



World Class Manufacturing



Our Company: CNHi structure



CNHIndustrial

IVECO Group

AGRICULTURAL EQUIPMENT



CONSTRUCTION EQUIPMENT



COMMERCIAL VEHICLES



POWERTRAIN



62.828

Employees

24.87 \$Bln

Revenues

8.463

Active patents owned

Our drivers in CNHi

64

Plants



World Class Manufacturing

Headquarter

Turin

PRODUCT

PRODUCT / MARKET

PLANT

PROCESSES & TECHNOLOGY

PEOPLE

OUR PEOPLE, OUR SOCIETY



AGENDA

- ***WHY WCM?***

- ***WORLD CLASS MANUFACTURING***

- *WHAT IS WCM*
- *PILLARS*
- *STRUCTURE*
- *AUDIT*

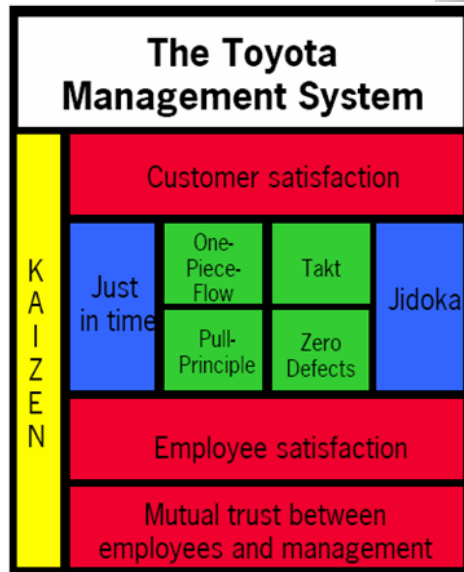
- ***NEXT STEP***

«Toyota is a wonder, they are the best and will continue to be so. They are the model to follow, we have to find the way to cover the gap between us and them as soon as possible»

Sergio Marchionne

(9 November 2004)

Why WCM



FAPS



TPM

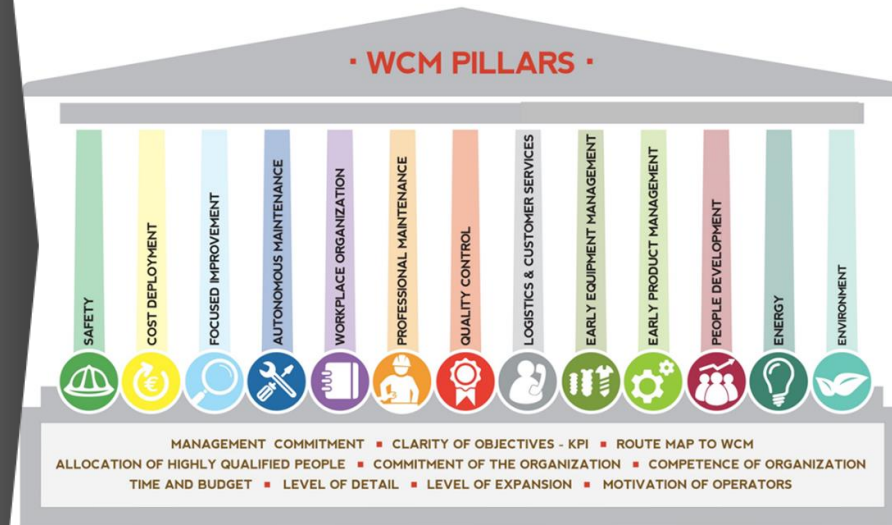


IPS

Kaizen Theory

6σ

Lean Manufacturing



Why WCM



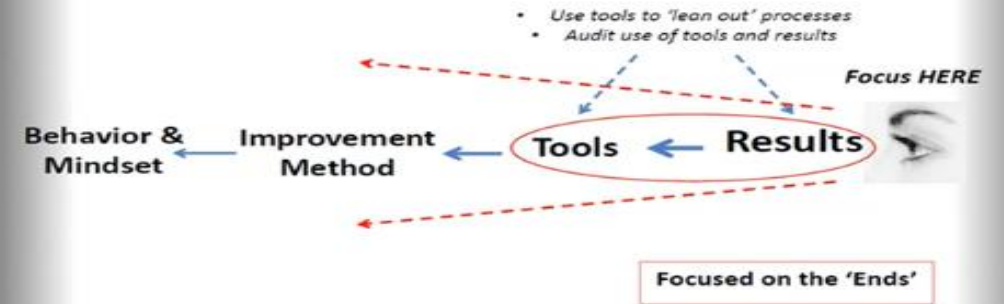
ORGANIZATION
IMPROVEMENT



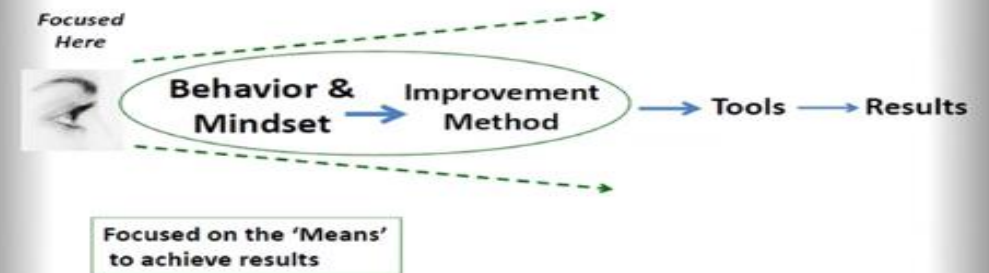
CHANGE MANAGEMENT

Creation of the System that supports
Continuous Improvement

A COMMON PERSPECTIVE OF ORGANIZATION LEADERS



HOW ORGANIZATIONAL CHANGE ACTUALLY WORKS



AGENDA

- ***WHY WCM?***

- ***WORLD CLASS MANUFACTURING***

- *WHAT IS WCM*
- *PILLARS*
- *STRUCTURE*
- *AUDIT*

- ***NEXT STEP***

World Class Manufacturing

What is WCM

The World Class Manufacturing is a **LEVEL OF EXCELLENCE** of total logistic/productive cycle.
The concepts of **CONTINUOUS IMPROVEMENT** and **TOTAL INVOLVEMENT OF COMPANY** are the foundation.

IT DETECTS WASTE AND
LOSSES

IT INVOLVES ALL EMPLOYEES

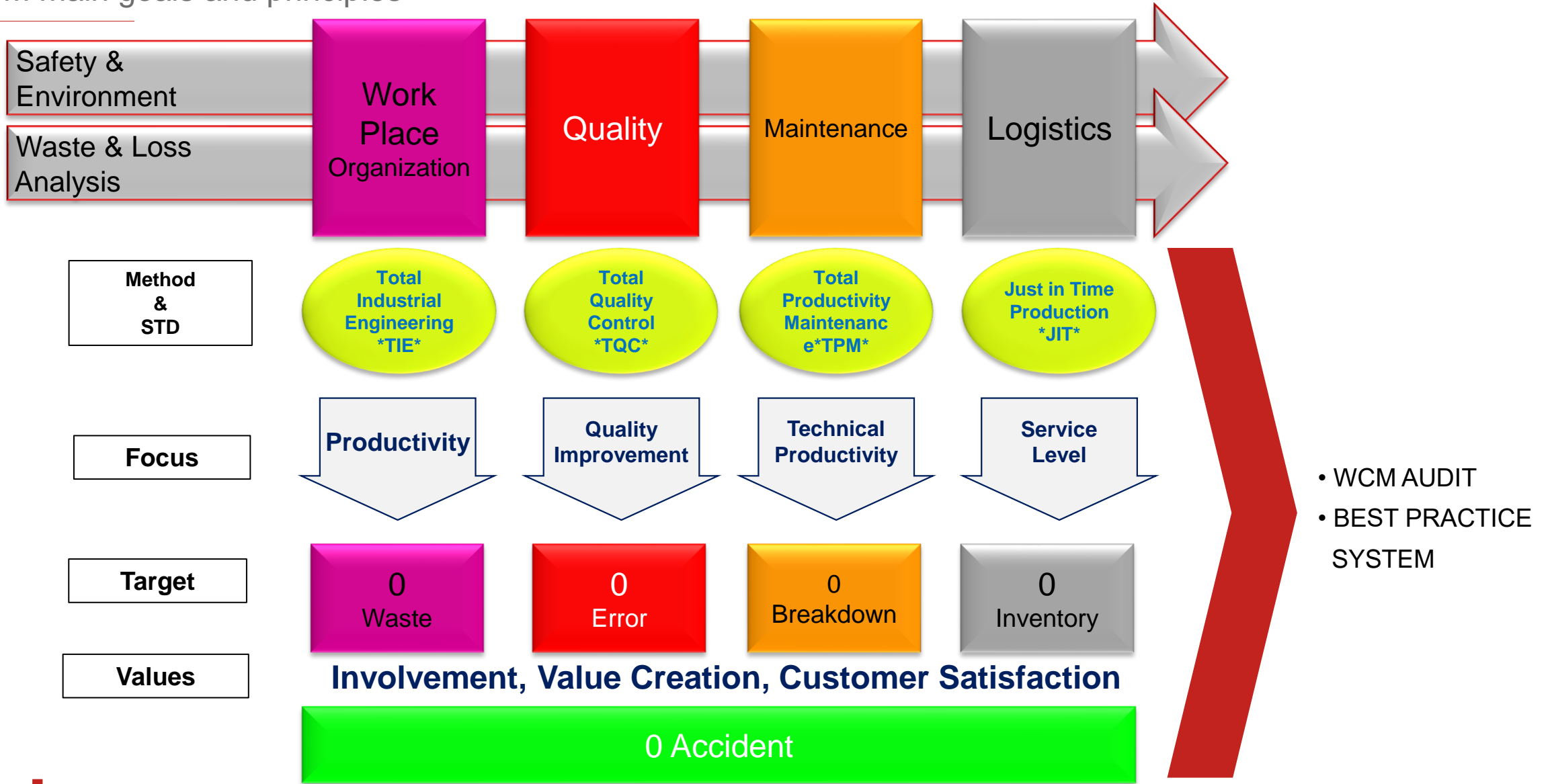
IT INTRODUCES NEW TOOLS
AND NEW METHODS



World Class Manufacturing

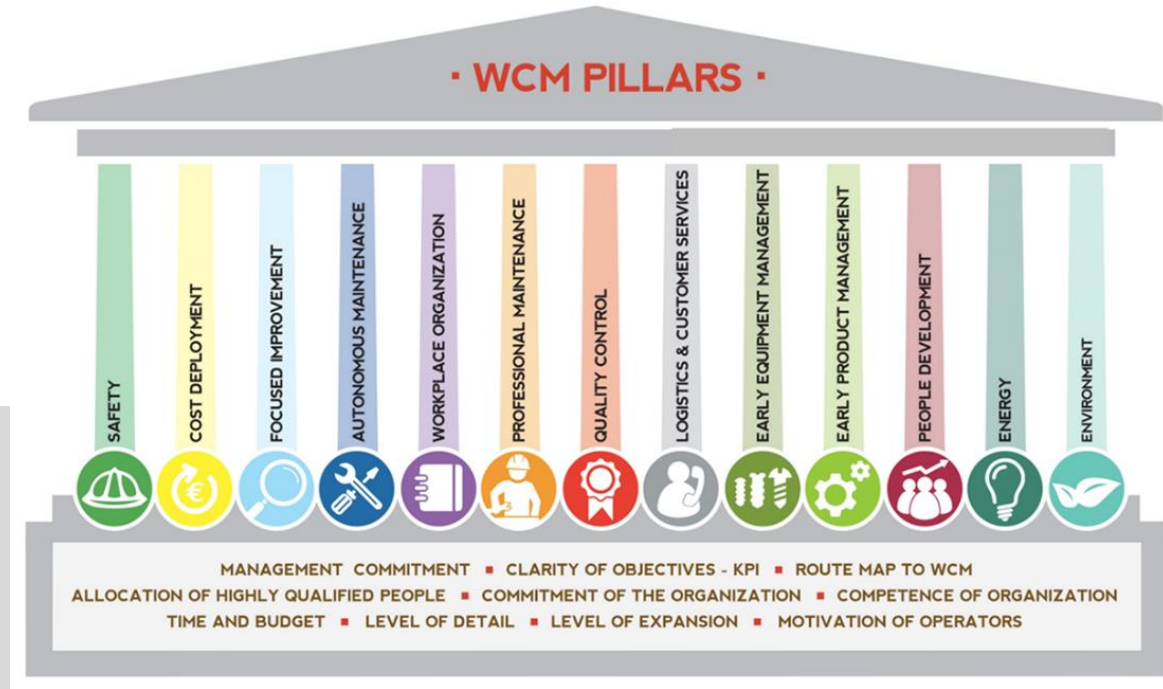
WCM main goals and principles

 What are the main challenges to keep running system organized (different plants, locations, people, culture,...)?



- WCM AUDIT
- BEST PRACTICE SYSTEM

World Class Manufacturing

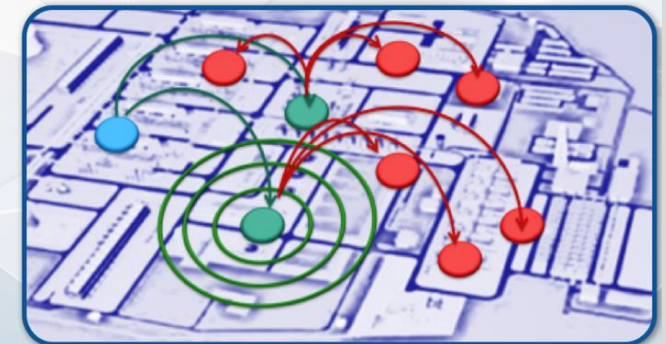


CHANGE MANAGEMENT

A 7 STEP APPROACH GUIDES REACTIVE TO PROACTIVE ACTIONS FOR EACH TECHNICAL PILLAR



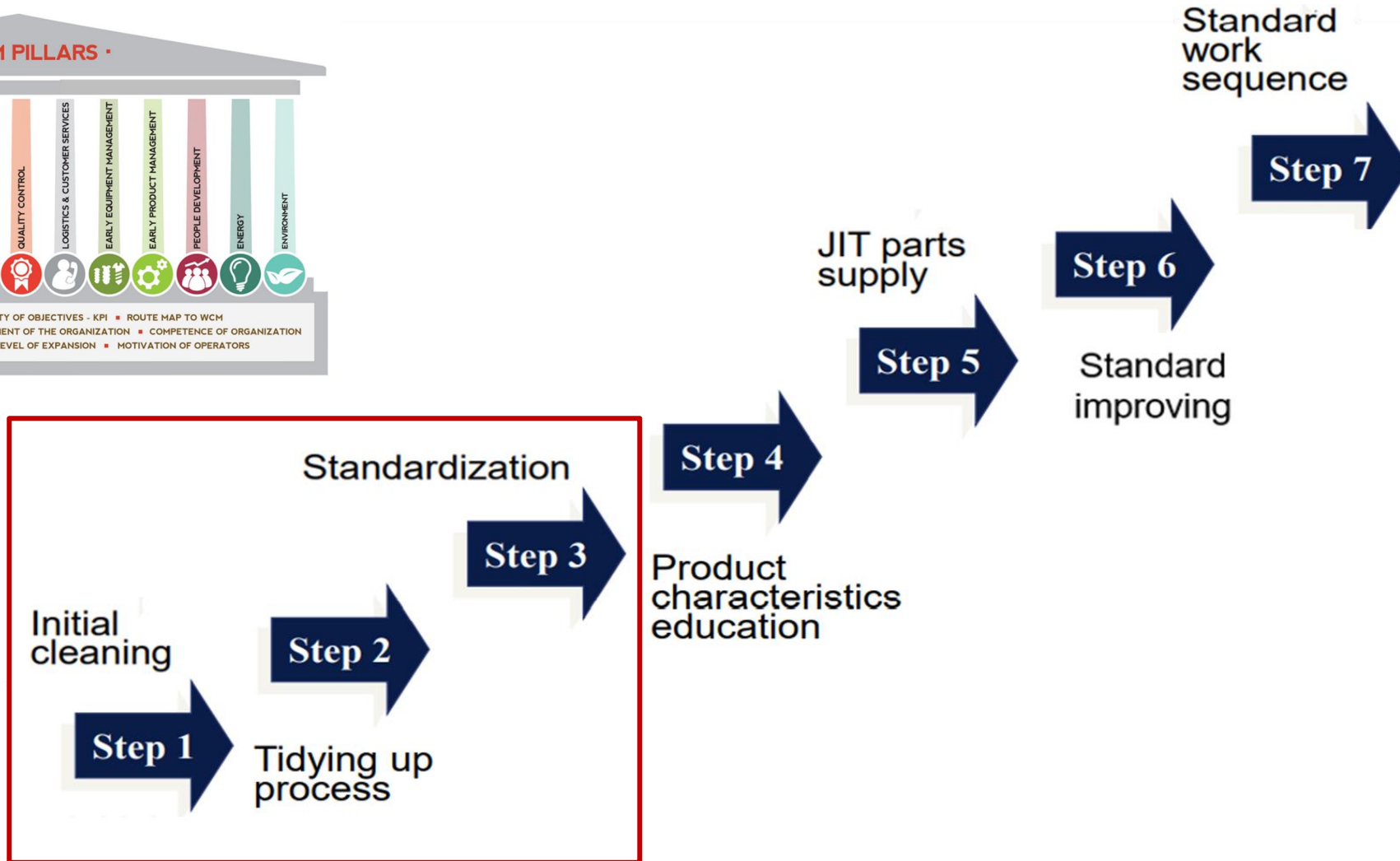
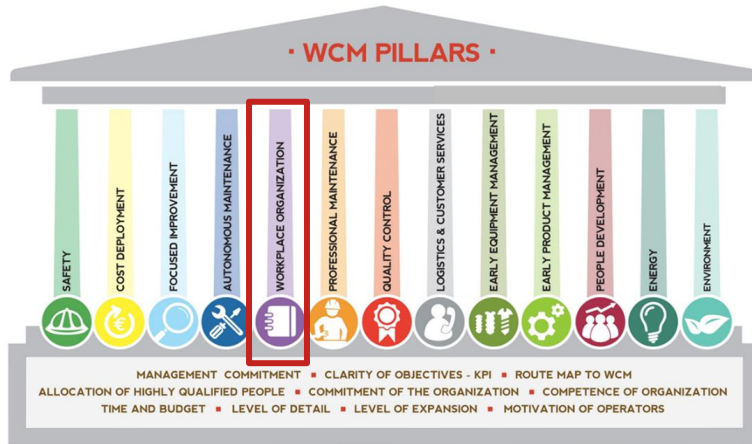
DEPTH



EXPANSION

Seven steps example

WORK PLACE ORGANIZATION



Seven steps example

WORK PLACE ORGANIZATION



Before



Engine line

After

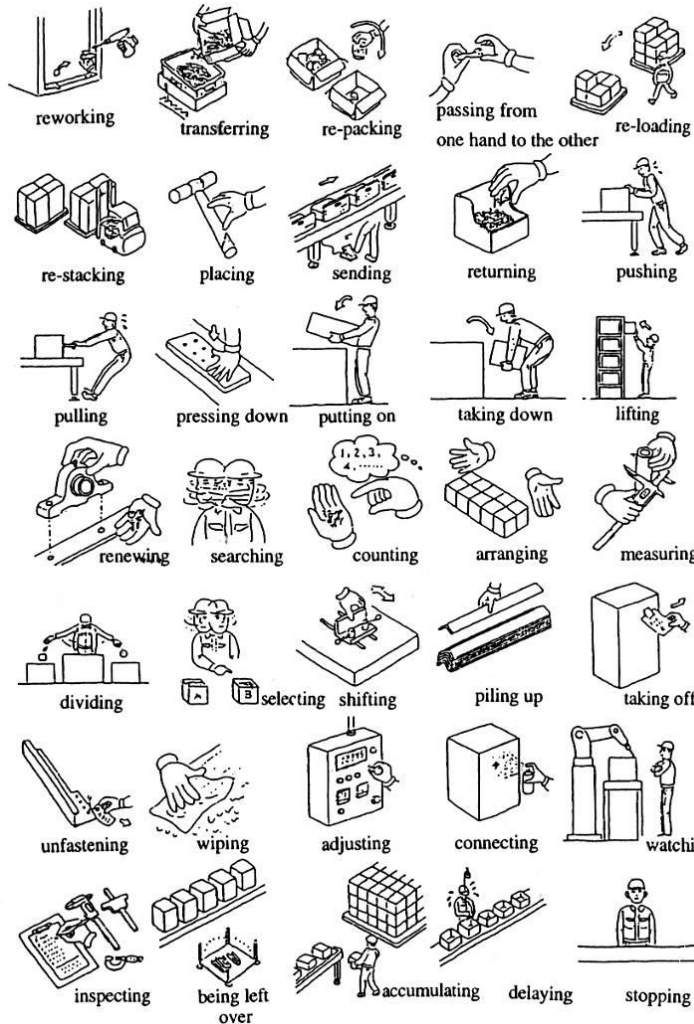
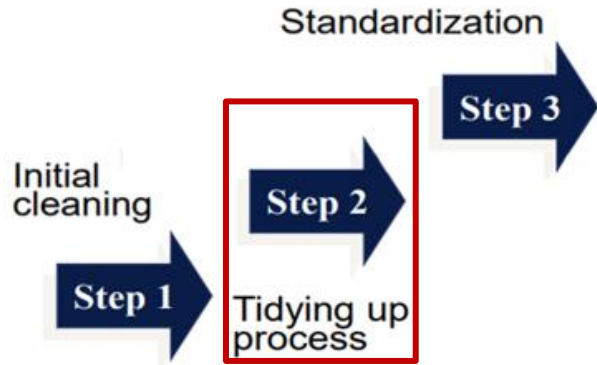


Engine line



Seven steps example

WORK PLACE ORGANIZATION



BEFORE WCM
ALL ASSEMBLY
ACTIVITIES WERE
VALUABLE



Seven steps example

WORK PLACE ORGANIZATION

Step 2

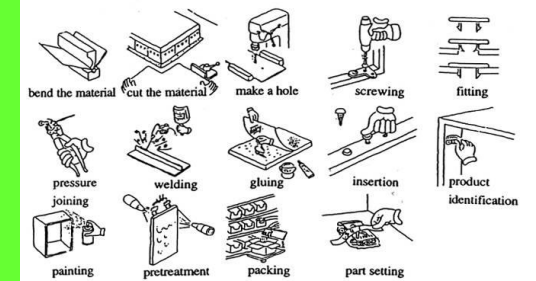
- MURI
- MURA
- MUDA



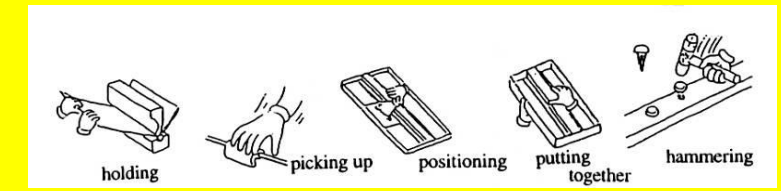
Not Value Added Operations



Value Added Operations



Semi-Value Added Operations

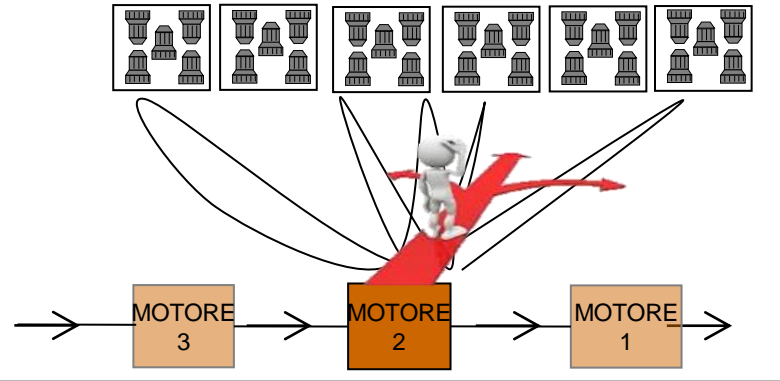


Seven steps example

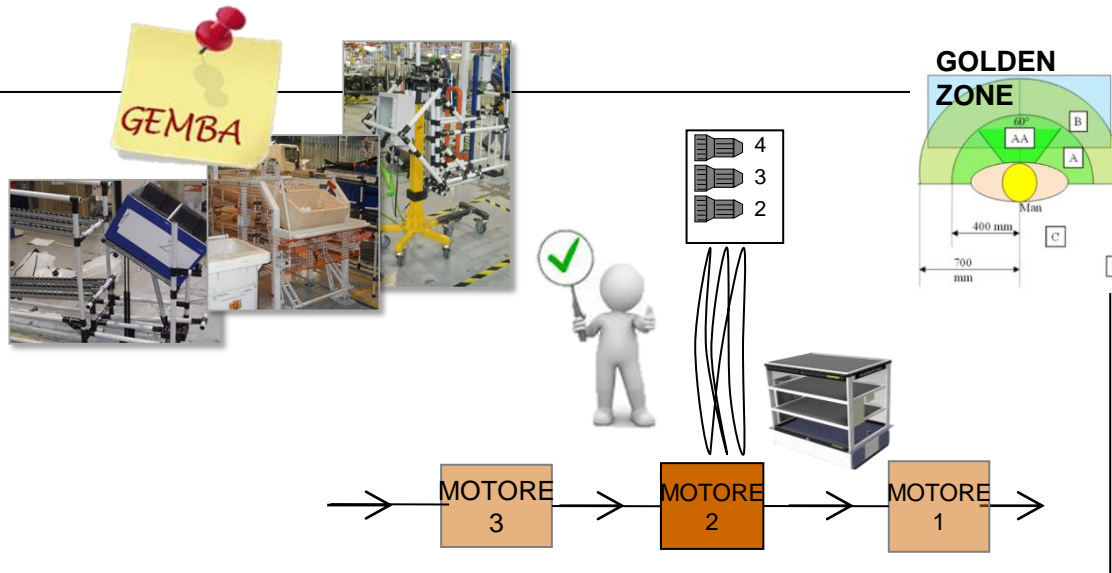
WORK PLACE ORGANIZATION

Step 2

The operator has to select the proper components based on the vehicle model in the line



The operator takes the component already selected based on sequence of the vehicle in the line



Initial cleaning

Standardization

Step 3

Step 2

Step 1

Tidying up process

| STABILIMENTO | SUGGERITA | NUMERO SOP | DESCRIZIONE SOP |
|----------------|--------------|------------------|---|
| CNH INDUSTRIAL | SI | L_016_N01_001_01 | COLLEGAMENTO FISCHEGGIAMENTO CONNESSIONE IMPIANTO OLEO FREN |
| POSTAZIONE | SI | NICCHIO AUTORE | LOGH FL |
| TIPO | RESPONSABILE | LAVORATA | MODIFICA |
| | | | |

NOTE

N.B. (KO) (KO)

1 - DESCRIZIONE OPERAZIONE: Inviare la connessione sulla presa ORO e verificare che la spia si accenda

2 - DESCRIZIONE OPERAZIONE: Al fine della manutenzione, verificare la connessione assicurando il serraggio

| INDUSTRIAL | ARGOMENTO: | N°: G.E.11_0014_22_01 |
|------------|---|-----------------------|
| CNH | MODULO OPL | Data: 30/11/2016 |
| NECO | POSIZIONAMENTO STAFFA BLOCC.DIFFERENZ. SU 35-50 P.3750 - €6 | Resp.: VOLTARETTOLO |
| | | ES.: AUTOTELAIO |
| | | GI.: II |

NON OK

OK

Outputs Examples



Before



After

Outputs Examples



Before

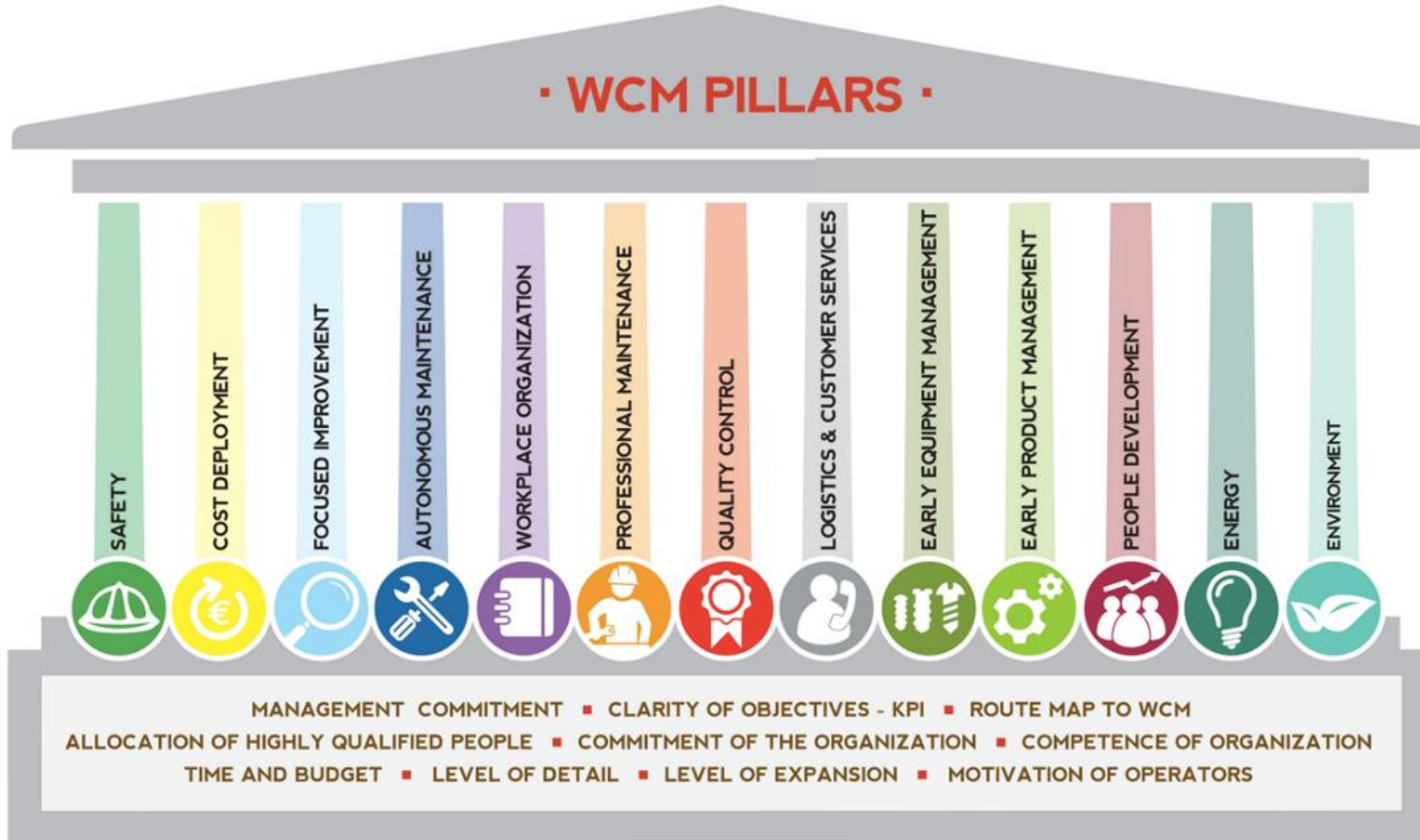


After

PILLARS

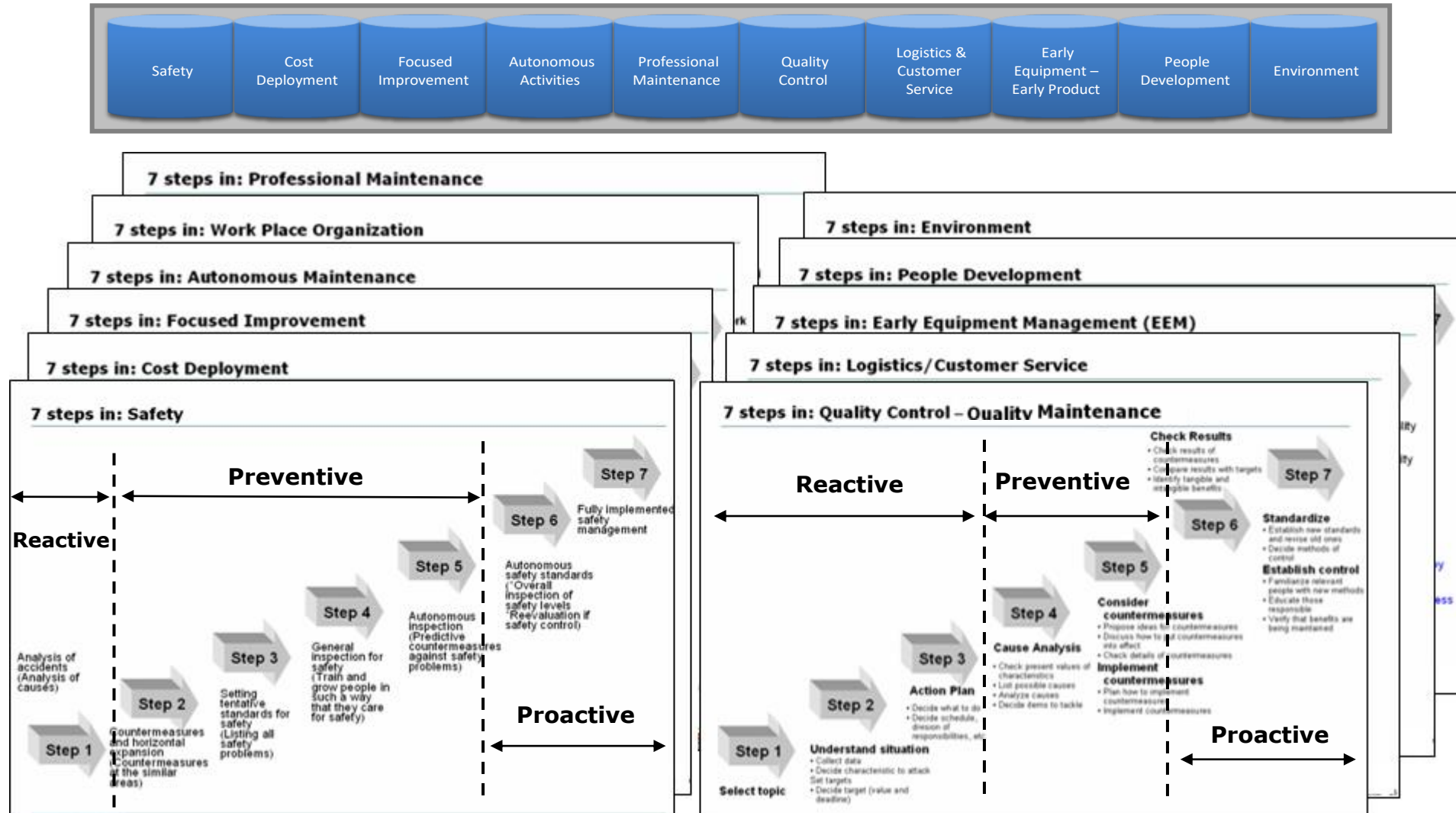


WCM Pillars



World Class Manufacturing

Logic approach: 7 Steps Approach



World Class Manufacturing

Safety



To meet operators' requirements,
promoting continuous improvement of
safety at the workplace.

Purposes

- Drastically **reduce the number of accidents**
- Develop a **culture of prevention** as regards safety
- Constantly **improve workplace ergonomics**
- Develop specific professional skills

Main Activities

- Periodic internal audits of safety
- Risk identification and assessment
- Systematic **analysis of accidents**
- **Technical improvements** to machines and to the workplace
- Education, training and control

Expected Results

- Workplaces improvement
- **Elimination of conditions for potential accidents**
- General SAFETY IMPROVEMENT(ergonomics, noise, ppe's, tools)

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Cost Deployment



So that the management can apply an effective improvement plan addressing major causes of losses with maximum effectiveness, applying the most correct methods with the greatest impact.

Purposes

- Scientifically and systematically **address the main items of loss** of the plant production-logistics system
- **Quantify potential expected economic benefits** direct resources and managerial commitment toward activities with the greatest potential

Main Activities

- **Localization** of losses (losses/processes matrix)
- **Identification** of sources of losses (source of losses/consequences matrix)
- **Valorization** of losses (source of losses/cost matrix)
- Valorization of expected **benefits** (costs/benefits matrix)

Expected Results

- Objective **knowledge of the main causes of loss**
- Improvement of managerial skills towards **clear understanding of priorities** and planned management of activities and benefits
- Improvement of the ability to plan all the skills necessary for application of the methods chosen
- **Analysis of relationships between cost factors, processes** that generate costs and the various types of rejects and losses

Focused Improvement

10 Technical Pillars approaching improvement in 7 Steps



To eliminate the main wastes and losses identified previously through Cost Deployment, to avoid dedicating commitment and resources to non-priority problems and to create know how to attack each specific loss.

Purposes

- Drastically **reduce major production losses**, eliminating process inefficiencies
- Eliminate non-value added activities in order to increase product cost competitiveness
- Develop **specific professional problem-solving skills**

Main Activities

- **Define** the activities to be carried out, objectives and resources for project implementation
- **Train** the groups and monitor project progress implement the projects
- Provide the groups with the necessary specialist **support**
- Certify and actualize results

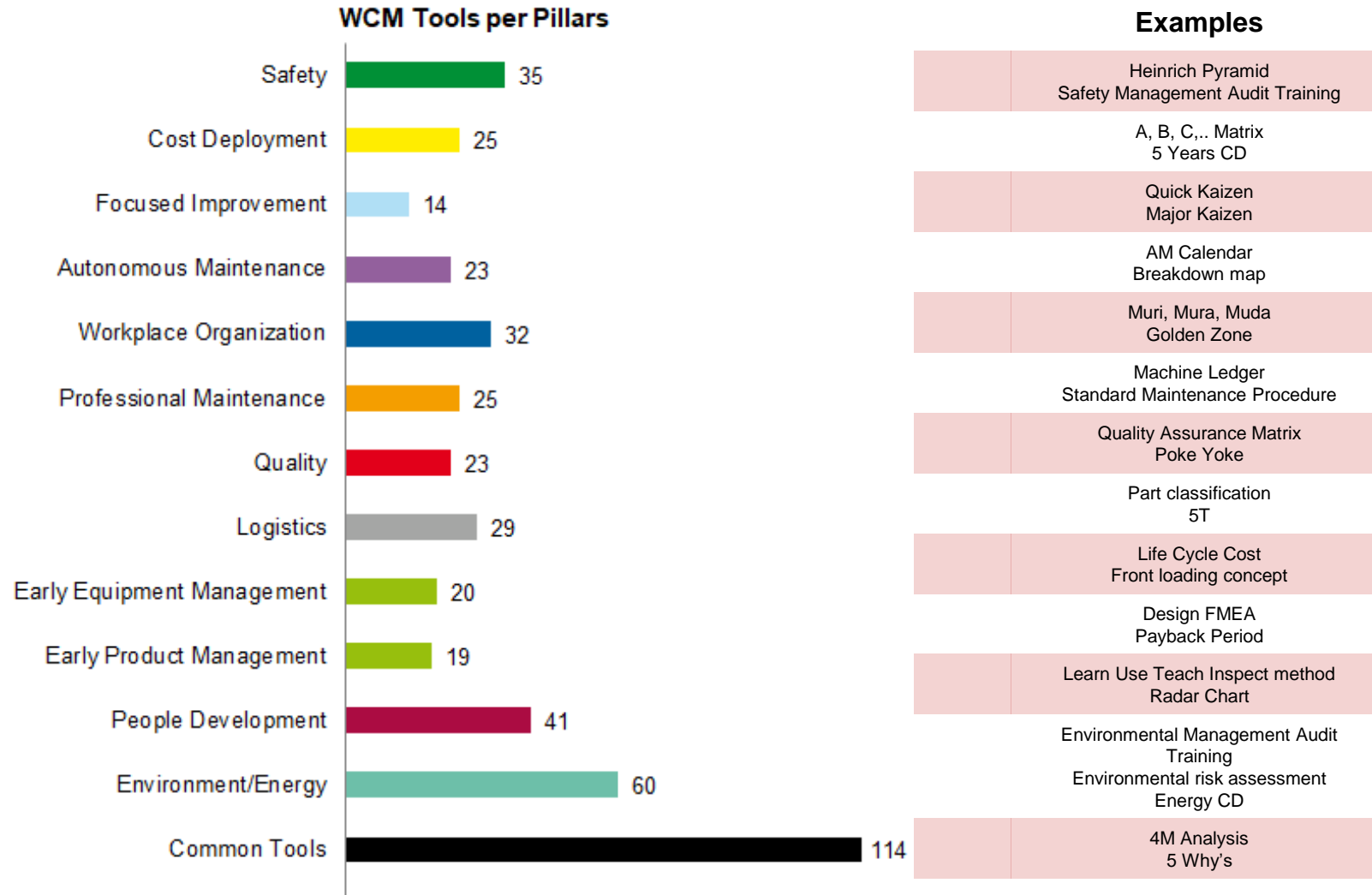
Expected Results

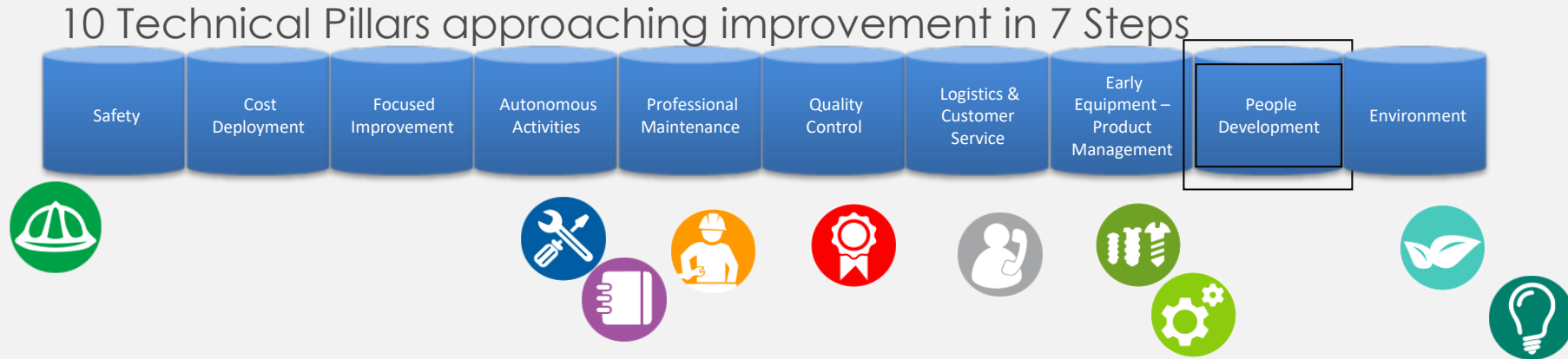
- A significant **reduction of costs** through:
 - improvement of overall equipment effectiveness (OEE)
 - reduction of set-up times
 - reduction of waste
 - professional growth and acquisition of the method
 - development of a wide-spread improvement-driven attitude.

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Knowledge inventory

**460
WCM Tools &
Methods**





- because skills and methods of work are often unable to guarantee error-free operations
- because of shortcomings in the skills assessment and improvement system
- because knowledge and motivation to improve are insufficient to enable the development of the required skills to support the improvement projects

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People Development



- Your bio says you use 400+ tools. How do you ensure proper understanding of all these tools? PD
- How do you handle training for so many tools and methods (460?)

Purposes

- Provide correct knowledge and skills for each workplace through a structured training system
- Develop the roles of maintenance technicians, technologists, specialists as the main agents of training
- Assure simple, effective documentation of knowledge and operating skills owned and developed that are to be deployed and maintained

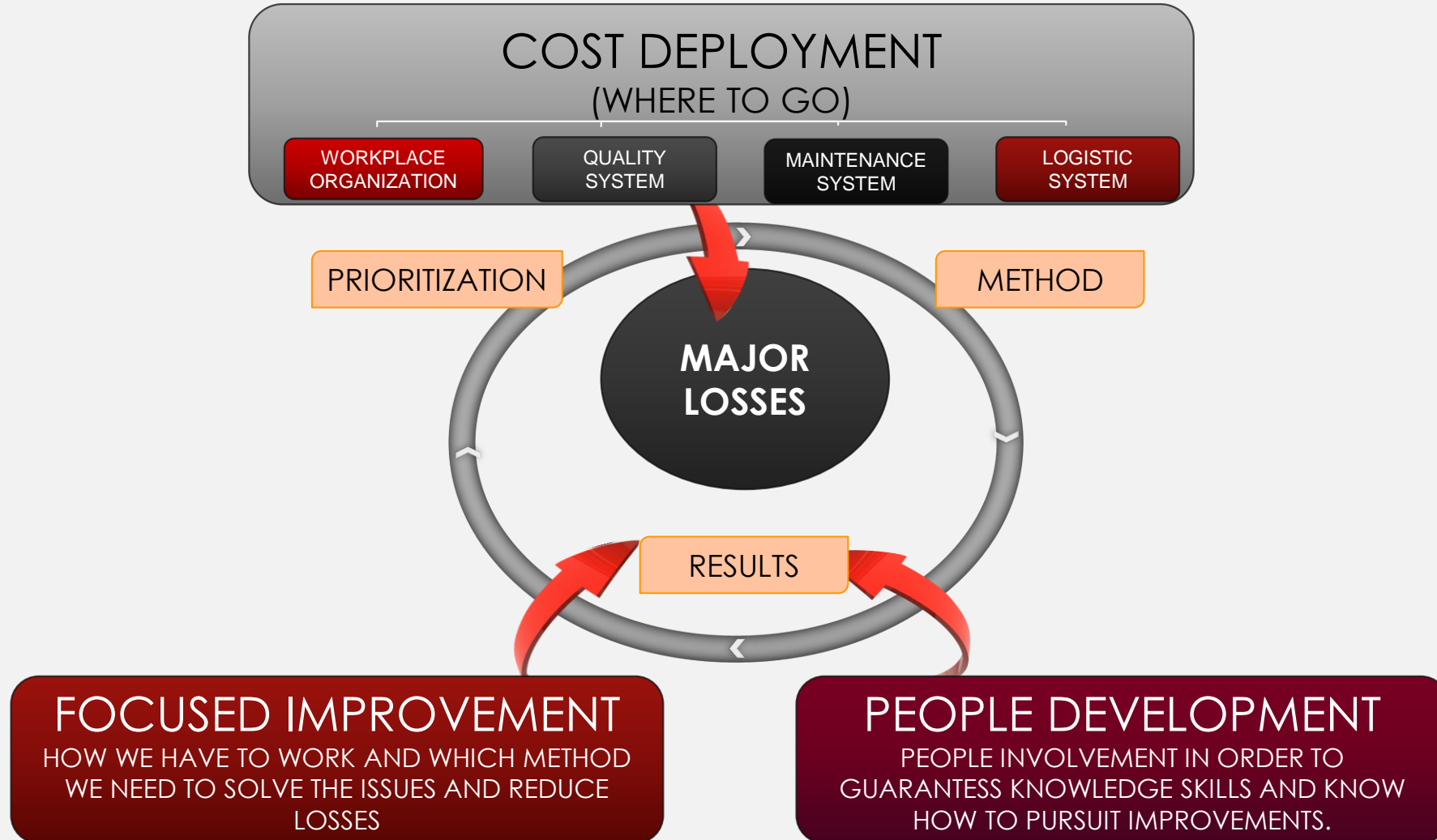
Main Activities

- Mapping of skills required and possessed
- Analysis of gaps and definition of training plans
- Development of tools (4M, AM tags, OPL...) and training skills
- Setting up of the Training Center with the necessary materials and equipment

Expected Results

- Application of Quality Control for effective process control by operators: improvement of quality
- Good maintenance skills: improvement of efficiency
- Application of Autonomous Maintenance: knowledge and application of cleaning, inspection and lubrication by operators
- Zero human errors: application and deployment of error-proofing techniques (Poka Yoke)
- Reduction of the risk of accidents
- Improvement of climate and motivation

The way to approach – FI,PD,CD



10 Technical Pillars approaching improvement in 7 Steps



- Because workplaces, materials and equipment are often downgraded, dirty and untidy
- product quality is obtained with too many inspections and reworking
- people's motivation can certainly be improved

Purposes

- Improve production **efficiency and productivity**:
 - restoring and maintaining basic conditions
 - eliminating **non-value added activities operators** involvement
 - improving product and equipment knowledge.

Main Activities

- Setting up of the teams, training and preparation for the activity
- **Elimination of everything that is not necessary**, tidying and cleaning
- Analysis and **elimination of non-value added activities**
- **Improvement of work cycles and of product quality** through development of operators' skills

Expected Results

- **Elimination of labour** and material losses
- Improvement of **product quality** through application of a sturdy, **error-proof** process
- Improvement of productivity and process costs reduction
- **Ergonomics and safety** on the job
- Improvement of climate, motivation and **proactiveness**



- because stocks of material at the plant are high with heavy financial charges
- because there is a considerable risk of damage and obsolescence also due to the condition of the containers and the need for sequencing
- because production has to be rescheduled frequently due to shortage of materials

Purposes

- • **establish JIT conditions** inside the plant and with suppliers
- • considerably **reduce stock levels**
- • level volumes and production mix and improve line saturation
- • **minimize internal handling**, also with direct deliveries by suppliers to the assembly lines
- • integrate the sales networks, manufacturing and purchasing

Main Activities

- • **application of the Value Stream Map** to identify losses and opportunities
- • improvement of the internal and external logistics
- Definition of a **proper material flow feeding: JIS, JIT**, internal sequencing, etc.
- Definition of a **proper material call off** system: from patrolling to kanban, call off, bom,...)
- • **redesign packaging systems**
- • **deployment of the main materials handling methods** (synchronous JIT, Kanban, two bins system, FIFO, shared external transport, etc.)

Expected Results

- prompt filling of orders – **Level of service and delivery Quality**
- **reduction of stocks and work in process**
- reduction of damage and obsolescence of materials
- improvement of plant logistics skills

Autonomous Maintenance

10 Technical Pillars approaching improvement in 7 Steps



- because equipment is often in deteriorated conditions
- because machine efficiency does not comply with objectives
- because people's motivation can certainly be improved

Purposes

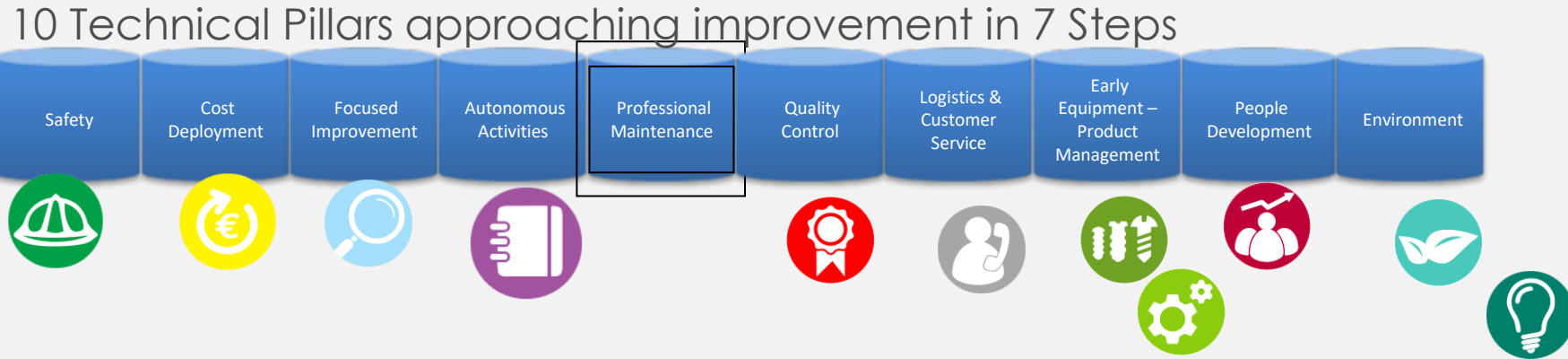
- Improve the global efficiency of the production system:
 - stopping accelerated deterioration and restoring and maintaining basic conditions
 - involving people
 - improving product and equipment knowledge.

Main Activities

- Creation of the teams, training and preparation for the activity initial cleaning (cleaning for inspection and for knowledge)
- Elimination of sources of contamination and inaccessible areas
- Definition and application of efficient, sustainable cleaning, inspection, lubrication and re-tightening cycles
- Improvement of inspection methods through development of operators' skills
- Focus operators' activities also through product quality control

Expected Results

- Improvement of overall equipment efficiency (OEE) and of product quality
- Extension of the useful life of the equipment
- Improvement of climate, motivation and proactiveness



- because there is a high number of breakdowns
- because no systematic Preventive Maintenance activities are carried out
- because stoppages are seldom analyzed
- because there is little cooperation between operators and maintenance staff

Purposes

- Increase machine efficiency (increase MTBF - reduce MTTR) by improving maintenance skills and using Fault Analysis techniques
- Facilitate cooperation between operators and maintenance staff in order to achieve Autonomous Maintenance objectives

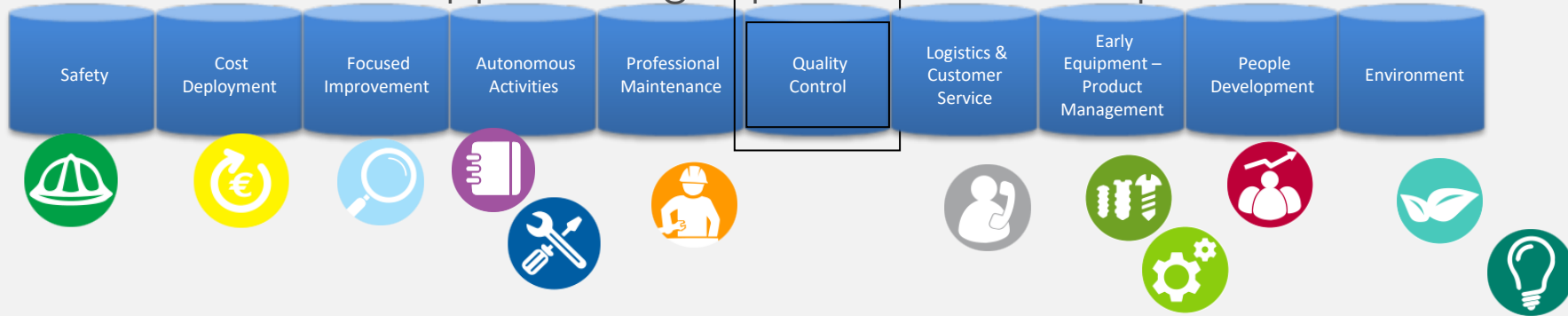
Main Activities

- Deployment, control and breakdowns analysis
- Improvement of maintenance staff skills
- Improve Planned Maintenance schedules to reduce costs
- Support of operators engaged in **Autonomous Maintenance** (elimination of tags and improvement of cleaning, inspection and lubrication skills)
- Application of new maintenance techniques

Expected Results

- Reduction of machine breakdowns
- Improved Overall Equipment Effectiveness (OEE)
- Increase in the percentage of Planned Maintenance
- Definition of a **Preventive Maintenance** plan
- **Motivation and professional growth** of maintenance staff
- Improved cooperation between operators and maintenance staff

10 Technical Pillars approaching improvement in 7 Steps



- because customer satisfaction is not appropriate
- because sometimes faulty products reach customers
- because reject and reworking costs are high

Purposes

- Guarantee product quality for customers, minimizing costs
- Define production process conditions able to prevent occurrence of nonconformities
- Maintain the conditions defined in order to guarantee conformity in time
- Improve operators' problem solving knowledge

Expected Results

- Improved customer satisfaction
- A significant reduction in defects, rejects and reworking and therefore in the costs of non quality
- Deployment of quality improvement skills
- Increase in product quality improvement proposals

Main Activities

- Deployment of defects, reworking and rejects in order to analyze the origin of non -conformities (QA matrix)
- Definition of operating conditions able to guarantee the quality desired and process capability (QM matrix)
- Set-up, training and management of improvement teams
- Compilation of the X matrix and definition of Q Points and of prevention and maintenance cycles (capital-intensive areas)
- Definition of Standard Operating Procedures – SOP (labour-intensive areas)

Early Equipment Management & Early Product Management



- because new equipment start-up times are often longer than expected
- because equipment is not designed to optimize operational running costs
- Because it's extremely important to minimize the cash spent and reduce the time to market
- Because it's important to reach for the goal of a world class product launch through cross-functional teamwork

World Class Manufacturing

Early Equipment Management & Early Product Management



How do you involve engineering/design area into the WCM activities?

Purposes

- Start new equipment in the defined time
- Guarantee fast, stable start-up
- Reduce Life Cycle Cost (LCC)
- Design equipment that is easy to operate, maintain and inspect
- For EPM the focus is the continuous improvement to current products.

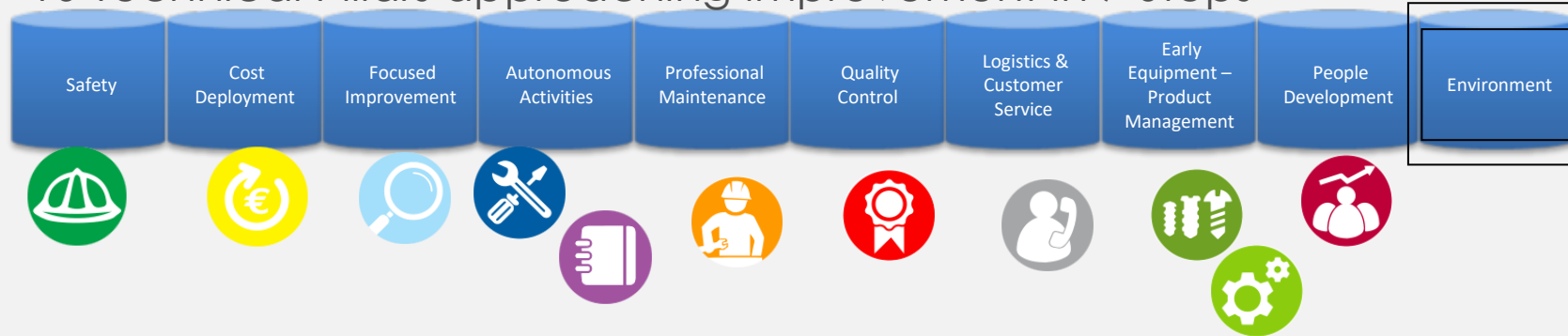
Expected Results

- Reduced life costs of the equipment
- Reliable, maintainable, accessible, easy to operate, inspect, clean, low noise equipment
- Definition of economically sustainable Preventive Maintenance cycles in the design phase
- Fast set-up and start-up
- High product quality

Main Activities

- Formal insertion of EEM in the product development process through specific design reviews
- Definition of quotes and specifications of supply consistent with user's needs (operation, maintenance, inspection, disposal)
- Co-design initiatives
- Knowledge management building for EPM
- Utilizing front loading, moves to preventive and proactive
- Design standards and checklists guide the preventive and proactive improvements.

10 Technical Pillars approaching improvement in 7 Steps



- To meet the needs of operators and of civil society, guaranteeing correct management of the environment

World Class Manufacturing

Environment & Energy



- Did not see any mention of commitment to Net Zero or Circular Economy as part of the elimination of waste. Do you have such a policy?

Purposes

- Comply with environmental management e requirements and regulations
- Develop a culture of prevention as regards the environment
- Continuously improve the conditions of the working environment, also over and above regulatory and legal obligations
- Develop specific professional skills

Expected Results

- Reduction in energy consumption
- Reduction in the generation of polluting substances and noise
- Increase in the amount of material recycled
- Improvement of the working environment
- Elimination of the conditions for potential environmental accidents

Main Activities

- Periodic internal audits on the impact of the factory on the surrounding environment
- Identification and prevention of risks
- Application of ISO 14000 standards
- Technical improvements to equipment
- Training, education and control





How can we apply these concepts? What is the structure and organization?

STRUCTURE



World Class Manufacturing

WCM Association Members



World Class Manufacturing

CNHi Organization



WCM
PROGRAM MANAGER = 4

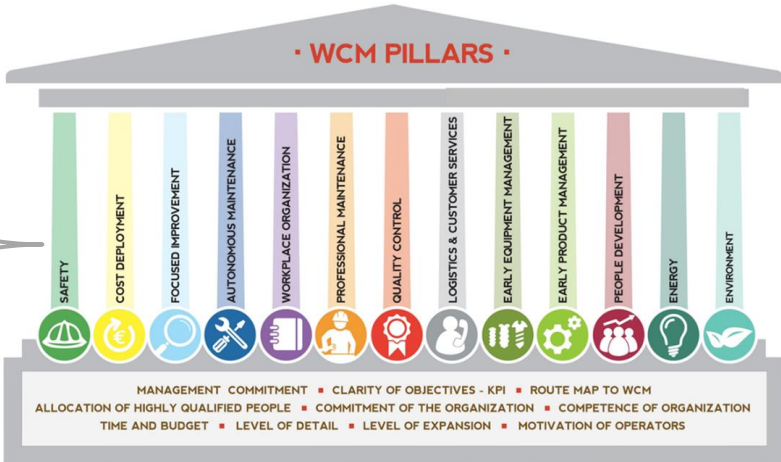
WCM PILLAR
CT WORLDWIDE = 13

WCM PILLAR
CT REGIONAL = 25

WCM Plant Manager
= 1 in each Plant

WCM PILLAR LEADERS
= 13 in each Plant

WCC DIRECTOR
= 1



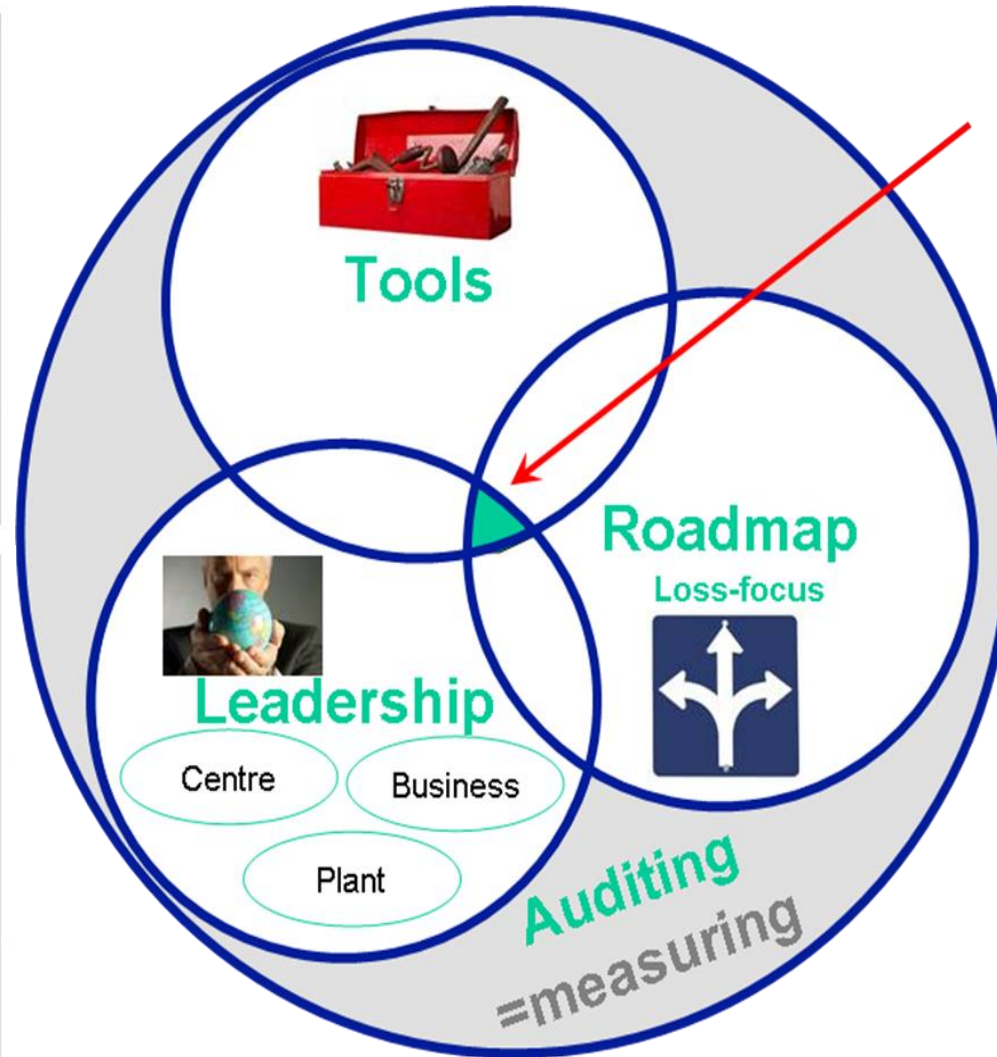
How many people, how is it organized? How many people in corporate? How many people in relevant Plants? (separate departments, or as a part of Process/ Industrial Engineering or Quality or ?)

A detailed close-up photograph of a mechanical watch movement. The image shows a complex arrangement of brass gears of various sizes, some with teeth. Several dark, faceted jewels (likely rubies or sapphires) are visible, serving as bearings for the gears. The metal components have a polished, golden-brown finish. The background is slightly blurred, emphasizing the intricate details of the watch mechanism.

EVALUATION MECHANISM

Change Management

Audit and Assessment System



- Leadership
- Roadmap
- Methods and tools

The audit system verifies

- Leadership e commitment
- Consistency to the Roadmap
- Rigorous use of tools&methods
- Results

TECHNICAL PILLARS

1. Health & Safety
2. Cost Deployment
3. Focused Improvement
4. Autonomous Activities
 - Work Place Organization
 - Autonomous Maintenance
5. Professional Maintenance
6. Quality Control Safety
7. Logistics Customer Service
8. EEM / EPM
9. People Development
10. Environment/Energy

MANAGERIAL PILLARS

11. Management Commitment
12. Clarity of Objectives
13. Route Map to WCM
14. Allocation Highly Qualified People
15. Commitment of Organization
16. Competence of Organization towards Improvement
17. Time and Budget
18. Level of Detail
19. Level of Expansion
20. Motivation of Operators

Audit Awards



System of ranking for Awards achievement?

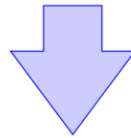
TECHNICAL PILLAR

1. Safety
2. Cost Deployment
3. Focused Improvement
4. Autonomous Activities
 - Work Place Organization
 - Autonomous Maintenance
5. Professional Maintenance
6. Quality Control
7. Logistics
8. EEM / EPM
9. People Development
10. Environment

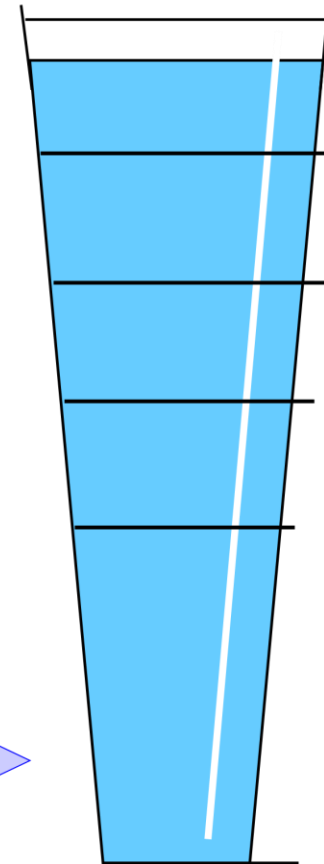
MANAGERIAL PILLAR

11. Management Commitment
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13. Route Map to WCM
14. Allocation Highly Qualified People
15. Commitment of Organization
16. Competence of Organization toward Improvement
17. Time and Budget
18. Level of Detail
19. Level of Expansion
20. Motivation of Operators

Each Pillar is evaluated for its implementation of methodology
Possible Score: 0 – 5



TOTAL FOR PLANT
MII - Methodology Implementation Index
Possible Score: 0 – 100
(5 x 20 pillars)



WORLD CLASS



GOLD



SILVER



BRONZE



BEGINNER

CNHi Audit Awards

Detail & Best Virtual Plant

Roadmap

| WCM | 2019 | 2020 | 2021 |
|----------------------|------|------|------|
| # Plants involved | 55 | 55 | 56 |
| # Bronze plants | 25 | 28 | 29 |
| # Silver plants | 15 | 16 | 16 |
| # Gold plants | 2 | 2 | 3 |
| # World Class plants | | | |

all in Europe

Plant Ranking WCM audits

| | | | | | | | | | | | | | | | | | | | | | | | | |
|-----------------------|--------------------|------------|---------------------|-------------------------|-------------------------|------------------------------|---------------------|---------------------------------|--------------------------------|------------------------|------------------|-------------------------|----------------------------|----------------------------------|-----------------------|--|-------------------------------------|---------------------------------|----------------------|----------------------|-------------------------|------------------------------|--------------------------|-------------|
| CNH INDUSTRIAL | | | | | | | | | | | | | | | | | | | | | | | | |
| Ranking | Best Virtual Plant | 1 - Safety | 2 - Cost Deployment | 3 - Focused Improvement | 4 - Autonomous Activity | 5 - Professional Maintenance | 6 - Quality Control | 7 - Logistic / Customer Service | 8 - Early Equipment Management | 9 - People Development | 10 - Environment | Total Technical Pillars | 11 - Management Commitment | 12 - Clarity of Objectives - KPI | 13 - Route Map To WCM | 14 - Allocation of Highly Qualified People | 15 - Commitment of the Organization | 16 - Competence of Organization | 17 - Time and Budget | 18 - Level of Detail | 19 - Level of Expansion | 20 - Motivation of Operators | Total Managerial Pillars | Total Score |
| | | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 39 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 40 | 79 |

World Class Supplier



The major part of the value of a car/truck/equipment comes from the supplier



Involve the strategic suppliers into the programme.

Create a robust partnership, based on the growth of people.

Improve conditions through a win-win approach.

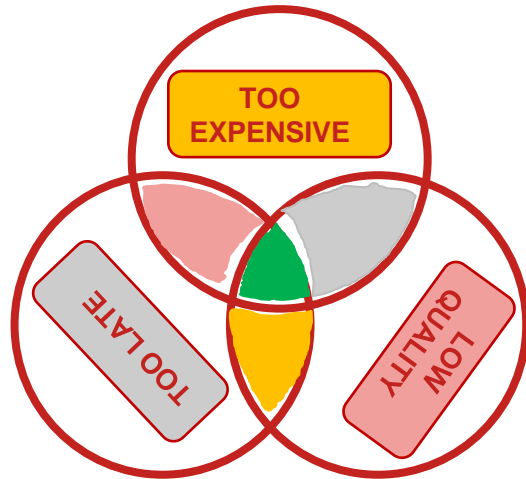
WCM Suppliers

Detail & deliverables

Roadmap

| Suppliers | 2019 | 2020 | 2021 |
|----------------------|------|------|------|
| # Suppliers involved | 206 | 218 | 220 |
| # Bronze plants | 2 | 3 | 3 |
| # Silver plants | 0 | 0 | 0 |

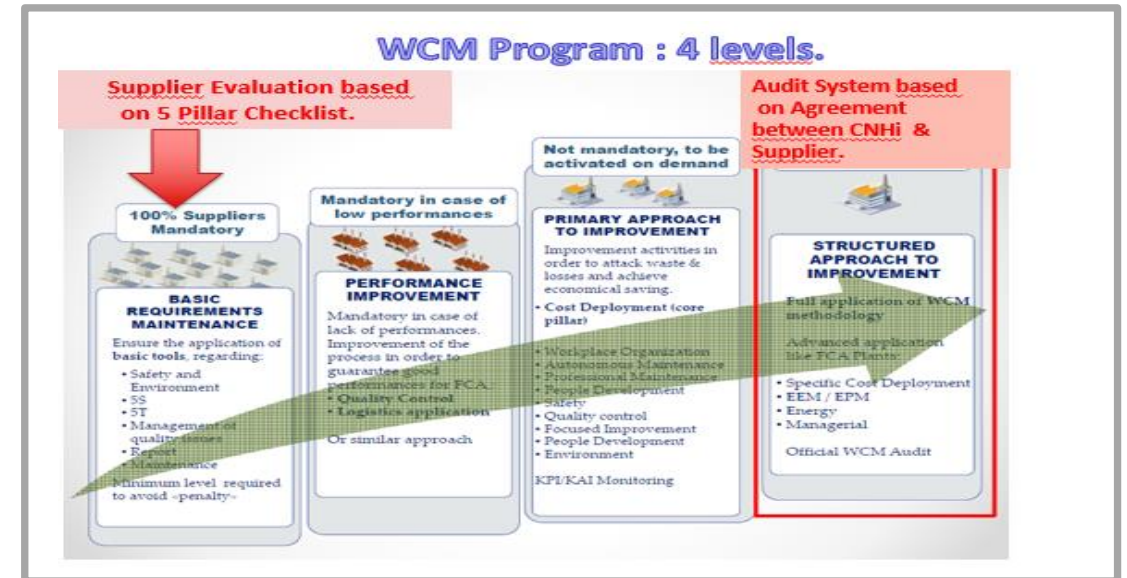
COSTS



QUALITY/
Warranty

SERVICE
Plants &
spare
parts

Prioritise

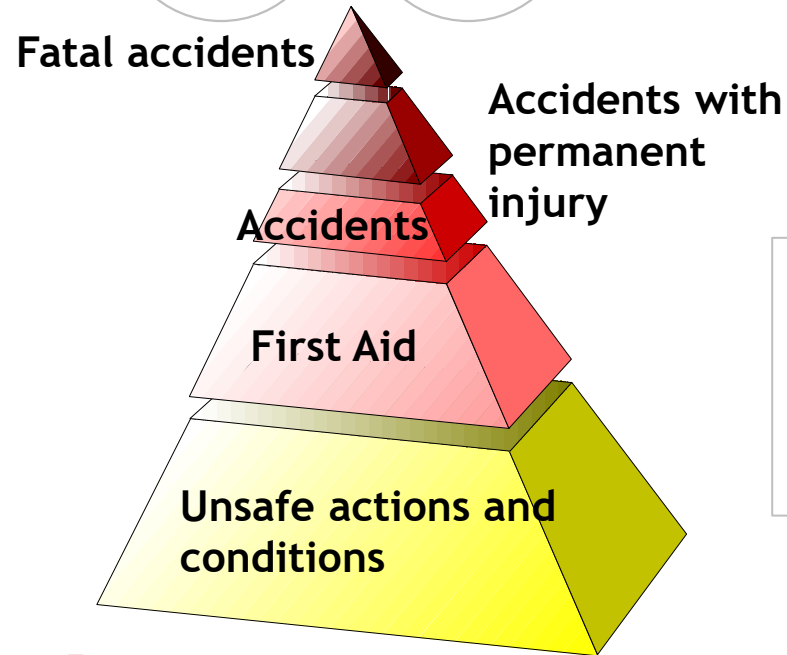
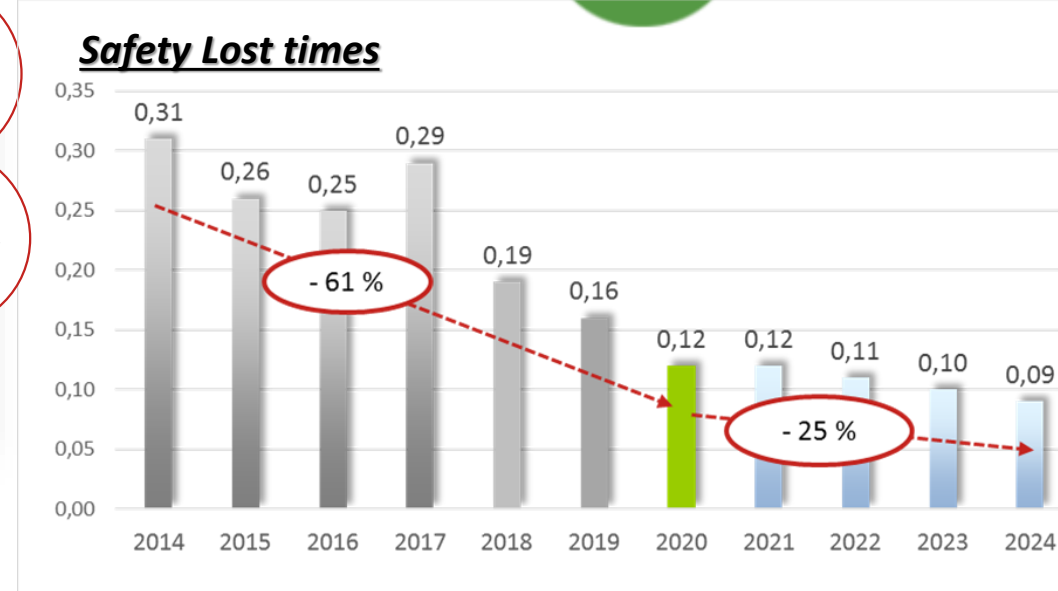
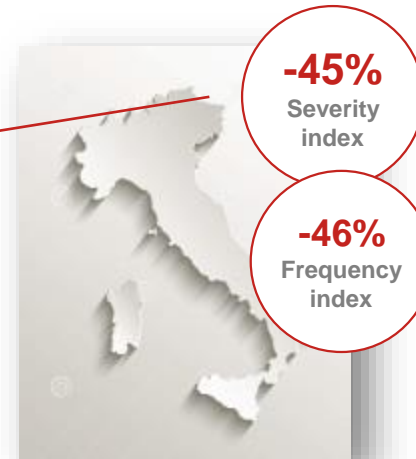
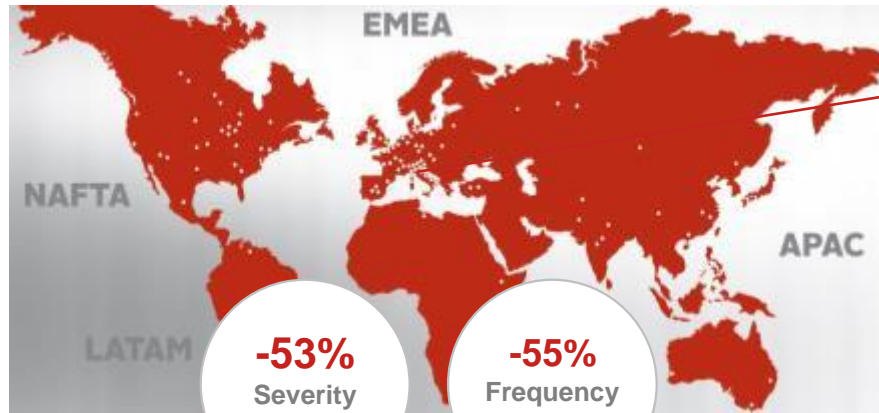




RESULTS

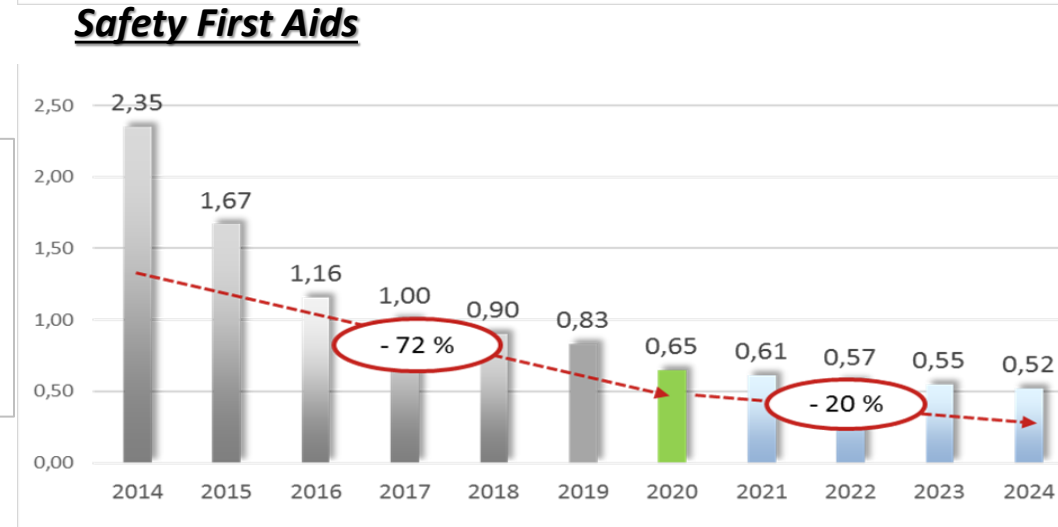
Safety

CNHi WW



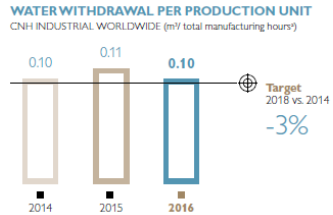
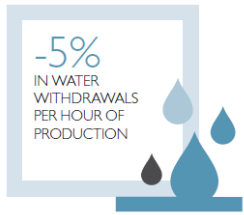
4 plants with **zero incident since 3 years**

6 plants with **zero incident since 2 years**

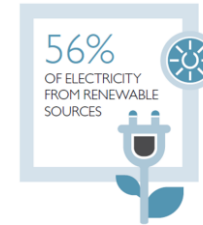
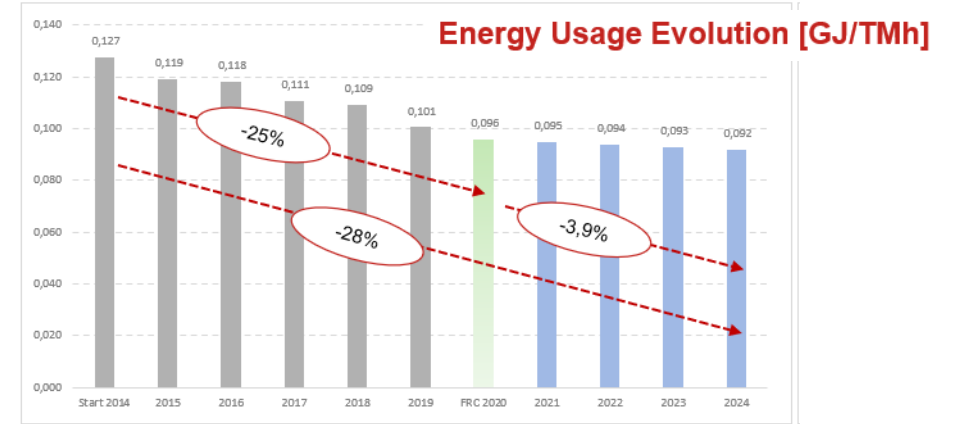


Environment and Energy

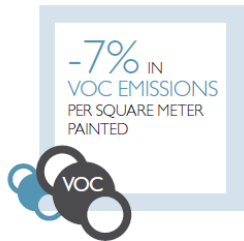
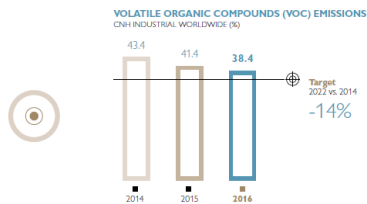
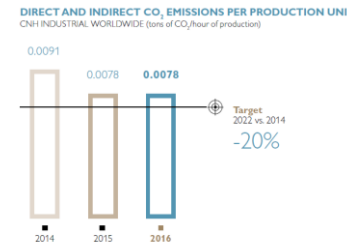
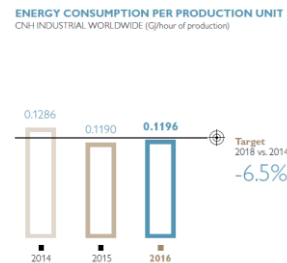
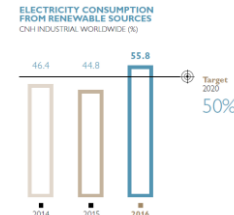
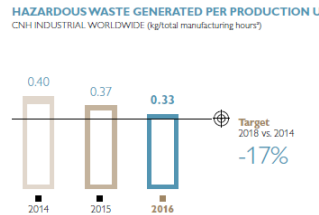
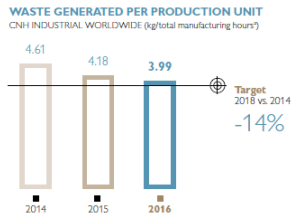
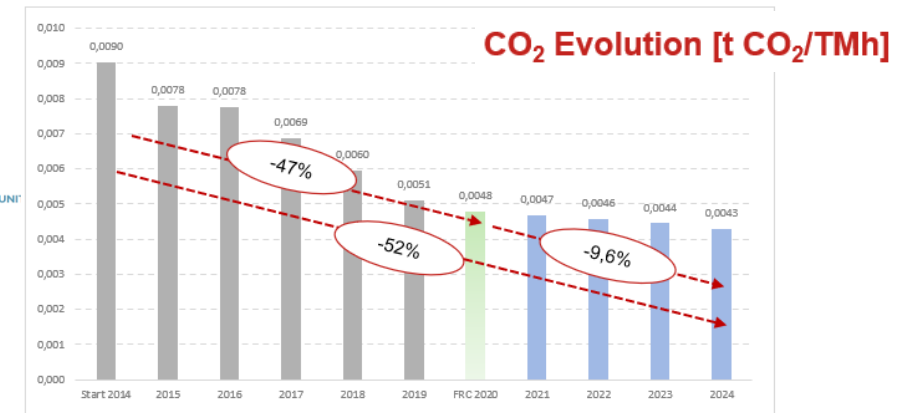
CNHi WW



Energy Reduction

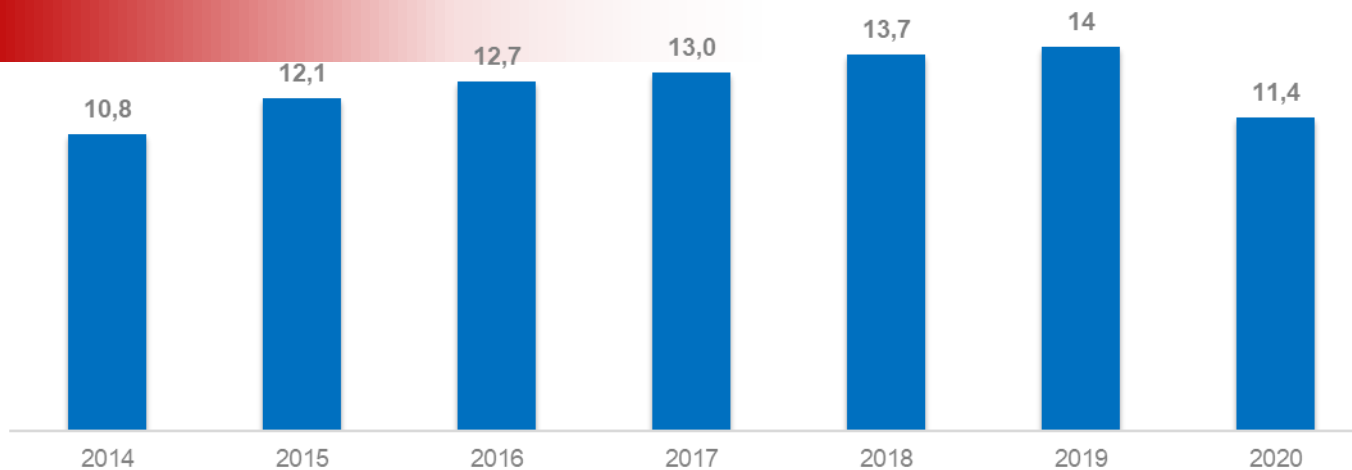


CO2 Reduction

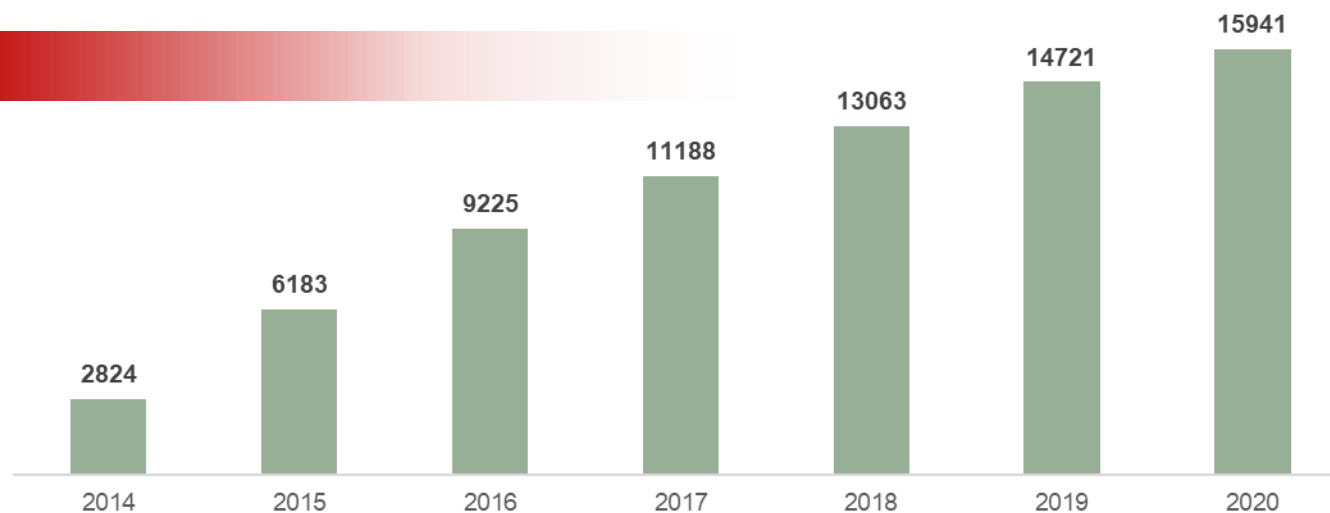




Suggestions per person



Best Practices



WCM data and figures

From 2020 Annual Report

World Class Manufacturing

In striving to consolidate and maintain high standards of excellence in its manufacturing systems, CNH Industrial applies principles of World Class Manufacturing ("WCM"), the innovative program for continuous improvement that encompasses the most effective manufacturing methodologies. These include: Total Quality Control ("TQC"), Total Productive Maintenance ("TPM"), Total Industrial Engineering ("TIE"), and Just In Time ("JIT"). Applying rigorous methods and procedures, WCM aims to eliminate all types of waste and loss, including zero injuries, zero defects, zero breakdowns, zero waste, reduced inventories, and punctual delivery of parts by suppliers to plants, and thereafter to dealers and end users. The WCM system is applied to all departments, embracing numerous topics including safety in the workplace, the environment, quality, logistics, in-house and specialist maintenance, human resources, and process and product engineering (involving the reorganization of work stations, the installation of new machinery, and new product launches). Actions for continuous improvement are driven by the Cost Deployment pillar of WCM, which precisely identifies all plant wastes and losses, guides the activities of the corporate functions in charge of containing and eliminating the sources of waste, evaluates project feasibility, and assesses and certifies the results achieved by carefully monitoring specific performance indicators.

One of the main features of WCM is the way it incentivizes employees to engage and take responsibility, contributing directly to process optimization through a consistent system for collecting suggestions. This allows individuals to acquire and develop skills and good practices that are then shared across plants, forming a network of expertise and knowledge for the benefit of the Group. In 2020, approximately 346,100 suggestions were collected across the plants where WCM principles are applied, with an average of 11.4 per employee. The projects implemented in 2020 within WCM generated savings of approximately \$68.2 million.

Each WCM pillar involves a seven-step approach and auditing process, culminating in several awards (bronze, silver, gold, and world class). As of December 31, 2020, 55 plants were participating in the program, representing 99% of revenues from sales of products manufactured in Group's plants. By the end of 2020 2 plants have gold awards, 16 plants have silver awards and 28 plants have bronze awards.

AGENDA

- *WHY WCM?*
- *WORLD CLASS MANUFACTURING*
- *PEOPLE IN WCM*
- *NEXT STEP*

What is “World Class” ?

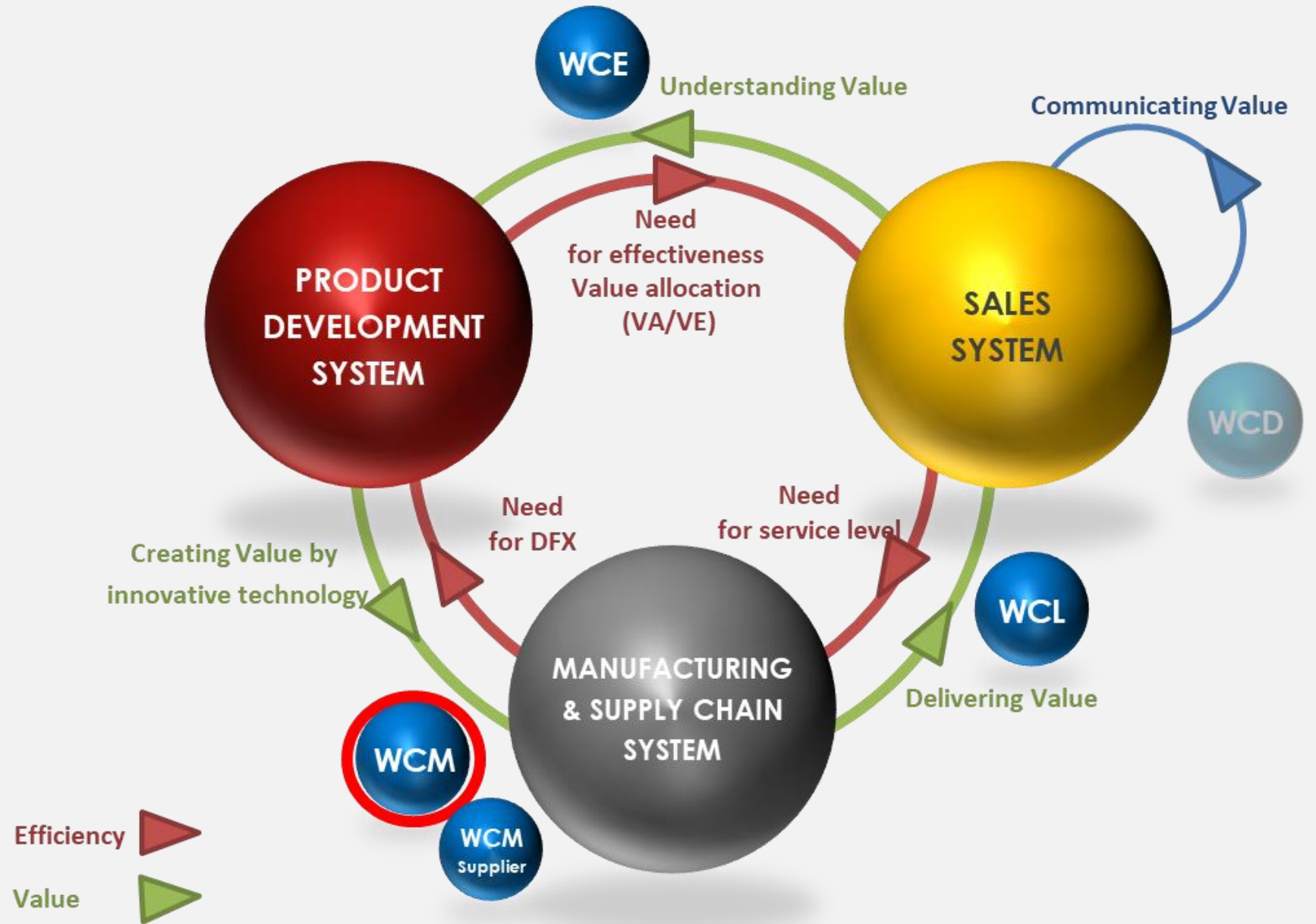
WCC

- It's not a procedure
- It's not a project
- It's not a Book of Knowledge

WORLD CLASS COMPANY
is a PROGRAM to
CHANGE BEHAVIOURS and
BUILD UP KNOWLEDGE to
continuously LEAN UP the Company

THE CHALLENGE is
“DO THE RIGHT THINGS ON THE FIRST TIME”

World Class Company (WCC)



THANK YOU



«Something done in right way
always can be done better»

Gianni Agnelli