

CURRICULUM VITAE
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GIANLUCA MENGHI

PERSONAL INFORMATION

Born in Milano, Italy, February 15th 1966
 Citizenship: Italian
 Home: Milano, Italy / Nuremberg, Germany

EDUCATION

2000	Business School SDA Bocconi - Università Luigi Bocconi - Milano CEGA-MIM (Executive MBA)
1991	Politecnico di Milano. Faculty of Mechanical Engineering Graduation in Industrial Engineering (Ingegneria Gestionale) Speciality: Manufacturing System Design and Operations Management
1985	Istituto Gonzaga. Liceo Scientifico. Milano High School Diploma in Science

FOREIGN LANGUAGE

English: fluent spoken and written
 German: basic spoken and written, able to communicate

CURRENT EMPLOYMENT

	<p><i>Managing Director</i> Elcam Medical Italy SPA - Modena</p> <p><i>Company activity:</i> Injection molding of plastic components for medical device ISO-9001 / 13485 certification. Multinational business structure with</p> <ul style="list-style-type: none"> - Operations in Italy (Carpi and Mirandola) - Engineering - Sales Office Europe (Milano) <p>Turnover: EUR 25 million / Employees: 175. Shareholders: Elcam Group (Israel)</p> <p>Position reporting to: Board of Directors</p> <p>Main duties:</p> <ul style="list-style-type: none"> - Responsible P&L - Coordination of Sales, Operations, Logistic, Engineering - Personnel Management - Group restructuring after acquisition - Business Development
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PREVIOUS EMPLOYMENT

From September 2009 CEO - General Manager
to June 2011 Inglass SPA - Treviso

Company activity:

Injection molding Tools and Hot Runners design and manufacturing.
Global market leader in injection moulding tools for automotive lighting systems..
ISO-9000 certification. Multinational business structure with

- Operations in Italy (San Polo Plant) & China (Hangzhou Plant)
- Engineering + Sales & Service Branch Offices in Germany/Brasil/USA
- Sales& Service Branch Offices in France /Portugal / Spain/Portugal/
UK/ Canada /Turkey / Checkia / Poland

Turnover: EUR 50 million / Employees: 350. Stockholders: Italian private

Position reporting to: President of the Board

Main duties:

- Responsible P&L
- Coordination of Sales, Operations, Logistic, Engineering
- Personnel Management
- Group restructuring
- Business Development in Asia

From February 2007 General Manager
to June 2009 Ondaplast SPA - Cesena

Company activity:

Thermoplastic extrusion and converting, design and manufacturing of complex packaging solutions. European market leader in twin-wall PP sheets.
Market served: Automotive, Building, Civil Engineering, Printing, Industrial Packaging, Food&Beverage, Pharmaceutical
ISO 9000 and BS quality certification. Turnover: Euro 30 million.
Employees: 100. Stockholders: Italian private

Position reporting to: President of the Board

Main duties

- Responsible P&L
- Coordination of Sales, Operations, Logistic, Engineering
- Personnel Management
- Prepare the Company for Ownership transition (to Private Equity)

From March Country Manager SEMEA – Managing Director
2001 to Synventive Molding Solutions Srl – Milano
February 2007

Company activity:

Thermoplastic injection systems (Hot Runners) design and manufacturing.
Global market leader in injection moulding of automotive parts.
QS-9000 certification. Multinational business structure
Turnover: global Euro 100 million
Regional: (South Europe Middle East Africa) Euro 15 million
Employees: 500.
Stockholders: US private equity fund

Position reporting to: CEO Europe – HQ in Frankfurt

Main duties:

- Start-up of local Branch

- Responsible P&L for Italian Branch
- Coordination of Sales, Engineering and After Sales Service
- Personnel Management

Other duties:

- Business Development (new markets for Synventive products in SEMEA)
- QS9000 certification for local Branch

EMPLOYMENT LOG

- Jan 98 – Mar 2001* *General Manager*
Italproducts Srl – Milano
- Company activity:*
Plastic processing machinery design, manufacturing and commissioning.
Turnover: Euro 15 million. Employees: 30. Stockholders: private.
- Position reporting to: Board of Directors
- Main duties:
- Responsible profit/loss for each job order
 - Co-ordination of Design, Purchasing, Operation and AfterSales Dept.
 - Factory/Technical/R&D Management
 - Personnel Management
- Jan 1997 - Jan 1998* *Commercial Director*
Omam Spa – Varese
- Company activity:*
Plastic processing machinery design, manufacturing and commissioning.
Turnover: Euro 10 million. Employees: 50. Stockholders: private
- Position reporting to: Managing Director
- Main duties:
- Proposal management for offer definition
 - Negotiations with final Customers
 - Inside Sales management
 - Customer relationship building and maintaining
 - Set up of new European agency network
 - Marketing, public relation and exhibition organising
- Dec 1995 - Jan 1997* *Area Manager EMEA*
Omam Spa – Varese
- Position reporting to: Commercial Director
- Main duties:
- Back-office for offer definition
 - Visit to Customers and Agencies
 - Assistance to Commercial Director for negotiations
 - Field assistance for machines test-run and start-up
- Mar 1993 - Dec 1995* *Technical Services Manager*
Cofibox Srl – Como
- Company activity:*
Flexible packaging and cardboard converting.
Turnover: Euro 15 million. Employees: 100. Stockholders: Lavazza Group

Position reporting to: Operation Director

Main duties:

- Co-ordination of following functions in factory:
QC / Maintenance / Technical Office / R&D / IT (total team of 20 technicians)

Other duties

- Responsible for ISO9002 certification and TOTAL QUALITY program
- Responsible for SAFETY LAW (DL626/94) application

Apr 1991 – Mar 1993 Assistant Operation Director
Cofibox Srl – Como

Position reporting to: staff to Operation Director

Main assignments:

- Field assistance to installation & start-up of new production lines
- Field assistance to installation & start-up of factory services and new building
- Design and re-engineering of job-shop organisation and warehouse
- Design and implementation of new Factory Information System (win NT) - MRP
- BPR for Purchasing and Logistic Dept.
- Development of EDP tools for production planning and scheduling (AI & ES)

Sep 1990 – Mar 1991 Stage
TECHINT Spa – Milano

Company activity:

Engineering and construction

Turnover: Euro 350 million. Employees: 500. Stockholders: private

Position reporting to: Proposal Manager

Main assignments:

- dimensioning of production line and related industrial environment.
- back-office for proposal team

This experience led to the completion of graduation job: *Feasibility plan for a new facility for production of rock wool panels to be located in Italy. Facility design considerations and operation management guide lines.*

RELEVANT JOB EXPERIENCE RESUME

Elcam Medical

Business: MEDICAL DEVICE / PLASTICS

I joined Lucomed (now Elcam) by will of new shareholders a few months after acquisition, first with the role of GM and 2 years later moved at Board level as Managing Director.

Main work themes have been:

- Change from family entrepreneurial Italian SME to multinational SME
- Manage and promote integration of Corporate policy and values
- Recruit and develop managerial approach to business
- Implement Medical Device compliance as required by international business exposure

As a result

- Merged 4 srl into spa
- Completed ISO9001 and ISO13485/FDA compliance
- Revamped all buildings and infrastructure after earthquake
- Implementation of new ERP

Inglass

Business: AUTOMOTIVE / MOLDBAKING / PLASTICS

During first months as CEO, main tasks have been design of revised industrial strategy with special focus on multinational structure setup (new business units EMEA/ASIA/AMERICAS now with distinct P&L autonomy) and sales and related distribution structure reengineering, to cope with automotive market slowdown in EU and US while being prepared to seize opportunities from BRIC economies.

Directly reporting to President of the Board, with global P&L responsibility, I mainly worked on streamlining Italian operations by implementing a lean approach in engineering, manufacturing and sales, and at the same time gearing up production in China Plant from where we are extending our sales and service network to Korea, Japan and India.

In 2011 I started exploration for startup in 2012 of new manufacturing operation in BU Americas (USA, Mexico, Brazil) and my role evolved more in business development.

Ondaplast

Business: INDUSTRIAL PACKAGING / PLASTICS

As General Manager reporting to the President of the Board I was in charge of driving the company to achieve the budgeted EBITDA margin and developing the sales organisation into European markets.

Year 2008 closed with full satisfaction for shareholders as we successfully managed to promptly react to the financial and industrial crisis started in Q4 by adopting measures to reduce costs and improve efficiency of the operations and sales organisation. YE results 2008 well above budget.

Project started in 2007 and under full deployment include:

- Lean manufacturing initiative
- ERP installation and customization (with focus on financial and operation reporting via Business Intelligence tools application)
- Review of product offering and design
- Review of distribution scheme on EU market and related sales channels

- Program to improve Efficiency of Sales Team (CRM, automation, market intelligence, collection)

Later I was asked by the Board to look for opportunities for a majority sales of the shares to a Private Equity Fund

Synventive Molding Solutions

Business: MOLDMAKING / PLASTICS

As Managing Director of local branch of a multinational company I was responsible of sales budget and P&L results. Business required daily contacts and weekly project management reviews with European Operations in Frankfurt as well as with Design and Engineering departments in CZ, PT and DE and Application department in NL.

In 5+ years I managed to grow the company from EUR 150k sales to EUR 10million on the Italian market plus other Eur 5 millions in the SEMEA region (Italy + Turkey, Greece, and the Balcans).

Branch was funded with commissionaire scheme (ie direct sales to customers from Operations business unit and related commission to local branch). P&L results were always positive since first year.

During the years I was assigned a list of projects with international relevance inside the European organisation;

- Key account manager for Fiat Group automotive projects worldwide.
- Key account manager for the Plastal group (South, ie Italy and PRC)
- Competition Benchmarking Leader inside the Marketing function
- Member of the European Lean Initiative - Team Europe
- Member of the ERP/Oracle rollout Team (design and test of sales cockpit)

As a result :

Developed experience of start-up of a company in Italy from base.

Legal registration, accounting procedure, employment of personnel, financial resources build up, safety and job legislation compliance, sales team hiring and

Developed practice of international business handling on global basis (tuning of local practices with Corporate practices – USA and EU standards), budgeting, P&L reporting, technical data exchange, quality policy according to ISO9001

Developed technical basic knowledge of Injection Molding process

Developed a strong local customer base in the plastic injection molding business (moldmakers, molders and endusers) with focus on automotive OEM and tier1 service and technical consulting

Omam & Italproducts

Business: MACHINERY / PLASTICS

As a Director of Sales for a machinery company (thermoforming machine and extrusion lines) I was in charge of: *defining product offering* (standard machinery or make to order, product configuration for each application, quote pricing, quote negotiations, quote closing and sales contract review and signature, job order specs writing for inside processing), *setting and managing sales organisation* (branch office Singapore + agencies worldwide + area managers), marketing activities (communications and press releases, exhibitions, catalogues, open houses and events), *field activities* (sales visits, machinery test in house validation, machinery start-up closing at customer premise, first follow up for service issues), *collection* (solicitation of payment and managing of global DSO),

budgeting (in accordance with Managing Director and business plan)

At a later stage my responsibilities grew to include the complete management of the Business Unit Extrusion Lines with the title of *Executive Director*. This meant coordination of Engineering, Purchasing, Manufacturing, Assembling and Service departments with job closing economical responsibility and direct overview of related personell.

I was named as well responsible of *sales to Key Accounts* (multinational companies in packaging market such as Hutamaki Van Leer, Akerlund and Rausing, Formosa Plastics) which required specific attention to manufacturing standards and after sales coordination.

Developed relational skills and experience necessary to work daily in an international environment (customer, supplier and competitors) in direct contact with different multinational and entrepreneurial companies in Europe operating in an advanced, technologically demanding and competitive business.

Acquired technical background and know-how in packaging market and technology (film and sheet extrusion machinery, thermoforming equipment, converting machinery, plastic materials)

Developed a practical experience, with progressively increasing responsibility for sales results, in:

- b2b sales and marketing (exhibitions, technical papers, internet, press, CRM techniques) including technical feasibility evaluation and negotiations in capital asset market. Average negotiation value from Euro 0.2 to 2 million.
- Setup and co-ordination of European agency network
- Project financing, feasibility and business plan evaluation
- New business development and strategic marketing plans

Developed experience in daily management of human resources (direct responsibility of a team of 30 people).

Participation to Board of Directors meetings with involvement in industrial strategy definition and development of R&D.

Cofibox

Business: FOOD PACKAGING / PLASTICS

Responsible for the installation and start-up of new production lines in the following technologies:

- Rotogravure printing for flexible packaging (8 colours including innovative automatic inspection camera and register control)
- offset printing and converting (from 6 colour + UV printer to diecutter to folding and gluing machine)
- Blown film extrusion (LDPE),
- Lamination (3 layers with solventless technology)
- Slitting and winding (high speed winders)

Experience in design, purchasing and start-up of the following factory services:

- Solvent recovery plant
- QC-R&D laboratory (among other instruments: FT-IR spectroscopy, gaschromatograph, computerised microscopy, Instron tester)
- Semi-automatic colour kitchen for rotogravure inks
- EDP center (from AS400 to LAN WIN NT)
- Intensive warehouse (3000 sqm) and related MH for finished reels

Project manager in programs regarding process fine tuning (field experience) and management procedures design such as:

- Production reporting procedures, data collection technique and IT

- processing for Factory Director
- design of operator's incentive system based on efficiency and quality
- development and implementation of ISO9002 system and procedures
- development and implementation of factory safety system and procedure

Technical experience developed in:

- definition of sales specs and capitulate for flexible packaging products
- definition of purchasing specs and capitulate for raw materials
- company delegate to GIFLEX technical meetings (Italian Association for Flexible Packaging)
- participation to LAVAZZA R&D PACKAGING team and part of European coffee makers project for research of new materials alternative to Alu foil
- Support to Sales Director for Customer Service.

PAPERS AND PRESENTATIONS

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| Nov 1997 | Paper presented at FOAMPLAS' 97 – Nov 97 - Mainz (Germany)
<i>Flat Die extrusion of expanded PP sheet for thermoforming of food containers.</i>
Schotland Business Research Int. – Published in the proceedings of a.m. |
| Sept 2002 | Paper presented at TMP – Congresso (Milano)
<i>Dynamic Feed – an evolution of sequential valve gating technology for Automotive Large Part injection molding</i>
Associazione Tecnici Materie Plastiche – Published in the proceedings of a.m. |

EXTRA-CURRICULAR ACTIVITIES

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|-------------|---|
| 1995 | Technical consulting for development of specific software for safety procedure check-up and industrial risk assessment (DL626/94) for Italian software-house. |
| 1994 – 1997 | Part-time collaboration with University Politecnico of Milano finalised to support graduation job of young engineers. |

ASSOCIATION MEMBERSHIP

- | | |
|-------------|--|
| Since 1993 | - Member of the Order of Engineers of Milano |
| 1990 - 1995 | - Founding member and President of Rotaract Club Milano Porta Vercellina |
| Since 2004 | - Member of Rotary Club Milano Scala |
| 2006 – 2010 | - General Secretary Italian Chapter of Society of Plastic Engineers (www.4spe.org) |
| Since 2011 | - Business Angel (member of Italian Angels for Growth) |

PERMISSION

According to Italian Privacy Law L675-96, I hereby give permission for processing my personal data. Gianluca Menghi