

July 2026



UMBRA GROUP

Let's move
motion
technology
together

We are UMBRA GROUP



The point of the President

**Strength and Vision
in a Challenging Environment.**

The Voice of the CEO

**Growing with responsibility,
innovation, and vision.**



Main events of the year

**UMBRA GROUP Perspective:
Visions in Motion.**

“

Change is the law of life.
He who looks only to the past or the
present will certainly miss the future.

— John F. Kennedy

Editorial Concept

Sara Bordoni

Translations

Itaca Servizi Linguistici s.n.c.

Graphic Design and Layout

Baes Creative

Printing

Tipografia Folignate

Photo Credits

UMBLAGROUP

Getty Images

Written Content

Reno Ortolani

Matteo Notarangelo

Mike Boland

Mario Zaccagnini

Jurgen Amrhein

Alessio Ruffinelli

Claudio Becchetti

Paolo Trasciatti

Daniele Bartoli

Edoardo Vito

Lucia Di Masso

Nicola Bacelli

Riccardo Maccaglia

Davide Scerna

Elisa Fagioli

Marco Ceccarelli

Fabrizio Brandi

Filippo Barbiroli

Gian Pietro Bordoni

Summary

THE POINT OF THE PRESIDENT

04 **Strength and Vision in a Challenging Environment.** 26

THE VOICE OF THE GROUP

08 **Growing with responsibility, innovation, and vision.** 30

12 **Advancing Security, Innovation, and Industry Leadership Across UMBLAGROUP USA.** 32

14 **ERA Electronic Systems: Building the Future of Electronics.** 34

16 **Industrial Cooperation and Aerospace Innovation: Minister Bär Visits Eltmann** 36

18 **Our course remains set on aerospace.** 38

20 **Leadership and team building.**

22 **Three “keys” for looking ahead.**

24 **Literary café in Terni: A conversation about space, industry, and the territory.** 40

LIFE IN UMBLAGROUP

Airbus and Boeing fleets: new opportunities for UMBLAGROUP.

A new production organization for ball screws.

UMBLAGROUP and the welfare system that works (almost) as hard as you do.

An integrated approach to quality, safety, and information security.

A New Step Forward: Customer Relationship Management (CRM) Adoption Across the Group.

An integrated group, a shared technological vision.

Sustainability: A commitment that takes shape every day.

MAIN EVENTS OF THE YEAR

UMBLAGROUP Perspective: Visions in Motion.

CONGRATULATIONS

42 **New hires, just married and births.**

Strength and Vision in a Challenging Environment.

Reno Ortolani

Chairman of the Board of Directors

Dear Colleagues,

It's not easy to comment on the start of 2026. I'll begin by picking up where we left off at the end of 2025.

2025 ended with results showing a slight drop from those of the previous year: approximately €245 million in consolidated revenue compared to approximately €255 million in 2024 (a decrease of about 4%), resulting in a contraction of all financial indicators. The decline in revenue is almost entirely attributable to the Aerospace business, primarily due to the cancellation of several Urban Air Mobility programs.

For 2026, however, a significant recovery is expected in the Aerospace sector, with a decline in the Industrial sector. The latter is linked to the loss of the bearing contract with Schaeffler which, however, will be offset by the growth in the Aerospace sector.

In the last issue of this publication, I had begun by expressing moderate optimism regarding the ceasefire that had been reached at the time between Israel and Palestine, which offered a glimmer of hope – if not for an end to the conflict – at least for the protection of innocent lives in the war-torn territories.

But now, about six months later, it is sadly apparent that the long-awaited peace has not yet arrived; on the contrary, the conflict has even spread to Lebanon, coinciding with the outbreak of hostilities between the U.S. and Iran.

The geopolitical context, therefore, is far from stable, and the closure of the Strait of Hormuz has led to a new surge in costs for families and businesses, resulting from the rise in crude oil prices.

Despite this, I believe it is possible to look to the future with optimism. President Trump has announced the signing of a peace agreement with Iranian delegates (at least according to currently available information), allowing for the resumption of maritime traffic and bringing an end to hostilities with both Iran and Lebanon. However, numerous questions remain: How long will this ceasefire actually last? And when will a solution be reached for the Israeli-Palestinian and Russian-Ukrainian conflicts as well? The answers are not simple, and this scenario suggests the necessity for a cautious approach to international investments, as well as requiring constant attention to the possible impacts on our markets.

In the last issue, I introduced two new companies that had joined the Group: EMS (Electro Motor Solutions) and UED (Umbra Electrospondles & Devices).

Today, unfortunately, I must share an update

“

As always, our employees remain our top priority. It is thanks to the contribution of each and every one of you that we were able to get through a year as complex as 2025, and I have no doubt that you are all doing your very best to meet the challenges of an even more difficult 2026.

of the opposite nature. The ongoing stagnation in demand and the loss of structural competitiveness within the German industrial system have forced us to arrive at a difficult decision that could no longer be delayed: the closure of Kuhn GmbH, one of our plants in Germany. This decision was a painful one, taken only after careful and lengthy consideration and carried out with the utmost respect and sense of responsibility toward the 20 people affected. Although the impact of this rationalization measure will be short-term, it has become necessary in order to eliminate significant losses and restore efficiency throughout our European supply chain.

In a context where the industrial sector continues to show signs of weakness, the Defense and Aerospace sectors are proving to be sufficiently dynamic, allowing us – albeit with great effort – to align our resources with market demand. Thanks to the high technological level of our solutions and the strength of the relationships we have built over time, we have managed to maintain our performance levels. Our consolidation in these high-value-added niche markets has not only supported the Group's revenues, but it also provides a solid foundation for our strategic positioning in the coming years.

How can we address the uncertain and complex future that lies ahead? We will continue to invest time and resources in innovative projects that strengthen our partnerships with our major customers – projects focused on the market of the future – in which electromechanical actuators (EMA) and electrification will be

at the heart of our corporate transformation, while continuing to support our long-standing products.

We also intend to expand our presence into sectors that are new or adjacent to those in which we already operate.

From a market perspective, we will devote particular attention to the U.S., which at the moment is not experiencing the stagnation taking place in European markets.

On the financial front, we will focus on improving efficiency in both operations and sales, while maintaining a careful approach to capital management, in order to ensure we can respond to any future, and unfortunately not unlikely, geopolitical shocks.

As always, our employees remain our top priority. It is thanks to the contribution of each and every one of you that we were able to get through a year as complex as 2025, and I have no doubt that you are all doing your very best to meet the challenges of an even more difficult 2026. Our internal cohesion is the key that allows us to remain a solid company, even in adverse conditions.

I would therefore like to express, with great pride, my most sincere thanks for the determination and passion you have shown so far. With complete faith in your abilities, I look forward to 2026 with confidence. We are navigating uncharted waters, but one thing is certain: together, we will be ready to weather the dry spells and ride the high tide, whenever it may come.

Growing with responsibility, innovation, and vision.

Matteo Notarangelo
CEO UMBRAGROUP

2026 is shaping up to be a year full of significant progress for UMBRAGROUP: a journey that bears witness to the strength of our organization, the quality of our people, and our ability to look to the future with ambition and responsibility.

Among the accolades of which we are particularly proud is certainly UMBRAGROUP's inclusion among the **Sustainability Leaders 2026**, the prestigious ranking compiled by the Italian newspaper Il Sole 24 Ore in collaboration with Statista, which recognizes the Italian companies with the strongest ESG performance. This achievement confirms our ongoing commitment to integrating sustainability, innovation, and industrial growth within all our activities.

At the same time, we are continuing to invest in the Group's expertise and leadership.

During this first part of the year, we welcome **Mario Zaccagnini**, who has been appointed **Head of Business Electronics at UMBRAGROUP** and **Chief Executive Officer of ERA Electronic Systems**. He will work on developing the electronics business in an integrated manner at the Group level, capitalizing on the numerous opportunities offered by the market in this sector.



We also welcome **Filippo Barbiroli** as **Group Chief Information Officer**, who will focus on accelerating the Group's digital transformation and supporting the evolution of our processes and services.

A new development phase is also opening up in the United States. **Michael Boland** has been appointed **Chief Executive Officer of UMBRAGROUP US**, and **Jon Woodruff** has been named **Chief Operating Officer**. We wish them both every success in further strengthening our organization's path of operational excellence by promoting efficiency, integration, and continuous improvement across all activities. They will also be tasked with supporting the development of new business opportunities, consolidating UMBRAGROUP's presence in strategic markets, and fostering growth through new partnerships, new customers, and innovative applications. Our heartfelt thank you also goes to **Kathy Moodie**, whose leadership has guided UMBRAGROUP US through a significant period of growth and consolidation.

Knowledge sharing and dialogue with the industrial sector continue to be fundamental values for our Group. In this context, we were pleased to host at our headquarters the UCIMU member companies that are part

of the **Committee for Auxiliary Machine Tool Technologies (TAMU)**, creating an important occasion for discussing the technological challenges and opportunities awaiting the manufacturing sector.

Throughout the year, we also took part in several **industry events** that were essential for consolidating our position in the Aerospace and Space sectors, notably **Verticon** in Atlanta, the **Aerospace & Defense Supplier Summit** in Seattle, **MRO Americas** in Orlando, and **Space Meetings Veneto**. These events allowed us to strengthen our dialogue with customers and partners, appearing on major national and international stages to showcase the most innovative and integrated motion solutions we've developed at the Group level.

On **April 1st**, we celebrated our **54th anniversary**: a milestone that invites us to reflect on our journey so far, the challenges we've faced, and the results we've achieved.

Next year will mark our 55 years of history, innovation, and people: a significant date that reinforces our pride in what we've built together

“

Next year will mark our 55 years of history, innovation, and people: a significant date that reinforces our pride in what we've built together and, at the same time, provides the opportunity to look to the future with renewed determination.

and, at the same time, provides the opportunity to look to the future with renewed determination. We want to continue our evolution as an integrated technology group, built on best-in-class products and manufacturing technologies, while expanding our presence into markets that have been only partially explored up to now, such as energy, shipbuilding, and robotics. In these areas, we intend to leverage all our experience, capacity for innovation, and industrial strength to seize new growth opportunities.

The future is built every day. And we are ready to do it, together.

Advancing Security, Innovation, and Industry Leadership Across UMBAGROUP USA.

Mike Boland
CEO UMBAGROUP US

In 2025–2026, UMBAGROUP’s U.S. companies strengthened our global competitiveness through cybersecurity leadership, strategic market engagement, and contributions to industry-defining aerospace standards.

In October 2025, **Linear Motion LLC** became the 625th company in the world to achieve Cybersecurity Maturity Model Certification (CMMC), followed by **UCI** in December as the 824th. Achieving timely certification as it becomes mandatory positions UMBAGROUP as a low-risk, high-trust partner in the US defense market. While many suppliers are still racing to comply, our early readiness eliminates contract-award barriers, reduces customer risk, and demonstrates mature, independently validated cybersecurity practices.

Across the Aerospace, Defense, and Space markets, our teams remained active at key industry events. At the 2026 PNAA Advance Conference, we engaged customers on the sector’s rapid growth and the importance of supply-chain resilience. Together with Boeing, we hosted members of the Italian Consulate for a VIP tour, highlighting how Italian suppliers—including UMBAGROUP—support U.S. commercial aircraft production. We also showcased our integrated motion-solution capabilities at the Aerospace & Defense Supplier Summit, VERTICON (formerly HELI-EXPO), and MRO Americas.

UMBAGROUP further strengthened its industry leadership through active participation in the SAE A-6 committee, an organization that promotes the advancement of aerospace actuation. The topics at this year’s symposium in Salt Lake City, Utah included sealing solutions



The Umbra Cuscinetti Inc. team, Boeing, and Italian Consul General during the VIP tour organized at Boeing;

for electromechanical actuators (EMA), jam-tolerant architectures, eVTOL actuator specifications, and new standards for landing-gear and high-voltage actuation. Two UMBAGROUP technical contributions were highlighted: Paolo Romeo’s work on friction-aware Digital Twins for aerospace actuators, and Margherita Rossi’s qualification of a low-power friction brake for space actuation in Low Earth Orbit applications. These efforts enhance our visibility with customers, deepen engineering networks, and position UMBAGROUP at the forefront of next-generation actuation technology.

With early cybersecurity readiness, expanding market engagement, and growing technical influence, UMBAGROUP USA is helping shape the future of aerospace motion solutions.



The ERA Electronic Systems team.

ERA Electronic Systems: Building the Future of Electronics.

Mario Zaccagnini

CEO ERA Electronic Systems S.r.l.

The electronics sector is undergoing a profound transformation. Digitalization, connectivity, advanced sensing, power electronics and intelligent systems are reshaping aerospace, defense and industrial markets, creating new opportunities for innovation and growth.

Building on the strong heritage, entrepreneurial vision and technological foundations established over the years by founder and current Chairman Joseph Persampieri, ERA Electronic Systems is entering a new phase of development under the leadership of its new Chief Executive Officer, Mario Zaccagnini.

The objective is clear: to further strengthen ERA's position as a center of excellence in electronics and to contribute to the long-term growth of UMBRAGROUP's electronics business.

ERA has established a solid reputation as a trusted provider of advanced electronic solutions, supporting customers throughout the entire product lifecycle — from concept definition, system design and development to industrialization, manufacturing, testing, qualification and delivery. This combination of engineering excellence, industrial capabilities and application know-how represents a distinctive strength and provides a solid foundation for future growth and diversification.

To support future growth and increasing market opportunities, ERA is also investing in the expansion of its industrial capabilities, creating the conditions to further strengthen its role within the evolving electronics landscape. While defense remains a strategic market, the future of electronics extends across a broader range of applications. Advanced industrial systems, aerospace technologies, automation, railway signaling and safety-critical solutions are all areas where electronics will continue to play an increasingly important role in enabling innovation and competitiveness.

The path ahead will be driven by investment in people, technology and innovation. Developing new competencies, strengthening customer partnerships and fostering collaboration across the Group will be key elements in supporting sustainable growth and creating long-term value. The future of electronics is being shaped today, and ERA Electronic Systems is ready to help shape that journey.



ERA employees at work at the production plant.

Industrial Cooperation and Aerospace Innovation: Minister Bär Visits Eltmann

Jurgen Amrhein

General Manager German Offices UMBRAGROUP

The visit of **Minister Dorothee Bär** to the **Präzisionskugeln Eltmann GmbH (PKE)** facility, part of the UMBRAGROUP Company, represents a significant moment of exchange between institutions and industry on issues related to European competitiveness, technological development, and the strengthening of highly specialized industrial supply chains, with particular reference to the aerospace sector.

Alessio Ruffinelli

COO Industrial & General Manager German Offices UMBRAGROUP

The meeting, hosted at Präzisionskugeln Eltmann GmbH, took place in the presence of the company team and Group top management, including Dr. Beatrice Baldaccini and Eng. Fumagalli. During the visit, the main ongoing industrial programs and the Group's growth prospects were presented, with particular focus on precision technologies and applications in the aerospace sector.

The discussion highlighted the central role of highly specialized SMEs as a key pillar of the European industrial ecosystem. In a global context marked by increasing competition and rapid technological evolution, the ability to integrate research, innovation, and production represents a decisive factor in maintaining Europe's industrial leadership.

Particular attention was given to industrial development and the strengthening of European value chains, underlining the importance of

increasingly structured cooperation between institutions and industry. The Minister's presence enabled a direct dialogue on production processes and innovation strategies, confirming the institutions' strong interest in industrial players operating in advanced technological segments.

The meeting also included a shared reflection on the growing role of the space economy as a driver of development for European industry. The aerospace sector requires highly specialized skills, continuous investment in research and development, and strong integration among the various actors within the industrial supply chain.

The visit also represented an opportunity to reaffirm the willingness to continue the dialogue initiated, with the aim of further strengthening synergies between industry and institutions. In this perspective, an invitation was renewed to visit the headquarters of UmbraGroup S.p.A. in

Foligno, in order to further explore the Group's industrial vision and its development strategy in the aerospace and space markets.

In conclusion, the visit to PKE is part of a broader path of cooperation between European industry and institutions, aimed at supporting the continent's competitiveness through innovation, technological investment, and the enhancement of industrial excellence. A dialogue that confirms the importance of companies as a fundamental pillar for the growth and future of European industry.



The group photo taken during Minister Dorothee Bär's visit to PKE.

Our course remains set on aerospace.

Claudio Becchetti
CEO COMEAR e BSP

Ever since they were founded, **COMEAR** and **BSP** have mainly focused on the aviation sector, and today this focus is stronger than ever. Indeed, aerospace is the market in which we have grown and in which we continue to concentrate our expertise and investments.

In particular, with COMEAR we manufacture custom-designed mechanical components for actuation systems, landing gear, and engines – applications in which precision, reliability, and traceability are non-negotiable.

To support this growth, in 2025 we invested in doubling the capacity of our 1500x1500 mm milling, superfinishing, and turning facility, thereby completing a flexible manufacturing system (FMS) consisting of two production lines and a 24-position pallet line. For our customers, this translates into greater production capacity, more flexibility in terms of volumes, and faster response times.

This decision is fully in line with a rapidly expanding market: today, demand for new aircraft is at an all-time high. Airbus and Boeing, together, have orders for more than 15,000 aircraft in the pipeline – equivalent to about a decade of production at current rates – while

global passenger traffic is expected to reach record levels in 2026, with approximately 5.2 billion passengers. In this scenario, supply chains capable of ensuring quality and continuity of supply make all the difference, and we certainly want to be able to meet the challenge!

As a company of the Group, we share the same approach in actively contributing to value creation. In addition to our manufacturing processes and components, UMBRAGROUP offers specialized expertise in special processes and a well-established international presence, enabling us to provide our customers with integrated, flexible, and competitive solutions.

We look to the future with the same passion we've had since day one: we'll continue to fly high, together.



Claudio Becchetti, CEO of COMEAR and BSP



Leadership and team building.

Paolo Trasciatti
CEO AMCo S.r.l.

In the business world – and especially in the aerospace sector, where technological, regulatory, and reliability standards are extremely high – success is never achieved via isolated individual efforts, but instead is the result of a complex system in which strategic vision, execution discipline, and organizational coordination must work in perfect harmony. At the center of this system are the people – managers, technicians, and staff – who contribute their expertise and professionalism every day to achieve excellence throughout the entire value chain.

Daniele Bartoli
HR Manager AMCo S.r.l.

Of course it's the leadership that shapes and guides this commitment, but everything works only if we can maximize the value of a close-knit team: one capable of tackling difficulties with clarity, a shared sense of responsibility, and mutual trust.

An organization may rely on the most advanced technologies and top-level professional expertise, but without a shared culture and a genuine sense of belonging, lasting results will be difficult to guarantee. It is the quality of relationships – even more so than skills – that determines the ability to grow, innovate, and

tackle challenges consistently. The real leap forward takes place when we move beyond the logic of “individual excellence” to build an integrated system, in which each and every person is aware of their own contribution and impact on the entire program. Only in this way can the organization evolve, progressing from a group of specialists to a real team capable of achieving results in a sustainable, solid, and collaborative manner over time.

In step with this growth process, the whole Management Team recently took part in a course on “Leadership Fundamentals” via the LinkedIn E-Learning platform, with the goal of strengthening managerial skills and collaboration models.

Within this context, social activities outside of work hours are also essential for fostering a true sense of teamwork. For this reason, on May 23rd, we organized a team-building event that included a motorcycle ride through the hills of Pienza, Montepulciano, and Cortona.

It provided a valuable opportunity to strengthen team spirit and build social relationships among colleagues outside of work.



The AMCo srl team during the team-building event held between Pienza and Val d'Orcia.

Three “keys” for looking ahead.

Edoardo Vito

CEO EMS (Electro Motor Solutions S.r.l.)

Working at Electro Motor Solutions (EMS) continues to be increasingly rewarding for us thanks to our close collaboration with the UMBRAGROUP Research Center!

Every day we learn from the experience of the Center’s team, which fuels our enthusiasm and our desire to constantly improve. We could summarize our corporate life with a simple “recipe,” consisting of three key factors that help us look to the future with confidence, despite the adverse winds that, in many shapes and forms, affect the global economy.

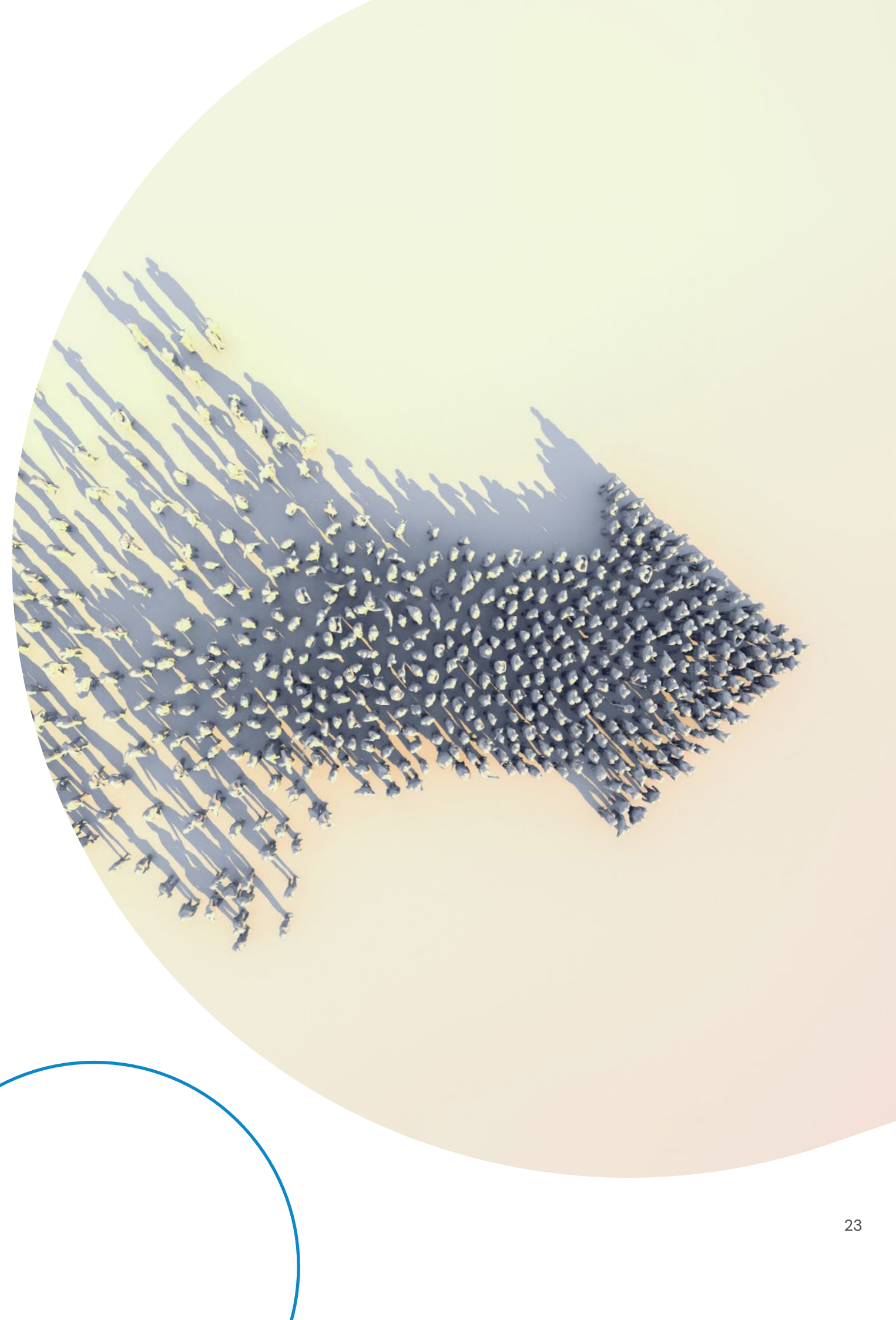
Dialogue: Working side by side with the UMBRAGROUP Research Center – which, together with EMS, is set against the blue backdrop of the Tyrrhenian Sea – is a strategic element of the utmost importance for us. Planning and developing our various activities in close synergy with the Research Center has become an absolute necessity. It represents a valuable opportunity that fosters dialogue and growth, in a family-like environment that stimulates and reinforces the desire for continuous improvement.

Awareness: The new ESG (Environment, Social, Governance) policies are taking on an increasingly central role in the world of work. As a result, in order to maintain a forward-looking perspective, it is important to develop a greater awareness of one’s role within the

corporate context, both locally and globally. We, as individual citizens, are all now called upon not only to look ahead but also to pay close attention to our surroundings, actively contributing as much as possible to environmental protection and sustainability both in the workplace and in our private lives. And to do so not only at the environmental level, but also from a social and organizational standpoint.

Continuity: This is the “vitamin” of Continuous Improvement and is independent of the size of the work environment in which one operates. Regarding this third “key,” there is little to add beyond what has already been extensively explored in the academic literature. Our goal continues to be that of looking ahead, as already emphasized, without letting ourselves be distracted by moments of market uncertainty and technological challenges.

For us, these three “keys” are the ingredients of a small but significant recipe for making the most of the opportunities that come our way, and which can reward the dedication of everyone who is in any way part of and involved in the UMBRAGROUP world.



Literary café in Terni: A conversation about space, industry, and the territory.

Lucia Di Masso
CEO SERMS S.r.l.

On May 8th at the Terni Municipal Library ("BCT"), the "Literary Café" hosted a new event focusing on the intersection of science communication and corporate culture, in which SERMS and UMBRAGROUP's parent company took part.

Antonio Alvino, *Technical Director of SERMS*, presented a talk on "Simulating Extreme Environments to Test Space Components," offering the audience an in-depth look at the challenges of aerospace testing and highlighting the crucial role of simulation in ensuring the reliability of systems designed to operate under extreme conditions – an area in which SERMS continues to demonstrate excellence.

Next, Giulio Pispola, *UMBRA GROUP's Aerospace Material & Processes Manager*, presented his talk, "From 10,000 meters to 500 km," describing a journey that began with the founding of the then-Umbra Cuscinetti SpA in 1972 and has spanned over fifty years of innovation in the aviation and space sectors.

Both presentations painted a picture of a Group capable of continuously evolving in the highly challenging aerospace sector, while maintaining a strong connection to its home region, Umbria, which is at the heart of its growth.

A particularly significant highlight of the day was the presentation of the book *Energia* by Professor Roberto Battiston, a founding partner of SERMS. Professor Battiston provided us with numerous points for reflection on major contemporary issues, from climate change to the geopolitics of energy resources.

The common thread running through the presentations once again highlighted the power of effective integration among research, industry, and the local community, resulting in an event whose purpose was not merely to inform, but also to share a collective narrative of expertise, visions, and common roots – a narrative in which we can recognize the most authentic value of innovation: that which originates from people, grows within local communities, and looks confidently toward the future.



Antonio Alvino, *SERMS S.r.l.*
Technical Director.



Professor Roberto Battiston, *Chairman of the European Space Science Committee (ESSC) and Full Professor of Experimental Physics at the Department of Physics of the University of Trento;*



Giulio Pispola,
Aerospace Material & Processes Manager
UMBRA GROUP



Airbus and Boeing fleets: new opportunities for UMBRAGROUP.

Nicola Bacelli
VP Sales Aerospace EMEA

Over the next five years, the development of future single-aisle aircraft by Airbus and Boeing will offer significant opportunities for suppliers of actuation systems, particularly in the field of electromechanical actuators (EMA). Even though the new models (Airbus NSA and Boeing NSA/FSA) will not enter service until the second half of the 2030s, the current architectural definition phase is the key moment for influencing technological choices.

Airbus is developing the successor to the A320neo family, focusing on “more electric” architectures – that is, those with a growing integration of electric and hybrid systems. Among the technologies being evaluated are battery-assisted systems and hybrid solutions for non-propulsive functions. This trend entails a gradual shift from traditional hydraulic systems toward electromechanical actuators for flight controls, high-lift systems, and secondary actuation. In this context, EMAs become critical

systems for reducing the aircraft’s weight, improving its energy efficiency, and simplifying maintenance.

Boeing, on the other hand, is developing the new single-aisle aircraft featuring a completely new design, with greater integration of advanced avionics and new onboard systems. Even though Boeing is taking a more conservative approach in terms of propulsion architecture, the use of composite materials and more efficient aerodynamic configurations will require higher-performance, more compact, and more reliable actuation systems. This opens up opportunities for high-power-density EMA and integrated gearbox-motor solutions.

For actuation suppliers, the main areas of development in the coming years will include:

- » **Primary flight controls EMA:** entailing increased power and safety requirements (jam-tolerant, fault-tolerant).
- » **High-lift systems:** progressive replacement of hydraulic actuators with EMA or EHA.
- » **Actuation for advanced wings:** control of larger surfaces and flexible wings with a high aspect ratio.
- » **Systems integration** a combination of actuators, control electronics, and diagnostics (PHM).

In short, even though the new programs won’t go into production until 2030, the next five years are crucial for industrial positioning. For companies specializing in actuation, now is the time to invest in high-efficiency EMAs, fault-tolerant architectures, and co-design capabilities with OEMs and Tier 1 suppliers, in order to secure a role in next-generation platforms.

A new production organization for ball screws.



Riccardo Maccaglia
Group Manufacturing Director

UMBRAGROUP has recently launched a major organizational overhaul in its production division with a clear goal: to increase its ability to meet customer needs, while at the same time improving flexibility, integration, and efficiency across all business segments – aviation, industrial, and bearings.

The most significant change concerns governance, which is now unified under a more streamlined and integrated structure. Responsibility for the Foligno production site has been entrusted to the **Aerospace COO, Angelo Radicioni**, who, together with the **Industrial COO, Alessio**

Davide Scerna
Production Manager UMBRAGROUP

Ruffinelli, determines the production strategies and resource allocation for the Umbrian plant. Operational management of production falls under the responsibility of a single **Production Manager, Davide Scerna**. This structure provides a unified view of the entire production system and, above all, greater responsiveness in meeting market demands.

The new organizational structure thus enables the coordinated management of all production activities, including ball screws, electromechanical actuators for aerospace and industrial applications, and services, in addition to the bearings division. The integration of these areas is a key facilitator of flexibility: resources can be reallocated quickly, priorities can be dynamically redefined, and production workloads can be balanced according to customer needs and varying levels of urgency.

At the Group level, this evolution is further reinforced by the appointment of **Riccardo Maccaglia** as **Group Manufacturing Director**, with responsibility for leading the harmonization and standardization of operating models across the various production sites distributed worldwide. This role enables the dissemination of best practices throughout the Group and the creation of a coherent industrial system capable of ensuring high and uniform standards, while also adapting quickly to the specific needs of customers in different markets. The goal is to build a production model that combines standardization and flexibility: common, robust processes that are, at the same time, agile enough to manage variability, customizations, and changes in the production mix. This is a particularly critical process in sectors such as the aviation industry, where reliability must go hand in hand with the ability to meet increasingly specific needs and respond to sudden fluctuations in demand.

From an operational standpoint, the new structure enables faster decision-making, more effective communication, and strong alignment between strategy and execution. All of this translates into a greater focus on the customer: shorter lead times, more reliable deliveries, and the ability to handle complex requests in shorter and shorter timeframes. An additional benefit is the ability to develop a more flexible and resilient management approach, capable of adapting quickly to changes in demand and market developments, while maintaining the high quality standards required, particularly by the aviation sector. In essence, the overhaul of the organizational structure – both at the plant and Group levels – represents a strategic step toward a more efficient, integrated, and future-oriented industrial model capable of supporting UMBRAGROUP's growth and excellence.

UMBRAGROUP and the welfare system that works (almost) as hard as you do.

Elisa Fagioli

Compensation and Benefit Specialist UMBRAGROUP

The alarm goes off. You open your eyes and... you're already late! I know this has happened to many of you (and don't pretend it hasn't!). It's so comfy in bed, the kids are balking at going to school, and then there's the traffic, but luckily we have **flexible hours** and don't have to rush to clock in.

Now you can start your workday, and amid the thousand tasks of the day, you can also take care of your well-being. A nutrition consultation or a posture exercise class? The **MAP project** is there precisely to remind you that taking care of yourself shouldn't just be a weekend thing.

Now comes the high point (spoiler: it involves food). A meal awaits you in the **cafeteria** for just 13 cents. Yes, less than a cup of coffee. Behind that symbolic price lies a significant investment by the company, but you can just enjoy your break. Working from home today? No worries: you have a **meal voucher**. The company's employee benefits program hasn't forgotten about you, even if you're in your pajamas (but remember to at least put on a shirt during calls!).

It's time to get back to work – unless you've signed up for a paid corporate volunteer initiative

today. You could spend some time taking a course on **LinkedIn Learning** to boost your skills. Go ahead – UMBRAGROUP offers a truly extensive course catalog. And if you're not at your desk with your computer, you can do it in the dedicated room at the production facility, which is open 24 hours a day.

And when you're finally home on the couch in the evening, you can think about how you might spend the credits provided through our **welfare platform**: travel, school expenses, sports activities, grocery vouchers, or summer camp for the kids. You could also take advantage of this relaxing moment to schedule the check-up included in the company's **health plan**, which covers both you and your family members.

The takeaway for the day? The welfare benefits offered by UMBRAGROUP are like an invisible coworker: they don't make a sound, but they're always there to help you at any time; and in the end, you realize you work better because you live better. This isn't just our perception – it's evident to others as well! So much so that UMBRAGROUP will once again be recognized this year as a "**Welfare Champion**," ranking among the top 100 companies out of the more than

Elisa Fagioli accepts the Welfare Champion 2026 award on behalf of UMBRAGROUP SpA.



7,000 taking part in the **Welfare Index 2026** survey. The event will take place in Rome on July 1st, with the award displayed afterward in our awards showcase! Did you think this was the end of the article? We could have wrapped it up here with this nice recognition, but UMBRAGROUP goes beyond UMBRAGROUP.

Although the parent company offers numerous employee welfare initiatives, the other companies in the Group are certainly no less generous.

AMCo, for example, offers its employees not only the same health plan as UMBRAGROUP SpA does, but also company-wide team-building days. In addition, together with its other Italian subsidiaries – including Serms, ERA Electronic Systems, COMEAR, and BSP – it provides a **flexible benefits program** through the welfare platform.

The use of **LinkedIn Learning** will also be gradually expanded to the Group's companies and will become the first tool to be available across all of them.

I am certain that here I have mentioned only a very small fraction of the welfare benefits that each company makes available to its employees. Even though every company in the Group must adapt its welfare approaches and tools to its own specific characteristics and the contexts in which it operates, the common thread that drives management's vision remains the same: caring for people.

Thus, in every country and at every Group location, every employee is truly part of an organization that puts its people first.

An integrated approach to quality, safety, and information security.

Marco Ceccarelli

Head of Quality Assurance UMBRAGROUP

For years now, ISO 9001, EN 9100, and EASA certifications have been fundamental to ensuring high standards of quality and safety in the aviation and industrial sectors, in which UMBRAGROUP is one of the world's leading players.

At the same time, the growing digitization of business processes has made the role of the **Information Security Management System (ISMS)** increasingly important, as it is designed to protect information and IT systems from threats that could compromise their confidentiality, integrity, and availability.

Although they have different objectives, the **Quality and Safety Management Systems (QMS and SMS)** and the **ISMS** share numerous common principles, including a risk-based approach, performance monitoring, nonconformity management, and continuous improvement. The interactions between the two

systems are evident in risk assessment activities, incident management, the definition of corrective actions, and the promotion of a culture of safety and security within the organization. A coordinated approach makes it possible to effectively address both operational risks and those related to information security, helping to strengthen the company's resilience.

In recent months, UMBRAGROUP has been focusing particularly on staff training and awareness initiatives, which are considered key elements for both the SMS and the ISMS. The organization is currently conducting specific *Aviation Safety Training and Cyber Security Awareness* initiatives, with the goal of increasing the awareness of all employees with regard to operational risks, human factors, a culture of incident reporting, and information protection. Fostering a strong safety and security culture is, in fact, one of the main factors that contribute to the effectiveness of management systems



UMBRAGROUP staff taking part in training and refresher courses on the new aviation safety guidelines.

and to the continuous improvement of company performance.

Within this framework, customers and authorities conduct oversight activities at all of the Group's organizations and sites to verify compliance with the requirements of the EN 9100, ISO 9001, EASA Part 21G, and Part 145 certifications, as well as the effectiveness of the related business processes.

During the first half of the year, all the audits the organization underwent were successful, demonstrating its ongoing commitment to maintaining the required standards and its continuous pursuit of performance improvement. Of particular significance is the approval by ENAC (the Italian Civil Aviation Authority) of the Information Security Management System (ISMS), which certifies full compliance with EASA Part-IS requirements and reinforces an integrated approach to risk management, in line with the industry's highest standards. UMBRAGROUP is also one of the first companies in Italy to have achieved this recognition, confirming the structured path it has undertaken in the field of information security.



The results obtained confirm the importance of maintaining a quality management system that is increasingly integrated and capable of combining regulatory compliance, product quality, operational safety, and information security, thereby supporting the organization's long-term growth and competitiveness.

A New Step Forward: Customer Relationship Management (CRM) Adoption Across the Group.

Fabrizio Brandi

Group Chief Marketing & Communication Officer

I am pleased to share an important milestone in UMBRAGROUP's digital transformation journey: the introduction of a common Customer Relationship Management (CRM) system across all group companies.

In a market where customer expectations continue to evolve and competition becomes increasingly global, having a unified approach to managing customer relationships is no longer an option, it is a necessity. The CRM platform will provide a shared environment where commercial, marketing, and customer-facing teams can work together more effectively, leveraging consistent and reliable information across the entire Group. A Customer Relationship Management system is a digital platform designed to collect, organize, and manage all interactions with customers and prospects throughout their journey. It centralizes information such as contacts, opportunities, quotations, communications, projects, and business activities, creating a single source of truth accessible to authorized teams.

A NEW STEP FORWARD:

CUSTOMER RELATIONSHIP MANAGEMENT (CRM) ADOPTION ACROSS THE GROUP



The implementation of a Group-wide CRM brings several strategic benefits.

First, it improves collaboration among our companies. By sharing customer knowledge and business opportunities, we can better coordinate our efforts, identify synergies, and present a more integrated value proposition to the market. Second, it enhances customer experience. Having a complete view of customer interactions allows us to respond more quickly, understand needs more accurately, and build stronger, long-term relationships based on trust and responsiveness. Third, it supports data-driven decision making.

The CRM will provide valuable insights into sales pipelines, market trends, customer behavior, and business performance. This information will help managers and teams make more informed decisions and identify new growth opportunities. Finally, the CRM represents an important foundation for future innovation. As we continue our digital transformation journey, the platform will enable the integration of advanced analytics, automation, and artificial intelligence capabilities that can further strengthen our competitiveness. The success of this initiative will depend not only on technology but also on the commitment and collaboration of all colleagues involved. The CRM is more than a software solution; it is a new way of working together, sharing knowledge,

and creating value for our customers and for UmbraGroup as a whole.

The next major step in this journey will be the integration of the CRM with the other digital systems used across the Group, with a particular focus on our ERP (Enterprise Resource Planning) platform. Connecting these systems will allow information to flow seamlessly between commercial, operational, and administrative functions, creating a more complete and accurate view of our business.

I would like to thank everyone contributing to this important project and encourage all teams to embrace this opportunity. Together, we are building a more connected, customer-centric, and data-driven future for UMBRAGROUP.

An integrated group, a shared technological vision.

Filippo Barbioli
Group Chief Information Officer

Building a truly integrated group means sharing expertise, experiences, and best practices across all companies. This is the challenge – and the opportunity – that we are taking on.

Being a Group doesn't just mean sharing a name or ownership. It means operating with a common vision, connecting people and experiences from different companies, and transforming this collective wealth into a tangible benefit for customers and the market. This is the direction we're taking with our IT organization: we don't work as multiple separate teams, but as a single technological ecosystem that spans the entire Group. The model we've chosen is the knowledge hub: networks of expertise that also look outward, incorporating best practices and methods well established in the market. Curiosity about what works in other sectors and business contexts is an integral part of our approach and translates into more mature solutions that have already been validated where it counts.

True integration: From governance to projects.

Integration is visible in how we operate. Every new solution stems from a process of compiling requirements that involves all Group companies: we listen, discuss, and synthesize. When the solution is ready, it is rolled out everywhere – with the same standards, the same quality, and the same level of service for all. This is what it truly means to be an integrated Group.

Vendor Portal: A new standard in supplier management.

The Vendor Portal redefines the relationship with suppliers, making it collaborative and digital at every level: from qualification and onboarding to collaborative purchase order management, to shared control of documents, delivery notes, and progress reports. Suppliers and the company work together on a single platform, in real time. Fewer emails, fewer errors, and greater transparency at every stage of the process.

Production planning: Faster decisions, more reliable results.

Advanced tools for planning, monitoring, and optimizing production activities in real time, developed by integrating advanced planning methods that are already well established in the industry. The result: greater ability to meet commitments and delivery deadlines, with direct benefits for the end customer.

Group HR: A unified system for employee development.

A truly integrated group requires a unified HR management system – not just as a philosophy, but as a concrete infrastructure. The project aims to unify all the processes involving people. Eliminating information system silos means speeding up decision-making and leveraging talent across the Group, ensuring that everyone has the same opportunities for growth. For the market, this translates into more cohesive and motivated teams capable of delivering a uniformly high-quality service.

The Group as a value multiplier.

Connecting expertise, bringing in best practices from the market, and designing solutions tailored to all our situations: this is the path we have embarked upon. For those who choose to work with us, it means finding a partner that is more reliable, consistent, and capable of growing together.



Sustainability: A commitment that takes shape every day.

Gian Pietro Bordini
HSE & Energy Manager UMBAGROUP

At UMBAGROUP, sustainability is not just a goal, but a genuine way of working and thinking. Being sustainable means taking concrete action for the environment, people, and the community, helping to build a future that meets the needs of the present without compromising those of the generations to come. Being sustainable also means making choices and investments today for something we will see decades from now.

This approach encompasses all of the Group's activities, at every location and in every process. It is not simply a matter of regulatory compliance, but of true integration of **ESG (Environmental, Social, Governance)** principles into our day-to-day decisions.

In practice, every decision made at the corporate level – from design through operational management – also takes into account its overall impact on the environment and society. Great attention is given to reducing environmental impact through continuous process improvement and the adoption of innovative technological solutions. This means focusing on energy efficiency, reducing emissions, increasing the use of renewable energy, and responsibly managing resources such as water and wastes. This is a concrete path, supported by clear and measurable goals, which is guiding the Group toward an increasingly sustainable production model.

At the same time, sustainability is built every day also by focusing on people. UMBAGROUP

promotes a safe, healthy, and inclusive work environment where every employee can actively contribute and develop their potential. Safety, training, and well-being are fundamental elements, as is the celebration of diversity, which helps make the organization stronger and better equipped to tackle future challenges.

This commitment is not limited to the walls of the Group company where we work, but extends to our entire collaboration network. The involvement of suppliers, partners, and stakeholders is essential to promoting responsible practices throughout the entire value chain. The goal is to create a broader positive impact by working together to reduce our environmental footprint and contribute to the sustainable development of the industrial system as a whole.

In this context, sustainability also means transparency and accountability. The path the Group has embarked upon includes monitoring and reporting systems that make it possible to measure results and clearly share progress, strengthening ties with all stakeholders and fostering a corporate culture focused on continuous improvement.

Looking toward the future, UMBAGROUP continues to invest in innovation, efficiency, and responsibility, which we view as key drivers of competitiveness and growth. Sustainability is therefore not a goal to be achieved once and for all, but a shared journey that evolves over time and requires contribution from everyone. It is through our daily choices, behaviors, and spirit of collaboration that this commitment takes shape, translating into tangible value for the company and the community.

UMBRAGROUP Perspective: *Visions in Motion.*

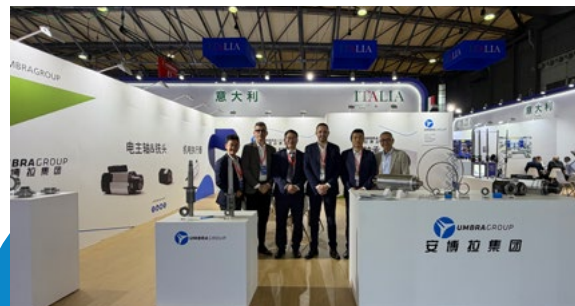
A look back at the most significant moments that marked the first half of the year: trade shows, meetings, and events that convey, through images, UMBRAGROUP's vision in motion.



The UMBRAGROUP team at the eVTOL Show in Stuttgart.



Visit by the UCIMU TAMU Committee to UMBRAGROUP's headquarters.



The UMBRAGROUP team at our booth at CCMT Shanghai.



The UMBRAGROUP team at the Aerospace & Defense Supplier Summit in Seattle.



The UMBRAGROUP team at Verticon in Atlanta.



The UMBRAGROUP and SERMS teams representing the Group at the "Workshop on Small Satellites Environmental Testing in New Space".



Matteo Notarangelo, CEO of UMBRAGROUP with the Credit Reputation Award presented to ERA Electronic Systems for its banking reliability.



The UMBRAGROUP team at the end of the European Aerospace & Defense Growth Hub program, promoted by ELITE.



The UMBRAGROUP team at Space Meetings Veneto at Terminal 103 in Venice.



The UMBRAGROUP team, Bronze Sponsor of the Bearing World conference in Dresden.



The UMBRAGROUP team at MRO Americas in Orlando.



The UMBRAGROUP team at GrindingHub in Stuttgart.



Kathy Moodie and the UMBRAGROUP US team at the 13th annual Women in Aerospace conference organized by the Pacific North West Aerospace Alliance.



The UMBRAGROUP at the PLAST exhibition in Milan.

Congratulations

New hires

UMBAGROUP SpA

Barbiroli Filippo
Gramaccioni Giammarco
Longhi Fabio
Maestripieri Michela
Mercuri Davide
Mezzetti Giacomo
Zaccagnini Mario

Umbra Cuscinetti Inc.

Baquian Mario
Bohol Fidel
Glick Myles Coby
Grushke Pavel Georgivich
Huizar Adrian Brian
MacRae Amanda Corrine
Revilla Llanos William Manuel
Rockstroh Dana Alisteo
Seratte Kenneth Ray

LINEAR MOTION LLC.

Boland Michael Joseph
Christe Benjamin David
Jean Craig James
Jean Nicholas Joseph
Luther Michael Dennis
Mall Liam Rameth
Mason Aaron Gibson
Mazzola Gianna Marie
Murday David Edward
Novy Robert Scott
Paulson Cliff Adam
Sanders Joshua Edward
Sloan Timothy Duane
Symborski Braydon Jacob
Thompson Cameron James
Woodruff Jonathan Lee

ERA Electronic Systems S.r.l.

Iorga Florentina Monica
Jaku Malissa
Ronconi Sara

AMCo S.r.l.

Baglioni Jacopo
Iovinella Alessandro

PRÄZISIONSKUGELN ELTMANN GmbH

Dütsch Lukas
Hirskorn Matthias
Jurk Alexander

Just Married

UMBAGROUP SpA

Bandinelli Beatrice e Ravaglia Luca
Bartoli Stefano e Puscas Ioana Andreea
Narcisi Giacomo e Begoviq Ina
Ortolani Fabio e Bacchi Marta
Porti Cristiano e Menghini Martina
Santocore Fabrizio e Stocchi Donatella

LINEAR MOTION LLC.

Stephanie Kuerbitz e Ryan Kuerbitz

Births

UMBAGROUP SpA

Bartoli Raffaele
Brandi Gregorio
Bucattelli Enea
Cecconi Michele
Celesti Irene
Frapiccini Anna
Landrini Christian
Molica Damiano
Schiarelli Flavio

LINEAR MOTION LLC.

Topham Brantley

AMCo S.r.l.

Falcinelli Ottavi Mattia
Parroni Noemi





n. 42 | July 2026

www.umbragroup.com

