



Driving Sustainability @Speed

Confirming our Commitments



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About the Marelli Sustainability Report 2024: Executive Summary

This Executive Summary is an abridged version of the Marelli Sustainability Report 2024.

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.

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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



Driving sustainability @speed

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.

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.

Just recently we have received approval from the Science Based Targets initiative (SBTi) for our net-zero target by 2045, as well as our science-based near and long-term carbon emissions reduction targets. This is a major milestone as it indicates that Marelli's emission reduction goals align with climate science to limit global warming.

We are fully committed to our ambitious sustainability agenda, and the entire Marelli team takes ownership in making it a reality. 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



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



WE SUPPORT



¹ Operational sites in 2025



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.²

²Global Reporting Initiative, Sustainability Accounting Standards Board, 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


The Marelli Sustainability Dashboard guides the company in executing its sustainability strategy by setting and tracking ambitious targets. Annually defined by the Sustainability Council and approved by the Board, these targets are disseminated throughout the organization, with accountability extending to individual plant managers. Monthly monitoring by the Group Executive Committee and quarterly Board reports ensure consistent progress. Integrating these targets into employee performance reviews, the Dashboard motivates teams to surpass objectives.

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.

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

³ Target baseline 2021 ⁴ Target baseline 2022 ⁵ Scope 3.1 results exclude imposed suppliers and indirect materials
⁶ 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

Our Sustainability Strategy in China

Best Practice in China

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.

Importantly, Marelli in China is leading the group in terms of supply chain compliance with international ESG standards and safeguarding our operations for social accountability. In fact, **Marelli is China’s first-ever foreign-invested automotive components company to receive SA8000 certification, setting a new industry benchmark for labor conditions and employee welfare. Furthermore, our 13 plants in China all achieved SA8000 certification in 2024, a significant achievement.**

“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



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



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Design-led innovation

Overview

By prioritizing user-centric, efficient, and environmentally-friendly design, Marelli differentiates itself in the automotive industry through innovative solutions that address digital transformation and regulatory needs.

This approach is crucial as it enables us to provide advanced mobility solutions that are sustainable and competitive. Key strategies include leveraging modular and scalable hardware platforms like the Lean platform, enhancing product affordability and sustainability. Achievements include awards for our cutting-edge products, reflecting both Marelli's technological expertise and environmental commitment. Looking ahead, we plan to delve further into emerging technologies such as AI and Software-Defined Vehicles. Marelli also aims to increase focus on circular economy principles, steering the future of sustainable mobility.

Looking forward

- Expand cradle-to-gate evaluation expertise through all businesses.
- Increase recycled resin usage to 23% in selected products.
- Align 80% of product development with Design for Sustainability criteria.
- Implement Green Claims framework across all marketing channels.
- Monitor and replace Substances of Very High Concern.

“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

Achievements

Awards for our h-Digi® microLED and Digital OLED Taillight technologies

95 patents awarded; 17 linked to UN SDGs

Co-innovation workshops with electronic components and subsystems, carbon and stainless steel suppliers to reduce Scope 3 emissions

Unified approach for PCF requests using ISO 14040/44 standard

Achieved 21% recycled resin inclusion in selected products

85% of innovation projects and 77% of product development projects align with DfS criteria

100% of products comply with OEM safety standards

Received 30 quality awards from customers



Environmental management

Overview

We are committed to achieving net-zero emissions by 2045, a goal approved by the Science Based Targets initiative (SBTi), encompassing both near and long-term carbon emissions reduction targets.

Throughout 2024, our engineering and purchasing teams identified key decarbonization strategies, assessing emissions reduction initiatives to meet our transformative yearly goals. Aligned with the Paris Agreement, we focus on reducing greenhouse gas emissions across our value chain to support a low-carbon economy.

Our commitment includes minimizing waste through recycling and sustainable materials, reducing landfill dependency and enhancing resource efficiency. We prioritize water conservation with efficient recycling and treatment processes, safeguard biodiversity by mitigating ecosystem impacts, and manage toxic emissions using advanced technologies, adhering to environmental regulations.

This integrated approach highlights our dedication to responsible resource management, aligning with our sustainability objectives.

Looking forward

- Reach 100% renewable electricity use by 2030.
- Reduce energy intensity by 12% by 2025 (2021 baseline).
- Implement internal carbon pricing to guide procurement decisions.
- Achieve 25% reduction in Scope 3.1 emissions by 2025.
- Collaborate closely with suppliers on decarbonization efforts and renewable energy adoption.
- Aim for zero waste to landfill by expanding recycling and reuse strategies.
- Reduce overall waste generation by 14% by 2025 (2021 baseline).
- Achieve 30% water intensity reduction by 2025 (2021 baseline).
- Focus on areas with high or extreme water stress.
- Conduct biodiversity risk assessments at manufacturing sites for continuous protection.

⁷ vs. 2022 baseline for operational sites in 2024. See page 6 for more details.

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

Achievements

Near-term 2030 and net-zero 2045 targets approved by SBTi



17% reduction in all scopes⁷

44% reduction of Scope 1 and 2 (market based)⁷

10% reduction in energy intensity (MJ/Worked hours)⁷

59% of the electricity used at our manufacturing sites comes from renewable sources⁷

29% reduction of water intensity⁷

16% reduction in waste generation⁷

98% of manufacturing sites certified under ISO 14001⁷

51% of energy consumption occurred at manufacturing plants certified under ISO 50001

B score in Climate Change (CDP)

A- in Water Security (CDP)



Responsible corporate citizen

Overview

In 2024, Marelli reinforced its dedication to ethical practices through significant strides in compliance, governance, and supply chain responsibility.

Key achievements include the completion of our first UN Global Compact Communication of Progress report and earning the second consecutive EcoVadis Gold Medal.

Marelli expanded its ESG risk assessments across operations and supply chains, employing a third-party risk mapping tool for comprehensive oversight. Our updated Code of Conduct, with training completed by 96% of salaried employees, highlights our dedication to ethical practices. Additionally, our integrity hotline ensured transparent communication and issue resolution.

To bolster data security, Marelli enhanced its cybersecurity infrastructure with advanced threat detection and regular audits. This proactive strategy emphasizes our ongoing commitment to safeguarding information. **As we navigate evolving geopolitical landscapes, Marelli remains committed to upholding transparency and fostering collaboration, ensuring sustainable growth and stakeholder trust.**

Looking forward

- Certify all high and medium-risk country plants under SA8000, ISO 45001 and ISO 14001 by 2025.
- Continue aligning with evolving regulatory frameworks like the EU Taxonomy and Corporate Sustainability Reporting Directive.
- Further expand ESG risk assessments across supply chains to enhance oversight and sustainability.
- Maintain high training completion rates on the updated Code of Conduct for all employees.
- Advance cybersecurity measures and continue to elevate employee training on data protection to guard against emerging threats.

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

Achievements

- 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

Overview

Our focus remains on cultivating a diverse and inclusive workplace that empowers our employees. We are committed to enhancing talent development through continuous learning opportunities and career growth initiatives. **Emphasizing diversity, equity, and inclusion, we have implemented programs to increase representation and foster an inclusive culture across all levels of the organization.**

Our health and safety initiatives prioritize the well-being of our workforce, ensuring a safe working environment through rigorous safety standards and protocols. We actively promote employee engagement by encouraging open communication and feedback, which drive our policies and initiatives.

Marelli's emphasis on innovation extends to our people strategy, where we leverage digital solutions to streamline HR processes and improve employee experiences.

By investing in our people, we aim to build a resilient, agile, and forward-thinking workforce that will lead us into the future.

Looking forward

- Launch career conversations for goal alignment.
- Conduct training needs assessment in 2025.
- Complete living wage evaluation by 2025.
- Revise women in leadership goal: 18% by 2025, 25% by 2028.
- Start Women Fast Track Development Plan in 2025.
- Advance pay equity in 2025 and 2026.
- Implement health and well-being policy.
- Achieve ISO 45001 certification for all sites by 2025.
- Introduce EHS Procedures Awareness Program.
- Certify plants under SA8000 by 2025.

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

Achievements

- 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
- 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



Conclusion

In 2024, Marelli demonstrated exceptional resilience, swiftly moving forward with our commitments and integrating sustainability, innovation and inclusivity despite a challenging automotive landscape. This approach enabled us to achieve significant milestones, **notably surpassing expectations by meeting eight of our 17 targets ahead of schedule, highlighting our commitment to impactful change.**

Marelli achieved significant environmental milestones at speed, including a 17% reduction in all scopes we defined as a target for our manufacturing sites⁸, by transitioning 59% of our energy to renewable sources and reducing energy intensity by 10%. **2024 also marked the approval of our decarbonization targets by the Science-Tased Targets initiative (SBTi).**

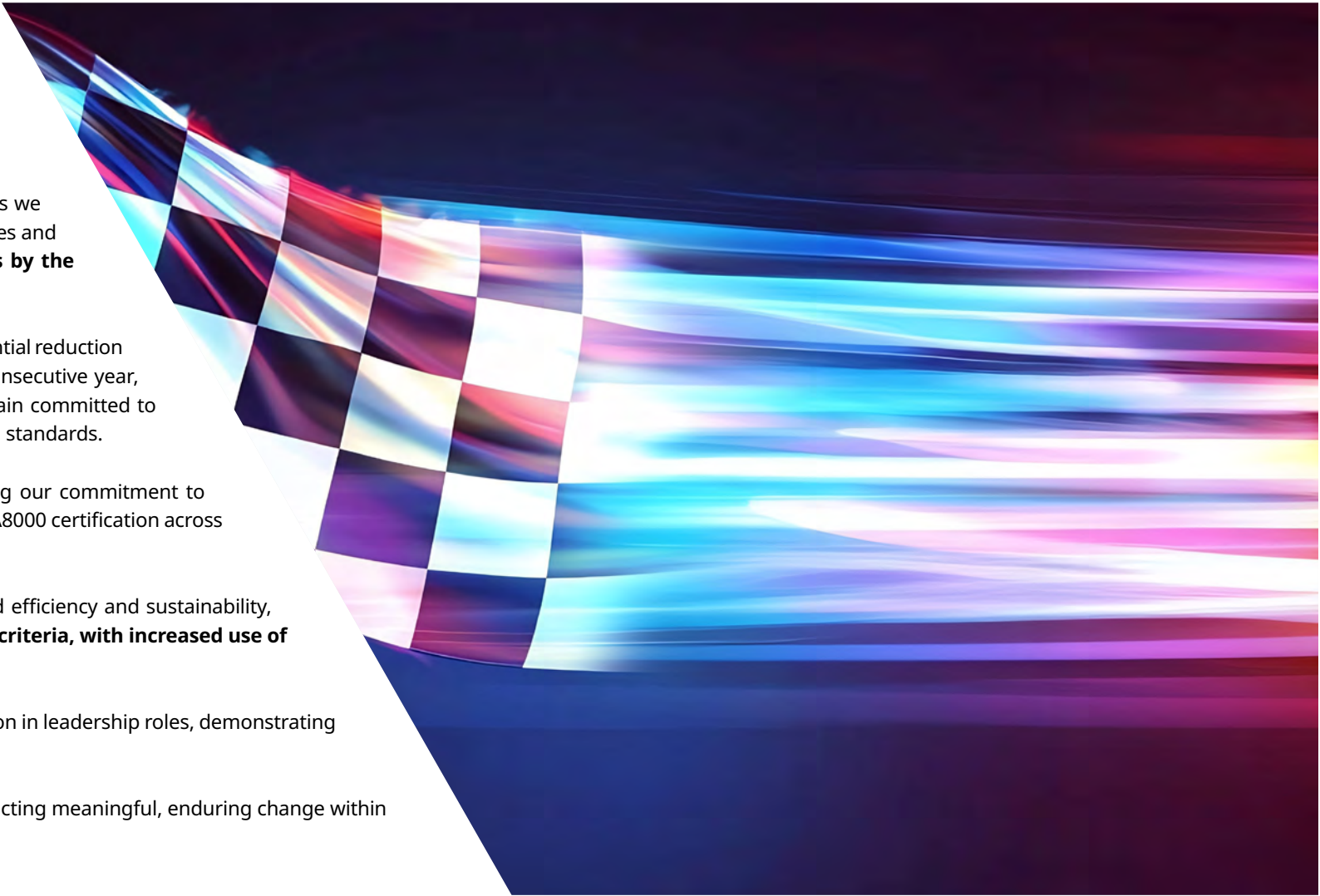
With 98% of our sites ISO 45001 certified, these efforts underscore our commitment to pursuing a substantial reduction of our Long-Term Injury rate. We were honored to receive the EcoVadis Gold Medal for the second consecutive year, elevating Marelli into the top 2% of assessed companies. As a UN Global Compact signatory, we remain committed to exceeding ambitious targets and advancing sustainable practices, emphasizing our dedication to global standards.

Another notable achievement includes **SA8000 certification for all 13 plants in China**, underscoring our commitment to ethical practices and setting new industry benchmarks in social accountability. Marelli plans to extend SA8000 certification across high-risk countries by 2025, maintaining high labor standards.

By pioneering innovations such as the LeanLight platform and Digital OLED Taillight, Marelli bolstered efficiency and sustainability, securing 95 patents. **More than 85% of our innovation projects adhere to Design for Sustainability criteria, with increased use of recycled materials.**

Our initiatives extend to enhancing diversity, with significant progress in increasing female representation in leadership roles, demonstrating our commitment to nurturing talent even amidst industry restructuring.

Through rapid action and strategic vision, Marelli is poised not only to meet but to exceed its goals, effecting meaningful, enduring change within the industry and the global community.



⁸Scopes 1, 2 for manufacturing sites + Scope 3.1 direct materials excluding “imposed suppliers” + Scope 3.4



