



AMA Group 2023

Sustainability report



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A photograph of a modern building facade with a large, blue, three-dimensional 'ama' logo mounted on top. The building has a grid-like pattern of windows and panels. The sky is clear and light blue.

ama

Letter to stakeholders

Dear Stakeholders,

2023 represents the third year that the Sustainability Report has been drafted. In this three-year period the ESG components - Environmental, Social and Governance - have progressively become an integral part of our Group's strategic choice and preparatory elements to the growth path undertaken.

From an environmental point of view, the Group has continued to invest and contribute to the reduction of CO2 emissions and to increase the use of electricity from renewable sources (in 2023 equal to 14% of consumption). In the Social area, the Group has continued to invest in training (+26% training hours in 2023) and recruitment of Under30 staff. In terms of Governance, in 2023, 2 independent directors were appointed to the Board of Directors of the Parent Company AMA Spa, and the design and assessment phases, completed in 2024, for the definition of the System of Internal Control and Risk Management (SCIGR) were started.

These actions in the ESG area were intertwined with the excellent economic and financial performance recorded by the group in 2023. Consolidated revenues stood at 283 million euros and profitability - understood as EBITDA as a percentage of revenues (EBITDA margin) - stood at 13.6%, an important increase over the level recorded the previous year (10.8%). This performance was also reflected in the financial area where the net debt as of December 31, 2023, fell to 65 million euros (down from 84 million euros in the previous year).

For 2024, there are further goals to be achieved. The goal of containing energy consumption and reducing CO2 emissions will continue; it is also foreseen to increase the purchase of certified energy from renewable sources. AMA's efforts to maintain proximity to people and the territory will continue.



The activities and results achieved this year are for us a source of pride, and an incentive to do even better and to foster, with determination and passion, a positive and responsible development of our Group.

For all this, I thank all the AMA People who contribute to achieve our growth goals and strengthen the culture of sustainability in the Company.

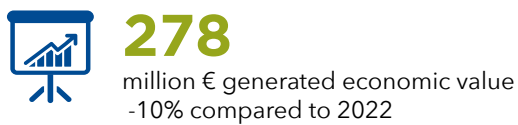
Alessandro Malavolti
The Chief Executive Officer

Highlights 2023

Economic data



Certification ISO 14001, ISO 9001, ISO 3834 by AMA S.p.A.

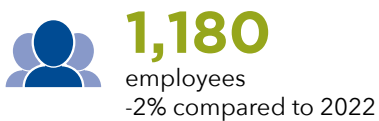


Offices in
20
countries worldwide



+525,000
references

Social data

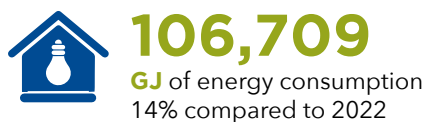


28
new hires under 30

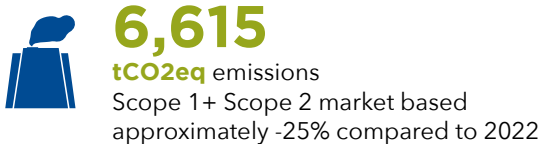


11,088
hours of training
+26% compared to 2022

Environmental data



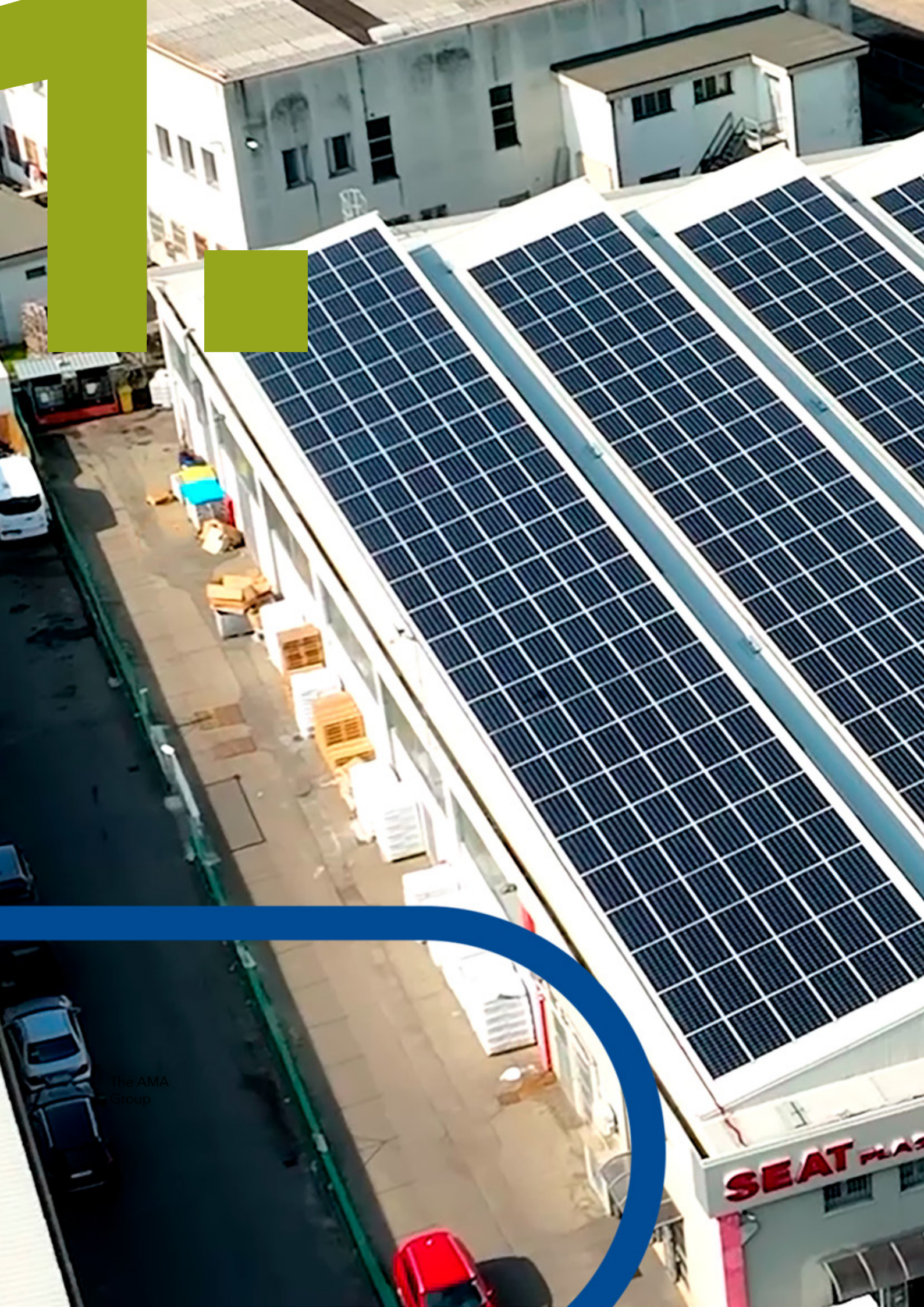
18,7ML
water withdrawn
-1% compared to 2022



-27%
cardboard purchased
compared to 2022



4,256 tons
of waste produced
-4% compared to 2022



The AMA
Group

SEAT PLAZA



1. The AMA Group

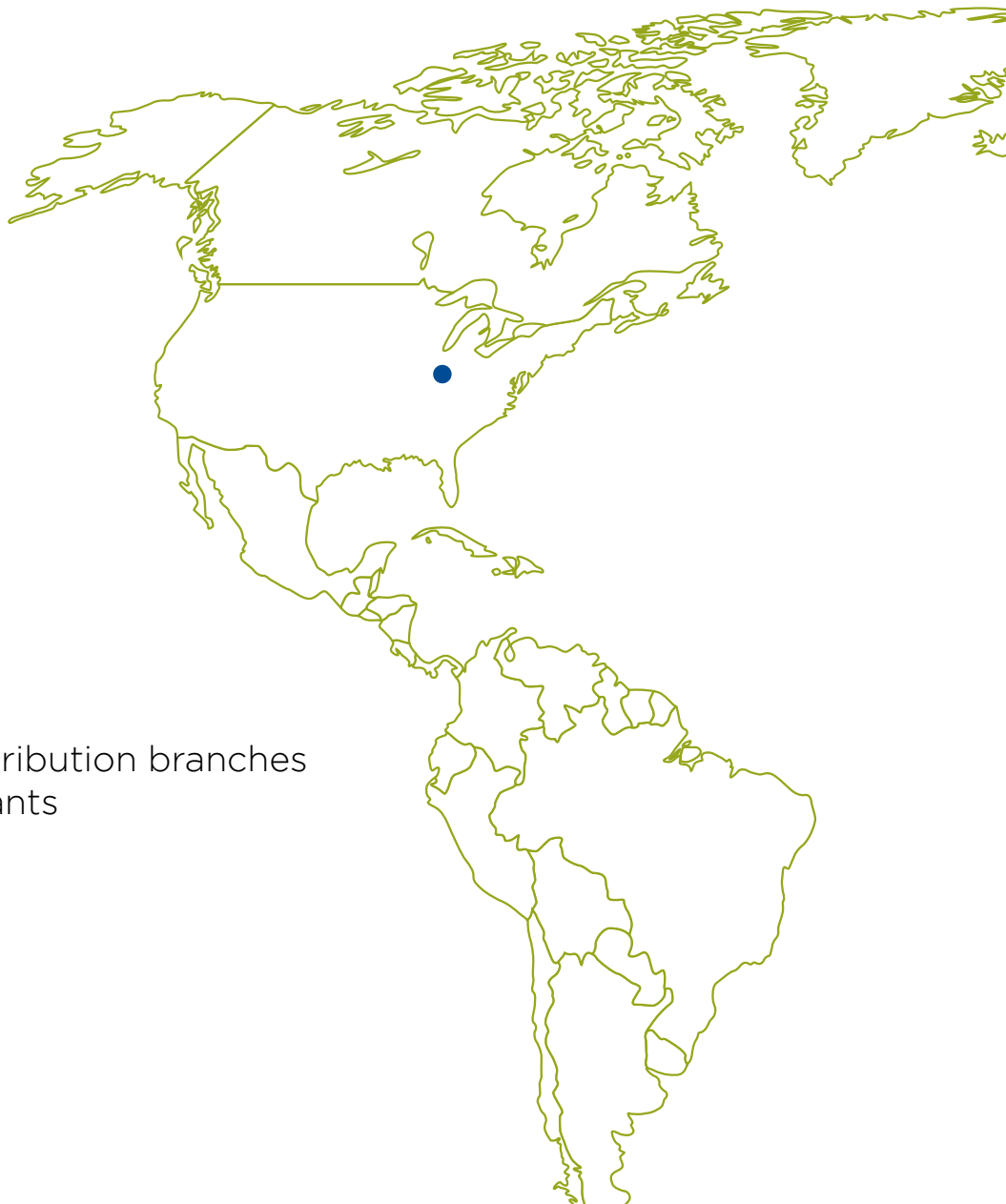
1.1 Presentation of the Group

AMA is an Italian company leader in the supply of components for outfitting and maintaining Off-Highway Vehicles (OHV), agricultural and garden machines for the care of the green.

The Group (hereinafter also "AMA", "AMA Group" or the "Company") develops itself around the parent company, AMA S.p.A., based in the province of Reggio Emilia (IT), where it was born in 1967 by the will of Luciano Malavolti, the current Chairman of the Company. From the small premises in an old garage in the village center, where pins and sawing benches were sold to farmers to make the spare parts and accessories necessary for their work more accessible, today AMA is a Group with offices in 20 countries around the world. Composed of more than 26 production and commercial companies operating in synergy to offer a range of over 520,000 references to more than 80,000 customers in 90 countries worldwide. In half a century of history, AMA S.p.A. has grown and has succeeded in establishing itself in the market for the supply of agricultural components as one of the main players worldwide.

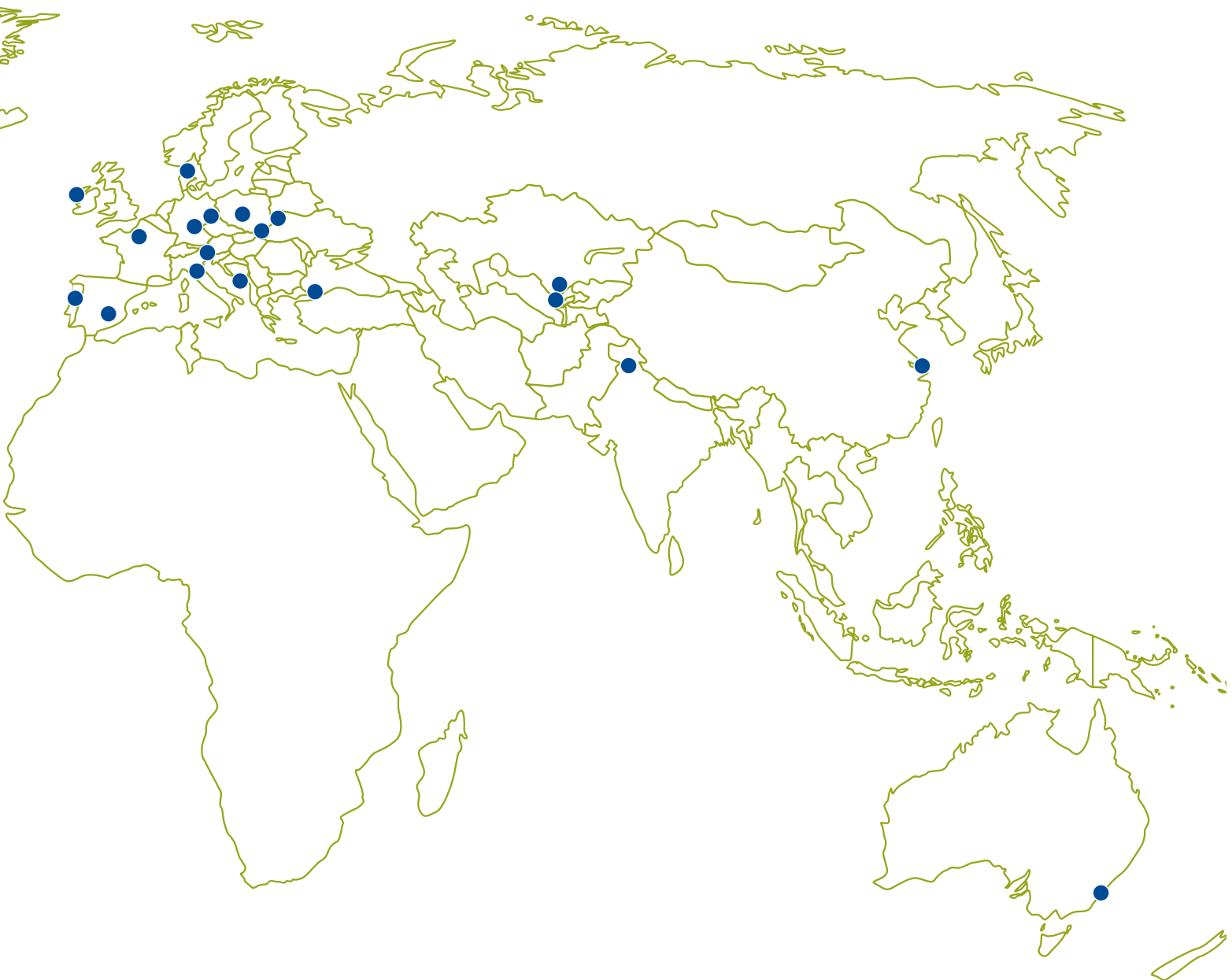
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Countries with distribution branches and production plants



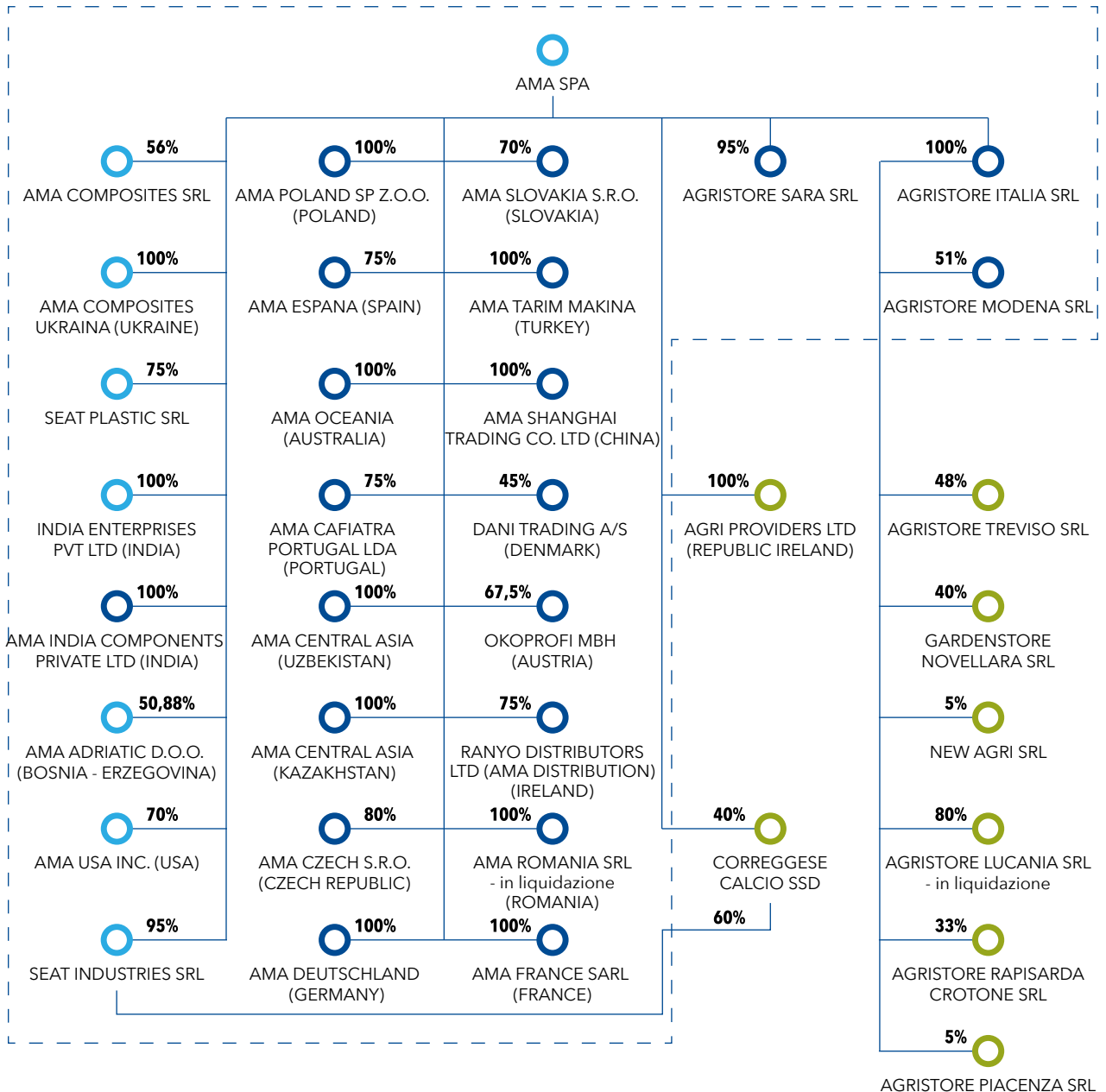
“Continuity, innovation and courage have distinguished this success: AMA has grown in size, turnover and mentality. The daily support of customers and colleagues has allowed us to establish ourselves in many sectors.”

Luciano Malavolti
President AMA



CORPORATE STRUCTURE OF THE AMA GROUP AS OF DECEMBER 31ST, 2023

Consolidation perimeter



- Trading Company
- Production Company
- Not consolidated

In view of the complexity of the Group’s portfolio, the strong diversity of the reference markets and the consequent type of customers served, AMA has developed its service around 6 different product areas:

Seats and steering wheels Business Unit	which deals with the provision of OHV driver seats, seating for passenger transport and steering wheels;
Cabins Business Unit	which provides steering columns, analogue and digital instrumentation, interior and paneling, electrical and electronic components, as well as whole cabs;
Hydraulic Business Unit	offering hydraulic cylinders, components for hydraulic cylinders and REFLUID components for control units and hydraulic systems;
Agri Business Unit	which supplies agricultural components, spare parts and accessories, such as power take-off (PTO) shafts, joints, 3-point linkages and plastic parts;
Soil working Business Unit	which provides components for soil processing, such as spare parts for plows and other equipment necessary for soil tillage;
Garden Business Unit	which provides garden machinery, as well as accessories and spare parts for gardening.

The customers that AMA addresses belong mainly to the sectors of Original Equipment Manufacturers (OEM) and After Market. Thus, the wide range of products designed and manufactured by AMA is partly intended for the OEM market, for what concerns the cabin equip-

ment and the rear-tractor of agricultural machinery, and partly for the After Market, to which AMA offers accessories and spare parts for agricultural and gardening machines.

Industries served



Agricultural Machines



Earth Moving Machines



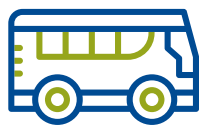
Material Handling Machines



Innovative Building



Recreational Vehicles



Passenger Transport Vehicles



Industrial & Speciality Vehicles



Lawn and Garden Machines

1.2 The Governance of AMA

AMA adopts a traditional governance model, which includes formal bodies such as the Shareholders' Meeting, the Board of Directors and the Board of Auditors. The Shareholders' Meeting consists of two shareholders, who hold the entire share capital of the Company, and is the body competent to decide, in ordinary and extraordinary venue, on matters reserved to it by law or by the Statute.

The Board of Directors is composed, as of 31 December 2023, of 6 members: the Chairman Luciano Malavolti, founder of the Company, the Chief Executive Officer Alessandro Malavolti, the Councilors Isabella Malavolti and Nicoletta Medici, and the independent councilors Alessandro Minichilli and Alessandra Rivolta, who have been in charge as of 25.01.2023. As a direct expression of the corporate structure, the criteria for appointment and selection of the Board members have not been formalized to date within a procedure; the choice to include two independent councilors, however, wants to be a clear sign of transparency in the management of the parent company.

Finally, the Board of Auditors consists of 5 members, 3 statutory auditors and 2 alternates: the president Giuliano Canovi, the statutory auditors Giuseppe Cavalchi and Alberto Grillei and the alternate auditors Federica

strategy¹. The supervision and approval of the Group's strategies and objectives, also in terms of sustainability and reporting of the present document is responsibility of the Board of Directors, including the responsibility for managing the Group's impacts described in the following chapters. With a view to increasing skills and capacity for impact assessment and management, all first levels and other members of the top management have carried out training on ESG issues at Bocconi University. Furthermore, the Company has chosen to establish an expanded sharing time on an annual basis, involving both first and second levels and the heads of central functions in a management meeting, with the view of increasing 360° awareness of all issues affecting the Company and its operations. At the meeting, the Directors will align the management on the overall performance and major future strategic directions; this will be followed by each first level outlining the projects implemented during the year and the future goals.

The following page presents the structure that the Group adopted to manage the 6 Business Units and the constant expansion.

AMA S.p.A. has a Supervisory Body, in compliance with Legislative Decree no. 231/2001, to supervise the liabili-

Board of Directors*	Role	Year of birth	Gender	In charge since	Executive	Non-Executive
Luciano Malavolti	President	1940	M	29/06/2022	●	
Alessandro Malavolti	CEO	1971	M	29/06/2022	●	
Isabella Malavolti	Councilor	1974	F	29/06/2022		●
Nicoletta Medici	Councilor	1971	F	29/06/2022	●	
Alessandro Minichilli	Councilor	1977	M	25/01/2023		●
Alessandro Rivolta	Councilor	1974	M	25/01/2023		●

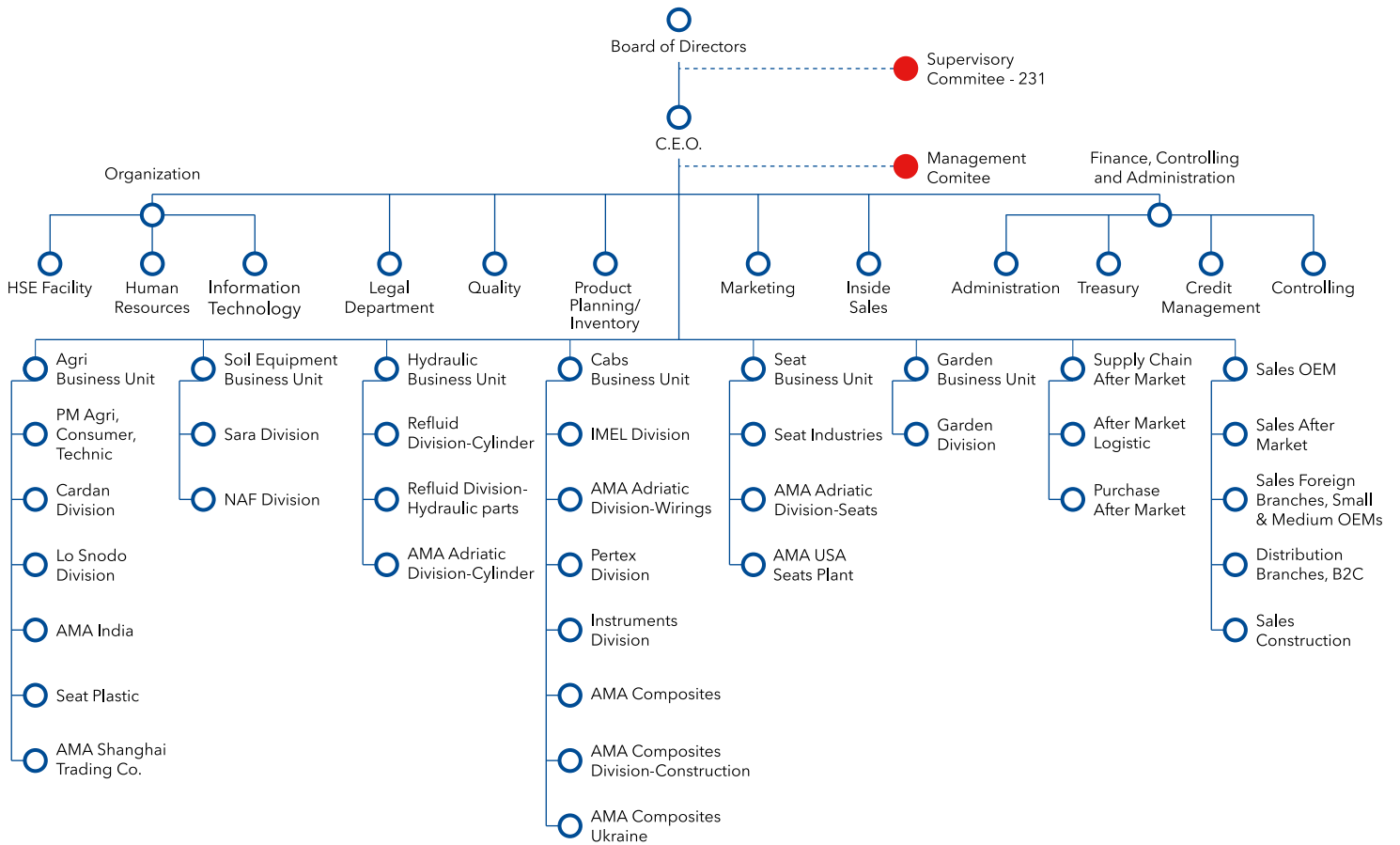
* For further information, please refer to the organizational structure below.

Canovi and Davide Prandi.

The AMA Group also has a Management Committee consisting of the President, the CEO, the Central Operation Manager (COM), the Chief Financial Officer (CFO), the managers of the six Business Units (BU), the After Market Sales Director, the Foreign Branch Sales and Small & Medium OEM Director, the OEM Sales Channel Coordinator, the Supply Chain Director and the Product Planning Director. The Committee manages the impacts that the Group, through its activities or business relationships, generates on the economy, the environment, and the people, meeting monthly to review the company's performance data and outline the Group's

ty for any wrongdoing committed in the alleged interest of the company and those who work there. In fact, AMA S.p.A. adopted the Organization, Management and Control Model (MOG 231) with the aim of promoting a transparent business management approach toward its stakeholders, preventing illegal behavior, and guaranteeing business conduct according to ethical principles. For the preparation of its MOG231, AMA S.p.A. has carried out an analysis of its risk areas according to the requirements of the Decree and the Guidelines formulated by Confindustria. This model is applied substantially to all Group's companies, although it has not yet been formally implemented on them. During 2023

1 To date, a committee responsible for managing these impacts has not been formalized.



the Organization, Management and Control Model was updated, and the bases were laid to extend it to all the Italian companies of the Group, giving the necessary powers to implement it. The communication channels with which to carry out reports have also been expanded, including the whistleblowing channel (through the single IT platform and anonymous cassettes), which are

collected by the Supervisory Body, analyzed, and presented to the Board of Directors by means of timely reports. During the reporting period, no critical issues were reported to the Board of Directors in this respect. Always in accordance with the requirements of Legislative Decree no. 231/2001, AMA S.p.A. has adopted a Code of Ethics and anyone who operates within the



Group, directly or indirectly, must respect and observe it. This document, in addition to being a subject of training for all corporate functions together with MOG231, is released in a timely manner, both internally and externally to the company, through its distribution to the employees and members of the Corporate Bodies, but also through the spreading of the same in the working areas accessible to all. These documents are also accessible to everyone on the company's website and, for employees, also on the company's intranet. The principles included in the Parent Company's Code of Ethics also apply to all the Group companies, with the aim of extending this document to them as well during 2024. THE ETHICAL PRINCIPLES listed in the Code of Ethics are inspired by those contained in the "Charter of Business values" of the European Institute for Social Reporting and the Confindustria Guidelines, and are as follows:

1. Compliance with the laws
2. The principle of accuracy
3. Repudiation of any form of discrimination
4. The principle of honesty
5. The principle of integrity and mutual respect
6. The principle of transparency
7. The principle of efficiency
8. The principle of fair competition
9. The protection of privacy
10. Dedication to work
11. The value of the AMA's staff
12. Environmental protection
13. Relations with the P.A.
14. Relations with trade union organizations, political parties, and associations
15. Relations with international operators
16. Peace among people and repudiation of all forms of terrorism
17. The protection of individual freedom
18. The protection of health and safety at work
19. The protection of transparency in commercial transactions
20. Knowledge Management

In addition to the Code of Ethics, at the time of employment, AMA S.p.A. provides all employees with the Code of Conduct, which sets out the rules laid down in the contract and the behavior that workers are required to comply with; also, it is committed to sharing the It Code of Conduct, which defines all actions necessary to privacy respect and protection. Code of Ethics and Code of Conduct were revised in conjunction with the MOG 231 update and were approved by the Board of Directors in March 2023.

AMA has an internal Legal Office which, by interfacing with all the functions of the Group, monitors any risky behavior that may be carried out against the Group itself. In order to further strengthen this control, the Group has set itself the objective of carrying out in 2023 a project of risk identification and analysis, with the aim of formalizing a model to be applied from 2024. To follow up on the commitment set in 2022, the Group starts the design and assessment phases during 2023 to define a System of Internal Control and Risk Manage-

ment (SCIGR). Such System, which also involves first and second levels and will take into account ESG aspects, will be finalized during 2024. It is also planned to establish the appropriate bodies to oversee and manage the model as soon as it is effective.

There were no substantiated complaints regarding breaches of customer privacy and loss of customer data in the reporting period. In addition, there were no incidents of non-compliance with social, economic, and environmental laws and regulations in Fiscal Year 2023. Finally, there were no cases of corruption or prosecutions for anticompetitive behavior, antitrust, and monopolistic practices during 2023.

1.3 The Materiality Analysis

“One of the keys to AMA’s success has been to continue to grow, to evolve, considering each milestone reached as a step toward our future. The opportunities are many, some still to be written.”

Luciano Malavolti
President AMA

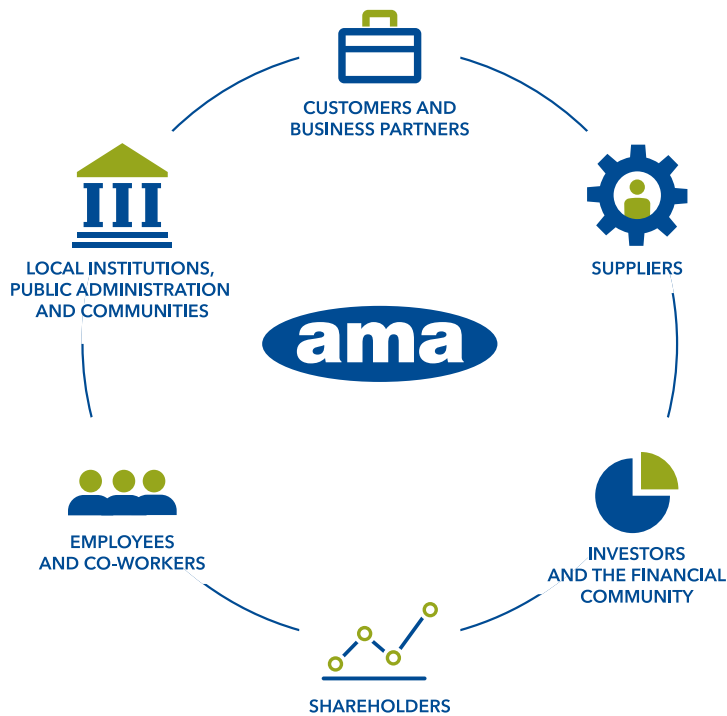
With such objective of growth in mind and with a look towards the future, AMA aims to generate sustainable value for all its stakeholders.

In 2021 AMA decided to undertake the path of sustainability, which now continues year by year. This path expresses to the stakeholders the actions taken in terms of social commitment and reduction of environmental impacts and the desire to integrate, with increasing awareness, sustainability aspects in the Group's strategic decisions. The aim is to create value for the people and territories in which AMA operates in a 360° sustainable way, economically, socially and from an environmental point of view, with the objective that this value may last over time.

To decide responsibly, it is necessary to know about one positive and negative impacts, and this Sustainability Report is a fundamental step toward this objective. Through the stakeholder's identification and the consideration of their needs, the Group is able to maintain a constant view of the contexts in which it operates.

The company's STAKEHOLDERS are:

Stakeholders



AMA commits itself daily to maintain constant and profitable relations with its stakeholders, through different engagement methods:

STAKEHOLDERS	METHOD OF ENGAGEMENT
Shareholders	<ul style="list-style-type: none"> • Shareholders' meeting
Customers and Business Partners	<ul style="list-style-type: none"> • Constant relationships with business functions • Publications on the website • Participation in trade fairs • Stakeholder engagement activities on sustainability issues
Employees and co-workers	<ul style="list-style-type: none"> • Communication boards at the premises, establishments, and commercial offices • Training and periodic updates for employees • Corporate Intranet • Periodic multi-level meetings • Stakeholder engagement activities on sustainability issues
Suppliers	<ul style="list-style-type: none"> • Publications on the website • Constant relationships with purchasing offices • Participation in trade fairs
Investors and the Financial Community	<ul style="list-style-type: none"> • Publications on the website • Specific meetings related to business activity • Institutional presentations • Stakeholder engagement activities on sustainability issues
Local Institutions, Public Administration and Communities	<ul style="list-style-type: none"> • Compliance with the documentary requirements provided for by national and local legislation • Constant collaboration with the institutions to carry out the business activity • Sponsorship and promotion of contributions aimed at the socio-economic development of the territory

As required by the Global Reporting Initiative (GRI) standards, the AMA Group has defined the issues relevant to the Group and its stakeholders starting from the identification of the actual or potential negative or positive impacts on

the economy, the environment, and people, including human rights impacts, which the Group generates as part of its activities and through its business relations. The identification of the impacts took place through a context and sector analysis, a benchmark analysis of the main peers and competitors of the reference sector and the study of the main internationally recognized sustainability frameworks. Subsequently, the impacts identified in this way were assessed during 2023 and for the 2022 Sustainability

Report by some of the above-mentioned stakeholder categories (customers, employees and the financial community, surveyed through online questionnaires). As there were no substantial changes in the activities carried out, the result obtained last year was considered valid. This result has enabled the Group to improve the prioritization of the impacts, which have thus been aggregated into 10 material topics which are considered to be in line, according to the final evaluation of the CEO, with the Group's strategic objectives.



MATERIAL TOPIC	IMPACTS	IMPACTS DESCRIPTION	IMPACT TYPE	APPEARANCE OF THE GRI	AMA INVOLVEMENT
Energy consumption and emissions	Energy consumption	Energy consumption from renewable and non-renewable sources, with consequent negative impacts on the environment and reduction of the energy stock and relative.	Negative / Actual	GRI 302: Energy (2016) GRI 305: Emissions (2016)	Direct involvement of the Group and through its commercial relations
	GHG direct and indirect emission generation (Scope 1 and 2)	Contribution to climate change through direct and indirect GHG energy emissions, linked to the activities carried out in the Group's headquarters and sites.	Negative / Actual		
Ethics and Integrity	Non-compliance with laws, regulations, and standards	Non-compliance with applicable laws, regulations, internal and external standards, with indirect economic impacts on stakeholders.	Negative / Potential	GRI 205: Anticorruption (2016) GRI 206: Anti-competitive behavior (2016) GRI 418: Customer Privacy (2016)	Direct Group involvement
	Cases of corruption	Cases of corruption with negative impacts on people and economic systems.	Negative / Potential		
	Anti-competitive behavior and monopolistic practices	Anti-competitive behavior and monopolistic practices with negative impacts on economy and markets.	Negative / Potential		
	Privacy breach	Breach to the privacy and security of customers and employees with negative impacts on people.	Negative / Potential		
Efficient resource management	Consumption of raw materials for packaging	Negative impact of using packaging materials, even along the supply chain.	Negative / Actual	GRI 301: Materials (2016) GRI 303: Water and effluents (2018) GRI 306: Waste (2020)	Direct Group involvement
	Consumption of raw materials for production	Negative impact of using raw materials necessary to the Group's production.	Negative / Actual		
	Reduction in the availability and quality of water	Use of water in its production processes, which affects the availability of the water resource and has negative impacts on the release of pollutants into groundwater or surface water.	Negative / Actual		
	Promotion of reuse, recycling and recovery	Promotion of reuse, recycling and recovery of packaging and waste materials.	Positive / Potential		
	Waste management	Environmental impacts related to the production of hazardous and non-hazardous waste and their inadequate disposal.	Negative / Actual		
Economic performance	Economic value generation and distribution	Positive economic impacts generated by the organization through its business activities for workers, local communities, farmers and other stakeholders.	Positive / Actual	GRI 201: Economic performance (2016)	Direct Group involvement
Quality, product safety and customer satisfaction	Quality of products and consumers safety	Non-conformity of products to quality and safety standards of the industry.	Negative / Actual	GRI 416: Customer Health and Safety (2016) GRI 417: Marketing and labeling (2016)	Direct Group involvement
Occupational health and safety	Occupational injuries	Occupational injuries or other accidents, with adverse consequences for the health of direct workers or external employees ² of the Group.	Negative / Actual	GRI 403: Occupational health and safety (2018)	Direct Group involvement
Supply chain and responsible procurement	Local procurement practices	Promotion of purchase from local suppliers.	Positive / Potential	GRI 204: Procurement practices (2016) GRI 308: Suppliers environmental assessment (2016) GRI 408: Child labor (2016) GRI 409: Forced or compulsory labor (2016) GRI 414: Suppliers social assessment (2016)	Direct involvement of the Group and through its commercial relations
	Environmental negative impacts along the supply chain	Negative impacts related to the supply of goods and services from suppliers, in particular as regards the impacts they generate on environmental aspects.	Negative / Actual		
	Violation of human rights	Violation of human rights (e.g. right to freedom of association and collective bargaining, child labor, forced or compulsory labor) within the Group and along the supply chain.	Negative / Potential		
	Social negative impacts along the supply chain	Negative impacts related to the supply of goods and services from suppliers, in particular as regards the impacts they generate on social aspects.	Negative / Actual		
Local communities support	Local community support	Support for local development through contributions and donations for social and cultural events and initiatives.	Positive / Actual	GRI 413: Local Communities (2016)	Direct Group involvement
Employee development, well-being, and attraction	Reduction in employee satisfaction and welfare	Reduction in employee satisfaction and welfare due to non-adoption of corporate welfare practices, work life reconciliation and wellbeing.	Negative / Potential	GRI 401: Occupazione (2016) GRI 404: Formazione e istruzione (2016) GRI 405: Diversità e pari opportunità (2016)	Direct Group involvement
	Employees development and growth	Improving the skills of workers through training and professional development, general and technical programs, also linked to growth objectives and personalized evaluation (e.g. career development plans).	Positive / Actual		
	Discrimination and other non-inclusive practices in the workplace	Negative impact on employee satisfaction and motivation due to discrimination (e.g. gender, age, ethnicity, etc.) or other non-inclusive practices.	Negative / Potential		
Technology, innovation, and R&D	Research and development	Promotion of innovative and market-oriented products and implementation of R&D activities with impacts on stakeholder expectations and Group competitiveness.	Positive / Actual	N/A	Direct Group involvement

² The data relating to accidents involving external collaborators include only the categories of temporary workers, collaborators and interns and not other types of non-employee workers who operate at the Group sites and/or under the control of the Group, in consideration of their significance and availability of such data over which the Group does not exercise direct control.

2





Economic responsibility

2. Economic responsibility

Mission and Vision

For AMA, growing does not mean only becoming bigger, but adapting to new situations, challenges, and economic scenarios. The goal is to create the best components and equipment in the Off Highway Vehicles sector for a world in constant motion.

The history of the AMA Group is the history of a whole village, San Martino in Rio, in the province of Reggio Emilia, which has become the history of hundreds of people worldwide. AMA has always maintained a strong relationship with the territory of origin where it has its headquarters, making this link an added value and the pulsating heart of the whole Company. Precisely because of this territorial identity, the Group con-

siders to be essential to support the prosperity of the territory in which it operates through the maintenance of employment levels, the promotion of relations with local communities and the creation of shared value, thus contributing to the socio-economic development of the area.

In a fast-paced market environment characterized by high demand and by geopolitical and macroeconomic factors that have generated high volatility - think about the conflict in Ukraine, the difficulties of the world supply chain, the flare of inflation and of food, energy sources and raw materials prices - the results in 2023 continue to represent a further demonstration of the validity of the Group's strategies and reaction capacity. The financial statement of December 31, 2023, portray a positive performance and highlight the net profit of 16,346 Euros (+28.1% compared to 12,762 Euros of December 31, 2022).

The year ended with sales revenues of 283,200 Euros, a decrease of -2.5% compared to 2022 (290,542 Euros). This result reflects the contrasted growth effect of the sales of the Group's traditional business (+2.5% or +6 million Euros vs 2022), and of the decrease of demand for thermal insulation products in the construction sector sold from the "Building and Construction" division of the subsidiary AMA Composites Srl (-12 million Euro compared to 2022), mainly due to the final termination of "110% Superbonus" incentives in Italy.



The main economic and financial data and indicators for the year are as follows:

Euros in thousands	31.12.2023	31.12.2022	Variation in %
REVENUE FROM SALES	283,200	290,542	(2.5%)
EBITDA	38,481	31,295	23.0%
% on revenue	13.6%	10.8%	
Depreciation and Amortisation	(9,503)	(8,822)	7.7%
EBIT	28,979	22,473	29.0%
% on revenue	10.2%	7.7%	
NET PROFIT	16,346	12,762	28.1%
% on revenue	5.8%	4.4%	
NET WORKING CAPITAL	64,065	74,626	(14.2%)
% on revenue	22.6%	25.7%	
INVESTED CAPITAL	135,223	142,411	(5.0%)
ROI %	21.4%	15.8%	
Investments (CAPEX)	12,384	11,506	7.6%
% on revenue	4.4%	4.0%	
Net Financial position (NFP)	(64,959)	(83,913)	(22.6%)
Net financial position /EBITDA	1.69x	2.68x	
NET EQUITY	70,264	58,498	20.1%
Net financial position / net equity	0.92x	1.43x	
ROE %	23.3%	21.8%	

The economic value generated by AMA expresses the wealth generated by the Company, which is redistributed to the stakeholders with whom it interacts daily in the practice of the business or retained in the company.

Distribution of the value created by the AMA Group to the different stakeholders	2023 (Thousands of euros)	2022 (Thousands of euros)	Variation 2022/2023 %
Economic value generated	278,625	309,643	(10)
Value distributed to suppliers	190,717	232,074	(18)
Value distributed to staff	47,347	45,178	5
Value distributed to capital providers	6,954	4,533	53
Value distributed to Shareholders	7,442	5,152	44
Value distributed to the Public Administration	7,716	6,242	24
Value distributed to the Community	855	704	21
Economic value distributed	261,031	293,883	(11)
Economic value retained	17,594	15,759	12

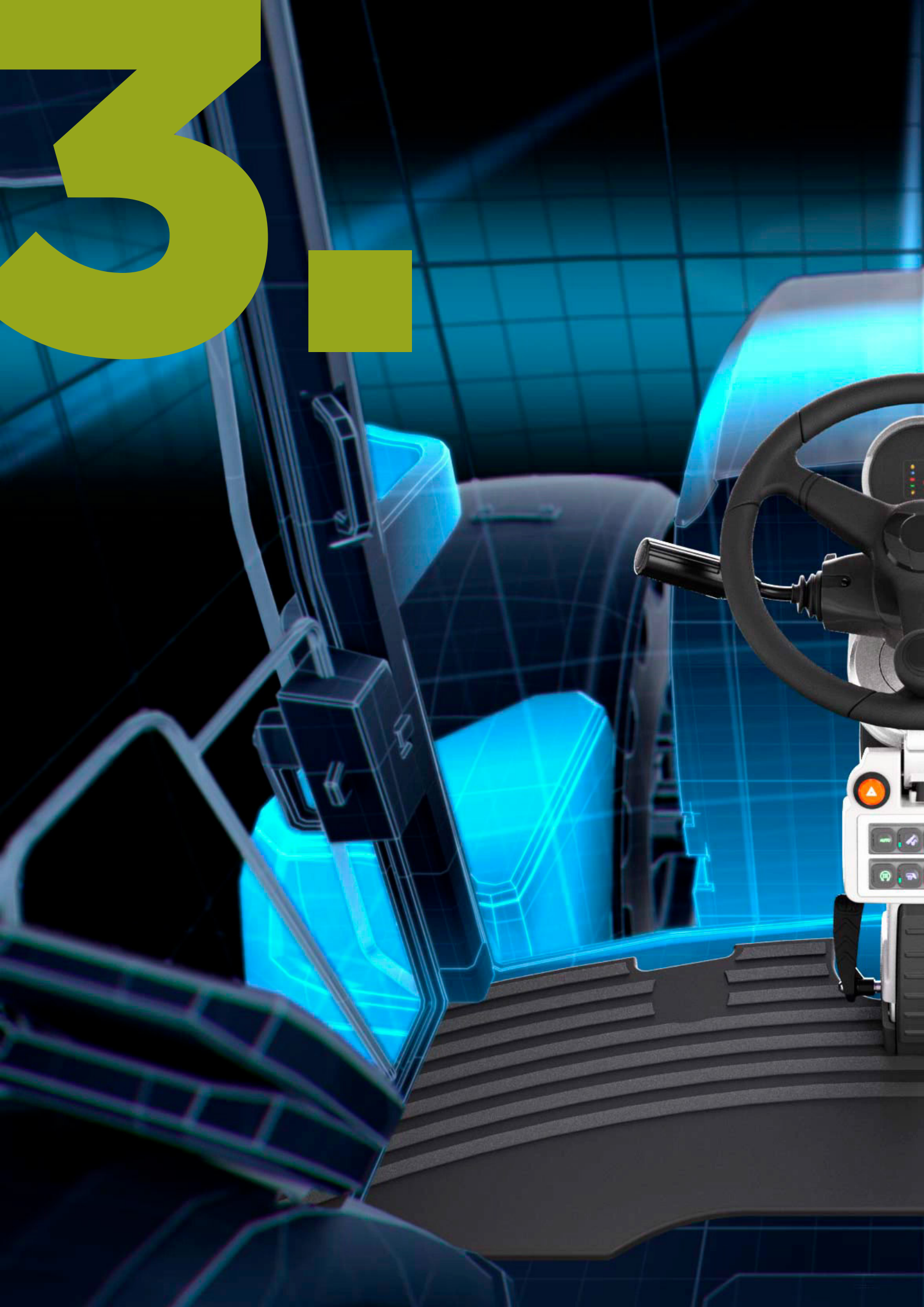
As it can be seen from the prospectus the Company has generated an economic value of 278 million euros and has distributed 261 million euros to the various partners of the Company. In particular, the suppliers benefit from the distributed value, for which costs of more than 190 million euros were incurred in the year (-18% compared to 2021), as well as employees who received more than 47 million euros in salaries, TFRs and bonuses (+5%) and public administration (+24%) compared to 2022. More than 6.9 million euros (+53%) were paid to the

capital providers and about 855 thousand euros were paid to the local communities, a sharp increase compared to 2022 (+21%).

These results, achieved in a particularly complex context marked by strong instability, make the company Management particularly proud to have contributed to the support, not only of its direct interlocutors such as employees or suppliers; but also, of all those realities complementary to the Company itself that benefit from the reflection of the good performances achieved.

3

1





Product liability

3. Product liability

In AMA, the design and realization of components and equipment for agricultural and garden machines takes place having a clear OBJECTIVE IN MIND:

“To improve the quality standards, the development of technological innovation and the extension of the range of offerings through Group synergies”

3.1 Innovation as a driver for continuous improvement

As already mentioned, AMA offers a very wide and diversified product portfolio: first, for the differentiation of the reference sectors served (e.g., agricultural machinery, green care machines, logistic machines, earth moving machines, recreational vehicles, special machines and passenger vehicles); secondly, due to the specific nature of the reference markets (i.e., after Market and OEM), which implies an extensive variety of

customers and products required. In this context, the Group organized its activities in 6 product areas, called “Business Units” (BU).

The Cabin BU can be taken as an example to represent the essence of the Group, because its product range, in addition to the individual components, offers integrated solutions that enclose electronics and engineering. The solutions offered are designed and created to work together, to satisfy every kind of necessity and to realize end products tailored to the needs. The offer of this BU has been enriched through innovative and highly technological materials, suitable inside and outside the cabins, and suitable for the covering parts of the machines. The choice to use and propose innovative materials, besides the quality of the products, is in line with the sustainability goals, that even customers increasingly demand. These materials, in fact, allow to optimize the thermal dispersions and therefore to improve the energy consumption.

The products of the Seat and Steering Wheel BU are recognized by the market as one of the strengths of AMA’s offering, thanks to the design, comfort, innovation, and functionality they offer.

The Hydraulic BU is also able to offer solutions developed in co-design with customers and realized both internally and in collaboration with selected partners.

The product range of the Agri components BU, consisting among others of PTO shafts, joints, three-point linkages and plastic parts, both in catalog and by design, is manufactured in accordance with the highest European standards and allows AMA to stand out in the market for quality and reliability.

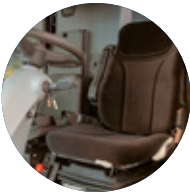


Business Unit



1. CABINS BU

- Design and assembly of steering columns.
- Design and assembly of dashboards, lights, rotating beacons and standard or customized armrests at customer's request.
- Production and design of wiring systems.
- Production of composite materials such as cabins underroof covers, panels and dashboards.
- Supply of Aeropan semi-rigid insulating panels for the building industry.



2. SEATS AND STEERING WHEELS BU

- Design of seats and steering wheels.



3. HYDRAULIC BU

- Production of both hydraulic and mechanical components such as pipes, with and without quick couplings, gear pumps, multipliers, orbital motors, hydro guides and distributors.
- Production and design of standard and customized hydraulic cylinders in co-design with the customer.



4. AGRI COMPONENTS BU

- Production of agricultural components, spare parts and accessories such as cardan shafts and plastic parts, three-point couplings and joints for the agricultural and industrial markets, tie rods, sleeves and components mainly in design.
- Production of specific products in co-design with the customer.



5. SOIL WORKING BU

- Production of soil processing components and wear spare parts for plows and soil processing equipment such as blade, stalk cutter knives, rotating harrow teeth and mower blades.



6. GARDEN BU

- Production of garden machines such as lawn mowers, brush cutters, chainsaws, hedge trimmers, blowers, and multi-cutters.
- Supply of spare parts and accessories for garden care.

The Soil working BU deals with wear spare parts for plows and equipment for soil processing, a production that stands out for being fully Made in Italy.

The Garden BU products complete the Group's range and meet the needs of the gardening and green care sector.

Innovation in AMA is a strongly felt theme: the offices responsible for Research and Development ("R&D") are

constantly working to propose innovative solutions in line with the Group's needs. For this reason, AMA has decided to equip itself with a specific R&D procedure that provides for a close interaction and collaboration between the various technical, quality and purchasing departments, to offer innovative and functional solutions. This procedure is based on the Kaizen method (Japanese term that means "change for the better") of

quality management that focuses on a kind change that is continuous and improving, based on simple actions achievable during the daily operativity. At the basis of this procedure, there are meetings (called Asaichi) in which the company functions discuss possible problems related to the quality of the product and to the

organization. Being innovation a pillar that allows AMA to be increasingly competitive on the national and international markets, there is a constant dedication to research and development of new technologies. In this regard, the following is an overview of the main innovations developed in recent years by the Group:

ELECTRO-CONDUCTIVE HEATING MEMBRANE
JESS



JESS - is an innovative floor heating system with low energy consumption and simply powered by an electric line, making it easy to install and use. It is substantially a conductive membrane composed of two layers of insulating laminates inside which an electrical resistance is placed which is connected to a control/electrical connection box. The heat generated by the circulating electric current in the conductive element is transferred to the surface placed in contact with the floor giving a natural sensation of heat. The applications of this product are the most varied, from the classic heating of offices and apartments to the sidewalks and ramps of access to the buildings to avoid the deposit of snow and ice. A study began in 2023 in collaboration with a local company specializing in the design and manufacture of electronic drives to develop a switching-type transformer that will allow more information to be placed inside the transformer and make it more compact.

AEROPAN
NANOTECH THERMAL INSULATION

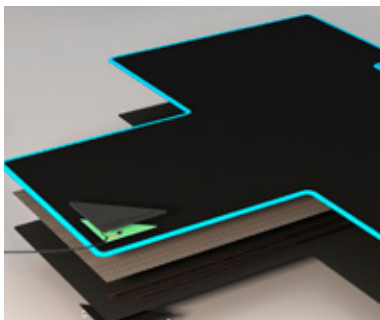


AEROPAN - is a panel created for the thermal insulation of those building structures that need the highest degree of thermal insulation in the smallest possible space. It consists of an Aerogel nanotechnology insulator coupled with a breathable polypropylene membrane reinforced with glass fiber. AEROPAN participated in the CIP - Eco Innovation Program proposed by the European Union to promote innovation and competitiveness in the technology market. By demonstrating that 1 cm of AEROPAN is equivalent to about 7-8 cm of Aerogel, the project, carried out in collaboration with the Politecnico di Milano and the University of Turin, won the Ecoinnovation prize. Based on the technology used in Aeropan, additional technologies have been developed such as:

- Aerogips: The plasterboard panel and Aerogel
- Aerogips GF: The panel with fiber reinforced plate and Aerogel
- Aeroproof: Low thickness panel for roofing

During 2023, a further study was launched for the application of Aerogel to the world of electric batteries, the BATTERY PADS, aiming to develop dividers in Aerogel to be inserted between the cells of the batteries of electric cars, in order to help keep the temperature of the batteries more stable and to avoid the propagation of fire between a cell and the other, thus performing an important fire-fighting function.

ama
THERM



AMATHERM - is a conductive fabric designed to produce electrical resistors capable of producing a diffused and homogeneous heat on large surfaces, able of providing electrical insulation up to +200°C during continuous use. This feature makes the product exploitable in various applications, including those in more critical situations, in various sectors such as wind and aeronautics. From the technology used in AMATHERM, HEAT4FEET has been developed, a floor heating system made up of heating platforms that can be connected together. Further applications of this system are being developed, in order to make it applicable and usable also for home and work environments.

Innovation has become a stimulus for the continuous improvement of the business practices, the products offered and the impacts of the Company on the outside world. For a few years now this stimulus has prompted AMA in successfully exploring new areas of application or new sectors, such as Precision Farming (PF). Precision farming provides for the precise management of the territory through satellite guidance systems, or other precision technologies, which allow the management of agricultural fields remotely. It has a field of application ranging from cultivation to livestock farming. AMA adopted InPulse, a digital platform that collects data from sensors on the ground and on agricultural vehicles and analyzes it to ensure greater production efficiency and safety. Within InPulse there are several projects and brands that the Group develops and carries on. Infield allows control of crops in the field, monitoring weather or parasitic adversities, and suggesting crop prevention and care activities. InVehicle is the application of these data management systems to the various components of the vehicles that the Group sells, making them suitable for 4.0 agricultural systems. The system created is also universal, an innovative aspect that makes its application easy and accessible. The technologies on which these systems are based include GPS, sensors, and big data, as well as platforms for algorithm analysis and other advanced computer systems. The focus on the application of digital technology has led to the creation of a new factory in the Instruments division dedicated to the production of electronic boards, an absolute novelty in terms of the Group's activities and products for the Group, operational from the end of the year. Also, in the context of digitalization applied to the agricultural sector, during 2023, the Group also invested in autonomous driving systems, marketing a product that, applied on agricultural vehicles allows autonomous processing, precise and automated that do not require the presence of a person responsible for driving the vehicle.

Agriculture 4.0 is the future of the agricultural sector, required, now more than ever, to produce more with less, to reduce negative environmental impacts by increasing agricultural yields. However, PF is a strategy, not a finite tool, and for this reason the different fields and areas of application affect the results. In order to achieve its objectives in these areas, the Group has partnered with XFarm, Technologies for the use of a web platform for the management of agricultural holdings in all their aspects: data from the field and farms can be collected by integrating sensors and machinery, creating agronomic models, using satellite images, managing field activities and operator work. This also allows monitoring of the current agricultural supply chain and practices, in order to monitor both compliance with the regulations and the sustainability of the practices implemented.

3.2 The quality and safety of the products offered to our customers throughout the supply chain

A reliable product is the result of well-integrated quality management systems, shared security standards with the partners, and stable supplier relationships to ensure reliability and traceability. The basis of the products offered by AMA is precisely this mix of factors, a guarantee of the range offered all over the world.

The control and maintenance of the quality of its products goes through the certifications of the Parent Company ISO 9001:2015³ for the Quality Management System and UNI EN ISO 3834, a guide that establishes the quality requirements for the correct management of the welding manufacturing process and defines the quality criteria for fusion welding of metal materials. To this end, the Parent Company carries out internal audits to maintain certifications and to ensure to its customers that all products comply with the EC directives for the category of reference. The Product Manager ensures that the procedures in place for the quality assurance of the products are carried out in close collaboration with the Quality function, which verifies that each product is subject to examination and has the necessary certifications. This control process takes place both for internal production and for products purchased during the sampling phase.

Attention to quality and safety of the products offered and customer satisfaction throughout the supply chain.

Furthermore, AMA S.p.A. uses a process-based audit plan that is drawn up annually and that is progressively enriched by the various summaries and possible reports of anomalies found.

In line with the Parent Company's guidelines, the production companies AMA Adriatic Doo, AMA Composites Srl⁴, AMA India Enterprises Private Ltd, Seat Industries and Seat Plastic Srl have also obtained ISO 9001 certification. Seat Plastic Srl is also BRC and FSC certified.

³ The AMA S.p.A. sites included in the ISO 9001 certification are Via Puccini 28 in San Martino in Rio (RE), Via di Vittorio 8 in Campogalliano (MO), Viale dell'Industria 43 in Piacenza, Via del Lavoro 240 in Crevalcore (BO), Via Mascagni 3 in San Martino in Rio (RE), Via dell' Tecnica 16/B in Prato di Correggio (RE), Via dell'Artigianato 2 in Collazzone (PG), Via Repubblica 7 in Campogalliano (MO) and Zona Industriale Ovest in Casoli (CH).

⁴ Only the site in Via del Lavoro 240 at Crevalcore (BO) of AMA S.p.A. is certified UNI EN ISO 3834.



The quality of AMA products does not stop at production but is guaranteed along the entire supply chain to the end customer. The Group attributes a central role to its customers, which is expressed in the wide range of products highly customizable and able to respond to the needs and preferences of all. AMA's customers include mainly manufacturers, but also dealers, wholesalers, or end users. The care of the latter is carefully followed by a staff that responds on demand to the needs of both real and potential customers. This staff is very attentive to end-user customer satisfaction, which is also monitored through social interactions, marketing response, e-mail, and fair participation. Equally careful is the care of dealers and wholesalers directly entrusted to the local Agents who, with constant and targeted frequency, collect orders, send customer satisfaction questionnaires, and respond to any critical issue. Sellers are also experts who can suggest products from the catalog and materials based on the seasonality of their use, as well as inform customers about any promotions or new products. To this end, staff shall regularly carry out product training. Based on a unique Group address, each BU manages marketing policies with a certain autonomy, to offer the most appropriate products based on their customers or the geographical location of use. The attention to the customer is also supported in the scrupulous management of complaints: in the event of a product quality non-compliance, AMA records the notification in its management software, monitors and analyzes the causes. All complaints are monitored and broken down by case studies, so that statistical analyzes and monthly reports can be made, and trends can be improved over time. Depending on whether the complaint is due to a lack of the product or of the AMA process, corrective actions are taken accordingly. The Complaints Office located in the Logistic Center of Prato di Correggio (RE) is in charge of coordinating the proce-

dures for handling complaints and of training and supporting Italian companies, thanks to a consolidated expertise gained through the management of complaints coming from direct online sales. For 2024, a customer service day is planned, with a view to involving all employees who deal with this issue for a constant update about their skills.

During the financial year 2023, there were no cases of non-compliance with voluntary regulations and/or codes concerning product information and labeling or commercial communication, nor were there any significant incident of non-compliance concerning the health and safety impacts of products and services.

For costumers to be satisfied with the product offered, suppliers play a crucial role: they are strategic partners to ensure the quality, safety and traceability of raw materials and products. In addition to internal audits, AMA has developed a process of selection and evaluation of its suppliers, in order to commit itself to guaranteeing its customers the quality of the products also along the supply chain. This procedure begins with a scouting phase on the type of manufacturing that AMA needs. A "Self-Assessment form" questionnaire is then sent, asking for quality information and any relevant certifications: there is currently no supplier evaluation system that includes social and environmental criteria.

Site visits at the supplier and internal audits are then carried out and, for the most strategic ones, audits. The products are evaluated by sampling and any certifications are required depending on the directives to which the products are subject (e.g., machinery directive). Finally, following the signing of the supply contract, sampling is carried out and a constant updating of the quality of the product or material supplied is maintained. Although there is a constant relationship with suppliers for quality-related audit activities, their activities are not currently evaluated against potential risks for child la-



bor, forced or compulsory.

During 2023, in order to always guarantee high quality standards to customers and provide the appropriate skills and knowledge to all professionals, 4 quality days were organized for all those who deal with the issue of product quality in the Company, re-examined operational procedures and practices to be complied with. The manufacturing structure of the Group allows to produce internally most of the components necessary for the assembly of the finished goods, this element

contributes in an important way to the technical quality control of the product and to make AMA competitive on the market. 34% of suppliers of the Group's productive companies are local suppliers based in Italy - mainly in Modena and Reggio Emilia - and the residual part is mainly represented by suppliers based in Bosnia, China, Germany, Turkey, and India. With a view to anticipating the regulatory demands that are gradually spreading at European level, the Group has worked on an evaluation and consequent rationalization of suppliers, choosing - under the same contractual conditions - to launch on Italian or European suppliers at the expense of non-EU suppliers. Continuing this forward-looking approach, the Group started monitoring the CO2 emissions of some non-EU suppliers from which certain types of materials are purchased in late 2023. This commitment will continue in 2024 to have a timely monitoring of these data.

Our logistics hub in Prato

Thanks to the careful management of incoming and outgoing logistics, the Group is able to control and optimize the transport needed to reach customers and receive goods from suppliers.

Prato is the logistics hub of the Group that deals with distribution for the aftermarket world, for small manufacturers and for individuals, as well as managing flows to EU and non-EU branches. The transport for the long distances is entrusted always to structured suppliers and with which the relationships are by now consolidated; in sight of optimization, for the local transports, both inbound and outbound, property vehicles are used.

In establishing increasingly cohesive and constructive relationships with its customers, the Group is the bearer of various initiatives such as:

Training events "Made in AMA"

An initiative that is repeated every year and consists of tours at the production sites and the logistic center, to make known the care and the materials with which the AMA products are designed and made.

"Travelling" training events

In addition to the Made in AMA, itinerant training courses are held every year aimed at certain product families. In 2023 courses dedicated to Northern Italy were held in Veneto, Emilia-Romagna and Lombardy, and in southern Italy between Rome, Naples and Frosinone.

Participation in Fairs

In 2023 AMA took part to important international exhibitions involving the agricultural sector, the earth movement sector and the industrial vehicles sector. The Group has participated as an exhibitor in key exhibitions such as Caravan Salon in Germany, CEMA Global Summit on AdP in Belgium, CIAME and CICE in China, IAMS in Japan, Agrishow in Brasil and Siam in Morocco.

Journey Incentive

For many years the company has organized a trip with groups of customers belonging to the after-market sector. This initiative was born with the main aim of stimulating new ideas during the trip and being able to grasp possible suggestions for improvement to be implemented in the product offers. The 2023 edition took place in January 2024 in Thailand, with the participation of 92 people.

4

am





ama

FSG

WITH
CUSTOMIZED
SENSORS

The people of
the AMA Group

4. The people of the AMA Group

In daily business practice, the Group shares, practices and promotes ethical and moral values both in its external relations with customers and suppliers and in its internal relationships. The respect and involvement of everyone are fundamental, in terms of transparency and sincerity of relationships, in order to create a source of motivation that drives to be curious and responsible, to learn from every experience and to share the path of personal and business growth.

Moral integrity and constant tension toward superior performance are the assumptions on which AMA's work is based, in order to guarantee the commitment and loyalty that the Company assures its stakeholders.

4.1 Our people

The employees who, every day, with a concrete and initiative spirit, contribute to AMA's growth are 1,180 (as of 31st December 2023). Of the employees, 340 are women (29% of the total) while 840 men (71% of the total). External workers (collaborators and contractors) are 422 on December 31st, 2023 (420 in 2022), consisting of 25 women and 397 men, who mostly carry out the duties of workers and sellers.

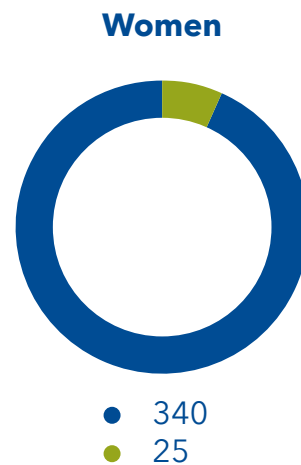
The Group's employees in Italy are 656 (56% of the total), a slight increase (+2%) compared to 2022 (644); the employees of the Group's foreign companies, mainly in Bosnia, India, and Austria, are 524, decreased of 7% compared to the previous reporting (563 people).

Differently from 2022, where the strong demand of highly specialized figures in the sector caused many to get in and out within the Group, in 2023 the turnover rates and employments came at a stable rate respectively at 15 and 13%.

In ensuring compliance with its ethical principles, the Group employs almost exclusively permanent staff,

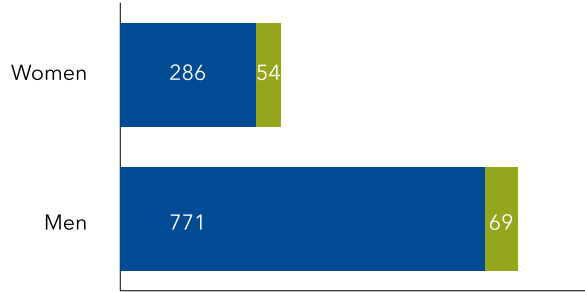
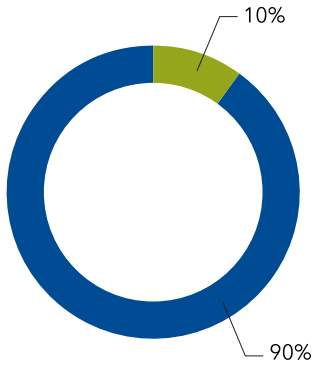
Workforce as of december 31st, 2023

- Total employees
- Total external workers

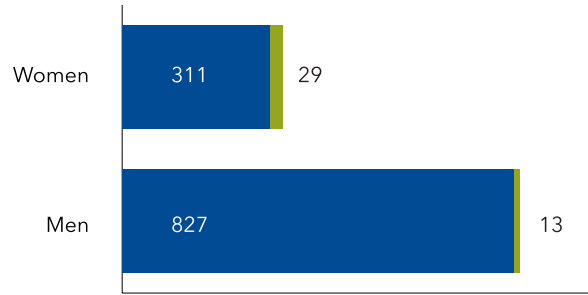
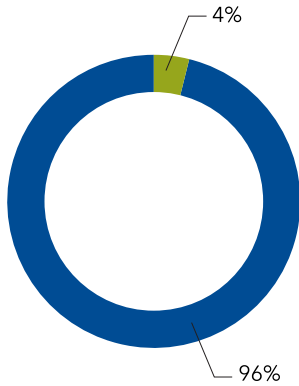


Employees as of December 31st, 2023

- Permanent
- Temporary



- Full-time
- Part-time



ensuring greater safety and stability for its employees. Nevertheless, AMA listens to the needs of its employees and offers opportunities and ways of working to suit their personal and professional needs. Permanent employees (1,057 people) account for 90% of the workforce, with an 8% increase in respect to 2022 (983 people). Moreover, 96% of the workforce have a full-time contract (1,138 employees), with a slight increase (4%) compared to the previous year (1,169 employees).

Each company uses its OWN RECRUITMENT CHANNELS AND METHODS OF ATTRACTING TALENT, but it is still in accordance with the Groups' procedures for managing topics related to human resources, which are inspired by AMA's ethical principles and the Disciplinary Code of the Parent Company. In line with these, all forms of exploitation, child labor and discrimination are prohibited. In order to avoid cases of discrimination and corruption, AMA has also adopted methods of impartial selection of job offers and career paths, based on the values listed in the Code of Ethics. The recruitment channels most widely used by the Group are labor agencies and educational institutions. In this regard, the Parent Company participates in and is committed to ensuring school-work alternation path and internships with the higher technical schools of the territory and, in the course of 2023, has renewed its

collaborations with UniMoRe and UNIBO. In particular, with the latter university, AMA S.p.A. has participated in numerous events in which it has had the opportunity to meet- and also make itself known, and talk to engineering and economics undergraduate students, presenting its own reality at the University. Moreover, in 2023, the Parent Company collaborated with ITS Maker, an advanced technical institute for young graduates offering two-year technical courses (including Industry 4.0, automation, and mechatronic systems) for the purpose of employment. And again, the headquarters of San Martino in Rio (RE) welcomed students of secondary and high schools from the area in several open days, organized with the collaboration of Confindustria, for what concerns middle schools adhering to the project "PMI Day Industriamoci 2023", and of Lapam Confartigianato Imprese, for high schools with the project "MoRe Impresa festival 2023". During these days, the young colleagues of AMA S.p.A. witnessed their training and professional path in the company and they told and showed the young minds the history of the company and the various production departments. In addition, during 2023 the Group has activated on the internal website some traineeships open to the children of its employees, in order to be able to start their work life in a "family" environment and to facilitate the integration of young people into the company. Moreover, AMA



S.p.A. collaborates with the temporary agencies of the territory through the preparation of qualifying training courses aimed at entering the company. Finally, an equally important recruiting channel is the internal one, which allows internal mobility between departments of the same company and between the companies of the Group.

The Management, confident of the capabilities of its staff, entrusts the development of human resources to the first and second level managers. They conduct individual interviews with employees, provide feedback on their work paths, and together develop CAREER AND TRAINING PATHS to be undertaken, listening to each other's needs and desires. During 2023, 4,809 hours of compulsory training were carried out, registering an increase of 69% compared to the year 2022 (2,845 hours) and 6,279 hours of non-compulsory training, also up by 6% by Italian companies (5,923 hours in 2022). Compulsory training consists of two modules: one of general training in the field of prevention and safety at work, and one on specific risks and the procedures related to specific tasks or sectors within the Company. On the other hand, non-compulsory training includes courses for newly recruits on internal methods and procedures as well as technical training courses for the production employees. The increase

**FOCUS HR 2023:
2023 is shaping up to be
the year of significant
investment in mandatory
and non-mandatory
training for staff, totaling
11,088 hours in the year for
Italian companies, up 26%
from 2022.**

in training hours recorded in 2023 is due to a series of projects launched during the year, such as training for the improvement of English language skills for specialists and managers, or started in the previous year and successfully continued in 2023, such as the computer literacy project maintained both to learn new skills,

and to improve the existing skills of those who had need and interest. Among the training projects carried out there are two important activities for managers of the finance, business plan, IT and HR areas at the SDA Bocconi School of Management concerning various topics, including risk assessment and ESG issues. Also, at the SDA Bocconi School was activated a course aimed at the four heads of Junior Division, who have obtained the role

in the last four years, or those who, for previous professional background, could benefit from a structured path in "General Management in SMEs - Theoretical models and operational tools to strengthen the company". A personalised training course for two people who have acquired a managerial role within the organization has also been activated. Soft skills improvement courses, such as leadership, effective communication, and conflict management, were promoted during 2023. As far as technical training is concerned, this has been carried out for production personnel on topics such as

welding (WPS), heat treatments, design reading and use of measuring instruments. For the first time, in 2023, 4 Quality Days were organized for the employees of the quality area, whose purpose was to update and deepen on the issues of quality (for example, non-compliance, procedures and complaints) to align the reference personnel of the various establishments. Both will develop in 2023.

In support of the training process, already in 2013, AMA S.p.A. established the AMA ACADEMY training school to offer staff both General Training, to support the professional growth of the entire AMA People, and Product Training, to increase the preparation of the people in the Sales and Purchasing area and make them a distinctive element on the market. Annually, the HR office collects training needs from 1st and 2nd level managers in relation to collaborators. The training initiatives are



“No plastic is fantastic”

December 2023 saw the implementation of “No plastic is fantastic,” the plastic free project carried out in collaboration with Culligan by which water bottles with company logos were distributed to all employees and Dispensers were placed in each plant of AMA S.p.A. and its Subsidiaries. According to the study carried out, in one year **it will be possible to save 350,000 plastic bottles, a total of 8,250 kg of plastic and 10,989 kg of CO2.**

The goal is to gradually reduce the use of plastic in the organization, specifically by replacing all plastic cups in coffee vending machines with paper cups and plastic bottles with cardboard bricks. The Culligan water bottle has become part of the welcome kit given to all new employees.



divided into professional roles and thematic areas using both internal trainers, thus favoring the dissemination of knowledge, organizational behavior and exchange of experience, and an external teaching network of excellence. The courses and activities are presented in an online catalog and communicated to all employees via the company portal.

The Parent Company has also activated various initiatives for THE WELL-BEING of its employees, such as the flexibility of working hours, the introduction of the smart working mode, the part-time program dedicated to newly mothers. Additional health welfare was also provided for the first and second levels additional to that provided for by the national collective agreement of the sector, which also provides for coverage for the family members of the employees of AMA S.p.A. involved in the program. In 2023, the Parent Company announced the activation of a dedicated portal of facilities for health care benefits for employees, family members, and relatives in the following year. In addition, the Remuneration Committee of AMA S.p.A., which meets every six months and is composed of Chief Executive Officer, Head of the Organization and Head of Human Resources, acknowledges the requests from department heads and, using national benchmarks, analyzes and decides on salary increases, promotions, career paths, talent management and remuneration policies in general. In addition, a medium- and long-term REWARDING SYSTEM, including ESG objectives, has been defined with a view to attracting and retaining talent, as well as ensuring competitiveness with respect to market practices. There are no formalized procedures to date for defining the remuneration of the Board of Directors and therefore criteria for the evaluation of their performance.

For the purposes of calculating the annual compensation ratio, fixed basic salary and any variable allowances, bonuses and MBO granted to employees during the year as from 31 December 2023 were considered. In 2023, the ratio between the annual total compensation of the highest-paid individual and the median annual total compensation of all employees of the Group (excluding such person) is 17.1; the ratio of the percentage increase in the annual total compensation of the highest-paid person and the median of the percentage increase in the annual total compensation of all employees (excluding such person) is 2.4.

To monitor the well-being of employees, AMA produces monthly statistics on absence due to sickness or injuries, besides trends on turnover, ordinary and extraordinary hours worked, holidays used, and training hours provided. The statistics obtained, detailed by plant, are an important starting point for analyzing THE WORKING ENVIRONMENT, deepening any trends, such as work-related stress, and taking improvement actions where needed. These monthly reports are presented to the Board of Directors. In addition, twice a year, interviews are conducted between the department managers and the HR manager to identify any critical issues and conduct one-to-one interviews with employees as needed. A business climate analysis conducted on all Italian companies whose implementation began in 2023 with the support of an external study will be com-

pleted in the year 2024. A clear indication of the importance of these foresights is the decrease in absenteeism in Italian companies compared to 2022.

Finally, 100% of AMA S.p.A. employees are covered by collective agreements from Industria and Confapi.

4.2 Occupational health and safety: A priority

The Parent Company carries out hazard identification, risk assessment and injuries investigation activities related to health and safety at work through the preparation of the Risk Assessment Document (DVR). The team responsible for the verification of these aspects is made up by three people, in charge of managing the issues of safety and the environment in AMA S.p.A. and its Subsidiaries with the support of the various on-site supervisors. In fact, the constant growth of AMA S.p.A., which now has 12 plants, as well as of the Group in general, makes it necessary to structure roles and responsibilities at the same time. To make management even more efficient, AMA S.p.A. consults a web portal for the management of the health surveillance, to which the competent doctors can also access and load all necessary for the regular maintenance of the foreseen obligations. In addition, a further web portal is used to identify in real time any critical situations on the machines that can generate health and safety issues in the various plants of AMA S.p.A.: this portal allows to receive an alert when the machines have a malfunction, are not used correctly or have been tampered with.

For the AMA Group, it is essential to remain up to date

AMA is committed to protecting health and safety in the workplace by assessing and mitigating the negative impacts of its business activities

with the regulations regarding safety, personnel and machinery. Whenever there are updates in terms of machinery or regulations, critical aspects of the activities and equipment used are identified at each stage of the work, and the planning of the interventions necessary to eliminate the risks or, where this is not possible, to reduce them is formalized.

In addition, it is crucial to analyze the major injuries that have occurred, whether they involved employees or external personnel, to investigate the causes and responsibilities of these injuries and hence, implement the necessary corrective actions. In change of this task

are the function managers and those Responsible for the Prevention and Protection Service (RSPP). In 2023, Prevention and Protection Service Officers (ASPPs) were trained with the role of supporting and assisting RSPPs at each plant, acting as a liaison between central HSE functions and individual plants to better manage and monitor activities.

Communication on health and safety, like any other type of corporate communication, passes through the dedicated internal portal, where there is a general section in the homepage with news and information of interest, and further specific subsections divided by area and business service. In addition, all employees have direct telephone access to the Human Resources department, which collects any health or safety reports, also in the event of discrimination or violation of rights. Following the implementation of the new MOG231, training was provided to use the OdV as a reporting tool on health and safety issues as well. Each time a report is received, an internal investigation is carried out and, where appropriate, the necessary disciplinary procedures or corrective actions are carried out, which may take the form of meetings and communications. Any potential



or actual hazard reports can also be reported directly to the department managers and the Unitary Trade Union Representation (RSU). In addition, plant ASPPs are trained to report missed injuries as well. All these indicators are then reported to management through reports.

Finally, the topic of health and safety is the subject of compulsory training courses. In addition, for new hires with short contracts, which receive training from the work agency itself, more accurate risk cards are being developed, compared to the standard ones currently in use, to be handed over to the various work agencies



with which AMA S.p.A. collaborates.

During 2023, according to the provisions of the ADR Regulations (Agreement for transport of dangerous goods by road), training courses have also been conducted regarding safety aspects in the transport of dangerous goods by road.

For employees in Italy, the Group adheres to three supplementary health care funds provided for by collective agreements, such as Ebm salute. As mentioned above, the Company has also provided for an additional voluntary welfare for first and second levels: it consists of an additional protection that allows the employee in question and his family the health insurance cover for medical and check-up expenses.

In 2023, there were 38 cases of injuries at work by employees, up 9% compared to the previous year (35 injuries), with an increase of 5% in the number of hours worked. Consequently, the recorded rate of injuries at work in the reporting year (20.47) increased of 7% compared to 2022 (19.37). The risks most related to the Group's activities concern the movement of lift trucks and the dismantling and assembly of molds and presses. The case of injuries related to these risks is mainly due to bruises, wounds and crushing. Finally, there were no injuries to outside workers during the reporting period.

3





**The attention to
the outside world**

5. The attention to the outside world

The AMA Group feels strongly rooted in the territory and to demonstrate its recognition, sense of belonging and responsibility toward a territory - that of Reggio Emilia - which has contributed substantially to the development of the Company, it is committed to returning some of the revenue to the local community as well as supporting the needs that may arise. This attention of the Group is manifested above all through the actions of the Parent Company, which was born, raised and still operates in the province of Reggio Emilia.

During 2023, AMA S.p.A. supported many local sports companies through sponsorship and donations. To name a few, the company has been committed for years to support the volleyball teams of San Martino in Rio, the hockey team of Correggio, the Campagnola Emilia football team, the Koala Reggio Emilia fencing team and has become owner of the football team Corregese,

“We have come a long way from the small premises in an old garage in the center of San Martino in Rio. Thanks also to the territory: the link with it represents an added value for our company. And even today that we have offices all over the world, the heart of AMA remains in the province of Reggio Emilia, where it has grown and from which it has drawn a lot of work force and a lot of extraordinary talent.”

Luciano Malavolti
President AMA



precisely to support athletes and all the surrounding contexts. In the territory of San Martino in Rio, AMA also contributes to the maintenance of sports facilities

Also in 2023, the Company also contributed to the purchase of vehicles for the transportation of disabled people for the benefit of a Social Promotion Association in Reggio Emilia, as well as contributing to the support of the MIRE project, Maternity Childhood Reggio Emilia, a project designed to host the event of birth, women, mothers and children with their families, integrated in the citadel of the Santa Maria Nuova Hospital, but open to the territory and people.



The operations located in the province of Reggio Emilia, represent 50% of AMA S.p.A.'s total operations and contribute to the performance of activities to engage the local community to which they belong.

AMA is also a member of industry associations such as Confindustria and FederUnacoma. Regarding the latter, Chief Executive Officer Alessandro Malavolti has been the president from 2017 to 2023. From 2022, Alessandro Malavolti has become Vice-President of CEMA (European Committee for Agricultural Machinery Manufacturers)





**Environmental
sustainability**



6. Environmental sustainability

In addition to the desire of grow by improving the well-being of its employees and the communities in which it operates, AMA is motivated to improve the company's performance in terms of protecting the environment. This was substantiated, during 2023, by the commissioning of two photovoltaic plants and the purchase, by the Parent Company, of green energy certified by Guarantees of Origin in an increasing percentage, which by 2024 will equal 100 percent of the site's needs. In 2023, the subsidiary AMA Composites Srl purchased too electric energy from certified renewable sources.

To this end, AMA S.p.A. has adopted an environmental management system certified according to ISO 14001:2015⁵ and, in accordance with this standard, has set out an environmental audit plan on its main processes and the potential impacts these can have on the environment. In addition, any environmental concerns and non-compliance are covered by the ODV's control plan as required by the MOG 231. The environmental protection is also a key principle in the Parent Company's Code of Ethics. In the wake of AMA S.p.A., Seat Plastic Srl and Seat Industries Srl have also adopted an ISO 14001 certified environmental management system.

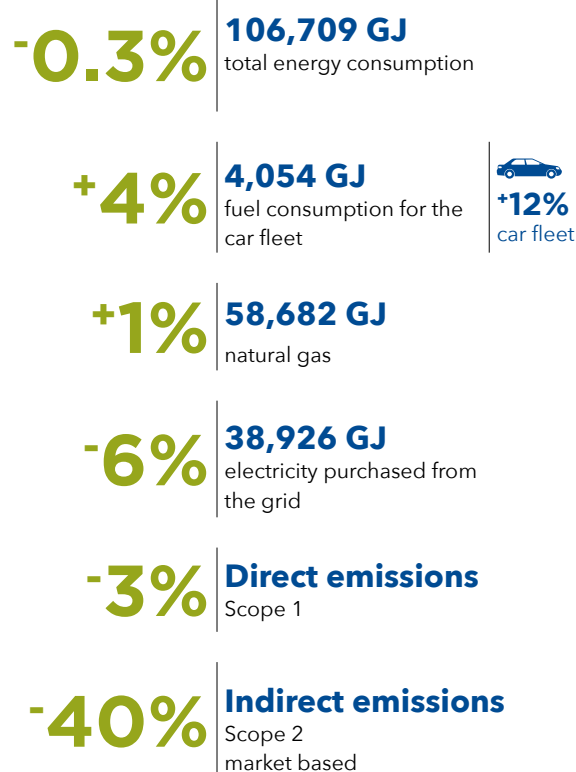
6.1 The group's consumption and the attention to climate change

Recognizing the fundamental importance of protecting the environments and its ecosystems in order to continue a path of stable and prosperous growth, the Group is committed to monitoring and improving the impacts of its business processes, as well as to seeking less impactful solutions. In fact, energy consumption and emissions are mapped through energy diagnosis and monitored over time, especially with reference to those production processes considered to have a high environmental impact (i.e., with the use of ovens and heat treatments). The Parent Company AMA S.p.A. has implemented the environmental authorization (Autorizzazione Unica Aziendale AUA) for emissions into the atmosphere of its plants on which it was necessary.

During 2023, the energy consumption of the Group's production companies is mainly attributable to natural gas and electricity, both for production processes and for heating, and to a lesser extent to fuel and GPL, and is equal to a total of 106,709 GJ. Fuel consumption for the car fleet, on the other hand, is 4,054 GJ, up to 4% com-

pared to 2022 (3,900 GJ) due to the increase in cars of 12% to meet the needs of a continuously expanding Group. With respect to the corporate fleet, it is reported that although there is no formal commitment to do so, there is an increasing shift toward the use of hybrid vehicles.

In general, energy consumption in 2023 are in line with the consumption recorded in the previous year (107,073 GJ). Between these, natural gas is the main energy source (58,682 GJ) followed by electricity purchased from the grid (38,926 GJ). Of the latter, 14,227 GJ, accounting for 13%of the Group's total energy consumption, came from renewable energy covered by Guarantee of Origin Certificates. In 2023, the Group also self-produced 1,667 GJ of energy from renewable sources thanks to the photovoltaic plants operating in Seat Industries Srl and Seat Plastic Srl. Overall, renew-



able energy accounts for 14%of the Group's total consumption.

The direct emissions (Scope 1) of the Group's production companies, referring to the emissions of production processes, heating, and the car fleet, recorded a slight decrease of 3% compared to 2022, due to a minor con-

⁵ The AMA S.p.A. sites included in the ISO 14001 certificate are Via Magnanini 10 in San Martino in Rio (RE), Viale dell'Industria 43 in Piacenza, Via del Lavoro 240 in Crevalcore (BO), Via Mascagni 3 in San Martino in Rio (RE), Via dell'Tecnica 16/B in Prato di Correggio (RE), Via dell'Artigianato 2 in Collazzone (PG) and Via Puccini 28 in San Martino in Rio (RE).

sumption of natural gas. Instead, the consequent use of electricity originating from renewable energy source has made so that the Indirect Emissions market based (Scope 2) registered a 40% decrease when compared to 2022 values.

“Adopting a quality and environment-oriented management system means placing the customer at the center of the work, both as a product user and as an environmental community, as an operator and as a partner.”

6.2 Other consumptions and circular economy

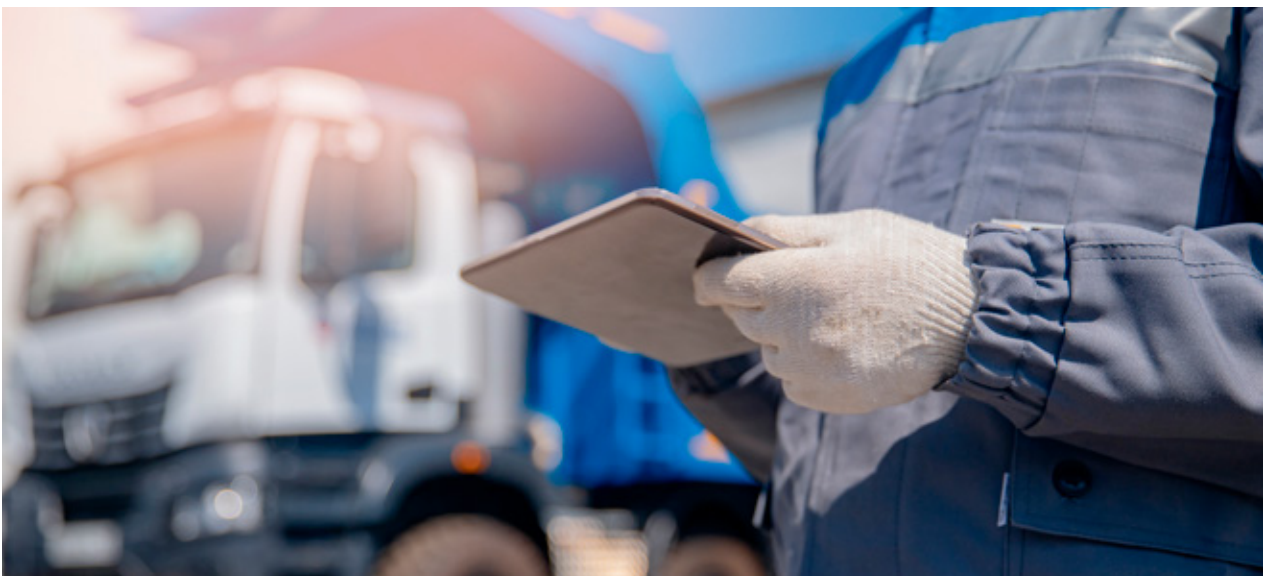
In addition to energy consumption, water consumption, materials used, and waste are mapped and monitored to assess their environmental impacts and improve business procedures in line with ISO 14001 certification. Water is used by the Group for facilities, other than for hygiene services, also for production processes, in particular for those involving the cooling of the products (thermic treatment), the washing of parts needed for the production itself or in the components for emulsions required for machining. Water resource monitoring is carried out monthly both by billing and by reading the

partial counters. During 2023 there were various interventions on the plants to improve water resource management.

In 2023, the water used by the Group's production companies amounted to 18.7 MI, 60% of which came from third-party water resources (typically public aqueducts) and the rest from groundwater. In the reporting year, despite the trend of increase (+10%) in water withdrawn from aqueduct in comparison with underground water, total withdrawals remained in line compared to 2022 (18.9 MI). Also, the water discharges are monitored according to the requirements of the countries in which the Companies are located to maintain the quality of the discharge within the levels and parameters authorized by the standards.

With respect to the materials purchased by the Group, it should be noted that the main materials used in the production are of a chemical and ferrous nature - such as cast iron and steel, plastics and coating. As far as the materials used in the packaging are concerned, the main ones are wood for pallets, paper and cardboard, steel, and plastic material. The plastic material is used to close the cardboard boxes. In line with the most recent Italian regulations on packaging, the Group has made efforts for all Italian companies to comply with regulations on labeling of packaging, applying alphanumeric coding on it, as well as a QR Code that allows for understanding the composition of the packaging and thus the method of disposal. In addition, during 2023, the FSC symbol was included in certified cardboard packaging, reaching 55% of such cartons out of the total cartons purchased. In order to improve the reporting of the materials used for greater clarity towards its stakeholders, the Group has set itself the goal of establishing a specific consolidated report that groups purchase by type of material.

As far as waste is concerned, the Group is committed to reducing the excessive use of packaging, mainly cardboard, paper, wood, and plastic, and to implementing the use of reusable materials. Considering the production waste, however, the most important ones are due to the processing with particle board removals, such



as emulsions and oils for machinery, but also aqueous washing solutions and dust from ferrous materials. Waste is disposed of through certified suppliers authorized for recovery, transport, and disposal, especially for hazardous waste that requires the greatest care to prevent its dispersion into the environment and ensure its proper disposal. With a view to material recycle and waste reduction, the cardboard is reused as a material for filling and protecting the products inside the packaging for shipment, instead of the most common polystyrene chips, while the remaining packaging material is reused to protect the products during handling. Only in AMA S.p.A., this good practice has helped to reduce the amount of cardboard purchased in 2023 by 27% compared to the previous year. In addition to this initiative, several companies of the Group put in place the practice, in agreement with customers and/or suppliers, of using reusable containers - iron structures - or the delivery of products to customers and the materials they buy from suppliers. For increasingly better waste management, some production sites already adopt cloud-based software for managing the transportation of hazardous goods, and the intention is to extend the



use of this application to at least all of the Parent Company's sites.

The main waste produced in 2023 by the Group's production companies is iron (2,769 ton), of which 58% is recovered, and waste due to production processes such as paints and varnishes waste, adhesive and sealants, emulsions, and oils for the lubrication of engines and gears (711 ton). The percentage of hazardous waste on the total is 6%, a slight increase with respect to the year before, and mainly concerns oils and emulsions, dirty packaging and absorbent rags.



Appendix

METHODOLOGICAL NOTE

This document represents the second edition of the AMA Group's Sustainability Report (in the text also "AMA", "AMA Group" or the "Company"), which has the objective of communicating in a transparent way the Company's performance in the field of environmental, social and economic sustainability. The information reported relates to the financial year 2023 (from January 1st to December 31st), and is reported annually. This Sustainability Report has been prepared in accordance with the Global Reporting Initiative Sustainability Reporting Standards (hereinafter also "GRI Standards") defined by the GRI - Global Reporting Initiative. The reporting perimeter of the economic and social data and information contained in this Report corresponds to that of the AMA Group's consolidated financial statement on December 31st, 2023, with exclusion of training data which refer only to the Italian companies of the Group, while the data relating to the materials purchased and to the supply chain refer only to AMA S.p.A.. Qualitative information and quantitative data relating to environmental, health and safety and on the supply chain aspects refer only to the Group's production companies: AMA S.p.A., AMA Composites

Srl, Seat Industries Srl, Seat Plastic Srl, India Enterprises Private Ltd, AMA Adriatic Doo, AMA USA Inc. Moreover, due to geopolitical tensions and the impacts of the military conflict in Ukraine, it was not possible to include the production company AMA Composites Ukraina in the perimeter of such data. Any additional perimeter limitations are appropriately noted in the text. During the reporting year there were no significant changes with respect to the ownership structure, dimension, structure and supply chain of the Group. In order to allow comparability of data over time and to give an exhaustive picture of the Group's performance, where possible, the published data are presented as a comparison with the performance for the financial year 2022. To ensure the reliability of the data, the use of estimates has been limited as much as possible and, where present, are appropriately reported and based on the best available methodologies. Eventual restatement of information is appropriately indicated in the text. The contents of this report shall not be subject to external assurance. For information regarding this document, please write to ama@ama.it.

SUPPLIERS

DISCLOSURE 204-1: PROPORTION OF SPENDING ON LOCAL SUPPLIERS⁶

AMA S.p.A.	To 31 December 2023		To 31 December 2022 ⁷	
	% spend		% spend	
Local - Italy	68%		54%	
Non-local - Foreign	32%		46%	
Total	100%		100%	

HUMAN RESOURCES

DISCLOSURE 2-7: EMPLOYEES

Total number of employees broken down by type of contract (permanent and temporary) and by type⁸

Type of contract	To 31 December 2023			To 31 December 2022		
	Men	Women	Total	Men	Women	Total
Permanent	771	286	1,057	692	291	983
Temporary	69	54	123	164	60	224
Total	840	340	1,180	856	351	1,207

Total number of employees by type of employment (permanent and temporary) and gender⁹

Type of employment	To 31 December 2023			To 31 December 2022		
	Men	Women	Total	Men	Women	Total
Full-time	827	311	1,138	849	320	1,169
Part-time	13	29	42	7	31	38
Total	840	340	1,180	856	351	1,207
Percentage part-time	2%	9%	4%	1%	9%	3%

The total number of employees broken down by contract type (permanent and temporary), by geographical area and by gender

Type of contract	To 31 December 2023			To 31 December 2022		
	Men	Women	Total	Men	Women	Total
Italy	467	189	656	457	187	644
Permanent	456	182	638	443	182	625
Temporary	11	7	18	14	5	19
Foreign	373	151	524	399	164	563
Permanent	315	104	419	249	109	358
Temporary	58	47	105	150	55	205
Total	840	340	1,180	856	351	1,207

⁶ The scope of data reported includes the Group's manufacturing companies, excluding India Enterprises Private Ltd.

⁷ 2022 data have been restated to include the productive companies of the Group, with the exception of India Enterprises Private Ltd.

⁸ The gender breakdown of fixed term/permanent employees has been estimated for 2022 data for AMA Adriatic Doo, AMA Poland Sp Zoo and AMA Spain and for 2023 data for the companies AMA Adriatic Doo, AMA Poland Sp Zoo, AMA Spagna, Dani Trading A/S e Okoprofi Mbh.

⁹ The gender breakdown of full-time/part-time employees has been estimated for 2022 figures for Ranyo Distributors Ltd and Dani Trading A/S and for 2023 figures for Ranyo Distributors Ltd, Dani Trading A/S, Okoprofi Mbh e AMA USA Inc.

DISCLOSURE 2-8: WORKERS WHO ARE NOT EMPLOYEES**Total number of workers who are not employees by gender¹⁰**

Type of contract	To 31 December 2023			To 31 December 2022		
	Men	Women	Total	Men	Women	Total
Collaborators	328	4	332	304	1	305
Contractors	69	21	90	89	23	112
Interns	-	-	-	1	2	3
Total	397	25	422	394	26	420

DISCLOSURE 2-21: ANNUAL TOTAL COMPENSATION RATIO

Annual total compensation ratio	2022 ¹¹	2023 ¹²
Ratio of the annual total compensation of the highest paid individual ¹³ to the median annual total compensation of all employees (excluding such person)	17.4	17.1
Ratio of the percentage change in the annual total salary of the highest paid individual to the median of the percentage change in the annual total compensation of all employees (excluding such person)		2.4

DISCLOSURE 401-1: NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER**Recruitment¹⁴ and turnover rates¹⁵ by gender and geographical area**

Number and rate of new hires and turnover by gender and geographical area ¹⁶	2023				2022			
	Hires ¹⁷		Terminations ¹⁸		Hires		Terminations	
	N	%	N	%	N	%	N	%
Italy	66	43%	59	33%	117	32%	72	23%
Men	51	77%	44	75%	93	79%	56	78%
Women	15	23%	15	25%	24	21%	16	22%
Foreign	86	57%	120	67%	253	68%	243	77%
Men	86	100%	109	91%	253	100%	243	100%
Women	-	-	11	9%	-	-	-	-
Total	152	13%	179	15%	370	31%	315	26%
Men	137	16%	153	18%	346	40%	299	35%
Women	15	4%	26	8%	24	7%	16	5%

10 The gender breakdown of workers who are not employees has been estimated for 2022 data for AMA Composites Ukraina, AMA Spain, Okoprofi Mbh and AMA Poland Sp Zoo and for 2023 data for AMA Composites Ukraine, AMA Spain, Okoprofi Mbh and Dani Trading A/S.

11 2022 data does not include the companies Dani Trading A/S, Agristore Italia Srl, Agristore Kly Srl, Agristore Sara Srl and Agristore Modena Srl.

12 2023 data does not include Dani Trading A/S.

13 The person who is the highest paid covers the role of CEO of the Group.

14 The turnover rate is calculated as follows: Number of employees entered during the year/ total employees at the end of the year*100.

15 The outgoing turnover rate is calculated as follows: Number of employees left during the year/ total employees at the end of the year*100.

16 The age group breakdown in the recruitment and turnover rate of 2022 has been estimated for AMA Adriatic Doo, AMA Czech, Ranyo Distributors Ltd, AMA Composites Ukraina, AMA Cafiatra Portugal, AMA Central Asia, Dani Trading A/S, India Enterprises Private Ltd, Okoprofi Mbh and AMA Poland Sp Zoo; and of 2023 data for AMA Adriatic Doo, Ranyo Distributors Ltd, AMA Composites Ukraina, Dani Trading A/S, India Enterprises Private Ltd, Okoprofi Mbh, AMA Spagna, AMA Shanghai Trading Co Ltd and AMA USA Inc.

17 New hire data does not include intragroup transfers.

18 Terminated employee's data does not include intragroup transfers.

Recruitment and turnover rates by age group and geographical area

Number and rate of new hires and turnover by age and ¹⁹ geographical area	2023				2022			
	Hires		Terminations		Hires		Terminations	
	N	%	N	%	N	%	N	%
Italy	66	43%	59	33%	117	32%	72	23%
< 30 years	28	42%	14	24%	39	33%	20	28%
30 - 50 years	28	42%	24	41%	63	54%	37	51%
> 50 years	10	15%	21	36%	15	13%	15	21%
Abroad	86	57%	120	65%	253	68%	243	77%
< 30 years	-	-	-	-	-	-	-	-
30 - 50 years	86	100%	120	100%	253	100%	243	100%
> 50 years	-	-	-	-	-	-	-	-
Total	152	13%	179	15%	370	31%	315	26%
< 30 years	28	33%	14	17%	39	47%	20	24%
30 - 50 years	114	13%	144	17%	316	35%	280	31%
> 50 years	10	4%	21	9%	15	7%	15	7%

DISCLOSURE 403-9: WORK-RELATED INJURIES Employees

Work-related injuries

Number of injuries	2023	2022
Total number of fatalities due to work-related injury	-	-
Total number of serious injuries at work (excluding fatalities) ²⁰	-	-
Total number of recordable work-related injuries ²¹	38	35

Hours worked

Hours	2023	2022
Hours worked	1,856,511	1,806,560
Multiplier for calculation	1,000,000	1,000,000

Injury rates

Rate	2023	2022
Fatalities rate due to work ²² related injuries	-	-
Rate of serious injuries at work (excluding fatalities) ²³	-	-
Rate of recordable work-related injuries ²⁴	20.47	19.37

19 The age group breakdown in the recruitment and turnover rate for 2022 was estimated for AMA Adriatic Doo, AMA Czech, Ranyo Distributors Ltd, AMA Composites Ukraina, AMA Caiatra Portugal, AMA Central Asia, Dani Trading A/S, India Enterprises Private Ltd, Okoprofi mbH and AMA Poland Sp Zoo, and for the 2023 data for the companies AMA Adriatic Doo, Ranyo Distributors Ltd, AMA Composites Ukraina, AMA Shanghai Trading Co Ltd, AMA Central Asia, Dani Trading A/S, India Enterprises Private Ltd, Okoprofi mbH, AMA Poland Sp Zoo, AMA USA Inc. and AMA Spain.

20 High-consequence work-related injuries refer to an accident at work that leads to such damage that the worker cannot recover, resume or is unrealistic to expect to return to the full state of health before the accident within 6 months.

21 The main types of injuries at work recorded are cut, contusion, and fall.

22 The rate is calculated as follows: Number of fatalities due to work-related injuries / hours worked*1,000,000.

23 The rate is calculated as follows: Number of serious work-related injuries / hours worked*1,000,000.

24 The rate is calculated as follows: Number of recordable work-related injuries / hours worked*1,000,000.

External workers²⁵

Work-related injuries			
	Number of incidents	2023	2022
Total number of fatalities due to work-related injury		-	-
Total number of serious injuries at work (excluding fatalities)		-	-
Total number of recordable work-related injuries ²⁶		-	5
Hours worked			
	Hours	2023	2022
Hours worked		811,955	909,292
Multiplier for calculation		1,000,000	1,000,000
Injury rates			
	Rate	2023	2022
Fatalities rate due to work-related injuries		-	-
Rate of serious injuries at work (excluding fatalities)		-	-
Rate of recordable work-related injuries		-	5.50

DISCLOSURE 404-1: AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE²⁷

Average compulsory training hours by professional category and gender						
Professional category	2023			2022		
	Average hours men	Average hours Women	Total average hours	Average hours men	Average hours Women	Total average hours
Managers	1.1	-	0.9	-	-	-
Senior Manager	-	-	-	-	-	-
Employees	4.5	1.8	3.3	1.1	0.6	0.9
Workers	5.4	3.2	4.9	3.4	3.5	3.4
Total	4.8	2.4	4.1	2.5	1.9	2.4

Average non-compulsory training hours by professional category and gender						
Professional category	2023			2022		
	Average hours men	Average hours Women	Total average hours	Average hours men	Average hours Women	Total average hours
Managers	13.8	0.8	11.7	4.8	4.4	4.7
Senior Manager	9.7	32.9	13.8	4.7	19.3	6.7
Employees	6.6	5.2	6.0	9.7	7.9	8.9
Workers	4.3	2.9	4.0	3.2	0.5	2.6
Total	5.4	5.0	5.3	5.0	4.7	4.9

25 The data relating to injuries involving external collaborators include only the categories of temporary workers, collaborators and interns and no other types of non-employee workers who operate at the Group sites and/or under the control of the Group, in consideration of their significance and availability of such data over which the Group does not exercise direct control.

26 The main types of recordable work-related injuries are cuts, contusion, and fall.

27 Compulsory and non-compulsory training hours are for companies in Italy only.

Average total training hours by professional category and gender

Professional category	2023			2022		
	Average hours men	Average hours Women	Total average hours	Average hours Women	Average hours men	Total average hours
Managers	14.9	0.8	12.6	4.8	4.4	4.7
Senior Manager	9.7	32.9	13.8	4.7	19.3	6.7
Employees	11.1	7.0	9.3	10.9	8.5	9.8
Workers	9.8	6.0	9.0	6.6	4.0	6.0
Total	10.2	7.4	9.4	7.5	6.6	47.3

DISCLOSURE 405-1: DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES

Percentage of employees by professional category and gender²⁸

Professional category	To 31 December 2023			To 31 December 2022		
	Men	Women	Total	Men	Women	Total
Managers	2%	1%	2%	2%	1%	1%
Senior Manager	6%	3%	5%	6%	2%	5%
Employees	27%	51%	34%	26%	50%	33%
Workers	65%	45%	59%	67%	46%	61%
Total	71%	29%	100%	71%	29%	100%

Percentage of employees by professional category and by age group²⁹

Professional category	To 31 December 2023				To 31 December 2022			
	<30 years	30-50 years	>50 years	Total	<30 years	30-50 years	>50 years	Total
Managers	0%	1%	2%	2%	0%	2%	2%	2%
Senior Manager	0%	6%	5%	5%	0%	6%	5%	5%
Employees	36%	36%	24%	34%	39%	42%	22%	36%
Workers	64%	56%	69%	59%	61%	50%	71%	56%
Total	7%	73%	19%	100%	9%	66%	25%	100%

Percentage of members of the Board of Directors by gender³⁰

	To 31 December 2023			To 31 December 2022		
	Men	Women	Total	Men	Women	Total
Members of the Board of Directors	67%	33%	100%	50%	50%	100%

Percentage of members of the Board of Directors by age group³¹

	To 31 December 2023				To 31 December 2022			
	<30 years	30-50 years	>50 years	Total	<30 years	30-50 years	>50 years	Total
Members of the Board of Directors	-	50%	50%	100%	-	25%	75%	100%

28 The gender breakdown of employees by contract category has been estimated for 2023 and 2022 data for AMA Czech, Ranyo Distributors Ltd, Okoprofi mbH, Dani Trading A/S, India Enterprises Private Ltd, AMA Spain, AMA Composites Ukraina, AMA Cafiatra Portugal, AMA Adriatic Doo and AMA Shanghai Trading Co Ltd.

29 The gender breakdown of employees by contract category has been estimated for 2023 and 2022 data for AMA Czech, Ranyo Distributors Ltd, Okoprofi mbH, Dani Trading A/S, India Enterprises Private Ltd, AMA Spain, AMA Composites Ukraina, AMA Cafiatra Portugal, AMA Adriatic Doo and AMA Shanghai Trading Co Ltd.

30 The data refer to the social bodies of AMA S.p.A.

31 The data refer to the social bodies of AMA S.p.A.

ENVIRONMENT

DISCLOSURE 302-1: ENERGY CONSUMPTION WITHIN THE ORGANIZATION

Energy consumption within the organization					
Type of consumption	Unit of measure	2023		2022 ³²	
		Total	Total GJ	Total	Total GJ
Energy vectors for heating/production use			60,823		60,351
Natural gas	smc	1,463,690	58,682	1,465,742	58,283
GPL	l	9,027	237	13,461	352
Diesel fuel	l	50,010	1,904	44,965	1,717
Car feet fuel			4,054		3,900
Diesel fuel	l	103,299	3,909	99,188	3,787
Petrol	l	4,154	145	3,289	113
Electricity purchased from the grid			38,926		41,592
of which from renewable sources	kWh	3,952,000	14,227	-	-
of which from non-renewable sources	kWh	6,860,911	24,699	11,553,391	41,592
Electricity self-generated by photovoltaic system			1,667		-
Of which consumed	kWh	310,130	1,116	-	-
Of which sold/transferred to the network	kWh	153,033	551	-	-
District heating			1,789		1,229
of which renewable	kWh	-	-	-	-
of which non-renewable	kWh	496,836	1,789	341,449	1,229
Total energy consumption	GJ		106,709		107,073
Renewable energy	GJ		15,344		-
% Of total renewable energy	%		14%		-
Conversion factors					
	Starting unit		Arrival unit	2023 *	2022 *
	1 kWh**		GJ	0.0036	0.0036
	1 smc natural gas for heating/production		GJ	0.0401	0.0398
	1 l of GPL		GJ	0.0262	0.0261
	1 l of diesel fuel for heating/production		GJ	0.0381	0.0382
	1 l diesel - car fleet		GJ	0.0378	0.0382
	1 l petrol - car fleet		GJ	0.0349	0.0343
* Source of conversion factors Year 2022 and 2023: DEFRA 2022 and DEFRA 2023					
** Source of conversion used also for district heating					

³² The 2022 consumption of natural gas of AMA S.p.A., AMA USA Inc., Seat Plastic Industries Srl and AMA Composites Ukarina, the electricity consumption of AMA S.p.A. and the GPL consumption of AMA S.p.A. and India Enterprises Private Ltd have been restated following the refinement of the calculation methods used.

DISCLOSURE 305-1: DIRECT (SCOPE 1) GHG EMISSIONS**Scope 1 - direct emissions**

Type of emissions	Unit of measure	2023	2022
Energy vectors for heating/production use			
Natural gas	tCO _{2e}	2,983	2,955
GPL	tCO _{2e}	14	21
Diesel fuel	tCO _{2e}	126	254
Car fleet - business use			
Diesel fuel	tCO _{2e}	259	254
Petrol	tCO _{2e}	9	7
Total scope 1	tCO _{2e}	3,391	3,490

DISCLOSURE 305-2: ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS**Scope 2 - indirect emissions**

Type of emissions ³³	Unit of measure	2023	2022	
Location Based	tCO ₂	3,406	3,639	
Market Based	tCO ₂	3,135	5,280	
Total emissions calculation³⁴				
		Unit of measure	2023	2022
Total emissions Scope 1 + Scope 2 - Location based		tCO _{2e}	6,886	7,188
Total emissions Scope 1 + Scope 2 - Market based		tCO _{2e}	6,615	8,828

Emission factors

Type	Unit of measure	2022	2023	Source
Electricity - location based	tCO ₂ /kWh	0.0003150	0.0003150	Terna "International comparisons" 2019
Electricity - market based	tCO ₂ /kWh	0.0004570	0.0004570	AIB 2022 and 2023
Natural gas	tCO _{2e} /m ³	0.0020157	0.0020380	DEFRA 2022 and 2023
GPL	tCO _{2e} /l	0.0015571	0.0015570	DEFRA 2022 and 2023
Petrol	tCO _{2e} /l	0.0021619	0.0020970	DEFRA 2022 and 2023
Diesel fuel	tCO _{2e} /l	0.0025578	0.0025120	DEFRA 2022 and 2023
District heating	tCO _{2e} /kWh	0.0001707	0.0001790	DEFRA 2022 and 2023

33 The reporting standard used provides two different approaches for calculating Scope 2 emissions: "Location-based" and "Market-based". The "Location-based" approach involves the use of average emission factors for the specific national energy mix of electricity generation. The "Market-based" approach involves the use of emission factors defined on a contractual basis with the electricity supplier. In the absence of specific contractual agreements between the Organization and the electricity supplier (e.g., purchase of guarantees of origin), the emission factor for the national "residual mix" was used for the "Market-based" approach.

34 Scope 2 emissions are expressed in tons of CO₂; however, the percentage of methane and nitrous oxide has a negligible effect on total greenhouse gas emissions (CO₂equivalents) as can be deduced from the technical reference literature.

DISCLOSURE 301-1: MATERIALS USED BY WEIGHT OR VOLUME**Materials used by weight or volume**

AMA S.p.A.	Unit of measure	2023		2022	
		Non re-newable	Renewable	Non re-newable	Renewable
Materials used for packaging					
Steel	Ton	6.5	-	6.2	-
Paper	Ton	-	212	-	290
Wood	Ton	-	349	-	377
Plastic	Ton	31	-	31	-
Total	Ton	38	561	38	667

DISCLOSURE 303-3: WATER WITHDRAWAL³⁵**Water withdrawal**³⁶

Source of withdrawal	Unit of measure	2023		2022	
		All areas ³⁷	Water stress areas	All areas	Water stress areas
Groundwater (total)	Megaliters	7.5	7.5	8.5	7.7
Fresh water (≤1.000 mg/l total dissolved solids)	Megaliters	7.5	7.5	7.7	7.7
Other types of water (>1.000 mg/l total dissolved solids)	Megaliters	-	-	0.8	-
Third-party water resources (total)	Megaliters	11.2	3.7	10.2	1.4
Fresh water (≤1.000 mg/l total dissolved solids)	Megaliters	4.7	3.7	2.3	1.4
Other types of water (>1.000 mg/l total dissolved solids)	Megaliters	6.5	-	7.9	-
Total water withdrawal	Megaliters	18.7	11.2	18.7	9.1

DISCLOSURE 306-3: WASTE GENERATED**Type of waste generated by category**

Type of waste	Unit of measure	To 31 December 2023	To 31 December 2022
Plastic	t	272	224
Wood	t	294	262
Electronic	t	19	24
Paper and cardboard	t	191	179
Iron	t	2,769	2,968
Other ³⁸	t	711	774
of which dangerous	t	247	242
Total	t	4,256	4,430
of which hazardous	t	247	243
Percentage of hazardous waste on the total	%	6%	5%

³⁵ AMA USA Inc. is excluded from the 2023 and 2022 data perimeter.

³⁶ About water collection in areas subject to water stress, the Aqueduct Tool developed by the World Resources Institute was used. The WRI tool is available online at: <https://www.wri.org/applications/aqueduct/water-risk-atlas>.

³⁷ The operations exposed to water stress are those located in Sarajevo (Bosnia) and Ludhiana (India).

³⁸ The "other" category includes waste dirty packaging, pressure containers, absorbent rags, components removed from discarded equipment, emulsions and oils for engine and gear lubrication.

GRI content Index

Statement of use

The AMA Group has reported in accordance with the GRI Standards for the period 1 January 2023 – 31 December 2023

Applicable GRI Sector Standard

N/A

GRI 1 used

GRI 1 - Foundation 2021

GRI 2 - General disclosures - 2021

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2-4	Restatements of information	47			
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2-7	Employees	32-33; 48			
2-8	Workers who are not employees	32; 49			
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GRI 417: Marketing and labeling

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