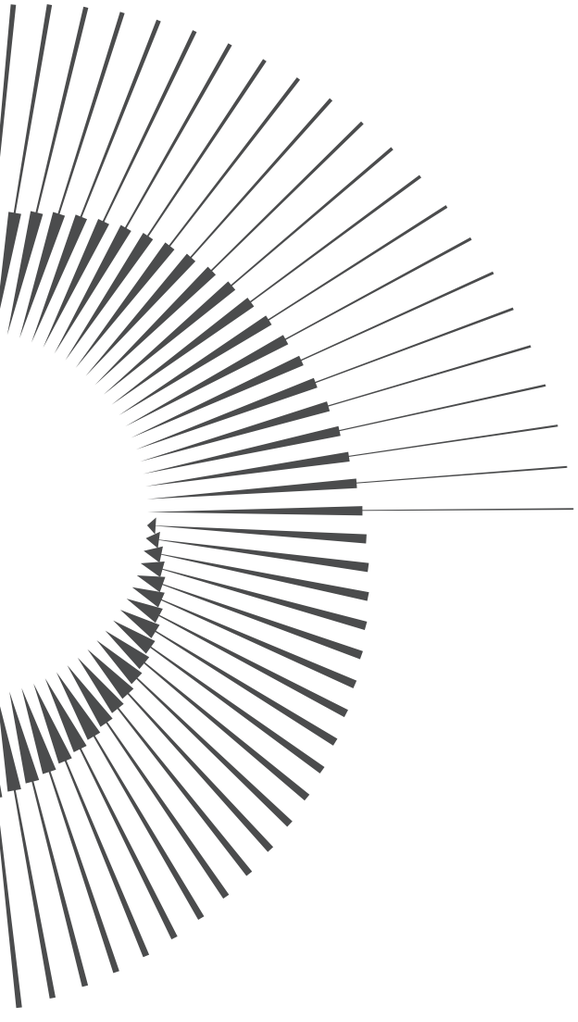
CIFA

2024 SUSTAINABILITY REPORT


CIFA



CIFA views sustainability primarily as a commitment to people, placing it even above its industrial responsibilities.

Every employee, customer, supplier, or partner is essential for our corporate responsibility to translate into a tangible benefit for the environment and future generations.

The 2024 Sustainability Report is dedicated to all those who, every day, make CIFA's business model sustainable around the world.

LETTER TO STAKEHOLDERS

Dear Readers,
it is with a renewed sense of responsibility that we are pleased to present you with our second Sustainability Report, a concrete testimony of the path undertaken by CIFA towards a model of responsible, resilient development for the creation of shared value. This document stems from our vision formalised in the Strategic Sustainability Plan, where focus – one of the pillars of our identity – translates into a daily commitment to safer, more durable and sustainable construction, capable of generating positive impacts for the planet and for people.

Aware of our strategic role in the construction industry, we want to play an active part in the transition to a more sustainable sector, promoting values and practices geared towards environmental protection and collective well-being. Our commitment takes shape through ethical and responsible conduct, directed toward all stakeholders with whom we engage. Our foremost objective is to ensure high safety standards for suppliers, clients, employees, end users, and those who experience the spaces created with our products. With this in mind, we constantly invest in research and innovation, developing solutions that ensure maximum reliability, durability and sustainability over time. Examples of this are projects related to eco-design, the electric range, and the adoption of electronic systems for predictive maintenance, all aimed at improving environmental performance and reducing the overall impact of our products.

Our sustainable growth path is driven by the Strategic Sustainability Plan, built on the cross-cutting principles of durability, health and safety, which lay the basis for our corporate identity. Within this framework, our ambitions are divided into three pivotal areas, corresponding to the CIFA's pillars of sustainability. The first, called "Green & Circular Mindset", promotes a circular approach to business and aims at the progressive reduction of environmental impacts. In this direction, initiatives have been implemented to enhance energy efficiency and promote the use of renewable sources, such as the relamping of the Senago and Castiglione facilities, actions aimed at waste management and reduction, and efforts to contain energy consumption in production processes. The second is called "People Empowerment" and is oriented towards extreme care for the professional and individual growth and development of people, guaranteeing a high degree of physical, psychological and relational wellbeing of employees, through the creation of tangible value for the individual and for the organisation – in 2024, for example, a number of projects were implemented to modernise the offices and meeting rooms in Senago, accompanied by actions aimed at improving the work-life balance and social relations among colleagues. The third pillar, called "Ecosystem Approach", focuses on the broader ecosystem in which we operate. It promotes the strengthening of the supply chain through the sharing of values, goals, and expertise, as well as the care of local communities and territories. This includes building a bridge between the worlds of education and employment. Among the initiatives carried out, a standout is the analysis and evaluation of a selection of strategic suppliers, aligned with the goal of fostering long-lasting and sustainable relationships within our value chain.

Despite the significant macroeconomic and political challenges that marked 2024, with Europe facing several critical factors, including persistent inflation, global tensions – particularly in Ukraine and the Middle East – and weak external demand, the CIFA Group demonstrated strong resilience, continuing to prioritize its sustainability journey. Over the past year, this commitment has taken shape both through the continuation of activities and initiatives already outlined in the Strategic Sustainability Plan –in line with those launched in 2023 – and through the introduction of adjustments to our internal sustainability management processes. These changes were driven by regulatory developments and the growing demand for increasingly transparent and integrated reporting, aligned with the new European standards.

In 2024, we initiated significant review and alignment processes to meet regulatory requirements, particularly in preparation for the deadlines set by the Corporate Sustainability Reporting Directive (CSRD). These revisions mainly concerned the transition – still in its early stages – to the reporting defined by the new European Sustainability Reporting Standards (ESRS). This transition required a considerable effort, engaging the entire organization in adopting new methods for data collection and structuring, revising corporate policies, and updating governance systems, within a structured project management framework. An effort that we supported wholeheartedly, aware of the importance of offering increasingly accurate, consistent and useful information to all our stakeholders.

In parallel, in compliance with the principles of the new directive and with the aim of strengthening our strategy, we carried out an in-depth update of the materiality analysis, introducing the so-called double materiality approach. This principle implies that the company should not only assess the impacts that its activities generate with respect to the environmental and social context, but also consider potential financial risks and opportunities arising externally and related to the management of sustainability issues. In this regard, in addition to incorporating regulatory requirements, the refinement of the analysis enabled us to identify more accurately the relevant impacts generated by CIFA across the three areas.
We focused namely on Environment, Social and Governance, while at the same time highlighting and assessing financial vulnerabilities and opportunities related in particular to climate change and social and economic dynamics. The results of this analysis led to a substantial update of our Strategic Sustainability Plan, allowing us to formalise measurable quantitative targets, closely linked to our macro-objectives and sustainability goals, which will be illustrated in this document.

Looking ahead, we strongly reaffirm our commitment and duty towards sustainable growth, inspired by the values of responsibility, innovation and transparency. We want to keep pursuing our vision of sustainability, actively leading the transformation of the construction sector by developing and sharing technological solutions with reduced environmental impact, promoting workers' safety and well-being, and creating industrial models designed to deliver long-term value for the people and areas where we operate. For our ambition goes beyond mere regulatory compliance: we intend to enhance sustainability as a strategic and systemic lever, capable of promoting innovation, growth and lasting relationships with the ecosystem of which we are a part, to the benefit of all those involved and of the CIFA Group as a whole.

Happy reading!

Davide Cipolla
CEO CIFA SPA

MANIFESTO

A public statement of the goals pursued by an artistic/religious movement or current. In general, something that is "manifest" has taken on a form that is known and visible to everyone so as to satisfy certain purposes.

For an organisation, the Manifesto answers questions such as what makes us unique? How do we want to improve the world around us? Why do we do what we do?

Curiosity, ingenuity, flexibility and attentiveness are the key concepts underpinning our identity. These principles **inspire CIFA's staff and deeply inform our governance and business model. Alongside the values expressed in our Code of Ethics, they represent our intangible assets.**

Want to know more?
Frame the QR code

CURIOSITY
to increase satisfaction day after day

INGENUITY
to turn products, strategies and visions into reality

FLEXIBILITY
to adapt and react to any circumstance

ATTENTION
to ensure long-lasting construction

C I F A

BUSINESS ETHICS AND INTEGRITY

CIFA conducts its activities in **full compliance with all Italian and international laws and promotes principles of free competition, honesty, integrity, and fairness.**
CIFA commits to avoiding – even indirectly – economic, financial, or commercial relationships with parties that may violate **anti-corruption laws** or whose activities do not respect the **company's ethical principles.**
It also complies with the following standards of behaviour, which it undertakes to promote within its sphere of influence.

- **Customer Orientation**, which translates into high-quality and high-performance products, resulting from experience and a constant ability to monitor – and often anticipate – the market.

- **Continuous Improvement**, that is, always striving to express our professional skills and knowledge to the best, using the available tools.

- **Confidentiality and Privacy Protection:** all information acquired or exchanged within CIFA is confidential unless proven otherwise.

- **Absence of Conflict of Interest** for every individual working at CIFA and on its behalf.

- **Respect for Human Dignity** and fundamental human rights, protecting moral integrity, and ensuring equal opportunities inside and outside the company. Different opinions, nationality, sexual orientation, health status, and any intimate characteristic of the human person must not be grounds for discrimination.

- **Professional development.** Recognising achievements in line with the principles of the Code of Ethics, professional potential and skills expressed by individuals constitute the core criteria for career advancement.

- **Health & Safety:** CIFA promotes working conditions and environments that protect people's physical and mental integrity and foster proactivity, creativity, active participation, teamwork, and responsibility.

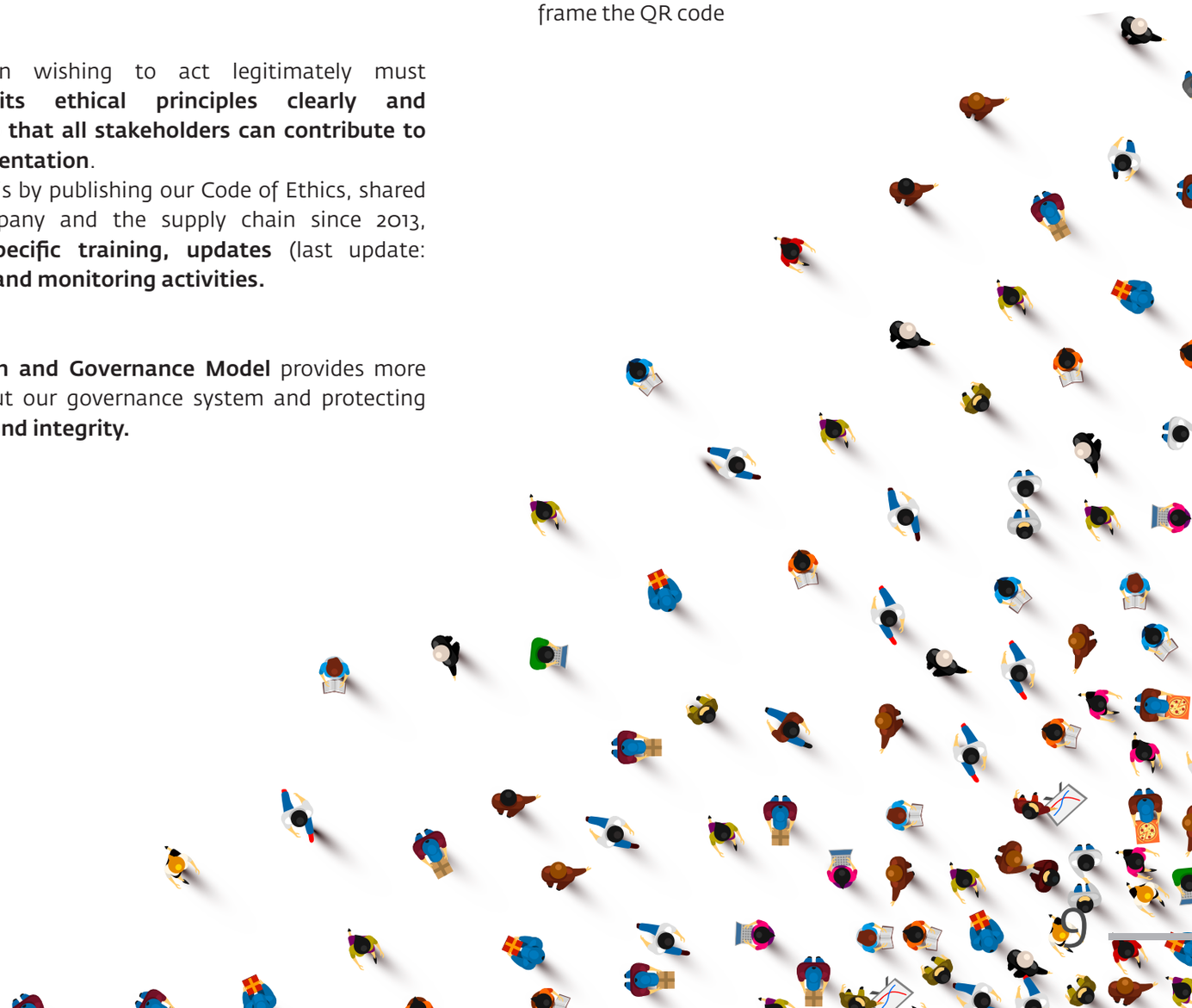
- **Responsibility towards the community:** In its activities, CIFA considers the needs of the local communities and contributes to creating shared value.

- **Respect for the environment:** CIFA promotes the development and use of construction site machines and equipment with less environmental impact.

Any organisation wishing to act legitimately must **communicate its ethical principles clearly and transparently so that all stakeholders can contribute to their full implementation**.
We have done this by publishing our Code of Ethics, shared within the company and the supply chain since 2013, supported by **specific training, updates** (last update: 9 October 2024), **and monitoring activities.**

The **Organisation and Governance Model** provides more information about our governance system and protecting **business ethics and integrity.**

To read our Code of Ethics, frame the QR code

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METHODOLOGICAL NOTE

PURPOSE AND FEATURES OF THE DOCUMENT

The Sustainability Report is a tool for **periodic reporting and evaluation of** an **organisation's impacts (effects) and performance**, including its **governance model**, regarding **environmental, social, and economic-financial issues, including human rights.**
It allows companies – of any size or sector – to **report the progress made**and the expected results **in achieving their sustainability goals, considering the reference context (risks and opportunities) and the stakeholders' expectations**.
A Sustainability Report is based on a set of consolidated qualitative-quantitativedatacodifiedfollowinginternationally recognised standards **to objectively, transparently, and comparably give information about the company's contribution to sustainable development.**

This document marks the conclusion of the **second year of ESG reporting** by CIFA. In accordance with Legislative Decree 125/2024 (Italian transposition of the European Directive on Sustainability Reporting **2022/2464** Corporate Sustainability Reporting Directive – **CSRD), the company will be among the entities required to prepare a sustainability report starting in 2026**, based on the performance of the 2025 fiscal year.

This **document (covering the financial year 2024) has therefore been prepared on a voluntary basis and has not been subject to validation by a certified third party**; its entire content has **been reviewed and approved by the CIFA Sustainability Steering and Operating Committee in a joint meeting on July 8th, 2025.**

The Report is available on the company website, under the Sustainability section.
Any comments, requests, and feedback about this report can be sent to **sostenibilita@cifa.com.**

ADOPTED STANDARDS AND PRINCIPLES OF ANALYSIS

In a context of regulatory uncertainty surrounding sustainability reporting – stemming from the European Commission's **Omnibus Package** I of February 26, 2025 (COM (2025) 80-81, 87), and subsequently confirmed by the European Council's **"Stop the Clock"** Directive of April 14, 2025, which provides for a two-year postponement of the mandatory reporting requirements for large companies such as CIFA – **the company's management has reaffirmed the strategic importance of sustainability. Despite the** voluntary nature **of the current reporting process, the company has chosen to continue its efforts, proactively aligning with the European Union's** regulatory framework (CSRD), to the extent that such alignment is consistent with the company's profile, the evolving legislative landscape, and the resources invested.
Thus:

- The document was still prepared using the **"in accordance" option** with reference to the **international GRI Standards** (which remain, to date, the most widely adopted global standards), providing an **assessment** of the **impacts** – both direct and indirect – generated by CIFA **in the course of its business activities.**

- **In addition, an attempt was made to apply on an experimental basis** – also considering the revision and simplification process to which they will soon be subject – the new European sustainability reporting standards, **the ESRS** (European Sustainability Reporting Standards), with the aim of identifying and **assessing sustainability impacts that generate or may generate over time a relevant financial effect on CIFA's business model and profitability.**

The information contained in this report therefore reflects a dual analytical perspective: **impact materiality** (as already outlined by the GRI and applied in CIFA's initial reporting process), **and financial materiality** (as required by the European Directive and governed by the ESRS standards).
This allowed to apply the **principle of double materiality reporting**; **such principle was officially introduced by the CSRD** as of 1 January 2024.

Finally, in its drafting this document refers, as far as possible, to the following **reporting principles** provided by the GRI 1 Universal Standard: Fundamental Principles 2021 and the European Principles for Sustainability Reporting – ESRS – of the EU Regulation 2023/2772), **that is:**

- **Completeness and relevance.** The reported information is presented in its entirety and reflects the most significant environmental, economic, and social impacts and risk factors (double materiality approach) relevant to CIFA's operations. This enables the reader to form a comprehensive – and even forward-looking – assessment of the company's performance, based on the reporting year and scope selected.

Sustainability context. In order to relate CIFA's performance to the broader context of sustainability and the engineering sector, and to identify ESG factors that could represent a risk or an opportunity for the organisation, socio-economic and ESG reports of competitors and the sector were analysed.

Accuracy and faithful representation. The level of detail in the content – both qualitative and quantitative – aims to foster an adequate understanding and evaluation of CIFA's sustainability performance. Estimates are appropriately indicated; in other cases, these are direct measurements carried out by company representatives.

Reliability. The data presented in the document have been collected, processed, and validated by the heads of clearly identified functions/processes and are supported by documentary evidence and/or codified operational practices. Their quality is therefore verifiable.
(ESRS 2 GOV 5 §36) The reporting system is embedded within the organisational structure dedicated to sustainability management and is based on a structured process of information gathering and validation. Operational responsibility for collecting quantitative data, qualitative information, and explanatory comments lies with the project managers, who work in constant coordination with the Pillar Leaders. The latter play a role in supervising, verifying and validating the contents, ensuring their consistency with the strategic objectives. To support the process, external consultants are also involved, tasked with ensuring data quality through control activities aimed at identifying any critical issues, inconsistencies, or gaps.

Clarity and comprehensibility. The language and graphic layout adopted facilitate the usability and understanding of the content for stakeholders (in particular: employees, collaborators, and dealers).

Comparability. The data was collected and reported to allow future evaluation of CIFA's performance over time and referring to its main competitors.

Balance. The information is reported objectively, trying to highlight both the organisation's positive and negative impacts.

Timeliness. CIFA's sustainability reporting is carried out on an annual basis.

WORKING GROUP INVOLVED

The drafting process – carried out with the support of external advisors – involved the **direct participation of the internal Sustainability Team and the main company functions** during the various work phases: from identifying and validating the main impacts, risks, opportunities and related material topics to selecting performance indicators and collecting and validating the data.
For this purpose, the information was drawn from the company's existing systems **for accounting and Group management** (starting with ISO 9001-14001-45001 Management Systems); where necessary, the collection systems were implemented **to fulfil the requirements of the GRI and ESRS Standards.** The GRI-ESRS table of contents summarises all sustainability information reported within this report.

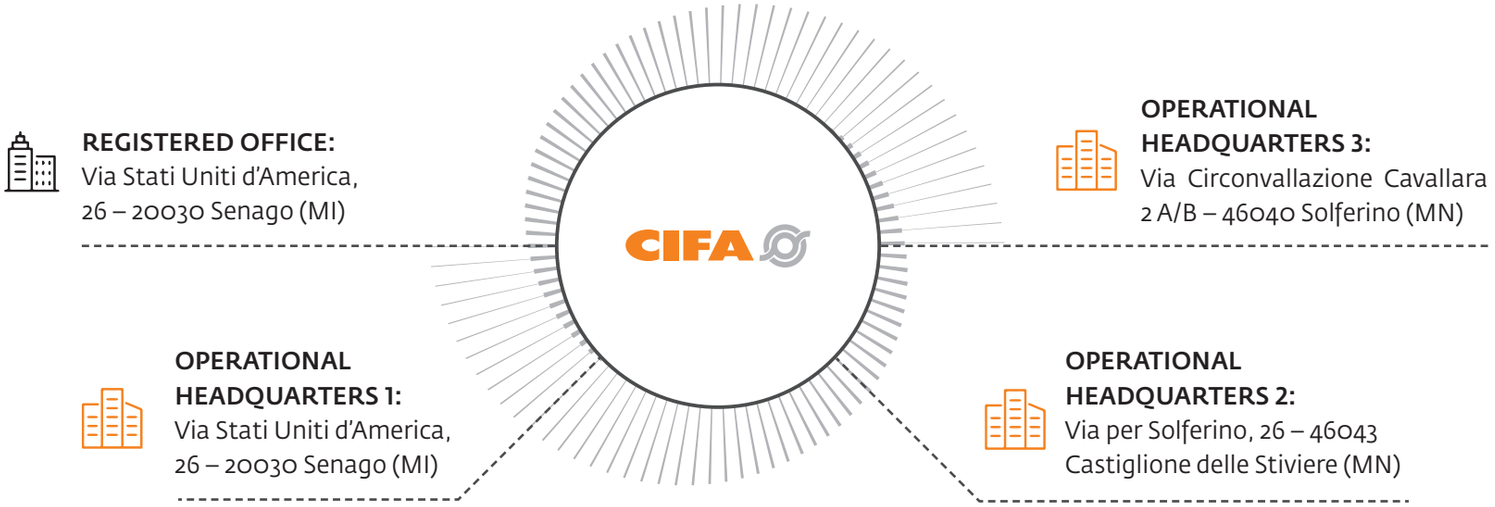
REPORTING PERIOD ADOPTED

The information reported here is final and refers to the financial year **1 January – 31 December 2024**.
Regarding economic and financial information, this was taken from the 2024 Consolidated Financial Statements as of 11.04.2025 and meetings with the area manager.

Where possible, the data is presented comparatively with the performance of the previous three years (2021-2023), to allow an evaluation of the performance trend over time; **calculation methods** – whether for measurable surveys or estimates – **are reported in the notes accompanying the information tables.**

SCOPE OF ANALYSIS

In general, the reporting perimeter includes the following entities of CIFA S.p.A:



All these entities are referred to in the text, indistinctly, by the terms: CIFA, "company" or "organisation".
Exceptions are the data presented in Chapters Highlights, CIFA, PEOPLE EMPOWERMENT (only where specified), which report consolidated information at the Group level as presented in the company profile section. When the **term "Group"** is used, it refers to the set of Italian and foreign subsidiaries controlled by the parent company CIFA S.p.A. (see Group Structure as of 31.12.2024).

HIGHLIGHTS ESG CIFA 2022-2024

2022

SOLD ITEMS

36 UNDERGROUND MACHINES

187 TRUCK PUMPS

63 PORTABLE PUMPS

835 TRUCK MIXERS

346 TRUCK-MOUNTED CONCRETE PUMPS

826 PEOPLE

11 LOCATIONS OF WHICH 5 IN ITALY

€2,792,422 R&D INVESTMENTS

€206,354,161 ECONOMIC VALUE DISTRIBUTED

€218,412,816 ECONOMIC VALUE GENERATED

2023

SOLD ITEMS

39 UNDERGROUND MACHINES

224 TRUCK PUMPS

77 PORTABLE PUMPS

970 TRUCK MIXERS

328 TRUCK-MOUNTED CONCRETE PUMPS

831 PEOPLE

11 LOCATIONS OF WHICH 5 IN ITALY

€3,438,910 R&D INVESTMENTS

€223,579,839 ECONOMIC VALUE DISTRIBUTED

€242,735,410 ECONOMIC VALUE GENERATED

€3,366,044 TOTAL INVESTMENTS AND EXPENDITURES – ESG

SUSTAINABILITY PLAN

03 PILLARS

18 SUSTAINABILITY GOALS

18 SPECIFIC PROJECTS

100 PEOPLE DIRECTLY INVOLVED IN THE PROJECTS

2024

SOLD ITEMS

73 UNDERGROUND MACHINES

193 TRUCK PUMPS

106 PORTABLE PUMPS

1053 TRUCK MIXERS

209 TRUCK-MOUNTED CONCRETE PUMPS

774 PEOPLE

11 LOCATIONS OF WHICH 5 IN ITALY

€3,511,484 R&D INVESTMENTS

€214,525,782 ECONOMIC VALUE DISTRIBUTED

€226,600,094 ECONOMIC VALUE GENERATED

€1,342,827 TOTAL INVESTMENTS AND EXPENDITURES – ESG

SUSTAINABILITY PLAN

03 PILLARS

18 SUSTAINABILITY GOALS

18 SPECIFIC PROJECTS

100 PEOPLE DIRECTLY INVOLVED IN THE PROJECTS

GREEN & CIRCULAR MINDSET

2022

SCOPE 1
2579.42 tCO_2
CARBON FOOTPRINT

SCOPE 2
2407.44 tCO_2
CARBON FOOTPRINT

3,773.11 t
WASTE GENERATED

43.08 MWh
CONSUMPTION OF SELF-PRODUCED RENEWABLE ENERGY (PV)

18,962.26 MWh
ENERGY CONSUMED

2023

SCOPE 1
2529.09 tCO_2
CARBON FOOTPRINT

SCOPE 2
1896.60 tCO_2
CARBON FOOTPRINT

3,345.59 t
WASTE GENERATED

195.15 MWh
CONSUMPTION OF SELF-PRODUCED RENEWABLE ENERGY (PV)

17,916.87 MWh
ENERGY CONSUMED

2024

SCOPE 1
2749.68 tCO_2
CARBON FOOTPRINT

SCOPE 2
1495.40 tCO_2
CARBON FOOTPRINT

3,113.80 t
WASTE GENERATED

247.99 MWh
CONSUMPTION OF SELF-PRODUCED RENEWABLE ENERGY (PV)

17,559.45 MWh
ENERGY CONSUMED

PEOPLE EMPOWERMENT

2022

7.5%
PERCENTAGE OF WOMEN IN TOTAL

2023

6.62%
PERCENTAGE OF WOMEN IN TOTAL

7,950 h
TOTAL HOURS OF MANDATORY AND NON-MANDATORY TRAINING

2024

6.33%
PERCENTAGE OF WOMEN IN TOTAL

7,933 h
TOTAL HOURS OF MANDATORY AND NON-MANDATORY TRAINING

35
RECORDABLE WORK-RELATED ACCIDENTS

ECOSYSTEM APPROACH

2022

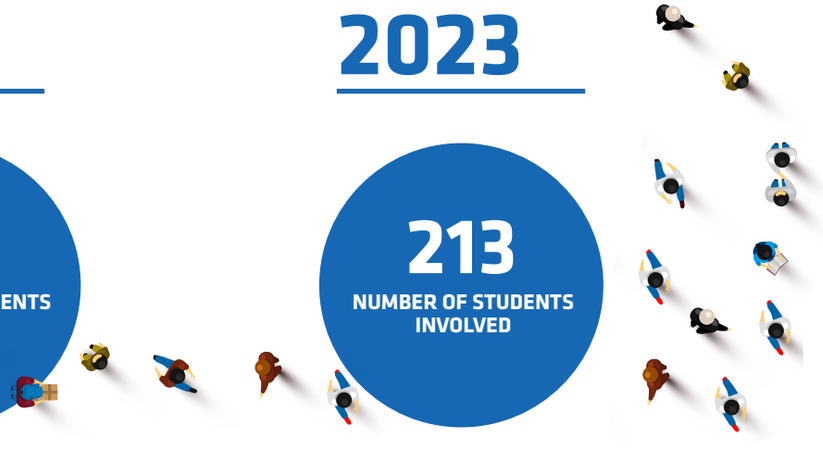
313
NUMBER OF STUDENTS INVOLVED

2023

213
NUMBER OF STUDENTS INVOLVED

2024

228
NUMBER OF STUDENTS INVOLVED




CIFA
ENERGYA
AROCS
CIFA

KEY FACTORS

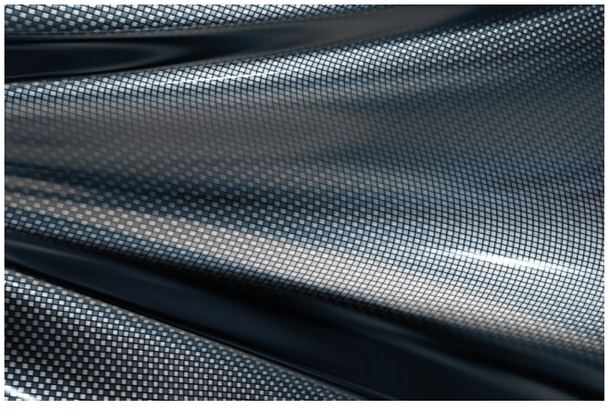
EVER MORE ECOLOGICAL,
SAFE AND RELIABLE PRODUCTS.

EVER MORE ECOLOGICAL, SAFE AND RELIABLE PRODUCTS

At CIFA, the pursuit of continuous improvement and innovation is also possible thanks to **constant contact with customers and construction site operators** and **collaboration with excellent university research centres**. This enables us to anticipate and meet the most sophisticated market demands.

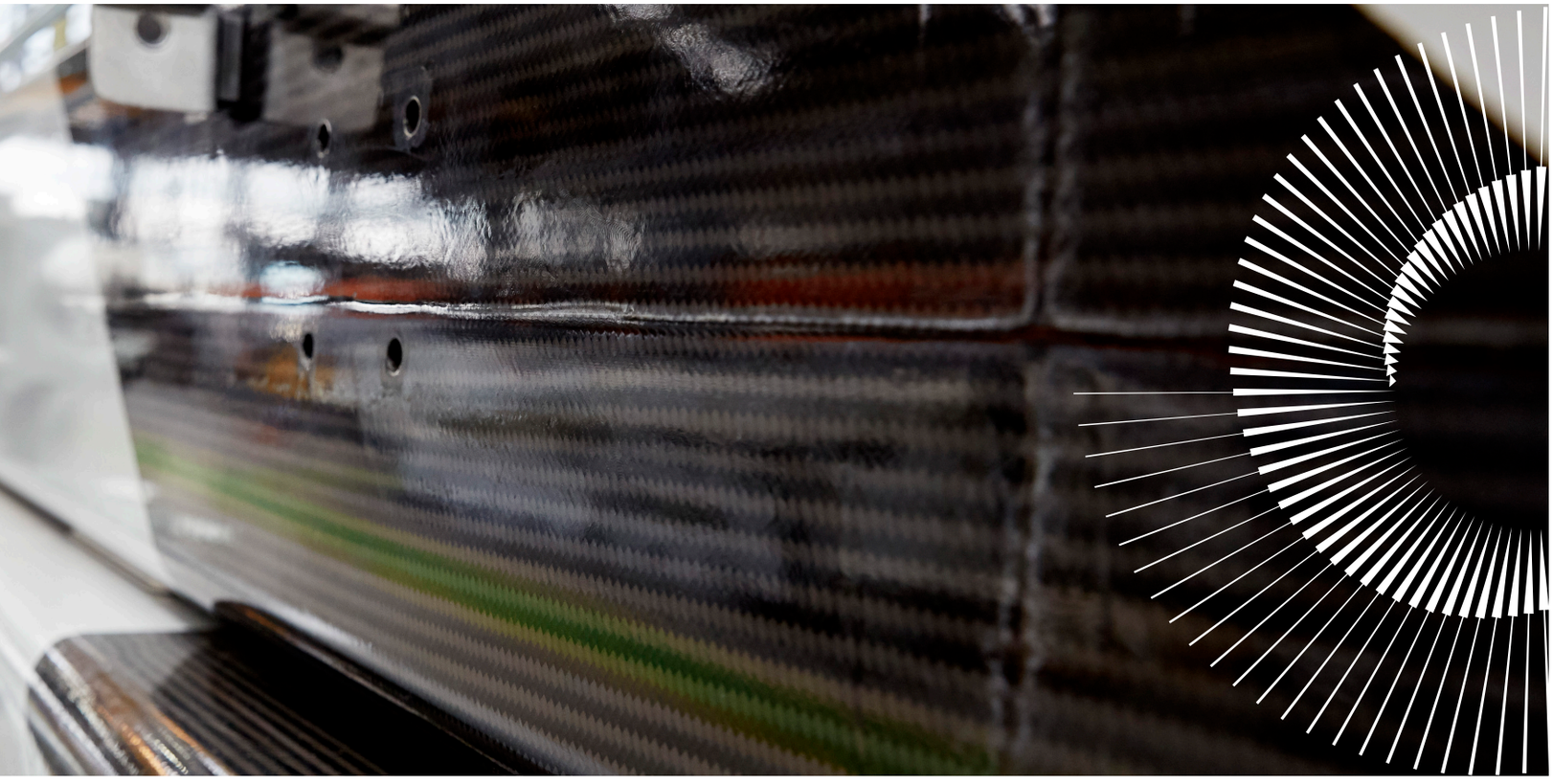
CARBON FIBRE

We industrialize new materials with the aim of improving product performance and durability while reducing their weight: lighter machines emit less CO_2.



ELECTRIFICATION

To reduce noise, emissions, and, in general, the impact of a construction site on its surroundings.



SUSTAINABILITY

A focus on consumption and respect for the environment drives the technological evolution of our products.

DIGITALISATION

We invest in digitalisation because it allows us to increase the safety of our products and ensure they are always extremely easy to use.

For more on these topics see the chapters on Innovation, The 2022-2026 Sustainability Strategy and Green & Circular mindset

CIFA

COMPANY PROFILE

For 95 years, CIFA **has been designing, producing, and distributing innovation in the construction sector** and construction equipment.

Specifically, it specialises in **designing, developing, producing, and marketing machines, plants, and systems for mixing, distributing, pumping, and placing concrete**, providing a complete range of construction site products.

Since 2018, moreover, on behalf of Zoomlion CIFA Europe S.r.l. (since December 2023, Zoomlion Italy), CIFA markets, assembles or adapts **earthmoving and lifting equipment for the European market.**

CIFA represents a group of Italian and foreign companies under the parent company, CIFA SpA.
CIFA SpA belongs since 2008 to the Chinese Zoomlion Group, which is headed by Zoomlion Heavy Industry Science & Technology Co. Ltd, a supporting group to the Italian company.

Thanks to the various entities within the holding, the company qualifies as a **strategic partner for its customers at every stage of the purchasing process: from product selection and financing to usage, with its support and technical service programmes**. This is how CIFA aims to ensure customer safety and safeguard their financial strength over time.

Hunan CIFA Engineering Machinery & Co. LTD

CIFA NA Inc.

Valme S.r.l.

Valme NA Inc.

Zoomlion Italia S.r.l.

CIFA France SARL

CIFA middle east construction equipment & machinery trading L.L.C.

CIFA Deutschland GmbH

The Group engages in business relationships with affiliated and associated companies on an arm's length basis.

As of 31 December 2024, the Group consisted of the following companies.

It should be noted that, at an Extraordinary Shareholders' Meeting held on **16 April 2024, the Company changed its name** by eliminating the extended wording "Compagnia Italiana Forme e Acciaio" and retaining only the abbreviated form "CIFA", which is, in fact, the company's distinctive brand on the market.

CIFA S.P.A. – PARENT COMPANY

Production site, Research centre, Sales office

Senago (MI, Italy)

- Headquarters.
- Strategic direction, control and coordination of the CIFA Group.
- R&D, Sales and Service Activities.
- Development, production, and distribution of truck pumps, portable pumps, and underground machines

Castiglione delle Stiviere (MN, Italy)

- Production of mixers and truck-mounted concrete pumps.

Solferino (MN, Italy)

- Assembly activities for lifting machines and fabrication production serving the entire group.

CIFA DEUTSCHLAND GMBH

Service Centre, Sales Office

Schlüchtern (Germany)

- Promotion, sales and after-sales service activities.
- Pre-delivery inspection and final customisation activities.

CIFA FRANCE SARL

Service Centre, Sales Office

Porte-de-Savoie (France)

- Promotion, sales and after-sales service activities.
- Pre-delivery inspection and final customisation activities.

CIFA MIDDLE EAST CONSTRUCTION EQUIPMENT AND MACHINERY TRADING LLC

Sales Office

Dubai (UAE)

- Technical and commercial support activities for local market distribution networks.

CIFA NA

Service Centre, Sales Office

Conifer Court Union Grove (WI, USA)

- Promotion, sales and after-sales service activities.
- CIFA KIT assembly activities on locally produced means of transport.

HUNAN CIFA ENGINEERING MACHINERY & CO. LTD

Production Site

Changsha (Hunan, Cina)

- Production site within the Zoomlion industrial park with component manufacturing activities for all CIFA brand products.

VALME SRL

Production site, Research centre, Sales office

Rogolo (SO) and Vasto (CH)

- Design, manufacture and sale of components for concrete machinery.

VALME NA

Production site, Research centre, Sales office

Franksville (WI, USA)

- Design, manufacture and sale of components for concrete machinery.

ZOOMLION ITALIA SRL

Sales Office

Senago (MI, Italy)

- Distribution of all Zoomlion branded products in the Italian market.


CIFA
ZOOMLION

HISTORY

A century of Italian innovation

We have an illustrious past, but we never stop building the future, every day, leveraging the deep expertise gained over nearly a century of history.

CIFA's history mirrors that of the country, of its social, economic and technological changes. Since its foundation in 1928, CIFA has contributed to the narrative of an industrious, ingenious and future-oriented Italy.

1928

CIFA SpA (**Compagnia Italiana Forme Acciaio**) was created, introducing the concept of **metal formwork** for **containment of concrete castings** to the Italian construction industry. The company founded by Carlo Ausenda also manufactured radio masts and antennas.

1950

The post-war period marked CIFA's entry into the world of concrete machinery with the creation of the first **batching and concrete-mixing** plants, followed in 1958 by the production of the first **truck mixers**.

1960

These were the years of the **truck pumps for concrete**, to meet the ever-increasing demands of urbanisation, and of the first **concrete mixing trains**, for the concrete lining of tunnels (1965).

1970

In 1974, CIFA designed and built the world's **first mixer-pump**. For the first time ever, a manufacturer combined the ability to transport concrete (mixer) with the possibility of pumping it (pump) on the construction site: a huge advantage for small Italian construction sites often located in historic city centres. In addition, plans were made for **concrete and water residues recycling plants** (1977).

1980

The 1980s were all about expansion. CIFA asserted its **undisputed leadership in the domestic market and gained significant market shares worldwide,** primarily in Europe and Asia, even at the expense of previously more qualified competitors, such as the German ones. Mechanised units for **sprayed concrete** pumping and distribution were developed for the underground sector in 1985.

2003

CIFA obtained ISO 9001 Certification for Quality Management Systems.

2008

CIFA was acquired by the Chinese industrial group **Zoomlion Heavy Industry**, an operation that revitalised the company, allowing it to invest in product development and research even during a downturn in the construction market. The transfer of control of CIFA represented the largest acquisition by a Chinese company in Italy and the second-largest in Europe by economic value.

2010

For the first time, **carbon fibre was used in some structural parts of the concrete truck pump.**

2013

The **world's first electric mixer** was introduced to reduce consumption, emissions, and noise.

2014

CIFA obtained UNI EN ISO 3834-2 Certification for the quality of Welding Systems.

2015

The first **mixer for tunnel and mining work was created.**

2017

CIFA developed the first electric-powered sprayed concrete machine.

2019

The first electric mixer-pump.

2021 2023 **CIFA Manifesto and definition of the strategic sustainability plan.**

2022 2023 Launch of new products, specifically the Energya electric truck pump, completion of the UCM range (Mamba-Wombat), and the European Mobile Crane range (all-terrain and rough terrain).

2023 CIFA obtained the UNI EN ISO 14001 Certification for Environmental Management Systems.

2024 **CIFA published its first Sustainability Report** and achieved the UNI EN ISO 45001 Certification for its Occupational Health and Safety System.

PROCESSES AND PRODUCTS

MAIN PRODUCTS CIFA SPA

TRANSPORT AND DISTRIBUTION OF CONCRETE AND SPRAYED CONCRETE

TRUCK MIXERS (BE)

Specialised vehicles for **mixing, transporting and pouring fresh concrete** on site during construction and building work. CIFA has produced truck mixers since the 1950s, exporting them worldwide.
Today, the wide range of solutions and models covers every type of construction site and usage intensity. One example is the Energya E9, the first truck-mounted mixer with electric drive.

TRUCK PUMPS (PA)

Specialised vehicles used for **pumping concrete from a production or storage point to a hard-to-reach work site with traditional** truck mixers. CIFA's range of truck pumps includes models with booms of 20 to 80 metres, divided into two main lines:
Carbotech series and Steeltech series.

TRUCK-MOUNTED CONCRETE PUMPS (PB)

Vehicles **combining the functions of a truck mixer and a concrete pump into one integrated unit, specialising in mixing**, transporting, and pumping concrete directly at the work site.
CIFA, the undisputed leader in the mixer-pump market since its invention in 1974, continues to evolve its 'Magnum' pumps: from using carbon fibre in the boom to the plug-in electric-hybrid Energya version.

PORTABLE PUMPS (PC)

Specialised equipment for **pumping concrete over long distances, at heights or in terrain difficult to reach** by conventional means or vehicles. Unlike truck pumps, portable pumps are installed at a fixed point on the construction site. CIFA's range of portable pumps offers solutions for any type of application.

UNDERGROUND MACHINES (UCM)

Specialised machines designed and built to **operate in underground environments, such as tunnels**.
CIFA has been designing and manufacturing machines for tunnels and mines for years, such as shotcrete pumps for sprayed concrete and small mixers for confined spaces.

The main services related to the above products are:

- **After-sales service**
- **Operator/firefighter training/certification**

(managed by Cifa Academy)

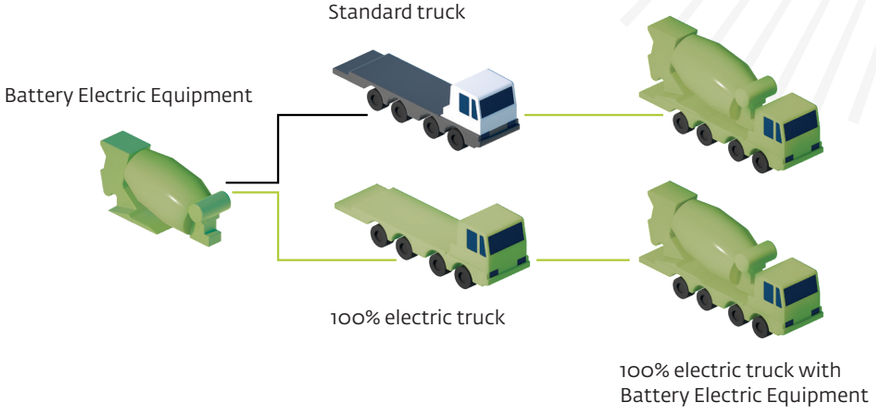
ENERGYA RANGE

A unique fleet of machines designed to be efficient and sustainable.
CIFA's focus on technological innovation is reflected in the development of the world's **first range of electric vehicles** since 2013, helping to pave the way for a new era in which performance and ease of use go hand in hand with environmental protection. It is nothing short of a revolution in the world of machinery for the transport and pumping of concrete. The key word is sustainability, with the reduction of environmental impact as the sole condition for achieving the creation of a sustainable "construction site".

BEE

BATTERY ELECTRIC EQUIPMENT

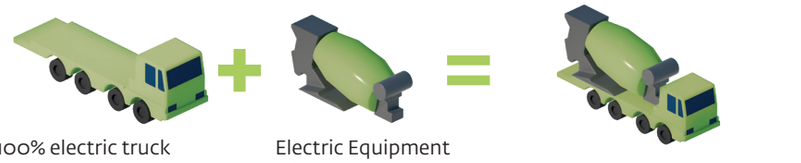
The key strength of this range is the upper structure.
Each type has a built-in battery, so it will always run in electric mode regardless of the type of truck used
(I.C.E. or B.E.V.).



EE

ELECTRIC EQUIPMENT

CIFA designs electrical equipment suitable for battery electric vehicles. This combination is ideal for small and medium-sized equipment, lightweight upper structures and compact overall dimensions.



100% electric truck

Electric Equipment without batteries

Electric Equipment without batteries powered by the electric truck

LIFTING

ROUGH TERRAIN CRANES

Machines equipped with a telescopic boom for **lifting and positioning heavy materials and equipment on construction sites, designed and built to operate on rough or difficult terrain**, such as remote construction sites and unpaved or irregular terrain.
Zoomlion rough-terrain mobile cranes are designed and manufactured in Italy.

ALL TERRAIN CRANES

A versatile type of mobile crane designed to operate on a wide range of terrain and conditions, including rough terrain, unpaved roads, and urban environments.
Zoomlion's **all-terrain cranes** are designed and manufactured in Italy.

AERIAL PLATFORMS

Specialised devices for **lifting people and equipment to high altitudes** for maintenance, construction, installation, and other high-altitude work. Most Zoomlion aerial platforms are electrically powered.

VALME PRODUCTS

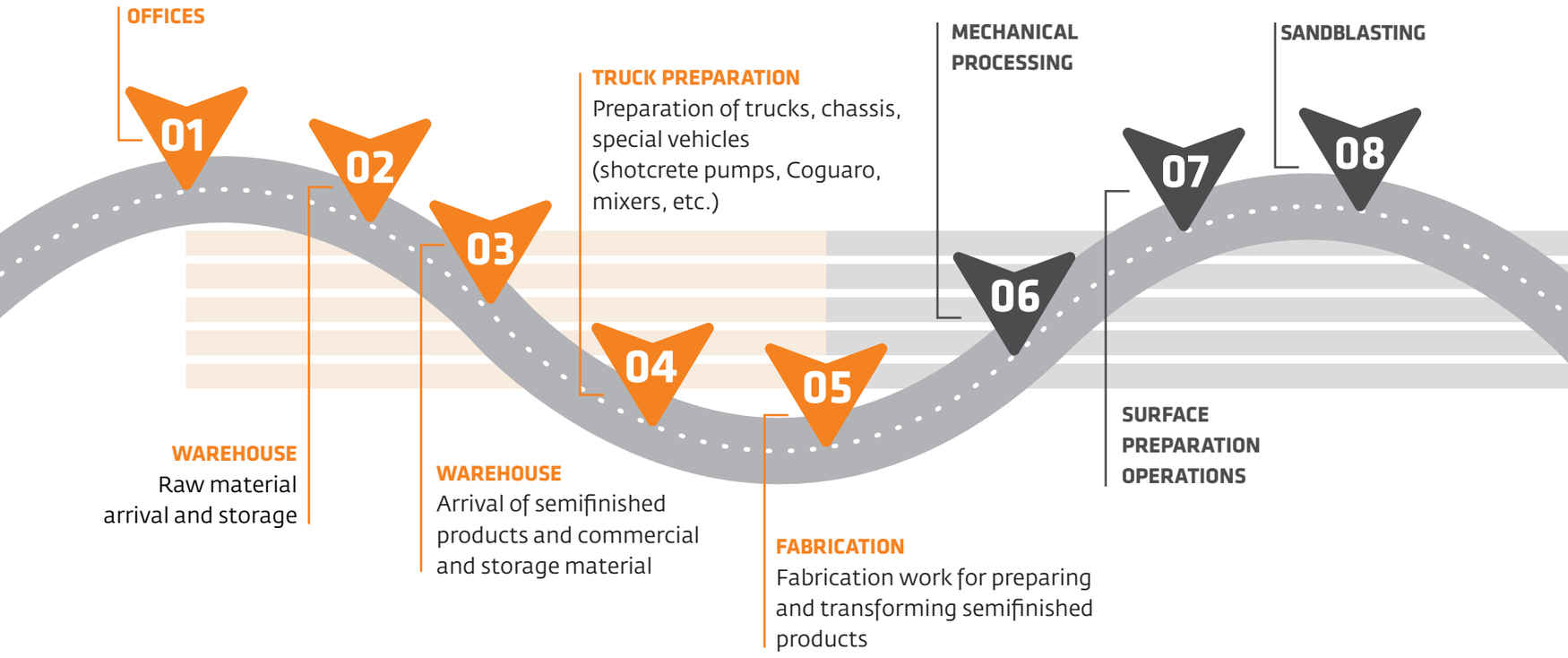
VALME components are essential for distributing and laying concrete in any construction situation.

Pipes and bends are designed for wear with double-thickness systems, fittings, and joints ensuring the connection of various pipe sections, while valves and sleeves control the direction of concrete flows.

Combining these components and the placing booms allows for tailored solutions for any requirement.

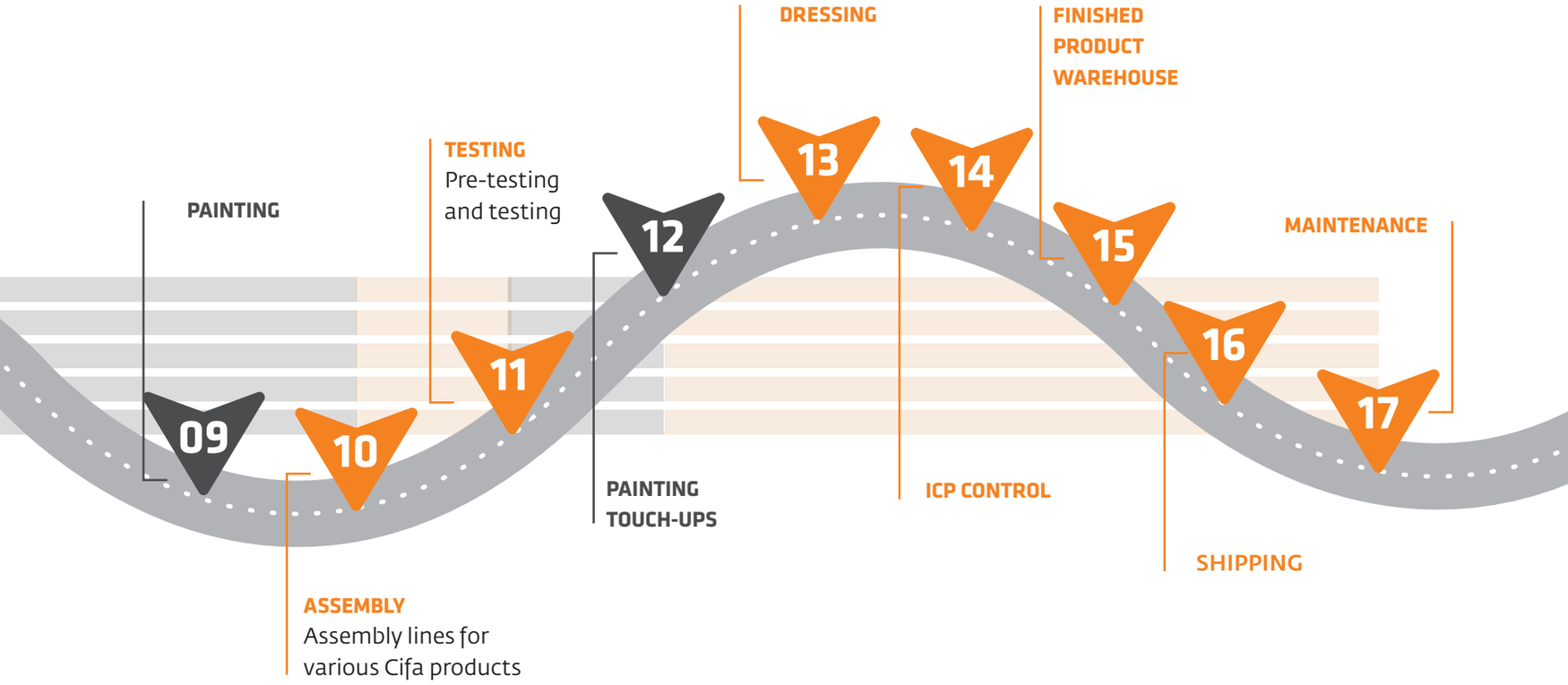
PRODUCTION PROCESSES AT CIFA SPA

In the various plants, the **production cycle is very similar**, particularly in vehicle preparation operations and the fabrication and mechanical phases.



Senago, Castiglione D/S

Senago, Castiglione D/S, Solferino



MARKETS AND VALUE CHAIN

The **concrete machinery market** constitutes a specific **segment** within the broader **construction machinery sector**, characterized by a high degree of diversity in machine types, which vary according to the different target markets.
The sector is **closely linked to the performance of the construction industry**, on which it is largely dependent. In general, both markets follow a macroeconomic cyclical pattern, influenced by the development of gross domestic product and the volume of investment in infrastructure and construction.

During periods of economic stagnation or recession, demand for new concrete machinery tends to slow down. However, the after-sales segment (which includes services, spare parts and maintenance) has historically proven to be less volatile than the new equipment segment. This helps mitigate the impact of declining new machinery sales on the overall operational performance of the sector.

Generally speaking, **sales** of concrete machinery are largely dependent **on the volume of large infrastructure projects, such as motorways, tunnels, dams or ports,** which are themselves tied to public spending and the dynamics of economic growth.

Naturally, given their interdependence, an **additional factor** affecting the demand for concrete machinery is the **level of activity in the residential and commercial construction sector**, as well as **renovation and redevelopment projects**, which are strongly influenced by interest rates and the availability of financing. In addition, activities related to the construction of **light infrastructure and maintenance** play a key role in sustaining market demand. In contrast, demand for mining and quarrying equipment is more sensitive to general economic trends and raw material prices.

In developed markets, such as Europe and North America, **demand for concrete machinery** is mainly oriented towards **technologically advanced solutions** equipped with advanced functionality, with the aim of increasing productivity and **ensuring high standards of operational safety.** In these areas, where labour costs are significantly higher than fuel expenses and machinery depreciation, customers tend to **prioritise efficiency, performance, reliability and safety.**

In contrast, **in developing markets** such as Africa and the Middle East, **demand** is focused **on cheaper machinery**, valued for its robustness and perceived long-term durability. In contexts where labour costs are lower, it is also common for equipment to be used beyond its optimal efficiency cycle, with less frequent replacement.

Although the demand for power and operating capacity remains relatively constant across markets, in several countries there may be **regulatory constraints** (such as vehicle weight or size limits, road traffic regulations or specific restrictions related to the operating environment) that **adversely affect the deployment of large machines.**

In general, concrete machinery buyers are construction companies, large contractors and consortia, fleet rental companies, and mining and extraction companies – the latter in particular for Underground niche machines.

2024 turned out to be **a particularly complex year for the construction sector in Europe**, with a contraction of 2.4% that continued the slowdown that had already started in 2023. The industry had to face **rising costs**, **persistent inflation** and **difficulties in accessing credit**. These challenges are compounded by **global geopolitical uncertainties**: the ongoing Russia–Ukraine conflict continues to shape international economic trends, while unrest in the Middle East contributes to heightened market volatility Against this background, the **drop in real-estate investment** (particularly in the residential sector) has had **negative effects on the entire industry**. By contrast, the **infrastructure segment** has shown **greater resilience**, partly because it was sustained by **public investment**, also thanks to funds from the Next Generation EU programme.

Due to the difficulties experienced in the European construction sector, **the European construction machinery industry** has suffered **a contraction in overall sales of 19% on average in 2024.**. **The annual trend** proved to be uneven **and inconsistent**, reflecting a fragmented market dynamic. The most significant contractions were observed in Germany and the UK, with reductions of 27% and 28% respectively. Among the most affected segments, tower cranes recorded the worst performance, with a 45% decline, while earth-moving equipment, concrete equipment and road machinery suffered declines of around 20%. Overall, **the drop was more pronounced than during the 2020 pandemic, representing the most significant decline since the global financial crisis of 2008–2009**. Despite the growth in demand in emerging markets such as the Middle East, Latin America and India, and the relative stability of the US market (the largest globally), **even exports of machinery from Europe to other countries were not able to offset the weakness of domestic demand.**

As far as **the concrete machinery market is concerned, an overall decline in sales of 20%**was recorded in 2024, in line with the other segments of the European construction machinery industry. The largest markets showed the most pronounced declines: **in Germany, sales of concrete equipment fell by 46%**, while **France witnessed a similar decline** (**43%**). In contrast, **Italy recorded significant growth of 13%**, placing it at the same level as Germany and France in terms of market volumes. While Southern Europe saw an increase in sales, **Central and Eastern Europe suffered a 26% drop**, showing a different dynamic compared to other sub-sectors of the industry.

In the three-year period analysed (2022–2024), approximately **80% of CIFA's sales** were **generated in Europe**, where the Group strengthened its leading position in the concrete handling machinery sector. In Italy, **CIFA holds a market share of more than 80%, confirming its position as national**

leader. The Group's leadership in the Italian market is due to two fundamental factors: **the company's extensive presence since the launch** of the first machines and the **development of tailor-made solutions** that meet local needs.

In the rest of Europe, **instead, the market share** of **truck-mounted concrete pumps** stands at **61%**, showing a slight decline compared to 2023 (-1%).

As for **truck pumps, the European share has risen to 17%** (+3 percentage points compared to 2023), while **the combined share of truck-mounted concrete pumps and truck pumps reaches 34%**, in line with the previous year.

Particularly noteworthy is the **growth in the truck mixer segment**, which reaches **a 29% share**, with a **12% increase** over the previous year, thus representing the most significant performance among the categories analysed.

The following charts (1,2 and 3) **illustrate the** absolute and percentage **changes in sales revenues by geographic area and operational site, confirming that the company's performance in 2024 was fully aligned with the market dynamics previously analysed.** Europe experienced a widespread contraction, with the exception of the **Italian market**, which stood out with a positive result: growing compared to 2023, it accounted **for 45% of total revenue, reinforcing its strategic role in supporting the company's overall performance.** Although demand for construction equipment increased in some emerging markets, the sharpest declines were recorded in the Middle East, North Africa, China, Sub-Saharan Africa, and Central Asia, highlighting the structural challenges that continue to affect these regions. In sharp contrast, Southeast Asia and the Pacific region recorded an expansionary trend in percentage terms, distinguishing themselves through robust and promising growth.

REVENUES BY GEOGRAPHICAL AREA

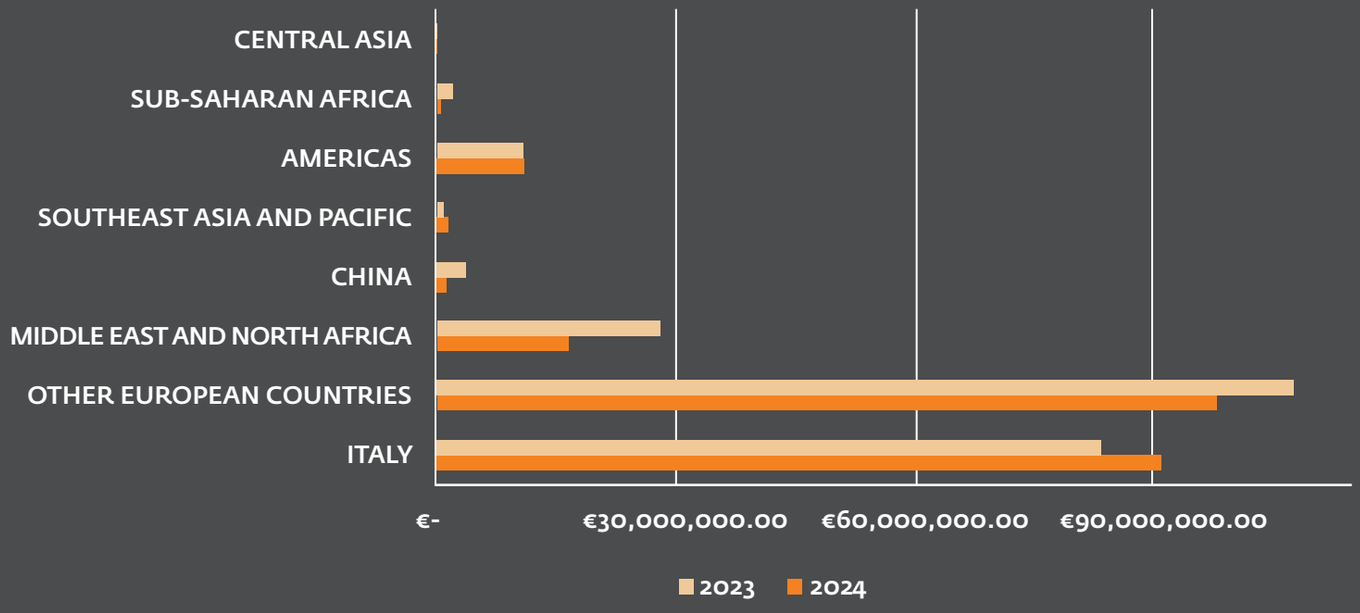


CHART 1. Sales revenues by geographical area.
Note: The MENA market recorded a significant decrease of 40.9%, following an 46.9% increase in 2023. This area, unlike Europe, has not experienced similar contractions, but has witnessed changes in market dynamics. Some countries traditionally linked to European products have gradually switched to Eastern or Turkish products – a choice motivated mainly by price advantages, and also influenced by macroeconomic and political uncertainties in the region. The Group has already carried out a significant industrial and commercial operation in the early months of 2025.

CHANGES IN SALES REVENUE, 2024 VS. 2023

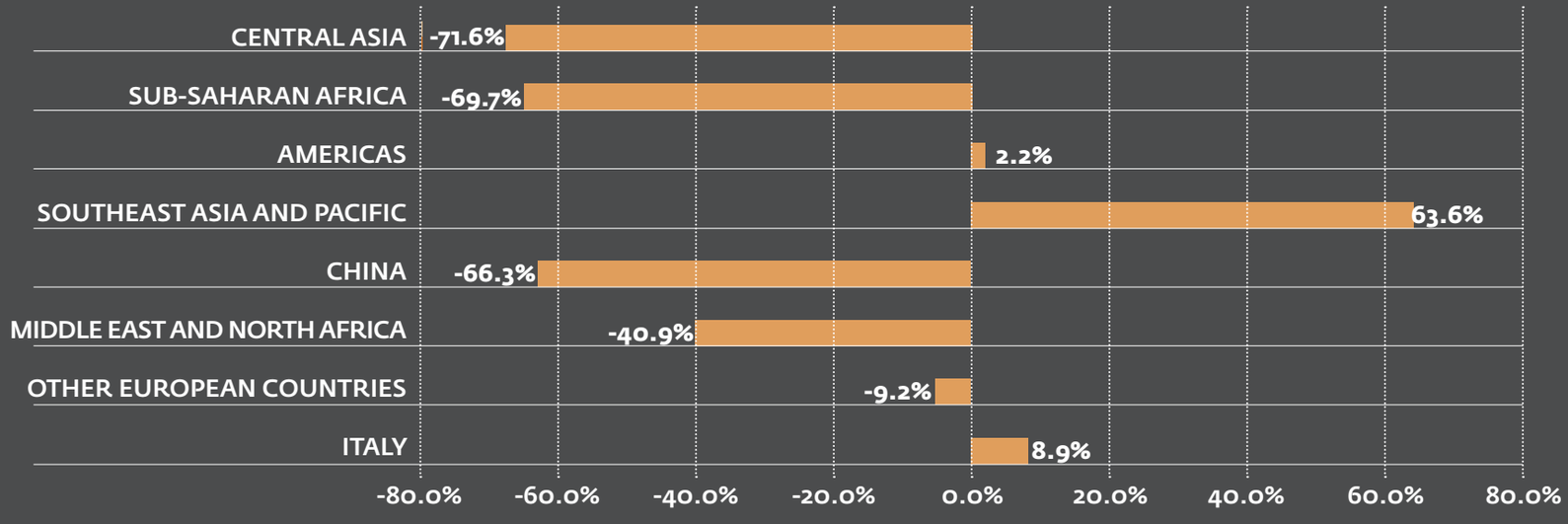


CHART 2. Changes in sales revenue, 2024 vs. 2023 by geographical area

ORIGIN OF REVENUE BY LOCATION

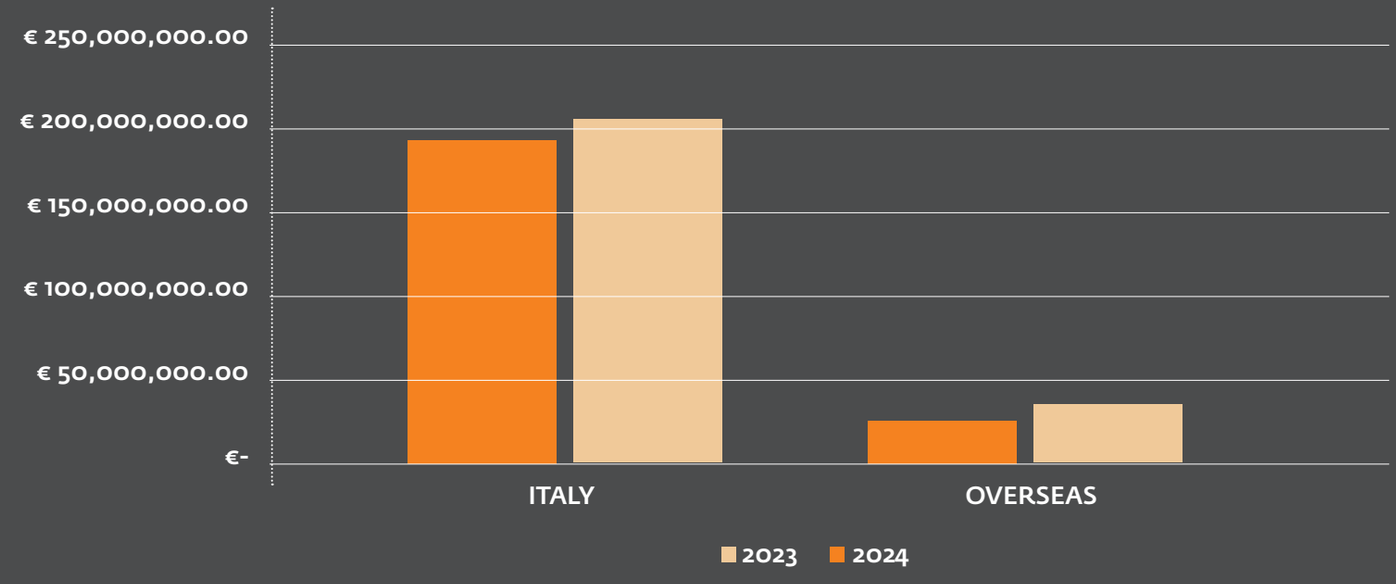


CHART 3. Origin of revenues by location

PRODUCTS SOLD BY TYPE

(NO. OF COMPLETE MACHINES/YEAR)

Typology	2021	2022	2023	2024	Notes on the progress
Truck Mixers	981	863	970	1,053	Continued upward trend due, in particular, to CIFA's increased market share in Spain and Italy.
Truck pumps	171	187	224	193	Volumes for this product category have slightly declined due to the market contraction in the last quarter of 2024, especially in Germany and France.
Magnum Truck-Mounted Concrete Pumps	310	346	328	209	The European market experienced a contraction, driven in particular by a significant slowdown in demand in France – where concrete pumps account for a significant share of the industry – and similar dynamics in Eastern European markets.
Portable Pumps	82	63	77	106	Growth continued especially in the Italian market thanks to the PNRR (National Recovery and Resilience Plan) and ZES (Special Economic Zones), which significantly boosted investments in infrastructure.
UCM Underground Machines	45	36	39	73	The strong demand for underground machinery is linked to PNRR investments in Italy for infrastructure and growing demand in markets such as France and Eastern Europe.

Note 1. Specific variables for each product line should be considered to explain the market trend and sales for the last three years. The only cross-cutting topic is the growth of the construction sector over the past three years, which has consequently boosted the concrete machinery market, and, consequently, the group of Italian and foreign subsidiaries belonging to the parent company CIFA S.p.A. (see Group Structure as of 31.12.2024).

VALUE CHAIN

PROCUREMENT

CIFA is supplied by both external and internal group suppliers.

INBOUND LOGISTICS

This phase refers to all activities related to handling and receiving raw materials, semi-finished products and components from suppliers.
Inbound logistics includes all types of transportation currently in use (road, rail, air and ship) and the materials used for packaging goods (paper, cardboard, plastic, etc.). Issues related to the management of home-to-work commuting are also included in this phase.

PRODUCTION/OPERATIONS

This phase covers all activities required for the production and assembly of a product, from design to testing, as well as all issues closely related to these operations. This refers to the management of warehouses, structural facilities, machinery and equipment, mechanical processing (such, as well as human as metalwork, turning, etc.), finishing and painting operations resources management, as well as human resources management and process safety and process safety control.

CIFA has three operational sites, all in Italy:
Senago (HQ and truck pump production).
Castiglione delle Stiviere (mixer and mixer-pump production).
Solferino (fabrication and assembly).

OUTBOUND LOGISTICS

This phase covers all activities related to outbound logistics and the delivery of finished products and spare parts to customers. It covers the coordination of global transport operations via multiple modalities – air, maritime, road, and rail – and the handling of packaging materials such as cardboard, paper, and plastic.

SALES/MARKETS

This phase refers to the process through which products or services are marketed to end customers, including activities such as distribution network management, dealer relationship handling, and performance monitoring.

PRODUCT IN USE

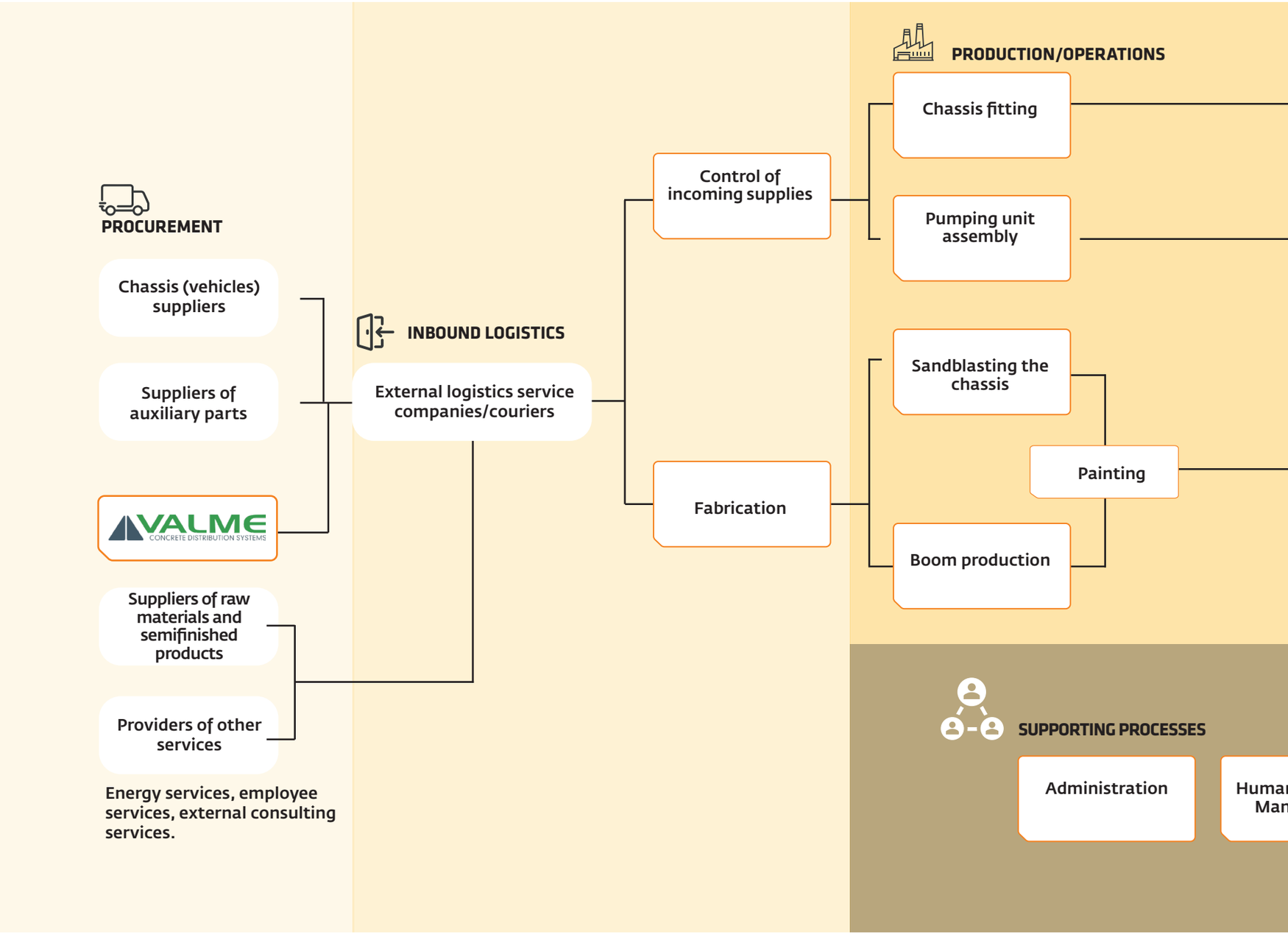
END OF LIFE

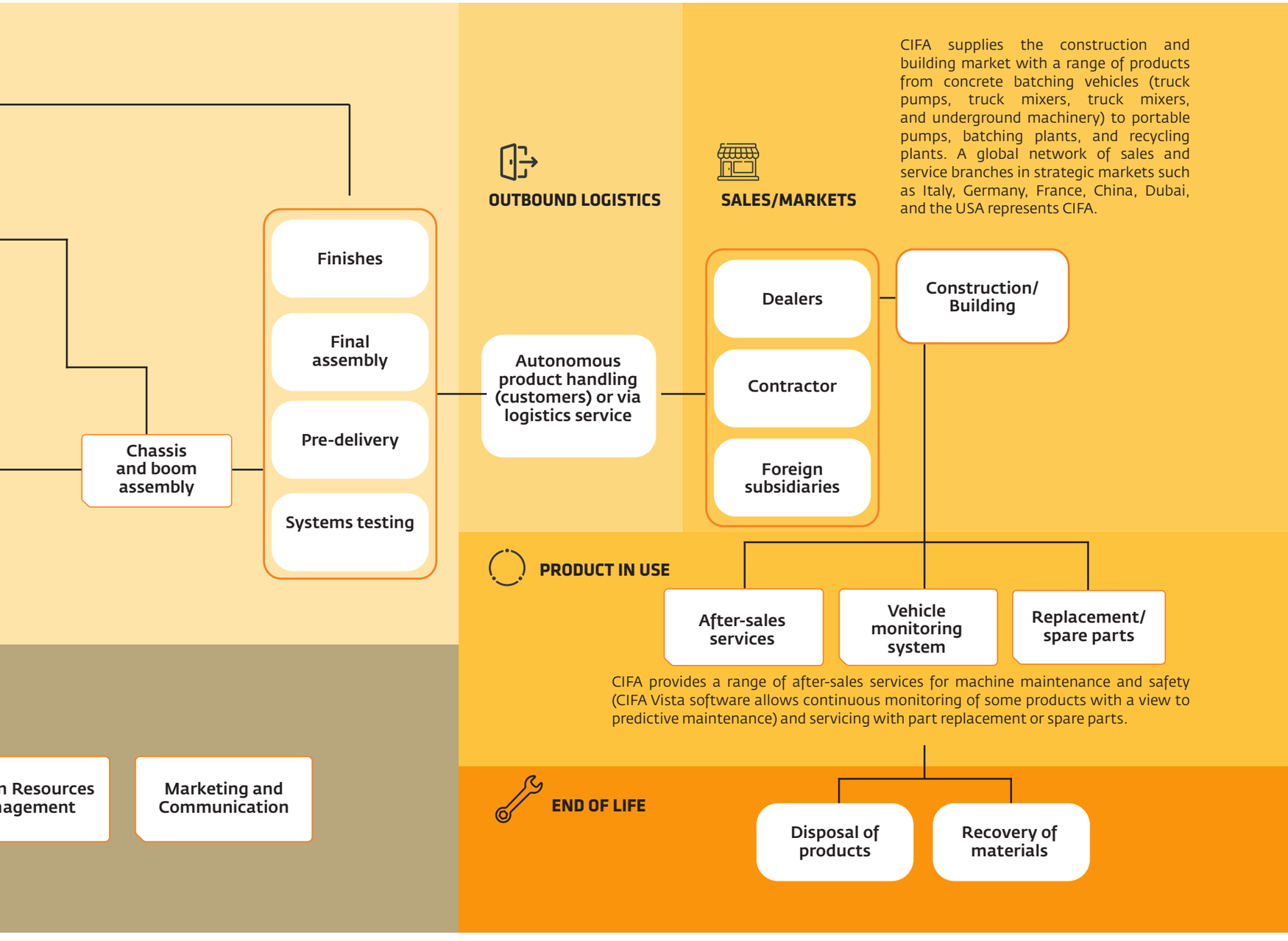
This phase involves all activities related to the final disposal of the product and the potential recovery of materials within a circular economy framework.

SUPPORTING PROCESSES

This refers to all activities that do not belong to the company's "core business", but which nonetheless ensure its proper administrative functioning.
These include issues of employee management (recruitment, employee well-being and safety, worker services, training, general services, business travel, etc.) information and data security matters (cybersecurity, privacy), communication and marketing activities, customer relations, and legal oversight operations.

VALUE CHAIN


PROCUREMENT
Chassis (vehicles) suppliers
Suppliers of auxiliary parts
VALME
CONCRETE DISTRIBUTION SYSTEMS
Suppliers of raw materials and semifinished products
Providers of other services
Energy services, employee services, external consulting services.
INBOUND LOGISTICS
External logistics service companies/couriers
Control of incoming supplies
Fabrication
PRODUCTION/OPERATIONS
Chassis fitting
Pumping unit assembly
Sandblasting the chassis
Painting
Boom production
SUPPORTING PROCESSES
Administration
Directly controlled activities


Finishes
Final assembly
Pre-delivery
Systems testing
Chassis and boom assembly
OUTBOUND LOGISTICS
Autonomous product handling (customers) or via logistics service
SALES/MARKETS
Dealers
Contractor
Foreign subsidiaries
Construction/ Building
CIFA supplies the construction and building market with a range of products from concrete batching vehicles (truck pumps, truck mixers, truck mixers, and underground machinery) to portable pumps, batching plants, and recycling plants. A global network of sales and service branches in strategic markets such as Italy, Germany, France, China, Dubai, and the USA represents CIFA.
PRODUCT IN USE
After-sales services
Vehicle monitoring system
Replacement/ spare parts
CIFA provides a range of after-sales services for machine maintenance and safety (CIFA Vista software allows continuous monitoring of some products with a view to predictive maintenance) and servicing with part replacement or spare parts.
END OF LIFE
Disposal of products
Recovery of materials
n Resources
nagement
Marketing and Communication

VALUE CHAIN

PROCUREMENT

INBOUND LOGISTICS

This phase refers to all activities related to handling and receiving raw materials, semi-finished products and components from suppliers. Inbound logistics includes all types of transportation currently in use (road, rail, air and ship) and the materials used for packaging goods (paper, cardboard, plastic, etc.). Issues related to the management of home-to-work commuting are also included in this phase.

PRODUCTION/OPERATIONS

This phase covers all activities required for the production of a product (such as piping, joints, and bends), ranging from metalwork to painting, as well as all issues closely related to these operations.
Thus, this refers to the management of warehouses, structural facilities, machinery and equipment, mechanical processing (such, as well as human as metalwork, turning, etc.), finishing and painting operations resources management, as well as human resources management and process safety and process safety control.

VALME's production sites are located in Italy in **Rogolo (SO)** and **Vasto (CH).**

OUTBOUND LOGISTICS

This phase covers all activities related to outbound logistics and the delivery of finished products and spare parts to customers. It covers the coordination of global transport operations via multiple modalities – air, maritime, road, and rail – and the handling of packaging materials such as cardboard, paper, and plastic.

SALES/MARKETS

This phase refers to the process through which products or services are marketed to customers, including activities such as distribution network management, dealer relationship handling, and performance monitoring.

END OF LIFE

This phase involves all activities related to the final disposal of the product and the potential recovery of materials within a circular economy framework.

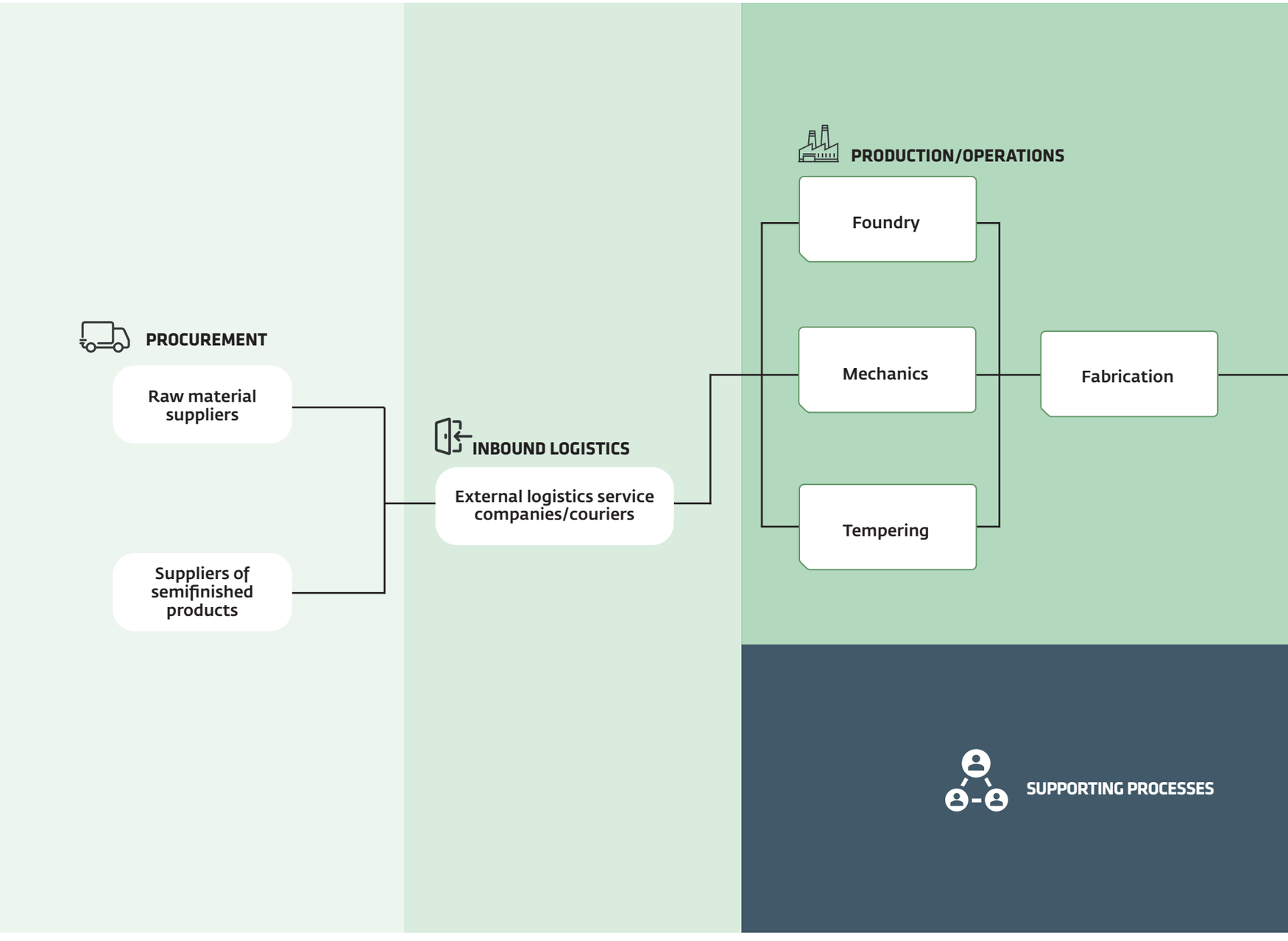
SUPPORTING PROCESSES

This refers to all activities that do not belong to the company's "core business", but which nonetheless ensure its proper administrative functioning. These include issues of employee management, information and data security matters, communication and marketing activities, customer relations, and legal oversight operations.

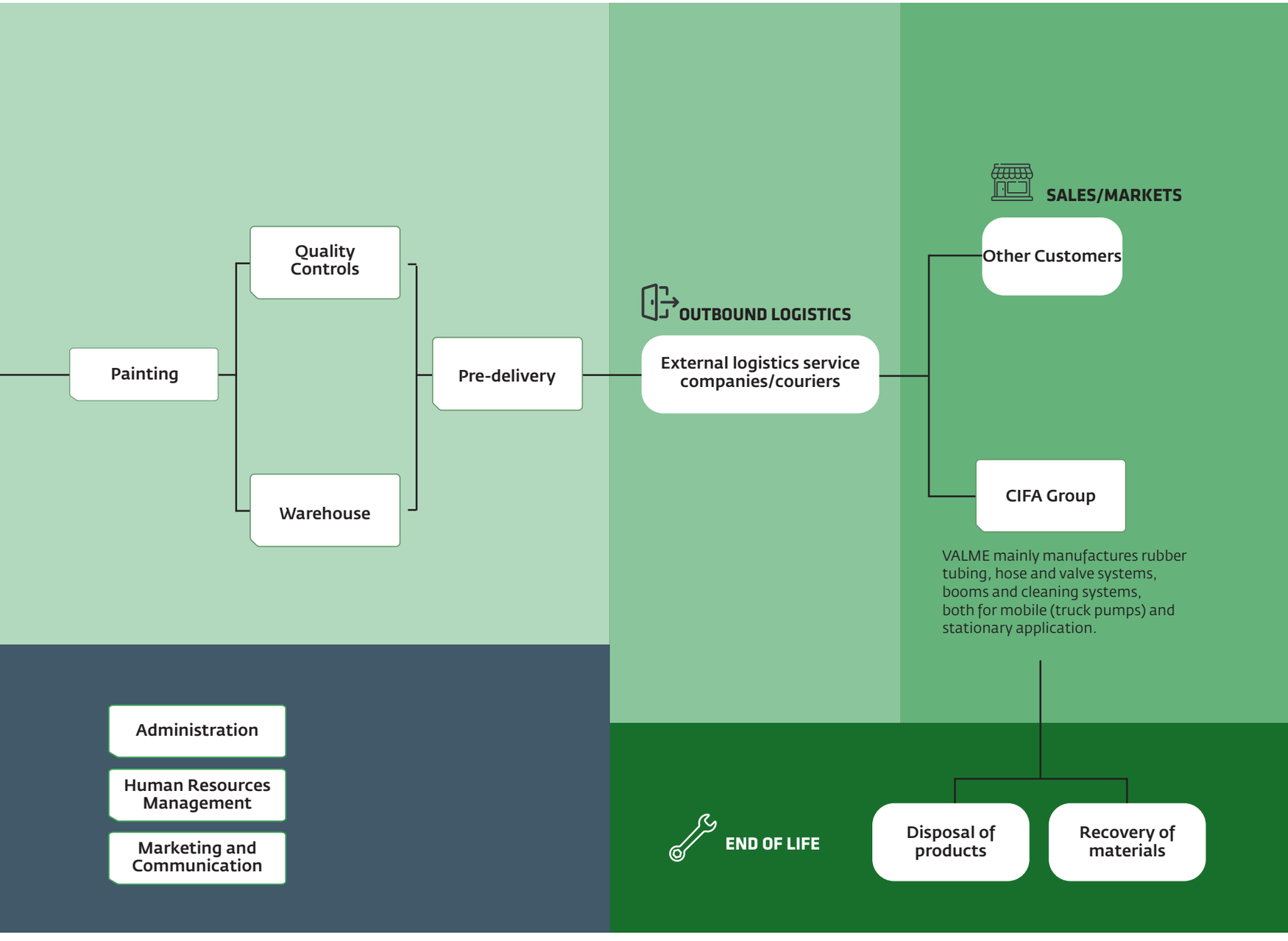
These processes are managed centrally by CIFA.

VALME
CONCRETE DISTRIBUTION SYSTEMS

VALUE CHAIN



Directly controlled activities


Painting
Quality Controls
Warehouse
Pre-delivery
OUTBOUND LOGISTICS
External logistics service companies/couriers
SALES/MARKETS
Other Customers
CIFA Group
VALME mainly manufactures rubber tubing, hose and valve systems, booms and cleaning systems, both for mobile (truck pumps) and stationary application.
Administration
Human Resources Management
Marketing and Communication
END OF LIFE
Disposal of products
Recovery of materials

OUR RESOURCES

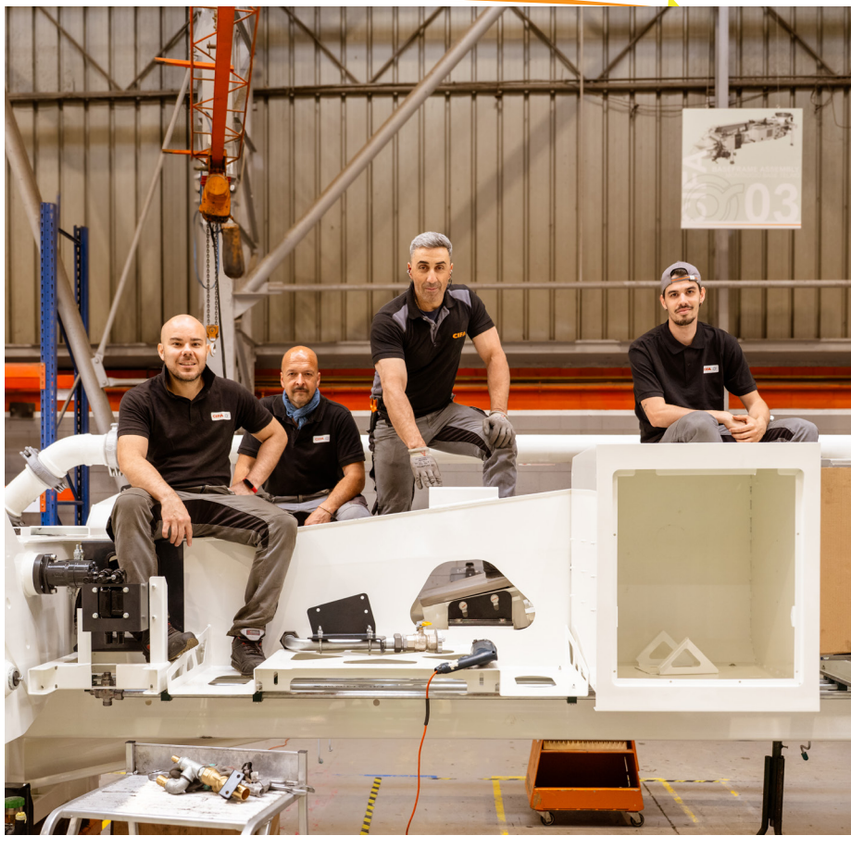
The CIFA Group's workforce is **one of the most valuable resources** to ensure the proper functioning of the business and the pursuit of short, medium and long-term objectives. **Indeed, the highly specialised workforce at all levels and qualifications plays a crucial role, comparable to that of raw materials in the production processes.**

This is why **the company pays special attention to human resources management, especially in terms of recruitment and onboarding processes**. Over the years, this rigorous focus has ensured the effectiveness and efficiency of the Group's operational functions, both during periods of market growth and stability, and throughout more complex and challenging phases

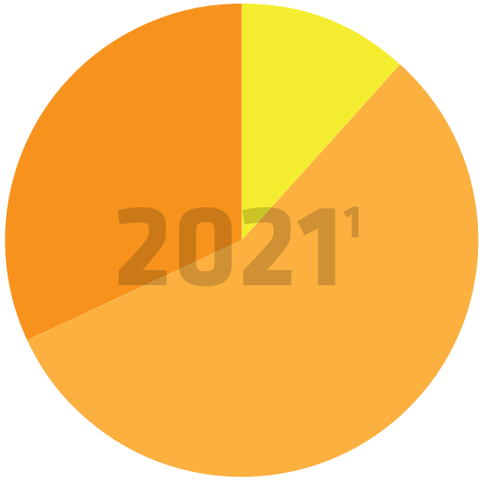
An assessment of the workforce composition – based on qualification, gender, education level, and geographic distribution – **highlights a balanced framework aligned with the Group's industrial and manufacturing nature, and the strategic positioning of its operational facilities.**

This outcome stems from a careful consideration of the diverse cultural, regulatory, and educational contexts in the countries where the Group operates

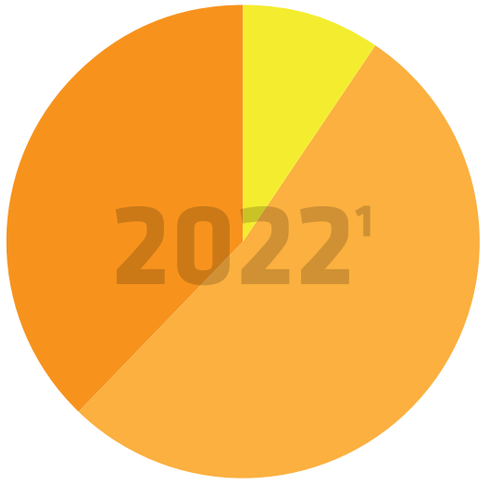
Concerning the gender distribution of the workforce, we see that the number of women compared to the total employees (6.33% women and 93.67% men) **is in line with that of similarly sized companies in the mechanical manufacturing sector**, being lower for the categories of workers and technicians and higher among employees in commercial and administrative functions.
The average age of employees is **45.5 years.**
The company organisation provides for working days of 8 h/day for 220 days/year.



GRI 405-1 NUMBER AND PERCENTAGE OF EMPLOYEES BY AGE GROUP AND GENDER AS OF 31.12

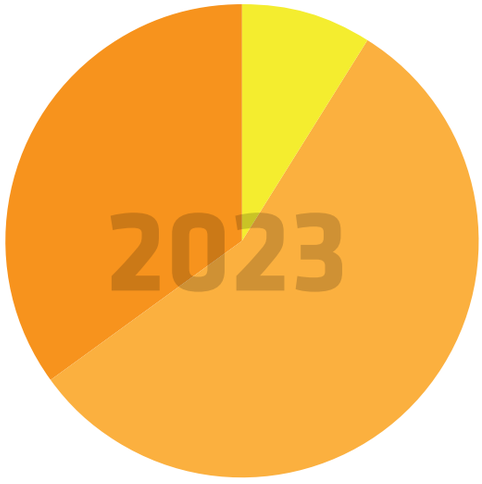


Age	M	F	Total	%
≤30	92	5	97	**12.40%**
31–50	422	41	463	**59.21%**
>50	249	12	261	**33.38%**
Total	**763**	**58**	**821**	**100%**

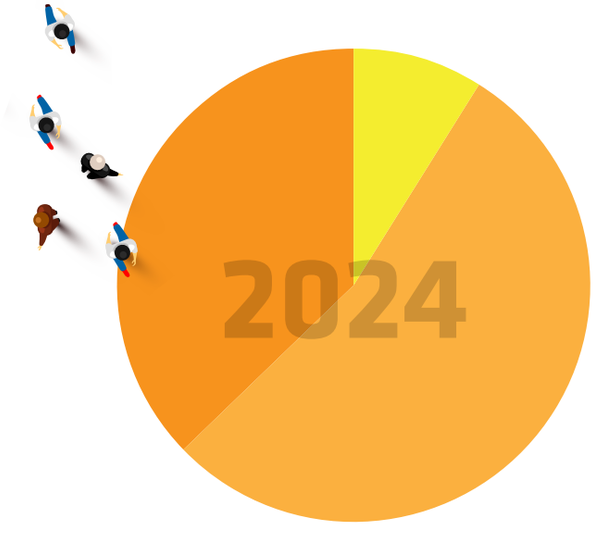


Age	M	F	Total	%
≤30	73	6	79	**9.56%**
31–50	396	40	436	**52.79%**
>50	295	16	311	**37.65%**
Total	**764**	**62**	**826**	**100%**

Note 1. In 2021/22, the age group considered was 31–50 as the age groups (<30, 30–50, >50) recommended by the GRI standard, calculated in 1, were not monitored in the data collected in the first part of the four-year period.

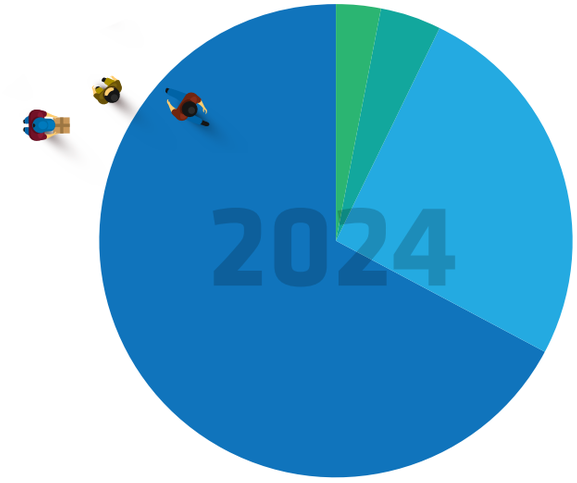


Age	M	F	Total	%
<30	71	5	76	**9.15%**
30–50	428	38	466	**56.08%**
>50	277	12	289	**34.78%**
Total	**776**	**55**	**831**	**100%**



Age	M	F	Total	%
<30	65	5	70	**9.04%**
30–50	382	34	416	**53.75%**
>50	278	10	288	**37.21%**
Total	**725**	**49**	**774**	**100%**

ESRS S1-9 % OF EMPLOYEES BY QUALIFICATION AND GENDER AS OF 31.12.24



	< 30 years	30–50 years	> 50 years	Total
Senior managers	0%	0.90%	2.20%	**3.10%**
Middle Managers	0%	1.81%	2.58%	**4.39%**
Office workers	2.97%	14.73%	7.75%	**25.45%**
Workers	6.07%	36.30%	24.68%	**67.05%**
Total	**9.04%**	**53.75%**	**37.21%**	**100%**

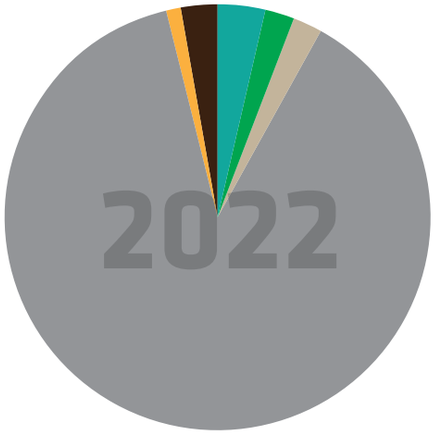
ESRS S1-6 AND S1-7 EMPLOYEE PROFILE AS OF 31.12.24

	F	M	Other	Not disclosed	TOTAL
Total employees (number)	49	722	-	-	**771**
Of whom:					
Permanent employees	49	718	-	-	**767**
Fixed-term employees	-	4	-	-	**4**
Full-time employees	49	722	-	-	**771**
Total non-employees	-	3	-	-	**3**

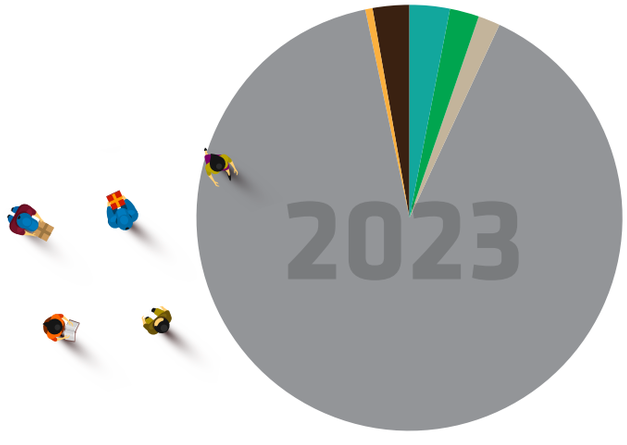
Note 1. The "non-employee" category includes solely outsourced labour hired through staffing agencies, primarily to address gaps in specialized internal expertise – especially in welding and fabrication – or to handle surges in production demand. Until mid-2024, temporary agency workers were subsequently hired, a practice that was later discontinued due to market conditions

GRI 2.7 NUMBER AND PERCENTAGE OF EMPLOYEES BY GENDER AND COUNTRY AS OF 31.12

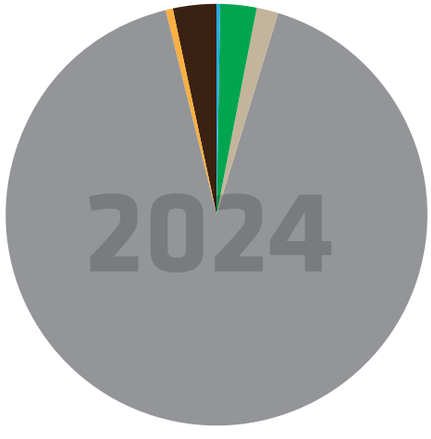
Year-on-year changes in the workforce generally reflect the need to adjust production volumes to fluctuations in demand in the target markets.



Age	M	F	Total	%
China	29	2	31	**3.75%**
France	13	5	18	**2.18%**
Germany	15	3	18	**2.18%**
Italy	682	47	729	**88.26%**
Mexico	6	2	8	**0.97%**
North America	19	3	22	**2.66%**
Total	**764**	**62**	**826**	**100%**



Age	M	F	Total	%
China	24	2	26	**3.13%**
France	14	4	18	**2.17%**
Germany	12	2	14	**1.68%**
Italy	706	41	747	**89.89%**
Dubai	3	1	4	**0.48%**
North America	17	5	22	**2.65%**
Total	**776**	**55**	**831**	**100%**



Age	M	F	Total	%
China	3	0	3	**0.39%**
France	18	3	21	**2.71%**
Germany	12	2	14	**1.81%**
Italy	668	39	707	**91.34%**
Dubai	3	1	4	**0.52%**
North America	21	4	25	**3.23%**
Total	**725**	**49**	**774**	**100%**

INDUSTRIAL RELATIONS

The freedom to organise is a fundamental individual right, recognised by the main international conventions and various national laws.
The **CIFA Group has consistently ensured freedom of association for its employees, establishing, in accordance with local rules and practices and mutual roles, a constant dialogue with the various counterparts**.
CIFA has always maintained **open and transparent relations with trade unions and workers' representatives, especially in its Italian offices**, where it has achieved remarkable maturity in industrial relations in line with the country's regulatory and historical evolution.

The approach adopted by the CIFA Group in industrial relations is based on mutual respect for roles and positions, with a continuous commitment to fostering constructive dialogue. In this regard, it should be noted that, **during 2024, in response to the rise in the metalworkers' collective labour agreement, the company opted to offset, where feasible, the increases in individual wage supplements to preserve organizational equilibrium and protect employment levels. This led to some tensions with trade union representatives, which were later reconciled during the year.**

In 2024, approximately 20.4% of **employees were a member of a trades union (+5,3% compared to 2023).** This share is predominantly made up of manual workers (94.5%) and office staff (5.5%). The latter experienced a comparatively higher growth rate than the previous year, presumably attributable to their **limited starting base**. Within such a narrowly defined numerical framework, even one additional membership produced a disproportionately high effect on the overall growth rate.

Depending on the various countries where the Group operates, **employment relationships are governed by national or company collective agreements or by current legislation.**
90.79%[1] of the staff employed in the Italian offices are contracted under **the National Collective Labour Agreement** (CCNL) for the **metalworking** sector (office staff/manual workers and managers). A second-level bargaining agreement (renewed in 2024) is in place for the employees of the Italian offices of CIFA and VALME, while for Zoomlion Italia Srl there is no such agreement.

[1] The percentage of employees covered by collective labour agreements is calculated according to the following formula: number of employees covered by collective agreements/number of employees x 100 (S1 - 8; §60).

ORGANISATION AND GOVERNANCE MODEL

Corporate governance identifies the set of **principles, tools, rules and relationships** that define how **the company is guided and controlled, with the aim of ensuring decision-making processes that are consistent with the expectations and interests of its stakeholders**.
The Corporate Governance system of the parent company CIFA SpA is of a traditional type and is structured as follows.

- **Shareholders' Meeting:** appoints the members of the Board of Directors and approves the financial statements.

- **Administrative Body:** the management of the company is assigned to a Board of Directors (BoD) composed of four members, appointed on 27 April 2023 and in office until 31 December 2025, vested with the broadest powers for the company's ordinary and extraordinary management, except those reserved by law exclusively for the Shareholders' Meeting. Essentially, it develops strategies, evaluates the Group's economic, social, and environmental performance, and assesses compliance with regulations and codes of conduct. In 2024, a new board member was appointed following the resignation of a director.

- **Board of Statutory Auditors**. Pursuant to article 29 of the Articles of Association, with a resolution of the shareholders' meeting on 27 April 2023, the control over the administration of the company was assigned, for three financial years, to a Board of Statutory Auditors composed of three standing auditors and two substitutes. The Board of Statutory Auditors oversees compliance with the law and the Articles of Association and adherence to the principles of proper administration.

To date, there are no incentive systems and remuneration policies linked to sustainability issues for members of administrative, management and control bodies (ESRS 2- GOV3; §29).

Alongside these main bodies there are:

- **Supervisory Body**. The Supervisory Body is responsible for verifying the adequacy, application, dissemination, and possible updating of Organisational Model 231. It also oversees the application and updating of the company's Code of Ethics. In performing its duties, the Supervisory Body coordinates with the relevant Bodies and Functions.
  CIFA's Supervisory Body comprises three members: two external members and the Head of Legal and Corporate Affairs of the Company, as an internal member.
  In continuity with the work done in previous years, the Supervisory Body carried out its verification activities during the fiscal year 2024, focusing on:
  - verifying **intercompany relations** between Group companies;
  - monitoring compliance with **health and safety regulations** for workers in the workplace;
  - **whistleblowing.** The Supervisory Body constantly informs the BoD of any critical concerns raised by stakeholders through the whistleblowing channel. In this regard, it should be noted that no critical issues were reported in the **last two years.**

- **Audit**: accounting control over the Company is carried out by an auditing firm entered in the register at the Ministry of Justice.

- **Steering and Operational Sustainability Committees.** Appointed on 16 March 2023, the committees manage impacts and performance related to material topics and monitor the progress of strategic objectives outlined in the Sustainability Plan.

Extended Sustainability Committee Meeting

ESRS 2 - GOV 1 THE ROLE OF THE ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES

01.01.24 – 31.12.24

	M	F	Other	Not disclosed	TOTAL
Members of management bodies	5	1			**6**
Executive members	1	1			**2**
Non-executive members	4				**4**
Independent board members	0	0			**0**
Members representing employees and other workers	Not present				
Members of management bodies	83.33%	16.67%	0%	0%	**100%**
Executive members	16.67%	16.67%	0%	0%	**33.33%**
Non-executive members	66.67%	0%	0%	0%	**66.67%**
Independent board members[1]	0%	0%	0%	0%	**0%**
Gender diversity[2] calculated as the average ratio of male to female board members	**20.00%**				

01.01.24 – 31.12.24

	M	F	Other	Not disclosed	TOTAL
Members of control bodies	3	4			**7**
Executive members	3	4			**7**
Non-executive members					**0**
Independent board members1					**0**
Members representing employees and other workers	Not present				
Members of control bodies	42.86%	57.14%	0%	0%	**100.00%**
Executive members	42.86%	57.14%	0%	0%	**100.00%**
Non-executive members	0%	0%	0%	0%	**0%**
Independent board members[1]	0%	0%	0%	0%	**0%**
Gender Diversity[2]	**133.33%**				

Note 1: a member of the Body who has no ties to the company, its managers, or its major shareholders, so as to ensure objectivity and impartiality in decision-making.

Note 2: figure calculated as the average ratio of male to female members of each body.

CIFA ensures the integrity and promotion of its value system and conduct through a set of codes, **certified management systems, and internal policies.**

To confirm CIFA SpA's commitment to ethical, responsible, and transparent business conduct, we point out that the company has never been subject to significant sanctions for non-compliance with laws or regulations.
For transparency, we point out that for the first time, in the second half of 2023, the Chinese parent company Zoomlion Heavy Industry Science & Technology Co. Ltd received a notice of initiation of an anti-dumping proceeding by the European Union regarding imports of mobile access equipment (Aerial Work Platform – AWP). The European Commission conducted the investigation on a selected sample of companies, of which Zoomlion Heavy Industry Science & Technology Co. Ltd is not one. It should be noted that the proceedings were concluded without any sanctions being issued against the companies involved.

Below is an overview of the main governance tools adopted by the company and coordinated by the headquarters in Senago (MI).

RISK MANAGEMENT

The Group **constantly monitors the risks associated with its activities** to assess their potential negative effects in advance and take appropriate mitigation actions.
CIFA has **adopted a *risk-based thinking*** philosophy to define business objectives in line with strategies or policies adopted to prevent risks and seize opportunities.
The most relevant risks for CIFA SpA's activities include those related to:
- sale process;
- construction site management;
- procurement orders.

In addition to company strategies and policies, specific operational procedures have been devised to prevent each type of risk.

ORGANISATIONAL MODEL PURSUANT TO ITALIAN LEGISLATIVE DECREE 231/2001

CIFA SpA approved the Organisational Model and its own Code of Ethics drafted pursuant to Italian Legislative Decree 231/01 **dated 17 June 2013**, reviewing them periodically.

The documents updated to 09/10/2024 are currently in force.
By adopting the Model, the Company aimed to fully comply with the decree and make the existing internal control and corporate control system as efficient as possible.
The Model has allowed the Company to define an **organic and structured system of principles and control procedures, aimed at preventing, where possible and practically feasible, the commission of offences provided for by Decree 231.**
The Model constitutes the foundation of CIFA's governance system and facilitates the dissemination of a corporate culture based on fairness, transparency, and legality.
The Code of Ethics, on the other hand, incorporates and formalises the ethical and social principles and values that must permeate the behaviour of all the Group's companies and the recipients of the Model and the Code of Ethics in general.
The Supervisory Body is the recipient of all information flows or requests for clarification relating to the Model and the Code of Ethics.
During 2024, the Supervisory Board's verification and monitoring activities did not reveal any critical issues.

WHISTLEBLOWING

Pursuant to Italian Legislative Decree 24/2023 (implementing EU Directive 2019/1937), CIFA has implemented a series of actions and in particular:

- **Established three reporting channels for which specific measures are provided to protect the whistleblower and the confidentiality of the reported fact**: ordinary or registered post, to Via Stati Uniti d'America 26 – 20030 Senago (MI), addressed to the confidential attention of the company's Ethics Committee; electronically, through the dedicated platform accessible through every Group official website ('whistleblowing' section); orally, through

the voice messaging system on the dedicated IT platform, as well as, upon request of the whistleblower, through a direct meeting with the company's Ethics Committee.
- **Approved the Whistleblowing Report Management Regulation**, available on the HR Portal and on the Group's official websites;
- **Appointed an Ethics Committee** responsible for managing reports.

The regulation, as described in **CIFA's Regulation**, stipulates the need to report any violations within the scope of national or EU legislation and relevant unlawful conduct under **Italian Legislative Decree 231/2001.**
At the time of publication of this document, no reports have been made.

HUMAN AND WORKERS RIGHTS

Relations with employees are managed in compliance with national regulations and international conventions on human rights. In this regard, **all management personnel, or anyone responsible for managing human resources, are constantly informed about compliance with local labour laws.**
To prevent any possibility of violation, the Group included a specific reference to the respect of human and workers' rights in its Code of Ethics.
Every new supplier is required to fully comply with the principles of conduct contained in the Code of Ethics. This aims to promote the assumption of responsibility along the value chain.
CIFA SpA plants **have never recorded any instances of child labour, forced labour, discrimination, or non-compliance with human and workers' rights**.

HEALTH & SAFETY

The Group conducts typical **heavy industrial fabrication processes**, such as sheet metal cutting and final welding of components, up to assembly and final painting and finishing.
Health and safety are **managed centrally, coordinating the local structures of the production sites** according to a continuous improvement process based on plans defined by the Management and reports from the plants. The plan, inspired by the consolidated processes of the CIFA Group, aims to raise operators' awareness of correct procedures and the increasing use of certified equipment.
During 2024, the Group continued monitoring and implementing health and safety system actions, obtaining ISO45001certification. The health and safety areas are **managed centrally by the HSE manager,** who coordinates the local structures at the production sites. For further details, see People Empowerment.

ENVIRONMENT

The Group is subject to environmental laws and regulations (Italian Legislative Decree. 152/06). In particular, pursuant to art. 2428, paragraph 2, of the Italian Civil Code, CIFA applies policies to keep any environmental impacts caused by its activities on surrounding areas under constant control and to implement projects to reduce such impacts.
All Italian plants fall within protected areas of municipal, supramunicipal or regional interest.
In addition to monitoring by the internal structure, **there is oversight by the Supervisory Body, which reports any environmental incidents, controls, and reports quarterly.**
In general, the following specific areas are monitored:

- **Differentiation of solid packaging waste** (to reduce the percentage of waste disposed of with the EWC code"mixed packaging" or"mixed waste"), favouring its recovery;
- **Reduction of volatile organic carbon concentrations** (VOC) through the increasingly extensive use of water-

based or otherwise low-VOC paints;
- Monitoring and improvement of processes and procedures relating to **industrial waste**.

The **ISO 14001 certification**, officially achieved at the beginning of 2023, **was maintained without issues in 2024**. The CIFA Group uses specific insurance coverage for operational risks related to industrial plants. For further information, please refer to Green & Circular Mindset.

QUALITY

Thanks to an integrated organisational, documentation, and responsibility system certified ISO 9001:2015, **CIFA centrally coordinates all cross-company processes, ensuring compliance with quality standards at all its locations.**
In line with the integrated 9001 system, **each production site autonomously defines specific operational procedures/ practices.**
This ensures an excellent level of overall control while respecting the autonomy of individual plants.

An exception is Valme S.r.l., which, due to the particularity of its products and markets, has its own company management system certified according to ISO 9001.

During 2024, the group-wide adoption process of the software for centralized management of key health, safety, and environmental processes was completed This application has made it possible to standardise, simplify and at the same time strengthen the process of coordinating some important aspects, including in particular:

- Periodic monitoring of work areas/equipment;
- Reporting and management of abnormal situations within production facilities;
- Monitoring of deadlines for mandatory staff training;
- Scheduling of mandatory activities/deadlines/checks related to programmable equipment maintenance.

CERTIFIED MANAGEMENT SYSTEMS

	FIRST CERTIFICATION	LOCATIONS INVOLVED
ISO 9001:2015	Quality **26/11/2003**	**CIFA S.p.A.** (registered office and operational headquarters) **VALME Spa** (administrative headquarters)
ISO 3834-2:2006	Welding quality system **25/09/2014**	**CIFA S.p.A.** (registered office and operational headquarters)
ISO 14001:2015	Environment **31/01/2023**	**CIFA S.p.A.** (registered office and operational headquarters) **VALME Spa** (administrative headquarters)
ISO 45001:2018	Health and safety **31/01/2023**	**CIFA S.p.A.** (registered office and operational headquarters) **VALME S.p.A.** (administrative headquarters

ECONOMIC RESULTS AND VALUE SHARING

The **2023** fiscal year marked a **peak** for the Group since the major crisis of 2008/09, with particularly significant results when viewed in the context of challenging market conditions and complex macroeconomic trends.

When compared to **2024, a year defined by an estimated 20% sector downturn**, the robustness of the results **achieved becomes even more evident**. In this challenging scenario, the **Group was able to react effectively, cushioning the impact of the general downturn through significant market share gains (+15%) in traditional segments**, often at the expense of competitors.
Net revenues declined slightly, by about 7.3%. The result achieved is the outcome of a well-structured strategy, developed along **four key pillar**. First of all, the **diversification of the portfolio in the main markets of the EMEA and NA** regions enabled the Group to seize opportunities arising from local economic recovery programs, which were marked by substantial investments in both public and private infrastructure. In parallel, a product range was **introduced specifically for Middle Eastern markets**, with the aim of achieving a high degree of cost competitiveness. In addition, the Group **expanded its offering with an increasing focus on safety and technological transition** towards sustainable solutions, introducing a full range of electrified machinery. Complementing the strategy was a **careful and timely management of price list adjustments**, which enabled the Group to absorb the impact of the sudden rise in raw material, transportation, and energy costs.

These strategic initiatives also contributed positively to commercial performance: in fact, the **order intake** for the main product lines **remained solid in 2024, standing at around EUR 120 million, compared to almost EUR 130 million in the previous year**. In addition, solid commercial performance, effective cost containment measures and targeted production planning also played a decisive role in supporting these strategic choices. The overall combination of these factors contributed to the **strengthening of market shares and improvement of product margins**, in line with the Group's strategic objectives. The overall result translated into a net profit of € 4,374,107 at year-end.

Overall, the substantial stability of operating profit, net of period provisions, confirms the strength of industrial performance, the consistency of profitability, and the Group's ability to demonstrate resilience in a highly disrupted environment. This result was supported by the previously mentioned initiatives, aimed at fully restoring business operations and progressively normalizing supply chain flows. As a result, the Group recorded profitability levels in line with historical trends, no longer affected by inflationary pressures.


10

Economic and Financial Performance	2022	2023	2024	Notes on the progress
Production value	€219,298,120	€242,932,967	€225,396,345	The decrease in 2024 is mainly due to the general decline (by about 20%) in the concrete machinery market.
Net revenues	€212,475,008	€236,391,736	€221,289,159	The change is approximately -7.3% compared to 2023. *
EBITDA	€21,684,217	€26,835,865	€22,220,165	**
Total assets	€675,823,920	€695,937,505	€695,984,828	
Net assets	€187,064,268	€182,385,209	€202,848,942	
Investments	€10,760,641	€38,240,198	€7,904,469	CIFA has consistently pursued investments aimed at expanding the production capacity necessary to support short- and medium-term portfolio objectives. In fact, after the significant investments made in the previous two years (due to of the acquisition process of the Senago site), in 2024, part of the investment was dedicated to the total renovation of the painting plant at the Senago site, together with the installation of a new boring machine. ***
Total investments and expenditures – ESG		€3,366,004	€1,342,827	The absolute decline in ESG investments in 2024 reflects the general trend in overall investments. Nonetheless, in relative terms, the proportion of total ESG investments and expenditures has grown in comparison to the Group's overall investment portfolio. It should also be noted that the sustainability initiatives implemented in 2024 benefited from the substantial initial investments made during 2023, the effects of which will contribute to the continuity of sustainability projects in the coming years.
GRI 201-1				
VALUE ADDED[2]				

2 Within the sustainability report, added value expresses the company's ability to generate value (an indicator of economic performance) and simultaneously meet the economic interests of major stakeholders (an indicator of distributed wealth).

Economic and Financial Performance	2022	2023	2024	Notes on the progress
Directly generated economic value	€218,412,816	€242,735,410	€226,600,094	Composed of the production value, income (expenses) from the sale of equity interests, interest income, net of costs for agent commissions recorded under the Financial Statement item Costs for services and operational leases. In 2024, its value decreased by 6.65% compared to 2023.
Economic value distributed divided by:	€206,354,161	€223,579,839	€214,525,782	
Operating costs	€159,442,286	€172,419,748	€162,542,027	Includes: costs for purchases of raw materials and goods and changes in inventories, costs for services and operational leases, impairment losses on trade receivables, and other operating costs and expenses. The decrease compared to 2023 is attributable to the decline in sales and production volumes recorded in 2024.
Staff remuneration	€41,071,892	€44,069,340	€43,250,018	Includes personnel costs
Payments to capital providers	€4,720,287	€6,370,637	€7,520,483	Includes: financial charges paid and realised exchange differences. The increase in 2024 can be attributed to the reduction in interest rates implemented by the European Central Bank (ECB).
Payments to governments	€1,095,190	€649,055	€1,196,305	
Donations and charitable contributions	€24,506	€26,058	€16,949	Voluntary contributions to the community (including donations).
Economic value retained	€12,058,655	€19,155,572	€12,074,313	That is, "Directly generated economic value" minus "Economic value distributed"

* At Group level, the decline was influenced by market contractions in France and Germany, as well as stagnation in the US market, where the Group operates directly through its subsidiaries. This result, when compared to the approximately 20% drop in the concrete machinery market, highlights the CIFA Group's solidity and resilience despite the unfavourable market situation. The MENA market recorded a significant decrease of 40.9%, following an 46.9% increase in 2023. This area, unlike Europe, has not experienced similar contractions, but has witnessed changes in market dynamics. Some countries traditionally linked to European products have gradually switched to Eastern or Turkish products – a choice motivated mainly by price advantages, and also influenced by macroeconomic and political uncertainties in the region.

** EBITDA is determined from the Operating Result (EBIT), including: depreciation and amortisation of tangible and intangible assets, impairment losses, restructuring costs and other non-recurring costs and revenues. The Group's management focuses its business management mainly on indicators such as EBIT and EBITDA, as they neutralise the effects of non-recurring items that are not directly related to the Group's ordinary operations. For further information, please refer to the Consolidated Financial Statements filed on 11 April 2025.

*** This includes investments in tangible and intangible assets; the value does not include increases in leased assets. Investments in 2024 amounted to 3,212 thousand euros for tangible assets and 4,692 thousand euros for intangible assets (compared to 32,791 thousand euros and 5,448 thousand euros, respectively, in 2023). In 2024, among the investments in tangible assets, the complete renovation of the painting facility in the Senago site stood out, accompanied by the installation of a new boring machine.

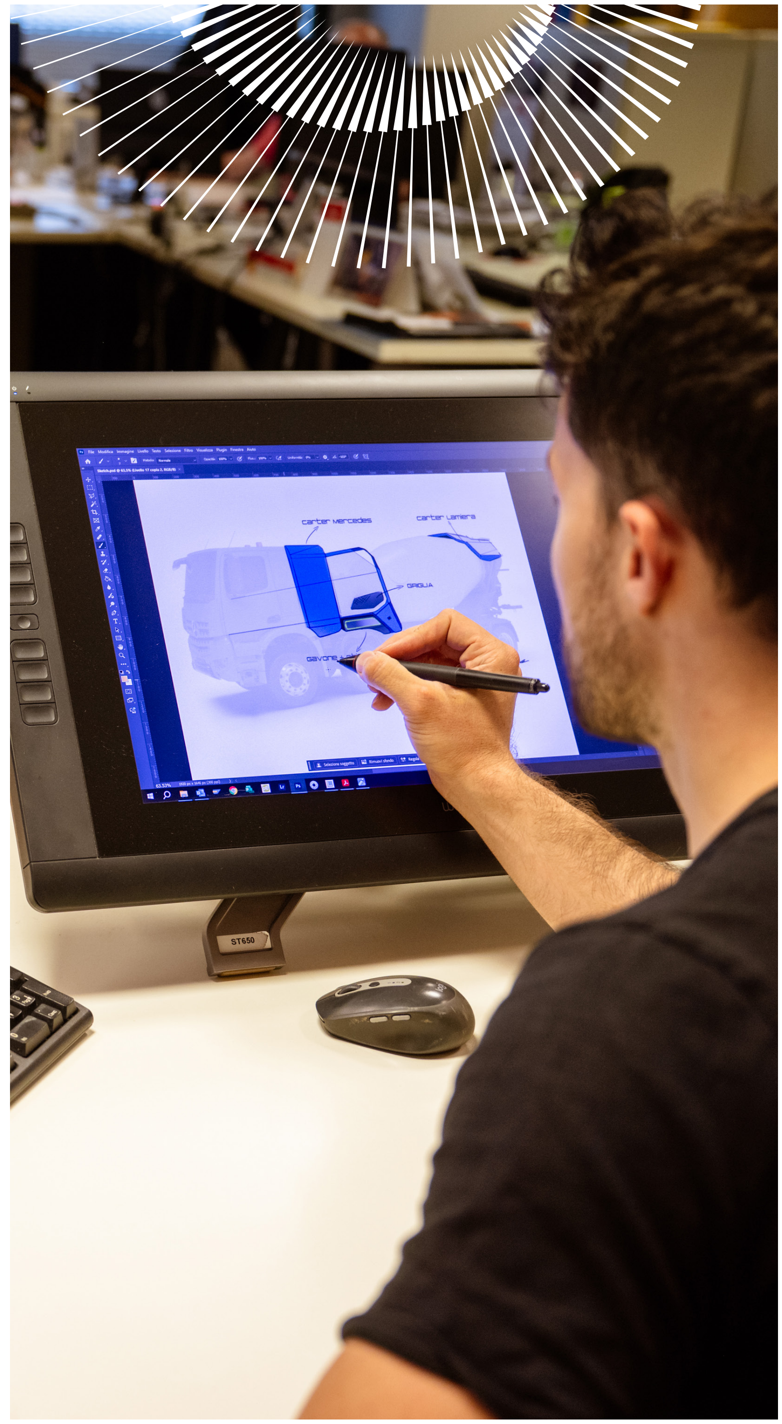
INNOVATION

The company **constantly invests in the development of products and services, maintaining quality as an absolute value.**
CIFA considers the competitive advantage generated by **R&D a priority investment within its strategy**, especially by virtue of **the high technical specificity that characterises its products**.

The investments in man-hours and capital made in recent years have increased the quality level of the product range **introduced to the market,** improved certain aspects related to safety, usability, **and functionality**, and surpassed competitors in terms of image and economic results.

Today, **CIFA holds dozens of international patents** and, over the years, thanks to the most advanced experimental tests and simulations, has shifted the design focus **from traditional compliance and quality verification to more effective** predictive action to ensure the highest health, safety, and environmental standards.


V-stop



CORRELATION BETWEEN PRODUCT INNOVATION AND CIFA MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

The extent to which the development of innovative products contributes – either directly or indirectly – to environmental and social impacts, and how the research and development process may be shaped by external environmental and social factors, representing both risks and opportunities.

ENVIRONMENT

IMPACTS
- Reduction of GHG emissions
- Energy consumption of products
- Product end of life

RISKS / OPPORTUNITIES
- Non-compliance with emissions regulations (consumption of products in use)
- Sourcing of alternative materials
- Durability and predictive maintenance (product)

SOCIAL

IMPACTS
- Employee health and safety
- Health and safety of workers in the chain
- Training and skills development
- Worker wellbeing
- Innovation and research in collaboration with universities

RISKS / OPPORTUNITIES
- Improvement of workspaces
- Accidents and injuries
- Training plans for employees
- Lack of skilled labour
- Employer branding

GOVERNANCE

IMPACTS
- Supply chain selection according to sustainability criteria

RISKS / OPPORTUNITIES
- Lack of supply chain flexibility and resilience

CIFA's 2023-2027 innovation programme is divided into five categories:

1. The **functionality** category focused on the development of advanced electronic and electro-hydraulic systems, designed to simplify operators' tasks and enhance safety through the automation of movements and the reduction of manual interventions;

2. On the **structural design front** development has begun on booms made from composite materials such as carbon fibre, with the goal of improving the strength-to-weight ratio. This is complemented by new industrial design solutions aimed at optimizing the machines' aesthetics, ergonomics, and maintainability, as well as analysing the modularity of product components;

3. The area of **predictive maintenance and safety** involved the development of a system for real-time monitoring of machinery operating parameters and the search for highly wear-resistant materials, with the aim of preventing failures and increasing operational safety;

4. The **rconsumption and emissions reduction** category focused on analysing product usage-phase consumption and identifying all areas for improvement aimed at reducing fuel and energy usage;

5. Finally, in the area of the development of **new solutions/ machines** (category added to the innovation plan in 2024), work continued on several innovative projects – including new pump models, electric mixers and modular chassis – aimed at expanding the offering and increasing competitiveness through efficiency, sustainability and customisation.

Below is a summary of the main activities that are either planned or currently underway. The activities were developed at the parent company's headquarters in Senago (MI) and at the headquarters of the subsidiary Valme S.r.l. in Rogolo (SO).

Innovation	Description of the innovation	Specific objective CIFA S.p.A	Innovation Category	Project start-up year	Year of project completion
Development of electronic/ electro-hydraulic systems	Development of electronic and electro-hydraulic solutions to improve concrete pumps, in particular truck pumps, **by raising the technological level of control systems and safety**. These innovations are intended to simplify the operator's work, allowing even those who are not highly specialised to move the boom safely, reducing the risk of accidents thanks to algorithms in the automatic control of movements, and also to help the operator avoid accidental impacts of the boom with construction site infrastructure, reducing operational errors. Last but not least, it is worth mentioning the goal of implementing a system that reduces the need for direct operator intervention, making work easier and enhancing safety on the construction site.	Facilitating operator tasks by minimizing the need for manual intervention; mitigating accident risks; and avoiding unintended contact between the machine boom and construction site infrastructure	Functionality	**2023**	Ongoing
Development of electronic solutions for predictive maintenance	Design, development and application of an integrated electronic system (hardware and software) with the aim of continuously monitoring the status of CIFA products in order to guarantee the correct operation of machinery, predict failures and anomalies before they occur, alert the operator when routine maintenance is required and reduce extraordinary maintenance. This approach not only optimizes operational management, but also extends the durability of products throughout their lifecycle.	Implementing a predictive maintenance system and improve product durability	Predictive maintenance and safety	**2023**	Ongoing
New composite materials for the design and construction of concrete pumping booms	Launch of the "**Carbon Fiber Technology Development**" programme with the aim of **reducing the amount of material used (and consequently volume and costs)** in the manufacture of boom sections for truck pumps. The activities, aimed at developing innovative solutions using composite materials and high-efficiency steels, strive to achieve a better strength-to-weight ratio than truck pumps booms made entirely of steel. In 2024, the project was launched with a preliminary technical study, involving the numerical recalculation of carbon sections and the definition of new allowable stress levels for the composite material, to be validated through experimental testing.	Improving the strength-to-weight ratio of truck pump booms	Structural Design	**2024**	Ongoing

Innovation	Description of the innovation	Specific objective CIFA S.p.A	Innovation Category	Project start-up year	Year of project completion
Development of machines with hybrid architecture	Study of the application of new technologies to concrete machinery, aimed at developing alternative systems to those based on fuel usage. In particular, the team focused on the following issues: · **New hybrid solutions to be applied to concrete pumping systems** – with the aim of developing a machine capable of operating with mechanical energy produced by the vehicle's endothermic engine, electrical energy available from batteries installed in the vehicle, and electrical energy from the grid; · **New pumping unit with mechanical actuation that is significantly more energy-efficient and less polluting**, thanks to the use of electromechanical actuators with ball screw drives replacing the current hydraulic cylinders, thereby eliminating the need for hydraulic oil; · **New electric vehicle** called E-Lizard, suitable for moving goods or personnel in typical underground environments.	Reducing emissions during vehicle usage	New solutions/ machines	**2023**	Ongoing
Development of new technical solutions and machines for concrete	Development of technical solutions suitable for concrete plants and machines. Innovation activities include expanding the product offering and identifying new technological solutions to **reduce costs, optimize resources, and improve product quality**, with the ultimate goal of enhancing overall competitiveness In particular, the team focused on the following projects: · Truck pump named K50L; · Tunnel concrete spraying machine named WOMBAT; · Application of BEV vehicles for the mixer range; · Shared stabilisation base for multiple boom models; · Modular chassis for various truck pumps; · MK35H truck-mounted concrete pump; · PB808 pumping unit with in-line pumps.	Increasing competitiveness	New solutions/ machines	**2023**	Completed projects: - K50L - Wombat - MK35H - PB808 Ongoing projects: - BEV vehicles for mixers - Shared stabilisation base - Modular chassis
Consumption analysis and identification of areas for improvement of truck pumps	**The truck pumps energy consumption analysis** consists in identifying areas where fuel or energy is wasted. This makes it possible to develop targeted technical solutions to improve machine efficiency, reduce operating costs and limit environmental impact during use on the construction site.	Reducing CO_2 emissions from the product in use	Consumption and emissions reduction	**2023**	Ongoing

Innovation	Description of the innovation	Specific objective CIFA S.p.A	Innovation Category	Project start-up year	Year of project completion
Development of new industrial design solutions	Study and application/validation of innovative industrial design solutions and designs/models for concrete machines. **The division called Cifa Style Center, in cooperation with the various company departments,** is steadily pursuing this project to define an exclusive design aligned with market demands, enhance competitiveness, and ensure both development and profitability. Specifically, the company has undertaken several developments aimed at identifying detailed solutions to improve the aesthetic quality of the concrete mixer ladder, as well as designing foldable rear lights intended to facilitate the approach of the mixer to the pump during operation on construction sites. Last but not least, it is worth mentioning the aesthetic and ergonomic development of the casing for the machine named Lizard, achieved through a solution designed to enhance its maintainability while ensuring a high standard of visual appeal.	Increasing competitiveness	Structural design: aesthetics and functionality	**2023**	Completed projects: - Lizard casings Ongoing projects: - Mixer ladder - Rear lights
Analysis of the modularity of product components	Modularity analysis involves **designing products by dividing them into independent and interchangeable components**, known as modules This approach makes it possible to simplify production, facilitate maintenance, offer more variants of the same product and reduce waste. This project focuses on defining the terms of application of the modular design paradigm to CIFA products, with the aim of reducing design complexity by minimizing the number of components used, and enhancing their flexibility and sustainability throughout the entire product lifecycle.	Identifying possible reduction and efficiency interventions	Structural Design	**2023**	Ongoing
Development of more durable pipes for concrete distribution	Technical analysis and development of specialized double-wall pipes (for concrete distribution systems) featuring a centrifugally cast inner layer, which provide a significant improvement in wear resistance and, consequently, extend the service life of these components. The research aims to **analyse various manufacturing technologies** for the final pipe, **subjecting different samples to testing cycles** in order to identify the most effective solution in terms of production efficiency and performance	Extending component life	Structural Design	**2023**	Ongoing
Data acquisition on pipe hardening and new induction machine design	This project included the following activities: · **Acquisition of experimental data** on the **hardening** process depending on the pipe to be hardened; · **Execution of tests** aimed at assessing how variations in certain parameters can influence the achievable properties in terms of hardness and grain size; · In collaboration with a specialized supplier, **definition of the feasibility and layout of a new machine,** which must ensure metallographic properties equal to or superior to current standards, achieve shorter production times, and operate automatically (without the need for an operator).	Developing a new product	Structural Design	**2024**	Ongoing

ELECTRONICS:
SMARTRONIC and CSD

CIFA's Smartronic electronic system is the brain that allows you to manage and monitor all the functions of some of the company's products, specifically the truck pump and the mixer-pump.

Smartronic is a system designed to support operators by streamlining daily operations while simultaneously collecting the data required for efficient and precise management of all machine functions – from the pumping unit to the diagnostic systems. The continuous collection of information enables the transmission of data in real time and provides constant updates on the status of the machine and its main components.

The system autonomously adjusts both the pressure of the pumping unit and the pressure and speed of the engine, **not only to optimise performance** but also to reduce noise, vibrations, and emissions of the machine. Additionally, thanks to the Auto RPM function, the machine always operates **in fuel-saving mode** during all pumping, boom movement, and stabilisation phases.

Smartronic integrates two other systems:

1. The ASC (Automatic Stabilisation Control) system monitors the machine's stability in real-time when the outriggers cannot be fully opened due to lack of space on the construction site. The system maximises the boom's operating area for safe concrete pouring by automatically slowing down or stopping operating movements when a critical stability condition is approached.
2. The MBE function, which allows the operator to know the maximum distance the boom can reach based on the actual configuration of the outriggers, via the on-board display. Once the machine's positioning is defined using the MBE function, the operator can then open the boom using the remote control.

CSD ADVANCED

CSD Advanced (Constant Speed Drive) is the most advanced mixer management system available on the market, allowing the truck mixer to be controlled with one hand, thanks to the remote control that manages all functionalities. CIFA is the first and only manufacturer to have introduced it.

The system electronically adjusts the drum speed (regardless of the truck engine speed) and allows the operator to view:

- **Vital operational information such as the number of rotations of the drum;**
- **The working hours of the mixing pressure;**
- **Diagnostic messages for intervention and time reduction.**

The resulting benefits are a lot, including increased operator comfort, machine efficiency, productivity and ease of use.

ELECTRIFICATION:
ENERGYA

CIFA was the first company in the world, in 2013, to design and make available an electric mixer, bringing the hybrid-electric concept to the construction site sector. A pioneering choice that led to the development of innovative solutions offering multiple benefits: lower consumption, reduced emissions and, above all, greater respect for the environment.

For these reasons, the Energya series stands out for its ability to maximize the energy potential of two systems – electric and diesel – delivering it through efficient operation aligned with the principles of environmental sustainability.
The range also includes natural gas (NGR) options to achieve maximum savings and ecology.

Euros EXPENDITURES

MIXER **Diesel** €64

MIXER **Energya** €49

DIESEL consumption

MIXER **Diesel** 48l

MIXER **Energya** 36l

CO_2 Emission

MIXER **Diesel** 1588kg

MIXER Energya 1191kg

CIFA's orientation towards innovation is thus embodied in the development of a line of electric concrete machines, helping to lay the foundations for a new generation of vehicles in which high performance and user-friendliness are combined with a commitment to environmental protection.

Energya transforms a clear idea of sustainability into accurate product solutions, starting with concrete transport (truck mixer) and continuing with laying (shotcrete pump, mixer-pump, and truck pump).

The Energya range received the Red Dot Design Award: E9 truck mixer in 2014, CSSE shotcrete pump in 2016, MK28E truck-mounted concrete pump in 2020.

DURABILITY AND MODULARITY:

(ESRS E5-5 §36 b)

DURABILITY

CIFA continues to pursue its commitment to innovation in the construction sector, constantly investing in research and development with a double objective: to simplify construction site operations while ensuring maximum safety for operators, and to enhance the quality and durability of its products.

In line with this approach, the company designs its machines with a strong focus on durability, acting on two main fronts: the integration of electronic components to support predictive maintenance – allowing for timely intervention planning and preserving operational efficiency – and the selection of highly resistant materials, with particular attention to end-of-life recovery and reuse, in accordance with circular economy principles.

As far as electronics integration is concerned, since 2021 CIFA has been offering its customers the **CIFA Vista** system, an advanced remote monitoring solution that allows the location, status and performance of machines to be tracked in real time. Thanks to an electronic control unit with integrated data SIM, the system collects and transmits useful information for preventive maintenance and more effective management of after-sales services, improving reactivity in the event of faults and optimising operational continuity. At present, the company is developing an enhanced version of the system, designed with dedicated **predictive maintenance algorithms** capable of monitoring key machine parameters and issuing real-time alerts to ensure optimal operational reliability

At the same time, the Group continues to invest in **material innovation**: already in 2010 it introduced the use of composite materials and carbon fibre in the **Carbotech** line. This choice has resulted in lighter, higher-performance booms with greater strength, repairability and, above all, a significant extension of the service life of the entire machine. CIFA continues to explore innovative alternatives to traditional materials, such as using printed materials instead of iron components or more recyclable materials to promote product durability and sustainability.

Not only the construction of the products but every action, from raw material choice to site building and disposal, has a lasting impact. Accordingly, the company strives to involve all relevant stakeholders, whether they are directly or indirectly engaged with the product and its operational context, by fostering conscious resource management and playing an active role in driving the industry's shift toward sustainability. With this in mind, CIFA maintains active channels of comparison with the main vehicle suppliers, with the aim of identifying the most efficient combinations of machines and vehicles, thereby optimising energy consumption and the use of resources.

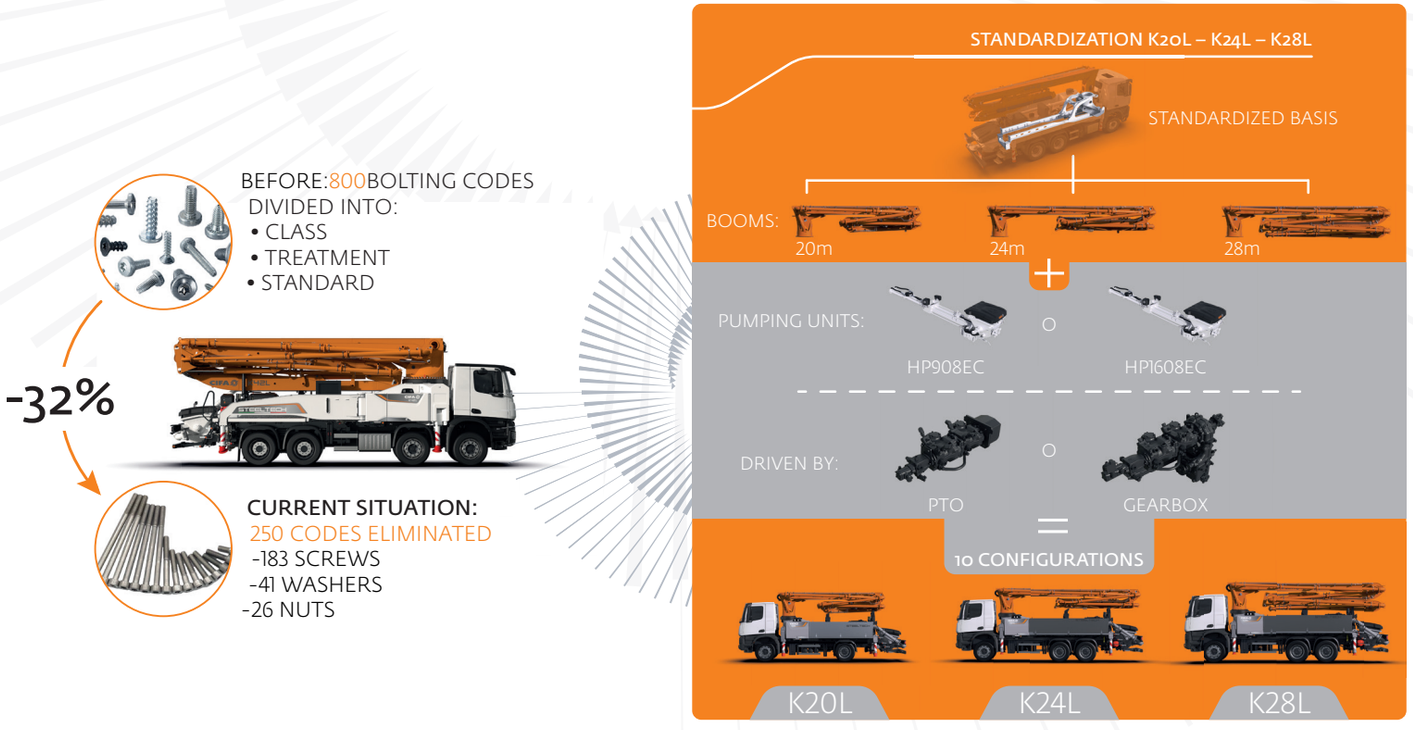
MODULARITY

In line with the main challenges that the sustainable transition poses to the metalworking industry, CIFA has identified modularity as one of the key factors for its product innovation. Rethinking design and planning according to a modular logic represents a significant and challenging task, especially in terms of technical and management complexity in the short term. Nonetheless, the company has already embarked on development initiatives focused on implementing modular design principles across its current product lines, beginning with the optimization of truck pump chassis.

Traditionally, these products involve the use of specific chassis for each model, determined mainly by the length of the pumping boom. This approach has led to the development of numerous variants, each featuring unique components that were difficult to standardize. To date, however, attention is shifting toward a strategy of greater component sharing across different models, which would offer benefits not only in terms of sustainability – thanks to reduced material usage and manufacturing complexity – but also in terms of assembly line efficiency.

In 2024, internal working groups focused on two main directions:

- On one hand, the continuation of the project to reduce and unify the bases/chassis in the 20-meter range aims to standardize the K20L, K24L, and K28L models;
- On the other hand, the launch of an initiative focused on simplifying components, with particular emphasis on streamlining the bolt code system used across various products.

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CIFA

CIFA AND SUSTAINABILITY

THE REFERENCE CONTEXT
MATERIALITY ANALYSIS
OUR STAKEHOLDERS
THE SUSTAINABILITY STRATEGY
GOVERNANCE OF SUSTAINABILITY

THE REFERENCE CONTEXT

The CIFA Group operates within a complex economic and industrial landscape, strongly influenced by the dynamics of the **metalworking industry, construction machinery, and the broader building sector**. Sustainability and technological innovation, with a particular focus on safety and reducing environmental impact, are key cross-cutting factors that drive the company's strategic decisions

THE METALWORKING SECTOR

The metalworking sector has always been the **backbone of the global economy**, driving strategic supply chains thanks to highly specialised machinery and components. But this industrial strength comes at an environmental price: **CO_2 emissions and the intensive use of natural resources** are placing increasing pressure on the planet's ecological balance.

After the 2020 COVID-19 pandemic, the Italian metalworking industry faced years of increasing challenges. In 2024, production experienced a further slowdown of **4.2%** – more pronounced than the 2.5% drop recorded across the overall industrial sector. Construction equipment experienced a sharp **19% decline in Europe**, reflecting the construction crisis and geopolitical instability.

Today, the industry is being called **to transform**, driven by three forces:

- **Sustainability** – with environmental pressures and EU carbon neutrality targets;
- **Innovation** – between automation, artificial intelligence and green technologies;
- **Digitalization** – a key driver for more efficient processes and sustainable design, supported by the Transition Plan 5.0.

On the social front, alarm is growing: **peaks of +90% in lay-offs in some regions and a shortage of skilled labour** are holding back the recovery. The challenge is twofold: technological and educational. We need **new skills** to lead the transition and ensure competitiveness in an increasingly complex scenario.

THE CONSTRUCTION SECTOR

The year 2024 marked a turning point for the construction sector in Europe, after three years of growth supported by public investment and economic recovery.

Inflation, rising costs and less accessible credit have caused the market to contract by **2.4%**, with the residential sector being hit the hardest.

In contrast, infrastructure is more resilient, growing **by 1%**, driven by public projects in civil engineering and energy transition, especially in **Spain, Poland and the Nordic countries.**

As public stimulus efforts lose momentum, attention is shifting **back to public-private partnerships and urban regeneration**, with efficiency and innovation becoming the key pillars of competitive advantage.

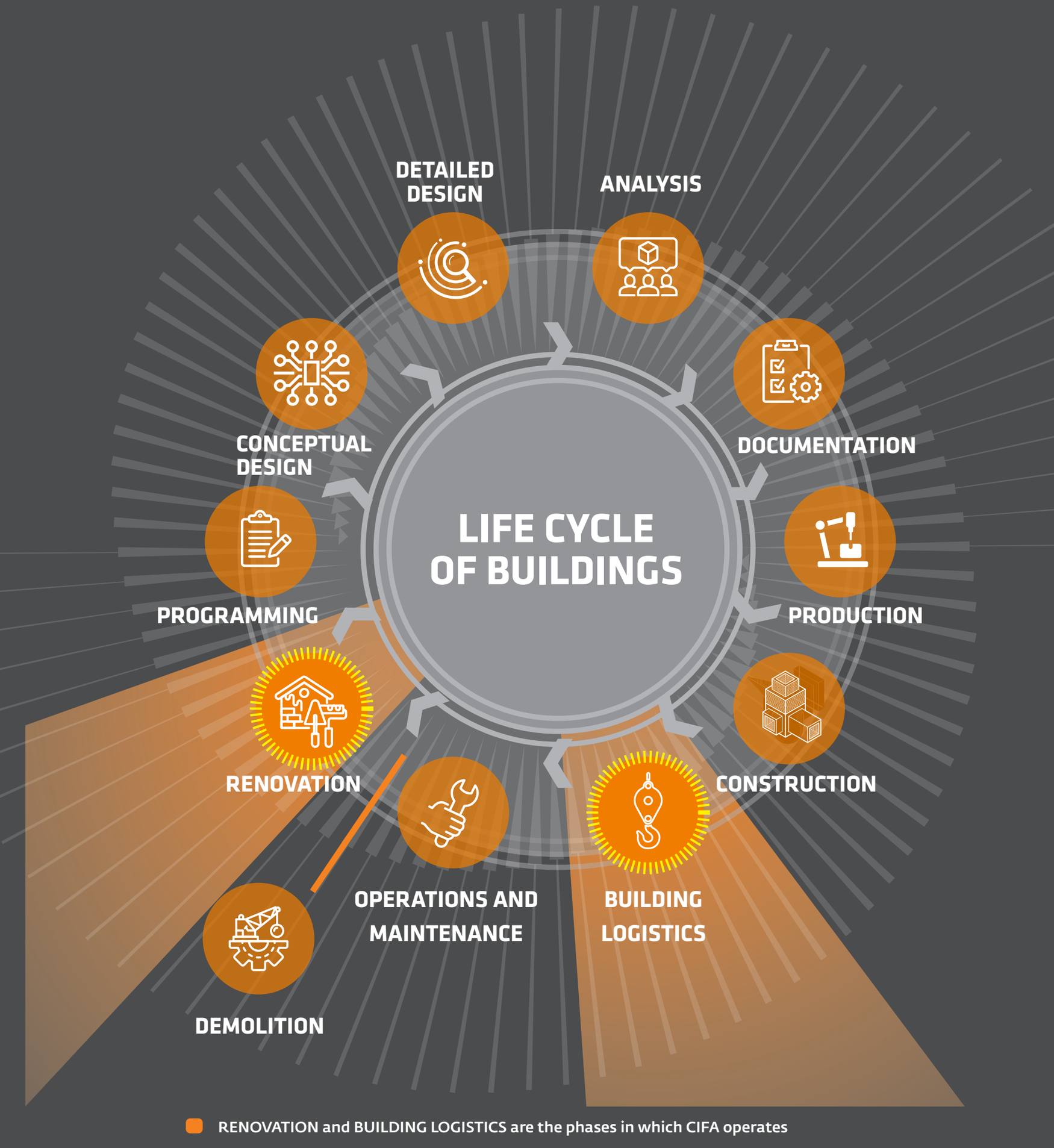
The future of the industry hinges upon **two strategic directions**:

Sustainability – with the construction industry at the heart of the challenges for decarbonisation and climate resilience.

Technological transformation – set to revolutionise materials, processes and products.

Green materials, smart buildings and digital construction sites are redefining the way we build. In Italy, the EU Energy Performance of Buildings Directive (EPBD) is bound to provide a strong boost to the modernization of the construction sector.

The production chain is also evolving: **low-emission machines, artificial intelligence and technologies to reduce fuel consumption and emissions** are shaping a sector that is increasingly efficient, sustainable, and aligned with future challenges. A profound change, in which **CIFA is ready to play a key role.**



RENOVATION and BUILDING LOGISTICS are the phases in which CIFA operates

CONCRETE: INNOVATION AND SUSTAINABILITY

Concrete is the most widely used construction material globally, second only to water in terms of quantity consumed. Recent international estimates highlight that global cement production – a key component in concrete manufacturing – is responsible for approximately 8% of worldwide CO_2 emissions. If it were a country, it would rank as the third-largest emitter, after the US and China. Considerations regarding concrete and its sustainability involve several aspects, including its composition and production, as well as the transport and pumping phases, areas in which CIFA is directly involved.

In recent years, the concrete sector has gone through a phase of profound transformation, driven mainly by the increasing focus on sustainability, technological innovation and the introduction of increasingly stringent regulations on the traceability of materials and the certification of production processes. In European markets, there persists a strong interest in **reducing the carbon footprint**, both in the production and use of concrete. Against this backdrop, companies are engaging in numerous areas of research including **the development of low-carbon concretes**, with lower clinker content and higher recycled material content, **the application of the circularity paradigm** to concrete, through the study of innovative recycling technologies that allow the reuse of demolished concrete in fresh concrete, and the **re-absorption of CO2**, exploiting and above all enhancing the natural process of carbonation that allows concrete itself to absorb CO_2 from the air during its entire service life.
In addition to innovations in materials, we must not forget the developments that are also taking place on the process side, where more and more innovation and digital technologies are leading to new possibilities in the field of concrete construction and laying. In this regard, particular attention is given to the possibility of using **3D printing** in building construction. This technology would save material, reduce construction waste and use low-carbon constituents.

CIFA actively monitors and supports all these changes and the transition in the sustainable use of concrete by developing **technologies that improve material batching accuracy, reduce waste and promote the use of alternative materials with low clinker content**. The company also addresses the issue of emissions by working directly with its customers in the search for more sustainable solutions, such as its electric **concrete machines.**.

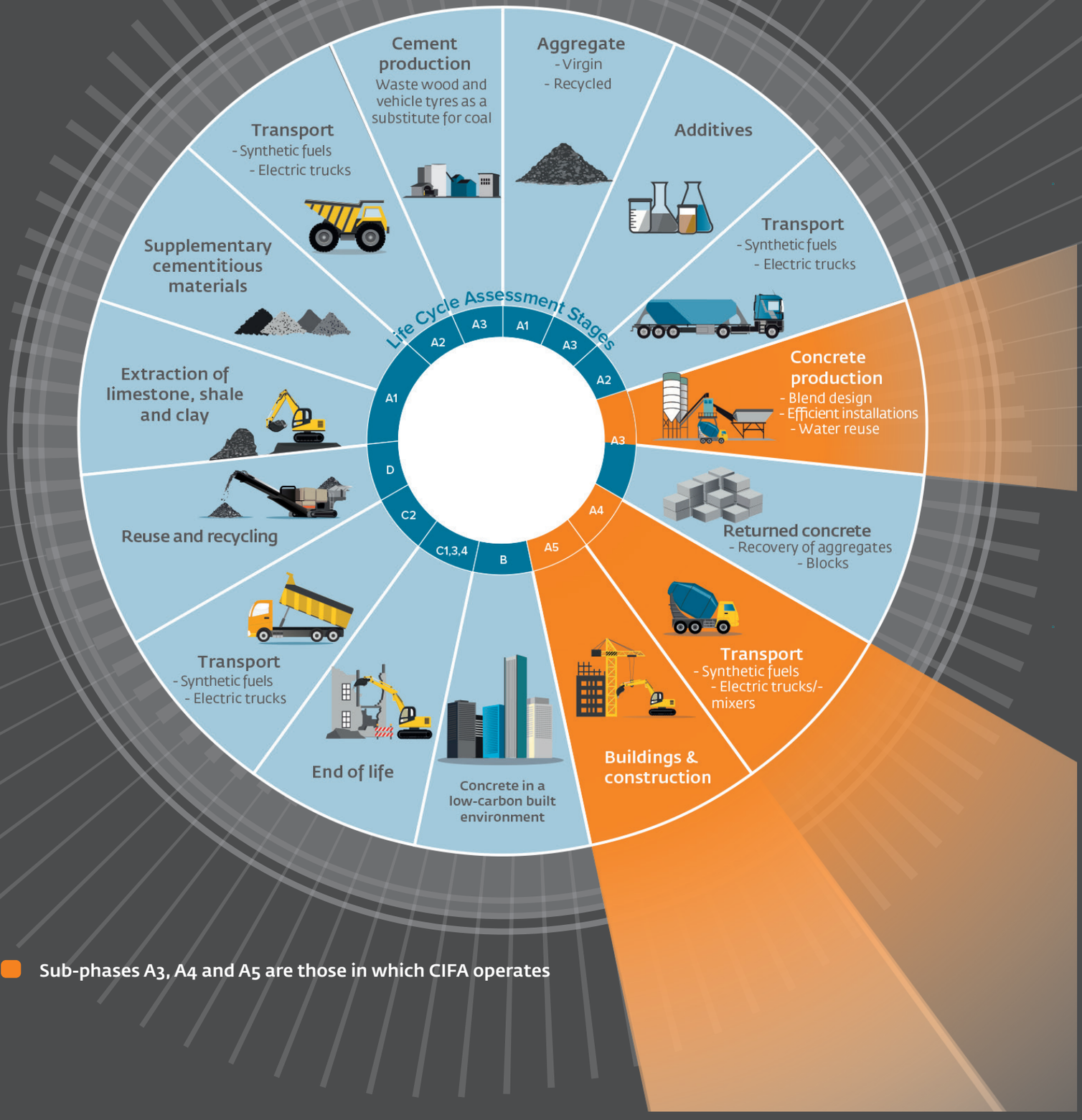
TECHNOLOGICAL INNOVATION FOR ENVIRONMENT AND SAFETY

Technological innovation is the driving force behind the transformation of the construction sector, improving environmental efficiency and safety on construction sites.

Today, technologies such as **artificial Intelligence, BIM, 3D printing and IoT** are revolutionising the entire life cycle of buildings, from design to maintenance. Construction machinery is also evolving: electric motors, hydrogen and hydrogenated vegetable oil power supply, digital assistance systems and process automation are just some of the solutions adopted to reduce consumption and emissions.

CIFA is at the forefront of this transformation, investing in research and development **to deliver** increasingly **efficient, electric, and durable machinery**. The company **integrates automation and digitalisation** to improve productivity and reduce environmental impact.

Safety **is** another key element that lies at the heart of innovation efforts: CIFA uses radar sensors, intelligent cameras and remote control systems to prevent accidents and protect operators. The goal is clear: **smarter, safer and more sustainable machines**, in line with the new European regulations and the with needs of future construction sites.



Sub-phases A3, A4 and A5 are those in which CIFA operates

MATERIALITY ANALYSIS

The first elements to identify when drafting any strategic sustainability plan are the material issues.
Material **issues are those aspects that reflect the significant environmental, social and governance impacts of a company and substantially influence stakeholder decisions**.

The impact materiality analysis, conducted in 2022, **made it possible to identify and define the development strategy included in the Sustainability Plan**. In 2024, also in view of the upcoming introduction of the ESRS standards, the company initiated an update **of these aspects through a double materiality assessment, carried out in the early months of 2025**, with the aim of ensuring continuous alignment with regulatory developments and new reporting requirements.

The principle of double materiality implies that the company should not only assess the impacts that its activities generate with respect to the environmental and social context, but also consider potential financial risks and opportunities arising externally and related to the management of sustainability issues.

From this perspective, **the outcome of the analysis is a set of material Impacts, Risks, and Opportunities (IRO)** that define the areas of strategic priority for the company within the ESG framework, guiding future decisions and actions.

The results of this analysis are exemplified in the tables below and are discussed in more detail in the chapters Green & Circular Mindset, People Empowerment and Ecosystem Approach, respectively.

15 Impact
4 Risks
4 Opportunities

10 Impact
3 Risks
3 Opportunities

2 Impact
2 Risks

The double materiality analysis, conducted by external advisors, occurred in the four phases described below and saw the direct involvement of CIFA internal staff at various levels.
The process, simplified compared to the requirements set by the ESRS, did not include stakeholder consultation. However, a questionnaire circulated between 2023 and 2024 to the company's customers, suppliers and employees with respect to the material issues identified in the previous materiality analysis was considered.

PHASE 1 – CONTEXT AND BENCHMARK ANALYSIS

- Analysis of the main **competitors, customers, concrete producers,** suppliers, construction site and building players to identify the macro sustainability trends that guide the sector.
- Analysis of the **BSR Climate Scenarios** (carried out in 2023) and of systemic risks (World Global Risk - WEF 2024) to identify global risk factors (Insight Box – Climate Scenarios).
- Analysis of **activities, processes and value chain** to identify sources of impact and risk/opportunities related to sustainability issues.

These sources were used to qualitatively and quantitatively estimate CIFA's sustainability variables, i.e. potential IROs. In addition, when defining potentially relevant risks/opportunities, the company took into account links and dependencies with external factors arising from the PESTEL investigation areas (Political, Economic, Social, Technological, Environmental, Legal).

PHASE 2 – ASSESSMENT OF IROS AND THEIR ALIGNMENT WITH THE STAGES OF THE VALUE CHAIN

The variables identified in the previous phase were mapped through interviews and workshops, and classified into impact categories – those generated or potentially generated, even indirectly, by CIFA on the environment, economy, and people – as well as into risk and opportunity categories, arising from the general and competitive context and potentially affecting the company's profitability, including in the long term.
The results were shared and discussed with the Operating Steering Committee verify their actual relevance to CIFA's activities and specificities. Once this further analysis activity was completed, all identified and described IROs were prioritised.

PHASE 3 – PRIORITISATION OF SUSTAINABILITY ISSUES

All impacts identified in the previous phase were **evaluated in terms of their scope of impact** (severity, diffusion, irremediability) **and probability**; risks and opportunities were analysed by means of two parameters: **probability and financial impact** (estimation of the resulting financial weight relative to the occurrence of a given risk/opportunity).
As part of this analysis, it was decided to **consider an impact as material** when its index was equal to or greater than 1.5. This value was defined assuming that an impact can be considered significant if it reaches at least an average level with respect to three fundamental dimensions: importance, scope of impact and irremediability.
With regard to **financial materiality**, it has been established that a risk or opportunity is considered material when the associated index is **equal to or greater than 20**. This threshold was identified by considering two typical situations: when a risk or opportunity is at least **possible** and has a **medium**financial impact, or when it is **probable** and has a moderate financial impact.

In summary, the criterion adopted aimed to identify those impacts, risks and opportunities that deserved attention because they were relevant from a social and environmental point of view, or from an economic and financial point of view, or both.

PHASE 4 – VALIDATION OF MATERIAL IROS AND STRATEGIC PLANNING UPDATE.

The IROs prioritized in this way were validated by the Steering and Operating Committee at the beginning of 2025 and laid the informational groundwork for reviewing and updating the **goals and actions of CIFA's strategic plan for sustainability** (see 2022–2026 Sustainability Strategy).

It should be noted that the sustainability risk and opportunity assessment process, adopted as part of the Double Materiality Analysis, is not yet fully integrated into the company's overall Risk Management system. Nonetheless, certain ESG aspects – particularly those related to employee safety and environmental impacts (ISO 14001, ISO 45001) – are already taken into account within the company's routine risk management processes, demonstrating a progressive convergence between the sustainability strategy and risk management practices, in view of a future structural integration.

CIFA'S MATERIAL IROS

DIRECT IMPACT (related to core business): it considers impacts in which the company is involved through its activities and for which it has direct control (responsibility).

INDIRECT IMPACT (related to impacts on the upstream and/or downstream value chain): it considers impacts related to the products and services of the company through its business relationships for which it has no direct control (responsibility).

ENVIRONMENT

IMPACTS

TOPIC	IMPACT	DESCRIPTION	TYPOLOGY	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	MATERIALITY
Climate change	Logistics (Scope 1-3 emissions)	This topic concerns the already existing environmental impact generated by greenhouse gas emissions from company logistics, including transport carried out with company-owned vehicles (direct impact – Scope 1) and those entrusted to third parties along the value chain (indirect impact – Scope 3), as well as staff travel (Scope 1 and 3). For CIFA, these emissions represent a real environmental impact that contributes to air pollution and climate change.	NEGATIVE ACTUAL DIRECT and INDIRECT	RAW MATERIALS, SUPPLIERS, INBOUND LOGISTICS, OPERATIONS, SUPPORTING PROCESSES, OUTBOUND LOGISTICS, SALES, PRODUCT USE AND END OF LIFE	SHORT	27
Climate change	Energy consumption (Scope 1–2 emissions)	This topic concerns greenhouse gas emissions currently generated by energy consumption related to corporate activities, including operations at production facilities, industrial processes, and office sites. Scope 1 emissions refer to those resulting from the on-site use of fossil fuels, while Scope 2 emissions are associated with electricity purchased from external providers. For CIFA, these emissions represent a concrete and measurable environmental pressure that contributes to climate change.	NEGATIVE ACTUAL DIRECT and INDIRECT	SUPPLIERS, OPERATIONS, SUPPORTING PROCESSES	SHORT	8
Climate change	Energy consumption of products (Scope 3 emissions)	This topic concerns the greenhouse gas emissions generated during the use phase of the products marketed by CIFA, i.e. when they are used by customers. Specifically, this refers to emissions resulting from the energy consumption required for the movement and operational functioning of machinery. These emissions can make up a significant part of a company's overall carbon footprint. Moreover, they directly influence the environmental performance of end customers. Ineffective control of these emissions can undermine the perceived sustainability of products, reduce competitiveness in markets that are more ESG-conscious or subject to stringent regulations, limit access to customers and partners with ambitious decarbonisation targets, and increase the risk of regulatory and reputational pressures along the entire value chain.	NEGATIVE ACTUAL INDIRECT	SALE, PRODUCT USE AND END OF LIFE	SHORT	8

SHORT-TERM: corresponds to the company's financial reporting period, typically up to one year.
MEDIUM-TERM: up to 5 years from the end of the short-term reference period.
LONG-TERM: over 5 years.

ENVIRONMENT

IMPACTS

TOPIC	IMPACT	DESCRIPTION	TYPOLOGY	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	MATERIALITY
Climate change	Reduction of GHG emissions	This topic concerns the organisation's commitment to researching, testing and adopting technical and management solutions aimed at reducing greenhouse gas (GHG) emissions throughout the various operational phases, with particular reference to energy consumption, waste management and logistics. For CIFA, reducing emissions contributes to improving overall environmental performance and strengthening compliance with national and international climate goals. In addition, this activity helps to contain energy costs, increase operational resilience, enhance stakeholder confidence and improve the company's competitive position in a market increasingly oriented towards the transition to low-carbon models.	POSITIVE ACTUAL DIRECT	OPERATIONS, SUPPORTING PROCESSES	SHORT	6
Circular economy	Product end of life	This topic concerns the environmental implications of the end-of-life phase of CIFA's products, such as disposal, material treatment, and challenges related to recovery or recycling. These aspects depend to a large extent on the company's design and production choices. Failure to integrate criteria related to durability, reparability and recyclability may generate negative environmental effects, increase the generation of hazardous waste and damage brand perception (making it more difficult to meet stakeholder expectations regarding producer responsibility).	NEGATIVE POTENTIAL INDIRECT	SUPPLIERS, USE AND PRODUCT END OF LIFE	MEDIUM	6
Climate change	Energy from non-renewable sources	This topic concerns the current use of fossil energy sources to meet the energy needs of CIFA's operations, including industrial production and office operations. The continuous use of these resources leads to ongoing greenhouse gas emissions and the depletion of non-renewable resources, significantly contributing to climate change.	NEGATIVE ACTUAL DIRECT	OPERATIONS, SUPPORTING PROCESSES	SHORT	4

TOPIC	IMPACT	DESCRIPTION	TYPOLOGY	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	MATERIALITY
Circular economy	Purchase of plastic raw materials	This topic concerns the sourcing and use of plastic raw materials used in the manufacture of components and parts of CIFA's finished products. The continuous use of plastics of fossil origin contributes to environmental degradation, increased greenhouse gas emissions and dependence on non-renewable resources, generating pressures in terms of environmental responsibility, material circularity and compliance with composite materials regulations.	NEGATIVE ACTUAL INDIRECT	RAW MATERIALS, SUPPLIERS	SHORT	4
Circular economy	Purchase of metal raw materials	This topic concerns the sourcing of metals such as iron, steel and aluminium, which are used in the production of CIFA's components and finished product parts. The extraction and processing of metallic raw materials involve significant environmental and social pressures, including high energy consumption, greenhouse gas emissions, industrial waste generation, and potential human rights violations in supplier countries.	NEGATIVE ACTUAL INDIRECT	RAW MATERIALS, SUPPLIERS	SHORT	4
Circular economy	Purchase of chemicals (e.g. paints, solvents)	This topic concerns the procurement and use of chemicals such as paints, solvents and other products used in the finishing and customisation of CIFA's finished products. The use of these substances leads to negative effects on both the environment and human health due to the release of volatile organic compound (VOC) emissions and the generation of hazardous waste (from their production, transport and use in the industrial phase). Overall, this can also increase handling and disposal costs.	NEGATIVE ACTUAL INDIRECT	RAW MATERIALS, SUPPLIERS	SHORT	4
Circular economy	Purchase of chassis	This topic concerns the supply chain and production of chassis, which are used as the functional basis for CIFA's finished products. Their realisation exerts significant environmental pressure, mainly due to the high use of raw materials (especially metals), greenhouse gas emissions generated during the production and logistical phases, and possible social problems related to the extraction and processing of materials.	NEGATIVE ACTUAL INDIRECT	RAW MATERIALS, SUPPLIERS	SHORT	4

TOPIC	IMPACT	DESCRIPTION	TYPOLOGY	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	MATERIALITY
Circular economy	Product innovation	This topic concerns research and development activities oriented towards the continuous improvement of the functionality of CIFA's products, with a special focus on the integration of sustainability criteria in the design phase. Product innovation would enable the organization to strengthen its competitiveness through more efficient, safer, and circular economy-aligned technical solutions In addition, it would help reduce environmental impacts throughout the product lifecycle, increase perceived value for customers and facilitate access to new markets and sustainability-sensitive segments, generating long-term reputational, economic and environmental benefits.	POSITIVE POTENTIAL DIRECT	OPERATIONS	SHORT	3.6
Climate change	Waste (Scope 3 emissions)	This topic concerns the indirect emissions associated with the management of waste generated along CIFA's value chain, including the transport, treatment and disposal of waste materials from production and logistics activities. Suboptimal waste management along the supply chain amplifies the overall environmental footprint, generates inefficiencies in material flows, increases operational costs, and creates vulnerabilities with respect to environmental regulations and stakeholder expectations regarding circularity and environmental responsibility.	NEGATIVE ACTUAL INDIRECT	SUPPLIERS, SALE, USE AND PRODUCT END OF LIFE	SHORT	2
Pollution	VOC emissions	This topic concerns the release into the atmosphere of volatile organic compounds (VOCs) generated mainly by internal painting activities within CIFA's plants. VOC emissions contribute to air pollution, tropospheric ozone formation and can pose health risks to workers and neighbouring communities.	NEGATIVE ACTUAL INDIRECT	OPERATIONS, SUPPORTING PROCESSES	SHORT	2
Circular economy	Purchase of electronic components	This topic concerns the sourcing of electronic components and sensors used in CIFA's products, which generates significant environmental and social impacts along the supply chain. The main critical factors include the extraction of critical raw materials, high energy consumption in production processes and the production of electronic waste that is difficult to manage. These elements contribute to increasing the company's overall environmental footprint.	NEGATIVE ACTUAL INDIRECT	RAW MATERIALS, SUPPLIERS	SHORT	2

ENVIRONMENT IMPACTS

TOPIC	IMPACT	DESCRIPTION	TYPOLOGY	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	MATERIALITY
Circular economy	Waste and scrap (production cycle)	This topic concerns the production and management of solid waste and scrap generated by CIFA's internal production processes. Failure to optimise material flows and unsustainable disposal lead to an increase in non-recoverable waste, higher emissions due to outsourcing of management processes, and environmental, economic and regulatory risks related to traceability and waste treatment.	NEGATIVE ACTUAL DIRECT	OPERATIONS, SUPPORTING PROCESSES	SHORT	2

SOCIAL IMPACTS

TOPIC	IMPACT	DESCRIPTION	TYPOLOGY	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	MATERIALITY
Own workforce	Employee health and safety	This topic concerns the critical issues related to workers' health and safety in CIFA's operational activities, particularly upon the handling of products, goods and machinery, and in the activities carried out in the different departments. Failure to comply with health and safety regulations, especially with regard to prevention and protection measures, can lead to an increased incidence of occupational diseases and accidents, operational disruptions, insurance costs, penalties and reputational damage.	NEGATIVE POTENTIAL DIRECT	OPERATIONS, SUPPORTING PROCESSES	SHORT	6.75
Own workforce	Worker wellbeing	This topic concerns the organisation's ability to create and maintain a healthy, safe working environment geared towards the overall wellbeing of employees, with a focus on both physical and mental aspects. For CIFA, promoting employee wellbeing through targeted initiatives can help reduce stress and absenteeism, enhance motivation, improve performance quality, and strengthen the sense of belonging. Effective management in this area management in this area can also strengthen the company's image, enhance its ability to attract and retain talent, and foster organizational cohesion, thus positively impacting long-term business continuity	POSITIVE POTENTIAL DIRECT	OPERATIONS, SUPPORTING PROCESSES	SHORT	5

TOPIC	IMPACT	DESCRIPTION	TYPOLOGY	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	MATERIALITY
Own workforce	Training and skills development	This topic concerns the promotion of structured and continuous training, refresher courses and the development of employees' personal and professional skills. For CIFA, training contributes to increasing people's technical preparation, flexibility and adaptability to changes in the industry. Investing in human capital development enhances the company's competitive edge, drives innovation, and boosts employee engagement and satisfaction – laying the foundation for sustainable growth and medium- to long-term organizational resilience.	POSITIVE POTENTIAL DIRECT	SUPPORTING PROCESSES	SHORT	4
Consumers and end-users	End-user safety	This topic concerns the health and safety of end users of products and machinery supplied by CIFA. In particular, reference is made to the risk of injuries or accidents due to malfunctions, design defects, unintended misuse or operational negligence. Ineffective management of these critical issues can lead to product recalls, damage to corporate image, economic losses, and a decline in trust from customers and the market.	NEGATIVE POTENTIAL DIRECT and INDIRECT	OPERATIONS, PRODUCT USE	SHORT	3.6
Own workforce	Work-life balance	This topic concerns the initiatives, employee services and flexible working time policies adopted by CIFA to foster a healthier work-life balance. Promoting work-life balance – through agile working, flexible hours, parental support, and reconciliation services – means improving employee wellbeing, boosting motivation and productivity, and making the company more attractive, thereby contributing to a more sustainable and inclusive work environment.	POSITIVE ACTUAL DIRECT	SUPPORTING PROCESSES	SHORT	3
Workers in the value chain	Health and safety of workers in the chain	This topic concerns the consequences of inadequate health and safety conditions along the value chain, particularly within supplier operations and on construction sites. The absence of adequate standards can lead to tangible consequences, such as workplace accidents, reputational damage, legal implications, and challenges in maintaining relationships with clients and partners who are attentive to ESG criteria. Such situations can also adversely affect the company's business continuity.	NEGATIVE POTENTIAL INDIRECT	SUPPLIERS, INBOUND LOGISTICS, OUTBOUND LOGISTICS, SALES, PRODUCT USE AND END OF LIFE	MEDIUM	2.7

TOPIC	IMPACT	DESCRIPTION	TYPOLOGY	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	MATERIALITY
Affected communities	Cultural and educational activities (schools and universities)	This topic addresses the organization's commitment to supporting educational initiatives and building partnerships with schools and academic institutions, with the goal of enhancing the competencies of future generations and advancing knowledge in engineering, mechanics, and electronics – thereby promoting innovation and sustainability. For CIFA, investing in culture and training means contributing to the development of human capital, strengthening ties with the educational sector, and fostering a more informed society that is better equipped to face future challenges.	POSITIVE ACTUAL DIRECT	SUPPORTING PROCESSES	SHORT	2
Affected communities	Innovation and research in collaboration with universities	This topic concerns collaborations with universities and research institutes designed to involve emerging talent in innovation initiatives, applied research, and corporate product development. For CIFA, these partnerships help strengthen the link between academia and industry, fostering technological advancement, the dissemination of a culture of innovation and the development of skills that positively impact competitiveness and corporate sustainability.	POSITIVE ACTUAL DIRECT	OPERATIONS, SUPPORTING PROCESSES	SHORT	2
Workers in the value chain	Rights of workers in the chain	CIFA's lack of control over working conditions along the value chain can lead to violations of workers' fundamental rights, such as the absence of decent conditions, the presence of child or forced labour and other forms of exploitation. Although indirect, these impacts can have significant reputational, legal and commercial consequences for the company, undermining international regulatory compliance and stakeholder trust.	NEGATIVE POTENTIAL INDIRECT	SUPPLIERS	MEDIUM	1.8
Own workforce	Diversity and inclusion	This topic concerns the acknowledgment of diversity within the organization and the implementation of initiatives designed to guarantee equal rights and opportunities for all employees. At CIFA, implementing inclusive policies, educational pathways, and measures to eliminate cultural and structural barriers – alongside monitoring equal opportunity practices – can foster a positive organizational climate, enhance talent attraction and retention, stimulate innovation, and reinforce corporate social responsibility.	POSITIVE POTENTIAL DIRECT	OPERATIONS, SUPPORTING PROCESSES	MEDIUM	1.5

TOPIC	IMPACT	DESCRIPTION	TYPOLOGY	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	MATERIALITY
Business conduct	Supply chain selection according to sustainability criteria	This topic concerns the integration of environmental, social and ethical criteria in the selection and management of suppliers, with the aim of reducing indirect impacts along the supply chain, promoting responsible practices and ensuring regulatory compliance. For CIFA, this translates into a concrete commitment to a transparent, resilient and sustainability-aligned supply chain, with positive effects on reputation, ESG performance and business continuity.	POSITIVE POTENTIAL DIRECT	SUPPORTING PROCESSES	MEDIUM	4.8
Business conduct	Corruption and money laundering	This topic concerns the company's efforts to prevent and counter unlawful conduct – including corruption, money laundering, and other fraudulent practices – by implementing governance mechanisms, internal control systems, employee training, and ongoing monitoring. For CIFA, ensuring integrity, transparency and legality in business processes and along the value chain is crucial to protect reputation, ensure regulatory compliance and strengthen stakeholder trust.	NEGATIVE POTENTIAL DIRECT	SUPPORTING PROCESSES	SHORT	1.6

RISKS AND OPPORTUNITIES

TOPIC	RISK	OPPORTUNITY	ORIGIN	DESCRIPTION	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	MAT.
Climate change		Self-production / supply of energy from renewable sources	IMPACT: Energy consumption	For CIFA, self-production and supply of energy from renewable sources represent an important opportunity in terms of sustainability and competitiveness. The use of electricity generated by photovoltaic systems or purchased from certified suppliers enables a reduction in CO_2 emissions, lower energy costs and increased independence from traditional energy markets, which are subject to fluctuations and uncertainties.	OPERATIONS, SUPPORTING PROCESSES	SHORT	24
Climate change	Global warming (CHRONIC/ ACUTE PHYSICAL RISK)		IMPACT: Reduction of GHG emissions	For CIFA, global warming represents a real physical risk, linked to the increasing frequency and intensity of extreme weather events, such as floods, heat waves or storms. These conditions can cause disruptions in production activities, damage to plants, logistical difficulties and delays in supplies. In addition, they can affect the safety of personnel and increase operational and insurance costs. In the long run, such phenomena may jeopardise business continuity and efficiency, thus calling for stronger adaptation and resilience measures.	SUPPLIERS, INBOUND LOGISTICS, OPERATIONS, SUPPORTING PROCESSES, OUTBOUND LOGISTICS	SHORT	24
Climate change	Reputational damage (emissions)		IMPACT: Reduction of GHG emissions OTHER: Regulatory context	For CIFA, the risk of reputational damage related to emissions refers to the possible negative consequences of non-compliance with environmental regulations, in particular those related to greenhouse gas (GHG) emissions. In a context where stakeholders, customers and local communities are increasingly aware of environmental issues and corporate responsibility, any irregularities or lack of transparency in emissions management can generate significant impacts on corporate image, such as loss of trust by customers, exclusion from markets, and increased negative media exposure.	OPERATIONS, SUPPORTING PROCESSES	MEDIUM	20

TOPIC	RISK	OPPORTUNITY	ORIGIN	DESCRIPTION	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	MAT.
Climate change	Non-compliance with emissions regulations (consumption of products in use) (TRANSITION RISK)		IMPACT: Energy consumption of products OTHER: Regulatory context	For CIFA, the risk of non-compliance with regulations on emissions related to the consumption of finished products relates to the possible introduction, especially at the European level, of new rules imposing stricter limits on emissions generated during the use of the products in question. This scenario could result in the company having to invest in innovation and redesign, with significant economic impacts. Should it fail to abide by the new standards, CIFA would risk penalties, loss of competitiveness and possible reputational damage, especially in environmentally sensitive markets.	PRODUCT USE AND END OF LIFE	MEDIUM	20
Climate change		Energy efficiency	IMPACTS: Energy consumption; Reduction of GHG emissions	For CIFA, energy efficiency represents a concrete opportunity to reduce operating costs and improve the environmental performance of production facilities. By adopting more efficient technologies, monitoring consumption and optimising internal processes, the company can reduce its use of electricity, curb greenhouse gas emissions and strengthen its competitiveness on the market, while contributing to sustainability goals.	OPERATIONS, SUPPORTING PROCESSES	MEDIUM	20
Circular economy	Increased logistics costs (duties) – (RISK OF TRANSITION)		IMPACTS: Purchase of plastic/metallic raw materials; Purchase of electronic components OTHER: Regulatory context	The risk relates to rising import costs for plastic and metal raw materials, as well as electronic components, resulting from the introduction of environmental tariffs, anti-dumping measures, and regulations on emissions and materials themselves. These protectionist policies generate production cost pressures, increased instability in global markets and complexity in sourcing strategies, forcing CIFA to review its supply chain in a more sustainable and resilient perspective.	INBOUND LOGISTICS	MEDIUM	20

TOPIC	RISK	OPPORTUNITY	ORIGIN	DESCRIPTION	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	MAT.
Circular economy		Sourcing of alternative materials	IMPACTS: Purchase of plastic/ chemical raw materials	For CIFA, the sourcing of alternative materials represents an opportunity to reduce the environmental impact of using traditional plastics and paints. Research and experimentation with more sustainable solutions enable product innovation, compliance with growing regulatory and market demands in the environmental field, improved performance across the product life cycle, and a stronger market positioning aligned with circular economy principles and environmental responsibility.	RAW MATERIALS, SUPPLIERS	LONG	20
Circular economy		Durability and predictive maintenance (product)	IMPACTS: Product end of life OTHER: Research and development	For CIFA, investing in sensor and electronic solutions for real-time monitoring of the operating conditions of its products is an opportunity to extend their durability and optimise their management. Predictive maintenance systems make it possible to reduce downtime, improve reliability, offer value-added services to customers and strengthen corporate competitiveness, with a view to technological innovation and sustainability.	PRODUCT USE AND END OF LIFE	SHORT	20

TOPIC	RISK	OPPORTUNITY	ORIGIN	DESCRIPTION	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	MAT.
Own workforce		Improvement of workspaces	IMPACTS: Workers wellbeing; Employee health and safety	For CIFA, improving workplaces represents a strategic opportunity to strengthen the wellbeing and motivation of employees, while increasing productivity and reducing absenteeism. Targeted interventions on the accessibility, comfort and safety of corporate environments help to create a more attractive and inclusive workspace, promoting employee engagement and the company's ability to attract and retain talent, in line with principles of social sustainability and corporate responsibility.	OPERATIONS, SUPPORTING PROCESSES	SHORT	24
Own workforce	Employee dissatisfaction		IMPACTS: Workers wellbeing; Work-life balance; Training; Diversity and inclusion OTHER: Social context	In the context of CIFA, employee dissatisfaction constitutes a tangible organisational risk, which can negatively affect the company's productivity and staff retention rate. This risk may arise when employees perceive a decline in their wellbeing, due to relational factors (such as poor internal climate and communication), economic factors (such as insufficient recognition and reward), or the lack of opportunities for professional growth and development. Failure to address these factors may result in higher employee turnover, erosion of critical skills, and weakened motivation and engagement, with adverse effects on business continuity, brand reputation, and CIFA's overall competitiveness.	OPERATIONS, SUPPORTING PROCESSES	MEDIUM	20
Own workforce	Accidents and injuries		IMPACT: Employee health and safety	In the context of CIFA, the risk of accidents and injuries at work is a critical factor, with possible major consequences on productivity, business continuity and compliance with regulations. This risk is especially relevant to operational and technical personnel working in production areas, where tasks involving the handling of products, materials, and machinery expose them more frequently to potentially hazardous situations. The complex and intensive nature of production activities renders this a structural risk, requiring constant efforts in terms of prevention, training and monitoring. Failure to adopt or properly follow internal safety procedures may result in legal sanctions, unforeseen costs and disruptions in business processes. Moreover, inadequate safety management can compromise the wellbeing of employees, undermine internal trust, deteriorate the corporate climate and damage the company's reputation among ESG-conscious stakeholders, customers and partners.	OPERATIONS, SUPPORTING PROCESSES	SHORT	20

TOPIC	RISK	OPPORTUNITY	ORIGIN	DESCRIPTION	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	MAT.
Own workforce		Structuring training plans for employees	IMPACT: Training and skills development	For CIFA, structuring training plans for employees is an opportunity to enhance human capital, strengthen internal competencies and support continuous innovation. Investing in targeted training programs helps strengthen organizational competitiveness, foster professional growth, increase employee satisfaction and motivation, and contribute to the development of a more dynamic, skilled, and continuously improving work environment.	SUPPORTING PROCESSES	SHORT	20
Own workforce	Labour shortage		IMPACT: Worker wellbeing OTHER: Social context	For CIFA, the shortage of skilled labour poses a real risk to production continuity, with possible negative impacts on delivery times, operating costs and market responsiveness. This risk is especially relevant to operational and manufacturing roles, which demand a higher-than-average level of specialization compared to the broader industrial sector. Challenges in sourcing qualified talent are intensified by workforce aging, heightened competition for technical expertise, and shifting employee expectations around wellbeing and career growth. Without effective strategies for attracting, developing, and retaining talent, organizations face heightened turnover, erosion of critical expertise, and a decline in competitive strength.	OPERATIONS, SUPPORTING PROCESSES	MEDIUM	20
Affected communities		Employer branding (schools and universities)	IMPACTS: Cultural and educational activities (schools and universities); Innovation and research with universities;	For CIFA, investing in employer branding initiatives aimed at schools and universities is a strategic opportunity to strengthen its corporate image, promote its sustainability values and attract young talent. Active collaboration with academic institutions fosters the development of critical skills, encourages students to pursue careers in technical and industrial fields, and reinforces the company's role as an innovative and responsible player, attentive to the evolving landscape of work.	SUPPORTING PROCESSES	SHORT	20

TOPIC	RISK	OPPORTUNITY	ORIGIN	DESCRIPTION	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	MAT.
Business conduct	Lack of supply chain flexibility and resilience		IMPACT: Supply chain selection according to sustainability criteria DEPENDENCY: Climate change	For CIFA, the lack of a flexible and resilient supply chain is a growing risk, amplified by the effects of climate change. Extreme events, environmental instability and new regulations related to environmental sustainability can jeopardise the continuity of supplies and increase logistical and operational costs. If the supply chain is unable to adapt quickly to these scenarios, the company may face production delays, challenges in meeting commercial commitments, and negative impacts on profitability and reputation.	RAW MATERIALS, SUPPLIERS	LONG	20
Business conduct	Environmen-tal damage		IMPACT: Supply chain selection according to sustainability criteria	Any environmental damage caused by suppliers in their operational processes can have direct and significant impacts on CIFA, in terms of reputational damage, loss of market credibility, and the deterioration of relationships with clients and institutional stakeholders. Such incidents can result in economic and legal consequences, including penalties and restrictions on access to tenders or regulated markets, undermining the company's competitive position. Furthermore, poor environmental performance along the supply chain can hinder the achievement of CIFA S.p.A.'s sustainability goals, exposing it to increasing risks in a regulatory and market environment that is increasingly attentive to environmental impacts.	RAW MATERIALS, SUPPLIERS	MEDIUM	20

THE SUSTAINABILITY PLAN'S CONTRIBUTION TO MATERIAL IROS

The plan aims to limit negative impacts related to material issues and increase CIFA's positive contribution in terms of sustainable development. **Below is the correlation table between material IROs and planned projects to improve CIFA's sustainability performance.**

GREEN & CIRCULAR MINDSET

PROJECT	IMPACTS	RISKS/OPPORTUNITIES
REDUCTION OF FACTORY ENERGY CONSUMPTION	- Energy consumption (Scope 1–2 emissions) **[negative actual]** • Reduction in GHG emissions **[positive actual]** • Energy from non-renewable sources **[negative actual]**	• Self-production/supply of energy from renewable sources **[opportunity]** • Global warming **[risk]** • Energy efficiency **[opportunity]**
WASTE MANAGEMENT AND REDUCTION	• Waste (Scope 3 emissions) **[negative actual]** • Waste and scrap **[negative actual]** • VOC emissions **[negative actual]**	• Global warming **[risk]**
LOGISTICS MANAGEMENT	• Logistics (Scope 3 emissions) **[negative actual]** • Reduction in GHG emissions **[positive actual]**	• Global warming **[risk]** • Reputational damage (emissions) **[risk]**
REDUCING MACHINE ENERGY CONSUMPTION - ELECTRICAL RANGE	• Energy consumption of products (Scope 3 emissions) **[negative actual]** • Reduction in GHG emissions **[positive actual]** • Product innovation **[positive potential]**	
REDUCING MACHINE ENERGY CONSUMPTION - ELECTRONICS	• Energy consumption of products (Scope 3 emissions) **[negative actual]** • Reduction in GHG emissions **[positive actual]** • Product innovation **[positive potential]**	
ELECTRONICS FOR MACHINE DURABILITY AND PREDICTIVE MAINTENANCE	• Product end of life **[negative actual]** • Product innovation **[positive potential]**	• Durability and predictive maintenance (product) **[opportunity]**
MODULAR DESIGN	• Purchase of plastic raw materials **[negative actual]** • Purchase of metal raw materials **[negative actual]**	• Sourcing of alternative materials **[opportunity]**

PEOPLE EMPOWERMENT

PROJECT	IMPACTS	RISKS/OPPORTUNITIES
ZERO ACCIDENTS MINDSET	• Employee Health and Safety **[negative potential]**	- Accidents and injuries **[risk]**
TRAINING AND DEVELOPMENT	• Training and skills improvement **[positive potential]**	• Structuring training plans for employees **[opportunity]** • Employee dissatisfaction **[risk]** • Labour shortage **[risk]**
WORK-LIFE BALANCE SERVICES	• Worker wellbeing **[positive potential]** • Work-life balance **[positive actual]**	• Employee dissatisfaction **[risk]**
FURNISHING WORKSPACES	• Worker wellbeing **[positive potential]**	• Improvement of workplaces **[opportunity]** • Employee dissatisfaction **[risk]**
WELLBEING AND SOCIAL ENGAGEMENT	• Worker wellbeing **[positive potential]**	• Employee dissatisfaction **[risk]** • Labour shortage **[risk]**
FIRST DEFINITION OF DIVERSITY CONCEPT	• Diversity and inclusion **[positive potential]**	• Employee dissatisfaction **[risk]**

ECOSYSTEM APPROACH

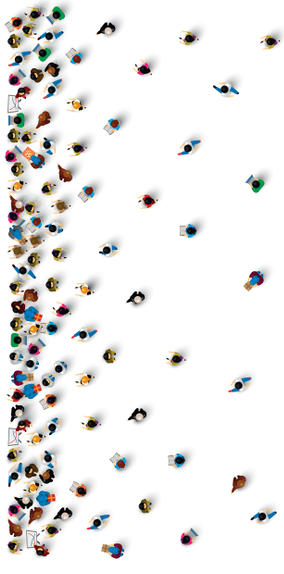
PROJECT	IMPACTS	RISKS/OPPORTUNITIES
STEP-BY-STEP TRAINING	• End-user safety **[negative potential]** • Health and safety of workers in the chain **[negative potential]**	
SELECTION AND EVALUATION OF STRATEGIC SUPPLIERS	• Supply chain selection according to sustainability criteria **[positive potential]** • Health and safety of workers in the chain **[negative potential]**	• Environmental damage (suppliers) **[risk]** • Lack of supply chain flexibility and resilience **[risk]**
COLLABORATION WITH SECTOR PARTNERS		
COLLABORATION WITH SCHOOLS AND UNIVERSITIES	• Cultural and educational activities (schools and universities) **[positive actual]** • Innovation and research in collaboration with universities **[positive actual]**	• Employer branding (schools and universities) **[opportunity]**
BUILDING WITH CIFA		

OUR STAKEHOLDERS

Sustainable development demands an increasingly central role for companies in making processes and products less and less impactful, **balancing their legitimate interests with those of the community.**

To **govern your business more effectively and responsibly**, it is essential to activate constant channels of dialogue with your stakeholders (see Glossary) **by sharing common values, principles and objectives for improvement**.

There are **13 categories of stakeholders with whom we cultivate long-lasting relationships based on mutual respect**. This kind of dialogue is of paramount importance for us to gather **needs**, **expectations and proposals for improvement that can guide our decision-making and governance processes.**



STAKEHOLDER CATEGORY AND RELATIVE LEVEL OF INVOLVEMENT

CATEGORY	PILLAR 1	PILLAR 2	PILLAR 3
CUSTOMERS	Involve and Collaborate	Inform	Consult and Collaborate
EMPLOYEES	Inform and Collaborate	Inform, Involve and Collaborate	Involve
SUPPLIERS	Inform and Collaborate	Inform, Involve and Collaborate	Involve
COMPETITORS		Inform	Negotiate
SHAREHOLDERS	Involve	Inform	
FINANCIAL INSTITUTIONS	Inform	Inform	
REGULATORY BODIES		Inform	Inform and Negotiate
CERTIFICATION BODIES	Inform	Inform	Inform
INTERNAL BODIES	Inform	Inform	Monitor
STATUS		Inform	
TRADE UNIONS	Inform	Consult and Involve	Inform
TRADE ASSOCIATIONS	Collaborate	Collaborate	Collaborate
LOCAL COMMUNITY	Inform	Inform	Involve

KEY

LEVEL OF INVOLVEMENT 1 	**MONITOR**	At this level, the company merely collects and observes stakeholder opinions, but without establishing a real dialogue. Although there is no direct interaction, this degree of involvement is useful for mapping expectations, critical issues or emerging risks, and can be a first step towards more active involvement.
LEVEL OF INVOLVEMENT 2 	**INFORM**	At this level, the organisation actively communicates with stakeholders, offering information on projects, strategies or results. In this case, however, communication is one-way: the stakeholder receives information, but is not actively involved in an exchange. The level of involvement is basic but important to ensure transparency and accountability.
LEVEL OF INVOLVEMENT 3 	**NEGOTIATE**	At this level, the company establishes formal or contractual relationships with certain stakeholders, e.g. through public-private partnerships, financing, sponsoring or campaigns with social aims. It is a focused involvement, with common goals but distinct roles.
LEVEL OF INVOLVEMENT 4 	**CONSULT**	The company actively seeks the views of stakeholders, asking for opinions, suggestions or feedback on specific issues. This can be done through surveys, focus groups, workshops, public forums, workplace assessments or online consultations. The aim is to collect data and information to make more informed decisions.
LEVEL OF INVOLVEMENT 5 	**INVOLVE**	In this phase, the organisation works directly with stakeholders, including them in decision-making processes. The aim is to ensure that their concerns, expectations and knowledge are effectively integrated into the relevant decisions. This can be done through multi-stakeholder forums, advisory committees or structured participation paths. This is an important step towards the creation of common value.
LEVEL OF INVOLVEMENT 6 	**COLLABORATE**	At this level, the company becomes part of an actual stakeholder network, with which it co-designs solutions, strategies and shared action plans. The parties meet on a voluntary basis to launch joint initiatives, with each actor bringing their own skills, resources, and ideas to the table. It is a cooperative and participatory approach that promotes innovation, trust and co-responsibility.

INVOLVEMENT OF PEOPLE

ESRS 2 SBM-2 S1 S2 S3 S4

EMPLOYEES (ESRS S1-2 §27)

CIFA considers the interests of its workers through **different communication channels** (meetings, delivery of procedures, the HR portal), **direct involvement in health and safety procedures** (where applicable), **company climate surveys and dialogue with trade union representatives.**

The company promotes an open dialogue, which allows each employee to freely express their own point of view. Often, moreover, the insights gained from these discussions are taken into account in the decision-making process.

In addition, employee representatives are regularly updated – through periodic meetings – on the company's performance and future outlook Similarly, the company maintains regular communication with all employees, informing them about major organisational changes, onboarding of new colleagues and the most relevant market and product news.

These inputs guide the corporate strategy, in particular through the "People Empowerment£ pillar of the Sustainability Plan, with initiatives aimed at improving wellbeing, training, work-life balance and safety.

In 2024, a company-wide climate survey was conducted across the entire Italian workforce to monitor satisfaction levels, identify critical issues, and gather suggestions for improving the relationship between the company and its employees.

The findings, once analysed, will inform the revision of the Strategic Sustainability Plan.

WORKERS IN THE VALUE CHAIN

CIFA is aware that its operations along the entire value chain can significantly affect the rights and working conditions of external parties, such as suppliers and third-party workers. For this reason, these aspects were considered in the double materiality analysis by means of a thorough evaluation of the entire supply chain.

Moreover, the company **has already integrated several elements related to labour protection in the supply chain**into its strategy. A first tangible step was the adoption and dissemination of the Code of Ethics, which establishes the basic principles of social responsibility to be applied in every relationship or business activity. This is accompanied by a growing commitment to defining clear criteria for the selection and evaluation of suppliers, with a focus on social sustainability.

The aim is to promote responsible practices throughout the supply chain, minimising possible negative impacts on workers and their rights. With this in mind, the company has also launched training activities

dedicated to suppliers and dealers, through courses promoted by CIFA Academy, in order to promote a shared culture of responsibility and mutual respect.

AFFECTED COMMUNITIES

The opinions, interests and rights of the affected communities guide CIFA's strategy and business model developed under the "Ecosystem Approach" pillar.

Currently, the company cultivates its relationship with the territory through actual projects developed in collaboration with schools and universities, and maintains an active and direct dialogue with local authorities, trade associations and potential industry partners. These initiatives represent an opportunity to create shared value, strengthen ties with the community and build synergies useful for the growth of the territory and the company itself.

CUSTOMERS AND END USERS

CIFA's strategy and business model place product safety at the heart of every stage of the process. This commitment is reflected both in the **activities of the Research and Development department**, which constantly works to design safe and reliable solutions, and in the **training courses** delivered by CIFA Academy. These training programs, targeted at dealers and end users, aim to improve the overall user experience and ensure the highest standards of operational safety, especially within construction site settings.

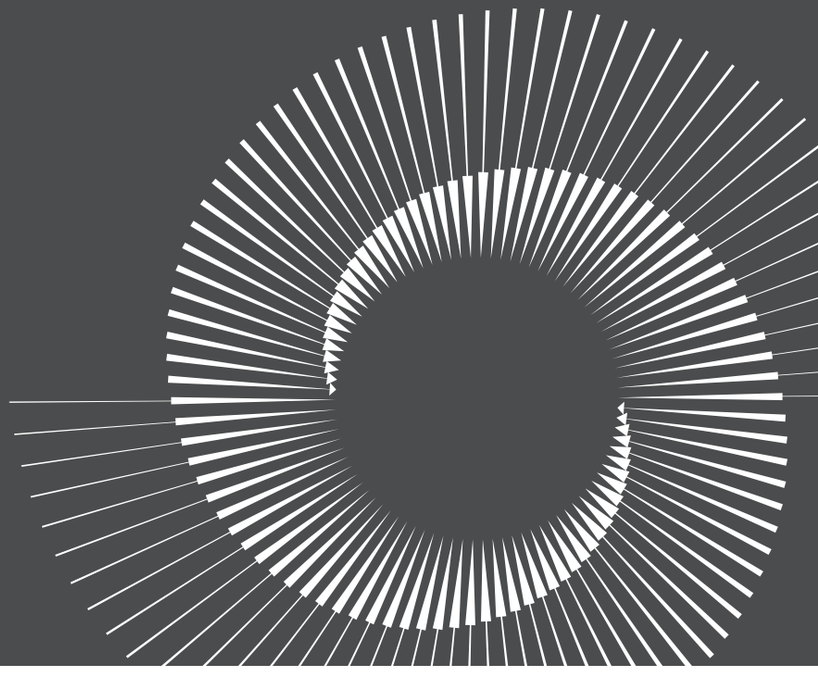
In 2024, CIFA strengthened its commitment to consumers and end-users through the use of **CIFA Connect**, a digital platform developed in 2022 and designed to monitor customer satisfaction throughout the sales process and product usage phases. In particular, the portal (**which links all CIFA dealers worldwide with after-sales services**) enables targeted feedback on machine reliability over time, thus providing a **clear and up-to-date picture of actual user experience trends.**

This information, obtained directly from end-users, is a valuable tool to drive continuous improvement of products and services, with a specific focus on safety of use and operational efficiency.

SUPPORT FOR THE LOCAL COMMUNITY

In 2024, the company wanted to transform a traditional moment like Christmas dinner into an occasion of social and inclusive value. The event took place at PizzAut, an innovative venue that promotes the autonomy and inclusion of autistic people through job placement paths. Supporting PizzAut meant not only sharing a convivial experience, but also reinforcing our commitment to a more inclusive corporate culture, in which respect, diversity and collaboration with the local community become tangible, everyday choices.

THE SUSTAINABILITY STRATEGY



We are aware of being **one of many nodes in a global network. The construction sector is among the most impactful worldwide.**
Therefore, we would like to increasingly become a company committed to creating shared value in the long term, and we would like this desire for care and responsibility to be, yes, ours, but also that of the other players in the **supply chain, including the construction site world.**

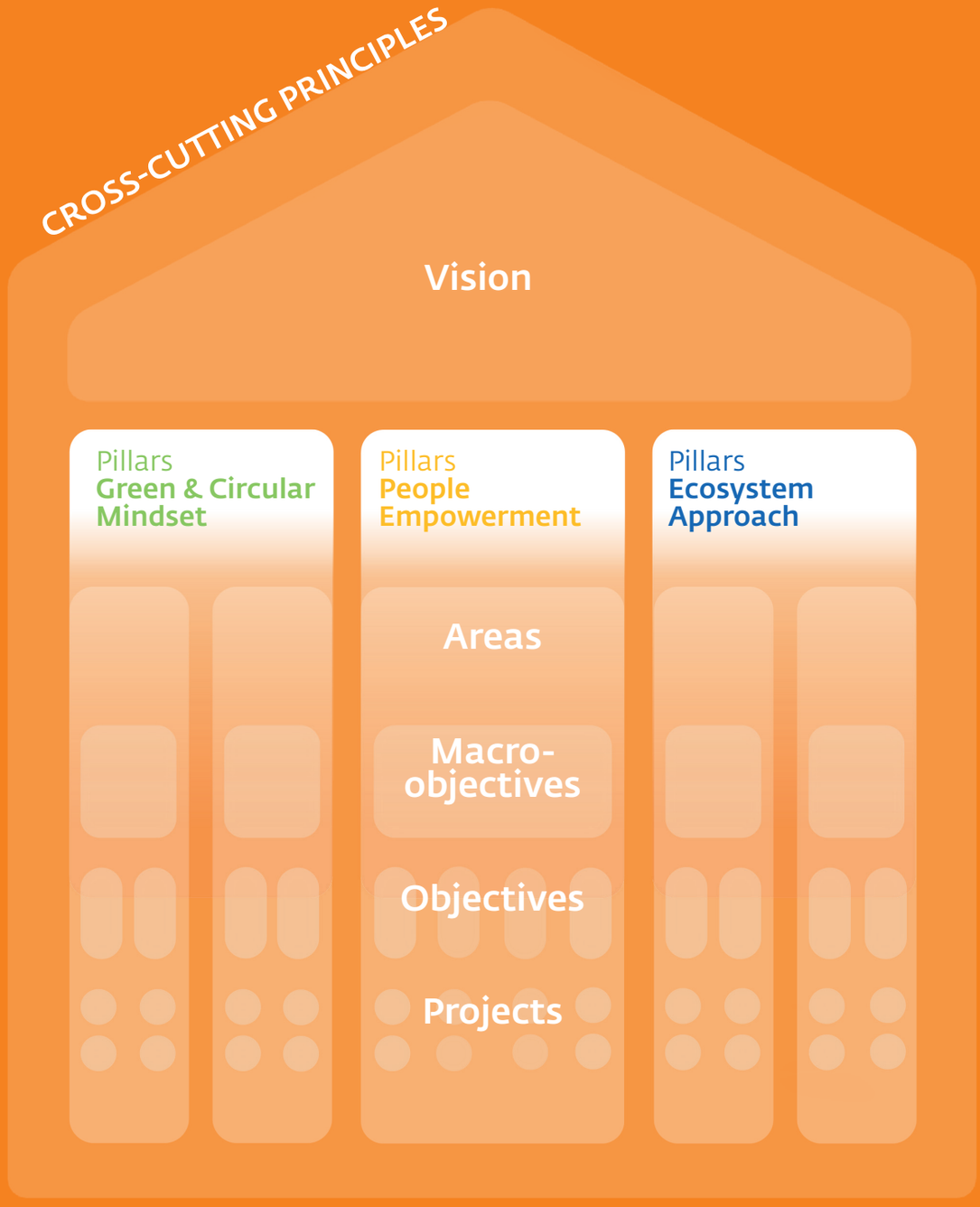
With this openness to context and the future, we believe we can translate elements of our identity, **Curiosity, Ingenuity, and Flexibility, into a concrete commitment to more sustainable building**, for us and the planet, involving the entire value chain.
Aware of this and with renewed desire, we outlined our *Corporate Sustainability Plan*, which translates the Group's sustainability vision and goals into measurable projects and initiatives in the short, medium, and long term.

For each area of intervention, priority projects were **identified, with the direct involvement of Management**, in order to define more precisely the strategic objectives of medium- to long-term sustainability. This approach made it possible not only to clarify the right path to tread, **but also to effectively implement and monitor all the actions necessary to achieve the expected results.**

The Sustainability Plan – ideally represented by the image of the*Sustainability Building* – is perfectly aligned with the company's industrial development plan. It was approved by Management in March 2023 and, during the first months of 2025, it was reviewed in light of the alignment path to the ESRS standards and the updated materiality analysis. This update concerned in particular the alignment of projects with the double materiality framework and the definition of more precise project objectives through the introduction of KPIs and quantitative targets referring to the 2025–2027 time horizon.

Throughout 2024, the projects launched in 2023 continued steadily, fully aligned with the Group's integrated sustainability vision and corporate identity. These projects were already planned and structured in 2022 with a long-term perspective.

THE SUSTAINABILITY BUILDING



THE STRUCTURE OF OUR SUSTAINABILITY PLAN

CIFA's goal is to **ensure the highest safety for suppliers**, customers, employees and everyone who will experience the environments built with our products. We constantly work on products **by investing in research and innovation to ensure maximum durability.** We intend to embed within the company and then share throughout the supply chain **a circular approach to business**, an extreme **focus on the growth and development of people** and on the entire ecosystem that preserves and strengthens the **local area** of which we are a part. CIFA's plan was represented with the so-called "sustainability building". The Sustainability Building comprises the **vision (the roof)**, the **load-bearing pillars** and the **CIFA goals** in the area of sustainability, which ultimately give life to operational projects. **Cross-cutting principles** represent the material that cements the whole: CIFA's commitment to sustainable building.

Vision

We are a fundamental link in the construction value chain, **and therefore, we want** to promote the transformation of the entire sector by championing sustainability values.

CROSS-CUTTING PRINCIPLES

Our sustainability plan has been developed with two cross-cutting principles in mind:

HEALTH & SAFETY

- Being an advocate for this important social issue in our ecosystem, considering that CIFA products operate in a high-risk sector like construction.
- Raising employee awareness by creating a shared safety culture through continuous updates and adopting specific measures more stringent than legal obligations.

DURABILITY

- Extending the useful life of products, starting from their design, selecting durable materials that can be recovered at the end of their life in a circular economy perspective.
- Engaging actors directly or indirectly involved in construction sites to use resources responsibly and actively participate in the sector's sustainable transition.
- Building solid and lasting relationships and partnerships to create long-term projects that bring value to the territory for the business community, the third sector, and all citizens.

MATERIAL TOPICS

The three strategic areas of our plan (pillars) respond to the impact materiality of the sustainability issues that are most relevant to us. The pillars support our efforts to make a real change in our sector, benefiting the planet and people while ensuring solid foundations for a resilient business.

THE PILLARS OF OUR PLAN

Within the three pillars:

Green & Circular Mindset
People Empowerment
Ecosystem Approach

are the **sustainability objectives** (macro and detailed) that we have set ourselves and the **action plan we have defined to achieve them** (projects). The Pillars – and their action plans – are discussed in more detail in Chapter 7 **Our plan for the future.** The Sustainability Plan is also available on our website.

The multiyear plan **will be continuously reviewed and updated** to best guide strategy and initiatives.
Performance will be measured **through specific ESG KPIs**, periodically monitored to achieve sustainability goals.
The various figures involved in **Sustainability Governance are responsible for the entire process.**

GOVERNANCE OF SUSTAINABILITY

ESRS 2 – GOV1 §22-23 e 26). In CIFA, the management of impacts, risks, and opportunities is guided by the **Strategic Sustainability Plan,** the **Code of Ethics**, and the related **corporate policies** – such as those on Health, Safety, and Environment.
The boards of directors and auditors are informed annually through the Sustainability Report and periodically updated by the CEO, an active member of the **Sustainability Steering Committee** and chairman of the Extended Sustainability Meetings.

Although not yet fully systematically, ESG assessments are already integrated into strategic decision-making and control processes. To support this, in addition to governance dedicated to sustainability, the company has adopted a risk-based thinking approach to prevent risks, seize opportunities and define objectives in line with corporate strategies.

This approach is an integral part of certified management processes, with constant monitoring of risks – including environmental and health and safety risks – to anticipate potential negative effects and activate timely mitigation actions.

Operational management takes place through project groups, organised by thematic area:

- **Research & Development and Product Innovation** for environmental issues,
- **Human Resources and Marketing** for social issues,
- **Purchasing and Quality** for governance, ensuring integrated action on all ESG dimensions.

Supervision is entrusted to the **Senior Management (Steering Committee)**, while the Operating Committee, the **Sustainability Manager** and the **Project Managers** oversee operational implementation.. The **Extended Meeting**, convened quarterly, serves as a strategic-operational forum to ensure alignment and consistency between vision and action.

BODIES AND COMMITTEES INVOLVED IN SUSTAINABILITY GOVERNANCE

Board of Directors (BoD): albeit not in charge of overseeing specific impacts, risks and opportunities, the BoD has a general oversight role and is periodically informed of advances in sustainability.
Board of Statutory Auditors: its activity of supervising compliance with the law and the Articles of Association and observance of the principles of proper administration potentially includes monitoring corporate risks.
Supervisory Body (SB): in its supervisory activity of the OMC 231, the SB focuses its attention on monitoring the fulfilment of obligations and actions with regard to workers' health and safety.

In addition, within its own organisation, CIFA has identified a **clearly defined structure for managing sustainability aspects**. This structure consists of several hierarchical levels, which as of 31.12 can be identified as the following bodies:
- **Steering Committee**, consisting of Senior Management (CEO, CFO, COO, CMO) and the Sustainability Manager;
- **Operating Committee**, composed by the heads of the different Pillars of the Sustainability Plan (Head of Production, HR Manager, Head of Legal) and the Sustainability Manager;
- **Pillar Leaders**, who represent the three areas of intervention of the Plan; these are headed by the Production Manager, HR Manager, and Head of Legal;
- **Project Managers**, appointed according to their roles within the organization, are entrusted with the management and supervision of individual sustainability initiatives.

The management of the sustainability plan is carried out through a **Project Management process structured according to the Waterfall** method, involving both the organizational structure and the operational execution of initiatives. The goal is to ensure effective coordination and monitoring of the initiatives in the strategic plan, making sure that the integration of sustainability into business processes takes place in a structured manner and is consistent with the strategic goals.

STEERING COMMITTEE

FUNCTIONS

Its main responsibilities include updating, reviewing and approving the Sustainability Plan, as well as overseeing its implementation, approving projects and budget policies and validating targets. It also ensures the proper functioning of the governance structure and approves the Sustainability Report.

MEMBERS

CEO: Davide Cipolla
CFO: Paolo Gandola
COO: Nicola Pirri
Sustainability Manager

RECURRENCE

Quarterly (and/or as required)

OPERATING COMMITTEE

FUNCTIONS

It is responsible for monitoring the operational execution of the Strategic Plan, defining project management guidelines, organising teams and managing internal and external communication. It also plays a decision-making role on all issues not directly related to the Steering Committee, helping to ensure the effective advancement of the plan and the connection between the different organisational levels.

MEMBERS

PL G&C: Davide Zenato
PL PE: Raffaella Nofroni
PL EA and Marketing & Communication Manager: Giosuè Cavallaro
Sustainability Manager

RECURRENCE

Monthly (and/or as required)

EXTENDED MEETING

FUNCTIONS

Discussion meeting between Operating Committee and Management. It serves as a forum for addressing challenges and proposals from the Pillar Leaders, ensuring coherence and alignment between strategic direction and operational execution.

MEMBERS

Members of the Steering Committee and Members of the Operating Committee.

RECURRENCE

Quarterly (and/or as required)

Note. In the period between 2024 and 2025, the Sustainability Governance structure underwent some organisational changes. In particular, the Chief Marketing Officer (CMO) is no longer part of the Steering Committee, which is currently composed by CEO, CFO and COO. In addition, there were changes in the roles of Green & Circular Pillar Leader and Ecosystem Approach Pillar Leader. The latter position is now assigned to the Head of Marketing and Communication, also with the aim of ensuring an integrated coordination of internal and external communication in the field of sustainability.

ACTIVITIES PERFORMED IN 2024

The **objectives and targets** related to the management of **impacts, risks and material opportunities** are initially identified within individual projects by the **Project Managers**, under the guidance and coordination of the **Pillar Leaders**.
Once defined, these objectives are subjected to a structured process of **review, adjustment and final approval** by the **Steering Committee**, composed of Senior Management.
Progress in monitored on an annual basis during the **Extended Meetings**, involving both the Steering and Operating Committees, thus ensuring a **constant alignment between strategy and operations**.

During the reporting period, the **sustainability governance**, steering committees and project teams actively worked to address the priority impacts identified through the previous materiality analysis, focusing on ten key areas:

- **Health & safety**
- **Energy consumption**
- **GHG Emissions**
- **Workers' growth paths**
- **Innovation and product life cycle**
- **Worker wellbeing**
- **Supporting the industry trend**
- **Ethical and sustainable supply chain**
- **Waste Management**
- **Relationship with the local community**

In particular, **Health and Safety** issues are also closely monitored by the**Supervisory Body (SB)**, which oversees the effective application of the **Model 231** and the **Code of Ethics**, in order to safeguard regulatory compliance and the wellbeing of workers.

SKILLS AND SPECIALISATIONS

At present, no **specific assessments have yet been carried out regarding the skill levels** of the administrative and control bodies, nor have any **structured training or development programs been activated**, including those related to the management of significant impacts, risks, and opportunities.
However, the **Working Group dedicated to the implementation of the Strategic Sustainability Plan**, together with the **Steering and Operating Committees**, participated in an **introductory training course held between 2022 and 2023**. The programme provided an overview of the **basic principles of sustainability**, the **sustainable business models** and the **best practices** related to the material issues that emerged from the previous **Materiality Analysis**.
Furthermore, during the initial months of 2025, the Steering and Operating Committees received targeted training to deepen their grasp of the ESRS framework and its core requirements, along with the principles and application methods of the double materiality analysis.

OUR PLAN FOR THE FUTURE

GREEN & CIRCULAR MINDSET
PEOPLE EMPOWERMENT
ECOSYSTEM APPROACH

GREEN & CIRCULAR MINDSET

SCOPE OF DEVELOPMENT

The first pillar encompasses all activities aimed at **improving CIFA's environmental impacts**.

Specifically, the intention is to spread a circular approach within the company to close the "production loop" with the dual objective of **extending product life cycles and recovering waste and scrap**.
The goal is to promote and develop a new business model that considers the opportunities arising from this paradigm shift.

Promoting environmental sustainability also means being aware of the quantity and type of raw materials used by the company and implementing strategies **to reduce consumption or use secondary raw materials**.

Energy is the most closely monitored resource: the company pursues its commitment on two fronts – reducing consumption and increasing the use of energy from renewable sources.

During 2024, the company worked out, with the support of external advisors, the calculation of its carbon footprint in accordance with the GHG Protocol, taking the financial year 2023 as a reference. This made it possible to identify actions and interventions aimed at reducing **Scope 1 and Scope 2**CO_2 emissions, which were subsequently integrated into the Corporate Plan. In parallel, a structured path was started to extend the analysis also to **Scope 3** emissions, in order to obtain a complete view of the organisation's climate impact along the entire value chain.

AREAS OF ACTION	MACRO-OBJECTIVES	OBJECTIVES	PROJECTS
2	2	7	7


CIFA
JC ENERGYA
JC ENERGYA


CIFA
CIFA

TARGET PLAN 2024- 2027

Objectives		Project	Responsibility Centre
Carbon Neutrality: Reduction of energy consumption, emissions and environmental pollution	**Reduction of process energy consumption** Note. The objective "Reduction of process pollution" was removed because the project it referred to focused on electricity efficiency. However, the environmental issues related to this objective are still addressed through several specific projects.	**Reduction of factory energy consumption**	EXTERNAL Energy Diagnosis Contacts INTERNAL Continuous Improvement Specialist
	Waste management and reduction	**Waste management and reduction**	INTERNAL HSE
	Optimising logistics to reduce pollution	**Logistics management**	INTERNAL Parts & Costumer Care Manager
Ecodesign: designing and creating a wide range of green products accessible according to circular economy criteria	**Reduction of product energy consumption**	Reduction of machine energy consumption – electronics	INTERNAL Specialist Engineer Electronic and Electric Systems
	Development of new low-impact/electric products	Reduction **of machine energy consumption** –electrical range	
	Circular design for modularity and durability	**Modular design**	INTERNAL Technical Product Manager
	Developing **electronic solutions** for durability and safety	Electronics for **machine durability** and **predictive** maintenance	INTERNAL R&D Manager

ACTIVITIES PERFORMED IN 2024

ENERGY CONSUMPTION

The energy needs of the production plants in Senago, Castiglione delle Stiviere and Solferino are mainly concentrated in the manufacturing process activities. The areas with the highest energy consumption include the **painting** departments, present across all operational sites, and the **metalworking** sections, which involve manual and robotic welding, cutting, and mechanical processing operations.

Natural gas represents a significant component of the company's energy mix, with predominant **uses in heating production areas** during the winter months and in industrial painting processes.

The company's mobility system is sustained by a fleet comprising rental vehicles for employee use and owned vehicles dedicated to operational tasks and general services.

The VALME plants have a differentiated energy mix according to the specific production needs of each site.

The Rogolo - Serta Passa site uses exclusively **LPG** for both civil and industrial use. The Vasto plant, on the other hand, uses **LPG for civil use only** and makes no use of fuels for production processes; the only additional energy source is the **diesel that powers the forklift trucks** for internal handling.

In compliance with the regulations in force for **Large Enterprises**, CIFA S.p.A. has implemented the **Energy Diagnostics** process, a systematic analysis tool aimed at mapping in detail the company's energy profile and identifying opportunities for optimisation. This procedure is part of a broader strategy of continuous improvement of energy performance, oriented towards energy end-use efficiency and elimination of waste. The energy diagnosis programme has been completed for the Castiglione delle Stiviere/Solferino and Senago plants, and is supported by an advanced monitoring system that constantly tracks the energy consumption of the main cost centres and energy-intensive utilities.

The energy consumption data presented in this document covers the three-year period from 2022 to 2024 and refers to the entire scope of CIFA's and VALME's Italian facilities. Data were consolidated and reprocessed from the energy database that the Group maintains and systematically updates on an annual basis, ensuring accuracy and comparability of the relevant information over time.

GRI 302-1 ENERGY CONSUMPTION WITHIN THE ORGANISATION
ESRS E1-5 §37-39 TOTAL ENERGY CONSUMPTION

CIFA-VALME energy consumption	2022	2023	2024	UoM
Consumption of fuel from coal and coal products	0.00	0.00	0.00	MWh
Fuel consumption from crude oil and petroleum products	1,891.54	1,887.37	1,065.42	MWh
Fuel consumption from natural gas	8,033.00	7,391.00	8,769.00	MWh
Consumption of fuel from other non-renewable fuel sources	0.00	0.00	0.00	MWh
Consumption of electricity, heat, steam and cooling from fossil sources, purchased or acquired	8,110.29	7,614.08	6,739.30	MWh
Total energy consumption from fossil sources	18,034.83	16,892.45	16,573.72	MWh
Share of fossil sources in total energy consumption	95%	94%	94%	%
Consumption from nuclear sources	264.16	247.70	220.36	MWh
Share of nuclear sources in total energy consumption	1.4%	1.4%	1.3%	%
Fuel consumption for renewable sources, including biomass (it also includes industrial and municipal waste of biological origin, biogas, renewable hydrogen, etc.).	0.00	0.00	0.00	MWh
Consumption of electricity, heat, steam and cooling from renewable sources, purchased or acquired	620.19	581.56	517.38	MWh
Consumption of self-produced renewable energy without the use of fuels	43.08	195.15	247.99	MWh
Total energy consumption from renewable sources	663.27	776.71	765.36	MWh
Share of renewables in total energy consumption	3.5%	4.3%	4.4%	%
Total energy consumption	18,962.26	17,916.87	17,559.45	MWh

Note 1. Conversion factors derive from ISPRA's 'Table of National Standard Parameters' in the latest update for the reference year (13 January 2025).

Overall, the Group's energy consumption showed a **slight reduction** in 2024, despite an increase in the use of **methane** compared to the previous year. The rise was counterbalanced by a **marked decrease in electricity usage**, contributing to the containment of total energy requirements.

As part of the strategy to continuously improve energy performance, several strategic initiatives aimed at optimising consumption were implemented during 2024.

LED relamping project

Launched in 2024, the relamping initiative represents a multi-year programme to progressively replace traditional lighting systems with energy-efficient LED solutions at the Senago and Castiglione delle Stiviere plants.

At the Senago plant, 200 new LED lighting fixtures are to be installed, resulting in a 44.30% reduction in power consumption and an estimated annual energy saving of approximately 70,000 kWh, corresponding to a 2.48% decrease in the site's total energy usage.

In Castiglione delle Stiviere, the project involves the installation of 162 LED lamps, with a reduction in power consumption of 38.80% and an annual saving of around 50,000 kWh, corresponding to a 1.93% reduction in the site's total energy usage.

In both cases, the adoption of the new technology will result in an extended service life of the lamps, estimated at over 22.7 years and 35,000 operating hours. The project is scheduled for completion by the end of 2026.

Enhancement of the monitoring system

The network of sensors used for real-time monitoring of energy consumption was expanded and upgraded to achieve more precise control of energy performance and early identification of any operational inefficiencies. Specifically, the monitoring network was expanded with the installation of three new monitoring areas in Senago and one in Castiglione delle Stiviere. Based on the analysis of sensor data, a decision was subsequently made to intervene on the Senago compressor unit, resulting in an average monthly reduction in energy consumption from 25,870 kWh in 2023 to 11,780 kWh in 2024 (data collected as of September 30), with an estimated delta of 14,090 kWh.

CONSUMPTION OF SELF-PRODUCED ELECTRICITY THROUGH THE PHOTOVOLTAIC SYSTEM

In pursuit of its goals of reducing emissions and increasing energy self-sufficiency, the company implemented a significant expansion programme of its photovoltaic capacity. In the past three years, **three new photovoltaic systems** have been installed, in addition to the 2019 system at Rogolo - Serta Passa, which currently covers about 5% of the site's energy needs.

The photovoltaic development plan strategically affected the Group's main production sites. In **Senago**, a 55 kW system has been installed and will be operational from the beginning of 2023, while at the **Solferino** plant, a 200 kW installation has been integrated on the roofs of the new industrial halls, which will be operational from September 2022. The **Rogolo – Serta Passa** site has benefited from the most significant expansion, with the installation of a 650 kW plant at full capacity from 2024, which will complement the existing 75.5 kW plant. These installations have contributed to a significant increase in the share of self-produced energy over the three-year period, reaching 4.4% at Group level in 2024.

The development plan includes further expansions, with ongoing assessments for the extension of photovoltaic systems at the Senago and Castiglione delle Stiviere sites.

ENERGY INTENSITY

Energy intensity represents the ratio of energy consumed (expressed in MWh) to the **net revenue** generated by the company (expressed in Euros). This indicator allows the evaluation of energy efficiency in relation to actual economic performance. In 2024, CIFA S.p.A. recorded a **reduction in energy intensity**, reflecting enhanced consumption management in relation to the economic performance achieved, consistent with the company's commitment to improved operational efficiency and environmental sustainability.

ESRS E1-5 §40-42 ENERGY INTENSITY

CIFA-VALME	2022	2023	2024
TOTAL ENERGY CONSUMPTION IN MWh	18,962.257	17,916.86	17,559.44
NET REVENUES in €	€219,298,120.00	€242,932,967.00	€222,700,000.00
ENERGY INTENSITY (MWh/€)	8,65E-05	7,38E-05	7,88E-05

MATERIALS

CIFA's production process is based on a broad and diversified portfolio of **strategic materials and components**, selected to ensure performance, durability and reliability. Ferrous **materials** constitute the predominant category and include iron and metal alloys in the form of sheet metal, piping and semi-finished products, such as welded structures and machine tool machined components. These are complemented by **cast iron**, which is used for the manufacture of highly specialised components.

The hydraulics area includes a range of essential components for machine operation, such as valves, pumps, hydraulic cylinders, and distributors, primarily made of cast iron, steel, aluminium, and related alloys. **Polymeric materials**, such as ABS and processed polyethylene, are used in the production of coatings and protective elements, while **hydraulic pipes** incorporate steel, metal alloys, and rubber to ensure durability and operational reliability.

The portfolio is completed by **high-performance materials**, such as **carbon fibre** – used in advanced applications – and **electrical systems**, ranging from single-core copper/PVC cables to specialized electromechanical components. The list also includes **industrial winches, geared motors** in ferrous and aluminium alloys, as well as **endothermic motors**, used in different configurations depending on the specific application. (ESRS E5-4 §30)

Supply geography and strategy

CIFA favours European suppliers, with 79% of the passive turnover concentrated on Italian suppliers and the remaining 21% distributed internationally – mainly in China (70%), Germany (18%), Turkey (4.6%), Malta (2.95%), Serbia (2.46%) and Bulgaria (1.05%), with residual shares from other EU countries – adopting a direct partnership approach with manufacturers wherever possible and favouring consolidated relationships with well-structured dealers and official importers to guarantee continuity and quality of supply.

GRI 301-1 MATERIALS USED BY WEIGHT OR VOLUME
ESRS E5-4 31.a RESOURCE INFLOWS

RAW MATERIALS, PRODUCTS, TECHNICAL MATERIALS, ETC. RELEVANT FOR THE PURPOSES OF PRODUCT MANUFACTURING IN 2024 CIFA-VALUE	QUANTITY	UoM
Oils (greases/lubricants)	398.60	t
Degreaser / cleaner for washing (litres)	1,351.60	litres
Steel abrasive material (blasting grit)	39.00	t
Coating products (varnishes/thinners/sealers/stucco)	77.60	t
Steel pipes (pieces)	3,850.00	no. pieces
Metal sheets (various sizes)	5,415.00	t
Welding materials (wire)	136.20	t
Adhesives and sealants (Loctite/glue)	1.05	t

As shown in the table above, **blades, pipes and oils** constituted the most significant material categories in terms of procurement volumes, accounting for the largest share of direct purchases monitored by the company.

With reference to the materials procured, it should be noted that the Group does not use substances classified as **Substances of Concern (SOC)** or as **Substances of Very High Concern (SVHC)**. This is in line with obligations under current legislation, in particular the REACH Regulation, and reflects CIFA's focus on responsible management of chemicals along its supply chain. (E2-5 §34)

WASTE

Hazardous waste management constitutes a key challenge within the company's environmental strategy, due to its substantially higher regulatory and operational complexity compared to other waste categories, and its elevated risks to environmental and human health.

Hazardous waste generated at the Senago, Castiglione delle Stiviere, Solferino, Vasto and Rogolo production sites derives mainly from manufacturing activities, especially in the carpentry and painting departments. The main categories include **spent oils and machinery maintenance solutions**, along with **oil and paint contaminated materials such as filters**, spray cans, cleaning packaging materials and contaminated protective clothing.

The company operates in full compliance with current hazardous waste management legislation. Waste oils are delivered to the Compulsory Consortium through authorised companies, complying with the storage, safety, resistance and labelling requirements of Art. 2 of MD 392/1996.

The CIFA Italia Group has implemented a structured registration system through dedicated registers for each location, approved by the respective Chambers of Commerce, to accurately track incoming and outgoing waste flows. Waste is delivered on a quarterly basis to authorized companies for transport and disposal, while the **Environmental Declaration Form (MUD)** is submitted annually in accordance with the regulatory deadlines.

For the specialised handling of hazardous goods, the company relies on an ADR-certified transport safety consultant, who is responsible for loading, unloading, and handling operations carried out on a regular basis.
The hazardous waste handled at the **Senago** plant belongs to the following ADR classes: Gases (Class 2), Flammable Liquids (Class 3), Corrosive Substances (Class 8) and Miscellaneous Dangerous Substances and Articles (Class 9). For the site of **Castiglione delle Stiviere/Solferino**, the handling concerns Gases (Class 2) and Miscellaneous Dangerous Substances and Articles (Class 9).

GRI 306-3 WASTE GENERATED, 306-4 WASTE DIVERTED FROM DISPOSAL, 306-5 WASTE DIRECTED TO DISPOSAL
ESRS E5-5 37 TOTAL WASTE GENERATED

TOTAL WASTE GENERATED – CIFA-VALUE			
Source	**2022**	**2023[1]**	**2024**
Total waste produced (kg)	3,773,115.00	3,345,589.00	3,113,808.00
Total hazardous waste produced (kg)	**201,735.00**	**198,300.00**	**204,758.00**
of which disposed	125,835.00	49,933.00	52,900.00
of which disposed in %	62.38	25.18	25.84
of which recovered (R13)	75,900.00	148,367.00	151,858.00
of which recovered (R13) in %	37.62	74.82	74.16
Total non-hazardous waste generated (kg)	**3,571,380.00**	**3,147,289.00**	**2,909,050.00**
of which disposed	51,040.00	39,470.00	56,920.00
of which disposed in %	1.43	1.25	1.96
of which recovered (R13)	3,520,340.00	3,107,819.00	2,852,130.00
of which recovered (R13) in %	98.57	98.75	98.04

Note 1: In the 2023 report, VALME's total waste figure was incorrect (figure stated: 976,116 kg; correct figure: 1,089,788kg)

In 2024, waste flow monitoring was supported by internally developed **software** designed to ensure consistent and standardised data collection across all operational sites. The implementation of this system entailed a complete overhaul of historical data from 2022 onwards, ensuring continuity and reliability of information for the entire three-year reporting period. For this reason, the data indicated in the previous report are considered no longer reliable.
The system is designed to progressively integrate advanced **disaggregation of recovery and disposal processes**, to be activated once more granular data is provided by certified waste management providers. This development will make it possible to provide more granular analyses of the final destinations of waste generated (ESRS E5-5 §40).

Main non-hazardous waste streams
The overall analysis of the 2024 data on waste management in the Group shows that, in at least one of the plants, six EWC codes belonging to the category of **non-hazardous waste** exceeded 50 tonnes. These are heterogeneous flows, reflecting both logistical activities and internal production processes. These include **packaging made of wood (EWC 150103) and mixed materials (EWC 150106), as well as iron and steel scrap (EWC 170405), ferrous metal dust and particulates (EWC 120102), spent foundry moulds and cores (EWC 100908) and ferrous metal filings and shavings (EWC 120101)**. The nature of this waste highlights the link with metallurgical processing carried out by CIFA and VALME and, at the same time, the presence of materials with good recovery potential (ESRS E5-5 §38).

During 2024, several initiatives aimed at reducing waste and improving environmental management practices were implemented, with a particular focus on common and service areas.

The **enhancement of waste collection** affected the offices and all break areas of the production departments. Starting from early September 2024 at the Senago site, and subsequently at the Castiglione and Solferino sites (with the action expected to be completed around mid-September 2024), new bins have been placed – similar to what was done in the office break areas – to encourage waste sorting in the break areas of each production department.

As for the reduction of plastic waste, the installation of water dispensers was completed in 2024, with the aim of decreasing the consumption of plastic bottles across various offices and facilities. Despite its limited quantitative impact on the total amount of waste generated, the project carries an important symbolic value, representing a conscious and cultural choice in favour of more sustainable everyday behaviour. Following the installation of dispensers at the canteens in Castiglione and Solferino, as well as in all break areas of the offices and production departments at the Senago, Castiglione and Solferino sites, a reduction in plastic bottle consumption was already recorded in 2024. It is estimated that around 28,600 bottles will be saved during 2024, which represents a significant decrease from the 79,000 bottles consumed in 2023, bringing the estimated annual consumption to around 50,400 in 2024. This calculation was made taking several factors into account. For the canteens of Castiglione and Solferino, from 1 July 2024, the date of the introduction of dispensers, the total number of meals consumed for which plastic water bottles were no longer distributed was calculated. It turned out that about 19,491 bottles were saved compared to 2023. The remaining savings were estimated from the gradual installation of water dispensers in all office and production break areas at the Senago, Castiglione and Solferino sites. Installation began in early September 2024 and was completed by the end of the same month. However, 2025 will be the first full year in which complete data on the actual consumption of the dispensers will be available for the entire period from 1 January to 31 December.

COLOGNO AL SERIO PROJECT

To prevent waste generation in the organisation's activities, upstream and downstream, in its value chain, the "Cologno al Serio Project" was launched in 2021.
Currently, spare parts arrive at Cologno al Serio warehouse from various suppliers, each using different packaging types. After arrival, parts are unpacked and repackaged using standard CIFA packaging, creating waste from different suppliers. The project aims to provide suppliers with guidelines on packaging types so that spare parts arrive already packaged according to CIFA standards, minimising waste material generation. **To date, the project is on stand-by, pending further developments or operational decisions.**

EMISSIONS

Achieving carbon neutrality is a goal increasingly pursued by companies, with the fundamental aim of ensuring that their activities do not contribute to global climate warming. The 2015 Paris Agreement, which brings together 196 countries worldwide, commits signatories to limiting the rise in global temperature to well below 2°C, with the ambition of not exceeding the 1.5°C threshold. To contribute to this goal, the European Union has defined a strategy aimed at achieving climate neutrality by 205.

Carbon neutrality is about achieving a balance between greenhouse gas (GHG) emissions and removals: residual emissions must be offset by processes or technologies that remove the same amount of carbon from the atmosphere. Another complementary approach involves offsetting emissions produced in one sector by reducing them in another, for example through investments in renewable energy, energy efficiency or other low-emission solutions.

REGULATORY FRAMEWORK AND AUTHORISATIONS

From a regulatory point of view, the Group operates in full compliance through the **Environmental Unified Authorizations (AUA)** obtained for the Senago, Castiglione delle Stiviere, Solferino and Rogolo sites. These authorisations regulate relevant environmental aspects in an integrated manner, such as **industrial discharges, noise impact** and, in particular, **atmospheric emissions** of dust and **Volatile Organic Compounds (VOCs)** from production cycles such as coating, welding, cutting, sandblasting, painting and other mechanical processes. By virtue of these authorisations, the Group has implemented a system of **constant monitoring of emission values**, in order to ensure compliance with regulatory limits and prevent potential criticalities. During 2024, no **exceedances** of the AUA emission limits for dust and VOCs were recorded, confirming full **environmental compliance** and the effectiveness of the technical and management measures adopted (ESRS E2-4 §30. b), c)).

It is against this background that the Group has identified air emission management as a priority area for intervention. In response, an integrated strategy was developed to comprehensively map emission sources, along with the adoption of advanced technologies aimed at significantly reducing the environmental impact generated by production activities.
In this context, the company has also defined specific **emission reduction targets** that represent a first step towards the construction of a **climate transition plan**, in line with European commitments and an industrial vision increasingly oriented towards long-term sustainability (ESRS E1-1 §17). To date, the company does not take into account the achievement of GHG emission reduction targets in its remuneration systems (DR relative to ESRS 2 GOV-3).

With regard to direct and indirect greenhouse gas emissions, the company reports Scope 1 and Scope 2 emissions for all Italian CIFA and VALME sites.

GRI 305-1 DIRECT (SCOPE 1) GHG EMISSIONS
ESRS E1-6 §48 a SCOPE 1 EMISSION DETAIL

EMISSIONS FROM FUELS FROM NON-RENEWABLE SOURCES (SCOPE 1) IN tCO2eq – CIFA-VALME			
EMISSION SOURCES	**2022**	**2023**	**2024**
Natural gas (methane) combustion	1792.56	1648.71	1952.90
LPG combustion	122.97	147.31	105.35
Diesel combustion (production)	482.44	492.11	409.45
Diesel combustion (vehicle fleet)	231.88	223.55	213.06
Blue tech diesel combustion (vehicle fleet)	1.28	0.43	3.77
Petrol combustion (vehicle fleet)	3.99	7.12	6.40
Use of technical gases	0.00	9.85	58.75
TOTAL DIRECT EMISSIONS (SCOPE 1)	**2635.12**	**2529.09**	**2749.68**

GRI 305-2 ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS
ESRS E1-6 §49, 52 TOTAL SCOPE 1 AND 2EMISSIONS

TOTAL SCOPE 1 AND 2 EMISSIONS IN tCO2eq – CIFA-VALME			
	2023[4]	**2024**	**2024**
Scope 1	2635.12	2529.09	2749.68
Scope 2 (location based)	2533.71	1896.60	1495.40
Total Scope 1+2	**5168.82**	**4425.69**	**4245.08**

Note 1: emission factors used for conversion of fossil fuels to tCO2 are derived from DEFRA (2024)
Note 2: the emission factor for converting kWh of electricity comes from ISPRA data, "Emission Factors for Electricity Production and Consumption in Italy", 2025 edition.
Note 3: compared to previous reporting, the categories of technical gases subject to GHG emission analysis have been expanded.
Note 4: as a result of the GHG analysis according to GHG Protocol, the 2023 Scope 1 and 2 emission calculations have been revised for greater accuracy and adherence to the standard.

Although in 2024 a **slight overall decrease in direct emission sources** from fossil fuels was recorded, **the significant increase in methane consumption** – an energy carrier with a high climate-changing potential – resulted in a **slight increase in Scope 1** emissions. By contrast, the **reduction in purchased power consumption** contributed positively to the **overall reduction in Scope 1 and Scope 2** emissions, mitigating the overall environmental impact of the company's operations.

Given the significance of indirect impacts related to logistics, in 2024 the Group expanded the reporting boundary for Scope 3 greenhouse gas (GHG) emissions to include not only inbound logistics of materials, but also emissions associated with outbound logistics to customers and intercompany transfers. This is an evolution from the previous year, accompanied by an improvement in the quality and coverage of the data, which allows for a more complete view of the environmental and logistical impact of procurement, distribution and internal handling activities (for this reason, the figure shown in the previous reporting document is no longer comparable). The goal remains to identify opportunities for efficiency and emission reduction along the entire value chain.

GRI 305-3 OTHER INDIRECT (SCOPE 3) GHG EMISSIONS
ESRS E1-6 §51 TOTAL SCOPE 3 EMISSIONS – UPSTREAM TRANSPORTATION AND DISTRIBUTION, DOWNSTREAM TRANSPORTATION

SCOPE 3 EMISSIONS (INBOUND, OUTBOUND, INTERCOMPANY) IN tCO2eq IN 2024 - CIFA-VALME				
Activity	Intercompany (by road)	Inbound transport (by road)	Inbound transport (sea, air)	Outbound transport (road, sea)
tCO2eq	7.81	1385.91	2124.10	1521.10
Incidence %	0.16%	27.50%	42.15%	30.19%
TOTAL				5038.93

Specifically, emissions from incoming goods transport were calculated, considering the main logistics modes used, i.e. road, sea and air. These are the most impactful in terms of greenhouse gas emissions, in relation to both purchase volumes and distances travelled. At the same time, an analysis of intercompany movements between the Solferino and Senago plants, as well as outbound transport from the Senago and Castiglione production sites, was started, with the aim of gaining a more comprehensive understanding of the environmental impact associated with corporate logistics.

GRI 305-3 OTHER INDIRECT (SCOPE 3) GHG EMISSIONS
ESRS E1-6 §51 TOTAL SCOPE 3 EMISSIONS – EMPLOYEE COMMUTING

SCOPE 3 EMISSIONS (EMPLOYEE COMMUTING) IN tCO2eq IN 2024 - CIFA-VALME	
tCO2eq	579

Also within the Scope 3 framework, in 2024 the Group launched an analysis of greenhouse gas emissions resulting from employee commuting, by distributing a questionnaire aimed at collecting data on travel distances, modes of transportation used, and commuting frequency.

CLIMATE SCENARIOS

Climate change, as recognised by the World Economic Forum, is now one of the top five business risks, which can have major short- and long-term consequences. To assess the impact generated and experienced by CIFA, an internal double materiality analysis was conducted (Glossary), based on future climate scenarios [3] developed in line with BSR guidelines and compliant with the recommendations and statistics of the Network for Greening the Financial System (NGFS) and the Task Force on Climate-related Financial Disclosures (TCFD).

This initial analysis identified the potential impacts (generated by CIFA) and the (physical and transition) risks faced by CIFA due to emissions and climate change, across 4 key topics:

1. **Human resources and new skills:** human resources become a critical discussion point as extreme working and production conditions will reduce the workforce**.** The issue of the emergence of new specialised skills in sustainability will also be central.
2. **Costs of raw materials/goods:** a general cost increase is anticipated, particularly in production phases and related to raw materials and commodities.
3. Automation**: increased automation of processes is expected, both in product and production;**
4. **Alternative materials:** we expect the potential emergence of alternatives to concrete, which would require a general rethink of product functionality.

Note 3:

Current Policies: no ambitious action implemented; warming reached +2°C in 2050 with serious environmental, social and economic consequences.

Delayed Transition: due to actions taken in haste, companies faced significant transition risks, and warming reached +1.8°C in 2050. Lower cost impact.

Net Zero 2050: ambitious and coordinated global actions, warming reached +1.6°C in 2050. Climate justice, redevelopment programmes and international climate reparations are a priority.

The results of this double materiality analysis highlight the need to actively address the environmental impacts of CIFA's production activities and products and the necessity of monitoring various topics of interest for the sector's long-term development.

FUTURE OBJECTIVES

PROJECT:
REDUCTION OF FACTORY ENERGY CONSUMPTION

DESCRIPTION:
The project involves reducing factory energy consumption through periodic evaluation and improvement plans

ACTIVITIES 2024
- New more efficient scrubber (Castiglione)
- Installation of new monitoring sensors
- Identification of actions to raise awareness on the issue
- Relamping (Senago and Castiglione)
- Basic data collection for defining improvement targets

ACTIVITIES 2025
- Continuation of relamping operations at the Senago and Castiglione sites
- Start of photovoltaic project (expansion of the existing system in Senago and new system in Castiglione)
- Completion of sensors

KPI	Baseline 2024	Target		
		2025	2026	2027
Renewable energy consumed/total energy consumed (%)	5%	5%	12%	20%
Energy consumption/hours worked (kWh)	5.8 kWh	6.8 kWh	6.3 kWh	5.7 kWh

PROJECT:
WASTE MANAGEMENT AND REDUCTION

DESCRIPTION:
The project involves reducing factory waste through optimising waste separation and regular monitoring of the results achieved

ACTIVITIES 2024
- Improved waste collection in offices (Senago) and all break areas
- Installation of water dispensers in the canteens of Castiglione and Solferino and in all break areas (production and offices) in the Senago, Castiglione delle Stiviere and Solferino plants
- Awareness-raising materials and actions on the topic
- Maintaining the ISO 14001 certification
- Introduction of new 100% recycled cup machines
- Feasibility analysis for water-based coatings*
- Optimising and reducing packaging from spare parts (Cologno al Serio)**
- Basic data collection for defining improvement targets

ACTIVITIES 2025
- Feasibility analysis for water-based coatings
- Feasibility analysis aimed at raising supplier awareness to optimise product/component packaging
- Optimisation of separate collection of packaging waste (separation of plastic packaging from mixed packaging)
- Maintaining the ISO 14001 certification

KPI	Baseline 2024	Target		
		2025	2026	2027
(Mixed packaging production (Kg) / number of hours worked by direct operational labour) x 100	20.77	17.66	16.62	15.58
In-house consumption of plastic bottles	50,400	12,600	12,600	12,600

***Activity postponed to 2025** ****Activity not carried out in 2024**

PROJECT:
LOGISTICS MANAGEMENT

DESCRIPTION:
The project involves mapping inbound and outbound logistics flows to improve operations and reduce environmental and human impact

ACTIVITIES 2024
- Home-to-work commuting analysis
- Improvement of data quality for emissions calculation
- Definition of a home-to-work commuting plan
- Improvement initiatives for logistics operations*
- Basic data collection for defining improvement targets

ACTIVITIES 2025
- Improvement initiatives for logistics operations
- Analysis of home-to-work commuting and calculation of emissions due to travel

KPI	Baseline 2024	Target		
		2025	2026	2027
CO_2 consumed for "home-to-work" logistics (ton CO_2)	579 ton CO2	562 ton CO2	544 ton CO2	526 ton CO2
CO_2 consumed for "inbound" logistics (ton CO_2)	1386 ton CO2	1358 ton CO2	1331 ton CO2	1304 ton CO2
CO_2 consumed for "freight" logistics (ton CO_2)	2124 ton CO2	2102 ton CO2	2060 ton CO2	2019 ton CO2

PROJECT:
REDUCING MACHINE ENERGY CONSUMPTION - ELECTRICAL RANGE

DESCRIPTION:
The project involves expanding the electric product range by creating low environmental impact machines. The performance and reliability of these products will be evaluated periodically

ACTIVITIES 2024
- Developing and measuring efficiency of new Lizard dumper
- Formalisation of fuel-saving document K42E, mixer E9 and MK28E
- Developing and measuring crane efficiency.**
- Developing and measuring new E-Coguaro machine efficiency.**
- Basic data collection for defining improvement targets

ACTIVITIES 2025
- Expanding the electric product range
- Feasibility and dimensioning study for RTC electrification
- Developing and measuring efficiency of new Lizard dumper (continues)

KPI	Baseline 2024	Target		
		2025	2026	2027
No. of models electric range	4	5	6	7
Sales volume from electrical machines (%)	0.5%	0.5%	0.7%	1%

***Activity postponed to 2025** ****Activity not carried out in 2024**

PROJECT:
REDUCING MACHINE ENERGY CONSUMPTION - ELECTRONICS

DESCRIPTION:
The project involves reducing the energy consumption of machines by integrating electronic solutions. Specifically, this initiative concerns truck pumps and Magnum, mixers, underground machines and cranes

ACTIVITIES 2024
- Consumption reduction Magnum 808
- Boom opening and closing, truck pumps
- ECO mode function for Truck and Magnum pumps**
- Energy recovery from boom movements**
- Mixer: creation of the "automatic wash" function*
- Mixer: creation of "automatic concrete mixing" function**
- Basic data collection for defining improvement targets

ACTIVITIES 2025
- ECO mode function for Truck and Magnum pumps
- Energy recovery from boom movements
- Mixer: creation of the "automatic wash" function
- Truck pumps – Improvement of boom hydraulic system efficiency
- ECO mode and start & stop function, RTC crane

KPI	Baseline 2024	Target		
		2025	2026	2027
Energy consumption reduction per improved model (%)	Magnum 808 – AC Pumps	-3%		
	Product 2/Product Range 2		-4%	
	Product 3/Product Range 3			-3%
No. of improvements on machines	0	2	2	1

PROJECT:
ELECTRONICS FOR MACHINE DURABILITY AND PREDICTIVE MAINTENANCE

DESCRIPTION:
The project involves increasing electronics in machines to generate economic (lower management costs and downtime), social (increased safety), and environmental (predictive maintenance and durability) benefits.

ACTIVITIES 2024
- Developing an algorithm for predictive product maintenance implemented using existing machine software variables.
- Basic data collection for defining improvement targets

ACTIVITIES 2025
- Development of a new device for remote connection
- Development of a new web interface – with integrations
- Development of a commercial arrangement that benefits all stakeholders
- Providing the CIFA Vista standard for all machines
- Integration of maintenance services in CIFA Vista
- Software update with maintenance timeline
- Algorithm modification due to integration of new sensors
- Warranty claims analysis

KPI	Baseline 2024	Target		
		2025	2026	2027
N CIFA Vista / machines sold in Europe (excluding Italy) (%)	8%	8%	10%	15%
N interventions on CIFA Vista machines / no interventions on machines without CIFA Vista	nd	tbd (2025)	tbd (2025)	tbd (2025)

*Activity postponed to 2025 **Activity not carried out in 2024

PROJECT:
MODULAR DESIGN

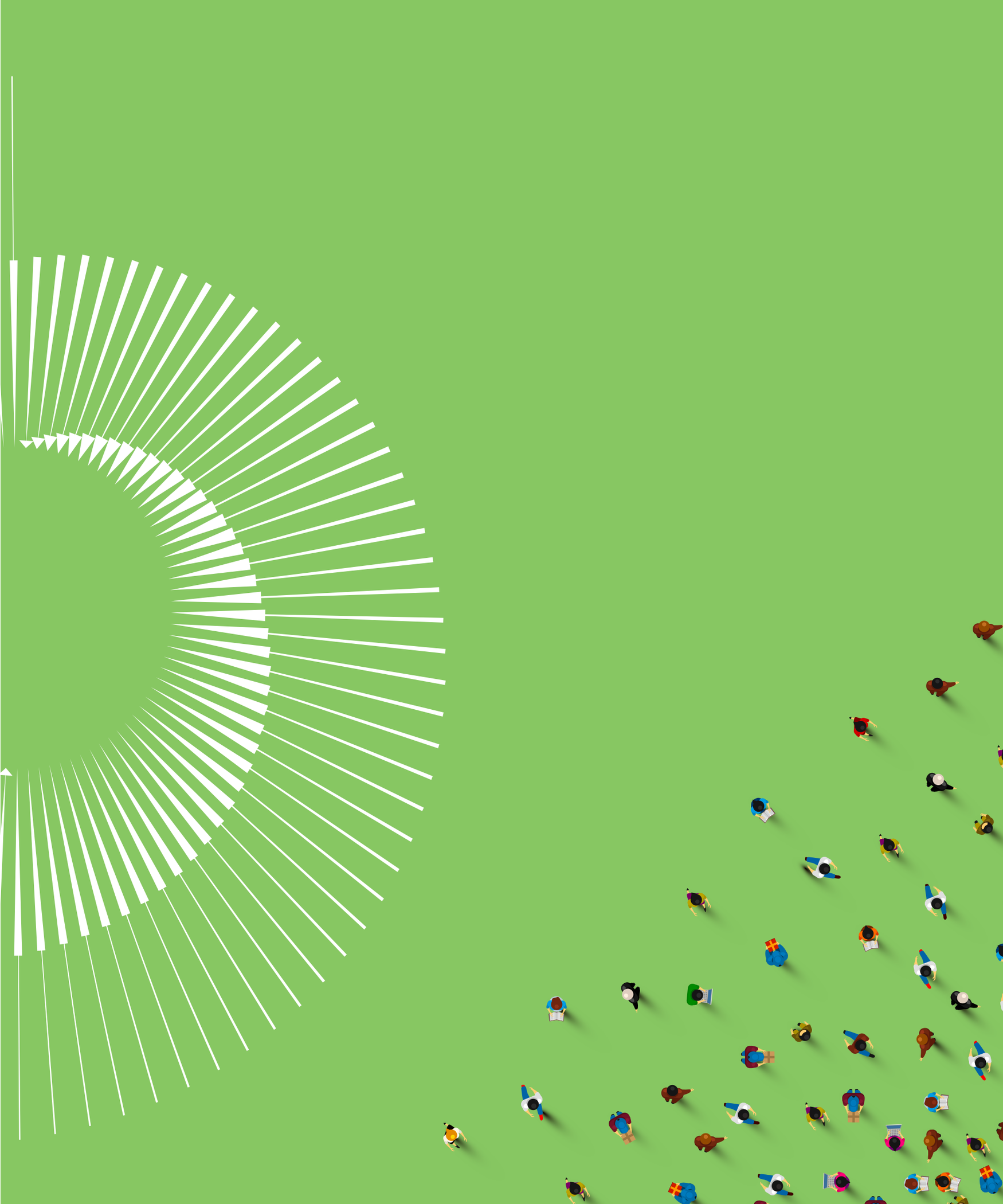
DESCRIPTION:
The project involves applying modular design to CIFA products to facilitate maintenance, increase durability, and enhance end-of-life recovery

ACTIVITIES 2024
- Reduction of the number of screws for base/boom (K42L)
- Completion of the shared base chassis and boom components project (K36L-5 e K31L)
- Start of a new study of shared base chassis (K20L-K24L-K28L)
- Evaluation of recycled plastic materials and coordination on mould sharing for side covers K42L – K47H
- Basic data collection for defining improvement targets

ACTIVITIES 2025
- Reduction of the number of screws for base/boom (other models)
- Study of shared base chassis for 20-metre class (K20L-K24L-K28L)
- Evaluation of recycled plastic materials and coordination on mould sharing for side covers K42L – K47H for 20-metre class, sharing with K36L-5 with K31L
- Testing and replacement of ABS with other materials (e.g. recycled plastic)
- Standardisation of concrete mixer support frames (Castiglione)

KPI	Baseline 2024	Target		
		2025	2026	2027
No. of managed chassis codes / truck pumps models (%)	83%	67%	59%	47%
No. of bolting codes eliminated / PA models (%)	K42L and K47H	40%		
	K31L and K36L		30%	
	20m range		30%	
	K56L and K60H			20%
	K50L and K53H			15%
No. of front concrete mixer support frames eliminated / BE models (%)	0	0	10%	20%
No. of component classes subject to code reduction (%)	0	2	3	3

*Activity postponed to 2025 **Activity not carried out in 2024



PEOPLE EMPOWERMENT

SCOPE OF DEVELOPMENT

The second pillar of CIFA's Sustainability Plan is dedicated to the **wellbeing of co-workers and employees**, with the aim of improving their work experience and strengthening their sense of belonging to the company.

CIFA is committed to promoting a work environment and behaviours based on:

- Protecting safety**, health and integrity** and **preventing discrimination** and abuse of all kinds;
- Enhancing the innovative spirit **within each individual's** responsibilities;
- **Principles of merit and competence** within organisational needs, defining roles, responsibilities, and providing necessary information;
- Offering each employee **equal opportunities in employment and professional advancement**.

Taking care of one's people means not only increasing their level of **satisfaction and involvement,** but also creating a **positive corporate climate** that translates into better performance. Tangible measures for employee also contribute to strengthening **company reputation**, reducing **turnover** and making CIFA more **attractive to young talent.**

To achieve these goals, the company has implemented a number of initiatives aimed at ensuring a **high level of wellbeing** and stable and organic **growth**. These include:

- **Tailored training courses** to develop people's skills;

AREAS OF ACTION	MACRO-OBJECTIVES	OBJECTIVES	PROJECTS
1	1	6	6

- Initiatives to promote **individual growth** and acknowledge merit;
- Work-life balance **services**;
- Promoting a robust **safety culture**;
- Care for **business spaces** designed to be inclusive, modern and inspiring;
- Organisation of **social and networking events among colleagues**, in collaboration with local community groups.

In 2024, a **survey on corporate climate**was also conducted, involving the entire workforce across the Group's Italian facilities. The aim of the survey was to collect feedback on satisfaction levels, identify any critical issues and gather useful suggestions for improving the relationship between the company and its employees. The results will be crucial to **updating the Strategic Sustainability Plan**, so as to make it more relevant to people's real needs.

2024-2027 PLAN

Objectives		Project	Responsibility Centre
Wellbeing for growth: Achieving a high level of physical, psychological and social well-being of employees and collaborators	Achieving zero **accidents** mindset	Zero accidents mindset	INTERNAL HPPS
	Improving **work-life balance**	Work-life balance services	INTERNAL HR
	Development of **training and growth plans**	Training and development	INTERNAL HR
	Improvement of **workspaces**	Furnishing workspaces	INTERNAL HR
	Creating wellbeing **and social engagement**	Wellbeing and social engagement	INTERNAL HR
	Inclusion and diversity	First definition of diversity concept	INTERNAL HR

ACTIVITIES PERFORMED IN 2024

HEALTH & SAFETY

Health and safety are critical **in the metalworking industry and construction supply chain**, and they have been central to CIFA's processes since its foundation.

Manufacturing activities involve the **movement of goods, machinery and raw materials, sometimes dangerous**, thereby increasing the risk of accidents. The most frequent reports concern the use of lifting equipment for material handling.

Production processes include assembly, testing, welding, carpentry, storage and maintenance, each with specific risks. To this end, the company is committed to the "zero accidents" goal, promotes targeted training on chemical risks (mists, oils, fumes, vapours), and entrusts the monitoring of incidents and near misses to dedicated personnel such as the HSE Manager and the HPPS.

Beyond physical safety, it is acknowledged that production activities – due to their intensity and rigid schedules – make it more challenging to balance private life and work compared to office-based roles. Further, production processes involve predominantly male personnel, on whom physical burdens and organisational constraints are greater.

In order to improve safety and well-being, **CIFA** has embarked on a well-structured plan: it has invested in dedicated resources (from 2023 HSE Manager and new HPPS), implemented a safety management system, enhanced continuous training and actively involved workers in defining procedures (ESRS S1.SBM-3; §15).

OVERVIEW OF HEALTH AND SAFETY SERVICE AND PREVENTION PERSONNEL (TU 81/08)

The safety organisation, shared across the company through information points and training courses, includes the employer, their delegates, and the following responsible figures:

SAFETY MANAGERS

SUPERVISORS

COMPETENT DOCTOR

EMPLOYER'S REPRESENTATIVE FOR CONFINED SPACES AND SUSPECTED POLLUTION ENVIRONMENTS

HPPS HEAD OF PREVENTION AND PROTECTION SERVICE

WSR WORKERS' SAFETY REPRESENTATIVE

EMERGENCY TEAMS (FIREFIGHTING AND FIRST AID PERSONNEL)

HSE MANAGER FOR THE MANAGEMENT OF INTEGRATED HEALTH, SAFETY AND ENVIRONMENT SYSTEMS

Group guidelines and policies under TU 81/08 and INAIL guidelines (HSMS Health and Safety at Work Management System) aim to promote a safety culture based on awareness, risk prevention, and responsible behaviours at all levels to streamline processes and improve the professional experience of all resources in total safety.

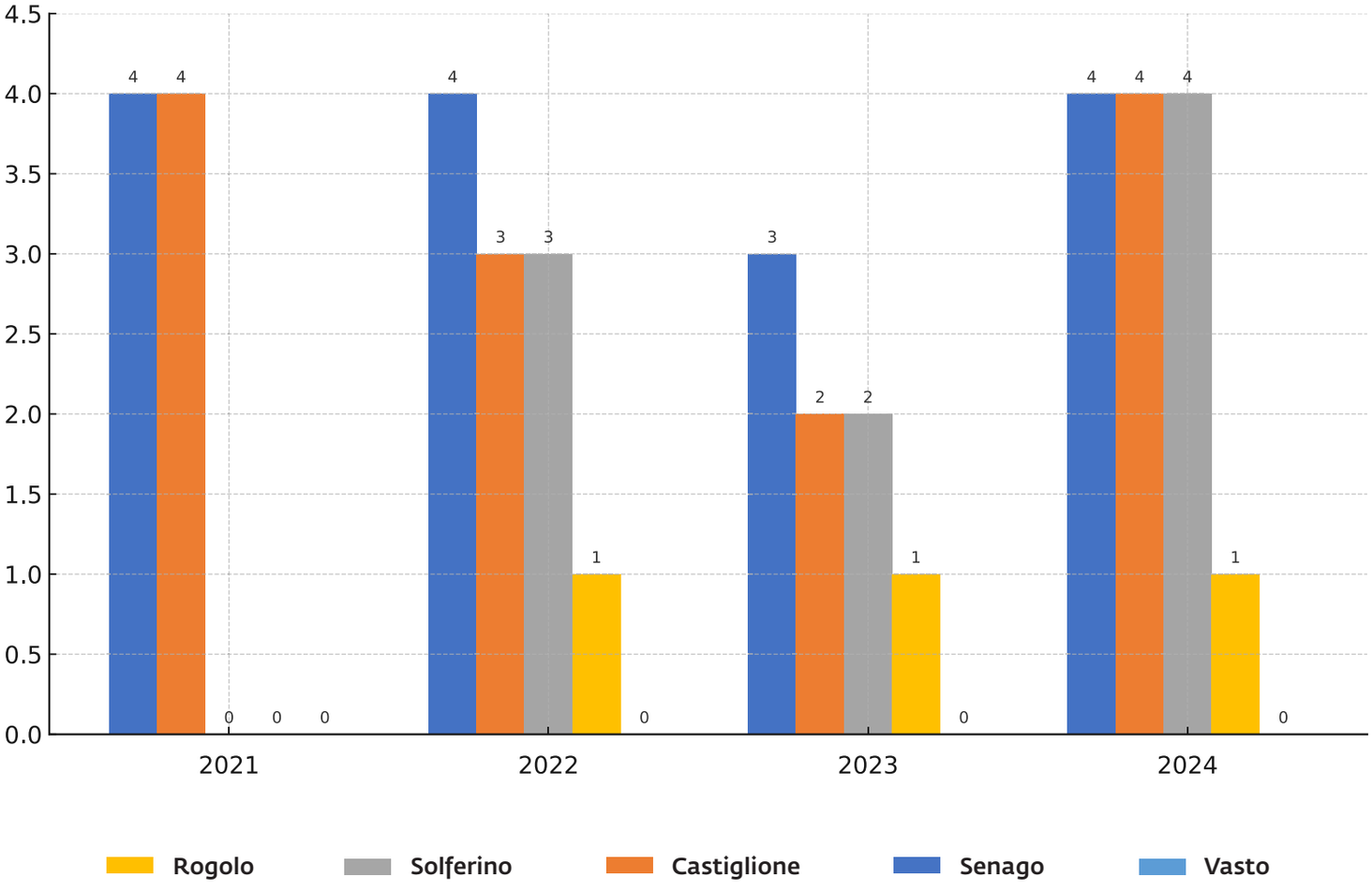
The following methods of communication/involvement of employees are adopted as required:

- general meetings for all employees and collaborators
- periodic meetings and/or by operational function
- bulletin board announcements
- verbal communications, telephone calls and interviews
- sending communications/reports in electronic and/or paper form
- delivery and dissemination of procedures, operational practices and forms
- SharePoint application
- communication via HR portal
- corporate website
- internal training/information meetings
- signs and plans indicating escape routes

These activities facilitate information/document exchange among various functions operating in CIFA to make known the company's processes, activities, initiatives, HSMS elements,

and necessary information to achieve general safety objectives. As expected, CIFA SpA's management decided to implement ISO 45001 Health and Safety in 2023, with the process for obtaining the certification ending in February 2024. For the time being, the certification process only concerns CIFA SpA, as VALME, Zoomlion Capital, and Zoomlion Italia are outside the scope of the certification.

GRI 403-4 WORKER PARTICIPATION, CONSULTATION, AND COMMUNICATION ON OCCUPATIONAL HEALTH AND SAFETY. NO. OF MEETINGS HELD WITH RLS AND/OR WITH DIRECT INVOLVEMENT OF WORKERS/YEAR



No. of meetings held with RLS and/or with direct involvement of workers/year*	CIFA and Zoomlion	VALME
2022	10	1
2023	7	1
2024	12	1

Workers are directly involved in developing and revising safety procedures (where applicable), reporting hazardous situations and near misses, investigating accidents, near misses, and injuries, and applying the HSMS.

ACCIDENTS

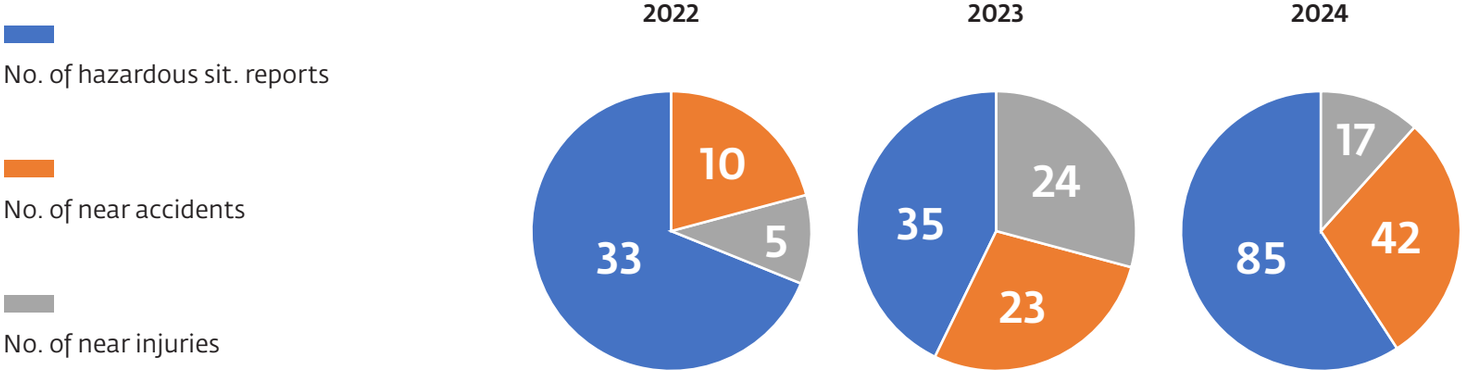
Within the health and safety management system pursuant to Italian Legislative Decree 81/08, the **Risk Assessment Document** and the **Prevention and Protection Measures Programme** are periodically reviewed as prescribed, and whenever there are injuries or significant organisational or process changes.

The analysis of accidents and the management of accidents, dangerous situations and near misses (an event that could have caused an accident or other more serious effect on the health of the worker) is always under constant control by the responsible persons: HPPS and HSE Manager.

Starting from January 2024**, the reporting and management of dangerous situations, near-misses, near-accidents, and accidents was carried out for CIFA using a specific software application**
(RISOLVO).
The ability to manage the reporting and analysis of events through software allows for optimising the reporting process, increasing the number of reported events, and thereby contributing to the preventive identification of potential issues.
Comparing the number of reports in 2024 with those gathered in the previous three years, we can conclude that the system has turned out to be effective.
The types of reports are quite varied across the different locations. The most recurrent ones concern criticalities/ problems related to the handling of materials, which is carried out mainly with lifting equipment.

NUMBER OF HEALTH AND SAFETY REPORTS, BY YEAR AND LOCATION

	CIFA/ZCEU												VALME							
	Senago				Castiglione				Solferino				Rogolo				Vasto			
	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024
No. of hazardous sit. reports/year	22	31	33	59	0	0	0	23	0	0	0	3	0	2	2	0	0	0	0	0
No. of near accidents/year	0	0	5	11	17	7	15	24	1	2	2	7	0	1	1	0	0	0	0	0
No. of near-injuries per year (incidents based on internal procedures)	5	4	20	16	7	1	4	0	0	0	0	1	0	0	0	0	0	0	0	0



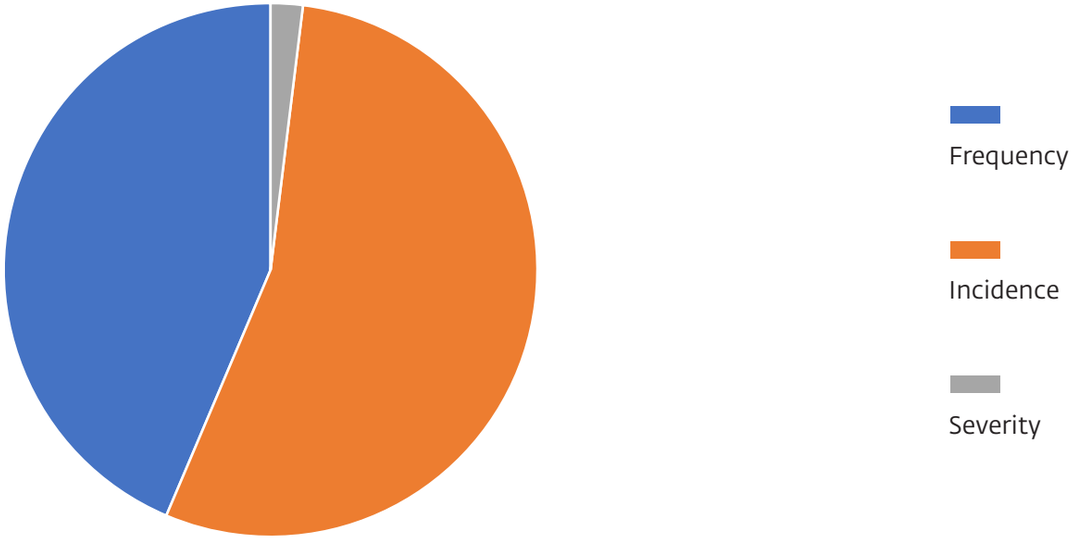
Based on the data collected and the analyses conducted, the accident indices recorded in 2023 are better than the previous year, which shows the commitment of all Group companies to prevention and the continuous improvement of health and safety conditions for their employees.
Although the general indices have decreased, a comparison of the values of the individual sites shows some significant deviations. Our aim is to achieve a constant reduction in the indices, year by year, and of similar value for all sites to ensure the continuous improvement of working conditions for all Group employees.

WORKPLACE INJURY INDICES, BY YEAR AND LOCATION

	Senago				Castiglione-Solferino				Rogolo				Vasto			
	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024
Frequency index[1]	37.23	44.97	38.25	24.37	26.11	26.11	19.17[5]	38.32	71.34	80.97	59.9	33.13	0	0	21.5	54.62
Incidence[2]	62.09	78.03	63.16	38.86	41.86	43.67	31.37	64.38	122.81	145.45	100.16	47.62	0	0	37.03	76.92
Severity[3]	0.52	2.73[4]	0.71	1.16	0.64	0.37	0.24[5]	0.62	0.83	1.79	0.32	0.14	0	0	0.15	2.81

1 The frequency index is calculated by relating the number of injuries to the number of hours worked in the year: a general decrease in values corresponds to a reduction in the number of injuries for all sites analysed in relation to the number of hours worked.
2 The incidence rate is calculated by relating the number of injuries to the number of annual workers. A decrease in values indicates that the number of injuries has reduced even though the average annual number of workers has increased.
3 The severity rate is calculated by relating the number of days lost due to injury to the number of annual hours worked. A decrease in values means that the type of injuries had minor consequences and shorter prognoses for injured workers in terms of days absent from work.
The indices for the Castiglione and Solferino sites are calculated and presented in aggregate form for both plants; data collection and index calculation for the Vasto site (VALME) began in 2023 following the alignment of internal procedures with those of the Group.
4 Figures revised after the conclusion of an extended injury leave.
5 The data has been updated following a minor misallocation of hours worked in the 2023 report.

INJURIES: GROUP AVERAGE 2024



S1-14 COVERAGE, QUALITY AND PERFORMANCE OF THE HEALTH AND SAFETY MANAGEMENT SYSTEM ESTABLISHED TO PREVENT WORK-RELATED INJURIES, AS OF 31.12.24

	Employees and non-employees (freelancers and agency workers)
Own workers covered by the company's health and safety management system according to legal requirements and/or recognised standards or guidelines. **The percentage is communicated according to the number of people**	85.24% (considering the average number of employees at the Italian sites during the reporting period)
Fatalities due to work-related injuries and ill health	**0**
Recordable work-related accidents	**35** OF WHICH CIFA Senago: 15 (of which 1 involving an agency worker) CIFA Castiglione and Solferino: 15 (of which 1 involving an agency worker) VALME Rogolo: 3 VALME Vasto: 2

	Employees and non-employees (freelancers and agency workers)
Work hours	**1,133,945** OF WHICH CIFA Senago: 615,389 CIFA Castiglione and Solferino: 391,390 VALME Rogolo: 90,551 VALME Vasto: 36,615
Recordable occupational accidents rate. The arithmetic mean of the indices was taken as the baseline data for the target evaluation, i.e.: 37.61	**30.87** Of which CIFA Senago: 24.37 CIFA Castiglione and Solferino: 38.32 VALME Rogolo: 33.13 VALME Vasto: 54.62
Cases of work-related ill health detected during the reporting period among individuals who were formerly part of the company's workforce.	**n.a.**
Cases concerning recordable work-related diseases, subject to legal restrictions on data collection	0
Workdays lost as a result of occupational injuries, work-related illnesses, and fatalities linked to those conditions	**1072** Of which CIFA Senago: 715 CIFA Castiglione+Solferino: 241 VALME Rogolo: 13 VALME Vasto: 103
Own workers covered by a health and safety management system based on legal requirements and/or recognised standards or guidelines and which has been subject to internal audit and/or audit or certification by an external party	100% for CIFA S.p.A. At VALME, Zoomlion Italia and Zoomlion Capital no audits (neither internal nor external) are currently carried out

Note. All values referring to accident indices and coverage of the health and safety management system were calculated considering the average workforce during the reporting period (01.01.24 – 31.12.24) and the boundary of the Group's Italian offices (CIFA Spa, Valme Italia, Zoomlion Italia) and Zoomlion Capital.

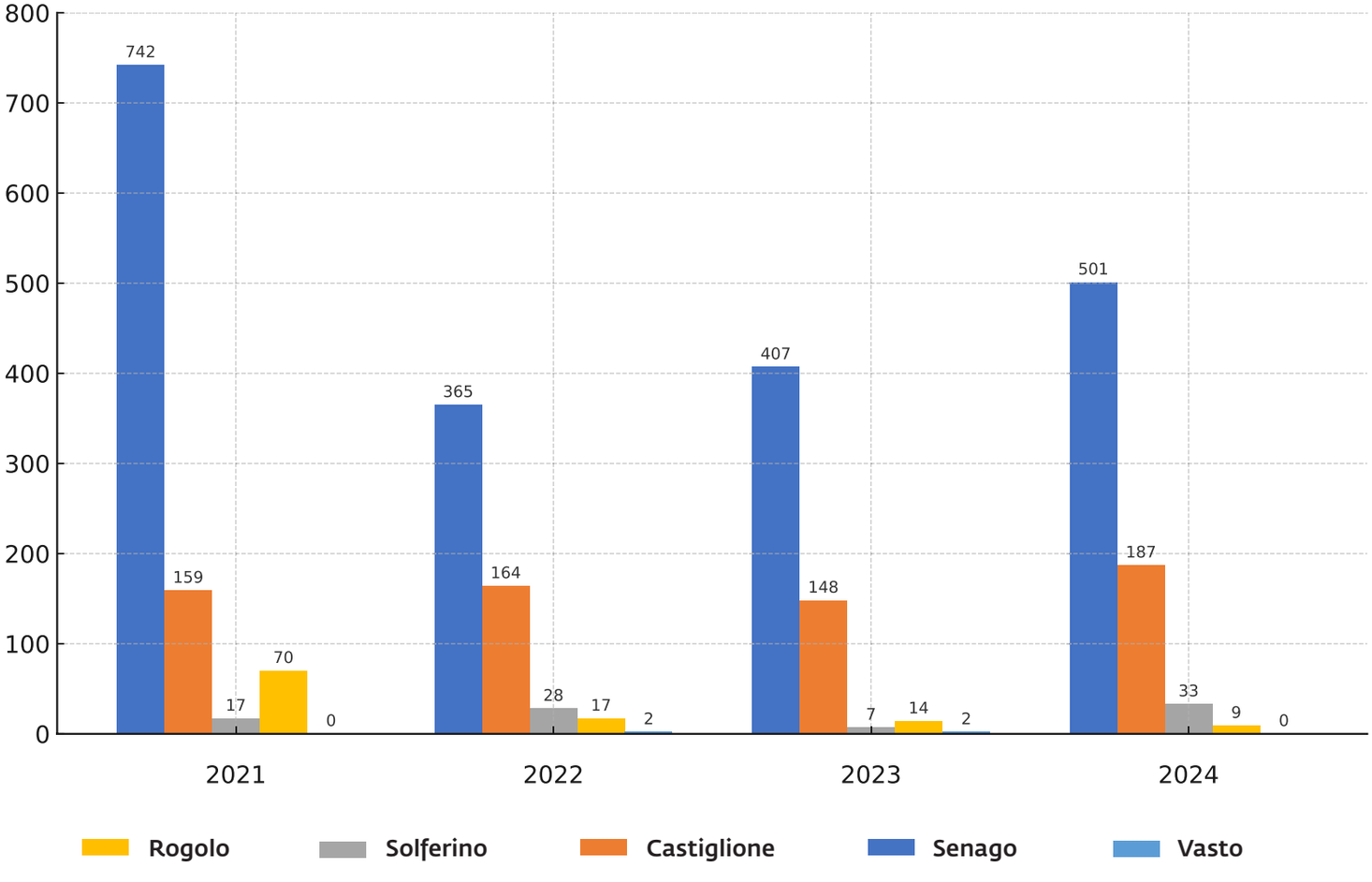
HEALTH

Workers are periodically invited to undergo medical examinations and assessments required for their role, as defined by the Competent Doctor within the relevant health surveillance plan.

In addition to health surveillance, all CIFA employees (up to the level of Supervisor, excluding senior managers for whom an additional policy is provided) can benefit from Metasalute (the health fund for metalworking industry workers). The coverage includes reimbursing expenses incurred because of injury or illness, hospitals (hospital stays, etc.), outpatient care, physiotherapy, dentistry, prevention, and permanent disability.

To promote a culture of health and prevention, the company has long offered its employees the possibility of using paid leave for the time needed for the **examination,** provided the employee travels from the company premises and then returns to duty.

HOURS/YEAR SPENT ON PAID SPECIALIST MEDICAL EXAMINATIONS



During 2024, the Group promoted a dedicated campaign to enhance awareness of occupational safety across its operations, involving the staff of the Italian offices of CIFA, Valme and Zoomlion. Organized in collaboration with the Ocjo Project, the initiative featured a theatrical performance designed to raise employee awareness about safe behaviour and foster a culture of prevention. The narrative approach alternated meaningful testimonies with lighter moments, with the aim of conveying the importance of safety at work in an effective and engaging way.

OCJO: SAFETY FIRST

The Ocjo project offers an exciting and innovative experience, capable of **embedding a culture of prevention through theatrical techniques**, sparking deep reflection and raising awareness among audiences about the importance of health and safety in the workplace. Through scenes, monologues, and stories, the employees of the Italian offices of Cifa, Valme and Zoomlion were able to experience powerful emotions that sparked a **tangible awareness of each individual's role as a driver of change, internalizing the culture of safety as both a personal and professional value.**

The event held in October and November was built around **testimonies and experiences that left their mark.** The meeting opened with an introduction by the company management, aimed at contextualising the Ocjo project and its link to the commitment to safety culture. Next, Flavio Frigè shared his experience of the aftermath of a serious work-related injury and his journey of resilience to the mission of raising awareness. The story provided a concrete opportunity for reflection on the importance of prevention and compliance with regulations, helping to make the value of safety more tangible within professional and operational contexts.

Subsequently, a presentation by an expert trainer further deepened this awareness through a powerful monologue. The protagonists of the three editions were Renato Poli in Rogolo (SO) and Senago (MI) and Bruzio Bisignano in Castiglione delle Stiviere (MN). Through dramatic statistics and stories of lives tragically cut short, these accounts stirred consciences and invited reflection on the value of prevention as a life choice and shared responsibility.

Rounding out the experience was the show of the comic entertainment duo Trigeminus, who brought to the stage a light yet impactful reflection. With irony and sagacity, they showed how safety can and should be an integral part of everyday working life, demonstrating that it is possible to talk about serious topics without losing a smile.

All employees, with the exception of those absent due to objective constraints or unavoidable commitments, participated enthusiastically, as was also evident from the answers to the satisfaction questionnaire sent out after the event. In a landscape where safety is too often reduced to a mere formality, Ocjo placed the individual at the centre – highlighting their emotions and their ability to be the driving force of change.


Ocjo
La sicurezza è di scena
www.ocjo.it
www.siggigroup.it
CIFA
Ocjo
La sicurezza va in scena
CIFA

WORKER WELLBEING

PERSONNEL MANAGEMENT

In personnel management, CIFA must meet **flexibility requirements** due to market demands. These relate to the allocation of work shifts within the production cycle, the need to assign new projects to mixed Italian-foreign work groups, and the requirement to entrust management or supervisory roles to staff who may be seconded to another country, even temporarily, with the associated organisational implications for travel and relocations.

In the belief that **facilitating a balance between personal and work requirements** constitutes an element of social responsibility and professional performance, we also consider the personal needs of our staff when defining working hours, granting elements of flexibility (e.g. flexible start and finish times, part-time arrangements, etc.) within the limits set by the constraints of an efficient work organisation. **All employees, regardless of role or seniority, are covered by insurance in the event of death or permanent disability.**

NUMBER OF EMPLOYEES BY GENDER AND AGE AS OF 31.12 AT THE GROUP LEVEL

	2021				2022			
	M	F	Total	%	M	F	Total	%
≤ 5 years	309	27	336	40.68%	334	31	365	44.19%
6–10 years	102	14	116	14.04%	89	11	100	12.11%
11–20 years	252	14	266	32.20%	224	17	241	29.18%
21–30 years	85	3	88	10.65%	101	3	104	12.59%
> 30 years	15		15	1.82%	16		16	1.94%
Total	**763**	**58**	**821**	**100%**	**764**	**62**	**826**	**100%**

NUMBER OF EMPLOYEES BY GENDER AND AGE AS OF 31.12 AT THE GROUP LEVEL

	2023				2024			
	M	F	Total	%	M	F	Total	%
< 5 years	377	26	403	48.50%	329	22	351	45.35%
5–10 years	107	13	120	14.44%	110	10	120	15.50%
11–20 years	191	13	204	24.55%	186	14	200	25.84%
21–30 years	89	3	92	11.07%	89	3	92	11.89%
> 30 years	12		12	1.44%	11		11	1.42%
Total	**776**	**55**	**831**	**100%**	**725**	**49**	**774**	**100%**


LIBRARY
CIFA
VIOLENZA DI GENERE
CULTURA CINESE
SUPPLY CHAIN


CIFA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LA FUTURA
CIFA
A ZOOMLION COMPANY
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NECTA
Concerto
LA FUTURA
CARTA

HIRING AND RETENTION

At CIFA, specific policies regulate the recruitment process**, ensuring transparency and fairness**. The search for new talent is inclusive, involving candidates of different age groups and experience levels. Skills are the key criterion in selection, regardless of gender and age.
Recruitment is carried out through various channels, including employment agencies, with the aim of building a solid and long-lasting workforce.

The vast majority of hires are made under permanent employment contracts. Temporary agency work is limited to the initial entry and trial period, with a significant proportion of individuals subsequently hired under permanent contracts. During 2024, of the 27 hirings through fixed-term or temporary contracts, about 89% ended in termination (24.4% more than the previous year), while the remaining 11% were converted into permanent contracts (in 2023 the share was 35.5%). The changes are mainly due to the contraction of the market, which led, among other actions, to a reduction in the workforce.

Company policies do not allow for the adoption of on-call contracts**, while** the use of fixed-term contracts occurs exclusively for the replacement of personnel on maternity leave**, always within the scope of causality, aiming to complete hiring within 12 months.**

Part-time contracts are only sometimes provided, except for specific situations **like returning from maternity leave or particular needs aligned with company requirements (none were noted in 2022-2023).**

In spite of this, CIFA, as a highly specialised metalworking company with salaries in line with the market average, **faces critical issues and challenges, especially in terms of attractiveness to young people,** who are less and less inclined towards the type of work in this specific sector.

CIFA staff's specialisation level is exceptionally high, **involving highly specialised operators, not general workers.** For example, the welder role requires highly technical know-how, and certification is required and regularly renewed for structural welding activities.
Similar high specialisation and continuous **knowledge transfer between generations within the organisation are required for other roles as well**.
Due to difficulties encountered in recruiting young workers, the company is specifically investing in the area of retention, primarily testing two options:

- revision of the salary policies of several key production figures
- structuring of internal training and growth programmes

TURNOVER AS OF 31.12 AT GROUP LEVEL

Turnover IN (2022)
17.07%
(vs 22.17% in 2021)

Turnover IN (2023)
22.74%

Turnover IN (2024)
10.60%

Turnover OUT (2022)
7.99%
(vs 17.42% in 2021)

Turnover OUT (2023)
15.52%

Turnover OUT (2024)
17.96%

Turnover is calculated as the number of hires/HC 31-12 and the number of terminations/HC 31-12

Year-on-year changes in the workforce generally reflect market macro-dynamics and the need to adjust production volumes to fluctuations in demand. Physiological events and terminations because of career endings are affected in equal measure. Please refer to the Appendix for further details.

WELFARE AND WELLBEING

The focus on our employees' working conditions has expanded from the personal sphere to the professional one, in the firm belief that a potentially highly beneficial relationship exists between these two domains.

- **Flexible working hours** and other part-time solutions to facilitate work-life balance
- **Remote working** up to 5 days a month, according to company requirements and extraordinary circumstances (such as the COVID pandemic). The HR office also monitors this working method through satisfaction and improvement surveys.
- **Adjustment of daily break schedules** at particular times of the year to reconcile work and worship needs
- **Provision of longer leave periods to** help non-EU workers to return to their home countries and encourage family reunions
- Employees are allowed to take time off for all specialist medical appointments, excluding dental visits, with full pay, including travel time. It is a company policy aimed at promoting prevention and care.
- **Company canteen/restaurant,** at a reduced rate at larger sites, with food for special diets available and a selection of foods compatible with dietary and religious requirements
- **Life or permanent disability** insurance forms for all employees. Life insurance covers all employees, even for non-work-related causes (policies vary by job level). While INAIL manages accident insurance for all, non-professional accident insurance is available for workers.
- **Supplementary health coverage** for all staff
- **Supplementary** Pension Plans
- **Company Loans**
- **Activation of a comprehensive and** articulated welfare plan to maximise the benefit of the variable salary pack component.

DIVERSITY & INCLUSION

CIFA values diversity and inclusion (D&I) **by welcoming employees with different backgrounds in terms of age, geographical origin and level of education.** While a dedicated policy on the topic is scheduled for implementation within the next three years, the company has consistently addressed diversity-related needs with attention and respect.

In recent years, a number of initiatives have been launched **to promote, for example, the inclusion of different religious faiths.** In this sense, at the Castiglione production site (about 190 people), where there is a significant number of employees of Muslim faith, the company, in collaboration with the management and trade unions, has set up a dedicated room for prayer, accessible during work breaks. For the same reason, employees of Orthodox Christian faith are granted a collective day off to celebrate their Easter, while Hindu workers are entitled to half a day of leave to observe Holi, the festival of colours.

The topic of diversity is constantly being explored by CIFA and also leads to much-needed reflections on the topic of inclusion. Feeling well in the workplace helps employees feel that their needs are acknowledged and their diversity respected.

At the Group level, the various Italian operational sites host a significant number of employees from foreign countries. In the Castiglione delle Stiviere location, foreign workers account for approximately **41.36% of the total**, while in the nearby Solferino location the percentage is 34.15%. In Senago, this share drops to 8.03% of the workforce. As far as VALME is concerned, the Rogolo and Vasto sites recorded a presence of foreign workers of 25% and 5.88% respectively, in line with the 2023 figures.


CIFA
IVECO


MANIFESTO
DELL'IDENTITÀ
CIFA
INGEGNO
FLESSIBILITÀ
ATTENZIONE
I F A
CIFA

GROWTH PATHS

Within the internal staff training activities, regular courses are conducted according to legally defined intervals to:

- promote health protection and risk prevention
- strengthen environmental protection and knowledge of Management Systems
- involve staff in the prevention process
- fulfil mandatory obligations
- acquire general and specific health, safety and environmental skills
- improve interpersonal and communication skills in health, safety and the environment

MANDATORY TRAINING

Training courses and sessions are held primarily to fulfil the training obligations for workers under Italian Legislative Decree 81/08 and subsequent amendments and Italian Legislative Decree 231/2001. Their structure is based on the risks and tasks performed by the personnel.

Regular training activities (with related learning verification) are divided into:

General training (1): risk/damage/prevention/protection concepts, organisation of corporate prevention, rights/duties/sanctions for various corporate subjects, supervisory/control/assistance bodies, updated Code of Ethics and Italian Legislative Decree 231/01 updated to 2023 including whistleblowing.

Specific training (2): accident risks, work-related stress, safety procedures, signage – emergencies, fire and first aid procedures, explosion risk – fire risk, video terminal risk, manual load handling risk – goods handling, environmental protection: environment and safety policy, significant impacts on the environment of CIFA (waste, emissions, discharges, external noise), environmental procedures, environmental incidents, ISO 14001 and 45001 system.

Specific training (3): mechanical and electrical risks, machine and equipment risks, fall from height risk – work at height, physical risks: noise; vibrations; radiation; microclimate; lighting.

Specific training (4): PPE, chemical risks: PPE, mists-oils-smokes-vapours; substance labelling; carcinogenic and biological agent risk.

Besides general and specific training, CIFA's training/training activities include additional training for supervisors and senior managers, WSR training, firefighting/first aid/AED use training, equipment/machine/PPE use training, on-the-job training.

Finally, it is important to emphasise that, at all sites, mandatory training is constantly monitored and planned in accordance with the deadlines laid down by the regulations in force.

GRI 403-5 WORKER TRAINING ON OCCUPATIONAL HEALTH AND SAFETY

	CIFA/ZCEU				VALME											
	Senago				Castiglione and Solferino				Rogolo				Vasto			
At 31.12	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024
Training hours on occupational health and safety per year	1734	1664	2872	1983	1460	1167	1784	1509	186	124	68	455	192	176	180	193
no. of training hours/year	2300	6740	6214	2550	1311	7560	10456	2528	0	24	32	64	180	160	160	0

TRAINING FOR SKILLS DEVELOPMENT AND TECHNICAL PROFESSIONALISM

Annual figures on training hours demonstrate CIFA's constant commitment to ensuring that its employees are continuously kept up to date on occupational health and safety issues.

Year-on-year variations in recorded values may be influenced by multiple factors. In particular, during 2022 and 2023, a significant effort was made to recover past on-the-job training sessions, temporarily increasing the total number of hours delivered. Moreover, the number of new recruits directly affects the volume of training: for example, in 2024, the reduction in turnover led to a decrease in total hours.

The following tables list both mandatory and non-mandatory training hours excluding on-the-job training. All data refer to the training provided at the Italian sites of the Group covered by the reporting and Zoomlion Italia Srl. It should also be noted that, compared to the 2023 report, the average values only refer to non-mandatory training hours. This is due to the ongoing refinement of internal monitoring systems, with the aim of soon extending the same level of detail and integration to mandatory training activities.

TOTAL TRAINING HOURS (MANDATORY – NON-MANDATORY)

	Total hours	Of which mandatory (excluding on-the-job training)	% mandatory training hours out of total
as of 31.12.2023	7950	4904	61.69%
as of 31.12.2024	7933	4140	52.19%
ANNUAL VARIATION	**-0.21%**	**-15.58%**	

Average hours of training per employee (mandatory and non-mandatory): **11.22**

Note. Average training hours are calculated by dividing the total number of training hours by the workforce in the Italian locations covered by the reporting and Zoomlion Italia Srl as of 31.12.2024.

AVERAGE HOURS OF TRAINING BY GENDER (NON-MANDATORY)

	M	F	DELTA
as of 31.12.2023	6.26	11.52	5.26
as of 31.12.2024	5.17	8.74	3.57
ANNUAL VARIATION	**-17.40%**	**-24.13%**	

Note. Average training hours are calculated by dividing the total number of non-mandatory training hours by gender by the workforce in the Italian locations covered by the reporting and Zoomlion Italia Srl as of 31.12.2024.

AVERAGE (NON-MANDATORY) TRAINING HOURS PER QUALIFICATION

	Manual worker	Office worker	Middle Manager	Senior manager
as of 31.12.2023	4.16	13.00	11.89	**4.91**
as of 31.12.2024	3.96	7.17	14.96	**14.08**

Note. Average training hours are calculated by dividing the total number of dedicated non-mandatory training hours by qualification by the workforce in the Italian locations covered by the reporting and Zoomlion Italia Srl as of 31.12.2024.

S1-13 (83. b)	Woman	Man	Other	Not disclosed	Total
Number of training hours (non-mandatory)	341	3452	0	0	**3793**
Average hours of training (non-mandatory)	8.74	5.17	0	0	**5.36**

Note. Average training hours are calculated by dividing the total number of dedicated non-mandatory training hours by gender by the workforce in the Italian locations covered by the reporting and Zoomlion Italia Srl as of 31.12.2024.

PERCENTAGE OF TEACHING IN NON-MANDATORY TRAINING

	% Hours Operations	% Hours Safety/ Environment	% Hours Finance and Management Control	% Hours Innovation and Development	% Hours Induction HR	% Hours Language skills	% Hours Marketing
as of 31.12.2024	52.20%	25.70%	1.70%	3.30%	7.30%	5%	4.80%

Note. Average training hours are calculated by dividing the total number of dedicated non-mandatory training hours by qualification by the workforce in the Italian locations covered by the reporting and Zoomlion Italia Srl as of 31.12.2024.

FUTURE OBJECTIVES

PROJECT:
ZERO ACCIDENTS MINDSET

DESCRIPTION:
The project involves planning a safety and accident avoidance training course and preparing the respective material. Training sessions include debriefing on real cases to reconceive processes and layouts.

ACTIVITIES 2024
- ISO 45001 certification
- Corporate theatre on safety
- Implementation of monthly supervision for safety officers through HSE management software, along with continuous development of the software's functionalities (e.g., deadline tracking, periodic shelving inspections)
- Basic data collection for defining improvement targets

ACTIVITIES 2025
- Installation of screens displaying safety video clips (NAPO series)
- Continuous awareness-raising actions
- Extension of signalling software for Valme
- Academy Training
- Addition of safety-related books to the list of available publications
- Maintaining the ISO 45001 certification (achieved in February 2025)

KPI	Baseline 2024	Target		
		2025	2026	2027
Accident frequency index	37.61	35.73	33.85	31.97
Accident incidence Index	56.95	54.10	51.26	48.41
Accident severity index	1.18	1.12	1.06	1.00
No. of annual health and safety initiatives	1	1	1	1

PROJECT:
WORK-LIFE BALANCE SERVICES

DESCRIPTION:
The project involves offering services to save employees time, verifying their technical and financial feasibility, providing them, and periodically evaluating employee satisfaction.

ACTIVITIES 2024
- Implementing internal communication on agreements and services for employees
- Organisation of parcel delivery procedure within the company
- Basic data collection for defining improvement targets

ACTIVITIES 2025
- Activating a dedicated channel for in-house tax consultancy
- Parcel delivery within the company
- Sanitary pads available in the workplace
- Activation/renewal of agreements
- Extension of working time flexibility
- Corporate butler

KPI	Baseline 2024	Target		
		2025	2026	2027
Level of satisfaction*	3.26	-	-	3.50
Level of participation (at least 1 service per person)	nd	tbd (2025)	tbd (2025)	tbd (2025)
No. of active initiatives	1	5	6	6

***Data extracted from the Climate Analysis conducted in 2024, referring to a value scale of 1 to 5. KPIs with a three-year update cycle.**
***Activity postponed to 2025 ***Activity not carried out in 2024**

PROJECT:
TRAINING AND DEVELOPMENT

DESCRIPTION:
The project aims to ensure that all employees receive at least 40 hours of annual training from external partners. Detailed scouting of the best training partners for each training topic is essential for the initiative's success.

ACTIVITIES 2024
- Start of courses on sustainability
- Implementation of technical courses on software updates
- Structuring of training and growth plan**
- Basic data collection for defining improvement targets

ACTIVITIES 2025
- Initial considerations on mapping the skills of production employees
- Start of courses on sustainability (continues)

KPI	Baseline 2024	Target		
		2025	2026	2027
No. of training hours beyond legal obligations (excluding safety), average	3.64	3.70	3.80	4.00

PROJECT:
WELLBEING AND SOCIAL ENGAGEMENT

DESCRIPTION:
The project comprises scheduling and organising internal and external socialisation events involving various associations. Proposals are periodically collected from employees to promote the initiative and utilise any personal relationships with associations.

ACTIVITIES 2024
- Organisation of a social event for all sites
- Planning and carrying out other social activities
- Meeting with the author (book presentation)
- Promoting collaborative activities with Intercultura**
- Basic data collection for defining improvement targets

ACTIVITIES 2025
- Meetings with the author
- Summer Party or Christmas Party
- Inter- or intra-company contest organisation
- Clothing collection in Castiglione
- Food Bank Initiative
- Promoting activities in collaboration with Intercultura

KPI	Baseline 2024	Target		
		2025	2026	2027
Level of satisfaction*	nd	tbd (2025)	tbd (2025)	tbd (2025)
Average level of participation / expressions of interest (%)	15%	20%	25%	30%
No. of annual initiatives	3	5	5	5

***Data extracted from the Climate Analysis conducted in 2024, referring to a value scale of 1 to 5. KPIs with a three-year update cycle.**
***Activity postponed to 2025 ***Activity not carried out in 2024**

PROJECT:
FURNISHING WORKSPACES

DESCRIPTION:
The project involves studying the ideal workplace layout to make it more comfortable and standardise the corporate image between plants, offices, and the museum. Financial sustainability assessment and action plan creation are also essential.

ACTIVITIES 2024
- Modernisation of offices and meeting rooms (Senago)
- Creation of a new meeting room
- Renovation of the Castiglione canteen
- Start of the project for the creation of a new changing room (Valme)
- Start of the installation of new break areas in production plants (Senago)
- Modernisation of changing rooms (Senago)***
- Basic data collection for defining improvement targets

ACTIVITIES 2025
- Completion of new break areas in production plants (Senago)
- Completion of new changing room (Valme)

KPI	Baseline 2024	Target		
		2025	2026	2027
Level of satisfaction*	3.27	-	-	3.5
No. of annual interventions	2	2	1	1

PROJECT:
FIRST DEFINITION OF DIVERSITY CONCEPT

DESCRIPTION:
The project involves identifying diversity in the group companies, verifying and monitoring the commitment and concrete activities to promote the inclusion and enhancement of all human resources.

ACTIVITIES 2024
- First study to obtain parity certification
- Diversity and Inclusion management policy
***
- Basic data collection for defining improvement targets

ACTIVITIES 2025
- Work on gender equality certification

KPI	Baseline 2024	Target		
		2025	2026	2027
Level of satisfaction*	3.81	-	-	4
Obtaining and maintaining gender equality certification	No	No	Yes	Yes

*Data extracted from the Climate Analysis conducted in 2024, referring to a value scale of 1 to 5. KPIs with a three-year update cycle.
*Activity postponed to 2025 ***Activity not carried out in 2024

ECOSYSTEM APPROACH

SCOPE OF DEVELOPMENT

The third pillar concerns improving CIFA's impact on society as a whole and the local area. Specifically, the company wants to act on its supply chain, both upstream and downstream, in the context of the construction site and the surrounding area.
Strengthening the supply chain is one of CIFA's fundamental issues as it consolidates **the skills present in the area while sharing vision, values, and objectives with other companies in the same sector.**
Consolidating the supply chain (both supplier and customer side) **also enables a more cohesive response during times of crisis,** thanks to an ecosystem where companies grow organically and create more value for their local area.
In addition to its supply chain, the company takes care of the communities and territories in which it is embedded, creating and cultivating relationships with different players in its ecosystem, in order to become a bearer of values and raise awareness of social and environmental issues outside the company walls as well. Lastly, targeted initiatives have been launched to foster stronger connections between the educational system and the professional sphere: CIFA wants to play an active role in the education of young people in the local area.

AREAS OF ACTION	MACRO-OBJECTIVES	OBJECTIVES	PROJECTS
2	2	5	5


VISIONE DI SOSTENIBILITÀ
SUSTAINABILITY VISION
ENVIRONMENTAL SPHERE

2024-2027 PLAN

Objectives		Project	Responsibility Centre
Ethical Value Chain: Consolidation of the supply chain's values and skills by highlighting the complementarity of vision, objectives, and product development.	Development of a sustainable **supply chain**	Step-by-step training	Academy
	Training and raising awareness of suppliers and customers on safety and sustainability issues	Selection and evaluation of strategic suppliers	Quality Manager
	Collaboration with **sector partners**	Collaboration with sector partners	CEO
Strong Community: Strengthening relationships with the community by cultivating valuable relationships with local stakeholders	Collaboration with **schools and universities**	Collaboration with schools and universities	Marketing
	Support for local projects	Building with CIFA	Sales Director
			INTERNAL R&D Manager

ACTIVITIES PERFORMED IN 2024

SUPPLY CHAIN

Companies are increasingly oriented towards strengthening relationships with their supply chain partners, with the aim of building solid and lasting agreements that generate mutual benefits.
A well-integrated and organized supply chain is indeed a key prerequisite for successfully navigating the transition toward a truly sustainable development model. Sharing goals, values, knowledge and perspectives throughout the value chain enables relationships based on trust, with positive effects not only on operational efficiency, but also on the wellbeing of workers and local communities, as well as for the environment.

All supplies within the CIFA Group can be divided into three categories:

Supply of direct materials/components (coded) used in the production cycle:

- Raw materials for processing/transforming (sheets, drawn products, paints, etc.)
- "Non-critical" components for light fabrication (non-structural), mechanical processing, etc., whose requirements are defined by specific technical documentation provided directly by CIFA's R&D department
- "Non-critical" catalogue components, whose technical requirements are managed through the supplier's catalogue/technical documentation and are commercially available
- "Critical" components, whose technical requirements may be managed through CIFA's and/or the supplier's technical documentation but require additional technical evaluation by qualified technical staff (UT/R&D and/or Process) because of their critical nature.

Supplies of indirect materials
This refers to the supply of all materials necessary to support business activities but not directly involved in product production. In addition to the production activity, the company also needs a whole support ecosystem, from sales to marketing to IT and HR. This definition includes office supplies, personal protective equipment, and IT supplies.

Supply of services and consultations
The qualification and evaluation of direct material suppliers used in the Group's production facilities (Senago, Castiglione delle Stiviere, and Solferino) is regulated by a

specific procedure and includes the following activities[4]:
PRE-QUALIFICATION. An introductory visit to potential new suppliers' production sites will be conducted to evaluate the company's organisation and the quality level of products and processes (starting with the adoption of 9001 and 14001 management systems). Request for an offer on a basket of typical products. If the feedback is positive, the relevant CIFA offices (Quality Office – Process – R&D) are involved to validate the supplier and the product, followed by a significant sample of goods.

QUALIFICATION. If the pre-evaluation process is successful, the next steps include documentary verification (including acceptance of CIFA's general prescriptions, starting with the Code of Ethics) and the quality verification of the supplied sample. Validation of the sample and the outcome of the quality audit lead to the supplier's inclusion on CIFA's vendor list.

PERIODIC (ANNUAL) EVALUATION
The periodic evaluation of suppliers is conducted monthly to determine whether a particular supplier is critical or needs monitoring. This analysis is carried out by studying data relating to:

- Quality of the product: this refers to the compliance of the produced parts
- Quality of service: this refers to the percentage of parts delivered in advance or within a week of the contractual delivery date
- Quality of responses received regarding issued non-conformity reports. This refers to the percentage of effective corrective actions the supplier implements in response to non-conformity reports.

Besides these indicators, but without a predefined frequency, a fourth parameter is evaluated based on the results of site visits to suppliers' production facilities.
Following this evaluation, CIFA's purchasing office generally cannot issue sampling orders to critical suppliers. Additionally, CIFA requests that they agree upon and organise an improvement plan, which is considered effective if the supplier shows objective improvement within three months of implementing the plan.
For all other indirect materials or services suppliers, the search and selection are based on knowledge, company presentations, web research, and participation in trade fairs.

The company has initiated a process to strengthen the periodic and systematic monitoring of its suppliers. **In 2024, the first cycle of in-depth ESG assessment was completed, carried out through a questionnaire** and a scoring system based on the practices adopted by strategic suppliers (107 suppliers involved, with 53 responding in 2025).

This initial analysis, which also includes social sustainability aspects such as occupational safety and workers' rights, provides a useful basis both for guiding future supply choices and for launching initiatives to involve current suppliers on sustainability issues, in line with the Strategic Sustainability Plan. (ESRS 2- BP2 §17; S2)

4. This procedure does not cover the supply of vehicle chassis (trucks) and spare parts.

G1-6 §33 PAYMENT PRACTICES

This disclosure requirement is intended to provide information on contractual payment terms and payment performance, with particular focus on the impact of such practices on SMEs, especially regarding delays in payments to them.

Payment practices	Description
Average time taken by the company to pay an invoice, measured in number of days from the start date of the contractual or statutory payment term	114
Standard payment terms of the company in number of days per main supplier category	Material suppliers are paid within an average range of 90 to 120 days. On the other hand, service providers, agents or consultants are paid upon provision of the service, or in any case within 30 days.
Percentage of payments meeting standard deadlines	100%
Currently pending court proceedings due to late payments	None
Additional information	The data were calculated as the average of the year-end outstanding payables, in relation to the total annual purchases, expressed in commercial days (360 days)

SUPPORT FOR THE LOCAL COMMUNITY

The number of companies in Italy dedicating part of their resources to projects to develop their local area has significantly increased in recent years. CIFA's primary goal is to project positive value onto its local area, aiming to care for its community.

In this sense, networking is the best tool to deepen the knowledge of the area**, to activate** valuable collaborations and, therefore, to develop relationships that lead to a better rooting of the company in the local area. Networking also means sharing knowledge and experiences, derived from the company's own know-how and the local context with which it collaborates. Ultimately, a 'fair and supportive' exchange benefits both entities through highly prepared and trained professionals. A company engaged in this field often plays an enabling role in collaborative processes to experiment with innovative initiatives and realise social projects useful to the local community.

ACTIVITIES WITH SCHOOLS

CIFA actively involves schools and universities through various initiatives aimed at creating a bridge between the worlds of education and work. The company has a well-established relationship with the Polytechnic University of Milan, which includes internships for engineering students, lectures by the R&D department and visits to the company headquarters. Another form of engagement is represented by school visits to the CIFA Museum, offering an educational experience focused on the company's cultural heritage and the history of construction.

In addition, CIFA develops specific projects in cooperation with schools and universities, such as the PCTO project and partnerships with the Bazzi Institute in Milan and Assolombarda, with the goal of bringing students closer to the corporate world and strengthening its brand. These activities are part of CIFA's commitment to supporting the local community and strengthening relations with local stakeholders. (ESRS 2 BP-2 §17; S3)

Students Involved			
	2022	2023	2024
School Open Day (elementary and junior high)	313	13	111
University teaching (Polimi)		85	47
Meetings at schools (technical secondary schools)		115	58
TOTAL	313	213	216

Number of interns/year 2024	5
Number of interns/year who remained in the workforce (employees) at the end of the internship period	1

CIFA MUSEUM

CIFA is a forward-thinking company aware of the value of its past. It also has a museum within its Milan headquarters, part of the Museimpresa network, where its cultural heritage can be discovered.

Established in 2013 to celebrate the company's 85th anniversary, the CIFA museum aims to condense its history, products, and innovations in concrete construction into a few square metres.

CIFA's museum focuses on researching and enhancing its history by producing video materials and multimedia tools. In multimedia, it is possible to discover the Energya electric range's functionalities interactively.

Two vintage machines are displayed in the central exhibition area: one of the first Transmixer 800 truck mixers from 1967 and the first AP50D concrete pump from 1970. The central area also houses a scale model that, in miniature and with product models, showcases the current CIFA and Zoomlion range, perfectly integrated and complementary across all segments of construction machinery. The exhibition also includes a section of a carbon placing boom.

THE MUSEUM CHANGES ITS LOOK

As for the CIFA Museum, targeted investments have been made to create a highly interactive new section dedicated to the company's renewed identity and its Sustainability Plan. Looking ahead, the company intends to enhance this space as a tool for active community involvement, including schools, companies, customers and suppliers, with the goal of making the museum more accessible to the broader territory.

The Museum was founded in 2013 to tell the company's history, offer a broader perspective on the history of Italian and European construction, and examine the evolution of construction methods over time. The museum holds significant cultural value, going beyond merely recounting CIFA's history to embrace a broader social context.

The Museum-Academy hosts events that blend external educational sessions with a structured journey through the company's history and hands-on technical training. The narrative of the Museum and the Academy can be considered jointly, as these converge conceptually. Many schools include museum visits as an integral component of their educational programs.

The museum visit forms part of the onboarding journey for new hires and is occasionally leveraged as an informal context for conducting interviews. The museum tour is also integrated into the celebrations of corporate events, such as the Dealer Meeting and the Family Day.

ACADEMY PROJECT

The Academy was established to train external personnel involved in various capacities in using the machines produced by CIFA. Training and mentoring activities began in 2005 and became a structured service five years later. In 2013, CIFA established the CIFA Academy.

Training is primarily for:

- Network technicians who have to service the machines, i.e. dealer technicians and workshop personnel from the CIFA network.
- Concrete machine operators; the facility can issue a licence for concrete machine operators following the State-Regions agreement of February 2012.
- Customers who have purchased CIFA equipment and wish to gain hands-on experience with the product they have purchased.

CIFA Academy's mission is to assist operators in achieving maximum efficiency and safety when using concrete machinery. We understand that informed use of machinery also reduces maintenance costs and minimises health and safety risks for site personnel.

ACADEMY SPACES

Over 5,000 square metres dedicated to theoretical and practical courses, divided between the CIFA Academy headquarters in Senago and the training room at the Castiglione delle Stiviere (MN) plant.
In Senago, equipment and test benches are available to support instructors in explaining all technical topics, both theoretical and practical. In Senago, we utilise the CIFA TEC laboratory and test field.
In 2023, the Academy spaces at the Milan headquarters were expanded and transformed into a multifunctional conference room suitable for hosting up to 100 people.

LECTURES

The trainers are senior technical instructors with many years of industry experience. Lessons include both theoretical and practical training, depending on the activity type. Qualified technical staff from the Research and Development (R&D) department support the instructor, ensuring up-to-date and high-level training content. At the end of the course, CIFA Academy issues a certificate of attendance and provides the educational materials presented in the classroom.

TEST FIELD

The test field allows observation and study of machine start-up operations, movement, and stabilisation. You can gain first-hand experience with the machine by performing manoeuvres in complete safety, such as opening outriggers, opening a placing boom and operating a pumping unit. Tunnel machines can also be tested, including minor chassis movements and simulations of movements on a construction site.

TEC RESEARCH CENTRE

The TEC, CIFA's Research and Experimentation Centre, adds value to the training activities of CIFA Academy by enabling practical, functional tests on components that are otherwise difficult to access when mounted on machines and in a construction environment. The TEC allows pumping units to be tested with a test bench that simulates the actual working conditions of the machine's hydraulic circuit, allowing adjustments to hydraulic components. There is also a booth for safely repairing composite material components and an area to understand the operation of the electronic and electrical systems mounted on CIFA machines.

RESULTS

In general, participants in CIFA Academy's technical courses provide highly positive feedback on the quality of instruction and the delivery methods.


ELETTRICO
«BEFORE IT WAS COOL»
2013


CIFA
ASSOLOMBARDA
Zona Nord Ovest

ITS GREEN ACADEMY

	2022	2023	2024
Courses Delivered	47 (of which 12 operator courses and 31 safety courses)	54 (of which 14 operator courses and 32 safety courses)	67 (of which 14 operator courses, 46 safety courses and 14 sustainability courses)
People trained	EU dealers: 12 Non-EU dealers trained: 10 Operators: 50	EU dealers: 19 Non-EU dealers: 5 Operators: 56	EU dealers: 16 Non-EU dealers: 4 Operators: 101

Note. The increase in the number of operators compared to previous years is attributable to specific training activities carried out at two foreign mines, as well as to training sessions held at dealer locations, which enabled a greater number of operators to be involved.

TECHNICAL TRAINING TO USE CIFA PRODUCTS SAFELY

	2022			2023[1]			2024		
	Technical training	On total training	% of total training	Technical training	On total training	% of total training	Technical training	On total training	% of total training
HOURS	128	832	15.4	132	904	14.6	204	848	24.1
Days	16	104	15.4	16.5	113	14.6	25.5	106	24.1
No. of participants	140	233	60.1	88	195	45.1	101	198	51.0

FUTURE OBJECTIVES

PROJECT:
STEP-BY-STEP TRAINING

DESCRIPTION:
The project involves defining a training plan and delivering courses to CIFA suppliers and customers on sustainability and safety to promote supply chain growth, encourage openness to sustainability, and reduce risks.

ACTIVITIES 2024
- Trainer training on sustainability-related topics
- Delivery of sustainability training content to dealers
- Basic data collection for defining improvement targets

ACTIVITIES 2025
- Internal and external (supplier-side) delivery of sustainability-related training content
- Enhancement of video content and tools
- Replication of dealer training

KPI	Baseline 2024	Target		
		2025	2026	2027
Satisfied participants (%)	nd	tbd (2025)	tbd (2025)	tbd (2025)
No. of trained dealers / No. of dealers (%)	44%	44%	47%	50%
No. of trained suppliers / number of assessed suppliers (%)	0	19%	36%	53%
No. of operators trained annually	56	50	50	50

*Activity not carried out in 2024

PROJECT:
SELECTION AND EVALUATION OF STRATEGIC SUPPLIERS

DESCRIPTION:
The project involves improving and optimising the supplier portfolio by assessing and selecting those who could contribute to the company's future development and establishing improvement plans for suppliers with low scores.

ACTIVITIES 2024
- Analysis and evaluation of the first 100 strategic suppliers in social, environmental, and ethical areas
- Basic data collection for defining improvement targets

ACTIVITIES 2025
- Expanding the pool of analysed suppliers
- Event for suppliers
- Supporting suppliers to implement sustainability actions
- Evaluation with ESG rating (Synesgy)

KPI	Baseline 2024	Target		
		2025	2026	2027
No. of suppliers assessed annually / no. of suppliers contacted (%)	49%	49%	54%	59%
Average rating of the supplier base	7	7	7.25	7.5

PROJECT:
COLLABORATION WITH SECTOR PARTNERS

DESCRIPTION:
The project involves preparing and implementing projects with industry partners to accelerate the introduction of incentive plans for the use of sustainable solutions. The initiative's results are measured periodically to assess their sustainability impacts.

ACTIVITIES 2024
- Development and implementation of activities in co-design with partners
- Heidelberg Materials institutional meeting on sustainable concrete
- Hinfra UNICEM Group ETLR project – successful machine material testing
- Assimprendil Anc meeting, possible social activities including project at the Opera prison.
- Basic data collection for defining improvement targets

ACTIVITIES 2025
- Development and implementation of activities in co-design with partners

KPI	Baseline 2024	Target		
		2025	2026	2027
No. of active projects with companies in the industry/supply chain	1	2	3	3
No. of active projects with foundations, non-profit and for-profit associations	1	1	2	2

***Activity not carried out in 2024**

PROJECT:
COLLABORATION WITH SCHOOLS AND UNIVERSITIES

DESCRIPTION:
The project involves engaging students with CIFA through ongoing and wide-ranging collaborations with schools and universities, specific projects to which students can contribute, and the definition of a project management model. This initiative enhances the company's brand.

ACTIVITIES 2024
- Activation of PCTO (Pathways for Transversal Skills and Orientation) project
- Partnership with Istituto Bazzi di Milano (Bazzi Institute of Milan)
- Project with Assolombarda for activities with Consorzio SIR and Istituto Levi di Bollate (Levi Institute in Bollate, Milan)
- CIFA meeting with lower secondary schools to foster interest in STEM disciplines among female students
- Planning of further collaborative activities
- BE*lding (project implemented by Unacea)
- Project in cooperation with the Polytechnic University at Valme
- Assimprendil Anc meeting, possible inclusion of training and school area project
- Basic data collection for defining improvement targets

ACTIVITIES 2025
- Project in cooperation with the Polytechnic University at Valme
- Sustainable Future with Assolombarda
- Assolombarda event in CIFA
- Training in local institutes and contact with Verona Fiere

KPI	Baseline 2024	Target		
		2025	2026	2027
No. of partnerships established with schools	2	1	1	1
No. of partnerships established with universities	0	1	1	1
Cumulative number of school students involved	146	186	266	386
Cumulative number of university students involved	82	162	282	462

PROJECT:
BUILDING WITH CIFA

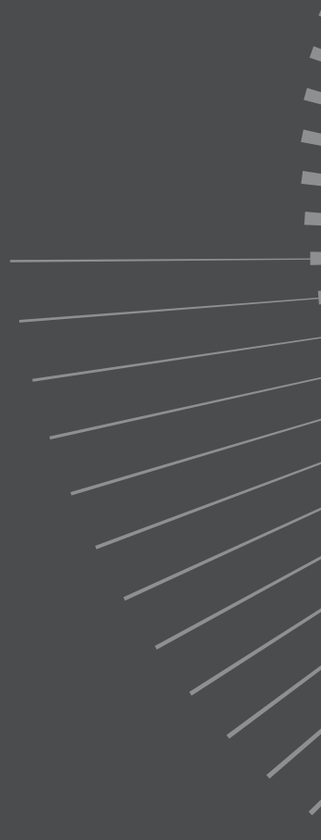
DESCRIPTION:
The project involves providing second-hand machines to the local area for urban development and regeneration. This initiative requires CIFA to provide a fleet of courtesy machines by recovering electric machines or otherwise using green technologies.

ACTIVITIES 2024
- Creation of a network with concrete suppliers for participation in social projects*
- Mapping and participation in social construction events
- Open day meeting with mayor and councillor of Senago, with opening for "Building with CIFA" project
- Basic data collection for defining improvement targets

ACTIVITIES 2025
- Participation in project to extend hospital wing of the M.L. Verga hospital
- Creation of a network with concrete suppliers for participation in social projects
- Mapping and participation in social construction events

KPI	Baseline 2024	Target		
		2025	2026	2027
No. of interventions carried out annually	1	1	1	2

***Activity not carried out in 2024**



GLOSSARY

SUSTAINABILITY REPORT
See under Purpose and features of the document

CONCRETE
Concrete is a material consisting mainly of cement, aggregates (such as sand, gravel, or crushed stone), and water. It is widely used in construction and civil engineering for its strength, durability, and versatility. Its production requires attention to the correct proportion and mixing of ingredients. Concrete is CIFA's core business and is thus a fundamental element and the foundation on which the company builds its innovative and reliable solutions.

SPRAYED CONCRETE
Sprayed concrete (also known as *shotcrete*) technology involves spraying a cementitious mixture with accelerating additives through a lance. These additives allow the conglomerate to instantly adhere upon reaching the application surface, ensuring a compact and homogeneous mass. Hence, sprayed concrete is used for tunnels and the containment of rock walls.

CARBON NEUTRALITY
It results from balancing greenhouse gas emissions generated with emissions reduced and absorbed. *Carbon neutrality* is the final outcome of a process of quantifying, reducing, and compensating for CO_2 emissions generated by products, services, organisations, and events, etc.

VALUE CHAIN (definition taken from GRI Standards)
A range of activities performed by the organisation and upstream entities (such as suppliers) and downstream entities (e.g., distributors and customers) to bring products or services from conception to final use. The value chain includes the supply chain.

SUPPLY CHAIN (DEFINITION TAKEN FROM GRI STANDARDS). A range of activities performed by upstream entities providing products or services used in the organisation's development of products or services.

CONTRACTOR
A contractor is a private company engaged in large-scale projects that manages the entire development and implementation process of the work commissioned by the final customer.

CORPORATE SOCIAL RESPONSIBILITY (CSR)
It is the sense of responsibility that a company or any other economic entity demonstrates towards the community and the environment, including the social context in which it operates.

VOLATILE ORGANIC COMPOUNDS (VOCS)
Benzene, acetone, toluene, styrene are used as solvents, dispersants, viscosity adjusters, plasticisers, preservatives, or cleaning agents in many industrial activities (preparation of dyes, paints, synthetic resins, plastics, pharmaceuticals, detergents, insecticides, artificial fibres, and explosives). Being "organic", VOCs are based on carbon chemistry (organic chemistry) and are 'volatile', meaning they have a marked tendency to evaporate.

DEALERS
The term dealer refers to the company's resellers, meaning the companies responsible for distributing and marketing CIFA products in various countries and regions worldwide for the construction and concrete sectors.

DOUBLE MATERIALITY
See under Materiality.

DURABILITY
Durability, along with safety, durability is a fundamental pillar of CIFA's corporate philosophy. It is generally defined as the ability of products to maintain their performance and integrity over the long term, despite demanding operational conditions and daily wear and tear. Looking at durability means focusing on extending a product's life from its design, selecting resistant materials, and thinking in terms of recovering them at the end of their life.

DVR
The term DVR (Documento di Valutazione dei Rischi) refers to the Risk Assessment Document governed by Italian Legislative Decree 81 of 2008, also known as the *Testo Unico sulla sicurezza sul lavoro (Consolidated Law on Safety at Work)*. Regardless of the type of activity performed, the number of employees, and the level of risk present, every company is obliged to draft the *DVR*. This document primarily aims to assess the risks present in the company's working environment. Alongside this, it must specify the criteria for the evaluations, as well as the prevention and protection measures used to reduce the risks in work environments to acceptable limits (including the personal protective equipment adopted) to protect the workers' health and safety. Essentially, the DVR provides a behavioural model for risk assessment, protection of individual and collective safety, and workplace safety.

DUVRI
The *DUVRI (Documento Unico di Valutazione dei Rischi)* or Interference Risk Assessment Document is also mandated by the aforementioned Italian Legislative Decree 81/08 and is required when two or more

companies collaborate on a specific work performance. Therefore, the parties involved in this activity must coordinate drafting of the DUVRI by defining the risks that each company will bring to the cooperation project. Controlling these risks is essential to ensure safety conditions in the presence of different individuals responsible for the same activity. The DUVRI must be completed when certain conditions relating to a contract, work or supply contract arise.

ECODESIGN OR *LIFE-CYCLE DESIGN*

IT is a technical environmentally friendly methodology designed to improve resource use efficiency and reduce the environmental impact of a product, service or production process.

Based on life-cycle analysis, it considers all relationships and environmental impacts related to the subject in every phase of life. Essentially, it means evaluating production, construction, and distribution cycles from a sustainability perspective to benefit environmental performance.

LIFE CYCLE ASSESSMENT (LCA)

IT is a methodology to calculate the environmental footprint of a company, product, or service by analysing all phases related to the life cycle with a "cradle-to-grave" approach, that is, from raw material procurement to processing, transport, and distribution, to use and/or consumption and disposal/decommissioning. For each phase, the environmental impact is calculated in terms of greenhouse gases, eutrophication, acidification, etc., allowing a complete view of the environmental performance of the subject under examination.

MATERIALITY

In sustainability reporting, the concept of materiality is central to identifying the information that must be reported because it is most relevant and pertinent to achieving a complete understanding – and assessment – of how a company can generate – or not – value over time, not only from an economic perspective. Impact materiality refers to sustainability issues that identify the most significant short, medium, or long term impacts generated directly or indirectly on people and/or the environment by an organisation. This is the analysis perspective of the GRI Standards. One speaks of double materiality (an approach made mandatory by the CSRD) when the impact materiality perspective is combined with financial materiality, which identifies sustainability issues that are causing or could cause significant financial effects on the organisation. The latter perspective considers all sustainability-related risks and opportunities that may positively or negatively influence the organisation's economic and financial performance in the short, medium or long term and, therefore, create or destroy corporate value.

SECONDARY RAW MATERIALS

Secondary raw materials are obtained from production scraps and *end-of-life* products sent to recovery plants. Within the waste hierarchy defined by the *Waste Framework Directive* (2008/98/EC), which is the directive concerning waste and its management, SRMs are materials and products that can be used as raw materials through simple reuse, recycling, or recovery. In a circular economy context, a country's economic system generates secondary raw materials and subsequently markets them as happens with raw materials deriving from extraction activities. This is highlighted and encouraged by the European strategic plan on the circular economy (*CE Action Plan*). The production and subsequent reuse of secondary raw materials has the advantage of reducing waste generation and improving the security of raw material supply in the European Union (a demand continually growing), thus reducing pressures from natural resource extraction.

MODULARITY

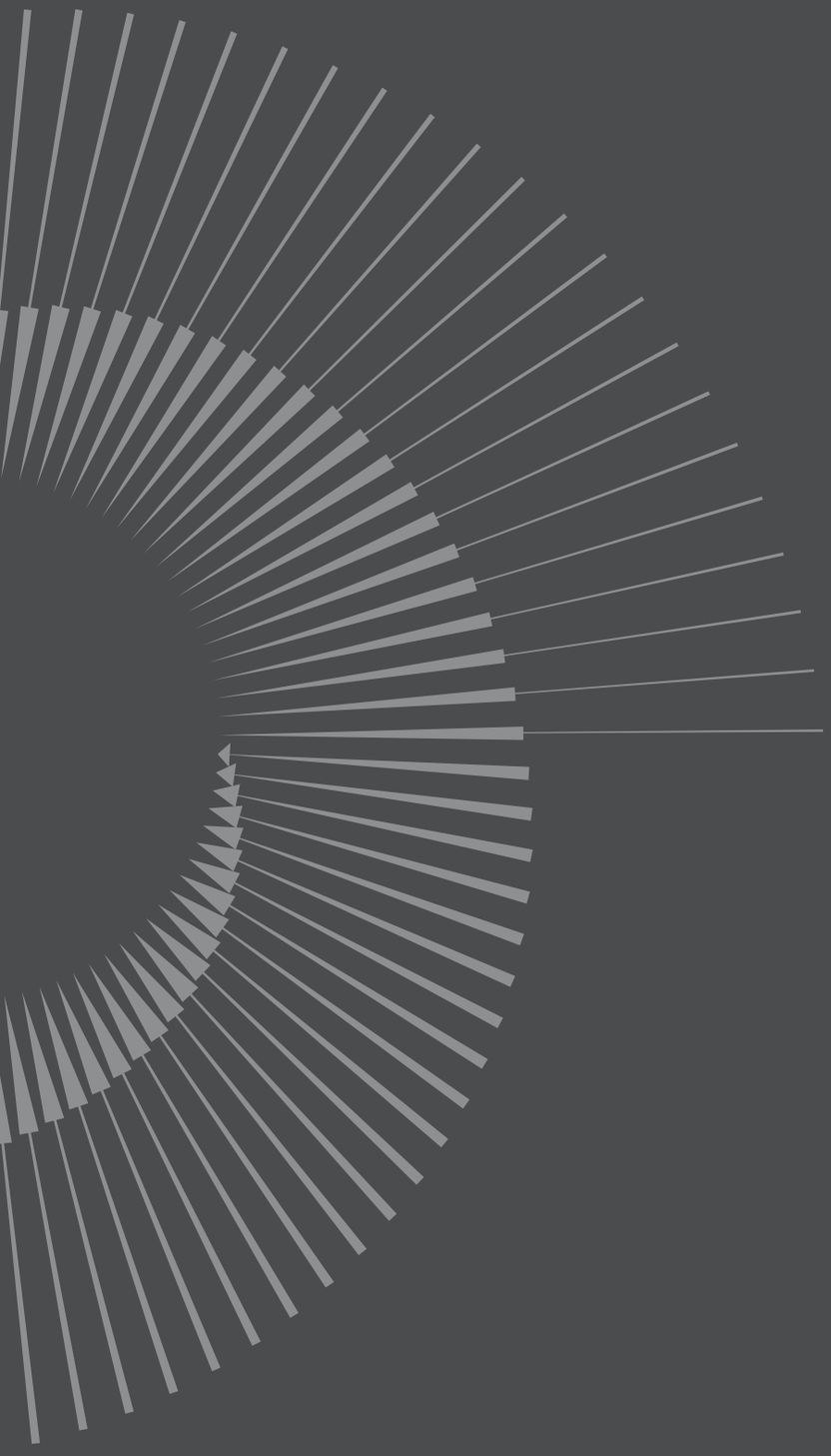
Modularity is a principle that refers to a system's ability to be divided into independent and interchangeable parts, called modules, that can be easily replaced, upgraded, or reorganised without redesigning the entire system. This feature enables greater flexibility, maintainability, and scalability of the system itself. In CIFA's specific case, modularity means deeply rethinking its products to identify component and subcomponent sharing opportunities to optimise and simplify spare parts management and after-sales service and make production more efficient, reduce waste, and increase product durability.

STAKEHOLDER

Stakeholder generally identifies the "interest holder", i.e. a subject interested in an ongoing or upcoming process/effect. Not only is it someone affected by a process/effect, but it is also a subject who may favour or hinder the realisation of the process in which they are involved.

WHISTLEBLOWING

Whistleblowing refers to the voluntary disclosure by an individual of wrongdoing or irregularities committed within the entity of which they were a witness in exercising their functions. It is called internal whistleblowing when a company employee makes the report through internal reporting channels. These tools aim to provide a communication route for anyone aware of illegal or unethical acts within the organisation.



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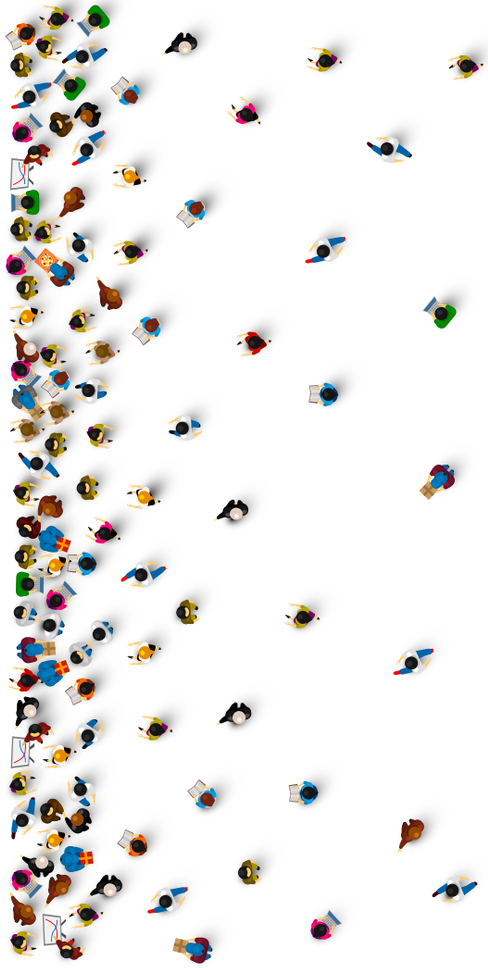

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(ESRS 2 - GOV 5 §36) To date, no specific analysis has been conducted on the potential risks associated with the ESG data collection and reporting process.
In 2024, the company initiated its first sustainability reporting process, which revealed a few limited operational challenges, primarily related to data accessibility and information management.
These difficulties, while showing room for improvement in the structuring of internal information flows, did not reveal any significant risks in terms of transparency or completeness of the data collected.
At present, no major risks have been identified related to the ESG reporting process. The critical issues encountered mainly concern the timely collection of certain information, due to a partial formalisation of processes. In response, the company set out to strengthen its data collection and management system, with the aim of making it more efficient, structured and reliable.
Ongoing actions include the standardization of data collection points, the formalization of operational procedures, and the systematization of reporting processes, in alignment with international standards: initially the GRI, and progressively the more advanced requirements set out by the ESRS framework.

Reporting according to the "**in reference**" option of the GRI standards for the period **01.01 - 31.12 2024**
Adopted GRI 1 - Fundamental Principles - **version 2021**

GRI Sector Standard	N/A			
GRI Standard	**Disclosure**	**Location**	**pages**	**Notes/Omissions**
GRI 2: General disclosures 2021				
2–1	**Organisational details**			
2-1 a	Company Name	COMPANY PROFILE	29–30	
2-1 b	Ownership and legal form	COMPANY PROFILE	29–30	
2-1 c	Headquarters	COMPANY PROFILE	29–30	
2-1 d	Countries in which it operates	COMPANY PROFILE	29–30	Note: CIFA SpA operates in Europe, Africa, the Middle East, and North America
2–2	**Entities included in the organisation's sustainability reporting**	METHODOLOGICAL NOTE	12–17	
2–3	**Reporting period, frequency and point of contact**			
2-3 a	Reporting period and frequency	METHODOLOGICAL NOTE	12–17	1 January - 31 December 2024; annual report
2-3 b	Financial reporting period	METHODOLOGICAL NOTE	12–17	1 January - 31 December 2024; annual report
2-3 c	Publication date of this document			8 September 2025
2-3 d	Contact email		13	sustainability@cifa.com

GRI Sector Standard	N/A			
GRI Standard	**Disclosure**	**Location**	**pages**	**Notes/Omissions**
2–4	**Review of Information**			Below are the changes and errors identified in comparison with the 2023 report • The staff employed in the Italian offices are covered by the National Collective Labour Agreement (CCNL) for the metalworking sector in 90.79% of cases (not: 100%). • GRI 403.5 Worker training on occupational health and safety: the 2023 did not mention that the data from the Castiglione and Solferino sites had been consolidated • GRI 403-9 Work-related injuries. Accident indices: the severity index for the Senago site for the year 2022 mistakenly indicated 1.15 as a figure. The correct figure was 2.73 • In the 2023 report, it was not indicated that all health and safety figures for workers were calculated on the average number of workers in the calendar year from 1 January to 31 December (and not on the absolute number of workers). • ESRS E5-5 37. Total waste generated In the 2023 report, VALME's total waste figure was incorrect (figure stated: 976,116 kg; correct figure: 1,089,788kg) • The data for Scope 1 and 2 for the year 2022-2023 were recalculated following an in-depth analysis according to GHG Protocol
2–5	**External assurance**			Note: this document has not been externally assured
2–6	**Activities, value chain and other business relationships**			
2-6 a	Sectors in which we operate	MARKETS AND VALUE CHAIN	44–45	
2-6-b	Our value chain (activities, products, services, markets, suppliers, customers)	MARKETS AND VALUE CHAIN	50–57	
2–7	**Employees**			
2-7 a	Total number and divided by gender and country	OUR RESOURCES – APPENDIX	58-61; 210	
2-7 c	Methodologies used to calculate data	OUR RESOURCES	58–61	Note: calculations were based on the absolute value as of 31 December, except for data related to the topic of occupational health and safety
2-7 d	Contextual information on employee data	OUR RESOURCES	58	
2–9	**Governance structure and composition**			

GRI Sector Standard	N/A			
GRI Standard	**Disclosure**	**Location**	**pages**	**Notes/Omissions**
2-9 a	Description	ORGANISATION AND GOVERNANCE MODEL	64–69	
2–13	**Delegation of responsibility for managing ESG impacts**	GOVERNANCE OF SUSTAINABILITY	122–125	
2–14	**Role of the highest governance body in sustainability reporting**			
2-14 a	Responsibility of the highest governance body for reviewing and approving information in this document (review and approval procedure)	METHODOLOGICAL NOTE; GOVERNANCE OF SUSTAINABILITY;	12-17; 122-125	
2–16	**Communication of critical issues (impacting or potentially impacting stakeholders and business conduct)**			Note: No critical issues were reported to the Board during the reporting period
2–22	**Statement by the highest governing body on the Sustainable Development Strategy**	LETTER TO STAKEHOLDERS	4–5	
2–23	**Commitment to policy**	BUSINESS ETHICS AND INTEGRITY; ORGANISATION AND GOVERNANCE MODEL	8-9; 67-69	
2–26	**Mechanisms for requesting clarifications and raising concerns**			
2-26 a	Procedures for requesting clarifications or raising concerns about business conduct	ORGANISATION AND GOVERNANCE MODEL	67–68	
2–27	**Compliance with laws and regulations**			
2-27 a - b	Significant cases of non-compliance and related penalties			Notes No non-compliance with laws and regulations recorded in 2024.
2–29	**Approach to stakeholder involvement**	OUR STAKEHOLDERS; APPENDIX	112-117; 213-217	
2–30	**Collective agreements**			
2-30 a	% of total employees under collective agreements	INDUSTRIAL RELATIONS	62	
GRI 3: Material Topics 2021				
3–1	**Process for determining material topics**	MATERIALITY ANALYSIS	94–95	
3–2	**List of material topics**	MATERIALITY ANALYSIS; APPENDIX	96-109; 218–268	
GRI 201: Economic Performance 2016				
201–1	**Direct economic value generated and distributed**	ECONOMIC RESULTS AND VALUE SHARING	70–73	

MATERIAL TOPICS
HEALTH AND SAFETY

GRI Sector Standard	N/A			
GRI Standard	**Disclosure**	**Location**	**pages**	**Notes/Omissions**
GRI 3: Material Topics 2021				
3–3	**Management of material topics**	ORGANISATION AND GOVERNANCE MODEL; PEOPLE EMPOWERMENT	68; 150-174	
GRI 403: Occupational Health and Safety 2018				Unlike other GRI disclosures concerning the company's own workforce, all data related to "occupational health and safety" are calculated based on the average number of employees over the calendar year (1 January – 31 December) and not on the absolute number of workers.
403–1	**Health and safety at work management system**	PEOPLE EMPOWERMENT – HEALTH AND SAFETY	152–154	
403–2	**Hazard identification, risk assessment and accident investigation**			
403-2 a	Description of the processes used to identify work-related hazards and carry out a risk assessment	PEOPLE EMPOWERMENT – HEALTH AND SAFETY	152–159	
403-2 d	Description of the processes used in particular to identify hazards and assess risks related to accidents, to determine corrective actions and improvements to the occupational health and safety management system.	PEOPLE EMPOWERMENT – HEALTH AND SAFETY	152–159	
403–3	**Occupational health services**	PEOPLE EMPOWERMENT – HEALTH AND SAFETY	159	
403–4	**Worker participation, consultation, and communication on health and safety at work**			
403-4 a	Description of processes for worker participation and consultation	PEOPLE EMPOWERMENT – HEALTH AND SAFETY	153–154	
403–5	**Worker training on health and safety at work**	PEOPLE EMPOWERMENT – GROWTH PATHS	169–171	Omission: As of today, it is not possible to provide a detailed breakdown of mandatory training hours due to internal reporting system issues currently being resolved. The figure can only be acquired as the total number of hours for all Italian locations covered by the reporting and Zoomlion Italia Srl.
403–6	**Promotion of worker health**	PEOPLE EMPOWERMENT – HEALTH; WELFARE WELLBEING	159-161; 166	

WORKERS' GROWTH PATHS

Note: data are calculated for the workforce in the Italian locations covered by the reporting and Zoomlion Italia Srl as of 31.12

GRI Sector Standard	N/A			
GRI Standard	**Disclosure**	**Location**	**pages**	**Notes/Omissions**
GRI 3: Material Topics 2021				
3–3	**Management of material topics**	PEOPLE EMPOWERMENT – GROWTH PATHS	169	
GRI 404: Training and Education 2016				
404–1	**Average annual training hours per employee**	PEOPLE EMPOWERMENT – GROWTH PATHS	169–171	
404–2	**Employee skills development and transition assistance programmes**			
404-2 a	Type and scope of programmes implemented and assistance offered to improve employee skills	PEOPLE EMPOWERMENT – GROWTH PATHS	169–171	

WORKER WELLBEING

GRI Sector Standard	N/A			
GRI Standard	**Disclosure**	**Location**	**pages**	**Notes/Omissions**
GRI 3: Material Topics 2021				
3–3	**Management of material topics**	PEOPLE EMPOWERMENT	150–152	
GRI 401: Employment 2016				
401–1	**New hires and turnover**	PEOPLE EMPOWERMENT – HIRING AND RETENTION; APPENDIX	162-165; 211–212	
401–2	**Benefits provided for employees**			
401-2 a	Standard benefits for full-time employees	PEOPLE EMPOWERMENT – WELFARE AND WELLBEING	166	
GRI 405: Diversity and Equal Opportunity 2016				
405–1	**Diversity in governance bodies and employees**			
405-1 b	Percentage of employees by category	OUR RESOURCES	58–61	
GRI 406: Non-discrimination 2016				
406–1	**Incidents of discrimination and corrective measures taken**	GOVERNANCE AND ORGANISATION MODEL – HUMAN AND WORKERS RIGHTS	68	Note: no cases of discrimination recorded

ETHICAL AND SUSTAINABLE CONSTRUCTION SUPPLY CHAIN

GRI Sector Standard	N/A			
GRI Standard	**Disclosure**	**Location**	**pages**	**Notes/Omissions**
GRI 3: Material Topics 2021				
3–3	**Management of material topics**	ORGANISATION AND GOVERNANCE MODEL; OUR STAKEHOLDERS; ECOSYSTEM APPROACH	64-69; 116-117; 180–183	

SUPPORT FOR THE LOCAL COMMUNITY

GRI Sector Standard	N/A			
GRI Standard	**Disclosure**	**Location**	**pages**	**Notes/Omissions**
GRI 3: Material Topics 2021				
3–3	**Management of material topics**	ECOSYSTEM APPROACH – SUPPORT FOR THE LOCAL COMMUNITY	178–183	

ENERGY CONSUMPTION

GRI Sector Standard	N/A			
GRI Standard	**Disclosure**	**Location**	**pages**	**Notes/Omissions**
GRI 3: Material Topics 2021		GREEN & CIRCULAR MINDSET – ENERGY CONSUMPTION	131–134	
3–3	**Management of material topics**			
GRI 302: Energy 2016			132	
302–1	**Energy consumption within the organisation**			Note: no steam energy carriers present
302-1 a	Consumption of non-renewable fuel sources			Note: only electricity sold
302-1 c	Electricity, heating, cooling, steam consumption			
302-1 d	Electricity, heating, cooling, steam sold			
302-1 e	Total energy consumption			
302-1 f	Standards, methodologies, calculation assumptions			
302-1 g	Source of conversion factors			

GHG EMISSIONS AND POLLUTANTS

GRI Sector Standard	N/A			
GRI Standard	**Disclosure**	**Location**	**pages**	**Notes/Omissions**
GRI 3: Material Topics 2021		GREEN & CIRCULAR MINDSET EMISSIONS	140–146	
3–3	**Management of material topics**			
GRI 305: Emissions 2016			142–143	
305–1	**Direct GHG emissions (Scope 1)**			
305-1 a	Gross value of Scope 1 emissions			
305-1 b	Gases included in the calculation			
305-1 d	Base year for calculation			
305-1 e	Source of emission factors			
305-1 f	Calculation approach			
305-1 g	Calculation methodologies			
305–2	**Indirect GHG emissions from energy consumption (Scope 2)**			
305-2 a	Gross value of Scope 2 emissions			
305-2 b	Gases included in the calculation			
305-2 d	Base year for calculation			
305-2 e	Source of emission factors			
305-2 f	Calculation approach			
305-2 g	Calculation methodologies			
305–3	**Other indirect GHG emissions (Scope 3)**			Note: partial Scope 3 reporting
305-3 a	Gross value of Scope 3 emissions			
305-3 b	Gases included in the calculation			
305-3 d	Base year for calculation			
305-3 e	Source of emission factors			
305-3 f	Calculation approach			
305-3 g	Calculation methodologies			

WASTE MANAGEMENT

GRI Sector Standard	N/A			
GRI Standard	**Disclosure**	**Location**	**pages**	**Notes/Omissions**
GRI 3: Material Topics 2021		GREEN & CIRCULAR MINDSET WASTE	136-140;145	
3–3	**Management of material topics**			
GRI 306: Waste 2020			136–138	
306–1	**Generation of waste and significant waste-related impacts**			
306-1 a	Description of input and output elements			
306–2	**Management of significant waste-related impacts**			
306-2 a	Reduction measures			
306-2 b	Third-party waste management			
306-2 c	Data collection and monitoring processes			
306–3	**Waste generated**			
306-3 a	Weight of waste generated			
306-3 b	Data compilation information			
306–4	**Waste not landfilled**			
306-4 a	Weight and composition of waste not landfilled			
306-4 b	Weight and composition of non-landfilled hazardous waste			
306-4 c	Weight and composition of non-hazardous waste not landfilled			
306-4 e	Data compilation information			
306–5	**Waste landfilled**			
306-5 a	Weight and composition of waste not landfilled			
306-5 b	Weight and composition of non-landfilled hazardous waste			
306-5 c	Weight and composition of non-hazardous waste not landfilled			
306-5 e	Data compilation information			

PROCUREMENT OF MATERIALS

GRI Sector Standard	N/A			
GRI Standard	**Disclosure**	**Location**	**pages**	**Notes/Omissions**
GRI 3: Material Topics 2021		GREEN & CIRCULAR MINDSET MATERIALS	135	
3–3	**Management of material topics**			
GRI 301: Materials 2016				
301–1	**Materials used by weight or volume**			

PRODUCT INNOVATION

GRI Sector Standard	N/A			
GRI Standard	**Disclosure**	**Location**	**pages**	**Notes/Omissions**
GRI 3: Material Topics 2021				
3–3	**Management of material topics**	INNOVATION	74–84	

ETHICAL AND SUSTAINABLE CONSTRUCTION SUPPLY CHAIN

GRI Sector Standard	N/A			
GRI Standard	**Disclosure**	**Location**	**pages**	**Notes/Omissions**
GRI 3: Material Topics 2021				
3–3	**Management of material topics**	ORGANISATION AND GOVERNANCE MODEL; ECOSYSTEM APPROACH	64-69; 178–179	
GRI 205: Anti-corruption 2016				
205–1	**Operations evaluated for corruption risks**			
205-1 a	No. and % transactions to determine risks			Note: Note: 100% of production/ operational processes at all CIFA SpA locations.
205–3	**Confirmed corruption incidents and actions taken**			Note: No confirmed corruption cases in 2024
GRI 206: Anticompetitive behaviour 2016				
206–1	**Legal actions for anticompetitive behaviour, anti-trust, and monopoly practices**			Note: No unfair competition or monopoly practices cases confirmed in 2024

Reporting according to the "**in reference**" option of the **GRI** standards for the period **01.01 - 31.12 2024**

ESRS Standard	Data Point	Location	pages	Notes/Omissions
ESRS 2 – GENERAL DISCLOSURES	ESRS 2 GOV 1 §21 a, b, d Role of the administration, management and control bodies	ORGANISATION AND GOVERNANCE MODEL	64	
	ESRS 2 GOV 1 §22, 23; ESRS 2 GOV 2 §26 a, b Role of the administration, management and control bodies	ORGANISATION AND GOVERNANCE MODEL; GOVERNANCE OF SUSTAINABILITY	64; 122-125	
	ESRS 2 GOV 3 §29 Integration of sustainability-related performance in incentive schemes	ORGANISATION AND GOVERNANCE MODEL	64	
	ESRS 2 GOV 5 §36 c Information provided to the company's administrative, management and supervisory bodies and sustainability issues addressed by them	TABLE OF CONTENTS	194	
	ESRS 2 SBM-2 S1 S2 S3 S4	INSIGHT BOX – PEOPLE INVOLVEMENT	116–117	
ESRS S1 – OWN WORKFORCE	ESRS S1 SBM-3 §15 Relevant impacts, risks and opportunities and their interaction with the corporate strategy and model	PEOPLE EMPOWERMENT – HEALTH AND SAFETY	152	
	ESRS S1-2 §27 a, b, e Processes for engaging with own workers and workers' representatives about impacts	INDUSTRIAL RELATIONS; INSIGHT BOX – PEOPLE INVOLVEMENT; PEOPLE EMPOWERMENT	62; 116-117; 153–154	
	ESRS S1-6 §50 b §52 a Characteristics of the undertaking's employees	OUR RESOURCES	58	
	ESRS S1-7 §55 a) Characteristics of non-employees in the undertaking's own workforce	OUR RESOURCES	58	
	ESRS S1-8 §60 a) Collective bargaining coverage and social dialogue	INDUSTRIAL RELATIONS	62	
	ESRS S1-9 §66 Diversity metrics - top management - employees by age group	OUR RESOURCES; APPENDIX	58; 210	

WORKERS' GROWTH PATHS

ESRS Standard	Data Point	Location	pages	Notes/Omissions
ESRS 2 – GENERAL DISCLOSURES	MDR-PAT			Please refer to the "FUTURE OBJECTIVES" chapter on page 172
	ESRS S1-13 §83 b) Training and skills development metrics	PEOPLE EMPOWERMENT – GROWTH PATHS	169–171	

HEALTH AND SAFETY

ESRS Standard	Data Point	Location	pages	Notes/Omissions
	MDR-PAT			Please refer to the "FUTURE OBJECTIVES" chapter on page 172
ESRS S1 – OWN WORKFORCE	ESRS S1-14 Health and safety metrics	PEOPLE EMPOWERMENT – INJURIES	155–158	
ESRS S2 – WORKERS IN THE VALUE CHAIN	ESRS 2 BP-2 §17; S2	ECOSYSTEM APPROACH – ANNUAL PERIODIC EVALUATION	116-117; 178–179	
ESRS S3 – AFFECTED COMMUNITIES	ESRS 2 BP-2 §17; S3	ECOSYSTEM APPROACH – ACTIVITIES WITH SCHOOLS	180–181	

ESRS Standard	Data Point	Location	pages	Notes/Omissions
ESRS E1 – CLIMATE CHANGE	ESRS E1-1 §17 Transition plan for climate change mitigation	GREEN & CIRCULAR MINDSET EMISSIONS	141	
	DR Related to ESRS 2 GOV-3 Integration of sustainability-related performance in incentive schemes	GREEN & CIRCULAR MINDSET EMISSIONS	141	

ENERGY CONSUMPTION

ESRS Standard	Data Point	Location	pages	Notes/Omissions
ESRS E1 – CLIMATE CHANGE	MDR-PAT	GREEN & CIRCULAR MINDSET – FUTURE OBJECTIVES	145–147	Please refer to the "FUTURE OBJECTIVES" chapter on page 145
	ESRS E1-5 §37-42 Energy consumption and mix	GREEN & CIRCULAR MINDSET ENERGY CONSUMPTION ENERGY INTENSITY	132–134	Note 1: no steam energy vectors are present Note 2: only electricity sold

GHG EMISSIONS

ESRS Standard	Data Point	Location	pages	Notes/Omissions
ESRS E1 – CLIMATE CHANGE	MDR-PAT			Please refer to the "FUTURE OBJECTIVES" chapter on page 145
	ESRS E1-6 §48 a, 49, 51 Gross scope 1,2,3 GHG emissions and total GHG emissions	GREEN & CIRCULAR MINDSET EMISSIONS	142–143	Note 1: partial Scope 3 reporting. Note 2: the Group does not have contractual instruments in place. Note 3: the Group's emissions are not regulated under emissions trading systems.

POLLUTING EMISSIONS

ESRS Standard	Data Point	Location	pages	Notes/Omissions
ESRS E2 – POLLUTION	ESRS E2-4 §30 b), c) Pollution of air, water, and soil	GREEN & CIRCULAR MINDSET EMISSIONS	141	

WASTE MANAGEMENT

ESRS Standard	Data Point	Location	pages	Notes/Omissions
ESRS E5 – CIRCULAR ECONOMY	MDR-PAT			Please refer to the "FUTURE OBJECTIVES" chapter on page 145
	ESRS E5-5 §37, 38, 40 Resource outflows – Waste	GREEN & CIRCULAR MINDSET WASTE	136–138	

PROCUREMENT OF MATERIALS

ESRS Standard	Data Point	Location	pages	Notes/Omissions
ESRS E5 – CIRCULAR ECONOMY	MDR-PAT			
	ESRS E5-4 §30, §31 a) Resource inflows	GREEN & CIRCULAR MINDSET MATERIALS	135	

PRODUCT INNOVATION

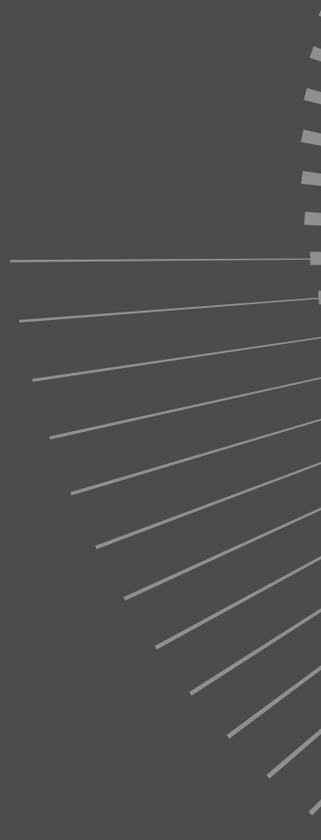
ESRS Standard	Data Point	Location	pages	Notes/Omissions
ESRS E5 – CIRCULAR ECONOMY	MDR-PAT			Please refer to the "FUTURE OBJECTIVES" chapter on page 145
	ESRS E5-5 §36 b Resource outflows – Products and materials	INSIGHT BOX – DURABILITY AND MODULARITY	83	

ETHICAL AND SUSTAINABLE CONSTRUCTION SUPPLY CHAIN

ESRS Standard	Data Point	Location	pages	Notes/Omissions
ESRS G1 – BUSINESS CONDUCT	ESRS G1-6 §33 Payment practices	ECOSYSTEM APPROACH	179	Please refer to the "FUTURE OBJECTIVES" chapter on page 185

REPORTING FOR THE 01.01 - 31.12.2024 PERIOD

Extra GRI and ESRS indicators		Location	pages	Notes/Omissions
	MATERIAL TOPICS			
SUPPORT FOR THE LOCAL COMMUNITY				
No. of courses and students trained	Activities with schools	ECOSYSTEM APPROACH – ACTIVITIES WITH SCHOOLS	180	
ETHICAL AND SUSTAINABLE CONSTRUCTION SUPPLY CHAIN				
No. of courses and persons trained	Academy Project	ECOSYSTEM APPROACH – ACADEMY PROJECT	182–185	
ETHICAL AND SUSTAINABLE CONSTRUCTION SUPPLY CHAIN				
No. of courses and students trained	Academy Project	ECOSYSTEM APPROACH – ACADEMY PROJECT	182–185	



APPENDIX

GRI 2-7 NUMBER OF EMPLOYEES BY QUALIFICATION AND GENDER AT GROUP LEVEL AS OF 31.12

2021

	M	F	Total	%
Senior managers	16	0	16	1.95%
Middle Managers	35	6	41	4.99%
Office workers	152	50	202	24.60%
Workers	560	2	562	68.45%
Total	**763**	**58**	**821**	**100%**

2022

	M	F	Total	%
Senior managers	21	1	22	2.66%
Middle Managers	37	5	42	5.08%
Office workers	171	54	225	27.24%
Workers	535	2	537	65.01%
Total	**764**	**62**	**826**	**100%**

Note 1. The various qualifications are defined according to the CCNL's classification system.

2023

	M	F	Total	%
Senior managers	17	1	18	2.17%
Middle Managers	32	4	36	4.33%
Office workers	160	47	207	24.91%
Workers	567	3	570	68.59%
Total	**776**	**55**	**831**	**100%**

2024

	M	F	Total	%
Senior managers	23	1	24	3.10%
Middle Managers	30	4	34	4.39%
Office workers	155	42	197	25.45%
Workers	517	2	519	67.05%
Total	**725**	**49**	**774**	**100%**

GRI 2-7 – S1-9 66B NUMBER OF EMPLOYEES BY QUALIFICATION AND AGE GROUP AT GROUP LEVEL AS OF 31.12

2021

	≤30	31–50	>50	Total	%
Senior managers		5	11	16	1.95%
Middle Managers		20	21	41	4.99%
Office workers	25	130	47	202	24.60%
Workers	72	308	182	562	68.45%
Total	**97**	**463**	**261**	**821**	**100%**

2022

	≤30	31–50	>50	Total	%
Senior managers		6	16	22	2.66%
Middle Managers		18	24	42	5.08%
Office workers	28	130	67	225	27.24%
Workers	51	282	204	537	65.01%
Total	**79**	**436**	**311**	**826**	**100%**

2023

	<30	30–50	>50	Total	%
Senior managers		6	12	18	2.17%
Middle Managers		16	20	36	4.33%
Office workers	24	126	57	207	24.91%
Workers	52	318	200	570	68.59%
Total	**76**	**466**	**289**	**831**	**100%**

2024

	<30	30–50	>50	Total	%
Senior managers		7	17	24	3.10%
Middle Managers		14	20	34	4.39%
Office workers	23	114	60	197	25.45%
Workers	47	281	191	519	67.05%
Total	**70**	**416**	**288**	**774**	**100%**

GRI 401-1 NUMBER AND RATE OF TERMINATED AND HIRED EMPLOYEES BY GENDER IN 2021-2024 AT GROUP LEVEL AS OF 31.12

2021

	M	F	Total
Terminated	133	10	143
%	93.01%	6.99%	100%
Turnover	**17.43%**	**17.24%**	**17.42%**
Hired	168	14	182
%	92.31%	7.69%	100%
Turnover	**22.02%**	**24.14%**	**22.17%**

2022

	M	F	Total
Terminated	59	7	66
%	89.39%	10.61%	100%
Turnover	**7.72%**	**11.29%**	**7.99%**
Hired	132	9	141
%	93.62%	6.38%	100%
Turnover	**17.28%**	**14.52%**	**17.07%**

2023

	M	F	Total
Terminated	120	9	129
%	93.02%	6.98%	100%
Turnover	**15.46%**	**16.36%**	**15.52%**
Hired	177	12	189
%	94.65%	6.35%	100%
Turnover	**22.81%**	**21.82%**	**22.74%**

2024

	M	F	Total
Terminated	129	10	139
%	92.80%	7.20%	100%
Turnover	**17.79%**	**20.41%**	**17.96%**
Hired	78	4	82
%	95.12%	4.88%	100%
Turnover	**10.75%**	**8.16%**	**10.60%**

GRI 401-1 NUMBER AND RATE OF EMPLOYEES HIRED AND TERMINATED BY AGE GROUP IN 2021-2024 AT GROUP LEVEL AS OF 31.12

2021

	≤30	31–50	>50	Total
Hired	59	98	25	182
%	32.42%	53.84%	13.74%	100%
Turnover	**60.82%**	**21.16%**	**9.58%**	**22.17%**

2022

	≤30	31–50	>50	Total
Hired	33	86	22	141
%	23.40%	60.99%	15.60%	100%
Turnover	**41.77%**	**19.72%**	**7.07%**	**17.07%**

2023

	<30	30–50	>50	Total
Hired	48	110	31	189
%	25.40%	58.20%	16.40%	100%
Turnover	**63.16%**	**23.66%**	**10.88%**	**22.74%**

2024

	<30	30–50	>50	Total
Hired	27	44	11	82
%	32.93%	53.66%	13.41%	100%
Turnover	**38.57%**	**10.58%**	**3.82%**	**10.60%**

2021

	≤30	31–50	>50	Total
Terminated	32	79	32	143
%	22.38%	55.24%	22.38%	100%
Turnover	**32.99%**	**17.06%**	**12.26%**	**17.42%**

2022

	≤30	31–50	>50	Total
Terminated	9	40	17	66
%	13.64%	60.60%	25.76%	100%
Turnover	**11.39%**	**9.17%**	**5.47%**	**7.99%**

2023

	<30	30–50	>50	Total
Terminated	34	65	30	129
%	26.36%	50.39%	23.26%	100%
Turnover	**44.74%**	**13.98%**	**10.53%**	**15.52%**

2024

	<30	30–50	>50	Total
Terminated	19	68	52	139
%	13.67%	48.92%	37.41%	100%
Turnover	**27.14%**	**16.35%**	**18.06%**	**17.96%**

GRI 401-1 NUMBER AND RATE OF EMPLOYEES HIRED AND TERMINATED BY COUNTRY IN 2021-2024 AT GROUP LEVEL AS OF 31.12

2022

	Italy	France	Germany	Mexico	North America	China	Total
Hired	134	2	0	0	4	1	141
%	95.04%	1.42%	0.00%	0.00%	2.84%	0.71%	100%
Turnover	**18.38%**	**11.11%**	**0.00%**	**0.00%**	**18.18%**	**3.23%**	**17.07%**
Terminated	53	3	2	1	2	5	66
%	80.30%	4.55%	3.03%	1.52%	3.03%	7.58%	100%
Turnover	**7.27%**	**16.67%**	**11.11%**	**12.50%**	**9.09%**	**16.13%**	**7.99%**

2023

	Italy	France	Germany	Dubai	North America	China	Total
Hired	165	4	3	4	13	0	189
%	87.30%	2.12%	1.59%	2.12%	6.88%	0.00%	100%
Turnover	**22.09%**	**22.22%**	**21.43%**	**100%**	**59.09%**	**0.00%**	**22.74%**
Terminated	112	1	6	0	8	2	129
%	86.82%	0.78%	4.65%	0.00%	6.20%	1.55%	100%
Turnover	**14.99%**	**5.56%**	**42.86%**	**0.00%**	**36.36%**	**7.69%**	**15.52%**

2024

	Italy	France	Germany	Dubai	North America	China	Total
Hired	66	6	1	2	7	0	82
%	80.49%	7.31%	1.22%	2.44%	8.54%	0.00%	100%
Turnover	**9.34%**	**28.57%**	**7.14%**	**50.00%**	**28.00%**	**0.00%**	**10.60%**
Terminated	106	3	1	2	4	23	139
%	76.25%	2.16%	0.72%	1.44%	2.88%	16.55%	100%
Turnover	**15.00%**	**14.29%**	**7.14%**	**50.00%**	**16.00%**	**766.66%***	**17.96%**

*The high turnover rate is due to a substantial reduction in the operation of the CIFA Hunan plant.

MATRIX FOR EVALUATING STAKEHOLDER CATEGORIES AND THE METHODS OF THEIR ENGAGEMENT

Importance: it indicates the weight that a given stakeholder has on the company's operation and turnover.

Influence: it indicates the extent to which a stakeholder may influence the decisions made by the company.

Both categories are rated on a scale from 1 (low level) to 5 (high level).

Category	Subgroup	Importance	Influence	Current involvement	Area	Involvement in the Sustainability Plan
CUSTOMERS	Dealers	5	5	Regular contacts, annual action plans, events, visits, newsletters, trade fairs, training	Product; company & brand identity; museum; safety	Pillar 1: Strengthening the communication of company projects and objectives, promoting greater sharing of durability-related initiatives with customers and dealers. Pillar 2: Currently, activities are focused exclusively on product safety. It is also necessary to initiate communication and awareness-raising initiatives on issues related to people's wellbeing. Pillar 3: Initiating the definition of training workshops and promoting the active participation of stakeholders in the evaluation process, consistent with Pillar Objectives 1 and 2.
	End customers	5	5	Visits, newsletters, demos, meetings in associations, operator training	Product; company & brand identity; museum; safety	
	Key Account	4	4	Visits, newsletters, demos	Product; company & brand identity; museum; safety	
	Contractor	4	4	Participation in panels, annual meetings	Product; company & brand identity; museum; safety	
EMPLOYEES	Managers	5	5	Employment relationship, Whistleblowing (Code of Ethics), Three-Year Climate Analysis (2024)	Employment relationship; personal aspect; company; training; assistance; charity towards employees and the community	Pillar 1: Sharing the sustainability governance structure and establishing working teams dedicated to the development and implementation of operational projects. Pillar 2: Organisation of extended meetings to initiate an open and structured dialogue; launch of a listening and workplace climate analysis project aimed at gathering valuable input for the development of relevant content. Pillar 3: Involvement in defining a fresh collaborative approach to the supply chain.
	Office workers	5	3	Daily, close relationship	Employment relationship; personal aspect; company; training; assistance; charity towards employees and the community	
	Workers	5	3	(Semi) daily, close relationship	Employment relationship; personal aspect; company; training; assistance; charity towards employees and the community	
	Candidates	3	2	Direct and intermediated selection processes	Employment relationship; company	
	Former employees	3	1	Occasional, passive	Company	
	Families	2	1	Events, open days, referrals	Company	

Category	Subgroup	Importance	Influence	Current involvement	Area	Involvement in the Sustainability Plan
SUPPLIERS	Industrial purchasing suppliers	5	5	Continuous contact, visits, audits, co-design	Product; process; industry; R&D	**Pillar 1**: Strengthening collaboration on projects aimed at reducing process and product energy consumption, with the joint development of shared value initiatives. **Pillar 2**: Co-design of people-oriented solutions; expansion of collaboration also in the area of communication; launch of review and scouting activities for best practices. **Pillar 3**: Strategic role in the supply chain: definition of training workshops and active participation in the evaluation process, in line with the Pillar Goals 1 and 2.
	Subcontractors	3	4	Continuous contact, visits, audits	Product; process; industry; R&D	
	Service providers	2	3	According to contract	Product; process; industry; R&D; marketing	
	External consultants	2	3	Ongoing or periodic; events	Within the scope of the contractual relationship	
	Contract	1	3	Contact when needed;	Product; process; industry; R&D	
COMPETITORS	/	4	3	Trade fairs; association meetings; regulatory roundtables	Product and business; market trends	**Pillar 1**: Confirmation of the current approach, maintaining the activities and level of involvement already in place. **Pillar 2**: Confirmation of the current approach, maintaining the activities and level of involvement already in place. **Pillar 3**: Confirmation of the current approach, maintaining the activities and level of involvement already in place.
SHAREHOLDERS	/	2	4	Monthly reporting; periodic meetings; extraordinary communications; shareholders' meeting and BoD	Performance; strategy; projects	**Pillar 1**: Fostering enhanced collaboration on ongoing initiatives, with emphasis on eco-design and sustainable product innovation efforts. **Pillar 2**: : Introduction of dedicated reporting on wellbeing issues in order to monitor and share impacts and progress in a structured manner. **Pillar 3**: Confirmation of the current approach, maintaining the activities and level of involvement already in place.

Category	Subgroup	Importance	Influence	Current involvement	Area	Involvement in the Sustainability Plan
FINANCIAL INSTITUTIONS	Banks	3	3	Daily contact	Within the scope of the contractual relationship	**Pillar 1**: Broader and more structured communication of information on projects and pillar objectives. **Pillar 2**: Introduction of dedicated reporting on wellbeing issues in order to monitor and share impacts and progress in a structured manner. **Pillar 3**: Confirmation of the current approach, maintaining the activities and level of involvement already in place.
	Insurance companies	2	2	Daily contact	Within the scope of the contractual relationship	
	Rating agencies	2	1	Half-yearly updates (credit facilities and ratings)	Within the scope of the contractual relationship	
REGULATORY BODIES	Regulatory authorities	3	3	Participation in European and national working groups	Product Technician	**Pillar 1**: Confirmation of the current approach, maintaining the activities and level of involvement already in place. **Pillar 2**: Dissemination and enhancement of the sustainability report as a tool for transparency and sharing of achievements and commitments. **Pillar 3**: Initiating discussions with regulatory bodies to promote the involvement of suppliers and partners in sustainability-related processes, with the aim of promoting possible collaborations in line with Pillar Objectives 2 and 3.
	Regulatory agencies (Revenue Agency, Customs Agency, and Monopolies, etc.)	2	3	Passive, on-call	Official	
CERTIFICATION BODIES	/	2	3	Periodic audits	Certification topics (environment, quality, energy)	**Pillar 1**: Confirmation of the current approach, maintaining the activities and level of involvement already in place. **Pillar 2**: Dissemination and enhancement of the sustainability report as a tool for transparency and sharing of achievements and commitments. **Pillar 3**: Collaboration in the process of defining KPIs that can be conducive to monitoring the evolution of a sustainable supply chain, in line with the Pillar Goals 1 and 2.

Category	Subgroup	Importance	Influence	Current involvement	Area	Involvement in the Sustainability Plan
INTERNAL BODIES	SB	2	3	Periodic	Compliance with regulations	**Pillar 1**: Confirmation of the current approach, maintaining the activities and level of involvement already in place. **Pillar 2**: Strengthening involvement through the preparation of dedicated reports and regular meetings to ensure continuity and transparency in dialogue. **Pillar 3**: Structured sharing of ongoing activities and projects, with the aim of fostering integration and alignment with policies already in place within the supply chain.
	Members of the Board of Statutory Auditors	1	2	Periodic	Compliance with regulations	
	Statutory auditor	1	1	Periodic	Compliance with regulations	
STATUS	INPS	2	2	Mandatory and as-needed communications	Legislative and labour	**Pillar 1**: Confirmation of the current approach, maintaining the activities and level of involvement already in place. **Pillar 2:** Dissemination and enhancement of the sustainability report as a tool for transparency and sharing of achievements and commitments. **Pillar 3:** Confirmation of the current approach, maintaining the activities and level of involvement already in place.
	INAIL	2	2	Mandatory and as-needed communications	Legislative and labour	
	Policy	1	1	Passive	Political	
	Treasury	1	1	Mandatory and as-needed communications	Legislative and labour	
TRADE UNIONS	/	1	3	Continuing at lower union level, periodic meetings	Contractual and management (standard);	**Pillar 1**: Confirmation of the current approach, maintaining the activities and level of involvement already in place. **Pillar 2:** Strengthening the level of involvement, with a specific focus on accident prevention and collaboration with Workers' Safety Representatives (WSR). **Pillar 3:** Confirmation of the current approach, maintaining the activities and level of involvement already in place.

Category	Subgroup	Importance	Influence	Current involvement	Area	Involvement in the Sustainability Plan
TRADE ASSOCIATIONS	/	2	1	Working groups; periodic meetings; as needed; events; training events	Industry; industrial policy	**Pillar 1**: Launch of advocacy initiatives and engagement with public institutions aimed at fostering regulatory evolution in favour of the deployment and scaling of electric machinery across the industry. **Pillar 3**: Seeking agreements and collaborations for the development of new product and safety standards, with the aim of supporting the sustainable transition of the entire supply chain.
LOCAL COMMUNITY	Neighbourhood	1	1	None	None	**Pillar 1**: Identification of new communication channels and tools to improve the dissemination of the company's sustainability projects and commitments. **Pillar 3:** Mapping of local initiatives and dedicated territorial projects, aimed at strengthening community ties and contributing to the achievement of Pillar Objective 2.
	Schools and training institutions	1	1	Site visits and museum visits	Company & brand identity	

SUMMARY TABLES OF IMPACTS, RISKS AND OPPORTUNITIES FROM THE DOUBLE MATERIALITY ANALYSIS.

IMPACTS

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	IMPACT	NEGATIVE/ POSITIVE	ACTUAL/ POTENTIAL	DIRECT/ INDIRECT
E1	Climate change	Climate change mitigation		Logistics (Scope 1-3 emissions)	NEGATIVE	ACTUAL	DIRECT and INDIRECT

DESCRIPTION:
This topic concerns the already existing environmental impact generated by greenhouse gas emissions from company logistics, including transport carried out with company-owned vehicles (direct impact – Scope 1) and those entrusted to third parties along the value chain (indirect impact – Scope 3), as well as staff travel (Scope 1 and 3). For CIFA, these emissions represent a real environmental impact that contributes to air pollution and climate change.

E1	Climate change	Energy		Energy consumption (Scope 1–2 emissions)	NEGATIVE	ACTUAL	DIRECT and INDIRECT

DESCRIPTION:
This topic concerns greenhouse gas emissions currently generated by energy consumption related to corporate activities, including operations at production facilities, industrial processes, and office sites. Scope 1 emissions refer to those resulting from the on-site use of fossil fuels, while Scope 2 emissions are associated with electricity purchased from external providers. For CIFA, these emissions represent a concrete and measurable environmental pressure that contributes to climate change.

E1	Climate change	Energy		Energy consumption of products (Scope 3 emissions)	NEGATIVE	ACTUAL	INDIRECT

DESCRIPTION:
This topic concerns the greenhouse gas emissions generated during the use phase of the products marketed by CIFA, i.e. when they are used by customers. Specifically, this refers to emissions resulting from the energy consumption required for the movement and operational functioning of machinery. These emissions can make up a significant part of a company's overall carbon footprint. Moreover, they directly influence the environmental performance of end customers. Ineffective control of these emissions can undermine the perceived sustainability of products, reduce competitiveness in markets that are more ESG-conscious or subject to stringent regulations, limit access to customers and partners with ambitious decarbonisation targets, and increase the risk of regulatory and reputational pressures along the entire value chain.

E1	Climate change	Climate change mitigation		Reduction of GHG emissions	POSITIVE	ACTUAL	DIRECT

DESCRIPTION:
This topic concerns the organisation's commitment to researching, testing and adopting technical and management solutions aimed at reducing greenhouse gas (GHG) emissions throughout the various operational phases, with particular reference to energy consumption, waste management and logistics. For CIFA, reducing emissions contributes to improving overall environmental performance and strengthening compliance with national and international climate goals. In addition, this activity helps to contain energy costs, increase operational resilience, enhance stakeholder confidence and improve the company's competitive position in a market increasingly oriented towards the transition to low-carbon models.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	IMPORTANCE	SCOPE	IRREMEDIABILITY	LIKELIHOOD	MATERIALITY
RAW MATERIALS, SUPPLIERS, INBOUND LOGISTICS, OPERATIONS, SUPPORTING PROCESSES, OUTBOUND LOGISTICS, SALES, PRODUCT USE AND END OF LIFE	SHORT	HIGH	HIGH	HIGH	100%	27
SUPPLIERS, OPERATIONS, SUPPORTING PROCESSES	SHORT	AVERAGE	AVERAGE	AVERAGE	100%	8
SALE, PRODUCT USE AND END OF LIFE	SHORT	AVERAGE	AVERAGE	AVERAGE	100%	8
OPERATIONS, SUPPORTING PROCESSES	SHORT	HIGH	AVERAGE	LOW	100%	6

IMPACTS

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	IMPACT	NEGATIVE/ POSITIVE	ACTUAL/ POTENTIAL	DIRECT/ INDIRECT
E5	Circular economy	Waste		Product end of life	NEGATIVE	POTENTIAL	INDIRECT

DESCRIPTION:
This topic concerns the environmental implications of the end-of-life phase of CIFA's products, such as disposal, material treatment, and challenges related to recovery or recycling. These aspects depend to a large extent on the company's design and production choices. Failure to integrate criteria related to durability, reparability and recyclability may generate negative environmental effects, increase the generation of hazardous waste and damage brand perception (making it more difficult to meet stakeholder expectations regarding producer responsibility).

E1	Climate change	Energy		Energy from non-renewable sources	NEGATIVE	ACTUAL	DIRECT

DESCRIPTION:
This topic concerns the current use of fossil energy sources to meet the energy needs of CIFA's operations, including industrial production and office operations. The continuous use of these resources leads to ongoing greenhouse gas emissions and the depletion of non-renewable resources, significantly contributing to climate change.

E5	Circular economy	Resources inflows, including resource use		Purchase of plastic raw materials	NEGATIVE	ACTUAL	INDIRECT

DESCRIPTION:
This topic concerns the sourcing and use of plastic raw materials used in the manufacture of components and parts of CIFA's finished products. The continuous use of plastics of fossil origin contributes to environmental degradation, increased greenhouse gas emissions and dependence on non-renewable resources, generating pressures in terms of environmental responsibility, material circularity and compliance with composite materials regulations.

E5	Circular economy	Resources inflows, including resource use		Purchase of metal raw materials	NEGATIVE	ACTUAL	INDIRECT

DESCRIPTION:
This topic concerns the sourcing of metals such as iron, steel and aluminium, which are used in the production of CIFA's components and finished product parts. The extraction and processing of metallic raw materials involve significant environmental and social pressures, including high energy consumption, greenhouse gas emissions, industrial waste generation, and potential human rights violations in supplier countries.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	IMPORTANCE	SCOPE	IRREMEDIABILITY	LIKELIHOOD	MATERIALITY
SUPPLIERS, PRODUCT USE AND END-OF-LIFE	MEDIUM	AVERAGE	AVERAGE	AVERAGE	75%	6
OPERATIONS, SUPPORTING PROCESSES	SHORT	AVERAGE	AVERAGE	LOW	100%	4
RAW MATERIALS, SUPPLIERS	SHORT	AVERAGE	LOW	AVERAGE	100%	4
RAW MATERIALS, SUPPLIERS	SHORT	LOW	AVERAGE	AVERAGE	100%	4

IMPACTS

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	IMPACT	NEGATIVE/ POSITIVE	ACTUAL/ POTENTIAL	DIRECT/ INDIRECT
E5	Circular economy	Resources inflows, including resource use		Purchase of chemicals (e.g. paints, solvents)	NEGATIVE	ACTUAL	INDIRECT

DESCRIPTION:
This topic concerns the procurement and use of chemicals such as paints, solvents and other products used in the finishing and customisation of CIFA's finished products. The use of these substances leads to negative effects on both the environment and human health due to the release of volatile organic compound (VOC) emissions and the generation of hazardous waste (from their production, transport and use in the industrial phase). Overall, this can also increase handling and disposal costs.

E5	Circular economy	Resources inflows, including resource use		Purchase of chassis	NEGATIVE	ACTUAL	INDIRECT

DESCRIPTION:
This topic concerns the supply chain and production of chassis, which are used as the functional basis for CIFA's finished products. Their realisation exerts significant environmental pressure, mainly due to the high use of raw materials (especially metals), greenhouse gas emissions generated during the production and logistical phases, and possible social problems related to the extraction and processing of materials

E5	Circular economy	Resources inflows, including resource use		Product innovation	POSITIVE	POTENTIAL	DIRECT

DESCRIPTION:
This topic concerns research and development activities oriented towards the continuous improvement of the functionality of CIFA's products, with a special focus on the integration of sustainability criteria in the design phase. Product innovation would enable the organization to strengthen its competitiveness through more efficient, safer, and circular economy-aligned technical solutions In addition, it would help reduce environmental impacts throughout the product lifecycle, increase perceived value for customers and facilitate access to new markets and sustainability-sensitive segments, generating long-term reputational, economic and environmental benefits.

E1	Climate change	Climate change mitigation		Waste (Scope 3 emissions)	NEGATIVE	ACTUAL	INDIRECT

DESCRIPTION:
This topic concerns the indirect emissions associated with the management of waste generated along CIFA's value chain, including the transport, treatment and disposal of waste materials from production and logistics activities. Suboptimal waste management along the supply chain amplifies the overall environmental footprint, generates inefficiencies in material flows, increases operational costs, and creates vulnerabilities with respect to environmental regulations and stakeholder expectations regarding circularity and environmental responsibility.

E2	Pollution	Pollution of air		VOC emissions	NEGATIVE	ACTUAL	DIRECT

DESCRIPTION:
This topic concerns the release into the atmosphere of volatile organic compounds (VOCs) generated mainly by internal painting activities within CIFA's plants. VOC emissions contribute to air pollution, tropospheric ozone formation and can pose health risks to workers and neighbouring communities.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	IMPORTANCE	SCOPE	IRREMEDIABILITY	LIKELIHOOD	MATERIALITY
RAW MATERIALS, SUPPLIERS	SHORT	AVERAGE	LOW	AVERAGE	100%	4
RAW MATERIALS, SUPPLIERS	SHORT	AVERAGE	LOW	AVERAGE	100%	4
OPERATIONS	SHORT	AVERAGE	AVERAGE	LOW	90%	3.6
SUPPLIERS, SALE, USE AND PRODUCT END OF LIFE	SHORT	LOW	AVERAGE	LOW	100%	2
OPERATIONS, SUPPORTING PROCESSES	SHORT	AVERAGE	LOW	LOW	100%	2

IMPACTS

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	IMPACT	NEGATIVE/ POSITIVE	ACTUAL/ POTENTIAL	DIRECT/ INDIRECT
E5	Circular economy	Resources inflows, including resource use		Purchase of electronic compo-nents	NEGATIVE	ACTUAL	INDIRECT

DESCRIPTION:
This topic concerns the sourcing of electronic components and sensors used in CIFA's products, which generates significant environmental and social impacts along the supply chain. The main critical factors include the extraction of critical raw materials, high energy consumption in production processes and the production of electronic waste that is difficult to manage. These elements contribute to increasing the company's overall environmental footprint.

E5	Circular economy	Waste		Waste and scrap (production cycle)	NEGATIVE	ACTUAL	DIRECT

DESCRIPTION:
This topic concerns the production and management of solid waste and scrap generated by CIFA's internal production processes. Failure to optimise material flows and unsustainable disposal lead to an increase in non-recoverable waste, higher emissions due to outsourcing of management processes, and environmental, economic and regulatory risks related to traceability and waste treatment.

E5	Circular economy	Waste		Minimising waste materials	POSITIVE	POTENTIAL	DIRECT

DESCRIPTION:
This topic concerns CIFA's commitment to studying and adopting solutions aimed at minimising the generation of waste and scrap in production and administrative processes. Reducing waste can help improve operational efficiency, reduce the company's direct environmental impact and optimise the use of resources, with benefits in terms of sustainability, costs and reputation.

E4	Biodiver-sity and ecosys-tems	Direct impact drivers of bio-diversity loss	Land-use change	Destruction of ecosystems	NEGATIVE	POTENTIAL	INDIRECT

DESCRIPTION:
This topic concerns the environmental pressures associated with the use of CIFA products in construction and building activities, which can contribute to the degradation of natural ecosystems. The main consequences include loss of biodiversity, soil erosion, air and water pollution and alteration of local ecological balances, with potentially irreversible effects on the environment

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	IMPORTANCE	SCOPE	IRREMEDIABILITY	LIKELIHOOD	MATERIALITY
RAW MATERIALS, SUPPLIERS	SHORT	LOW	AVERAGE	LOW	100%	2
OPERATIONS, SUPPORTING PROCESSES	SHORT	AVERAGE	LOW	LOW	100%	2
OPERATIONS, SUPPORTING PROCESSES	SHORT	LOW	AVERAGE	LOW	50%	1.4
RAW MATERIALS, PRODUCT USE	LONG	AVERAGE	LOW	AVERAGE	30%	1.2

IMPACTS

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	IMPACT	NEGATIVE/ POSITIVE	ACTUAL/ POTENTIAL	DIRECT/ INDIRECT
E3	Water and marine resources	Water	Water consumption	Consumption of water resources	NEGATIVE	ACTUAL	DIRECT

DESCRIPTION:
This topic concerns CIFA's direct use of water in production processes and company premises, with actual and tangible environmental impacts. Excessive or inefficient consumption can contribute to local water stress, reduce the availability of resources for other uses and increase pressure on ecosystems, especially in scarcity-prone contexts.

E5	Circular economy	Resources inflows, including resource use		Packaging	NEGATIVE	ACTUAL	INDIRECT

DESCRIPTION:
This topic concerns CIFA's use of plastic and cardboard packaging in the handling of parts and components, with environmental effects related to the consumption of natural resources, waste production and emissions generated throughout the life cycle of the packaging. The widespread use of single-use materials contributes to pollution and increases pressure on supply chains that are not always sustainable.

E5	Circular economy	Waste		Plastic packaging	NEGATIVE	ACTUAL	INDIRECT

DESCRIPTION:
This topic concerns the internal generation of scrap and waste from plastic packaging received from suppliers and managed by CIFA. This activity has tangible environmental impacts, related to the difficulty of disposing of and recycling plastics, the spread of microplastics and the emissions produced during waste treatment. This exacerbates the strain on waste management systems and places additional pressure on natural ecosystems.

E2	Pollution	Pollution of soil		Dispersal of hazardous substances and waste	NEGATIVE	POTENTIAL	DIRECT and INDIRECT

DESCRIPTION:
This topic concerns the risk of accidental release into the environment of hazardous substances generated by CIFA's internal processes. Any leakage into the areas surrounding the plants can contaminate soil, air and water resources, damage local ecosystems and lead to legal, health and reputational consequences for the company.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	IMPORTANCE	SCOPE	IRREMEDIABILITY	LIKELIHOOD	MATERIALITY
OPERATIONS, SUPPORTING PROCESSES	SHORT	LOW	LOW	LOW	100%	1
RAW MATERIALS, SUPPLIERS	SHORT	LOW	LOW	LOW	100%	1
SUPPLIERS, INBOUND LOGISTICS, OPERATIONS, SUPPORTING PROCESSES, OUTBOUND LOGISTICS, SALES, PRODUCT USE AND END OF LIFE	SHORT	LOW	LOW	LOW	100%	1
SUPPLIERS, INBOUND LOGISTICS, OPERATIONS	MEDIUM	AVERAGE	LOW	AVERAGE	20%	0.8

IMPACTS

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	IMPACT	NEGATIVE/ POSITIVE	ACTUAL/ POTENTIAL	DIRECT/ INDIRECT
E5	Circular economy	Waste		Hazardous waste	NEGATIVE	ACTUAL	DIRECT

DESCRIPTION:
This topic concerns CIFA's direct production of hazardous waste, in particular during internal painting processes. The management and disposal of this waste entails current environmental impacts, with risks of soil and water contamination, harmful emissions and regulatory and health implications related to environmental safety and the protection of the surrounding area.

S1	Own workforce	Working conditions	Health & safety	Employee health and safety	NEGATIVE	POTENTIAL	DIRECT

DESCRIPTION:
This topic concerns the critical issues related to workers' health and safety in CIFA's operational activities, particularly upon the handling of products, goods and machinery, and in the activities carried out in the different departments. Failure to comply with health and safety regulations, especially with regard to prevention and protection measures, can lead to an increased incidence of occupational diseases and accidents, operational disruptions, insurance costs, penalties and reputational damage.

S1	Own workforce	Working conditions	Work-life balance	Worker wellbeing	POSITIVE	POTENTIAL	DIRECT

DESCRIPTION:
This topic concerns the organisation's ability to create and maintain a healthy, safe working environment geared towards the overall wellbeing of employees, with a focus on both physical and mental aspects. For CIFA, promoting employee wellbeing through targeted initiatives can help reduce stress and absenteeism, enhance motivation, improve performance quality, and strengthen the sense of belonging. Effective management in this area management in this area can also strengthen the company's image, enhance its ability to attract and retain talent, and foster organizational cohesion, thus positively impacting long-term business continuity.

S1	Own workforce	Equal treatment and opportunities for all	Training and skills development	Training and skills development	POSITIVE	POTENTIAL	DIRECT

DESCRIPTION:
This topic concerns the promotion of structured and continuous training, refresher courses and the development of employees' personal and professional skills. For CIFA, training contributes to increasing people's technical preparation, flexibility and adaptability to changes in the industry. Investing in human capital development enhances the company's competitive edge, drives innovation, and boosts employee engagement and satisfaction – laying the foundation for sustainable growth and medium- to long-term organizational resilience.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	IMPORTANCE	SCOPE	IRREMEDIABILITY	LIKELIHOOD	MATERIALITY
OPERATIONS, SUPPORTING PROCESSES	SHORT	AVERAGE	LOW	AVERAGE	20%	0.8
OPERATIONS, SUPPORTING PROCESSES	SHORT	HIGH	HIGH	HIGH	25%	6.75
OPERATIONS, SUPPORTING PROCESSES	SHORT	HIGH	AVERAGE	LOW	75%	5
SUPPORTING PROCESSES	SHORT	AVERAGE	AVERAGE	LOW	100%	4

IMPACTS

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	IMPACT	NEGATIVE/ POSITIVE	ACTUAL/ POTENTIAL	DIRECT/ INDIRECT
S4	Consumers and end-users	Personal safety of consumers and/or end-users	Health & safety	User safety	NEGATIVE	POTENTIAL	DIRECT and INDIRECT

DESCRIPTION:
This topic concerns the health and safety of end users of products and machinery supplied by CIFA. In particular, reference is made to the risk of injuries or accidents due to malfunctions, design defects, unintended misuse or operational negligence. Ineffective management of these critical issues can lead to product recalls, damage to corporate image, economic losses, and a decline in trust from customers and the market.

S1	Own workforce	Working conditions	Work-life balance	Work-life balance	POSITIVE	ACTUAL	DIRECT

DESCRIPTION:
This topic concerns the initiatives, employee services and flexible working time policies adopted by CIFA to foster a healthier work-life balance. Promoting work-life balance – through agile working, flexible hours, parental support, and reconciliation services – means improving employee wellbeing, boosting motivation and productivity, and making the company more attractive, thereby contributing to a more sustainable and inclusive work environment.

S2	Workers in the value chain	Working conditions	Health & safety	Health and safety of workers in the chain	NEGATIVE	POTENTIAL	INDIRECT

DESCRIPTION:
This topic concerns the consequences of inadequate health and safety conditions along the value chain, particularly within supplier operations and on construction sites. The absence of adequate standards can lead to tangible consequences, such as workplace accidents, reputational damage, legal implications, and challenges in maintaining relationships with clients and partners who are attentive to ESG criteria. Such situations can also adversely affect the company's business continuity.

S3	Affected communities	Communities' economic, social and cultural rights	Land-related impacts	Cultural and educational activities (schools and universities)	POSITIVE	ACTUAL	DIRECT

DESCRIPTION:
This topic addresses the organization's commitment to supporting educational initiatives and building partnerships with schools and academic institutions, with the goal of enhancing the competencies of future generations and advancing knowledge in engineering, mechanics, and electronics – thereby promoting innovation and sustainability. For CIFA, investing in culture and training means contributing to the development of human capital, strengthening ties with the educational sector, and fostering a more informed society that is better equipped to face future challenges.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	IMPORTANCE	SCOPE	IRREMEDIABILITY	LIKELIHOOD	MATERIALITY
OPERATIONS, PRODUCT USE	SHORT	HIGH	AVERAGE	HIGH	20%	3.6
SUPPORTING PROCESSES	SHORT	AVERAGE	HIGH	LOW	50%	3
SUPPLIERS, INBOUND LOGISTICS, OUTBOUND LOGISTICS, SALES, PRODUCT USE AND END OF LIFE	MEDIUM	HIGH	HIGH	HIGH	10%	2.7
SUPPORTING PROCESSES	SHORT	AVERAGE	LOW	LOW	100%	2

IMPACTS

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	IMPACT	NEGATIVE/ POSITIVE	ACTUAL/ POTENTIAL	DIRECT/ INDIRECT
S3	Affected communities	Communities' economic, social and cultural rights	Land-related impacts	Innovation and research in collaboration with universities	POSITIVE	ACTUAL	DIRECT

DESCRIPTION:
This topic concerns collaborations with universities and research institutes designed to involve emerging talent in innovation initiatives, applied research, and corporate product development. For CIFA, these partnerships help strengthen the link between academia and industry, fostering technological advancement, the dissemination of a culture of innovation and the development of skills that positively impact competitiveness and corporate sustainability.

S2	Workers in the value chain	Other work-related rights	Child and forced labour – decent working conditions	Rights of workers in the chain	NEGATIVE	POTENTIAL	INDIRECT

DESCRIPTION:
CIFA's lack of control over working conditions along the value chain can lead to violations of workers' fundamental rights, such as the absence of decent conditions, the presence of child or forced labour and other forms of exploitation. Although indirect, these impacts can have significant reputational, legal and commercial consequences for the company, undermining international regulatory compliance and stakeholder trust.

S1	Own workforce	Equal treatment and opportunities for all	Diversity	Diversity and inclusion	POSITIVE	POTENTIAL	DIRECT

DESCRIPTION:
This topic concerns the acknowledgment of diversity within the organization and the implementation of initiatives designed to guarantee equal rights and opportunities for all employees. At CIFA, implementing inclusive policies, educational pathways, and measures to eliminate cultural and structural barriers – alongside monitoring equal opportunity practices – can foster a positive organizational climate, enhance talent attraction and retention, stimulate innovation, and reinforce corporate social responsibility.

S1	Own workforce	Equal treatment and opportunities for all		Rights of own workforce	NEGATIVE	POTENTIAL	DIRECT

DESCRIPTION:
This topic concerns the effects of violating employees' fundamental rights, such as non-compliance with labour regulations, the absence of decent conditions and the presence of unfair practices, including discrimination, forced or child labour. Such situations can generate legal, reputational and organisational consequences, thereby undermining the internal climate, productivity and stakeholder trust. For CIFA, preventing these impacts would mean adopting clear human rights and labour policies, promoting listening and reporting systems, investing in continuous training and strengthening an inclusive and responsible corporate culture.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	IMPORTANCE	SCOPE	IRREMEDIABILITY	LIKELIHOOD	MATERIALITY
OPERATIONS, SUPPORTING PROCESSES	SHORT	AVERAGE	LOW	LOW	100%	2
SUPPLIERS	MEDIUM	HIGH	HIGH	AVERAGE	10%	1.8
OPERATIONS, SUPPORTING PROCESSES	MEDIUM	LOW	AVERAGE	LOW	50%	1.5
OPERATIONS, SUPPORTING PROCESSES	MEDIUM	HIGH	AVERAGE	AVERAGE	10%	1.2

IMPACTS

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	IMPACT	NEGATIVE/ POSITIVE	ACTUAL/ POTENTIAL	DIRECT/ INDIRECT
S3	Affected communities	Communities' economic, social and cultural rights	Land-related impacts	Development of the local socio-economic fabric	POSITIVE	POTENTIAL	DIRECT

DESCRIPTION:
This topic refers to the effects that the organisation generates on local communities through its economic activities, such as the creation of employment opportunities, support for local businesses and the economic spin-off produced in the area. For CIFA, contributing to socio-economic development means promoting inclusive and sustainable growth, enhancing local resources, fostering collaboration with local stakeholders and strengthening the link between business and community.

S3	Affected communities	Communities' economic, social and cultural rights	Security-related impacts	Local community safety (headquarters and construction sites)	NEGATIVE	POTENTIAL	DIRECT and INDIRECT

DESCRIPTION:
This topic refers to possible accidents related to business operations and activities on construction sites that could impact the health, safety and welfare of people in local communities. For CIFA, ensuring the safety of the areas surrounding its offices and construction sites means adopting risk prevention and management measures, in compliance with current regulations, in order to protect public health, reduce the impact on the local area and maintain a responsible and transparent relationship with the communities involved.

G1	Business conduct	Management of relationships with suppliers including payment practices		Supply chain selection according to sustainability criteria	POSITIVE	POTENTIAL	DIRECT

DESCRIPTION:
This topic concerns the integration of environmental, social and ethical criteria in the selection and management of suppliers, with the aim of reducing indirect impacts along the supply chain, promoting responsible practices and ensuring regulatory compliance. For CIFA, this translates into a concrete commitment to a transparent, resilient and sustainability-aligned supply chain, with positive effects on reputation, ESG performance and business continuity.

G1	Business conduct	Corruption and bribery	Prevention and detection, including training	Corruption and money laundering	NEGATIVE	POTENTIAL	DIRECT

DESCRIPTION:
This topic concerns the company's efforts to prevent and counter unlawful conduct – including corruption, money laundering, and other fraudulent practices – by implementing governance mechanisms, internal control systems, employee training, and ongoing monitoring. For CIFA, ensuring integrity, transparency and legality in business processes and along the value chain is crucial to protect reputation, ensure regulatory compliance and strengthen stakeholder trust.

G1	Business conduct	Corporate culture		Data security and privacy	NEGATIVE	POTENTIAL	DIRECT

DESCRIPTION:
This topic addresses the risks associated with inadequate management of personal and sensitive data of customers, employees, and stakeholders, potentially leading to data breaches, unauthorized access, and cybersecurity threats For CIFA, the protection of data and privacy is a strategic priority to prevent legal, operational and reputational impacts, through the adoption of IT security measures, compliance with current regulations and the promotion of an internal culture oriented towards awareness and responsibility in information management.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	IMPORTANCE	SCOPE	IRREMEDIABILITY	LIKELIHOOD	MATERIALITY
OPERATIONS, SUPPORTING PROCESSES	MEDIUM	AVERAGE	LOW	LOW	50%	1
RAW MATERIALS, OPERATIONS, PRODUCT USE	MEDIUM	AVERAGE	LOW	AVERAGE	25%	1
SUPPORTING PROCESSES	MEDIUM	AVERAGE	HIGH	LOW	80%	4.8
SUPPORTING PROCESSES	SHORT	AVERAGE	AVERAGE	AVERAGE	20%	1.6
SUPPORTING PROCESSES	SHORT	AVERAGE	AVERAGE	LOW	30%	1.2

RISKS AND OPPORTUNITIES

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	RISK	OPPORTUNITY	ORIGIN	IMPACT FACTOR
E1	Climate change	Energy			Self-production/ supply of energy from renewable sources	IMPACT	Energy consumption

DESCRIPTION:
For CIFA, self-production and supply of energy from renewable sources represent an important opportunity in terms of sustainability and competitiveness. The use of electricity generated by photovoltaic systems or purchased from certified suppliers enables a reduction in CO_2 emissions, lower energy costs and increased independence from traditional energy markets, which are subject to fluctuations and uncertainties.

E1	Climate change	Climate change mitigation		Global warming – (CHRONIC/ACUTE PHYSICAL RISK)		IMPACT	Reduction of GHG emissions

DESCRIPTION:
For CIFA, global warming represents a real physical risk, linked to the increasing frequency and intensity of extreme weather events, such as floods, heat waves or storms. These conditions can cause disruptions in production activities, damage to plants, logistical difficulties and delays in supplies. In addition, they can affect the safety of personnel and increase operational and insurance costs. In the long run, such phenomena may jeopardise business continuity and efficiency, thus calling for stronger adaptation and resilience measures.

E1	Climate change	Climate change mitigation		Reputational damage (emissions)		IMPACT/ OTHER	Reduction of GHG emissions

DESCRIPTION:
For CIFA, the risk of reputational damage related to emissions refers to the possible negative consequences of non-compliance with environmental regulations, in particular those related to greenhouse gas (GHG) emissions. In a context where stakeholders, customers and local communities are increasingly aware of environmental issues and corporate responsibility, any irregularities or lack of transparency in emissions management can generate significant impacts on corporate image, such as loss of trust by customers, exclusion from markets, and increased negative media exposure.

E1	Climate change	Climate change mitigation		Non-compliance with emissions regulations (consumption of products in use) – (TRANSITION RISK)		IMPACT/ OTHER	Energy consumption of products

DESCRIPTION:
For CIFA, the risk of non-compliance with regulations on emissions related to the consumption of finished products relates to the possible introduction, especially at the European level, of new rules imposing stricter limits on emissions generated during the use of the products in question. This scenario could result in the company having to invest in innovation and redesign, with significant economic impacts. Should it fail to abide by the new standards, CIFA would risk penalties, loss of competitiveness and possible reputational damage, especially in environmentally sensitive markets.

E1	Climate change	Energy			Energy efficiency	IMPACT	Energy consumption; Reduction of GHG emissions

DESCRIPTION:
For CIFA, energy efficiency represents a concrete opportunity to reduce operating costs and improve the environmental performance of production facilities. By adopting more efficient technologies, monitoring consumption and optimising internal processes, the company can reduce its use of electricity, curb greenhouse gas emissions and strengthen its competitiveness on the market, while contributing to sustainability goals.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

DEPENDENCY FACTOR	OTHER	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	FINANCIAL SCOPE	LIKELIHOOD	MATERIALITY
		OPERATIONS, SUPPORTING PROCESSES	SHORT	MODERATE	OFTEN (4–12 times)	24
		SUPPLIERS, INBOUND LOGISTICS, OPERATIONS, SUPPORTING PROCESSES, OUTBOUND LOGISTICS	SHORT	MODERATE	OFTEN (4–12 times)	24
	Regulatory context	SUPPLIERS, INBOUND LOGISTICS, OPERATIONS, SUPPORTING PROCESSES, OUTBOUND LOGISTICS	MEDIUM	MEDIUM	POSSIBLE (every 1–2 years)	20
	Regulatory context	PRODUCT USE AND END OF LIFE	MEDIUM	MEDIUM	POSSIBLE (every 1–2 years)	20
		OPERATIONS, SUPPORTING PROCESSES	MEDIUM	MODERATE	PROBABLE (1–4 times per year)	20

RISKS AND OPPORTUNITIES

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	RISK	OPPORTUNITY	ORIGIN	IMPACT FACTOR
E5	Circular economy	Resources inflows, including resource use		Increased logistics costs (custom duties) – (RISK OF TRANSITION)		IMPACT/ OTHER	Purchase of plastic/ metallic raw materials; Purchase of electronic compo-nents

DESCRIPTION:
The risk relates to rising import costs for plastic and metal raw materials, as well as electronic components, resulting from the introduction of environmental tariffs, anti-dumping measures, and regulations on emissions and materials themselves. These protectionist policies generate production cost pressures, increased instability in global markets and complexity in sourcing strategies, forcing CIFA to review its supply chain in a more sustainable and resilient perspective.

E5	Circular economy	Resources inflows, including resource use			Sourcing of alternative materials	IMPACT	Purchase of plastic/ chemical raw materials

DESCRIPTION:
For CIFA, the sourcing of alternative materials represents an opportunity to reduce the environmental impact of using traditional plastics and paints. Research and experimentation with more sustainable solutions enable product innovation, compliance with growing regulatory and market demands in the environmental field, improved performance across the product life cycle, and a stronger market positioning aligned with circular economy principles and environmental responsibility.

E5	Circular economy	Waste			Durability and predictive maintenance (product)	IMPACT/ OTHER	Product end of life

DESCRIPTION:
For CIFA, investing in sensor and electronic solutions for real-time monitoring of the operating conditions of its products is an opportunity to extend their durability and optimise their management. Predictive maintenance systems make it possible to reduce downtime, improve reliability, offer value-added services to customers and strengthen corporate competitiveness, with a view to technological innovation and sustainability.

E1	Climate change	Energy			Reduction of emissions of the products in use	IMPACT	Energy Consump-tion; Reduction of GHG emissions

DESCRIPTION:
For CIFA, investing in sensor and electronic solutions for real-time monitoring of the operating conditions of its products is an opportunity to extend their durability and optimise their management, as well as improving their performance over their entire lifecycle. The adoption of predictive maintenance systems makes it possible to reduce downtime, increase reliability, offer value-added services to customers and collect useful data even for the end-of-life phase, thus facilitating material recovery and reducing waste. This approach strengthens corporate competitiveness and contributes to the transition towards more innovative, sustainable and circular models.

E1	Climate change	Climate change mitigation			Incentives for sustainable transition	IMPACT/ OTHER	Reduction of GHG emissions

DESCRIPTION:
Incentives for sustainable transition are a strategic lever for environmental innovation. At national and international level, these take the form of tax credits and grants to support investments in low-impact technologies, energy efficiency, circular solutions and environmental certification. In the context of CIFA, these instruments facilitate regulatory compliance and enhance competitiveness in ESG-oriented markets.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

DEPENDENCY FACTOR	OTHER	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	FINANCIAL SCOPE	LIKELIHOOD	MATERIALITY
	Regulatory context	INBOUND LOGISTICS	MEDIUM	MEDIUM	POSSIBLE (every 1–2 years)	20
		RAW MATERIALS, SUPPLIERS	LONG	MODERATE	PROBABLE (1–4 times per year)	20
	Research and development	PRODUCT USE AND END OF LIFE	SHORT	MODERATE	PROBABLE (1–4 times per year)	20
		PRODUCT USE AND END OF LIFE	MEDIUM	MODERATE	POSSIBLE (every 1–2 years)	16
	Regulatory context	SUPPLIERS, OPERATIONS, SUPPORTING PROCESSES	MEDIUM	MODERATE	POSSIBLE (every 1–2 years)	16

RISKS AND OPPORTUNITIES

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	RISK	OPPORTUNITY	ORIGIN	IMPACT FACTOR
E3	Water and marine resources	Water	Water consumption	Water shortage (concrete) – (CHRONIC PHYSICAL RISK)		IMPACT	Resource consumption

DESCRIPTION:
The risk concerns the progressive reduction in the availability of the water resources that are necessary for the preparation and use of concrete. In the context of climate change and increasing pressure on ecosystems, water scarcity may compromise the efficiency and quality of operations at construction sites and in the application of CIFA's products This scenario can have negative effects on productivity, operating costs and supply reliability, especially in water-stressed regions.

E1	Climate change	Energy		Rising electricity costs		IMPACT/ OTHER	Energy consumption

DESCRIPTION:
For CIFA, investing in sensor and electronic solutions for real-time monitoring of the operating conditions of its products is an opportunity to extend their durability and optimise their management. Predictive maintenance systems make it possible to reduce downtime, improve reliability, offer value-added services to customers and strengthen corporate competitiveness, with a view to technological innovation and sustainability.

E1	Climate change				Optimisation of logistical processes	IMPACT	Logistics; Reduction of GHG emissions

DESCRIPTION:
For CIFA, the optimisation of logistics processes represents a strategic opportunity to improve operational efficiency and reduce environmental impact. By mapping and managing transport routes more effectively, both inbound and outbound, the company can reduce logistics-related costs, lower emissions from goods transportation, and limit staff travel. This rationalisation contributes not only to greater environmental sustainability, but also to leaner, more reliable and more responsive logistics.

E1	Climate change			Non-compliance with emissions regulations (logistics) – (TRANSITION RISK)		IMPACT/ OTHER	Logistics

DESCRIPTION:
For CIFA, the risk of non-compliance with logistics-related emissions regulations relates to the possible introduction of new rules that limit or slow down the handling of goods and personnel. These regulations, if implemented, could have a direct impact on the efficiency of corporate logistics. The consequences for CIFA could include delivery delays, increased operating costs and potential disruptions in production activities. Moreover, failure to comply with the relevant regulations could result in sanctions and damage to corporate image, especially in an increasingly sustainability-conscious context.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

DEPENDENCY FACTOR	OTHER	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	FINANCIAL SCOPE	LIKELIHOOD	MATERIALITY
		RAW MATERIALS, SUPPLIERS, PRODUCT USE AND END-OF-LIFE	MEDIUM	MODERATE	POSSIBLE (every 1–2 years)	16
	Geopolitical context	OPERATIONS, SUPPORTING PROCESSES	SHORT	MEDIUM	RARELY (every 1–5 years)	15
		SUPPLIERS, INBOUND LOGISTICS, OUTBOUND LOGISTICS	MEDIUM	LOW	POSSIBLE (every 1–2 years)	12
	Regulatory context	SUPPLIERS, INBOUND LOGISTICS, OPERATIONS, SUPPORTING PROCESSES, OUTBOUND LOGISTICS	MEDIUM	LOW	POSSIBLE (every 1–2 years)	12

RISKS AND OPPORTUNITIES

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	RISK	OPPORTUNITY	ORIGIN	IMPACT FACTOR
E2	Pollution	Pollution of air and soil		Dispersal of hazardous substances		IMPACT	VOC emissions; Dispersal of hazardous substances and waste

DESCRIPTION:
The risk relates to the possibility of accidental releases or uncontrolled emissions of hazardous substances during company activities, exceeding the limits set by regulations. Such events may result in sanctions, remediation obligations, or corrective actions imposed by the competent authorities. In addition to direct environmental impacts, incidents of this kind can generate economic, operational and reputational consequences for CIFA

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	RISK	OPPORTUNITY	ORIGIN	IMPACT FACTOR
E5	Circular economy	Resources inflows, including resource use		Raw material shortages and rising resource costs		IMPACT/ OTHER	Purchase of electronic components

DESCRIPTION:
The risk relates to the limited availability of critical raw materials, such as rare earths and metals essential for the production of components and sub-components used in CIFA's products. Growing global demand, coupled with geopolitical tensions and regulatory constraints, may cause significant price increases and supply difficulties. This scenario may negatively affect production costs, business continuity and the company's competitiveness in the medium to long term.

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	RISK	OPPORTUNITY	ORIGIN	IMPACT FACTOR
E5	Circular economy	Resources inflows, including resource use			Procurement of recovered material	IMPACT	Purchasing of plastics/ metallic raw materials; Packaging (inflow);

DESCRIPTION:
For CIFA, using recovered materials – namely regenerated scraps and waste – represents an opportunity to reduce the use of virgin raw materials and the environmental impact of production processes. The use of secondary raw materials supports the reduction of natural resource dependency, enhances reuse practices, and fosters a circular and resource-efficient production system aligned with sustainability objectives.

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	RISK	OPPORTUNITY	ORIGIN	IMPACT FACTOR
E5	Circular economy	Climate change adaptation		New sustainable construction products – (TRANSITION RISK)		OTHER	

DESCRIPTION:
The risk concerns the emergence of new, more sustainable construction solutions, which are gradually reducing the use of traditional concrete. This change, driven by stricter environmental regulations, technological innovations and decarbonisation-oriented market preferences, could reduce demand for the products currently offered by CIFA. Failure to adequately adapt the offering may expose the undertaking to competitive risks from alternative solutions, potentially compromising its long-term strategic positioning.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

DEPENDENCY FACTOR	OTHER	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	FINANCIAL SCOPE	LIKELIHOOD	MATERIALITY
		OPERATIONS	SHORT	LOW	POSSIBLE (every 1–2 years)	12
	Geopolitical context	RAW MATERIALS, SUPPLIERS	MEDIUM	MODERATE	RARELY (every 1–5 years)	12
		RAW MATERIALS, SUPPLIERS	MEDIUM	LOW	POSSIBLE (every 1–2 years)	12
	Complementary products; Research and development	RAW MATERIALS, OPERATIONS, SUPPORTING PROCESSES, PRODUCT USE AND END-OF-LIFE	LONG	HIGH	IMPROBABLE (every 5 years or more)	12

RISKS AND OPPORTUNITIES

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	RISK	OPPORTUNITY	ORIGIN	IMPACT FACTOR
E1	Climate change	Climate change mitigation		Non-compliance with emissions regulations (waste) – (TRANSITION RISK)		IMPACT/ OTHER	Waste

DESCRIPTION:
For CIFA, the risk of non-compliance with regulations on waste-related emissions mainly concerns the possible introduction of stricter rules on waste management and reduction. Although less likely in the short term, this scenario may require changes to undertaking's processes and facilities. The consequences for the company could be increased operating costs, delays in production, penalties for non-compliance, and damage to reputation, especially in the eyes of sustainability-conscious customers and stakeholders.

E5	Circular economy	Resources inflows, including resource use		Regulatory risks (extended liability)		IMPACT/ OTHER	Purchase of plastic/ chemical raw materials;

DESCRIPTION:
The risk relates to suppliers' and customers' failure to comply with environmental regulations concerning product disposal, waste management and the adoption of sustainable practices along the supply chain. By virtue of extended producer responsibility, non-compliance can also have repercussions for CIFA, exposing the company to fines, regulatory challenges and reputational damage, as well as compromising compliance with the requirements of increasingly sustainability-conscious markets and stakeholders

E2	Pollution	Pollution of air and soil		Reputational damage (pollution)		IMPACT	VOC emissions; Dispersal of hazardous substances and waste

DESCRIPTION:
The risk relates to the potential reputational consequences for CIFA arising from pollution incidents that may affect the areas surrounding the plants or construction sites where its products are used. Any emissions, spills or mismanagement of pollutants may generate tensions with local communities, compromise relations with territorial stakeholders and damage corporate image, especially in contexts sensitive to environmental issues and corporate social responsibility

E5	Circular economy	Waste		Reputational damage (product disposal)		IMPACT	Product end of life

DESCRIPTION:
The risk refers to the incorrect disposal of CIFA products at the end of their life cycle by customers or contractors. In the absence of clear guidelines or sustainable end-of-life solutions, there is a risk that such activities may be managed in non-compliance with environmental regulations or without due consideration for territorial impacts. This may lead to reputational consequences for the company, as perceived responsibility also falls on the producer, damaging CIFA's image and undermining the trust of stakeholders sensitive to environmental issues and extended producer responsibility.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

DEPENDENCY FACTOR	OTHER	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	FINANCIAL SCOPE	LIKELIHOOD	MATERIALITY
	Regulatory context	OPERATIONS, SUPPORTING PROCESSES	LONG	LOW	RARELY (every 1–5 years)	9
	Purchase of plastic/ chemical raw materials;	SUPPLIERS, SALE, USE AND PRODUCT END OF LIFE	MEDIUM	LOW	RARELY (every 1–5 years)	9
		OPERATIONS	SHORT	LOW	IMPROBABLE (every 5 years or more)	6
		PRODUCT USE AND END OF LIFE	MEDIUM	IRRELEVANT	RARELY (every 1–5 years)	6

RISKS AND OPPORTUNITIES

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	RISK	OPPORTUNITY	ORIGIN	IMPACT FACTOR
E1	Climate change	Energy		Non-compliance with emissions regulations (energy consumption of processes and premises) - (TRANSITION RISK)		IMPACT/ OTHER	Energy consumption

DESCRIPTION:
For CIFA, the risk concerns the introduction of new environmental regulations, particularly at the European level, which may be extended to sectors that have so far been excluded. The company may be required to adapt its facilities and processes to reduce energy consumption and emissions, facing unexpected costs and tight compliance timelines. A late or insufficient response would entail risks of non-compliance, loss of competitiveness and reputational damage.

S1	Own workforce	Working conditions			Improvement of workspaces	IMPACT	Workers wellbeing; Employee health and safety

DESCRIPTION:
For CIFA, improving workplaces represents a strategic opportunity to strengthen the wellbeing and motivation of employees, while increasing productivity and reducing absenteeism. Targeted interventions on the accessibility, comfort and safety of corporate environments help to create a more attractive and inclusive workspace, promoting employee engagement and the company's ability to attract and retain talent, in line with principles of social sustainability and corporate responsibility.

S1	Own workforce	Working conditions		Employee dissatisfaction		IMPACT	Workers wellbeing; Work-life balance; Training; Diversity and inclusion

DESCRIPTION:
In the context of CIFA, employee dissatisfaction constitutes a tangible organisational risk, which can negatively affect the company's productivity and staff retention rate. This risk may arise when employees perceive a decline in their wellbeing, due to relational factors (such as poor internal climate and communication), economic factors (such as insufficient recognition and reward), or the lack of opportunities for professional growth and development. Failure to address these factors may result in higher employee turnover, erosion of critical skills, and weakened motivation and engagement, with adverse effects on business continuity, brand reputation, and CIFA's overall competitiveness

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

DEPENDENCY FACTOR	OTHER	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	FINANCIAL SCOPE	LIKELIHOOD	MATERIALITY
	Regulatory context	OPERATIONS, SUPPORTING PROCESSES	LONG	IRRELEVANT	IMPROBABLE (every 5 years or more)	4
		OPERATIONS, SUPPORTING PROCESSES	SHORT	HIGH	POSSIBLE (every 1–2 years)	24
		OPERATIONS, SUPPORTING PROCESSES	MEDIUM	MEDIUM	POSSIBLE (every 1–2 years)	20

RISKS AND OPPORTUNITIES

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	RISK	OPPORTUNITY	ORIGIN	IMPACT FACTOR
S1	Own workforce	Working conditions	Health & safety	Accidents and injuries		IMPACT	Employee health and safety

DESCRIPTION:
In the context of CIFA, the risk of accidents and injuries at work is a critical factor, with possible major consequences on productivity, business continuity and compliance with regulations. This risk is especially relevant to operational and technical personnel working in production areas, where tasks involving the handling of products, materials, and machinery expose them more frequently to potentially hazardous situations. The complex and intensive nature of production activities renders this a structural risk, requiring constant efforts in terms of prevention, training and monitoring. Failure to adopt or properly follow internal safety procedures may result in legal sanctions, unforeseen costs and disruptions in business processes. Moreover, inadequate safety management can compromise the wellbeing of employees, undermine internal trust, deteriorate the corporate climate and damage the company's reputation among ESG-conscious stakeholders, customers and partners.

S1	Own work-force	Equal treatment and opportunities for all	Training and skills devel-opment		Structuring training plans for employees	IMPACT	Training and skills develop-ment

DESCRIPTION:
For CIFA, structuring training plans for employees is an opportunity to enhance human capital, strengthen internal competencies and support continuous innovation. Investing in targeted training programs helps strengthen organizational competitiveness, foster professional growth, increase employee satisfaction and motivation, and contribute to the development of a more dynamic, skilled, and continuously improving work environment.

S1	Own workforce	Working conditions	Work-life balance	Labour short-age		IMPACT/ OTHER	Worker wellbeing

DESCRIPTION:
For CIFA, the shortage of skilled labour poses a real risk to production continuity, with possible negative impacts on delivery times, operating costs and market responsiveness. This risk is especially relevant to operational and manufacturing roles, which demand a higher-than-average level of specialization compared to the broader industrial sector. Challenges in sourcing qualified talent are intensified by workforce aging, heightened competition for technical expertise, and shifting employee expectations around wellbeing and career growth.
Without effective strategies for attracting, developing, and retaining talent, organizations face heightened turnover, erosion of critical expertise, and a decline in competitive strength.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

DEPENDENCY FACTOR	OTHER	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	FINANCIAL SCOPE	LIKELIHOOD	MATERIALITY
		OPERATIONS, SUPPORTING PROCESSES	SHORT	MEDIUM	POSSIBLE (every 1–2 years)	20
		SUPPORTING PROCESSES	SHORT	MEDIUM	POSSIBLE (every 1–2 years)	20
	Social context	OPERATIONS, SUPPORTING PROCESSES	MEDIUM	MEDIUM	POSSIBLE (every 1–2 years)	20

RISKS AND OPPORTUNITIES

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	RISK	OPPORTUNITY	ORIGIN	IMPACT FACTOR
S3	Affected communities	Communities' economic, social and cultural rights	Land-related impacts		Employer branding (schools and universities)	IMPACT	Cultural and educational activities (schools and universities); Innovation and research with universities;

DESCRIPTION:
For CIFA, investing in employer branding initiatives aimed at schools and universities is a strategic opportunity to strengthen its corporate image, promote its sustainability values and attract young talent. Active collaboration with academic institutions fosters the development of critical skills, encourages students to pursue careers in technical and industrial fields, and reinforces the company's role as an innovative and responsible player, attentive to the evolving landscape of work.

S4	Consumers and end-users	Personal safety of consumers and/or end-users	Health & safety	Negative product reputation (safety of products in use)		IMPACT	End-user safety

DESCRIPTION:
The risk relates to possible reputational, legal and commercial consequences resulting from defects or critical issues related to product safety during use. Any incidents or malfunctions can compromise the brand image, generate mistrust on the part of customers and lead to costs related to litigation or recalls. For CIFA, ensuring high security standards is an essential condition for protecting its reliability in the market and preventing negative impacts on business continuity.

S1	Own workforce	Working conditions	Health & safety		Creating a widespread safety culture	IMPACT	Employee health and safety; Data security and privacy;

DESCRIPTION:
For CIFA, promoting a widespread culture of safety is an opportunity to strengthen the awareness and responsible behaviour of all people within the organisation, in both physical and digital environments. The integration of shared policies, practices, and procedures helps prevent incidents, protect corporate assets, and foster a safer, more resilient, and reliable working environment, while also enhancing internal cohesion and trust among employees.

S1	Own workforce	Working conditions			Attractiveness to talent and prospective employees	IMPACT	Worker wellbeing; Work-life balance; Training; Diversity and inclusion;

DESCRIPTION:
For CIFA, promoting employee wellbeing, fostering a suitable work-life balance, investing in training, and valuing diversity and inclusion serve as key drivers in positioning the company as an attractive employer, reinforcing its appeal to emerging talent and future workforce segments. These elements help build a stimulating, inclusive and growth-oriented work environment, enhancing the company's reputation as an employer and increasing its ability to attract and retain key resources for long-term competitiveness.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

DEPENDENCY FACTOR	OTHER	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	FINANCIAL SCOPE	LIKELIHOOD	MATERIALITY
		SUPPORTING PROCESSES	SHORT	MODERATE	PROBABLE (1–4 times per year)	20
		PRODUCT USE AND END OF LIFE	LONG	HIGH	RARELY (every 1–5 years)	18
		OPERATIONS, SUPPORTING PROCESSES	MEDIUM	IRRELEVANT	POSSIBLE (every 1–2 years)	16
		SUPPORTING PROCESSES	SHORT	MODERATE	POSSIBLE (every 1–2 years)	16

RISKS AND OPPORTUNITIES

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	RISK	OPPORTUNITY	ORIGIN	IMPACT FACTOR
S4	Consumers and end-users	Personal safety of consumers and/or end-users	Health & safety		Improving the performance and safety features of the product in use	IMPACT	End-user safety;

DESCRIPTION:
For CIFA, protecting the safety of end-users is a key driver for the development of innovative solutions and the optimisation of safety devices integrated in its products. Investing in research and improving performance in terms of protection and reliability during use, also in view of the changing environmental and climatic conditions that can affect work on the construction site, is an opportunity to increase the quality of supply, strengthen market confidence and actively contribute to a safer and more sustainable construction industry.

S3	Affected communities	Communities' economic, social and cultural rights	Land-related impacts		Corporate volunteering	IMPACT	Development of the local socio-economic fabric

DESCRIPTION:
For CIFA, promoting corporate volunteering represents a strategic opportunity to create shared value, strengthen ties with the local area, and contribute to the development of the local socio-economic fabric. Involving employees in community initiatives improves their sense of belonging, internal motivation and organisational wellbeing. At the same time, these activities enhance the company's reputation and foster a corporate culture of social responsibility, thus strengthening CIFA's role as a positive player within society

S1	Own workforce	Equal treatment and opportunities for all	Training and skills development	Low availability of specific skills required		IMPACT/ OTHER	Training and skills development

DESCRIPTION:
The risk concerns the difficulty of finding professionals with advanced skills on the market, particularly in emerging technological and sustainability-related fields. In a rapidly changing environment, the absence of these skills can slow down innovation, increase recruiting costs and require more structured internal training activities. For CIFA, this means a potential loss of competitiveness and increased complexity in human capital management.

S2	Workers in the value chain	Working conditions	Health & safety	Accidents, illnesses and injuries (construction site)		IMPACT	Health and safety of workers in the chain

DESCRIPTION:
The intensification of extreme weather events (heat waves, heavy rain, critical environmental conditions) increases the risk of accidents, illnesses and injuries on construction sites, with direct impacts on the health and safety of workers in the supply chain. For CIFA, this can result in project delays, operational disruptions, increased insurance costs, regulatory sanctions and reputational damage, which would in turn undermine stakeholder trust and long-term corporate competitiveness.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

DEPENDENCY FACTOR	OTHER	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	FINANCIAL SCOPE	LIKELIHOOD	MATERIALITY
		PRODUCT USE AND END OF LIFE	SHORT	MODERATE	POSSIBLE (every 1–2 years)	16
		SUPPORTING PROCESSES	SHORT	LOW	PROBABLE (1–4 times per year)	15
	Technological context	OPERATIONS, SUPPORTING PROCESSES	LONG	MODERATE	RARELY (every 1–5 years)	12
		PRODUCT USE AND END OF LIFE	MEDIUM	MODERATE	RARELY (every 1–5 years)	12

RISKS AND OPPORTUNITIES

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	RISK	OPPORTUNITY	ORIGIN	IMPACT FACTOR
S3	Affected communities	Communities' economic, social and cultural rights	Land-related impacts		Partnership and support for local projects	IMPACT	Cultural and educational activities (schools and universities); Innovation and research with universities

DESCRIPTION:
For CIFA, establishing partnerships and supporting local projects represents an opportunity to contribute concretely to the sustainable development of the communities in which it operates. By collaborating with public bodies, associations, non-profit organisations and other local actors, the company may have the opportunity to strengthen its social role, generate positive local impacts and build strong and lasting relationships with stakeholders. These initiatives not only enhance corporate reputation, but also foster social acceptability of activities and create an environment conducive to business continuity and shared innovation.

S3	Affected communities	Communities' economic, social and cultural rights	Land-related impacts		More positive company reputation	IMPACT	Development of the local socio-economic fabric

DESCRIPTION:
For CIFA, strengthening relations with local authorities, associations and other stakeholders is an opportunity to consolidate a positive corporate reputation. An active and responsible locale presence helps to generate trust, improve the organisation's public image and increase consensus around its activities. This recognition can foster the creation of new partnerships, facilitate dialogue with local communities and support business continuity with a view to sustainable and shared development.

S1	Own workforce	Working conditions	Health & safety	Reputational damage (safety)		IMPACT	Employee health and safety

DESCRIPTION:
The risk relates to the potential reputational consequences of non-compliance with safety regulations and inadequate working conditions to protect the health and safety of employees. Any incidents, accidents or reports of non-compliance may compromise CIFA's credibility and image with customers, partners and stakeholders. The consequences may include loss of contracts, barriers to entering new markets, legal sanctions, and a deterioration of the corporate climate, with further impacts on the company's ability to attract and retain talent.

S2	Workers in the value chain	Other work-related rights	Child and forced labour – decent working conditions	Failure to adopt human rights policies		IMPACT	Rights of workers in the chain

DESCRIPTION:
The risk relates to the possible reputational, legal and contractual consequences for CIFA resulting from the failure of suppliers or partners in the value chain to adopt policies and practices that protect human and labour rights. The lack of safeguards on these issues may expose the company to critical risks in the event of violations (e.g. exploitation, discrimination, unsafe working conditions), potentially damaging its corporate image, undermining relationships with ESG-sensitive stakeholders, and limiting access to sustainable markets or financing.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

DEPENDENCY FACTOR	OTHER	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	FINANCIAL SCOPE	LIKELIHOOD	MATERIALITY
		SUPPORTING PROCESSES	SHORT	LOW	POSSIBLE (every 1–2 years)	12
		SUPPORTING PROCESSES	MEDIUM	LOW	POSSIBLE (every 1–2 years)	12
		OPERATIONS, SUPPORTING PROCESSES	MEDIUM	MEDIUM	IMPROBABLE (every 5 years or more)	10
		SUPPLIERS, SALES	MEDIUM	LOW	RARELY (every 1–5 years)	9

RISKS AND OPPORTUNITIES

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	RISK	OPPORTUNITY	ORIGIN	IMPACT FACTOR
S2	Workers in the value chain	Working conditions	Health & safety	Accidents and injuries (external supply chain workers)		IMPACT	Health and safety of workers in the chain

DESCRIPTION:
The risk concerns potential economic, legal, and reputational consequences for CIFA arising from accidents or injuries involving supplier or customer workers along the value chain. In the absence of adequate verification of health and safety conditions adopted by external partners, the company may be exposed to disputes, operational disruptions, regulatory sanctions, and reputational damage, with negative impacts on its social responsibility, business continuity, and stakeholder trust.

S3	Affected communities	Communities' economic, social and cultural rights	Security-related impacts	Reputational damage due to a negative local perception of business operations		IMPACT	Local community safety (headquarters and construction sites);

DESCRIPTION:
The risk relates to the possibility that CIFA's activities, both at its premises and at the construction sites where its vehicles operate, may be negatively perceived by local communities, in relation to environmental issues, local impacts or safety conditions. An unfavourable perception may undermine trust and the social license to operate, leading to reputational damage, opposition from local stakeholders, permitting obstacles, and – under more severe circumstances – operational disruptions or difficulties in opening new construction sites.

S1	Own workforce	Working conditions	Work-life balance		Creating am inclusive work environment	IMPACT	Workers wellbeing; Diversity and inclusion;

DESCRIPTION:
For CIFA, promoting an inclusive work environment is a real opportunity to increase people's wellbeing and motivation, valuing diversity and ensuring equal opportunities for all. Targeted actions in the areas of fairness, respect and inclusion contribute to a more cohesive and collaborative corporate culture, with positive effects on productivity, organisational attractiveness and the ability to innovate sustainably.

S2	Workers in the value chain	Working conditions	Child and forced labour – decent working conditions	Incidents of non-compliance (workers outside the supply chain)		IMPACT	Health and safety of workers in the chain; Rights of workers in the chain

DESCRIPTION:
The risk relates to the potential economic, legal and reputational consequences of non-compliant behaviour by parties outside CIFA's supply chain, such as suppliers or customers, particularly in relation to exploitative labour practices, poor working conditions or human rights violations. Albeit indirect, such incidents can expose the company to penalties, loss of stakeholder trust and damage to the brand image. They also undermine CIFA's commitment to a responsible and sustainable supply chain, negatively affecting its competitiveness and access to markets that are increasingly sensitive to ESG issues.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

DEPENDENCY FACTOR	OTHER	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	FINANCIAL SCOPE	LIKELIHOOD	MATERIALITY
		SUPPLIERS, SALE, USE AND PRODUCT END OF LIFE	MEDIUM	LOW	RARELY (every 1–5 years)	9
		OPERATIONS	LONG	LOW	RARELY (every 1–5 years)	9
		OPERATIONS, SUPPORTING PROCESSES	MEDIUM	IRRELEVANT	POSSIBLE (every 1–2 years)	8
		SUPPLIERS, SALE, USE AND PRODUCT END OF LIFE	MEDIUM	LOW	IMPROBABLE (every 5 years or more)	6

RISKS AND OPPORTUNITIES

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	RISK	OPPORTUNITY	ORIGIN	IMPACT FACTOR
G1	Business conduct	Management of relationships with suppliers including payment practices		Lack of supply chain flexibility and resilience		IMPACT/ DEPEND-ENCY	Supply chain selection according to sus-tainability criteria;

DESCRIPTION:
For CIFA, the lack of a flexible and resilient supply chain is a growing risk, amplified by the effects of climate change. Extreme events, environmental instability and new regulations related to environmental sustainability can jeopardise the continuity of supplies and increase logistical and operational costs. If the supply chain is unable to adapt quickly to these scenarios, the company may face production delays, challenges in meeting commercial commitments, and negative impacts on profitability and reputation.

G1	Business conduct	Management of relationships with suppliers including payment practices		Environmental damage		IMPACT	Supply chain selection according to sus-tainability criteria;

DESCRIPTION:
Any environmental damage caused by suppliers in their operational processes can have direct and significant impacts on CIFA, in terms of reputational damage, loss of market credibility, and the deterioration of relationships with clients and institutional stakeholders. Such incidents can result in economic and legal consequences, including penalties and restrictions on access to tenders or regulated markets, undermining the company's competitive position. Furthermore, poor environmental performance along the supply chain can hinder the achievement of CIFA S.p.A.'s sustainability goals, exposing it to increasing risks in a regulatory and market environment that is increasingly attentive to environmental impacts.

G1	Business conduct	Corruption and bribery	Incidents	Incidents of cor-ruption and mon-ey laundering		IMPACT	Corruption and money laundering;

DESCRIPTION:
Any cases of corruption or money laundering within the organisation represent a serious risk for CIFA, as they can compromise the transparency and integrity of business operations, thereby deeply undermining the trust of customers, business partners, investors and regulators. Consequences may include legal and administrative sanctions, exclusion from public tenders or contracts, lasting reputational damage and a general weakening of corporate credibility on the market. In an increasingly stringent regulatory environment, failure to adopt adequate compliance safeguards exposes CIFA to significant economic impacts and a deterioration of relations with strategic stakeholders.

G1	Business conduct			Conflicts		OTHER	

DESCRIPTION:
The outbreak of international conflicts represents a significant risk for CIFA, as it may lead to interrupt or slow down the flow of goods, raw materials and components to or from specific strategic markets. These events can lead to logistical blockages, increased operating costs, delivery delays and lost business opportunities, thus negatively affecting the company's business continuity and financial stability. Furthermore, the reduced predictability of markets involved in conflicts may increase the level of commercial risk and require more resilient procurement and distribution strategies.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

DEPENDENCY FACTOR	OTHER	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	FINANCIAL SCOPE	LIKELIHOOD	MATERIALITY
Climate change		RAW MATERIALS, SUPPLIERS	LONG	MEDIUM	POSSIBLE (every 1–2 years)	20
		RAW MATERIALS, SUPPLIERS	MEDIUM	MEDIUM	POSSIBLE (every 1–2 years)	20
		SUPPORTING PROCESSES	SHORT	HIGH	RARELY (every 1–5 years)	18
	Geopolitical context	SUPPLIERS, INBOUND LOGISTICS, SUPPORTING PROCESSES, OUTBOUND LOGISTICS, SALES	MEDIUM	HIGH	RARELY (every 1–5 years)	18

RISKS AND OPPORTUNITIES

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	RISK	OPPORTUNITY	ORIGIN	IMPACT FACTOR
G1	Business conduct	Corporate culture			Spread of environmental and social sustainability principles throughout the supply chain	IMPACT	Supply chain selection according to sustainability criteria;

DESCRIPTION:
For CIFA, promoting principles of environmental and social sustainability along its supply chain represents an important opportunity to strengthen the resilience, transparency and efficiency of its procurement processes. By supporting and collaborating with suppliers, the company can contribute to reducing the overall environmental impact, optimising the use of resources and spreading ethical and responsible practices. This approach creates shared value, mitigates reputational risks and improves the competitiveness of the entire value chain.

G1	Business conduct	Corporate culture		Cyberattacks		IMPACT	Data security and privacy

DESCRIPTION:
Cyberattacks pose a real risk to CIFA, as they can compromise the security of sensitive data relating to employees, customers and partners, as well as damage critical digital infrastructure. Such events could lead to operational disruptions, direct economic losses, legal sanctions for privacy violations, and reputational damage that may undermine stakeholder trust.

G1	Business conduct	Management of relationships with suppliers including payment practices		Regulatory non-compliance among suppliers		IMPACT/ OTHER	Supply chain selection according to sustainability criteria;

DESCRIPTION:
Non-compliance of suppliers with environmental sustainability regulations is a major risk for CIFA, with possible legal repercussions, supply chain disruptions, and reputational damage. Such violations may compromise the company's overall compliance with market expectations and applicable regulations, hindering access to public tenders, preferential financing, and strategic partnerships. Moreover, the transition towards more sustainable models requires an aligned value chain: suppliers who are not adequately prepared may slow down CIFA's sustainability progress and generate additional costs related to monitoring, adaptation, or replacement.

G1	Business conduct			Economic crisis		OTHER	

DESCRIPTION:
An economic crisis can lead to contractions in demand, delays in infrastructure investments and increased uncertainty in the markets in which CIFA operates, with direct impacts on the company's financial stability and production capacity. Order reductions, limited access to credit, or construction site delays may negatively affect operating margins and cash flows, making it more difficult to support strategic investments, innovation, and the sustainable transition. In unstable economic environments, supply chain risk management and customer loyalty also become more critical, increasing the overall exposure of the company.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

DEPENDENCY FACTOR	OTHER	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	FINANCIAL SCOPE	LIKELIHOOD	MATERIALITY
		SUPPLIERS, SUPPORTING PROCESSES	MEDIUM	MODERATE	POSSIBLE (every 1–2 years)	16
		SUPPORTING PROCESSES	SHORT	MODERATE	POSSIBLE (every 1–2 years)	16
	Regulatory context	SUPPLIERS	MEDIUM	MODERATE	POSSIBLE (every 1–2 years)	16
	Geopolitical and economic context	SUPPORTING PROCESSES, SALES	MEDIUM	MEDIUM	RARELY (every 1–5 years)	15

RISKS AND OPPORTUNITIES

THEMATIC ESRS	TOPIC	SUBTOPIC	SUB-SUBTOPIC	RISK	OPPORTUNITY	ORIGIN	IMPACT FACTOR
G1	Business conduct	Management of relationships with suppliers including payment practices			Supply chain relocation (local suppliers)	IMPACT	Supply chain selection according to sustainability criteria;

DESCRIPTION:
For CIFA, relocating the supply chain to local or geographically closer suppliers represents a strategic opportunity to increase resilience, reduce logistics-related risks and improve the overall sustainability of its procurement process. Nearshoring makes it possible to contain transport-related emissions, shorten delivery times, strengthen ties with the local area and stimulate local economic development, while contributing to greater transparency and traceability of the supply chain.

G2	Business conduct	Management of relationships with suppliers including payment practices			Partnerships with players in the construction industry	IMPACT	Supply chain selection according to sustainability criteria;

DESCRIPTION:
For CIFA, activating strategic collaborations with other players in the construction sector represents an opportunity to develop synergies capable of accelerating innovation, improving the sustainability of processes and products, and strengthening market competitiveness. These partnerships foster the sharing of expertise, experimentation with new technologies and the creation of integrated solutions that benefit the entire construction supply chain.

G1	Business conduct	Corporate culture		Non-compliance with regulations		OTHER	

DESCRIPTION:
Failure to comply with applicable regulations, especially in the environmental, safety or tax fields, can expose CIFA to legal sanctions, business disruptions, economic losses and reputational damage. In an ever-changing regulatory environment, the risk increases if internal adaptation is not timely or systematic. Violations may also undermine the trust of customers, partners and investors, thus slowing down business development.

G1	Business conduct	Management of relationships with suppliers including payment practices		Reduction/ difficulties of current suppliers		IMPACT/ OTHER	Supply chain selection according to sustainability criteria;

DESCRIPTION:
The introduction of stricter regulations on emissions, traceability, and sustainability may lead to difficulties or market exit for current suppliers unable to comply. For CIFA, this poses a direct risk to the continuity and reliability of the supply chain, with possible production delays, increased procurement costs and the need to rethink supply strategies. Furthermore, reducing the number of qualified partners may limit the capacity for sustainable innovation and generate critical dependencies on a small number of suppliers that abide by the new regulatory requirements.

AREA:

ENVIRONMENT SOCIAL GOVERNANCE

DEPENDENCY FACTOR	OTHER	RELEVANT STAGE IN THE VALUE CHAIN	TIME HORIZON	FINANCIAL SCOPE	LIKELIHOOD	MATERIALITY
		SUPPLIERS	LONG	MODERATE	RARELY (every 1–5 years)	12
		RAW MATERIALS, SUPPLIERS	SHORT	LOW	POSSIBLE (every 1–2 years)	12
	Regulatory context	SUPPORTING PROCESSES	SHORT	MEDIUM	IMPROBABLE (every 5 years or more)	10
	Regulatory context	RAW MATERIALS, SUPPLIERS, OPERATIONS	LONG	LOW	RARELY (every 1–5 years)	9

COMPARISON TABLE OF MATERIAL TOPICS – 2023 AND 2024

KEY:

Impact 2023	Impact 2024		
Impact 2023	MAINTAINED (S1)	→	Impact confirmed
Impact 2023	//	→	Impact eliminated
	Rights of workers in the chain (S2)	→	Impact added

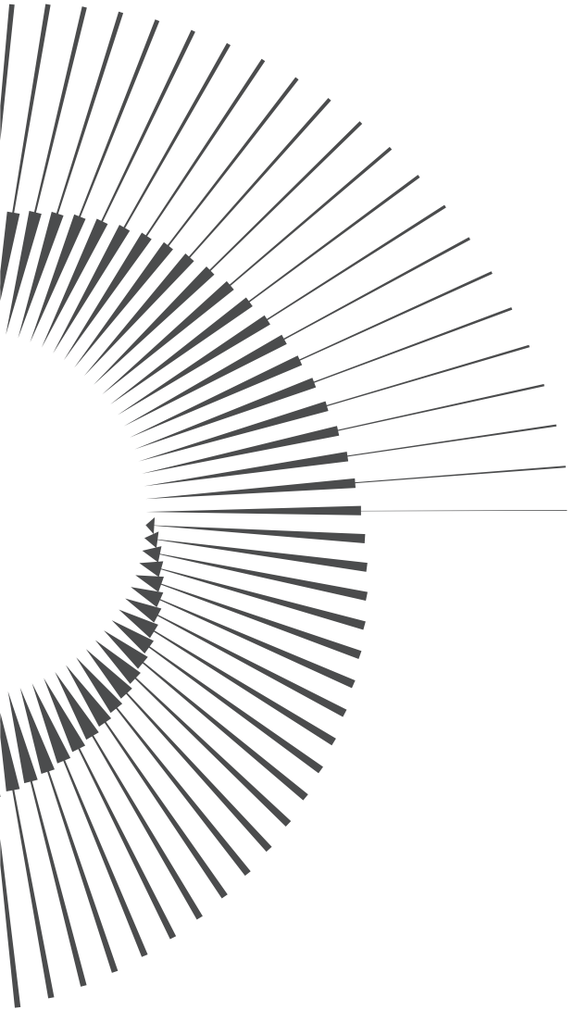
Area	Material Topic	Impact 2023	Impact 2024	Risk 2024	OPPORTUNITY 2024
ENVIRONMENT	ENERGY CONSUMPTION	Energy consumption of production processes	Energy consumption (Scope 1–2 emissions)		
			Energy from non-renewable sources		
		Consumption of energy from renewable sources and self-produced	//		Self-production/supply of energy from renewable sources
		Energy consumption and product in use	Energy consumption of products (Scope 3 emissions)		
		Energy efficiency of production processes	//		Energy consumption efficiency
	GHG EMISSIONS AND POLLUTANTS	Lower emissions from new electric product lines	Energy consumption of products (Scope 3 emissions)		
		Generation of GHG emissions (operational activities: production, waste management)	Energy consumption (Scope 1–2 emissions)	Global warming	
			Waste (Scope 3 emissions)		
			Logistics (Scope 1-3 emissions)		
			Reduction of GHG emissions		
		Non-compliance with emission standards	//	Non-compliance with emissions regulations (consumption of products in use)	

Area	Material Topic	Impact 2023	Impact 2024	Risk 2024	OPPORTUNITY 2024
ENVIRONMENT	GHG EMISSIONS AND POLLUTANTS	Non-compliance with emission standards	//	VOC emissions	
		Negative company reputation	//	Reputational damage (emissions)	
		Emissions from product in use	Energy consumption of products (Scope 3 emissions)		
		Emissions related to complex logistics	Logistics (Scope 1-3 emissions)	Rising logistics costs (duties)	Optimisation of logistical processes
	PRODUCT INNOVATION	Reducing resource use through reduction, recycling and recovery processes	//	//	//
		Improved product durability and performance	//		Durability and predictive maintenance (product)
		Implementing modular design and use of more sustainable materials	//		Product innovation
			//		Sourcing of alternative materials
	WASTE MANAGEMENT	Generating waste-related GHG emissions	Waste (Scope 3 emissions)		
		Minimising waste materials through recycling initiatives	Product end of life		
		Inadequate waste management (especially hazardous waste) and/or low percentage of waste for recycling	Waste and scrap (production cycle)		
	PROCUREMENT OF MATERIALS	//	Purchase of plastic raw materials		
		//	Purchase of metal raw materials		
		//	Purchase of chemicals (e.g. paints, solvents)		
		//	Purchase of chassis		
		//	Purchase of electronic components		

Area	Material Topic	Impact 2023	Impact 2024	Risk 2024	OPPORTUNITY 2024
SOCIAL	HEALTH AND SAFETY	Occupational diseases, accidents, injuries and deaths at work	**Health & safety** of employees (S1)	**Accidents and injuries** (S1)	**Improvement of workspaces** (S1)
		Creating a widespread safety culture in the company	//	//	//
		Negative company reputation	//	//	//
		Elimination of accidents and injuries at the workplace	//	//	//
		Continuous improvement of product safety in use (during transport and on-site)	//	//	//
			Health and Safety of workers in the chain (S2)		
	WORKERS' GROWTH PATHS	Improving employee skills	**Training** and skills development (S1)		Structuring **training plans** for employees (S1)
		Low availability of specific and technical skills required	//	//	//
		Employee dissatisfaction		**Employee dissatisfaction** (reduced productivity/increased turnover) (S1)	
	WORKER WELLBEING	Creating social occasions for employees (team building)	//	//	//
		Greater flexibility between private life and work	**Work-life** balance (S1)		
		Incidents of discrimination or inequality	//	//	//
		Creation of a more inclusive, equitable, and positive work environment	**Workers** wellbeing (S1) + **Diversity and inclusion** (S1)	//	**Improvement of workspaces** (S1)
		Greater attractiveness to future employees	//	Labour shortage (S1-S2)	//
		Reducing turnover	//	//	//

Area	Material Topic	Impact 2023	Impact 2024	Risk 2024	OPPORTUNITY 2024
SOCIAL	SUPPORT FOR THE LOCAL COMMUNITY.	Development of local communities and socioeconomic fabric through the provision of machinery for social impact projects	//	//	//
		Research projects and collaboration with schools and universities	**Innovation** and research in collaboration with universities (SPECIFIC ORGANISATION)	//	**Employer branding** (schools – universities) (SPECIFIC ORGANISATION)
		Cultural and educational activities for schools (CIFA MUSEUM)	**Cultural and educational activities** (schools and universities) (SPECIFIC ORGANISATION)		
		Home-to-work commuting	//	//	//
	ETHICAL AND SUSTAINABLE CONSTRUCTION SUPPLY CHAIN	//	**End-user safety** (S4)		
		Failure of suppliers to adopt policies on human rights and sustainable labour	//	//	//
		Violation of workers' rights	**Rights of workers** in the chain (S2)	//	//
		Spread of environmental and social sustainability principles throughout the supply chain	//	//	//
		Deteriorating relationships with some suppliers due to increased demands/ expectations on them	//	//	//

Area	Material Topic	Material Topic	Impact 2023	Impact 2024	Risk 2024	OPPORTUNITY 2024
GOVERNANCE	ETHICAL AND RESPONSIBLE SUPPLY CHAIN	ETHICAL AND SUSTAINABLE CONSTRUCTION SUPPLY CHAIN	//	**Supply chain selection** according to sustainability criteria (G1)		
			//	**Corruption and money laundering** (G1)		
			Failure of suppliers to adopt policies on human rights and sustainable labour	//	//	//
			Violation of workers' rights	//	//	//
			Spread of environmental and social sustainability principles throughout the supply chain	//	//	//
			Deteriorating relationships with some suppliers due to increased demands/ expectations on them	//	//	//
	SUPPORTING THE TRANSITION OF THE SECTOR		Strengthening relationships with various local and supply chain stakeholders	//	Lack of supply chain **flexibility and resilience** G1	
			More positive company reputation	//	**Environmental damage** (suppliers) G1	
			New innovation opportunities with other players in the construction sector	//	//	//



Project coordinated by:

Strategy Innovation

LEOALES
ORIENTA IL DOMANI

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senseaction

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