

SIMPLIFYING, STANDARDIZING & OPTIMIZING ACCELERATES DIGITAL TRANSFORMATION

BACKGROUND, CHALLENGES & OBJECTIVES

WHO WE ARE?

Jabil is a global manufacturing solutions provider. We are the brand behind the world's leading brands.

- 400+ customers across key end markets
- 50 million sq ft of manufacturing space
- 100+ sites globally.

HOW GLOBAL OPERATIONS CONTRIBUTES TO JABIL'S VISION & GOALS

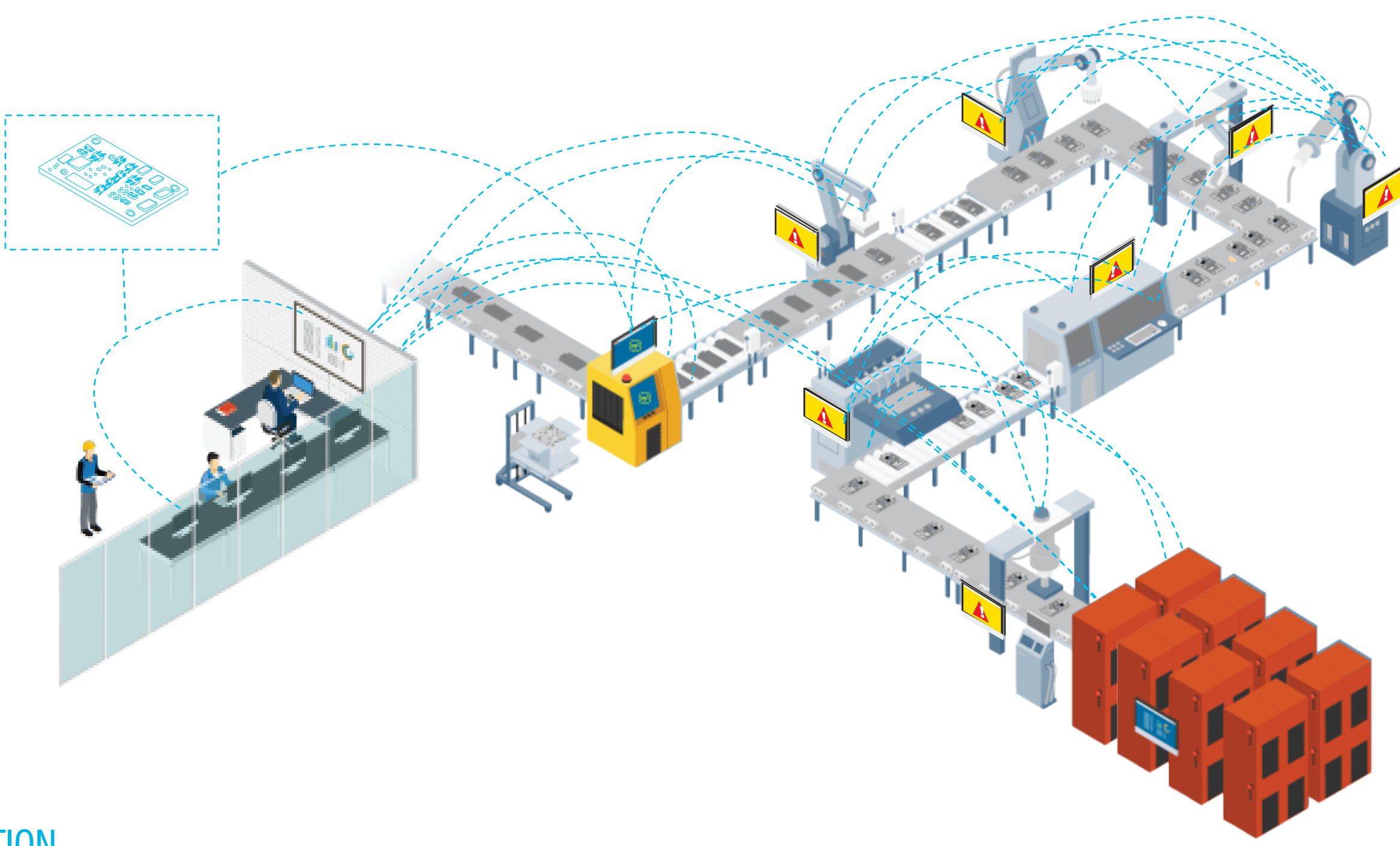
We are innovating and scaling the most progressive factories. We believe a predictable environment will optimize our customers' value chains to eliminate costs and deliver bottom line results by an order of magnitude.

HOW OUR DIGITAL TRANSFORMATION JOURNEY BEGAN

Our journey started in May 2019 by leveraging and strengthening our foundation across the 28 manufacturing sites in our segment.

Years of explosive growth (additional \$10B+ revenue since 2017) had resulted in a complex internal operating environment, caused by a lack of globally standard, end-to-end processes.

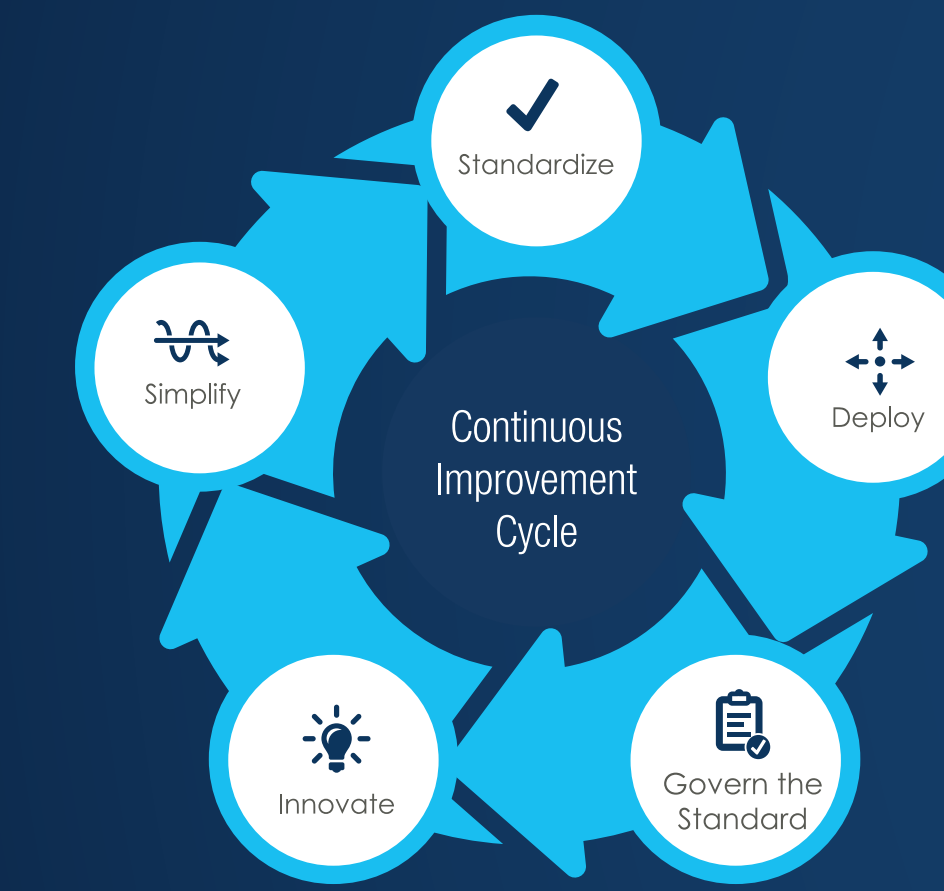
- Mfg costs were outpacing revenue
- Operational performance wasn't realizing maximum benefit from continuous improvement
- Innovation was trapped at site or in pilot purgatory (unable to scale)



STRATEGY & APPROACH

OBJECTIVES

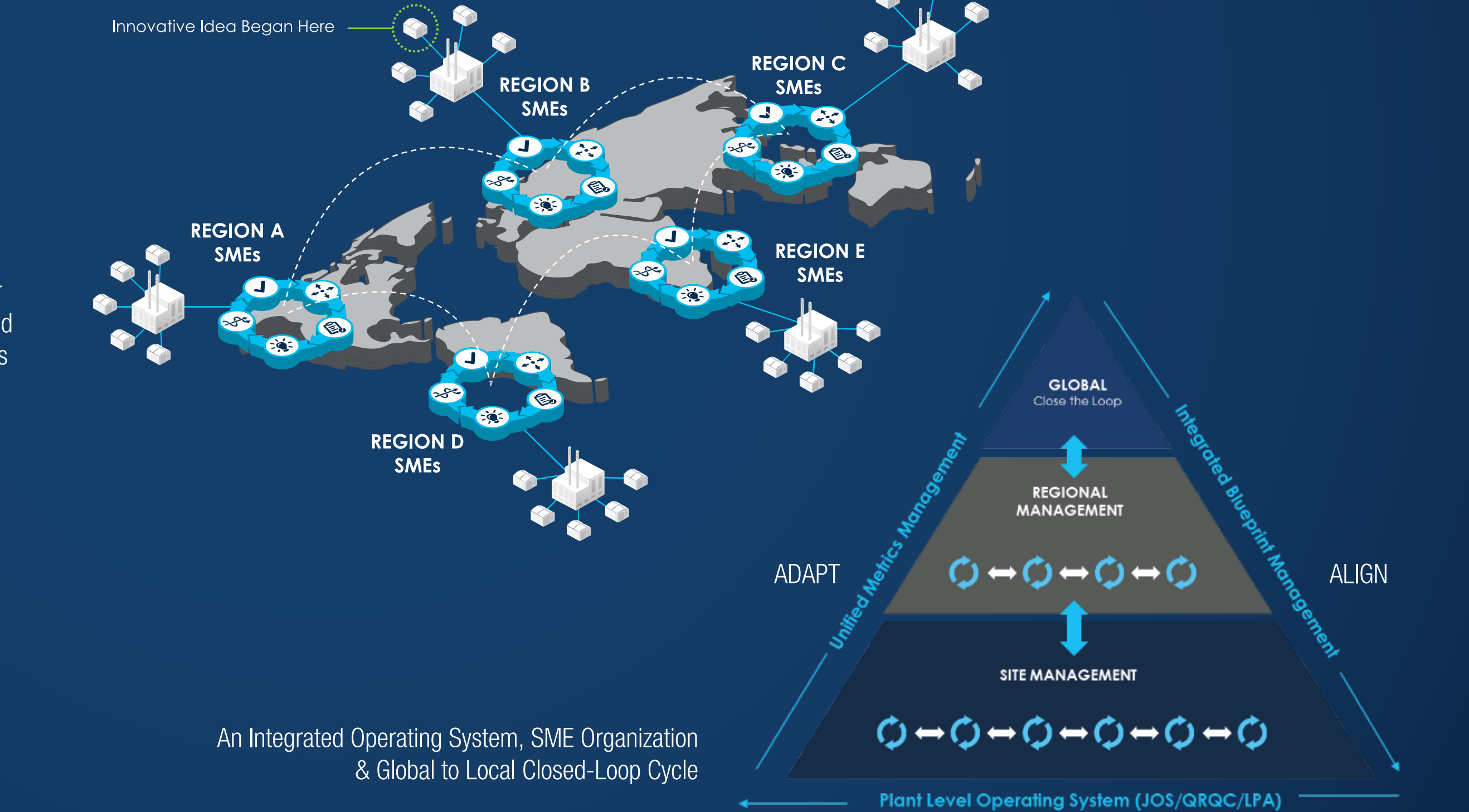
1 Develop, engage, and retain deep, technical experts and a next generation of Operations leaders.



2 Simplify, standardize & optimize our environment and implement a closed loop operating model so the benefits of one factory's innovation is felt by all.

3 Capture the full potential of site innovation and leverage digital and automation technologies to realize transformative outcomes.

APPROACH



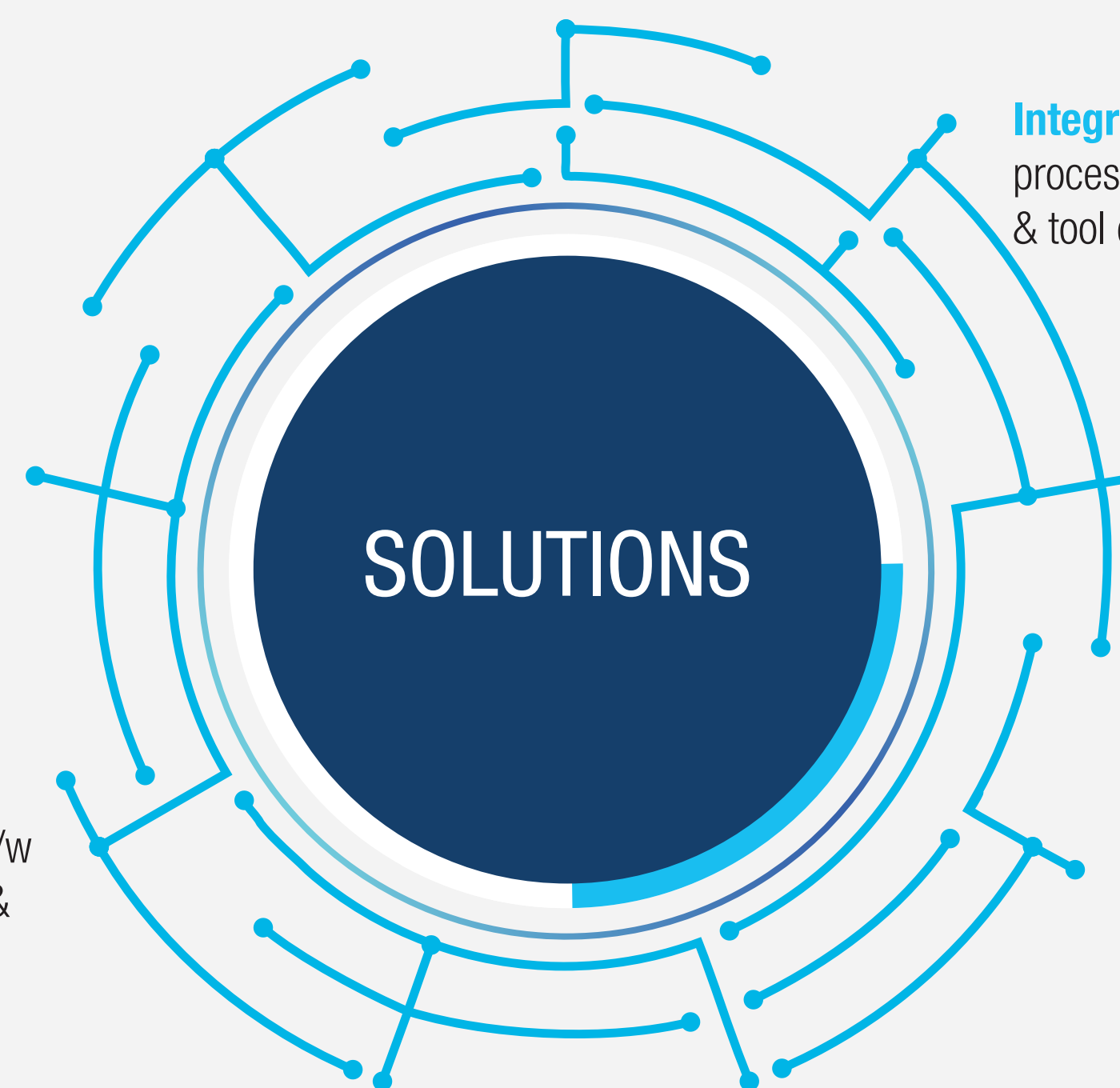
SOLUTIONS & PROOF POINTS

Performance Visibility: Unified Metrics as a single source of truth, 63 standard metrics, 163 dashboards, 6 regions, 25 sites

Regional Centric, Closed Loop Model: Closed loop model & SME structure for rapid scaling of improvements via one-to-few; few-to-many deployment model. Accelerated deployment from ~80 solutions per quarter to more than 1,000

Established Regional Development Teams: Eliminated "shadow IT" & established regional s/w development teams, coding/development stds, & common application dev't platform

Simplified Environment: Aggregated and rationalized 2,000 site applications and consolidated, simplified & standardized SOPs (from ~1,000 to under 200)



Integrated Blueprint Management (IBPM): Business process mgt. system with digitalized view of e2e processes & tool catalog

Professional & Technical Certification Programs: Career paths, training, and certification programs for SMEs. 104 SMEs certified. 3,600 Certified Super Direct Labor and 421 Managers certified

Jabil Optimization & Innovation Network (JOINN): Process and tool for aggregating and redeploying site innovation

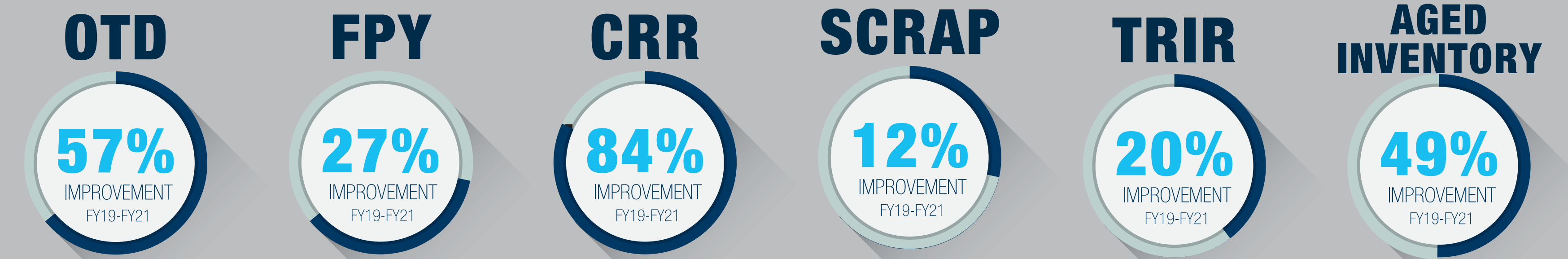
Proprietary Jabil Automation Gear (JAG): Flexible, modular, reconfigurable & redeployable automation platform. 317 JAGs deployed (1,746 total automation gear).

BUSINESS IMPACT & VALUE CREATION

As a result of our initiatives and operating model, we have:

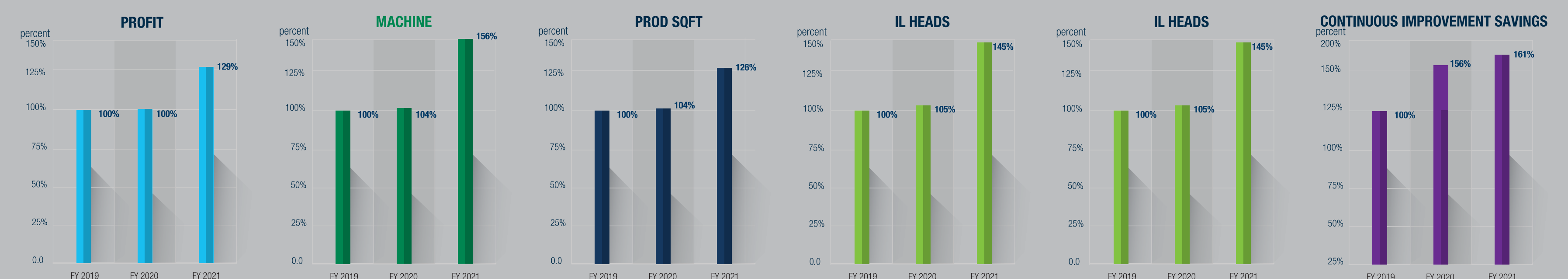
- Changed our cost trajectory
- Simplified our operating environment
- Realized double digit improvements across all operational KPIs.

With end-to-end connectivity and integration well underway, we are on an accelerated path to achieve full process and materials control and well-positioned to accelerate our digital transformation.



DOUBLE DIGIT IMPROVEMENTS ACROSS ALL OPERATIONAL KPIs

Despite the impact of COVID, the standard processes, closed loop operating model, focus on talent development and performance transparency ensured rapid identification of performance gaps and the ability to address systemic issues



CHANGED THE COST TRAJECTORY & IMPROVED COST LEVERAGE

CAPEX spending is down, & asset utilization has improved. While profit growth in FY2020 is flat (due to COVID-19 impact), we improved profit generated by DL (Direct Labor) Headcount, IL (Indirect Labor) Headcount, Production Square Footage, and Net Machine

WHAT'S NEXT

We are delivering the future of Jabil's manufacturing, today, as we innovate on top of standard baselines to build a suite of differentiated capabilities to realize a digital factory and an intelligent and fully optimized end-to-end value chain.

Our closed loop model ensures we innovate on top of std baselines w/ mechanisms for aggregating & rapidly redeploying innovation, best practices & updated baselines.

Standards & visibility to our end-to-end processes via IBPM, enable us to pinpoint opportunities to apply digital & automation technologies to our value chain.

WE'RE ON AN EXCITING PATH, AS WE CONTINUE TO FOCUS ON DELIVERING FOR OUR CUSTOMERS IN THE WORLD'S BEST, MOST PROGRESSIVE FACTORIES.

