

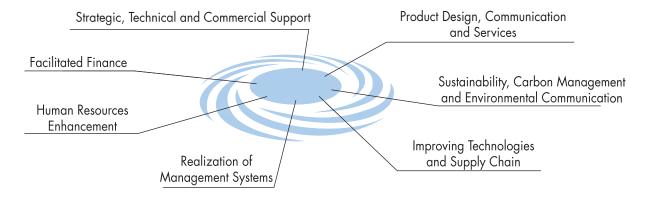


TECHNIQUE - BUSINESS STRATEGY - SUSTAINABILITY - PRODUCT DESIGN - SYSTEMS

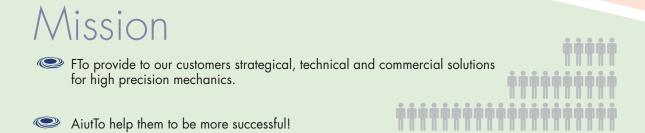
About us

ICT - International Consulting & Trading is a young and dynamic company founded in 2012 by the enthusiasm of two professionals of the bearings sector, with over 20 years of experience each in multinational companies.

Thanks to their international experience in production, engineering, plant management, sales and Research and Development, over the years the founders have created a network of partners, professionals and collaborators located between Europe and Asia, which are specialized in different areas and technologies of the precision mechanical industry and automotive industry. ICT is in fact focused on providing value to customers in these sectors. Specifically, ICT offers following consulting services:



The ICT approach is based on the pursuit of customer satisfaction at all costs. With such spirit we marry our customers' challenges and we are passionate about building strong and long-lasting client relationships. We believe so much in what we do to be available to link a very important part of our consultancy services pricing to the real achievements of quantifiable pre-fixed targets. Without such proven results, customer shall be entitled not to pay us!



ICT customers deal with products and processes whose precision is of the order of bigness of one micron or of few fractions of one micron. Their expectation towards anyone of their stakeholders is as demanding as the high precision required by their business. Therefore our focus is only on the value creation for all of them!

Values

The values of the company are:

Opening and Integrity

Hands on the job

Networking with partners

Long-term customer relationship

We are aware not to sell products but to provide SOLUTIONS! To succeed in this task ICT professionals enter in a strict partnership with customers, understand the real root demands and work hard and close to them to find the best way to give real value through proven effective solutions.

Using the know-how and the background of the whole team, ICT supports the customers to get more and more success in their daily activities. This is possible through:

TState-of-the-art technologies;

Simplification of all processes and working methods;

Innovative IT and ERP systems;

Relationship based on long-term partnership;

Consistency with our company's values.

We know that trust comes only if the ethics' principles are part of the corporate culture. ICT's commitment in the daily work is to show through facts an honest and transparent behavior with all company stakeholders, in the belief that this approach will always pay off in terms of good reputation and intagible value of the company. That's why we always show confidence and personal responsibility in all our business relationships.

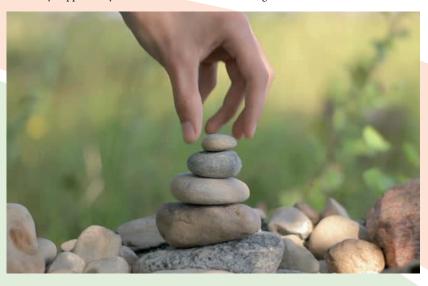
We don't want to be considered as theorethical people that speak about maximum systems and fascinating thories but who are unable to show pratically the effectiveness of our thoughts. Our professionals are NOT scared to get their hands dirty and to show by themselves how things must be done. This contributes to create trust and, in a long term partnership perspective, to speed up all the processes.

Our partners, our collaborators and our suppliers are integer part of ICT, an uncommensurable value that we take extreme care of. We help each other to grow, learning every day something new that will become part of the company goodwill and will be soon transformed into customer value when we are less expecting it. It is like to have both the strengthes of a large multi-cultural company with thousand of employees in multiple worldwide locations and, at the same time, the flexibility of a man-sized consulting company capable to offer customized solutions and special care.

Customers are our precious value: whatever may happen, they shall "enrich" both our knowledge and our vision of the world. We

never think of working with them in short term perspective, we are focused to show our capabilities in honest and professional way: we are aware that they shall be able to recognize such type of approach of ours and shall award it with more and more opportunities in the long term perspective. We genuinely feel to be important actors contributing to the results and to the achievements of all our customers.

Our values shape everything we do and every choice we make on behalf of the company!



Consultancy - Strategic Consultancy

Small and medium size companies have often difficulties to define their own strategy: they sometimes renounce to have one or they simply copy-paste the strategy of somebody else. The result is a short-term focused management that will not allow the company to catch the best opportunities of growth and profitability that might be in the interest of its managers and owners.

ICT supports customers in high precision mechanichs industry in defining both the company vision and the best strategy to reach such a vision. Our action consists mainly of 5 different steps:

- Analysis of main hystorical businesss performances and definition of few KPIs (Key Performance Indicators) that shall be used to define targets and to monitor the future company results;
- 2 Definition of company vision;
- 3 SWOT analysis, i.e. the identification of company Strengths on which to leverage the strategy, of the Weaknesses to take special care of during the strategy implementation, of the Opportunities to catch and take advantage of and of the Threats that my jeopardize the company plans;
- 4 Qualitative description of directions that company wants to go for in terms of:
 - company sales purpose;
 - company values;
 - products portfolio;
 - market segments and geographical approach;
 - brand recognition;
 - operations;
 - digital marketing;
 - technology needs;
 - organization and training.one



For each chapter of above step d), preparation of a complete list of operative actions (with due date and responsibilities) to be programmed in the fixed time span of strategy implementation.

Through the pluriennal professional experience of our team of consultants and professionals, ICT can provide value adding solutions in many of the strategic areas mentioned above, like company organization, lean operations, IT/ERP, products application (just to mention few ones).

Upon request of customer, ICT can support also in the monitoring and implementation phases of the actions plan defined at above step e). For instance ICT can assist in company expansions plans of acquisition or partnership in new markets and/or geographical areas (see Business Broker and M&A) as well as in market research and survey and in innovation, R&D and new technologies introduction.

Some few definitions

Company Vision. It is a statement indicating what the company wants to become, what the organization would like to achieve or accomplish in the medium or long term future. It is intended to serve as a clear guide for chosing current and future courses of action.

Company Strategy. It is a high level plan to reach the company vision. Because the resources to achieve the vision are

typically limited, strategy is important to set the most effective goals, determining actions to achieve them and mobilizing the resources to execute the actions. Prof. Richard Rumelt wrote in 2011 that good strategy has an underlying structure that he called Kernel and that consists of 3 parts: 1) a diagnosis that defines or explains the nature of the challenge; 2) a guiding policy for dealing with challenge; 3) coherent actions

Strategic Development Support

We are able to assist client companies in defining the optimal medium-long term strategy, providing the methodological and knowledge tools to bring the company to the desired positioning in the competitive scenario.

We perform this role by providing various services:

- Annual advisory support (specifically aimed for micro and small companies requiring periodic support to carry out activities related to quality, safety, environment and organization improvements and results))
- Temporary Management (for example, to take on the roles of Prevention and Protection Service Manager, Prevention and Protection Service Employee, Quality Manager, Environment Manager, Supervisory Board according to Model 231, ADR Consultant)
- Internal Audit function (e.g. for the purposes of verifying compliance with safety and environmental legislation, process audits, security audits of IT systems)



- Compliance function, in order to identify the regulatory provisions which refer to the company activity and to update the internal rules and procedures in order to eliminate any conformity gaps (this also includes assistance services to the Board of Directors and to the management for the compliance risks)
- Forensic Engineering for the support in case of accidents at work, company model 231, environmental damage and machines safety issues
- Company change with a view to INDUSTRY 4.0 or company restructuring and relaunch

designed to carry out the guiding policy.

SWOT analysis. It is a structured planning method that evaluates the strengthes, the weaknesses, the opportunities and the threats of an organization, a project or a business venture. It is an important tool to be used in the diagnosis phase of company strategy definition.

Company Mission. It is a statement of a company's purpo-

se, identifying the scope of its operations and the guiding policy provided by the leaders to the whole organization. It communicates a shared understanding of the organization's intended direction.

Company Values. They are the principles that constitute the company culture, inspiring behaviours and influencing actions of the whole organization.

Businesss Broker and M&A

Company acquisitions

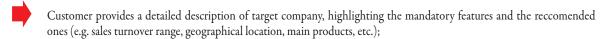
Joint-venture

Commercial and technology partnerships

are all ways for the company to grow in size and in know-how as well as to step-in new geographical markets and/or product types.

ICT may support non-European companies to find the proper partner in Europe in the high precision mechanics industry, in line with the customer's own strategy.

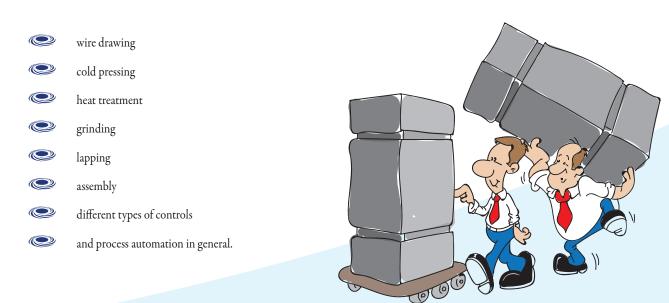
Our *modus opernandi* is typically structured in the following steps:



- On the base of the above description, ICT prepares a synthetic "blind" chart of the ideal partner company and shares it with at least a minimum number of potential target companies that meet all the mandatory features and as many as possible of the reccomended ones (the minimum number of target companies, in this phase, depends on how restrictive the conditions of mandatory features have been fixed by the customer in step 1);
- ICT enters in contact with all the listed potential partner companies, explains the potential of partnership with the customer and understands the real interest for moving ahead with talks of partnership / sales (it has to be remarked that, in this phase, in no way the name of customer is disclosed to the potential target company: just a blind chart with main data is shown);
- Depending on the expressions of interest, ICT collects basic and clear enough information of the potential partners (e.g. size, turnover, number of employees and sites, products range, served markets, certifications, reasons of interest in partnership, etc.) and prepares synthetic chart for each one of them, to be provided to the customer;
- Upon customer interest in one of the potential target companies, ICT provides full indications of name and contact details.;
- At this point, it's customer's faculty to decide ICT to continue to assist in coordinating the contacts and talks with potential partner or to stop the cooperation. In the first case, ICT and its team of professionals may also offer support in business, financial, legal and environmental due diligence activities.
- Specifically, by business due diligence ICT may complete SWOT analysis of the company business, verification of all manufacturing and administrative processes, assets evaluation, interview of key personnel (both managers, staff and workers), check of inventories and assessment of real market value versus book value.
- During the financial and legal due diligence ICT professionals verify the correctness of balance sheets, P&L and cash flows as well as the legal compliance to labour, taxes, environment and safety laws. Furthermore ICT team can support the customer to identify one or more business scenarios after the partnership is completed, with relative financial projections, aimed to provide understanding to the customer about the business continuity and to give a correct evaluation to the business to be acquired..

Technical Consultancy

Through a worldwide network of partners, professionals, researchers, collaborators and suppliers, ICT can assist the companies of high precision mechanics also for solving technical issues in their manufacturing process and to extensively implement the concepts of lean manufacturing methodology. The process operations where main contributions can be provided to the customers are:



At the same time the lean principles can be implemented with ICT team support in all high-series production companies.

ICT professionals can provide assistance, for example, in the choice of the most performing tools (dies, abrasive wheels, measuring sensor, etc.) or in the setting of proper process parameters (for instance, the austenization temperatures in a heat treatment furnace) or in the creation of standards of flow in accordance with *pull-system* principles, to minimize inventories, manufacturing through-put times and lead-times to market. In this context ICT can support in the definition of main material streams, in the verification of any shared operation and in the relative calculation of loop time and loop lots as well as of intermediary minimized *buffers*, in the capacity balance of different operations with a clear identification of one single bottleneck. *Value Stream Mapping* (VSM) can also be used to eliminate or to minimize the no-adding value activities.

In terms of assembly and controls, ICT offers different automated solutions to minimize the manpower need and to maximize both speed and reliability of processes. In the bearings industry, all the operations of groove diameter measurement, pairing, caging, washing, clearance, visual, eddy current and noise controls, greasing, shielding and sealing, marking and packaging are in the area of action of ICT team.

Our professionals can audit and verify manufacturing plants for different purposes. Examples of such activities are:

- To assess the manufacturing process capabilities to produce specific products or to comply with certain tolerances;
- To verify the compliance of Quality systems to norms like ISO 9001 or ISO TS16491;
- To verify the compliance of Environmental systems to norms like 14001 or ISO 14040.

Furthermore they can support in the optimization of the final customer application through the proper choice of the bearing type / dimensions / materials / treatment. Furthermore, through partner laboratories, ICT can assist the customer in completing the failure mode analysis of bearings returned from field to understand the *root causes* of failure and to take the proper corrective actions.

Training courses in class as well as in the shopfloor may be organized also on specific request of the customer.



Some few definitions

Lean Manufacturing. It is a systematic method for waste minimization within a manufacturing system, enhancing productivity. It tends to focus on the value creation for the customer, i.e. on any action or process that a customer would be willing to pay for.

Value Stream Mapping. It is a lean management method to analyze the current status of events that take a product or a service from its beginning through the customer. On the base of such analysis, the whole process is re-thought to eliminate the no added value, to streamline the flow and to focus on value creation only.

Kaizen. It is the Japanes word for "continual improvement" and it refers to activities that continuously improve all fuctions and involve all employees of the company, from the CEO to the workers. It applies to all type of processes (not only the manufacturing one) and it is often showing the highest potential in the interfunctional processes.

Kanban. It is an inventory-control system that avoids any activity of planning or scheduling by staff or workers. It is based on visual management and visual/electronic signal provided directly to the point where decision has to be taken, basically with no delay or very minimal one.

To attack the wastes, to simplify, to standardize, to motivate and to innovate are the main daily activities

> in a leading company. The kaizen, as moment of teaching and experimenting, becomes a fundamental tool for the implementation of a real continuous improvement process.

To be lean means to learn how to do the same things with less resources (people, assets, money, energy, etc.) or to do more things with the same resources. To become lean means to constantly grow the productivity (of manpower, of machinery, of cash, of energy, etc.) through a virtuous mix of knowhow and motivation.



Product, Communication and Services Design

ICT consultants can offer study and design of objects that can meet the needs of the production context and of the market.

The research is considered a fundamental cornerstone in the design process: the typological and merchandise analyses conducted on existing products allow to identify new fields of application and new production needs, with special care to the final users. At the same time, semantic, morphological and psychological studies are carried out on the shape of the object, the first interface between the user and the asset.

In designing the shape of the object, in addition to all the tricks related to production and technology, the designer will take into account the ergonomic and usability aspects with the intention to make the product able to enter the market successfully and, above all, to be used immediately once purchased.

With the same approach of product design, ICT offers also design of communication and of services.

Communication – which today pervades the life of the individuals – becomes central hinge in the design project. To be able to communicate a product and all its peculiar aspects, to enhance the qualities and at the same time to communicate its use in an immediate way, are all aspects that widen the object potentiality making it usable and increasing its capacity to be purchased.

Design does not concern only the product merchandise field. It is increasingly involved in the production of services which are also intangible. The web interfaces, the apps and all the digital services that are inserted in the commonly used objects constitute the means that allow both the user to be part of an increasingly digital and evolving reality and the company to remain in line with the new markets.

The Communication Design is concerned with making messages clear and readable, whether promotional or social. The psychological aspects study related to visual perception and usability allow to make the graphic parts more usable and appreciable.

From point of view of the company management, communication is also meant as visual identity design of the brand and therefore as the design and development of the visual elements which characterize an entity or a company. The brand, the colors, the general stylistic lines of the brand, the payoff and all the derivative products that contribute to enhance the elements of corporate recognition are the subject of study and in-depth design. These aspects – strongly systemic – become crucial today because the identification and the company image are the most direct parameters and are able to orientate market choices.





When nowadays we talk about goods we must take into account that they are no longer just the tangible ones. Increasing number of companies and end users are looking for experiences related to the product. Service design is one of the design new frontiers. It combines by a systemic approach the product, the manufacturing company, the user and the relationship that the user has with the product itself. By making these fundamental aspects a common factor, new services are designed, which can increase the product potential.

In this scenario, technology allows more and more an "open" approach and also permits the mix of different languages and the orientation of market choices, while maintaining the central role of the company. This last one – by using the Services Design – can facilitate the introduction of innovative products into the market, implement the involvement of local businesses, create productive networks that can make the company itself an attractor of new realities and activator of virtuous processes.

Therefore services design is a strategic resource that – once adopted by companies – may represent a fundamental factor to connote the design and the future processes.



Sustainability,

Carbon Management and Environmental Communication

ICT services in terms of sustainability and scientific evaluation of product and system environmental performances can be grouped in 3 different macro areas.



Assessment and Comunication of Product Environmental performances

OTarget of this group of activities is to calculate – according to the Life Cycle Assessment (LCA) methods – the environmental impacts of a product along its whole life cycle (from cradle to grave). Such studies can have a double goal: both to understand which are the phases within the production chain that have the highest impacts on performance (by simulating the final effect of improvement actions) and to support the company communication. The natural destiny of LCA studies is to be certified according to the main international standards (EPD, IBU, ISO 14067, ISO 14040)



Company Carbon Management and strategic plans to reach the *Carbon Neutral*

Global Warming is one of the main environmental problems created by the human activities. One of the good things that the most sensible companies can do is to start a carbon neutrality process that may lead within a certain period of time to the "neutrality", according to a road map that includes the calculation of emissions, the engagement for their reduction and the compensation of residual emissions. Also in this case the process can follow international standards, like PAS 2060.



Sustainability Communication Strategy

Sustainability Strategy is more and more present in the companies business plans. For this reason it is fundamental that the targets to be reached, the stakeholders to be involved, the tools to be used and the messages to be delivered are all well defined. In such context ICT can support to start projects of strategic planning of all communication activities, also by the use of specifc tools like the *motion graphic*.



Technologies and Supply Chain Improvement

I consulenti **ICT** supportano le aziende clienti a ripensare i propri processi produttivi e logistici al fine di minimizzare le operazioni ICT consultants support client companies to rethink their production and logistics processes in order to minimize operations without Added Value and to streamline production flows. In addition to the implementation activities of Lean Manufacturing, we are also able to offer the following services:

- Logistics Company Reorganization in order to reduce lead-time and optimize costs
- Supply Chain Improvement through rationalization and costs control, also offering product's compliance verification services before shipment from the supplier (Controlled Shipping Level 3 CSL3)
- CE marking according to the Machinery Directive
- Health and Safety at work through the drawing up of the Risk Assessment Document, the Specific Risks Evaluation and the Work Equipment Risks
- General product safety (in accordance with DIR. 2001/95 / EC)
- Methodologies for supply system's control and improvement (Advanced Product Quality Planning APQP, Failure Mode Analysis Analysis FMEA, Production Part Approval Process PPAP, Measurement System Analysis MSA, Statistic Process Control SPC)
- Specialized Technical Consultancy for particular processes such as welding, metal structural work (in compliance with the EN 1090 standard) and non-destructive tests.

Sales & Marketing

ICT helps companies of high precision mechanics sector to develop their sales organization in new markets. Typical customers are Asian companies who are willing to distribute thier products in Europe or, viceversa, European customers who want to sell their products in Asian countries (mostly India and China): in both cases customers do not have a phisical presence in the target markets, do not understand the country industrial culture and, sometimes, do not have either the economies of scale capable to minimize the market entry costs.

In these cases ICT can support the clients in two different ways:

- 1) helping them to create a network of distributors or agents that can cover the target territory and develop the sales, supporting in all marketing activities required to create the customer's brand recognition;
- 2) managing directly the exclusive representation of the customer's products in the territory, promoting the sales through ICT own network.

The second option is reserved to the cases when the customer's products are complementary to those of ICT partners and the potential market shows a large enough overlap with the current ICT customers.

Other form of consultancy consists in helping customers to build the brand strength in the new market. In agreement with customer, such process is structured in comprehensive marketing plans through tools like the partecipation to dedicated exhibitions, the advertisements in dedicated magazines and/or blogs, the publishing of technical articles for specific magazines, the intervention in specialistic conferences and the web site development in local language (including SEO, Search Engine Optimization).

On the side of purchasing, ICT offers to the market the service of procurement of special or niche products. It normally deals with parts whose complexity and/or very low purchase volume make particularly difficult to find or to source them at convenient prices. In all these cases ICT professionals can support in finding the proper solution at good prices and short lead-times.

This is feasible through plenty of small-medium size dynamic and flexible suppliers of ICT network who are both capable to produce special parts in small batches and to offer very short lead-times. Such ICT expertise is, for instance, in products like diamond and hard metal tools, high quality stamped parts, casted parts, special bearing components in special materials and/or design, special bearings.

Management Systems Implementation

ICT consultants support companies to introduce new management systems for business improvement in different fields, from Quality to Environment, from Safety to Social Responsibility.

Specifically, here below are listed the management systems (and the related reference standard) that we can help to structure with the purpose of a subsequent certification by third parties:

- Quality Management System (ISO 9001, ISO TS 16949)
- Environmental Management System (ISO 14001)
- Safety Management System (OHSAS 18001, ISO 45001)
- Energy Management System (ISO 50001)
- Food Safety Management System (ISO 22000, IFS/BRC, HACCP)
- Management System for the Protection of Personal Data (Regolamento UE 2016/679)
- Risk Management System (CoSo Enterprise Risk Management, ISO 31000)
- Social Responsibility Management System (ISO 26000)
- Anti-corruption Management System (ISO 37001)
- Management System of the Automotive Sector (IATF 16949)
- Computer Security Management System (ISO 27001)
- Management System of the Normative Conformity (ISO 19600)
- Drafting of Model 231 (Responsabilità Amministrativa dell'Ente D. Lgs. 231/01)
- Drafting of the Integrated Report (International Integrated Reporting Council)
- Orafting of the Report on Intellectual Capital
- Drafting of the Report on the Communication of Non-Financial Information (DIR 2014/95/UE, D.Lgs. 254/2016)

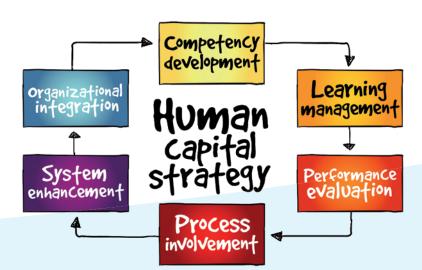
In addition to the above, ICT is also able to offer support for Life Cycle Assessment (LCA) studies, for the achievement of Environmental Product Declaration (EPD), for the finalisation of Carbon Disclosure Projects (CDP) and Carbon Neutrality projects – Zero Emission Targets and for the definition of effective programs of Environmental Communication.



Human Resources Enhancement

In the awarenesss that Human Resources are always the true "asset" of each company, ICT dedicates an important part of its activities to the development of the staff client companies skills, through structured courses covering a wide range of knowledge fields. Below are listed some, many others are available on request (do not hesitate to contact us for more information by writing to info@consulting-trading.com):

- Training accredited by Piedmont Region (for example for the roles of Head of the Prevention and Protection Service, of the Safety Workers Manager, of the Executive Responsible pursuant to article 73 of Legislative Decree 81/08 as for Italian law)
- Training financed by interprofessional funds (Fondimpresa, Fonservizi, Fondirigenti)
- Directional training (for example on Leadership and Management, Effective Communication)
- Management training (for example on Marketing, Negotiation, Sales, Procurement Management, Communication, Lean Manufacturing, Total Preventive Maintenance TPM)
- Technical training (for example on Non-Destructive Testing, Welding, Heat and Surface Treatments, Materials Technology)
- Technological training (aimed at acquiring or consolidating the knowledge of the technologies forseen by the National Business Plan 4.0)
- Training for the improvement of the design organization (ASME Y14.5, APQP, FMEA, PPAP, MSA, SPC)
- Training in the aeronautical field (accredited by the National Civil Aviation Authority)



Facilitated Finance

ICT consultants are able to assist effectively customers in obtaining financial facilities that exploit different normative dispositions aimed at supporting the competitive development and regulatory compliance of companies. Below we list only some of our areas of intervention, inviting you to get in touch with our offices through the contact forms on the home page or by writing to info@ consulting-trading.com to get more detailed information on other facilitation opportunities:

SABATINI TER (supports for the machinery and equipment purchase for small and medium-sized companies)

INAIL - ISI (incentives to companies for the implementation of interventions on Health and Safety at work)

R & D tax credit (tax credit for research and development activities)

SIMEST Foreign Markets (subsidized loans for programs for inclusion on foreign markets)

SUPER and IPER Depreciation (investment support for the competitiveness relaunch with extension and strengthening of the discipline for increasing the deduction of amortization)

POR Innovation (support to the investment programs of micro, small and medium companies to introduce innovation in the production process, adapting it for the manufacturing of new products or in order to make the process more efficient)

Testimonials

"Professionalism, know-how and experiences of ICT team are an excellent business card to introduce MA-EET2. Punctuality in information and in orders management with fi nal customer are a strength point of ICT and a guarantee of success."

> Gianluca Borgo, Managing Director, MAEET2 srl (Italy)

"ICT is our strategic partner to upgrade the technology and customer base globally. We are very much pleased with the support they have extended in the last 5 years. They helped to transform company and to bring us to the next levels. Today we are appreciated by our customers for the speediest improvement in quality, cost and services, credit goes to ICT who has put all the efforts in getting these results."

Manish Patel, chief of business unit, NHB Ball & Roller Ltd (India)

"Remarkable customer connect, Professional approach and Extensive knowledge base has earned a name and spot for ICT-International Consulting & TRADING in business. CUMI is proud to associate with this team of enthusiastic domain experts."

Vipin Malik, Sr. Associate Vice Presidente International Business, Carborundum Universal Ltd (India) "ICT professionals have proved their strength in last 5 years transforming NHB management practices from family oriented to professional oriented business, at all levels (technical as well commercial and financial fields). They revolved the company culture and people mindset by making each employee more accountable and by changing the company focus to customers."

Prashant Mistry Business Unit Head NHB Ball & Roller Ltd (India)

"ICT expertise and dedication helped NHB Group to gain global foot print in 5 years in ball manufacturing. With know-how in lean manufacturing and waste reduction, they helped us in rubbing shoulders with global competitors. If you are looking to transform your company, I strongly recommend ICT as a partner."

Kalpesh Mehta, CEO, NHB Ball & Roller Ltd (India)

"With 5 years' cooperation, we understand ICT is the most reliable partner in Europe. ICT is professional, knowledgeable and honest on bearings and rollers business."

Wang Yang, Sales Manager, Wafangdian Weiyuan Bearing Manufacturings Co. Ltd (Cina)

Why choose us







BEARING INDUSTRY

AUTOMOTIVE INDUSTRY

IRON INDUSTRY







RAILWAY INDUSTRY



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