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“OUR PATH IS  
OUR PASSIONS

DESIGN

We are in the fourth year of our Sustainability Report and this is by now an important event to recount our daily commitment. It is the passion that makes everything move, putting love in what we do every day. To do an excellent job you need to love what you do, to keep on every day to find the way that allows us to fulfill ourselves and our stakeholders.

In the weeks we are engaged in issuing this report, our country is overwhelmed by the Covid health emergency. We could not recount our year 2019 pretending that the world was running as usual. For this reason, despite the data are referring to the year 2019, you will find references to the events in progress and what is happening.

Never as now, Passion and Work are two ways that if they meet, they become a winning weapon.

SUSTAINABILITY COMMITTEE

Pier Luigi Streparava, Paolo Streparava, Enrico Deltratti, Roberto Deltratti, Andrea Ferrari, Raffaella Bianchi, Stefano Guerra, Roberto Zerbini, Alessio Bertuzzi, Greta Corcione, Davide Ferrario, Sara Doveri, Alberto Delpozzo, Barbara Tortelli and Maria Carlotta Martinelli.

JUNE 2ND 2019,  
REPUBLIC DAY



The honor of Cavaliere del Lavoro is a title of merit that does not bring profits, but moral and image privileges. The award is added with a gold cross, green enamelled, loaded with a round shield, which presents on one side the emblem of the Italian Republic and on the other the words “merit for labour - 1901.” The cross is supported by a ribbon collar striped by a red band between two green bands.

The Head of State decrees every year the awarding of the 25 honors in time to announce it on the occasion of the Republic Day on June 2nd.

The honor of **Cavaliere del Lavoro** is given to the persons nominated by the President of the Republic during a solemn ceremony that takes place every year at the Quirinale in October with the participation of the Institutional Authorities and all the Cavalieri del Lavoro.

The ceremony at the Quirinale in June goes before a meeting of “Welcome” in Rome at the headquarters of the University College of the Cavalieri del Lavoro “Lamaro Pozzani”.

It is a source of pride for us to be able to boast of having two Cavalieri del Lavoro in our large family.

In the late 1994 the founder Gino was awarded and in 2019

the President Pier Luigi.

The Cavalieri del Lavoro are entrepreneurs and managers, foreigners too, who with their activity have contributed significantly to the progress of the national economy in the sectors of agriculture, industry, commerce, tourism and services, crafts, bank and insurance.

**Among the various requirements, in addition to a long working path, we can find: having maintained a transparent civil and social conduct, having fulfilled all tax obligations as well as social security and welfare obligations in favor of workers, having taken actions that could significantly affect the country’s general economy, through innovation, research, internationalization and the promotion of new activities (start-ups) too, having developed initiatives to raise the economic and social condition of workers in order to eliminate existing gaps and to foster the development of cooperation, having also operated in economically depressed areas and fields of activity.**





**PIER LUIGI STREPARAVA**  
Presidente

## LETTER OF THE PRESIDENT

We are in the fourth year of our “Sustainability Report”

There is an ideal red thread that makes us choose the topics to depict our report. Last year it was represented by hands, in contrast to automation. Hands are indispensable in every production process. This year the inspiration came from the pages of our Newspaper, some of which brought your interests out of the world of production. They are called “Hobbies”, but we prefer to call them **passions**.

We have seen passions decline in different ways; for animals, for nature, for sport for volunteering, many different ways but linked to each other and to the world of work by a common determiner: **the will**.

Will to produce combined with the will to keep on, outside the world of work, to develop interests that keep us continually and positively active.

While we are issuing this report, we are slowly coming out of a huge epidemic that has forced us to shut ourselves in our home for weeks, many resorting to their passions either actively or in their memories have managed to better overcome this great and absolutely unimaginable sacrifice of “isolation”.

There is no moral in this story just a consideration: even in the darkest moments passion can help us see the light at the bottom of the tunnel.

**PIER LUIGI STREPARAVA**  
Streparava Holding spa



**streparava** Spa is 100% controlled by **streparava** Holding Spa.

The latter is part owned by 4 members:  
**71 Investimenti, Rosella Streparava, Enrico and Roberto Deltratti.**

The members sit in one or, in some cases, in both Boards of the Companies together with independent external members.



**PAOLO STREPARAVA**  
CEO Streparava Holding spa

## STRATEGY

### “To all our collaborators”

On these days, when we are reporting our sustainability report, we are still in the midst of the health emergency that has upset our lives and has seriously undermined our certainties, bringing some of us to painful mourning, hard to accept. Not only because of the loss itself, but because it was not even possible to accompany those who left this world on their last trip.

However, this tragedy must have taught us something. History shows that the world goes on regardless of famines, crises, wars or pandemics. We are faced with the difficult task of redeeming ourselves and rebuilding what has been cracked. To take back our lives and rebuild our certainties, restore serenity in our families and in everyday life. On these quarantine days, we have rediscovered the value of the things we have too often taken for granted: that we were feeling good when we thought we were feeling bad, that we were happy when we thought we were not and that family values are a fundamental component in determining every human being.

A number - perhaps never seen before - of articles and interviews is literally overloading us with more or less reliable opinions on what awaits us in the future. What will post-Coronavirus life be like? How will we do shopping? What will our social life be like? And so on. Difficult to give credit to one rather than to the other theory, since they often appear to be very discordant despite being pronounced by authoritative exponents of the economic, scientific and academic community. However, I would like to highlight one thing: on these days, my thoughts on “after Covid” life are mainly addressed to the future of our company.

The economic scenario is of difficult interpretation, the first feedbacks are not very comforting, the presumed injection of liquidity for companies and self-employed workers cannot represent the solution. Both because it does not actually affect liquidity - since in most cases it is a mere increase in debt - and because the measure is definitely insufficient to mitigate the economic and social “tsunami”

that has hit Italy, Europe and the whole world. Wide-ranging, forward-looking and certainly courageous measures and initiatives must be taken. We hope that at least Europe knows how to find a moment of strategic synthesis and unity of purpose, so that the countries of the European Union can plan a decisive intervention for the revitalization of the local economy. I am moderately optimistic.

Now, on May 4th we reopened the doors of our company with all measures to fight the spread of the virus, the result of the precious work of the health crisis management committee (composed of Ferrari, Faustini, Del Pozzo, Bianchi, Mena, Bellini, Marcandelli, Campa and Abeni) and with an unprecedented experimental health monitoring protocol. We are very fortunate to be able to count on a serological examination and test plan, as well as pharyngeal swabs, which will help us keep the health of all of us under control, promptly identifying risk situations. The testing of this protocol - launched by the prefecture of Brescia together with universities, ASST, trade unions and 4 Brescia companies - will allow to define a standard that will then be adopted by the other industrial companies in the area.

I want, and I have to be honest: orders are few and this means that this year it will be really difficult for our company. Even the first forecasts for the next year do not give us hopes. Trying to produce with a few orders with a view to maximum efficiency is extremely difficult and it will require the maximum commitment from each of us. There will be no room for waste of any kind. Both in offices and in production. We will have to work with the utmost dedication, proposing constructive ideas to try together to make a solid contribution. Yes, because the challenge we should face is the conservation of our workplace, which necessarily derives from the health of our company. We will all have to act in a different way. And this will not be only for ourselves but above all for our children’s sake. A challenge never seen in our history. These will be tiring months, which will put a strain on the ability to create a system and to ground all our potential. However, we can face new opportunities. And being able to grasp them will always be directly connected to our ability to deal with them. After Covid-19, the recovery will be slow and difficult, with on-off orders,

suppliers that will not be able to continue producing because they are weighed down by the lack of previous orders and debts; the balance of the AUTOMOTIVE chain will be redesigned and besides, it will be added the new technologies of electrification and autonomous driving. In short, I would say, trying to attempt humour, that we will not get bored.

The growth strategies of our group will also have to be reviewed to adapt to the historical moment we are experiencing. We will keep on investing, but with the utmost attention to the returns of all our investments. The members believe in it and want to continue to support us - with everything necessary - to give our business a thriving future. But, as I said above, this challenge can be overcome only with the collaboration of all of us. We need a release for pride, leaving individualism aside and turning our efforts towards the common sake, so that our group can continue to thrive. The companies that manage to save themselves will be the motivated ones, inspired by operational excellence, streamlined in industrial as well as managerial processes. Those that will know how to tackle strategy and planning quickly, improving and innovating every day. The companies that will succeed will have built an inclusive participation model that will abandon the ideological opposition to devote every effort to a common sake: the solidity of your company. Everyone doing their part.

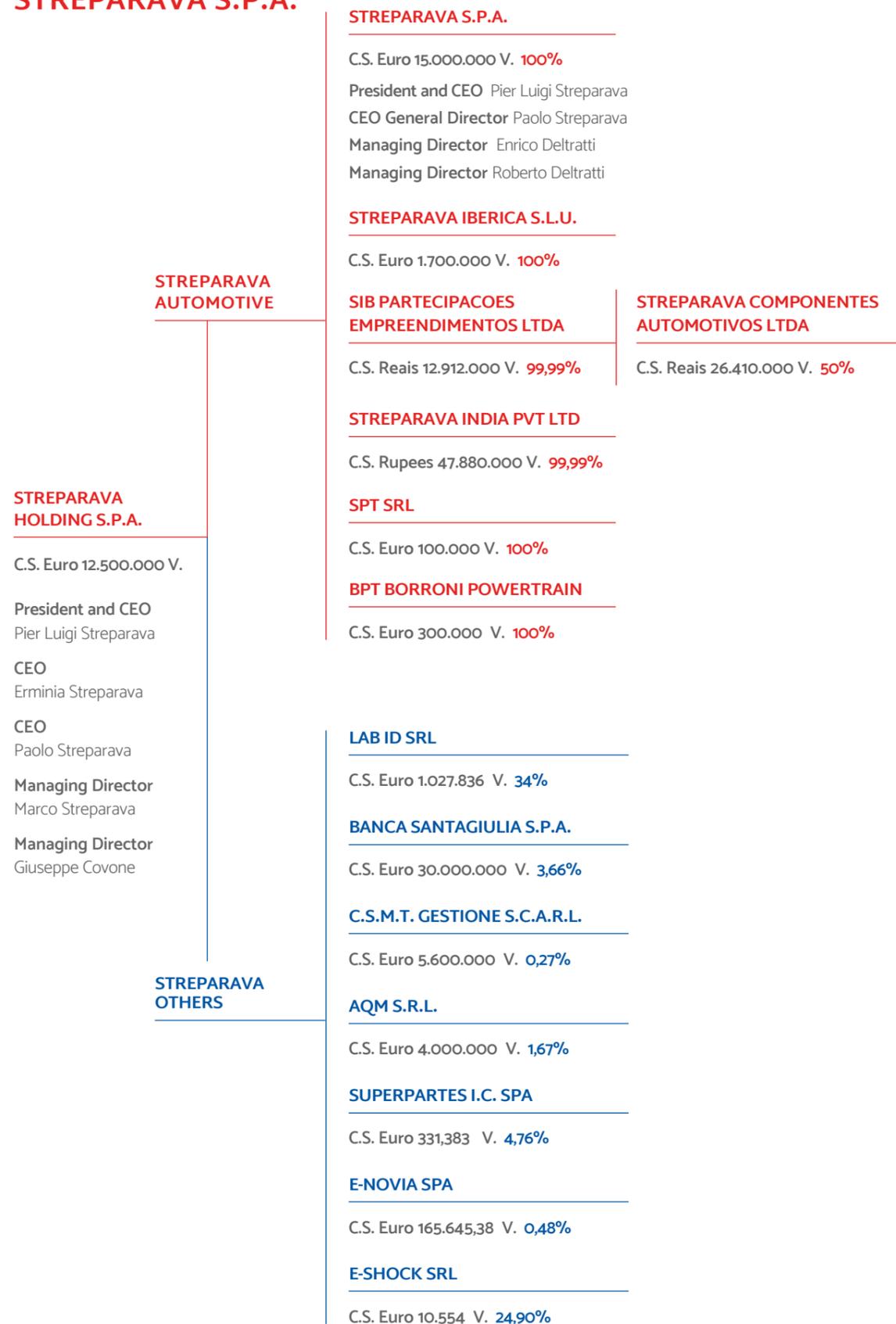
The team is ready and motivated. I can proudly say that all of you - and your professionalism - represent a flagship in the national and international manufacturing scene. And I’m very proud to drive this ship, and its fantastic crew, even in the stormy sea!

I would like to thank all of you for what you have done up to now, for your dedication, for your sense of community and for how much I am sure you will do from here on.

I end my report with a quote from Mother Teresa of Calcutta:

“The scars are the sign that it has been hard. The smile is the sign that you made it”  
I am sure we will smile soon....

**PAOLO STREPARAVA**  
CEO Streparava Holding spa

**STREPARAVA S.P.A.**


## GOVERNANCE

The administration and control system is “traditional”, with a Board of Directors and a Board of Statutory Auditors

The governance body is represented by the **Board of Directors** of *strearava* Holding Spa, appointed by the **Shareholders’ Meeting**. It is the body vested with powers for management and the corporate management definition, in charge of assessing the adequacy of the organizational structure and the general trend. The reference value model guarantees transparency and competence.

The **Board of Statutory Auditors** monitors the compliance with the law and the compliance with the principles of fairness.

*strearava* Holding Spa, *strearava* Spa e la Borroni Powertrain, are provided with an Organizational

Model, Legislative Decree 231/2001. All companies are provided with a Code of Ethics that defines rules and procedures to prevent the commission of crime from collaborators.

To ensure the effectiveness of the control system outlined in Organizational Model 231, the Company has appointed a **Supervisory Body**, consisting of two members, with the task of verifying the adequacy of the application of the model, as well as full compliance by all staff.

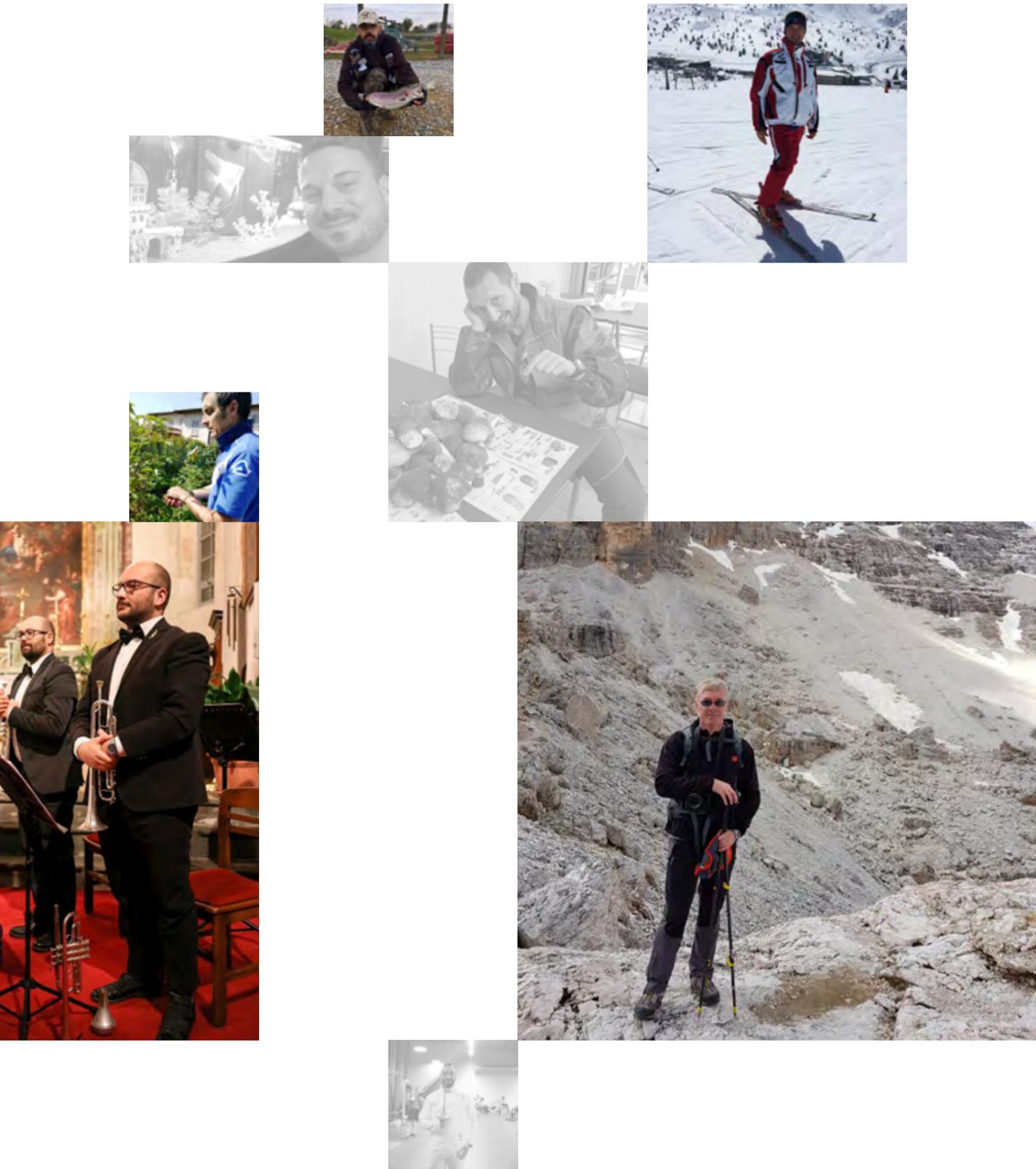


**WE HAVE BEEN  
FAMILY  
SINCE 1951**

**STEERING**

From the left:  
Ivano Astori, Davide Ferrario, Simona Pani, Marco Rubagotti, Roberto Deltratti, Sara Doveri

Renato Cotti Piccinelli, Enrico Deltratti, Andrea Ferrari, Fabio Faustini, Pier Luigi Streparava,  
Stefano Guerra, Paolo Streparava, Roberto Zerbini and Raffaella Bianchi



## STEERING COMMITTEE AND OPERATIONS COMMITTEE

### Governance system

The **Steering Committee**, has been active since 2013; it is an inter-functional group that has the task of issuing the strategic plan, Hoshin Kanri (strategic tool for the control of company management) and coordinating and monitoring the resulting projects. It evaluates the sustainability risks and report to the Board of Directors.

The Governance system is divided into four levels:

- **Board of Directors**, body that governs the corporate
- **Lo Steering Committee**, body composed of all the first levels, they meet every two months and it is the body that defines the strategy.
- The Operations Committee are five:
  - **CEO Committee**, it meets every fifteen days and monitors the progress of the Hoshin Kanri projects and the Corporate KPIs, defining their strategy and any changes.
  - **Operations Committee**, it meets every fifteen days and gathers all the functions related to manufacturing: production, quality, purchasing, technologies, advanced technology and logistics
  - **Commercial Committee**, it meets every month; it gathers the corporate sales managers that work in synchrony with the operations and research & development dept.
  - **Innovation Committee**, it meets every month; it

gathers the researchers and cooperates with the sales manager to develop customer plans and to implement new technologies and innovations.

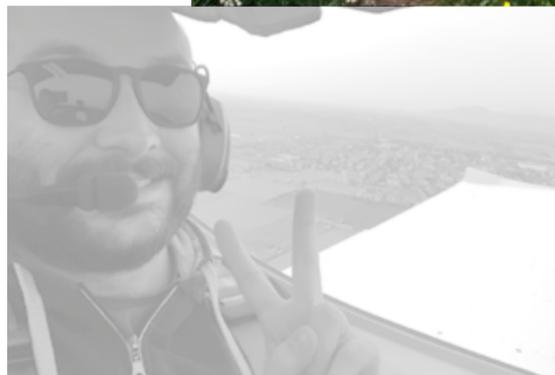
- **SBS Committee**, People&Energy, it meets every fifteen days; it explores issues related to people, energy, well-being and communication

- **Daily meeting operations groups, they meet every day, they focus on performance and solution and planning of manufacturing activities.**

The governance model through operations committees with a computerized management of the flow of information and with the organization of alignment meetings divided by function, where the time variable is key. All this generates policies of hiring and enhancement of our people. Our resources must first fully understand everything that our company deals with, a strong contamination with all our areas is fundamental, in order to assimilate the corporate culture and contribute to enhance it.

### GOVERNANCE

	NUMBER OF MEETINGS	
	2018 YEAR	2019 YEAR
	Streparava Spa	Streparava Spa
<b>STEERING COMMITTEE</b>	11	4
<b>SUPERVISORY BOARD</b>	7	5
<b>BOARD OF STATUTORY AUDITORS</b>	5	5



The challenges awaiting us are great, there are many uncertainties, but I believe that the collaboration of ALL of us will ensure that the name of **streparava** will be a synonym of efficiency and productivity.

“On the road” Editorial, April 2019

# 1. THE ETHICS OF SUSTAINABILITY



All our activities have been always based on being Passionate, Inspired and Sustainable.

This allows us to be more ready for the many challenges that the world offers us, especially the most difficult: it is precisely through passion that each of us can find our own balance, be inspired and united even in difficulties, always keeping the key theme of sustainability in its entirety.

For this reason, it is essential to take care of the communication between people, so that everyone feels involved and valued, thus promoting affinity, fairness and integration.

## 1.1 IDENTITY AND KEY NUMBERS

Established in Cologne in 1951, in a small deconsecrated church. Today **streparava** is a sector leading company.

The Group is partner of the most important manufacturers in the automotive sector for powertrain components and systems, driveline, suspensions and engine systems.

**streparava** automotive owns 6 production sites (3

in Italy and 3 abroad). Every year the factories produce suspensions and engines supplied for the main car manufacturers. To satisfy the market needs and consolidate the strengthening process, the company is provided with three large areas:



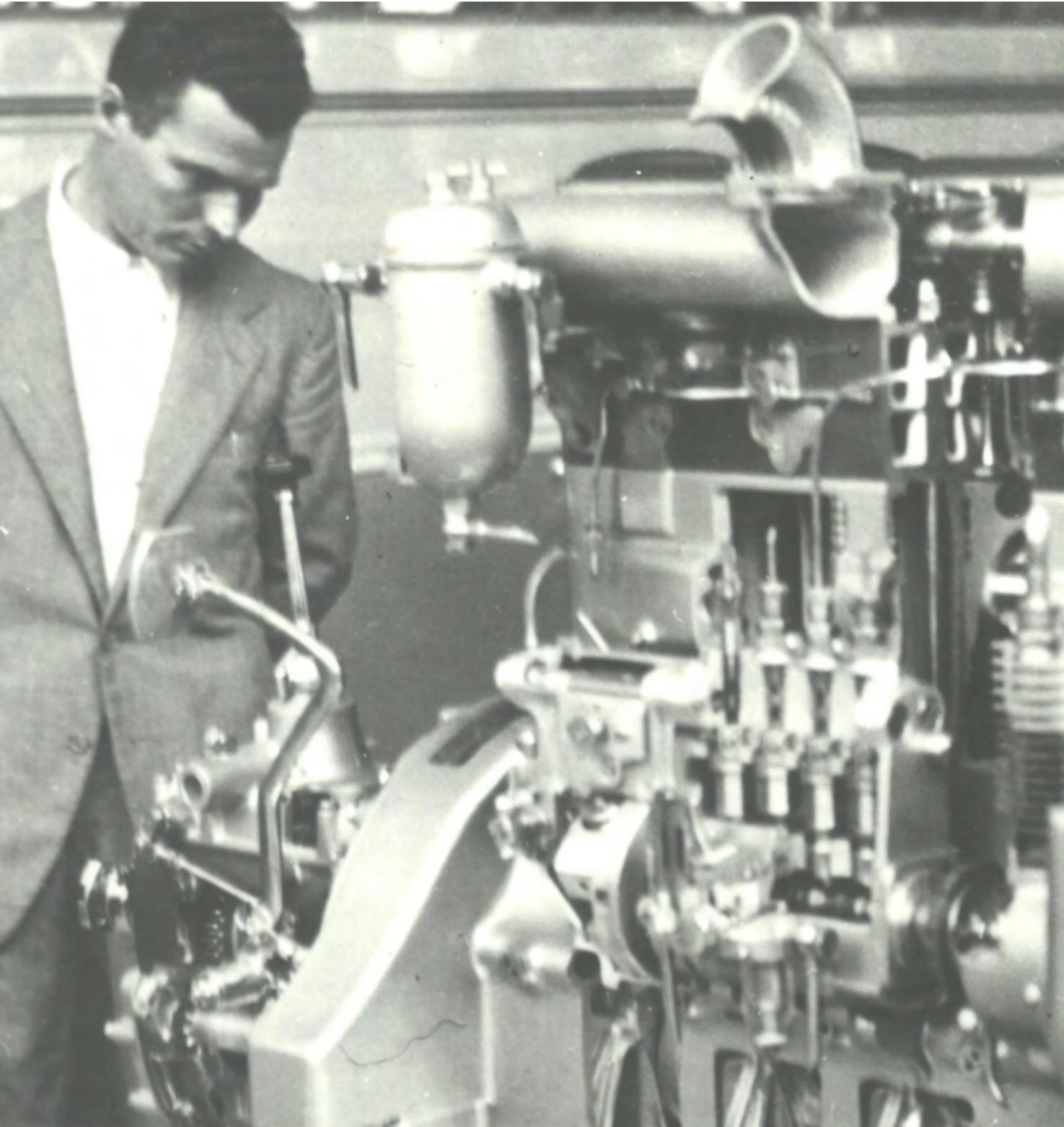
CHASSIS



POWERTRAIN



TESTING AND PROTOTYPE



Cav. Gino Streparava

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**streparava HISTORY**

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It is 1951 and we are in Cologne (BS). Four men united by the entrepreneurial spirit join their energies to establish a company that initially deals with the production of third-party screws and bolts.

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An activity that begins under the vaults of a small deconsecrated church, that organizes and rapidly expands, with a structure that deals with mechanical processing, another one with the production of machine tools and another one dedicated to hot stamping steel.

We are in the 70's and the moving of the various companies to the current Adro headquarters begins: the expansion of the company continues rapidly. One of the founding members is Angelo Luigi Streparava, a man able to look ahead, endowed with an uncommon

entrepreneurial spirit and that, in those years, becomes the company sole owner.

The **streparava** group was established in 1981. From then on, a progressive and constant growth leads our Group to incorporate other companies - such as Borroni and SPT - to have operating offices in Spain, Brazil and India, and to be recognized as a reliable and qualified partner by the major manufacturers of the automotive sector.

LA STORIA *streparava*

1951  
Cologne



1969  
Settlement in Adro



1999  
SISA Grand Opening



2002  
SCAL Grand Opening



2014  
SIND Opening plant



2014  
Borroni Powertrain Acquisition



**BORRONI**  
POWERTRAIN  
Heart of your engine

2016  
New SCAL plant



2017  
Acquisition of Mape Powertrain business unit (now SPT Srl)



**SPT**  
part of *streparava* group

## 1.2 OUR VALUES AND OUR COMMUNICATION

In the world of communication there is a key rule: the impossibility of changing other people:

The only thing that we can do is to change ourselves, our way of communicating and confront, in order to maximize the effectiveness of our message.

This is the guiding spirit of our values, that is, how much the company can adapt and, at the same time, can represent a point of reference for its shareholders, without this being conveyed as an imposition.

It is therefore natural for all of us to be able to rely on the values of Team Spirit, Wellness and Challenge: together we can face the obstacles on our path, protecting everyone's psycho-physical health.

### OUR VISION

Passionate, inspired, sustainable.

A global professional team recognized as a supplier of key innovative solutions for the mobility of the future.

### OUR MISSION

We provide high-impact solutions worldwide, through engineering, validation and the production of driveline components and systems, chassis and powertrain.

Our people are daily committed to the safety, continuous improvement, reliability and well-being of all stakeholders today and tomorrow. We have been a family since 1951.

Ready for the future challenges.

STREPARAVA S.P.A AS AT DECEMBER 31st 2019			STREPARAVA HOLDING, CONSOLIDATED	
	YEAR 2018	YEAR 2019	YEAR 2018	YEAR 2019
Net Assets (x 1.000 €)	40.928	49.353	70.094	80.526
Operating/Loss Income (x 1.000 €)	6.989	11.022	8.074	12.237
Turnover (x 1.000 €)	186.462	213.914	208.969	232.623
Gross Operating Margin EBITDA (%)	6,67	8,60	7,10	8,60
Suspensions produced	104.466	120.516		
Rocker arms and rocker arm holder shafts	275.000	247.000		
End-of-period employment (employees)	328	345		
Training hours provided	9.122	13.928		
Streparava SPA expenses sustainability program (x 1.000€)	87	112		
Streparava Holding expenses sustainability program (x 1.000€)	63	81		
<b>STREPARAVA EMPLOYEES AVERAGE NUMBER</b>				
			SVA	345
			HOLDING	8
			LEASING WORKERS	59
			BPT	64
			SPT	47
			SISA	13
			SCAL	49
			SIND	252
<b>STREPARAVA S.P.A COSTS AS AT DECEMBER 31ST 2019</b>				
		YEAR 2019		
Health and safety		48.000		
Training		373.445		
Research & Development, capitalized costs		600.000		
Investments		5.560.748		



Opera Brera

## OUR VALUES

For some years we have been collaborating with the Brera Academy of Fine Arts because we believe in the fusion between manufacturing innovation and art. The latest artistic work represented our values:

- Team spirit
- Physical, mental, emotional well-being
- Challenge

We state with pleasure in our Report a small part of the thesis that the student Francesca Monti has developed on us.

"I write this letter to thank **strearava** company that has been the perfect solution for my university research in the field of business innovation through art.

When we talk about art, we do not refer to a work but to a model of thought and management. Art is avant-garde, revolution, contrast, future. The problem is that it uses its own language, often far from the industrial one, but hits way of communicating can be translated, the two worlds can dialogue and find something incredible and unexpected in the waste.

Your story is an evidence. In 1951, in Cologne, in a small deconsecrated church, four men founded a company of screws and bolts, one of these was Gian Luigi Strearava.

The industrial talent that relates to the sacredness of the vaults might seem an oxymoron but sacred and capitalism, understood as productivity, are not so far.

Luigino Bruni, economist and historian of economic doctrine, talks about how the secular language of the goods is actually the bearer of a cult.

The products are narrated and built on the stories of several people and their sharing, because it is not about objects but, especially in your case, a component of corporate identity and culture.

Just as people change through experiences and language, stories also evolve and create new identities and new goals.

The great innovation starts from people and it is built on people.

Today we must ask ourselves what happens when the results obtained and above all the methodologies used are called into question by sudden external events. Traces shape us and places take meaning from the meanings of our own tracks.

**"Humans are tireless sense seekers, everywhere".**

Luigino Bruni identifies and attributes the great European economic miracles to the ability to know how to enhance the vocation of places. Here the image of the church returns, a small artistic scenario that has found its vocation, the **genius loci**, in the hands of a great Italian industrialist and in the people who contribute daily to transform what **strearava** is, to create what will be, without losing track of its past.



## OUR SBS COMMUNICATION: STREPARAVA BUSINESS SYSTEM

During 2019 the SBS, People & Energy Committee worked on the project of a new internal web platform, which has seen the launch in January 2020: **SBS (Streparava Business System)**.

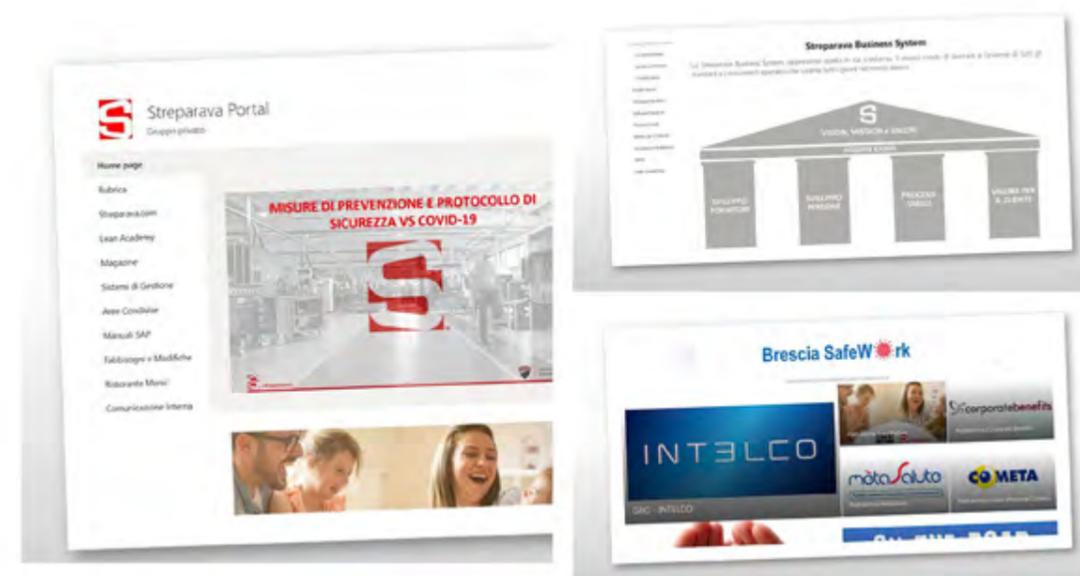
To keep on growing sustainably and achieving our Vision, we understood that it is essential **to improve and standardize the way we work**. Not only on individual sites, but also between the different **group entities**.

Therefore, in these years, our strategic priority has been that of making a change of skin, to clarify, streamline and improve in a lean perspective our business processes and our behavior and uniform them in all the group. This platform was created from the need to highlight and communicate what was the “best way” to do, work and behave in **streparava** (our way), as well as to simplify and speed up access to some key information for every-day life.

In the platform you can find:

- A unique access point to all platforms for the employee
- All company information, events and the “On the road” Magazine in digital version
- Unique access to all standard forms
- All the information a new employee needs to know on “**streparava** world”
- The internal standards and procedures that represent the way of working in **streparava**
- The values and the way of being **streparava** that we want to be our common DNA more and more
- ... and of course, you will find the menu of our restaurant!

The year 2020 has also seen the creation of a repository, organized by working areas, where to store and share files instead of using network folders.





### 1.3 SMILE WITH YOUR EYES, YOU CAN DO IT

“Anxiety» has been the name chosen by a fifth-grade girl, when a teacher asked the class to invent a divinity, after explaining to them that the ancients deified what has power over life: Destiny, Envy, Beauty... (from “Corriere della Sera”)

And I must say that contemporary gods are no less cruel and demanding than those of the past. Never as in these first months of 2020 we have learned to live with this Goddess, which we have traditionally always managed in our private sphere. In the distant normality, showing one’s fears was a symptom of weakness, of diversity; but how??? In a perfect world, where everyone runs, everyone does, everyone travels, everyone realizes, who has the courage to admit their tensions? But today the world has changed, and that small, invisible “thing” that has violently entered our lives, has forced us to review our humanity. We are not robots, we are not perfect, programmable and always performing machines, we are human! And a virus should have come to remind it to us: we found ourselves small, helpless, intimidated, in front of something bigger than us, which forced us to shut ourselves in our homes, in order to defend ourselves.

And it is right there, in the place dearest to us, what we call home, that the Goddess Anxiety began to keep us company. What we used to do naturally has become forbidden, what we previously called freedom, has become imprisonment and we have started reinventing ourselves. After the first few days of fear, we understood that this was our new normal, and that this was “our time”, the right time, our chance to show who we are: Human. We did not let ourselves be beaten down, we started to get inspired by that divine sense that is in each of us and that is called “vocation”. We let ourselves be inspired, dragged by the beauty that surrounds us, while the world outside was going crazy. We started

to sing, to go out on the balconies shouting our pride of being Italian; we gave vent to our imagination, cooking and making dishes never seen before and shared on social networks. We “met” our friends and families driven by the desire for a virtual hug, through video calls, which made us all, even the most reluctant, digital. We discovered the beauty of staying at home, not only as a safe place to return to after working every night, but as a space in which to rediscover yourself. We let the Vocation Goddess enter us and cancel the Anxiety that was pushing us into a dark world of fears. And it is now, in this normality, that we have rediscovered our humanity! We have made visible what we did not see before: we have seen beauty in the spaces close to us, without necessarily having to travel for thousands of Km; we discovered our children, as “being alive” with whom we can share passions, learn new things, let ourselves be inspired and let ourselves be thrown into their world, where there are fears, but also that blessed innocence that made us say in this period “everything will be fine”. We discovered singers, painters, writers, poets, dancers, doing things we never imagined before. In order not to forget the vocation that we discovered in this period, we have decided to ask our collaborators to participate in the creation of this report, telling us about the passions that accompanied them on the lockdown days or those that, in those days, were particularly missing. Back again to smile...

## 1.4 OUR PRESENCE IN THE WORLD

**streparava** automotive with 6 factories worldwide produces high-precision powertrain and chassis components, supplied to the main OEM per motorcycles, cars, buses, commercial and industrial vehicles.

### ITALY

- Streparava S.p.A. Headquarter  
Adro (BS)
- Borroni Powertrain S.r.l.  
Varese
- SPT S.r.l.  
Località Bazzano Valsamoggia (BO)

### SPAIN

- Streparava Iberica S.l.u.  
Valladolid

### INDIA

- Streparava India Pvt  
Bommasandra, Jigani Bangalore

### BRAZIL

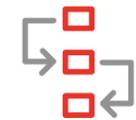
- Streparava Componentes Automotivos Ltda  
Sete Lagoas (MG)



**6**  
PLANTS



**800**  
EMPLOYEES



**WCM**  
3 WORLD CLASS  
MANUFACTURING



More Than  
**600**  
CN MACHINE  
TOOLS



More Than  
**2.000.000**  
POWERTRAIN  
COMPONENTS  
produced



More Than  
**2.000**  
ENGINES  
PER DAY EQUIPPED  
with our components



More Than  
**3.000.000**  
IFS  
PRODUCED

## 1.5 CERTIFICATIONS

**streparava** automotive pays particular attention in identifying the implicit and explicit needs of its customers as it represents the present and future of the business.



### CERTIFICATION AND REFERENCE MANUALS

IATF 16949 OK	2016	Standard for the Automotive Quality Management System
UNI EN ISO 9001	2015	Quality Management Systems - requirements
ISO/IEC 17025	2017	General requirements for the Competence of testing and calibration laboratories
UNI EN ISO 14001	2015	Environmental management system - Requirements and guide for use
OHSAS 18001	2007	Worker safety and health management system
Manuali di riferimento		ANFIA, AIAG and VDA Operations Manuals

### QUALITY POLICY

To overcome customer expectations by improving business efficiency.

### TESTING CENTER POLICY

The Testing Center should act according to the principle that the Quality of the services is achieved in management processes and that prevention therefore takes precedence over the identification of defects and inconveniences.

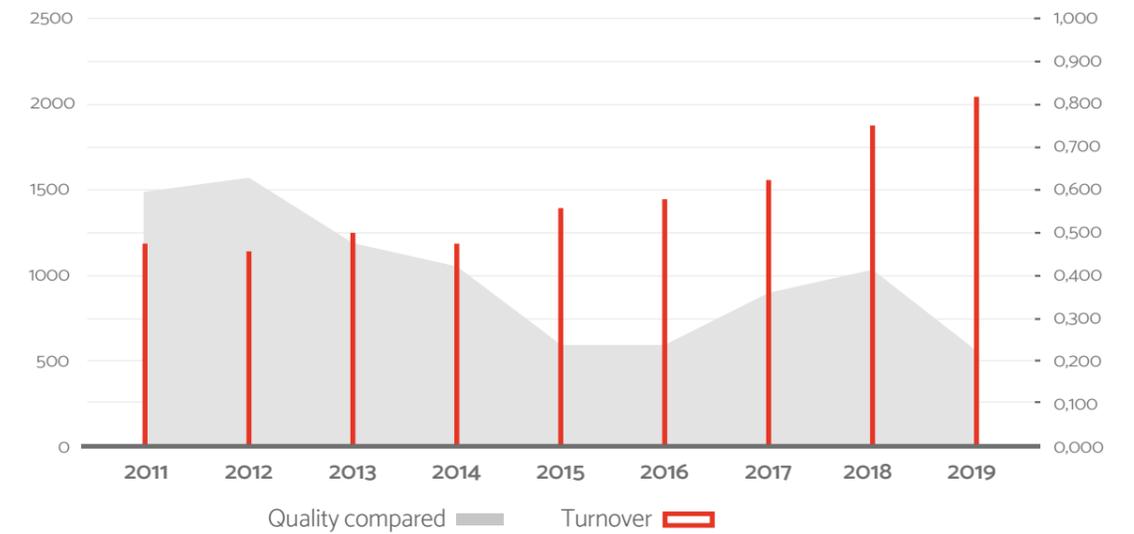
### ENVIRONMENTAL POLICY

To serve the customer, respecting the environment.

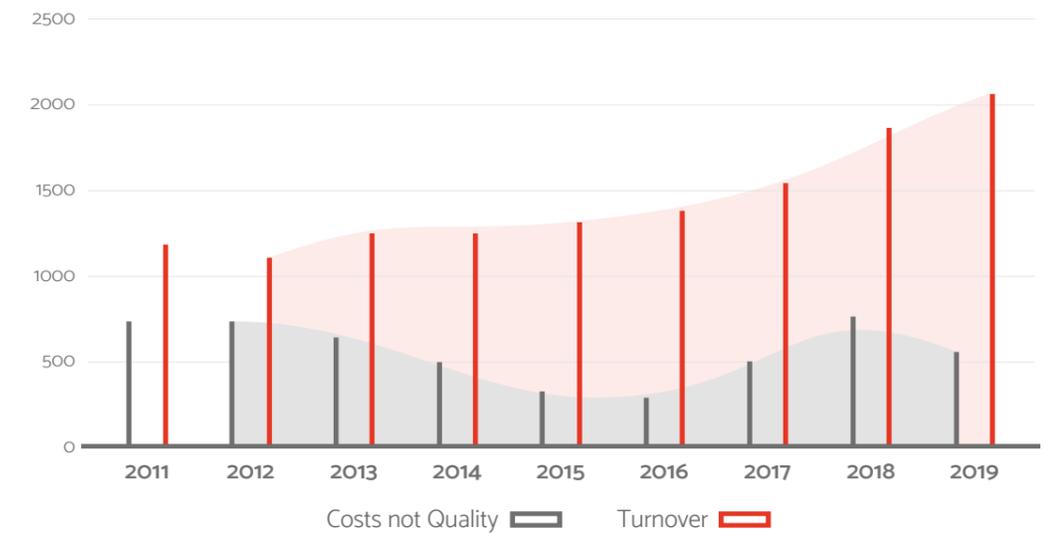
### SAFETY POLICY (OHSAS 18001)

It is inspired by the principles of protecting the safety and dignity of the person.

### QUALITY COMPARED TO TURNOVER (QRF)



### TURNOVER VS. COSTS NOT QUALITY





## 1.6 2019 WCM AUDIT

As in previous years, the annual appointment of the WCM (World Class Manufacturing) system audit took place in 2019 in **streparava**.

The audit, in addition to certifying the correct functioning of the WCM system, is needed to reinforce the idea that this system is the method recognized in the company to oversee **continuous improvement**, i.e. trying to increase the efficiency of the production lines and have an increasingly streamlined production flow.

To achieve this result, not only technical applications in production are needed, but also a deep work of sharing between the various pillars, so that they can talk to each other and they can oversee together the improvement perimeter provided by the WCM. In 2019 we moved from the reactive phase to the preventive one. Therefore, besides

the already existing 9 pillars, in 2019 3 new pillars have been introduced: the Energy pillar (ENG), aiming at the reduction of energy waste and consequently to the improvement of the environmental impact; the Environment pillar (ENV), with the goal of spreading an environmental culture to reduce waste and emissions; the Early Equipment Management pillar (EEM), with the aim of improving industrialization processes.

The result of the 2019 audit has witnessed the passage from **26 to 32 points**, the result of the work of all our people.





## 2. ECONOMIC SUSTAINABILITY



### 2.1 SOCIAL VALUE

“We, **streparava** have issued a conservative budget and we are determined to assert, on the market, our competence and the ability to offer advanced technological solutions thanks to the investments made in the last two years.”

We have invested in making our company recognized as a 4.0 company in all respects.

We did not limit ourselves to technological innovation, we went on offering welfare and improving working conditions, with particular attention to safety and training, for which 13.000 hours have been allocated in the year. [...]

The result is the reliability that **streparava** has managed to conquer on the market and we want it to be continuously conquered, becoming its distinctive feature.

“On the road” Editorial,  
December 2018

### NEW STRATEGICAL ITEMS

#### Strategy planning and engineering (Hoshin Kanri)

We work in an integrated and cohesive way, respecting the values, the mission and our vision, with the aim of making our people and the whole company grow.

For the third year in a row, the strategy is outlined with the use of the Hoshin Kanri, that is, the strategic tool with which the short, medium and long-term objectives are defined. The objectives generate projects called HK which, monthly, are analyzed in detail through specific KPIs.

On the occasion of the 2019 Focus Day, it has been decided to implement the Industrial Plant on all **streparava** plants for 2020-2025.

#### Investments in new technologies (industry 4.0; mes)

The automotive sector is one of the sectors that is suffering mostly from digital transformation. There are 4 megatrends that will play a decisive role in the development of the automotive market in the close future: shared mobility, autonomous driving, digitization and electrification.

Consistent with its vision (“key innovative solution provider for the future of mobility”), **streparava** has wanted to explore the opportunities deriving from the sector evolutions, placing them alongside the historical company skills as a further competitive lever: for this

reason it has shared the capital of e-shock, young company specialized in electronic and software solutions for traction, braking, steering and suspension control. In the automotive sector, both the reduction of the environmental impact on the product and process level and the reduction of component and assembly weights will play a key role. In fact,

**strearava** has intensified the analysis capacity in the R&D department, the in-house processing of aluminum components and, although still in the study phase, is planning an even wider project.

The fusion of **strearava** mechanical skills with the electronic and software ones of e-shock has given birth to the project of a “Digital Rolling Chassis”, that is a complete electric-powered marching chassis with integrated independent driving features able to enable a variety of uses and services. The physical concept was presented at CES 2020 in Las Vegas.

## 2.2 STREPARAVA AUTOMOTIVE CUSTOMERS

### CUSTOMERS

**strearava** automotive con 6 factories all over the world, produces high-precision powertrain chassis and components supplied to the main OEM for motorbikes, cars, bus, commercial and industrial vehicles

### CUSTOMER ANALYSIS

GEOGRAPHICAL AREA	TURNOVER	%
Italia	107.890.533 €	50,4
Overseas	106.177.984 €	49,6
TOTAL	214.068.517 €	100

### OUR CUSTOMERS

#### PASSENGER CAR



#### COMMERCIAL VEHICLES - TRUCK - BUS



#### MOTORBIKE



#### AGRICULTURE AND CONSTRUCTION



## POWERTRAIN PRODUCTS



ROCKER ARM ASSEMBLIES



CRANKSHAFT Series and Racing



CAMSHAFT Series and Racing



CON ROD



FUEL INJECTION PUMP



ROCKER ARMS

## CHASSIS COMPONENTS



IFS-CV



IFS-CV



IFS-AG



IFS-SUV



IFS-SUV



CHASSIS BUS

### BUSINESS GEOGRAPHICAL AREAS

GEOGRAPHICAL AREA	FIGURES	
	2018	2019
Italy	52%	50%
Overseas	48%	50%
<b>Total</b>	<b>100%</b>	<b>100%</b>

### BUSINESS AREAS

BUSINESS	FIGURES	
	2018	2019
Chassis Turnover (x 1.000€)	147.466	174.078
Powertrain Turnover (x 1.000 €)	37.850	38.814
Testing and Prototype Turnover (x 1.000 €)	854	1.163



Technical  
Partner

### DUCATI SPONSORSHIP

The passion that characterizes the Italians' desire to do, recognized and appreciated all over the world, as well as the commitment to being a close-knit team to conquer ever new goals: these are the values that unite **streparava** and DUCATI CORSE. For the year 2019 too, **streparava** joined the Mission Winnow Ducati Team, confirming itself as Technical Partner in the 2019 MotoGP World Championship.

The big news of 2019 was the appearance of our brand on the bikes of the two Ducati riders, Danilo Petrucci and Andrea Dovizioso. Seeing the logo of our company racing directly on the track makes us even more proud to be part of this great family. A collaboration that reflects the values of speed, safety and reliability, sharing the essence of Italian style and the strong commitment to innovation.



## 2.3 STREPARAVA PRODUCTION CHAIN

To further improve the performance and the supply chain, the HK40 project dedicated to the Purchasing process goes on with the same objectives as the HK20, namely the pursuit of saving, the improvement of internal processes and their extension to Italian subsidiaries and to SIND.

The HK40 focuses in particular on the digitization of the management of closed orders via lungo (go-live for Streparava, Borroni and SPT expected in 2020) and on the digitization of the internal and external RFQ flow through the SmartOp management system (go-live 2020) subsequently completed with the creation of an ad-hoc software with go-live scheduled in 2021 (at first all in Streparava only, with extension planned for SPT, BPT and SIND in 2021).

The focus on the uniformity of the scouting process and approval of new Suppliers, aimed at creating a Scouting database from which all subsidiaries will benefit, remains alive.

The saving objectives continue to be pursued with sustainability criteria, preferring technical saving or volume consolidation and resourcing rather than mere commercial negotiation.

A further push to the generation of ideas was given with the introduction of the TCR questionnaire, which, every six months, is sent to the Suppliers and has become an integral part of the evaluation of the Vendor Rating. Unfortunately, the delay in the digitization and implementation of the RFQ flow has slowed the activities of the Technical Coordinator and the collection of process KPIs, but a first significant improvement is expected thanks to the introduction of From this year a new project of the Streparava Adro plant, the HK04 led by supplier quality, is also working on the implementation of a new and structured method for the analysis and management of non-conformities and the implementation of the APQP through the use of Smartsheet.

The Vendor Rating services is now a reality being defined also at Borroni, SPT and SIND and the only two Streparava Service Providers not yet SmartOp and the implementation of tracking methods for the follow-up of new projects through the fine tuning of the excel instruments developed to date.

ISO 9001 has supported us by successfully embarking on the path of certification.

We have organized a course open to all suppliers on the new FMEA which, despite the difficulties associated with Covid, has achieved wide acclaim, as well as courses on automotive tools. The next goal is to organize a course on 8D methodology.

The project of management and monitoring of the supply chain from the documentary point of view has been postponed to 2021, but we are starting to collect all the information that will then be managed by the appropriate software.

The explosion of the pandemic unfortunately prevented us from organizing the Supplier Workshop which was planned for April 2020 but the idea was not abandoned and it will be resumed in the year 2021 to allow us to share all the news introduced with our Suppliers their impressions and suggestions.

### PURCHASING GEOGRAPHICAL DISTRIBUTION

GEOGRAPHICAL AREAS	FIGURES	
	2018	2019
Italy	87%	87,57%
Europe (no Italy)	12%	10,82%
India	0%	0,58%
Other Countries	0%	1,02%
<b>Total</b>	<b>100%</b>	<b>100%</b>

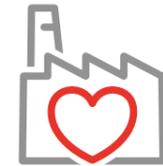
### TYPE OF PURCHASES

	FIGURES	
	2018	2019
Contract work	6%	8%
Finished and semi-finished	20%	21%
Packaging, auxiliaries, services	46%	31%
Plants and equipment	6%	6%
Not managed on order	22%	34%
<b>Total</b>	<b>100%</b>	<b>100%</b>



“Streparava has always wanted to take on concrete commitments of care and attention towards the People, the Community and the Territory.”

### 3. SOCIAL SUSTAINABILITY



“Over the years Streparava has increasingly dedicated itself to the training and specialization of its collaborators, to implementation of safety, health and commitment to its territory and community. The employees have been involved in technical courses, skills at all levels of the company. The core is the goal of growing and improving the skills of people already present in the company by developing “know-how”.

#### 3.1 **streparava** PEOPLE

“our way is your success”.

To continue developing and supporting our vision and mission, **streparava** has chosen to add to its strategic objectives the development of the “Social Role”, in order to:

- Make choices consistent with our values and focusing on people
- Monitor the economic component and ensure its sustainability

- Develop a program focusing on all the shareholders
- Implement our environmental awareness
- Be attractive to future new generations, particularly regarding environmental issues
- Focusing on what is invisible, but which moves in the company social relationships

## STREPARAVA 2019 PROFILE

### EMPLOYEES BY QUALIFICATION

Manual workers	White-Collar Employees	Supervisors	Executives	Total
257	77	7	4	345*

\* Excluded 59 leasing workers

### EMPLOYEES BY DIVISION

Chassis	Powertrain	Testing	Services	Total
155	73	8	109	345
45%	21%	2%	32%	100%

## RECRUITMENT POLICY



**35 PERSONS**  
NEW RECRUITMENT



**1215 HOURS**  
NEW RECRUITMENT  
PLACEMENT PLAN

### EMPLOYEES BY TURN OVER

2019	PLACEMENT	DISPLACEMENT	DISPLACEMENT FOR RETIRING
Manual workers	24	14	12
White-Collar Employees	9	3	0
Supervisors	2	1	0
Executives	0	0	0
<b>Total</b>	<b>35</b>	<b>18</b>	<b>12</b>

### EMPLOYEES BY AGE

AVERAGE AGE: 44 YEARS

2019	20-30 YEARS	31-40 YEARS	41-50 YEARS	OVER 51 YEARS	TOTAL
nr	27	81	130	107	345
%	8%	23%	38%	31%	100%

### EMPLOYEES BY SENIORITY

SENIORITY AVERAGE AGE: 14 YEARS

2019	5 YEARS	6-10 YEARS	11-20 YEARS	21-30 YEARS	OVER 31 YEARS	TOTAL
nr	103	21	104	97	20	345

### EMPLOYEES BY GENDER

2019	MANUAL WORKERS	WHITE-COLLAR	SUPERVISORS	EXECUTIVES	TOTAL	%
Man	249	58	4	4	315	91%
Woman	8	19	3	0	30	9%
Total					345	100%

### EMPLOYEES BY EDUCATION QUALIFICATION

2019	MANUAL WORKERS	WHITE-COLLAR	SUPERVISORS	EXECUTIVES	TOTAL	TOTAL PERCENTAGE
1 <sup>st</sup> lower secondary	13	0	0	0	13	4%
2 <sup>nd</sup> lower secondary	162	3	0	0	165	48%
2 <sup>nd</sup> high school Technical diploma	35	17	0	0	52	15%
2 <sup>nd</sup> high school administration diploma	1	2	0	0	3	1%
2 <sup>nd</sup> high school Technical diploma	28	13	0	1	42	12%
2 <sup>nd</sup> high school administration diploma	17	12	0	0	29	8%
Three-Year Degree	1	2	0	0	3	1%
Technical Master's Degree	0	19	5	3	27	8%
Master's Degree in Humanities	0	9	2	0	11	3%
<b>Total</b>	<b>257</b>	<b>77</b>	<b>7</b>	<b>4</b>	<b>345</b>	<b>100%</b>

## WORK AND OPPORTUNITIES FOR YOUNG PEOPLE

We pass on our history and our traditions from the automotive world to future generations. We cooperate with Università degli Studi di Brescia and Fondazione ITS to offer opportunities and professional

training courses that allow to reach technical and to find on the European market specialized role that are difficult

## PLACEMENT PLAN, ASSESSMENT OF SKILLS

From the first day, new hires are trained through a plan developed ad hoc according to the specific company position. This allows to get in touch with employees of the other areas the new hire will interact during his/her working life. The creation of a positive relationship and collaboration between colleagues from different offices and departments is a fundamental aspect for us that we constantly cultivate.

At the end of the trial period, the new employee receives feedback through a structured model. The assessment of skills and versatility in **streparava** for white-collar employees, department heads and workers has been updated and digitized so that it is simple, effective and our starting point for training needs.

## TRAINING

In 2019, training hours increased by 35%. In particular, compared to the previous year, we carried out more hours of training for digitization courses, continuous improvement and emotional welfare.

**streparava** has developed corporate welfare programs and implemented communication through digital systems involving all staff.



**+35%**  
TRAINING



**+5%**  
NEW  
RECRUITMENT



**21%**  
OF STREPARAVA  
EMPLOYEES HAS A  
RELATIVE IN THE  
COMPANY

## TRAINING

	2018 HOURS		2019 HOURS
Safety and Environment	2249	Safety and Environment	2329
Operation	1513	Quality and Technical Production	1920
Lean Wcm	3483	Lean Wcm	2911
Organization	1185	Organization	1817
Foreign Languages	668	Foreign Languages	439
Services	24	Digital	1703
		R&D and Technologies	700
		Welfare	80
		On the Job	2029
<b>Total</b>	<b>9122</b>		<b>13928</b>

## STREPARAVA FOR PEOPLE

Attention to our people has led us in recent years to plan increasingly targeted initiatives:

### WORK AND FAMILY RECONCILIATION PROJECTS

- Reconciliation net
- Financing Banca Santa Giulia
- Agreements with Gym and Fun Fairs
- Admission free ticket to the employees for Cideon Light Festival

### WELFARE

- Whp Program
- Streparava football team CSI
- Streparava for the music
- Runner group
- Mountain bike group
- Agreements gym and swimming pool

## AWARDS



## BAQ AND BAQ ITS STAMPS

In 2019, we were once again recognized with the Confindustria Award for the Alternation of Quality (BAQ) for the value of the activities carried out in favor of "on the job" training and the Confindustria Enterprises

Stamp in ITS (BITS) for having implemented virtuous partnership with ITS, making our resources available to encourage the job placement of the new generations.

**LEAN LIFESTYLE PROGRAM** ®

To keep on developing and supporting our vision, **streparava** has decided to go on with the implementation of the Lean Lifestyle logics in collaboration with the consulting firm Lenovys.

We want to extend and spread the Lean Lifestyle® to the whole organization in order to:

- make our people work better, with more focus on results, with better energy and motivation
- reduce negative stress, work more efficiently, reconciling personal and working life
- Have managers capable of being leaders and representing **streparava** leader's vademecum
- Go on with the pending improvement process



**IMPLEMENTATION OF NEW HABITS**

sacred time, one-to-one interviews, lean meeting, atred



**2911 HOURS**  
LEAN TRAINING



**52 PERSONS**  
TRAINED ON LENOVYS LEAN LIFESTYLE PROGRAM



**131 ACCESS**  
TO THE LEAN DIGITAL ACADEMY



**FOCUS DAY 2019**

**“What you resist, persists.  
What you accept can be changed”**

**CARL GUSTAV JUNG**

In the marvellous setting of Sirmione, the steering met two days to define the new year's strategy and, as per tradition, part of the event was dedicated to team building activities: The Art Door, a game with an artistic-historical background developed in the Grotte di Catullo.

The group has done its best to use human and technical resources, defining an effective strategy and working in a coordinated and flexible way, integrating contributions and information to cope with the solution of the puzzles and contingencies launched by the staff who coordinated the game.



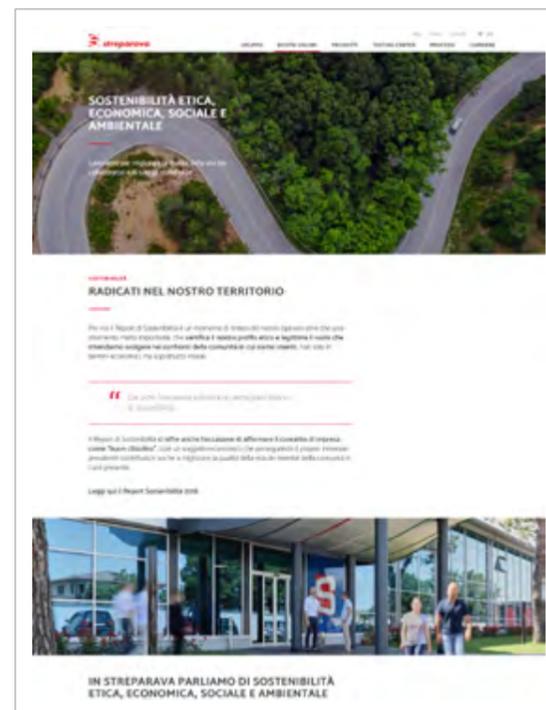
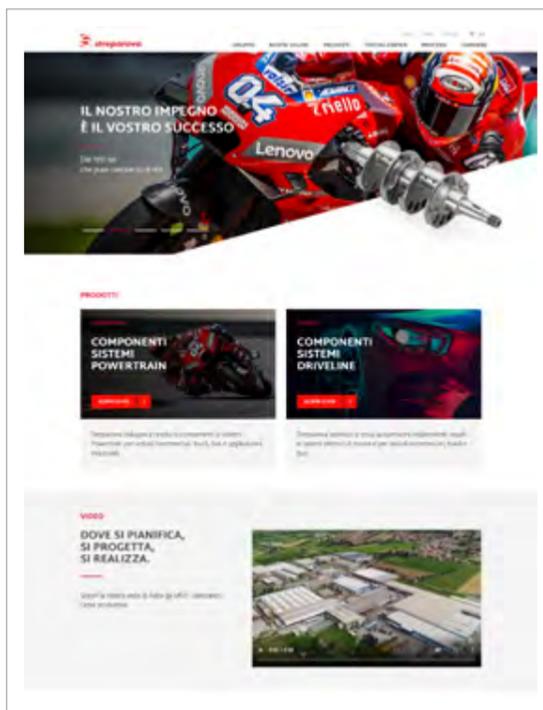
**INTERNAL AND EXTERNAL COMMUNICATION**

This year too we have continued to publish our company magazine “On the road”, a quarterly magazine where we tell about our daily lives, our challenges, the achieved goals, the difficulties, our people. nostre persone.



**WEB SITE**

www.streparava.com



**AWARDS TO IDEAS**

Captivate, empower, trust, this is the road to continuous improvement. Award the ideas of the operators able to give their contribution to the safety, quality management, product and process innovation.

<b>375</b> QK APPLICATIONS	<b>2708</b> SCORES	<b>29</b> AWARDED PERSONS	<b>1.950 €</b> AWARD VALUE	<b>1,16</b> B/C BENEFITS / COSTS
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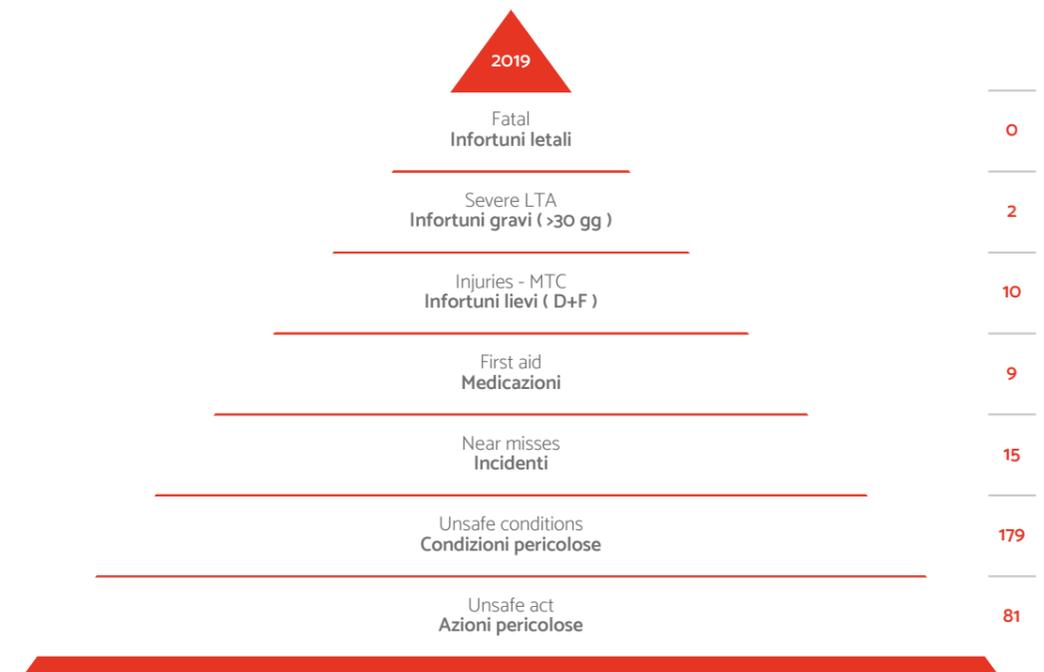


### 3.2 SAFETY AND HEALTH

This year too we confirm the commitment by all company positions towards the protection of human health. In 2019 in particular, we focused on training and involving workers, who are an active and fundamental part of our reality.

With a view to continuous improvement, we have planned to redesign the management system by integrating it with the environmental one, this to have better synergies both in the improvement program and in the approach to assessing risks to safety and the environment. Concurrently as the above, we will pass from the OHSAS 18001 to ISO 45001 standard.

#### PIRAMIDE HEINRICH PLANT



#### SAFETY

	2018	2019
First Aid Treatments	13	9
Injuries <40 days	6	10
Injuries >40 days	0	2
Frequency Index (injuries number every 100.000 hrs.)	2,01	3,88
Seriousness Index (injuries number every 1.000 hrs.)	0,19	1,19

### 3.3 STAKEHOLDERS MAP

#### Our debate: people

The creation of the «Strategic Plan» of **streparava** group was established from the need to align all stakeholders with respect to the development and growth of our company. The goal we have set ourselves is to have a widely shared plan that can summarize the main drivers of growth and development by outlining operating lines and performance indicators.

The continuous dialogue allows us to keep an active contact with our reference contacts, internal and external, and we accomplish it through: communication, the simplification of our organization, the growth of people in leadership and responsibility, the continuous pursuit of excellence, the standardization of the organizational model at corporate level.



### 3.4 COMMUNITY

Since its origins, **streparava** has contributed directly and indirectly to the economic and social development of the territories and communities in

which it is integrated. Attention and support to the territories in which we operate. This is the challenge we want to be protagonists in.

#### **streparava FOR YOUNG PEOPLE**

- Scholarships for employees' children 13.500€
- Scholarships for Young graduates Engineering Bs 3.000€
- University interns No. 4 boys
- Alternating school-work - "The Good Company for the Good School" 15 students
- Visiting students n°65 students
- Fondazione ITS Lombardia Meccatronica
- Fondazione Itis Castelli
- Smart Future Academy

#### **streparava FOR SOCIAL ISSUES**

- TOTAL DONATIONS STREPARAVA HOLDING SPA**
- Aircq, Fondazione Cavalieri del Lavoro, Fondazione Golgi, Spedali Civili, Adro Parish, Civil Defense, National Aviation Association, Adro Ambulance. 50.600€
- Sponsorships
- CSi, Ass. Brescia Filarmonica. 29.052€

#### **streparava FOR THE BEAUTY**

- Accademia Brera illuminating values
- Streparava Concert for the music.
- In collaboration with the Fiati di Valle Camonica Orchestra and the two soloists Francesco Panico (trumpet) and Alessandro Fontanella (saxophone) in this training and cultural moment which involved 320 people including employees and family members.

- TOTAL DONATIONS STREPARAVA SPA**
- FAI, Lega del filo d'Oro, Adro-Torbiato-Rovato religious bodies, Vittoria Nursery School, Fondazione Comunità Bresciana, Soccer Associations, Icaro onlus. 49.724€
- Sponsorships
- Brixia Forum, Erbusco Carnival, Ass. Quelli di Erbusco, Rugby Rovato, Italian Medical, Museo Mille Miglia, Ass. Claudio Moretti, Reed Business Information spa, Smart Future Academy, Editoriale Bresciana, Scuola sci Ponte di Legno. 48.655€





“The world is a beautiful place  
and it’s worth fighting for.”

ALBERT EINSTEIN

## 4. ENVIRONMENTAL SUSTAINABILITY



### 4.1 ENVIRONMENTAL POLICY

#### New environmental policy

**streparava** environmental policy is inspired by the principles of environmental protection, intended, on one hand, as a local context of work and life for people and the surrounding community and on the other, as a global context for the health of our planet.

Since it was founded in 1951, **streparava** has been a production reality deeply rooted in the territory, therefore respect for the environment and the community that lives in it have always been among our primary values.

The environmental management system implemented according to the UNI EN ISO 14001: 2015 standard, in compliance with the environmental legislation envisaged by the Legislator, is the best tool for ensuring the application of the principles we believe in at the same time and for the specific environmental protection and pollution prevention.

The values that characterize us and the passion that animates us, led us to start a process of integration of the two UNI EN ISO 14001: 2015 and OHSAS 18001:

2007 Certifications, with the relative passage from OHSAS 18001, to 45001 Certification, which will be completed next year 2020.

This important goal is based primarily on the management of health and safety at work and requires organizations that reach it to work with a view to continuous improvement, thus providing all interlocutors with the guarantee of compliance with the safety policies specified by the standard itself.

#### Our way is your success

This is **streparava**, motto, which is pursued daily in the activities of “Design and manufacture of independent axles and suspensions for industrial and civil vehicles, components for the automotive sector through mechanical processing, heat treatments, painting and assembly”.

The involvement of all the operating staff, the collection of suggestions, the dissemination of environmental issues, are for us the fundamental tool for a continuous improvement.

For this reason, we have developed a management system compliant with ISO 14001: 2015, which through a systematic analysis of the company activities, has led to the definition of specific improvement objectives, aimed at minimizing the impact on the environment, of our activities as well as those of our suppliers.

Respect for the environmental regulatory cogency goes hand in hand with the concept of prevention of any related form of offense; this aspect is also contemplated in the company Code of Ethics.

During a systematic process, the impacts of our business on the environment are constantly checked and reduced, our attention is focused mainly, but not only, on:

- energy consumption,
- emissions in the atmosphere,
- water discharge
- sound emissions

monitoring compliance with the parameters over time according to the conditions of compliance, outlined by the environmental standard, for the specific purpose of preventing the occurrence of criminal or administrative offenses. For this reason, we are committed to promoting respect for the environment with our suppliers and contractors; privileging those who are actively committed to these goals dear to us.

**strearava**, primarily in the person of the identified Employer, is responsible for the correct implementation of the Environmental Policy, as well as for its constant updating and its diffusion and implementation to all workers and interested parties.

The commitment to respect the environment is an essential part of our Policy, which applies without distinction both within the organization, through the awareness of its collaborators, and to third parties who collaborate with the Group.

The main direct impact of the Group's activities is attributable to the use of energy and natural resources in factories, offices and logistics centers, The goal we want to achieve is an ever-increasing degree of efficiency in the use of energy and the constant search for new opportunities to reduce waste.

The Group companies that have achieved the UNI EN ISO 14001 environmental certification are:

- **strearava** Spa, achievement year 2005
- **strearava** India Pvt Ltd, achievement year 2016
- **strearava** Componentes Automotivos Ltda, achievement year 2009

## 4.2 REDUCTION OF ENERGY CONSUMPTION

### DSL SK211 SUCTION SYSTEM OPTIMIZATION

We have analyzed the waste of electricity caused by suction systems; the existing activity consists of two moments:

**Step 1** Remove the suction system of the S2000 casting line and the Saet Barre system, use a new suction system that currently sucks unsaturated 2014 lines, and then connect old and new lines of the casting line and bars line.

**Step 2** Remove the aspirator of the sandblaster bars and connect the machines under the aspirator disc line, also unsaturated.

Intervention cost  
**15.000 EURO**

Annual savings  
**20.000 EURO**



### REDUCTION OF ELECTRICITY CONSUMPTION COMPRESSORS FOR ANALYSIS AND REPAIR OF AIR LEAKS SK205

The hydraulic systems for conveying compressed air and, very often, pneumatic components, can have leaks due to defects and aging, causing unnecessary energy consumption of the compressors.

The activated study consists of a search for the "leaks", through a tool that, using ultrasound, will allow you to discover the precise locations of the leaks and then assign them a level of severity. This level will be highlighted with the affixing of tags of various colors according to a chromatic scale that includes red, yellow and green, depending on the severity. At the end of the intervention, a complete photographic mapping evaluation report will be drawn up, so as to facilitate corrective maintenance actions.

The intervention is still being completed and has slowed down due to the Covid-19 emergency; the conclusion, therefore, will see the light within the next year.

Cost of detection and repair intervention  
**38.000 EURO**

Annual electricity savings  
**71.500 EURO**



### FREE-COOLING SYSTEM IMPLEMENTATION REFRIGERATING SYSTEMS DLB-DLA/LAV PUMPS SK195

Installation of:  
free-cooling battery on dlb plant (frigor novafrigo rsm 160)  
free-cooling battery on mm pumps plant (frigor novafrigo rsv250).

Intervention cost  
**65.000 EURO**

Annual savings  
**25.000 EURO**



### REPLACEMENT OVEN PAINTING AXLES RANGE S

Replacement of the oven with a new one with energy recovery from fume emission and inverter to reduce electricity consumption on the fans.





**ENVIRONMENT**

	2018	2019
Produced hours	298.100	291.900
Energy consumption: energy (in kWh)	13.151.408	12.805.924
Energy consumption: methane (in Mc)	818.997	767.650
Drinking water consumption (human use in Mc)	7.919	5.945
Reservoir water consumption (industrial use in Mc)	19.854	12.372
Packaging reduction (kg)	97.400	117.900

**4.3 CARBON DISCLOSURE PROJECT**

The environmental policy established by **strearava** to reduce its impact on climate change and energy consumption is the guiding element in our investment choices.

the initiatives of the Carbon Disclosure Project, an independent organization that promotes synergies between the financial community and the business world.

In order to guarantee transparency and timely information to our customers, since 2015 we have joined

The goal is to monitor and enhance the commitment to contain Co2 production worldwide.

**CARBON DISCLOSURE PROJECT**

	2018	2019
Scope 1 (Tons Co <sup>2</sup> )	1.699	1.505
Scope 2 (Tons Co <sup>2</sup> )	4.899	4.226
Scope 3 (Tons Co <sup>2</sup> )	210	219
Produced hours (x 1.000)	298	292
Energy performance index (energy consumption compared to hours produced) (Energy figure compared to 2014)	-15%	-16%

## 4.4 TECHNICAL COST REDUCTION

The automotive sector has always faced challenges and changes due to the rapid evolution of technologies with strong implications in the perception of the value and cost of products along the entire supply chain. To cope with this scenario in constant transformation, **strearava** has adopted in recent years an approach capable of intercepting all the technical, technological and logistical opportunities useful for proposing Technical Cost Reduction initiatives to its customers.

This methodology is supported by a specially created corporate body, which makes use of all the internal skills of R&D, Prototyping and Testing, Process Engineering, Logistics and Supply Chain, as well as external relations with companies and institutes that deal with technical and technological innovation.

### THE TCR SYSTEM IN STREPARAVA

It is the “reduction of the total cost in the face of changes in design, process, supply and logistics that entail a modification of the product as defined by the drawings, technical standards and specific supply conditions without there being a reduction in the technical, performance and quality value.

These changes may involve a thorough process of approval and validation towards the customer “. In addition, the TCR also works on proposals for the improvement of quality and environmental impact, also evaluating innovative processes.



## 4.5 HK 39: ENVIRONMENTAL SUSTAINABILITY

**strearava** has decided to adopt a management system since 2005 which, through a systematic analysis of company activities, has led to the definition of specific improvement objectives aimed at minimizing the impacts of our activities.

On the basis of this system, we have set ourselves the objective of implementing all those actions aimed at reducing environmental impacts, since we believe that attention to the environment is the first necessary step for an increasingly sustainable future.

Moreover, we think that raising people awareness towards environmental issues is not only a source of a virtuous circuit of good practices in the place of work,

but help to nurture attention for this element so important for man, even in private life.

This is why it was decided to activate a special Hashin Kanri Project (HK39).

Starting from the long-term strategic objectives, it defines the specific objectives of the year and the projects necessary to achieve them in all the Group's sites.

HK 39, whose macro-area underlies the issue of sustainability in general, given the complexity, consists of multiple A3 satellite Projects.

### A3 PROJECT: ENVIRONMENTAL SUSTAINABILITY

The specific A3 Project on environmental sustainability envisages the introduction of various aspects of improvement, including:

- \_ separate, extensive and widespread collection throughout the company;
- \_ the elimination or - at least - the reduction of the use of plastic in the company (with specific reference to coffee glasses / spoons);
- \_ the implementation of new water dispensing stations in all departments;

\_the commitment to introduce and promote a “green” option within the company specifications.

The ultimate goal of this project is the diffusion of environmental attention behaviors, with a specific focus on the separate collection of waste, as well as the reduction of the environmental impact produced by the reduction of the use of plastic, all in a circular economy perspective.

### A3 PROJECT: VEGETABLE OILS

This A3 Project is focused on the replacement of whole mineral oil, used in production machinery, with synthetic vegetable ester oil, according to a vision of long-term environmental sustainability.

The implementation of environmental friendly substances involves, in fact, an investment whose fruits will come to light in the long run: it is a strategic project, which has the potential to bring an improvement in terms of emissions produced.

The project is currently being tested at the Magneti Marelli department and foresee the adoption in the CHIRON machining centers (8 machines that deal with the mechanical processing of the pumps) of 6,400 liters of biodegradable oil from renewable sources.



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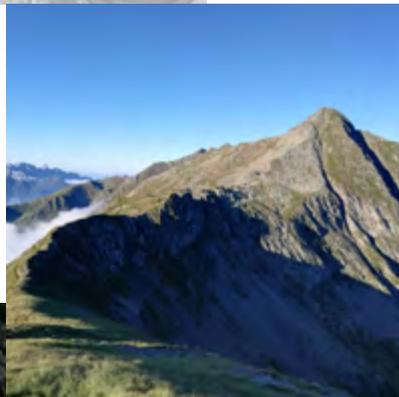
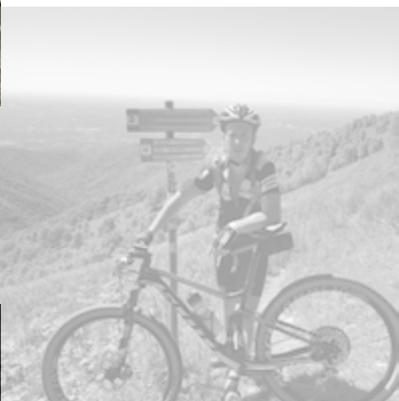
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