

**2016**  
**GLOBAL**  
**EXECUTIVE**  
**KICKOFF**

PROPRIETARY AND CONFIDENTIAL

**INCRAM**  
MICRO<sup>®</sup>

# Letter from Alain Monié



Dear Teammate,

Welcome to the 2016 Global Executive Kickoff and what promises to be the start of an unforgettable year in Ingram Micro's history.

As you settle in for the next two days, I encourage you to engage often with your colleagues. You and your teammates are responsible for leading the company, working as 'One Ingram Micro' around the world to achieve our Vision:

**With Ingram Micro, the world will realize the promise of technology.**

Execution is critical to attainment of our vision. Back in 2013, we established financial targets to achieve in 2016 and announced our commitment to execution to our investors and associates worldwide. They were ambitious targets, but certainly not out of our reach.

In 2015 we designed a new organizational framework to center the business operations and the organization around our countries, simultaneously localizing and globalizing our strengths, and helping us work more collaboratively, quickly and with more agility. We also continued to execute well in 2015, expanding margins and driving strong cash flow from operations.

And, now, as One Ingram Micro, it is time to further accelerate our execution and deliver on our commitment

for 2016. With our new partnership with HNA on the horizon, I am counting on you to make this happen. As we drive towards our 2016 objectives, please remember the "Top Five Points to Remember When Interacting with Associates, Customers and Vendors" on the next page.

Over the next two days, it is important to recognize that we have One Overall Plan, One Team, and One Ingram Micro, and for each of us to understand our strategies and plans, and collaborate to achieve our objectives. There is much to do this week and even more so when you return to your teams. One tip: Do not overthink it. The best strategy in the world will not be successful without great execution and continuing to do the 'small, everyday' things well.

In the enclosed booklet, you will find our 2016 goals to help you and your teams stay focused throughout the year. I encourage you to familiarize yourself with its contents and share them with your teams.

Following this meeting, it is critical that you communicate with your teams what we all share at Global Kickoff, and drive success in your businesses by hiring and retaining great people, providing the best possible service to our customers and vendors, and making Ingram Micro their first choice to help them Realize the Promise of Technology.™

Thank you for your leadership,



Alain Monié  
Chief Executive Officer  
Ingram Micro Inc.

## Top Five Points to Remember When Interacting with Associates, Vendors and Customers

1. Your leadership matters more now than ever before! Be visible, be informed.
2. It remains business as usual at Ingram Micro, and we are continuing to execute on our established strategies. We do not expect the merger to impact our day-to-day operations.
3. We expect few, if any, positions to be impacted by this merger. HNA Group has assured us that our associates, management, offices and warehouses will remain in place across all lines of business and local country operations, serving the same vendor and customer partners as before.
4. We expect to accelerate our investments to enhance and add to our capabilities in our high-value IT solutions, mobility lifecycle services, commerce and fulfillment solutions and cloud, while also further extending our geographic reach; all to the benefit of our associates, vendors and customers.
5. Stay on message.

I am excited for our shared future and look forward to using this Kickoff meeting to accelerate our success!

**ADDITIONAL INFORMATION**—In connection with the proposed merger, Ingram Micro will file a proxy statement with the Securities and Exchange Commission (the “SEC”). STOCKHOLDERS ARE ADVISED TO READ THE PROXY STATEMENT WHEN IT BECOMES AVAILABLE BECAUSE IT WILL CONTAIN IMPORTANT INFORMATION. Stockholders may obtain a free copy of the proxy statement (when available) and any other relevant documents filed with the SEC from the SEC’s website at <http://www.sec.gov>. In addition, stockholders will be able to obtain, without charge, a copy of the proxy statement and other relevant documents (when available) from the “Investors” section of Ingram Micro’s website or by contacting Ingram Micro’s investor relations department via e-mail at [damon.wright@ingrammicro.com](mailto:damon.wright@ingrammicro.com).

**PARTICIPANTS IN THE SOLICITATION**—Ingram Micro and its directors, executive officers and other members of its management and employees as well as Tianjin Tianhai and the HNA Group and their respective directors and officers may be deemed to be participants in the solicitation of proxies from Ingram Micro’s stockholders with respect to the merger. Information about Ingram Micro’s directors and executive officers and their ownership of Ingram Micro’s common stock is set forth in the proxy statement for Ingram Micro’s 2015 Annual Meeting of Stockholders and Ingram Micro’s Annual Report on Form 10-K for the fiscal year ended January 3, 2015. Stockholders may obtain additional information regarding the direct and indirect interests of the participants in the solicitation of proxies in connection with the merger, including the interests of Ingram Micro’s directors and executive officers in the merger, which may be different than those of Ingram Micro’s stockholders generally, by reading the proxy statement (when available) and other relevant documents regarding the merger, which will be filed with the SEC.

# WORLDWIDE STRATEGY



## Mobility & Lifecycle Services

- Device lifecycle management
- Solutions: demand planning, configuration, activation, insurance, warranty, returns management, repair/replace/refurbish
- Pilot ODM offerings
- Exploring IoT and M2M solutions



## Technology Solutions

- Accelerate growth in Advanced Solutions and specialty businesses
- Develop professional services
- Expand geographic footprint
- BI and marketing globally
- Drive operational efficiency and best practices



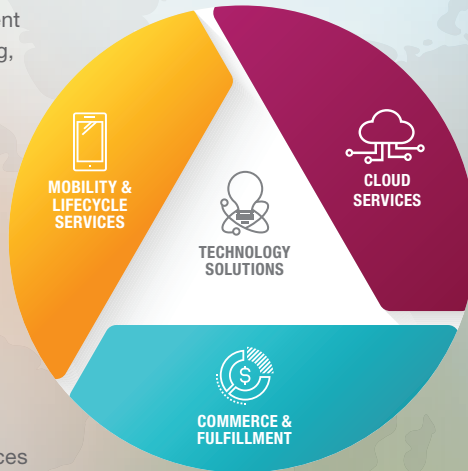
## Cloud Services Enablement

- Ingram Micro's Cloud Marketplace as a leading global cloud provisioning platform with the widest cloud services selection
- Tech support, migrate and customize
- Vertical market solutions
- Hybrid cloud transition, removing complexity, great customer experience



## Commerce & Fulfillment

- Commerce: Connect vendors and retailers with drop-ship and marketplaces
- Fulfillment: Deliver on-demand and custom fulfillment solutions to global multi-channel sellers



# 2016 GOALS

**On the following pages, you will find the 2016 goals for our Global functions, BUs and support organizations.**

It is important that you work closely with these teams to incorporate their focus areas into your business and take advantage of their support and resources.

# TECHNOLOGY SOLUTIONS

Build out Advanced Solutions business with the right new vendors and capabilities.

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Continue to grow the Specialty Solutions business aggressively.

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Expand professional services capabilities in-country.

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Expand capabilities to support global customers.

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Look for opportunities for geographic expansion.



## What you can do:

- Identify and fill gaps (e.g., invest in resources, pursue key vendors) to grow Advanced Solutions business.
- Build additional capabilities in at least two specialty businesses.
- Establish or expand professional services capabilities.

# MOBILITY & LIFECYCLE SERVICES

Business streams to focus on:

- Forward logistics, reverse logistics, repairs and associated services for vendors, mobile operators, e-tailers and insurers
  - Regeneration business including trade-in, refurbishment and resell
  - Insurance services including own insurance product and/or third-party services
  - ODM device planning, procurement and support for private-label launch by mobile operators, retailers and others
  - IT asset recovery and disposal (ITAD) services
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Replicate capabilities and competencies to offer the above services in identified markets.

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Strengthen the go-to-market organization.

## What you can do:

- Study the business streams and understand business model and key success factors.
- Review business with teams that support other BUs to enable cross-sell and synergies where possible.
- Provide the resources necessary for your team to succeed and deliver a great partner experience.
- Engage with your customers' leadership teams to help them understand how the value proposition for mobility and lifecycle services can help them succeed.
- If you invest time and provide the requisite focus, mobility and lifecycle services will develop into a significant and stable profit stream for you, enabling strategic and sticky relationships with vendors and customers.

# CLOUD

## Cloud Vision:

Enabling partners and customers to thrive in the new economy.

Enable migration to the cloud:

- Automate migration
  - Provide migration services
- 

Reduce complexity in cloud delivery and scalability results in accelerated consumption:

- Onboard as many vendors, solutions and customers as quickly as possible to the platform
- Automated platform for cloud delivery and consumption

## Key Cloud Objectives for 2016:

Control our own cloud technology platforms and associated intellectual property (IP).

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Expand the existing cloud customer base from resellers to include hosters, telcos, managed service providers (MSPs), government and enterprise.

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Be the first to onboard as many vendors as possible to our platforms.

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Maintain the most complete set of cloud services and support offerings, through partnerships where necessary.

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Drive increased business value by creating vertical bundles and a complete ecosystem (migration services, provisioning, billing, support services, security, etc.).





### **What you can do:**

- Educate yourself and your organization via Cloud University.
- Engage with the cloud team to collaboratively sell our value proposition to your vendors and customers.
- Reassign resources from traditional businesses as cloud evolves so as to not increase costs.

# COMMERCE AND FULFILLMENT SOLUTIONS

## 2016 FOCUS

COMMERCE	PLATFORM	FULFILLMENT
<p><b>Connect vendors and retailers to grow their sales.</b></p> <ul style="list-style-type: none"> <li>• Drop-ship for retailers</li> <li>• Sell through Ingram Micro</li> <li>• Sell through retail</li> </ul>	<p><b>Develop the ecosystem to drive the future of commerce.</b></p> <ul style="list-style-type: none"> <li>• Integrated lightweight WMS</li> <li>• Universal commerce connections hub</li> </ul>	<p><b>Expand our global connected fulfillment network.</b></p> <ul style="list-style-type: none"> <li>• Integrate Docdata in Europe</li> <li>• Add third-party facilities and local delivery nodes</li> </ul>
Key Metrics to Achieve Goals		
% of IMTS sales that are 3P-owned product	# of vendor and retailer connections	Customer and buyer experience % SLA performance to standard
Market Positioning		
<p><b>Grow your brand. Delight your customers.</b></p> <p>Brands and retailers partner with Ingram Micro for commerce and fulfillment solutions that grow global sales and deliver an amazing buyer experience.</p>	<p><b>Technology-driven commerce at any scale.</b></p> <p>Technology is at the core of everything we do. Our award-winning Shipwire platform gives you the flexibility to quickly enter new markets, sell through retailers and marketplaces, and get real-time insights into your business.</p>	<p><b>Enterprise solutions for the future of global commerce.</b></p> <p>Our global network of 122 distribution centers in 38 countries, combined with our flexible Shipwire platform, helps brands and retailers deliver buyer-friendly commerce experiences. We work with our customers to build on-demand or custom fulfillment solutions that meet their needs.</p>

## THREE-YEAR GOAL:

“1 + 1”

**COMMERCE**  
**\$1 Billion**  
in product sales  
transactions  
on platform

+

**FULLFILLMENT**  
**\$1 Billion**  
in services  
revenue



### What you can do:

- Increase third-party owned product sales as a percentage of total Technology Solutions sales by utilizing our platform.
- Drive an increase in share of wallet with every vendor and reseller as a percentage of the vendor or reseller's total gross merchandise volume (GMV) sold through and/or fulfilled through Ingram Micro.
- Get us to the table with every vendor, as One Ingram Micro, to discuss how we help them sell through more channels, with less inventory, and decrease supply-chain costs.
- Get us to the table with every reseller and retailer, as One Ingram Micro, to discuss how we increase their product assortment, lower inventory investment and reduce supply-chain costs.

# Human Resources

## HRIS and Country HR Functional

**Competence:** Develop and implement the human capital systems architecture to enable exceptional local and global talent development and management. This includes enterprise tools for talent management, talent acquisition, learning and development, rewards and recognition, and communications. It will permit both managers and associates to use online self-service and enable individual associates to drive their own development. **This becomes the enabling platform for much of what we need to do.**

## Total Rewards and Succession/Talent

**Planning:** Understand which positions are sources of enterprise competitive advantage and which are simply sources of excellence. Identify the reward mechanisms to engage both, but understand how to drive significant above-market reward for above-market performance



for roles that create a competitive advantage. Understand the staffing and leadership models and requirements so that an increase in reward does not increase overall labor costs.

## Talent Acquisition and Talent/Career Management:

Become a talent factory and provide opportunities for diverse exceptional talent to thrive. Use the breadth and depth of our businesses to provide unparalleled career opportunities for those with the right skills, competencies, values and initiative. Communicate the unique programs, places and rewards internally and externally.

**Leader and Associate Development:** Invest in developing an organization with leaders who naturally lead, engage, inspire, coach and develop their teammates without burdensome management requirements....a world where performance reviews occur naturally every day.

**Culture of Excellence—Leader Effectiveness, Productivity, Engagement:** Have an HR team and infrastructure that engages leaders and associates daily with an eye towards productivity improvement, individual and collective growth, passion and competence, with simple, effective, and automated processes and frameworks that we can localize for success.

**Communications:** Help Ingram Micro speak with one voice globally. Be the support system for our brand and global communications to help develop and synthesize different communications efforts into a more streamlined and effective approach.

## What you can do:

- Hire great! Understand what great talent is in your organization and where to look for it. Know it when it's sitting across from you, and help to engage and motivate it.
- Recognize the importance of accurate data in PeopleSoft, and how it will provide the knowledge you need to better run your business.
- Conduct thoughtful performance reviews daily.
- Conduct talent reviews throughout the year so that we always have Great! at the ready internally.
- Recognize the power of diverse experiences and backgrounds to our success.

# Legal

## Support the company's strategic initiatives

- Deploy legal support where most needed as efficiently as possible.
  - As business evolves, identify knowledge gaps and train and recruit necessary talent.
- Improve contract and transactional support processes to aid speed of business.
- Refine and continue to standardize mergers and acquisitions and integration processes.

## Protect the company's assets

- Provide counsel to the company's business leaders.
- Manage litigation, investigations and regulatory compliance to maximize results and minimize expense.

## Compliance

- Continue performing compliance risk assessments for mergers and acquisitions, and across the company with specific attention to data privacy.
- Tighten and improve policies and processes around data privacy and data protection.
- Assist in integrating all newly acquired companies; review policies to confirm relevance to their business environments and provide enhancements where necessary.
- Continue deployment of the GTDC third-party due diligence solution with a focus on APAC, META and Europe.
- Improve online compliance training with a code-of-conduct course that lets users test out early so they're not forced to take training on subjects they've already mastered.

## Security

- Continue using TAPA criteria to drive global standardization in our facilities.
- Support M&A in pre-acquisition diligence and post-merger integration.
- Assist country and business unit operations for preventative and proactive security deployment through:
  - Risk assessments
  - Training
  - Intelligence and best practices sharing
- Provide transactional and response support.
  - Investigations
  - Incident management
  - Post-mortem recovery and business resumption

## What you can do:

- As your business becomes more complex, reach out and leverage the in-country or near-time-zone support for guidance and assistance.
- Make sure you staff properly and have the necessary legal support, either in-country or shared across the region. We can work with you to ensure you have the resources you need.



# Finance

- Actively support the organization in its growth and profitability targets included in the 2016 business plan.
- Ensure communication of broader Ingram Micro strategy and the finance functional strategy throughout the finance organization.
- Improve organizational capability through more effective development planning, coaching and feedback; ensure adequate succession planning and bench strength throughout the finance organization.
- Finalize the finance transformation roadmap, and drive and implement finance delivery model changes, including shared service centers harmonization to improve efficiency of standard processes within centers.
- Improve the monthly and quarterly close processes and continue to maintain and strengthen the financial control environment globally.
- Drive effective and efficient use of HFM and the new Hyperion tools for reporting/forecasting and increased business analytics, including standardization of cost centers, mappings, chart of accounts, etc.
- Provide leadership in driving the global working capital improvement project to ensure we sustainably reach and maintain the targets, including the implementation of robust cash reporting and forecasting globally for all countries and business lines.
- Drive successful finance integrations of Odin, DocData and Acao, as well as others when completed.
- Enhance the forecast, budgeting and strategic planning processes to be more streamlined, accurate and globally aligned for all countries and business lines.





- Develop and begin implementation of tax planning strategies to significantly reduce income taxes.
- Support the evaluation of global mergers and acquisitions opportunities as required, and ensure financing for initiatives is available and successfully deployed.
- Leverage a centralized repository for all financial policies and global finance communications, including best practices.

## What you can do:

- Develop strong financial talent throughout your country organization and drive an increase in accountability and collaboration for all lines of business.
- Take a leadership role in driving sustainable changes to your working capital processes.
- Increase shared services integration for transactional processes within your country.
- Use the standardized reporting from the new Hyperion tools and drive the team toward enhanced business analysis and standardization for all master data.
- Ask questions! Ensure regular and transparent communications from your team to the corporate team.

# Information Systems

## New Applications and Improved Functionality on Current Core

- We created a new warehouse management system as well as a new order management system for our Commerce and Fulfillment Services clients. This allows us to provide cheaper and faster partner integration and better user experiences. We are also delivering new solutions to enhance our applications for our mobility lifecycle business.
- We continue to make significant functionality enhancements to our core systems, such as IMPulse, SAP and supporting applications. In addition, we continue toward a global web platform standardization through Ingram Micro Online.

## Bolt-on Systems and Data Warehouse

- We'll explore the use of current and new bolt-on systems to enhance our applications'

capabilities. These new systems will integrate seamlessly with our existing applications, letting us deploy new functionality faster and stay updated on enhancements.

- We're designing a new data warehouse containing information from multiple systems that will let us access data easily across all systems for analysis and reporting. We're also planning a uniform categorization of our product and customer information across all systems and countries.

## Endless Aisle and Workflow System

- Endless Aisle enables Ingram Micro customers to purchase products not currently owned or housed by Ingram Micro, opening up more channels for sales and sharing products across business units, ERPs and warehouses.



- We'll explore tools that complement our systems and allow for more productive and flexible workflows, simplifying routine tasks like approvals.
- We're using rapid development methodologies to enable faster time-to-market and to develop functionality iteratively.

### **Open Connectivity and Self-Service EDI/XML**

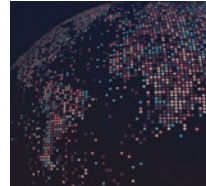
- Our systems will have a layer of open connectivity interfaces that will allow external partners to interface with our systems using known standards. This will let us compete effectively in a marketplace economy in which organizations share product information freely and sell each other's products.
- We plan to make it easier for resellers to set up electronic connections with us (EDI/XML). Customers can adopt one of our standard formats and leverage a self-service portal to connect to our systems.

### **What you can do:**

- Understand our EDI offerings and our upcoming open APIs and promote them with your customers. Also, when ready, promote our self-service EDI portal to customers and use it to enhance our level of EDI adoption.
- Engage with IS on the new functionality needed in your country. IS has been sending out a list of IMPulse functionality that exists across the countries; discuss the list with your teams and get back to IS on the items they would like implemented in your countries.
- Understand the new warehouse management system in order to determine its suitability in your country or when new business in-country demands more warehouse management functionality.

# Business Process and Performance Services

- Increase Strategic Sourcing savings worldwide by 50 percent with increased category and geographic coverage.
- Improve Global Shared Service Center performance by improving process standardization and automation.
- Invest in new warehouse technologies and Lean transformations to improve efficiency, quality and customer satisfaction.
- Implement a global data warehouse with master data governance and global reporting standards to improve performance with better business intelligence.
- Drive working capital reductions to achieve 2016 targets with sustainable performance improvements.





## What you can do:

- Partner with the global strategic sourcing team to explore opportunities to reduce costs.
- Increase utilization of our shared services model to drive process efficiency, lower operational costs and improve service levels.
- Actively engage with operations and engineering teams to improve efficiency, quality and customer satisfaction in your warehouse operations.

# Business Development and Strategy

## Execute on M&A opportunities to expand our capabilities in strategic focus areas:

- Advanced Solutions and Specialty Solutions capabilities and line card expansion
- Professional services capabilities
- Lifecycle services capability expansion
- Cloud platform and provisioning capability expansion
- eCommerce fulfillment and Marketplace connectivity capabilities
- Expansion to high-growth potential geographies
- Support integration planning and execution as needed.

## Global vendor engagement (GVE) key priorities:

- Support growth of strategic vendors with global dedicated support (Cisco, Dell, HPE, IBM, Microsoft, VMware).

- Support countries in expanding line cards based on global footprint and capability expansion.
- Guide countries in investing to build Advanced Solutions and Specialty Solutions business.
- Develop regional vendor relationships via NTZ teams.
- Support countries in building consistent marketing capabilities by sharing best practices.

## Build global business intelligence capabilities to support countries in pricing optimization and demand-generating activities.

- Build organization and strengthen engagement with countries.
- Set mutual targets with countries and define actions to achieve them.

## Scale our private-label business with focus on the right categories, SKUs and customer segments.

- Develop strong engagement with countries and execute on mutual goals.

**Strengthen our digital/web capabilities with a focused effort on driving customer satisfaction, growth and operations efficiency.**

- Focus on understanding customer needs and building capabilities to support them.
- Define best practices for countries to leverage in organizing to support the digital/web effort.

**Execute Ingram Micro Labs initiatives to drive innovative business capabilities in emerging technologies such as IoT, as well as commercial areas such as customer on-boarding.**

**Provide competitive intelligence to the countries to guide their focus areas (e.g., broader IDC access and insights).**

**Package our global strategy and capabilities to be effectively communicated to partners.**



### **What you can do:**

- Build local business intelligence competency and leverage global capabilities.
- Identify vendor and value capability gaps and work with GVE to address.
- Engage private label team to improve in-country profitability with new catalog approach.

# Our Vision:

With Ingram Micro, the world will realize the promise of technology.

# Our Values:

Our shared values unite us by providing a common language and set of expectations worldwide. They shape our behavior and guide our decisions. All Ingram Micro associates, no matter where they work, aspire to live these values with all partners, every day.

**INNOVATION**

**ACCOUNTABILITY**

**INTEGRITY**

**TEAMWORK AND RESPECT**

**LEARNING**

**SOCIAL RESPONSIBILITY**