Competence
Ristrutturare Innovando

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Confindustria Bergamo 10 novembre 2010

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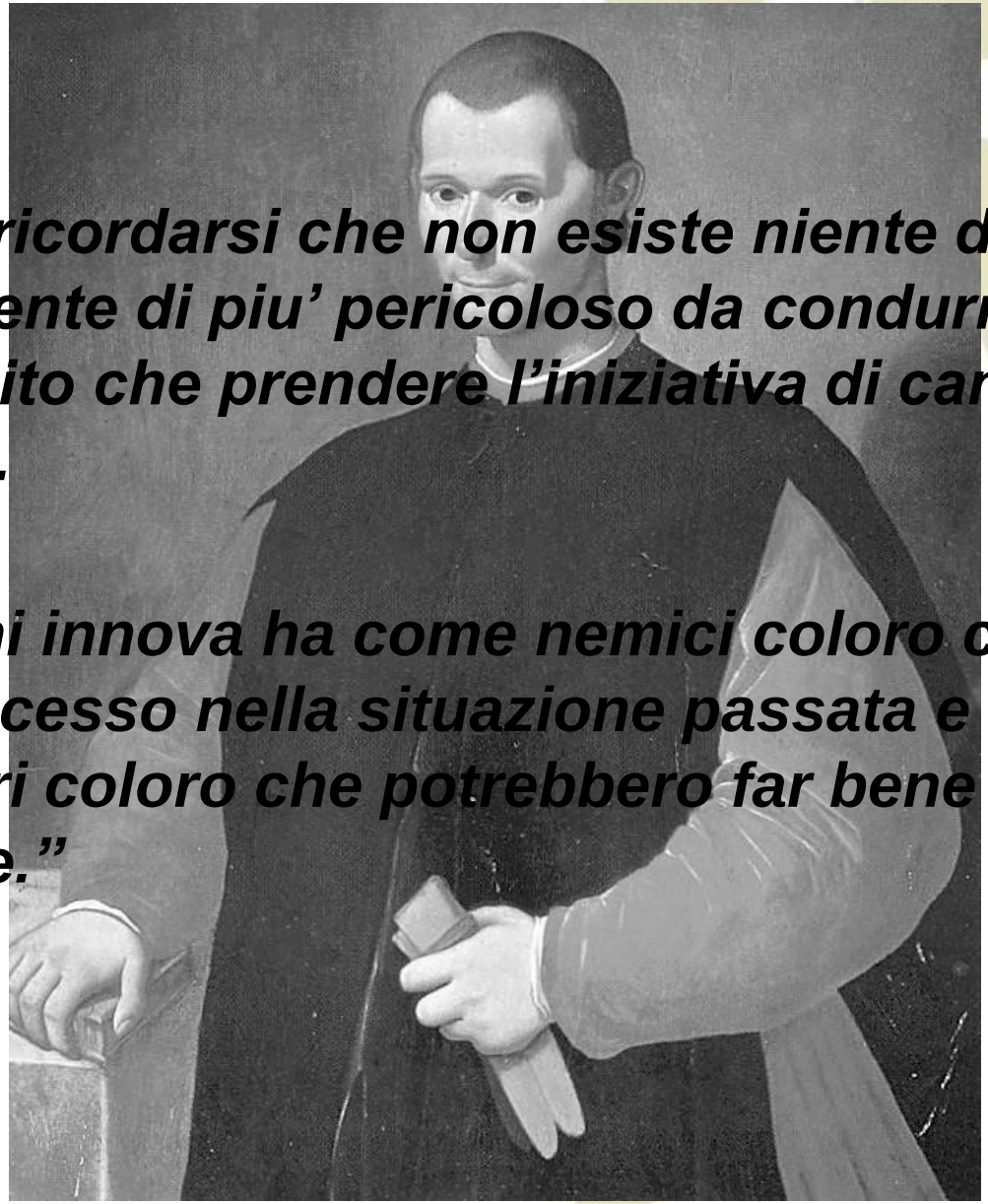

"Bisogna ricordarsi che non esiste niente di piu' difficile da gestire, niente di piu' pericoloso da condurre o piu' incerto nel suo esito che prendere l'iniziativa di cambiare il corso delle cose.

Perché chi innova ha come nemici coloro che hanno avuto successo nella situazione passata e come deboli sostenitori coloro che potrebbero far bene nella nuova situazione."

da "Il Principe"

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Jabil Snapshot

- Founded in Michigan, 1966
- Headquartered in St. Petersburg, Fla., USA
- One of the world's largest electronic manufacturing services providers
- Over 59 facilities on four continents
- More than 85,000 employees
- Fiscal 2009 revenue - $ 11.7 billion
- Fourteen years of 25 percent compounded growth in revenue & earnings
- Jabil common stock is traded on the NYSE under the symbol, "JBL"

Human Resources

Jabil Operations June 2010

AMERICAS

Brazil
Belo Horizonte
Manaus
São Paulo
Sorocaba

Mexico
*Chihuahua**
*Guadalajara**
*Reynosa**

United States
Auburn Hills, Michigan
Billerica, Massachusetts
Louisville, Kentucky
McAllen, Texas
Memphis, Tennessee
Round Rock, Texas
Poughkeepsie, New York
San Jose, California
*St. Petersburg, Florida**
Tempe, Arizona

OVER 59 SITES IN 22 COUNTRIES

ASIA

China
Beijing
Huangpu
Nanjing
Shanghai
Shenzhen
Suzhou
*Tianjin**
*Wuxi**
Yentai

India
Chennai
Ranjangaon

Japan
Gotemba

Malaysia
*Penang**

Singapore
Singapore City

Taiwan
*Taichung**
Taipei

Vietnam
Ho Chi Minh City

EUROPE

Austria
Vienna

Belgium
Hasselt

England
Coventry

France
Brest
Gallargues-le-Montueux

Germany
Jena

Hungary
Szombathely
Tiszaújváros

Italy
Bergamo
Cassina de' Pecchi
Marcianise

Poland
Bydgoszcz
Kwidzyn

Netherlands
Amsterdam

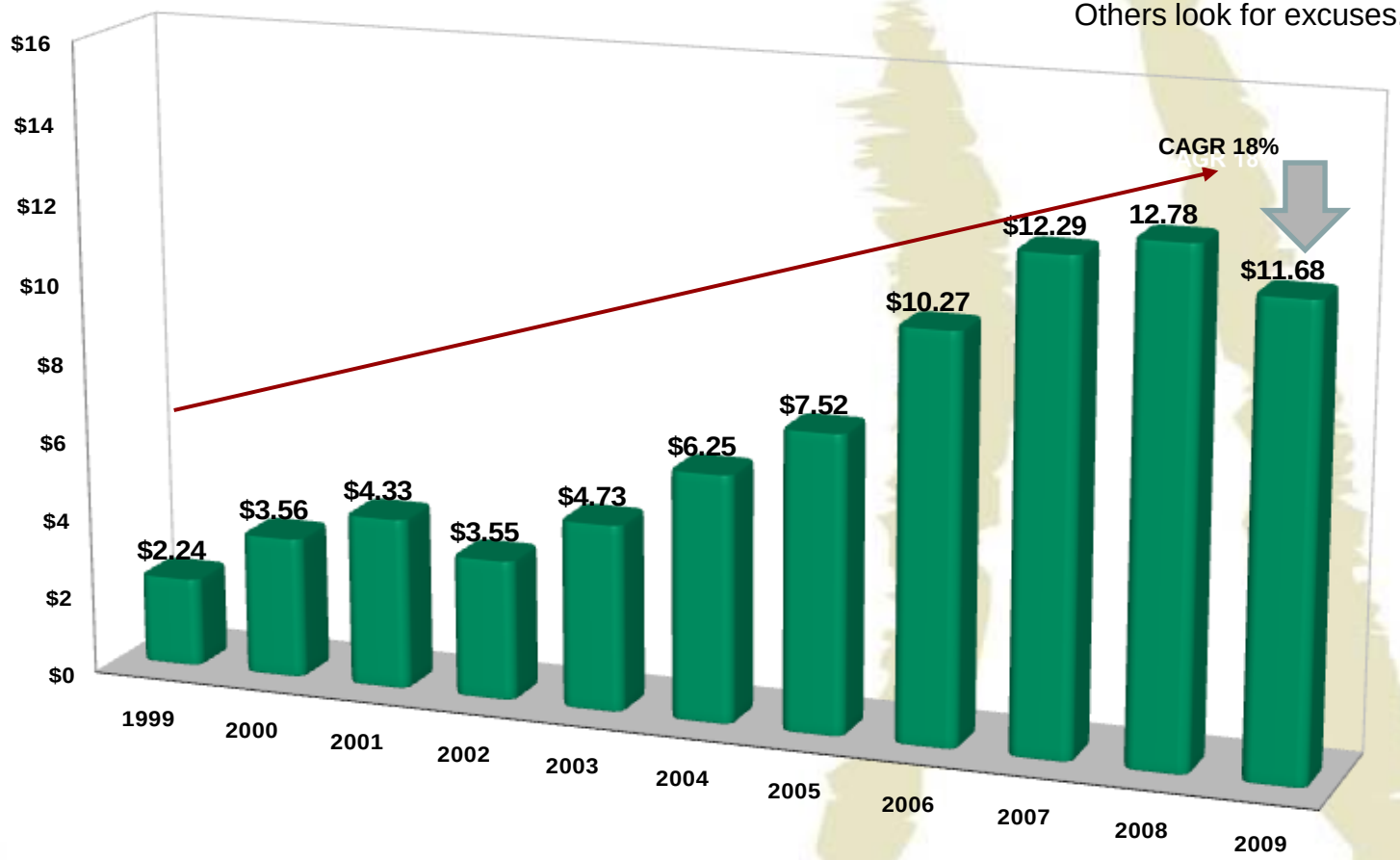
Scotland
Livingston

Ukraine
Uzhgorod

Human Resources

STRONG REVENUE GROWTH JABIL

Good Companies see Opportunity in turbulent times.
Others look for excuses.



Human Resources

ITALY HISTORY

SOUTH		NORTH
	1998	Acquisition of HP plant in Stezzano (Bergamo)
Acquisition of Marconi plant in Marcianise	**2001**	Trasfer of HP production in China

Creation of Country management team

	2003	customer diversification (Option)
		Start-up ENEL production in Stezzano
Marcianise customer diversification (Indesit)	**2004**	Stezzano plant moved to Mapello (Bergamo) Start-up exploration of mid market opportunities
Indesit transfer to Hungary	**2005**	Small size customers introduction in Mapello
	2006	ENEL program e.o.l.
New customer in Marcianise (Finmeccanica)	**2007**	
Marcianise plant transfered to S.Marco Evangelista		

1° November 2007 Acquisition of NSN manufacturing plants in Italy (Cassina and Marcianise)

Integration of the two plants in Marcianise site	**2008**	Integration of the two plants in Cassina site

Human Resources

2007 ACQUISIZIONE

Il <u>1° novembre</u> Jabil CM Srl acquisisce da Nokia Siemens Networks SpA il ramo d'azienda composto dalle unità produttive di Marcianise (CE) e Cassina De' Pecchi (MI).

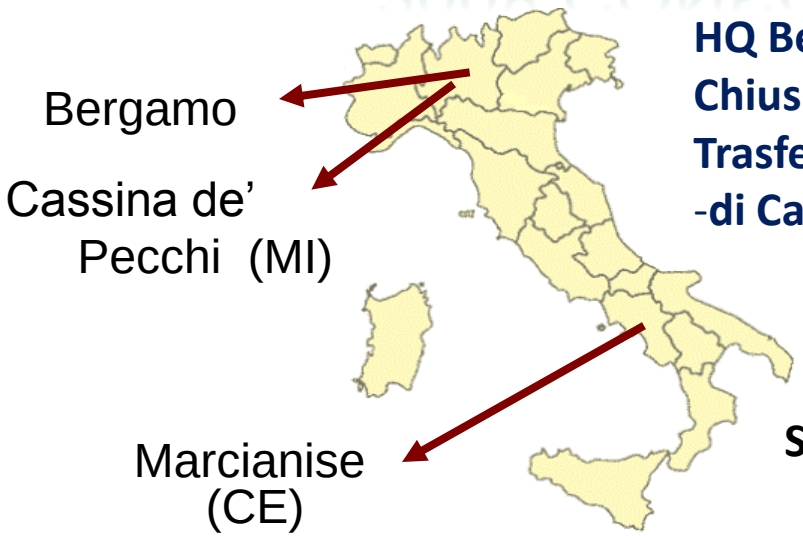
Jabil Circuit Italia

- **Mapello (BG)** (organico 337)
- **S.Marco Ev. (CE)** (organico 488)

Jabil CM

- **Cassina (MI)** (organico 265)
- **Marcianise (CE)** (organico 376)

2008 CONSOLIDAMENTO



HQ Bergamo
Chiusura dello stabilimento di Mapello (BG);
Trasferimento delle attività produttive nella sede
-di Cassina De' Pecchi (MI).

S.Marco viene accorparto al Plant di Marcianise

Jabil Circuit Italia

- **Bergamo** (organico 131)
- **Marcianise (CE)** (organico 488)

Jabil CM

- **Cassina De' Pecchi (MI)** (organico 357) +INCLUDE 117 DIPENDENTI DISTACCATI DA JABIL CIRCUIT ITALIA BERGAMO
- **Marcianise (CE)** (organico 335)

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2009 OPERAZIONI SOCIETARIE

Merge JCI to JCM

Merge JCM to JCI

Jabil Circuit Italia

- **Bergamo** (organico 129)
- **Marcianise (CE)** (organico 856)

Jabil CM

- **Cassina (MI)** (organico 357)

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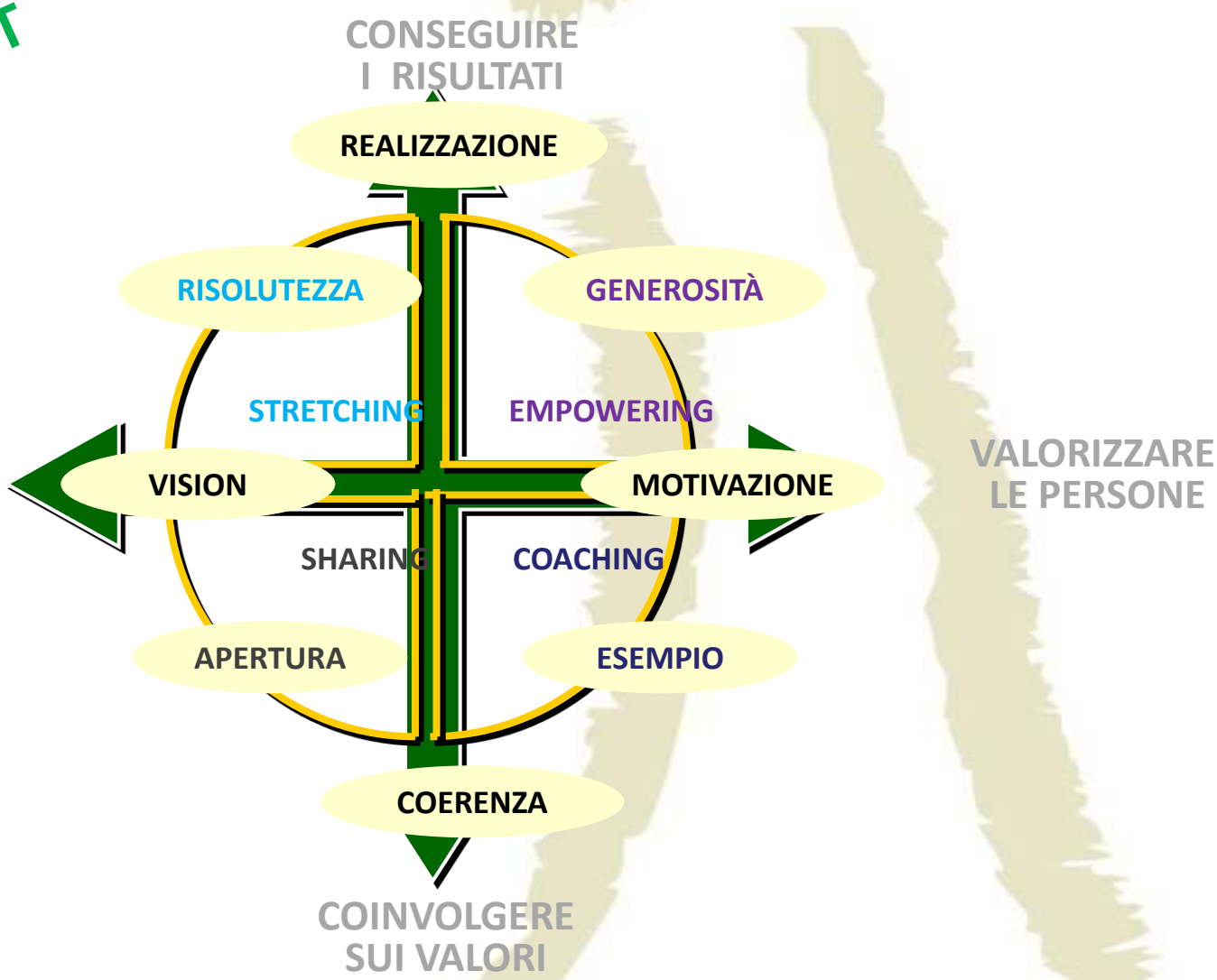
Ruolo del MGMT



CONSEGUIRE I RISULTATI

BERGAMO

Chiusura plant → 2 anni CIGS → n. 183 usciti → n. 117 distacchi intragruppo → 0 contenziosi

MILANO

Merge People & Assets → 1 anni CIG → n. 47 usciti → 0 contenziosi

GENOVA

Chiusura plant → 2 anni CIGS → n. 18 usciti → n. 4 distacchi intragruppo → 0 contenziosi

CASERTA

Chiusura plant → 4 anni CIGS → n. 181 usciti → 0 contenziosi

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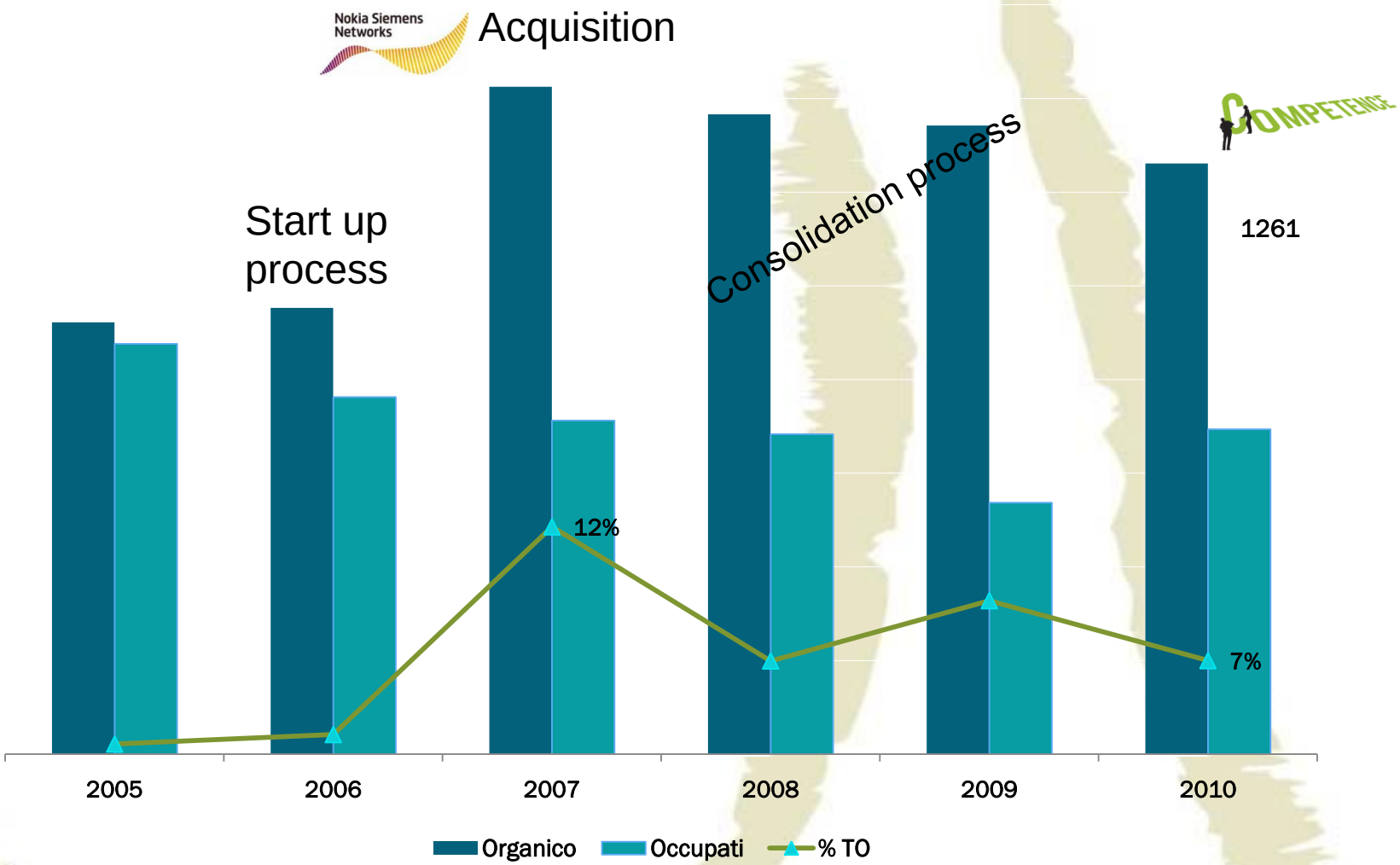
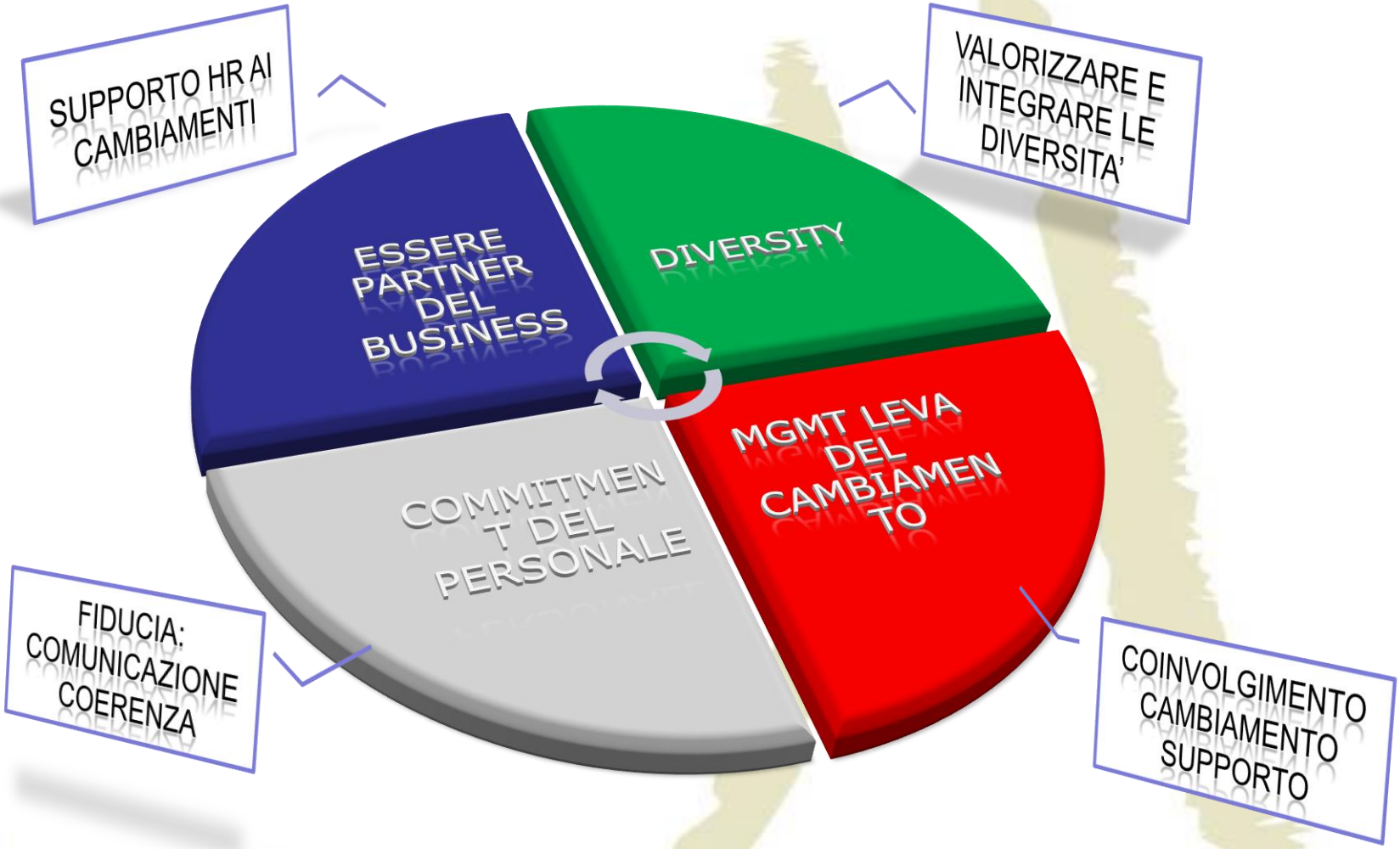
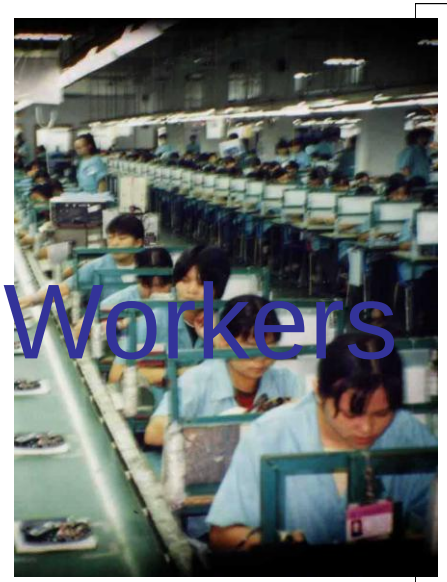
Conseguire i risultati - Organico

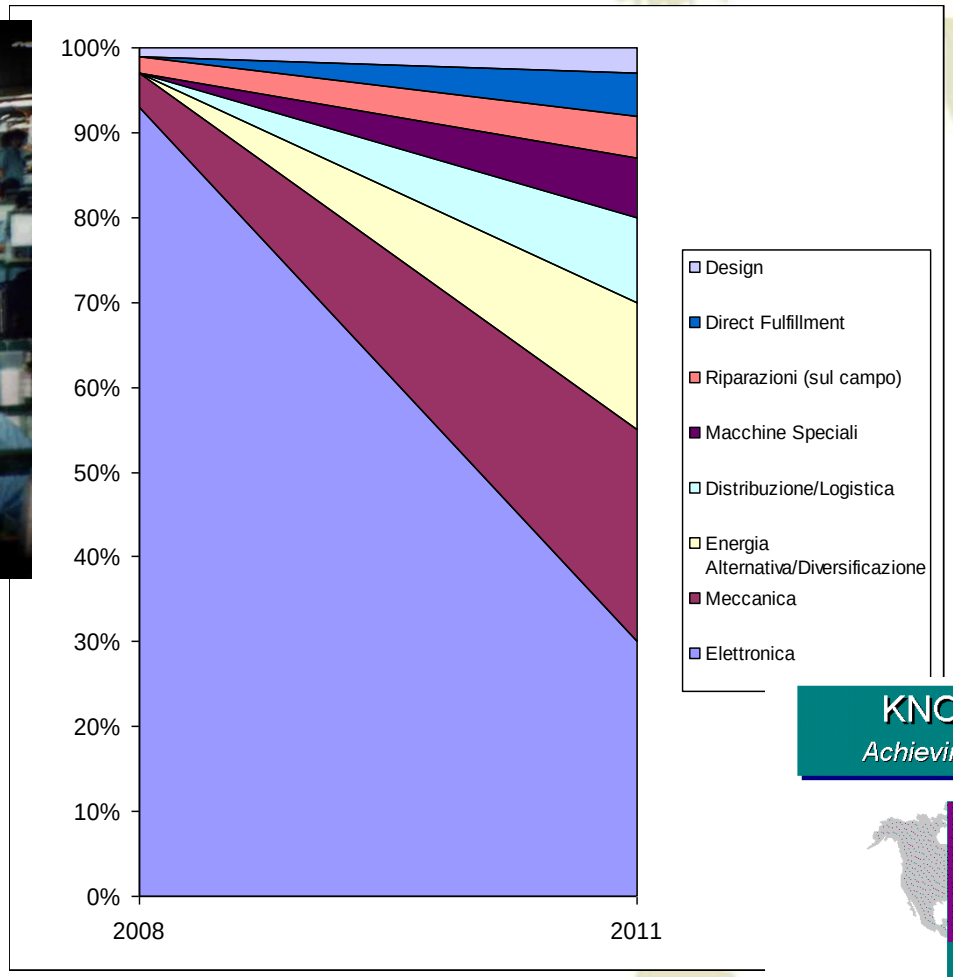


PROMUOVERE IL CAMBIAMENTO



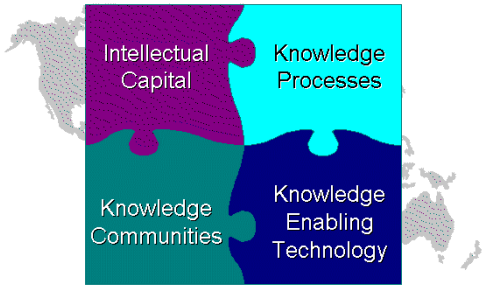
Partner del business



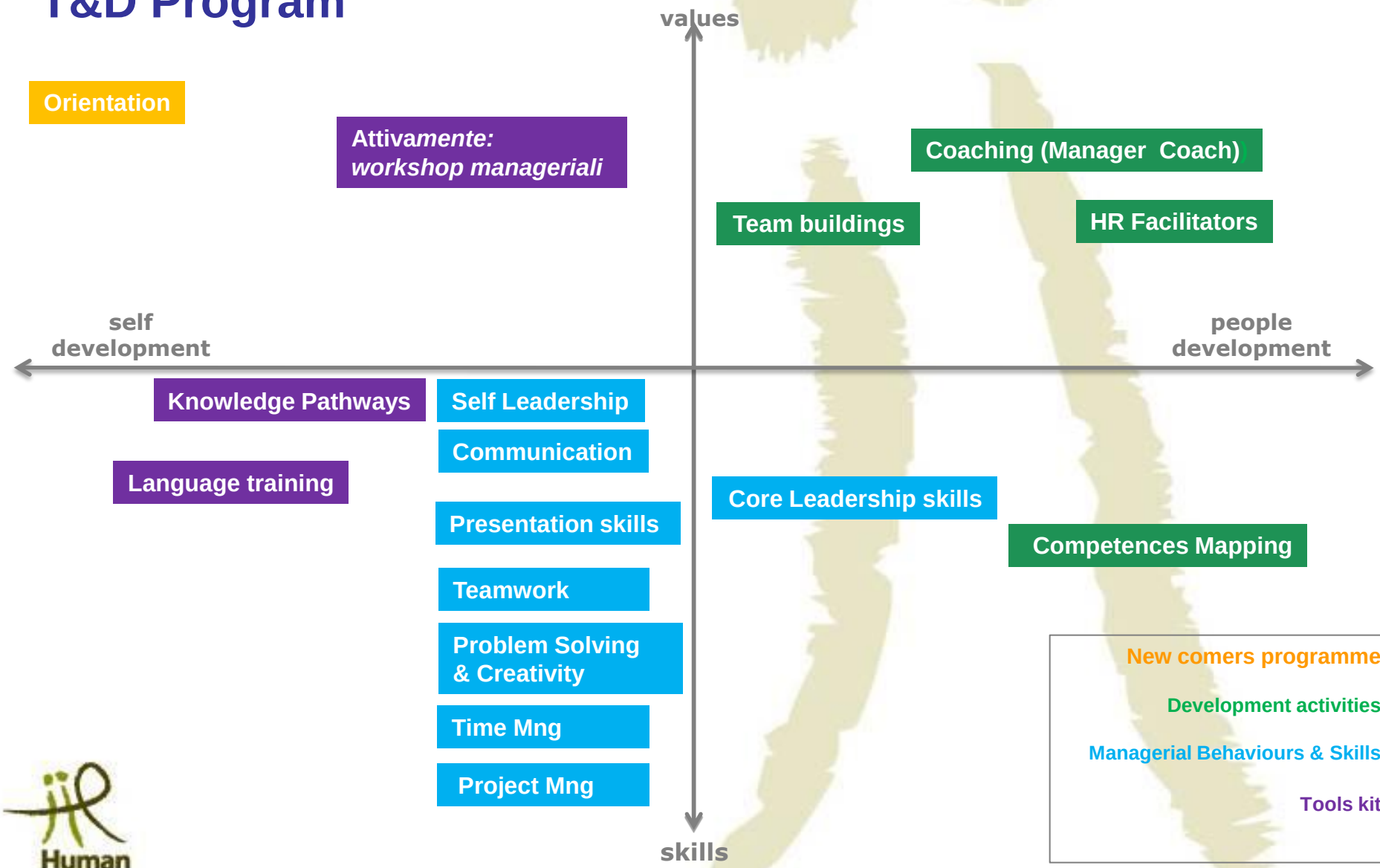


KNOWLEDGE WORKERS

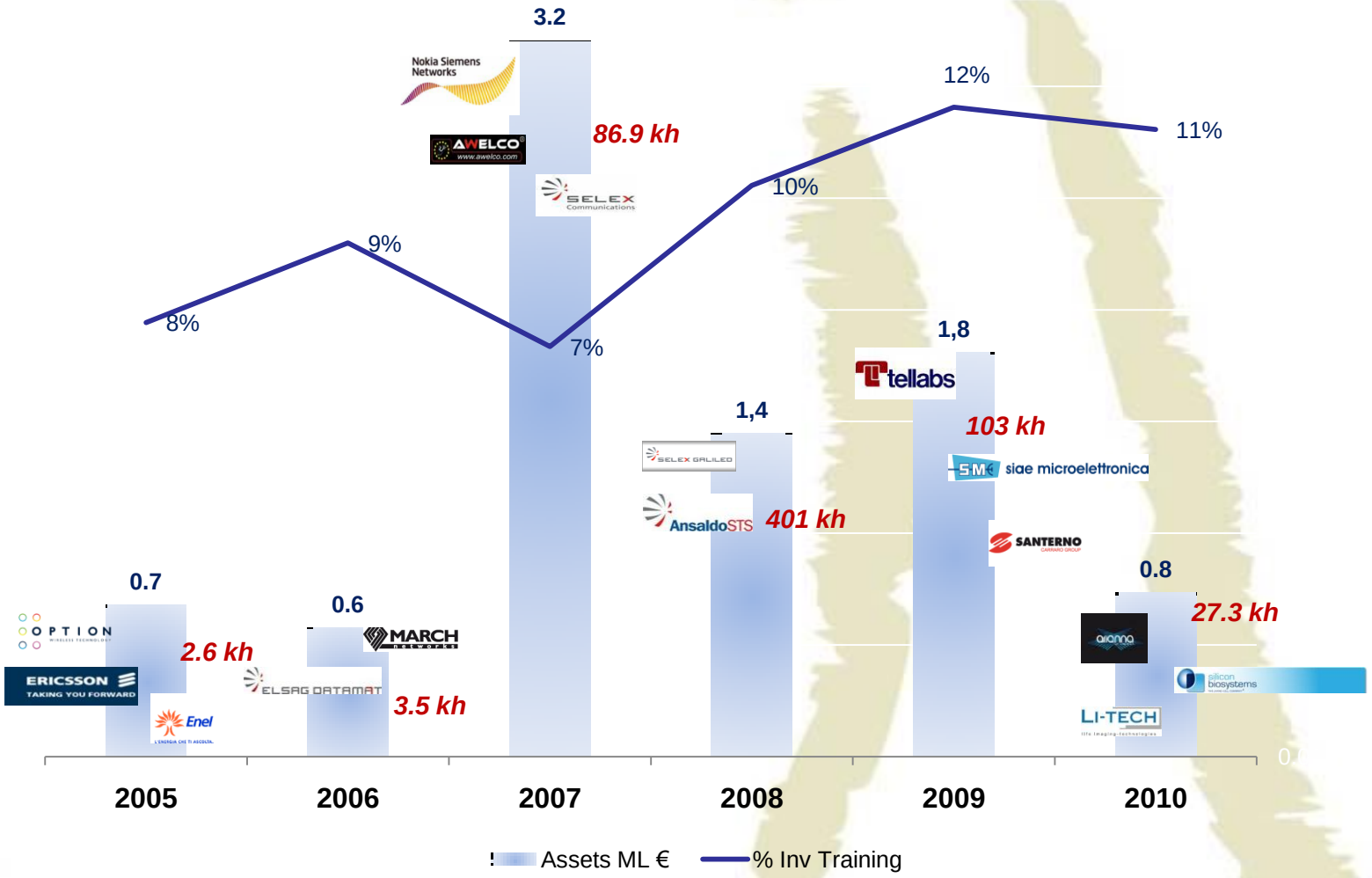
Achieving Peak Knowledge Performance



T&D Program


values
Orientation
Attivamente:
workshop manageriali
Coaching (Manager Coach)
Team buildings
HR Facilitators
self
development
people
development
Knowledge Pathways
Self Leadership
Communication
Language training
Core Leadership skills
Presentation skills
Competences Mapping
Teamwork
Problem Solving
& Creativity
Time Mng
Project Mng
skills
New comers programme
Development activities
Managerial Behaviours & Skills
Tools kit

Training & Assets Investments



Total Reward & Merge Culture

2005	2006	2007	2008	2009	2010
					COMPANY CAR (MGR)
					INSURANCE POLICY
			RETENTION BONUS BG	MBO MIDDLE MGMT	MBO PROJECT
			ASSURANCE ASSISTANT	ASSURANCE ASSISTANT	ASSURANCE ASSISTANT
		ITALY JOB ROTATION	ITALY JOB ROTATION	ITALY JOB ROTATION	ITALY JOB ROTATION
	RECRUITING KEY PEOPLE	RECRUITING KEY PEOPLE	RECRUITING KEY PEOPLE	RECRUITING KEY PEOPLE	RECRUITING KEY PEOPLE

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Change mgmt Training

La nostra Mission

Italy Mgmt Team

HFA HOWARD FISCHER ASSOCIATES INTERNATIONAL — SUCCESS THROUGH LEADERSHIP

2006 → 2007 → 2008 → 2009 → 2010

Director & Executive

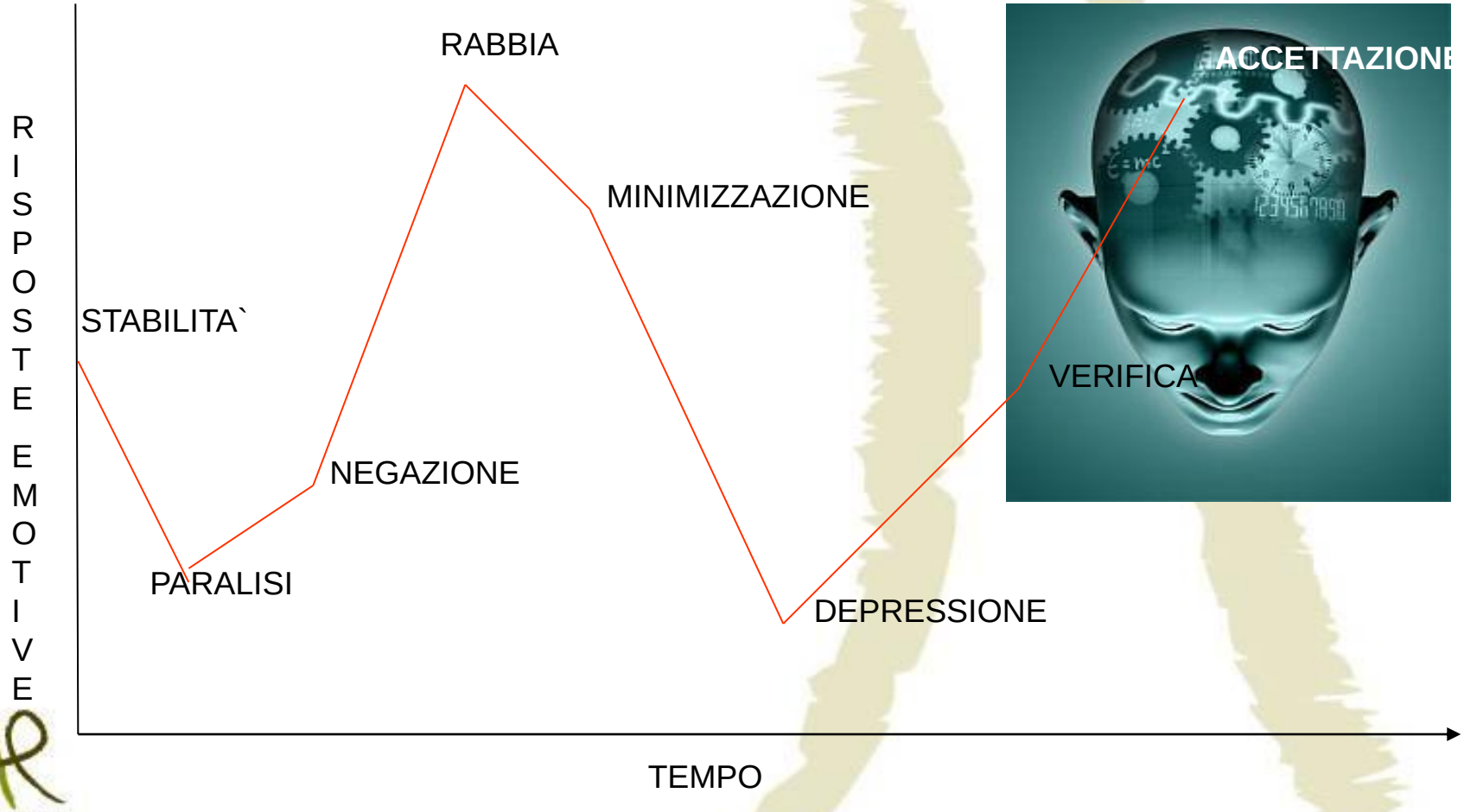
Leadership Principles (Middle Mgmt)

DDI Development Dimensions International

HARVARD | BUSINESS | SCHOOL

Human Resources

Reazioni Emotive



Jabil to sell French & Italy plants to Mercatech

Evertiq, June 18, 2010
EMS-provider Jabil Circuit is said to plan to sell its manufacturing facility in Brest (France) to U.S. investment fund Mercatech.
Merchatech said it would retain the EMS-activity at the facility, but plans to invest (around EUR 3 - 4 million) to make the facility fit for manufacturing for the photovoltaic sector. The project seems to be already in its final stages and the transaction is apparently scheduled to close in July.

Merchatech plans to incorporate Brest into a new company 'Compétence' along with 4 other manufacturing facilities in France & Italy: Brest (216 employees / France), Gallargues (25 / France), Cassina de Pecchi (465 / Italy), Marcianise (832 / Italy) and Scandicci (371 / Italy, former Electrolux facility).

MGMT TEAM

[redacted]

Human Resources

IL NUCLEO INIZIALE

Il nucleo iniziale di **Competence** nasce dal consolidamento degli stabilimenti produttivi Jabil di Italia e Francia e di Mercatech sotto una unica regia industriale:

- Cassina de' Pecchi (Italia)
- Marcianise (Italia)
- Brest (Francia)
- Gallargues (Francia)

Tutti gli stabilimenti hanno una consolidata esperienza prima di OEM e poi di EMS nel settore del'elettronica.

L'evoluzione del 'saper fare

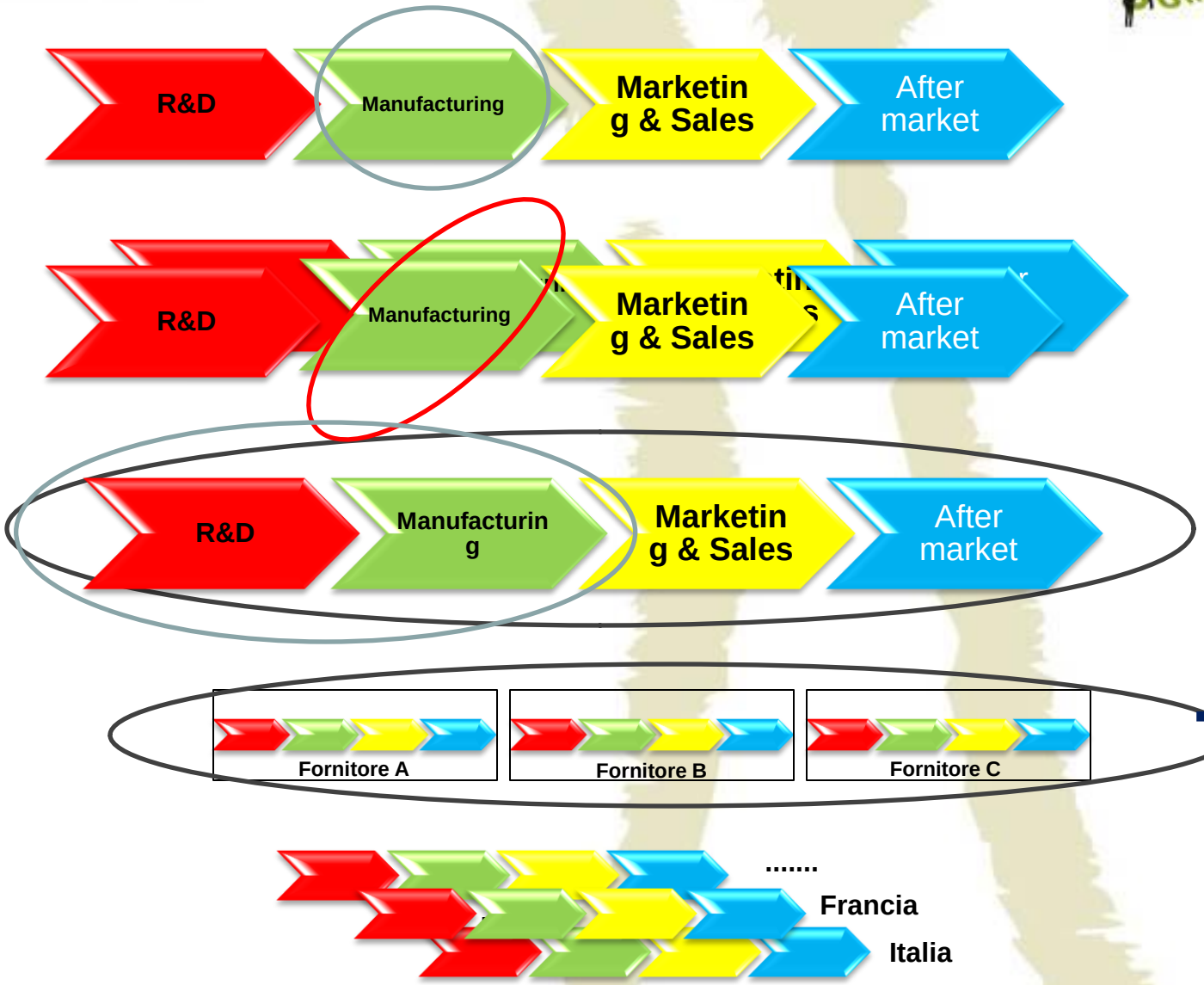
Conquistare market share nell' EMS

Aggredire settori contigui

Ricostruire la catena del valore

Intergrare la filiera produttiva

Dimensione internazionale

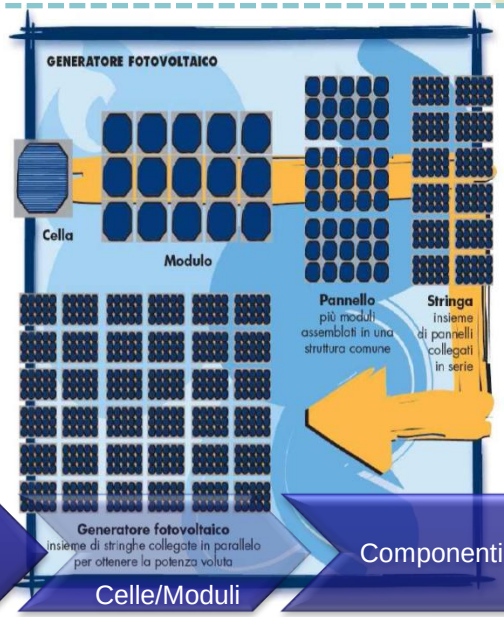


Il progetto Competence

Marcianise | Energia Futura / Altri

VALUE CHAIN

Qualità totale



Silicio → Lingotti /wafer → Celle/Moduli → Componenti → Installazione → Distribuzione → Riciclo

Scouting
- Individuazione del sito
- Legame con il territorio
- Impatto ambientale

Project development
- Valutazione del sito
- Sviluppo del progetto
- Iter autorizzativo

Realizzazione impianto
- Progetto esecutivo
- Approvvigionamento materiali
- Montaggio
- Collaudo
- Connessione

Esercizio e manutenzione
- Monitoraggio
- Pronto intervento
- Manutenzione ordinaria
- Manutenzione straordinaria

Upstream

Hemlock
MEMC
REC
Tokuyama
Wacker Chemie
M.Setek

Midstream

Kyocera
Ersol
PV Crystalox
REC
Q-Cells

Gruppo Kerself
RWE Schott
Sanyo
Sharp
Suntech
Motech

Solarworld
Conergy
Solarfun
First solar
Evergreen Solar

Downstream

Kerself
Solarworld
Conergy
Gruppo Kerself
TerniEnergia

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Thanks!
Grazie!

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