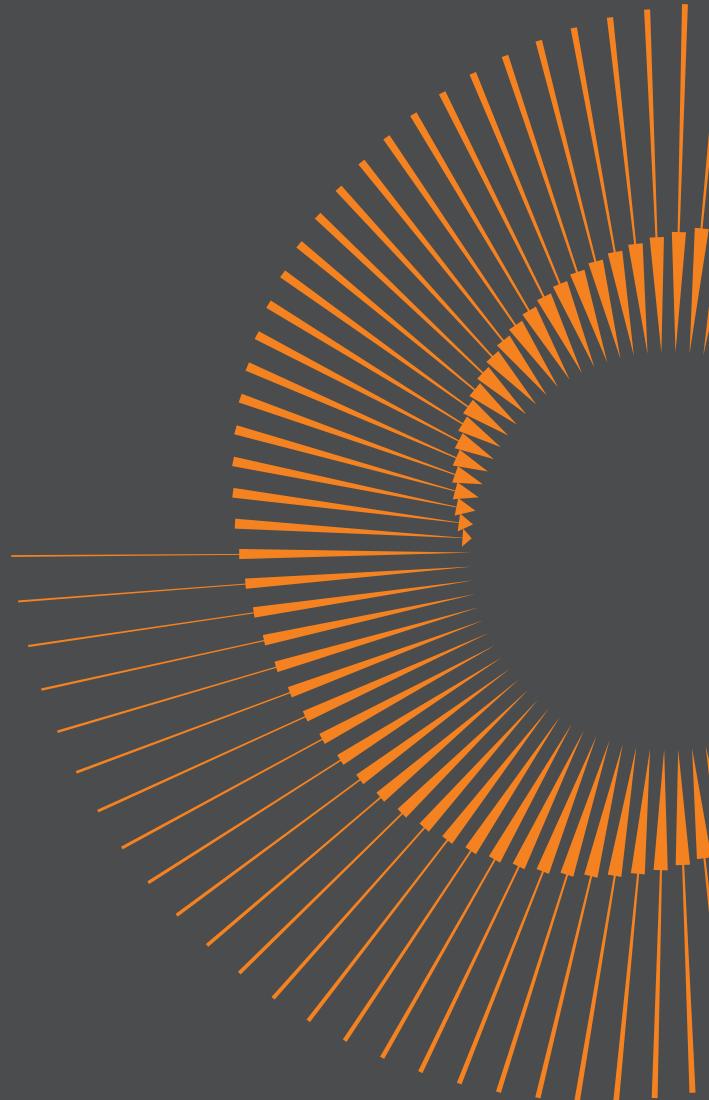
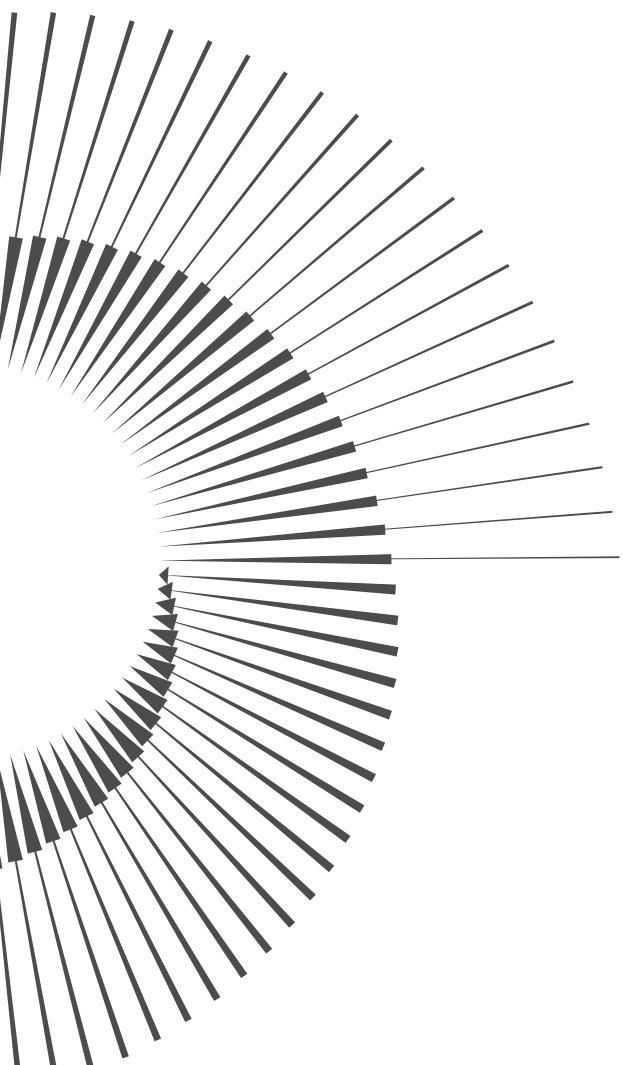




2024
EXECUTIVE SUMMARY
SUSTAINABILITY

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.



CIFA 

CIFA WATER FLAT DELIVERY W.P. 10 BAR.

CIFA

WATER FLAT DEL

LETTER TO STAKEHOLDERS

Dear Readers,

It is with a renewed sense of responsibility that we are pleased to share with you CIFA's main achievements in the area of sustainability, as a result of the path we have taken towards responsible development and the creation of shared value. 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 practices geared towards environmental protection and collective well-being.



Davide Cipolla
CEO CIFA SPA

A handwritten signature in black ink, appearing to read "Davide Cipolla".

Our sustainable growth path is driven by the Strategic Sustainability Plan, built on the cross-cutting principles of durability, health and safety. Our ambitions rest on three fundamental pillars: "Green & Circular Mindset", which promotes a circular approach to progressively reduce environmental impacts; "People Empowerment", oriented towards the professional growth and development of people to ensure a high degree of physical, psychological and relational well-being; and "Ecosystem Approach", which focuses on fostering the overall operating ecosystem, strengthening the supply chain by sharing values and skills and caring for local communities.

Despite the significant macroeconomic and political challenges that marked 2024, the CIFA Group demonstrated strong resilience, continuing to prioritize its sustainability journey. We continued to implement the activities outlined in the Strategic Plan and adjusted certain internal sustainability management processes to respond to regulatory developments and the growing demand for transparent reporting aligned with the new European standards.

Over the course of the year, we launched significant review processes to align with the Corporate Sustainability Reporting Directive (CSRD). This transition engaged the entire organization in adopting new data collection methods, revising corporate policies, and updating the materiality assessment through the introduction of the double materiality approach. This enabled us to identify more accurately the relevant impacts across the Environmental, Social, and Governance (ESG) dimensions, and guided a substantial update of the Strategic Plan with measurable quantitative targets.

Looking ahead, aware of the importance of providing increasingly accurate and meaningful information to all our stakeholders, we reaffirm our strong commitment to sustainable growth inspired by the values of responsibility, innovation, and transparency. We want to actively lead the transformation of the construction sector by developing technological solutions with reduced environmental impact, promoting workers' safety and well-being, and creating industrial models designed to deliver long-term value.

Happy reading!



HIGHLIGHTS

774

PEOPLE

11

LOCATIONS

OF WHICH 5 IN
ITALY

2024

SOLD ITEMS

73

UNDERGROUND
MACHINES

193

TRUCK
PUMPS

106

PORTABLE
PUMPS

209

TRUCK-MOUNTED
CONCRETE PUMPS

1053

TRUCK
MIXERS

€226,600,094

ECONOMIC VALUE
GENERATED

€214,525,782

ECONOMIC VALUE
DISTRIBUTED

15.25%

ESG INVESTMENTS TOTAL
INVESTMENTS



SCOPE 1
2749.68 tCO₂
CARBON
FOOTPRINT



SCOPE 2
1495.40 tCO₂
CARBON
FOOTPRINT

247.99

MWh
CONSUMPTION OF SELF-PRODUCED
RENEWABLE ENERGY (PV)



7,933

h
TOTAL HOURS OF MANDATORY AND
NON-MANDATORY TRAINING



228

NUMBER OF STUDENTS
INVOLVED





COMPANY PROFILE

Since 1928, 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

MILESTONES REACHED IN 2024

1) DOUBLE MATERIALITY ANALYSIS

The materiality impact 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.

2) DEFINITION OF KPI AND TARGETS FOR THE 2024-2027 PERIOD.

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. During the first months of 2025, in conjunction with the alignment path to the ESRS standards and the updating of the materiality analysis, the company started a revision process of the Strategic Sustainability Plan. 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 2024–2027 time horizon.

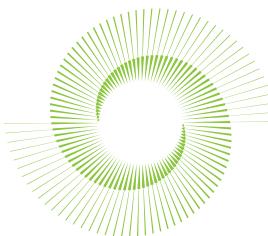


Extended Sustainability Committee Meeting

CIFA'S MATERIAL IROS

The IROs prioritized in this way were validated by the Steering and Operational 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.

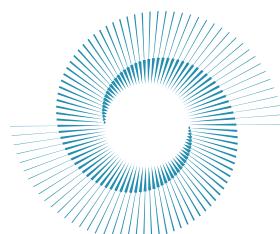
It should be noted that the sustainability risk and opportunity assessment process, adopted as part of the Double Materiality Analysis, is not yet fully integrated into the company's overall Risk Management system. Nonetheless, certain ESG aspects – particularly those related to employee safety and environmental 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.



ENVIRONMENT



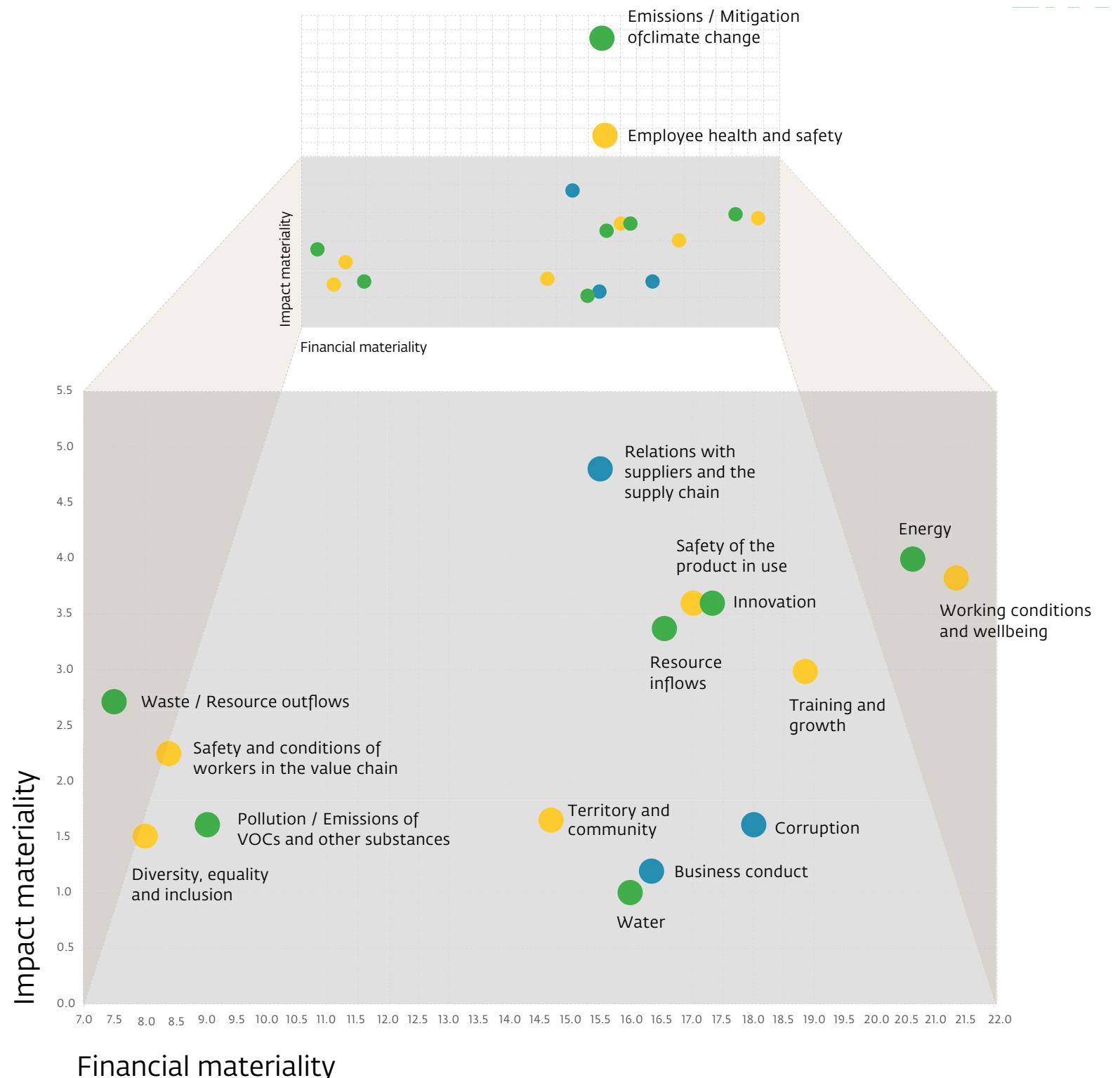
SOCIAL



GOVERNANCE

In order to provide a clearer overview of where impacts, risks, and opportunities are positioned, these have been grouped into macro-areas partly following the categorisation presented by ESRS 1 – RA16 and represented in the form of a double materiality matrix, where the impact and financial weight of the different areas are highlighted.

The tables below show CIFA's material IROs.



IMPACTS					
AREA	TOPIC	IMPACT	TYPOLOGY	TIME HORIZON	MATERIALITY
ENVIRON- MENT	Climate change	Logistics (Scope 1–3 emissions)	NEGATIVE ACTUAL DIRECT and INDIRECT	SHORT	27
	Climate change	Energy consumption (Scope 1–2 emissions)	NEGATIVE ACTUAL DIRECT and INDIRECT	SHORT	8
	Climate change	Energy consumption of products (Scope 3 emissions)	NEGATIVE ACTUAL INDIRECT	SHORT	8
	Climate change	Reduction of GHG emissions	POSITIVE ACTUAL DIRECT	SHORT	6
	Circular economy	Product end of life	NEGATIVE POTENTIAL INDIRECT	MEDIUM	6
	Climate change	Energy from non-renewable sources	NEGATIVE ACTUAL DIRECT	SHORT	4
	Circular economy	Purchase of plastic raw materials	NEGATIVE ACTUAL INDIRECT	SHORT	4
	Circular economy	Purchase of metal raw materials	NEGATIVE ACTUAL INDIRECT	SHORT	4
	Circular economy	Purchase of chemicals (e.g. paints, solvents)	NEGATIVE ACTUAL INDIRECT	SHORT	4
	Circular economy	Purchase of chassis	NEGATIVE ACTUAL INDIRECT	SHORT	4
	Circular economy	Product innovation	POSITIVE POTENTIAL DIRECT	SHORT	3-6
	Climate change	Waste (Scope 3 emissions)	NEGATIVE ACTUAL INDIRECT	SHORT	2
	Pollution	VOC emissions	NEGATIVE ACTUAL DIRECT	SHORT	2
	Circular economy	Purchase of electronic components	NEGATIVE ACTUAL INDIRECT	SHORT	2
	Circular economy	Waste and scrap (production cycle)	NEGATIVE ACTUAL DIRECT	SHORT	2

RISKS AND OPPORTUNITIES					
AREA	TOPIC	RISK	OPPORTUNITY	TIME HORIZON	MATERIALITY
ENVIRON- MENT	Climate change		Self-production/supply of energy from renewable sources	SHORT	24
	Climate change	Global warming – (CHRONIC/ACUTE PHYSICAL RISK)		SHORT	24
	Climate change	Reputational damage (emissions)		MEDIUM	20
	Climate change	Non-compliance with emissions regulations (consumption of products in use) – (TRANSITION RISK)		MEDIUM	20
	Climate change		Energy efficiency	MEDIUM	20
	Circular economy	Increased logistics costs (custom duties) – (RISK OF TRANSITION)		MEDIUM	20
	Circular economy		Sourcing of alternative materials	LONG	20
	Circular economy		Durability and predictive maintenance (product)	SHORT	20

IMPACTS					
AREA	TOPIC	IMPACT	TYPOLOGY	TIME HORIZON	MATERIALITY
SOCIAL	Own workforce	Employee health and safety	NEGATIVE POTENTIAL DIRECT	SHORT	6.75
	Own workforce	Worker wellbeing	POSITIVE POTENTIAL DIRECT	SHORT	5
	Own workforce	Training and skills development	POSITIVE POTENTIAL DIRECT	SHORT	4
	Consumers and end-users	End-user safety	NEGATIVE POTENTIAL DIRECT and INDIRECT	SHORT	3.6
	Own workforce	Work-life balance	POSITIVE ACTUAL DIRECT	SHORT	3
	Workers in the value chain	Health and safety of workers in the chain	NEGATIVE POTENTIAL INDIRECT	MEDIUM	2.7
	Affected communities	Cultural and educational activities (schools and universities)	POSITIVE ACTUAL DIRECT	SHORT	2
	Affected communities	Innovation and research in collaboration with universities	POSITIVE ACTUAL DIRECT	SHORT	2
	Workers in the value chain	Rights of workers in the chain	NEGATIVE POTENTIAL INDIRECT	MEDIUM	1.8
	Own workforce	Diversity and inclusion	POSITIVE POTENTIAL DIRECT	MEDIUM	1.5

RISKS AND OPPORTUNITIES					
AREA	TOPIC	RISK	OPPORTUNITY	TIME HORIZON	MATERIALITY
SOCIAL	Own workforce		Improvement of workspaces	SHORT	24
	Own workforce	Employee dissatisfaction		MEDIUM	20
	Own workforce	Accidents and injuries		SHORT	20
	Own workforce		Structuring training plans for employees	SHORT	20
	Own workforce	Labour shortage		MEDIUM	20
	Affected communities		Employer branding (schools and universities)	SHORT	20

IMPACTS					
AREA	TOPIC	IMPACT	TYPOLOGY	TIME HORIZON	MATERIALITY
GOVERNANCE	Business conduct	Supply chain selection according to sustainability criteria	POSITIVE POTENTIAL DIRECT	MEDIUM	4.8
	Business conduct	Corruption and money laundering	NEGATIVE POTENTIAL DIRECT	SHORT	1.6

RISKS AND OPPORTUNITIES					
AREA	TOPIC	RISK	OPPORTUNITY	TIME HORIZON	MATERIALITY
GOVERNANCE	Business conduct	Lack of supply chain flexibility and resilience		LONG	20
	Business conduct	Environmental damage		MEDIUM	20

THE STRATEGIC SUSTAINABILITY PLAN

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



FOCUS ON ATTENTION

Aside from focusing on closeness and the present, we also focus on durability and safety. We know very well that we are one of many nodes in a global network, that of the construction industry, extended in space and time.

Not only product manufacturing, but everything we do has a long-term impact on the environment and people, which is why we constantly strive to be a company that creates shared value. We would like to have such regard for ourselves and for other players in the supply chain to have it as well, and this should also apply to the

construction site which is where we do our work. The focus on durability and safety rests on three pillars: a **"Green & Circular"** approach, a **"People Empowerment"** commitment to improve the well-being of employees and help them grow, and an **"Ecosystem Approach"**, in order to keep our prospects open. By being open-minded in this context, we are able to turn curiosity, ingenuity and flexibility into a commitment to build in a more sustainable way, for us and for the planet.

CIFA'S PLAN

can be represented with the so-called "sustainability building". This is composed of the vision (the roof), the foundational pillars, and the thematic areas that shape the macro-objectives and CIFA's sustainability goals, ultimately translating into concrete operational projects. The cross-cutting principles of this building represent the material that cements the whole: CIFA's commitment to sustainable building.

SUSTAINABILITY 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 AND SAFETY**
- **DURABILITY**

GOVERNANCE OF SUSTAINABILITY

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.

FUNCTIONS

It supervises the implementation of the Strategic Plan, approves projects and budget policies and validates targets. It also ensures the proper functioning of the governance structure and approves the Sustainability Report.

MEMBERS

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

RECURRENCE

Quarterly (and/or as required)

STEERING COMMITTEE

FUNCTIONS

Composed of the Pillar Leaders (PLs) and the Head of Marketing and Communication, the group is responsible for monitoring the operational execution of the Strategic Plan, defining project management guidelines, organising teams, and managing both internal and external communication, while also taking on decision-making responsibilities for matters outside the scope of the Steering Committee.

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)

OPERATING COMMITTEE

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.

RECURRENCE

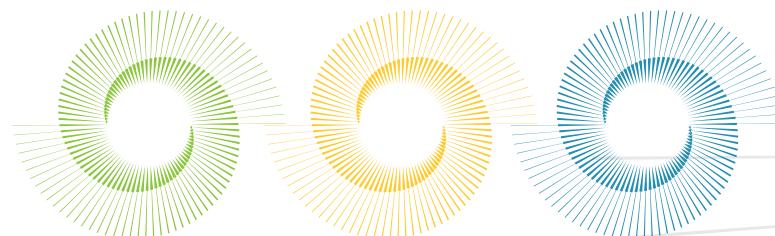
Quarterly (and/or as required)

EXTENDED MEETING

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	<ul style="list-style-type: none">- Energy consumption (Scope 1–2 emissions) [negative actual]• Reduction in GHG emissions [positive actual]• Energy from non-renewable sources [negative actual]	<ul style="list-style-type: none">• Self-production/supply of energy from renewable sources [opportunity]• Global warming [risk]• Energy efficiency [opportunity]
Waste management and reduction	<ul style="list-style-type: none">• Waste (Scope 3 emissions) [negative actual]• Waste and scrap [negative actual]• VOC emissions [negative actual]	<ul style="list-style-type: none">• Global warming [risk]
Logistics management	<ul style="list-style-type: none">• Logistics (Scope 3 emissions) [negative actual]• Reduction in GHG emissions [positive actual]	<ul style="list-style-type: none">• Global warming [risk]• Reputational damage (emissions) [risk]
Reducing machine energy consumption - electrical range	<ul style="list-style-type: none">• Energy consumption of products (Scope 3 emissions) [negative actual]• Reduction in GHG emissions [positive actual]• Product innovation [positive potential]	
Reducing machine energy consumption - electronics	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Product end of life [negative actual]• Product innovation [positive potential]	<ul style="list-style-type: none">• Durability and predictive maintenance (product) [opportunity]
Modular design	<ul style="list-style-type: none">• Purchase of plastic raw materials [negative actual]• Purchase of metal raw materials [negative actual]	<ul style="list-style-type: none">• Sourcing of alternative materials [opportunity]

PEOPLE EMPOWERMENT

Project	Impacts	Risks/Opportunities
Zero accidents mindset	<ul style="list-style-type: none"> Employee Health and Safety [negative potential] 	<ul style="list-style-type: none"> Accidents and injuries [risk]
Training and development	<ul style="list-style-type: none"> Training and skills improvement [positive potential] 	<ul style="list-style-type: none"> Structuring training plans for employees [opportunity] Employee dissatisfaction [risk] Labour shortage [risk]
Work-life balance services	<ul style="list-style-type: none"> Worker wellbeing [positive potential] Work-life balance [positive actual] 	<ul style="list-style-type: none"> Employee dissatisfaction [risk]
Furnishing Workspaces	<ul style="list-style-type: none"> Worker wellbeing [positive potential] 	<ul style="list-style-type: none"> Improvement of workplaces [opportunity] Employee dissatisfaction [risk]
Wellbeing and social engagement	<ul style="list-style-type: none"> Worker wellbeing [positive potential] 	<ul style="list-style-type: none"> Employee dissatisfaction [risk] Labour shortage [risk]
First definition of diversity concept	<ul style="list-style-type: none"> Diversity and inclusion [positive potential] 	<ul style="list-style-type: none"> Employee dissatisfaction [risk]

ECOSYSTEM APPROACH

Project	Impacts	Risks/Opportunities
Step-by-step training	<ul style="list-style-type: none"> End-user safety [negative potential] Health and safety of workers in the chain [negative potential]. 	
Selection and evaluation of strategic suppliers	<ul style="list-style-type: none"> Supply chain selection according to sustainability criteria [positive potential] Health and safety of workers in the chain [negative potential]. 	<ul style="list-style-type: none"> Environmental damage (suppliers) [risk] Lack of supply chain flexibility and resilience [risk]
Collaboration with sector partners		
Collaboration with schools and universities	<ul style="list-style-type: none"> Cultural and educational activities (schools and universities) [positive actual] Innovation and research in collaboration with universities [positive actual] 	<ul style="list-style-type: none"> Employer branding (schools and universities) [opportunity]
Building with CIFA		

ACTIVITIES CARRIED OUT AND FUTURE OBJECTIVES

Below are some activities carried out in 2024 for each Pillar and the KPIs and targets defined through the plan review process.





GREEN & CIRCULAR MINDSET



LED RELAMPING

(GREEN & CIRCULAR MINDSET - REDUCTION OF FACTORY ENERGY CONSUMPTION)

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.

INSTALLATION OF WATER DISPENSERS

(GREEN & CIRCULAR MINDSET - WASTE MANAGEMENT AND REDUCTION)

As for the reduction of plastic waste, the installation of water dispensers was completed in September 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. 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.

BOLT CODE REDUCTION AND CHASSIS STANDARDIZATION

(GREEN & CIRCULAR MINDSET - MODULAR DESIGN)

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.

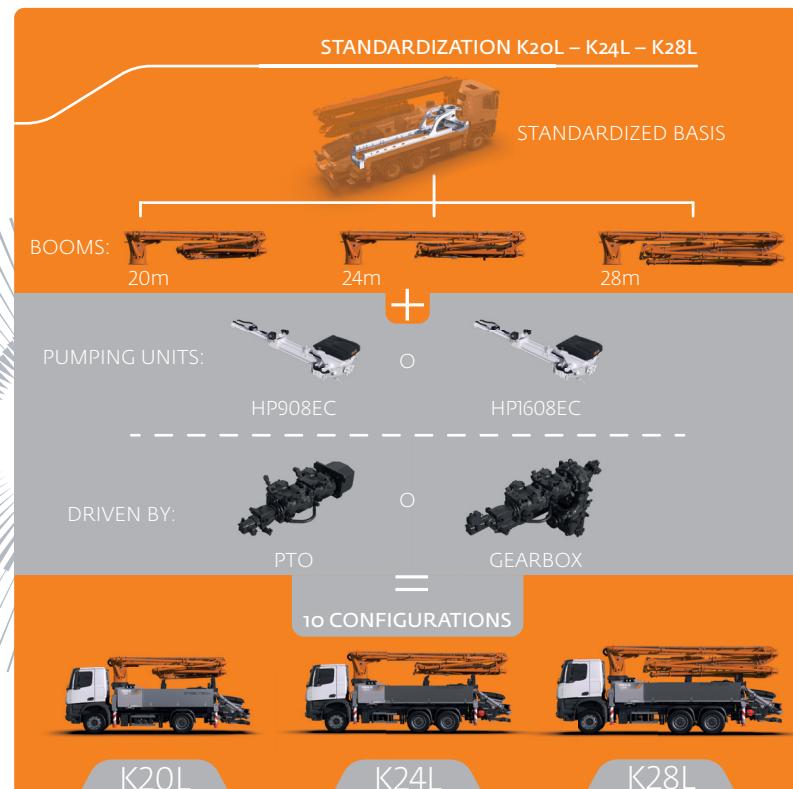
In 2024, internal working groups focused on two main directions:

- 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



FOCUS – MODULARITY

BOLT CODE REDUCTION – PA K42L



Area and macro-objective	Project	Description	KPI	Baseline (2024)	ΔTarget (2027)*
Carbon Neutrality: reducing energy consumption, emissions and environmental pollution	Reduction of factory energy consumption	The project involves reducing factory energy consumption through periodic evaluation and improvement plans	Renewable energy consumed/total energy consumed (%)	5%	+15%
	Waste management and reduction	The project involves reducing factory waste through optimising waste separation and regular monitoring of the results achieved	(Mixed packaging production (Kg) / number of hours worked by direct operational labour) x 100	20.77	-25%
	Logistics management	The project involves mapping inbound and outbound logistics flows to improve operations and reduce environmental and human impact	CO ₂ consumed for freight logistics (ton CO ₂)	2124 ton CO ₂	-6%
Ecodesign: designing and creating a wide range of green products accessible according to circular economy criteria	Reducing machine energy consumption – electrical range	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	No. of models electric range	4	+3
	Reducing machine energy consumption – electronics	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	No. of improvements on machines	0	+5
	Electronics for machine durability and predictive maintenance	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.	No. of CIFA Vista / machines sold in Europe (excluding Italy) (%)	8%	+7%
	Modular design	The project involves applying modular design to CIFA products to facilitate maintenance, increase durability, and enhance end-of-life recovery	No. of managed chassis codes / truck pumps models (%)	83%	-36%

*2027 targets are calculated as upward or downward trends compared to the baseline values of 2024.

PEOPLE EMPOWERMENT

OCJO: SAFETY FIRST

(PEOPLE EMPOWERMENT - ZERO ACCIDENTS MINDSET)

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, it 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.

SUPPORT FOR THE LOCAL COMMUNITY

(PEOPLE EMPOWERMENT - WELLBEING AND SOCIAL ENGAGEMENT)

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.





Area and macro-objective	Project	Description	KPI	Baseline (2024)	ΔTarget (2027)*
Wellbeing for growth: Achieving a high level of physical, psychological and social well-being of employees and collaborators	Zero accidents mindset	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.	Accident severity index	1.18	-15%
	Work-life balance services	The project involves offering services to save employees time, verifying their technical and financial feasibility, providing them, and periodically evaluating employee satisfaction.	No. of active initiatives	1	+5
	Training and development	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.	No. of hours of training beyond legal obligations (excluding safety), average per employee	3.64	+10%
	Wellbeing and social engagement	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.	Average level of participation / expressions of interest (%)	15%	+15%
	Furnishing Workspaces	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.	No. of interventions	2	+4
	First definition of diversity concept	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.	Obtaining and maintaining gender equality certification		Yes

*2027 targets are calculated as upward or downward trends compared to the baseline values of 2024.

ECOSYSTEM APPROACH

ACTIVITIES WITH SCHOOLS AND UNIVERSITIES

(ECOSYSTEM APPROACH - COLLABORATION WITH SCHOOLS AND UNIVERSITIES)

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. In 2024, the company involved 146 school students and 82 university students; it also offered five students the opportunity to undertake an internship at CIFA.



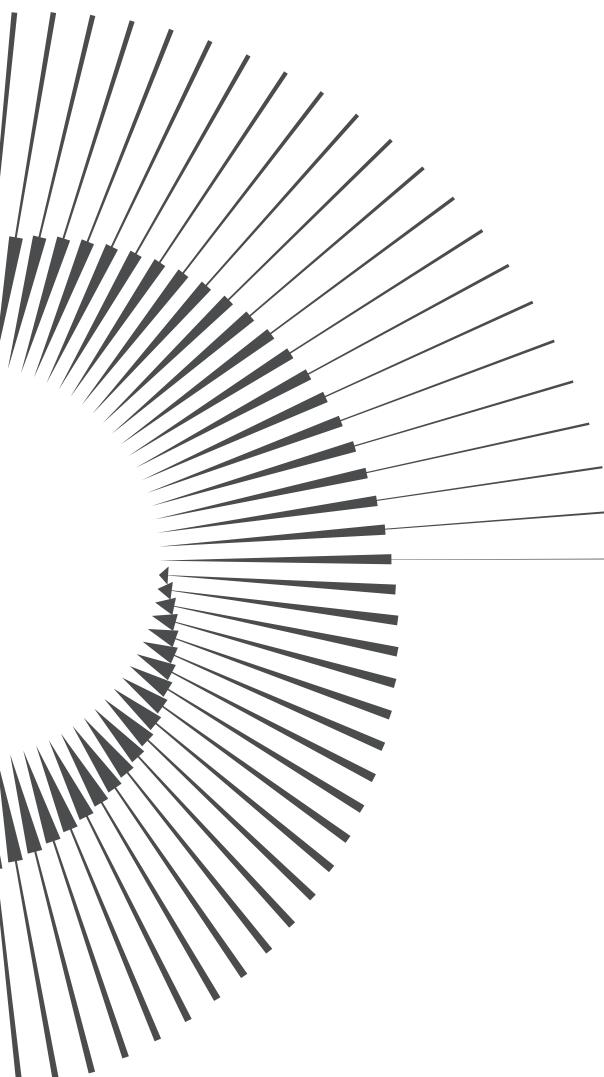
Area and macro-objective	Project	Description	KPI	Baseline (2024)	ΔTarget (2027)*
Ethical Value Chain: Consolidation of the supply chain's values and skills by highlighting the complementarity of vision, objectives, and product development.	Step-by-step training	The project involves defining a training 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.	No. of trained suppliers / number of assessed suppliers (%)	0	+53%
	Selection and evaluation of strategic suppliers	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.	No. of suppliers assessed annually / no. of suppliers contacted (%)	49%	+10%
	Collaboration with sector partners	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.	No. of active projects with companies in the industry / supply chain	1	+2
Strong Community: Strengthening relationships with the community by cultivating valuable relationships with local stakeholders	Collaboration with schools and universities	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.	No. of partnerships established with schools and universities	2	+6
	Building with CIFA	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.	No. of interventions carried out	1	+4

*2027 targets are calculated as upward or downward trends compared to the baseline values of 2024.



CIFA 





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