

AEROSPACE

Oldrati Group is proud to celebrate
its contribution to the successful
VA267 Ariane 6 mission

RISING **ABOVE**



PADRE NOBILE FRANCIACORTA

a recognition of territory,
business and people

LEADERSHIP

Method and humanity in
leadership: the 4 Cs — Clarity,
Competence, Care and Courage



OLDRATI OFFICIAL MAGAZINE

Editorial staff: Oldrati Communication Department

Via Quarenghi, 2
24060 Villongo (BG) - Italy

Phone: +39 035 9160111
oldrati@oldrati.com
oldrati.com

  \oldrati group

omag

An aerial photograph of Villongo, Italy, showing a mix of residential buildings with red-tiled roofs and a large industrial complex with green roofs. The town is nestled at the base of a large, forested mountain. The sky is filled with dramatic, layered clouds, with sunlight breaking through on the right side. A white line points from the text to the industrial complex.

Oldrati Guarnizioni Industriali
Villongo (BG) since 1964

index

6

A MESSAGE FROM CEO: INNOVATION,
INTEGRATION, SUSTAINABILITY

8

OLDRATI 2K: BEYOND THE LIMITS OF
INNOVATIONS

10

NEW HIGH-TECH POLYMERS PLANT
EVOLUTION AND FUTURE PERSPECTIVES

12

A NEW ORGANISATIONAL MODEL FOR
INNOVATION AND DEVELOPMENT

15

THE GROUP STRENGTHENS EFFICIENCY,
QUALITY AND RELIABILITY

17

A CONCRETE CONTRIBUTION
TO SPACE INNOVATION

18

AWARENESS INSIGHTS: RAISE YOUR HAND

21

METHOD AND HUMANITY
IN LEADERSHIP

22

AN INTEGRATED MODEL FOR EFFICIENCY,
SUSTAINABILITY AND SAFETY

24

COMMITMENT AND TRANSPARENCY
OVER TIME

24

TOGETHER AGAINST VIOLENCE: OLDRATI
AND RETE DI DAPHNE FOR A FUTURE
BASED ON RESPECT AND PREVENTION

25

PADRE NOBILE FRANCIACORTA: A
RECOGNITION OF TERRITORY, BUSINESS
AND PEOPLE

25

OLDRATI AND SERENIS: TOGETHER FOR
WELL-BEING

26

ISO 13485 - CERTIFIED QUALITY
AND FUTURE VISION FOR OLDRATI

28

EVENTS - LEGAMI COVALENTI

29

EXHIBITIONS - ISK-SODEX



Leggi la versione in Italiano





INNOVATION, INTEGRATION, SUSTAINABILITY

A message from CEO

Manuel Oldrati

In recent years, the rubber, plastics and silicone industry has undergone a profound transformation, driven by the growing demand for high-performance materials, the acceleration of development and industrialisation processes, and a renewed focus on quality, certifications and sustainability. In this context, speed, flexibility and precision have become critical success factors for competing in increasingly dynamic and demanding markets.

Addressing these challenges today requires a high level of integration, strong technical expertise and a solid capacity for innovation. These are the pillars on which Oldrati Group continues to build its growth path.

At the same time, sustainability is playing an increasingly central role, with a concrete commitment to reducing



environmental impact and enhancing the value of people and the communities in which we operate.

In this issue, we share some of the main initiatives and activities developed across various business areas—from people and processes to product and technological innovation. A set of projects that reflects our daily commitment and the direction we have taken.

Enjoy the read.

“Sustainability is playing an increasingly central role, with a concrete commitment to reducing environmental impact.”

DIFFERENT MATERIALS ONE REFLECTION OF PERFORMANCE

Multicomponent Technology for Metal Replacement

CARBON-FIBER
REINFORCED
THERMOPLASTIC

RUBBER

THERMOPLASTIC

From design to full-scale production, Oldrati delivers **high-performance multi-component solutions**. This technology opens up **new possibilities in design**, enabling the manufacture of **complex geometries** and integrated profiles within a single component by combining **different materials** — thermoplastics, elastomers and reinforced composites — through an overmoulding and fully integrated assembly process, resulting in products that undergo 100% testing. With over sixty years of experience, **automated production lines and robotic workstations**, Oldrati guarantees maximum dimensional precision, functional reliability and consistent quality over time. This approach reduces assembly times, streamlines assembly and inspection processes, and ensures consistent quality across high production volumes while optimising efficiency, reducing costs and enhancing the performance of the finished product.



Find out more



OLDRATI 2K

BEYOND the Limits OF INNOVATIONS

Oldrati Group continues to strengthen its technological innovation strategy through the development of an advanced, fully automated work centre dedicated to the production of a bi-component plastic/silicone cover for automotive stability control systems (ESP).

The project enabled the creation of an integrated, highly automated production process, where a thermoplastic material is overmolded with liquid silicone, ensuring high levels of quality and precision.

From the initial concept to process fine-tuning, the Technical Area teams managed every detail: from the in-house design and production of a 2K mold with 16+16 cavities, to the configuration of a bi-material injection molding machine

complete with all necessary auxiliary equipment.

A key element of the project was the development of a fully automated handling station, capable of extracting, inspecting and packaging the product without manual intervention, optimising both efficiency and process repeatability.

This achievement represents a concrete step in Oldrati Group's strategy to develop innovative solutions that make production processes increasingly automated, competitive and cutting-edge, confirming its ongoing commitment to research and the development of industrial excellence technologies.



“An integrated and highly automated production process designed to ensure precision, quality and efficiency.”



NEW HIGH-TECH POLYMERS PLANT

EVOLUTION AND FUTURE PERSPECTIVES

There are investments that expand production capacity. And others that redefine an industrial vision.

The HTP Hub was born from this second perspective: a space entirely dedicated to high-performance polymers, where technology, expertise and innovation coexist under one roof.

The evolution of the plant represents a strategic step in Oldrati's growth journey. From a specialized area to a central hub for the development and production of highly complex technical components, the Hub has been designed to integrate every phase of the process: from material selection to design, from prototyping to testing, all the way to mass production.

Its value lies not only in the technologies employed, but in how they are integrated. Reducing the distance between idea and finished product means accelerating time-to-market, ensuring high-quality standards and offering an increasingly engineering-driven and consultative approach.

The HTP Hub is not simply a structural expansion. It is the tangible expression of a strategy focused on high performance, specialisation and the creation of technological value—opening new perspectives for innovation and growth.

Because sometimes innovation is not only what you create. It is the place where you choose to build it.







“An integrated organisational model designed to connect research, development and industrialisation.”

Giacinto Di Stefano
Project & R&D Manager



From left: Elisa Marella, Roberto Stalio, Ermanno Martinello, Bruno Poretta, Ciro Giaquinta, Giacinto Di Stefano, Wolmer Bono, Michele Iantorno.

Below them, again from left: Matteo Guindani, Dario Rivadossi, Fabio Pagani, Matteo Marconi.

PROJECT MANAGEMENT & R&D

A NEW ORGANISATIONAL MODEL FOR **INNOVATION AND DEVELOPMENT**

As part of Oldrati Group's organisational evolution, the Technical Area has undergone a significant reorganisation, with the aim of responding more effectively to market demands and strengthening the company's ability to develop new projects while promoting technical and technological innovation.

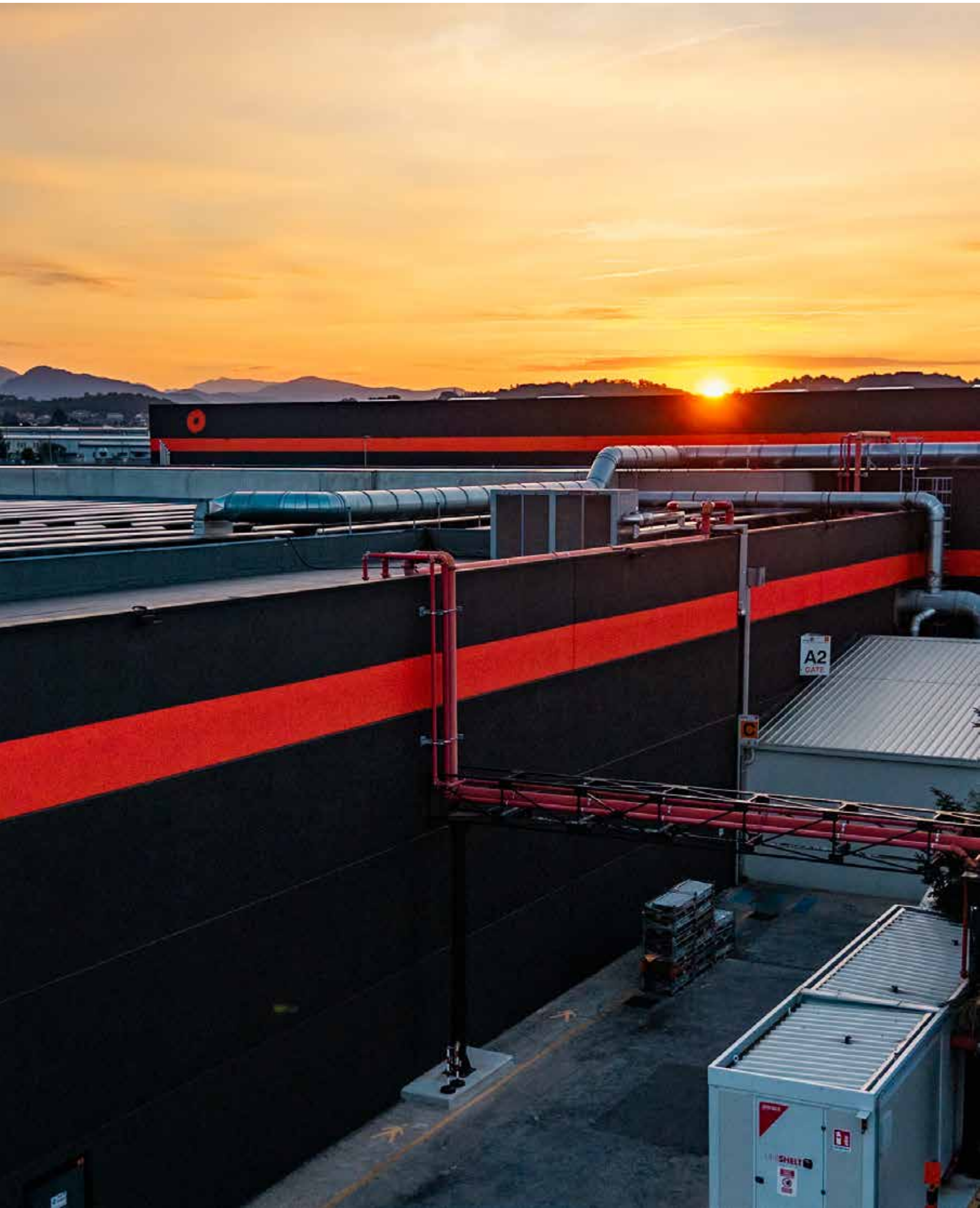
From this evolution comes the Project Management & R&D function, an integrated organisational model designed to oversee all stages of product development in a structured way, from research through to industrialisation.

Today, the Area is structured into three departments: Materials R&D, dedicated to formulation, testing and industrialisation of compounds, as well as regulatory aspects; Product and Process Development – Rubber; and Product and Process Development – Plastics and Silicone, both focused on the project management of new products.

To complete the new structure, the APQP and metrology functions have been incorporated into the Technical Area, and the Industrial Engineering function has been introduced, with responsibility for product costing.

A central role is played by the Technical Manager (TM), a key figure in evaluating the feasibility of new products and defining production cycles. The TM also contributes to new business development and supports the technical phase of negotiations, in collaboration with the Key Account Manager.

Finally, the integration of mould manufacturing workshops within the Technical Area represents a further step towards process verticalisation, fostering operational synergies and creating the conditions for increasingly effective technological innovation.



INNOVATION AND IMPROVEMENT

THE GROUP STRENGTHENS *EFFICIENCY, QUALITY* AND *RELIABILITY*

The path of industrial innovation and production process optimisation continues decisively across the Group's various areas, with the goal of enhancing competitiveness, improving product quality and ensuring increasingly efficient operations management.



“A continuous journey of industrial innovation aimed at efficiency, quality and competitiveness.”

Massimo Pancaldi
Industrial Director Italy

SILITAL: DIGITALISATION AND REAL-TIME PRODUCTION CONTROL

At the Silital plant, a major project has been launched to record production progress directly in SAP. The initiative involves real-time tracking of production outputs across moulding, ovens and sorting departments, completing a path already started in the HTV extrusion department. The main objectives are immediate data availability throughout all production phases, more precise and timely planning, and accurate industrial costing—key elements to support both strategic and operational decision-making.

VILLONGO: AUTOMATION AND MAINTENANCE FOR A GREATER PLANT RELIABILITY

Significant investments are focused on the O-ring department at the Villongo plant, with the introduction of a semi-automatic deflashing system for medium and large O-rings, up to 2,100 mm in diameter. This new technological solution will enable a substantial increase in productivity, improved process repeatability, and reduced manual workload for operators.

At the same time, the relaunch of scheduled and preventive maintenance activities continues within the compounds area, aiming to progressively reduce breakdowns and improve overall plant reliability. This initiative involves collaboration between Group Maintenance and the Villongo plant, with joint prioritisation analysis and intervention planning, also supported by external suppliers. The activity will develop progressively over the coming months, with a medium- to long-term perspective.



**SEALING DIVISION AND ADRO
RUBBER: CONTINUITY AND RESULTS IN
IMPROVEMENT ACTIVITIES**

Continuous improvement initiatives launched in the second half of 2025 are delivering significant results.

For the Sealing Division, the focus has been on reducing production scrap through a cross-functional approach involving moulding, deflashing, finishing and sorting, under the coordination of Production Quality. Results show an approximate 20% reduction in value scrap during the second half of 2025.

For Adro Rubber, efforts have been concentrated on optimising cycle times for Elite series membranes, a strategic product family for the Group. The work, carried out through close collaboration between Production, R&D and Industrialisation, involved three high-rotation membrane codes, achieving productivity improvements ranging from 14% to 30%.

Improvement activities will continue throughout 2026, building on achieved results and further strengthening teamwork across different company functions.

OUTLOOK FOR 2026

The year 2026 is set to be a key milestone for consolidating industrial transformation projects and reinforcing a culture of continuous improvement, with an increasing focus on digitalisation, automation and process reliability.



AEROSPACE SECTOR

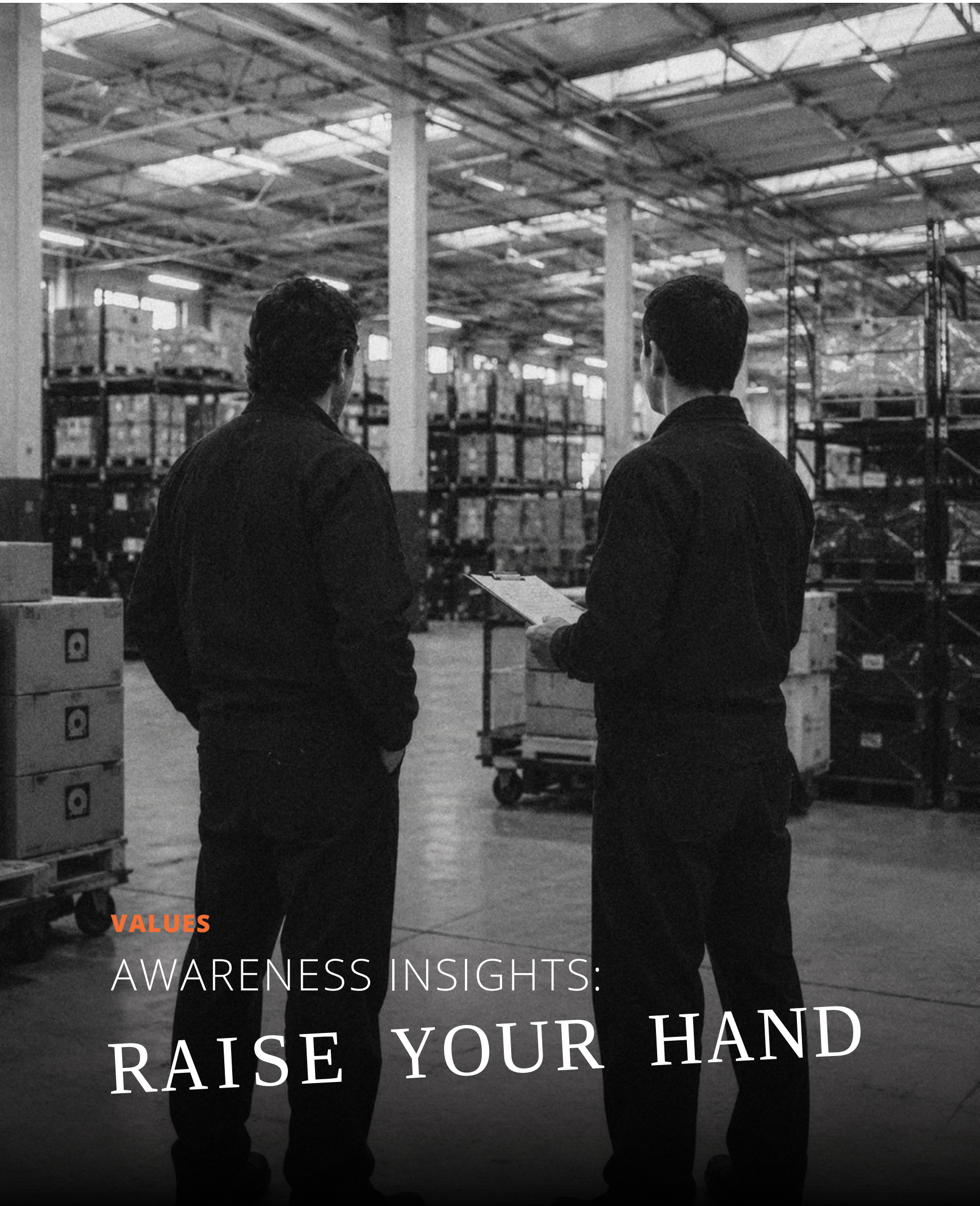
A CONCRETE CONTRIBUTION TO *SPACE INNOVATION*

Oldrati Group proudly celebrates its contribution to the success of the VA267 Ariane 6 mission, a highly significant achievement for the European space programme and for its industrial partner AVIO S.p.A.. The launch marks an important step forward in strengthening Europe's independent access to space—an area in which the European Space Agency plays a key role by promoting technological innovation and industrial cooperation within the aerospace sector.

Participation in such an advanced project further strengthens the Group's positioning in the aerospace industry—an environment where quality, precision and process reliability are essential requirements.

This achievement confirms once again Oldrati Group's strong commitment to innovation and manufacturing excellence, contributing concretely to the evolution of technologies that are shaping the future of space exploration.





VALUES

AWARENESS INSIGHTS:
RAISE YOUR HAND

Villongo, early 1980s.
A summer morning like many others.
In my hands, about ten gaskets: a production error. My error. At the time, the value was immediate and tangible: 50,000 lire. A significant amount—especially when you were the one responsible.

When facing a mistake, the choice is always the same: stay silent and hope no one notices, or face it. After a sleepless night, I decided to walk into Vanni Oldrati's office, ready for any reaction.

His response was disarmingly simple:

"Don't worry, mistakes can happen at work. Let's find a solution together so it doesn't happen again."

In that moment, I understood that trust is not built on the absence of mistakes, but on how they are managed.

In the 1980s, processes were entirely manual. Orders arrived by post, job orders were handwritten, compound recipes were recorded in notebooks and copied using carbon paper. Changes required attention and memory, and operators knew everything by heart.



"Trust is not built on the absence of mistakes, but on how they are managed."

Luigi Fortini
Quality Manager



Even dosing was manual: Carbon Black was scooped from bags with shovels, leaving operators covered in black dust by the end of the shift. Slow and demanding processes, yet with one powerful strength: personal responsibility.

Today, processes are more structured and digitalised, but awareness remains central. An unreported mistake, a scrap part, a wrong label or an outdated data entry can have consequences throughout the entire supply chain.

Raising your hand is not a sign of weakness, but of responsibility. It means enabling immediate action, protecting processes, colleagues' work and customer trust. Awareness means choosing to be part of the solution, not the problem.

Because a company's success is never individual—it comes from a network of people who trust and collaborate.

And it all starts with a simple gesture: raising your hand.





THE 4Cs

METHOD AND HUMANITY IN **LEADERSHIP**



*“Trust remains
the true
accelerator of
performance.”*

Massimo Pancaldi
Industrial Director Italy

Throughout my professional journey, I have encountered many management tools, organisational models, indicators and procedures. Over time, I have come to understand that no system truly works unless it balances two fundamental dimensions: method and people. This awareness is the foundation of my reference to the 4Cs: Clarity, Competence, Care and Courage.

Clarity is the discipline of data. In an industrial context, it means starting from facts, measurements, and objective problem analysis. Opinions can divide; numbers help create alignment. Bringing concrete evidence, analysing root causes, and making decisions based on measurable data is the first act of professional responsibility. Rational thinking does not weaken relationships—it strengthens them.

Competence is the ability built day by day. It comes from study, experience, dialogue, and humility. Growth happens by listening to those who know more than we do, by engaging with customers and suppliers, and by learning from mistakes as well as successes. Competence is never final—it is a continuous journey. Every day should leave us with something more than when it began.

Care is the quality of relationships. It means passion for one's work and respect for people. I have learned that caring professionally for colleagues means recognising achievements, providing clear feedback, stepping in when needed, and creating an environment where everyone feels part of a shared result. Behind every process there are people, and trust remains the true accelerator of performance.

Courage is the ability to make decisions even when not all information is available. Today's environment is fast and complex: waiting for absolute certainty often means standing still. Courage is about taking responsibility, leading in difficult moments, and protecting the drive to improve and experiment. It is about choosing—even when choosing is challenging.

Over time, I have realised that these four dimensions cannot be separated. Method alone is not enough, and passion alone is not sufficient. It is the balance between Clarity, Competence, Care and Courage that makes an organisation strong and credible.

Because quality does not arise only from processes. It comes from the people who, every day, choose how to work.



“Facility Management is no longer just about managing buildings and services; it is about integrating efficiency, sustainability, energy performance and safety into a single strategic vision that supports the long-term growth of the company.”

Matteo Cornali
Facility Manager Maintenance

FACILITY MANAGEMENT

AN INTEGRATED
MODEL FOR
**EFFICIENCY,
SUSTAINABILITY
AND SAFETY**



In Oldrati Group’s evolution journey, Facility Management is taking on an increasingly strategic role, positioning itself as an integrated model supporting operational efficiency, environmental sustainability and people’s safety.

The integration of Technical Services and Maintenance into a single function has helped overcome past operational fragmentation, ensuring greater continuity, cost control and a more structured process management approach. This centralised setup also provides cross-functional support to the various company departments, enabling a more cohesive and integrated perspective.

The inclusion of Energy Management further strengthens this model: through the implementation of an Energy Management System and the achievement of ISO 50001 certification, the Group enhances its energy performance and contributes to sustainability and decarbonisation goals.

Since 2025, the coordination of the HSE (Health, Safety & Environment) department has completed the model, reinforcing the Group’s commitment to health, safety, and environmental protection, also in line with the ISO 14001 certification path. The synergy between Maintenance, Energy, and HSE enables a more proactive management of risks and opportunities, ensuring regulatory compliance and plant reliability.

Integrated Facility Management therefore represents a strategic lever to reduce operating costs, improve performance, and support Oldrati Group’s sustainable and competitive growth.





COMMITMENT AND TRANSPARENCY OVER TIME

Sustainability Report

The Sustainability Report is a key tool through which the Group shares its results and its commitment to the environment, people and local communities in a clear and transparent way.

Now in its third consecutive edition, the report reflects the company’s ongoing commitment to measuring and communicating its impact in a structured manner—going beyond regulatory requirements and strengthening dialogue with stakeholders.

It brings together the core pillars of the Group’s strategy, with a strong focus on resource efficiency, reducing environmental impact and fostering an inclusive workplace where people’s well-being is a priority.

More than a reporting exercise, the Sustainability Report is both a snapshot of the progress achieved and a forward-looking guide that supports the Group’s continuous journey towards sustainable development.

TOGETHER AGAINST VIOLENCE: OLDRATI AND RETE DI DAPHNE FOR A FUTURE BASED ON RESPECT AND PREVENTION

As a tangible sign of this commitment, a red bench has been placed within the company premises: a powerful symbol of the fight against violence against women and the promotion of a culture of respect.

Oldrati Group’s journey in social responsibility continues through initiatives and partnerships focused on inclusion, prevention and the protection of people. Within this framework, the collaboration with Rete di Daphne plays a meaningful role. The association provides free, professional support to women who are victims of violence through dedicated centres, listening services and empowerment pathways. This partnership has led to the development of awareness and training initiatives, including webinars addressing prevention and the protection of psychological and social well-being, with particular attention to psychological violence, often less visible, yet equally impactful.

The collaboration will continue with new communication and awareness activities, keeping attention high on these issues and further engaging the company community.



PADRE NOBILE FRANCIACORTA: A RECOGNITION OF TERRITORY, BUSINESS AND PEOPLE



President Vanni Oldrati personally received the Padre Nobile Franciacorta Award (2025), recognising his commitment to the business community and local territory.

The award ceremony represented a meaningful occasion, highlighting not only his entrepreneurial vision, but also the principles that have always guided his path: responsibility, care for people and a strong connection with the community.

In his leadership approach, people play a central role. Over time, his work has generated tangible value through industrial development, innovation and solidarity initiatives supporting local communities.

This recognition represents not only a personal milestone, but also a testament to the values that guide Oldrati: a responsible, sustainable way of doing business, deeply rooted in its territory.

“True leadership is measured not only by business results, but by the positive impact we create for people, communities, and future generations.”

OLDRATI AND SERENIS: TOGETHER FOR WELL-BEING

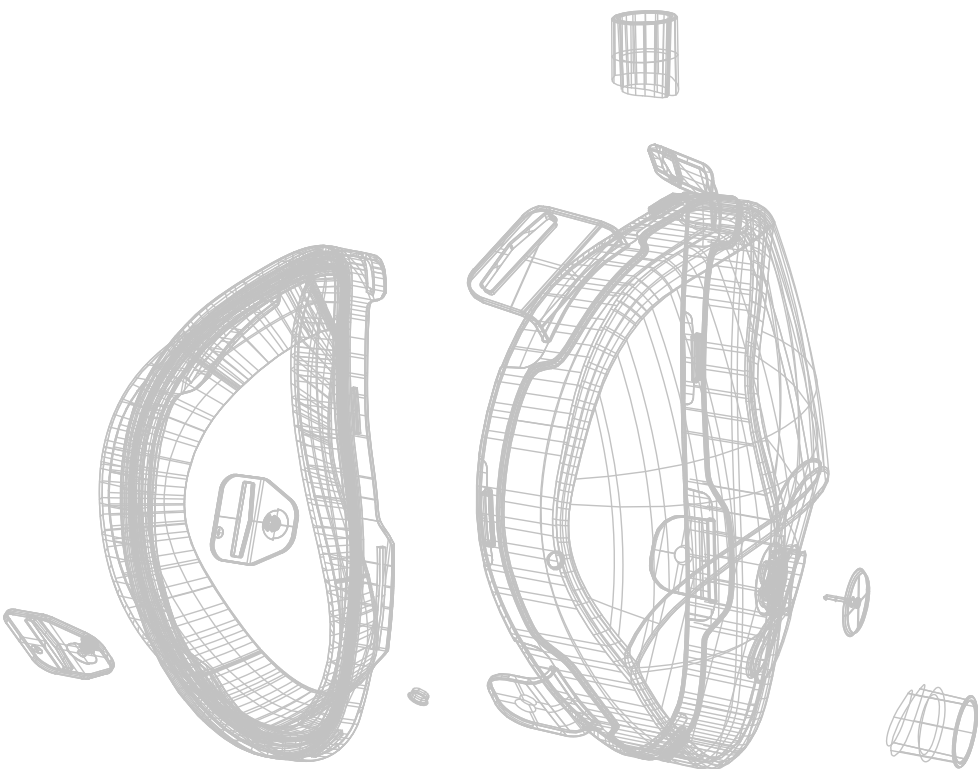
After a one-year pilot collaboration, 2026 marks a new chapter in the partnership between Oldrati and Serenis, confirming the tangible value of the initiative.

Oldrati renews its commitment to promoting well-being as a core pillar of its company culture, continuing to invest in accessible, confidential, and high-quality support services for its people.

There is a strong belief that working well also means feeling well: for this reason, the collaboration continues, strengthening a human-first approach aimed at creating, every day, a workplace that is attentive, inclusive, and sustainable.

A journey focused on enhancing individual well-being and enabling everyone to fully realise their potential.





“Every certification marks a new starting point, challenging us to innovate, improve and create greater value for our customers and partners.”



ISO 13485

CERTIFIED QUALITY AND FUTURE VISION FOR OLDRATI GROUP

In 2024, Oldrati Group achieved a significant milestone in its growth and consolidation within the medical sector by obtaining the UNI EN ISO 13485:2021 certification for its silicone division. This international standard defines the requirements for quality management systems for companies involved in the design and production of medical devices, confirming the Group's ability to ensure safe, compliant and fully traceable products throughout the entire production process.

The path toward certification was structured and cross-functional, based on a continuous improvement approach and an in-depth analysis of internal processes aimed at enhancing strengths and identifying areas for development. All company functions actively contributed to achieving this goal, from Research & Development to Production, from Quality Control to Logistics, reinforcing a key principle in the medical sector: quality is a shared responsibility.

Every daily activity, operational decision, and control directly contributes to the reliability of processes and the safety of products. In a highly regulated field such as medical devices, awareness of one's role and attention to detail become essential elements in ensuring high quality standards and meeting the expectations of the market and stakeholders.

Obtaining ISO 13485 certification is not an endpoint, but the beginning of an ongoing commitment. The challenge is to maintain compliance with the standard over time, fostering a widespread culture of quality at all levels of the organisation and promoting continuous process improvement, in line with Oldrati Group's vision and values.

Looking ahead, in 2026 the Group will embark on the certification process for the O-MASK medical device, a strategic project that will require even greater rigour, collaboration and cross-functional involvement across all company departments. A step that further strengthens Oldrati's position as a reliable and innovative partner in the medical sector.

This achievement therefore represents not only confirmation of the robustness of the implemented processes, but also a concrete example of how people's expertise, commitment and awareness can translate into tangible success for the entire Oldrati Group, driving it toward new opportunities for development and sustainable growth.



*Innovation grows
when experience
meets curiosity, and
when companies
invest in the
talent of future
generations.*

EVENTS

LEGAMI
COVALENTI

Oldrati Group has been supporting the Legami CoValenti project for several years, an initiative promoted by Confindustria Bergamo. The project was created to foster connections between schools and the world of work, helping bring younger generations closer to local industrial realities. The initiative has particularly involved students from the Istituto Superiore Natta in Bergamo, offering opportunities for discussion and training focused on polymers, material technologies, and industrial applications. Through meetings, company testimonials, plant tours, and idea exchanges, students had the chance to gain a deeper understanding of production processes and the skills required in today's and tomorrow's professional landscape. Legami CoValenti represents a valuable opportunity for dialogue between business and education, helping to build a strong bridge between schools, innovation and the world of work, while promoting experience sharing and the development of new-generation skills.

EXHIBITIONS

ISK-SODEX

Oldrati took part in ISK-SODEX 2025, one of the leading events for the HVAC&R sector. At Hall 3 – Stand B10, the team showcased its innovative solutions, meeting with numerous visitors. The exhibition once again proved to be an important opportunity for international exchange and networking. A key moment to strengthen relationships and share expertise within the industry.



ISK-SODEX is one of the leading international trade fairs for HVAC&R technologies, bringing together industry professionals to showcase innovations in heating, cooling, ventilation, refrigeration and energy efficiency.



Founded in 1964 in Italy, Oldrati is one of the main international companies in the production of Rubber, Plastic and Silicone technical articles.

Oldrati Group is active in many industrial sectors including Automotive, Healthcare, Heating, Household Appliances, Manufacturing Industry, Oil & Gas and Sporting Goods. Each sector requires specific and dedicated operational capabilities and compliance with international standards and certifications.

All production phases are fully integrated within Oldrati: compounding, tooling, moulding, extrusion and product finalisation. This ensures great reliability and quality.

Services are at the heart of the company, ranging from product co-design to multi-component assembly.

Innovation and R&D are the core of Oldrati thanks to its capability to develop and test materials specifically created for customers' needs. This is possible thanks to the Group's metrological laboratories.

The Group operates in 8 different production sites in Europe thus ensuring high quality for global customers.

Technological innovation and sustainability are the main assets of the company's strategy: digitalisation, automation, energy efficiency and the development of Oldrati Ogreen are the cornerstones in which the Group believes and dedicates resources and knowledge on a daily basis to always provide added value to customers.

EMPLOYEES

1400



ITALY: 931



TURKEY: 110



SLOVAKIA: 359

AGGREGATE TURNOVER

160 MLN

SALES OVERVIEW

1,22 BLN
Pieces / Year

PRODUCTION SITES

+149.493 SQM
TOTAL AREA

+115.492 SQM
TOTAL COVERED AREA

OUR PRESENCE

8
PRODUCTION
SITES

35
COUNTRIES
SERVED

