

December 2025



UMBRAGROUP

We are UMBRA GROUP

Let's move
motion
technology
into a
**BRIGHTER
NEW YEAR**

The point of the President

We look to the future
with confidence: the Group
continues to grow and acquire
new strategic expertise.

The Voice of the CEO

Innovation and Sustainability:
Our second half of the year.



“

Don't follow the path; go where there isn't one and leave tracks.

— Ralph Waldo Emerson

Editorial Concept

Sara Bordoni

Translations

Itaca Servizi Linguistici s.n.c.

Graphic Design and Layout

You-n | Agenzia di Comunicazione

Printing

Tipografia Folignate

Photo Credits

UMBRAGROUP

Getty Images

Giovanni Galardini

Written Content

Reno Ortolani

Matteo Notarangelo

Kathy Moodie

Antonio Alvino

Thanh Dao Thi

Claudio Becchetti

Edoardo Vito

Beatrice Baldaccini

Martina Grelli

Fabrizio Brandi

Nicola Bacelli

Marco Fumagalli

Marco Ceccarelli

Luciano Pizzoni

Martin Riegger

Stefano Minni

Michele Fongo

Giuseppe Pompei

Gaetano Mattioli

Sara Ortolani

Summary

THE POINT OF THE PRESIDENT

04 **We look to the future with confidence: the Group continues to grow and acquire new strategic expertise.**

THE VOICE OF THE GROUP

08 **Innovation and Sustainability: Our second half of the year.**

12 **2025: A Year of Leadership, Recognition, and Results.**

14 **Dust, wind, and courage: Lorenzo Barone's journey and his connection with UMBRAGROUP.**

16 **Small gestures, big results: our journey toward sustainability.**

18 **COMEAR: A constant evolution in the aeronautics sector.**

20 **EMS and UMBRAGROUP: A strategic collaboration for excellence in mechatronics.**

LIFE IN UMBRAGROUP

22 **United by Values: The Group Code of Conduct is born.**

24 **Navigating Change: Market Trends, Electrification, and UMBRAGROUP's Technological Leadership.**

26 **Innovation: the engine that makes us soar between Aerospace and Industrial.**

30 **SMS and ISMS: The safety culture that unites markets and expertise.**

32 **Albanella Research Center and EMS: Talent and Community in the Heart of Cilento.**

34 **Innovation and Continuous Improvement: UMBRAGROUP's 2025.**

36 **ONE Sustainable Company.**

CONGRATULATIONS

38 **New hires, just married and births**



We look to the future with confidence: the Group continues to grow and acquire **new strategic expertise.**

Reno Ortolani

Chairman of the Board of Directors

Dear Colleagues,

2025 is not yet over, but barring any extraordinary events in the closing days, we can already take stock of the year.

Our first thoughts concern the conflict in the Middle East: the truce accepted by the parties, although very unstable, is nevertheless the signal that the whole world was waiting for. The Palestinians will return to living without bombs falling on them. It is not peace, but at least there will be no deaths among innocent people. How long will it last? We all hope it will be forever, but in our hearts we know this will not be the case. All civilians involved on both sides will view "the others" with even more resentment, and this will continue to fuel the fire. In any case, there will be less suffering for a while, and this is at least an improvement.

The point of the President

Moving on to less painful topics, we must mention two new companies that have joined UMBRAGROUP: EMS (Electro Motor Solutions srl) and UED (Umbra Electrospondles & Devices srl).

EMS, a company specializing in the production of electric motors in Albanella (province of Salerno), is now 60% owned by UMBRAGROUP. Considering that all electromechanical actuators (EMA) incorporate an electric motor, EMS plays a strategic role in the prototyping phase and in the production of small series (as are almost all those in the aeronautical field). This enables us to guarantee our customers control over the supply chain also for this critical EMA component as well. A warm welcome to the 15 new EMS employees!

UED, on the other hand, has a different history: it is a newly established company, founded this year, in which UMBRAGROUP holds a 60% stake. The other two partners are Lucio Lopparelli and Claudio Becchetti. UED was created with the aim of making a strong entry into the market for electrospindles, a critical component of many machine tools that UMBRAGROUP attempted to produce many years ago, with poor results. Today, the possibility of having all the companies necessary for the production of electrospindles (mechanical processing, heat treatment, electric motors) combined with management by a streamlined and responsive company in its feedback and prototyping, is a winning solution in which we strongly believe. Welcome, UED, and best of luck!

Now for some further thoughts. In the aviation business, I have often said that urban air mobility is a sector in which many companies are investing (and we are there with our EMAs) with very optimistic programs. Over time, it has become clear that designing and, above all, building an electric aircraft for passenger

transport is not so simple. As a result, many programs have been scaled back and some have even abandoned their projects, with immediate and negative repercussions for us as well. Although this entails a lack of future production activities associated with these programs, it has created an opportunity to design and implement solutions that have enriched our experience, laying the foundations for new future opportunities. It is now obvious that this market will not have the same volumes as the automotive sector, but even the figures for the aeronautical sector are more than sufficient for us.

In the industrial sector, however, stagnation continues. This economic situation, combined with the insourcing announced by Schaeffler, makes it difficult for us to foresee any improvement in this business. The area that will suffer the most is bearings. We will not be able to quickly recover the volumes that a single large customer used to purchase from us, but now we are free to go directly to the market, and we will do so knowing that we know how to make bearings, and with significantly shorter lead times compared to the large manufacturers. During this period, we will have to implement strategies that allow us to retain employees who have now acquired the required skills, including resorting to social safety nets. I will never tire of repeating that people are UMBRAGROUP's most important resource; this has been the case in the past, and will continue to be so in the future.

There is no shortage of adverse circumstances that could affect year-end results; however,

compared to many companies we are hearing about, UMBRAGROUP continues to maintain a solid and competitive position. We are at a historic moment that offers us the opportunity to evolve and seize many opportunities that we might not have sought if we had been living in calmer times: for example, the world of aerospace bearings, strategic partnerships with major players in the aerospace industry, opening up to new industrial markets, and seeking targets for new acquisitions. We are a solid Group that maintains employment and grows year after year, despite the fact that the world around us is sending us signals that are not always encouraging. We are not afraid of challenges because we know how to tackle them: with a desire to work as a team and the ethical principles that have always set us apart. Reality is often a reflection of the spirit with which we observe it: I therefore ask that you look to the future with hope, determined to achieve our goals and steadfast in our values.

I wish you and your families a happy holiday season.

“

Reality is often a reflection of the spirit with which we observe it: I therefore ask that you look to the future with hope, determined to achieve our goals and steadfast in our values.



The seating of the new EMS Board of Directors in Albanella (Salerno).

Innovation and Sustainability: Our second half of the year.

Matteo Notarangelo
CEO UMBRAGROUP

The second half of 2025 has been a period of strategic consolidation and progress toward long-term goals. UMBRAGROUP continued with determination on its path of innovation and sustainability, achieving results in these areas that enhance our position and guide future decisions. It has been a half-year characterized by new opportunities for organic growth, international integration, and a constant commitment to promoting a culture of operational excellence.

In July, UMBRAGROUP completed the acquisition of **Electro Motor Solutions (EMS)**, an operation that furthers our ability to develop advanced mechatronic technologies in the aerospace, industrial, and defense sectors. This investment is an important element of our growth strategy, aimed at integrating expertise and high-tech solutions.

In August, we successfully **renewed our EN9100 and ISO9001 certifications**, maintaining the level of excellence of our quality systems. This result confirms the maturity of our approach to processes and our ability to transform continuous improvement into tangible value.

In September, we brought our experience to the **international stage at EMO Hannover**, the world's leading event devoted to production technology. Our booth was a showcase of know-how and innovation: the new generation of high-performance recirculating ball screws



The voice of the Group

and the relaunch of the electrospindle product line. These solutions, developed thanks to the cross-functional collaboration of our teams, embody the Group's philosophy: transforming experience into progress.

With regard to electric spindles, we have decided to invest in a new company, **Umbra Electros spindles & Devices (UED)**, which is capable of bringing together different product development, production, and after-sales service components to create optimal and winning product and service solutions for our customers.

The Group's management remains solid because it is built on three key pillars: **a clear strategy for growth through innovation, operational excellence, and a structured organization focused on sustainability and people.**

We are continuing to increase our **commitment to sustainability and energy efficiency.** The introduction of advanced energy monitoring systems and KPIs based on the quantity of products sold permits an accurate measurement of consumption and a more rigorous control of production flows. Thanks to the work of the Energy Management Team and the collaboration of the technical departments, we have built a management model based on responsibility and transparency, and we are reducing our environmental impact.

Umbra Cuscinetti Inc. and Linear Motion LLC are assets for the Group's global presence. In the second half of 2025, both consolidated their role in the aerospace and defense markets, contributing to UMBRAGROUP's financial results and technological positioning. Activities were focused on enhancing production capacity and implementing standardized processes in keeping with the Group's operational excellence objectives. At the same time, they bolstered the local supply chain, reducing delivery times and increasing supply chain resilience. Looking ahead to 2026, the US locations continue to be a driver of growth, with investments aimed at developing "Made in the USA" solutions, industrial expansion, and consolidating the sustainable and integrated model that distinguishes UMBRAGROUP.

In **Germany**, we have reduced cycle times thanks to a continuous improvement program and the integration of new digital processes to increase production flexibility. With the implementation of the Group's global standards, we are testing operational performance monitoring systems, improving efficiency and reducing waste. Since last October, we have strengthened our leadership thanks to **Marco Fumagalli**, a member of the UMBRAGROUP Board of Directors, who now serves as Industrial CEO with the goal of improving operational efficiency and relaunching commercial activities.

Autumn was a period of intense activity and collaboration in both the industrial and aerospace sectors. We have projects in the pipeline that are taking us into new markets and new technologies. We also expanded our presence in the advanced automation, civil aerospace, and high-efficiency industrial solutions sectors.

International strategic partnerships continue to be a crucial element for supporting global growth, as they foster synergies and opportunities in key markets.

On October 29th, in Milan, we were honored as one of the **Best Managed Companies 2025** by **Deloitte Private**. The award celebrates the daily commitment of our people



◀ Beatrice Baldaccini, Chief People Officer and VP of the UMBRAGROUP BoD, receives the Best Managed Companies award.



The future isn't just a goal, but a journey we're building together, with passion, determination, and the strength of those who believe in change.

and the Group's ability to combine strategy, expertise, and vision. It also testifies to the solidity of a management model based on widespread leadership, continuous innovation, and attention to organizational well-being.

UMBAGROUP is winding up the first half of the year with a clear direction and a future-oriented vision. The Group as a whole continues to grow despite market difficulties in certain segments of the industrial sector. We are, however, ready to take on these challenges with the ambition of turning them into opportunities for global growth. The future isn't just a goal, but a journey we're building together, with passion, determination, and the strength of those who believe in change.

Happy Holidays to all!

2025: A Year of Leadership, Recognition, and Results.

Kathy Moodie
CEO UMBRAGROUP US Offices

This year marked a pivotal chapter for UMBRAGROUP US, defined by bold leadership, industry accolades, and operational excellence. Early in 2025, both U.S. facilities hosted one-day leadership summits designed to align vision, spark collaboration, and drive strategic innovation across departments. These gatherings set the tone for a year of momentum.

In June, Linear Motion LLC. was honored with the Economic Excellence Award from Saginaw Future Inc., recognizing its contributions to the local community. Team members attended the Annual Awards Luncheon, celebrating the achievement alongside regional leaders.

October marked a proud achievement for Linear Motion LLC. as the team successfully earned CMMC Level 2 certification — a significant step in strengthening our cybersecurity posture. This accomplishment comes ahead of the November 10, 2025 deadline, when the U.S. Department of Defense will begin requiring CMMC certification for all organizations accepting defense contracts. The Linear Motion LLC. team worked tirelessly in preparation for the audit to achieve a perfect score. Umbra Cuscinetti is scheduled for its CMMC audit in December 2025, and confidence is high. With the same determination and teamwork, we're anticipating another well-earned success.



▲ Saginaw Future Awards Luncheon; Left to right: James Peters, Kathy Moodie, Tommie Boddiford, Peggy Searles, Doug Eckenswiller.

Looking ahead, Umbra Cuscinetti will be featured as a showcase in the 2026 Executive of the Year recognition, a milestone that reflects the company's growing influence and industry leadership. This honor celebrates not only our executive team but also the dedication of employees across all levels.

2025 also delivered key customer wins at Linear Motion LLC. By eliminating backlog and maintaining steady delivery of high-quality components for a long-standing small ballscrew customer, the team earned high praise from the General Manager.

In line with our commitment to safety and quality, Linear Motion LLC. MRO received FAA approval for its Safety Management System — reinforcing our promise to deliver trusted, compliant repair services.



◀ Lorenzo Barone in the Sahara Desert.

Dust, wind, and courage: **Lorenzo Barone's** journey and his connection with **UMBAGROUP**.

Antonio Alvino
Technical Director SERMS S.r.l.

There's an invisible line that crosses the planet: it starts from the African deserts, rises up in clouds of sand, and flies for thousands of kilometers, until it reaches the Amazon rainforest, where it becomes lifeblood for all living things. It's the route of the world's dust, and it is also the heart of the DUST project, the new expedition by the explorer from Terni, Lorenzo Barone.

Lorenzo isn't new to challenges. For years he has been living and traveling in extreme environments, driven by genuine curiosity and a deep respect for nature. With the DUST project, our fellow countryman will set out to recount the journey of dust, but also to remind us how everything on Earth is interconnected: deserts and forests, air and oceans, people and technology.

It is precisely in this connection that UMBAGROUP has recognized a deep affinity with the technological and movement-related challenges we face. Our Group, especially thanks to the daily work carried out at SERMS, tests the resistance of electromechanical systems in extreme conditions. For this very reason, we know what it means to face the challenges of the elements. Our motion technologies developed for the aerospace sector travel through the atmosphere, where matter meets its limits, and where only precision, quality, and passion make flight possible.

For this reason we have decided to sponsor the DUST mission: because it is a story of courage, innovation, and sustainability. It's a journey that speaks of respect for the planet and faith in humanity's ability to push itself further, with responsibility.

When the dust from Africa reaches the Amazon, it will also carry a message that belongs to us: every journey, every challenge, every innovation can be a step forward toward a more conscious and sustainable world.

The special rowboat Lorenzo will use for his ocean crossing. ▶



Small gestures, big results: our journey toward sustainability.

Thanh Dao Thi
AMCo S.r.l.

2025 stands out as a year of important initiatives focused on sustainability. In keeping with the Group's strategic objectives, AMCo has also taken significant steps to reduce its environmental impact, both at a corporate level and by promoting a culture of respect and social development, with the aim of improving everyday habits.

One of the most significant projects was the installation of photovoltaic panels at our headquarters, a step that enables us to generate clean energy and reduce CO₂ emissions. We are particularly proud of this achievement because it represents a concrete investment in the future and bears witness to our shared responsibility toward the environment around us.

We have also worked to improve waste management at the plant by focusing on separate waste collection and actively involving all our coworkers in daily actions that help make a difference. The results are concrete and tangible: all team members are striving to ensure proper waste disposal in both office and production areas, while also maintaining cleaner common areas.

A great initiative promoted by UMBRAGROUP SpA, which all of the Group's Italian offices have joined, is the "CHI CO2NSUMA MENO?" (WHO CO2NSUMES LESS?) project, a **sustainable mobility competition** organized in collaboration with WeCity. The challenge focuses on the use of eco-friendly modes of transport and raising awareness among all employees with regard to the emissions generated by daily travel, particularly when commuting between home and work. Participation in this project has been positively received and many employees have chosen alternative, and of course more

sustainable, means of transport to commute to work, making a real contribution toward reducing CO₂ emissions.

In short, AMCo's focus on the territory and environmental protection is reflected every day in tangible actions and results. All this is possible thanks to the dedication and enthusiasm of people who, with small daily gestures, contribute to making our company a better place and leaving the world in better condition than we found it. Continuing along this path means working together to build an increasingly informed, innovative, and responsible company. Sustainability is not just a goal, but a shared journey that starts from the little things.



▲ In the photo above
The AMCo S.r.l. team
experiments with green
mobility.

▼ In the photo below
The photovoltaic system
installed at AMCo S.r.l.



COMEAR: A constant evolution in the aeronautics sector.



Claudio Becchetti
CEO COMEAR & BSP

In recent years, COMEAR has significantly strengthened its role within the aeronautical supply chain, consolidating a growth that translates into new projects, expertise, and strategic investments.

The experience gained in the production of precision components for servo controls and flight systems has enabled us to consolidate the trust of several major customers in the sector, resulting in the assignment of numerous new high-tech components. This achievement is a major step forward in our industrial evolution, confirming the company's ability to respond effectively to the quality, reliability, and traceability requirements of the aerospace market.

At the same time, growing demand in the landing gear field has led COMEAR to plan a new investment focused on boosting production capacity. In 2026, a new 1500 x 1500 mm multitasking machining center will be put into operation, completing one of the most technologically advanced FMS systems in Italy in the contract manufacturing sector.

This investment will enable us to double productivity in this specific area, ensuring greater flexibility and even more competitive delivery times.

Another milestone involves COMEAR's entry into the avionics sector, with the launch of the first mechanical productions of chassis for electronic boards used in navigation and radar systems. For these processes, COMEAR has recently been certified by a major customer for structural bonding operations, bearing witness to their

trust and appreciation for the quality of our processes and our technical staff.

The growth trajectory undertaken confirms COMEAR's commitment to strengthening its presence in the aeronautics sector, with a vision focused on innovation and collaboration along the entire the value chain.



EMS and UMBRAGROUP: A strategic collaboration for excellence in mechatronics.

Edoardo Vito
CEO EMS – Electro Motor Solutions

Our history with Foligno has its roots in the past. It was 1982 when DIAVIT Fabbrica Utensili Diamantati, a company founded by my father, began a collaboration with UMBRA CUSCINETTI (which later became UMBRAGROUP). Since then, we have come to know and appreciate the forward-thinking vision of that company, and subsequently of the entire Group, thanks in part to the attentive and humane approach of the unforgettable Valter Baldaccini.

Today, we are not just longtime partners of UMBRAGROUP; with EMS, we are part of the same team, a team that lives and breathes its work, anticipating its evolution. We are aware of the privilege that this represents, and we honor it every day with team spirit and expertise. The bond between UMBRAGROUP and EMS has been built over time, in a spirit of innovation and collaboration. In 2011, the UMBRAGROUP Research Center was established in Albanella (Salerno), and in 2013, EMS – Electro-Motor Solutions was founded, also in Albanella, the fruit of a shared vision between the Baldaccini, Ortolani, and Vito families. EMS was initially run by Mr. Baldaccini, and after his passing, I had the honor of taking over its leadership.

We have come a long way over the years, increasing our skills, know-how, and commitment to a way of working that is respectful of people and the environment. Among the most significant

milestones in our growth, I would like to mention:

- » the obtaining of the ISO 9001, 14001, 45001 and 9100 certifications for the aeronautics sector;
- » the development of Hairpin technology;
- » the creation of advanced prototypes for the aeronautics and industrial sectors.

Today, UMBRAGROUP is the majority shareholder of EMS, with Reno Ortolani as Chairman of the Board of Directors. The partnership is further strengthened, which is doubly satisfying and a source of great pride for me. It is a strategic step that allows us to integrate EMS's capabilities with the Group's global know-how, offering complete and innovative solutions for the motion solutions sector.

We look forward with confidence to the creation of a platform of excellence in mechatronics, capable of responding proactively to the needs of a constantly evolving market. All this is taking shape just outside Cilento, a hospitable and fascinating land, whose sea was often visited by Mr. Baldaccini. It is a passion that today has become an inspiration for an industry that looks to the future with solidity, ethics, and ambition.

Edoardo Vito,
CEO EMS.



United by Values: The Group Code of Conduct is born.



Beatrice Baldaccini

Group Chief People Officer & VP of the UMBRAGROUP BoD

A company is, by its very nature, a social system: every organization is made up of people, each guided daily in their choices and actions by their personal values.

At UMBRAGROUP, these values form the foundation of our history and are the reason why our customers know we are a partner they can rely on. Our task today is to protect and continue to promote these values, carrying them into the future.

We operate in a rapidly evolving work environment where we are present in numerous countries and markets. For this reason, we felt the need to offer all our employees a clear and shared reference point, capable of bringing together the different identities of UMBRAGROUP under a single code that establishes fundamental, across-the-board

Martina Grelli

HR Generalist UMBRAGROUP SpA

guidelines on our principles governing ethics and conduct. This is how our Group Code of Conduct was born. This document constitutes a commitment to mutual responsibility for all companies in our Group and for all employees at all levels. It is based on the values that define how UMBRAGROUP wants to do business, encapsulated in the acronym F.I.R.S.T.: Focus on the customer, Innovation, Respect, Social development, and Teamwork, all for a common goal.

The document outlines our commitment to promoting an inclusive, safe, and diversity-friendly work environment. The Code enshrines our commitment to diversity, equity, and inclusion, condemning all forms of discrimination and placing the dignity of each individual center stage. Equally important is the protection of workplace rights, health, and safety, compliance with the law, and the adoption of transparent and proper behavior in the management of business activities, with a particular focus on anti-corruption, fair competition, and the prevention

of conflicts of interest. In addition, the Code of Conduct devotes considerable space to social and environmental responsibility: it promotes the adoption of sustainable production practices, enhancement of resources, reduction of environmental impact, and support for volunteer and solidarity activities. The text also focuses on particularly topical and sensitive issues such as data security and the responsible use of new technologies, such as Artificial Intelligence.

The Group Code of Conduct will serve as a reference for all Group companies in drafting their own Codes of Ethics, which will address similar issues but in greater detail and in accordance with local regulations and legislation. This approach allows us to continue to preserve our corporate identity, creating a consistent and reliable work environment. The clarity and transparency of the rules foster internal and external trust, improve collaboration among the various teams, and ensure consistency in decision-making. We invite everyone to read, share, and live by the Code of Conduct,

confident that this will not only strengthen our corporate culture, but also give us increasingly greater credibility and competitiveness in the marketplace, where integrity and consistency are key factors in attracting talent, strengthening relationships with customers and stakeholders, and dealing with increasingly complex global challenges.

Navigating Change: Market Trends, Electrification, and UMBRAGROUP's Technological Leadership.



▲ The UMBRAGROUP Power Take-Off installed on the ZOEX Wave Energy Converter.

Fabrizio Brandi
Chief Marketing & Communication Officer UMBRAGROUP

The global aerospace and industrial markets are experiencing a period of profound transformation. Driven by new mobility needs, sustainability imperatives, and digitalization, companies are rethinking their strategies and investing in innovation at an unprecedented pace. At UMBRAGROUP we observe a growing demand for solutions that combine reliability, efficiency, and environmental responsibility, qualities that have always been at the heart of our offering.

The market is increasingly shaped by the need for lighter, smarter, and more sustainable components. Customers expect not only high performance but also products that contribute to reducing emissions, optimizing energy consumption, and enabling predictive maintenance. This shift is opening new opportunities for those who, like UMBRAGROUP, have made innovation and quality their core values.

We are at the forefront of this revolution; our components, motors, electronics and systems are designed to meet the most stringent requirements of aerospace and industrial applications. We are proud to contribute to flagship programs such as Airbus Helicopter H160 and RACER Demonstrator, as well as next-generation platforms like AURA AERO, where our technology enables full-electric flight and sets new standards for sustainability and performance.

This commitment to innovation and sustainability extends beyond aerospace. Our recent partnership with ZOEX LTD, a pioneer in modular wave energy solutions, marks a breakthrough in renewable energy generation from ocean waves. By integrating our ball-screw Electro Mechanical Generator into ZOEX's Wave Energy Converter, we're enabling efficient power production even

in low sea-state conditions unlocking new possibilities for clean energy in remote and marine environments.

Innovation is not a buzzword at UMBRAGROUP, it's our commitment. As the industry evolves, we remain focused on delivering solutions that anticipate future needs and create lasting value for our partners and the planet.



Innovation: the engine that makes us soar between Aerospace and Industrial.

Civil aviation: UMBRAGROUP ready to take off toward the future!

Nicola Bacelli
Senior Vice President Sales Aerospace UMBRAGROUP

The civil aviation sector is poised to take off toward a new season of growth, and UMBRAGROUP is gearing up to seize every opportunity. Over the next five years, the recovery of the air transport demand, technological innovation, and the need to upgrade fleets with more sustainable models will drive the expansion of the global market. In this scenario, Boeing and Airbus continue to play a leading role, while we will continue to interpret and anticipate change with the vision

and strategy that have always distinguished the Group.

According to Airbus estimates, **the aviation services market will grow by an average of 3.6% per year over the next twenty years**, with an acceleration already expected between 2025 and 2030. For UMBRAGROUP, this will translate into an increased demand across all platforms, with a particular focus on the **Boeing 737**. But that's not all: the two giants are not limiting themselves to fleet upgrades, the real driver of development, but are investing in **new generations of aircraft such as the A321XLR and Boeing 737 MAX**, designed to ensure greater autonomy and lower fuel consumption. Adding to the dynamism of the situation are over 17,000 orders for new aircraft to be processed. Airlines are aiming to replace older models with more efficient, sustainable aircraft capable of reducing operating costs. Excellent prospects are also seen in Asia, the Middle East, and Africa, strategic areas for expansion thanks to the growth of the middle class, the increase in tourism, and the development of airport infrastructure. Boeing

and Airbus are strengthening their presence in these areas with agreements and joint ventures for local production and maintenance.

Sustainability has now become a priority shared by the entire industry. Investments are being focused on hybrid engines, sustainable aviation fuels (SAF), and advanced aerodynamic designs. Airbus has announced the development of a hydrogen-powered aircraft by 2035, while Boeing is collaborating with industry partners to accelerate the large-scale adoption of SAF. Despite the positive prospects on the horizon, the industry also faces complex challenges: production delays, skilled labor shortages, and geopolitical pressures impacting the supply chain. Boeing is responding with increased digitalization of production processes, while Airbus is focusing on supplier diversification and operational resilience.

The future of civil aviation is clear: **innovation, sustainability, and global expansion** will drive its transformation. UMBRAGROUP, alongside its long-standing and strategic customers, will continue to be the go-to partner for movement solutions, inspired by a single goal: to make aviation increasingly safe, sustainable, and advanced, thanks to collaboration and the sharing of expertise.

Looking ahead, the challenge is an ambitious but exciting one: over the next five years, the sky will truly be the limit for those who are able to anticipate the needs of an increasingly connected world, supporting its evolution with expertise, vision, and commitment.



◀ The UMBRAGROUP team at EMO Hannover 2025.

EMO Hannover 2025: UMBRAGROUP brings innovation and visibility to the industrial sector.

Marco Fumagalli
CEO Industrial UMBRAGROUP

During the second half of September, the EMO, the world's leading trade fair for machine tool manufacturers and production technologies, was held in Hannover. This event is a strategic one for UMBRAGROUP, as this market represents one of the main outlets for our motion solutions designed for the industrial sector. The context is not one of the easiest: the sector is going through a complex phase, linked primarily to the difficulties faced by the automotive industry, with a contraction that has affected several European countries, in particular Germany. It is therefore not surprising that the total number of visitors was lower than in previous editions.

However, there was a more qualified and focused attendance, showing strong interest in innovative

solutions, and a significant increase in visitors from emerging markets such as Turkey, China, and India, which accounted for about 20% of participants. For UMBRAGROUP, the outcome of the fair was decidedly positive, thanks to the quality and quantity of the contacts made at its booth.

In addition, for the first time in the history of the Industrial Line, we conducted a structured marketing campaign, thanks to the support of Fabrizio Brandi, Group Chief Marketing & Communication Officer, and his team. The initiative included an event dedicated to key customers, video interviews, and a strong social media presence, which enabled us to gain significant visibility among potential new customers, as well as to strengthen relationships with our existing ones.

The UMBRAGROUP booth spotlighted two product lines that are fundamental for the future of the Industrial business line: the new series of

high-performance "Highper" recirculating ball screws. This new series has been launched on the market in the High Smoothness versions, perfect for grinding machine manufacturers, and High Speed versions, designed for fast applications such as machining centers, automation, sheet metal working, and simulation.

We also had the opportunity to present our expanded range of electrospindles and milling heads with the launch of the new company UED (Umbr Electrospindles & Devices), of which UMBRAGROUP is a 60% co-owner, specializing in the design and maintenance of electrospindles. Despite the challenges of the industrial market, there is no shortage of opportunities for connection and exploration of new scenarios.

UMBRA GROUP will continue to invest with resilience, expertise, and innovation in order to diversify and grow in an ever-changing global context.

SMS and ISMS: The safety culture that unites markets and expertise.

Marco Ceccarelli

Head of Quality Assurance UMBRAGROUP

In the aeronautical sector, safety is not an abstract concept, but a complex system that guarantees the reliability of every component and process. Our customers and all aviation users rely on us to ensure flight safety. But what does “safety” actually mean in the aeronautical world? EASA regulations require organizations that design, manufacture, and maintain aeronautical components to adopt two fundamental tools: the Safety Management System (**SMS**) and the Information Security Management System (**ISMS**). Although they have different objectives, both share the same mission: to prevent risks, protect people, and safeguard product integrity.

The Safety Management System is now an integral part of the Part-145 and Part-21 domains. Its function is clear: to identify, assess, and mitigate operational risks along the entire chain, from production to final checks. It is based on a proactive approach that promotes a culture of open reporting, continuing education, and constant improvement. Every check and every



report contribute to creating an ecosystem in which flight safety is not an isolated goal, but the result of shared responsibility. In addition to operational safety, EASA now also requires information protection. This is not limited to cybersecurity: ISMS protects technical data, maintenance documentation,

manuals, certification processes, and IT systems, preventing unauthorized access, loss, and alteration of data. In a context where incorrect information can have operational consequences, data security becomes an integral part of safety. SMS and ISMS are two interconnected dimensions: a technical error can arise from compromised data, and vice versa. This is why EASA promotes an integrated approach based on clear responsibilities, traceability, and a culture of prevention.

At UMBRAGROUP, safety comes from people. Every technician who reports an anomaly, every engineer who updates a document, and every colleague who protects data and access contribute to a chain that starts in our departments and extends all the way up to the aircraft in flight. SMS and ISMS are not simply regulatory obligations: they are tools that enable us to work with precision, responsibility, and confidence.

The entire Group is already committed to this process: UMBRAGROUP and ERA have integrated SMS procedures and are implementing ISMS, Linear Motion has passed the FAA audit with SMS approval, and all of the Group’s aeronautical companies are involved in the development of these systems. The bearings sector is also a part of this evolution and this process of implementing aeronautical regulations in view of an increase in the production of bearings for



▲ In the photo above
The UMBRAGROUP SpA
SMS/ISMS team.

◀ On the previous page
The ERA Electronic Systems
SMS/ISMS team.

▼ In the photo below
The Linear Motion LLC
SMS/ISMS team.

aeronautical use. A joint project involving BSP and Präzisionskugeln Eltmann has been launched to produce bearings for aeronautical use in accordance with EASA requirements, a challenge that represents a strategic step for the future. The integration between the aeronautical and industrial sectors opens up new opportunities for growth and requires advanced skills and widespread awareness.

Safety is never a final goal, but a continuous process. It is the result of informed choices, attention to detail, and collaboration among people who share the same vision. Every action, every report, and every improvement contribute to building a future in which flying is not only possible, but safe. And we are not just talking about flying, but about every process that starts in our industrial departments and extends to the most critical applications. Together, we transform safety into value, because our commitment today is a guarantee for tomorrow.



Albanella Research Center and EMS: Talent and Community in the Heart of Cilento.

Luciano Pizzoni
Head of Engineering and RD UMBRAGROUP

2025 was characterized by intense activity at the Group's facilities in Albanella (Salerno). Three factors made 2025 stand out for UMBRAGROUP's Engineering Department:

- » An organizational experiment involving technicians from UMBRAGROUP HQ who were relocated from Foligno for a period of 4-6 months;
- » The entry of EMS – Electro Motor Solutions into the Group;
- » Intensive prototyping of windings for aeronautics, space, and industrial applications.

Thanks in part to these three factors, the Albanella Research Center (CRA) has proven to be much more than a laboratory, but a true crossroads of expertise, innovation, and relationships. Nestled in the hills of the Cilento region, with views stretching as far as Capri, the Albanella Research Center is a place where ideas

and people come together to shape the future of electrical windings for actuators and propulsion motors.

Created with the aim of developing innovative solutions for electric motors, today the CRA is much more than a technical center: it is a true professional and human community. The new rotating residency formula, combined with permanent staff, has transformed the CRA into a talent incubator. Young engineers arrive with curiosity and some uncertainty, but leave enriched with practical and theoretical skills, ready to tackle complex challenges with greater understanding.

The voices of the long-time incumbents and the young technicians who have agreed to participate in the experience are unanimous: this exchange of ideas and skills on a rotational basis has been a great success!

As Vito Inglese, one of the center's senior staff members, says, "Those who come here take



away with them not only a wealth of technical knowledge, but also a taste of the local culture and cuisine."

The collaboration with EMS – Electro Motor Solutions, which has now officially joined the Group, is the cornerstone that makes an integrated approach between research and industrialization possible. "We have been working together for thirteen years, between companies, but above all between people," emphasizes Annamaria Vito, General Manager of EMS. "We have achieved projects that seemed impossible and, by working together, we have built solid bonds. We are truly a family."

In recent months, the team has tackled ambitious challenges: from assembling actuators based on innovative concepts with the aim of minimizing components to ensure design-to-cost, to experimenting with new solutions, always with a view to combining performance and safety. The CRA is the "bridge between theory and practice," says Omer Sejrani, "a place where development and industrialization meet." Behind every project there are stories of growth.

Katia Castagnoli, one of the young members of the Group's new generation of engineers who joined the organizational experimentation project, says she discovered a passion for engines: "a vocation I would never have imagined possible for me" while Margherita Rossi and Giulia Dionigi emphasize "the collaboration and helpfulness that made everything special." Daniel Gasperi points out the importance of "developing a critical eye for design and addressing real critical issues," and Davide Paglialunga talks about "an experience that has enriched me professionally and personally, between technical challenges and cultural discoveries."

Shared lunches, sports activities, birthdays on the terrace, and breathtaking views complete the picture.

"When an outsider comes to the South, he cries twice: when he arrives, and when he leaves," says Giovanni Di Domenico, quoting a famous film. This sentence sums up the meaning of this adventure: growing professionally, but also feeling part of a bigger picture and a special project.

And now, strengthened by these new experiences and the reinforced bond with EMS, which has become a member of the Group, we can look to the future of electromechanical actuators and UMBRAGROUP electric motors with even greater confidence.

In the photo above ▲
One of the teams that worked on a rotational basis at the Albanella Research Center.

In the photo to the side ▶
One of the enjoyable get-togethers between the UMBRAGROUP and EMS teams at the Albanella plant.



Innovation and Continuous Improvement: UMBRAGROUP's 2025.

Martin Riegger

Chief Operating Officer UMBRAGROUP

Stefano Minni

Manufacturing Engineering Manager

Michele Fongo

Production & Technology Integration Manager
Umbra Cuscinetti Inc.

Gaetano Mattioli

Head of Continuous Improvement &
Transformation UMBRAGROUP

Giuseppe Pompei

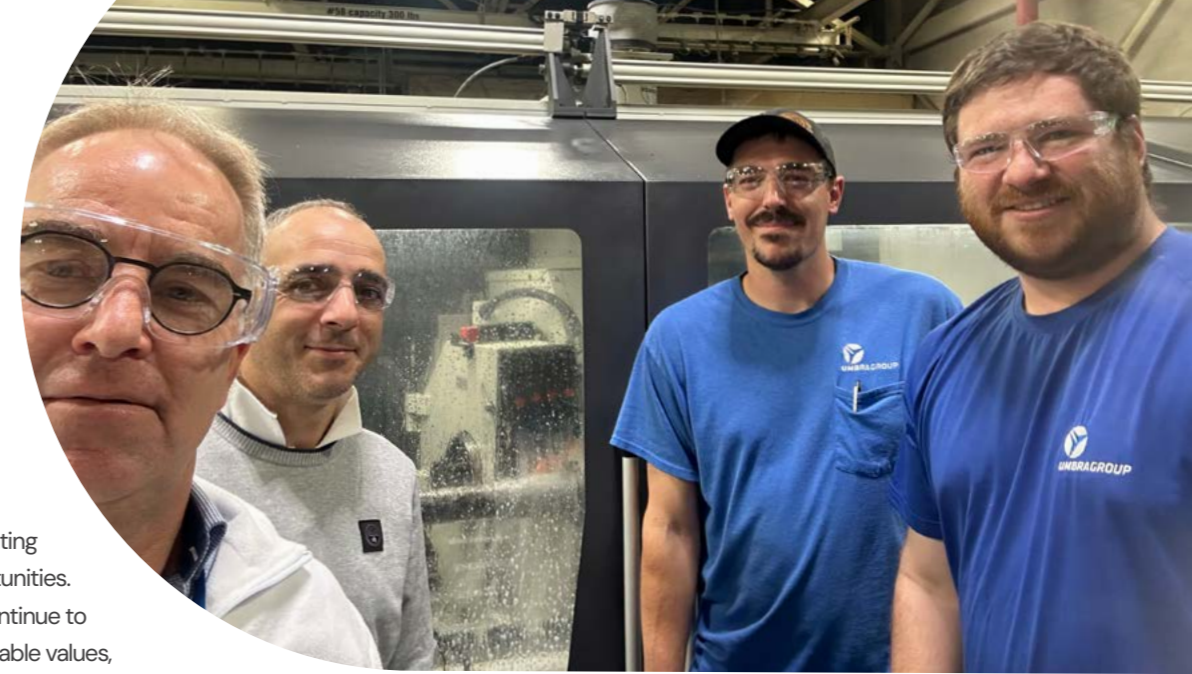
Group Supply Chain Integration & Development
Manager UMBRAGROUP

2025 was a year of major changes and challenges for UMBRAGROUP's American subsidiaries, Linear Motion and Umbra Cuscinetti Inc. To tackle this evolutionary phase, we launched strategic projects aimed at promoting transformation and spreading best practices across the Group, focusing on international collaboration as a key element.

This synergy required the direct involvement of the team, which traveled to the United States several times, mainly to Saginaw, Michigan, to support their colleagues at Linear Motion. The meetings not only served to consolidate the partnership, but above all to share technical expertise and optimize production processes. The ad hoc working group focused on supply chain management, load balancing, and overcoming bottlenecks, while also providing technical support to the Manufacturing Engineering area and sharing

best operational practices with the entire overseas team. For three weeks, representatives from UMBRAGROUP SpA worked side by side with the Linear Motion team, participating in technical meetings, round tables, and visits to the production facilities of customers and suppliers. This intense collaboration made it possible to address the most complex critical issues in production and optimize numerous internal processes. Thanks to this contribution, Linear Motion has implemented new procedures and strengthened its in-house training, consolidating the ties between the companies and laying the foundations for future joint initiatives.

During the visit, a detailed analysis of operational activities was conducted to take stock of the current situation and define a development scenario with targeted improvement actions. This review gave rise to a three-year program aimed at increasing production capacity and improving quality, efficiency, and delivery times. The projects involved several strategic areas and also led to the introduction of Visual Management and a review of warehouse strategies. This experience demonstrates how shared knowledge and mutual willingness are fundamental to building successful



partnerships and generating new international opportunities. At UMBRAGROUP, we continue to promote our non-negotiable values, and this virtuous collaboration is a concrete example of this.

At the Everett headquarters, Umbra Cuscinetti Inc. worked on the first short-term operational plan, a new tool that has already been used and has yielded tangible results. At the same time, the risk analysis review and update that began last August is continuing in order to maintain a high level of proactive attention in managing critical issues and ensure that procedures are always up to date and shared among all locations.

The great enthusiasm of US managers and their openness to adopting systems that have already been successfully tested in Italy show how international collaboration has become a driver of growth. We are only at the beginning of a journey during which experiences and methods will be increasingly united, allowing the Group to act cohesively and grow ever stronger.

Special thanks go to all the supervisors involved, in particular Cliff Brenner, Fred Presler, Juan Jurado, and David Martina, who played a decisive role in achieving this important result. Concrete and easily measurable results are also being produced in Italy, where the improvement process already began last year. In 2025, there was a significant evolution in the structure of Visual Management, thanks to the commitment of all the teams involved. Several Level 3 Performance Centers – essential tools for monitoring performance on a daily basis, managing standards transparently, and fostering a culture of continuous improvement – were activated. Today, Performance Centers have become real points of reference for all operators and teams in terms of communication, transparency, and speed in process management. Meanwhile, Level 2 Performance

Centers have also expanded, further improving the link between the strategic and operational dimensions. Visual management makes results immediately visible, speeds up problem solving, and promotes standardization, making improvement a daily and shared process.

During the year, some departments stood out for their ability to successfully apply the principles of order and organization, demonstrating that continuous improvement is truly an achievable, concrete, and verifiable goal. I would like to thank the Bearing Heat Treatment department, which maintained a high level of performance, responding promptly to critical issues; the Screw Quality Control department, which worked with determination, exceeding its target thanks to its ability to reorganize; and the Aerospace Grinding department, which consolidated the work carried out in recent years. This is a concrete example of the principles of continuous improvement being fully implemented; productivity continues to grow alongside quality, confirming that order and method form the basis for achieving operational excellence.

Looking back on the year that is coming to an end, we can say that 2025 has been a real watershed: transformation, innovation, and collaboration are the cornerstones that will guide our path in the years to come. UMBRAGROUP will continue to be a reliable partner for its long-standing and strategic customers, offering increasingly safe, sustainable, and cutting-edge solutions for movement. The value of shared skills and the strength of teamwork will be the levers we rely on to face the challenges that await us. In the coming years, the sky will truly be the limit for those who can anticipate the new needs of an increasingly interconnected world that is sensitive to environmental issues.

All that remains is for me to thank all those who contribute every day to the improvement and growth of our Group around the world.

▲ In the photo above and on the
◀ previous page

The bottom line: collaboration across the Group.

ONE Sustainable Company.

Sara Ortolani
CEO HSE & Integrated Supply Chain Director UMBRAGROUP

Our business plan states that UMBRAGROUP must become a single global and sustainable company. And we have taken this literally: in 2025, our Corporate ESG Sustainability Policy was approved and published.

What does this mean for UMBRAGROUP?

First of all, it is a policy, i.e. a document which, unlike a procedure, does not aim to provide guidance on how to operate the business, but rather to provide a strategic direction – in this case, for our activities in the area of sustainability. We may define it as a programmatic statement of our intentions, in which we make commitments as a company. And when we speak of “commitments,” we mean concrete and responsible actions with regard to the environment, our employees,

and the broader community. Our aim is to meet the needs of the current generation with a sustainable growth strategy without compromising those of future generations. The focus of our Sustainability Policy is on the three factors encapsulated in the acronym ESG (Environmental, Social, and Governance). Therefore, our policy is structured around these three elements, listing clear and quantifiable objectives that we aim to achieve by 2030. Why add numbers to a strategic statement? We do not want our values to simply remain on paper. We want to implement specific actions (all listed in the Policy itself) and we want to measure their implementation.

For UMBRAGROUP, sustainability only makes sense if it is truly lived and applied through investments, projects, and initiatives. In this case, words come after deeds.

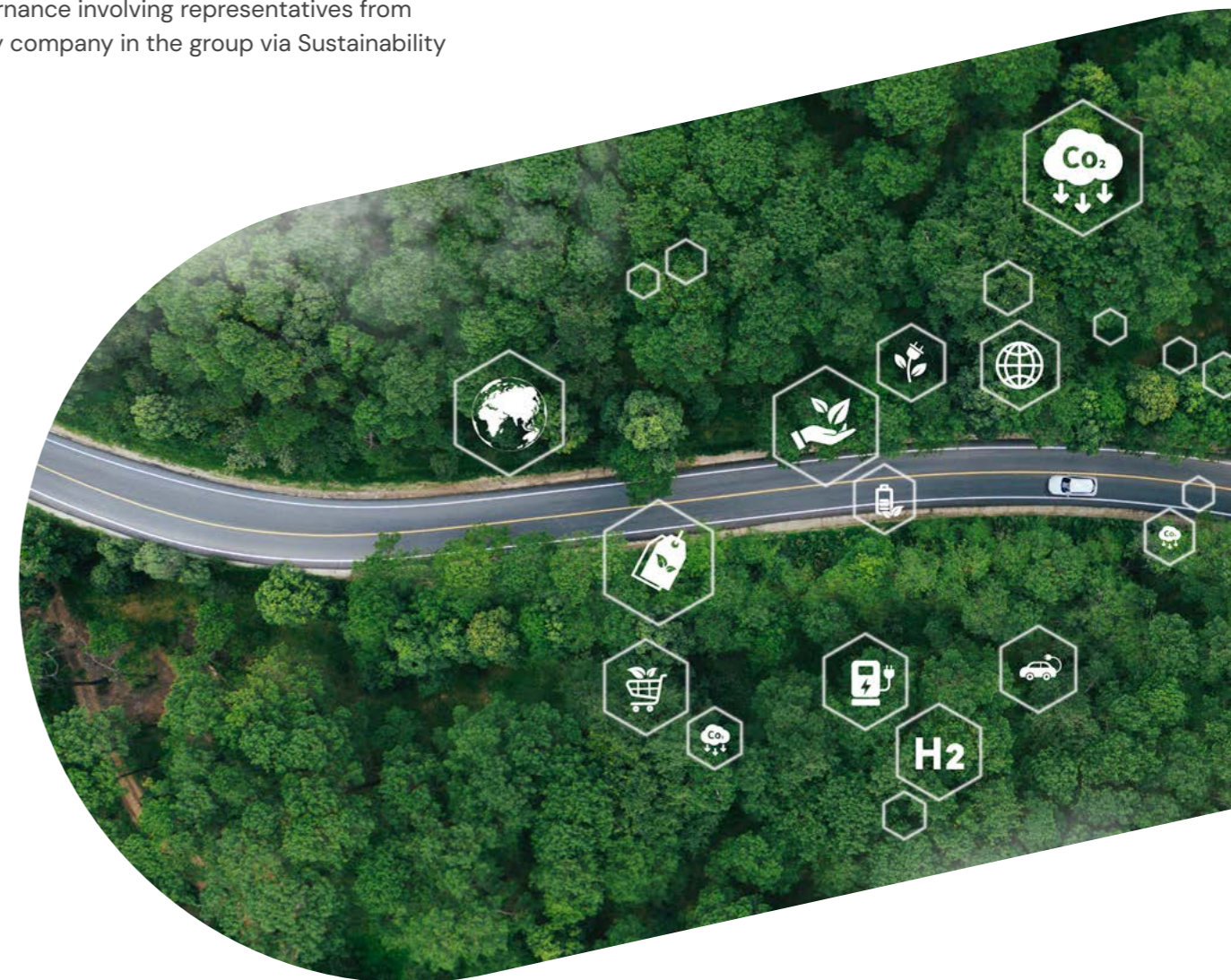
Last but not least is perhaps the most important concept: this policy, ratified by the Board of Directors in October 2025, represents a group

strategy. It therefore concerns all UMBRAGROUP facilities and all its employees around the world. Each subsidiary will be able to adapt the strategic direction to the legislative framework of its own country, but the ultimate goal will only be achievable if each company does its part and if we all work together, inspired by the same principles. It is easy to get lost in the labyrinth of local and international requirements, as well as in the priorities of each site and each department, but if we have a compass to guide us, all we have to do is aim for our North Star and follow its path.

How will we ensure that we don't lose our way?

Simple: this Policy will become part of our way of doing business. We will monitor it through governance involving representatives from every company in the group via Sustainability

Committees. And we will commit to the results we want to achieve by publishing our Sustainability Report every year, as required by the Corporate Social Responsibility Directive (CSRD) issued by the European Union. Lastly, we ask all of you, our employees, to join us on this journey. Each of you can help us every day by exercising your sense of responsibility and ensuring that we stay on course. We are counting on you.



Congratulations

New hires

UMBRAGROUP SpA

Caserta Luca
Cocchetta Andrea

PRÄZISIONSKUGELN ELTMANN GmbH

Clow Daniel Thomas
Kolenda Sven
Naumann Santino

Linear Motion LLC.

Bozarth Nicholas W
Brade Gavin
Brooks Arron Michael
Cox James D
Edmundson Leslie Eric
Gilbert Luke Christopher
Kolar Nicholas M.
Kraus Joseph
Malachowski Andrzej James
Reinert Kaiden S
Rombach Lynette Marie
Shortland Aramaic Alexavier
Swiecicki Nadia R
Wagner Andrew J

Just Married

UMBRAGROUP SpA

Bucattelli Elia e Porzi Clarissa
Finauro Michele e Stefanetti Francesca
Giubila Giulia e Onorato Mario
Narcisi Andrea e Putignani Alessia
Occhino Marzia e Zampetti Marvin
Tasca Gianfranco e Picchiani Martina
Tiberti Paolo e Ilasca Andreea Maria

PRÄZISIONSKUGELN ELTMANN GmbH

Höfler Christian e Geldner Annette

Linear Motion LLC.

Burkholder James e Jackson Rachel

Births

UMBRAGROUP SpA

Bacci Pallini Leonardo
Di Domenico Giulio
Gentili Lavinia

AMCo

Baliani Giordano
Luna Livia





UMBRA GROUP

n.41 | december 2025

www.umbragroup.com

