

# *We are* **UMBRA GROUP**



The Voice of the CEO

***Success and Curiosity***

The point of the President

***Our 2023 with a focus  
on people***

Martin Riegger

***Lots of new features  
in Operations of Group!***

# Summary

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Open your arms to change,  
but don't let go of your values.

*Dalai Lama*

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**Graphic Design and Layout**

You-n | Agenzia di Comunicazione

**Printing**

Tipografia Folignate

**Photo Credits**

UMBRA GROUP

Getty Images

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# Success and *Curiosity*

**Matteo Notarangelo**  
CEO UMBRAGROUP

In an increasingly complex global and geopolitical situation and in an ever-evolving world, UMBRAGROUP is advancing its operational plan with the aim of renewing itself and changing in order to always be in control of its future. Change is a risk but, at the same time, it also presents an important opportunity.

Along with the focus on our operational goals, we want to be able to anticipate the market and, if possible, influence it in its future developments. Therefore I feel that I must open this article by expressing well-deserved thanks to our great team for their extraordinary commitment and sense of responsibility. I must certainly be proud of how we are all striving to make our own contributions, and for our attachment, passion, and willingness to put ourselves and established practices to the test with the desire to innovate and improve.



UMBAGROUP during the signing for acquisition of 100% of the ERA Electronic Systems shares.

Our UMBRA is growing steadily, and this fact is inseparably linked with a philosophy shared by all of us: a passion to do our best. Our customers recognize this commitment in our results.

Doing our best with Schaeffler has brought us the honor of the Schaeffler Supplier Award in the Quality category. It is a relationship of trust and respect marked by fifty years of collaboration. Again, UMBAGROUP is one of the key players in the transformation toward sustainable mobility.

We have already mentioned several partnerships we have established, with Parker for both Industrial and Aerospace applications, and with Korea's Supernal for the development of the new electric vertical take-off and landing vehicle (eVTOL).

6 The announcement of the partnership was made public during the 54th Paris Le Bourget Aeronautics and Space Show. For us, this is a great and exciting challenge that makes us truly proud, and above all

makes us one of the leading players in Advanced Air Mobility, because we don't just want to be one of the vanguard. We want to be the vanguard.

Our participation during the year in the various Aerospace and Industrial events and the related feedback from customers increasingly confirms UMBAGROUP's position as a strategic and innovative partner, not only toward our long-standing customers, but also toward new ones. UMBAGROUP is growing, and in this process we are creating even more solid bonds with three historical companies in the area: COMEAR, BSP, and ERA Electronic Systems. This growth is not only in business, but also in strategic value, through the integration of their respective technological expertise, and of the commercial synergies both on the portfolio of existing customers and on new prospects.

Continuous evolution and steady progress are on view in our two locations in Germany: Engineer Martin Riegger has taken over as General Manager,

in addition to continuing with his role as COO at the parent company in Foligno. And this change is joined by another important accomplishment: production of the large 320 mm diameter balls will begin again at Eltmann. The steel ball will be supplied to the Bagger 288 Excavator manufactured by Krupp in Germany; this is the world's largest land vehicle, with dimensions reaching 225 meters in length and 96 meters in height.

Changes are continuing to take place in the U.S. teams, customer relationships are being strengthened, and the focus is now on resources, in order to create a culture of collaboration and inclusion. The effort of our leaderships is aimed at creating a safe environment for our colleagues, and above all a harmonious working situation, thus contributing to our transformation.

However, there is no shortage of challenges. The Industrial sector has been seeing a slowdown in recent months that affects not only our company, but extends to all companies in the sector, both nationally and internationally. Now is the time to be united, show resilience, and

use this context as an opportunity to look at new markets, new products, and to continue to improve from a cost standpoint.

At the organizational level, we have designed a new organization to increase and enhance synergies among the various sites. It's the ecosystem that wins, not just the single entity.

To top it off, we are continuing more and more expeditiously in our commitment to a business that becomes more sustainable every day. Sustainability is a prerequisite, not an option, for working into the future. We are serious about this, and so are our customers. It is in keeping with our values of Social Responsibility. Sustainable materials, sustainable products, and sustainable production.

At the end of 2023, what can we wish for in the new year ahead? To be curious, since curiosity is the spark that lights the flame of innovation in business, to be proud to work at our UMBRA, and above all to be FIRST.

Merry Christmas and Happy New Year!



UMBAGROUP officially acquires 51% of the COMEAR and BSP shares.

# Our 2023 with a focus on people

**Reno Ortolani**  
Chairman of the UMBRA GROUP Board of Directors

Dear everyone, so many times I've had the opportunity to highlight and recall our values, represented by the acronym FIRST. On those occasions I've mentioned that the old Umbra Cuscinetti was more a family than a metalworking factory, and this spirit must not be lost. We've risked losing it, blinded by the mirage of a constantly growing profit, but we've also had the courage to correct the course on which we had started to embark. Today I can state with certainty that we are all well synchronized, and that we work with the awareness that the factory-family is not an obstacle for innovation, for the company's growth, or for professional growth. Indeed, it is an asset for our future.

The future for the coming generations will be certainly more complicated. They will have the task of reversing the trend toward the unbridled consumption of our planet's resources, and this will entail sacrifices in numerous other areas of everyday life. It will be possible to follow this course, which is necessary, only if we always act as members of the same family, like blood relatives. Those who live and share this value will always be one step ahead of the others.

I am also aware that assimilation of this way of working does not always come immediately for our new hires. That's why all the non-work activities that enable everyone to also be together with their family members are of fundamental importance. Valter always said that in order to work together, we have to know each other better, because this increases respect and trust among coworkers, and therefore the readiness to offer and receive help in case of need.

It's obvious that there is a prerequisite for the above: loyalty. Loyalty is certainly influenced by the economic situation of any particular geographic region, but what is much more important is the role played by the real corporate values, the ones actually put into practice, not those written solely for the benefit of outsider readers of information on the company.

Winding up this whole topic, it is thus important to know that corporate values must first be preserved and lived, and then disseminated. And we will do this.

I won't comment on the 2023 year from the standpoint of the economic results. I'd only like to



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*the old Umbra Cuscinetti  
was more a family than  
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point out that many people were hired during the year: around 100 since January. This gives us great satisfaction, even if it means responsibilities have increased. At the end of September, the UMBRA Group employed around 1.250 persons; 1.250 families. Plus the persons working for our suppliers, so maybe a total of 1.500 persons or more. The weight of Social Responsibility, first and foremost toward our extended community, is constantly increasing. So it is absolutely necessary to work to make all of the Group's companies stronger and stronger, to expand our expertise in the areas which are most strategic for the future, and to make the supply chain more secure. Precisely for this reason, by the end of the year we will have another three companies joining the Group. These are companies we consider strategic mainly for the electromechanical actuator supply chain (control electronics and management software, and complex precision machining).

And this means another 350 persons or so who will be added to our family. The UMBRA Group will have close to 1.600 employees, and with our related industries the number will reach 2.000 persons depending on us. This is a number that creates even more accountability for the entire management, and which gives us greater voice in every institutional and non-institutional venue. Increasing the Group's solidity, by bringing in new businesses and acquiring companies with products that are complementary to those already in our portfolio, helps us overcome market contractions without suffering too many consequences. I hope the episodes of geopolitical turmoil exploding with acts of war, and which seem to be increasing in frequency (perhaps only because they're closer to us) can be solved quickly, for the good of the people involved and of the whole world. Deep inside, I know this won't happen because the nature of the human species is "the desire to prevail", and this often leads people to dominate others, even using violence.

We, the UMBRA family, must not let ourselves be dragged into this spiral. Let's keep our values high. They are a wealth of immeasurable value. To you and your families, a heartfelt wish for Happy Holidays.

# Lots of new features in *Operations* of Group!

**Martin Riegger**

Group Chief Operating Officer UMBRAGROUP

In my last article I wrote a bit about UMBRAGROUP's opportunity to utilize the strength of our cultures and how we live our FIRST values. Today I wanted to give you a small taste of the improvement activities at UMBRAGROUP in the different sites. We cannot cover every project in every site in this article, but we might spark your curiosity to read more in the coming months. In this article we focus on production related projects. Even more important is the work in the engineering, manufacturing engineering and strategic procurement areas. We will cover these projects in one of the next articles. Here are a couple of examples of the ongoing work.

I would start with our American sites in Linear Motion LLC. and Umbra Cuscinetti Inc. Both sites have seen some major changes in management and organization in 2023.

To help them in this phase, UMBRAGROUP SpA. decided to launch projects with the aim of supporting the transformation and sharing, at the same time, best practices from a Group perspective.

The Transformation Projects concerned: the processes of planning, scheduling and control of production resources; the separation of OEM

and MRO Lines; Quality Control management; the implementation of visual management; and the strategic management of warehouses. Coordination of the projects was assigned to Italian employees, who together with the American teams also oversaw the analysis, implementation, and follow-up phases.

The success of the Transformation Projects represents a milestone for our Group, which can now look to the future by being able to rely on greater integration and common processes and visions.

It has been very intense at UMBRAGROUP in Foligno in 2023. To cope with the growing customer demands that push us toward more complex products and higher volumes, new machines have been purchased mainly in turning and grinding, and new layouts have been designed and built, which will allow us to have the right sizing and the best technologies for the future.

We continued with the UOS ( UMBRA OPERATING SYSTEM ) project on the shop floor, optimizing all the Visual Board L3 concerning the screw area and setting up the corresponding Visual Board L2 where, since September, every morning from 8:45 to 10:00 o'clock the Production meeting takes place.



In the second part of the year, we kicked off the pilot project of digitizing the Visual Board Industry 4.0. In 2024 the UOS project will continue in the Supply Chain area, in Visual Boards L3 /L2 of the Bearing product and we will continue to digitize the boards that are already operational.

There were a few projects which are specific for UMBRAGROUP Industrial sector in Italy: One was the Pilot program for employee's Re-skilling by ITS Umbria Academy. Another one is specific for the Bearing business unit – Technology innovation path. Here we implemented the first automatic grinding machine. Finally for the ball screw business unit – Testing phase for different types of components produced starting from an alternative material and process. Germany, KUHN. In June we started a transformation project at Kuhn, involving the local team with major support from our colleagues in Foligno. The focus is to follow the 90 day plan method and improve the performance of the operations in terms of on time delivery, quality and cost.

The first results are a new production layout, sharing of best practice and a Daily Gemba walk (standard walk in the production area with a standard agenda)



The production meetings initiated in 2023.

Overall, with the number and the quality of the projects I expect that we will continue to translate our 5-year industrial plan into actionable chunks. The challenge is utilizing our strength in each site/region and utilizing them to grow UMBRAGROUP performance in Safety, Quality, Cost, Delivery and People.

Long-term it is not only the production areas which will have to work closer with each other. Also in areas like strategic procurement, engineering and manufacturing engineering we will need to utilize our local strength and apply global standards. One of the tools we put in place are a quality board and an innovation board. Finally we will develop our ability to utilize digital tools as systems to improve our operations and the global supply chain.

# By people, for people: *the added value* of UMBRAGROUP

**Beatrice Bandinelli**  
Communication Officer UMBRAGROUP SpA

When the current year draws to a close, it is important to take stock and reflect on the 365 days that have just gone by, to ask ourselves whether our achievements met our expectations, or if we actually exceeded them.

And why not take stock of UMBRAGROUP's 2023 as well? Were there any noteworthy events? It is up to you to make the final judgment. But first, let me tell you about our second half of the year.

First of all, let's talk about our Group, which since last October 4th has grown even more! In fact, UMBRAGROUP has officially acquired 51% of the shares of COMEAR and BSP, officially counting them as part of the Umbra Group! These are two companies we have known for a long time as they are both longstanding suppliers of both the Aerospace and Industrial markets. We are not just talking about business growth on a strategic level:

as our CEO, Mr. Ortolani, has reminded us, with the entry of COMEAR and BSP, people are the first to grow; and as a result, the social responsibility toward them also grows.

Also on the subject of the centrality of People, I am pleased to tell you about the wonderful morning of the meeting devoted to newcomers to UMBRAGROUP S.p.A.: Welcome on Board! A tradition started by our founder Valter Baldaccini, it came back this year in style, with a one-day team-building event, speeches by Leadership, and an engaging, valuable motivational meeting with Mr. Paolo Nespoli, one of Italy's most famous and highly respected astronauts. Experiences and events like this serve to get to know each other, recognize each other, and feel UMBRAGROUP as our company. As Valter Baldaccini wrote in one of his talks to the newly hired personnel, *"The purpose of the meeting is to get to know better the company where you work, to make it feel more and more like your company. Saying, 'I work at Umbra' is different from saying, 'My company is Umbra.'"*



The team that took part in the clean-up of the green area on Via Valter Baldaccini.

It was also a year of raising awareness about the environment around us, together with the Environment, Health, Safety and Energy team, through the promotion of sustainability initiatives, such as cleaning up green areas. As you may recall, during the first half of the year we had already suggested a paid initiative to clean up the Spoleto-Norcia bicycle route last March, together with the Gaia Association. For this second half-year, we decided to organize another similar initiative, right here "at home", devoting a paid half-day to the clean-up of the green area on Via Valter Baldaccini, right in front of our headquarters. It was a fruitful afternoon, during which we cleaned up the entire green area and the two parking lots outside the company, resulting in a haul of almost 90 kg of abandoned refuse: 60 kg of undifferentiated waste, 20 kg of plastic, and 8 kg of paper.

There has also been no shortage of our crazy, business-as-usual activities involving both digital marketing and strengthening the Group's brand and identity. Among the brand activities, one concerns brand reputation, with the measurement of how UMBRAGROUP is perceived by our customers. At the same time, we have the employer branding activity, the aim of which is to listen to all employees to highlight any areas for improvement and to meet their expectations and needs.

The other part of our marketing activity consists of assisting the Sales teams, both A&D (Aerospace &

Defense) and Industrial, in the organization, creation, and communication of the various booths for national and international trade fair events, along with the implementation of a series of activities for the promotion of our products.

During this second half of the year, we exhibited both at DSEI in London, a leading trade fair for the defense industry and, as part of Aviation Week, at MRO Europe in Amsterdam.

And then we wound up the year with a booth run in collaboration with the Umbria Aerospace Cluster during the A&D Meetings in Turin in late November. On the other hand, for the Industrial market, as we had already mentioned to you in July, we exhibited at EMO Hannover in September, where we spent the first few days of the fair personally tending to the booth set-up.

I think all the readers of the "We're UMBRAGROUP" Magazine will agree in attributing a more than positive assessment to our 2023: People, awareness, Group identity, and corporate and extended community have been the cornerstones of our activity.

We will end the year with one more project – actually two – which will allow us to explain more emphatically who we are. But for the time being we can't reveal anything! Be sure to stay tuned!



The Team at the UMBRAGROUP booth during the EMO in Hannover.

# UMBRA GROUP, a major player in the *international aerospace market*

**Nicola Bacelli**

Group Vice President Sales Aerospace OEM MRO UMBRAGROUP

The 3Q23 brought UMBRAGROUP the confirmation of being officially considered a Strategic Technology-Innovation Partner in this global journey toward electrification for future platforms. In addition, our presence as UMBRAGROUP at two of the key events of the civil and defense market which took place, respectively, in Paris with the Le Bourget exposition and in London, during the DSEI (Defence and Security Equipment International), enabled us to strengthen our relationships with our long-standing customers, while at the same time creating solid bases for new relationships to be built.



The UMBRAGROUP Team during the DSEI in London.

The forecast made for the year 2023 for the Aerospace & Defense OEM and MRO Business Line is equivalent to what was originally planned in the pre-COVID budget, in 2019, for the year 2020. Four years later, many things happened and changed; we found ourselves having to deal with the most difficult period in aerospace history. There were some very complex moments, but in the end they made us stronger, and now, three years later, we are ready to tackle new challenges, standing united in perfect UMBRA style.

In fact, today the market is in great turmoil on multiple fronts: from Advanced Air Mobility, to new paradigms of futuristic passenger aircraft with BWB (Blended Wing Body) geometries, to hypersonic planes. All these novelties are arriving at the same time as the preparation of the new platforms by Boeing and Airbus. The M&A [Mergers and Acquisitions] market is similarly in a state of turmoil, and a clear example is Safran's

announcement of its future acquisition of Collins' new Actuation Division, to the tune of \$1.8 billion.

In short, the scenario we find before us is undoubtedly one of a dynamic market, with new opportunities and certainly some risks. All of us at UMBRAGROUP are called upon to do our part, as always with enthusiasm and passion, making the most of our agility. We are undeniably faced with a world in constant turmoil and change and, for this reason, we too are called upon to take part in this revolution, with the same speed, in order to ensure sustainable and lasting development not only for our company, but also for our families and for the entire territory.



The Industrial Customer Service Team. From left to right: Ayako Nishino, Marzia Occhino, and Barbara Bianconi.

# A *touch of pink* against a gray background

**Daniele Frillici**  
Sales Manager Industrial UMBRAGROUP SpA

The second half of 2023, and very probably the first half of 2024, will not be remembered as among the best for the industrial market, which has been marking time for months now. Apart from the market segment, order intake is struggling to take off and there are slowdowns of between -10% and -30% from the previous year, in some cases with troughs as low as -50%.

Without a doubt, among the sectors most in difficulty is the Machine Tool sector. As a matter of fact, the latest data provided by UCIMU show a 19.9% decline in orders in Italy in the third quarter, and the trend does not appear to be improving.

The end of Government incentives for Italy has a significant impact on the slowdown, the situation in Germany is even more delicate, because the drop in volumes is linked to more structural elements. High interest rates, a highly unstable international scenario, and the Automotive sector going through an identity crisis prevent end customers from investing significant amounts, with fallout effects over the entire supply line. At the present time, the only bright stars must be sought in the Railway and Aerospace-related manufacturing sectors.

Looking at the other side of the coin, there is a widespread feeling that the market is nonetheless buoyant, and there are many projects in the pipeline, put on standby for the time being until times are better for unlocking investments. This could generate a definite recovery if the context conditions can trigger it. Sector analysts and the main actors of the industrial sector are speaking

of a possible turnaround during the second half of 2024, but all the authoritative forecasts have been disproven over therefore by unpredictable events, to build the guidelines of one's business strategy exclusively on what appear to be more hopes than certainties seems risky, to say the least. To summarize in one word, there is only one certainty right now: uncertainty.

In this scenario of shades tending toward gray, Industrial Sales responds with a bright touch of pink. More and more often we hear talk of gender equality, and when the result is tangible, the satisfaction is double. Numbers in hand, 50% of UMBRAGROUP's Industrial Sales is female, and if we narrow the assessment to include Customer Service only, the percentage goes as high as 100%. Without wanting to generate any discrimination, this translates into an attention to detail and care in communication that make all the difference. It is no coincidence that all of the indicators by which UMBRAGROUP measures its Brand Reputation annually among strategic customers have been continuously improving since 2021.

Ayako Nishino, Barbara Bianconi, and Marzia Occhino: different career paths, same attitude and dedication to work. A small pink stronghold that smoothly covers five languages (Italian, German, English, Japanese, and French), manages all the product lines, and ensures a level of total reliability. Whether we are talking about small, medium, or large enterprises, whether we are analyzing a specific geographic area or any application area, the common denominator is always the same: companies are made of people. The human factor remains constantly at the center of the growth of a healthy company like UMBRAGROUP, which strives to be "Agile", "Passionate", and even an "Intelligent Supplier" in a constantly evolving world, with greater and greater challenges to overcome.



The UMBRAGROUP Tiger Team.

# Miracle or teamwork?

**Mirko Canfarini**  
Manager Marketing, Business Development & Sales MRO UMBRAGROUP

Up until 2014 UMBRAGROUP produced ball screws for the Boeing C17 tail stabilizer, while the actuator on which the screw is mounted is manufactured by Safran.

Back in 2018, screws started to be returned to UMBRAGROUP from service: first one, then another, until arrives a total of 18 units. The surprising thing is that none of them were judged reparable according to Umbra's standards.

The MRO and ILS [Integrated Logistic Support] teams worked hard to develop and validate unconventional repair procedures. In spite these

efforts, Boeing decided, for formal and non-technical reasons, not to continue along this route so the only remaining alternative was to produce new screws, and fast – indeed, at lightning speed – because there would have soon been airplanes grounded because of the lack of our screw.

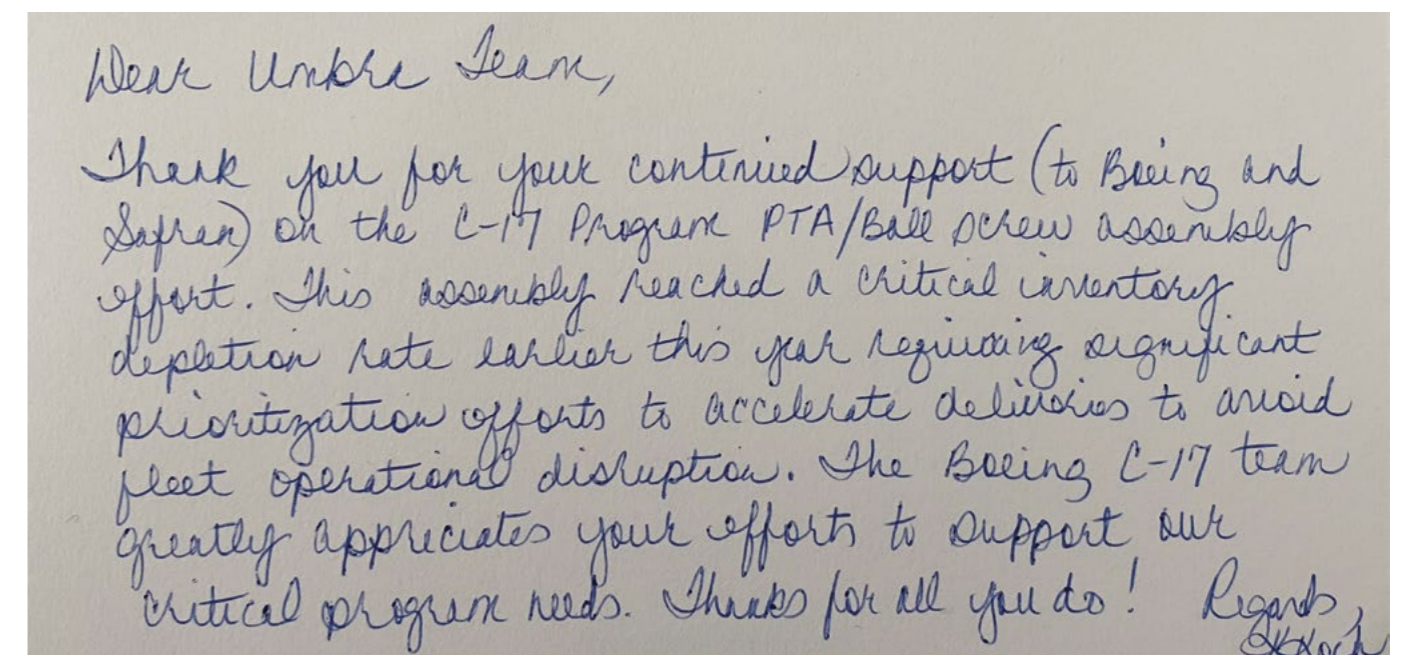
We like challenges, we live for challenges, and also for reasons of pride the thought of having even just one plane grounded because of our fault would not have been acceptable to us. And so it was that, after commercial negotiations, we were awarded the funds necessary to accelerate production, bringing forward the first deliveries from June 2024

to September 2023. The plan was extremely risky and there was no room for errors or delays, so for this reason a multifunctional “Tiger Team” was created in which every member gave the project the best of the best they were capable of. In 28 years of service, this is the first time I have found myself coordinating such a heterogeneous group, but I must say it has been a real pleasure. In fact, everyone – and I mean everyone – has kept their promises, and during the most critical phases we teamed up to help whoever needed it at that particular time.

You can see the result in this photo, where some members of the “Tiger Team” pose proudly behind the first 3 assemblies shipped on September 30th, keeping the promise!

So at this point I might say that the famous saying, “We’re doing the possible; we’ll try to do the impossible; for miracles, we’re gearing up”, could be reformulated to say, “We’re doing the possible; we’ll try to do the impossible; for miracles, there’s the Umbra Team”.

Following are two messages of thanks: the first from Mickael Gay, Safran Supply Chain Manager, and the second from Kris Koch, Boeing Supplier Management Director, written in his own hand and accompanied by some gadgets with which Kris wanted to honor us for the feat accomplished.



The note sent by Kris Koch of the Boeing Company to the UMBRAGROUP Tiger Team.

Hi Mirko,  
This is just to let you know that we received the three BSAs at our offices this afternoon at 2:45 p.m., and I have never seen the SEDA GPR team so happy!  
Once again I want to thank you and the whole Umbra team for the outstanding work done during this period of crisis. We still have a lot to do, but this fantastic result shows what we're able to accomplish, and also that the partnership between Umbra and Safran can be a success!  
Regards,  
Mickael Gay

Dear Umbra Team,  
We thank you for your continued support [to Boeing and Safran] of the C-17 program for the tail stabilizer screw assembly. This component reached a critical rate of inventory depletion at the start of this year, prompting significant prioritization efforts to accelerate deliveries and avoid operational disruptions for the fleet. The Boeing C-17 team greatly appreciates your efforts to support the critical needs of our program.  
Thank you for all that you do!  
Regards,  
Kris Koch

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# *Umbra Cuscinetti Inc.:* new talent

**Greg Szymanski**

Human Resources Umbra Cuscinetti Inc.

Greetings from Everett, WA! We've had an exciting summer of growth at Umbra Cuscinetti. Attracting new team members and developing our existing team is and will continue to be a cornerstone of our success. Marcus Boone (first on the right), honorably discharged from the United States Navy early in 2023, was hired as a Machinist II in June.

Fred Lampers, who has been with Umbra Cuscinetti since 1985, is mentoring Marcus in our Gear Shop. Ginger Rose completed her education at Edmonds Community College's Washington Aerospace Training and Research Center. Ginger was hired in September as a Machinist I and is being mentored by Mike Morris, who has 20 years of combined experience in Umbra Cuscinetti's Gear Shop. Jacob Sesso joined us in September as a Machinist I and is being mentored by Machinist III James Mann. Tom Ryder, hired as a Machinist III in January of this year, is being mentored by Value Stream Manager Juan Jurado in our shop floor leader development program along with Machinist II John Waalen.

**Conner VanSkiver**

Controller Umbra Cuscinetti Inc.

Umbra Cuscinetti's Assembly, Manufacturing, and Maintenance teams added four new team members. Assembly Technicians Truc Lee and Adam Renner joined us in June and August. We welcomed Cullen Stevens as our long-awaited Maintenance Technician in September. Finally, Juan Cervantes joined our team as a Deburr Machinist in October.

Umbra Cuscinetti is very grateful to have the full support of UmbraGroup.

In September, Gianpaolo Pesciaioli (third from the right) and Andrea Rustici joined us from Italy in our Lathe and Mill departments to help Umbra Cuscinetti catch up on orders. Andrea and Gianpaolo also assist us with machinery repairs and training new members of the Umbra team.

To attract new team members, the Umbra Cuscinetti team actively collaborates with Snohomish County and Washington State manufacturing industry partners. Since June, Umbra Cuscinetti has attended Workforce Snohomish's Employer of the Day job fair, WorkSource Washington's Regional Job and Resource Fair, Workforce Snohomish's Multilingual and Multicultural Job Fair, and Snohomish County's Mini Manufacturing hiring event. Attending these community job and career fairs enhances our name



Some of the new Umbra Cuscinetti Inc. employees.

recognition and value proposition to job seekers in our area.

We've also been privileged to have several new team members join us in supporting roles. Our Quality team has been bolstered by the addition of two team members over the summer, Patrick Loomis and Oscar Garcia as Quality Engineers. Umbra Cuscinetti has also promoted from within, elevating Eric Bloom to Quality Administrator, Kurt Rau to Inspector IV, and added Kahlil Bryant as an Inspector II in our Nital Etch lab.

Our Logistics and Sales teams added Alura Bullock as a Master Scheduler in May and Justin Rhett as a Senior Buyer in October. The addition of Conner VanSkiver and Carole Gibb strengthened UmbraGroup North America's Accounting and Finance functions, Conner joining us as Controller in May and Carole as Senior Accountant in June. Richard Hickson has joined us in October as the US Director of MRO sales to further support the relationship with our customers.

And where would be without a robust and secure information system to share information across our teams? Umbra Cuscinetti added Abe Flores as a Tier 3 IT Help Desk team member in May.

Umbra Cuscinetti is excited to welcome our new team members and look forward to our shared success in supplying a high-quality product to our customers, while growing the Umbra name in aerospace and beyond!



# *FIRST* Working as a Team!

**Jennifer Lojek**

Administrative Manager Linear Motion LLC.

Linear Motion, UMBRAGROUP Saginaw, came together as a team of dynamic leaders to grow and develop awareness and skills. In October, 50 of our team members met offsite for a Working Together Workshop led by Andy Knox, UMBRAGROUP US COO.

A cross section of approximately 50 people attended the workshop which focused on the way we work together as a team (specifically internally) to meet the continued expectations of our Customers. The group's experience ranged from 1 day to 38 years employment in areas of key leadership, managers, and team leaders from all functional areas, as well as technical staff, machinists, and key union members. As we sat around tables in small groups, we were encouraged to have full participation and build trust professionally with one another.

**Focus on the Customer** - Customers joined the group via TEAMS to give insight on what we do well, where we need to improve and what would be 'even better if...'. Honest feedback on our delivery and quality was provided. Our Ability to respond to customer needs in a timely manner was shared. Positives and work-ons offered insight, encouragement, and balance. Understanding working as a team to give a positive experience to our customers was the common goal for the day's activities.

**Innovation** - Applying new processes and techniques to leadership styles of individuals and teams was a learning moment of the day as we discussed and learned about how different personalities operate and respond.

**Respect** - Each person in attendance had a voice in a safe space to share dreams, goals, expectations, and frustrations. As we sat around tables in

small groups, we were encouraged to have full participation and build trust professionally with one another. Discussion of the growth we have seen this year in a range of avenues was powerful.

**Social Development / Social Responsibility** - We engaged in activities to know ourselves better. Seeing those around us who are alike and different and the importance of balance in our teams was a topic of discussion. Dialogue of community involvement with our Chamber of Commerce, Career Complex and other local engagement brought about excitement and curiosity in how and where we give back to the Saginaw, MI area.

**Teamwork / All for one goal** - Together we came to understand The Human Operation System, Business Plan Development, and key themes and direction for 2024. Linear Motion is a growing part of the UMBRAGROUP family in the United States along with Umbra Cuscinetti in Washington State. We have been challenged to speak up, engage in transparency, and continue to build one another up through collaboration and respect.

Linear Motion is one facet of UMBRAGROUP. We are all on the same team with the same goals, vision, mission and values! Overall, there is pride and love for the people and community of UMBRAGROUP in Saginaw!

# In Germany, new solutions for the production of cast *iron discs*

**Oskar Beer**  
Manager Metallurgical Laboratory Präzisionskugeln Eltmann GmbH

At Präzisionskugeln Eltmann, maintaining the high standards required by customers for the supply of bearing balls has always been our main goal.

For this reason, as a company, we are very meticulous in choosing our suppliers so we will always have the best product quality. Indeed, when our long-standing supplier of lapping discs, made from different types of cast iron, stopped production, we immediately had to seek a solution that would neither compromise the quality nor slow down the production of our bearing balls.

The search for a new, equally valid supplier was not an easy task. In fact, there is a shortage of lapping disc manufacturers in Germany, but at the same time obtaining them from the Far East was out of the question, as those have often been delivered with structural defects. Thus the best solution seemed to be to find a way to produce in-house, at Eltmann, the cast iron discs that would meet all the quality requirements. Thanks to a collaboration agreement with a local foundry, it was possible to

set up a complete production line for cast iron discs directly at the Präzisionskugeln Eltmann plant.

This was a two-way effort between Eltmann and the foundry, in which the company's know-how of different types of cast iron and of heat treatment came together with the foundry's casting technology. Lastly, the necessary mechanical machining of the various discs is done both by the foundry and directly at the Eltmann plant, achieving excellent results!

Thanks to this approach, we have managed to make the production of cast iron discs an autonomous process, which requires no outside intervention and is totally independent from the suppliers. The lapping discs are already being used today, and the production quality has immediately been evident.

At Präzisionskugeln Eltmann we strive to always find new solutions, respecting our production and the final quality of the products that will be sent to the customer.



The machined discs.



# KUHN optimizes its *production*

**Holger Kelle**

Engineering Manager Germany KUHN Präzisionsspindeln und Gewindetechnik GmbH

KUHN was founded in 1963 at its location in Freiberg. The KUHN brothers started with a small grinding shop for drive shafts. By expanding the product portfolio to include ground special threads and high-quality ball screws, the company had grown to over 120 employees by 1989. This was accompanied by permanent expansions of the buildings and production areas. As a result of these circumstances, the administration building was built in 1980 with its adjoining production facilities on three floors.

The lowest level is home to the raw parts warehouse, the middle level is home to assembly, and until recently the turning shop was located on the uppermost level. After the takeover by Umbra in 1996, the company premises on the neighbouring property were purchased in 2004.

The two production complexes were connected and the eastern hall was mainly used as a warehouse. After the prevailing price pressure on the market for machine components had also reached the segment for high-quality ball screws, a cost optimization project was initiated at KUHN at the beginning of 2023 with the aim of saving a double-digit percentage of manufacturing costs. Within the project, all processes necessary for the production of a ball screw were put to the test.

In the photo on the left:  
The insulation work on the new warehouse.

In the photo on the right:  
The moment of transferring the lathe by way of the terrace.

In addition to the usual starting points of operating ratio or process parameters, a not inconsiderable potential for savings in internal logistics was also identified. The finished spindles and the associated components are transported over three floors and criss-cross through the halls until they finally end up back in the incoming goods area for packaging, where they have already been delivered and unpacked by as Meterware. This process, which is historical and due to the structural conditions, was analysed and changed within the project. The new process now provides for a production flow from east to west. This is interrupted only once, namely when the finished spindles and nuts are brought by elevator to the assembly department on the first floor and later to the distribution warehouse below. In order to be able to implement the planned layout, the warehouse had to be insulated, provided with new windows and a new floor, and then the entire turning shop had to be moved during ongoing operations. Not only the project team, which had a tight schedule for all the necessary actions, but also the production employees were asked to do a lot. During the renovation phase, 400 m<sup>2</sup> of space was separated and the components stored there were distributed to every free corner of the production facility.

After the completion of the new hall, the most spectacular part of the project took place in October: the relocation of the lathes from the second floor to the new turning shop. For this purpose, a company was hired that already had some experience with complicated machine transports by means of a mobile crane. The biggest challenge was a small balcony in front of the doorway on the second floor. With a mass of 8.500 kg, the Spinner TC800L is not exactly a lightweight. The transport professionals from the company Jaschek-MT solved the problem by welding a 20 mm thick steel plate onto the transport gondola,



which was to bridge the balcony. First, an older conventional lathe from PBR, weighing about 3.500 kg, was brought down, as a test run, so to speak. This machine was loaded directly onto a truck and sent to Foligno for its conversion to a center grinder.

When the spinner CNC lathe, which weighed more than twice as much, was rolled through the hall, all work on the floors below was interrupted for safety reasons. The employees all came outside and were able to follow the complicated transport in bright sunshine.

At the end of the day, the lathe took its designated place next to its newly acquired sister machine in the new turning shop. This was the first milestone of the project. With the next planned relocation of the Meterware warehouse and the restructuring of internal logistics, the production team at KUHN will continue seamlessly in this challenging project.

# New personal challenges and new goals for *AMCo!*

**Daniele Bartoli**

Purchasing and Human Resources Dept. AMCo S.r.l.

I grew up in AMCo, in fact we grew up together from way back in 2007. I've had the opportunity and the possibility to serve in various roles within the Administration, Purchasing and Personnel office. As of October 1, 2023, a new challenge appeared on the horizon, and I started in a new role: Human Resources Manager.

I accepted this assignment with enthusiasm, knowing that I was facing a new challenge that requires substantial leadership skills, accompanied by proper and effective decision-making abilities.

From the beginning, my primary aim was to be a "filter" between the people in Production and Management and, in my opinion, this can only be achieved by listening to those you are dealing with, seeking to involve the parties on all fronts, and giving voice to and spotlighting even those at the

bottom of the decision-making pyramid. For this reason, I have sought to meet with the various Team Leaders with a view to making visible changes and improvements to the working group, all focused on concreteness, with clear and achievable goals. Respect, in addition to being one of our non-negotiable values, has also always been the basis of the Group Strategy. In fact, a study published in the Harvard Business Review highlighted precisely how successful this strategy is: *respect for one's colleagues was found to be the most important characteristic a leader must have.*

In a work environment where respect is essential, it has been found that the motivation of the individual, participation, teamwork, and overall productivity are factors that are steadily on the increase.

For this reason, as Human Resources, we have set ourselves the goal of building a workplace that is proactive and enables employees to become the best possible version of themselves, a safe place where they can talk freely, discussing any



The Team that worked on obtaining the quality certifications.

problematic issues, dissatisfaction, or concerns about company management, and above all make constructive suggestions so that together we can find the best way forward. As one manager told me around 20 years ago: *Being respected by your subordinates should happen because of who you are and what you show them within the company, and not because of the "uniform" you wear.* This remark, which has remained with me to this day, has accompanied me on my formative journey over all these years.

Lastly, I would like to wind up the account of AMCo's last half of 2023 with great news for the whole group. In fact, we have recently received two important certifications attesting to the quality of AMCo S.r.l.'s products. We obtained the renewal of the UNI EN ISO 9001:2015 certification and attained the UNI EN ISO 9100:2018 certification for the first time. For this reason, I would like to conclude my article by thanking the whole team that has worked, and continues to work, constantly so that AMCo can grow more and more and achieve important new goals like this one!



Daniele Bartoli in his new position as Human Resources Manager.

# *SERMS – Limadou:* A long success story

**Cristian De Santis (INFN)**  
Project Manager Limadou

**Lucia Di Masso**  
CEO SERMS S.r.l.

SERMS' traditional spirit of innovation has distinguished it for many years. It is now consolidating its historical roots in collaboration with national and international research institutes where science and technology are an indispensable combination for technological development, with spillover into the industrial world. In this context, a continuous and effective collaboration has been built and carried on in recent years within the framework of the CSES-Limadou scientific program.

CSES (China Seismo-Electromagnetic Satellite) is a multi-instrumental scientific satellite program dedicated to the study of the Earth and circumterrestrial space. Specifically, CSES focuses on the study of electromagnetic-type phenomena and energetic particle precipitation, as well as on the search for possible spatiotemporal correlations between variations in these measured physical parameters and seismic events. The program involves launching a constellation of satellites into Low-Earth Orbit [LEO] to increase the frequency of revisiting the same territorial area and maximize the number of observations. The first satellite

CSES-01 has been in orbit since February 2018, while the second satellite CSES-02 is in the integration phase, with a launch planned for 2024.

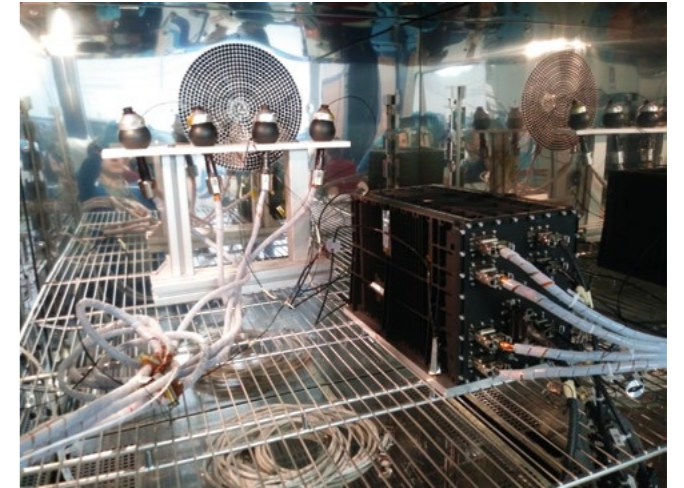
Italy is taking part in the program, thanks to a memorandum of understanding signed by the Italian Space Agency [ASI] and Chinese Space Agency [CNSA – China National Space Administration], through the Limadou collaboration which includes the participation, in addition to the ASI, of the National Nuclear Physics Institute [INFN] acting as the Prime institute, the Space Astrophysics and Planetology Institute [IAPS] of the

National Astrophysics Institute [INAF], the “Nello Carrara” Institute of Applied Physics [IFAC] of the National Research Council [CNR], the University of Trento, the “Tor Vergata” University of Rome, the University of Turin, and the National Institute of Geophysics and Volcanology [INGV].

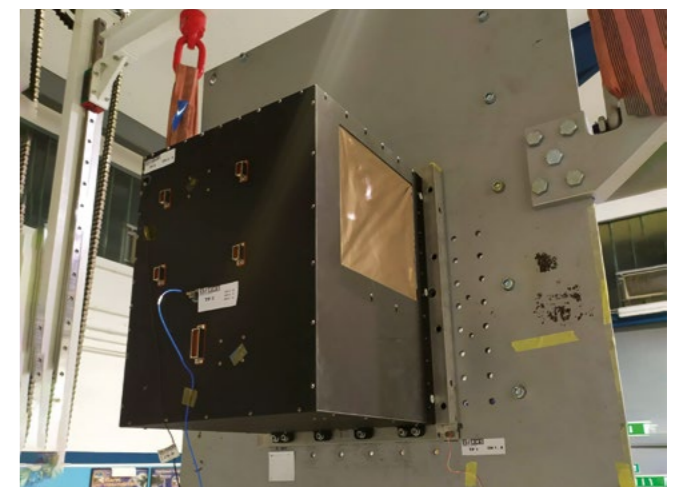
The Italian contribution to the CSES-01 satellite consisted of the payload called “High Energy Particle Detector” [HEPD], a particle detector for the measurement of electrons from 3 to 100 MeV and protons from 30 to 200 MeV developed to measure variations in electron and proton flows due to brief disturbances in the Van Allen belts caused by solar, natural terrestrial, and anthropic phenomena. Already in 2016 the HEPD Qualification Model [QM] and Flight Model [FM] successfully underwent an environmental qualification campaign comprising pyroshock, vibration, thermal cycling, and thermos-vacuum testing at SERMS.

For the second CSES-02 satellite, the Italian contribution to the mission included, in addition to an improved version of the particle detector [HEPD-02], the creation of a payload called “Electric Field Detector” [EFD-02], a detector for the high-resolution measurement of variations in the electrical field of the ionosphere, in the DC-3.5 MHz frequency range, due to disturbances caused by solar, natural terrestrial, and anthropic phenomena. Given the expertise and capabilities of the SERMS team, as well as the willingness to continue the fruitful collaboration entered into with HEPD, the Limadou collaboration was able to rely on SERMS for the environmental qualification campaigns of HEPD-02 and EFD-02. Between 2022 and 2023, the two teams worked together on conducting the pyroshock, vibration, thermal cycling, and thermos-vacuum testing of the HEPD-02 and EFD-02 qualification models [QM] and flight models [FM], in a synergistic and fully cooperative arrangement, achieving the goal of completing the space qualification in accordance with the planned schedule.

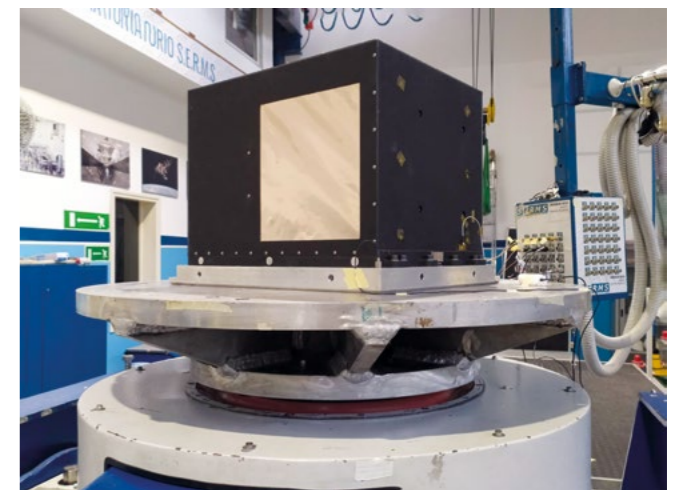
Having successfully completed the environmental and calibration qualification campaigns in 2023, HEPD-02 and EFD-02 are now ready for integration on the CSES-02 satellite.



The Qualification Model [QM] of the HEPD-02 detector during the pyroshock test at SERMS (December 2022).



The Flight Model [FM] of the HEPD-02 detector during the vibration test at SERMS (February 2023).



The Qualification Model [QM] of the HEPD-02 detector during the thermal cycling test at SERMS (October 2022).

# ASTIB e DIPROVEL: Acceptance and system qualification tests

**Moreno D'Andrea**  
Research Centre & Electrical Design Manager UMBRAGROUP SpA

During the last quarter of 2023 and the first quarter of 2024, there will be three important activities for the Research Center, which will take place in collaboration with the Foligno office.

Eight years after its launch, the ASTIB (*Development of Advanced Systems Technologies and hardware/software for the flight simulator and Iron Bird demonstrators for regional aircraft*) project, and after four years of the DIPROVEL (*Dimostratore tecnologico di un sistema di PROPulsione ibrida aeronautico per applicazioni su VELivoli leggeri: Technological demonstrator of an aeronautic hybrid propulsion system for applications on light aircraft*) project, the time has come to install the actuators, engine, and electronics on the test benches.

The aim of the tests is to see whether the actual produced performance of the components corresponds to the design performance, and therefore whether or not it meets the initial

development requirements.

It will be a crucial and delicate period for the ASTIB project, during which the wingtip and winglet systems will be qualified and tested, to produce the evidence necessary for the airworthiness certificates to be issued. The tests and load cycles applied to both actuators and electronics will stress their components. Based on the applicable regulations, the environmental and load conditions of a typical flight mission will be reproduced.

For the landing gear systems of the ASTIB project the situation won't be very different since, as for the wingtip and winglet systems, after a long period of integration activities and various difficulties due first to the pandemic and then to the challenging coupling phases of several components of the largest AEROSPACE actuator manufactured by UMBRAGROUP, the time has come to send the actuators and electronics to the qualification phase. In this case, unlike for the preceding two systems, the actuators will not undergo flight tests, but will be tested at the Iron Bird level. This involves a set of equipment used to



DIPROVEL motor characterization test.

ground test the integration between the systems of a commercial or military aircraft in the prototyping and qualification systems, where flight maneuvers will be replicated, after which the loads will be applied to the actuators and electronics under the most severe mission conditions.

For the DIPROVEL project, which has developed an electric motor and electronics that have enabled the hybridization of the propulsion engine of the CESSNA 337 ultralight aircraft, qualification of the electric propulsion system will be conducted on a brake bench, after which the components will be installed in the aircraft with the aim of conducting on-the-ground tests on the capabilities of the system once it is integrated.

This last phase of system characterization and qualification is very important for UMBRAGROUP. It will serve to validate the designs by testing their main characteristics so that we can have a match of the calculations made, and to calibrate the design method so that we can have tools ready to be used during future developments.

Once the qualification reports are finalized, for both DIPROVEL in December and ASTIB in March, the closing phase will begin so that room can be made for the R&D projects in the startup phase.

We hope for a gradual and greater growth of UMBRAGROUP product innovations. Also thanks to the experience acquired during the R&D projects, I send you my sincerest wishes for a peaceful and happy Christmas.

# Aerospace Supply Chain: Aviation regulations also extended to suppliers



**Marco Ceccarelli**  
Head of Quality Aerospace UMBRAGROUP

On the Aerospace Quality front,  
there is interesting news  
for this 2023!

We are reaping the first fruits of an activity that began in 2021, and which will continue steadily and involve the entire UMBRAGROUP SpA quality chain, including the Sub-supply part, in the management of aeronautical certificates issued by ENAC [National Civil Aviation Authority].

In fact, the Italian Technical Regulation, Certification and Surveillance Authority is also in charge of verifying POA (Production Organization Approval) sub-suppliers, i.e. direct manufacturers of civil



In the photo on the left:  
The UMBRAGROUP Team and Brufani Precision Mechanics Team,  
with the certificate of recognition;

Pictured above:  
The UMBRAGROUP Team together with the COMEAR Team.

aviation components, like UMBRAGROUP SpA. For this reason, we have undertaken an intensive and important activity of transferring requirements related to aviation regulations to our strategic and most important sub-suppliers for the production processes (critical parts, special processes, etc.). This work has made necessary numerous meetings between the UMBRAGROUP team and those of the various subcontractors, in view of their subsequent meeting directly with ENAC representatives, devoted to training, procedure definition, and checking activities.

As previously mentioned, we are speaking of an activity initiated a good two years ago and which we are carrying forward step by step, so that our entire supply chain will comply fully with civil aviation regulations. Certainly one of the successes of 2023 was the excellent result of the ENAC Audit at the site of one of our sub-suppliers, with whom we have a long-standing working relationship: **Brufani Precision Mechanics**. The outcome of the ENAC monitoring was more than positive, and revealed improvement opportunities useful for guiding the development of other suppliers as well.

The success and the results achieved together with the Brufani team prompted us to invite them to our Foligno headquarters for an official thank you! It

was with great pleasure that we honored Brufani's owner with a certificate of recognition highlighting his invaluable support, immortalized by the photo below, taken at the end of a morning of meeting and exchange between our two Teams to continue this shared path of growth together.

We are therefore continuing to move in this direction in order to transfer to our suppliers everything related to current aviation requirements and standards. The same audit, in fact, was already conducted in previous months at the site of our supplier COMEAR, which officially became part of the Umbra Group as of October 4th. The second photo refers to the more recent meeting of sharing and exchange between the UMBRAGROUP and **COMEAR** teams, focusing on continuing this training path together.

I would like to conclude by thanking all those who, starting in 2021, have been working with passion and dedication on this project, which is already producing important results, not only for UMBRAGROUP and individual suppliers, but especially for a more streamlined and precise compliance of the sub-supply chain with the aviation regulations imposed by the authority.

# UMBRAGROUP invests in product and *process quality*

**Mattia Pilli**  
Quality Design Engineer UMBRAGROUP SpA

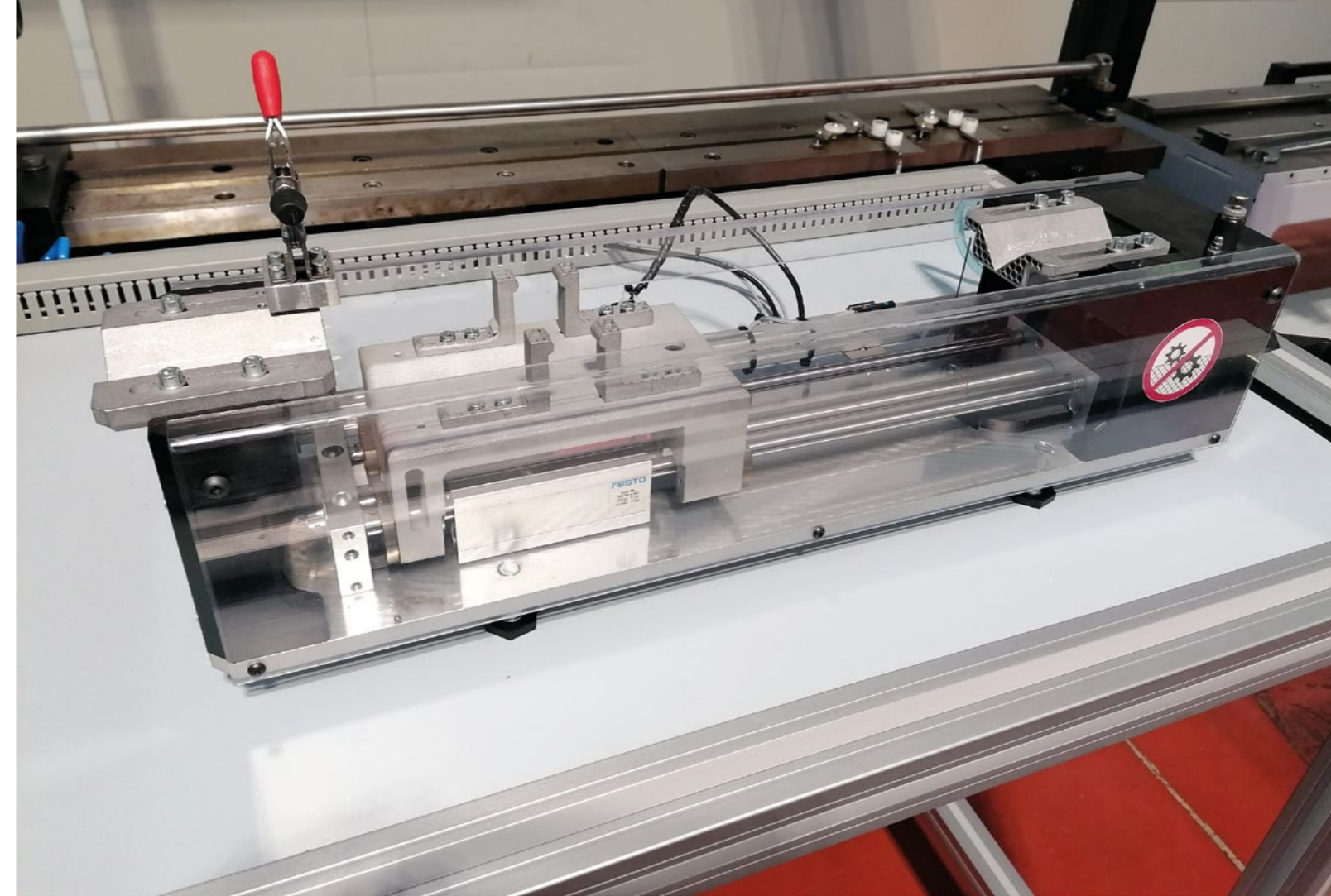
The second part of the year was full of activities intensively involving all members of UMBRAGROUP's Industrial Quality team.

In particular, we have been involved in the various Process and Product Audits required by our customers. The monitoring operations came from customers from all major business areas. At the end, we received very positive evaluations on all counts, confirming UMBRAGROUP as a reliable partner to work with.

Also, the positive trend of the quality KPIs [Key Performance Indicators], always aligned with the company's targets, is continuing, despite a constantly changing – and not always favorable – production mix which makes it necessary to monitor the trend and, when necessary, intervene promptly with improvement measures.

As far as the bearing department is concerned, the production of a new family of high-performance bearings has begun, entailing extremely challenging quality requirements, both in terms of design and production.

It has thus been necessary to assess, first and foremost, the capability of the entire production process of the new family. Through the calculation of the process capability indicators Pp-Ppk & Cp-Cpk, it has been possible to measure the centering of the production process and, in particular, its variability. The analysis of the indicators was our starting point; from this, a series of activities was



Digital measurement bench for anti-rotation preloading.

launched to bring the process back “on track” wherever this wasn't the case.

With regard to ball screws and electromechanical actuators, we are continuing all the activities supporting the Strategic Procurement team; this includes monitoring the Supply Chain and strengthening the incoming controls. This activity, which has received major investments, has led to significant improvements in the quality of the recirculating ball screws.

In order to improve the repeatability and reproducibility of the preload measurement for the anti-rotation assembled on a premium application ball screw, a bench has been set up to enable an automatic digital acquisition of the measurement. A Gage R&R study is also being conducted for this project, with the aim of assessing the variability indices of the new measurement tool and comparing them to the analog methods currently in use.

Also nearing completion is a testing island to be placed in the micro screws area, which will enable the various phases required by the ATP [Acceptance Test Procedure] to be performed in a fully automated manner. The goal of this island is not only to improve the efficiency of the micro screw assembly department, but also to minimize, through thorough checks on the various features, the number of nonconforming components shipped to customers. Lastly, it will also be possible to generate an ATR [Acceptance Test Report] automatically for every S/N, summarizing the results of all the tests conducted during the ATP phases and digitally storing the entire record in an increasingly paperless, and therefore sustainable, manner.

# We're a really *strong team!*

The UMBAGROUP team with the 3rd Place trophy of the tournament organized by Lufthansa Technik.



**Bryan Colourciello**  
Capitano del Team UMBAGROUP

From September 1st through 3rd, UMBAGROUP took part in the “Football Tournament Lufthansa Sportverein” organized by our customer and partner, Lufthansa Technik. Let’s enjoy together the account of the sports trip, directly from the words of captain Bryan Colurciello!

It was an exciting event, to say the least, and for that I can only thank our company, UMBAGROUP, for allowing us to participate. The organization and hospitality in the wonderful setting of Hamburg were impeccable, for a no-holds-barred tournament that ultimately saw us take the podium with third place!

We are happy with the result; after all, we were the defending Champions to beat, after our victory at the last edition in 2019. And it doesn't end there! In fact, thanks to our “striker” Alex Raccichini, we also won the top scorer's cup. However, above and beyond the sports results, the true victory was the creation of a solid, cohesive team and the fact of having been able to meet new people.

The atmosphere throughout the three days was always one of friendship and respect among us players and between the two “*Outstanding Sports Directors*”: Sara Bordoni, “The Queen”, and Michele Polticchia, “The Boss”. Their presence was crucial: they were always ready to put up with us and support us, as well as organizing a unique stay for us in Hamburg, away from the field. Lufthansa's hospitality and friendliness, moreover, was the star: a Partner who invited us to share moments of playfulness and lightheartedness with the other teams!

It was certainly a weekend of friendship and play, but it was also physically very demanding. In fact, the entire tournament was played in a single day, during which our 13 players played all the matches, with little recovery time between matches. The end result, however, was more than satisfactory: only 1 goal conceded and an impressive 13 goals scored! Despite these numbers, we only climbed the last step of the podium, but we are ready to do battle with the new defending champions during the next tournament!

Last but not least, I feel it's a must to thank all the players who took part in the tournament, the Lufthansa Technik and UMBAGROUP executives, and all my teammates: Marco Borghi, Enzo Calabrese, Luca Cianchetta, Davide Corda, Gianluca Corda, Alessandro Donati, Filippo Felicioni, Luigi Galli, Gabriele Giuliani, Filippo Mancini, Alex Raccichini, and Luca Rosati.

I would like to conclude this account of UMBAGROUP's sporting exploits by quoting a song well-known here in Italy, which becomes the play-on-words theme song of every self-respecting corporate tournament: *We're a really strong team!*

# Congratulations

## New hires

### UMBLAGROUP SpA

Angeluzzi Cristina  
Barcaccia Daniele  
Bartoloni Andrea Giovanni  
Botticelli Marco  
Botti Tommaso  
Brunori Filippo  
Brunozzi Simone  
Cannavacciuolo Davide  
Capolungo Davide  
Castagnoli Katia  
Ciai Marcellino  
Cesanelli Fabio  
D'andrea Davide  
De Angelis Franco  
Degli Esposti Luca  
Di Rado Luigi  
Finauro Michele  
Fuscagni Kevin  
Giannoni Gabriele  
Guidobaldi Nicolò  
Jovcheski Drakche  
Landrini Luca  
Lucarini Marco  
Malak Aouad  
Mancini Filippo  
Mariani Alberto  
Marchese Simone  
Mazzoni Cosimo Maria  
Meniconi Chiara  
Meniconi Gabriele  
Noveski Ivica  
Onofri Francesco  
Orsini Marco  
Paglialunga Davide  
Pancrazi Gian Marco  
Pantaleoni Daniele  
Paolucci Nicola  
Pascolini Maria Giulia  
Picarelli Andrea  
Pioli Gianluca  
Prudenti Noemi

Puscalau Petru  
Radaelli Luca  
Reint Albert Marius  
Rossi Margherita  
Rosati Luca  
Saveri Antonello  
Sejrani Omer  
Squarta Matteo  
Susta Francesco  
Tafaruci Bruno  
Ursini Marco  
Vasiloaia Andrei  
Ventura Devy  
Zappalà Vito

### UMBRA CUSCINETTI Inc.

Anderson Bryce  
Batton Freddy  
Boone Marcus  
Bryant Kahil  
Bullock Alaura  
Cervantes Juan  
Clark Gus  
Flores Abrahan  
Garcia Oscar  
Gibb Carole  
Hickson Richard  
Hyde Jade  
Loomis Pat  
Minge Christine  
Olander Anthony  
Renner Shane  
Rhett Justin  
Rose Ginger  
Stevens Cullen  
Szymanski Greg  
Truc Le  
VanSkiver Conner

### LINEAR MOTION LLC.

Badgero Scott  
Campbell Derrick  
Coleman Steve  
Cronk Randall  
Durow Justin  
Eckenswiller Kyle  
Golden Tyler  
Grew Jason  
Gilman Noah  
Heinig Gary  
Henderson Ivan  
Hubbert Kaleisha  
Izuagbaobi Daniel  
Kerridge Phil  
Klosowski Tina  
Kruchkow Bryce  
La Barbera Roy  
Milne Ryan  
Neifer John  
Prescott Charles  
Reinbold Kirk  
Reimus Keegan  
Schumann Shane  
Simpson Victoria  
Spry Mike  
Ursul Michael  
Vinson Matt  
Wilczynski Norman

### KUHN GmbH

Lokman-Emre Mersin

### SERMS S.r.l.

Funari Matteo



## Just Married

### UMBLAGROUP SpA

Dominici Giacomo & Codignoni Jessica  
Pallini Alessandro & Bacci Silvia  
Rossetti Giacomo & Falini Lorenza  
Scarponi Andrea & Noris Cristina

### LINEAR MOTION LLC.

Roy & Barbara La Barbera

### KUHN GmbH

Caliendo Maria & Fusaro Piero

## Births

### UMBLAGROUP SpA

Claudiani Nina  
Frapiccini Michele  
Ruffinelli Matilde

### PRÄZISIONSKUGELN ELTMANN GmbH

Funny Strätz



**UMBRA**GROUP

n.37 | December 2023

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