






www.flintgrp.com

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Rely on us.™

Sustainability Report 2017

FlintGroup



FintGro

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Flint Group is dedicated to serving the global printing and packaging industry. The company develops, manufactures and markets an extensive portfolio of printing consumables, including a vast range of conventional and energy curable inks and coatings for most offset, flexographic and gravure applications; pressroom chemicals, printing blankets and sleeves for offset printing; photopolymer printing plates and sleeves, platemaking equipment and flexographic sleeve systems; pigments and additives for use in inks and other colourant applications. Flint Group also designs, develops and delivers web-fed digital colour presses for labels and packaging applications, document printing, as well as commercial printing as well as platemaking equipment for the newspaper industry and computer-to-plate (CtP) solutions for the commercial printing market; With a strong customer focus, unmatched service and support, and superior products, Flint Group strives to provide exceptional value, consistent quality and continuous innovation to customers around the world. Headquartered in Luxembourg, Flint Group employs some 7,900 people. Revenues for 2016 were €2.3 billion. On a worldwide basis, the company is the number one or number two supplier in every major market segment we serve. For more information, please visit www.flintgrp.com.

FlintGroup

**Dow Jones Sustainability Index -
2017 Reporting Structure:**

As with previous our previous reports we have again structured the 2017 report based on the three key Dow Jones Sustainability indices detailing Economic, Environmental and Social performance.

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FLINT GROUP SUSTAINABILITY REPORT 2017

Flint Group Key Facts

Headquarters:

Flint Group S.A., 26b Boulevard Royal,
L-2449 Luxembourg, Luxembourg

Ownership:

Flint Group is privately owned by Goldman Sachs Merchant Banking Division in partnership with Koch Equity Development LLC, a subsidiary of Koch Industries Inc.

Key Personnel:

- Pierre-Marie De Leener, Chairman
- Antoine Fady, CEO
- Steve Dryden, CFO

Flint Group in numbers...

7,900

Flint Group Employees

180 

Across **40**

 countries on all continents

1,630

Raw Material Suppliers

5,580

Raw Materials

over **150,000**

unique customer formulations

Almost **20,000**

direct customers and many more through our extensive distributor network

Revenue 2016

€ **2.30**
billion

over **600**

million kg

of ink products (1,340 million lb)

4.0 million m²

of plates and blankets
(43 million square feet)

Antoine Fady, CEO Flint Group

Building momentum on our sustainability journey...

Welcome to Flint Group's 2017 Sustainability Report. I am proud to share with you our progress over the past two years, in what has been an exciting and transformational period for our business.

Firstly, sustainability is deeply engrained in our values and the way we do business. We recognise that maintaining a high degree of economic, environmental and social sustainability is fundamental to delivering value for our stakeholders now and in the long term. Quite simply, it forms a major part of our mission to be the best performing supplier in the segments where we operate, consistently delighting customers with high quality, innovative products and services.

We take a transparent, holistic approach to sustainability, recognising the issues that matter most to our stakeholders and exploring our impacts in their totality. Exercising good governance over these issues allows us to manage risk effectively and differentiates us in the marketplace as a responsible, low-risk partner.

Indeed, collaboration is central to building momentum on our sustainability journey. We are proud to partner with all our key stakeholders – our customers, employees, shareholders and communities – on this journey. In particular, we strive to understand and respond to our customers' precise needs, empower our people, deliver strong financial growth for our shareholders, and give back to our local communities.

In 2015-16, our new owners, Goldman Sachs and Koch Equity Developments, showed considerable support for our business and sustainability vision, helping us to accelerate our journey and grow as a company. In addition to forming Flint Group Africa, a joint venture with Continental Inks (South Africa), we have made five major acquisitions, most notably acquiring Xeikon, a leading digital solutions provider to the packaging and commercial printing markets, in December 2015. This propelled us further into the digital solutions market, laying the foundation of a new division – Flint Group Digital Printing Solutions – and strengthening the sophisticated, diverse portfolio of products and services we offer across our global markets.

Among the groundbreaking digital technology offered by Xeikon, the company has launched its Fusion technology to combine full colour production printing with digital embellishment, achieving near fully automated, unattended label and packaging production. Elsewhere, we have pioneered award-winning flexographic printing plate technology (the nyloflex® FTF Digital plate) for packaging printers and expanded our Global Colour Centre to deliver an innovative, centralised, digital colour management service for brands and international printers.

As we have grown, we have maintained a strong focus on building and consolidating our sustainability culture, and taken some important steps to measure and reduce our environmental footprint.

'While I am encouraged by our progress, we recognise that we are still in the early stages of our journey and have much to do to become a truly sustainable business.'

I believe that collaboration will be central to building momentum. In addition to fostering a consistent approach across all our businesses, we are increasingly partnering with our suppliers to improve the sustainability performance of our raw materials supply chain and uphold rigorous human rights and environmental standards.

As ever, making progress on our sustainability journey would not be possible without the hard work, creativity and dedication of our 7,900 employees. In 2015-16, we continued to empower our people to give of their best, developing diverse, multicultural teams to meet the needs of our customers. We stayed ahead of evolving regulations on chemicals, packaging and labelling, and implemented a new health and safety strategy, raising the profile of high impact, low frequency incidents across our organisation.

Importantly, we have also taken further steps to strengthen our global integrity and compliance culture, including by training all our employees on our enhanced Code of Conduct and creating a series of robust new policies.

Looking ahead to 2017 and beyond, we will maintain our strong market focus, developing clear strategies for each segment and striving to exceed our customers' expectations, while creating value for all our stakeholders by developing sustainable and responsible business practices.

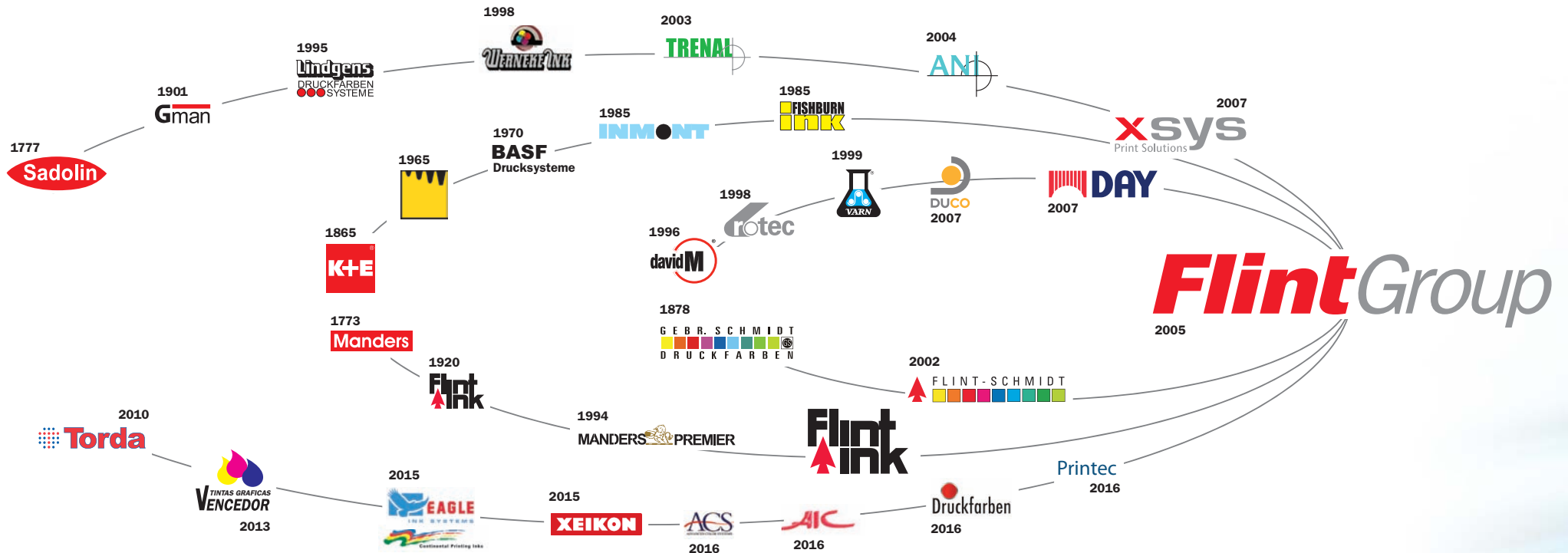
Finally, I would like to thank our customers, employees, shareholders, suppliers and communities for their continued support and partnership. We remain humble in the face of the challenges ahead, and committed to driving positive change for our business and stakeholders, as we continue on our journey.

I welcome your feedback on our progress and remain open to your questions and ideas.

Antoine Fady
CEO Flint Group

Continuing to evolve, expand

Flint Group's Family Tree



and grow as a business...

Flint Group's history has been characterised by a long list of mergers and acquisitions. Formed in 2007 following the successful integration of four key graphic arts companies, Flint Group provides a near complete range of packaging and print media consumables. Since our last report this strategy has continued at pace... With the support of our owners we have made a number of key movements, most notably the purchase of Xeikon in 2015 propelling the organisation within the digital sector. In the same year we formed Flint Group Africa with a majority shareholding along with Continental Inks in South Africa. In the US we acquired American Inks & Coatings, Printec and Advanced Colour Systems in 2016 while, in the UK, Flint Group also added Druckfarben to the portfolio.

This extensive investment has enabled Flint Group to provide customers with the industry's most comprehensive product offering:

| | Printing Inks - Packaging & Labels | Printing Inks - Print Media | Pressroom Chemicals | Polymer Printing Plates | Flexographic Sleeves | Offset Sleeves | Printing Blankets | Pigments | Digital Machinery | Digital Consumables |
|--------------------------------------|------------------------------------|-----------------------------|---------------------|-------------------------|----------------------|----------------|-------------------|----------|-------------------|---------------------|
| Flint Group Product Portfolio | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |

Reporting on full organisational impact...

In measuring our sustainability impact, we have tried wherever possible to incorporate all merger and acquisition activity to provide the full organisational picture. Where reported, this activity has been split to provide a consistent measurement and basis to judge performance on a like-for-like basis...

Flint Group's sustainability



We are delighted to introduce our 2017 Sustainability Report, which explores the progress we have made in 2015 and 2016 on improving our social, economic and environmental impacts, as we continue on our journey. We are encouraged by our achievements so far while always recognising this is a journey with much more yet to be accomplished. We continue to embed sustainability in our organisation, even as we acquire new companies, by stepping up our focus on environmental measurement and reporting, and initiating important improvement projects around the world.

Firstly, it is a huge privilege to assume overall responsibility for Sustainability at Flint Group. I would like to thank my colleague, Jan Paul van der Velde, for his energy and leadership in positioning our sustainable development and building momentum for this within the Group. Speaking on behalf of the CEO and the global leadership team of Flint Group, we are committed to ensuring that we build on this success and, with the support of our people, we will see even greater improvements in the years to come.

Strengthening and globalising our integrity and compliance culture has been a major focus for us in 2015-16. We developed new policies to support our enhanced Code of Conduct and delivered extensive face-to-face training to our 7,900 employees to help them understand the values and behaviours we expect them to uphold. In addition we have a huge commitment to Health, Safety and the Environment – with a clear strategy put in place in 2016, vital actions identified and a focused programme initiated that is already delivering clear improvements. Integrity and Safety are core values that underpin the culture of Flint Group and act as a foundation for all that we do.

'In delivering the most comprehensive review of our energy, water and waste performance to date, we fully recognise that our sustainability data has been influenced by increased site reporting, growth in customer demand and substantial acquisition activity - all positive developments for Flint Group and our sustainability agenda.'

Key to this transparency has been our work in monitoring both our energy usage and the energy intensity per product, which will help us to identify further opportunities for improvement. Overall, due to the in-depth, accurate view we achieved in the past year, 2016 will now become the baseline to which we compare our future performance. I would like to thank all our teams for helping to make this possible, all of whom play key roles in reducing our environmental footprint.

Our people continued to show great enthusiasm in their support of local charities and worthy causes, allowing us to give back to our communities. Of all the great social projects we have participated in this year, one of our proudest moments was providing clean drinking water for the children at a primary school in Lamdapura, India, helping to improve children's health and boost school attendance. We have also helped transform recycled waste into valuable income for underprivileged communities in Brazil, donated food to disadvantaged children in the US and provided free printing services to a cancer charity in Belgium. These are just some of the many examples of how we have and continue to contribute to the world around us.

While we have made considerable progress in the five years since we began our sustainability programme, we recognise that there is still a long way to go to become a top-performing organisation with sustainability fully woven into the way we do business, as our company continually adapts to the needs of our markets and our customers around the world. We welcome the challenge and are inspired by the opportunities for substantial and continuous improvement that are ahead of us.

Russell Taylor
Senior Vice President – Global Human Resources,
HSE, Communications and Sustainability

journey...

Flint Group's Sustainability Statement:

Flint Group's approach to continuously improve sustainability is underpinned by our own Mission and Guiding Principles - a fundamental set of simple, clear values.

Flint Group operates within the spirit of the UN Global Compact for sustainability. Every day our people and teams are committed to providing increased health, safety and wellbeing while a continuous improvement programme is in place to reduce our current environmental impact now and for future generations. An uncompromising integrity policy and strong ethical values set by our own Guiding Principles ensure that you can truly **Rely on us** for sustainable development...

This strategy enables Flint Group to deliver integrated solutions in the three key dimensions of corporate sustainability:

Economic guides corporate governance, code of conduct, risk & compliance.

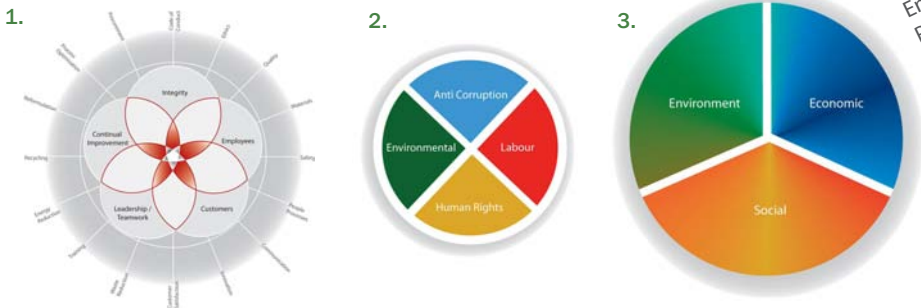
Environment steers our goal to continually reduce impact on the environment and regulates the reporting of progress.

Social drives corporate citizenship, labour practices, people development, social reporting, talent attraction & retention.

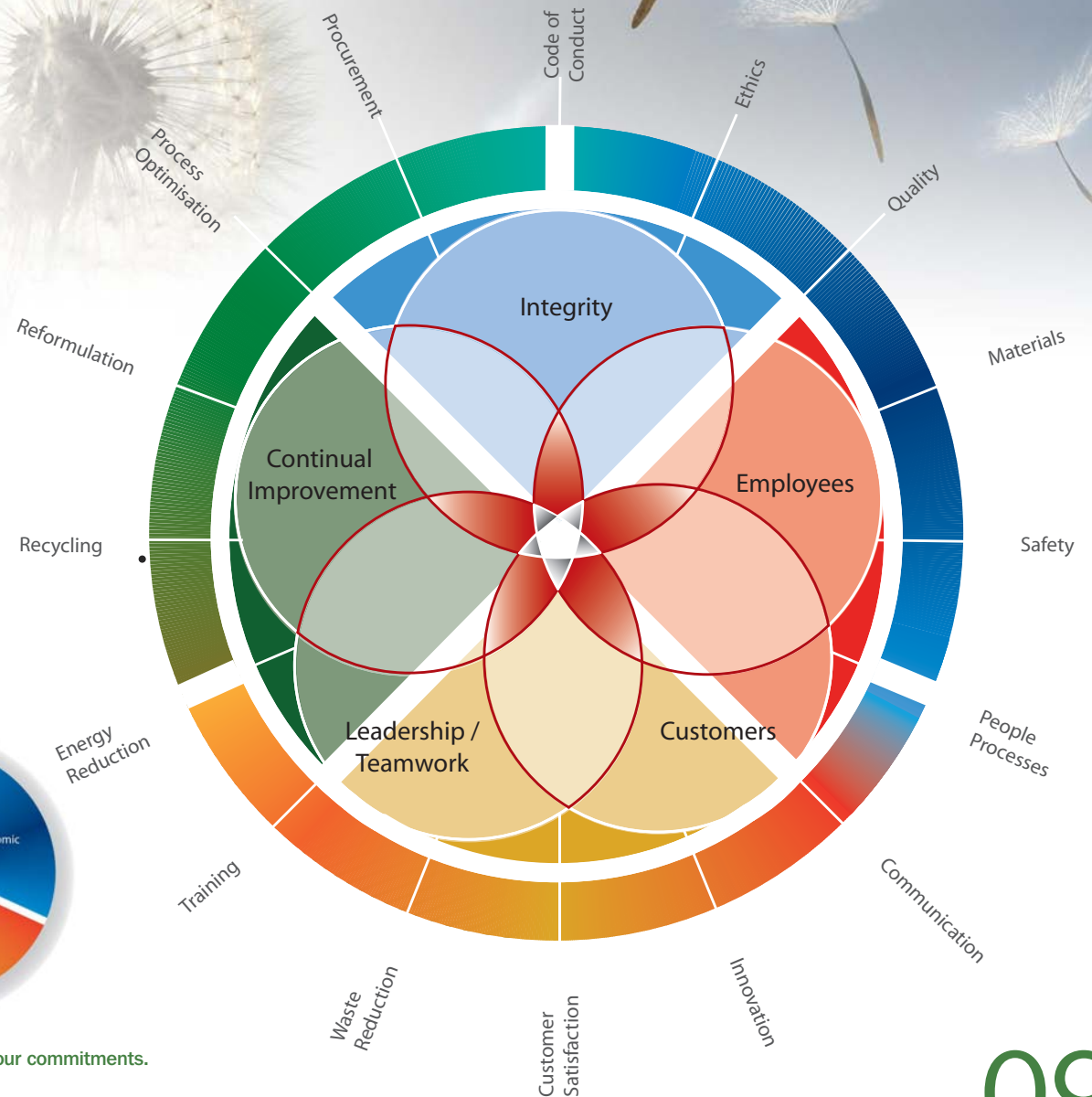
*As outlined within the Dow Jones Sustainability Index.

Flint Group's Sustainability Model:

Flint Group's Sustainability Model combines three elements:



1. Flint Group's Mission and Guiding Principles – our way to ensure that we deliver on our commitments.
2. The UN Global Compact.
3. The reporting outline as defined by the Dow Jones Sustainability Index.



Economic:

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12. Integrity and compliance – Introducing robust policies and strengthening the way we work with third party partners
14. Managing risk – Maximising opportunities while safeguarding operations and commercial interests

A strong global culture of integrity and compliance

Integrity is one of the five guiding principles through which we seek to fulfil our mission. In particular, we aim to treat everyone in a respectful, honest and ethical manner and expect the same from our employees. As we continue to grow as a company, it is vital that we foster a strong, consistent global culture of integrity and compliance, in order to succeed as a business. In 2015-16, we took important steps towards achieving this by engaging our employees with our enhanced Code of Conduct, introducing robust policies to support it and strengthening the way we work with third party partners.

How we manage integrity and compliance

Flint Group's Integrity and Compliance team oversees our integrity and compliance programme, managing our relationships with our 850 third party partners (sales agents, distributors, joint ventures and customs agents).

Our Code of Conduct sits at the heart of our integrity and compliance efforts. It

reflects our values and principles, and sets out the ethical behaviour we expect from ourselves and others. We provide training on our Code of Conduct to all new employees, and require all third party partners to honour its principles through their contractual agreements.

To help monitor compliance with our Code, we require a large proportion of our employees to confirm whether they are aware of any violations, through our annual Employee Representation Certificate (ERC) process. Our Internal Audit team determines which of our leaders is best placed to review any issues and ensures that investigations are managed transparently. These efforts are complemented by our Integrity Hotline (our whistle-blowing channel), introduced in 2014 and overseen by our HR Vice President after thorough investigation. The penalties depend on the severity of the misdemeanour, with the most serious being termination of employment.

Dominiika Marciniak - Poland
One of the many trainers responsible for rolling out Flint Group's revised Code of Conduct

Moving ahead in 2015-16

Engaging employees with our Code of Conduct

We developed five new integrity and compliance policies. Each addresses specific areas of risk and adds structure, formality and consistency to our established processes and Integrity Hotline. These are:

- Anti-bribery and corruption
- Gifts and entertainment
- Competition and anti-trust
- International trade controls and sanctions

To engage our global employee community with our enhanced Code of Conduct and new policies, we translated them into over 20 languages and implemented a rigorous programme of in-person and online training.

We delivered face-to-face Code of Conduct training to all 6,900 of our employees, together with an additional 1,000 employees who joined us through acquisitions, adopting a cascading ‘train the trainer’ approach, with employees participating in small group sessions. Additionally, we developed tailored e-learning courses on individual policies, issuing more than 9,800 compulsory course invites for relevant employees. Overall, some 85% of course invitations have been fulfilled to date.

Importantly, as our employees build their understanding, we are observing cultural change and greater transparency on these issues. For example, our Integrity and Compliance team is receiving a growing number of employee enquiries on issues such as suitability of gifts and entertainment and potential conflicts of interest.

Monitoring integrity and compliance trends

We invited more employees to complete ERCs, translating our questionnaire into 12 languages. In 2016 2,945 employees took part, up from 2,472 in 2015. We also improved the quality and accuracy of the information we capture by asking employees to respond online using a tailored form, rather than manually. This allowed us to gather complete certificates, and improved the overall efficiency of the process. In total, 28 issues were raised in 2015 and 2016, of which 0, 21 and 7 were identified as high, medium and low risks respectively. Additionally, our employees raised 129 concerns in 2015 and 2016 via our Integrity Hotline. We have addressed every issue and set corrective actions in motion, as appropriate.

Selecting partners who share our values

As we strengthen our global integrity and compliance culture, we have introduced a universal approach for approving third party partners. Our new ‘Third party qualification’ policy will help ensure that we only work with third parties who share our values, which is critical as we continue to acquire

new companies. We also invited over 700 third party partners to complete a bespoke e-learning course focused on our Code of Conduct.

These efforts complement our independent background checks of prospective partners and our standard third party partner contract, through which partners agree to respect our Code of Conduct. We reconsider our business relationship with any partners who do not comply with the Code. In 2015-16, we ceased working with approximately 60 third party partners and have identified a further 160 that we will cease working with in 2017. At the same time we have identified new partners who meet our requirements, and consolidated our existing relationships with trusted partners.

Looking ahead

In 2017, we will build on our achievements by improving the way we manage our integrity and compliance policies, creating new policies, expanding our training efforts and gaining greater visibility of high risk third party partners.

Managing our policies more efficiently

We will roll out a new policy management tool to create, edit and distribute policies to relevant employees more efficiently, tracking their receipt and acknowledgement. For example, we will use the tool to launch our new ‘Data protection and data retention’ policies that will help ensure we are in compliance with data protection laws globally.

Taking our integrity and compliance training to the next level

We have developed an e-learning course for our Code of Conduct training to ensure that we reach all new employees as rapidly as possible, particularly if timely face-to-face training is impractical. We have translated the course into 18 languages and completed roll out in April 2017. In this way, we will reduce the target time for new employees to complete the course from 60 to 14 days. Similarly, we will assess how frequently to invite employees to undertake refresher training, both on our Code of Conduct and our integrity and compliance policies.

Gaining greater visibility of third party partners

As part of our ongoing risk management efforts, we will increase our monitoring of high risk third party partners by investing in a specialist ‘continuous screening’ tool that will promptly alert us to any compliance-related issues that may require further review

Finally, in line with the UK’s Modern Slavery Act, we will publish a statement on how we identify, address and prevent instances of modern slavery in our supply chain. The statement will draw on existing elements of our Code of Conduct and respond to the requirements of the legislation.

Flint Group’s Integrity and compliance core values

- We don’t cheat
- We don’t steal
- We don’t bully or harass
- We don’t discriminate
- We don’t lie
- We don’t treat people badly or disrespectfully
- We don’t compete unfairly

We do expect all of our people to conduct themselves in a highly ethical manner and follow the principle of ‘if in doubt ask.’

Our Code of Conduct

The three pillars of our Code of Conduct are:

Legal compliance and business ethics – We comply with the law in every country where we operate and uphold the guiding principles of the United Nations (UN) Global Compact.

People and the environment – We place a strong emphasis on keeping our employees healthy and safe, protecting the environment and respecting the human rights of the people in our supply chain (in line with the UN’s Declarations of Human Rights and Rights of the Child).

Confidentiality – We respect the confidential nature of our business partners’ and customers’ business and expect the same from others.

Managing our risk in



an uncertain world

Managing risk effectively is fundamental to becoming a sustainable business and achieving long-term profitability. In a rapidly changing, uncertain world, we continuously seek to understand the risks and opportunities facing our global business in a robust and structured way. Importantly, we take action to maximise opportunities, such as those presented by the growing packaging market, ensure the longevity of our manufacturing operations and safeguard our commercial interests, particularly as digitisation continues to challenge traditional print media.

How we manage risk

Responsibility for managing risk starts at Board level. Leaders representing every major function collaborate through our Executive Management Team ('EMT') to review our global risks and opportunities, and evolve our risk management strategies. We take a centralised, group-wide approach to identifying and managing risk, classifying risks according to their commercial, human or financial nature. Sustainability considerations flow throughout this process, particularly when we consider health and safety, environmental and succession planning issues.

To determine the level of severity posed by each risk, we consider the probability of it occurring and its potential consequences on both our reputation and our ability to create value. We compile all the information in a Risk Register and create a 'heat map' pinpointing our most critical risks. Our Risk Management Committee oversees these efforts, delivering a clear, comprehensive report annually to management. In developing risk management initiatives, we consult external risk experts on best practice, as appropriate, and regularly evaluate our progress.

Moving ahead in 2015-16

We made significant progress on strengthening our Integrity and Compliance programme, following our move to separate our Risk Management Committee into two distinct groups in 2014. Throughout 2015 and 2016, one group focused on risk and the other was solely

dedicated to integrity and compliance. This allowed us to gain a more in-depth understanding of compliance issues and develop a truly global, consistent integrity and compliance culture, including by enhancing our Code of Conduct and introducing a raft of new policies (please see integrity and compliance).

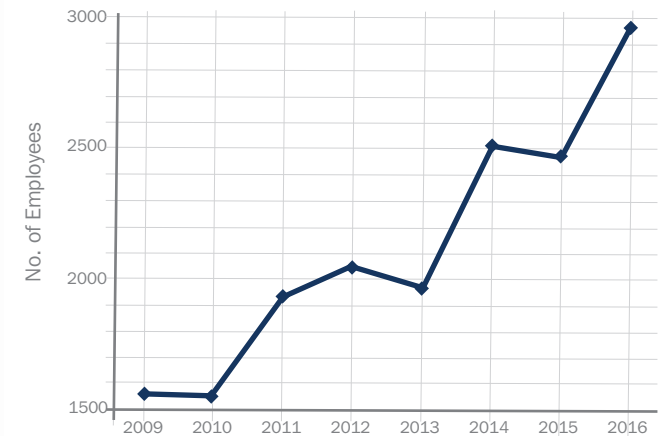
Overall, we identified 20 risks with a critical score, of which one was allocated our most severe ranking. The Risk Management Committee is reviewing all critical risks to monitor progress closely.

We also delivered training to many of Flint Group's managers globally on the importance of considering risks from a reputational, as well as a financial, perspective via a series of workshops conducted in Europe, the Americas and Asia.

Looking further

Now that we have succeeded in laying the foundations for a stronger, global Integrity and Compliance programme, we are recombining our two committees to become one consolidated Risk and Compliance Management Committee. With risk management and compliance remaining key strategic priorities, the committee will continue to play an integral role in ensuring we build an accurate picture of pressing risks and opportunities and initiate programmes accordingly.

Employee Representation Certificate Coverage



Through Flint Group's Employee Representation Certificate (ERC) employees are asked if they are aware of any violations of the Code during the reporting period. Any instances of non-compliance are investigated through a structured, transparent process, with penalties levied as appropriate, including termination of employment.

Flint Group aims to ensure that people across the business respect our commitment to ERC reporting. This applies to all general and senior management, all sales and procurement teams, finance, human resources and all senior people who deal with customers, suppliers, other third parties or government officials.

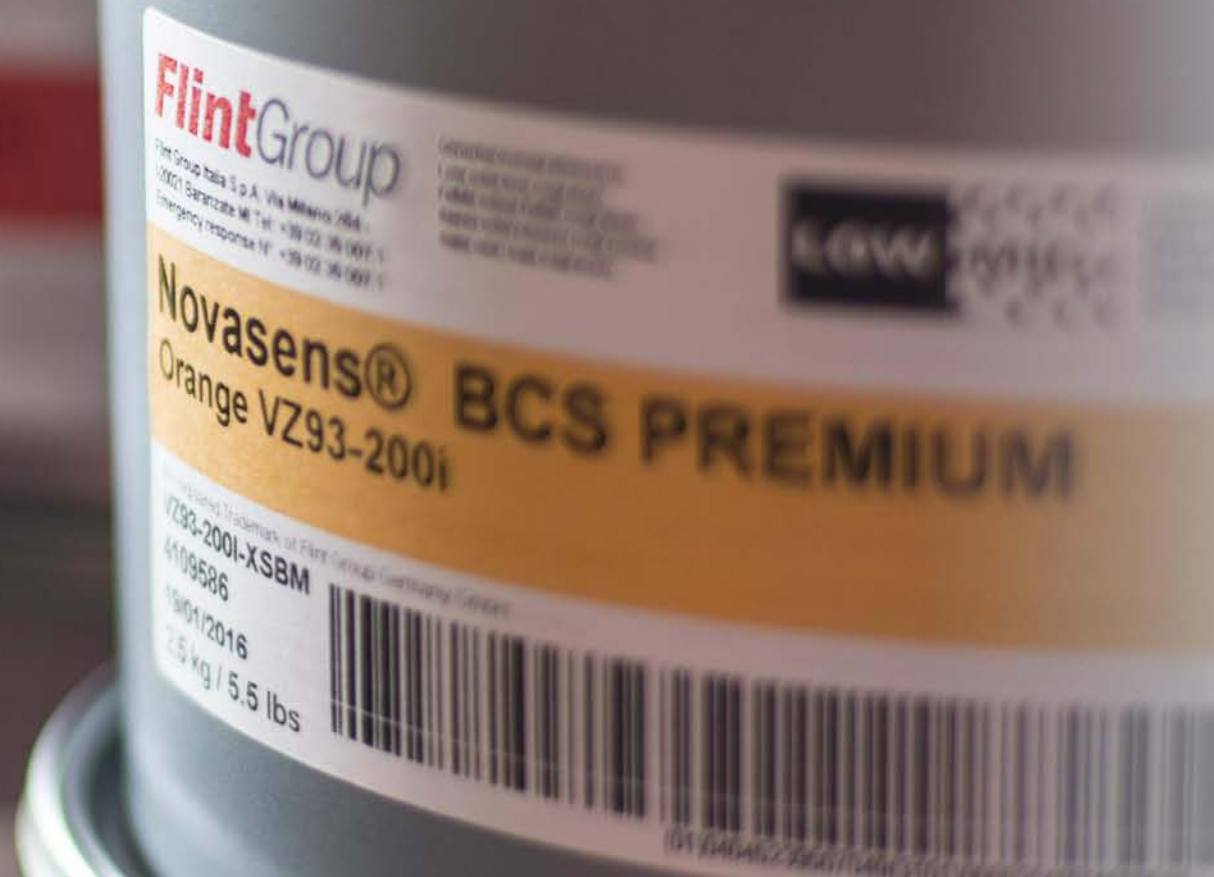
| | | |
|------|--|-------|
| 2016 | 2,945 out of 6,957 total Flint Group employees | - 42% |
| 2015 | 2,472 out of 6,760 total Flint Group employees | - 37% |
| 2014 | 2,506 out of 6,828 total Flint Group employees | - 37% |

Environment:

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- 18. Chemical legislation – Remaining proactive to stay ahead of evolving regulations, export control and customs
- 20. Improving measurements, increasing transparency – Committed to embedding sustainability across our global organisation
- 26. The right products, the right partner – Providing publishers, packaging printers and converters with the most reliable products and deliver them in the most streamlined fashion

Chemical legislation, export



Delivering safe, high quality products is vital to fulfilling legal requirements in the countries where we operate, maintaining our reputation in the marketplace and exceeding our customers' expectations. We are proactive in staying ahead of evolving regulations as the volume and complexity of these increase globally, particularly within the European Union (EU), the US, China, Korea, Turkey and Brazil.



control and customs

How we manage evolving legislation

In 2016, we restructured our Global Regulatory team in order to better respond to customer requirements and the increasing volume of regulatory requirements facing our diverse, growing business. The team monitors new and evolving export control, customs, chemicals, packaging and labelling legislation worldwide. It evaluates the potential commercial and sustainability impacts (including the penalties of non-compliance) and collaborates across our business to make any necessary changes, reporting to our Executive Management Team. We focus on five key areas of regulatory risk: export control, customs, safety, health and environment, chemical control laws and regulations, and product safety.

We are also particularly vigilant in responding to regulations in the two areas that most affect our industry from a sustainability standpoint:

- Regulation, Evaluation and Approval of CHemical Substances (REACH). Flint Group is affected both as downstream user and as registrant
- Global Harmonised System (GHS)/Classification, Labelling & Packaging (CLP).

Our centralised approach is integral to responding to the requirements of REACH, which has global implications for sourcing raw materials and selling finished goods. Similarly, the GHS (and its European version CLP) also has global implications for labels and material safety data sheets (MSDSs), although the details of the legislation may differ from country to country.

Registration of substances

We achieved 91% of our 2016 target for our own REACH registrations. Suppliers have now provided the relevant information for 78% of the

substances we use, ahead of the May 2018 deadline. We use a system-based-solution to track the status of REACH registration of each material for each substance we buy from our suppliers.

Substances of Very High Concern (SVHC)

As part of our approach to delivering safe products, we replace potential harmful substances before they are officially banned. For example, Flint Group had replaced all SVHCs with safer substances prior to their being added to the candidate list. None of the products we supply in Europe contain any SVHCs in concentrations above the legal limit of 0.1%. Importantly, we maintain a rigorous control over these substances and can provide transparent reports on our performance.

Reviewing laws and collaborating with suppliers

We reviewed 1,344 laws in 2015-16, up from 1,106 in 2013-14, and took steps to engage with our suppliers on the new Union Customs Code, introduced by the EU in 2016.

Looking ahead

We will continue to refine and improve our team, and identify and address any skills gaps. Our Research & Development team will also continue to investigate how best to phase out critical substances from our products. Building on our system and process improvements in 2016, we will replace the outdated interface between SAP (our ERP system) and our HSE data system Sphera with a state-of-the-art solution to help ensure that we have the right product safety information on the right label on the right product. By using this new interface, we aim to improve the accuracy of the information we provide to customers.

Inside REACH, the European Union's flagship chemicals legislation

REACH – Adopted by the European parliament in 2006, REACH is the most significant EU legislation on protecting human health and the environment from the negative impacts of chemical substances. It is a major focus within Flint Group's sustainability programme.

Registration of substances – Under REACH, companies must register every chemical substance used in every product. This applies to both Flint Group as a registrant, and also to our suppliers.

Substances of Very High Concern (SVHC) – Substances that are considered to be particularly hazardous to human health and the environment and should be replaced if possible. There are currently 173 substances on the SVHC candidate list, which is overseen by the European Chemistry Agency (ECHA).

Global harmonised system (GHS)/Classification, labelling and packaging (CLP) – The EU's CLP regulation came into force in 2009, requiring all EU states to conform to certain norms in the classification, labelling and packaging of substances and mixtures. It seeks to reflect the principles of the United Nations' Global Harmonised System.

A man with a beard and glasses, wearing a blue cap and an orange safety jacket, is smiling in a chemical production facility. The background shows industrial machinery and pipes. A large green text overlay reads "Improving measurements, inc".

Improving measurements, inc

20

Steve McKeown
Silicone Process Operator - Chemical Production Facility
Manchester, UK

At Flint Group, we believe that embedding sustainability across our global organisation is fundamental to our future success. Increasingly, we are empowering our businesses to integrate environmental priorities at divisional, regional and site level, and encouraging our employees to factor our sustainability goals into their daily activities. We recognise that there is still much to do, but we believe that with every team playing their part, we will be able to accelerate progress on our journey.

Increasing transparency

In 2016, we began to build a deeper understanding of our environmental footprint. With the support of our new Operation Supply Chain forum (OSC), we conducted a global programme of data collection and measurement, producing the most comprehensive view of our energy, waste and water performance to date. This will lay the foundations for a series of targeted environmental initiatives worldwide, designed to both reduce our impacts and save costs. Importantly, the global footprint we established in 2016 will become the baseline against which we measure the results of these efforts, enabling us to continue improving the quality of our reporting, year on year.

The OSC, established in February 2016, will work at a global level and cross-divisionally to focus on increasing and adding value from an operational and supply chain perspective. Featuring not only senior operational leaders but also senior members of our Procurement, Supply Chain, Health, Safety Environment (HSE), HR and Communication teams, the OSC forum has provided a vehicle to make progress in a number of key areas including HSE, capability building and sustainability.

Using the expertise of the OSC forum, we are in the process of developing

a number of long-term operational goals on issues including waste reduction, landfill reduction, recycling, energy usage. To deliver these goals, we will implement sustainability programmes at division, region and site level. We will also use the OSC forum and its resources to assist us in identifying all the existing programmes that generate environmental and cost savings, and capturing their results on an ongoing basis. While we are still at the beginning of our journey, adopting this robust approach will help us move steadily towards our sustainability vision and long-term goals.

How we manage our environmental performance

Existing projects to better manage our performance include switching to LED and motion detection lighting and programmable thermostats in our offices and warehouses, upgrading to more energy efficient equipment, researching renewable energy options and implementing recycling programmes for diverse waste streams. Importantly, our line managers will lead the implementation of all existing and future initiatives, reporting to our OSC forum leaders, each of whom will share progress updates at our regular OSC meetings.



Australia benefits from LED installation...

We have all heard about the benefits of LED lighting and, in the space of a few years, it seems to have become commonplace in our lives. No more so than in our Dandenong site in Melbourne, Australia where the local government is actively encouraging factories to switch over to this exciting technology with financial incentives.

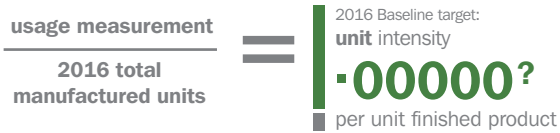
So what are the benefits that we can expect to reap from this technical innovation? There are five main areas: energy efficiency, safety, reduced heat output, long product lives and low maintenance costs. And, of course, all this translates into lower costs for the factory and lower energy consumption, which is good for the environment - all in all a win-win situation.

LED technology consumes 90% less electricity than incandescent lighting and, of course, you don't have to get rid of the heat providing further savings on air conditioning costs. At the same time there is a bonus from a safety point of view as there are no hot parts to avoid and, when it comes to high bay lighting of the type in a factory, the very long operational life of 60,000+ hours means that no maintenance is required for 5 years thus reducing the need for maintenance crews working at height.

So how has this impacted our factory? Let's have a look at the benefits from the 151 X 120 w LED High Bays and 637 x 1200 LED Tubes for warehouse/workshop space that were installed:

- +\$63,000 (AUS) in annualised savings (reduced energy and maintenance costs)
- 75% saving power bill
- Reduced risk of fire or electrical exposure
- Five year warranty so less work at height for maintenance
- Instant start up/illumination
- Less heat generation in areas where cooling is also in place

With a payback of 3 months it's a pretty good deal for Flint Group and for Mother Earth!



Delivering baseline metrics to accurately measure progress...

For the first time in 2016, we began measuring production intensity per product. In employing this calculation, we can negate any manufacturing fluctuations experienced by the business to provide an accurate and transparent figure in relation to manufacturing performance.

We achieve this figure by simply dividing our unit of measurement, for example, the use of natural gas or electricity, by the total volume of finished product units.

This 2016 formulation and baseline target will be used moving forward to measure progress and also help us to identify where we have the greatest opportunity to make reductions and develop initiatives to drive improvements further.



'Golden' Recognition in China

The 'Golden Idea Award' is an employee recognition award in China given to those who use innovative and creative ideas to solve a problem or improve a specific process or environment.

In 2015, The "Golden Idea" was awarded a total of 16 times. Many of our colleagues actively participate in this project in China and put forward many practical and effective suggestions. Since 2008, all of our departments have been actively involved in this project, with a focus on enterprise and continuous improvement. The project also helps to build engagement, providing employee ownership, focusing attention on even minor areas while generating enterprise development, and providing a constant source of many innovative cost-saving ideas.

Reducing our greenhouse gas emissions

It is vital that we play our part in helping to reduce global greenhouse gas (GHG) emissions, in line with the United Nations' Paris Agreement. We have a global programme in place to monitor the GHG emissions arising from our operations (Scope 1) and the emissions derived from our purchased electricity (Scope 2). This spans more than 95% of our operations in Europe, North America, Latin America, India, Australia and New Zealand, China and South-East Asia. The majority of our GHG emissions are produced by our consumption of natural gas and electricity. Addressing these areas is therefore our key priority. Our efforts are focused on Europe and North America, and we continue to expand our initiatives to all our sites worldwide, helping them to gather data at site level.

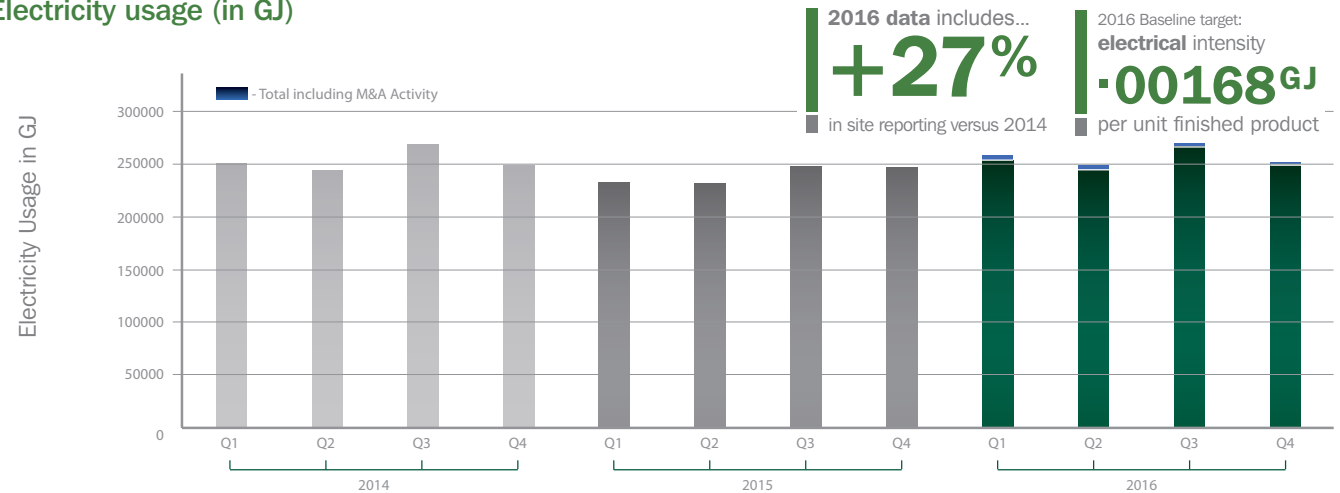
Over the past five years, we have measured our progress year on year against our 2012 baseline. From 2017 onwards, we will measure our progress

against our newly established 2016 baseline. We capture and manage both our energy and water usage data via a centralised system, allowing line managers to track the progress of local activities and our leadership to gain a real-time overview of our global performance.

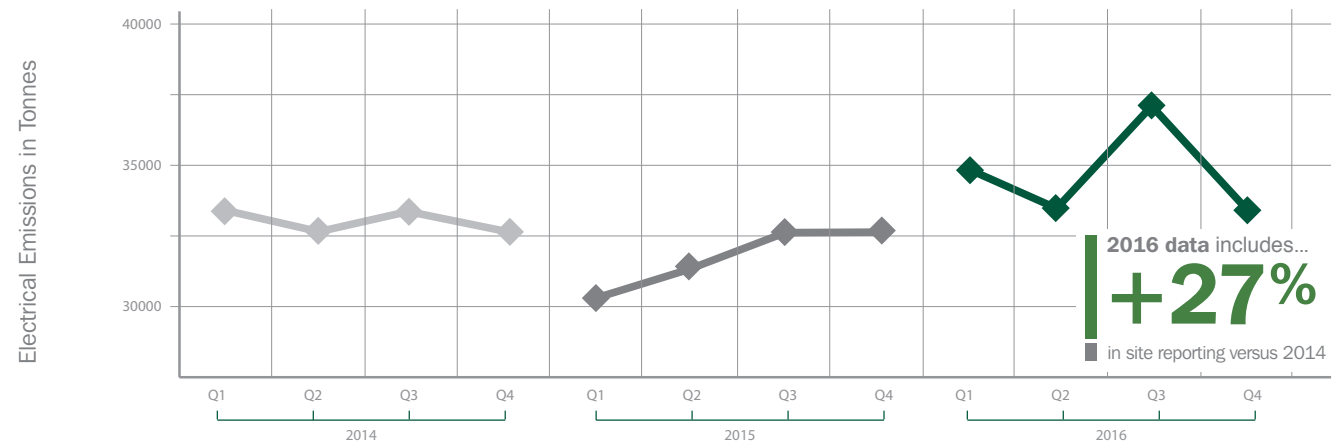
Reporting on our journey...

In 2016, we also implemented an internal audit programme to review the accuracy and completeness of the data captured for this report. This has resulted in more Flint Group sites reporting than ever before. While we intend to reduce our energy consumption through a process of continuous improvement and adoption of best practices, we recognise that, we may see an increase, rather than a decrease, due to increased reporting, customer demand or mergers and acquisition activity which continue to impact on usage.

Electricity usage (in GJ)



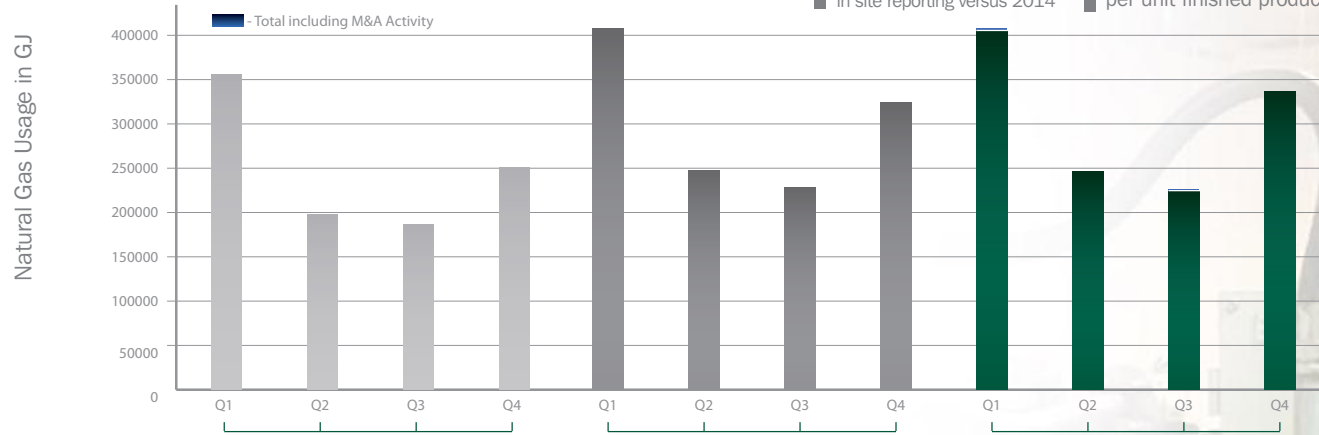
Emissions from electricity (in tonnes)



Natural gas usage (in GJ)

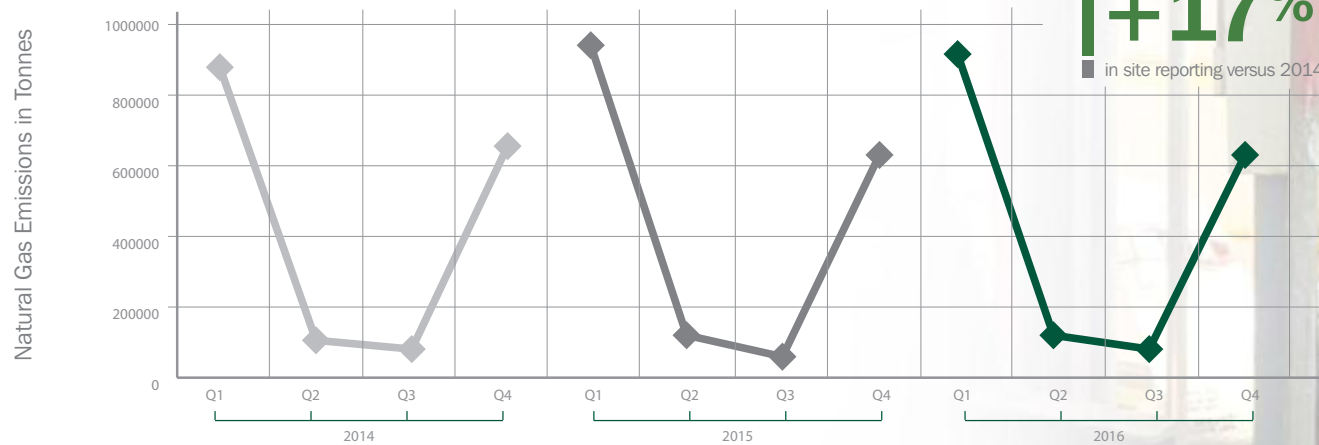
2016 data includes...
+17%
 in site reporting versus 2014

2016 Baseline target:
 energy intensity
-00201 GJ
 per unit finished product



Emissions from natural gas (in tonnes)

2016 data includes...
+17%
 in site reporting versus 2014

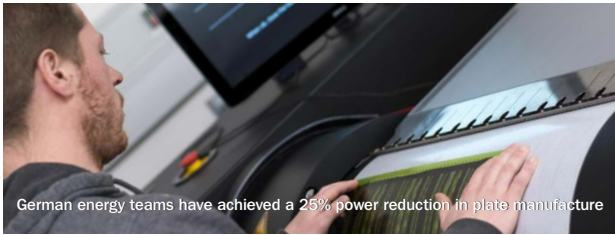


Carbon dioxide emissions

In thousand metric tons

| | 2014 | 2015 | 2016 |
|-------------------|----------------|----------------|----------------|
| Scope 1 Emissions | 1683.5 | 1727.3 | 1782.2 |
| Scope 2 Emissions | 132.6 | 127.1 | 139.1 |
| Total | 1,816.1 | 1,854.4 | 1,921.3 |

Guocheng Xu
 Production Batchmaker,
 VAPP China



German energy teams have achieved a 25% power reduction in plate manufacture

Germany: Increasing efficiency, reducing costs

Protection of the environment is not a new concept; rather, it has certainly been a part of our thinking and actions for decades now in Willstätt. The site is being used as an example to increase energy efficiency and reduce costs. Following the introduction of the ISO 50001 standard, our German sites received another tool to help achieve our energy and environmental objectives in a structured manner.

The certification also qualifies us for reimbursement of a portion of our energy tax burden. For Willstätt and all of our other German sites, this translates into refunds of several hundred thousand Euro's per year.

How do we continue to achieve our demanding objectives and involve employees?

We have formed 'energy teams' to define projects that result in a sustained reduction in our energy usage. These teams discuss and coordinate the actions to be taken in collaboration between engineering and production and define the areas where the effect will be greatest.

In general, all new investments such as technical equipment are also analysed prior to purchasing to determine their energy efficiency. And last but not least, our employees are also welcome to submit their ideas on how to save energy via the company suggestion system.

How can we determine whether our actions are actually bearing fruit?

We use measurement systems to regularly record the savings achieved and the effectiveness is reviewed on an ongoing basis. Since 2013 we have managed to reduce power consumption in the manufacture of printing plates by 25% per m² and by 37% per t (tonne) in the production of printing inks. Posters offer employees regular updates on the actions that have been put into place. A number of small and large actions alike have helped us achieve our goals from 2013 to 2016 for energy sources such as power, compressed air, warm water, hot water and steam.

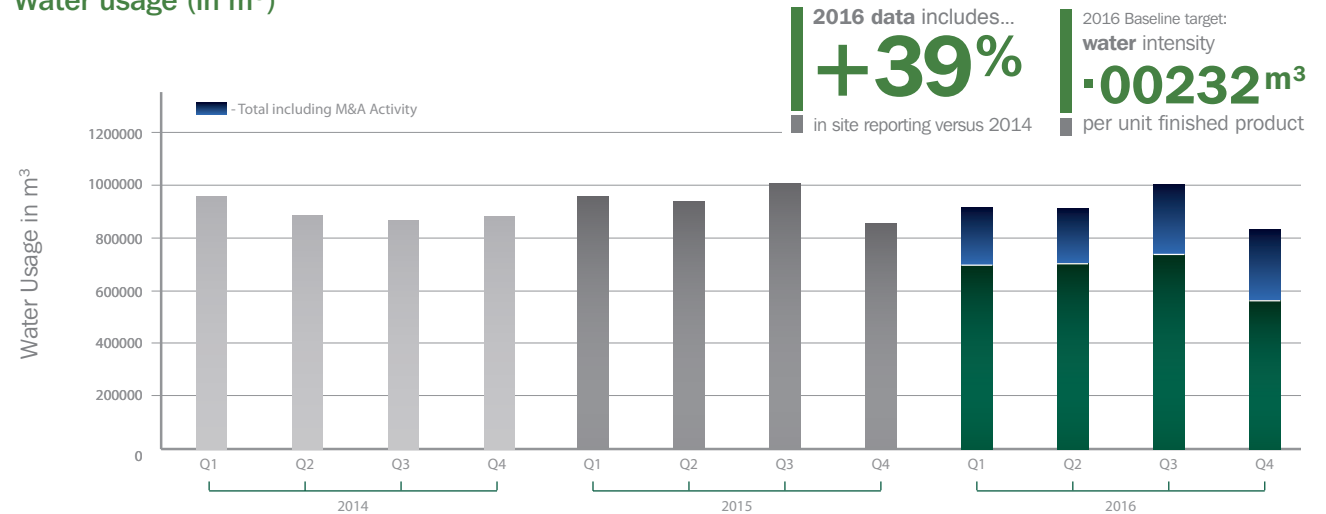
As in other areas, we were only able to achieve these challenging goals by working together and we can be very proud of all we have accomplished thus far! This is why we would like to take this opportunity to thank everyone involved for their dedication and support.

Conserving water

Managing water usage effectively is central to protecting the world's scarce fresh water resources, as the global population grows. Every Flint Group employee can contribute to conserving water by shutting off a running tap, issuing a work order to fix a leaking system or simply lowering the volume of water they use. Overall, every drop of water saved can have a significant impact on our total water usage.

In 2016, we have expanded on the number of sites reporting, with 93% of Flint Group sites now reporting on water consumption. This is up from 56% in 2014, with the quality of the data improving too. Additionally, with more initiatives in place to tackle water usage across our operations, we have seen a 28.3% reduction in water consumption between 2012 and 2016. This equates to a reduction of 762,725 cubic metres of water.

Water usage (in m³)

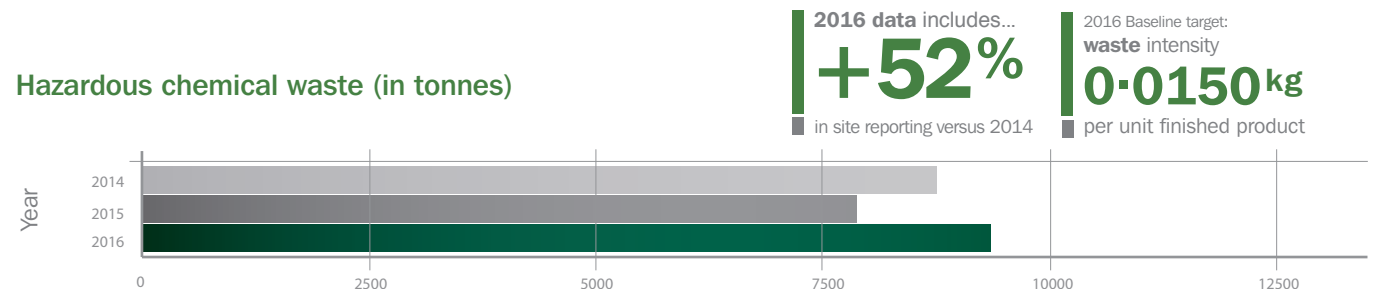


Managing our waste effectively

Generating operational efficiencies and managing waste effectively continue to be among our top environmental priorities. Our key waste challenges are linked to the complexity of our product portfolio and the high frequency of production changeovers, combined with relatively small batch sizes. We are in the process of aligning the metrics around waste so that we minimise waste – in time, effort or materials – saving costs and reducing our impact on the environment.

We aim to divert waste from landfill by reducing, recycling and reusing materials, wherever possible. In 2016, 73.6% of the total solid waste we diverted from landfill comprised recycled or reused products. This is equivalent to 23,200 tonnes of material diverted from landfill globally. This is a substantial improvement compared to 32% of total solid waste diverted from landfill in 2014.

Hazardous chemical waste (in tonnes)



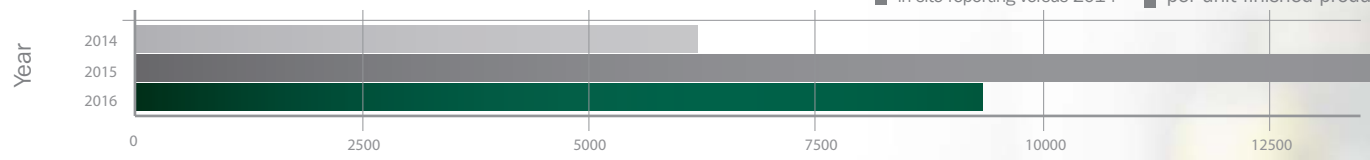
Rely on us.™

Ivan Morales Ramirez
Blanket Conversion Operator
Mexico

Non-hazardous chemical waste (in tonnes)

2016 data includes...
+52%
in site reporting versus 2014

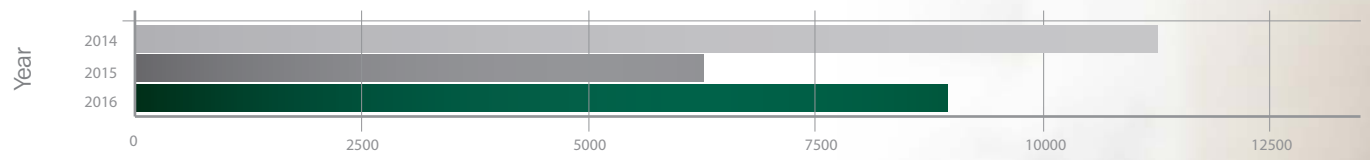
2016 Baseline target:
waste intensity
0.0149kg
per unit finished product



Waste to landfill (in tonnes)

2016 data includes...
+20%
in site reporting versus 2014

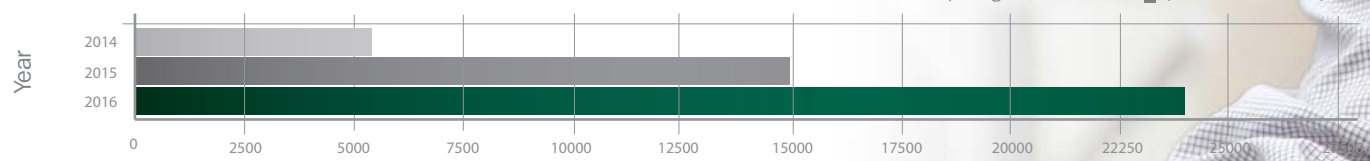
2016 Baseline target:
waste intensity
0.0136kg
per unit finished product



Recycled materials – waste diversion (in tonnes)

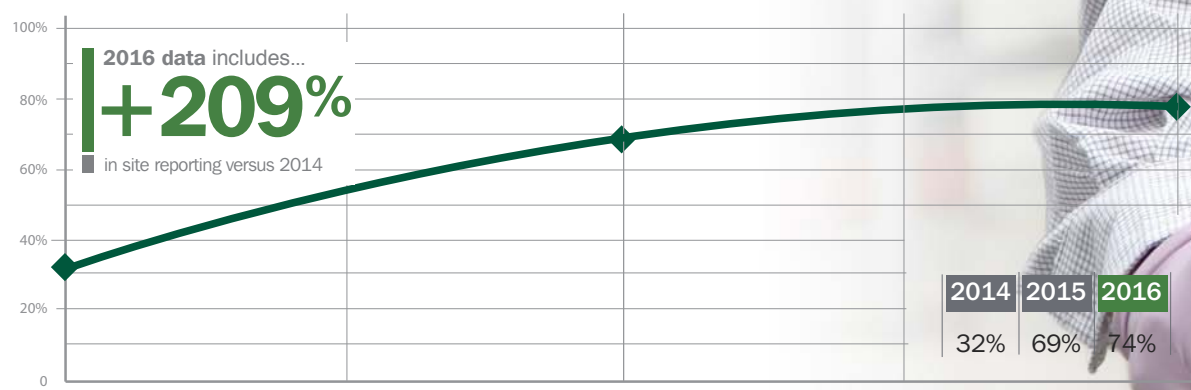
2016 data includes...
+209%
in site reporting versus 2014

2016 Baseline target:
waste intensity
0.0381kg
per unit finished product



% Recycled waste versus landfill

2016 data includes...
+209%
in site reporting versus 2014



| 2014 | 2015 | 2016 |
|------|------|------|
| 32% | 69% | 74% |

2014

2015

A photograph showing two men in an industrial setting. The man on the left is wearing a blue t-shirt and blue overalls, holding a grey bucket of paint. The man on the right is wearing a dark suit jacket over a white shirt. They are both looking at each other and talking. In the background, there is a piece of machinery with the text 'FLINTLAND 700' visible.

“Together, our products and people help you distinguish your business and your customers’ business from the competition”

The right products ...the right partner

Today, Flint Group has more to offer than ever before. We provide printers, publishers, packaging printers and converters with the most reliable products and deliver them in the most streamlined fashion. Our development teams are committed to formulating innovative, safe and environmentally friendly products that deliver proven cost and efficiency improvements. The printing and packaging industries remain challenging and exciting. We expect nothing less of ourselves than to remain at the forefront, continually able to provide customers with a sustainable advantage. Here are just some of the many examples of how we have managed to do this...

Europe: Flint Group presents its product portfolio conforming to the Blue Angel criteria for Printed Matters

In late 2015, Flint Group introduced its portfolio of products for printers seeking Blue Angel certification. Blue Angel is an environmental label organised by the federal government of Germany for the protection of people and the environment. It sets very exacting standards, is independent and has proven itself over more than 35 years as a guide for selecting environmentally friendly products. The Blue Angel for Printed Matters (RAL-UZ 195) is awarded to printed matter that represents an environmentally friendly alternative to standard printed matter available on the market.

Flint Group's range of Blue Angel products confirms our commitment to the environment and to ensuring best-in-class products are at the heart of our portfolio, developed to deliver exceptional performance characteristics coupled with leading environmental benefits.

Printing Inks

In partnership with WKS Group, our new PremEco BE Series has been developed especially with the environment in mind. WKS is a leading

German Heatset printer and pioneer for sustainable production. Benefitting from a wide range of press sizes including the world's only 160pp press, it has become the first Heatset printer using Heatset ink from Flint Group to receive the new certification for printed matters.

Pressroom Chemicals

To be compliant with RAL-UZ 195, a number of environmental criteria must be adhered to for the press room chemicals used in the printing process. For example, fountain solution additives should contain VOC levels less than 10%. The ready-made fountain solution must contain less than 3% IPA in formulation. For roller and blanket washes there are restrictions on aromatic hydrocarbons (<1%) and chlorinated solvents. The flashpoint has to be greater than 55°C but ideally should be above 100°C.

Flint Group offers a full portfolio of proven fountain solutions and washes to meet even the most exacting requirements. Just another example of how Flint Group is helping its customers to reduce their environmental impact now and for future generations.



Pressroom chemical product innovations in North America...

There is no 'off' switch on the product innovation engine. Just as our teams continually review ways to improve performance, so do they continually seek out ways to minimise the impact of our products on the environment.

Flint Group's Varn® fountain solutions are a good example of this. Year after year we've offered planet-friendly advances and innovations, and 2016 was no exception. Pressroom chemicals scientists developed a break-through, proprietary technology that improved upon our strict environmental standards while decreasing paper waste and water usage on press. Special formulations also match OEM-approval criteria – all the while improving product and print performance and helping to lower customers' total cost to print.

Founts aren't the only focus, of course. We've heeded the industry's wish for washes with higher—i.e. safer—flash-points. Flint Group offers upwards of 15 such washes, such as Ecolo-Clean 369, many of which also contain low or ultra-low VOCs.

Also available to customers are products for HUV and LED applications, supporting use of less energy in the printing process. The Varn® Ecolo-Wash 71UV is one such example that helps printers manage costs to produce and environmental impacts.

With Flint Group in their pressrooms, printers can raise the bar for ecological performance.



UV LED curing offers many sustainable advantages...

Vantage LED

In November 2016, Flint Group launched VANTAGE LED – the unique UV LED lamp retrofit conversion solution for sheetfed printers. Flint Group has always been at the forefront of the development of UV LED compatible ink technology. In launching its VANTAGE LED, we committed even further to the wide-scale introduction of this revolutionary technology.

The full suite of products and services included in VANTAGE LED consists of pre-conversion consulting and training, dedicated LED inks and coatings, matching pressroom chemicals and blankets, plus full customer support during and after conversion. At the heart of the system are EcoLUX LED lamps supplied by Air Motion Systems, the top provider of LED UV technology to the sheetfed offset industry.

UV LED curing is taking off with sheetfed commercial printers who want to offer faster turnarounds and expand the range of substrates they can print on, as well as existing UV curing printers looking to reduce their energy consumption and remove heat and ozone from their process.

UV LED for sheetfed printers offers many benefits including:

- The printed sheets are dry immediately
- Spray powder is eliminated
- In many cases oil-based or water-based overprint varnishes and coatings used for protection are no longer needed, resulting in material and energy cost savings.



Opened in July 2016...

Flint Group opens new Global Colour Centre for Packaging Inks

In July 2016 Flint Group welcomed the packaging print industry to a colourful future – a future where digital colour communication became the new norm!

Flint Group presented its new Global Colour Centre (GCC) with solution-based competencies, including a demo centre, customer academy, 24/7 colour matching, and digital colour management solutions supporting all four of Flint Group's packaging business segments - Paper & Board, Flexible Packaging, Sheetfed and Narrow Web - all served under the same roof with the same processes, communicating globally. The Centre was officially opened on 29th June with a ribbon-cutting ceremony in Lodz, Poland.

"A milestone has been achieved with the opening of Flint Group's Global Colour Centre in Lodz, Poland. The opening of our GCC is a clear testament of our commitment to support customers around the globe with innovative,



Global Colour Centre - Lodz, Poland

high quality colour solutions," says Kim Melander, VP Sales EMEA & Global Strategy Paper & Board for Flint Group.

Mr Melander continues, "The demand for digital colour management solutions from brand owners to converters is increasing in all markets worldwide; this is why Flint Group is on the right path and, through our investment, we are setting new standards with the opening of this state-of-the-art competence centre – which is one of a kind in the industry."

Stuart Duffy, Director Professional Services for Flint Group Packaging & Narrow Web, comments, "Many of our customers are looking to implement a digitally managed colour workflow to ensure full brand colour integrity across multiple locations, segments and media. With our new Global Colour Centre and the VIVO Colour Solutions toolbox, Flint Group has developed a unique offer to help our clients, no matter where in the world, in moving colour management to the next level and into the future."

EkoCure™ ANCORA – UV LED low migration ink for food compliant labels and packaging

November 2016 witnessed the global launch of EkoCure™ ANCORA, the Narrow Web industry's premier UV LED curable low migration ink series suitable for food compliant labels and packaging applications.

EkoCure™ ANCORA is the newest innovation in our industry, combining revolutionary technology of UV LED curing along with low migration food compliant chemistries. Together, the technologies enable food safe printing with the highest reliability and productivity due to stable curing at high press speeds and optimised UV LED ink chemistry.

Kelly Koliopoulos, Global Marketing Director for Flint Group Narrow Web, states, "The innovative journey in developing UV LED curing products that was started four years ago by Flint Group, is culminating in a milestone development – low migration UV LED curable inks. We believe strongly in low migration UV LED technology. The combination offers all the economic benefits of UV LED curing, including better press uptime and productivity and reduced energy consumption, along with the peace of mind converters are seeking for food compliant packaging due to the assuredness of cure."


Greg Palm, Executive Vice President, Business Development at Mark Andy, comments, "LED printing will greatly change our industry forever; it is a paradigm shift. With LED curing, converters no longer have to accept the unnecessary downtime associated with mercury lamp failures, inefficiencies and hazards. We ran a narrow web flexible packaging job at 1000 fpm with excellent cure performance using EkoCure™ ANCORA low migration LED inks and Mark Andy ProLED at 20 W/cm². The combination of LED low migration inks and highly efficient printing presses will become an unbeatable combination to address the increasing demand for shorter and shorter run lengths in the flexible packaging market."

EkoCure™ ANCORA is part of the UV LED curable inks family, branded EkoCure™. EkoCure™ UV LED curing inks include flexographic inks, screen inks and a wide range of metallics, coatings and adhesives. Flint Group is committed to innovation that brings improved performance and, overall, offers added value to converters globally.

“Flint Group’s innovative colour solutions help today’s brand managers to consistently meet customers needs”

Marzena Szymanska *Laboratory Colourist, Global Colour Centre, Poland*





“Meeting the most stringent requirements in terms of recyclability, absence of harmful substances and human and environmental safety”

Raf Fierens *Test Operator - Xekon, Belgium*

Zeikon dry toner development



Zeikon's innovative electrophotography dry toner...

From its very first generation, Zeikon presses have used LED-array-based dry toner electrophotography, an imaging technology we have continually refined and improved upon to bring it to the high standard of sophistication it achieves today.

Dry toner electrophotography is a mature digital printing process and arguably one of the most stable digital printing processes. Having been used for decades, it has proven to be effective, which is why it remains the industry standard for quality and reliability. Dry toner, as such, has also several properties that give it an edge when it comes to high quality digital printing. Since its formation, Zeikon's scientists and engineers have been at the forefront of developments to continually improve and fine-tune our toner – raising the bar ever higher.

Continual development provides unique benefit

Over the years, our market-driven research has ensured that our toner has been continually improved and fine-tuned to meet the requirements of our customers' applications.

When we launched our prototype digital colour press in 1993, it used our first generation toner, logically dubbed 'V1', which was soon replaced by the improved 'V2' and latterly the 'V3'. Since then we have seen many advancements developing a range of dry toners to meet specific market characteristics such as the Zeikon Form-Adapted toner (FA), a radically new toner system introduced in 2006. This development work has steadily continued with the latest 'Cheetah' toner introduced in 2015, designed specifically to run on the Zeikon CX3 press - the fastest and most productive digital five-colour narrow-web label press - the market in the top-quality range. All toners are protected by Zeikon-owned intellectual property rights.

When designing and developing our range of toners, we take great care in choosing ingredients that deliver the best performance and results possible while meeting the most stringent requirements in terms of recyclability,

absence of harmful substances and human and environmental safety. As a result, our dry toner offers you a unique combination of benefits.

Safe for Toys and Clothing

Babies and toddlers like to touch what they see and tend to put everything in their mouths. With Zeikon printed products, parents need not worry: our toner contains no heavy metals, softening agents or ingredients on the list of products to be avoided, so that it can be safely used for printing on toys and their packaging. Moreover, our toners are also ECO-Tex-compliant, which means that they are not harmful if they come into contact with the skin. Zeikon-printed textile transfers not only look good, they feel good too.

Easy on the Environment

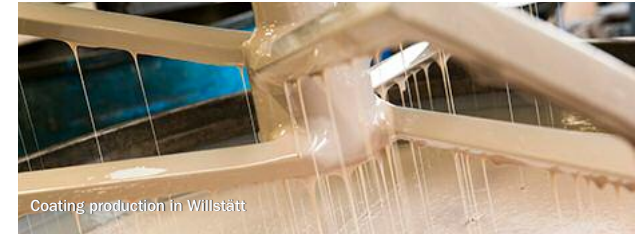
The production of toner requires energy, especially for the generation of compressed air. However, our toner factory has invested heavily in optimising its energy consumption. Not only does it use exclusively green electricity, it also uses heat recovery and efficient compartmentalisation and zoning, resulting in a reduction in energy consumption of more than 35% over the past years. It is the first toner factory whose production processes are virtually CO2 neutral.

But there is more: the factory has also taken intelligent measures that have reduced the volume of waste it produces by more than 50%. Some waste fractions are reused in the production of new toner while others are compressed with wood pulp for use as fuel in the cement industry. Packaging materials are recycled, and the volume of packaging waste is being kept to a minimum thanks to the use of raw materials in bulk packaging.

Guaranteed Recyclability

Paper recycling is becoming increasingly important. In its 2011 European Declaration on Paper Recycling, the European Recovered Paper Council set the recycling target for 2015 at 70%. Recyclability is particularly relevant for digitally printed materials. A large fraction of it is very short-lived, which means it quickly ends up in the recycling chain – packaging, direct mailings, transactional documents and transpromo prints being good examples. Recyclability should not be taken lightly, either. Some countries already have legislation in place that makes printers explicitly warn consumers if printed material is not recyclable.

Zeikon users can rest assured: independent research shows that all commercially available Zeikon toners score high on deinkability. This means that Zeikon-printed matter is guaranteed to be recyclable. Moreover, as it contains no hazardous substances, it can be disposed of safely since our toners have been found to be Ames-negative, meaning that they do not have any mutagenic effect on living organisms. Tests have also shown that they are not harmful to aquatic organisms (plants as well as animals), which is an important advantage for the wastewater treatment systems at the deinking plants.



Coating production in Willstätt

Flint Group extends Novaset coating range...

Flint Group recently completed a major investment in additional capacity at its water-based coatings site in Willstätt, Germany, enabling it to expand the range of Novaset speciality coatings.

The new Novaset speciality coatings range includes soft touch, high gloss direct food contact, blister, in-mould, barrier, anti-slip, anti-curl and temperature resistant versions, as well as coatings that do not require hazardous labels, which when added to the standard Novaset range creates a 'complete portfolio'.

The production expansion in Willstätt comes on the back of extensive research into the market for coatings, which highlighted the need for more complex technologies and special effects. The production process used in Willstätt is ecologically sound as we do not use external heat to dissolve the resins, thus avoiding the use of any heating energy – instead using only the exothermic reaction from stirring at room temperature, which is clearly a great ecological improvement.

"Our reputation for high quality, reliable and very stable batch-to-batch consistency has been key to our success," says Romain Boulot, Vice President of Sales and Global Strategy of Flint Group's Sheetfed division. He continued, "We now want to offer a complete range of speciality coatings in order to fulfil the most challenging application needs of our customers."

"We have also been working closely with our colleagues in Zeikon to formulate coatings with characteristics suited to digital print applications. Novaset 4301 High Gloss is one of the resulting products. It's a low odour, low migration coating suitable for commercial print and packaging print applications with a direct food contact version available too."



FlexoExpert certification programme

Quality in prepress is not based on luck – it is the result of accurate and professional work, optimised processes and constant learning and improvement.

With Flint Group's FlexoExpert certification programme launched in 2016, customers are evaluated and trained on specific platemaking standards and certified – receiving confirmation of the company's successful completion of the programme. Customised and individual, the certification process is implemented in close cooperation with the customer's plateroom personnel - process times, training and inspections being performed jointly with them.

Advantages to the customer:

- Certification as confirmation of the company's quality platemaking standards – visible to your customers on a worldwide basis through Flint Group FlexoExpert web pages
- Optimised production processes to produce consistent high quality
- Evaluation and training by Flint Group experts.

With a duration of six months, the certification programme consists of three steps. The first phase includes a detailed inventory and status report as well as individual training and preparation by Flint Group experts. In the second phase, the implementation of the recommendations follows. At the conclusion of the certification programme, the crucial audit takes place with a final verification of all process parameters and applications. At this time, Flint Group experts again question and evaluate the complete production process.

The programme is completed with a certificate, which confirms the company's quality platemaking standards – clearly visible to all customers.

nyloflex® FTF Digital plate receives prestigious Innovation Award

Flint Group Flexographic Products was proud to accept the 2016 FTA Technical Innovation Award for its nyloflex® FTF Digital plate. The first commercially available plate of its kind, the nyloflex® FTF Digital plate offers flat top dots and a micro-textured surface without the need for additional processing steps or digital surface screening. This unique combination of features provides enhanced simplicity for packaging printers and increases efficiency in the pre-press and platemaking process.

According to P.J. Fronczkiewicz, Product Manager, Flint Group Flexographic Products, "By far, the biggest advantage of the nyloflex® FTF plate for flexible packaging printers is its inherent, micro-textured surface that provides the perfect conduit for accepting and then transferring ink onto smooth substrates." Fronczkiewicz continues, "This allows printers to achieve substantial increases in solid ink density and nearly flawless, mottle-free ink laydown." Printers will also enjoy the elimination of printed trail edge void issues with the new technology employed in the nyloflex® FTF Digital plate.

This novel technology also allows plate makers to process the nyloflex® FTF Digital plate just like they would any other standard digital plate without the need for additional equipment or consumable items or further

"Thermal like you've never seen before"

With a focus on innovation, Flint Group Flexographic Products introduces the new nyloflex® Xpress Thermal Processing System for flexographic printing plates – incorporating the speed of thermal platemaking with incredible plate and print quality. The nyloflex® Xpress Thermal Processor incorporates a smart design with an enhanced user interface. The distinctive characteristics of the processor provide unprecedented control and allow for more consistent and stable plate production, encompassing "Thermal like you've never seen before".

Friedrich von Rechteren, Vice President Sales EMEA & Global Marketing of Flint Group Flexographic Products, says, "We believe our new, integrated solution is in a class of its own. We achieved this result by looking at the thermal process holistically. By combining the best in equipment design, plate development and engineered fabric, Flint Group is offering a system which leads to reduced costs, improved quality and improved sustainability."

At the heart of the processing system lies the nyloflex® Thermal Printing Plates specifically formulated to perform exceptionally well in the nyloflex® Xpress Thermal Processor. The first of these plates – nyloflex® XPH and nyloflex® XPM Digital Printing Plates – offer extraordinary detail with




investment in high resolution imaging upgrades and software. Due to the specialised surface texture, which is suitable for any resolution, time savings can be achieved by imaging at a lower resolution. With The Easy Way, it is no longer necessary for tradeshops to bear the painstaking and costly process of matching and equalising the subtle differences in surface screening between plates produced at multiple locations using different flat top dot systems - significantly reducing the complexity of the pre-press and platemaking process.

The nyloflex® FTF plate technology was first introduced at the 2015 FTA Forum/INFO*FLEX and has received excellent reviews and acceptance in the flexible packaging printing market since its commercial release in July.

highlights that rival the quality of solvent plates. Specially developed to print on paper at high line screens of 200+ lpi, nyloflex® thermal plates are capable of printing the finest highlight dots up to 50% smaller in size than the minimum printed dot of the market-leading thermal plate.

Further benefits can be realised in the engineered fabric of the nyloflex® Developer Rolls, designed to be highly efficient and environmentally friendly. A unique fibre shape provides optimal surface area to retain molten polymer, resulting in a material that is 30% less dense than standard developer roll. nyloflex® developer rolls are offered in two widths to maximise the efficiency of use with various plate sizes. The special fabric design and variable width options result in a material that is noticeably lighter and easier for operators to handle.

To support the programme, Flint Group offers a comprehensive waste recovery programme in the US with the nyloflex® Xpress Thermal Processing System. All consumables used in the system, including plates, can be picked up and routed to a waste-to-energy facility or recycled where available. The process is simple: the customer collects the items, palletises them and, when ready, calls a toll-free hotline to request pick-up.

A man with glasses and a brown zip-up sweater is smiling while holding a long, flexible, orange-colored strip of material. The strip has a grid-like pattern and is being bent into a curve. The background is a blurred industrial setting with machinery and lights.

“We offer a uniquely powerful combination of innovative products, service and expertise”

Frank Boyksen Technical Service - Stuttgart, Germany

Social:

CONTENTS:

- 36. Developing and shaping high performing teams – Grasping opportunity and meeting our challenges
- 40. Employee engagement and social sustainability – Enhancing team spirit through team activities
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Developing & shaping high



performing teams...

As we continue to expand globally, it is vital that we continue to shape and develop high performing teams to meet the needs of our customers around the world and deliver financial success to our shareholders. The HR team is supporting this transformation, as business partners to our leaders in grasping the opportunities and meeting the challenges presented by the markets we serve.

Through our established People Strategy, we consistently aim to achieve working environments across nearly 200 locations around the world, which are good places to work – with strong cross-functional collaboration & teamwork, and regular celebration of success. We aim to ensure that all of our employees are treated with respect, their ideas listened to and

opportunities provided to grow and develop their skills.

We are making good progress but with substantial opportunity for further improvement and development of Flint Group's culture and the working experiences of our people. Achieving consistency of standards across nearly 200 locations is a constant challenge for leadership – and change is a daily feature of life in Flint Group. We have so much talent in our teams around the world – and we need to continuously strive to better nurture, encourage and recognise the many individuals and teams that go the 'extra mile' for our customers to deliver a huge set of improvements in innovative products and processes, quality and safety improvements, cost reductions and productivity/efficiencies etc.

How we empower our people to succeed

Our People Strategy consists of four fundamental pillars: leadership, team and individual performance, employee engagement and effective organisations.

A. Leadership and Capability

- Ensure consistently high standards of Integrity and Compliance globally
- HSE – systematically reducing life changing accidents/incidents and application of behavioural safety tools
- Leadership assesment, development and succession planning to ensure the right mix of internal promotions and key hires – including coaching and mentoring
- Further develop a collaborative culture – open to new and innovative ideas.

C. Employee Engagement

- Equipping our people with required tools, skills and knowledge – invest in learning, coaching and mentoring
- Effective performance management – aligned goals and regular 'how is it going?' discussions
- Further develop digital HR processes – with Capability & Talent management next
- Variable pay plans with the right level of line of sight to accountabilities and targets.

B. Team and Individual Performance

- Continuous improvement in safety, quality, customer service, productivity and cost – build sustainability programmes into site Balanced Scorecards/Vital actions
- Communication channels optimised with alignment to strategy, values and sustainability – with increasingly effective employer branding
- Encourage team and individual recognition – celebrate success and also encourage local social responsibility programmes.

D. Effective Organisations

- Driven by segment and functional strategies with clarity of roles and responsibilities
- Vital Action management through project management tools
- Total compensation and benefit costs in line with business performance
- Effective change management – ensure we are open to newly acquired cultures and manage well the 'soft' side of integrations.
- Treating our people affected by change to our business or locations with full respect and appropriate support

Employee Testimonials

Increasingly, many employees are making the most of the career opportunities available at Flint Group. Here is a selection of testimonials from long-serving employees:



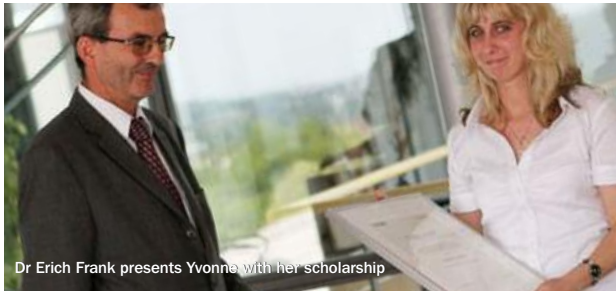
Viviane Rodrigues, Laboratory Leader, Brazil

"After my master's degree, I did an internship at Flint Group in Milan, where I learned a lot with very experienced and charismatic people. I was then promoted to Raw Materials Laboratory Leader. Today, six years later, day after day I have been learning inside the company. I feel like a very accomplished and valued person here at the Flint Group."



Wassi Kouirukidis, Operating Manager, Germany

"I started as an apprentice chemical worker in 1986. Very early I got basic managerial tasks, and in 1990 I became a full-time supervisor. Later, supported by the company, I did evening classes to gain a master craftsman's diploma. What I really enjoy here is the friendly atmosphere and the relationship I have with my colleagues. I'm proud and happy to have be a part of this organisation for more than 30 years now!" (continued on page 39)



Dr Erich Frank presents Yvonne with her scholarship

Flint Group awards German scholarship

The German Scholarship Programme started in 2011. The programme was established by the German government with its objective being to support talented and capable apprentices. In addition to particular success at school or university, special value is placed on high social commitment.

Two scholarships have recently been awarded by the Stuttgart Media University (HdM), which are financially supported by the government and selected companies. One of the two awardees was Yvonne Lechner from the German-Chinese double degree programme for printing and media technology. This globally unique course leads to a double degree as an engineer-bachelor of the HdM and of the Xi'an Technological University. Advanced knowledge of media technology as well as the Chinese language are taught as core subjects of the degree programme.

On 28th June, 2016 Ms Lechner received her certificate from Dr. Erich Frank, Head of Technology Management/Regulatory Affairs at Flint Group. "Since I was a little girl I've been fascinated by the Chinese language and culture. The fact that I also show interest in sciences and in painting in my spare time are the optimum conditions to combine all my interests", explains Ms Lechner.

Flint Group is particularly interested in promoting a competent next generation in the subject of printing and collaborates on joint projects with the HdM in Stuttgart as well as other universities around the world. For example, the K+E-Award from Flint Group has been presented for almost 60 years, twice per year, for the best master thesis in printing technology.

A. Leadership

Our leaders are instrumental in developing the cross-functional, high performing teams we need to succeed. We expect our leaders to demonstrate integrity, honesty and a 'can do' attitude. Beyond this, they must be able to drive change in support of our ambitious goals and be active in embedding our values and culture, including increasingly high standards of integrity, compliance and safety in all that we do.

To ensure that we have the right leaders in place at every level, we continuously review the needs of our business, appoint or promote leaders, identify employees with leadership potential and provide tailored training to nurture their talent. Our capability and talent review management process is central to this process, allowing us to systematically review performance and plan for succession efficiently. Additionally, the rapid growth of our company is strengthening our ability to attract and retain strong leaders. In 2015-16, we employed 18 senior leaders who, along with a strong core group of leaders with a 'Can Do' attitude, are making substantial contributions to the business. Strengthened by best practice project management techniques, they are coordinating over 50 priority vital actions across Flint Group to grow and significantly enhance the performance of our business, including the following:

- Realising significant progress in every area of our Integrity and Compliance goals
- Executing substantial restructuring delivery in accordance with our values
- Producing encouraging progress with our M&A integrations.

The Phoenix Leadership Programme is our flagship training programme for senior leaders, designed to develop our future leaders, and delivers blended training (through workshops, e-learning and projects) on four key modules, including industrial marketing, financial understanding and operational excellence, over an 18-month timeframe. Candidates are nominated by senior leaders. Some 40 leaders took part in 2016 Phoenix programmes in the Americas, Asia-Pacific and Europe – 120 alumni have graduated globally to date.

Our Phoenix Leadership graduates go on to deliver positive change across our company. For example, one graduate has led a project to reduce the time taken for our Colorfast Division to develop pigments for internal packaging ink customers, allowing them to bring new products to market more quickly and increase sales.

In 2015-16, we conducted a major employee training exercise to acquaint all our employees with our enhanced Code of Conduct and related policies (see Integrity and Compliance). All new employees take part in integrity and compliance training (on both our Code of Conduct and related policies), as part of our induction process, and are invited to view a bespoke video in which our CEO, Antoine Fady, explains our strong stance on integrity and compliance, and our values as a company.

B. Team and individual performance

To continuously strengthen our results-oriented, knowledge-sharing culture, we set clear goals and priorities for our teams, in line with our core business strategy, and monitor performance closely, both at a team and individual level. Our ability to develop high-performing, cross-functional and multi-cultural teams, following a clearly defined set of priorities, sets us apart from our competitors and helps us to perform effectively in our chosen markets.

We are increasingly managing performance through centralised, automated systems. We evaluate our 'managers and other staff' performance through their 'Performance Log', exploring to what extent they have delivered on key aspects of our values and mission, including integrity, developing a strong health and safety culture, customer responsiveness, fairness and transparency. We promote people based on merit, and recognise both team and individual success.

In addition to regular, informal performance meetings, we hold annual performance reviews and use a '360' online process, with managers, peers and customers all sharing constructive feedback. This offers a chance for leaders to reflect on their strengths and development needs and support our employees' professional and personal development.

Our site-based employees are also evaluated on their performance, with many examples of KPIs that measure teams' and individuals' contribution to health & safety, customer service, productivity, efficiency, etc.

C. Employee engagement

We strive to create a supportive, open and inclusive environment where people can be themselves and give of their best. In the dynamic global marketplace in which we operate, there are multiple challenges for our employees to navigate. We empower people to fulfil their potential and deliver the performance we need to succeed. In particular, we encourage people at all levels to contribute to developing innovative ideas.



2016 American Phoenix Alumni

As our company continues to grow and transform, we communicate with our employees on a regular basis, which helps to promote an inclusive atmosphere and encourages our people to have a sense of pride in our company and their business unit, factory or functional team.

Among the regular communications from our leaders, our CEO and EMT (Executive Management Team) deliver quarterly briefings on our performance and the key challenges we face in our industry to leaders around the world, who are then asked to communicate in turn to their people. We also communicate on business changes and strategy regularly through 'Town hall' meetings and tailored divisional and regional newsletters.

We continuously invest in learning and development opportunities for all our employees. Our world-class e-learning platform offers employees approximately 300 courses, 500 books and 300 short (3 to 10 minute) videos. Courses are currently available in eight languages and cover topics such as finance, project management and leadership effectiveness.

In particular, we have noted significant energy and enthusiasm in the company, in the wake of our mergers and acquisitions, with people determined to succeed and give of their best for our customers.

D. Effective organisations

We endeavour to create strong-performing teams whose skills and knowledge respond to the complexity of our industry and the market demands of our diverse businesses and international customers. Indeed, our efforts to be an effective organisation are increasingly market-focused

– we strive to offer and deliver our products in a way that creates optimal value for our customers and best corresponds to their needs.

In 2015-16, we stepped up our focus on strengthening our teams and creating multilingual, cross-functional teams to address the challenges we face and deliver value across our key accounts and marketing plans, particularly where we supply the same products across multiple countries. We do this by identifying, nurturing and recruiting talent and supporting our teams with targeted training.

For example, our HR team is continuously advancing our core values training by adapting it to suit the needs of diverse regions and business divisions. In particular, the team worked with 50 managers across our Flexographic Products Division to define core divisional values and behaviours, and is delivering training to Flexographic employees globally. Most recently, our Latin American business has embarked on a similar journey.

Looking ahead

Building on our achievements in 2015-16, we will continue to strengthen our company's leadership and boost our teams' performance in order to grow our business and exceed our customers' expectations. We remain committed to equipping our people with the skills and knowledge they need to develop professionally and contribute to our success. Bringing our core values to life for our diverse businesses and embedding our global integrity and compliance culture will remain top priorities, as we continue our journey to truly being an effective, sustainable organisation.



Matt Moore, Production Lead, United States

"By taking advantage of any and all opportunities to learn, I moved to the Pigments division where, a year ago, I was promoted to Production Lead. I am always willing, when given the chance to cross-train, to gain a greater knowledge of our process."



Sam Cauchi, Business Development, Canada

"When I learned about the exciting aspects of the business plan and the growth strategy of my position, I knew it was a rare opportunity to join a world-class team that was investing aggressively in their people and their infrastructure. It's a great time to join Flint Group."



Employee engagement and

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Izabela Czekajewska and daughter Lena pictured at Flint Group Polska's Family Fun Day

social sustainability

At Flint Group, we actively support our people in engaging with local community groups and charities, and raising funds for worthy causes. We also encourage our employees to help make Flint Group a better place to work by fostering team spirit through team-building activities. Ahead you will find just some of the many projects our people supported in 2015-2016:

US: Bringing fun and laughter to seriously ill children. The Hole in the Wall Gang...

For the sixth straight year, Flint Group was a proud sponsor of the Hole in the Wall Gang Camp, providing \$25,000 towards its ongoing success. Founded in 1988 by actor Paul Newman, the camp provides a 'different kind of healing' for seriously ill children and their families. This supportive community celebrates fun, friendship and the spirit of childhood, encouraging every child to be themselves and enjoy the activities on offer.

Through multiple programmes, including summer camps, family weekends, confidence-building wilderness trips for teenagers recovering from illness, and year-round visits to hospitals and clinics, the Camp serves more than 20,000 children and their families in the North-East United States each year.

The Hole in the Wall Gang charity uses the funds provided by Flint Group to support each of these programmes – the donation is spread over the

various activities to ensure the programmes continue to run smoothly, and without fail, for those who need and rely on them.

For a full list of the programmes offered, to see some smiling faces or to donate your time to this great organisation, please visit their website at <http://www.holeinthewallgang.org>.

US: Improving lives with United Way

In 2016, Flint Group employees in Asheville, North Carolina, added another year to their decades-long support of United Way, a global non-profit network that empowers communities to promote social good and improve lives. Flint Group's employees have long supported United Way, donating well over \$300,000 since 1995 to support its work. Individual United Way offices design programmes and form partnerships to address the most critical needs of their communities. In the Asheville area, United Way provides access to educational grants, healthcare assistance, housing aid for veterans and at-risk families, and more. Our employees' donations are helping United Way to continue supporting those who are most in need.



Flint Group's Employee Engagement Model...

Flint Group's approach to continuously improve on employee engagement is underpinned by our own Mission and Guiding Principles – a fundamental set of simple, clear values. At Flint Group we aim to create an environment where our people and teams are motivated to give their best and enjoy meeting the opportunities and challenges we face. We are committed to the development of teams and individuals, and firmly believe that we can only grow as an organisation by allowing and enabling our people and teams to grow with us. Therefore, we encourage our employees to use their skills and expertise to build both team spirit and creativity within our organisation and the world around us.



US: Collecting cereal for people in food poverty

In the US, underprivileged young people have access to free or subsidised lunches during the school year but, during the summer months, may wonder where the next meal is going to come from. Flint Group's Michigan employees organised a Cereal Drive to help fill this summer need, collecting boxes of cereal for distribution by the local Gleaners Community Food Bank, which provides south-east Michigan households with nutritious food and related resources. In just four days, we collected more than 1,000 boxes of cereal. Donations grew exponentially as employees and managers collaborated across all our teams, one after another, competing to raise the bar. This gift by Flint Group employees to the community provided approximately 14,472 servings to our neighbours in need.



UK: Breast cancer awareness

Flint Group Ruabon in Wales participated in the UK-wide Wear it Pink campaign organised by breast cancer charity Breast Cancer Now. Employees were invited to wear pink to work for a day in October 2016, with people arriving in an array of pink clothing, including pink tops, socks and even a tutu. The company provided pink-themed cakes, sweet and treats to help celebrate the day. The event was part of a larger year-long initiative in 2016, which raised more than £3,000 for charity.

Latin America: Celebrating World Environmental Day

To celebrate 'World Environmental day', Flint Group's Latin America Region prepared a full month of themed activities in June.

At the heart of the month's activities was the theme of waste reduction (aligning itself nicely to a focus on sustainability actions being conducted within the divisional manufacturing meetings). The month-long event included a number of initiatives that were promoted, including:

Making healthy food choices – A workshop about composting and organic gardening for employees including lessons on how to create a home composting system and organic garden, in addition to explaining the theoretical concepts and purposes. This action is an attempt to reduce the disposal of organic waste and encourage healthy food.

Waste reduction – Awareness campaigns aimed at reducing waste generation. Employees were provided with ideas about the best way to reduce waste in their sectors. The best idea in each site was rewarded with a coffee break/special lunch or voucher for pizza (depending on the country) for the department/employee and recognition within the local employee newsletter.

Additionally, Flint Group Chile also started activities to reduce the amount of waste in January 2016 using this opportunity to review results and invite employees to think about new ideas.

Flint Group's facility in Colombia decided to do something more practical and create teams to focus on one type of waste to search for viable solutions to improve how we handle and/or reduce generation.

Engaging our younger generation – We also initiated a campaign on waste awareness for our Employees' Children. Employees were invited to ask their children to prepare drawings, photographs and texts that illustrate the importance of waste reduction, not only within the company but also as a whole, with the winner at each site receiving a special award (a toy in some sites, a ticket for the cinema in others).

This event was made even more special in Colombia, where a full day of activities was prepared for the children between the ages of 5 and 13 years old. The invitation was made in recycled paper and sent to employees families. During the day, the children helped make a mural using exploitable waste such as cardboard, paper, plastics and magazines.



Marcio Alvares (left) and Estela Rosalino participate in the Organic Gardening session in Cotia, Brazil



Employees' children participated in a waste awareness campaign

Our facilities in Chile, Brazil and Argentina all have partnerships with non-governmental organisations for the donation of non-hazardous waste for recycling.

In Brazil, 27.6 tons of recyclable materials were donated and generated income for the poor community organised by a non-governmental organisation located close to the facility. In addition, Brazil also runs an initiative to collect empty toiletries (toothpaste, floss, toothbrushes and mouth wash). All of the packaging collected is donated to a local children's cancer center support that maintains a partnership with a company that pays for this materials and recycles. During 2016, more than 8 kg of materials were collected.

At Flint Group Argentina, the team donates to a hospital that aims to build a hostel for the families of children with diseases requiring long-term treatment or hospitalisation. In 2016, over 55 tons of non-hazardous waste was donated. Flint Group Chile, donated to Fundación San Jose, an orphanage that sells these recycled materials on.



Peru: Donating to underprivileged communities

At Christmas, Flint Group Peru's Lima facility collected food to donate to Casa Hogar Madre Teresa de Calcuta en La Victoria, a charity that helps 33 children and 100 elderly people living in severe poverty in the local community. In addition, Flint Group employees volunteered to help feed and support those most in need.

Recycling to help those in need...

We understand that our waste can and should have a destination that seeks to combine the improvement of environmental conditions with a social support. With this in mind, we are focused on ensuring the recycling, reducing the consumption of natural resources and generating incomes for Flint Group or for the local communities in which we live and work.



Idelmar de Jesus Teixeira, Production Operator, Cotia Brazil along with wife Elizabete and son Joao Vitor at the family fund day



Belgium: Keep the flame burning...

Every year at Christmas time, Belgian radio station Studio Brussel and Red Cross Flanders organise Music for Life, a week-long fundraising event focusing on themes such as clean drinking water, malaria and children orphaned by AIDS. In December 2016, the station chose more than 1,280 charities to benefit from the fundraising activities. Xeikon participated by buying pin badges featuring the charity's logo, flames for all its employees in Belgium, asking its teams to take and post selfies wearing the pin.



Poland: Family fun day

In May 2015, Flint Group's Poland team organised a picnic for all employees and their families at the Jedliczanka holiday resort, near our facility in Lodz. Some 150 employees and their families enjoyed a day of fun and family activities, including painting and science experiments for the children, who also had the opportunity to play on inflatable slides, ride horses, get their faces painted and even learn how to dance Capoeira. For our older guests, we organised games of volleyball and badminton, as well as a football competition held an inflatable playing field!



Belgium: Providing the Foundation Against Cancer with Free Printing

Cancer touches all of our lives in some way or another. This is why Xeikon didn't think twice when it was asked to support leading Belgium charity Foundation Against Cancer in 2015.

Founded in 1924 to fight against cancer, the Foundation Against Cancer funds scientific cancer research in Belgium and provides information and social support to people with cancer and their families.

The agreement ensures that Xeikon now supply – either directly or via its customer printers – free printed material on its high quality digital printing systems. Communication tools that would have previously eaten into the charities budget ensure that more funds can be better utilised for research or patient support. The tools, being supplied by Xeikon, simply make more money available for the Foundation's missions.

"We are proud to provide direct support to the Relay for Life Movement campaign in Belgium being run by such a worthwhile charity," states Danny Mertens, Xeikon's Corporate Communications Manager. "When a former

colleague contacted us and asked us to support the charity, we couldn't wait to help the Foundation against Cancer's fight against all forms of cancer.

"As such, we provide – free of charge – a range of printed matter on different substrates. They will be mostly small runs, often personalised, high quality print. It also includes small to medium run length flyers and posters, personalised large format cheques used at fundraising events, name cards for local Relay for Life Committees, large banners with team images, floor and wall displays."

Luc Van Haute, CEO of Foundation Against Cancer Belgium, comments: "Foundation Against Cancer finances scientific cancer research, supports patients, raises awareness and spreads messages to prevent cancer. It communicates with the general public through information and prevention campaigns. Every euro we don't spend as a cost – any type of cost – is a euro we can use for research, social support and prevention."

India: Bringing clean water to schoolchildren

The Paladi Primary School, which is located close to Flint Group's facility in Lamdapura in the Indian state of Gujarat, plays a key role in helping the local community gain access to education. However, a lack of clean drinking water has affected pupils' health for many years, leading to high rates of sickness and absenteeism.

In line with our commitment to support the communities where we live and work, Flint Group's Lamdapura team quickly identified how it could take action to improve the school's water supply. With the local authorities' consent, the team developed, funded and installed a Reverse Osmosis (RO) plant at the school to remove ions, molecules and larger particles from the water supply.

The RO plant is housed in a covered, purpose-built unit, providing an effective, long-term solution. It also features a fresh water storage tank to ensure uninterrupted water supply and a storage tank for waste water, which the school can use in the school grounds and gardens. As the

temperature in Gujarat can reach up to 48°C, the team also installed a cooler to keep the water at a drinkable temperature. We hope the children will enjoy their clean drinking water, stay healthy and benefit from their education.



US: Supporting local communities with clean water

Some people make a positive change by supporting established organisations with feet on the streets and a process in place. Sometimes, though, you gather those around you, roll up your sleeves, and take action. That's what Flint Group employees did in Plymouth and Ypsilanti, Michigan. Their goal: to bring clean water to underprivileged communities in the local city of Flint, where residents had suffered from lead-poisoned water in 2014. Two years later, the issue was still not fully resolved. Our employees donated money, muscle and time to buy, gather and haul 4,050 litres of bottled water to the city, helping local people gain access to clean water while the water supply was being fixed.



Students of Paladi Primary School
Lamdapura, India

Keeping our people safe is



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crucial to our values

We believe that maintaining optimum safety levels can only be achieved when people ‘live’ safety as a value, adopting safe behaviours unconsciously. Importantly, our senior leaders, including our CEO, are passionate about creating a strong culture of health and safety in the workplace, and are instrumental in guiding our health and safety efforts.

In 2015-16, we developed and implemented a new health and safety strategy, including a stronger focus on high impact, low frequency hazards and enhanced our health and safety standards to develop a consistent global approach and raise performance across Flint Group. This is vital as we help 1,191 new employees at 31 new sites in understanding and meeting our standards.

How we manage health and safety

We strive to help our employees perceive safety as a value. This emotional connection is central to driving continuous improvement, with people intuitively making good health and safety decisions. Put simply, it is not about clipboards and tick-boxes; it is about encouraging people to want to protect themselves and others, so that it becomes an instinctive choice, rather than a duty.

Our leaders’ active stance on health and safety is vital in demonstrating that a healthy, safe workplace is equally as important as efficient production. Their leadership helps us to shift perceptions within our workforce, so that people automatically begin to adopt safety as a value.

Stepping up our health and safety training

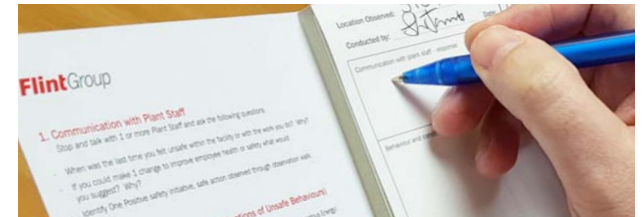
Training and awareness is a vital part of our LiFE strategy. We are stepping up our employee health and safety training, complementing our standard training by developing a series of short briefings, in which we demonstrate visually the lessons we have learnt through real examples on our sites. Importantly, we explain how the incidents occurred and how employees can take action to protect themselves and prevent similar incidents. For example, in Latin America, site leaders have taken part in a tailored training programme to help enhance our sites’ health and safety culture, complemented by visual briefings on past incidents.

In addition, we are developing tools to improve our people-focused approach and enable sites to adopt the most appropriate behavioural-based activities for their size and cultural development. The concept of ‘people-focused safety’ will run throughout the training, with local managers in our regions being offered a series of proven approaches to achieve a high standard of ongoing learning (manager-led, site champions and peer to peer).

Achieving continuous improvement

TIR performance

Overall, we improved TIR performance, reducing our TIR by 16.5% since 2015, achieving a rate of 0.99. Increasingly, we are exploring these results in greater depth at a Group level, so that we can identify good practice and apply it more broadly, and take action to help specific sites and



Integrity & compliance

Permits and licences

It is vital that we remain legally compliant and can demonstrate that we have the correct licences to operate. We have introduced a database to manage permits and we alert our sites when they need to renew a permit or licence. Additionally, we commissioned an independent auditor to ensure we are acting appropriately. In 2015-16, we held 231 actions on permits and licences in our database, and closed out 225.

Capability audits

We will continue helping sites improve through our new HSE capability audits. Our health and safety team will assess a number of sites per year to assess their health and safety performance against Flint Group’s rigorous standards, following a risk-based approach.

Independent health and safety assessments

In 2017 we intend to add an extra layer of governance by using an independent consultant to conduct legal compliance assessments.



Introducing LiFE

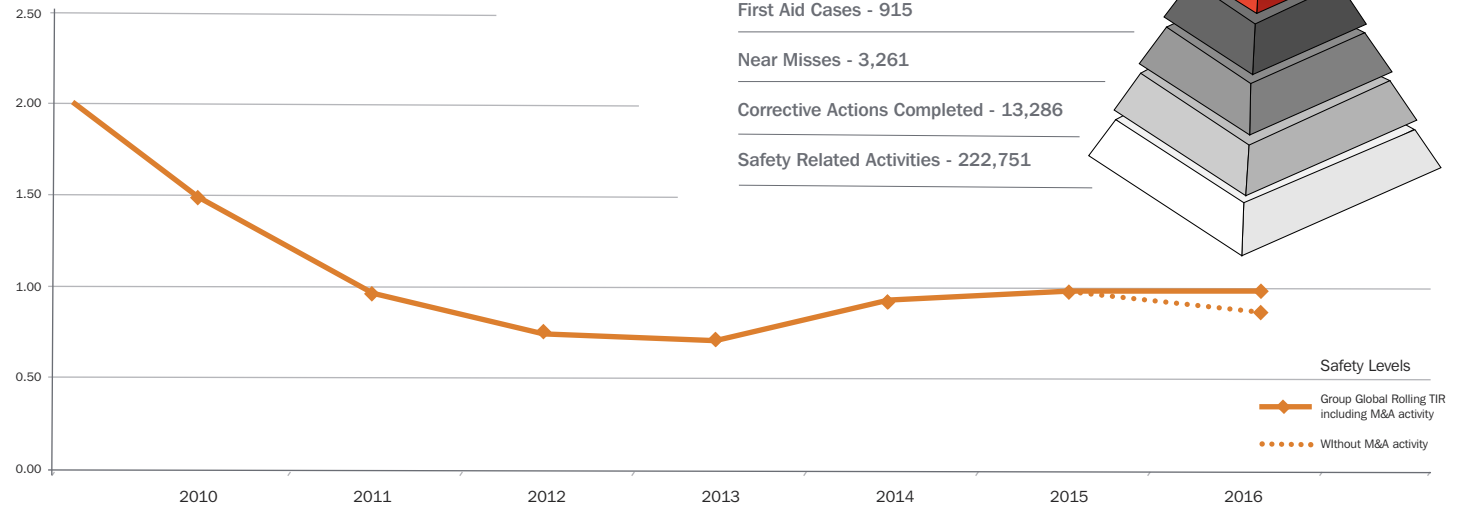
Everyone should expect to work in a healthy and safe environment. This means putting appropriate risk controls in place and taking action to both prevent more frequent, smaller injuries and eliminate life-changing injuries and fatalities. To step up our focus on eliminating serious injuries that could continue to affect an employee's quality of life after 12 months, we have introduced a LiFE (life-changing injury and fatality elimination) element to our health and safety strategy. We will encourage all our employees to play their part in eliminating life-changing injuries from the business.

As part of our ongoing commitment to reducing reportable injuries, we have also introduced an accident reduction pillar to our strategy. Central to this was a focus on the 15 sites that contribute most to our global Total Incident Rate (TIR). Each site manager is responsible for implementing a tailored accident reduction plan, designed to improve protection and behavioural safety measures, enhance the site's health and safety culture, and increase the attention we direct to LiFE hazards.

Among our employees, we are increasingly raising awareness of the importance of preventing LiFE incidents and encouraging people to treat 'near misses' with the same degree of severity. Our upcoming series of 'Life-saving Rules' for employees will provide an accessible guide to LiFE hazards in the workplace.

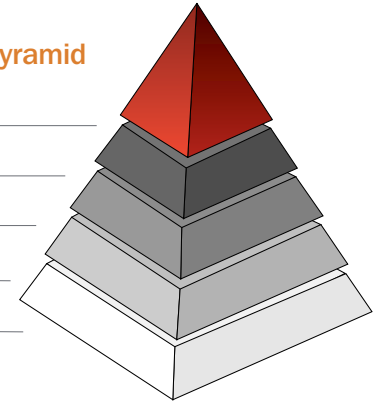
Our LiFE efforts build on Flint Group's established safety initiatives, including our risk-awareness programme SafeStart, through which we provide regular training. To further address workplace transport risks (a key LiFE hazard) and reduce forklift-related accidents, we have introduced a Pedestrian Awareness Tool. This will help employees experience the low visibility forklift drivers have of pedestrians. We have also made progress on improving pedestrian safety at our Australian sites by installing physical barriers in addition to marked walkways.

Total Incidence Rate



2016 Flint Group Safety Pyramid

Total Recordable Injuries - 63
 First Aid Cases - 915
 Near Misses - 3,261
 Corrective Actions Completed - 13,286
 Safety Related Activities - 222,751



businesses improve, as required. We are working hard to get our TIR on a sustainable downwards trend and there has been encouraging progress on 'LiFE incidents'. Incorporating health and safety into their daily responsibilities is proving to be effective in creating a safe and healthy workplace. Our TIR goal for 2017 is 0.7. In the long term, we aim to sustain a TIR rate of 0.5.

Flint Group 'LiFE incidents'

| 2014 | 2015 | 2016 |
|------|------|------|
| 5 | 5 | 1 |

Flint Group TIR Rate (Total Incidence Rate)

TIR = 200,000 X Number of Recordable Injuries / Hours Worked
 (Where 200,000 = 100 employees working 2,000 hours per year)

| 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|------|------|------|------|------|------|------|
| 1.42 | 0.93 | 0.74 | 0.72 | 0.82 | 0.99 | 0.99 |

LiFE injuries and near misses

We experienced one LiFE injury in 2016, whereby an employee broke his arm. This compares to five in 2015 and five in 2014. Importantly, we also identified 25 potential LiFE incidents or 'near misses' – occasions when no-one was injured but a serious incident could easily have occurred – with workplace transport topping the list. We will also be keeping a close eye on other lower frequency issues such as working in confined spaces or at a

height, as these tend to generate the majority of LiFE incidents for manufacturing industries generally. It is critical to understand how we can prevent such incidents from occurring, particularly as they are not typically captured through standard monitoring. We are therefore reviewing all serious 'near miss' incidents centrally to determine root causes and circulate recommendations for improvement across our business. We expect to see greater change over time, as our LiFE strategy becomes more thoroughly embedded.

Accident reduction plans

By focusing on the 15 higher risk sites, we reduced the number of reportable incidents at these locations by 36% in 2016. These sites had contributed 63% of reportable incidents in 2015, which dropped to 47% in 2016.

Looking ahead

We will continue to implement our HSE strategy with an emphasis on eliminating LiFE incidents through raising awareness in our enhanced programme of training. We will encourage each site to develop specific plans to drive positive changes and embed a healthy and safe workplace culture incorporating People Focused Safety, and monitor their progress, particularly on incident reduction. Additionally, we will refresh our existing safety initiatives, such as SafeStart, introduce our life-saving rules for employees, roll out targeted training on workplace transport and machinery, and further develop our Process Hazard Analysis capabilities. In this way we will achieve effective control of the risks with the greatest potential to cause LiFE incidents.



France: Clermont Safety Week

Every two years, the French site of Clermont de l'Oise holds a one-week workshop to raise awareness of safety, health, the environment and well-being at work. The objective is to approach safety from a different angle, to deliver and communicate key messages in an interesting format. It also provided the opportunity to exchange ideas, engage staff and raise awareness of safety and security at the site.

Clermont's Safety Week promoted eight different topics to employees who were able to select three of the two hour modules. This ensured maximum participation by all of employees, be they administrative staff, operations or employees who regularly travel.

Employees were given the opportunity to participate in a conference on Psychosocial Risk Prevention, discover sophrology (health & wellbeing),

and learn more about verbal or non-verbal communication, office posture, gestures and postures.

Medical staff managed courses focusing on cardiovascular risks and diet. The HSE department had prepared an 'errors workshop' within the warehouse, and a workshop on road hazards with a rolling car simulator and a driving simulator provided by the regional safety agency.

A total of 126 participants participated in 1 or more workshops, representing 287 hours of training or awareness.

Exhibition stands were set up in the site restaurant presenting all of our products in order to highlight the various product ranges including inks and chips and the printing techniques as well as the end products generated through the use of Flint Group's products.



Willstätt's running club in action

Germany: Health of our people key to good performance and a successful company...

In 2015 Flint Group's Willstätt site in Germany formed a Health Management Committee aimed at further improving and reinforcing Health Management at the site. Comprising Site Management, HR, Workers' Council and SHE, the team was charged with identifying areas where improvements could be made, basing these on employee surveys and health risk analyses conducted in 2015/16.

Since then, many of the ideas generated by the team have been put in place, including coaching workshops within all of the many departments, a healthcare day for all employees in 2016, training to combat stress and the installation of a Flint-Fit-Room for all our employees that can be used after work or in breaks.

In addition, Willstätt now also operates different flexible working time models and lifetime accounts, to help ensure employees achieve a correct work-life balance. With these investments in our people, we invest also in our future.

Europe: Building safety competency and skills



Mark Shurba, Health & Safety Advisor UK

Flint Group's Print Media Europe Division has continued to build health, safety and environmental competence and skill levels through socially sustainable development programmes for existing employees and ensuring that local HSE managers are trained to the highest level locally.

In the UK:

Mark Shurba; Health & Safety Advisor, Irlam & Mark Peters, HSE Manager, Wolverhampton have both begun the Nebosh National Diploma in

Occupational Health & Safety. NEBOSH's National Diploma is highly sought-after by employers. Recognised and respected throughout the world as a mark of professionalism for health and safety practitioners, the qualification is designed by health and safety professionals to meet the needs of the modern workplace.

Additionally Mark Peters has also completed the IEMA Certificate in Environmental management. The IEMA syllabus covers global and local environmental issues, as well as the impact of societal activities on the earth's natural systems.

In the Netherlands:

Marguerite Taal; SHE Manager S'Gravenzande, has begun the 'hogere veiligheidskunde' Safety Engineering Certificate. A post higher professional study with a good mix of self-tuition and practice, education by leading specialists and execution of instructions in your own working environment. After two years of study, the student is able to give a valuable and sound advice on safety, thanks to the integrated approach.



Practical first aid classes in China



China: First aid training

In June 2016, Shanghai's Pudong site held a half day of First Aid training, involving 31 employees from 10 departments. The training was aimed at ensuring every workshop and every floor had employees who had participated in the First Aid training. The training courses included knowledge of general first aid, choking treatment, CPR and ADE. Every trainee had the opportunity to complete hands-on practice during each lesson.

Partnering with suppliers to improve performance

The greatest opportunity we have to improve our environmental and social impact lies in our raw materials supply chain. By building a clear understanding of our suppliers' sustainability impacts and partnering with them on a journey of continuous improvement, we aim to increase transparency and optimise efficiency while protecting the environment and upholding human rights. Our established supplier assessment programme is founded on open, collaborative discussions, which we believe are vital to improving sustainability performance.

Managing sustainability performance

Our long-standing approach to assessing our suppliers' sustainability credentials starts with developing a clear view of our social and environmental supply chain risks. This is particularly important as we continue to acquire new suppliers through successive mergers and acquisitions.

Firstly, when reviewing potential or newly acquired suppliers, we conduct extensive background checks to help determine their suitability as a business partner. We also ask them to complete our sustainability questionnaire, which is based on the ten guiding principles of the United Nations Global Compact, and covers labour practices, human rights, environment and anti-corruption. Sustainability is one of nine key criteria that we use to select and rank suppliers, and is given equal weight along with other fundamental indicators such as financial stability, quality and cost.

raise suppliers' social and environmental performance. Our Group Procurement team issues sustainability questionnaires to each supplier every three years through the Flint Group Print Supply Platform, as part of its Balanced Scorecard KPIs. We ask our strategic suppliers to assess their suppliers in a similar way. Likewise, where we buy through agents and distributors, we require them to apply the same principles in assessing their key manufacturers.

We see our suppliers' sustainability scores as the beginning of a transparent, ongoing dialogue focused on continuous improvement. Many supplier meetings begin with an update on safety and suppliers' environmental initiatives or challenges, including waste water treatment, water quality and energy use. We encourage suppliers to share challenges and support them in making improvements, including by highlighting examples of best practice in their sector and explaining how their scores compare with other similar companies.

Additionally, we conduct audits, in most cases through our supply chain team, and review relevant reports on supplier performance, prioritising suppliers, markets or raw materials that pose the greatest risk.

Importantly, we have moved ahead of our industry by incentivising our buyers to

50

Armin Bruckner
Trainee Production Operative
Stuttgart, Germany

If suppliers fail to comply with fundamental requirements, we exit the relationship. In particular, we exercise zero tolerance on certain areas of our Code of Conduct, such as forced labour and child labour.

Improving our social and environmental impact

We experience diverse levels of risk across our global sourcing regions. Rather than procure materials through intermediaries, we have a presence on the ground in these regions and therefore a stronger insight into local challenges. For example, in China and India, we sometimes experience supply chain disruption when the authorities take action to reduce air pollution by requiring whole regions to shut down production. While our suppliers may not have directly contributed to the pollution, they too are affected by the blanket ban. We continue to monitor the situation closely and support our suppliers in reducing their environmental impact by sharing best practice techniques and technologies to address important issues such as waste water management. For example, we have been working for many years with a major pigment producer in China to improve its waste water treatment. The company's facility is now close to generating zero waste.

In 2015-16, we stepped up our efforts to engage suppliers with the standards we expect by providing training on our enhanced Code of Conduct. We reached 95.7% of our raw materials suppliers and began delivering the training to packaging and logistics suppliers too.

Our suppliers are steadily improving their performance on water, waste, energy use and carbon emissions, as well as social issues such as pay and labour conditions. We are not aware of any instances of modern slavery in our supply chain. (Please see Integrity and Compliance.) Given the number of acquisitions we completed in 2016, we saw a slight drop in overall supplier performance, due to the volume of new suppliers joining us. This was to be expected, since these suppliers had not had the opportunity to grow with us on our sustainability journey. However, we are committed to supporting them in making improvements and expect them to reach our required standards rapidly.

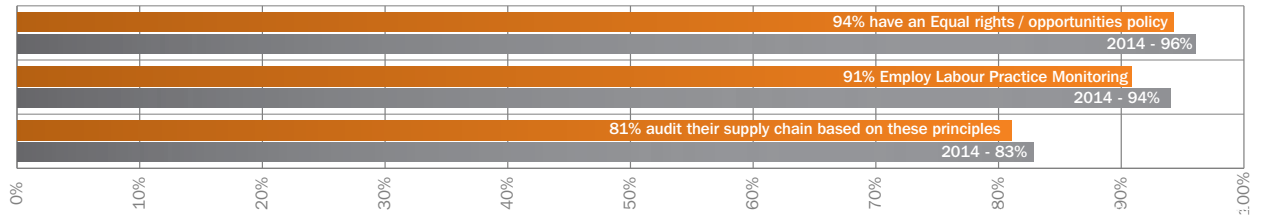
We always aim to optimise transport solutions when delivering raw materials and components to our manufacturing sites. For example, we combine loads to raise the number of full containers we use and reduce the number of kilometres driven with empty loads. This both lowers our CO2 footprint and delivers a financial benefit.

Looking ahead

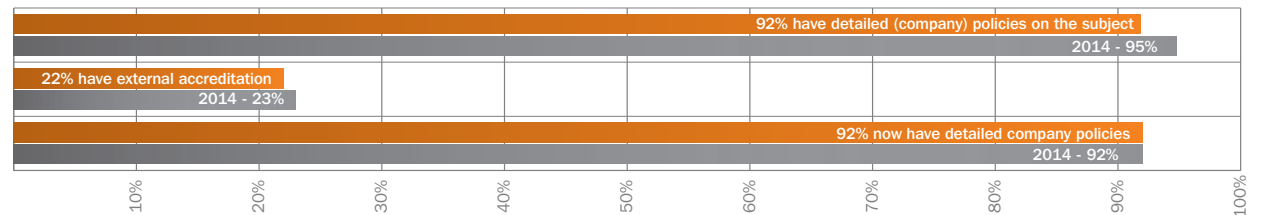
We will continue to improve our knowledge and understanding of best practice in catalysing positive changes among our suppliers. Further, we will harness opportunities to learn from our partners and apply best practice across our supply chain. Finally, the continuous improvement programme we introduced in 2011 is helping us to drive improvements on a daily basis. This is not a revolution. It is an ongoing evolution. Each day, we strive to do better.

Procurement & Supply Chain Key Indicators:

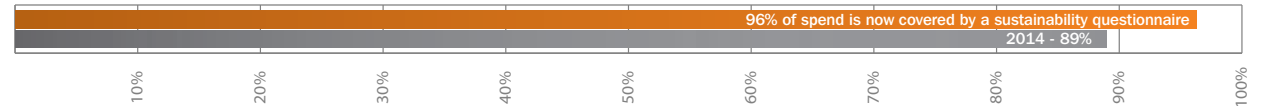
Labour Practice



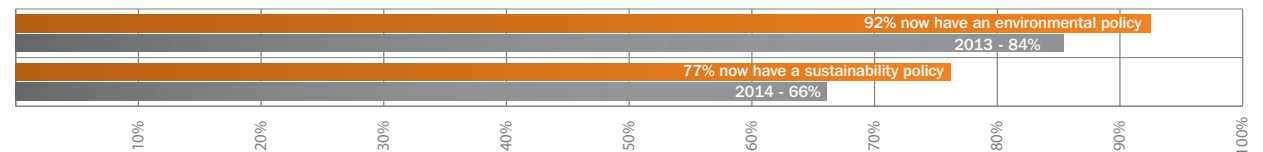
Human Rights



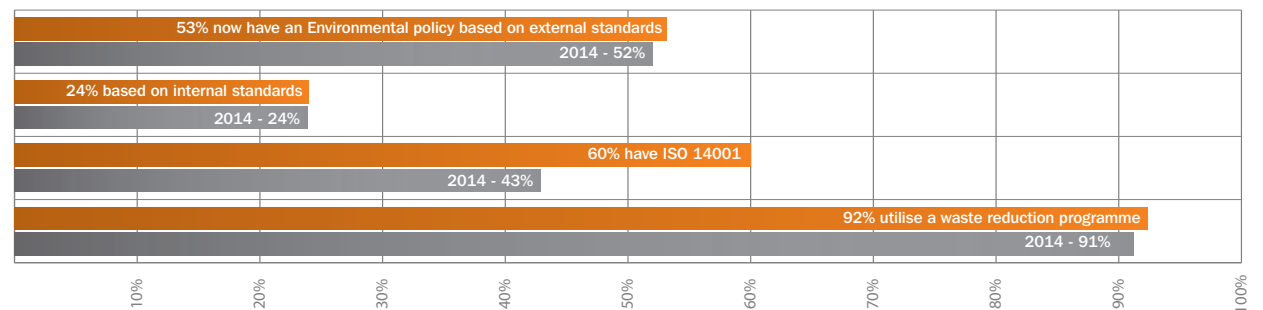
Coverage



Depth



Environment



Measuring sustainability

We continuously seek to improve the way we capture, manage and analyse our sustainability performance data, and made significant progress in 2015-16. In particular, the data we gathered in 2016 provides the most comprehensive, accurate view of our performance to date, allowing us to explore our social and environmental impacts in greater depth. For this reason, our 2016 data will become our baseline for comparisons in future reports.

Additionally, we took important steps forward in our approach to measuring energy, expanding our focus from reviewing energy usage to evaluating the energy intensity per product too. Gaining an insight into how much energy is needed to make each product will help us to identify where we have the greatest opportunity to make reductions and develop initiatives to drive improvements.

We have continued to refine the techniques we use to measure water usage and waste, building on the enhancements we made in 2014. Distinguishing between the water we use as a 'raw material' for our products and the water used in the manufacturing process remains a challenge. We are stepping up our efforts to find a solution and exploring the optimum way to measure and report our progress on improving waste water treatment.

Importantly, measuring and reporting on sustainability performance is increasingly becoming part of our everyday activities, including through our balanced scorecards. We will build on our measurement efforts in 2017, continuing to improve the way we measure our environmental footprint and further researching how best to measure our social impact.

Economic:

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------------|--|--|--|--|
| Employee Certificate Programme | | | | | |
| Annual reconfirmation of the Code of Conduct | | | | | |
| Number of Employees involved | 2,041 | 1,962 | 2,506 | 2,472 | 2,945 |
| % of total Flint Group population | 30% | 30% | 37% | 37% | 42% |
| Integrity Assurance Policy cases raised and resolved | | | | | |
| Number of cases | 4 | 6 | 41 | 62 | 67 |
| Actions taken | 4 dismissals | 4 dismissals, 1 demotion, 1 suspension | 7 dismissals, 12 disciplinary, 1 resignation | 1 dismissal, 7 disciplinary, 1 resignation | 1 dismissal, 6 disciplinary, 1 resignation |
| Risk and Compliance process | | | | | |
| Number of risks identified and with action plan | 50 | 50 | 32 | 42 | 41 |
| Of which are in highest risk category | 16 | 16 | 9 | 11 | 11 |

Environment:

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Products introduced with better sustainability footprint | | | | | |
| Print Media | 55 | 343* | 48 | 8 | 8 |
| Packaging | 13 | 4 | 8 | | |
| Flexographic Products | 1 | 2 | 2 | 3 | 3 |
| <i>*R&D at its best... a key product evolution increased the eco-friendliness of a high number of Print Media Products without negative impact on performance</i> | | | | | |
| Waste (in 1000 mT) | | | | | |
| Hazardous Chemicals | not reported | not reported | 8.3 | 20.9 | 145.4 |
| Non-hazardous Chemicals | not reported | not reported | 6.0 | 13.3 | 9.1 |
| Landfill / Dry Waste | not reported | not reported | 11.4 | 6.5 | 8.3 |
| Recycled Materials / Landfill avoidance | not reported | not reported | 5.2 | 14.9 | 23.2 |
| Water Consumption m³ | | | | | |
| | 3,268,284 | 3,465,544 | 3,631,680 | 3,768,671 | 3,655,654 |
| Carbon Dioxide Emissions (in 1000 mT) | | | | | |
| Scope 1 Emissions | not reported | not reported | 1,683.5 | 1727.3 | 1,782.2 |
| Scope 2 Emissions | not reported | not reported | 132.6 | 127.1 | 139.1 |
| Total | not reported | not reported | 1,816.1 | 1,854.4 | 1,921.3 |
| Classification and labelling | | | | | |
| REACH substances pre-registered | 2,715 | 2,722 | 2,725 | 2,726 | 2,728 |
| 2010 registration | Done 11 | Done 11 | Done 11 | Done 11 | Done 11 |
| 2013 registration | Done 13 | All Done - including 4 updates | All Done - including 4 updates | All Done - including 4 updates | All Done - including 4 updates |
| 2018 registration | not reported | 75 in progress | 89 in progress | 89 in progress | 89 in progress |

Social:

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|--------------|--------|--------|---------|---------|
| Hours training | not reported | 75,569 | 96,842 | 128,919 | 132,360 |
| Safety TIR | 0.74 | 0.72 | 0.82 | 0.99 | 0.99 |
| Average UN Global Compact Score Suppliers (max. 100) | 72% | 79% | 80% | 80.5% | 82% |

From Ahaus to Asheville, Santiago to Shanghai...

EUROPE / MIDDLE EAST / AFRICA

- Austria** Flint Group Austria GmbH
- Belgium** Flint Group Digital Solution Division - Lier
- Czech** Flint Group Flexographic Products - Chrastava
- Denmark** Flint Group Denmark A/S - Broendby
- Finland** Flint Group Finland Oy - Helsinki
- France** Flint Group France S.A.S. - Clermont
Flint Group Print Media Europe - Coignières
Flint Group Narrow Web - Dijon / Messigny et Vantoux
Flint Group France S.A.S. - Fretin
- Germany** Flint Group Flexographic Products - Ahaus-Ottenstein
Flint Group Germany GmbH - Cologne
Flint Group Germany GmbH - Frankfurt
Flint Group Germany GmbH - Stuttgart
Flint Group Germany GmbH - Willstaett
Flint Group Winterbach GmbH - Winterbach
- GB** Flint Group Print Media Europe - Irlam
Flint Group UK Ltd. - Ruabon
Flint Group Print Media Europe - Swindon
Flint Group Print Media Europe - Wolverhampton
- Ireland** Flint Print Group Ireland Ltd. - Dublin
- Italy** Flint Group Print Media Europe - Albavilla
Flint Group Italia S.p.A. - Baranzate
Flint Group Italia S.p.A. - Caronno
Flint Group Italia S.p.A. - Cinisello
Flint Group Narrow Web - Legano
Flint Group S.A.
- Luxembourg** Flint Group Benelux BV - Deventer
- Netherlands** Flint Group Digital Solution Division - Eede
Flint Group Netherlands BV - Helmond
Flint Group Netherlands BV - 's-Gravenzande
Flint Group Netherlands BV - Winschoten
- Norway** Flint Group Norway AS
- Poland** Flint Group Polska Sp. z o.o. - Konstanynow Lodzki
Flint Group Polska Sp. z o.o. - Lodz
- Portugal** Flint Group Iberia, S.A. - Lisbon
- Russia** Flint Group - Moscow
- Serbia** Flint Group Balkan d.o.o. - Gornji Milanovac
- South Africa** Flint Group South Africa Ltd - Cape Town
Flint Group South Africa Ltd - Durban
Flint Group South Africa Ltd - Halfway House
Flint Group South Africa Ltd - Johannesburg
Flint Group Iberia, S.A. - Vilanova
Flint Group Sweden AB - Trelleborg
- Spain** Flint Group - Lund
- Switzerland** Flint Group Switzerland AG - Burgdorf
- Turkey** Flint Group - Istanbul
Flint Group - Istanbul
- U.A.E** Flint Group - Dubai

NORTH AMERICA

- Canada** Flint Group - Montreal
Flint Group - Toronto
- USA** Flint Group Packaging & Narrow Web - Anniston
Flint Group Print Media North America - Asheville
Flint Group Flexographic Products - Asheville
Flint Group Packaging & Narrow Web - Atlanta
Flint Group Print Media North America - Batavia
Flint Group Pigments - Beaufort
Flint Group Flexographic Products - Charlotte
Flint Group Pigments - Cincinnati
Flint Group Print Media North America - City of Industry
Flint Group Print Media North America - Cleveland
Flint Group Packaging & Narrow Web - Dallas
Flint Group Print Media North America - Elizabethtown
Flint Group Print Media North America - Erlanger
Flint Group Packaging & Narrow Web - Fairfield
Flint Group Packaging & Narrow Web - Garland
Flint Group Print Media North America - Houston
Flint Group Pigments - Huntington
Flint Group Digital Solutions Division - Itasca
Flint Group Print Media North America - Indianapolis
Flint Group Packaging & Narrow Web - Kansas City
Flint Group Packaging & Narrow Web - Lebanon
Flint Group Packaging & Narrow Web - Lionville
Flint Group Packaging & Narrow Web - Maryland
Flint Group Packaging & Narrow Web - Neenah
Flint Group Packaging & Narrow Web - Ontario, CA
Flint Group Packaging & Narrow Web - Pine Bluff
Flint Group North American Headquarters - Plymouth, MI
Flint Group Packaging & Narrow Web - Portland
Flint Group Print Media North America - Richmond
Flint Group Print Media North America - Rochester
Flint Group Print Media North America - Rockland
Flint Group Packaging & Narrow Web - Romeoville
Flint Group Packaging & Narrow Web - Rogers
Flint Group Packaging & Narrow Web - San Leandro
Flint Group Packaging & Narrow Web - Santa Fe Springs
Flint Group Packaging & Narrow Web - Shreeveport
Flint Group Print Media North America - South Brunswick
Flint Group Packaging & Narrow Web - Spartanburg
Flint Group Print Media North America - Three Rivers
Flint Group Print Media North America - Warsaw
Flint Group Print Media North America - Weyers Cave
Flint Group Packaging & Narrow Web - Winston Salem
Flint Group Print Media North America - Ypsilanti

LATIN AMERICA

- Argentina** Flint Group - Buenos Aires
- Brazil** Flint Group Tintas e Fotopolimeros S.A. - Curitiba
Flint Group - Sao Paulo Print Media
Flint Group - Sao Paulo Packaging
Flint Ink Chile Commercial Ltda. - Santiago
- Chile** Flint
- Colombia** Flint Group - Bogota
- Costa Rica** Flint Group - Heredia
- Ecuador** Flint Group - Guayaquil
- Mexico** Flint Group - Lerma
Flint Group - Tultitlan
- Peru** Flint Group - Lima Packaging
Flint Group - Lima Print Media
- Venezuela** Flint Group - Caracas

ASIA-PACIFIC

- Australia** Flint Group Australia Pty. Ltd. - Brisbane
Flint Group Australia Pty. Ltd. - Melbourne
Flint Group Australia Pty. Ltd. - Sydney
- China** Flint Group (Beijing) Printing Ink Company Limited - Beijing
Flint Group - Dalian
Flint Group Print Media Asia/Pacific - Foshan
Flint Group - Guangzhou
Flint Group Print Media Asia/Pacific - Hong Kong
Flint Group - Shanghai
- India** Flint Group (India) Private Limited - Bangalore
Flint Group (India) Private Limited - Calcutta
Flint Group (India) Private Limited - Hosur
Flint Group (India) Private Limited - Hyderabad
Flint Group - Mumbai
Flint Group (India) Private Limited - Noida
Flint Group (India) Private Limited - Pondi
Flint Group (India) Private Limited - Savli
Flint Group (India) Private Limited - Vaghodia
- Japan** Flint Group - Tokyo
Flint Group Digital Solutions Division - Tokyo
- Malaysia** Flint Group Malaysia Sdn. Bhd. - Selangor Darul Ehsan
- New Zealand** Flint Group NZ Limited - Auckland
Flint Group NZ Limited - Christchurch
Flint Group NZ Limited - Wellington
- Thailand** Flint Group Thailand Co. Ltd. - Bangplee

...you're probably closer to



Flint Group than you think!