the planet. A standout achievement is our **social accountability leadership**: all **13 of our plants in China**, along with facilities in **Thailand, Turkey and Poland**, successfully earned **SA8000 certification for social accountability**. This makes Marelli the **first global automotive company with a large manufacturing footprint in China to achieve full SA8000 certification there** - a milestone in ethical and responsible operations.

77% of our development projects are aligned to Design for Sustainability criteria

We also achieved **full ISO 45001 certification** for all manufacturing sites with at least 50 employees, ensuring the highest occupational health & safety (OH&S) management standards. Additionally, **80% of our nominated direct materials suppliers' plants** are now certified under **ISO 14001** for environmental management.

We are now moving from insight to action. This year, we are launching targeted initiatives to reduce and prevent identified risks, further embedding sustainability deeper into our processes.

Building a resilient business is also about protecting the people who make it all possible. That's why at Marelli, **"Safety First" is exactly that - a fundamental priority**. Our focus is ensuring that everyone who works at Marelli returns home safe and healthy. Last year, we strengthened our safety-first culture across all operations, driving discipline and awareness at every level. As a result, we **reduced lost-time injuries by 14%**. We continue to embed health and safety as a core responsibility for every individual and team, maintaining **zero tolerance for unsafe behaviors**.

We also surpassed expectations in **Design for Sustainability**. While our **2025 target was 75%, we already reached 77% in 2024**. Even small design adjustments in development can yield significant sustainability benefits over a typical five-year production cycle, impacting millions of vehicles worldwide.

Confirming our commitments

With a strong foundation in place, we are advancing our 2025 priorities across the value chain. In our supply chain, we continue to strengthen supplier assessments and audits, while further driving our **decarbonization roadmap**. A key focus this year is reducing **Scope 3 emissions**, particularly in **purchased goods and services (Scope 3.1) and upstream transportation and distribution (Scope 3.4)**. Within our operations, we remain committed to adopting ESG best practices and extending these standards to **all our joint ventures**. Despite changes in ESG regulations in the European Union, we continue to advance on our roadmap, balancing compliance with business strategy autonomy to serve our global customers. Our actions reinforce our position as a **low-risk, low-carbon supplier**, and we are now implementing a robust process for new product launches with substantiated green claims.

Our commitment to increasing **women in leadership** is essential to Marelli's success. Today, women are driving change at the highest levels of our company, representing **40% of our Board of Directors and 28% of our Executive Committee**, shaping key decisions through leadership roles including our Chief Financial Officer, Chief Human Resources Officer, Chief Legal Officer and Chief Purchasing Officer. From **11% in 2022 to 16% in 2024**, we have made steady progress in **female representation at the director level and above**. Given the limited external hiring over the past two years due to restructuring and market challenges, this growth is a strong achievement and underscores our dedication to nurturing internal talent. Recognizing the realities of our business environment, we have **adjusted our 25% target deadline to 2028** with an interim goal of **18% by the end of 2025**.

The accomplishments we have made on our sustainability journey so far are a result of unwavering commitment and collective effort, and I want to applaud all of Marelli for making it happen. But progress doesn't stop here. The more we achieve, the harder next steps become. This momentum is proof that **when we act with speed and purpose, real impact follows**. Now, we push further.

We are fully committed to our **ambitious sustainability agenda**, and the entire Marelli team takes ownership in making it a reality. As we **raise the bar**, we challenge not only ourselves to drive impact across our operations, but also our supply chain to uphold the same high standards and support our customers in reaching their goals. At Marelli, **sustainability @speed** is what sets us apart - driving innovation, resilience and lasting change for our business, industry and planet.

David Slump
President and CEO
Marelli



Executive Summary

2024 Highlights

Design-led innovation



- 95 patents achieved
- 30 customer quality awards
- 2025 PACE Innovation Partnership Award for Marelli’s collaboration with Audi on the Digital OLED Taillight solution, featured on the 2024 Audi Q6 e-tron
- 2025 PACE Award together with OLEDWorks for the Digital OLED Taillight technology in production on the Audi Q6 e-tron
- 2025 PACE Pilot Award for Marelli’s Fully Active Electromechanical Suspension
- CLEPA Innovation Award 2024 – ‘Top Innovator’ for h-Digi® microLED Lighting
- CES 2024 Innovation Award Honoree for Red LASER & Optical Fiber Rear Lamp
- Challenger honor at The Digital Engineering Awards 2024 for Passenger Display with Privacy
- ‘Data and Electronics Solution of the Year’ and ‘Overall Engineering Innovation of the Year’ PMW Awards 2024 for Marelli Motorsport’s Vehicle Control Unit (VCU) VEC_480
- Innovation Achievement Award 2024 from Toyota Europe to Marelli Lighting business
- 2025 Motor Trend SDV Innovator Expert Award to Roberto Secchi, Head of Software Platforms and DevOps, for the development of an advanced Digital Twin solution that replicates the features of a digital cockpit
- 85% of innovation projects and 77% of product development projects align with DfS criteria
- 21% of recycled resins in nominated products

Environmental management



- Near-term 2030 and net-zero 2045 targets approved by SBTi
- 17% reduction in all scopes²
- 44% reduction of Scope 1 and 2 (market based)²
- 10% reduction in energy intensity (MJ/Worked hours)²
- 59% of the electricity used at our manufacturing sites comes from renewable sources²
- 29% reduction of water intensity²
- 16% reduction in waste generation²
- 98% of manufacturing sites certified under ISO 14001²
- 51% of energy consumption occurred at manufacturing plants certified under ISO 50001
- B score in Climate Change (CDP)
- A- in Water Security (CDP)
- SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION
- CDP

²Vs. 2022 baseline for operational sites in 2024. See page 11 for more details

Executive Summary

2024 Highlights

Responsible corporate citizen



Signatory of the UN Global Compact since 2023

EcoVadis Gold medal 80/100

18 sites in critical countries certified under SA8000, all active production plants in China (13)

38 plants certified under TISAX, 1 plant certified ISO 27001

93% of employees completed mandatory cybersecurity training

96% of salaried employees completed Marelli Code of Conduct training

91% of new nominated suppliers covered by ESG assessment

99.9% of direct material suppliers with no critical resiliency risk

99% of suppliers signed the Supplier Code of Conduct

Marelli people



90% of managers received career or skill-related training

65% of employees received regular performance and career development reviews

2.4% increase in total training hours vs 2023

Marelli Pulse Survey Trust Index: 70%

57% of manufacturing sites operated without a lost-time injury

44% of manufacturing plants recorded no injuries from early 2023

75.1% of our employees are covered by collective bargaining agreements

95% of manufacturing sites certified under ISO 45001

Our Sustainability Strategy

Marelli’s sustainability strategy focuses on achieving profitable sustainability by enhancing future company performance, with a clear emphasis on improving Earnings Per Share (EPS). Our approach integrates sustainable innovation and responsible business practices across our operations, monitored through global ESG frameworks such as the Sustainability Accounting Standards Board (SASB) for the auto parts industry, the Task Force on Climate-related Financial Disclosures (TCFD) and the Global Reporting Initiative (GRI). Driving EPS growth means prioritizing resource optimization, ensuring cost-effective compliance and customer alignment while fostering a resilient business model that upholds environmental and social stewardship supported by strong governance to create market value.

How we do it

Innovation + Responsible business practices

All measured against international ESG standards such as GRI, SASB, TCFD, GHG Protocol, CDP, UNGC, EcoVadis, etc.³

³Global Reporting Initiative, Sustainability Accounting Standards Board, e Task Force on Climate-Related Financial Disclosures, Greenhouse Gas Protocol, Carbon Disclosure Project, United Nations Global Compact.

Our sustainability drivers



Climate change

We are focused on leading innovation in sustainable automotive solutions to reduce global emissions.



Circular economy

We acknowledge the importance of transforming resource use from a linear to circular approach to safeguard our planet’s limited resources.



Social impact

We are committed to ensuring fair labor conditions, human rights and health and safety across our vast workforce and supply chain.

Our focus areas

We monitor our sustainability drivers in operations, product innovation and the supply chain.



SUSTAINABLE OPERATIONS

Setting ambitious targets for the sustainable use of resources; embedding ethical conduct and compliance with human rights and safety standards.



PRODUCT INNOVATION

Developing innovative technologies for safe and environmentally-friendly mobility.



SUPPLY CHAIN

Co-innovating with suppliers’ cutting-edge and sustainable solutions while ensuring they adhere to strict ethical, labor, health, and safety standards.

Driving Sustainability @Speed through our ESG Approach

At Marelli, our strategy integrates sustainability with innovation to achieve meaningful impact. **In order to set clear targets for 2023-2025, we have focused our long-term commitment and ambitions into three key areas.** Recognizing that the three-year target cycle effectively balances stability and speed, we plan to maintain this cycle for 2026-2028, focusing on our sustainability drivers.



Climate Change

We aim for net-zero carbon emissions across our supply chain by 2045.



Circular Economy

Our goal is to reduce waste in absolute terms and use more recycled materials. We're redesigning products to cut emissions and boost recycling.



Social Impact

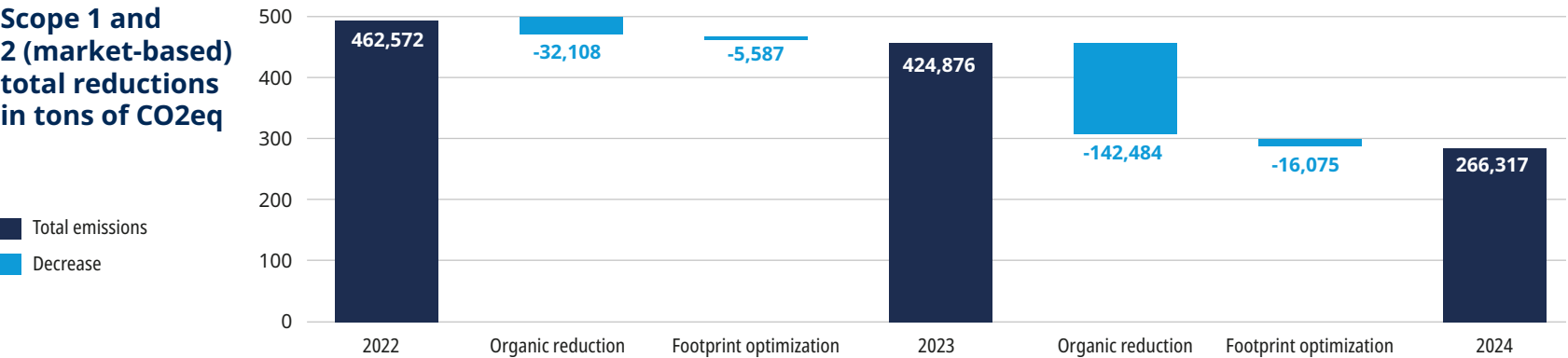
We're enhancing workplace safety and ethical practices, aiming for ISO 45001 and SA8000 certifications. We're working towards equal female representation in leadership roles and ensuring our suppliers meet strict ESG standards.

Marelli Sustainability Dashboard

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 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 incentive 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, in terms of Scope 1 and 2 (market-based) emissions, we initially tracked 102 sites in operation in 2023. However, by the end of 2024, due to strategic site combinations aimed at maximizing efficiency, we had 87 operational plants. This optimization has led to a notable reduction in emissions. Nonetheless, we remain committed to achieving a 60% reduction in emissions for the remaining sites, requiring all plants to continue focusing on efficiency improvements. This approach ensures that Marelli exceeds its environmental commitments, regardless of market fluctuations.



Driving Sustainability @Speed through our ESG Approach

While we continuously monitor targets @speed, we may need to adjust some criteria during the year and reconcile the results with financial figures at year-end, as is the case for Scopes 3.1 and 3.4, where part of the value is calculated using a spend-based methodology. We continuously monitor results using managerial data, and the figures are adjusted yearly to reflect the verified financial results (actual forex and full boundary including non-operational legal entities). The amount of employee incentives earned in connection with the achievement of the goals set forth in the Dashboard is determined using the verified figures for the boundaries defined at the start of each year.

With the Marelli Sustainability Dashboard providing comprehensive oversight across all company levels, there is a greater focus from the teams to achieve and exceed targets, prompting us to adjust specific objectives. For example, in health and safety, our initial target was to certify over 90% of production sites with ISO 45001. **By 2024, we successfully certified all production sites within scope.** Although our Lost Time Injury Frequency Index⁴ already outperforms industry benchmarks, we have now integrated it into our Dashboard to reinforce our ongoing dedication to a ‘safety first’ culture. This is a crucial step in our vision towards zero incidents, reinforcing our commitment to ensuring that everyone returns home safely every day.

“We prioritize progress over perfection, and we move @speed to more deeply embed sustainability in our processes and innovation every year. With Marelli sustainability teams’ strong and steady commitment, we continue to deliver tangible progress on our ESG roadmap, bringing us closer to reaching our broader commitments.”

Denise Lana, Global Head of Sustainability

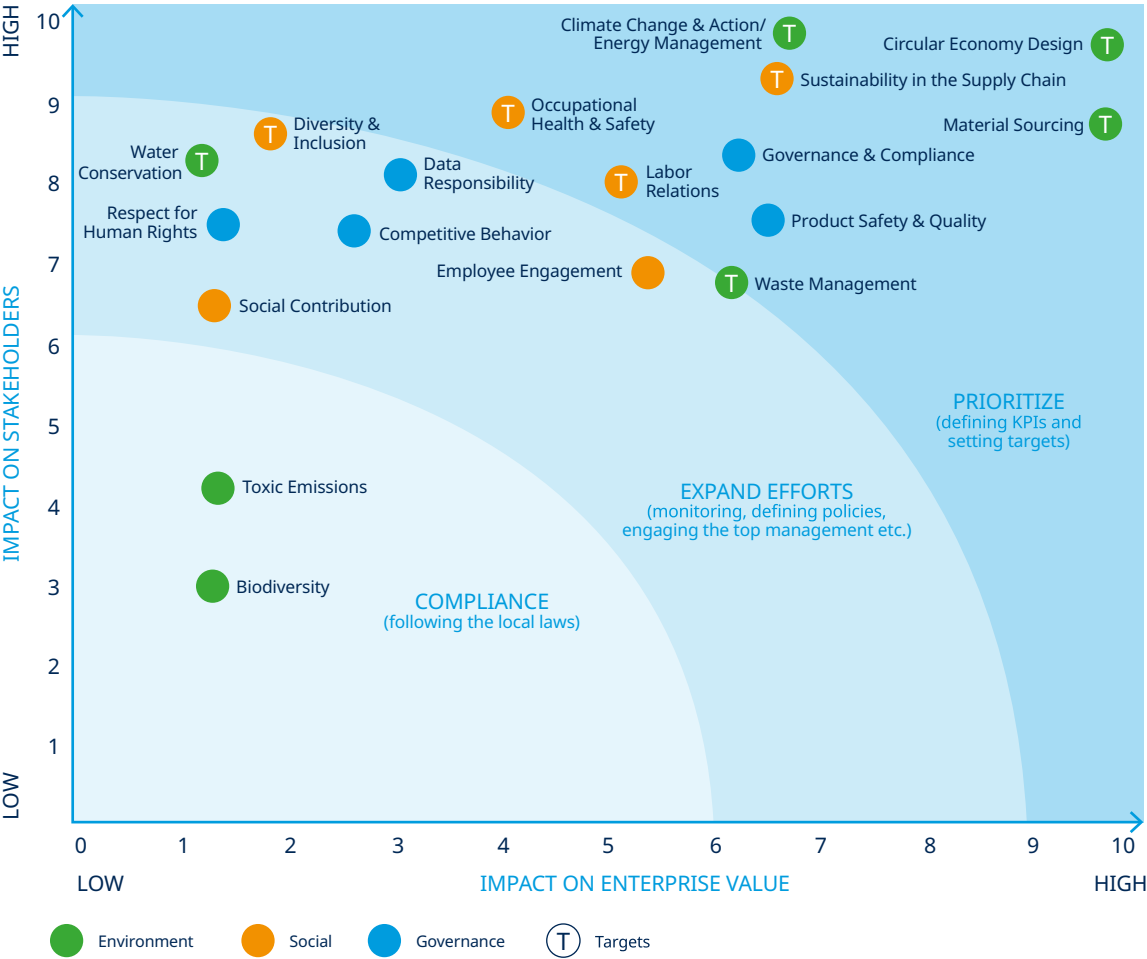
CLIMATE CHANGE				Target ID	Target 2025	Starting point (2021/22)	Progress 2024	2024 targets	2025 targets
6 7 13 We are focused on reducing our carbon footprint through energy efficiency, renewables and water conservation, aligning with global climate initiatives.	#1	Emissions reduction all scopes ^{6,8}	3,898 kton CO2eq			-17%	-30%		
	#2	Scopes 1&2 reduction ⁶	415 kton CO2eq			-44%	-60%		
	#3	Scope 3.1 (Direct Materials) reduction ^{6,7}	3,118 kton CO2eq			-13%	-15%	-25%	
	#4	Scope 3.4 (logistics) reduction ⁶	365 kton CO2eq			-18%	-25%		
	#5	Energy intensity (MJ /worked hours) ⁵	65.98 MJ/WH				-10%		
	#6	Renewable electricity use ⁵		15%		59.2%	80%		
	#7	Water intensity (Liters/worked hours) ⁵	32 L/WH	+1%			-25%	-29%	
CIRCULAR ECONOMY									
12 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 ⁵	85,102 tons			-10%	-16%		
	#9	Recycled resins in all products nominated from 2024 ⁶		0			<20%	21%	
	#10	Design for Sustainability in innovation projects ⁶		0		85%	100%		
	#11	Design for Sustainability in development projects (G1 to G5) ⁶		0			77%		
SOCIAL IMPACT									
3 5 8 12 13 16 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	Production sites certified ISO45001 (Health & Safety) ⁵		8%			>90%	95%	
	#13	Marelli sites in critical countries SA8000 certified ⁶		0	18 plants certified, 13 in China	18	44 plants certified		
	#14	Women in leadership positions (director and above) ⁵		3%		16%	22%	25%	
	#15	New nominated suppliers covered by ESG assessment ⁶		7%			90%	91%	
	#16	Direct materials suppliers' plants nominated with ISO 14001 ⁶		6%			75%	80%	
	#17	Suppliers with no critical resiliency risk (Resilinc) ⁶		25%	1 out of 5,725 suppliers monitored	99.98%	100%		

⁴ Lost Time Injury Frequency Index is measured as the total of lost time injury divided by the total worked hours, then multiplied by 1,000,000.
⁵ Target baseline 2021 ⁶ Target baseline 2022 ⁷ Scope 3.1 results exclude imposed suppliers and indirect materials ⁸ 2022 baseline as per SBTi includes all plants active in 2022 = Scopes1+2, Scope 3.1 and Scope 3.4

2024 results: Target not achieved Target achieved Verification completed

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, with 18 topics guiding our strategic focus. An executive owner is assigned to each material topic and the matrix functions as a guide on how to strategically approach them according to 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 2023-2025 ESG roadmap by enabling us to pinpoint the actions which need to be implemented by the end of 2025. **Starting in the second quarter of 2025, we will update our roadmap and plan our ESG focus areas for 2026-2028.**

Here again, we monitor the execution of actions on the roadmap quarterly. The results are overseen by the Sustainability Council, whose individual members are accountable for the material topics identified. The Council informs the Board of Directors about the progress of the Dashboard and approves eventual changes at the end of the year.

This report outlines our 2024 progress on material topics, categorized into four focus areas: Design-led innovation, Environmental management, Responsible corporate citizen, and Marelli people.

Stakeholder Engagement

Our value chain is based on a complex network of relationships with diverse stakeholders.

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 complex 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 43 industry associations across several regions. For instance, in 2023, we joined Drive+, a platform where automotive Tier 1 suppliers, original equipment manufacturers (OEMs) and supplier associations can engage in a systematic dialogue about common sustainability challenges to meet OEM expectations and cascade them into their own supply chains.

We proudly support the Ten Principles of the United Nations Global Compact concerning 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. **After becoming a signatory in 2023, we completed our first Communication of Progress report in 2024, reconfirming our commitment to these principles.** We continually integrate the Sustainable Development Goals (SDGs) into our sustainability management practices. In 2024, we also launched our new Marelli Code of Conduct aligned with the UN Global Compact. Furthermore, in our Supplier Code of Conduct, we aim to ensure that our nominated suppliers also adhere to these commitments.

Stakeholders		Engagement activities	
	Customers	– Face-to-face meetings – Co-creation workshops – Fairs and exhibitions	– Webinars – Surveys – Scorecards
	Shareholders	– Periodic meetings – Surveys	
	Suppliers	– One-to-one meetings – Site visits	– Contracts – Self-assessments, audits, and qualifications
	Local communities and non-profits	– Donations and gifts – Scholarships – Volunteering	– Charity and fundraising – Awareness campaigns
	Media	– Face-to-face meetings – Media and tech events – Media briefings	
	Employees	– Training – Internal communications – Career reviews	– Development plans – Performance reviews – Town halls
	Trade associations	– Memberships – Partnerships – Continuous dialogue	
	Public administration and regulatory authorities	– Consultations – Continuous dialogue and periodic meetings – Compliance with local requirements	

Our Sustainability Strategy in China

Our Commitment in China

In the rapidly evolving Chinese market, Marelli has developed a targeted sustainability strategy to address and leverage the country’s unique challenges and opportunities. Our mission focuses on achieving robust business growth while collaborating effectively with customers on their sustainability journey.

Marelli’s operations in China are aligned with the group’s global objective to achieve carbon neutrality across its operations by 2030 and throughout its supply chain by 2045. The plan’s execution is actively underway in our China operations through bold commitments to adopt renewable electricity and address the local market needs. Additionally, Marelli in China is leading the group in terms of supply chain compliance with international ESG standards and safeguarding our operations for social accountability. **This significant achievement distinguishes Marelli as China’s first-ever foreign-invested automotive components company to receive SA8000 certification, setting a new industry benchmark for labor conditions and employee welfare.**

Our results in 2024

Greener and Safer Supply Chain:

- 93% of suppliers’ plants have achieved ISO14001 certification vs. 80% at global level
- 99% of suppliers have undergone ESG assessments vs. 91% at global level
- Successful reduction of packaging waste through cooperative efforts with local suppliers exporting to our overseas operations

Climate-Neutral Operations:

- 13% improvement in energy efficiency per worked hour
- Higher proportion of renewable energy sources integrated in our operations

Social Impact:

- SA8000 certification for all China plants already achieved in 2024
- Women in leadership positions increased to 22%, surpassing our global result of 16% and advancing us toward our 25% target by 2028

Circular Economy:

- Enhanced design for sustainability, reducing waste and incorporating more recycled content

Our results regarding China operations exceed the group average and our priority is to sustain these achievements over time. We also strive to advance in areas such as governance and green plant certification while ensuring that all our suppliers fully adhere to our due diligence commitments.

In China, we unite innovation with sustainability, ensuring our plants operate efficiently to meet global sustainability demands and exceed our customers’ expectations.

Kelei Shen, Marelli China President

Sustainability Governance in China

Our sustainability governance structure in China mirrors the global framework, ensuring consistency and alignment with our worldwide objectives. The China ESG Steering Committee, consisting of leaders from various functions, oversees the integration of ESG priorities and execution of strategic actions. **In late 2024, the president of our China operations joined the Sustainability Council, chaired by the group CEO, to support alignment with global targets and ensure their effective execution in China.**

We embed sustainability into the core of our business operations, making sure that our growth is responsible, ethical and aligned with the environmental and social needs of China.

The China ESG Steering Committee includes representatives from Operations, Purchasing, Human Resources, Commercial and Finance, supported by the Global Sustainability Team to ensure cohesive strategy deployment. The steering committee is coordinated by a local ESG lead responsible for the effective communication between local and global teams.

A dedicated ESG leader develops the China ESG strategy and coordinates actions, monitors global and China-specific policies and regulations, addresses customer sustainability requirements and works collaboratively to leverage government and tax incentives. Function “champions” lead dedicated initiatives. For example, Operations leads efforts in energy efficiency and renewable energy adoption; Purchasing focuses on supplier ISO14001 certification and ESG assessments; Human Resources drives SA8000 certification and supports women in leadership roles; Finance tracks financial savings and evaluates tax and government benefits; Technology & Innovation advances design for sustainability initiatives; and Commercial and business heads work collaboratively to drive and align customer sustainability requirements.

Sustainability Targets in China

Our local ESG leader supports teams in achieving their targets by sharing progress and lessons learned, and addressing particular challenges encountered during the process. This approach led to notable advances in 2024, particularly in carbon footprint reduction and enhancing supply chain sustainability. Energy efficiency improvements demonstrate Marelli’s commitment to sustainable growth through technological investments and process optimization.

In 2025, we remain focused on advancing Scope 1 and 2 emission reductions, energy efficiency and renewable energy initiatives. We now have self-generated renewable energy in plants located in Guangzhou, Hefei and Wuxi.

Our Best Practices in China

Photovoltaic Project in Hefei

In 2024, Marelli's plant in Hefei implemented a 2.37 MWp distributed photovoltaic project, officially connected to the grid. This project utilizes a "self-use, surplus electricity online" model. It includes local constructions: a color steel tile factory roof (1.95 MWp), an office building roof (0.26 MWp), and two carports (0.08 MWp and 0.07 MWp). **The project is expected to generate approximately 2.43 million kWh annually, saving around 1,280 tons of standard coal and reducing carbon dioxide emissions by nearly 2,000 tons annually.** The plant utilizes 4,098 Jinko 580Wp components and 18 Sunshine 110 kW inverters, connected at six points to the low-voltage side of three transformers in the Marelli power distribution room. **This initiative aims to provide green electricity, reduce reliance on traditional energy and promote energy conservation and environmental protection by lowering CO2 emissions.**



HVAC Transformation in Guangzhou

At the Marelli Electronics plant in Guangzhou, a comprehensive energy efficiency initiative has been undertaken by renewing the HVAC system via a seven-year energy performance contract with a supplier. This initiative involved the installation of two high-efficiency chiller units and a new cooling tower, replacing older units with a low Coefficient of Performance (COP). **The upgrade has enhanced the COP from 2.41 to 5, yielding a 19% reduction in overall plant energy consumption.** This translates to significant annual savings, **decreasing energy use from 11,235 kWh to 9,116 kWh, and cutting CO2 emissions from 5,113 tCO2 eq to 4,149 tCO2 eq.** Additionally, **the HVAC system alone has seen a 52% reduction in energy consumption and CO2 emissions and the new cooling tower contributes to water intensity, with a 15% reduction in water usage.**

This revamping effort advances the plant's sustainability goals and ensures operational continuity with reduced maintenance costs, fully managed by the supplier throughout the contract.

Enhancing Supply Chain Sustainability

We are making significant progress in minimizing environmental and social risks within our supply chain by integrating ESG requirements. As part of this effort, newly nominated suppliers must complete a sustainability self-assessment and obtain ISO 14001 certification at their facilities. **In 2024, 93% of our local direct material suppliers achieved ISO 14001 certification and 99% have completed the sustainability self-assessment.** Progress is reviewed by the regional sourcing committee to ensure compliance with our sustainability standards.

In August 2024, Marelli in China hosted a supplier sustainability workshop, bringing together key suppliers and purchasing members. This event facilitated the sharing of best practices in decarbonization, sparking innovative ideas for future actions.



Sustainable Packaging Initiatives

In 2024, the Electronics Guangzhou plant achieved **a significant reduction in packaging waste, decreasing it by 19 tons vs 2023, which represents 8% of the total packaging waste for the year.** This accomplishment was due to our strategic collaboration with suppliers to implement value analysis/value engineering (VAVE) techniques, focusing on both reducing packaging weight and recycling materials like plastics and cartons. We successfully integrated more lightweight and eco-friendly materials into our packaging processes. In one project, we adopted a packaging solution where 40% of the packaging material now comprises recycled contents. Additionally, another project saw about 70% of packaging materials, including those for connectors, batteries, and back covers, being directly recycled by our packaging material suppliers, leading to a reduced environmental impact.



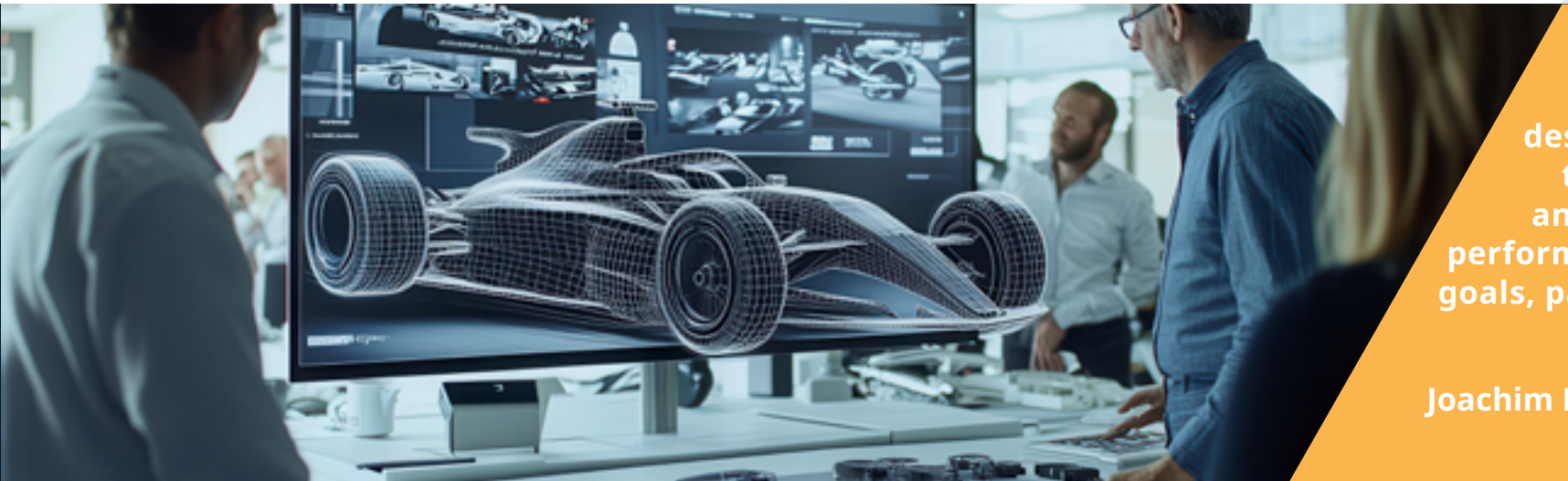
Employee Well-being & Engagement

Marelli in China showcased its dedication to employee well-being through two key initiatives. On World Mental Health Day, October 10th, **employees engaged in mental health awareness activities, including Traditional Chinese Medicine sessions in Shanghai and Wuhu, attracting over 300 participants.** This initiative enhanced relaxation and promoted the integration of traditional wellness in the workplace. Additionally, from October 25th to November 20th, the **GROW Story Sharing Initiative involved over 710 employees,** including leaders, discussing personal and professional growth, achieving a 4.8/5 feedback rating. These efforts align with Marelli's sustainability goals, fostering an inclusive and supportive work environment.



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Design-led innovation



We harness innovation and advanced technology to design with sustainability, bringing low-carbon products to the market faster and ensuring product safety and quality. Our strategic material choices uphold performance standards and align with our environmental goals, paving the way for cost-efficient innovations that are meaningful to our customers.

Joachim Fetzer, Chief Technology and Innovation Officer

Award-Winning Technology

Recognizing Our Sustainable Innovations

Marelli continues to expand its portfolio of cutting-edge, award-winning automotive innovations. For years, we have consistently earned the industry's most prestigious accolades, recognizing our excellence across various technology domains. These awards also highlight our commitment to integrating sustainability into our solutions, showcasing our leadership in driving progress toward a more responsible future.

Case Study: Marelli's award-winning technologies

Marelli's h-Digi® microLED Lighting Technology Honored as 'Top Innovator' at CLEPA

Marelli's h-Digi microLED technology, recognized as a 'Top Innovator' in the Digital category at CLEPA's Innovation Awards 2024, sets new standards in automotive lighting. Based on an intelligent multipixel LED matrix light source, this advanced headlight solution enhances road safety through high-resolution image projection, fully adaptive illumination, and glare reduction, making nighttime driving much safer. **Its compact, lightweight design significantly reduces energy consumption compared to previous systems.** This innovation democratizes state-of-the-art lighting technologies, making them affordable and applicable across a wider range of vehicle models, and minimizes environmental impact through improved energy efficiency.



Our AI-Based Electronic Control Unit

In 2024, Marelli launched its AI-based Electronic Control Unit for engine and vehicle control in motorsport applications, designed for all types of vehicle propulsion, from traditional to electric. The solution, called VEC_480, earned two prestigious awards at the 2024 Professional Motorsport World Expo: Data and Electronics Solution of the Year and Overall Engineering Innovation of the Year. Compared to previous Vehicle Control Units, **the VEC_480's real-time computing performance is 2.5 times higher; the inter-processor bandwidth is increased 10 times and RAM bandwidth is improved, enabling greater reliability and efficiency in crucial vehicle operations.**



Case Study: Marelli’s award-winning technologies

Sustainability Patent of the Year 2024:
Lighting Team at Tolmezzo Plant

The in-house 2024 Inventors Award Ceremony celebrated innovation at Marelli by recognizing outstanding patents that demonstrate our dedication to technological advancement and sustainable manufacturing processes. The Sustainability Patent of the Year was awarded to the Lighting team in Tolmezzo (Italy), for their innovative “System and method to control the quality of a reflector body of a lamp for motor vehicles.” This artificial vision-based quality control system evaluates reflector luminance as a measure of reflectance, ensuring high photometric performance and aesthetic standards. By effectively reducing defects early in the manufacturing process, it prevents indirect scrap, cutting down potential waste. **This solution is expected to save approximately 3,000 kg of waste and 18,000 kg of CO2 emissions annually** at the Tolmezzo rear lighting plant alone, while also reducing energy and water consumption-resulting in lower operational costs.

2025 PACE Award Winner - Digital OLED Taillight

The Digital OLED Taillight, a winner of the 2025 PACE Award, represents a significant innovation for the automotive industry. This advanced taillight enhances vehicle personalization and safety by enabling OEMs to customize up to eight digital patterns and display predefined warning symbols. Leveraging OLED technology, its central control architecture minimizes electronic components, enhancing energy efficiency and facilitating adaptive lighting features for improved road safety.



Marelli Wins MotorTrend
Software-Defined Vehicle (SDV)
Innovator Awards

Roberto Secchi, Head of Software Platforms and DevOps, was honored with the MotorTrend SDV Innovator Award in the Experts category at CES 2025. This award honors his leadership in developing Marelli's Digital Twin solution, replicating digital cockpit features to speed software deployment and cut hardware prototype costs. Recognized by a panel of MotorTrend senior editors, this accolade underscores Marelli’s leadership in the automotive industry’s transition from hardware to software.

“Our progress in sustainability aligns with our customers’ demands, and Marelli remains committed to integrating our customers’ ambitions by co-innovating to address our common sustainability goals. We take pride in transforming challenges into achievements, supporting our customers’ aspirations and enriching the world we serve.”

Juan Mollá, Chief Commercial Officer

Enablement Areas

Empowering Sustainable Progress

In an era of transformative change in the automotive industry, speed is crucial – it’s not just an advantage, it’s essential. Marelli stands at the forefront, empowering our customers with the ability to accelerate their journey from concept to market-ready products. By leveraging our cutting-edge capabilities, including Minimum Viable Products (MVPs), modular hardware platforms and Software-Defined Vehicle (SDV) enablement tools, we ensure that automakers can achieve a significant first-mover advantage.

Minimum Viable Products

Marelli’s approach to innovation leverages **MVPs** to rapidly transform concepts into market-ready solutions for our customers within months. Our MVP strategy prioritizes user preferences, customer insights and early product validation to ensure our solutions not only meet but anticipate market needs.

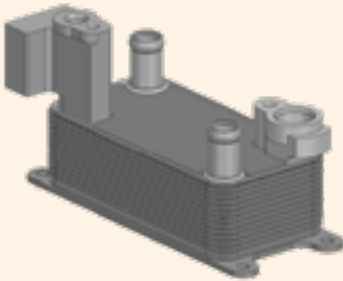
As part of our innovation process, we produce up to 20 MVPs per year for market assessment. Early customer feedback refines development and serves as a launchpad for co-creation. Leveraging artificial intelligence, we streamline the development process to be faster, leaner, and more efficient. To be first you must be fast.

MVP Case Study

High-Performance Chiller

The chiller enhances efficient energy management by cooling the battery during fast charging and warming it under low temperatures.

Compared to competitors, Marelli’s high performance chiller can support ultra-fast battery charging with an efficient evaporation performance.



This not only fosters brand loyalty but also speeds revenue growth and influences new market trends. **Within this framework, Marelli remains committed to sustainable innovation, embedding these principles into our technology and product offerings.**

Our strategic solutions expedite market readiness and drive sustainable progress across our diverse product lines.

Modular Hardware Platforms: Focus on Affordability & Scalability

Marelli’s hardware platform strategy offers scalable, advanced solutions specifically crafted to enable automakers to quickly adjust to market shifts and significantly shorten the time it takes to launch new vehicles. **Our tiered platform approach – Lean, Pro, and Elite – streamlines strategic hardware development.** Our solutions target distinct vehicle segments, offering automakers off-the-shelf technology that can be configured using preset features during the co-development phase.

Products developed on **Marelli’s Lean platform feature relevant achievements in cost and weight reduction, design simplification, and enhanced technology efficiency,** improving overall vehicle manufacturability and increasing accessibility without compromising performance.

The Lean platform exemplifies Marelli’s commitment to sustainability and innovation by delivering launch-ready, accessible, and eco-friendly products tailored for entry-level vehicles and base trims, driving sustainability @speed.

Lean Platform Case Studies

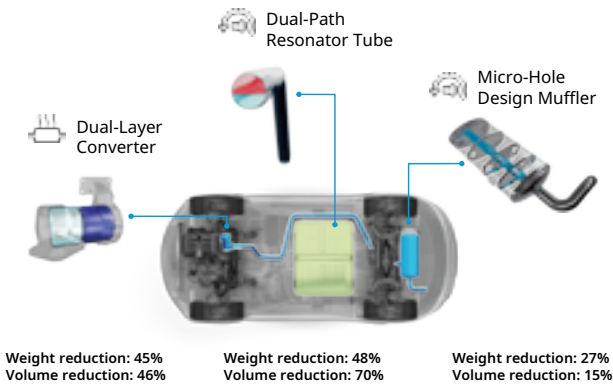


LeanLight
Our LeanLight concepts are sustainable and cost-competitive. They consist of modular components that can be mixed and matched to achieve the desired result. Automakers can customize their LeanLight to run with or without a microcontroller and have the possibility to opt for a coating-free outer lens. Development time can be as short as 11 months from design to production. Compared with a competitor’s headlamp, **our Lean concept costs 22% less, reduces components by 34%, and reduces manufacturing capital expense by 30%.**

LeanConnect
Marelli enables software-defined zonal architectures through the LeanConnect platform, integrating cluster, in-vehicle infotainment and telematics in one hardware solution. LeanConnect is designed to drive two displays and can manage two cameras. With its integrated 4G modem, the system can receive over-the-air updates, stream multimedia content, handle e-calls in all regions and costs up to 40% less than non-integrated solutions.



LeanDisplay
Marelli’s LeanDisplay offers advanced local dimming performance at a competitive price point, made possible through optimized optical, mechanical, and electronic design. Developed with sustainability in mind, LeanDisplay reduces environmental impact by employing a design-for-manufacturing approach, resulting in **40% fewer components than standard displays.** This efficiency is achieved through scalable optimized backlight technology that combines LEDs with proprietary lenses and by localizing the supply chain to further enhance sustainability.



LeanExhaust
Carbon neutrality and weight reduction targets drove the development of LeanExhaust, an innovative platform that prioritizes environmentally friendly components that can be easily adapted during the vehicle design phase. This results in simplification and improved performance in terms of noise emissions and time to market. LeanExhaust consists of a compact Dual-Layer Converter, a Dual-Path Resonator tube, and a Micro-Hole Design Muffler. LeanExhaust achieves the highest levels of performance in terms of noise reduction and improves fuel economy due to lighter weight components (an overall system weight reduction of 16 kg). We’re engaged in a joint development project with a Japanese automaker for our LeanExhaust concept.

LeanEnergy
Our centralized LeanEnergy battery management system offers significant benefits by efficiently monitoring each cell’s condition and estimating their internal states to reduce battery cell degradation over time. This innovative solution is cost-effective, featuring a single-board design, and exceptionally lightweight compared to standard systems. It caters specifically to smaller battery packs, making it the ideal choice for full hybrid electric vehicles, plug-in hybrid electric vehicles, and small-size battery electric vehicles with up to 108 cells and a nominal voltage up to 400 V.



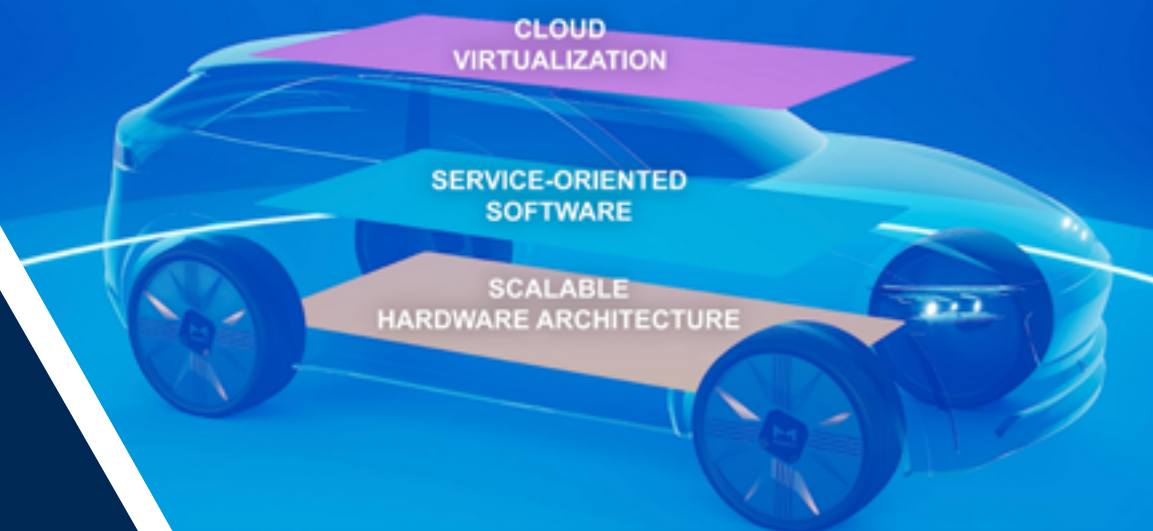
Marelli's Lean platform prioritizes reducing the use of material resources and energy and demonstrates that affordability and sustainability go hand in hand. By integrating our emissions reduction efforts and material use principles, it fosters the development of efficient and cost-effective solutions. The platform minimizes environmental impact while maintaining high quality and performance, showcasing Marelli’s commitment to sustainable innovation.

Zonal architectures will reduce the number of ECUs by **up to 80%**

Zonal architecture adoption will increase by **more than 650% by 2030***

Our Digital Twin reduces development time by **up to 70%**

*Source: IHS (from 3 million in 2024 to 23 million in 2030)



Software-Defined Vehicle Enablement Tools

Marelli embraces the transformative potential of Software-Defined Vehicles (SDVs) by providing automakers with powerful, flexible and cost-effective tools to customize their vehicle architecture, making it their own.

Our approach to SDV puts software at the forefront of vehicle design, prioritizing innovation, connectivity, and the user experience. With our flexible Electrical/Electronic (E/E) architecture, decoupled software, and cloud virtualization tools, Marelli empowers OEMs to redesign vehicles as software-centric platforms.

Our SDV tools enable automakers to quickly develop and deploy new features and functionality over-the-air, optimizing vehicle competitiveness without the constant need for new models. Marelli supports this with:

- A high-performance central computing unit that drives fully scalable zones with endless configurations
- Decoupled software from hardware, enhancing design freedom and future upgrades
- Our Digital Twin cloud virtualization tool to accelerate product and feature design, testing and deployment

Transitioning from a traditional hardware-defined vehicle architecture to a zone-based software-defined approach offers significant benefits. By centralizing functionalities within zones, the number of electronic control units (ECUs) is reduced, cutting costs and simplifying vehicle systems.

The streamlined design simplifies production and facilitates easier integration of new technologies, enhancing sustainability by reducing material use and waste.

Innovation Strategy

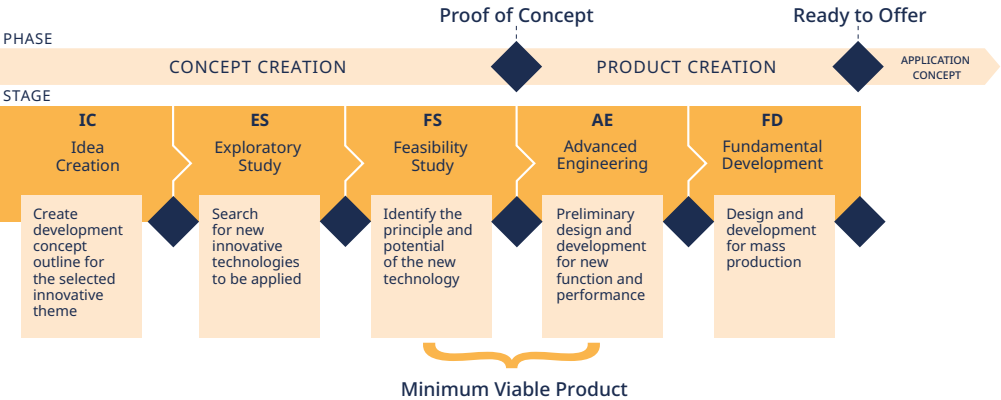
Our commitment

Innovation is ingrained in Marelli's DNA, fostering a culture that embraces continuous improvement and creative problem-solving. It drives our commitment to sustainable growth and strategic advancement by enabling us to adapt to changing market demands and technological trends quickly.

At the heart of Marelli's innovation strategy lies a focus on integrating sustainability across processes, leveraging cross-functional collaboration between engineering, operations and procurement to drive product design towards a lower carbon footprint. **Our innovation process is strongly aligned with Marelli's long-term goals, ensuring that every initiative pushes technological boundaries while supporting our long-term decarbonization goals and the efficient use of resources.**

Sustainability Spotlight

95 patents awarded in 2024, of which 17 are related to a UN Sustainable Development Goal (SDGs)



Innovation Management Process

According to the Ellen MacArthur Foundation, 80% of a product's environmental impact is influenced by decisions made at the design stage.¹ Since 2023, sustainability has become an integral part of our Innovation Management Process, guided by insights from past Innovation Council sessions. **Key updates involve incorporating sustainability factors in our engineering and procurement strategies in order to reduce Scope 3 emissions over time (minimizing the number of components, developing light-weight solutions, incorporating recycled materials and improving manufacturing processes).** We have also focused on creating effective sustainability plans through collaborative workshops with our supplier partners and engineering teams, directed towards our long-term targets. Furthermore, **we have implemented a process of verification for product carbon footprints provided by our suppliers to enhance reliability and consistency in our reporting.** *[Read more about this in the Sustainability in the Supply Chain chapter on page 61]* Our 2024 Innovation Weeks, a series of events focused on future-proof innovation at Marelli and its three core elements: co-creation, design-led-innovation and Minimum Viable Products (MVPs), played a crucial role in enhancing cross-departmental collaboration and generating actionable ideas aligned with our strategic goals. By bringing together

the combined expertise of our technical and commercial teams, these events provided a platform for brainstorming and aligning innovative efforts with Marelli's broader objectives.

Regarding innovation governance, Marelli's Global Technology and Innovation efforts are led by our Chief Technology and Innovation Officer, who ensures the framework's implementation across businesses through the Engineering leads. Our innovation process involves all key functions in product development from the start of each project. **The Innovation Council meets with the CEO to address strategic technology and product issues, involving the Presidents of the businesses and other senior executives for guidance and support.** In 2024, although the focus was not specifically on sustainability, the Innovation Council played a crucial role in driving strategic discussions and decisions across various technological domains. **The council facilitated cross-functional collaboration, particularly between engineering and purchasing, to improve product lifecycle strategies** and contributed to setting strategic directions. For example, in 2024, **the Innovation Council addressed risks identified in our climate risk assessment, such as transitioning towards green steel through collaborative supplier agreements with no cost increase.**

Case Study: WASTEА – Marelli's Exclusive Tea Waste Bioskin

Marelli is poised to offer an exclusive solution with the development of bioskin made from tea waste. This innovative material significantly reduces CO2 emissions by 80% compared to PVC or real leather. By using biogenic materials from waste streams, we aim to address the challenge of reducing environmental impact and water usage while maintaining a luxurious touch and feel similar to real leather.

This solution is incorporated in Marelli's Fully Sustainable Cockpit Concept, an MVP crafted entirely from 100% recycled and sustainable materials. The partnership with WASTEА emphasizes co-creation and adapts fashion industry materials for automotive use. This initiative exemplifies our holistic approach, involving engineering, purchasing and quality assurance to drive sustainable automotive solutions.

¹ <https://www.ellenmacarthurfoundation.org/news/an-introduction-to-circular-design>

Focus On Decarbonization

In 2024, we intensified our commitment to reducing Scope 3 emissions by conducting co-innovation workshops with suppliers of electronic components and subsystems, carbon and stainless steel, having already engaged with resin suppliers last year. We initiated discussions with 21 suppliers of electronics commodities to explore decarbonization strategies. This has enhanced our understanding of supplier capabilities and constraints, enabling us to prioritize collaborations with them and encourage carbon footprint reductions.

We have made strides in streamlining our methodology for Product Carbon Footprint (PCF) requests by adopting a unified approach based on ISO 14040/44 standards. We began by utilizing the LCA For Experts (formerly GaBi) software for detailed lifecycle inventory assessments, which helped us evaluate environmental impacts at various product stages, in alignment with global standards. Additionally, we developed an internal system to manage the variety of templates required by some OEMs. This system streamlines the process and minimizes human errors in data entry, ensuring accurate reporting of product carbon footprints in response to customer requests.

Case Study: Carbon Footprint Initiatives in Propulsion

- Our Propulsion business significantly reduced its carbon footprint by utilizing thermoplastic self-lubricated materials instead of metals for kinematic components. This innovation eliminates the need for grease and traditional lubricants, streamlines the assembly process with features such as press-fit PCBA assembly, and reduces the use of screws. Additionally, the incorporation of plastic components, such as lead screw nuts and reduction gears, contributes to weight reduction.
- We collaborated with our supplier partners to co-design optimized sensing elements and electric motors for the Park-Lock function, thereby improving energy efficiency. A detailed lifecycle carbon analysis using LCA For Experts modeling has quantified a CO2 reduction of 1.02 kg per Park-Lock Unit, with a total annual savings of 1.7 kt of CO2 emissions.



LOOKING FORWARD

In 2025 we will align all businesses to a common and uniform approach to PCF reporting, using ISO 14040/44 standards and uniform guidelines to ensure consistency. We have formed a Product Carbon Footprint Commission to quickly verify PCF data received from suppliers to meet regulatory and customer needs effectively. By adapting to new guidelines and technologies, we aim to provide customers with accurate carbon footprint data that aligns with their sustainability goals.

In terms of lifecycle assessment, we continue to progress and expand our expertise in cradle-to-gate evaluation. We have already made progress in extending the Scope 3 perimeter to include the use phase with our submission to SBTi. Although we have not yet received requests from our customers for cradle-to-grave assessments, conducting these analyses can be challenging without customer involvement, as a substantial portion of the assessment is their responsibility. We are eager to collaborate on such projects in the future.

Circular Economy Design

Our Commitment

At Marelli, we are committed to rapidly advancing sustainability by driving innovations in Circular Economy Design. Our focus is on engineering auto parts by optimizing resource use, including a particular focus on increasing recycled material content, while also exploring the integration of modularity principles into our product designs.

In 2024, insights gained from co-innovation with suppliers led us to a deeper understanding of material strategies to reduce product carbon footprints. **We explored various recycled materials, notably the use of post-consumer recycled resins, such as nylon recovered from fishing nets and polypropylene from domestic appliances,** to improve the quality and sustainability of our products. **We also assessed Social PCR plastics², recognizing that our operations need reliable and resilient supply chains with consistent quality and performance parameters.** We welcome the opportunity to work with compounders and aggregators to direct the efforts towards securing the appropriate and economical range of recycled options.

Additionally, **we encourage our suppliers to use post-industrial recycled (PIR) while adhering to the necessary technical specifications, especially regarding nylon.** However, we acknowledge that this does not help remove waste from the environment. Regarding bio-based alternatives, we ensure that materials come strictly from non-food sources.

For example, **we explored the use of bio-based materials, with our innovative use of castor oil to produce sustainable fan components.**

² Post Consumer Plastics mainly collected from rivers and beaches, typically plastic water bottles. Compensation is offered to the communities involved in the collection process.

Case Study: Motor Fan Production in a Closed-Loop System

The production of motor fans requires substantial material use, and like many industrial processes, it generates excess plastic sprue and runner waste. Our challenge was to identify a way to efficiently repurpose this waste and reduce our environmental footprint. **At Marelli’s Green Technologies’ plant in Gunma, Japan, an innovative process transforms plastic scrap from sprues into reusable material by blending regrind with virgin resin for reuse in our injection molding process.** We utilize PP-GF30, a type of polypropylene reinforced with 20% glass fibers, renowned for its strength and suitability for automotive applications. **This blend achieves a 17% regrind rate, incorporating re-use ratio into production while offering cost benefits.** Through investments in specialized equipment, the process exemplifies a closed-loop system that reuses scrap and reduces operational costs without compromising quality, establishing it as a best practice in sustainable manufacturing.



Case Study: Reusing Cardboard

Our Green Technologies’ plant in Caivano, Italy, has implemented an initiative to reuse cardboard from suppliers as packaging separators for customer shipments. This decision came after an in-depth internal analysis and aligns with the 5R principles (Refuse, Reduce, Reuse, Repurpose, Recycle) as it effectively extends the lifespan of the cardboard. As a result, **the plant successfully reduced cardboard packaging waste by 52% in 2024, decreasing it from the expected 177 tonnes to 85 tonnes.** Remarkably, this project required no financial investment, demonstrating Marelli’s commitment to environmental sustainability through resource optimization and innovative waste management, setting a powerful example for other plants to follow.



Case Study: Use of Returnable Packages for Long-Haul Freight Deliveries

A pilot project has been launched in the Electronics plant in Mexico to use third-party returnable aluminum containers for long-haul freight deliveries of electronic components. The target is to reduce overall waste. Currently, the external containers are made of cardboard and cannot be reused due to the costs involved in returning them. In contrast, metal boxes are collected after use by a third party and made available for other deliveries, thus reducing the volume of waste generated. Additionally, these metal boxes can be stacked, optimizing space usage inside shipping containers. Due to Mexican customs constraints, which are currently under review, we have not yet been able to transition from the pilot to a standard operational solution. Our target for full implementation is 2025.



Case Study: Recycling PIR Polypropylene from Scrap Instrument Panels

The Interiors business has developed an effective method for recycling PIR polypropylene from planned and unplanned scrap instrument panels. By collaborating with a third-party recycler employing advanced granulation technology, we efficiently break down the scrap into core materials-thermoplastic polyolefin, Iso-foam and polypropylene. **The recycled PIR polypropylene is then reintegrated into our manufacturing operations, where it is blended with virgin material to create new injection-molded parts.** This initiative effectively reduces waste and optimizes resource usage, without any additional financial investment. It minimizes our environmental impact and streamlines the production cycle, showcasing a viable approach to enhancing sustainability in our manufacturing operations.



Case Study: External Metal Drum Reuse Program

In 2024, Marelli's Juárez plant 2 in Mexico launched an innovative initiative: the "External Metal Drum Reuse Program for the Community". **The program aims to transform the disposal of over 30 metal drums per month into a community enrichment program.** These drums, originating from liquid adhesive packaging, are thoroughly cleaned post-use and delivered to municipal authorities for repurposing in schools, parks and gardens, contributing to urban cleanliness and waste collection efforts.

In alignment with Marelli's Design for Sustainability guidelines, we have actively explored the potential for component remanufacturing and design for circularity. In 2024, **we partnered with a customer to conduct a comprehensive feasibility study on scaling up the remanufacturing of headlamps for a specific car model.** This assessment included an extensive regulatory analysis and evaluations of carbon footprint, resource

consumption, waste management and part performance. Despite our in-depth study, the results indicated that the environmental benefits were insignificant, and the project was neither scalable nor economically feasible. Nonetheless, **Marelli remains committed to advancing our efforts in circularity and remanufacturing by seeking further opportunities to collaborate with customers on similar projects.**

Design for Sustainability

Sustainability is a key value driver at Marelli, enshrined in the **Design for Sustainability (DfS) policy, which is central to our commitment to sustainable innovation.** By adhering to our specific sustainability guidelines, our engineers are empowered to operate seamlessly across different regions and businesses. These guidelines focus on improving energy efficiency, increasing the use of sustainable raw materials, and optimizing resource-efficient designs. Our goal is to embed sustainability into every stage of product design and development, thereby contributing positively to the environment and our business.

Case Study: Innovative Suspension Component Manufacturing for Reduced Emissions

Marelli's Ride Dynamics business has spearheaded an innovative approach to manufacturing suspension components by transitioning from C30 forged steel to 19MnVS6 micro-alloyed steel. This shift eliminated the need for furnace hardening, aligning production with environmental sustainability goals. The new process **decreases energy consumption and CO2 emissions, achieving a reduction from 6.97 kgCO2 per unit in 2023 to 5.77 kgCO2 per unit in 2024.** The installation of a new controlled cooling tunnel facilitated these advancements. These practices enhance vehicle performance and promise similar benefits for other suspension projects.

Case Study: Innovative PCBA Soldering

In 2024, Marelli Electronics introduced a new solder paste for use in certain production products to secure electronic components onto PCBA surfaces. This solder paste does not require nitrogen for polymerization in an oven, as it can mold and solder in the air. This **eliminates the need for Tier-2 suppliers to procure nitrogen, reducing the CO2 emissions associated with nitrogen production, storage in tanks and delivery.**

The reduction in CO2 emissions is currently under estimation.

Design for Sustainability Policy and Procedure Principles

- Improve the energy efficiency of our products and the efficiency of our plant manufacturing operations
- Increase the proportion of sustainable raw materials and components
- Increase energy efficiency and use of energy from renewable sources
- Apply modular designs so that products' constituent parts are easily separated and either reused, remanufactured, or recycled at their end-of-life
- Design packaging that reduces the use of natural resources and can be reused or recycled
- Reduce the use of natural resources and Greenhouse Gas (GHG) emissions from transport and other logistic activities
- Eliminate, whenever technically possible, the use of chemical substances that can cause harm to human health
- Create sustainable supply chains and implement responsible procurement practices
- Specify and source locally, whenever feasible

Recycled Input Materials

One of the key initiatives under our DfS strategy is incorporating recycled input materials into our products. In 2024, we made significant headway by exceeding our recycled resins target. **We achieved a 21% inclusion rate of recycled resins in selected products, surpassing our goal of 20%.** The main factor in exceeding the target was our Lighting business's efforts to progressively validate resins with recycled content and incorporate them into the primary sub-components of headlamps and rear lamps in new projects. **This accomplishment led us to renew our commitment to increase recycled resin usage by at least 23% by the end of 2025.**

Our active collaboration with partners and customers to integrate recycled materials is crucial, ensuring that quality and cost-efficiency are maintained. **Particularly noteworthy is the initiative from our businesses utilizing polypropylene for automotive components, where negotiations are underway to significantly increase the recycled resin content under a cost-neutral strategy.** Efforts like these are part of our overarching strategy to use existing resources more efficiently and redesign supply chains for sustainability.

Resource-Efficient Product Designs

Resource-efficient product design is another critical pillar of our DfS approach. In 2024, we targeted innovative methods to reduce material consumption and optimize design for lifecycle impacts. These sustainability initiatives benefit the environment while enhancing operational resilience and driving efficiencies, ultimately increasing our competitiveness and cost-effectiveness. A prime example within our Propulsion business is the advancement in actuator design. **By adopting design modifications and incorporating 23% recycled content, we significantly reduced the product's carbon footprint during manufacturing.**

Case Study: Design Optimization of µ-LED Module

The design optimization initiative for the second-generation µ-LED module highlights the successful implementation of Marelli Lighting's sustainability strategy. **By switching from a cold-forged to a sheet metal heatsink, the heatsink's weight was reduced by 35% without compromising thermal performance.** Over the product's lifetime, this improvement is projected to save 4,278 kilograms of CO2 equivalent emissions, with immediate reductions of 84 kilograms anticipated upon its release.

Case Study: Two-Row Radiator

Marelli's front module two-row radiator maximizes the surface area for air to pass over and absorb heat and is designed for vehicles where cooling demands are moderate. **It achieves an 8% improvement in heat transfer coefficient compared to a one-row radiator.** It reduces water pump energy consumption of the coolant circuit system by low coolant flow resistance. We achieve a compact design by combining heat exchangers and using an all-aluminum radiator. It uses our patented V-Dimple technology with back-to-front water flow to increase the heat transfer coefficient. Our flexible layout configuration can manage one or two coolant loops.

Process Optimization for Material Consumption

Optimization processes for material consumption are integral to our sustainable frameworks. **Marelli is committed to enhancing plant efficiency and minimizing waste during production. Process innovations in 2024 have included regrind procedures** that, although not classified under recycled materials, significantly reduce waste by reintroducing process overheads such as sprue 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.

Overall Impact and Future Direction

Integrating sustainability into our design and development processes has yielded successful and tangible results. **By the end of 2024, we achieved our targets of having 85% of innovation projects and 77% of product development projects aligned with DfS criteria. This is a considerable step towards achieving our 2025 goal, which aims to fully align our innovation endeavors with these standards.** Notably, in-development projects surpassed our 2025 target one year ahead of schedule. Consequently, **this target was increased to 80%** by the end of 2025 (vs. the initially planned 75%) to allow our teams more time to start measuring the impact of the projects designed for sustainability in our decarbonization journey.

Green Claims

In 2024, Marelli initiated Green Claims verification processes to substantiate our environmental assertions. Inspired by UK regulations for consumer products, **we have developed a detailed framework focused on responsibly crafting and communicating environmental claims - often called "Green Claims" - about Marelli's products and operations. These claims highlight their positive environmental impacts or benefits, ensuring they are precise and substantiated.** The main points of our framework emphasize the need for accuracy and truthfulness, ensuring that claims are factually correct and transparently presented without exaggeration. We advocate for fair comparisons between similar items, supported by up-to-date evidence and consistent measurement methods.

The framework also details internal processes for claim compliance, training, review and feedback to ensure ongoing alignment and improvement in our communication efforts. The scope covers all marketing, labeling, and communications claims, ensuring fair and transparent comparisons, substantiating claims with credible evidence, and using clear language and visuals.



LOOKING FORWARD

Marelli's path forward is firmly rooted in striving for more sustainable practices, exploring further collaborations with industry partners and continuing to capitalize on our successes.

By 2025 we will implement the Green Claims framework across all marketing channels, ensuring all teams involved in developing and communicating environmental claims are appropriately trained. Continuous monitoring and feedback mechanisms will be established to adapt and refine our practices in response to regulatory updates and evolving customer expectations. We remain committed to pioneering sustainable innovation in the automotive industry.

Product Safety & Quality

Sustainability Spotlight

100% of our products are assessed and validated for compliance with OEM, national and international transportation safety standards and regulations
30 quality awards received from customers

In 2024, Marelli reaffirmed its commitment to product safety and quality by rigorously adhering to global standards and OEM requirements. As the automotive industry transitions to Software-Defined Vehicles, Marelli integrates cybersecurity and functional safety measures throughout the product lifecycle, enhancing end-user safety. Integrating advanced electronics in modern vehicles highlights the critical importance of product safety in our industry. Marelli proactively addresses potential risks associated with product recalls through vigilant management practices to ensure our products are safe, secure and reliable.

Our Commitment

A crucial aspect of Marelli’s dedication to product safety and quality is our ability to adeptly manage increasingly stringent global and country-specific regulations regarding 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 products designed for sustainability.** Amid the industry’s shift towards SDV, demanding increased attention to cybersecurity and functional safety, **Marelli is integrating safety measures throughout the product lifecycle.** This approach ensures that our products enhance end-user safety, reinforcing our commitment to innovation and compliance.



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 regarding safety data sheets (SDS) and material safety data sheets (MSDS), **Marelli uses the International Material Data System (IMDS) for Bill of Material (BOM) submission verification and 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 a product label for our products because we adhere to the OEM’s specifications and submit the BOM via IMDS for compliance and validation, ensuring the OEMs know how to use and integrate them into vehicles. 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 providing essential information such as product names in various languages, homologation numbers and country of origin if required by legislation, product codes, catalog references, vehicle applications, and quantities. Installation manuals and catalogs are readily available for download on our Aftermarket website.

To ensure proper handling and installation of our parts in customers’ 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, like 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

Our Design for Sustainability 2025 target reaffirms our commitment to creating “Safe by Design” products free of critical substances above permissible limits³. **By 2025, we aim to implement the Project Governance Tool across all Marelli businesses to monitor and quantify the impact of projects meeting our Safe by Design criteria. We proactively track regulatory changes to keep businesses informed about compliance impacts.** Timely communication, including effective dates and required actions, is mandatory to ensure compliance. In 2024, we also launched a new communication process, led by our Material and Substance Declaration (MSD) team, to respond to customer requests regarding Substances of Very High Concern (SVHC). By leveraging CAS Registry Numbers for accurate chemical identification, our R&D and purchasing teams work together to develop and submit elimination and substitution plans through the MSD team, ensuring compliance and customer satisfaction.



In 2024, our Green Technologies business eliminated dechlorane plus from all motor harnesses produced. We accomplished this by validating an alternative insulation material that guarantees no bioaccumulation upon disposal. This change impacts approximately 1.25 million cars annually. Similarly, the sealant material used for the outer lens in headlamps manufactured by our Lighting business was successfully revised to meet REACH compliance requirements. The previous sealant was replaced with a formula free of DEHP. The new SVHC-free formula was released and implemented by the end of 2024, further advancing our commitment to product safety.

By 2025, we will implement a corporate procedure to monitor plans for SVHCs, informing affected businesses regarding impacted products, components, and manufacturing processes. This procedure will also ensure timely follow-up throughout the year to evaluate the feasibility of banning or replacing these substances to achieve full regulatory compliance.

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. a running change for minor adjustments;
- 2. a service campaign requiring specific replacements;
- 3. a full recall for significant safety concerns.

In 2024, we encountered four recalls due to product safety. One recall was fully resolved, with Marelli accepting complete responsibility, while discussions with OEMs continue on two others and one case is still pending a decision on responsibility.



In 2024, we resolved one recall related to a quality issue initiated in 2023 by assuming full responsibility for the matter, while the remaining cases from the previous year remain under discussion. In addition to the product quality matters, there were 10 service campaigns concerning Marelli parts in 2024. 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 procuring parts directly from the original manufacturer or through qualified distributors who are authorized sellers. In critical situations where brokers are used, we have a rigorous process to verify authenticity.

For Aftermarket products, we require that suppliers sign a Supplier Agreement to ensure compliance with regulations. If we detect any counterfeit parts, according to our procedure, we immediately isolate them in a designated warehouse area, and a written notification is promptly issued 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 they do not sell to sanctioned countries.

³We certify compliance with all health and safety regulations, ensuring zero risk through full legal adherence concerning Asbestos Containing Materials, Conflict Minerals, substances restricted under RoHS as identified on the Global Automotive Declarable Substance List (GADSL), substances outlined in Proposition 65 of the California EPA, EU REACH Restricted Substances, and substances on the Candidate List of Substances of Very High Concern (SVHC).

Cost of Quality and Highest Efficiency

Quality is at the core of Marelli's principles, driving us to set industry-leading standards. Guided by our "Being best-in-class to satisfy customers" policy and a focus on speed to market, we uphold our reputation as a trusted partner. In 2024, we received 30 quality awards from customers.

The "Cost of Quality" contest, which featured 356 global teams in 2024, showcased our dedication to continuous improvement through innovative strategies that enhance cost efficiency and quality. **The Ride Dynamics team at the Bielsko Biala plant in Poland won the competition by implementing countermeasures on the rear cradle production line, achieving top customer quality ratings, and completing production on time.**

Our employees' continuous development is essential for achieving quality excellence. In 2024, we launched several initiatives, including Quality Month, featuring virtual panels on Problem-Solving and Software Quality.

The Problem-Solving panel showcased strategies from global experts to strengthen our culture, while the Software Quality panel focused on the latest trends to improve product standards and security. Additionally, over 400 employees completed the second level of Problem-Solving training, building on the program's first edition in 2023.

Global	Standardization	Continually Improving
GLOBAL STANDARDIZED MANUFACTURING SYSTEM		
Process definition through standards	Application in all global plants	Continuous improvement
Engineering Chain Standard Setting • Business Unit Design Standards • Business Unit Process Design Standards • Business Unit Operation Design Standards • Manufacturing KPI Definition • Integrated Governance with Process • Launch Management	Operation Chain Standard Application • Global Manufacturing Standards • Supply Chain Management Book including Diagnosis • Maintenance Management Book including Diagnosis • Gemba Kanri (shop floor management) Book including Diagnosis • Planning and Control Standardization	Continuous Improvement Standard Improvement and Loss Reduction • Loss and Waste Definition • Stratification and Prioritization • Standardized Kaizen (continuous improvement) Methodology • Standard Tools and Training • Feedback Loop • Best Practices
People Development		

Case Study: Lesson Learned System

As part of our commitment to quality management and continuous improvement, we have launched a comprehensive Lesson Learned System to standardize the management process across Marelli businesses. This platform allows us to document and share lessons from technical, managerial and organizational challenges to prevent the recurrence of past problems by fostering a culture of proactive problem-solving.

The Evaluation Committee, comprised of cross-functional teams, evaluates and approves each lesson for inclusion in the system. Lessons can follow one of five paths: stock as knowledge, no further deployment (best practice kept in the system), horizontal deployment opportunities, preventive deployment as a guideline, or a combination of the latter two. **By the end of 2024, approximately 1,600 lessons were stored, providing valuable insights for new projects and process improvements.**

This initiative enhances efficiency and quality by fostering a proactive problem-solving culture built on shared knowledge and experience.

LOOKING FORWARD
For 2025, our primary challenge in product safety lies in adapting to stricter global regulations regarding chemicals and substances of high concern. As these requirements evolve, we must review strategies at the corporate level to ensure compliance. Additionally, as vehicles increasingly depend on advanced electronics and software, ensuring the safety and reliability of these systems is crucial. The transition to Software-Defined Vehicles presents certain challenges, particularly in functional safety and cybersecurity, which we have identified as key areas to manage proactively. Issues such as resource shortages, lack of standardization and late detection are being addressed through enhanced governance and internal audits. **We are also strengthening our data loss prevention strategy to protect our intellectual property.** *[Read more about Cybersecurity on page 59].*

Recognizing the future potential of Software-Defined Vehicles, **we are dedicated to enhancing our capabilities in functional safety and cybersecurity. This initiative, begun in 2024, will continue through 2025,** ensuring we remain a trusted and reliable partner in the automotive industry.

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Environmental management



Our dedication to operational resilience and efficiency is becoming more evident across Marelli's plants every year. We've met key sustainability targets, such as energy intensity and emissions reductions, and keep improving our strict ethical and safety standards. As we celebrate these milestones, our commitment to maintaining and building upon this progress remains strong, ensuring we remain agile, ready to act proactively to address the risks, ensuring sustainable operations at every industry turn.

Arturo Alvarez, Global Executive Operations

Climate Change Action

Marelli achieved a **17% emissions reduction in 2024^{1,2}** and is committed to **reaching net-zero emissions by 2045.**

Our decarbonization efforts have elevated us to “Leader” in carbon management³, underscoring our dedication to a sustainable, low-carbon future.

Our Commitment

As a global leader in automotive innovation, Marelli is dedicated to advancing our net-zero commitment. **Our commitment extends to our supply chain. Moreover, the Science Based Targets initiative (SBTi) has approved Marelli's net-zero target by 2045, as well as its science-based near and long-term carbon emissions reduction targets.** Throughout 2024, our engineering and purchasing teams have identified key decarbonization strategies and assessed carbon emissions reduction initiatives to set realistic, transformative yearly targets to fulfill our long-term commitments.

Additionally, with support from the engineering consulting service Ricardo, **we have calculated the emissions of products sold, also included in the SBTi approval process.** Ricardo has supported Marelli by developing a methodology to estimate the Scope 3 greenhouse gas emissions generated during the lifetime of our energy-consuming automotive products, defined as direct use-phase emissions by the Greenhouse Gas (GHG) Protocol.

With this, **we affirm our commitment to significantly reduce greenhouse gas emissions in line with the Paris Agreement, both in the upstream and downstream value chains, to support a low-carbon economy.**

Progress in 2024

In 2024, we made significant strides in our climate action roadmap, advancing toward our 2045 net-zero target across all scopes. **We achieved a 17% total reduction in emissions for the scopes^{1,2} we monitor on a quarterly basis when compared to 2022.**

The use of up to **59%² renewable electricity and the 10%³ improvement in energy intensity led to a decrease of carbon emissions for Scope 1 and 2 versus the 2022 baseline. We also achieved a 13% reduction in Scope 3.1, and an 18% reduction in Scope 3.4.²**

While optimizing our footprint and enhancing efficiency contributed to our progress, robust governance and committed teams are essential to sustaining these results. We set our targets with a conservative approach, focusing solely on operational sites, which means our actual achievement includes a surplus from the strategic consolidation of certain facilities and from the transition of specific sites to more strategic locations closer to our customers, thus **optimizing production efficiency and maintaining commitments to our reduction goals.**

CLIMATE CHANGE	Target ID	Target 2025	Starting point (2021/22)	Progress 2024	2024 targets	2025 targets
 We are focused on reducing our carbon footprint through energy efficiency, renewables and water conservation, aligning with global climate initiatives.	#1	Emissions reduction all scopes ^{5,7}	3,898 kton CO2eq		-17%	-30%
	#2	Scopes 1&2 reduction ⁵	415 kton CO2eq		-44%	-60%
	#3	Scope 3.1 (Direct Materials) reduction ^{5,6}	3,118 kton CO2eq		-13%	-25%
	#4	Scope 3.4 (logistics) reduction ⁵	365 kton CO2eq		-18%	-25%
	#5	Energy intensity (MJ /worked hours) ⁴	65.98 MJ/WH		-10%	
	#6	Renewable electricity use ⁴			59.2%	80%
	#7	Water intensity (Liters/worked hours) ⁴	32 L/WH		+1%	-25% -29%

2024 results: ● Target not achieved ● Target achieved 🔍 Verification completed

¹ Scopes 1, 2, 3.1 and 3.4 versus 2022 baseline. ² See Sustainability Dashboard on page 11.
³ EcoVadis recognized Marelli as a “Leader” in carbon management in February 2025, with reference to our 2024 performance.

⁴ Target baseline 2021
⁵ Target baseline 2022
⁶ Scope 3.1 results exclude imposed suppliers and indirect materials
⁷ 2022 baseline as per SBTi includes all plants active in 2022 = Scopes1+2, Scope 3.1 and Scope 3.4

Sustainability Spotlight

- 17% reduction in all scopes⁸
- 21% recycled resins in newly nominated products
- 90% of recycled/secondary aluminum used

drive our efforts in reducing our Scope 3.1 emissions - an important step towards our **25% reduction target by 2025 for Scope 3.1**.⁹ A structured calculation methodology helped establish clear carbon footprint criteria for direct material suppliers, especially in electronics, steel and aluminum. Decarbonization strategies were also explored through co-innovation workshops and dialogues with these material categories, alongside semiconductor suppliers, building on our engagements with resin suppliers from the previous year. *[Read more about our engagement with suppliers on pages 60-61].*

We continue to improve the calculation of our emissions at the corporate and product levels according to relevant international standards (e.g., GHG Protocol and ISO 14040/14044), in addition to continuing to increase recycled material content and optimizing product design to cut carbon emissions and reduce resource consumption.

We have aligned our product carbon footprint methodology with ISO 14040/14044 standards, utilizing LCA for Experts software for lifecycle assessments. In 2024, we exceeded our targets by including 21% recycled resins in our newly nominated products, continued to employ regrind procedures to recover waste in production, and we have explored opportunities to increase the use of recycled metals and green steel. For instance, we already use around 90% of recycled/secondary aluminum. *[Read more about our Design for Sustainability approach on pages 26-27].*

In 2024, we successfully reconfirmed our CDP Climate Change B score. Additionally, within just one year, we advanced from the “Intermediate” to the “Leader” level in carbon management, as recognized by EcoVadis.



When it comes to our supply chain, in the last year, we strengthened partnerships with key suppliers by setting clear ESG expectations, conducting workshops and requiring them to develop decarbonization plans aligned with ours. The introduction of the Carbon Cube, a tool leveraging real-time Enterprise Resource Planning (ERP) data, has been instrumental in helping to

Decarbonization Plan

After our submission in October 2023, the Science Based Targets initiative approved Marelli’s near-term and net-zero science-based emissions reduction targets in early 2025.

For the near-term, Marelli has committed to reducing absolute Scope 1 and 2 market-based and Scope 3 greenhouse gas emissions by 42% by 2030 from a 2022 base year. Our long-term science-based target extends to 2045, when Marelli commits to reducing absolute Scope 1, 2, and 3 greenhouse gas emissions by 90% from a 2022 base year, paving the way for deep transformations in our operations, technology and supply chain to ultimately achieve net-zero greenhouse gas emissions across the value chain.

We will prioritize decarbonization as a core component of our approach. This means reducing emissions in all scopes before addressing residual emissions below 10% of the 2022 baseline. These residual emissions will be neutralized through high-quality carbon removal solutions in full compliance with SBTi criteria, before we reach our net-zero emissions. We will begin to explore and contemplate the alternatives (e.g. Direct Air Capture, Mineralization, Ocean based Removal, Biochar, Forestation) in 2025.

Our decarbonization roadmap marks 2022 as the baseline year, aiming to reach 100% renewable electricity in operations and significantly reduce fossil fuel usage by 2030. Key milestones have been set, including a 30% reduction in Scopes 1 and 2, and selected Scope 3 categories by 2025⁹, advancing to at least 42% on overall Scope 1, 2 and 3 emissions by 2030 before reaching net-zero by 2045. For Scopes 1 and 2, Marelli emphasizes the transition towards renewable energy and increased energy efficiency. The strategy targets over 80% decarbonized electricity consumption by 2025, progressing to 100% by 2030, while striving for maximum energy efficiency.¹⁰ Our energy transition is supported by specific initiatives like generating on-site renewable energy, entering power purchase agreements (PPAs), and acquiring renewable energy certificates (RECs). In parallel, energy efficiency improvements are crucial, with a target to reduce energy intensity by 12% by 2025.⁸

⁹ Our targets for 2022-2025 include only categories 3.4 and 3.1, the latter without so-called “imposed suppliers”. That excludes about 20% of emissions originated by goods and services purchased from suppliers, which are decided directly by OEMs, where Marelli currently has limited/no leverage. From 2026 onwards, Scope 3.1 targets will be measured with no exclusions.
¹⁰ Traditional renewables and nuclear energy are included in the decarbonized energy count.

SBTi approved Marelli’s near-term and net-zero science-based emissions reduction targets:

- reach net-zero GHG emissions across the value chain by 2045,
- reduce absolute Scope 1, 2 and 3 GHG emissions 42% by 2030 from a 2022 base year,
- reduce absolute Scope 1, 2 and 3 GHG emissions 90% by 2045 from a 2022 base year.

Sustainability Spotlight

- CDP Climate Change B score in 2024
- Leader level in carbon management (EcoVadis)

Targets

- Reach **80% decarbonized electricity** use in operations by 2025; **100%** by 2030
- **12% energy intensity reduction** by 2025 (2021 baseline)

This goal is challenging as it requires sustaining our progress achieved ahead of schedule and surpassing it in the context of the decline in our production in 2024. We align these efforts by including sustainability targets within our incentive programs, which further embed sustainability in our culture.

Technological upgrades and process optimizations are also prioritized to replace conventional fuels and enhance plant efficiency. **In 2025, we plan to start considering internal**

carbon prices in some areas of our procurement to make more informed business decisions. *[Read more about our Energy Management strategy on pages 36-38].*

Addressing Scope 3 emissions, both upstream and downstream, requires engaging with suppliers and customers to ensure alignment with our decarbonization objectives. This includes **emphasizing low-carbon materials, such as recycled steel, aluminum and plastics, sourcing components produced with decarbonized energy,** and considerable design changes that require collaboration with our customers. Our supplier engagement strategy promotes renewable energy adoption and enhances energy efficiency, supported by a robust commitment to shared decarbonization goals. *[Read more about our supplier sustainability strategy on page 61].*

Regarding logistics, **improvements aim to reduce transportation-related emissions by optimizing transport routes, minimizing air freight and rationalizing warehouse footprints.** For downstream activities, we are targeting emissions reductions from the use of sold products. This involves increasing the energy efficiency of our products throughout their lifecycle. We strive to innovate in product design to minimize energy consumption and emissions during use, promote the adoption of low-carbon technologies and work closely with customers to provide solutions that help lower emissions in end-use applications. *[Read more about our product innovation on pages 26-27].*

Climate Change Risk Assessment

As part of Corporate Governance program, **Marelli implements an integrated Risk Management System, through an Enterprise Risk Management (ERM) process, adhering to the ISO 31000 standard, that includes climate-related risks and opportunities that have a significant financial or strategic impact.** In 2023, Marelli updated its climate physical risk assessment by incorporating additional risks and climate change scenarios developed by the Intergovernmental Panel on Climate Change for the low emissions scenario (SSP1-2.6) and the high emissions scenario (SSP5-8.5) across the timeframes 2025, 2035 and 2045. A similar assessment was also conducted on more than 40 manufacturing sites of top-priority Tier 1 suppliers who provide key input materials/components to Marelli’s manufacturing sites to accurately map their current exposure.

Our analysis of climate transitional risks and opportunities for the same timeframes (i.e., 2025, 2035 and 2045) highlighted the risk of rising manufacturing costs due to the transition to greener energy and raw materials. There is also a risk of market disruption driven by the growing demand from customers for lower-carbon products. Opportunities identified include potential revenue growth through electrification and achieving a balanced focus between internal combustion engines (ICEs) and new technologies. The climate risk assessment aims to quantify these risks and opportunities, helping businesses create strategies to navigate and leverage them effectively.



Marelli’s Roadmap to Net-Zero

2022 Baseline	2025 Targets	Carbon Neutrality in operations by 2030 ²	Net-Zero by 2045 Residual emissions below 10% (2022 baseline)
	Scopes 1, 2 and 3 ¹ : -30%	Targets 2030 Scopes 1,2: -42% Scope 3 ³ : -42%	All Scopes: minimum -90%

¹ This target includes only categories 3.4 and 3.1, the latter on a restricted perimeter that excludes about 20% emissions originated by goods & services purchased from suppliers which are decided directly by OEMs, where Marelli currently has limited/no leverage

² This target aims at reducing Scopes 1&2 in operation to the minimum possible (estimated over 90%) while compensating the remaining emissions.

³ This target includes Scope 3 categories 1,2,3,4,5,6,7,11; Scope 3 categories 9 and 12 are relevant but not yet included in the target boundary due to uncertainty and challenges in accurate data collection. Remaining categories are not relevant within the inventory's boundary, according to operational control criteria

The findings from 2023 remain valid and actionable. Thus, we decided not to review the assessment in 2024 but rather to focus on addressing the already identified risks and opportunities.

Recognizing the high cost of greener raw materials, we are integrating design strategies to reduce material use and engaging suppliers to accelerate their decarbonization with minimal cost impacts. Regarding energy, our Purchasing team continuously searches for the best solutions for each site and market to secure renewable energy sourcing at competitive prices. **Based on the climate risk assessment findings, an overall action plan is in place to manage and mitigate risks while reducing additional costs through insights gained from dedicated workshops with our suppliers.**

European Union Taxonomy: Assessment for Eligibility

We have completed our trial assessment for European Union (EU) Taxonomy, which was limited to eligibility. The baseline year was 2023, and the reporting boundary was restricted to EU legal entities. **Our aim with this pilot was to ensure that Marelli will be prepared to submit the EU Taxonomy report for limited assurance in alignment with the regulatory timeline.** With the potential changes in regulations, we continue working on our data readiness and integrity while educating our businesses about creating sustainable automotive components that improve energy efficiency, using the taxonomy to align our definitions.

LOOKING FORWARD

We are dedicated to achieving our science-based targets with near-term and long-term emission reductions across all scopes. To support this, we will invest in low-carbon products through sustainable design, innovative materials and efficient production processes. Additionally, we acknowledge the need to **improve our internal systems for measuring and reporting low-carbon R&D investments, addressing this need regardless of changes in European-related regulations.** We are substituting high-emission materials with lower-emission alternatives and collaborating with suppliers to align with our decarbonization goals. Next, we shall **engage our customers to find the best specifications to reduce the energy consumption of our parts, addressing so-called downstream emissions.** On our net-zero journey, we will start **exploring high-quality carbon removal alternatives for residual emissions beyond 2030 and 2045,** adapting to advances in science and sustainability.



Energy Management

Our Commitment

Marelli is committed to addressing Scope 1 and 2 emissions reduction and enhancing energy efficiency within its operations by integrating energy targets into performance metrics, reducing fossil fuels, increasing the use of renewable electricity, and implementing energy efficiency initiatives across its businesses. These efforts aim to create long-term resiliency in our operations concerning both energy supply and cost reduction.

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. In 2024, goals related to achievement of certain energy efficiency and Scopes 1 and 2 reduction targets were included as metrics in our short-term incentive plan; these targets are allocated across different businesses, each contributing to overall corporate goals. We provide business units 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 in reducing greenhouse gas emissions and increasing renewable energy use through methods such as purchasing renewable electricity certificates (guarantees of origin), entering their own PPA, or self-generation.

Additionally, energy intensity targets are part of the Marelli Sustainability Dashboard and the Marelli Manufacturing System (MMS) and, therefore, are included in the performance metrics for teams across the organization, including all plant managers.

We remain committed to maintaining the ISO 50001 certifications covering 51% of our energy consumption in our manufacturing sites, and an additional site is currently undergoing the certification process.

Sustainability Spotlight

44% reduction in Scope 1 and 2 GHG emissions (2022 baseline)¹¹

In 2024, we refined data accuracy by completing energy data collection for non-manufacturing sites, keeping the exclusions from the emissions inventory below the acceptance limit of 5%. By 2025, site exclusion will be limited to non-material locations where energy is managed by the property owners as part of the leasing agreement. We have also compiled energy and emission data from non-controlled joint ventures.

¹¹ See Sustainability Dashboard on page 11.

Addressing Scope 1 Emissions

In the auto parts manufacturing sector, using electricity and fossil fuels inherently leads to direct and indirect greenhouse gas emissions.

Scope 1 emissions represent 21% of our combined Scope 1 and 2 market-based emissions. In 2025, we have set internal targets for Scope 1 specifically, and businesses have begun exploring technical alternatives to reduce Scope 1 emissions and transition to low-carbon alternatives. Throughout the year, we will monitor the projects and actions to achieve the initial target, making it public in our next target cycle (2026-2028). To support our decarbonization plans, in 2024, each business was tasked with selecting one plant to launch a pilot project to address Scope 1 emissions, in line with our commitment to finding effective reduction strategies. By the end of 2024, two projects have progressed to the implementation phase (see case studies below). While we seek funding alternatives in the countries where we operate, we remain committed to advancing technology and pursuing new opportunities to expedite reducing our Scope 1 emissions.

Case Study: Phasing Out LPG-Powered Forklifts

The Green Technologies' Gunma, Tokai and Nakatsu plants in Japan began using electric forklifts in 2023 and plan to gradually phase out those powered by liquefied petroleum gas (LPG). In 2024, 12 out of 33 forklifts were already electric, and by 2028, the plants will substitute the remaining forklifts with battery-powered ones. In 2024, the project delivered a 72.11 tCO2 emissions reduction.

Case Study: Microorganism-Based Bioreactor

The Lighting business has launched an innovative project to replace its natural gas-powered regenerative thermal oxidizer with a microorganism-based bioreactor. This installation reduces pollutant emissions by eliminating natural gas use and transforming pollutants into CO2, water and energy. The bioreactor matches the 99% efficiency of afterburners in reducing volatile organic compound (VOC) emissions on lacquering lines. This initiative will reduce CO2 emissions by 734 tons annually, with a payback period of 2.2 years.

Reducing Scope 2 Emissions

Scope 2 emissions account for 79% 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 2024 renewable electricity goal, with 56% of our electricity sourced from renewables.** Our approach includes utilizing renewable energy certificates (RECs, GOs, etc.) and PPA tailored to each country’s decarbonization trajectory. Each business is tasked with achieving its own targets and has the autonomy to procure either certified or self-generated renewable electricity. Furthermore, we are bolstering our energy procurement strategy by launching projects that expand our capacity for self-generated renewable energy.

Sustainability Spotlight

56% of electricity used in operations comes from renewable sources
10% reduction in energy intensity MJ/Worked hours (2021 baseline)¹²

Case Study: Photovoltaic Park in Modugno, Italy

In collaboration with a trusted supplier, who is already a partner in the construction of our tri-generator combined cooling, heating and power (CCHP) system, the Propulsion plant in Modugno has developed an expansive photovoltaic park. This installation features 4,089 kWp of cutting-edge photovoltaic technology from 9,299 solar panels, covering a rooftop area of approximately 23,257 square meters. At peak capacity, the system can generate about 5,793 MW of green energy annually, supplying roughly 15% of the plant’s energy needs. Combined with the CCHP system, **it provides 42% of self-produced electricity.** Moreover, this photovoltaic park significantly lowers our carbon footprint by **reducing CO2 emissions by 3,000 tons per year.**



¹²See Sustainability Dashboard on page 11.

	Unit of measurement	2022	2023	2024
Disclosure 302-1: Energy consumption within the organization				
Total energy consumption	GJ/Year	5,322,904	5,318,161	4,863,308
Total indirect energy consumption	GJ/Year	4,097,764	4,108,484	3,737,198
- of which electricity consumption from non-renewable sources	GJ/Year	2,968,221	2,528,628	1,661,073
- of which purchased electricity from certified renewable sources	GJ/year	1,069,336	1,534,751	2,061,109
- of which electricity from combined heat and power	GJ/year	5,169	3,993	-
- of which cooling from non-renewable sources	GJ/Year	254	230	245
- of which compressed air from non-renewable sources	GJ/year	4,640	5,099	1,429
- 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	46,462	24,698	13,343
- of which thermal energy from supplier (renew)	GJ/Year	3,684	3,380	-
Total direct energy consumption	GJ/Year	1,225,140	1,209,676	1,126,110
- of which natural gas	GJ/Year	1,018,085	958,741	856,404
- of which gasoline	GJ/Year	2,985	4,375	1,519
- of which diesel	GJ/year	3,402	26,814	16,235
- of which LPG	GJ/Year	174,906	192,037	170,375
- of which HSC and LSC oil	GJ/Year	1,325	1,353	1,712
- of which A-type heavy oil	GJ/Year	19,725	15,689	15,500
- of which renewable fuels	GJ/year	-	-	-
- of which self-produced renewable electricity	GJ/year	4,712	10,666	64,364

Note: Source of the conversion factors used: DEFRA (UK Department for Environment, Food & Rural Affairs).



Energy Intensity Progress

In 2024, we exceeded our energy intensity reduction target for 2025. When analyzing the 10.4% reduction versus our 2021 baseline¹³, we identified several key factors that contributed to this success. We implemented different projects across our plants with significantly improved quality and also introduced a standard machine shutdown guide for non-productive periods. Additionally, the closure of some energy-intensive plants and a recurring trend of reduced heating needs during winter in the northern hemisphere further supported our achievement of the 2025 target ahead of schedule. To ensure we sustain our results once production reaches expected levels, **we have revised our 2025 target, aiming to achieve a 12% reduction from the 2021 baseline.**¹³ This drives the plants to continue implementing projects to reduce our fixed energy consumption.

		Unit of measurement	2022	2023	2024
Disclosure 302-3: Energy Intensity					
Energy intensity	MWh/million € revenue		152	140	148

Energy Management Training

In 2024, our Energy team delivered targeted training to Marelli businesses and plants to ensure their projects are properly aligned with and support sustainability targets. By conducting monthly reviews of projects which were then uploaded to the Environmental Compliance and Optimization Performance Management (ECOPM) database, the team ensured continuous improvement in project quality. Towards the end of the year, two specialized sessions were offered to ECOPM users, focusing on utilizing standardized calculators to estimate energy and CO2 emissions reduction across all regions consistently. These initiatives resulted in significant advancements in project accuracy and effectiveness. **In 2025, we plan to introduce mandatory environment, health, safety and energy (EHS&E) training for all salaried and above employees. This program will cover key EHS and energy principles, emphasizing each employee’s role in environmental stewardship and energy efficiency and will include practical examples of best practices to inspire action.**

Target

- **12% energy intensity reduction (MJ/ Worked hours) by 2025 (2021 baseline)**¹³
- Reach **carbon neutrality** within our operations by 2030

Marelli Manufacturing System - Energy Diagnosis

We continue to conduct energy diagnoses through the Marelli Manufacturing System (MMS)¹⁴ to boost awareness and actively engage all Marelli sites.



LOOKING FORWARD

We have pledged to achieve carbon neutrality within our operations by 2030. This goal is strongly driven by boosting our renewable electricity consumption to over 80% by 2025 and reaching 100% by 2030, as well as phasing out fossil fuels and significantly reducing CO2 emissions.

We will keep exploring opportunities to decarbonize Scope 1 emissions. For the upcoming target cycle (2026-2028), **we will establish separate targets for Scope 1 and Scope 2 emissions.** In 2025, we will evaluate carbon removal strategies as part of our long-term decarbonization efforts, **focusing on eliminating fossil fuels and exploring potential investments in high-quality carbon removal projects.** These inputs will inform our analysis to potentially implement an **internal carbon pricing system in the near future.** Notably, we deliberately exclude carbon offsetting in our approach.

¹³ See Sustainability Dashboard on page 11. ¹⁴ MMS provides a quarterly ranking on manufacturing performances, standards rigorous application and improvements through feedback mechanism. The evaluation is based on the following performance achievements: Environment, Health and Safety, Quality Assurance, Competitiveness, Energy and Sales, Inventory & Operations Planning (SIOP).

Waste Management

In our commitment to sustainability, we are working towards our vision of **zero waste to landfill** by enhancing recycling and waste management.

In 2024, we achieved a **16% waste reduction** thanks to several initiatives, notably through innovative packaging initiatives and increased use of returnable materials.

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.

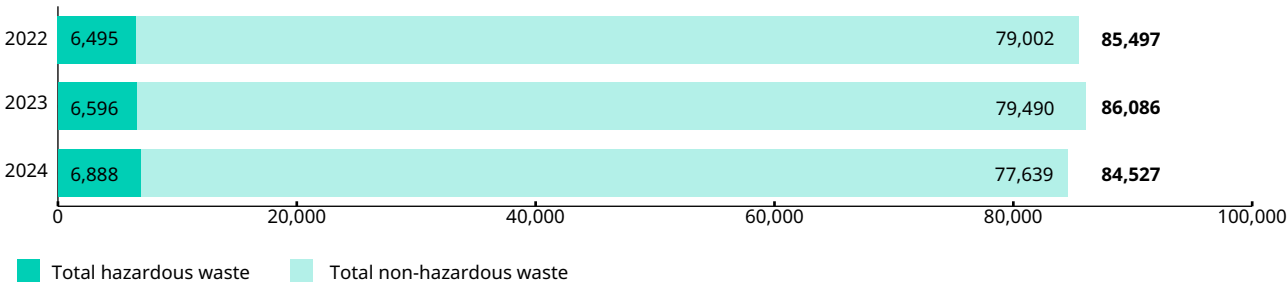
Our vision of achieving zero waste to landfill remains part of our broader commitment, and we continue to explore ways to accomplish this in countries where technical options are not yet available.

Sustainability Spotlight

- **16%** reduction in waste generation in 2024 (2021 baseline)¹⁵

In 2024, we made significant strides in waste reduction, achieving a noteworthy 16% decrease by leveraging targeted initiatives and improved waste management. One of our key initiatives was to **reduce packaging waste both within the company and from suppliers**; we piloted efforts with suppliers to minimize packaging waste in overseas transportation, notably from China to Mexico.

Total waste generated (tons/year)



Additionally, **we launched several initiatives to replace non-returnable packaging, such as cardboard and wooden pallets, with returnable alternatives.** These initiatives significantly reduced waste from these materials. While the decrease in production volumes contributed to our achievements, we are now focused on sustaining this progress as production returns to normal levels. This includes **implementing additional projects aimed at scrap reduction and expanding the use of returnable packaging within the company.**

In 2024, we reviewed our internal nomenclature of waste to now include both “ordinary” and “extraordinary”¹⁶ waste in our disclosures, in full compliance with Global Reporting Initiative (GRI) standards. This new definition explains the variation in the amount of waste reported compared to previous years. However, a decision was made during our target cycle to not consider one-off waste events on our baseline and results from 2021 to 2025. **Our next target cycle (2026-2028) will consider a new definition and metrics, according to GRI.** Still, in 2024, we started to monitor our performance covering all types of waste; in that case, we observed a reduction of 10% versus the 2021 baseline in manufacturing sites operating in 2024.

Target

14% reduction in waste generation by 2025 (2021 baseline)

¹⁵ See Sustainability Dashboard on page 11. ¹⁶ Previously, we named as “extraordinary”, any waste generated from one-off events, such as refurbishments or plant closures.

	Unit of measurement	2022	2023	2024
Disclosure 306-4: Waste diverted from disposal				
Total hazardous and non-hazardous waste diverted from disposal	tons/year	72,229	72,454	70,858
- of which sent to recycling	tons/year	72,229	72,454	70,858
Total hazardous waste	tons/year	1,961	1,774	1,406
- of which sent to recycling	tons/year	1,961	1,774	1,406
Total non-hazardous waste	tons/year	70,267	70,681	69,452
- of which sent to recycling	tons/year	70,267	70,681	69,452
Disclosure 306-5: Waste directed to disposal				
Total hazardous and non-hazardous waste directed to disposal	Mt/year	13,269	13,632	13,669
- of which sent to incineration (with energy recovery)	Mt/year	6,305	6,312	6,053
- of which sent to incineration (without energy recovery)	Mt/year	1,475	1,519	1,440
- of which landfilling	Mt/year	2,071	2,332	1,901
- of which other disposal options	Mt/year	3,417	3,468	4,273
Total hazardous waste (offsite)	Mt/year	4,534	4,823	5,482
Total non-hazardous waste (offsite)	Mt/year	8,735	8,809	8,187

Case Studies: Waste Management in Italy, Slovakia and Turkey

The Propulsion Modugno site in Italy shifted from using non-returnable packaging to plastic returnable boxes and pallets. This initiative is on track to eliminate 8.8 tons of waste per year due to saving 3.8 tons in cardboard and 5 tons in wood waste. The improved packaging also reduces handling and contamination risks, enhancing product quality.

The Electronics plant in Kechnec, Slovakia, collaborated with European suppliers to replace cardboard and wooden pallets with returnable packaging, which resulted in a 37-ton reduction in packaging waste in 2024.

The Bursa Lighting site in Turkey launched a pallet exchange program to recycle and reuse wooden pallets, which reduced 450 tons of wood waste (equivalent to 1,029 pallets) and significantly optimized resource use in 2024.

Zero Waste to Landfill

Our vision of reaching zero waste to landfill is being realized with specific targets for all plants, which yield 2.3% of waste to landfill.¹⁷ In 2024, we examined the challenges preventing us from eliminating landfilling. We found that the issue is concentrated in certain countries, mainly due to local regulations on waste management. In 2025, we plan to conduct analyses to address these challenges, aiming to reach our vision towards zero hazardous waste to landfill. On a product level, our Design for Sustainability Policy and procedure guide our teams to create products that are “Safe by Design”, free from critical substances above permissible limits, and to avoid using hazardous substances whenever possible, contributing to lower hazardous waste generation. The Design for Sustainability policy also includes a section on reducing product packaging. [Read more about Design for Sustainability on pages 26-27].

Hazardous Waste Management

Marelli prioritizes the safe management of hazardous waste by strictly adhering to 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.

Proper hazardous waste management is part of our environmental management system that begins with 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 that are 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.

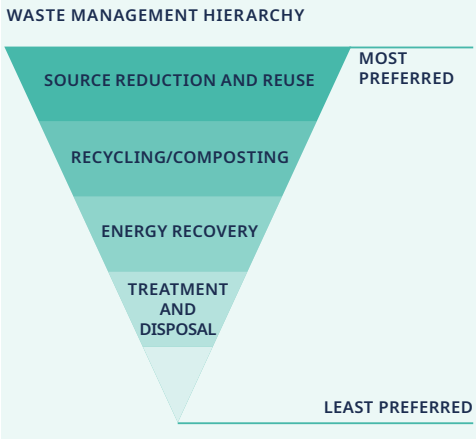
¹⁷See GRI table on page 104, 105.

Ensuring Proper Governance

To address the potential negative impacts of hazardous waste on the environment and on 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 reinforced through Marelli’s Environment, Health and Safety (EHS) Policy.**

Sustainability Spotlight

Waste directed to landfill:
2.3% of total waste generated¹⁸



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. A specific training session to explain how to report waste data using the official reporting tool was conducted in 2024. The training involved all EHS business and EHS Region/Country managers.

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 2024, we had three minor waste-related occurrences, notified by the local authorities at three of our plants in Mexico. Although the associated fines did not exceed our materiality thresholds¹⁹, we always proactively investigate the root causes of these incidents and address them, regardless of the economic impact.

Sustainability Spotlight

Total quantity of materials reused: 83,614 metric tons

- 3,357 metric tons of metal
- 27,529 metric tons of wood
- 23,712 metric tons of plastic
- 29,015 metric tons of paper and cardboard

¹⁸ Considering waste from production in the active operating manufacturing sites during 2024. See GRI table on pages 104-106.
¹⁹ 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 2024 related to waste sums up to JPY 3,649,578.

Training Our Employees on Environmental, Health and Safety Topics

In 2024, we launched a mandatory training session for EHS managers on the updated environmental procedure. The session, which specifically focused on monthly data collection and KPIs, addressed improvement areas arising from third-party verification of waste and water reporting. The training aimed to ensure that EHS colleagues were well-informed about the new procedures and could effectively cascade the knowledge throughout their respective sites. Additionally, we launched a mandatory training on the EHS Policy, covering all English-speaking employees. In 2024, we trained 6,310 employees, reaching a 48% completion rate, considering all Marelli salaried and above (e.g. managers, directors, etc.) headcount. **In line with ISO 14001 and ISO 45001 standards, the training emphasizes the company’s commitment to minimizing environmental impacts by promoting the rational use of natural resources, such as water, and reducing waste through recycling and circular economy principles.** This training enhances environmental awareness and workplace safety, teaching employees about hazard identification, risk assessment, and preventative measures. It also shares insights on safety commitments, legal compliance, emergency management and the safe handling of hazardous substances. Ultimately, it highlights the integration of the EHS Policy with Marelli’s sustainability goals across all sites.

Case Study: “Hero with a Zero”

The “Hero with a Zero” campaign, part of our Earth Day 2024 initiative themed “Planet vs. Plastics,” emphasized the power of collective action in sustainability. Over three weeks, **69 employees from 11 countries collaborated on 16 innovative team projects to reduce single-use plastics.** The initiative demonstrated the potential for meaningful change through small, daily actions, aligning with Marelli’s sustainability goals. **The data suggests these projects could eliminate an impressive 58 tons of plastic waste-enough to cover six tennis courts.** Celebrating our winners, we awarded grants to outstanding teams from Trnava, Slovakia; Amparo, Brazil; Manesar Gurugram, India; and Penang, Malaysia. These teams exemplified rapid deployment and innovative recycling solutions. Honorable mentions went to teams focusing on industrial practices and novel ideas like employee resource sharing.



LOOKING FORWARD

We target a 14% reduction in overall waste by the end of 2025, sustaining the good results of the past year, assuming an increase in activity. Although 2021 was an atypical year due to lower production levels following COVID-19, we have set this baseline to ensure ambitious progress. **Our commitment to minimizing waste involves setting an absolute target that remains unaffected by fluctuations in production volumes.** By continuing to reduce packaging waste and enhancing our quality control to further lower scrap rates, we achieve cost savings and improve process efficiency, leading to better financial results.

Water Conservation

Our Commitment

Through technological innovation, we aim to significantly reduce our global water footprint. We also extend our commitment to our suppliers to ensure sustainable water practices throughout the supply chain.

At Marelli, our ambition is to support the United Nations Sustainable Development Goal 6 by striving for water availability for all. As our water policy outlines, we aim to significantly reduce our global water footprint and minimize pollutants through technological innovation. **We are committed to designing products with reduced water withdrawal in mind. We also focus on developing water management strategies that ensure high quality, particularly in areas with water stress.**

To bring our ambition to life, in 2022 we established a target for **water intensity reduction of 25% by 2025 and 30% by 2030, compared to the 2021 baseline.**²⁰ As a result of dedicated efforts and proactive measures, including installing water meters inside our facilities, we achieved significant progress and, **by 2024, had already realized a reduction of 29%**²¹. We are committed to sustaining this achievement when production volumes begin to grow again. Accordingly, **we have updated our 2025 water intensity reduction target to 30%, anticipating our goal for 2030. In 2025, we will review our long-term targets, focusing on areas with water stress.**

Our commitment to water conservation extends to our suppliers. **We integrate these objectives into our annual target letter, requiring our suppliers to reduce water consumption throughout their global production processes and entire supply chains.**

Sustainability Spotlight

29% water intensity reduction in 2024 (2021 baseline)²⁰ (Liters/worked hours)
22.8 water intensity in 2024 (Liters/worked hours) as per target boundary
22 plants²² in areas with extremely high water stress
CDP Water Security: **A-**
No penalties related to water in 2024

²⁰ See Sustainability Dashboard on page 11. ²¹ Considering the active operating manufacturing sites during 2024. See page 11 for more details.
²² According to the tally of RE codes.

Target

25% water intensity reduction by 2025 (2021 baseline)²⁰ (Liters/worked hours)
30% water intensity reduction by 2030 (2021 baseline)²⁰ (Liters/worked hours)

	Unit of measurement	2022	2023	2024
Disclosure 303-3: Water withdrawal				
Total water withdrawal	ML /year	2,221	2,109	1,790
of which surface water withdrawn	ML/year	88	101	116
from areas with water stress	%	0%	17%	24%
Groundwater withdrawn	ML/year	365	332	300
from areas with water stress	%	0.3%	0%	0%
Third-party water (e.g. municipal water suppliers and municipal wastewater treatment plants, public or private utilities)	ML/year	1,769	1,676	1,374
from areas with water stress	%	36%	39%	40%
Water intensity	m3/ million € revenue	229	200	196
Disclosure 303-4: Water discharge				
Total water discharged	ML /year	1,341	1,526	1,327
- to surface water	ML/year	81.60	78.24	79.70
from areas with water stress	%	0.6%	0%	0%
- to groundwater	ML/year	0	0.7	0.6
from areas with water stress	%	0%	0%	0%
- to third-party water (e.g. municipal water suppliers and municipal wastewater treatment plants, public or private utilities)	ML/year	1,259	1,447	1,247
from areas with water stress	%	27%	30%	33%

	Unit of measurement	2022	2023	2024
Disclosure 303-5: Water consumption				
Total water consumption	ML/year (calculated)	880	583	463
- of which from areas with water stress	ML/year	301	229	158
non-GRI Recycled water index	%	92%	91%	92%
Water recycled and reused	ML/year	26,524	20,974	19,805

Note: Non-GRI definition: KPI which doesn't fall under GRI requirements. Marelli is reporting non-GRI in accordance with our sustainability strategy. The 2024 report includes unaltered historical data from 2022 and 2023. Past restatements for boundary alignment have been discontinued to maintain original data consistency.

Case Study: Improving Data Accuracy

A comprehensive monitoring system was installed at the Lighting plant in Bursa, Turkey. This system helped identify and repair leakages, resulting in a notable reduction in water withdrawal by approximately 4,000 m³ annually and improved water intensity from 12.94 to 10.61 liters/worked hours between 2023 and 2024. Similarly, in Mexico, the Toluca Lighting site's installation of digital water meters has enabled real-time monitoring, fostering informed decisions and sustainable water management. Additionally, at the Juárez Lighting plant 2, water usage efficiency has been enhanced by installing 15 digital flow meters. Thanks to the precise consumption data, effective comparisons between water bills and meter readings will contribute to even more accurate data in 2025.

Water Risk Assessment

In 2023, we conducted water risk assessments across all our plants using the World Resources Institute's Aqueduct platform. This enabled us to thoroughly analyze our water usage and its implications for our business and the local environment. In 2024, based on the updated criteria, we reviewed the list of sites in current or potentially future areas with water stress.²³ **The result identified 22 sites in extremely high water-stressed areas, accounting for 32% of our total water withdrawal.** Among these, 18 sites utilize water for both technological and civil purposes. Of the total water withdrawn from areas with water stress (570.81 megaliters), 95% is sourced from municipal water supplies, while 5% is from collected and stored rainwater. In these areas, 412.94 megaliters of water are discharged, all of which

²³Water stress definition from Aqueduct: baseline water stress measures the ratio of total water demand to available renewable surface and groundwater supplies. Water demand includes domestic, industrial, irrigation, and livestock consumptive and non-consumptive uses. Available renewable water supplies include the impact of upstream consumptive water users and large dams on downstream water availability.

are sent to third parties. Of this discharged water, 41% undergoes internal treatment. Furthermore, 17% of the internally treated water receives tertiary treatment.

To address these risks, sites must develop response plans outlining specific actions and strategies. Our businesses were also tasked with devising innovative solutions in products and processes to minimize water withdrawal at sites in water-stressed areas. **As a further preventive measure, we examined our joint ventures, where we hold varying degrees of ownership, and we found no significant water-related risks.** In 2024, building upon these assessments, several initiatives were implemented at plants located in areas where water resources are critically challenged:

Case Studies: Innovative Water Conservation Strategies

The Barberà del Vallès Lighting site in Spain introduced **a rainwater collection system to supply toilet cisterns**, conserving water resources in an area with water stress. This initiative is projected to save approximately 40,000 liters of water annually, highlighting the effectiveness of rainwater harvesting.

In India, the Manesar Propulsion plant undertook a project to **connect the chiller water line with washing machines**, which is expected to reduce water withdrawal by 300 m³ each year. Additionally, at the Manesar Electronics site in India, the focus was on reducing water consumption by **fixing leakages and replacing deteriorated underground fire pipelines**, projecting an annual reduction in water withdrawal of 300 m³.

In 2025, we will finalize the transition of our risk assessment framework from Aqueduct to a third-party risk mapping platform, aligning with Marelli's broader risk management strategy. This shift aims to provide a more cohesive and comprehensive understanding of water risks across our sites, joint ventures and supply chain, using the same parameters, primarily focusing on those located in areas with water stress.

Addressing 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 46% of total volume of water discharge is treated internally, of which 33% is primary, 27% is secondary and 40% is tertiary treatment.** This ensures that we have effective measures in place for wastewater management, safeguarding the ecosystems surrounding our operations.

To date, Marelli has maintained full compliance with all water management regulations in 2024 and has not incurred any fines related to this topic. We remain committed to upholding the highest standards of environmental stewardship and regulatory compliance.



LOOKING FORWARD

Technological advancement remains a key commitment for Marelli as we seek to implement innovative solutions to reduce water pollution. By aligning with a risk-based strategy, we will concentrate on plants that use water primarily for technological purposes, addressing areas with a higher potential for environmental impact.

From 2025 onwards, we will focus on enhancing our understanding of water-related risks in sites with significant water use for technological purposes and in areas with water stress. By doing so, we aim to refine our water management strategies, ensuring they are both risk-based and aligned with sustainable development goals, to eventually mitigate potential impacts on water availability and quality.



Toxic Emissions

Marelli is committed to minimizing our impact on air pollution and toxic emissions. Through the implementation of environmental management system according to 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.

Commitment

Environmental contamination arising from operations pose significant risks, including potential health and property liabilities, regulatory challenges, and market access barriers. According to MSCI²⁴, the evaluation of companies’ environmental contamination and management systems underscores the need for robust actions. **By implementing an environmental management system according to ISO 14001, we conduct regular audits for compliance and accountability.** We achieve this through integrating advanced technologies and regular monitoring activities according to plant-specific action plans in alignment with ISO 14001 procedures. **We maintained ISO 14001 certification for all sites already certified, which in 2024 accounted for 98% of our production sites. We are committed to reaching 100% by certifying two new sites in 2025 to ensure the highest environmental management standards across our operations.**

Actions and Technologies for Pollution Mitigation

We install abatement technologies to effectively capture and neutralize pollutants before they are emitted into the atmosphere. Currently, **11 of 17 sites in our Lighting business operate painting facilities equipped with regenerative thermal oxidizers (RTOs).** These advanced systems can reduce VOC emissions by up to 99% and up to 97% thermal recovery, resulting in lower fuel consumption. Additionally, three of these sites employ thermal oxidizers (TOs), which ensure up to 99% VOC reduction, with a thermal recovery rate of up to 70%. The selection of technology, whether opting for RTOs or alternative solutions like carbon filters, is greatly influenced by local regulatory requirements and the specific characteristics of the emissions. **Each Marelli site develops a tailored plan to monitor air pollutants, ensuring emissions remain below established legal thresholds. This site-specific approach allows us to maintain adaptability and efficiency in our operations while adhering to global environmental standards.** Due to the absence of a standardized global corporate procedure for air emission mitigation, and to the variability of local requirements and technologies, we remain committed to regularly assessing and improving these strategies to ensure sustained compliance.

²⁴ <https://www.msci.com/our-solutions/sustainable-investing>

Sustainability Spotlight

98% of manufacturing sites certified under ISO 14001

Target

100% of manufacturing sites certified under ISO 14001 by 2025

	Unit of measurement	2022	2023	2024
Disclosure 305-7: Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions				
PM (Dust)	Tons/year	2,908	5,067	3,836
NOx	Tons/year	109,137	135,415	113,069
SOx	Tons/year	10,480	8,464	8,521
Total air emissions	Tons/year	122,525	148,946	125,426

Note: 2024 emissions include manufacturing and non-manufacturing sites
Source of emission factors: EMEP/EEA (European Environment Agency)

Case Study: Sustainable Manufacturing in Japan

Marelli Kyushu's plant in Usa, Japan launched an innovative project to reduce the environmental impact and costs of cleaning equipment used for automotive painting. Instead of using traditional harmful chemicals, they repurposed a shot blast machine to strip paint in an eco-friendly way. Initially, they faced challenges with the process, like finding the right material and modifying the equipment, but they succeeded, especially with UV and piano black paints.

The new system was fully implemented in 2023, which reduced the environmental footprint and allowed the plant to handle the process internally rather than outsourcing. This achievement in sustainable manufacturing was recognized in May 2024 when the plant was honored with the Japanese Minister of Education, Culture, Sports, Science and Technology Award for Invention and Innovation, showcasing their commitment to environmentally conscious production.



Environmental Risk Assessment

In 2024, we started to collect some key information on environmental risk assessments from all our sites worldwide, ensuring alignment with ISO 14001 standards. This activity required sites to evaluate risks related to various aspects, including using chemicals and auxiliaries, raw materials, water withdrawal, energy consumption, waste and by-product generation, water drainage, atmospheric emissions, external noise, odors, radiation and vibrations. The analysis of these results was ongoing by the time this report was released. By gathering this comprehensive data, our next step is to focus on specific risks at select plants and develop targeted action plans to address them effectively.



LOOKING FORWARD

Our focus for 2025 and beyond is to advance our environmental efforts by enhancing monitoring systems, maintaining the ISO 14001 certification across all manufacturing sites. High priority is given to managing emissions related to refrigerant gases, with ongoing data collection efforts extending into 2025. Additionally, we are developing a proactive environmental risk avoidance roadmap to address high-risk areas, ensuring alignment with regulatory standards and our corporate sustainability objectives.

Biodiversity

Marelli is committed to tackling biodiversity challenges by aligning with global biodiversity goals and implementing focused risk assessments. Our efforts ensure operational and supply chain integrity, promote sustainable practices and preserve ecological resources.

Our Commitment

At Marelli, we are committed to considering global biodiversity objectives and responsibly managing environmental impacts. We consider the principles of the Kunming-Montreal Global Biodiversity Framework’s Vision for 2050, promoting harmony between humanity and nature. Furthermore, we support biodiversity-related Sustainable Development Goals, particularly SDG #15: Life on Land, acknowledging that companies affect ecosystems relying on the provisioning services (e.g., freshwater, fiber, food) and regulatory services (e.g., climate regulation, flood control, water purification) ecosystems provide. In alignment with the European Union Deforestation Regulation, we ensure our operations and supply chains remain free from deforestation activities and employ a biodiversity index to assess and mitigate impacts on sensitive areas as part of our comprehensive environmental management strategy.

Biodiversity Policy

Building on this foundation, Marelli’s newly launched 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. It 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.



Biodiversity Risk Assessment

In 2023, we conducted our first extensive nature and biodiversity assessment across global manufacturing sites, using tools like ENCORE and Swiss Re’s BES. A more robust biodiversity risk assessment was carried out in 2024 at both Marelli’s manufacturing and non-manufacturing sites. The goal was to assess and mitigate potential biodiversity impacts, prioritizing sites based on a biodiversity index, a third-party risk mapping platform and their proximity to protected and ecologically sensitive areas.

The biodiversity index provides an assessment of biodiversity-related risks to business, considering both the level of biodiversity and the protection afforded by — and degree of scrutiny associated with — conservation designations.

The index integrates two dimensions of risk:

- the network of internationally and nationally recognized protected areas and international conservation priority designations; and
- a measure of the physical presence of biodiversity.



The assessment shows that eight operational manufacturing plants are in areas classified as high risk according to the biodiversity index and are within 10 km of protected areas (e.g., key biodiversity areas, national parks, Natura 2000 sites, Ramsar wetland sites, UNESCO reserves) listed in the Integrated Biodiversity Assessment Tool. These plants were identified as top priorities for 2025 and 2026 activities.

Per Marelli’s internal environmental aspects evaluation procedure, in line with ISO 14001 requirements, we ensure that these sites consider the proximity of protected areas when evaluating the significance of their environmental impacts (e.g., water withdrawal, water discharge, external noise, atmospheric emissions). As part of their routine environmental aspects evaluation, they define opportunities and control/mitigation measures which are included in the site management and improvement plan. These measures could help mitigate environmental impacts in nearby protected areas.

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.**

The findings revealed that all the 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 216.91 megaliters, 98% is directed to third-party entities for external treatment via sewers, while 2% is released into surface waters near the sites. Of the internally treated water, 63% 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 Technology 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 pollution.

Case Study: Forest Restoration in Japan and Thailand

Marelli is actively supporting forest restoration efforts in Japan and Thailand. In 2024, our company donated 300,000 and 1,500,000 Yen, respectively, to help restore five hectares of mangrove forest in Thailand and two hectares of pine forest in Japan near Saitama. The ecosystem rehabilitation is expected to contribute to a reduction of approximately 18 tons of CO2 annually, while it is helping to protect inhabitants against natural disasters like tsunamis in Thailand.

Case Study: Renewing River Health with Mudballs in Malaysia

In 2024, our colleagues in Penang, Malaysia, demonstrated their dedication to environmental stewardship through a six-week project aimed at rehabilitating and preserving the water quality of the Sungai Juru river, impacted by algae overgrowth and suffering from deteriorating water quality. Our team utilized mudballs enriched with effective microorganisms (EM), a popular method in Asia for controlling algae and naturally rehabilitating water. As these mudballs dissolve, they release microorganisms that break down organic pollutants, reduce harmful algae growth and restore ecological balance. Supported by the local council, our colleagues treated approximately 3 km of the 12.5-km river by distributing 2,024 self-made EM mudballs. This initiative helped to improve water quality and was an example of sustainable, nature-based solutions to environmental challenges, reinforcing our commitment to positively impacting local ecosystems' health.

Case Study: Planting Trees in Mexico

On Earth Day 2024, colleagues from the Interiors R&D and Electronics plants in Aguascalientes, Mexico planted 100 new trees in Parque Mexico in collaboration with the Aguascalientes city municipality, enriching the urban landscape and promoting a sustainable community environment.



LOOKING FORWARD

The sites identified as a priority in 2024 will be required to document their progress in environmental impact control and mitigation measures annually, including activity scheduling, implementation of abatement measures and operational controls. Additionally, **in 2025-2026, Marelli will investigate the possibility of engaging with local communities and organizations to participate in habitat conservation and restoration efforts in nearby biodiversity areas, ensuring these activities comply with the Marelli Corporate Social Responsibility Policy.** Similar activities will be initiated at the 29 Marelli plants currently classified as medium risk according to the Biodiversity Index, and at joint ventures.



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Responsible corporate citizen



As we navigate the complexities of global ESG regulations, we maintain our commitment to transparency and stakeholder collaboration; our advancements in governance, certification, and ethical practices consistently uphold our sustainability commitments. Amidst geopolitical and trade policy shifts, we will adapt by aligning our efforts with business goals, reaffirming that our core values remain unchanged.

Marisa Iasenza, Chief Legal Officer

Governance & Compliance

Our Commitment

Operating globally, Marelli prioritizes compliance with international ESG standards and regulations as a cornerstone of our sustainability journey. In 2024, we achieved a milestone by **completing our first UN Global Compact Communication of Progress report**. We remain dedicated to integrating the Sustainable Development Goals into our sustainability roadmap and guiding and educating our internal stakeholders.

Through a concerted effort involving multiple teams, we have effectively navigated the complexities of regulatory requirements, **preparing for the EU Taxonomy, the Corporate Sustainability Reporting Directive (CSRD), the Carbon Border Adjustment Mechanism (CBAM) and the EU Deforestation Regulation (EUDR)**. We expanded the coverage of verified data by adding some new indicators into our scope. **Using the Global Reporting Initiative as our starting point, we increased the data coverage to 42 material indicators for Marelli.**

We also extended our data collection to non-manufacturing sites and completed the first assessment of our non-controlled joint ventures.

Our emissions inventories encompass all operations under our control, ensuring that exclusions remain within the acceptable limit of less than 5%.

In 2024, we achieved significant progress toward **SA8000 certification for our active production plants in high and medium-risk countries**, successfully certifying all our plants in China. *[Read more about SA8000 certification on page 84].* Additionally, we conducted a thorough ESG assessment of our joint ventures, and have enhanced ESG risk monitoring across our operations and supply chain.



The **EcoVadis Gold Medal**, along with our **“B” score in Climate Change and “A-” in Water Security awarded by CDP** for our 2024 initiatives, further underscores the effectiveness of our efforts. **In a swiftly changing geopolitical environment, transparency and ethical supply chain practices remain paramount to our business partners.** Our approach is centered on clarity and collaboration, favoring cooperative solutions over boycotts. Our updated **2024 Code of Conduct** underscores our dedication to integrity and accountability, reinforcing our reputation as a trusted partner in the automotive market.



Sustainability Governance

Marelli's highest decision-making authority, the **Marelli Holdings Board of Directors**, is composed of ten members who review and approve the company's sustainability strategy, targets and roadmap. They are supported by the **Nomination, Governance and Human Capital Committee (NGHCC)** which is comprised of five directors. As outlined by the NGHCC Charter, updated in 2024, this committee is responsible for recommending corporate governance guidelines, identifying and evaluating potential board members and overseeing senior executive compensation.

Additionally, the NGHCC is responsible for reviewing and implementing the company's sustainability strategy and ensuring compliance with ESG-related regulatory obligations. The committee also supervises other key tasks such as director succession planning and diversity, equity and inclusion initiatives across the organization. ESG is a standing item on the NGHCC meeting agenda over the year.



The **Marelli Sustainability Council** reviews progress towards sustainability goals at the company management level every quarter. The **Sustainability Council Charter**, updated in 2024, establishes the members and the roles and responsibilities of the council, ensuring that stakeholders’ interests are represented in sustainability discussions. Key responsibilities include **updating the double materiality matrix, overseeing the sustainability strategy, monitoring decarbonization plans and ensuring the adequate allocation of resources to develop sustainability capabilities**. The

council also sets essential targets and milestones for achieving Marelli’s 2025 ESG roadmap, with plans to define targets for 2026-2028 by mid-2025.

The council includes eight members from the **Group Executive Committee (GEC)** and is chaired by the CEO. Each member is accountable for the material topics identified within their areas of responsibility and nominates the champions responsible for executing our roadmap.

Each business has designated a **sustainability lead** responsible for overseeing a team **covering our targets, regulatory demands and customer requests**. These leads work closely with the global sustainability team to implement Marelli’s ESG strategy. Together, they form part of the **Sustainability Committee, a dynamic group of over 100 committed individuals dedicated to meeting the targets and milestones set by the Sustainability Council**. Furthermore, the **Innovation Council and the Diversity, Equity, and Inclusion Council** collaborate to effectively explore specific areas upon demand.

¹ 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.

In early 2025, we performed the first evaluation of the performance of the highest governance body, using a **comprehensive self-assessment tool developed by the World Business Council for Sustainable Development (WBCSD)**. The corporate secretary conducted the assessment on behalf of the board and evaluated how effectively the board oversees the management of the organization’s impacts on the economy, environment and people. The evaluation process reviews the board’s engagement across five core pillars: purpose and business model, risk management, engagement with management, engagement with stakeholders and non-financial disclosures.

Following the proposed approach of this assessment defined by the WBCSD, **the results revealed the board’s current practices are categorized under the “Progressing” profile in their ESG oversight journey**, with notable strengths in engaging with management and engagement in the company’s purpose and business model, where the classification was “Leading”, whereas the other areas are defined as “Progressing”. **In 2025, we plan to address the areas of development identified in the assessment to keep improving our oversight on ESG topics.**

Managing ESG Risk

While we witnessed a decrease in ESG risks at the ERM level in 2024, we improved the risk monitoring of suppliers, operations and joint ventures, giving us a more granular view of specific ESG risks. **We use a third-party risk mapping platform to monitor our operations and supply chain globally. Each site is tracked based on its geolocation within countries, which are assigned risk indices¹ on a 0-10 scale—0 being the highest and 10 the lowest risk.**



This evaluation helps us pinpoint key risk drivers and craft effective risk management strategies, ensuring efficient resource allocation. *[Read more about due diligence in our supply chain on page 62].* This involves a comprehensive qualitative evaluation of various risk dimensions. As our goal remains to integrate proactive measures into our processes to mitigate the identified risks, **in 2025 we plan to expand our analysis of risks and opportunities for each material topic and its potential impacts on ERM, harmonizing the risk monitoring process according to the materiality matrix.**

In 2024, we cross-referenced the mapping platform’s country risk results with compliance and ESG self-assessments conducted by our business presidents to create a heat map, considering the impact and likelihood of the main risks mapped. **This self-assessment evaluated potential risks within the specific business’s operations and supply chains, focusing on critical areas such as human rights, environmental impact, anti-corruption measures, data protection and other business-specific concerns like anti-competitive practices.**

The heat map results demonstrated that human rights risks primarily stem from potential forced labor and child labor practices, particularly by third parties, which we mitigate through our strict **Supplier Code of Conduct** requirements,



rigorous evidence-based assessments, on-site audits and comprehensive training programs. **Environmental risks**, including a lack of measuring carbon emissions, waste disposal, energy, and water consumption, are tackled in our operations through ESG targets, KPIs, and strategies implemented at the plant level. In terms of **data protection**, we have identified and continuously manage the inherent risks of intellectual property breaches, unauthorized access, data leakage and falsification with robust security protocols, which are



“B” score in Climate Change and “A-” in Water Security awarded by CDP for our 2024 initiatives

crucial in our innovation-driven sector. **Third-party-related risk** is mitigated through precise cybersecurity protocols, continuous risk monitoring and supplier due diligence. *[Read more about how we ensure data responsibility with third parties on pages 56-58].* **Corruption** is a significant risk in both our operations and third-party interactions. While our efforts have reduced internal corruption risks to low levels, medium residual risks persist with third parties. This requires ongoing vigilance and enhancements, mainly to ensure consistent adherence to ethical practices.

To enhance our due diligence efforts, we conducted a thorough ESG assessment across all joint ventures, including both controlled and non-controlled entities. We performed in-depth self-assessments, identifying no immediate risks to business continuity or ESG performance. Based on business strategies, plans and priorities, an improvement plan has been developed and shared with the highest governance bodies of our joint ventures to address gaps and ensure alignment with Marelli’s standards.

Regulatory Compliance

Considering Marelli’s substantial European presence, **in 2024 we prioritized compliance with key sustainability regulations: the Carbon Border Adjustment Mechanism and the EU Deforestation Regulation.** To comply with CBAM, we coordinated across businesses, developing guidelines to enhance collaboration among logistics, sustainability and procurement teams. Anticipating the EUDR’s 2026 enforcement, we proactively engaged suppliers to assess potential imports of regulated materials - in our case, only natural rubber is in scope. **We are also addressing the requirements of the German Supply Chain Due Diligence Act (LkSG) through a strategic approach to supply chain due diligence.** Throughout 2024, we conducted comprehensive screenings and assessments of our Tier 1 suppliers to evaluate risks related to climate change, environmental impact, social responsibility, human rights and governance. This rigorous evaluation ensures responsible business practices within supply chains.

Looking ahead to 2025, we are participating in a pilot project, in partnership with eight companies, including OEMs and suppliers, led by Drive Sustainability and Drive+. This project aims to expand transparency by mapping the entire supply chain of critical commodities, further supporting our commitment to a comprehensive due diligence process.

Our Tax Approach

Marelli’s approach to tax focuses on efficiency and long-term value creation for stakeholders by aligning with business objectives and complying with local tax laws, while 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.

Marelli’s New Code of Conduct

In 2024, we introduced the updated Marelli **Code of Conduct**, which reflects our core values and is a roadmap for sustainable, ethical operations. We continue to strongly emphasize individual accountability by promoting diversity, equity and inclusion, ensuring a respectful and safe workplace while upholding human rights and equal opportunities. The code underscores our commitment to respecting and promoting human rights in alignment with the United Nations Guiding Principles on Business & Human Rights. We are dedicated to compliance with global trade laws—covering import, export and anti-boycott regulations. By emphasizing adherence to these laws, we affirm our commitment to conducting business responsibly and legally, regardless of location.



Last year, **we launched an updated training initiative for all employees to make the Marelli Code of Conduct a living part of our culture.** By the end of 2024, 96% of our salaried employees had successfully completed this training. Recognizing that this is just the beginning, **we’ve set a goal to train all hourly employees by the end of 2025.** The Marelli Code of Conduct training now includes a mandatory acknowledgment step, requiring employees to confirm their awareness of the code’s contents upon completion, ensuring everyone fully comprehends the guidelines, including the company protocols for disciplinary actions. For hourly employees, we will manually collect signatures on the acknowledgement during each training session starting in 2025.

Salaried employees including executives and managers: **96% completed training in 2024**
Hourly employees: **training ongoing in 2025**

Code of Conduct Training Modules

- **Everyone, Everywhere, Every Day: Code of Conduct as a practical guide to behave in accordance with our values**
- **Workplace Harassment**
- **Diversity Equity & Inclusion**
- **Environmental, Social & Governance**
- **Bribery and Corruption**
- **Consequences of Bribery and Corruption**
- **Cash, Gifts and Entertainment Risk**
- **Conflicts of Interest**
- **Fair Competition**
- **Speaking Up**

	Unit of measurement	2023	2024
Disclosure 205-2: Communication and training about anti-corruption policies and procedures			
of which are Executives	number (head count)	0	413
of which are Managers	number (head count)	7	2,777
of which are Employees	number (head count)	1,442	9,549
of which are Workers	number (head count)	5,933	0

Anti-Corruption and Anti-Bribery

In 2024, we strengthened our commitment to anti-corruption by introducing a new policy and procedure, **while in 2025, we will roll out training to employees and will implement a robust risk assessment process.** Among the three reported cases of bribery and corruption², one involved our employee receiving an inappropriate gift from a supplier.

The other two instances involved unsuccessful attempts to solicit a bribe from us - one by a government employee and another by a supplier - with no violations occurring on Marelli’s side. In cases where breach of our code of conduct was substantiated, it resulted in the termination of employee and the supplier contract involved. Our new **anti-corruption and anti-bribery policy details prohibitions, defines “anything of value,”³ and provides clarifications on legitimate versus facilitation payments.**

The policy underscores the importance of reporting suspicious activities, conducting due diligence on third parties and ensuring that all interactions — including those involving public officials, gifts, hospitality and charitable contributions — adhere to Marelli’s core values. **We introduced a global system, available in 19 languages, for reporting gifts and entertainment to consolidate oversight.**

Money Laundering and Fraud

We aim to ensure that our operations remain free from any involvement in money laundering. In addition to the provisions in the Marelli Code of Conduct, **we introduced a dedicated anti-money laundering policy in 2024.**

This policy **requires employees to conduct due diligence through “Know your customer” procedures and report suspicious activities.** Violations of this

²In 2024, we received nine reports classified under the category corruption and bribery on the Integrity Hotline. After careful analyses: three reports resulted not being cases of corruption, three reports are still under analysis, two cases were attempted corruption but the corruption itself did not occur, one was determined to be a case of corruption that occurred and the employee voluntarily resigned, accordingly Marelli did not have to intervene with dismissal actions.
³“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.

policy could lead to disciplinary actions, including potential legal proceedings. To ensure comprehensive compliance, **we will provide targeted training in 2025 to employees in areas, such as purchasing, treasury, sales and marketing.** Similarly, **we recognize the wide-ranging implications of fraud - from financial theft to data manipulation - and are committed to enhancing policy documentation and developing a precise training strategy.**

Respect for Human Rights

As an automotive manufacturing company with operations in 23 countries and supply chain connections in more than 30, involving thousands of direct and indirect material suppliers globally, we are aware of our significant impact on people worldwide. **In line with our Human Rights policy, Marelli is dedicated to upholding all internationally recognized human rights relevant to our operations.** This includes adhering to key frameworks like the UN International Bill of Human Rights, the International Labour Organization Declaration on Fundamental Principles and Rights of Labor, the UN Guiding Principles on Business and Human Rights, the UN Global Compact and the Children’s Rights and Business Principles. When national laws differ from international norms, we prioritize the higher standard, and where conflicts arise, we comply with national laws while striving to respect fundamental human rights as fully as possible.

The Human Rights policy is scheduled for an update in 2025 to ensure it aligns with the evolving legal landscape. While the update is ongoing, we focused on implementing our new Marelli Code of Conduct, which incorporates essential human rights protections, and our Supplier Code of Conduct. This concentrated effort lays the groundwork for the comprehensive review of the Human Rights policy, enabling us to address key human rights topics in the interim and ensure our practices remain robust and effective.

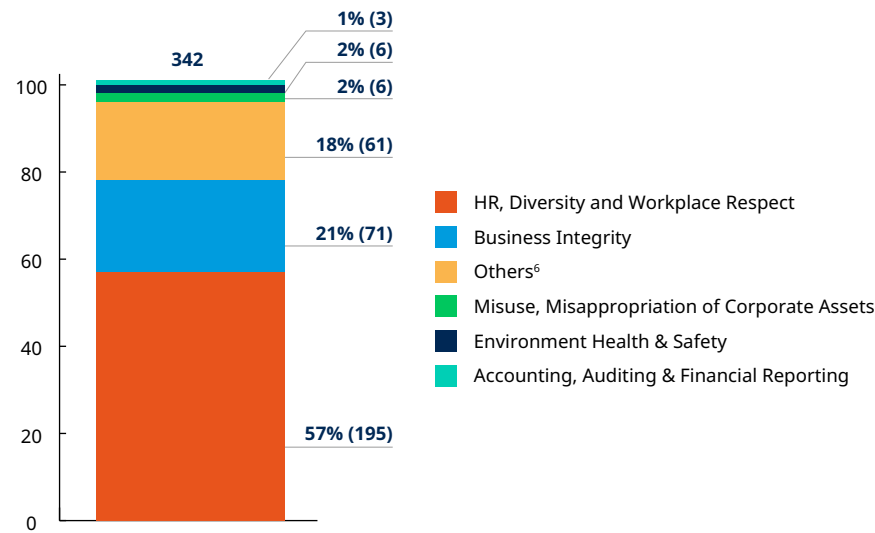


We are focused on ensuring that human rights are respected throughout our global operations and supply chain, prioritizing the highest international standards. We actively strengthen our policies to uphold these commitments and foster resilience across our value chain.

Our primary goal is to uphold high standards for working conditions, including working hours, fair compensation, health and safety and freedom of association. **In 2024, we achieved SA8000 certification for 18 active production plants in critical areas identified by EIRIS A and B lists, aiming for full certification by 2025 of our plants in the listed countries.** We continue to use a third-party risk mapping tool and results from the 2024 ESG risk assessment to monitor operations and address potential human rights risks. *[Read more about our plants certified under SA8000 in the Labor Relations chapter on page 84].* **We will also continue to expand our compliance champion network in 2025 to enhance risk mitigation efforts in Germany, the Czech Republic, Morocco, Thailand and Malaysia.**

We fully expect our business partners to share our commitment. To this end, **we clearly outline our expectations in our Supplier Code of Conduct and annual target letters.**

Cases by Concern Category



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 about supply chain due diligence on page 62]* For instance, in our 1st Level ESG risk mapping with the third-party risk mapping tool, we monitor a range of indicators — including child labor, forced labor, freedom of association and collective bargaining index — among the 48 indices mapped, classified as critical non-compliances. **Any non-compliances identified in these areas trigger immediate escalation procedures with the concerned suppliers, which could potentially prevent suppliers from getting new business until the corrective action plans are closed.** In 2024, recognizing the heightened risks in India and Turkey as indicated by the Forced Labor Index, we conducted a series of seven audits in Turkey and ten in India, with no forced labor issues detected. Similarly, child labor is critically assessed during audits with immediate escalation if detected. **With identified risks primarily in India and Bangladesh, Marelli executed 50 audits in 2024, dedicating 20% to India, without any evidence of child labor being identified.** Regarding identified freedom of association and collective bargaining high-risk areas, audits were conducted in China, Vietnam and Bangladesh, resulting in reinforcement requests for human rights policies in two instances. **Sustainability self-assessments are also integral whenever new business is assigned, ensuring ongoing vigilance and adherence to international labor standards.**



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. It supports 18 languages⁵, 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.

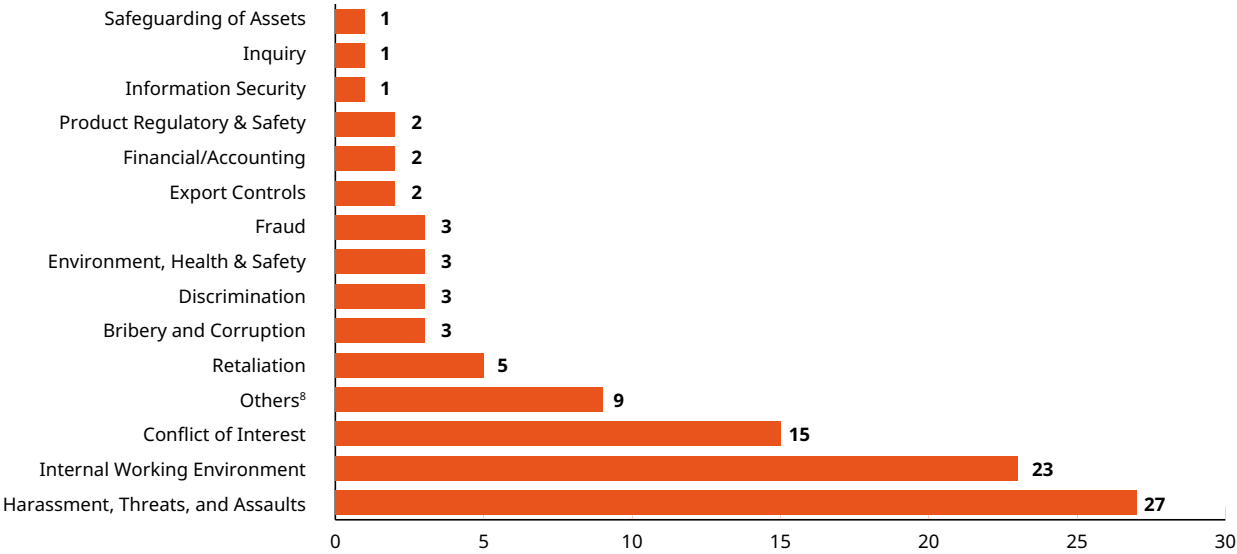
⁴The number of Hotline cases in 2023 were 1 in Poland and 2 in Turkey. In 2024, reports were 5 in Poland and 10 in Turkey.
⁵ Czech, German, English, Spanish (European Union), French (France), Italian, Japanese, Korean, Malay, Burmese, Polish, Portuguese (European Union), Romanian, Slovak, Serbian, Thai, Turkish and Simplified Chinese.
⁶ Category selected by the reporters, primarily included incidents related to harassment and issues within the working environment.

What is the Marelli Compliance Champion Network?

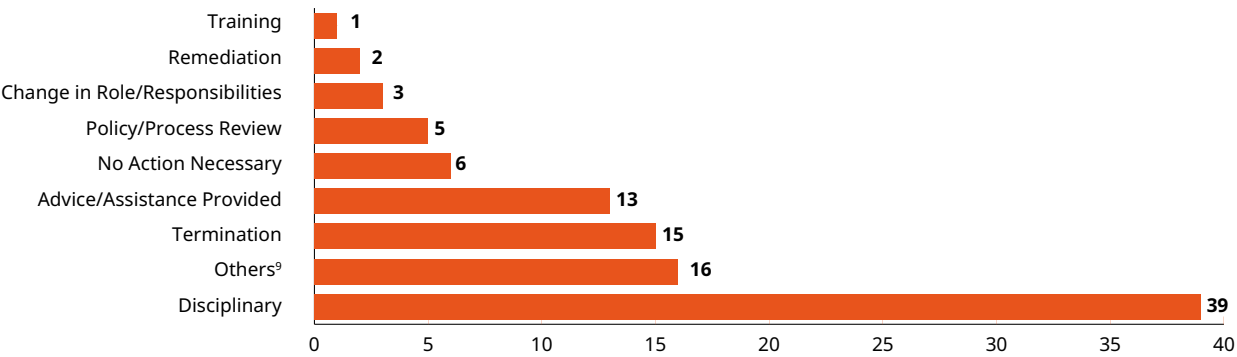
Marelli's Compliance Champion Network is designed to foster a culture of integrity and ethics in countries where we operate without dedicated legal and compliance resources, such as Turkey, Poland and Slovakia. By empowering selected employees across various functions to act as compliance advocates,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

These champions receive specialized training to equip them with the knowledge and tools necessary to promote ethical behavior and ensure adherence to legal and regulatory requirements. Since its inception in 2023, the program has led to improvements, such as an increase in whistleblowing reports in 2024 in these countries, indicating heightened awareness.⁴ Through regular communication, workshops and feedback sessions, the Compliance Champion Network actively contributes to maintaining high standards of accountability and transparency within Marelli, ultimately supporting our commitment to ethical business conduct.

Substantiated/Partially Substantiated Cases per Category⁷



Actions taken on closed cases



In 2024, we received reports on 342 concerns. Remediation was provided for all 100 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.

As previously reported, Marelli’s concern reporting rates were notably lower than the industry standard. To address this, in 2024 **we trained 6,795 employees on raising concerns safely, and 666 managers received face-to-face compliance training.** Additionally, a QR code for mobile reporting was introduced in November 2023. In 2024, the updated analyses revealed a continued increase in report volume from 2022 to 2024, **indicating growing trust in Marelli’s compliance program, yet still below the industry benchmark.**¹⁰ A slight decrease in case anonymity rate from 73.5% in 2023 to 71.8% in 2024, still above the benchmark (56%), suggests increasing confidence in the system. The improvement in case substantiation rate to 36.4% in 2024 reflects a well-informed employee base and effective investigative processes. Overall, these metrics underscore positive engagement with compliance measures while pointing to areas for ongoing reinforcement and communication.

LOOKING FORWARD

As we look towards 2025, we are committed to strengthening our ethical and human rights frameworks to ensure robust compliance and social responsibility across all operations. We will improve our root cause analyses of business ethics issues, leveraging learnings to refine internal and external processes.

In our efforts to prevent child and forced labor, we aim to implement regular monitoring through internal testing and formal external audits. This includes continuing to certify our operations under SA8000, especially if there are any changes in the risks mapped by the third-party tool, which is updated on a quarterly basis. Additionally, **we will enhance our compliance program related to third parties (such as suppliers) regarding human rights, environmental and data protection.**

⁷“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.
⁸Category is chosen by reporters, major types were related to working environment.
⁹No standard action category provided by the system. E.g.: Resignation, Rotation or improvement actions in operations.
¹⁰The industry benchmark, based on a median of 1.07 reports per 100 employees for companies with 10K to 49,999 employees, equates to 508 reports for Marelli’s workforce size of 47,564 as of June 24, 2024.

Data Responsibility & Cybersecurity

For a future-focused company like Marelli, safeguarding data and maintaining robust cybersecurity measures are fundamental to protecting our business and customers. These priorities are central to our strategy, reinforcing our commitment to developing secure, innovative, software-driven automotive solutions.

Our Strategic Pillars

At Marelli, our cybersecurity framework is built upon three essential pillars. First, we prioritize the protection of our company’s information assets. Second, we address operational technology (OT) cybersecurity, which is crucial for safeguarding our manufacturing plants. Third, we manage product cybersecurity, overseeing cryptographic keys and all product-related elements. Our commitment to data responsibility and cybersecurity is anchored by pivotal policies such as the Information Security policy, Information Classification policy and Product Cybersecurity policy. These policies form the backbone of our efforts to maintain data integrity, ensure compliance, and defend against cyber threats. Our governance structure ensures coordinated actions and centralized monitoring of policy implementation.

In 2024, we updated these policies to reflect organizational changes and the evolving cyber landscape, introducing data loss prevention measures. We prioritize effective policy communication through employee training and awareness programs via our intranet and targeted campaigns.



Central Cybersecurity

Data and IT	Manufacturing (OT)	Automotive Products
- Protect Marelli IT assets and Marelli business from cyber attacks - Protect confidentiality of Marelli and Marelli electronic data - Ensure compliance of Marelli IT systems to regulations, standards and customer requirements	- 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	- Ensure integrity and confidentiality of product elements (code, crypto keys, etc.) - Management of vulnerability in Marelli products lifecycle - Support compliance to WP29 regulation

	Cybersecurity Governance											Planning	Reporting		
	Data and IT				Manufacturing (OT)				Automotive Products						
Respond	IT/OT Incident Management (CSIRT)								Product Incident Management (PSIRT)						
	Vulnerability Management														
Detect	Security Testing								Product Security Testing						
	Intrusion Detection				Intrusion Detection				Vulnerability Management						
	Continuous Proactive Monitoring 24/7														
Prevent	Security Controls														
	Internet Security	Firewall	Remote Access	Anti-malware	Application on whitelist	Network segregation	Identity Management	Cloud Security	Data Protection	Zero Trust	Privilege Access				
	Security by Design								Secure Key Infrastructure/PKI						
	Supply Chain Security														
	Policy & Procedure Framework														

Third-Party Due Diligence

Our cybersecurity team collaborates with the Purchasing and Quality departments to uphold security standards with suppliers and third parties. As outlined in our **Supplier Code of Conduct**, we require that suppliers implement comprehensive cybersecurity measures, maintain data integrity using modern technologies, and, where applicable, establish transparent AI governance.

Annual supplier target letters reinforce our requirements for robust cybersecurity practices, compliance with ISO 27001/TISAX, continuous risk management and adherence to best practices and standards to sustain data integrity and business continuity. All suppliers must accept our cybersecurity policies on our procurement portal and sign a non-disclosure agreement. For external personal data processing, data processing agreements are signed, and third-party technical and organizational measures are evaluated according to applicable privacy regulations such as General Data Protection Regulation (GDPR).

In 2024, we introduced more stringent security qualifications for critical IT and R&D suppliers who manage confidential company and customer data. **Our information security due diligence for third-party engagements is robust and strategically structured to ensure compliance and mitigate risks.** To achieve this, we provide a comprehensive request for information (RFI) to evaluate suppliers, vendors, contractors and consultants thoroughly. **This RFI process assesses their cybersecurity maturity, requiring critical IT and R&D suppliers to hold TISAX or ISO 27001 certifications. Meeting these criteria is mandatory for qualification as a supplier for IT and R&D projects.** If any shortcomings are identified, our experts collaborate with the supplier to address and resolve these issues. **This process, currently focused on critical suppliers, will expand to include other suppliers in 2025, ensuring a comprehensive evaluation of security practices, certifications and compliance with Marelli's standards.**

Risk Assessment and Certifications

We proactively monitor cyber risks within our internal systems and external applications by using technical solutions and integrating cyber threat intelligence. This helps us quickly identify and manage vulnerabilities, misconfigurations and potential risks.

Our internal processes are designed to identify and integrate significant risks into our enterprise risk management framework, with strategic oversight provided by our Board of Directors through the Audit and Risk Committee. While our processes are rigorous and well-established, we remain committed to exploring improvements for increased effectiveness. This involves **conducting comprehensive information security risk assessments across our operations to identify and address potential risks and threats related to cyber-attacks and data management, as well as implementing targeted corrective action plans to mitigate these risks.**

Regular audits and continuous compliance form the backbone of our strategy. **In 2024, we successfully conducted 20 external audits by accredited auditors, leading to the renewal of seven certifications and the addition of 13 newly certified locations. This brings our total to 38 plants certified under TISAX, and one plant certified ISO 27001.** This systematic and transparent approach not only adheres to industry best practices but also provides a strong foundation for continuous advancement in our information security framework.

Sustainability Spotlight

- 20 external audits
- 38 plants certified under TISAX
- 1 plant certified under ISO 27001

Tackling Cyber Threats

Increasing employee awareness about real-world cybersecurity threats, both within and outside the organization, is crucial to prevent incidents. **In 2024, we strengthened our training and awareness programs through a dedicated partnership, focusing on phishing and recognizing early signs of cyber-attacks and self-reporting attacks.** We aim to reach full employee participation in line with TISAX requirements. We achieved a **93% completion rate among computer-user employees.** Although our system does not track test failures, the increased number of phishing reports indicates improved awareness. This year, we also launched targeted training for non-computer user employees to bolster their understanding and awareness of cyber threats. We trained 36% of these employees, 10,304 of our people in total. The training sessions were conducted in-person, in local languages, with completion manually registered by the HR departments at each respective plant. The induction program for new hires includes training on data responsibility and cybersecurity essentials. These sessions are conducted in local languages and provide new employees an overview of the fundamentals.

Sustainability Spotlight

- 23,664.91 hours of cybersecurity and data privacy training in 2024
- 93% of employees completed mandatory cybersecurity training in 2024
- 76 phishing tests sent in 2024



Incident Response Plan

In 2024, we finalized our Incident Response Plan, **a crucial step towards ensuring preparedness in case of a cyber crisis**. Previously, in 2023, we conducted resilience and simulation exercises with top management, albeit without a formalized framework. The simulation highlighted that, while awareness at the executive level was good, clarity around roles and processes needed improvement. In response, **we developed and released the Incident Response Handbook for executives in 2024, focusing on technical and communication protocols. This handbook delineates responsibilities during a crisis, ensuring everyone understands both the technical remediation steps and communication strategies with external stakeholders.**

We did not have to deal with any critical cybersecurity incidents in 2024; however, when the **CrowdStrike outage occurred**, we had an opportunity to test our readiness. This global IT outage, reportedly one of the largest ever, was not a cybersecurity event but a malfunction in an anti-malware update. Thousands of computers and servers were simultaneously impacted, halting operations for nearly a full day. This incident served as an effective, unplanned simulation. **Our recovery response was swift and effective**, with operations restored by the end of the day, demonstrating the robustness of our updated procedures and underscoring the improvements made from 2023 to 2024 in handling such large-scale operational disruptions.

Sustainability Spotlight

- No critical cybersecurity incidents
- No substantiated complaints on data breaches

Privacy and Data Security

In 2024, we upheld our commitment to customer privacy and data security, maintaining a spotless record with **no substantiated complaints about data breaches**. We consistently comply with privacy and information security laws and enforce strict standards with third-party suppliers through our contracts.

Our legal, purchasing and quality departments work collaboratively to ensure privacy principles and contractual obligations are clearly communicated to all third parties. Our cybersecurity experts provide thorough assessments and verify that suppliers implement technical and organizational measures for data protection that align with our standards and policies. When potential impacts on personal data are identified, like external data processing, particularly concerning employee information, **we work with our legal team to establish appropriate compliance agreements, such as a data processing agreement (DPA) signed by third parties.** DPAs form a crucial part of our contractual framework, promoting compliance and sound data management practices among our partners. In addition to DPAs, other organizational measures are evaluated according to applicable privacy regulations like GDPR. **In 2024, we enhanced our information handling procedure to establish clear classification-based security rules for all media and activities.** All documents and emails are labeled accordingly, with unlabeled items defaulting to “Confidential.” We prioritize customer-specific requirements for “Customer Confidential” or “Secret Data.” Information is disposed of only when no longer needed and after required retention periods, preserving records involved in investigations or audits. We destroy media according to classification standards, document the process and ensure shredding tools are available. Electronic data is securely erased, such as by overwriting, to match its classification.



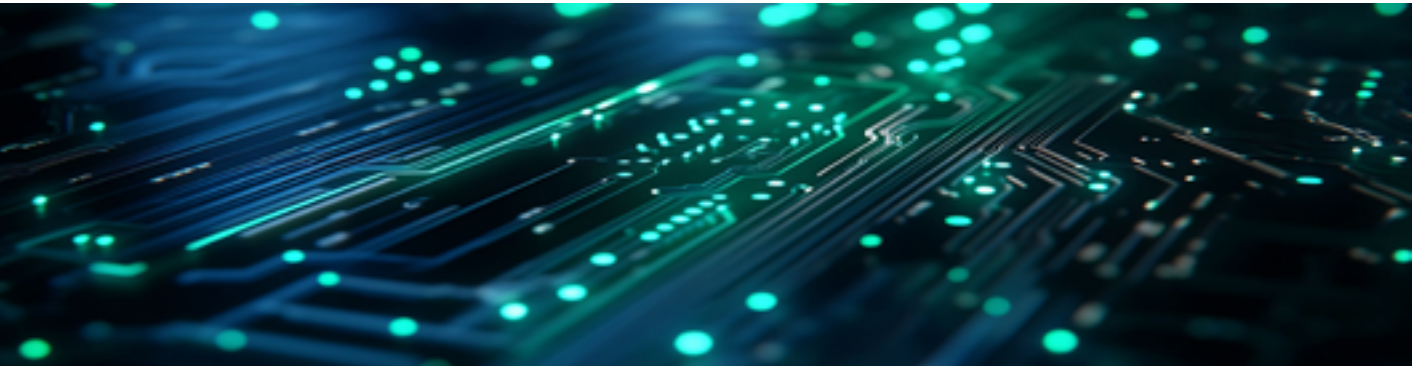
Data Loss Prevention

In 2024, we enhanced our data protection strategies by fully implementing data loss prevention solutions to safeguard our confidential information and that of our customers. We introduced preventative measures to mitigate potential data leaks, such as disabling USB ports, blocking certain websites and restricting data transfers from internal to external sources via email and web uploads, thereby protecting confidential information and our intellectual property. Our proactive measures and rigorous monitoring systems prevented data loss and major cybersecurity incidents.

LOOKING FORWARD

▶▶ In 2024, we made notable progress in strengthening our cybersecurity framework, improving data protection and operational resilience. Looking ahead, **our priority for 2025 is to broaden our risk assessments and due diligence for all critical suppliers to address vulnerabilities and threats within our supply chain.** Additionally, we will focus on enhancing cybersecurity measures for our manufacturing operations, acknowledging the increased susceptibility of this sector to cyber-attacks. Moreover, enhancing identity management is a crucial focus for 2025. Recent cyber threats have highlighted vulnerabilities stemming from inadequate identity governance or identity attacks. To address this, **we aim to improve governance and implement robust measures to mitigate risks and effectively manage the identity lifecycle.** Finally, our prevention systems will be continuously updated to **effectively tackle emerging cyber threats.**

In addition, **we plan to certify six more locations under TISAX, increasing our certified sites by 12%.** This effort underscores our steadfast commitment to cybersecurity best practices, **aiming to achieve zero privacy breaches and data losses at Marelli.**



Case Study: AI Implementation at Marelli

Driven by the immense interest in AI tools like ChatGPT, at Marelli we recognized the need to develop a secure internal AI platform that delivers comparable capabilities to our employees, while being in line with our rigorous privacy and security standards. This need led to the birth of **Maya, an internally developed AI platform that exemplifies our commitment to innovation and operational excellence.**

First introduced in October 2023, and officially launched in January 2024, Maya uses OpenAI technology to deliver highly engaging chat experiences and operates securely within our private Microsoft Azure tenant, ensuring absolute confidentiality. **Maya’s evolution has been marked by several key milestones, such as the upgrade to the latest OpenAI models (GPT-4o), the integration of the Marelli Policies and Procedures and the release of the document upload and query function.** By mid-2024, further improvements were implemented by introducing a notification system, enhanced security and a user-friendly help and support page. These features have made it an indispensable tool for our employees, boosting productivity by supporting the streamlining of day-to-day tasks. To boost flagging use of the platform after initial launch, strategic AI training sessions were set up to demonstrate Maya’s potential in daily operations, leading to its widespread adoption, which was further accelerated by positive feedback from users.¹¹

By the end of 2024, **Maya’s user base expanded from 2,159 to 8,171,** averaging 691 daily chat sessions, with users experiencing notable productivity gains - **47% save up to 30 minutes daily,** while 20% save between 30 and 60 minutes. Key applications include general **Q&A (32%), writing assistance (17%), language translation (16%), document analysis (15%), and email drafting (7%).** Integrating Marelli’s policies and procedures within Maya further empowered users to access vital information autonomously, solidifying its role as a tool for fostering creativity and enhancing performance across our teams.



¹¹ Source: Maya survey, 2024.

Sustainability in the Supply Chain

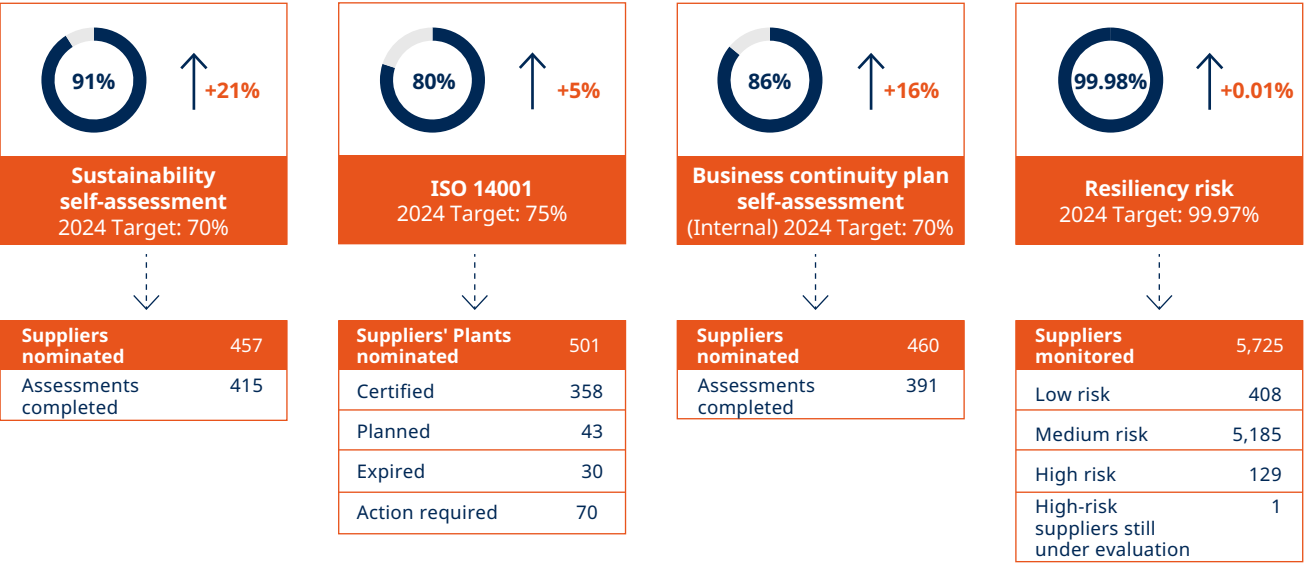
“In today’s complex supply chains, Marelli consistently maintains high sustainability standards, ensuring the highest levels of compliance even where regulations may be lagging behind. Our rigorous engagement with suppliers makes respect for human rights and safe working conditions essential pillars. In the coming years, collaboration with our suppliers will be strengthened where we can jointly tackle the challenges of decarbonization and transform them into opportunities. We trust that these are the foundations of strong partnerships with our suppliers, which are essential to co-innovate rapidly and achieve Marelli’s decarbonization goals.

Séréna Salamé, Executive Vice President & Chief Purchasing Officer

Sustainability Spotlight

- **99%** of suppliers have accepted the Supplier Code of Conduct
- **98%** of targeted suppliers engaged in corrective actions or capacity building
- **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

Emphasizing sustainable practices and fostering strong supplier partnerships are vital steps for the automotive industry as it strives to enhance its role in environmental stewardship and innovation. This ongoing transformation is crucial for meeting regulatory and consumer expectations and advancing sustainability goals.



Stakeholder Engagement and Policy Commitment

By 2045, we aim to reach net-zero across our supply chain, transition to using 100% renewable energy by 2030 and increase our use of recycled materials. Achieving these targets requires us to work smarter, create more value and ensure we meet market demands. Engaging our suppliers is key to our decarbonization plans while ensuring business continuity and safe conditions for everyone working in our supply chain.

To continue making progress, we request our suppliers to assess their practices in labor conditions, ethics and compliance, human rights, and health and safety and report them using global standards. This allows us to respond to the different demands of countries and customers.

In 2024, we distributed the Supplier Code of Conduct via a yearly target letter to all active direct and indirect material suppliers. Through this activity, we remind suppliers every year how important respect for sustainability standards is and deploy ESG requirements to which they must commit to be eligible for new business.

Marelli's major requests for supplier commitments are:

- Report the full product carbon footprint (PCF) for Scopes 1, 2 and 3, with mandatory Scope 3 emissions monitoring by 2025 related to products and materials purchased by Marelli
- Develop a decarbonization plan for products and materials purchased by Marelli
- Achieve our emissions reduction goals:
 - o -15% by the end of 2024
 - o -25% by the end of 2025
 - o Net-zero by 2045 for Scopes 1, 2 and 3
- Transit to 100% renewable energy by 2030
- Increase recycled material use by at least 20% by 2025
- Obtain ISO 14001 and ISO 45001 certifications within 18 months for new business eligibility with Marelli
- Undergo sustainability assessments like NQC SAQ, EcoVadis or equivalent within the last 12 months for new business eligibility
- Establish a robust business continuity plan and ensure their suppliers have the same
- Understand and monitor entire supply chain emissions
- Reduce usage of new natural resources
- Minimize waste at manufacturing sites
- Innovate by adopting new recycled materials
- Decrease water consumption in production and within their supply chain
- Engage with stakeholders to reduce environmental impact; encourage their suppliers to follow SA8000 standards
- Comply with all applicable laws regarding substance restrictions and provide necessary reports if requested

Our sustainability commitments are also integrated into supplier agreements through our General Terms and Conditions and Marelli Purchase Agreements (MPA), ensuring uniform compliance with fundamental contractual elements.

Focus On Decarbonization

In 2024, **we onboarded suppliers and encouraged feedback by setting clear expectations.** We also held workshops to raise awareness of data accuracy and sought decarbonization plans. This collaborative approach promotes co-innovation with our suppliers, ensuring alignment with Marelli's sustainability vision.

In 2024, we developed a **structured methodology for CO2 footprint calculation verified by a third party.** It is an automated tool that uses a **hybrid approach**, combining the three methods allowed by the GHG Protocol for emissions counting:

- 1. Primary data** Utilized when suppliers respond to CDP and provide primary emissions data via Product Carbon Footprint (PCF)
- 2. Volume-based** Uses the unit or total weight of components/raw materials multiplied by emission factors informed by suppliers via PCF or using libraries like LCA For Experts and EcoInvent.
- 3. Spending-based** Employed when other data is unavailable, applying average emission factors.

Case Study: Carbon Cube: Marelli's Emissions Management

In 2024, **Marelli launched the Carbon Cube, an emissions management tool** that leverages live ERP data to track and analyze Scope 3.1 emissions across our businesses in real-time, allowing us to follow the evolution on a monthly basis. The tool facilitates the automatic calculation of emissions, allowing for the precise identification of key suppliers with significant emission impacts. **This tool has been instrumental in achieving a 13% reduction in Scope 3.1 emissions compared to the 2022 baseline¹²,** aligning with Marelli's environmental goals. By enabling quarterly oversight by the C-level and the Board, and utilizing detailed supplier data, **the Carbon Cube supports Marelli's ambitious target of a 25% reduction by 2025.**

In 2024, we set the criteria for requesting PCF from direct material suppliers, strengthening collaboration between engineering and purchasing to incorporate emissions considerations into material decisions. Marelli is requesting to continue to develop a structured, feasible and effective CO2 reduction plan for Marelli-related products.

In 2025, we will continue focusing on refining data by introducing precise weight and classification information to ensure correct emission factors for parts.

To encourage greater collaboration, in 2024, we conducted about 40 workshops with our direct material suppliers to align their decarbonization plans with our sustainability strategy.

¹² See Sustainability Dashboard on page 11



We have defined accordingly the decarbonization plan for resins and raw materials, while other classes will follow in 2025. We continue to explore regrinding initiatives by establishing limits of regrind per material, ensuring the technical requirements are met, while reducing the emissions of the materials procured. In 2025, we plan to engage with our top 10 injection mold suppliers on a pilot project to monitor the impact of this initiative on our decarbonization targets. Regarding bio-based and eco-friendly materials, we will explore these options only if specifically requested by a customer or if we identify materials diverted from waste (see page 22 for the tea waste project)

Ensuring Supply Chain Resilience

We continue to closely monitor and map our supply chain’s financial risks by conducting weekly surveillance of direct and indirect suppliers identified as high-risk. As a result, in 2024, we were able to work in a preventive way where high risks were identified, ensuring supply chain resilience. Additionally, we continue to assess and track suppliers’ resiliency risks through a dedicated risk management platform to ensure business continuity. Our latest analyses indicate that 99% of our suppliers present low or medium resiliency risk. Whenever a high-risk is identified, we request that suppliers share their business continuity plans (BCP) and proceed with their evaluation.

Furthermore, we apply resiliency strategies for every business scenario by implementing a comprehensive risk management process from the earliest project stages. When dealing with single-source suppliers, we collaborate with customers to validate alternatives, balancing between local and best-cost country suppliers. This proactive approach strengthens our supply chains, reducing dependency risks and enhancing overall resilience.

Due Diligence

Comprehensive risk analysis, rigorous ESG assessments and proactive capacity building are essential for enhancing supply chain resilience. These elements, alongside strict compliance with regulatory and ethical standards, help mitigate potential disruptions. By safeguarding against environmental and social risks and improving supplier performance, we drive sustainability and gain a resilient position in the market. All nominated direct material suppliers must complete our ESG assessment, covering areas such as business ethics, compliance, human rights, conflict



minerals, OH&S, environment, energy and CO2 emissions. It includes mandatory and optional questions to assess each company’s management systems, policies and practices. The goal is to ensure alignment with Marelli’s sustainability standards and principles across potential partners’ operations and supply chains.

In 2024, we strengthened and fully implemented a structured three-level ESG due diligence process: 1st level: Comprehensive ESG risk mapping Since March 2024, we have been using a global risk intelligence company, providing insights into sustainability, resilience and ESG, to assess approximately 5,000 active suppliers against 48 ESG risk indices,¹³ based on geolocation. This enhancement allows Marelli to incorporate human rights, political risk and environmental factors into our decision-making frameworks and prioritize risks and actions towards suppliers. The use of

¹³ Index 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

this new platform allows us to obtain a comprehensive and holistic risk overview of our suppliers. Moreover, we continue to monitor all global events that might affect our supply chain daily via the risk management platform.

2nd level: In-depth sustainability assessments We use sustainability assessments to evaluate the ESG maturity of our suppliers and assess and mitigate any ESG risks. We improved in 2024 by adopting an **evidence-based methodology to evaluate our suppliers. In 2025, we plan to extend our evidence-based assessment to a broader range of supplier plants, considering the outcome of our risk monitoring described as ESG Level 1.** Based on the responses collected, we will establish threshold criteria for supplier nominations, ensuring alignment with our standards.

3rd level: On-site ESG audits In 2024, **we conducted on-site audits at 50 supplier plants.** These audits, performed by an independent, third party in local languages and according to local regulations, assessed the supplier’s compliance with ESG standards. The 2024 audits revealed that **49 out of 50 suppliers required corrective action plans following identified areas of concern.** After every audit, the auditor prepares a summary of key findings and recommended actions, which, once signed by both the auditor and the supplier representative, constitutes a preliminary agreement.

We recognize suppliers’ varied levels of ESG awareness; accordingly, our audit partner incorporates educational elements into audits and proposes actionable recommendations. Suppliers have three months to develop and submit corrective action plans, which are closely monitored for timely execution. Future audits may be carried out to ensure compliance. If critical issues remain unresolved, we implement an escalation process. The ultimate level of escalation is the interruption of business with the supplier. The supplier is placed on new business hold (NBH), under which they continue fulfilling existing contracts while halting new business nominations and face potential business termination if the non-compliance remains unresolved. For example, in 2024, two of our suppliers were stopped from acquiring new business due to a pending submission of a corrective action plan, with their progress under close monitoring.

We foster a collaborative approach to sustainability by positively reinforcing our suppliers’ efforts. Our global supplier scorecard, which includes ESG criteria, helps us recognize and encourage high-performing suppliers, promoting a culture of continuous improvement. While we ensure compliance to maintain business operations, **in 2025, we will introduce incentive programs that include sustainability awards and possible preferred supplier status.** The first supplier award ceremony held in March 2025 recognized two suppliers for their ESG commitment and decarbonization initiatives. We believe that positive reinforcement motivates suppliers to enhance their sustainability efforts, aligning with our shared vision for a sustainable future.

Conflict Minerals

We consider compliance with conflict minerals regulations to be mandatory for our suppliers. Accordingly, they should furnish comprehensive declarations on their sourcing practices and develop actionable plans to address any non-compliance within their supply chains. **Every year, we request updated Conflict Minerals declarations from all active suppliers of direct materials, covering 3TG as well as cobalt and mica.** We manage each case where the usage of non-conforming smelters or refineries is notified by requesting a dedicated action plan that ensures their replacement with a compliant alternative. **Suppliers must complete the Conflict Minerals Reporting Template and the Extended Minerals Reporting Template annually or submit a formal declaration confirming the absence of conflict minerals in their products.** Non-compliance or failure to respond impacts direct material suppliers’ eligibility for future business opportunities.

In 2024, we made progress with our conflict minerals campaign, **increasing the response rate by 17% and covering most of our suppliers.**

LOOKING FORWARD
In 2025, our focus with suppliers will be on achieving a 25% CO2 reduction in Scope 3.1 towards our net-zero target by 2045. We will work closely with them to enhance the accuracy of product carbon footprint data and increase the use of low-carbon materials, **aiming for our parts to be produced with 100% renewable energy.** We will continue to emphasize the vital importance of proper environmental management, health and safety, and labor conditions in our supply chain, requiring compliance with laws and regulations, plus internal standards and rules. We will continue to reinforce alignment through workshops and co-innovation projects.

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Marelli people



At Marelli, we hold ourselves accountable to the highest labor conditions and human rights standards. Our commitment to health and safety is unwavering, as demonstrated by achieving SA8000 and ISO 45001 certification across key sites. We continue to foster a culture where safety is paramount, ensuring every team member returns home healthy and empowered to contribute to our shared success. Through robust career development initiatives and a culture of continuous improvement, we ensure our team has the resources and environment they need to thrive and innovate.

Sherry Vasa, Chief Human Resources Officer

Employee Engagement, Well-Being, Training & Development

At Marelli, we are driven to create a workplace that champions engagement and well-being, where every employee has the opportunity to grow.

Our focus on transparency, fairness and development supports our people and fuels the resilience needed to navigate industry challenges together.

Our Commitment

At Marelli, our ambition is to create a workplace that excels in employee engagement, well-being, training and development, and ensures fair compensation. **Through initiatives like Do Your Best Work @Marelli and Grow Your Career @Marelli, we emphasize transparency, career growth and continuous learning.** Our training programs enhance employee skills and development, while our structured compensation strategies ensure fairness and alignment with performance.

Do Your Best Work @Marelli

In response to the 2023 GPTW survey results, we have undertaken targeted initiatives to address areas identified for improvement, including enhancing leadership practices and cultivating a culture of trust and transparency. A key component of this endeavor is our **Do Your Best Work @Marelli** initiative, which focuses on improving meeting culture, leveraging digital tools and fostering a strong sense of community.

We prioritize building a strong community by empowering site leaders in our locations worldwide to organize localized engagement sessions and “spirit days” to foster a sense of belonging. Additionally, our quarterly on-site meetings follow a hub-and-spoke model, with content comprising 80% global guidance and 20% local customization.

We introduced key initiatives aimed at **improving communication, developing an internal job**

opportunities program and enhancing career growth, health and safety. Additionally, businesses were tasked with identifying additional focus areas, supported by their Human Resource Business Partners, to ensure consistent regional implementation. This strategic approach, supported by our communications team, reinforces our commitment to cultivating an agile, innovative and inclusive workplace.

	Unit of measurement	2022	2023	2024
Disclosure 2-7: Employees				
Total number of employees (directly employed by Marelli)	Number	50,368	43,585	41,693
- of which women	Number	14,926	12,922.5	12,432
- of which men	Number	35,441	30,662.5	29,261
- of which other	Number	1	0	0
Permanent employees	Number	48,355	42,124	39,959
- of which women	Number	14,155	12,409	11,877
- of which men	Number	34,199	29,716	28,082
- of which other	Number	1	0	-
Temporary employees	Number	2,013	1,461	1,734
- of which women	Number	771	514	555
- of which men	Number	1,242	947	1,179
Full-time employees	Number	49,981	43,229	41,418
- of which women	Number	14,628	12,646	12,224
- of which men	Number	35,353	30,583	29,195
- of which other	Number	-	-	-
Part-time employees	Number	386	356	274
- of which women	Number	298	277	208
- of which men	Number	88	80	66
- of which other	Number	-	-	-

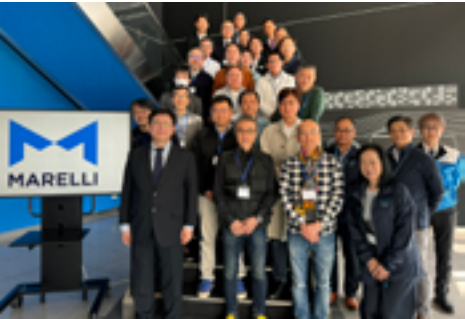
Grow Your Career @Marelli

At Marelli, we recognize the importance of transparency in career development, promotion and recruitment processes. Providing clear and accurate information in these areas is crucial for building trust and fostering a positive work environment. **We've enhanced transparency in recruitment activities by implementing the SuccessFactors recruitment module.** This platform provides detailed job descriptions outlining roles, responsibilities and qualifications. Automated notifications keep internal and external candidates updated on their application status, while the self-service portal allows them to access real-time updates and track their application journey firsthand.

Internally, **all non-confidential positions are posted on Marelli's internal career site**, providing current employees with visibility into new opportunities and enabling them to manage their career progression proactively. We believe transparency towards our current workforce is just as crucial as it is for external candidates, and we are devoting resources to ensure that our internal processes align with this standard.

We aim to ensure **new employees have a supportive and informative start with a 30-day check-in program and feedback collection through surveys after completing the Welcome Aboard e-learning module.** New hires also go through a 90-day orientation series, after which another feedback survey is administered. These structured touchpoints help us continuously evaluate and improve our onboarding process.

Continuing to follow up on the GPTW results, **in 2024 we committed to strengthening our career management and training initiatives to promote the growth and development of our employees.** One of our key projects, the Grow Your Career @Marelli initiative, aims to standardize career paths and develop a cohesive job catalog. Through this initiative, we define compensation structures and detailed job descriptions to help our employees map their careers effectively within our organization. *Read more about career advancement on page 72.*



At the same time, we emphasize training through focused initiatives. While we are still establishing a formal policy, **we plan to introduce career conversations to help employees and managers work together to identify career goals and necessary skills development in alignment with our commitment to provide structured learning and development paths.** This conversation complements and extends beyond the performance evaluation process.

	Unit of measurement	2023	2024
Disclosure 404-3: Percentage of employees receiving regular performance and career development reviews			
Number of employees receiving regular performance and career development reviews	number (head count)	26,333	27,056
- of which women receiving regular performance and career development reviews	number (head count)	7,061	7,159
- of which men receiving regular performance and career development reviews	number (head count)	19,272	19,897
Executive (Directors and above)	number (headcount)	450	433
- of which women receiving regular performance and career development reviews	number (head count)	69	68
- of which men receiving regular performance and career development reviews	number (head count)	381	365
Manager	number (head count)	2,857	2,838
- of which women receiving regular performance and career development reviews	number (head count)	468	481
- of which men receiving regular performance and career development reviews	number (head count)	2,389	2,357
Salaried	number (head count)	8,534	8,760
- of which women receiving regular performance and career development reviews	number (head count)	2,245	2,302
- of which men receiving regular performance and career development reviews	number (head count)	6,289	6,458
Hourly	number (head count)	14,492	15,025
- of which women receiving regular performance and career development reviews	number (head count)	4,279	4,308
- of which men receiving regular performance and career development reviews	number (head count)	10,213	10,717

Note: Marelli started reporting this indicator in 2023
For total number of employees, please check GRI 2-7



Performance Evaluation and Succession Planning

At Marelli, we have developed a meticulous approach to performance review and succession planning, **fostering a culture of continuous improvement and leadership readiness**. Our yearly performance review system encompasses all salaried employees, except for specific exclusions based on regional contracts and agreements, such as in Germany and Thailand. This ensures that we maintain a comprehensive evaluation framework that assesses employee performance against established criteria and provides a basis for professional development. For hourly employees, although performance reviews are conducted locally and not tracked in our central systems, we use the criteria of attendance and productivity to guide evaluations.

Succession planning at Marelli is integral to our strategy to maintain operational resilience and leadership continuity. **We conduct talent and succession reviews using a structured, phased approach**. In June and July, we focus on critical positions within our plants, such as Plant Manager, Plant HR Manager and Plant Finance Controller. This process involves an in-depth assessment of incumbents’ strengths, areas for improvement and future potential.

In September, we extend this process to all managerial positions, ensuring we have a strong pipeline of ready-now, ready-soon and emerging-potential candidates for key roles. This extensive exercise involves collaboration across HR leadership teams to identify potential successors, assess their readiness and develop tailored development plans. These efforts 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.

GPTW survey result in 2023

Marelli Trust Index: **56%**
Overall statement: **58%**

Pulse survey result in 2024

Marelli Pulse Survey Trust Index: **70%**
Overall statement Pulse Survey: **59%**

	Marelli Global Pulse Survey 2024	Marelli Global GPTW Survey 2023	Overall sentiment
Health & Safety: This is physically a safe place to work	87%	76%	↑ 11%
Learning: I am offered training or development to further myself professionally	62%	47%	↑ 15%
Communication: Management keeps me informed about important issues and changes	70%	51%	↑ 19%
Career Growth: Management does a good job assigning and coordinating people	63%	50%	↑ 13%
Communication: Management's actions match its words	63%	48%	↑ 15%
Overall: I have seen improvements in my site since the last 2023 GPTW survey	59%	58%	↑ 1%

Employee Satisfaction Survey

At Marelli, we are committed to cultivating a workplace where employees feel valued, heard and empowered. In response to key improvement areas identified by the 2023 Great Place To Work survey - specifically in Health & Safety, Learning, Communication and Career Growth - we initiated the **Pulse Survey** in 2024. This effort aimed to gather employee feedback to assess the effectiveness of our implemented improvement actions.

Our survey, conducted via Microsoft Forms, targeted a random sample of 30% of our workforce (37,441 employees) to ensure unbiased representation. We achieved a 27% response rate of the total eligible population, gathering diverse insights by being anonymous and providing multilingual options. **The Pulse survey showed notable improvements compared to the 2023 GPTW results in all observed areas, with the greatest improvement in management communication (+19%), learning and development (+15%) and workplace safety (+11%), along with a 14% rise in our trust index.** While overall perceptions improved by 1%, we recognize the need for further progress.

Our takeaway highlights the critical importance of **fostering continuous, honest feedback and taking decisive action** based on the insights we receive.

Employee Health and Well-being

We prioritize employee health and well-being by **promoting a supportive and flexible work environment**. While we have not yet formalized a global policy on employee health and well-being, we support 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 working model**, understanding that different regions have different needs. We established a global guideline suggesting at least two days of in-office work a week to 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 a high level of flexibility to appropriately address workforce 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 cultural specificities and goals.

To strengthen our sense of community, **we have introduced “No Meeting Wednesdays,”** a day dedicated to encouraging in-person interaction and enriching workplace connections. This initiative provides an opportunity for face-to-face team meetings and social gatherings, enhancing team cohesion and revitalizing our collaborative spirit. By promoting these in-person interactions, we aim to restore the vibrant dynamics that remote work may have diminished.

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.

Case Study: Employee health and well-being in the UK

In 2024, Marelli in the United Kingdom implemented several targeted campaigns to address the main health concerns of its employees. **Key campaign topics included men’s health, mental health, lifestyle and work-life balance**. The team relaunched the local vitality program, introduced supportive policies, trained line managers, engaged and trained volunteer colleagues as health advocates, signposted resources including external agencies, provided health facts and advice and held interactive awareness sessions.

Some of the main initiatives included the **‘Take a Break’ campaign**, offering free hot drinks, snacks and magazines for a refreshing pause, as well as efforts to encourage physical activity through gym membership promotions and special discounts. Additionally, awareness sessions on prostate and testicular cancers were conducted with our occupational health provider, which aligned with broader health awareness campaigns.

Training and Development

In 2024, we focused our efforts on cultivating a strong learning culture by creating training and development initiatives that address the changing needs of our business and customers while at the same time nurturing our employees’ growth and enhancing our organizational resilience. Additionally, various projects initiated in 2022 and 2023 continue to be maintained, emphasizing the internalization and strengthening of these efforts. **Key to our strategy is a comprehensive learning framework that addresses both leadership and technical skills**. Our programs support new and current employees at all levels, enhancing engagement, upskilling and reskilling to strengthen our competitive edge. We also employed a data-driven approach to learning content development, focusing on customized courses, simplifying and standardizing global content for local use and aligning it with business needs.

Global Learning and Development Initiatives - Career and upskilling training (all employees)										
Gender	Total HC	Total training hours	Total HC trained (unique count)	% HC trained		Grade	Total HC	Total training Hours	Total HC trained (unique count)	% HC trained
Male	29,261	29,579	4,286	15%		Executives	462	1,436	284	61%
Female	12,432	10,751	1,483	12%		Manager	2,925	16,690	2,634	90%
						Salaried	9,867	10,056	1,970	20%
Total	41,693	40,330	5,769	14%		Hourly	28,439	12,148	881	3%
						Total	41,693	40,330	5,769	14%

Global Learning and Development Initiatives - Career and upskilling training (salaried & above)										
Gender	Total HC	Total training hours	Total HC trained (unique count)	% HC trained		Grade	Total HC	Total training Hours	Total HC trained (unique count)	% HC trained
Male	10,066	20,819	3,652	36%		Executives	462	1,436	284	61%
Female	3,188	7,363	1,236	39%		Manager	2,925	16,690	2,634	90%
						Salaried	9,866	10,056	1,970	20%
Total	13,253	28,182	4,888	37%		Total	13,253	28,182	4,888	37%

	2023			2024			2024 vs 2023			
Employee grade	Female	Male	Total	Female	Male	Total	Female	Male	Total	Delta %
Executives	902	4,160	5,063	1,116	4,508	5,624	214	347	561	11.09%
Managers	15,826	59,929	75,755	21,080	75,543	96,623	5,254	15,615	20,869	27.55%
Salaried	24,379	59,074	83,452	30,194	71,768	101,962	5,815	12,694	18,510	22.18%
Hourly	46,748	235,094	281,842	61,117	191,601	252,718	14,369	-43,493	-29,124	-10.33%
Total	87,855	358,257	446,112	113,507	343,421	456,927	25,652	-14,836	10,815	2.42%
Training category	Female	Male	Total	Female	Male	Total	Female	Male	Total	Delta %
Business Ethics and Compliance	325	875	1,200	534	1,154.50	1,688.50	209.00	279.50	488.50	40.71%
Cybersecurity and Data Privacy	7,718	20,420	28,138	6,920.26	16,744.65	23,664.91	-797.74	-3,675.35	-4,473.09	-15.90%
Diversity, Discriminations and Harassment	606	860	1,466	1,885.79	4,121.71	6,007.50	1,279.79	3,261.71	4,541.50	309.79%
Health and Safety	26,104	116,942	143,046	27,580.28	112,895.78	140,476.06	1,476.28	-4,046.22	-2,569.94	-1.80%
Human Rights	3,652	11,350	15,002	9,221.77	23,531.60	32,753.37	5,569.77	12,181.60	17,751.37	118.33%
Manufacturing Management System	2,920	13,636	16,555	18,424.75	39,373.17	57,797.92	15,504.75	25,737.17	41,242.92	249.13%
Others	46,529	194,175	240,704	48,939.79	145,599.32	194,539.10	2,410.79	-48,575.68	-46,164.90	-19.18%
Total	87,855	358,257	446,112	113,507	343,421	456,927	25,652	-14,836	10,815	2.42%

	Leadership Accelerator Program @Marelli (LEAP)	Leadership Essentials @Marelli (LEM)
Program overview	Learn leadership through coaching, communication, change management and team engagement, focusing on empowerment and team potential.	Guide new managers in transitioning to effective leaders by developing skills in team management, communication, coaching and delegation.
Target audience	Experienced Leaders	First-time Managers
Duration	32 hours - (Modules - 24h + Action Learning Project - 8h)	16 hours
Structure	6 modules (2 months) + 1-month Action Learning Project	4 modules (1.5 months)
No. employees trained	79	77
Total training hours	1,728	936

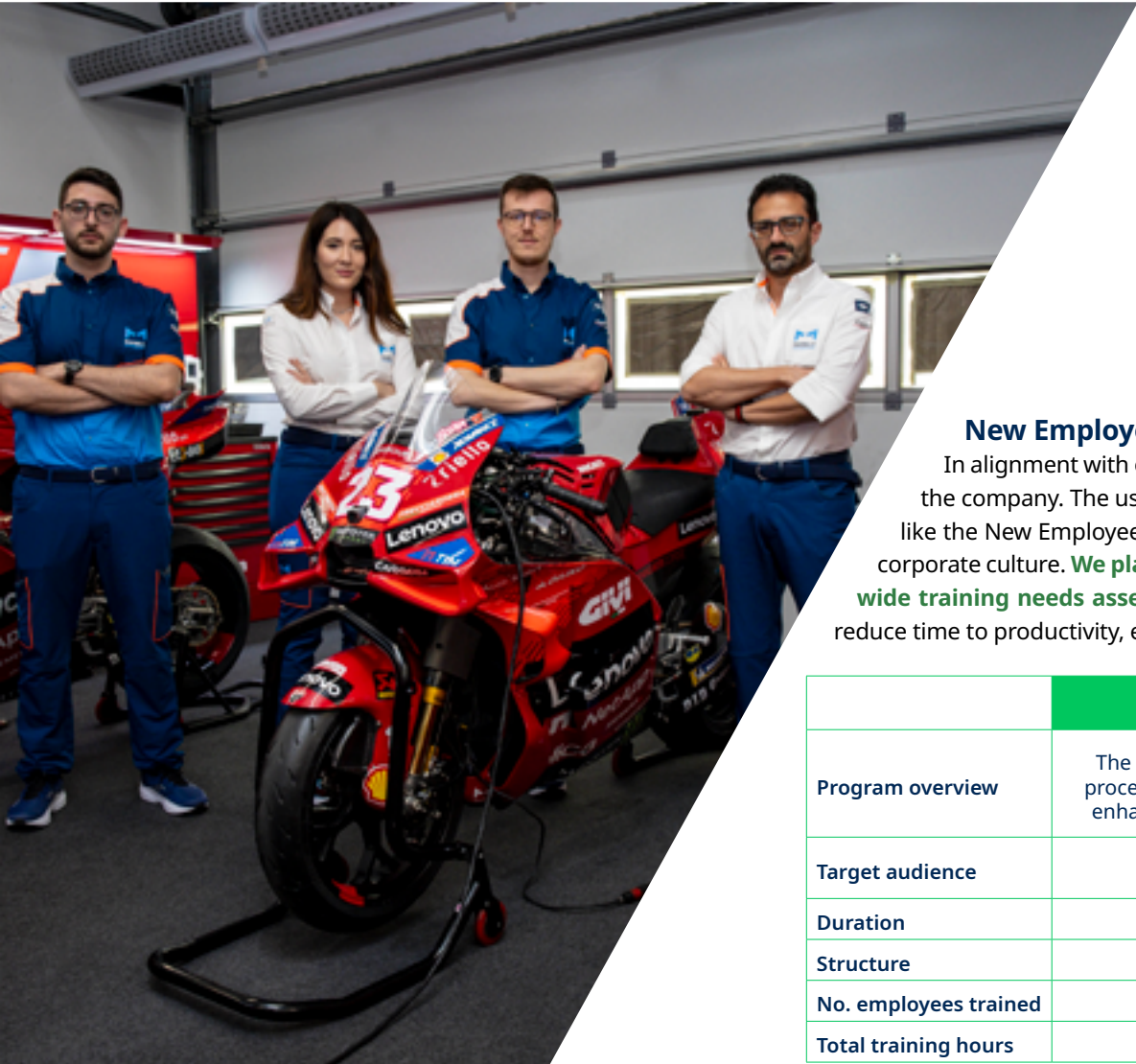
Leadership Programs

In terms of leadership development at Marelli, our **Leadership Essentials (LEM)** and **Leadership Accelerator Program (LEAP)** target new managers and high-potential middle managers, respectively. These programs involve modules covering essential management skills such as **effective communication, change leadership and decision-making**.

Technical Training Programs

We implemented targeted technical training programs focused on specific expertise areas to optimize resources and develop a talent pipeline aligned with our strategic goals. Among these are the artificial intelligence fundamentals and change management fundamentals courses. Our HR Academy rolled out specialized training for the HR community, such as the Excel for People & Rewards and the Integrating Sustainability into P&R program, ensuring that our internal processes run smoothly and efficiently. In Finance, we expanded our Finance for Non-Finance training program with advanced courses to enhance Marelli employees’ understanding of financial aspects in customer projects, aligning it with Project Management Fundamentals, guiding learners through key activities of the Finance Functional Project Leader (FPL) in the Project Lifecycle. Our employees also appreciated the problem-solving training, launched in 2023. We introduced the second level of the program in 2024 to tackle problem-solving challenges faced by Marelli Manufacturing and Quality employees. This level features modules on IS/IS NOT, FTA, and Graphical Analysis, developed based on insights from a training needs assessment survey.

	Excel for People & Rewards	Change Fundamentals	Integrating Sustainability into People and Rewards
Program overview	Enhances HR skills with practical exercises for intermediate Excel users on Conditional Formatting, Pivot Tables, Charts, Basic Formulas, and Logical Formulas.	Focuses on managing change through discussions and examples, enhancing effectiveness in leading change at Marelli.	Enhances understanding of sustainability reporting and HR's role, emphasizing accurate training data management.
Target audience	People & Rewards	Salaried and above employees	- All Learning Management System Local Administrators (HR Country Managers, HRLDs & HR Site Managers as optional)
Duration	4 hours	Batch 1: 2.5 hours & Batch 2: 2 hours	1.5 hours
Structure	4 training sessions	1.5 training sessions + 30 min. Q&A sessions	4 modules (1.5 months)
No. employees trained	236	445	117
Total training hours	495.25	944	186



	Finance for Non-Finance: Project Finance	Problem-Solving – Level 2
Program overview	The third module aims to boost financial knowledge of customer projects, aligning with Project Management Fundamentals, and guides learners through the Finance FPL's key project activities.	The second level consists of IS/IS NOT, FTA, and Graphical Analysis modules, developed from a survey identifying Marelli employees' key problem-solving challenges.
Target audience	All salaried and above employees	Salaried and above employees Manufacturing & Quality
Duration	1 hour	5.5 hours (all modules combined)
Structure	1 training session + 1 Q&A session	3 modules
No. employees trained	211	441
Total training hours	301	1,708

New Employee Learning

In alignment with our commitment to employee development, we have introduced a **structured onboarding process** that seamlessly integrates new hires into the company. The use of SuccessFactors for recruiting and onboarding ensures a consistent and standardized employee experience. At the same time, initiatives like the New Employee Orientation (NEO), New Manager Orientation (NMO) and the New Leader Integration (NLI) series help new employees adapt swiftly to our corporate culture. **We plan to enhance this framework in 2025 by developing the New Engineer Orientation (NEngO). In 2025, we will also conduct a company-wide training needs assessment for all salaried employees.** This will allow us to tailor our learning programs to the specific requirements of our workforce and reduce time to productivity, ensuring that our employees are equipped with the skills they need to succeed in a rapidly changing industry.

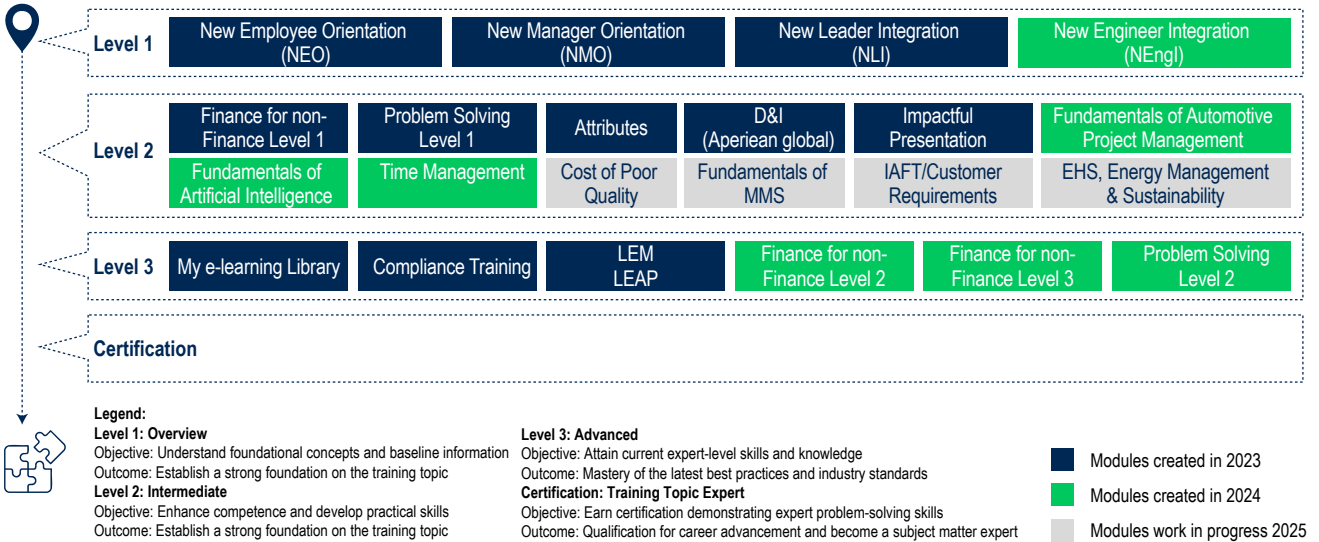
	New Employee Orientation (NEO)	New Manager Orientation (NMO)	New Leader Integration (NLI)
Program overview	The program aligns new hires with Marelli's culture, processes and priorities through mandatory modules, enhancing role effectiveness within the first 90 days.	The program equips new managers with tools to align team management with Marelli's global standards within their first 90 days.	The program ensures new leaders quickly integrate into Marelli's culture and business expectations.
Target audience	New hirings all grades	New People Managers (hired or promoted)	Newly hired and promoted employees (directors and above)
Duration	7 hours	3 hours	1.5 hours
Structure	29 modules	8 modules	1 module
No. employees trained	1,479	30	72
Total training hours	18,210.90	35	108

2024 Plant Learning Program

In 2024, as outlined in the Plant First Strategy, **we successfully rolled out the Plant Learning initiative to enhance skills across critical roles within our plants** - specifically targeting Plant Managers, Plant Controllers, and Plant HR Managers. Aligned with the Chief Human Resources Officer’s priorities for 2023 and 2024, this strategy emerged from a comprehensive learning needs assessment conducted in 2023. It engaged 83% of Marelli’s plants and 80% of HR representatives across APAC, EMEA, North and South America. The assessment identified common learning needs across various areas, including leadership, compliance, innovation and functional skills. The strategy encompasses all plants and divisions, catering to new hires and existing employees, by offering modules that range from foundational to advanced, tailored to role-specific requirements. A calendar-based approach facilitates quarterly rollouts, supported by open enrollment through self-nomination, ensuring wide participation. The training is designed to help learners progress from foundational understanding to expertise, with modules covering a broad spectrum of skills from leadership and finance to technology and quality management. This initiative marks

Sustainability Spotlight

- **83%** of plants and **80%** of HR representatives engaged in the Plant Learning Program



Sustainability Spotlight

Marelli’s first global standardization of training programs, integrating insights from internal subject matter experts to deliver consistent and impactful learning experiences.

Marelli’s AI (Maya) users increased by **48%**, saving an average of **30 min** in daily productivity

Through our training and development initiatives, Marelli is committed to fostering an environment where career development and training are prioritized. We ensure that all our employees have the tools and opportunities to thrive in their roles and advance within Marelli. We also provide options for retraining and redeploying employees whenever needed and possible, particularly highlighting opportunities in the research and development field.

Case Study: Artificial Intelligence Training Program

Our Artificial Intelligence training program was designed to upskill Marelli employees in AI and address the pressing challenges of staying competitive in a rapidly evolving market where AI proficiency is increasingly vital. By building a learning journey focused on **educating, upskilling and reskilling our workforce in AI**, we aim to establish a significant competitive advantage, particularly through our internal AI tool, Maya. Our goal was to raise awareness of AI’s potential impact on daily work processes to boost productivity.

We examined data to understand AI trends and identified potential applications in Engineering, Quality, HR, Finance and Manufacturing to increase productivity. This initiative is the first step in a four-part learning journey customized for various roles in our company. The training modules are designed to be clear and personalized, following adult-learning principles. Our virtual classroom sessions, paired with live Q&A, offered an interactive experience that encourages peer learning and knowledge sharing.

In 2024, we successfully conducted three editions of the AI Fundamentals course, delivering 3,139 training hours to 2,109 employees. Participants rated the training highly, with an average score of 4.4 out of 5. This initiative taught us the importance of consistent AI understanding across all levels of Marelli. Exploring different use cases with Maya requires experimentation and structured databases. Future modules will emphasize hands-on learning and AI application, collaborating closely with our internal Subject Matter Experts (SMEs). By leveraging these internal resources, we developed a cost-effective training program. Since its rollout, **Maya users have increased by 48%, with employees saving an average of 30 minutes in daily productivity.** This program underscores our commitment to preparing our workforce for the future and sustaining our competitive edge.

FAIR COMPENSATION

Our Commitment

At Marelli we are committed to ensuring fair and competitive compensation for our employees. Accordingly, we align remuneration with performance, skills and adherence to our company values. In 2023, we introduced a group-level **Short-Term Incentive Plan**, tying a portion of employee bonuses to **specific business targets, including energy efficiency and emissions reduction objectives**.

New Career Advancement Strategy

The 2023 Great Place To Work (GPTW) survey results highlighted the need to improve “recognition opportunities” and “compensation structures”. After in-depth analyses, in 2024, we introduced a new career advancement strategy to harmonize our compensation strategy, job titles and descriptions globally. **Our objective was to fully ensure clarity and fairness, guaranteeing employees a transparent path for professional growth.** At the core of this strategy is the previously mentioned “Grow Your Career @ Marelli” initiative, which offers a structured pathway for advancement centered on skills development and performance alignment to foster unbiased career progression.

We are developing a framework called **Job Architecture, which classifies jobs by nature and level to provide clarity on roles and progression.** This system will address issues like inconsistent titles and salary discrepancies, striving towards equitable compensation and clearer career paths aligned with Marelli’s broader vision. Job Architecture will highlight talent gaps and standardize job titles, ultimately enhancing employee satisfaction and organizational alignment.



Ensuring Wage Equality

By implementing the Job Architecture framework alongside market-based compensation strategies, we will ensure equitable compensation for all employees. **We conduct role-based market pricing to ensure that our employees are compensated in accordance with their job market value, considering factors such as the country’s**

specific economic conditions and the job’s geographical location. Furthermore, we have established pay guidelines to prevent disparities, ensuring individuals are not compensated below 70% or above 120% of the market rate for their specific roles. This process is part of a broader commitment to transparency and equity, where employees can see how their roles align within the company’s structure and are informed on how decisions around compensation, promotions, and career progression are made.

Employee Remuneration

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. The 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 the NGHCC, where necessary. Management is tasked with establishing remuneration frameworks for the workforce and updating the NGHCC accordingly.

Ratio of basic salary of women to men

	2023	2024
Executives	110.15%	102.33%
Managers	85.82%	96.23%
Employees	79.17%	80.25%
Workers	84.6%	81.73%

Note: Marelli started reporting this indicator in 2023. 2023 data has been restated as we observed a mistake in the calculation. The ratio has been calculated using the basic salary.

	2023	2024
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 ¹
Percentage increase in annual total compensation for the organization's highest-paid individual	0	0
Median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	7	6

In terms of termination payments and minimizing the negative effects of layoffs, Marelli offers different support based on country-specific requirements, ensuring compliance with local laws and collective bargaining agreements. We utilize government programs, like the Compulsory Layoff Fund in Italy, to mitigate the impact on employees and consistently provide resources such as outplacement services and severance packages to support affected employees.

Incentives

Since 2023, we had sustainability targets as part of the Short Term Incentive Plan (STI). While in 2024 only the emission targets were part of the short-term incentives for executives, by 2025, all the ESG targets had become mandatory performance goals for all employees. The STI system is structured to provide corporate bonuses for managers and above, supervisor bonuses and local bonuses that vary by country. These bonuses consider corporate and business performance factors, ensuring alignment with Marelli’s overall goals and sustainability objectives.

Employee Benefits

We strive to provide customized and competitive benefits to our employees across all locations, prioritizing their well-being by ensuring access to benefits that cater to their unique needs. The benefits we offer aim to support our employees work-life balance such as child care and remote working options, together with supplemental health insurance, long and short term disability and pension funds, and variable local bonuses, among others. Recognizing the importance of these benefits in attracting and retaining skilled talent, we regularly review and adapt our offerings to align with industry standards and legal requirements. For example, we are harmonizing benefits within countries to support employees transitioning between locations, addressing any discrepancies in their benefits.

Union agreements significantly influence many of our benefits. For instance, non-occupational medical and healthcare services are offered to hourly and salaried employees in countries where these are negotiated through collective bargaining agreements (CBA). In countries where CBAs and local regulations allow, our employees can use healthcare services during working hours covered by paid leaves. Other healthcare benefits provided to employees not mandated by CBAs but agreed through local benefit policies could cover, for instance, dental insurance, critical illnesses, weight loss drugs, etc. to help reduce overall healthcare costs.

Benefits provided to full-time employees that are not provided to temporary or part-time employees		
	2023	2024
Life insurance	70%	70%
Health care	78%	78%
Disability and invalidity coverage	61%	61%
Parental leave	100%	100%
Retirement provision	61%	61%
Stock ownership	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%

Note: Marelli started reporting this indicator in 2023.

By leveraging market insights, we have introduced benefits like parental leave and life insurance in all countries where we operate, ensuring comprehensive support for our employees’ well-being.

¹ 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.

Living Wage Assessment

We are committed to conducting a living wage assessment by 2025 to evaluate our employees' wages against a living wage benchmark. This initiative aims to ensure that our compensation aligns with market standards, reinforcing our commitment to social equity and the well-being of our employees. We acknowledge the complexity of this task, especially in countries where living wage data is not readily available, and are actively educating ourselves through resources provided by the UN Global Compact to implement this effectively. **This effort underscores our dedication to providing equitable compensation and supporting our employees' financial security.**

Case Study: International SOS

In our commitment to safety and responsibility, we have partnered with International SOS. This collaboration addresses issues such as limited emergency support coverage, delayed traveler data, inadequate risk management and discrepancies in duty of care policies.

International SOS provides comprehensive global support through its expansive **network of over 1,000 locations in 90 countries, 64 clinics and 26 assistance centers**. As of 2024, we have observed significant engagement with 667 active app users, resulting in over 3,000 sessions. Our workforce has accessed 101 doctor referrals and support for five cases, including four medical and one security instance. This service is delivered by a network of 104,800 audited providers across 239 countries and territories, offering services such as medical evacuations and travel advice.

The initiative has **strengthened our duty of care and compliance standards, standardized emergency crisis response and improved accessibility** via the International SOS app. We have minimized reliance on local HR teams by distributing 1,703 pre-advisory emails to keep employees informed and prepared. We were able to obtain real-time data on traveler locations and requirements. With these enhancements, we've expanded geographic coverage and raised policy awareness, ensuring compliance with duty of care standards and improving traveler safety awareness.

Through this process, we have learned valuable lessons about deploying global initiatives, navigating GDPR and data privacy compliance, and incorporating employee feedback for program adjustments.



Diversity & Inclusion

At Marelli, we are committed to fostering a diverse, equitable, and inclusive workplace where every employee feels valued and empowered. As a truly global partner with a rich heritage spanning five continents, the diversity of cultures, locations, and perspectives drives our innovation and success.

Our Commitment

In 2024, despite cost austerity measures, Marelli continued to pursue diversity and inclusion (D&I) initiatives. While some companies scaled back their ambitions, we remained steadfast in our commitment to diversity and inclusion. **We believe diverse teams provide valuable perspectives that enhance business management, fuel innovation, and contribute to our long-term success.** The results of our 2023 Great Place to Work (GPTW) survey highlighted employee recognition of our efforts, with 78% feeling they are treated fairly regardless of race or ethnic origin, 77% believing they are treated equitably regardless of sexual orientation and 76% viewing Marelli as a physically safe place to work. These are global results, but local specificities are reflecting varying strengths and weaknesses in Marelli's D&I culture. GPTW has helped us identify the countries where we need to focus our attention to enhance our employees' understanding of D&I. Marelli's Diversity and Inclusion initiatives are focused on fostering a varied and inclusive workplace. We respect each person's unique characteristics, such as **origin, education, race, color, ethnicity, nationality, sexual orientation, gender identity, marital status, religion, age, disability, cultural background, and veteran status.** We bring this ambition to life through the new [Code of Conduct](#), Human Rights Policy, and a broad range of initiatives through our employee resource groups (ERGs).

Pivotal to our D&I strategy is volunteer participation in ERGs. In 2024, we observed increases

across all groups, although this was outbalanced by an 18% decrease in the Marelli Women ERG, due to layoffs related to plant closures. *[Read more about plant closures and layoffs in the Labor Relations chapter on pages 83-84].* However, the growing engagement of hourly employees in these groups is encouraging. This year, **the ERGs concentrated on several key areas, including mental health support, LGBTQIA+ inclusion, cultural diversity awareness, and the development of women**, reflecting the company's comprehensive approach to cultivating an inclusive organizational culture.

	Unit of measurement	2022	2023	2024
Disclosure 405-1 (a): Diversity of governance bodies and employees				
Total number of employees in Top Management	number (head count)	571	460	462
- of which female	number (head count)	72	69	74
- of which male	number (head count)	499	391	388
Total number of Managers	number (head count)	3,632	2,941	2,925
- of which female	number (head count)	585	484	495
- of which male	number (head count)	3,047	2,457	2,430
Total number of Salaried Employees	number (head count)	13,220	9,942	9,867
- of which female	number (head count)	3,783	2,641.5	2,619.0
- of which male	number (head count)	9,437	7,300.5	7,248.0
Total number of Hourly Employees	number (head count)	32,945	30,242	28,439
- of which female	number (head count)	10,486	9,728	9,244
- of which male	number (head count)	22,458	20,514	19,195
- of which other	number (head count)	1	-	-
Total number of employees belonging to vulnerable groups and minority groups (e.g. employees with disabilities)	number (head count)	403	387	370

D&I Governance

The D&I program and targets are 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, formed by 10 employees of various functions, including the CEO and CHRO, helps track Marelli's progress toward our D&I goals and ensures program effectiveness.** The Diversity and Inclusion team, comprised of employees from different 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.



Name: David Slump

Title: CEO

Council Role: Global Sponsor



Name: Sherry Vasa

Title: CHRO

Council Role: Global Sponsor



Name: Vinita Shrivastava

Title: Head of Talent & Development

Council Role: Global Chair



Name: Irene Vacirca

Title: Electronics

Council Role: Member



Name: Oliver Herkert

Title: Communications

Council Role: Member



Name: Darina Kovacicova

Title: Head of RTR (GBS)

Council Role: Member



Name: Fang Xu

Title: Plant Manager of Wuhu

Council Role: Member



Name: Lory Dos Santos Cruz E Silva

Title: Aftermarket

Council Role: Member



Name: Simone Alves Andreade

Title: ICT Planning

Council Role: Member



Name: Mayumi Sakata

Title: Commercial & Marketing

Council Role: Member

While our D&I governance framework and the [Marelli Code of Conduct](#) clearly define our approach to diversity and inclusion, **we recognize the need to strengthen our D&I governance by signing the United Nations Women's Empowerment Principles.**

Gender Equality and Equal Pay Monitoring

Operating in a male-dominated industry, we acknowledge challenges in attracting and retaining a proportional representation of female employees. At Marelli, we are committed to implementing concrete measures to create a favorable environment where all employees can collaborate at their best. Notably, we have increased female representation in our leadership from 11% to 16% over the past three years. Additionally, 40% of Board and 28% of the Group Executive Committee (GEC) are women.² These achievements reflect the continuous progress we are committed to maintaining across all organizational levels. **However, due to a downturn in the auto industry impacting our workforce strategies, we have revised our 25% target for women in director-level and above positions to 2028, rather than 2025. In the meantime, we aim for an 18% representation by the end of 2025, aligning our goals with the current business environment while ensuring steady and sustainable progress.** Several global and local initiatives support this goal. To retain a proportional female representation in our company at the same level as our society, we observed a lower

² Both GEC and board are composed by individuals over the age of 50 from several different nationalities.

return rate from parental leave among our female employees than their male counterparts based on our 2023 reported data. Thus, Marelli began structuring a response in 2024 to create a supportive environment for mothers transitioning back from parental leave, retaining our talents. Complementing these efforts, we have launched the **Welcome Back Program for New Moms, designed to retain and motivate returning mothers through comprehensive support.** The program includes personalized planning before maternity leave and provides comprehensive onboarding upon return. It emphasizes flexible working arrangements to help balance personal and professional responsibilities and plans to include lactation rooms. The pilot was introduced in 2024 in Brazil. **Our aim for 2025 is to cover 30% of Marelli plants in the Czech Republic, China and Brazil.**

	Unit of measurement	2022	2023	2024
Disclosure 401-3: Parental leave				
Total number of employees that were entitled to parental leave	number (head count)	36,619	43,504	41,693
- of which female	number (head count)	11,217	12,917	12,432
- of which male	number (head count)	25,402	30,588	29,261
Total number of employees that took parental leave	number (head count)	2,919	1,920	1,818
- of which female	number (head count)	1,288	859	781
- of which male	number (head count)	1,631	1,061	1,037
Total number of employees that returned to work in the reporting period after parental leave ended	number (head count)	2,622	1,428	1,511
- of which female	number (head count)	1,009	464	507
- of which male	number (head count)	1,613	964	1,004
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)	2,142	1,135	1,102
- of which female	number (head count)	767	373	315
- of which male	number (head count)	1,375	762	787
Total number of employees that returned to work following parental leave in the previous reporting periods	number (head count)	-	2,663	1,428
- of which female	number (head count)	-	1,030	464
- of which male	number (head count)	-	1,633	964

Note: 2023 has been restated due to data quality improvements.

Case Study: Marelli Women Magnolia Program

The Magnolia Program, launched in 2023 at our US plants, exemplifies our commitment to fostering diversity and inclusion through comprehensive career development. Specifically designed for our salaried and hourly female employees, **this program aims to enhance leadership skills and boost confidence as participants pursue future roles within Marelli.** Over a 12-month period, we provide a holistic development experience that includes training, shadowing, networking and the execution of an entrepreneurial project. With the enthusiastic support of 10 dedicated internal mentors, our first cohort saw seven employees successfully graduate in 2024, setting a benchmark for our operations. The program's success in the US has inspired us to expand its reach to Brazil by 2025, adapting materials to fit the local culture and needs. This initiative showcases our dedication to nurturing new leaders and retaining talent, reinforcing effective people management, and aligning with our global diversity objectives.

In 2025, we will further reinforce this commitment by launching the Women Fast Track Development Plan, an initiative designed to identify and prepare female workforce members for advancement through thorough succession planning, thereby addressing significant career advancement gaps.

On the pay equity front, **Marelli is conducting a thorough pay gap analysis as part of a global framework to identify and rectify disparities, ensuring fair compensation across roles and locations.** The pay equity project started at the beginning of 2024 with the creation of a comprehensive job catalog and job description alignment, followed by the collection and analysis of employee compensation data - including salaries, bonuses and demographic details - to identify any pay disparities related to gender, race or other demographics. We benchmark this data against industry standards to identify areas for adjustment. Disparities that legitimate factors like performance or experience cannot justify lead to an action plan that may include salary adjustments to prevent future inequities. **In 2025 and 2026, we are committed to advancing pay equity. Before we begin this process, our primary focus in 2025 will be to continue analyzing our overall career framework.** This will ensure we have the comprehensive data necessary to address and implement pay equity initiatives effectively. Additionally, the project includes training to increase awareness about pay equity and unconscious biases among management and salaried employees, fostering a culture of fairness and inclusivity.

D&I Risk Assessment

Aligned with Marelli's commitment to the United Nations Global Compact (UNGC), **conducting a D&I risk assessment is crucial to ensuring that our global operations respect diverse cultural backgrounds and uphold strict no-tolerance policies against discrimination and harassment.**

To identify risk "hot spots," we utilize the country risk evaluations provided by a third-party risk mapping platform. Among the 48 indices monitored for Marelli, the most relevant for D&I are "Discrimination in the Workplace"³, "Sexual Minorities"⁴ and "Women's and Girls' Rights"⁵. We have compiled a comprehensive list of Marelli operations that have received a critical score based on the risk mapping platform's country-specific assessments. These results are cross-referenced with the 2023 GPTW outcomes from the corresponding countries.⁶

This approach allows us to validate the findings and prioritize actions to mitigate D&I-related risks in those areas.

Additionally, GPTW results serve as a guide for D&I actions by enabling internal benchmarking. This approach allows us to develop a roadmap considering countries with outstanding and lower performance in inclusion-related statements. By learning from high-performing regions and addressing areas needing improvement, we can strategically enhance our global inclusion efforts.

Our plans for 2025 include deeper cultural understanding and more targeted well-being support. We will place a stronger emphasis on awareness programs that promote the inclusion of minority and vulnerable groups. Our initiatives will focus on increasing the representation of women in our workforce, ensuring wage equality, and addressing unconscious bias across all levels and in all stages of our employees' career paths.

▶▶ LOOKING FORWARD

Looking ahead into 2025, Marelli remains steadfast in its commitment to enhancing employee engagement, well-being, compensation, training and development, and ensuring equitable compensation through our living wage assessment. **We will establish a formal employee health and well-being policy, providing flexible and supportive work environments tailored to diverse regional needs. In training and development, a company-wide training needs assessment will guide personalized learning paths, fostering employee growth and addressing specific workforce requirements.** Meanwhile, our Grow Your Career @Marelli initiative will continue to drive transparent career advancement through strategic frameworks, integrated job architecture, and comprehensive compensation reviews. Additionally, **we are committed to conducting a living wage assessment** to align our compensation practices with social equity and market standards, further supporting our employees' financial security. These focused efforts underscore our dedication to cultivating a workplace with an environment of mutual respect, where employees feel valued, motivated, and empowered to achieve their personal and professional goals.

³The Discrimination in the Workplace Index indicates the risk to business of the association with violations of non-discrimination and equality principles in access to and during employment. ⁴The Sexual Minorities Index indicates the risk to business through possible association with practices of state and non-state actors limiting the rights of individuals based solely on their sexual orientation. ⁵The Women's and Girls' Rights Index indicates the risk to business through possible association with practices of state and non-state actors which discriminate against or otherwise limit or infringe the rights of women and girls. ⁶Countries with critical score (<5) on the third-party risk mapping evaluation where Marelli has operations are China, India, Mexico, Japan, Brazil, Thailand, Turkey, Malaysia, Indonesia, Myanmar and Morocco.

Occupational Health & Safety

Marelli is dedicated to ensuring the highest OH&S standards, integrating rigorous procedures and a proactive safety culture across our operations. We are committed to safeguarding the health and safety of all workers in our operations through continuous improvement and strict adherence to global safety standards.

Our Commitment

Worker safety is of the utmost importance in the auto industry due to the inherent risks associated with manufacturing and assembly processes.

The International Labor Organization reports manufacturing among the most hazardous sectors, together with agriculture, construction, forestry and fishing, accounting for 200,000 fatal injuries per year, representing 63% of all fatal occupational injuries.⁷ **Marelli is committed to continuous improvement in this area, voluntarily aligning to global standards such as ISO 45001. We initially set a target to have at least 90% of our production sites certified under ISO 45001 by 2025.**

Remarkably, by 2024, we've already surpassed this goal, achieving a 95% certification rate.⁸ **While a few sites are still in the process of certification, we remain committed to ensuring all our sites meet this standard by 2025.**

Ensuring a safe workplace for all workers employed on our production sites, including agencies, consultants, maintenance staff and interns, in addition to our employees, is paramount. Our commitment to safety is demonstrated by our safety performance: **70% of our manufacturing sites operated in 2024 without Lost Time Injuries. However, despite these achievements, we acknowledge the need for improvement.** Following our board's recommendation, we are replacing the target of ISO 45001 certification, which has already been achieved, with the Lost Time Injury Frequency Index **We aim to reduce the current 0.76 index⁹ to 0.68 by the end of 2025.**

⁷ Source: <https://www.ilo.org/resource/news/nearly-3-million-people-die-work-related-accidents-and-diseases>
⁸ Some manufacturing sites in Korea, Germany, USA and Thailand have not been certified in 2024.
⁹ Injury Frequency Index baseline is 2024, calculated as Lost Time Injury/Worked hours for employees and agency workers multiplied by 1,000,000

ESG Spotlight

95% of manufacturing sites certified under ISO 45001

Target

- **100%** of manufacturing sites certified under ISO 45001 by 2025
- Reduce Lost Time Injury Frequency Index from 0.76 to 0.68 by end 2025

To address this, we are launching a **“Zero Injury Focus”** initiative to eliminate all workplace injuries and illnesses. This initiative involves enhancing our safety measures, including boosting EHS skills, conducting facility risk assessments, taking into consideration the most common hazards in our facilities accordingly, revising metrics, providing safety leadership training, and offering direct support to sites needing improvement. Our program's success relies on the collective effort of all workers to promote safety and ensure everyone returns home safely at the end of each day.

	Unit of measurement	2022	2023	2024
Disclosure 403-9: work-related injuries - Employees				
Number of work-related injuries	number/year	497	449	254
- of which number of fatal injuries	number/year	1	0	0
- of which high-consequence lost time injuries (LTI)	number/year	18	16	28
- of which LTI	number/year	66	63	42
- of which first aid (FA)	number/year	412	370	184
Number of commuting injuries	number/year	157	208	118
Worked hours	number/year	90,019,475	87,117,977	83,794,869
Rate of fatalities as a result of work-related injury	(Fatal injuries/Worked hours) x 1,000,000	0.01	0	0
Rate of high-consequence work-related injuries (excluding fatalities)	(High-consequence LTI/Worked hours) x 1,000,000	0.20	0.18	0.33
Rate of recordable work-related injuries	(Number of work-related injuries/Worked hours) x 1,000,000	5.51	5.15	3.03
Rate of total LTI (including high-consequence LTI)	(Number of serious LTI+Number of LTI+Number of fatalities/Worked hours) x 1,000,000	0.94	0.91	0.84

Note: 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.
LTI is defined as the injury which causes the worker to be absent at least one day not including the day of the injury.

	Unit of measurement	2022	2023	2024
Disclosure 403-9: Work-related injuries - Workers who are not employees (AGENCY+EXTERNAL CONTRACTORS)				
Number of work-related injuries	number/year	38	20	22
- of which number of fatal injuries	number/year	0	0	0
- of which high-consequence lost time injuries (LTI)	number/year	2	5	5
- of which LTI	number/year	2	11	7
- of which first aid (FA)	number/year	34	4	10
Number of commuting injuries	number/year	Not available	Not available	Not available
Worked hours	number/year	16,323,330	18,647,017	18,989,144
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	0.1	0.3	0.3
Rate of recordable work-related injuries	(Number of work-related injuries/Worked hours) x 1,000,000	2.3	1.1	1.2
Rate of total LTI (including high-consequence LTI)	[(Number of serious LTI+Number of LTI+Number of fatalities/Worked hours] x 1,000,000	0.2	0.9	0.6

Health and Safety Policy and Commitment

As stated in our EHS policy, **Marelli is dedicated to continuously enhancing workplace conditions for everyone at or associated with Marelli.** We swiftly identify hazards and assess health and safety risks, implementing preventive measures according to the hierarchy of control: eliminating hazards, substituting less hazardous options, applying engineering controls and work reorganization, using administrative controls, including training, and ensuring the use of appropriate personal protective equipment (PPE) when necessary. We encourage workers to promptly report safety concerns or incidents to ensure a safe workplace. The Marelli Manufacturing System (MMS) principles are aligned to our EHS policy, focusing on continuous improvement and meticulous application of standards to achieve operational excellence. Our commitment extends to workers who are not employees.

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, utilizing the Permit to Work procedure, and implementing controls according to the hierarchy of risk control. All of our sites conduct regular health and safety risk assessments, following the corporate procedure in alignment with the ISO 45001 standard, applicable to all manufacturing and non-manufacturing plants. This procedure extends to our facilities regardless of their certification status unless specific country-mandated requirements dictate otherwise.

2024 OH&S audit
manufacturing sites
External Audit: 104
Internal Audit: 386

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:** Developing preventive and corrective action plans is an integral component of the risk management process. Each identified risk is accompanied by specific countermeasures to mitigate it effectively. These include technical modifications, procedural changes and the use of PPE, where necessary. The document emphasizes the requirement for sites to establish processes to assess OH&S opportunities for enhancing performance and integrating actions into the OH&S management system. This structured framework ensures that risks are not only addressed but are continuously monitored for improvement.
- Periodic Review of Risks:** We emphasize the importance of regularly updating the OH&S risk assessments. This is required whenever there are significant changes in production processes, work organization or technology, as well as following any significant accidents or insights from health surveillance on any of our sites. Additionally, regardless of these events, a review of the risk assessment documentation is mandated at least annually to ensure alignment with current countermeasures and recognized hazards.





In 2024, 95% of our production sites achieved ISO 45001 certification. As part of OH&S management system (as required by ISO 45001) we focus on health and safety training and engaging workers in health and safety discussions and maintaining a safe and productive environment.

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 regulations. Personal protective equipment is provided, and regular training guarantees proper use and understanding of safety precautions against noise and chemical hazards. Following thorough risk assessments, we strive to substitute or eliminate hazardous substances when possible. In 2022, we started a global initiative to reduce and eliminate carcinogenic, mutagenic or reprotoxic (CMR) substances. In addition, Marelli developed workflows and guidelines for consistent management worldwide of chemical substances focusing on the 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 guidelines govern handling and transportation, minimizing exposure risks by following PPE and safety protocols.

Emergency Preparedness

Our action plan ensures an effective response to emergency conditions as natural, technical and man-made events, applying to all Marelli sites in line with the requirements of ISO 14001 and ISO 45001 standards. Each location has detailed procedures for identifying responsible staff, emergency services and reporting methods, plus actions to mitigate OH&S and environmental impacts. We prioritize employee training and conduct at least once a year emergency drills 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.

Sustainability Spotlight

90% of our workforce is actively involved in OH&S discussions

Worker Involvement and Training

At Marelli, the consultation and participation are vital components of our OH&S management system and are aligned with ISO 45001 standards, mandatory for our certified sites. As a result, **sites certified under ISO 45001 are required to have worker representation on health and safety committees.** This ensures that more than 90% of our workforce is actively involved in OH&S discussions.¹⁰ Participation varies by location and is managed locally to address specific legislative requirements and the unique needs or situations of the organization.

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. Throughout the year, many of our operational plants hosted a dedicated awareness day for employees and workshops for managers as part of the Safety First initiative. This initiative is designed to foster a widespread cultural change in safety perception and practices across our organization. Additionally, in October 2024, the global Environment Health and Safety policy training was launched to emphasize the company's commitment to environmental protection and OH&S. This training showcased how these efforts align with sustainability goals across different operational areas and encompass key elements like emergency preparedness, hazard identification and hierarchical control measures.

Starting in May 2024, a corporate-led initiative, the monthly "safety pills" published on our intranet, complements these efforts by addressing health and safety topics such as internal traffic safety, personal protective equipment, pedestrian forklift safety, abnormal situations safety management of hazardous substances, hazards related to slips, trips, and falls, and staying safe in hot weather conditions.

In May 2024, the second edition of **plant manager training** was held with the participation of 15 plant managers, two operation heads and 12 plant manager successors from 11 countries. **The training enhanced understanding of Marelli's EHS policies and their link to sustainability goals.** Key topics included Marelli's EHS Policy, OH&S focusing on hazard identification, risk assessment and safety leadership, and industrial hygiene for managing chemical, physical hazards. It also covered environmental targets like waste and water management, energy efficiency and data collection for sustainability reporting, as well as aligning EHS certification goals with ISO standards to ensure comprehensive compliance and accountability for plant managers.

¹⁰The OH&S management system covers 40,725 employees across our manufacturing sites operating in 2024

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, attitudes and behaviors, and procedures or systems. On the other hand, for non-employees, the primary causes of work-related injuries are linked to procedures and systems, attitudes and behaviors, and lack of attention. 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. Dedicated training sessions and new awareness campaigns have strengthened the health and safety culture within our operations, leading to improved work-related injury statistics for 2024 compared to the previous year. Each site performs health and safety risk assessments, which also include ergonomic assessments. The sites implement various measures, such as employee training, workplace adjustments, providing regular breaks and conducting 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.
- 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

	Unit of measurement	2022	2023	2024
Disclosure 403-10: Work-related ill health				
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	5	3	24
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

Note: work-related ill health cases are related to biomedical overload and vibration; cumulative trauma and ergonomics.

digital data collection platforms. Additional digital tools allow analysis of safety injuries, track the status of corrective measures and implementation across sites with similar hazards. Our current OHS data includes all manufacturing sites and testing centers. **In 2024, we started collecting data from additional offices and R&D centers to unify all sites under consistent metrics and preventive measures, aiming to complete this process by 2025.**

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. Despite our efforts, in 2024 we received nine minor monetary and three non-monetary sanctions spanning several key countries, including Mexico, Italy, Spain, Germany, Poland, USA and the United Kingdom. Although these sanctions highlight areas for improvement, their financial impact is below our materiality threshold.¹¹

Case Study: Holistic Prevention Program Against Work Risk in the Digital World

Marelli's Lighting business in Poland was awarded 3rd place in the national competition by the Central Institute for Labor Protection for its "Holistic Prevention Program Against Work Risks in the Digital World." The initiative has significantly enhanced employee health and safety through various measures, such as launching the Mindgram platform to support employees' mental well-being, comprehensive remote work risk assessments and regular expert-led webinars to foster continuous learning and engagement. Collaboration with trade unions has been reinforced. Moreover, it facilitated equipment lending initiatives to employees and awareness campaigns like "10 Seconds to Health and Safety." The program includes ergonomic education, provision of adjustable desks and vision care support to address physical strain. Flexible working hours and mental health advocacy are further promoted through initiatives such as the "Brains & Hearts" volunteer group, enhancing work-life balance and mental health awareness. Regular safety audits, feedback systems and initiatives like yoga classes help ensure ongoing engagement and safety consciousness. **These efforts significantly contribute to employee satisfaction and reduce health issues.** Accordingly, we plan to present this success on a European level through EU-OSHA, highlighting our deeply embedded "Safety First" culture.

LOOKING FORWARD

Looking ahead, we remain dedicated to minimizing work-related injuries and illnesses by continually strengthening our health and safety culture. **In 2025, we plan to launch the "EHS Procedures Awareness Program" to establish common rules and approaches across all sites on EHS topics. Additionally, we will invest in comprehensive training for our EHS professionals and salaried employees, equipping them with the latest knowledge and safety practices.** This dedication emphasizes our goal of creating a safer and healthier work environment for all, where safety is seamlessly integrated into our operations.

¹¹ 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 sum of all fines received in 2024 related to OHS was JPY 7,396,521 (EUR 45,139).

Labor Relations

In these challenging times for the automotive industry, strong labor relations are essential for Marelli to sustain productivity and quality while prioritizing the rights and well-being of our global workforce. We are dedicated to navigating these complexities by upholding high ethical standards through comprehensive policies and agreements, ensuring fair and consistent working conditions across all our locations.

Labor Policies

Effective labor relations are vital for productivity and quality in the auto industry.

In the USA alone, nearly 900,000 workers are responsible for manufacturing large auto parts or systems and assembling final internal combustion engine vehicles at original equipment manufacturers (OEMs) and Tier 1 suppliers, according to data analyzed by the U.S. Bureau of Labor Statistics (BLS).

Aware of our responsibility, **we are committed to maintaining high-standard working conditions across all our locations worldwide, supported by comprehensive company policies, procedures and country-specific collective agreements.** Where collective bargaining agreements exist, they are complemented by the Marelli Code of Conduct and Human Rights Policy, which explicitly protect the rights to safeguard against discrimination, ensuring consistency and fairness across our operations. For employees not covered by these agreements, Marelli enforces company regulations that guarantee fair working hours, remuneration, social benefits, health and safety and the promotion of social dialogue, among other aspects. This approach is designed to accommodate varying local legislations while preserving the integrity of Marelli's ethical commitments.

The robustness of our Human Rights Policy is demonstrated by our recent achievements in SA8000 certification. **In 2024, we successfully certified all 13 active Chinese production sites, part of the total 18 plants certified during the year, advancing us**

ESG Spotlight

18 plants certified under SA8000

Target

All our sites located in EIRIS A and B list countries¹² certified as SA8000 by 2025

towards our goal of certifying all plants in EIRIS A and B countries by 2025. This accomplishment, achieved without major auditor findings, underscores our effective implementation of ethical standards, even in challenging business environments and countries where our employees are not covered by collective bargaining agreements.

Ethical Employment Practices

As stated in our Code of Conduct and Human Rights Policy, **Marelli is deeply committed to ethical recruitment and employment practices**, ensuring the protection and fair treatment of all workers, including minor employees. Through the government-demanded apprenticeship program, we employ minors only in Brazil, strictly following local regulations and ensuring they are not involved in production activities.

To maintain compliance with minimum age requirements worldwide, we have incorporated age verification into our new Staffing and Recruiting Policy. This policy serves as a global framework for ethical hiring practices, emphasizing diversity, inclusiveness and transparency. **The minimum working age is 16 years, which is in line with international labor standards and local laws. Human Resources is responsible for verifying candidate ages during the hiring process, ensuring all recruits meet legal age requirements before joining Marelli.**

To prevent the misuse or retention of employee identification documents, the policy mandates that all such documents are used strictly for verification purposes and returned promptly. This approach safeguards employee identification and complies with privacy and legal standards globally.

The recruitment process at Marelli is designed to be transparent and candidate-centric. All potential hires are provided with a commitment letter once a decision to hire is reached. This letter outlines key employment terms, including compensation, grade, benefits and starting date, ensuring clarity and mutual understanding before employment contracts are finalized. This systematic approach is in place across all Marelli locations. *[Read more about transparency in career development, promotion, and recruitment processes on pages 72-73]* Our focus on transparency, legal compliance, and ethical recruitment underpins our strategy to maintain a fair, inclusive and legally sound workforce, fostering trust and integrity in our employment relationships worldwide.

¹² Sites located in China, India, Turkey, Morocco and Thailand as defined by the Human Rights toolkit form UNEP available on <https://www.unepfi.org/humanrightstoolkit/geographic.php>.

Collective Bargaining

We maintain a robust framework for CBAs globally. These agreements typically encompass provisions on health and safety, working conditions, training and career management and compensation for atypical working hours. Currently, 75.1% of our employees are covered under such agreements, underscoring our commitment to comprehensive labor rights. Employee representatives and bodies, such as works councils, are crucial in facilitating social dialogue. We engage in regular consultations and negotiations on matters affecting the workforce, ensuring that employee concerns are heard and addressed.

In 2024, Marelli's engagement with the European Works Council (EWC) was pivotal in enhancing the social dialogue framework within Europe. The EWC 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.



Beyond Europe, we promote structured social dialogue through recognized employee representatives across regions like Brazil, Mexico, Japan and others, ensuring that local labor practices align with global standards. For those not covered by CBAs, we adhere to stringent internal policies ensuring equitable labor conditions, benefits and adherence to our Human Rights Policy. Regular dialogue with employees, whether through formal representatives or direct engagement, is a cornerstone of our approach to fostering a fair and supportive working environment worldwide.

Footprint Optimization

Amid these achievements, Marelli has been navigating a challenging market environment characterized by a significant downturn in vehicle production volumes since the second quarter of 2024. This downturn has been driven by changes in government policies on electrification and shifts in OEM strategies, causing notable difficulties, especially in Europe and North America. Consequently, in 2024, we continued undertaking workforce reductions in those regions, to build a more resilient organization. These steps were crucial for managing liquidity and aligning our cost structure with the current market realities.

Unit of measurement		2022	2023	2024
Disclosure 401-1: New employee hires and employee turnover				
New hires in reporting year (permanent employees only)	number (head count)	9,967	7,548	5,393
hiring rate (total)	%	21%	18%	14%
- of which female	number (head count)	3,867	3,005	2,060
hiring rate female	%	27%	24%	17%
- of which male	number (head count)	6,099	4,543	3,333
hiring rate male	%	18%	15%	12%
- of which other	number (head count)	1	0	0
hiring rate other	%	100%	0	0
Leavers in reporting year (Permanent employees only)	number (head count)	13,687	14,328	7,835
leavers rate (total)	%	28%	34%	20%
- of which voluntary leavers	number (head count)	7,353	6,087	3,182
leavers rate	%	15%	14%	8%
- of which female	number (head count)	4,535	4,997	2,736
leavers rate female	%	32%	40%	23%
- voluntary female leavers	number (head count)	2,599	2,250	1,184
- voluntary female leavers rate	%	18%	18%	10%
- of which male	number (head count)	9,152	9,331	5,099
leaver rate male	%	27%	31%	18%
- voluntary male leavers	number (head count)	4,754	3,837	1,998
- voluntary male leavers rate	%	14%	13%	7%

Note: The perimeter includes employees with permanent contracts only. Temporary contracts are not considered in this calculation, although temporary employees who transition to permanent contracts are included within the permanent employee category.

There were also plant closures which were met with varying degrees of employee resistance, including significant strikes in France, where workers staged protests inside and outside the plants and demonstrative strikes in Italy.

We have enacted comprehensive social plans to support displaced employees in partnership with unions and government agencies. Both for the German and French plants, a Social Plan negotiated with the European Works Council under local labor laws assured financial incentives and support for employees seeking new jobs. In China, incentives were negotiated directly with employees. Regarding Italy, in Venaria Reale, 70 out of the 90 employees were moved to our Lighting plant in Venaria Reale, while the rest of the employees were integrated into the central staff of Green Technologies. In Crevalcore, Italy a successful negotiation with a new investor enabled the re-employment of 70% of the workforce at the original site, while others chose to be relocated to other Italian sites in Caivano, Tolmezzo and Corbetta, or opted for layoff and retirement packages. The production previously conducted in Crevalcore was transferred to our Modugno plant, which maintains operations within the country.

This strategic transition **preserved nearly 100% employment** and kept production within Italy, prompting the Italian Minister of Industry to commend the initiative as **a benchmark for resolving industrial crises**.

Looking towards 2025, we anticipate the closing of our Ride Dynamics facility in Tangier, Morocco and reallocating staff within our local operations.

Our actions underscore our commitment to proactively addressing labor matters by maintaining open lines of communication and negotiation. We regularly engage with employee representatives, unions and government agencies to find fair solutions. As we focus on efficiency and workforce optimization, we align our global operations with strategic objectives while upholding a responsible approach to our employees.

Social Accountability

In 2023, we initiated the SA8000 certification process to ensure our operations align with leading global social standards for fair and ethical labor practices. We conducted a self-assessment across 125 production sites in 2023 and received feedback within two months. The assessment revealed no major human rights issues but identified areas for improvement in working conditions and health and safety in some sites. In 2024, we focused on implementing these improvements to prepare for the SA8000 audits. **Our objective is to certify all our active production plants in critical countries - defined by the EIRIS A and B list - under SA8000 by 2025.**

Case Study: 18 Marelli Plants Certified Worldwide

In 2024, we made notable progress by certifying 18 plants, including 13 in China, one plant in Poland, three in Thailand and one in Turkey. **This achievement underscores our commitment to upholding rigorous labor standards** and showcases the strength and effectiveness of our Human Rights Policy in enforcing ethical labor practices across high-risk regions. Through implementing the SA8000 standard, we have gained crucial insights into key operational areas that require attention. While issues such as overtime and contractor pay disparities were identified in countries like China, India and Turkey, we have effectively managed many of these challenges through proactive measures such as regulating overtime on a voluntary basis and strengthening communication with unions and employee representatives.

Looking ahead, we are focusing on leveraging the momentum generated by the SA8000 certifications. Our next steps involve conducting a comprehensive risk assessment to further prevent and mitigate potential negative impacts associated with our operations. **To address risks like child labor, fair wages, working hours, discrimination, and health and safety, we are aiming to obtain SA8000, ISO 45001 and ISO 14001 certifications across all plants in high/medium-risk countries.** Additionally, we are developing a robust remediation strategy for victims of labor rights violations if they happen, focusing on transparency and effectiveness in addressing and preventing such issues. Through these steps, we reaffirm our dedication to social responsibility and the continuous improvement of labor standards, ensuring alignment with global best practices and stakeholder expectations.

Minimum Notice Periods

The minimum number of weeks’ notice provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them 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 changes.¹³

¹³ MINIMUM NOTICE PERIODS REGARDING OPERATIONAL CHANGES 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 USA, 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 nonunionized 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



LOOKING FORWARD
In 2025, we are dedicated to reinforcing our commitment to high labor standards by establishing a strong internal controls framework for plants that have not yet achieved SA8000 certification. This framework will include a comprehensive system of internal audits, supplemented by regular self-assessments conducted by each plant. To ensure objectivity and thoroughness, a central oversight commission will be created, consisting of a rotating team of Marelli experts.

This team will be responsible for conducting on-site visits to evaluate compliance with labor standards and identify areas for improvement. The internal controls will focus on critical aspects such as health and safety, fair labor practices and adherence to human rights policies. By systematically reviewing these areas, we will ensure that all Marelli locations, regardless of certification status, uphold consistent ethical standards. This process will be supported by advanced data collection and reporting tools to facilitate transparent monitoring and swift corrective actions where necessary.

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 (LLJ 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.

Social Contribution

Contributing to local communities is vital for building lasting relationships that promote shared growth and development. Investing in the well-being and prosperity of these communities allows us to address social, cultural, and environmental challenges, creating a more resilient and sustainable society that benefits the communities we serve.

Our Commitment

At Marelli, we are dedicated to fostering the sustainable development of local communities by integrating wealth creation with the transfer of expertise, skills and technology. We are committed to respecting cultural and natural heritage, executing responsible infrastructure projects, actively running disaster response initiatives when necessary and championing social, economic and institutional growth through targeted programs.

Global Corporate Social Responsibility Framework

In early 2025, we launched the **Marelli Global CSR Policy**, which outlines our approach to positively impacting communities through sustainable, ethical and adaptable projects. Aligned with the UN Global Compact and Sustainable Development Goals, particularly SDG #10 and #17, the Framework emphasizes support for local non-profits in climate change, human rights and bio-diversity. **Key principles include sustainability, ethical conduct and partnerships.** The CSR initiatives focus on employee volunteering, adherence to compliance and regular impact assessments. Governance mandates proper documentation and budgeting, emphasizing transparency and avoiding long-term dependencies.

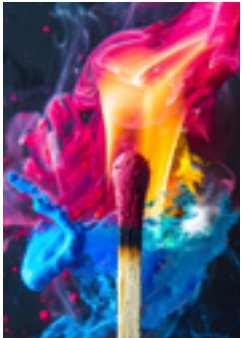
The policy also emphasizes project selection in cities where the company operates, ensuring local impact and employee involvement. It supports **non-profit partnerships** for their expertise and community insights, facilitating effective resource utilization and scalability. Employee volunteering is encouraged within ethical guidelines, with provisions for

engagement during work hours. An emergency support mechanism is in place for unforeseen events, partnering with the International Committee of the Red Cross. The framework also includes a contribution matching rule and mandates clear governance, annual project evaluation and an exit strategy to prevent dependency.

Key Initiatives in 2024

Ignite the Change

In September 2024, we launched **"Ignite the Change: The Giveback Challenge"**, a dynamic initiative under the Great Place to Work program aimed at enhancing employee engagement through volunteerism. **This project invites employees to partner with local non-profits that reflect our corporate values, promoting teamwork, collaboration and shared purpose.** Led by our Commercial & Marketing teams with cross-functional support, a pilot program is underway across five locations worldwide. In Corbetta, Italy, we're collaborating with Girls Code It Better; in Trappes, France, with Restos du Coeur; in Gurugram, India, with Geeli Mitti Foundation; in Aguascalientes, Mexico, with The Day of the Good Deeds; and in Southfield, Michigan, USA, with Habitat for Humanity. Progress has been notable, with volunteer leaders actively creating engagement opportunities.



Supporting the Saitama Cup in Japan

The Saitama Cup, hosted by the Saitama City Board of Education, is a competition where high school students from the Saitama Engine initiative present ideas to improve city living. The initiative aims at engaging junior and senior high school students in Saitama by exposing them to local companies' innovative technologies and social contributions. Through this program, students are inspired to devise creative concepts to transform Saitama into a livable city. **Marelli's involvement extends beyond just ideas - we provide hands-on support by visiting schools, explaining our company's role and offerings and providing guidance for well-being projects.** Our efforts are focused on fostering discussions and offering feedback on student presentations, underscoring our commitment to enrich the community and inspire the next generation of innovators. Our ongoing contributions, such as distributing free school bag covers and our active engagement in administrative hearings, have been acknowledged by the Saitama City Board of Education, highlighting Marelli's pivotal role in this collaborative city-building effort.



Formare in Brazil

The **Formare Project** at Marelli's Amparo Plant is a shining example of our commitment to social responsibility and community engagement. Launched in 2007, **the program focuses on providing professional qualification opportunities to young people facing economic and social challenges.** By leveraging innovative pedagogical practices, Formare aligns with evolving job market needs and emphasizes corporate volunteering as its core principle. This initiative not only aids in driving social transformation and promoting equity, but it also enriches the lives of our employees, who serve as volunteer educators. Through this role, **they gain valuable competencies such as improved communication skills, increased self-esteem and leadership development.** The project also bolsters Marelli's reputation as a corporate citizen dedicated to continuous learning and social responsibility, thereby creating a more humanized and inclusive work environment. With 19 students graduating in 2024, the initiative continues to have a significant impact, with graduates working as apprentices the following year, contributing to both individual and community growth.



Professional Development for Work Program in Brazil

The **PROET (Professional Development for Work Program)**, launched in 2016 at Marelli's Ride Dynamics Lavras Plant in Brazil, is **dedicated to integrating people with disabilities into the workforce.** By 2024, the program has supported 70 young people, providing them with essential resources such as scholarships, uniforms, meals, snacks, transport vouchers and meal baskets. In collaboration with APAE (Associação de Pais e Amigos dos Excepcionais), the program offers professional training workshops that improve and diversify apprentices' skills and competencies, equipping them for future employment opportunities. This initiative aligns with Marelli's commitment to fostering inclusion and diversity within the workplace. Additionally, the program creates a clear pathway to potential employment at Marelli post-apprenticeship. Through PROET, Marelli is effectively breaking down barriers and ensuring inclusive workforce participation.



World Autism Awareness Day in Italy

On April 2, to celebrate World Autism Awareness Day, Marelli's Bari plant organized an awareness and information event for employees. In partnership with A.S.F.A. Puglia, the event aimed to promote understanding of autism by exploring its unique characteristics and dispelling myths. The discussion underscored the link between awareness and inclusion. The event attracted significant interest from our employees and inspired plans for future diversity and inclusion activities. Participants praised the initiative, describing it as inspiring and a true act of inclusion.



Empowering Future Innovators: Marelli Motorsport's 2024 Initiatives in Italy

Marelli Motorsport demonstrated its commitment to nurturing future talent through a comprehensive educational initiative in 2024, in collaboration with the Politecnico di Torino in Italy. By supporting students with their thesis projects and organizing workshops that offered a deep dive into Marelli's innovative environment and technologies, the initiative provided invaluable career insights. As a key player in the Formula Student competition, Motorsport not only contributed as a sponsor but also emphasized sustainability by introducing a **dedicated award which recognizes the best combination of environmental responsibility and competitive performance.** These efforts underscore our dedication to fostering academic growth and enhancing Marelli's reputation as an employer of choice, demonstrating our steadfast support for emerging engineering and business talent globally.



Hiking at Gunung Kinabalu in Malaysia

Our team in Malaysia organized a hiking expedition aiming to enhance physical and mental well-being. Building on previous experiences, like hiking at Gunung Tahan, our employees successfully tackled the challenging terrain of Gunung Kinabalu, reaching a height of 4,095 meters. The activity promoted fitness, helped reduce stress and encouraged teamwork and camaraderie. It also raised awareness of environmental preservation and taught valuable lessons in persistence and resilience.



Blood Donation in Malaysia

In collaboration with the National Blood Bank at the Pulau Pinang Hospital, **our Malaysian team organized a blood donation drive** to address critical healthcare needs. Our employees came together to donate blood, providing essential support to local hospitals and helping to save lives. This initiative highlighted how **small acts of kindness can have a profound impact**, ensuring a reliable blood supply for emergencies and surgeries.



CSR Initiatives in Thailand

In November 2024, our colleagues in Thailand undertook two meaningful CSR initiatives to boost community health and well-being. They participated in the Charity Run 2024 #5 with Mitsubishi Motors at Viharn Sien/Khao Chichan in Chonburi, promoting healthy lifestyles while supporting local hospitals, including a donation to Kochan Hospital. A few days later, they engaged in a blood donation event at the Amata Nakorn Blood Donation Unit, increasing blood supplies for patients and fostering health awareness and community cooperation.



WaSH (Water and Sanitation Hygiene) Project in India

In December 2024, Marelli India, in collaboration with the Society of All Round Development (SARD), inaugurated two new Water and Sanitation and Hygiene (WaSH) facilities at the Government Primary School in Village Patli, Gurugram and a government school in Bengaluru (Bangalore). This state-of-the-art facility will benefit over 300 students and 20 teachers. The event saw the enthusiastic participation of 22 employees from both locations who engaged in volunteer activities like painting walls and pots, as well as gardening, along with student beneficiaries.



Supporting STEM education in India

Marelli India supported 52 talented students from economically weaker backgrounds in Haryana and Karnataka, **funding their four-year Bachelor of Technology and Bachelor of Engineering programs**. Partnering with the Foundation for Excellence, students were selected based on merit and economic



need. In the month of September 2024, a visit was organized for 18 of these students and NGO representatives to Marelli's Propulsion and Electronics plants. This visit offered them invaluable insights into manufacturing processes, teamwork and safety measures, while also allowing them to engage directly with Marelli's leadership team. The students expressed gratitude and excitement about how the visit enhanced their understanding of real-world applications in the automotive industry, highlighting the positive impact of Marelli's initiative on their educational journey.

Marelli Women: Promoting Breast Cancer Awareness in the US

Marelli Women Employee Resource Group (ERG) has raised approximately \$8,000 for the Susan G. Komen research fund by selling close to 500 t-shirts. The t-shirt design, which was the winning entry in our contest, was created by Harriet, one of our talented employees at the Green Technologies plant in Shelbyville, Tennessee.



Team building and Community Impact in the US

Sixteen colleagues from Marelli's Interiors Design & Test team in Southfield, Michigan, participated in a rewarding day of team building and community service at Forgotten Harvest, a non-profit focused on food rescue. They were divided into two groups to enhance their impact, with one group supporting the Summer Lunch program for Metro Detroit children and the other assisting in the Boxed Meal Kit program, repackaging bulk supplies into family-sized portions. **In just four hours, the team prepared approximately 3,300 pounds of food for children's lunches and assembled 960 meal kits**, making a significant impact on the community and strengthening team bonds in the process.



Power Generator Donation to the Lviv University of Technology by Marelli Poland

In 2024, Marelli Poland donated a power generator to the University of Technology of Lviv, in collaboration with the University of Technology in Gliwice. The ceremony, which took place on April 26 at the Gliwice University of Technology, was attended by prominent faculty members and Marelli executives. This initiative underscores Marelli's commitment to supporting educational institutions and fostering collaboration.



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Appendix



Board of Directors



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



DAVID SLUMP
President & CEO,
Marelli



BIN HWEE QUEK



**HIROFUMI
HIRANO**



HISAO IIJIMA



KAREN SNOW



**DR. PUNITA
KUMAR SINHA**



SEICHI KAKIZAWA
Chair of the Audit
Committee



**DR. SHELENE
SANTANA**



**NOBORU
YAMAMOTO**

- Audit and Risk Committee
- Nomination, Governance and Human Capital Committee

Material Topics

Material topic	Description
Climate Change & Action/ Energy Management	Alignment with ESG standards/regulations Measure its greenhouse gas emissions and develop and implement business-relevant decarbonization plans
Sustainability in the Supply Chain	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 disruptions and volatile input prices
Governance & Compliance	Evaluates the impact companies' corporate governance and business ethics practices have on all stakeholders. The governance encompasses: Ownership & Control, Board, Pay, Accounting, Business Ethics and Tax Transparency
Labor Relations	The relationship between management and labor, the strength of worker protections
Waste Management	Improve operational efficiency by decreasing waste generation and increasing reuse and recycling
Product Safety & Quality	Through effective management of product safety, auto parts companies can enhance their reputation and drive higher sales over the long term
Occupational Health & Safety	Committed to establishing, maintaining and promoting a healthy and safe work environment for the protection of all workers
Circular Economy Design	Auto parts manufacturers can design their parts to be easily recyclable and reusable and can apply modularity principles to product design
Diversity & Inclusion	Encourage, promote and respect diverse perspectives and cultures across our business, in order 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 in our supply chain
Water Conservation	The water intensity of operations, the water stress in areas of operation and efforts to manage water-related risks and opportunities
Data Responsibility	Manage data responsibly, which includes mitigating cybersecurity risks, promoting a culture of cyber awareness and handling personal or sensitive data responsibly
Social Contribution	Contribute to the development of the local society by creating wealth and providing expertise, skills and technology, etc. for the sustainable development of both our company and the local community
Employee Engagement	Have a strategy in place for fostering a diverse and highly engaged workforce
Competitive Behavior	As a leading producer of auto parts, ensuring business conduct does not create antitrust concerns and avoiding penalties that may have an acute impact on the company's balance sheet and reputation
Biodiversity	The potential impact of operations on biodiversity in areas of operation and efforts to manage the environmental impact of operations
Toxic Emissions	The potential environmental contamination and toxic or carcinogenic emissions arising from operations

About This Report

Reporting Period and Scope

This document is the fifth edition of the Marelli Sustainability Report (“this report”). This report covers the period from January 1, 2024, to December 31, 2024 (the “reporting period”) and is drafted on an annual basis. It captures Marelli’s sustainability achievements in the reporting period. The period is the same as the financial statement.

Marelli has disclosed the information in the 2024 Sustainability Report in accordance with the Universal GRI Standards 2021.

Reporting Boundary

1. At the beginning of 2024, Marelli counted 171 site locations combined into legal entities, including plants, offices, engineering centers, controlled joint ventures and warehouses.
2. All data in this report refers to sites in operation during 2024, including those operating partially during the year.
3. The HR-related data encompasses all sites with Marelli employees
4. The Health & Safety data covers all active Marelli locations with more than 50 employees, with full inclusion planned by 2026.
5. On-site customer premises have been excluded of energy and environmental data reported, due to the agreement with the OEMs, which does not provide individual energy, water or waste data for these locations; instead, costs are divided based on each customer’s rules.
6. The targets presented in the Marelli Sustainability Dashboard refer to manufacturing sites that were operational for the entire duration of 2024.

Joint Ventures

- In 2024, a complete ESG assessment was performed for 19 out of 20 active non-controlled joint ventures
- A controlled joint venture is defined as when Marelli has ownership (direct or indirect) of more than 50% of the voting rights in a legal entity, 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 elaboration of the document Q1/2025. Please be aware that actual results may differ due to various factors. Publication Date: July 2025. For further information, contact us at sustainability@marelli.com

Units of Measurement

Unit	Symbol
Billion	Bn
GHG emissions	
Metric tons of carbon dioxide equivalent	tCO2e
Kiloton	kt
Metric ton (1,000 kg)	t
Million	M
Volume	
Cubic meter	m3
Volume (liquid)	
Liter	L
Megaliters	ML

External Assurance

GRI indicators listed in the Independent practitioner’s assurance report have been subject to limited assurance according to ISAE3000, revised by Deloitte & Touche S.p.a.

GRI

GRI STANDARD	DISCLOSURE		LOCATION IN REPORT			
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 90.					
Disclosure 2-3	Reporting period, frequency and contact point: page 90.					
Disclosure 2-4	Restatements of information: page 90.					
Disclosure 2-5	External assurance: pages 141-144.					
Activities and workers						
Disclosure 2-6	Activities, value chain and other business relationships: pages 13, 60-63.					
Disclosure 2-7	Employees: pages 65-77, 82-85.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Total number of employees (directly employed by Marelli)	number (head count)	Group	50,368	43,585	41,693	
- of which women	number (head count)	Group	14,926	12,922.5	12,432	
- of which men	number (head count)	Group	35,441	30,662.5	29,261	
- of which other	number (head count)	companies/countries for which gender information is not available	1	0	0	
Number of permanent employees	number (head count)	Group	48,355	42,124	39,959	
- of which women	number (head count)	Group	14,155	12,409	11,877	
- of which men	number (head count)	Group	34,199	29,716	28,082	
- of which other	number (head count)	companies/countries for which gender information is not available	1	0	0	
- of which in South America (SA)	number (head count)	companies of the region	4,655	4,705	4,886	
- of which in North America (NA)	number (head count)	companies of the region	12,937	11,324	11,071	

GRI

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 2-7 continued	Employees: pages 65-77, 82-85.					
	Unit of measurement	Scope	2022	2023	2024	Notes
- of which EMEA	number (head count)	companies of the region	18,120	16,328	14,591	
- of which India	number (head count)	companies of the region	920	822	1,162	
- of which ASEAN	number (head count)	companies of the region	6,186	4,840	4,560	
- of which China	number (head count)	companies of the region	5,537	4,105	3,688	
Number of temporary employees	number (head count)	Group	2,013	1,461	1,734	
- of which women	number (head count)	Group	771	514	555	
- of which men	number (head count)	Group	1,242	947	1,179	
- of which South America (SA)	number (head count)	companies of the region	300	69	33	
- of which North America (NA)	number (head count)	companies of the region	378	195	283	
- of which EMEA	number (head count)	companies of the region	729	709	885	
- of which India	number (head count)	companies of the region	0	0	0	
- of which ASEAN	number (head count)	companies of the region	606	488	509	
- of which China	number (head count)	companies of the region	0	0	24	
Number of non-guaranteed hours employees	number (head count)	Group	0	0	0	
Number of full-time employees	number (head count)	Group	49,981	43,229	41,418	
- of which women	number (head count)	Group	14,628	12,646	12,224	
- of which men	number (head count)	Group	35,353	30,583	29,195	
- 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	386	356	274	
- of which women	number (head count)	Group	298	277	208	
- of which men	number (head count)	Group	88	80	66	
- of which other	number (head count)	companies/countries for which gender information is not available	0	0	0	

GRI

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 2-8	Workers who are not employees	pages 65-77, 82-85.	Agency workers and contractors			
	Unit of measurement	Scope	2022	2023	2024	Notes
Total number of workers who are not employees and whose work is controlled by the organization	number (head count)	Group	4,855	5,134	3,680	Agency workers are employed by an employment agency and temporarily assigned to work for Marelli. Agency employees work under the coordination of Marelli's internal supervisors and directives, usually in the same range of activities and business scope as Marelli employees.
Governance						
Disclosure 2-9	Governance structure and composition: pages 49-50, 91.					
Disclosure 2-10	Nomination and selection of the highest governance body: pages 49-50, 91.					
Disclosure 2-11	Chair of the highest governance body: pages 49-50, 91.					
Disclosure 2-12	Role of the highest governance body in overseeing the management of impacts: pages 49-50, 91.					
Disclosure 2-13	Delegation of responsibility for managing impacts: pages 49-50, 91.					
Disclosure 2-14	Role of the highest governance body in sustainability reporting: pages 10, 11, 49-50, 91.					
Disclosure 2-15	Conflicts of interest: page 52.					
Disclosure 2-16	Communication of critical concerns: pages 54-55.					
Disclosure 2-17	Collective knowledge of the highest governance body: pages 49, 50, 91.					
Disclosure 2-18	Evaluation of the performance of the highest governance body: pages 49, 50.					
Disclosure 2-19	Remuneration policies: pages 72-74.					
Disclosure 2-20	Process to determine remuneration: pages 72, 73.					
Strategy, policies and practices						
Disclosure 2-21	Annual total compensation ratio: page 73.					
Disclosure 2-22	Statement on sustainable development strategy: pages 9-11.					

GRI

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT
Disclosure 2-23	Policy commitments: pages 26, 41, 42, 46, 50, 53, 56, 60, 72, 79, 82, 86.	
Disclosure 2-24	Embedding policy commitments: pages 26, 41, 42, 46, 47, 53, 56, 60, 66, 68, 72, 73, 75, 77, 79, 80, 82, 83, 84, 86.	
Disclosure 2-25	Processes to remediate negative impacts: pages 54, 55.	
Disclosure 2-26	Mechanisms for seeking advice and raising concerns: 54, 55.	
Disclosure 2-27	Compliance with laws and regulations: pages 27-29, 51-54.	
Disclosure 2-28	Membership associations	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. Equiper le futur de l'automotive 12. The Heat Transfer Society of Japan 13. Japan Auto Parts Industries Association 14. Joint Electron Device Engineering Council 15. Japan External Trade 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 (Sindipecas) 22. Transmission Research Association for Mobility Innovation 23. Association of Motor Vehicle Manufacturers of Serbia 24. German Association of the Automotive Industry 25. Kanagawa Employers' Association 26. Keidanren Japan Business Federation 27. Sai-no-kuni Land Study Group 28. Saitama Employers' 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. Chamber of Commerce and Industry of Spain in Morocco 42. French Chamber of Commerce and Industry of Morocco 43. Confédération Générale des Entreprises du Maroc

GRI

GRI STANDARD	DISCLOSURE		LOCATION IN REPORT			
Stakeholder engagement						
Disclosure 2-29	Approach to stakeholder engagement: page 13.					
Disclosure 2-30	Collective bargaining agreements: page 83.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Number of total employees covered by collective bargaining agreements	Number	Group	38,976	33,748	31,288	75.1% of coverage because it is to be calculated on mapped employees (41.688 out of 41.692 HC in scope).As of December 31, 2024, collective bargaining agreements covered 75.1% 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. As of December 31, 2023, collective bargaining agreements covered 78.1% of Marelli employees (survey conducted on 99.1% of Marelli's' global headcount). Of the employees not covered by such agreements, almost all benefit from conditions that are supplemental to, or better than the minimum requirements by law.
GRI 3: Material topics 2021						
Disclosure 3-1	Process to determine material topics: page 12.					
Disclosure 3-2	List of material topics: pages 12, 91.					

GRI - Material Topics - Competitive Behavior

GRI STANDARD		DISCLOSURE		LOCATION IN REPORT		
GRI 3: Material topics 2021 - Disclosure 3-3		Management of material topics: pages 51-53.				
GRI 205: Anti-corruption 2016						
Disclosure 205-1	Operations assessed for risks related to corruption: page 51.					
	Unit of measurement	2022	2023	2024	Notes	
Operations assessed for risks related to corruption	number	-	125	7	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. In 2024, our focus shifted from individual plants to evaluating our seven business units 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. This indicator was first reported in 2023.	
Total of operations	number	-	197	7		
Percentage of operations assessed for risks related to corruption	%	-	63%	100%		
Significant risks related to corruption identified through the risk assessment	number	-	None	None		
Disclosure 205-2	Communication and training about anti-corruption policies and procedures: pages 52, 53.					
	Unit of measurement	2022	2023	2024	Notes	
Total number of employees that have received training on anti-corruption	number (head count)	10,521	7,382	12,739	In the 2024 Code of Conduct training, three learning modules were focused on anti-corruption topics (What are Bribery and Corruption/Consequences of Bribery and Corruption/Cash, Gifts, and Entertainment Risks). Fruition rate of workers is not tracked at global level.	
of which are Executives	number (head count)	1	0	413	In 2024, Marelli Code of Conduct is mandated to be acknowledged by all employees and business partners. Those who have completed the training confirmed their awareness via electronic signature digital system. However, Marelli doesn't have the breakdown by region	
of which are Managers	number (head count)	34	7	2,777	In 2024, 96% of salaried employees including executives, managers and employees have completed the training. All the members of the Group Executive Committee completed the training. However, zero hours of training were provided to the Board of Directors. Marelli doesn't have the breakdown by employee and region.	
of which are Employees	number (head count)	2,898	1,442	9,549	The information required for disclosures 205-2 a, b, c, d (concerning the breakdown by region) and e (concerning data related to the “workers” category other than the percentage and breakdown by region for data related to the other employee categories) is not currently available. Marelli is committed to collecting and disclosing such data starting from the next Sustainability report.	
of which are Workers	number (head count)	7,588	5,933	0		

GRI - Material Topics - Competitive Behavior continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT			
Disclosure 205-3	Confirmed incidents of corruption and actions taken: page 53.				
	Unit of measurement	2022	2023	2024	Notes
Total number of proven corruption incidents	number	1	2	1	See details on page 51 related to discrepancies of information.
Nature of confirmed incidents of corruption	text	Confirmed instance of corrupt behavior have led to the termination of employee contract of affected employee.	Misconduct in relationships 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.	
Total number of proven corruption incidents in which employees have been dismissed or have been the subject of bribery measures	number	1	1	0	
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	0	
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	

GRI - Material Topics - Sustainability in the Supply Chain

GRI STANDARD		DISCLOSURE		LOCATION IN REPORT		
GRI 3: Material topics 2021 - Disclosure 3-3		Management of material topics: pages 60-63.				
GRI 308: Supplier Environmental Assessment 2016						
Disclosure 308-1	New suppliers that were screened using environmental criteria: pages 60-63.					
	Unit of measurement	2022	2023	2024	Notes	
Percentage of new suppliers that were screened using environmental criteria	%	-	-	100%	The below are mandatory conditions for all supplier’s nomination/ qualification and stated in the New Supplier Evaluation Process. - Completed Sustainability self-assessment via Resilinc - Completed BCP (Business Continuity Plan) assessment via Resilinc - Valid ISO 14001 certification. For 2023 and 2022, data is not available due to a new supplier evaluation procedure released at the end of 2023. This procedure introduces initial screening for ESG requirements as a qualification condition. We will implement a monitoring system this year to include information in the 2024 report.	

GRI - Material Topics - Sustainability in the Supply Chain continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT			
Disclosure 308-2	Negative environmental impacts in the supply chain and actions taken: pages 60-63.				
	Unit of measurement	2022	2023	2024	Notes
Suppliers assessed for environmental impacts	number/year	147	317	415	For suppliers who have not proactively closed the audit findings , the status of the such suppliers was moved to 'New Business Hold' (NBH) and eligibility to do new business is conditional upon the submission and implementation of a satisfactory action plan. Two suppliers were put in the new business hold (NBH) status temporarily in 2024.
Suppliers identified as having significant actual and potential negative environmental impacts	number/year	32	184	183	
Suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment	number/year	5	21	143	
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment	%	15.6%	11.4%	78%	
Suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment	number/year	0	0	2	
Suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment	%	0	0	1%	
Significant actual and potential negative environmental impacts identified in the supply chain	text	A new process began in 2022, replacing previous rules and supplier inquiry systems, making data incomparable with the previous year. Of the 52 responses, 32 suppliers resulted to be partially or not compliant with Environment or Energy topics.	The majority of the suppliers have negative impacts on issues related to CO2 emissions monitoring and tracking (>90%).	The majority of the suppliers have negative impacts on issues related to CO2 emissions monitoring and tracking (>90%).	

GRI - Material Topics - Sustainability in the Supply Chain continued

GRI STANDARD	DISCLOSURE		LOCATION IN REPORT		
GRI 414: Supplier Social Assessment 2016					
Disclosure 414-1	New suppliers that were screened using social criteria				
	Unit of measurement	2022	2023	2024	Notes
Percentage of new suppliers that were screened using social criteria	%	-	-	100%	The below are mandatory conditions for all suppliers' nomination/ qualification and stated in the New Supplier Evaluation Process. - Completed Sustainability self-assessment via Resilinc - Completed BCP (Business Continuity Plan) assessment via Resilinc - Valid ISO 14001 certification.

GRI - Material Topics - Sustainability in the Supply Chain continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT			
Disclosure 414-2	Negative social impacts in the supply chain and actions taken: pages 60-63				
	Unit of measurement	2022	2023	2024	Notes
Suppliers assessed for social impacts	number/year	147	317	415	For suppliers who have not proactively closed the audit findings, the status of the such suppliers was moved to 'new business hold' (NBH) and eligibility to do new business is conditional upon the submission and implementation of a satisfactory action plan. Two suppliers were temporarily placed in NBH status in 2024.
Suppliers identified as having significant actual and potential negative social impacts	number/year	20	61	52	
Suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment	number/year	6	20	43	
Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment. (automatically calculated)	%	30%	33%	83%	
Suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment	number/year	0	0	2	
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%	0%	4%	
Significant actual and potential negative social impacts identified in the supply chain	text	A new process began in 2022, replacing previous rules and supplier inquiry systems, making data incomparable with the previous year. Of the 52 responses, 20 suppliers resulted to be partially or not compliant with at least one of the following sections of our questionnaire: Human Rights, Ethics and Compliance, Health and Safety, Conflict Minerals.	Identified among suppliers that were not compliant for the following assessment areas: Human Rights, Ethics and Compliance, Health and Safety and Conflict Minerals.	Identified among suppliers that were not compliant for the following assessment areas: Human Rights, Ethics and Compliance, Health and Safety and Conflict Minerals.	

GRI - Material Topics - Material Sourcing

GRI STANDARD		DISCLOSURE		LOCATION IN REPORT		
GRI 3: Material topics 2021 - Disclosure 3-3		Management of material topics: pages 60-63.				
GRI 301: Materials 2016						
Disclosure 301-1	Materials used by weight: page 62					
	Unit of measurement	Scope	2022	2023	2024	Notes
Total materials used	tons	Group	248,956	283,991	255,634	These materials are a priority for most of our customers, and therefore are the only ones tracked annually for reporting.
- of which resins	tons	Group	121,926	125,449	144,588	
- of which steel	tons	Group	106,685	146,469	130,812	
- of which aluminum	tons	Group	20,345	12,073	10,235	
GRI 204: Procurement Practices 2016						
Disclosure 204-1 Procurement budget spent on suppliers of the following locations (only direct procurement - service excluded)	Reason for omission –Marelli is in the process of defining standards and procedures to report this KPI. Marelli will start reporting this KPI in 2025.					
GRI 301: Materials 2016						
Disclosure 301-2	Recycled input materials used: pages 60-62. Marelli is in the process of defining standards and procedures to report this KPI. Marelli will start reporting this KPI in 2025					

GRI - Material Topics - Waste Management

GRI STANDARD	DISCLOSURE		LOCATION IN REPORT			
GRI 3: Material topics 2021 - Disclosure 3-3	Management of material topics: pages 39-41.					
GRI 306: Waste 2020						
Disclosure 306-1	Waste generation and significant waste-related impacts: pages 39-41.					
Disclosure 306-2	Management of significant waste-related impacts: pages 39-41.					
non-GRI	Waste generated: pages 39-40.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Total waste generated	tons/year	Group	85,497	86,086	84,527	
Total hazardous waste	tons/year	Group	6,495	6,596	6,888	
Total non-hazardous waste	tons/year	Group	79,002	79,490	77,639	
Waste intensity	tons/million € revenue	Group	8.8	8.1	9.3	
Disclosure 306-5	Waste directed to disposal: pages 39-40.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Total hazardous and non-hazardous waste directed to disposal	tons/year	Group	13,269	13,632	13,669	The 2024 report includes unaltered historical data from 2022 and 2023. Past restatements for boundary alignment have been discontinued to maintain original data consistency.
- of which sent to incineration (with energy recovery)	tons/year	Group	6,305	6,312	6,053	
- of which sent to incineration (without energy recovery)	tons/year	Group	1,475	1,519	1,440	
Landfilling	tons/year	Group	2,071	2,332	1,901	
Other disposal options	tons/year	Group	3,417	3,468	4,273	
Total hazardous waste (Offsite)	tons/year	Group	4,534	4,823	5,482	
- of which sent to incineration (with energy recovery) (Offsite)	tons/year	Group	1,883	1,882	1,967	
- of which sent to incineration (without energy recovery) (Offsite)	tons/year	Group	656	903	881	

GRI - Material Topics - Waste Management continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 306-5 continued	Waste directed to disposal: pages 39-40.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Landfilling (Offsite)	tons/year	Group	22	52	126	
Other disposal options (Offsite)	tons/year	Group	1,972	1,986	2,508	
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 options (Onsite)	tons/year	Group	-	-	-	
Total non-hazardous waste (Offsite)	tons/year	Group	8,735	8,809	8,187	
- of which sent to incineration (with energy recovery) (Offsite)	tons/year	Group	4,422	4,430	4,087	
- of which sent to incineration (without energy recovery) (Offsite)	tons/year	Group	819	617	559	
Landfilling (Offsite)	tons/year	Group	2,048	2,280	1,776	
Other disposal options (Offsite)	tons/year	Group	1,446	1,483	1,765	
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 options (Onsite)	tons/year	Group	-	-	-	

GRI - Material Topics - Waste Management continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 306-4	Waste diverted from disposal: pages 39-40.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Total hazardous and non-hazardous waste diverted from disposal	tons/year	Group	72,229	72,454	70,858	The 2024 report includes unaltered historical data from 2022 and 2023. Past restatements for boundary alignment have been discontinued to maintain original data consistency.
- of which sent to preparation for reuse	tons/year	Group	-	-	-	
- of which sent to recycling	tons/year	Group	72,229	72,454	70,858	
- of which sent to other recovery operations	tons/year	Group	-	-	-	
Total hazardous waste (Offsite)	tons/year	Group	1,961	1,774	1,406	
- of which sent to preparation for reuse (Offsite)	tons/year	Group	-	-	-	
- of which sent to recycling (Offsite)	tons/year	Group	1,961	1,774	1,406	
- 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	70,267	70,681	69,452	
- of which sent to preparation for reuse (Offsite)	tons/year	Group	-	-	-	
- of which sent to recycling (Offsite)	tons/year	Group	70,267	70,681	69,452	
- 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	-	-	-	

GRI - Material Topics - Climate Change & Action/Energy Management

GRI STANDARD		DISCLOSURE		LOCATION IN REPORT		
GRI 3: Material topics 2021 - Disclosure 3-3		Management of material topics: pages 32-38				
GRI 302: Energy 2016						
Disclosure 302-1	Energy consumption within the organization: pages 36-38					
	Unit of measurement	Scope	2022	2023	2024	Notes
Total energy consumption	GJ/Year	Group	5,322,904	5,318,161	4,863,308	2022 and 2023 numbers have been restated in alignment with Science Based Target initiative (SBTi) requirements by including non-manufacturing sites. Source of the conversion factors used: DEFRA (UK Department for Environment, Food & Rural Affairs).
Total indirect energy consumption	GJ/Year	Group	4,097,764	4,108,484	3,737,198	
- of which electricity consumption from non-renewable sources	GJ/Year	Group	2,968,221	2,528,628	1,661,073	
- of which purchased electricity from certified renewable sources	GJ/Year	Group	1,069,336	1,534,751	2,061,109	
- of which electricity from combined heat and power	GJ/Year	Group	5,169	3,993	-	
- of which cooling from non-renewable sources	GJ/Year	Group	254	230	245	
- of which compressed air from non-renewable sources	GJ/Year	Group	4,640	5,099	1,429	
- 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	46,462	24,698	13,343	
- of which thermal energy from supplier (renew)	GJ/Year	Group	3,684	3,380	-	
Total direct energy consumption	GJ/Year	Group	1,225,140	1,209,676	1,126,110	
- of which natural gas	GJ/Year	Group	1,018,085	958,741	856,404	
- of which gasoline	GJ/Year	Group	2,985	4,375	1,519	
- of which diesel	GJ/Year	Group	3,402	26,814	16,235	
- of which LPG	GJ/Year	Group	174,906	192,037	170,375	
- of which HSC and LSC oil	GJ/Year	Group	1,325	1,353	1,712	

GRI - Material Topics - Climate Change & Action/Energy Management continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 302-1 continued	Energy consumption within the organization: pages 36-38					
	Unit of measurement	Scope	2022	2023	2024	Notes
- of which A-type heavy oil	GJ/Year	Group	19,725	15,689	15,500	
- of which renewable fuels	GJ/Year	Group	-	-	-	
- of which self-produced renewable electricity	GJ/Year	Group	4,712	10,666	64,364	
Disclosure 302-3	Energy Intensity: page 38.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Energy Intensity	MWh/million € revenue	Group	152	140	148	2022 and 2023 numbers have been restated in alignment with Science Based Target initiative (SBTi) requirements by including non-manufacturing sites.
GRI 305: Emissions 2016						
Disclosure 305-1	Direct Scope 1 GHG emissions: page 36.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Scope 1 GHG emissions	tCO2e/year	Group	64,016	63,496	56,137	2022 and 2023 numbers have been restated in alignment with Science Based Target initiative (SBTi) requirements by including non-manufacturing sites in Scope 1. Source of emission factors DEFRA (Department of Environment, Food and Rural Affairs).
Disclosure 305-2	Indirect Scope 2 GHG emissions: page 37.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Scope 2 GHG emissions (market-based)	tCO2e/year	Group	398,555	361,381	210,181	2022 and 2023 numbers have been restated in alignment with Science Based Target initiative (SBTi) standard including non-manufacturing sites for Scope 2.
Scope 2 GHG emissions (local-based)	tCO2e/year	Group	432,339	447,143	403,187	Source of emission factors: IEA (International Energy Agency) for location-based and AIB (Association of Issuing Bodies) + IEA for market-based.

GRI - Material Topics - Climate Change & Action/Energy Management continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 305-3	Other indirect GHG emissions (Scope 3): pages 32-33.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Scope 3 - category 1 (Purchased goods & services)	tCO2e/year	Group	4,002,900	3,908,567	3,458,030	2022 and 2023 emissions data are restated per SBTi standards, by including non-manufacturing sites for Scope 3.3, excluding hotel stays from Scope 3.6, and using statutory logistics data impacting Scope 3.4 calculations.
Scope 3 - category 2 (Capital goods)	tCO2e/year	Group	105,685	100,117	123,053	
Scope 3 - category 3 (Fuel & energy related)	tCO2e/year	Group	137,040	129,332	119,729	
Scope 3 - category 4 (Upstream transportation & distribution)	tCO2e/year	Group	332,909	289,440	356,885	
Scope 3 - category 5 (Waste generated in operations)	tCO2e/year	Group	4,584	5,002	3,345	
Scope 3 - category 6 (Business travel)	tCO2e/year	Group	8,936	12,621	15,608	
Scope 3 - category 7 (Employee commuting)	tCO2e/year	Group	63,839	55,242	52,842	
Scope 3 - category 11 (Use of sold products)	tCO2e/year	Group	3,909,652	4,127,575	4,487,842	
Disclosure 305-4	GHG emissions intensity					
	Unit of measurement	Scope	2022	2023	2024	Notes
Scope 1 and Scope 2 (market-based) GHG emissions intensity ratio	tCO2e/revenue (milllion euros)	Group	48	40	29	2022 and 2023 number have been restated in alignment with Science Based Target initiative (SBTi) standard including non-manufacturing sites for Scopes 1 & 2.
Disclosure 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions: pages 44-45.					
	Unit of measurement	Scope	2022	2023	2024	Notes
PM (Dust)	Tons/year	Group	2,908	5,067	3,836	The 2024 report includes unaltered historical data from 2022 and 2023. Past restatements for boundary alignment have been discontinued to maintain original data consistency.
NOx	Tons/year	Group	109,137	135,415	113,069	
SOx	Tons/year	Group	10,480	8,464	8,521	
Total air emissions	Tons/year	Group	122,525	148,946	125,426	

GRI - Material Topics - Water Conservation

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
GRI 3: Material topics 2021 - Disclosure 3-3	Management of material topics: pages 42-44.					
GRI 303: Water and Effluents 2018						
Disclosure 303-3	Water withdrawal: page 42.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Total water withdrawal	ML /year	Group	2,221	2,109	1,790	The 2024 report includes unaltered historical data from 2022 and 2023. Past restatements for boundary alignment have been discontinued to maintain original data consistency.
Surface water withdrawn	ML/year	Group	88	101	116	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	88	101	116	
- 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	17	28	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	0	17	28	
- of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	0	0	0	
percentage from water-stressed area	%	Group	0%	17%	24%	
Groundwater withdrawn	ML/year	Group	365	332	300	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	365	332	300	
- 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	1.16	0.01	0.00	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	1.16	0.01	0.00	
- of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	0	0	0	
percentage from water-stressed area	%	Group	0.3%	0%	0%	
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	-	-	-	

GRI - Material Topics - Water Conservation continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 303-3 continued	Water withdrawal: page 42.					
	Unit of measurement	Scope	2022	2023	2024	Notes
percentage from water-stressed area	%	Group	-	-	-	
Third-party water (total)	ML/year	Group	1,769	1,676	1,374	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	1,769	1,676	1,374	
- 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	635	650	543	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	635	650	543	
- of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	0	0	0	
percentage from water-stressed area	%	Group	36%	39%	40%	
Water intensity	m3/million € revenue	Group	229	200	196	
Disclosure 303-4	Water discharge: page 42.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Total water discharged	ML /year	Group	1,341	1,526	1,327	The 2024 report includes unaltered historical data from 2022 and 2023. Past restatements for boundary alignment have been discontinued to maintain original data consistency.
- to surface water	ML/year	Group	81.60	78.24	79.70	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	81.60	78.22	79.68	
- of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	0.00	0.02	0.02	
- of which from water-stressed area	ML/year	Group	0.5	0.0	0.0	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	0.5	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	0.6%	0.0%	0.0%	
- to groundwater	ML/year	Group	0.0	0.7	0.6	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	0.0	0.7	0.6	
- of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	-	-	-	

GRI - Material Topics - Water Conservation continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 303-4 continued	Water discharge: page 42.					
	Unit of measurement	Scope	2022	2023	2024	Notes
- 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	-	-	-	
- 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	1,259	1,447	1,247	
Of which volume of water sent to other organizations	ML/year	Group	25	84	111	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	1,259	1,371	1,110	
- of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	-	76	137	
- of which from water-stressed area	ML/year	Group	335	438	413	
Of which volume of water sent to other organizations	ML/year	Group	25	83	110	
- of which fresh water (≤ 1000 mg/L total dissolved solids)	ML/year	Group	335	438	407	
- of which other water (> 1000 mg/L total dissolved solids)	ML/year	Group	0	0	6	
percentage from water-stressed area	%	Group	27%	30%	33%	

GRI - Material Topics - Water Conservation continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 303-5	Water consumption: page 43.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Total water consumption	ML/year (calculated)	Group	880	583	463	Non-GRI definition: KPI which doesn't fall under GRI requirements. Marelli is reporting non-GRI in accordance with our sustainability strategy. The 2024 report includes unaltered historical data from 2022 and 2023. Past restatements for boundary alignment have been discontinued to maintain original data consistency.
- of which from water-stressed area	ML/year	Group	301	229	158	
Non-GRI recycled water index	%	Group	92%	91%	92%	
Water recycled and reused	ML/year	Group	26,524	20,974	19,805	
Non-GRI	Energy management systems and Environmental audits					
	Unit of measurement	Scope	2022	2023	2024	Notes
Number of sites with a certified ISO 14001 environmental management system	Number of sites	Group	97	95	92	Marelli is strategically refining its operational footprint, resulting in a year-on-year reduction in the number of sites. The 2024 report includes unaltered historical data from 2022 and 2023. Past restatements for boundary alignment have been discontinued to maintain original data consistency.
Number of sites with a certified ISO 14001 environmental management system	%	Group	95%	94%	98%	

GRI - Material Topics - Biodiversity

GRI STANDARD		DISCLOSURE		LOCATION IN REPORT								
GRI 3: Material topics 2021 - Disclosure 3-3		Management of material topics: pages 46-47.										
GRI 304: Biodiversity												
Disclosure 304-1		Operational sites owned, leased, managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas										
Site		Geographic location		Subsurface and underground land that may be owned, leased or managed by the organization	Position in relation to the protected area (in the area, adjacent to or containing portions of the protected area) or the high biodiversity value area outside protected areas;					Type of operation	Size of property (sqm)	Biodiversity value characterized by listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation)
Location name	Country	Latitude	Longitude		Proximity	Protected areas	Name of area	Designation	Governance			IUCN Management
Llinars del Valles	Spain	41.64738271	2.41610667	N/A	Up to 2 km	Natura 2000	Serres del Montnegre i el Corredor	Protection Plan	Federal or national ministry or agency	Manufacturing & Offices	36,266	IUCN Management V
					Up to 5 km	Natura 2000	El Montseny	Protection Plan	Federal or national ministry or agency			IUCN Management V
					Up to 10 km	Natura 2000	Riu Congost	Protection Plan	Federal or national ministry or agency			IUCN Management V

GRI - Material Topics - Biodiversity continued

GRI STANDARD		DISCLOSURE		LOCATION IN REPORT								
Disclosure 304-1 continued		Operational sites owned, leased, managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas										
Site		Geographic location		Subsurface and underground land that may be owned, leased or managed by the organization	Position in relation to the protected area (in the area, adjacent to or containing portions of the protected area) or the high biodiversity value area outside protected areas;					Type of operation	Size of property (sqm)	Biodiversity value characterized by listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation)
Location name	Country	Latitude	Longitude		Proximity	Protected areas	Name of area	Designation	Governance			IUCN Management
Sulmona	Italy	42.08235106	13.90147183	N/A	Up to 2 km	Natura 2000	Parco Nazionale della Maiella	Special Protection Area (Birds Directive)	Federal or national ministry or agency	Manufacturing & Offices	240,600	IUCN Management II
					Up to 2 km	Natura 2000	Maiella	Special Areas of Conservation (Habitats Directive)	Regional			Not Reported
					Up to 5 km	Natura 2000	Fiumi Giardino - Sagittario - Aterno - Sorgenti del Pescara	Special Areas of Conservation (Habitats Directive)	Regional			Not Reported
					Up to 10 km	Natura 2000	Gole di San Venanzio	Special Areas of Conservation (Habitats Directive)	Regional			Not Reported
					Up to 10 km	Natura 2000	Sirente Velino	Special Protection Area (Birds Directive)	Regional			Not Reported
					Up to 10 km	Natura 2000	Monte Genzana	Special Areas of Conservation (Habitats Directive)	Regional			Not Reported

GRI - Material Topics - Biodiversity continued

GRI STANDARD		DISCLOSURE			LOCATION IN REPORT							
Disclosure 304-1 continued		Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas										
Site		Geographic location		Subsurface and underground land that may be owned, leased or managed by the organization	Position in relation to the protected area (in the area, adjacent to, or containing portions of the protected area) or the high biodiversity value area outside protected areas;					Type of operation	Size of property (sqm)	Biodiversity value characterized by listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation)
Location name	Country	Latitude	Longitude		Proximity	Protected areas	Name of area	Designation	Governance			IUCN Management
Barbera	Spain	41.52082981	2.13312186921675	N/A	Up to 2 km	National	Gallecs	Protection Plan	Federal or national ministry or agency	Manufacturing & Offices	17,740	IUCN Management V
					Up to 5 km	Natura 2000	Serra de Collserola	Protection Plan	Federal or national ministry or agency			IUCN Management VI
					Up to 10 km	Natura 2000	Riu Congost	Protection Plan	Federal or national ministry or agency			IUCN Management V
					Up to 10 km	Natura 2000	Serres del Litoral Septentrional	Special Areas of Conservation (Habitats Directive)	Regional			Not Reported
Maua	Brazil	-23.66162125647324	-46.48696997211986	N/A	Up to 10 km	National	Parque Natural Municipal Fazenda Do Carmo	Park	Sub-national ministry or agency	Manufacturing & Offices	191,250	IUCN Management II

GRI - Material Topics - Biodiversity continued

GRI STANDARD		DISCLOSURE			LOCATION IN REPORT							
Disclosure 304-1 continued			Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas									
Site		Geographic location		Subsurface and underground land that may be owned, leased or managed by the organization	Position in relation to the protected area (in the area, adjacent to, or containing portions of the protected area) or the high biodiversity value area outside protected areas;					Type of operation	Size of property (sqm)	Biodiversity value characterized by listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation)
Location name	Country	Latitude	Longitude		Proximity	Protected areas	Name of area	Designation	Governance			IUCN Management
Kechnec	Slovakia	48.55126736	21.24293303	N/A	Overlap	Other	Košice valley	Key Biodiversity Area	N/A	Manufacturing & Offices	333,610	IUCN Management IV
					Up to 2 km	Natura 2000	Košická kotlina	Special Protection Area (Birds Directive)	Federal or national ministry or agency			Not Reported
					Up to 5 km	Natura 2000	Hornádske meandr	Special Areas of Conservation (Habitats Directive)	Regional			Not Reported
					Up to 10 km	Natura 2000	Hernád-völgy és Sajóládi-erdő	Special Areas of Conservation (Habitats Directive)	Regional			Not Reported
					Up to 10 km	Natura 2000	Zempléni-hegység a Szerencsi-dombsággal és a Hernád-völgygel	Special Protection Area (Birds Directive)	Regional			Not Reported
Amparo	Brazil	-22.71651052110796	-46.81601106176516	N/A	Overlap	National	Apa Piracicaba Juquerí-Mirim Area Ii	Environmental Protection Area	Sub-national ministry or agency	Manufacturing & Offices	236,246	IUCN Management V

GRI - Material Topics - Biodiversity continued

GRI STANDARD		DISCLOSURE			LOCATION IN REPORT							
Disclosure 304-1 continued		Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas										
Site		Geographic location		Subsurface and underground land that may be owned, leased or managed by the organization	Position in relation to the protected area (in the area, adjacent to, or containing portions of the protected area) or the high biodiversity value area outside protected areas;					Type of operation	Size of property (sqm)	Biodiversity value characterized by listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation)
Location name	Country	Latitude	Longitude		Proximity	Protected areas	Name of area	Designation	Governance			IUCN Management
Santpedor	Spain	41.77809398	1.852575298	N/A	Up to 2 km	Other	Serralades Prelitorals de Barcelona	Key Biodiversity Area	N/A	Manufacturing & Offices	43,000	Not Reported
					Up to 10 km	Natura 2000	Sant Llorenç del Munt i l'Obac	Special Protection Area (Birds Directive)	Regional			Not Reported
					Up to 10 km	Natura 2000	Serra de Castelltallat	Protection Plan	National			IUCN Management V
Toluca	Mexico	19.293376779846017	-99.54501725599826	N/A	Up to 5 km	National	Santuario del Agua y Forestal Subcuenca Tributaria Río San Lorenzo	State Park	Sub-national ministry or agency	Manufacturing & Offices	31,181	Not Reported
					Up to 5 km	Ciénegas de Lerma	Ramsar Site, Wetland of International Importance	Ramsar Site, Wetland of International Importance	International			Not Reported

GRI - Material Topics - Labor Relations

GRI STANDARD		DISCLOSURE		LOCATION IN REPORT		
GRI 3: Material topics 2021 - Disclosure 3-3		Management of material topics: pages 82-85.				
GRI 401: Employment 2016						
Disclosure 401-1	New employee hires and employee turnover: pages 83-84.					
	Unit of measurement	Scope	2022	2023	2024	Notes
New hires in reporting year (permanent employees only)	number (head count)	Group	9,967	7,548	5,393	
Hiring rate (tot.)	%	Group	21%	18%	14%	
- of which female	number (head count)	Group	3,867	3,005	2,060	
Hiring rate female	%	Group	27%	24%	17%	
- of which < 30 years old	number (head count)	Group	2,132	1,533	1,048	
Hiring rate <30	%	Group	70%	71%	9%	
- of which 30 <= x <= 50	number (head count)	Group	1,598	1,340	932	
Hiring rate 30<=x<=50	%	Group	18%	17%	8%	
- of which > 50 years old	number (head count)	Group	137	132	80	
Hiring rate >50	%	Group	6%	5%	1%	
- of which male	number (head count)	Group	6,099	4,543	3,333	
Hiring rate male	%	Group	18%	15%	12%	
- of which < 30 years old	number (head count)	Group	3,434	2,488	1,605	
Hiring rate <30	%	Group	52%	53%	6%	
- of which 30 <= x <= 50	number (head count)	Group	2,370	1,795	1,161	
Hiring rate 30<=x<=50	%	Group	12%	10%	6%	
- of which > 50 years old	number (head count)	Group	295	260	171	
Hiring rate >50	%	Group	4%	4%	1%	
- of which other	number (head count)	companies/countries for which gender information is not available	1	0	0	

GRI - Material Topics - Labor Relations continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 401-1 continued	New employee hires and employee turnover: pages 83-84.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Hiring rate other	%	companies/countries for which gender information is not available	100%	0	0	
New hires of which South America (SA)	number (head count)	SA	523	546	802	
Hiring rate South America (SA)	%	SA	11%	7%	16%	
New hires of which North America (NA)	number (head count)	NA	6,739	5,705	3,290	
Hiring rate North America (NA)	%	NA	52%	50%	30%	
New hires of which EMEA	number (head count)	EMEA	1,095	905	443	
Hiring rate EMEA	%	EMEA	6%	6%	3%	
New hires of which India	number (head count)	India	360	110	458	
Hiring rate India	%	India	39%	13%	39%	
New hires of which ASEAN	number (head count)	ASEAN	415	136	53	
Hiring rate ASEAN	%	ASEAN	7%	3%	1%	
New hires of which China	number (head count)	China	835	146	347	
Hiring rate China	%	China	15%	4%	9%	
Leavers in reporting year (Permanent employees only)	number (head count)	Group	13,687	14,328	7,835	
Leavers rate (tot.)	%	Group	28%	34%	20%	
- of which voluntary leavers	number (head count)	Group	7,353	6,087	3,182	
Leavers rate	%	Group	15%	14%	8%	
- of which female	number (head count)	Group	4,535	4,997	2,736	
Leavers rate female	%	Group	32%	40%	23%	
- voluntary female leavers	number (head count)	Group	2,599	2,250	1,184	

GRI - Material Topics - Labor Relations continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 401-1 continued	New employee hires and employee turnover: pages 83-84.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Voluntary female leavers rate	%	Group	18%	18%	10%	
- of which < 30 years old	number (head count)	Group	1,953	1,703	872	
Leavers rate <30	%	Group	14%	79%	7%	
- of which voluntary female leavers <30	number (head count)	Group	1,287	897	459	
Voluntary female leavers rate	%	Group	9%	7%	4%	
- of which females 30 <= x <= 50	number (head count)	Group	2,123	2,744	1,417	
Leavers rate 30<=x<=50	%	Group	16%	36%	12%	
- of which voluntary female leavers	number (head count)	Group	1,177	1,161	615	
Voluntary female leavers rate	%	Group	8%	15%	5%	
- of which female leavers > 50 years old	number (head count)	Group	459	550	447	
Leavers rate >50	%	Group	20%	21%	4%	
- of which voluntary female leavers	number (head count)	Group	135	192	110	
Voluntary female leavers rate	%	Group	6%	7%	1%	
- of which male	number (head count)	Group	9,152	9,331	5,099	
Leaver rate male	%	Group	27%	31%	18%	
- voluntary male leavers	number (head count)	Group	4,754	3,837	1,998	
- voluntary male leavers rate	%	Group	14%	13%	7%	
- of which < 30 years old	number (head count)	Group	3,562	2,707	1,439	
Leavers rate <30	%	Group	54%	58%	5%	
- of which voluntary male leavers	number (head count)	Group	2,159	1,366	625	
Voluntary male leavers rate	%	Group	33%	29%	2%	
- of which 30 <= x <= 50	number (head count)	Group	4,225	4,902	2,760	

GRI - Material Topics - Labor Relations continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 401-1 continued	New employee hires and employee turnover: pages 83-84.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Leavers rate 30<=x<=50	%	Group	21%	27%	10%	
- of which voluntary leavers	number (head count)	Group	2,306	2,131	1,161	
Leavers rate voluntary	%	Group	11%	12%	4%	
- of which > 50 years old	number (head count)	Group	1,365	1,722	900	
Leavers rate >50	%	Group	20%	24%	3%	
- of which voluntary leavers	number (head count)	Group	289	340	212	
Leavers rate voluntary	%	Group	4%	5%	1%	
Leavers of which South America (SA)	number (head count)	SA	598	738	700	
Leavers rate South America (SA)	%	SA	13%	16%	14%	
Voluntary leavers rate of which South America (SA)	number (head count)	SA	152	148	197	
Voluntary Leavers of which South America (SA)	%	SA	3%	3%	4%	
Leavers of which North America (NA)	number (head count)	NA	7,049	7,534	3,786	
Leavers rate North America (NA)	%	NA	55%	67%	34%	
Voluntary leavers of which North America (NA)	number (head count)	NA	4,461	3,811	1,756	
Voluntary leavers rate of which North America (NA)	%	NA	34%	34%	16%	
Leavers of which EMEA	number (head count)	EMEA	3,218	2,885	2,127	
Leavers rate EMEA	%	EMEA	18%	18%	15%	
Voluntary leavers rate of EMEA	number (head count)	EMEA	1,429	1,113	633	
Voluntary leavers of EMEA	%	EMEA	8%	7%	4%	
Leavers of which India	number (head count)	India	154	206	118	
Leavers rate India	%	India	17%	25%	10%	

GRI - Material Topics - Labor Relations continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 401-1 continued	New employee hires and employee turnover: pages 83-84.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Voluntary leavers of India	number (head count)	India	152	197	114	
Voluntary leavers rate of India	%	India	17%	24%	10%	
Leavers of which ASEAN	number (head count)	ASEAN	1,555	1,387	305	
Leavers rate ASEAN	%	ASEAN	25%	29%	7%	
Voluntary leavers rate of ASEAN	number (head count)	ASEAN	493	394	234	
Voluntary leavers of ASEAN	%	ASEAN	8%	8%	5%	
Leavers of which China	number (head count)	China	1,113	1,578	799	
Leavers rate China	%	China	20%	38%	22%	
Voluntary leavers China	number (head count)	China	666	424	248	
Voluntary leavers rate China	%	China	12%	10%	7%	
Disclosure 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees: page 73.					

GRI - Material Topics - Labor Relations continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 401-3	Parental leave: page 76.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Total number of employees that were entitled to parental leave	number (head count)	Group	36,619	43,504	41,693	Parental leaves includes both full-time employees as well as part-time employees. Marelli has operations in Korea where employees are not entitled to parental leave. Marelli reported this indicator for the first time in the 2023 Sustainability Report. 2023 data has been restated due to data quality improvements.
- of which female	number (head count)	Group	11,217	12,917	12,432	
- of which male	number (head count)	Group	25,402	30,588	29,261	
Total number of employees that took parental leave	number (head count)	Group	2,919	1,920	1,818	
- of which female	number (head count)	Group	1,288	859	781	
- of which male	number (head count)	Group	1,631	1,061	1,037	
Total number of employees that returned to work in the reporting period after parental leave ended	number (head count)	Group	2,622	1,428	1,511	
- of which female	number (head count)	Group	1,009	464	507	
- of which male	number (head count)	Group	1,613	964	1,004	
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	2,142	1,135	1,102	
- of which female	number (head count)	Group	767	373	315	
- of which male	number (head count)	Group	1,375	762	787	
Total number of employees that returned to work following parental leave in the previous reporting period(s)	number (head count)	Group	-	2,663	1,428	
- of which female	number (head count)	Group	-	1,030	464	
- of which male	number (head count)	Group	-	1,633	964	

GRI - Material Topics - Labor Relations continued

GRI STANDARD	DISCLOSURE		LOCATION IN REPORT			
GRI 402: Labor/Management Relations						
Disclosure 402-1	Minimum notice periods regarding operational changes: page 85.					
GRI 406: Non-discrimination 2016						
Disclosure 406-1	Incidents of discrimination and corrective actions taken: page 54.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Total number of incidents of discrimination	number (head count)	Group	-	1	2	As of 2024, all reported incidents and actions related to discrimination have been resolved and completed. In 2023, a review of confirmed allegations received through the Integrity Hotline under the "Discrimination" category resulted in only one verified case. In response, we provided advice and assistance through coaching to address the issue effectively.
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: pages 51, 53, 54, 55, 62, 63.					

GRI - Material Topics - Employee Engagement

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics: pages 65-75.					
GRI 404: Training and Education 2016						
Disclosure 404-1	Average hours of training per year per employee: pages 68-71.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Total training hours: Executives (Directors and above)	hours/year	Group	2,528	5,063	5,624	
- of which female	hours/year	Group	325	902	1,116	
- of which male	hours/year	Group	2,203	4,160	4,508	
Average training hours: Executives (Directors and above)	hours/employee	Group	4	11	12	
- of which female	hours/year	Group	5	13	15	
- of which male	hours/year	Group	4	11	12	
Total training hours: (Managers)	hours/year	Group	38,664	75,755	96,623	
- of which female	hours/year	Group	6,826	15,826	21,080	
- of which male	hours/year	Group	31,838	59,929	75,543	
Average training hours: (Managers)	hours/employee	Group	11	26	33	
- of which female	hours/year	Group	12	33	43	
- of which male	hours/year	Group	10	24	31	
Total training hours: (Salaried)	hours/year	Group	199,052	83,452	101,962	
- of which female	hours/year	Group	52,897	24,379	30,194	
- of which male	hours/year	Group	146,141	59,074	71,768	
Average training hours: (Salaried)	hours/employee	Group	15	8	10	
- of which female	hours/year	Group	14	9	12	
- of which male	hours/year	Group	15	8	10	

GRI - Material Topics - Employee Engagement continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 404-1 continued	Average hours of training per year per employee: pages 68-71.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Total training hours: (hourly)	hours/year	Group	189,454	281,842	252,718	
- of which female	hours/year	Group	36,612	46,748	61,117	
- of which male	hours/year	Group	152,842	235,094	191,601	
Average training hours: (hourly)	hours/employee	Group	6	9	9	
- of which female	hours/year	Group	3	5	7	
- of which male	hours/year	Group	7	11	10	
Disclosure 404-2	Programs for upgrading employee skills and transition assistance programs: pages 69-71.					
Disclosure 404-3	Percentage of employees receiving regular performance and career development reviews: page 67.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Number of employees receiving regular performance and career development reviews	number (head count)	Group	-	26,333	27,056	Marelli started reporting this indicator in 2023 For total number of employees, please check GRI 2-7
Percentage of employees receiving regular performance and career development reviews	%	Group	-	60%	65%	
- of which women receiving regular performance and career development reviews	number (head count)	Group	-	7,061	7,159	
Percentage of women	%	Group	-	55%	26%	
- of which women receiving regular performance and career development reviews	number (head count)	Group	-	19,272	19,897	
Percentage of men	%	Group	-	63%	74%	

GRI - Material Topics - Employee Engagement continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 404-3 continued	Percentage of employees receiving regular performance and career development reviews: page 67.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Executive (Directors and above)	number (headcount)	Group	-	450	433	Marelli started reporting this indicator in 2023 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	
Total number of women	number (head count)	Group	-	69	74	
Percentage of women	%	Group	-	100%	92%	
- of which men receiving regular performance and career development reviews	number (head count)	Group	-	381	365	
Total number of men	number (head count)	Group	-	391	388	
Percentage of men	%	Group	-	97%	94%	
Manager	number (head count)	Group	-	2,857	2,838	
- of which women receiving regular performance and career development reviews	number (head count)	Group	-	468	481	
Total number of women	number (head count)	Group	-	484	495	
Percentage of women	%	Group	-	97%	97%	
- of which men receiving regular performance and career development reviews	number (head count)	Group	-	2,389	2,357	
Total number of men	number (head count)	Group	-	2,457	2,430	
percentage of men	%	Group	-	97%	97%	

GRI - Material Topics - Employee Engagement continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 404-3 continued	Percentage of employees receiving regular performance and career development reviews: page 67.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Salaried	number (head count)	Group	-	8,534	8,760	Marelli started reporting this indicator in 2023 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	
Total number of women	number (head count)	Group	-	2,642	2,619	
Percentage of women	%	Group	-	85%	88%	
- of which men receiving regular performance and career development reviews	number (head count)	Group	-	6,289	6,458	
Total number of men	number (head count)	Group	-	7,301	7,248	
Percentage of men	%	Group	-	86%	89%	
Hourly	number (head count)	Group	-	14,492	15,025	
- of which women receiving regular performance and career development reviews	number (head count)	Group	-	4,279	4,308	
Total number of women	number (head count)	Group	-	9,728	9,244	
Percentage of women	%	Group	-	44%	47%	
- of which men receiving regular performance and career development reviews	number (head count)	Group	-	10,213	10,717	
Total number of men	number (head count)	Group	-	20,514	19,195	
Percentage of men	%	Group	-	50%	56%	

GRI - Material Topics - Occupational Health and Safety

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics: pages 78-81.					
GRI 403: Occupational Health and Safety 2018						
Disclosure 403-1	Occupational health and safety management system: pages 79-80.					
Disclosure 403-6	Promotion of worker health: page 78, 80, 81.					
Disclosure 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships: pages 79-81.					
Disclosure 403-9	Work-related injuries: pages 78-81.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Employees						
Number of work-related injuries	number/year	Group	497	449	254	
- of which number of fatal injuries	number/year	Group	1	0	0	
- of which high-consequence lost time injuries (LTI)	number/year	Group	18	16	28	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	66	63	42	LTI is defined as the injury which causes the worker to be absent at least one day not including the day of the injury.
- of which first aid (FA)	number/year	Group	412	370	184	
Number of commuting injuries	number/year	Group	157	208	118	
Worked hours	number/year	Group	90,019,475	87,117,977	83,794,869	The 2024 report includes unaltered historical data from 2022 and 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	0.01	0	0	
Rate of high-consequence work-related injuries (excluding fatalities)	(High-consequence LTI/Worked hours) x 1,000,000	Group	0.20	0.18	0.33	
Rate of recordable work-related injuries	(Number of work-related injuries/Worked hours) x 1,000,000	Group	5.51	5.15	3.03	
Rate of total LTI (including high-consequence lost LTI)	(Number of serious LTI+Number of LTI+Number of fatalities/ Worked hours) x 1,000,000	Group	0.94	0.91	0.84	

GRI - Material Topics - Occupational Health and Safety continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 403-9 continued	Work-related injuries: pages 78-81.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Workers who are not employees (AGENCY+EXTERNAL CONTRACTORS): pages 78-81.						
Number of work-related injuries	number/year	Group	38	20	22	
- of which number of fatal injuries	number/year	Group	0	0	0	
- of which high-consequence lost time injuries (LTI)	number/year	Group	2	5	5	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	2	11	7	LTI is defined as the injury which causes the worker to be absent at least one day not including the day of the injury.
- of which first aid (FA)	number/year	Group	34	4	10	
Number of commuting injuries	number/year	Group	Not available	Not available	Not available	The number of commuting injuries for workers who are not employees is not available currently. Marelli is committed to collect and disclose this data starting from the next Sustainability report.
Worked hours	number/year	Group	16,323,330	18,647,017	18,989,144	The 2024 report includes unaltered historical data from 2022 and 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	0	0	
Rate of high-consequence work-related injuries (excluding fatalities)	(High-consequence LTI/Worked hours) x 1,000,000"	Group	0.12	0.27	0.26	
Rate of recordable work-related injuries	(Number of work-related injuries/Worked hours) x 1,000,000	Group	2.33	1.07	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	Group	0.25	0.86	0.63	

GRI - Material Topics - Occupational Health and Safety continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 403-10	Work-related ill health: page 81.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Employees						
Number of fatalities as a result of work-related ill health	number/year	Group	Not available	Not available	Not available	The information required is currently not available. Marelli is committed to collecting and disclosing this data starting from the next Sustainability report.
Number of work-related ill health	number/year	Group	5	3	24	Cases are related to biomedical overload and vibration; cumulative trauma, and ergonomics.
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 information required is currently not available. Marelli is committed to collecting and disclosing this data starting from the next Sustainability report.
Number of work-related ill health	number/year	Group	Not available	Not available	Not available	
Non-GRI Occupational Health and Safety Management System						
	Unit of measurement	Scope	2022	2023	2024	Notes
Number of sites with a certified ISO 45001 health and safety management system	number	Group	76	108	106	Marelli is strategically refining its operational footprint, resulting in a year-on-year reduction in the number of sites. The 2024 report includes unaltered historical data from 2022 and 2023. Past restatements for boundary alignment have been discontinued to maintain original data consistency
Sites with a certified ISO 45001 health and safety management system	%	Group	63%	92%	95%	

GRI - Material Topics - Diversity and Inclusion

GRI STANDARD	DISCLOSURE		LOCATION IN REPORT			
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics: pages 75-77.					
GRI 405: Diversity and Equal Opportunity 2016						
Disclosure 405-1 (a)	Diversity of governance bodies and employees: pages 75, 76, 91.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Total number of employees in Top Management	number (head count)	Group	571	460	462	
- of which female	number (head count)	Group	72	69	74	
- of which female	%	Group	13%	15%	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	47	38	41	
- of which 30 <= x <= 50	%	Group	8%	8%	9%	
- of which > 50 years old	number (head count)	Group	25	31	33	
- of which > 50 years old	%	Group	4%	7%	7%	
- of which male	number (head count)	Group	499	391	388	
- of which male	%	Group	87%	85%	84%	
- of which < 30 years old	number (head count)	Group	1	0	0	
- of which < 30 years old	%	Group	0.20%	0%	0%	
- of which 30 <= x <= 50	number (head count)	Group	191	132	135	
- of which 30 <= x <= 50	%	Group	33%	29%	29%	
- of which > 50 years old	number (head count)	Group	307	259	253	
- of which > 50 years old	%	Group	54%	56%	55%	

GRI - Material Topics - Diversity and Inclusion continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 405-1 (a) continued	Diversity of governance bodies and employees: pages 75, 76, 91.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Total number of Managers	number (head count)	Group	3,632	2,941	2,925	
- of which female	number (head count)	Group	585	484	495	
- of which female	%	Group	16%	16%	17%	
- of which < 30 years old	number (head count)	Group	7	2	3	
- of which < 30 years old	%	Group	0%	0%	0.1%	
- of which 30 <= x <= 50	number (head count)	Group	474	375	375	
- of which 30 <= x <= 51	%	Group	13%	13%	13%	
- of which > 50 years old	number (head count)	Group	104	107	117	
- of which > 50 years old	%	Group	3%	4%	4%	
- of which male	number (head count)	Group	3,047	2,457	2,430	
- of which male	%	Group	84%	84%	83%	
- of which < 30 years old	number (head count)	Group	27	5	6	
- of which < 30 years old	%	Group	1%	0%	0%	
- of which 30 <= x <= 50	number (head count)	Group	1,874	1,470	1,445	
- of which 30 <= x <= 51	%	Group	52%	50%	49%	
- of which > 50 years old	number (head count)	Group	1,146	982	979	
- of which > 50 years old	%	Group	32%	33%	33%	
- of which belonging to vulnerable groups and/or minority group (e.g. employees with disabilities)	number (head count)	Group	14	11	11	
- of which belonging to vulnerable groups and/or minority group (e.g. employees with disabilities)	%	Group	3%	3%	3%	Percentage is calculated as total number of employees belonging to vulnerable groups/minority groups (e.g. employees with disabilities)

GRI - Material Topics - Diversity and Inclusion continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 405-1 (a) continued	Diversity of governance bodies and employees: pages 75, 76, 91.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Total number of Salaried	number (head count)	Group	13,220	9,942	9,867	
- of which female	number (head count)	Group	3,783	2,642	2,619	
- of which female	%	Group	29%	27%	27%	
- of which < 30 years old	number (head count)	Group	1,017	478	479	
- of which < 30 years old	%	Group	8%	5%	5%	
- of which 30 <= x <= 50	number (head count)	Group	2,417	1,822	1,797	
- of which 30 <= x <= 51	%	Group	18%	18%	18%	
- of which > 50 years old	number (head count)	Group	349	342	343	
- of which > 50 years old	%	Group	3%	3%	3%	
- of which men	number (head count)	Group	9,437	7,301	7,248	
- of which men	%	Group	71%	73%	73%	
- of which < 30 years old	number (head count)	Group	1,881	964	986	
- of which < 30 years old	%	Group	14%	10%	10%	
- of which 30 <= x <= 50	number (head count)	Group	5,851	4,740	4,649	
- of which 30 <= x <= 51	%	Group	44%	48%	47%	
- of which > 50 years old	number (head count)	Group	1,705	1,597	1,613	
- of which > 50 years old	%	Group	13%	16%	16%	
- of which belonging to vulnerable groups and/or minority group (e.g. employees with disabilities)	number (head count)	Group	68	53	52	
- of which belonging to vulnerable groups and/or minority group (e.g. employees with disabilities)	%	Group	17%	14%	14%	Percentage is calculated as total number of employees belonging to vulnerable groups/minority groups (e.g. employees with disabilities)

GRI - Material Topics - Diversity and Inclusion continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 405-1 (a) continued	Diversity of governance bodies and employees: pages 75, 76, 91.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Total number of Hourly	number (head count)	Group	32,945	30,242	28,439	
- of which female	number (head count)	Group	10,486	9,728	9,244	
- of which female	%	Group	32%	32%	33%	
- of which < 30 years old	number (head count)	Group	2,364	1,909	1,908	
- of which < 30 years old	%	Group	7%	6%	7%	
- of which 30 <= x <= 50	number (head count)	Group	6,211	5,668	5,291	
- of which 30 <= x <= 51	%	Group	19%	19%	19%	
- of which > 50 years old	number (head count)	Group	1,911	2,151	2,045	
- of which > 50 years old	%	Group	6%	7%	7%	
- of which men	number (head count)	Group	22,458	20,514	19,195	
- of which men	%	Group	68%	68%	67%	
- of which < 30 years old	number (head count)	Group	5,224	4,024	3,640	
- of which < 30 years old	%	Group	16%	13%	13%	
- of which 30 <= x <= 50	number (head count)	Group	13,243	11,973	11,092	
- of which 30 <= x <= 51	%	Group	40%	40%	39%	
- of which > 50 years old	number (head count)	Group	3,991	4,517	4,463	
- of which > 50 years old	%	Group	12%	15%	16%	
- of which other	number (head count)	Group	1	0	0	
- of which < 30 years old	number (head count)	Group	0	0	0	
- of which 30 <= x <= 50	number (head count)	Group	1	0	0	

GRI - Material Topics - Diversity and Inclusion continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 405-1 (a) continued	Diversity of governance bodies and employees: pages 75, 76, 91.					
	Unit of measurement	Scope	2022	2023	2024	Notes
- 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	321	323	307	
- of which belonging to vulnerable groups and/or minority groups (e.g. Employees with disabilities)	%	Group	80%	83%	83%	Percentage is calculated as total number of employees belonging to vulnerable groups/minority groups (e.g. employees with disabilities).
Total number of employees belonging to vulnerable groups and minority groups (e.g. employees with disabilities)	number (head count)	Group	403	387	370	
Disclosure 405-2	Ratio of basic salary of women to men: page 72.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Executives	%	Group	-	110%	102%	Marelli started reporting this indicator in 2023. 2023 data has been restated as we observed a mistake in the calculation. The ratio has been calculated using basic salary. 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 is reporting this indicator by location for the first time in 2024.
ASEAN	%	Group	-	-	124%	
China	%	Group	-	-	79%	
EMEA	%	Group	-	-	87%	
India	%	Group	-	-	66%	
North America	%	Group	-	-	117%	
South America	%	Group	-	-	126%	

GRI - Material Topics - Diversity and Inclusion continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 405-2 continued	Ratio of basic salary of women to men: page 72.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Managers	%	Group	-	86%	96%	Marelli started reporting this indicator in 2023 2023 data has been restated as we observed a mistake in the calculation. The ratio has been calculated using basic salary. 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 is reporting this indicator by location for the first time in 2024.
ASEAN	%	Group	-	-	88%	
China	%	Group	-	-	99%	
EMEA	%	Group	-	-	93%	
India	%	Group	-	-	99%	
North America	%	Group	-	-	93%	
South America	%	Group	-	-	92%	
Salaried	%	Group	-	79%	80%	
ASEAN	%	Group	-	-	76%	
China	%	Group	-	-	75%	
EMEA	%	Group	-	-	81%	
India	%	Group	-	-	90%	
North America	%	Group	-	-	87%	
South America	%	Group	-	-	81%	
Hourly	%	Group	-	85%	82%	
ASEAN	%	Group	-	-	65%	
China	%	Group	-	-	82%	
EMEA	%	Group	-	-	86%	
India	%	Group	-	-	111%	
North America	%	Group	-	-	88%	
South America	%	Group	-	-	69%	

GRI - Material Topics - Product Safety & Quality

GRI STANDARD	DISCLOSURE		LOCATION IN REPORT			
GRI 3: Material topics 2021 - Disclosure 3-3	Management of material topics: pages 28-30.					
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 29.					
	Unit of measurement	Scope	2022	2023	2024	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	-	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.
Total number of incidents of non-compliance with voluntary codes, concerning the health and safety impacts of products and services	number	Group	-	0	0	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 a fine or penalty. For further details see page 29.
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	
GRI 417: Marketing and Labeling						
Disclosure 417-1	Requirements for product and service information and labeling: pages 28-29.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Percentage of significant products or categories of services treated or assessed for compliance with internal procedures	%	Group	-	100%	100%	Marelli began reporting this indicator in 2023. A 100% value indicates coverage of Marelli's Aftermarket products. Since products 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 Materials via IMDS, allowing OEMs to understand usage and integration into vehicles.

GRI - Material Topics - Product Safety & Quality continued

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT				
Disclosure 417-2	Incidents of non-compliance concerning product and service information and labeling: pages 28-29.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Incidents of non-compliance with regulations resulting in a fine or penalty	number	Group	-	0	0	Marelli started reporting this indicator in 2023
Incidents of non-compliance with regulations resulting in a warning	number	Group	-	0	0	
Incidents of non-compliance with voluntary codes	number	Group	-	0	0	
Disclosure 417-3	Incidents of non-compliance concerning marketing communications: page 29.					
	Unit of measurement	Scope	2022	2023	2024	Notes
Incidents of non-compliance with regulations resulting in a fine or penalty	number	Group	-	0	0	Marelli started reporting this indicator in 2023
Incidents of non-compliance with regulations resulting in a warning	number	Group	-	0	0	
Incidents of non-compliance with voluntary codes	number	Group	-	0	0	

GRI - Material Topics - Data Responsibility

GRI STANDARD	DISCLOSURE		LOCATION IN REPORT			
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics: pages 56-59.					
GRI 418: Customer Privacy						
Disclosure 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data: page 58.					
	Unit of measurement	Scope	2022	2023	2024	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 2023, there were no substantiated data breach complaints from customers or authorities.	In 2024, there were no substantiated data breach complaints from customers or authorities.	

GRI - Material Topics - Respect For Human Rights

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics: pages 53-55.	
Disclosure 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk: pages 51, 54, 62, 63.	
Disclosure 408-1	Operations and suppliers at significant risk for incidents of child labor: pages 51, 54, 62, 63.	
Disclosure 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor: pages 51, 54, 62, 63.	

GRI - Material Topics - Toxic Emissions

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics: pages 44-45.	

GRI - Material Topics - Circular Economy Design

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics: pages 24-25.	

GRI - Material Topics - Social Contribution

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT
GRI 3: Material topics 2021 Disclosure 3-3	Management of material topics: pages 86-88.	

Independent Practitioner’s Assurance Report continued

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4

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.

Data presented for comparative purposes related to the 205-1, 205-2, 205-3 and 305-3 GRI indicators for the years ended December 31, 2022 and 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 a sister auditor that, on May 26, 2024 expressed an unmodified conclusion. Data for the year ended December 31, 2022, presented for comparative purposes, have not been subject to a limited or to a reasonable assurance engagement.

DELOITTE & TOUCHE S.p.A.



Giorgio Bertieri

Partner

Turin, Italy

July 21, 2025

Attachment: List of Selected GRI KPIs

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5

The following table lists the Selected GRI KPIs included in the Sustainability Report of Marelli Group as of December 31, 2024 that have been subject to limited assurance:

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 304-1	Operational sites owned, leased, managed in, or adjacent to, protected
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 309-1	Energy consumption within the organization
GRI 309-3	Energy intensity
GRI 305-1	Direct Scope 1 GHG emission
GRI 305-2	Indirect Scope 2 GHG emissions
GRI 305-3	Other indirect GHG emissions (Scope 3)
GRI 305-4	GHG emissions intensity
GRI 306-7	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 403-5	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
GRI 417-1	Requirements for product and service information and labeling
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



Driving Sustainability @Speed

Confirming our Commitments



