



The news, new events, production and commercial strategies

An information newsletter for employees, colleagues, customers, suppliers



## Trade Fairs

### Metal Work in the foreground at the Biennial International Exhibition



The Biennial International Exhibition of Power and Motion Transmission, Drive-Control Equipment and Industrial Design, now in its 19th year, has become a regular meeting between our company, its customers and the Fluidtrans Compomac market. The trade fair, a leading sector event in Italy and the second largest in the world after the Hanover event, is the most comprehensive showcase in the entire components sector, involving the most qualified operators from around the world. Metal Work will participate with a large stand and an entire range of its products, including the very latest, among which ONE, the revolutionary, high-integration, compressed-air treatment unit.



## Inside

- 2004 Products  
● Group balance sheet 2/3
- Administration,  
Finance and Control 4/5
- The Group  
and the global market 6/7
- Marketing &  
Communication 8

## A work from Erminio Bonatti, Chairman of the Metal Work Group

### Reasoned optimism for the future We are holding winning cards. Now it is up to us to play them wisely.

The world economic scenario has become complicated and seems contradictory. Clearly, this is not a new situation.

For several years now, industrial systems have been undergoing profound changes, resulting in reciprocal and constant interdependence. Although the global market is an extraordinary opportunity, the conditions for participating in the game have become extremely demanding. And the risk of ending up holding the losing end of the stick is very high.

Widespread global communication and the speed of change in the economic and productive domains have had revolutionary effects.

For a company not to take these effects seriously or, even worse, to underestimate their significance, can constitute a serious threat to survival. Certainly, doing so would be an impediment to any development. We are convinced that a company's most valuable asset is its customers and that, sometimes, relatively little is required to bring about a surprising revolution.

Long ago, we at Metal Work chose to adopt as our reference model the concepts expressed in "Lean Thinking". We were aware that this was a totally revolutionary rethinking of the way of operating.

The keystone of "Lean Thinking" is a continual search for and identification and removal of anything, any waste ("moultling"), that does not result in any added value.

It is a way of returning to the sacred concept of total quality, integrated in a complete and realistic framework, adopting a few clear and simple principles that are objectively easy to share.

A "lean" way of acting. We have

**"We must offer only what our customers want, focusing on excellent results and eliminating any waste whatsoever,,**

therefore encouraged all of the Group's personnel to participate, involving everyone, horizontally and not vertically.

In recent years, we have worked to define precisely the "value", that is, the customers' requirements, to which every individual company process is dedicated, and to map their flow, that is, all of the work that must be done to design, produce and deliver the product.

We have also worked to make this flow move as quickly as possible and to ensure that it is "driven" by the customer. Thus, we have designed and produced only what the market wanted when it wanted it and have not loaded our warehouses with superfluous stocks.

Rather, we have endeavoured to produce "just in time", thanks to the work done in reducing the set-up times of all our production machinery. Finally, we have endeavoured, with determination, to improve our performances, our "kaizen", day by day, aware that what we do today is only part of an unending process of continual improvement. Now as never before, we

realise that only by adopting this approach can we compete successfully. To change direction would mean risking our future.

Today, being the chairman of a group such as Metal Work fills me with pride. Naturally, we do not conceal our limits, which are connected particularly to the still relatively small size of our group.

And yet, we know that we have real aces up our sleeve and we will work assiduously to play them wisely in the coming years.

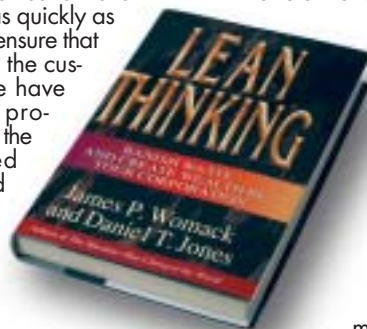
Maximising human potential in its various manifestations, with the objective of creating a compact group of satisfied and motivated people, is the point of departure for being able to listen to, understand and satisfy what our customers want, focusing always on excellent results.

The rule that says "best result at the lowest possible cost"

must apply. Today, this is my task, my role. To bring diverse professionals together, creating a highly efficient team, but a team with a human face. The results achieved so far are reason for great optimism and inspire us to believe that our future will be even more positive.

We must only continue to challenge ourselves every moment of the working day and to interpret difficulties as opportunities rather than as obstacles.

I like to think of the Metal Work Group as a large team, a collective that is more important than the individuals of which it is composed.



## 2004 International New Product Prize to the ONE unit

### A 2004 OSCAR for a product unique in the world

ONE is already a winner. The new product was awarded the highest recognition, the 2004 International New Product Prize, on the basis of a competition organised by Fluidtrans Compomac. The adjudicating committee, made up of research-centre directors,

university lecturers, industrial designers and association representatives, chose ONE among the best products presented at the prestigious trade fair.

This "Oscar", which joins the recognition achieved in the past (the top Prize in 2000

for "Multimach" and a Certificate of Merit in 2002 for "Line On Line"), makes us proud because it recognises Metal Work's enduring ability both to innovate existing products with imagination and precision and to invent new products.

