



MEP

MEP®

Macchine Elettroniche Piegatrici SpA

Via Leonardo da Vinci, 20 - 33010 Reana del Rojale - Udine - ITALY

Internet: www.mepgroup.com

ESTE

Cultura d'impresa

SISTEMI&IMPRESA

Management e tecnologie per le imprese del futuro

FABBRICA FUTURO

IDEE E STRUMENTI PER L'IMPRESA MANIFATTURIERA

“La dimensione intellettuale della crescita”

Vito Rotondi MEP CEO - Managing Director

VENEZIA June, 8th 2017

THE HISTORY OF INNOVATION

FROM AUTOMATION TO SMART MANUFACTURING ***The intellectual dimension of growth.***

La Dimensione Intellettuale della crescita.

La dimensione intellettuale della crescita d'impresa è in equilibrio (componibile) tra la radicalizzazione del mondo globale tecnologico e l'economia sociale.

Il futuro transiterà attraverso nuovi modelli cognitivi, organizzativi ed economici ispirati a volontà intelligenti da alcuni pensieri di Keynes, Newman, Darwin, Schumpeter, Cicerone, Rifkin, Schwab, Gould, Vrba, Fayol etc., verso una nuova era della conoscenza.



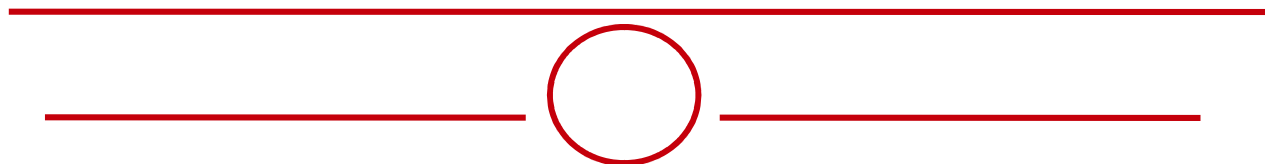
MEP

Innovation and Quality in Rebar Processing,

**Automate your process, speed up the
production with **MEP SpA** rebar solutions**

MEP
the history of innovation

A revolution in construction



THE HISTORY OF INNOVATION

MEP

HEADQUARTER ITALY



THE HISTORY OF INNOVATION



<<M.E.P. ist Synonym für technische Kompetenz, ausgeprägten Innovationsgeist und hervorragenden Kundendienst – nicht nur in Italien und Europa, sondern längst auf der ganzen Welt. Das Unternehmen zeigt mit seinen innovativen Maschinen zur Bearbeitung von Betonstahl regelmäßig und sehr eindrucksvoll, dass es dem Markt einen Schritt voraus ist>>.



Interview mit Vito Rotondi, Geschäftsführer, und Giorgio Del Fabro, Präsident der M.E.P. Macchine Elettroniche Piegatrici S.p.A.

Italiener biegen's hin

Stahlbetonbauteile bestehen aus zwei Komponenten, aus Beton und speziellen Rundstahlelementen. Die Verarbeitung dieser Betonstahlelemente stellt ganz besondere Anforderungen an Maschinen und Anlagen, die sich immer wieder ändern. Ein Unternehmen aus Italien kennt die sich kontinuierlich ändernden Anforderungen des Marktes aus dem Effeff: Die M.E.P. Macchine Elettroniche Piegatrici S.p.A. aus Reana del Rojale ist ein international gefragter Partner für Bügelautomaten und mehr.

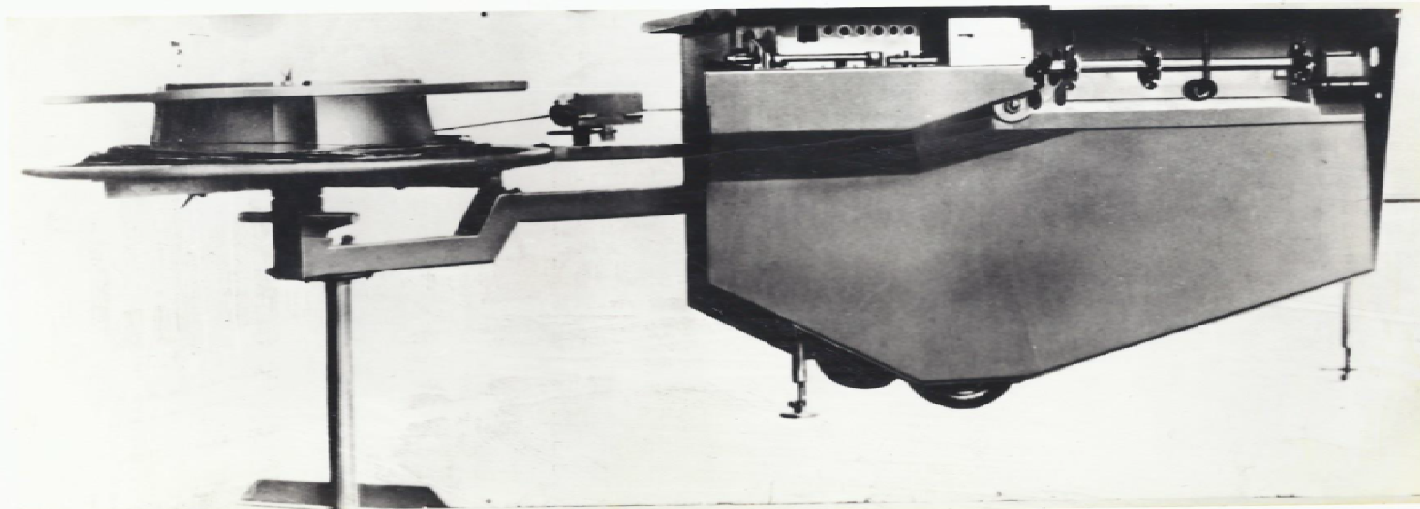
- Y **1966** February 8th, **INCORPORATION** of M.E.P. Macchine Edilizia Prefabbricata (*olim*) M.E.P. Macchine Elettroniche Piegatrici today.
- Y **1967** **FIRST AUTOMATIC WORLDWIDE STIRRUP BENDER MACHINE**
- 8.500 **COIL PLANTS** INSTALLED AND WORKING IN THE WORLD, LEADS MEP AS THE **N° 1 PRODUCER OF COIL MACHINES IN THE WORLD** MORE THAN **85%** OF THE **MACHINES** PRODUCED UP TO NOW, ARE STILL **OPERATING**
- 103 **NUMBER OF COUNTRIES WITH MEP EQUIPMENT**
- 200 **EMPLOYEES WORLDWIDE**
- 81,000 **SQM COVERED AREA**
- Y 2014 December, 4th, Award of 1st Star Legal Certificate Award by Competition Market Authority
- Y **2015** **April, 27th. MEP SPA ELITE Project at Borsa Italiana**
- Y 2015 August, 5th. Extra Mot Pro compliant Project Bond with TENAX CAPITAL
- Y **2016** **February, 8th MEP Business School Foundation**
- Y 2016 April, 15th Auditorium devoted to Remigio Del Fabro, the Founder.
- Y **2017** **March, 24th «Le Fonti Award» 2017 CEO for Innovation Management.**
- Y **2017** **May, 3rd ELITE Company award Certificate at Borsa Italiana**

1966 INCORPORATION OF MEP S.p.A

1967 FIRST AUTOMATIC STIRRUP BENDER MACHINE IN THE WORLD

1967: la prima staffatrice a ciclo continuo al mondo.

Mod. BEM 610/120



- Today **MEP Group** is a leading company in the rebar equipment manufacturing and in resistance welding technology with:
 - Up to now more than **10.000** machineries and equipment running
 - Up to now more than **5.000** plants have been installed.
 - Every year we support more than **2.500** customers worldwide
- We sell our products in **103 Countries** around the world thanks to a reliable network of representatives, agents, importers and of course our own subsidiaries.
- Our activity has been growing regularly during our history. Our steady commitment enabled us to achieve the necessary experience and the specific know-how in order to offer our customers reliable products.
- Moreover, we give much importance to the product innovation, so that we can always offer our customers new and cutting- edge solutions in line with market requirements.

MEP is a leading company in the rebar equipment manufacturing and in resistance welding technology. Our Group is in the Cut & Bend market since 1966 and since then we have achieved the necessary experience also in Downstream plants by Mesh Welding machineries. Specific know-how enables us today to offer our customers skilled professionals and an extremely efficient manufacturing process for the full supply on the market.

Providing our customers with reliable and heavy-duty machineries is our main goal, therefore we think that, besides our experience, innovation is another key value that characterizes our company.

Thanks to our R&D department we are able to find out a suitable solution for our customer's specific needs, keeping always in mind the market requirements.

Moreover, our company has been active on the international market for over 40 years and therefore the experience we have gained, allows us to lay the foundations for a long lasting partnership which will be successful and satisfying for both parties.

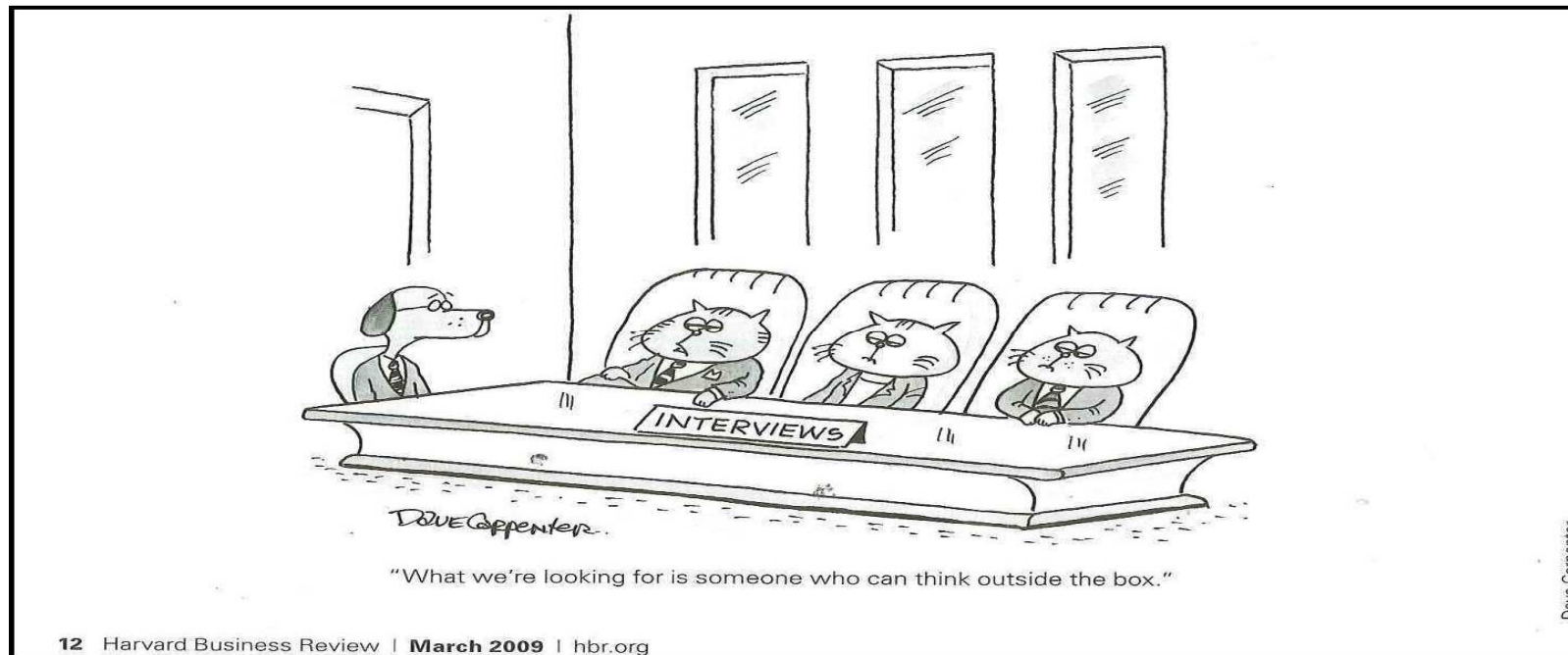
Dedication, professionalism, experience and flexibility are the main rules of our teamwork, committed to ensure our customers the solution they are looking for.

- Stirrup bending machine
- Automatic shaping and stirrup bender from coil
- Automatic straightening machine from coil
- Cutting and shaping equipment
- Automatic Shaping Center
- Benders and shears for bars and mesh
- Cylindrical or polygonal Cage Making equipment
- Assembling machines
- Welded Mesh
- Lattice girder machines
- Cold rolling machines



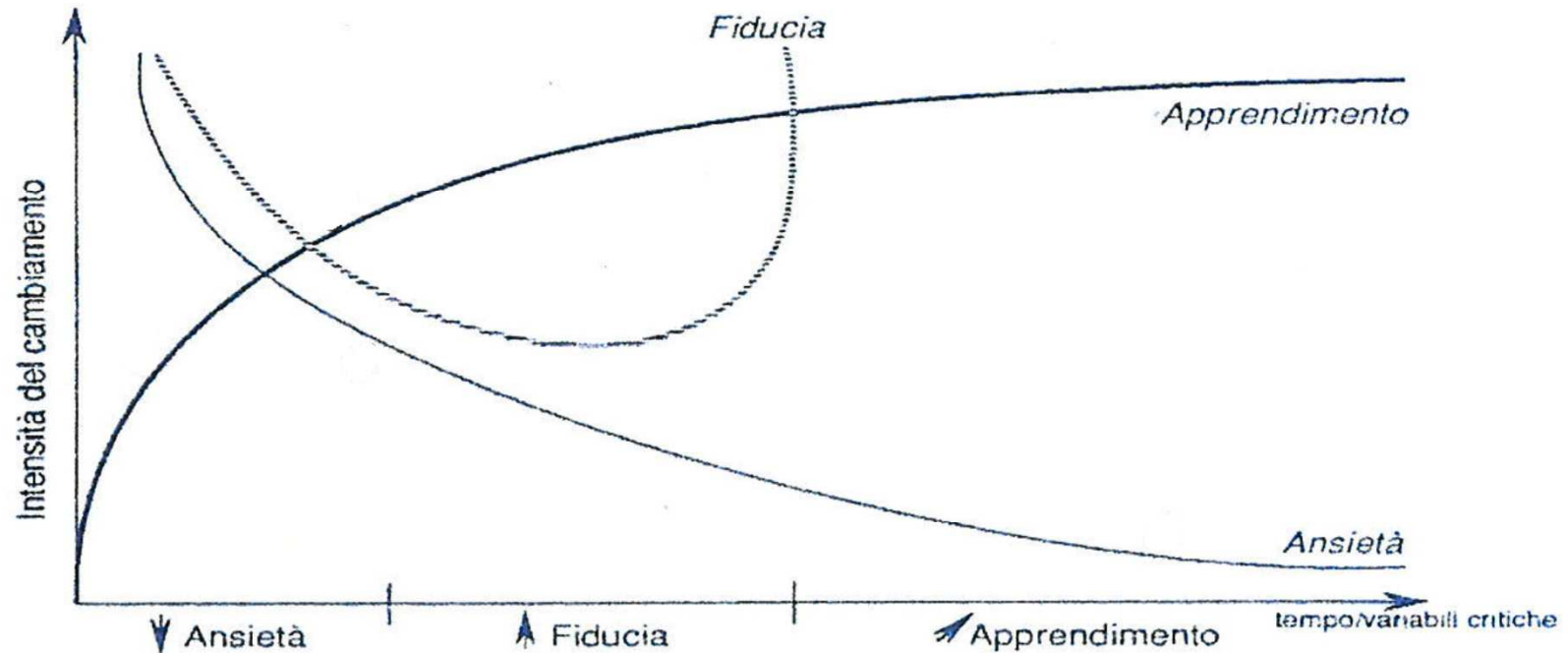
STAR Conference 2016, Milan

The excellence of Italian Companies meets global investment standards: transparency, liquidity and governance.



"What we are looking for is someone who can think outside the box."

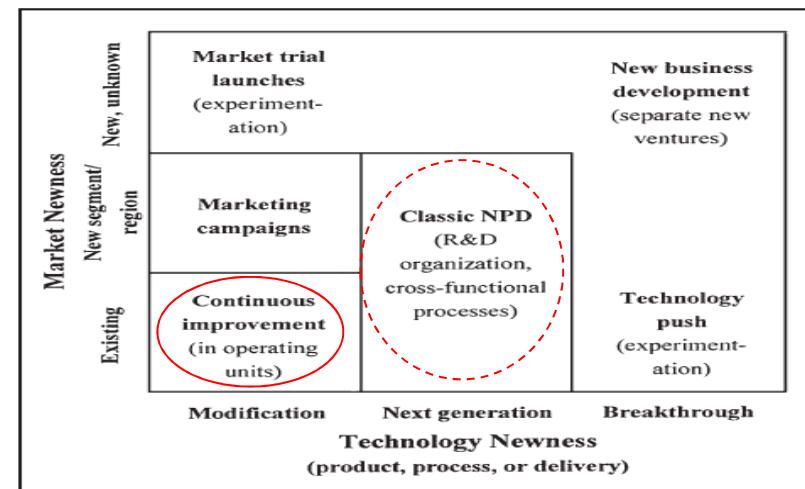
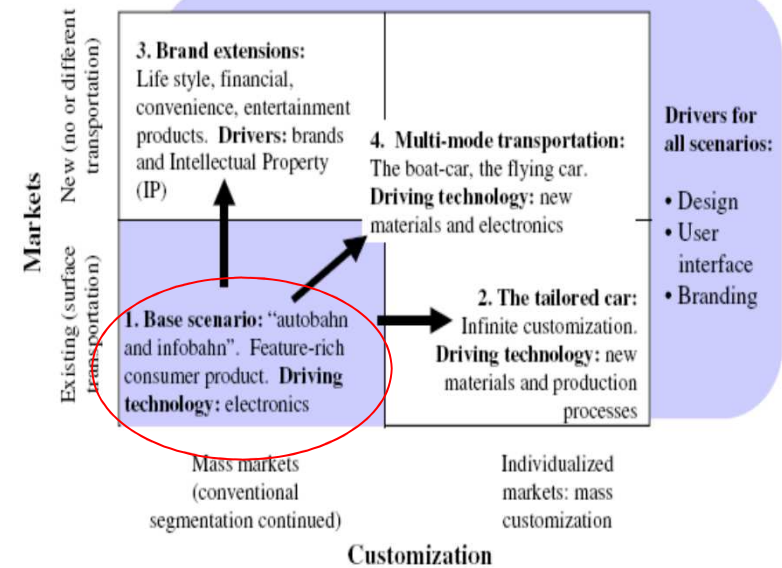
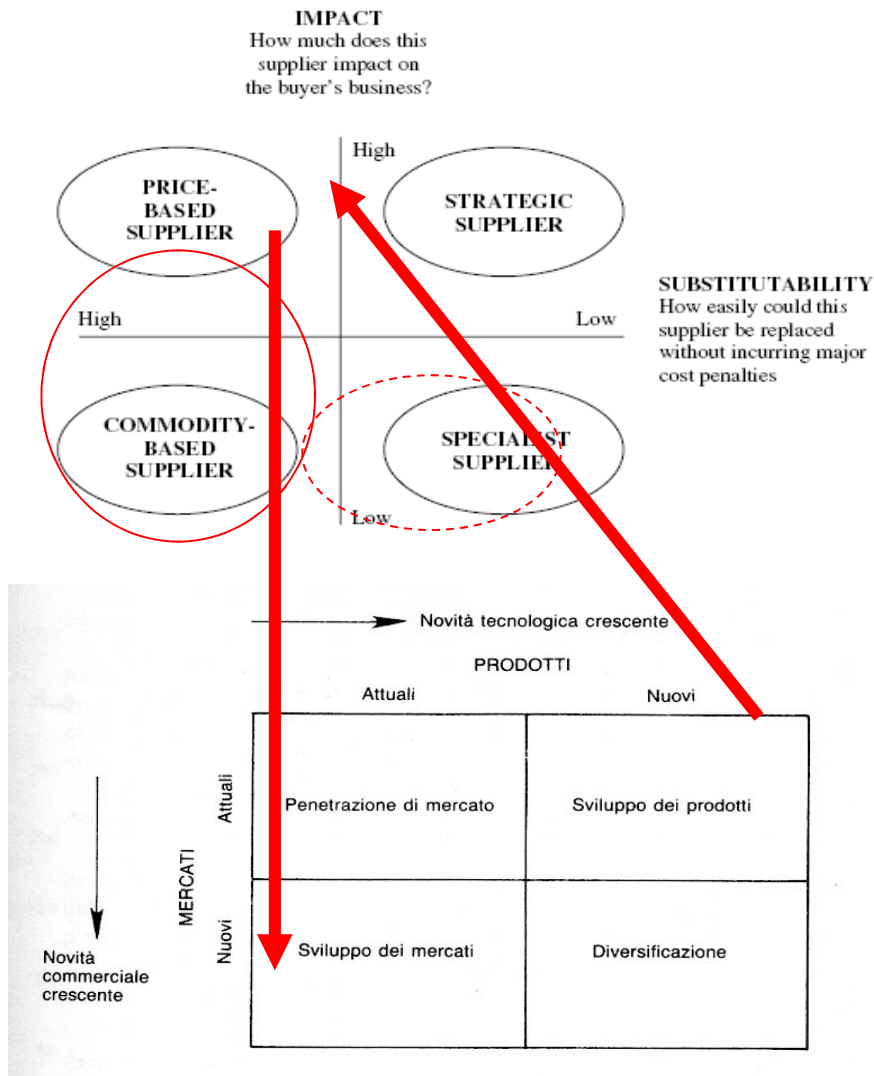
Cognition and evolution in economics are interdisciplinary method to manage the nature of organizations in structural uncertainty and unforeseen world.



*Processi di cambiamento e fattori psicologici
(CFR. Newman W.H. Direzione e sistemi di controllo, Milano Etas Libri 1981).*

” VUCA ENVIRONMENT: Volatile, Uncertain, Complex, Ambiguous.”

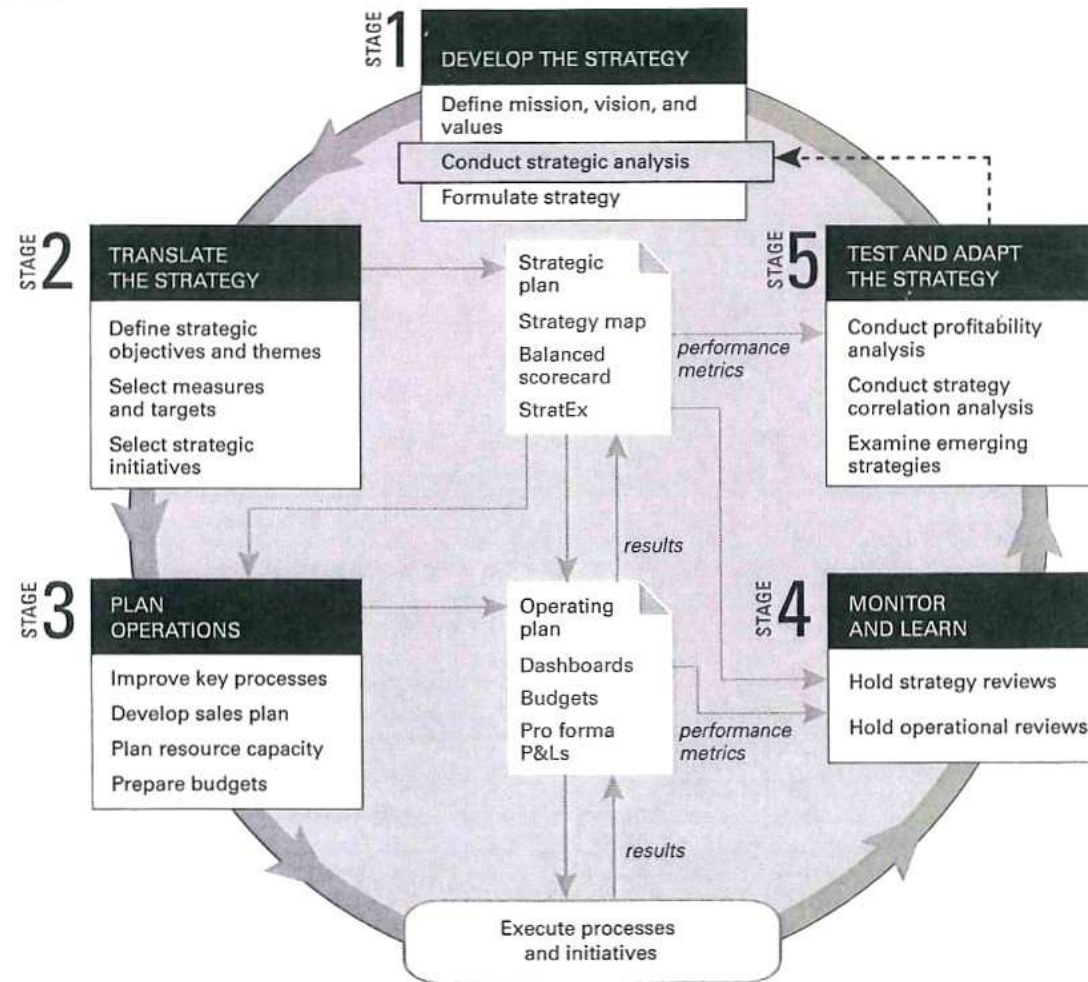
PREADAPTATION : ANALYSIS AND ORIENTATION



THE DISCIPLINE OF GETTING THINGS DONE.

ex-e-cu-tion (ek si kyoo shun), *n.* 1. The missing link. 2. The main reason companies fall short of their promises. 3. The gap between what a company's leaders want to achieve and the ability of their organizations to deliver it. 4. Not simply tactics, but a system of getting things done through questioning, analysis, and follow-through. A discipline for meshing strategy with reality, aligning people with goals, and achieving the results promised. 5. A central part of a company's

strategy and its goals and the major job of any leader in business. 6. A discipline requiring a comprehensive understanding of a business, its people, and its environment. 7. The way to link the three core processes of any business—the people process, the strategy, and the operating plan—together to get things done on time. 8. A method for success discovered and revealed in 2002 by Larry Bossidy and Ram Charan in *Execution: The Discipline of Getting Things Done*.

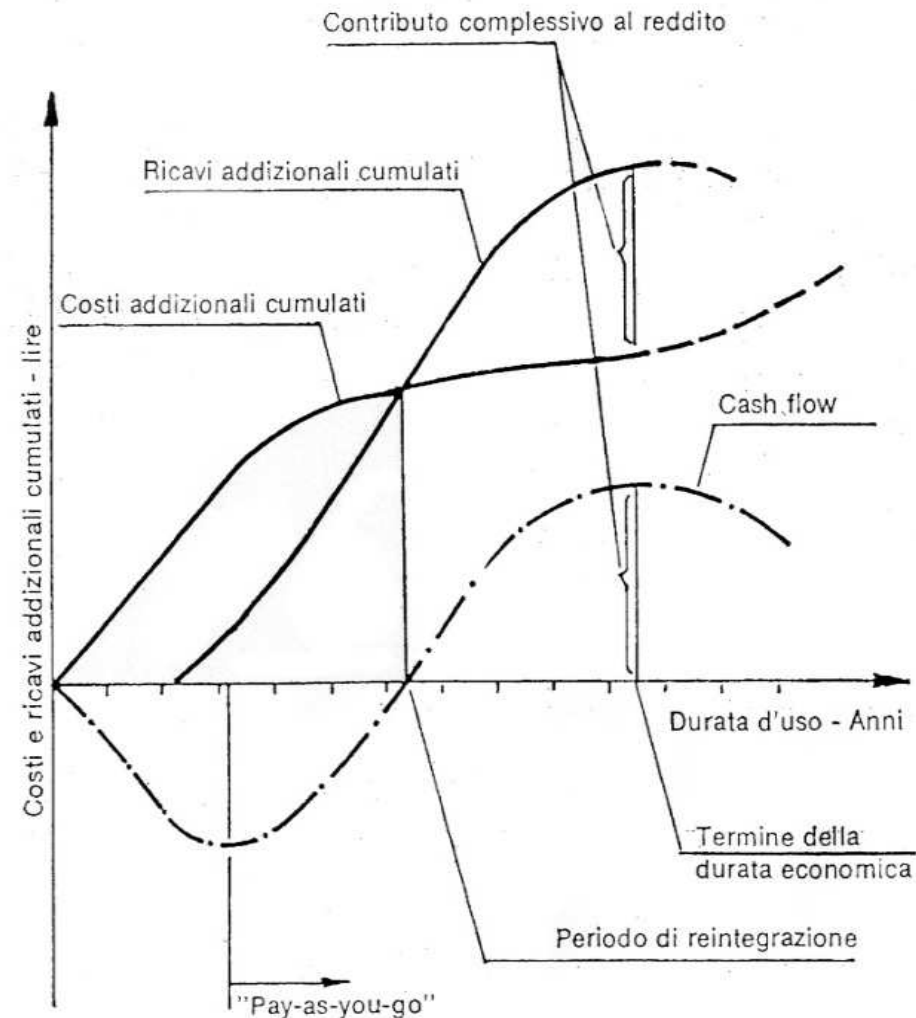


R.S. Kaplan, D.P. Norton «The Execution Premium: linking strategy to operations for competitive advantage», Harvard Business School Press 2008.

***“The main task is producing first the intellectual conviction and then intellectually to devise the means.
Insufficiency of cleverness, not of goodness, is the main trouble.”***

John Maynard Keynes
(1936 The General Theory of Employment, Interest and Money)

THE MAIN TASK... CASH FLOW



G. Hinterhuber «Strategia di sviluppo dell'azienda industriale», ISEDI, Milano, 1976

*Autorità Garante
della Concorrenza e del Mercato*
Rif. RT1391

Spett.le
M.E.P. - MACCHINE ELETTRONICHE
PIEGATRICI S.P.A.
c.a. legale rappresentante pro tempore
mep@cert.mepgroup.com

COMUNICAZIONE VIA PEC

OGGETTO: *richiesta di Rating di legalità, ai sensi dell'art. 2, comma 1, del Regolamento adottato dall'Autorità Garante della Concorrenza e del Mercato con delibera n. 24075 del 14 novembre 2012, come da ultimo modificato con delibera n. 25207 del 4 dicembre 2014, in attuazione dell'art. 5-ter del d.l. n. 1/2012, così come modificato dall'art. 1, comma 1-quinquies, del d.l. n. 29/2012, convertito, con modificazioni, dalla l. n. 62/2012.*

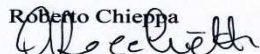
Si comunica che l'Autorità, nella sua adunanza del 2 dicembre 2015, ha esaminato la domanda, pervenuta in data 31 agosto 2015, da Lei sottoscritta e redatta mediante compilazione del formulario per l'attribuzione del Rating di legalità.

In base alle dichiarazioni rese, nonché all'esito delle valutazioni effettuate, l'Autorità ha deliberato di attribuire alla società M.E.P. - MACCHINE ELETTRONICHE PIEGATRICI S.P.A. il seguente punteggio: ★ risultante da una stelletta per i requisiti di base di cui alla sezione B del formulario.

La società sarà inserita nell'elenco delle imprese con Rating di legalità, così come previsto dall'art. 8 del Regolamento. Ai sensi dell'art. 6, comma 1, del Regolamento, il Rating di legalità ha durata di due anni dal rilascio ed è rinnovabile su richiesta.

Si rammenta, infine, che, ai sensi dell'art. 7, comma 1, del Regolamento, l'impresa cui è stato attribuito il rating è tenuta a comunicare all'Autorità ogni variazione dei dati riportati nei propri certificati camerali e qualunque evento che incida sul possesso dei requisiti di cui agli articoli 2, comma 2, e 3, comma 2, nonché gli eventi di cui all'articolo 6, commi 6 e 7, entro dieci giorni dal verificarsi degli stessi, pena la revoca di cui all'articolo 6, comma 4, del Regolamento.

Distinti saluti.

PIL SEGRETARIO GENERALE
Roberto Chieppa




BUREAU VERITAS
Certification

M.E.P. SPA
MACCHINE ELETTRONICHE PIEGATRICI

Sede Legale ed Operativa:
Via Leonardo da Vinci, 20 – 33010 REANA del ROJALE (UD)

Sito Operativo:
Via Leonardo da Vinci, 31 – 33010 REANA del ROJALE (UD)

Bureau Veritas Italia Spa certifica che il sistema di gestione dell'organizzazione sopra indicata è stato valutato e giudicato conforme ai requisiti della norma di sistema di gestione seguente

Norma

ISO 9001:2015

Campo di applicazione

Progettazione, produzione ed assistenza di macchine elettroniche e ricambi per la lavorazione del fondo per cemento armato

Settori/EA di attività: **17**

Data della certificazione originale: **02 Febbraio 2016**

Data di scadenza precedente ciclo di certificazione: **30 Maggio 2016**

Data dell'Audit di rinnovo: **23 Novembre 2016**

Data d'inizio del presente ciclo di certificazione: **29 Novembre 2015**

Soggetto al continuo e soddisfacente mantenimento del sistema di gestione questo certificato è valido fino al: **29 Maggio 2018**

Certificate No. **IT285814** Rev.2 del: **29 Novembre 2016**


CARMELA DE FEO - Technical Committee Coordinator


ACCREDITED BY ACCREDITA

Analizzato con l'approvazione di certificazione

Bureau Veritas Italia S.p.A. - Via Normandy, 15 - 33010 Reana del Rojale (UD)

Ulteriori caratteristiche, campo di applicazione di questo certificato e sui requisiti applicati della norma di sistema di gestione possono essere ottenuti consultando il sito internet: www.bureauveritas.it

Per informazioni la validità di questo certificato consultare l'elenco delle norme certificate

MEP

QUALITY ISO 3834 Certification

BUREAU VERITAS
Certification

M.E.P. SPA
MACCHINE ELETTRONICHE PIEGATRICI

Sede Legale ed Operativa:
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Norma

UNI EN ISO 3834-4:2006

Campo di applicazione

Progettazione e produzione con attività di saldatura di carpenteria per macchine elettroniche per la lavorazione del tondo per cemento armato

Settore/EA di attività: 17

Data della certificazione originale: 30 Marzo 2016

Data di scadenza precedente ciclo di certificazione: 20 Novembre 2016

Data dell'Audit di rinnovo: 22 Novembre 2016

Data d'inizio del presente ciclo di certificazione: 29 Novembre 2016

Soggetto al continuo e soddisfacente mantenimento del sistema di gestione questo certificato è valido fino al: 20 Novembre 2019

Certificate No. IT266897 (Rev.1 del: 29 Novembre 2016)

FRANCESCO SUTERA - Direttore Tecnico

ACCREDITA

ENTRATA IN VIGORE: 15/01/2016
VALIDITÀ: 15/01/2016 - 15/01/2019
RINNOVO: 15/01/2016
RINNOVO: 15/01/2016
RINNOVO: 15/01/2016

ENTRATA IN VIGORE: 15/01/2016
VALIDITÀ: 15/01/2016 - 15/01/2019
RINNOVO: 15/01/2016
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VALIDITÀ: 15/01/2016 - 15/01/2019
RINNOVO: 15/01/2016
RINNOVO: 15/01/2016
RINNOVO: 15/01/2016

THE HISTORY OF INNOVATION



Attestato di Premiazione

Il presente attestato è conferito a

**Vito Rotondi
(MEP Group)**

come Vincitore
**Ceo dell'Anno Innovazione
Macchinari Industriali**

Signature



**LE FONTI
AWARDS**

WINNER 2017

**Milano
Marzo 2017**

Date

MEP

ELITE COMPANY



ELITE CERTIFICATE

Issued for M.E.P. Macchine Elettroniche Piegatrici
on Wednesday, 3 May 2017



A handwritten signature in black ink, appearing to read 'Luca Pegrano'.

Luca Pegrano

CEO & General Manager ELITE
London Stock Exchange Group

Borsa Italiana



THE HISTORY OF INNOVATION

OBJECTIVES, PROCESS AND RESULTS: THE «V MODEL».

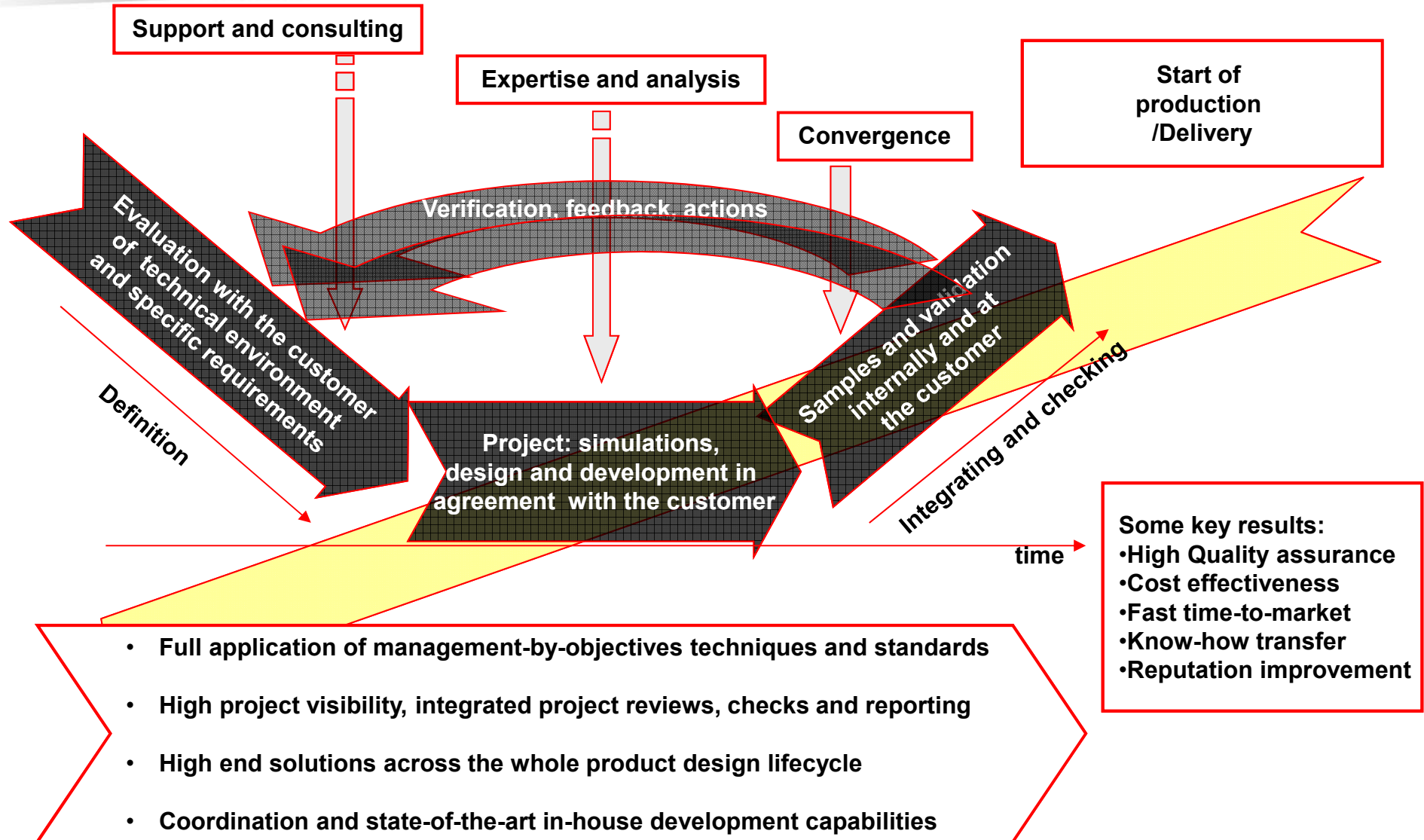
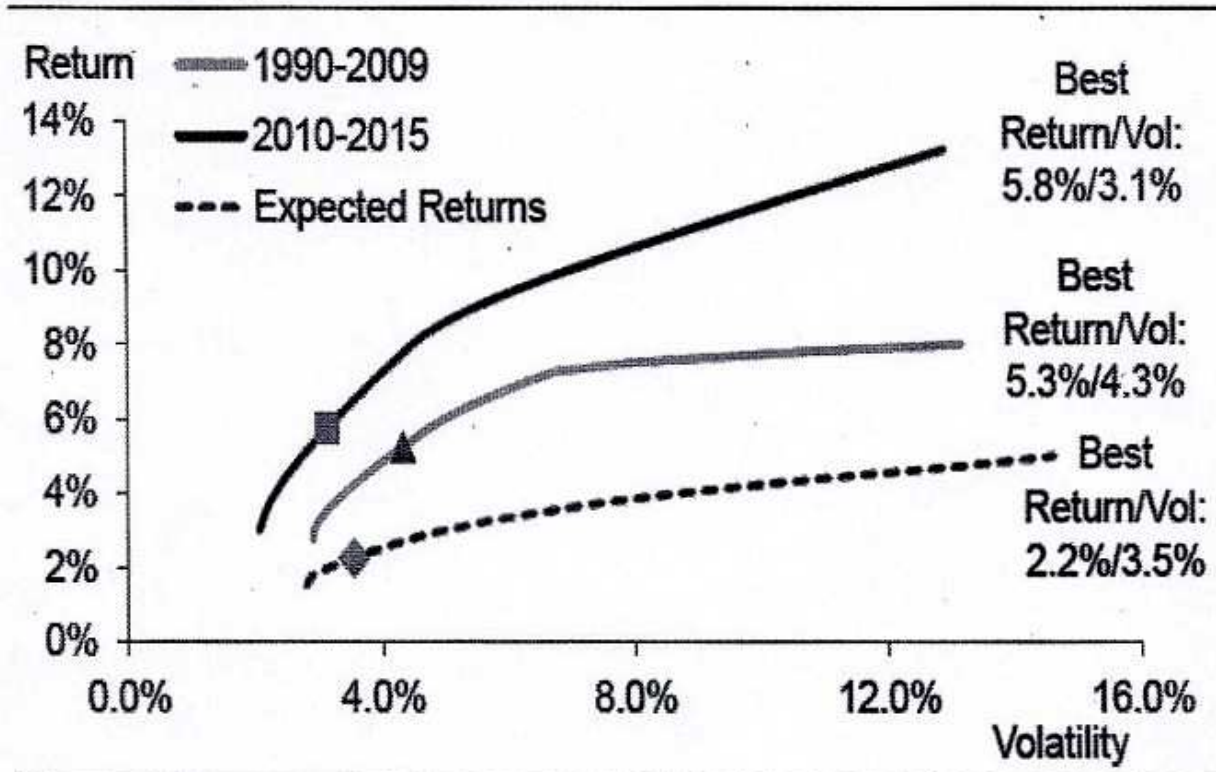


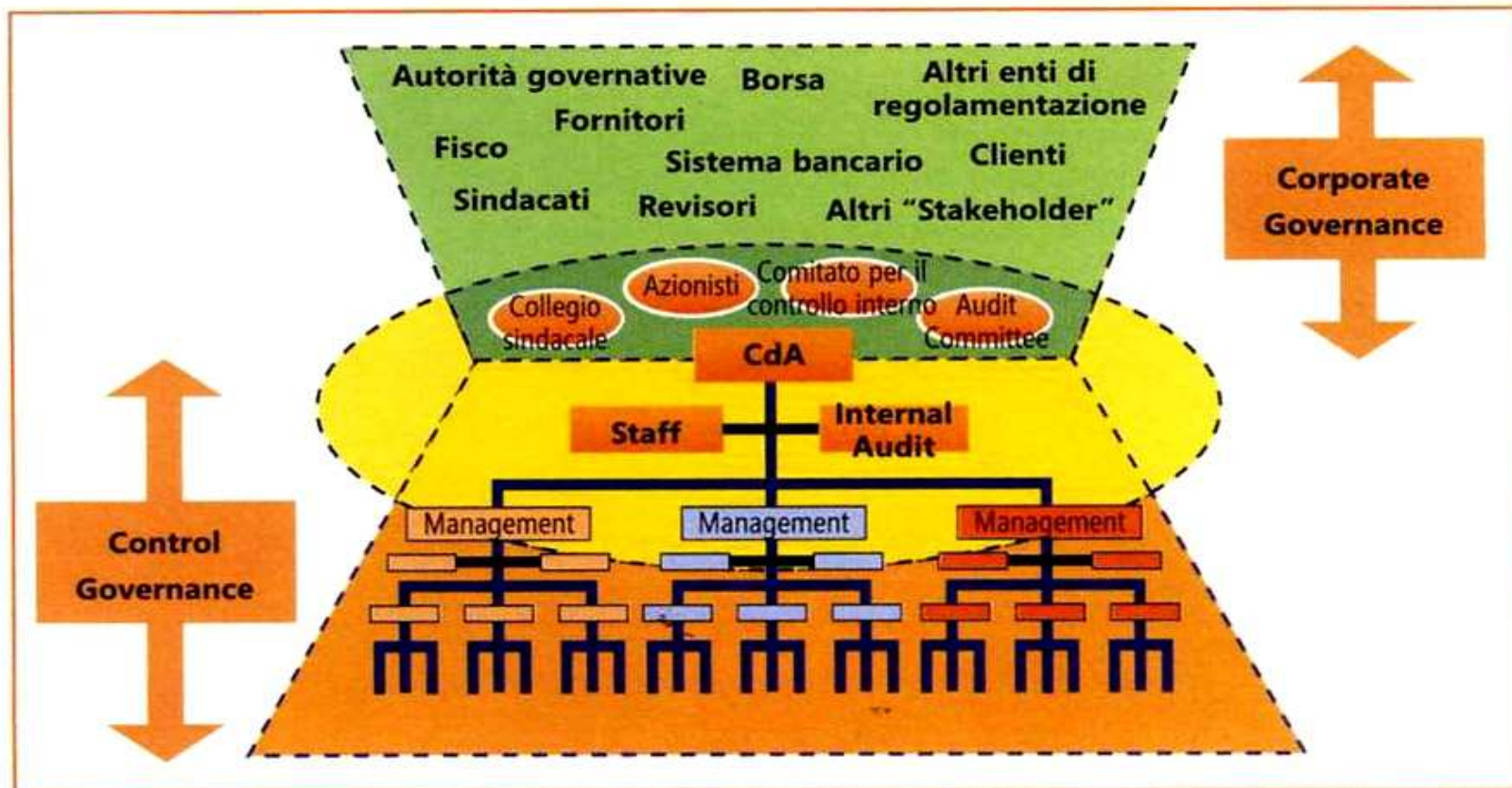
Exhibit 3

The Falling Efficient Frontier



Note: Based on four assets, US stocks, 10yr Treasuries, IG, HY. Marker indicates portfolio with highest Sharpe ratio. Source: Morgan Stanley Research, Bloomberg

Modello di Corporate Governance e di Control Governance:



KPMG Consultancy Procedures



***“To develop a science of managing, we shall first have to determine what programs managers use.”
(H. Mintzberg 1973)***

Innovation:

- ***spirit of progress***, the first and most effective element in an individual and a company;
- ***desire to know*** what is the true success, **to travel** the road to get there, the desire **to correct** the mistakes and tendencies that delay progress, willingness **to accept** new ideas, attitude, behaviour and meeting them;
- ***anxiety to get a result***, the enthusiasm **to strive** for excellence, **to promote** energy, the ability to postpone a successful a temporary forgery to the increase of a vital and permanent benefit.
- ***spark of the spirit*** of progress emerges from within, from the soul, in a moment of noble resolution, even after a long analysis, but must never be extinguished or weaken.

INNOVATION: innovation in *exaptational behaviour*, not only for products, services, process and business models. (Darwin C. 1860 – Schumpeter J. A. The Theory of Economic Development 1934)

ORGANIZATION: the world, from crisis to crisis, slowly slides into recession. Organizations try new challenges and opportunities. In today's interconnected business, it's impractical for a company to stop innovation projects until the worst blows over. *They live exaptation to improve!*

PREADAPTATION. (Darwin C.) **ADAPTATION.** (Gould - Vrba)

POSTADAPTATION: the Science of Management, (H. Fayol, **1916**)
H. Mintzberg-The Nature of Managerial Work 1973

EXAPTATION: source of innovation, creativity and diversity in evolutionary sciences; the wealth of networks beyond selection and market mechanisms.

Management like cognitive processes is the basis of the programs and organizations, but a role to be played by a manager is merely a categorization of ***what*** the manager does.

Each program is, in effect, a description of ***how*** one specific aspect of a role is carried out: planning, informing, detecting, interrupting, scheduling, checking, monitoring, allocating, coordinating, housekeeping, inspecting, cleaning, verifying, controlling; keeping the organization, all the programs, in fighting trim. **Is it also an exaptation process?**

The classic reporter's "5 W" : *Who? What? When, Where, Why?*

The 7 latin words by Cicerone Marco Tullio (De oratore):

- ***Quis ?*** (Who?) - ***Quid ?*** (What?) - ***Cur ?*** (Why?) - ***Ubi ?*** (Where?)
- ***Quando ?*** (When?) - ***Quemadmodun ?*** (In which way?)
- ***Quibus adminiculis ?*** (By which means?).

The manager's job is described by a set of composite functions.

H. Fayol (1916) gave 5 basic managerial functions – ***planning, organizing, coordinating, commanding and controlling***. Then with specific content, it was given to managers one of their first acronyms: *POSDCORB*.

Planning, Organizing, Staffing, Directing, Coordinating, Reporting, Budgeting.

J. Schumpeter, the economist most well-known for his view of innovation, stressed the idea that the entrepreneur's key role is innovation:

“everyone is an entrepreneur only when he actually ‘carries out new combinations’ and loses that character as soon as he has built up his business” (The Theory of Economic Development 1934).

Our Experience in **MEP GROUP** could give to **Exaptation** an award.
The single concept with the quality to unify in a stroke, completely different subjects: engineering, administration, humanistic, mechanics, biology, physics, chemistry, I.T., art, culture, mathematics, H.R., and, by definitions, economics and corporate governance. ***Exaptation as a science of management!***

Exaptation, in our metaphorical management process, is our “***human brain***”, our new “neuro-plastic structure” emerging as a competitive business issue, acting with permanent discovery of new operating functions, ever evolving, in an unpredictable context, with not unlimited resources.

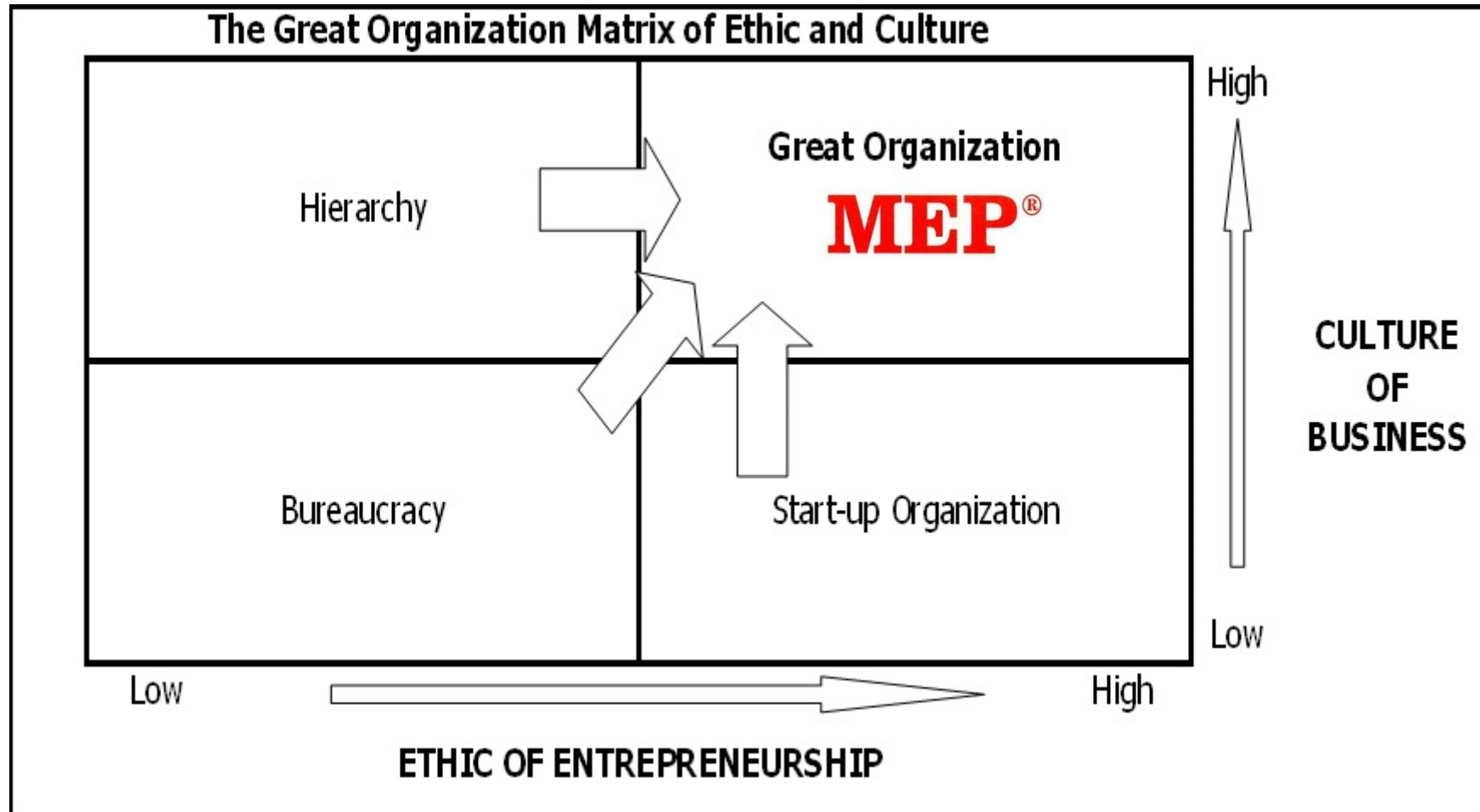
Exaptation: the human brain is, par excellence, the chief exemplar of exaptation (Gould 1991); penguin’s wings arisen for flight conferred to the birds advantages in swimming (Gould-Vrba 1982).

MEP

MANAGEMENT

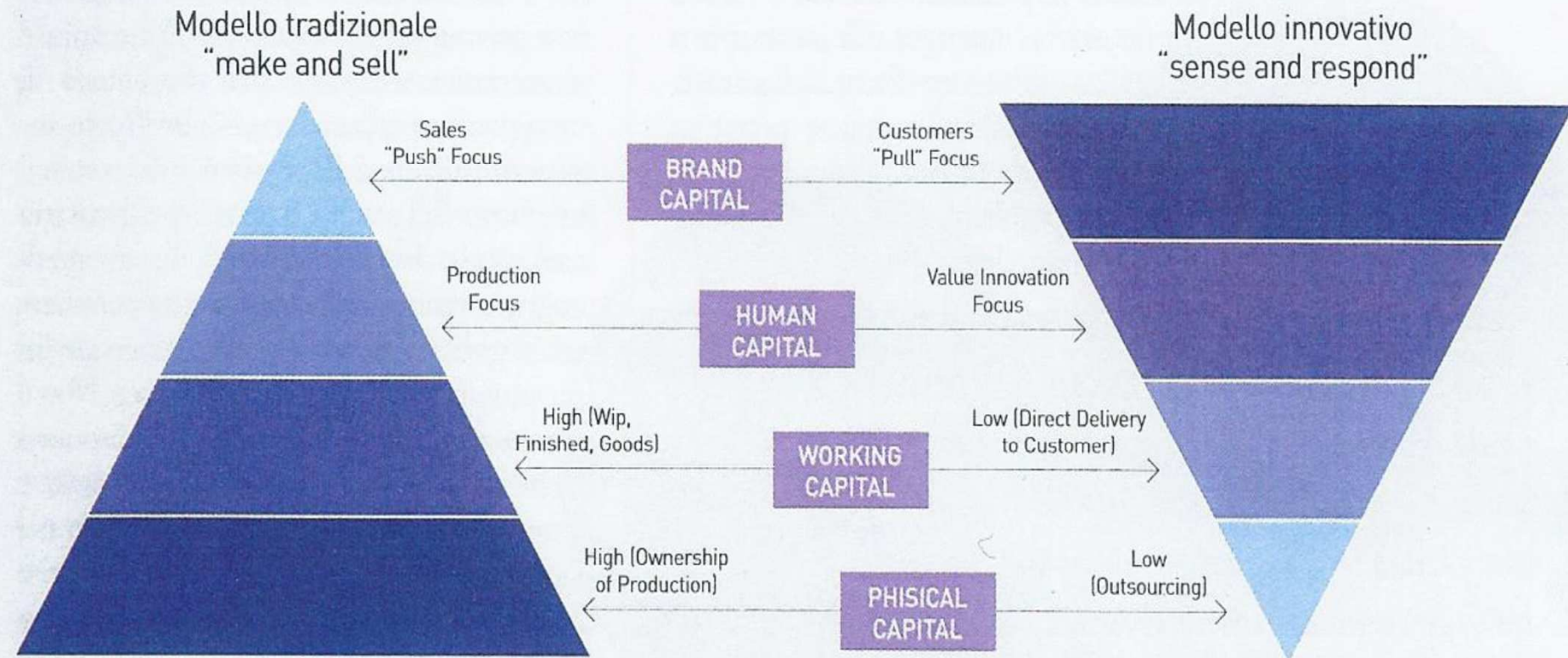


THE HISTORY OF INNOVATION



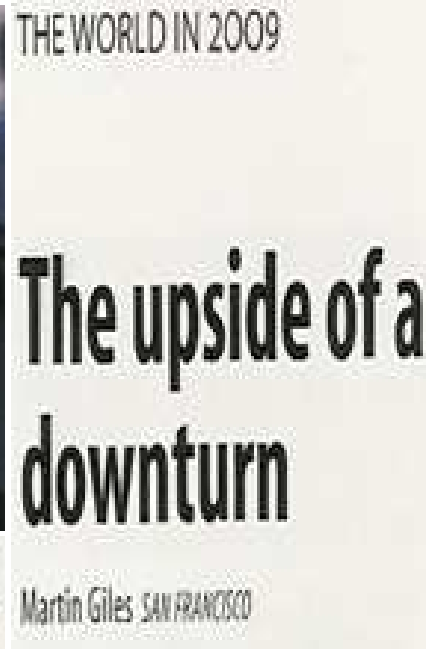
(J. Collins "Good To Great" 1958 – 2001 HarperCollins Publisher)

Nuovo modello organizzativo



Fonte: adattato da Davenport

L'IMPRESA N° 5/2017



Start-ups tend to flourish in the year that follows a sharp downturn

The Economist



Products, Markets, Structure and Technologies often work as in the case of the penguins' wings, designed as flying devices, "*exaptated*" into fins and still delivering top performance: evolution from flying into swimming purposes...

ACCOMPLISHMENT

Now this is not just the end..... It is a comprehensive picture.

It is not even the picture of the future. Maybe, it is the end of the present.

«STAR Conference 2016, Milan

The excellence of Italian Companies meets global investment standards: transparency, liquidity and governance».

Such a long journey, so far still to travel. “*Whatever it takes...*”

Thank You for Your kind attention!