2015 was certainly a year of responsibility. It is the role of every company and of every industry, particularly in a difficult setting, to make decisions in order to maintain a direction that is profitable for all. For Arjowiggins Graphic, 2015 was an important year, one in which we intensified our transformation towards the segments in which we are the market leader in Europe and worldwide. Although it might seem like a paradox, our transformation is effectively a process of refocusing. Refocusing on our expertise, on what makes us strong, on our flagship products, on our values. However, refocusing does not mean doing nothing. Far from it.

Arjowiggins Graphic is the leading European manufacturer of recycled paper that is specifically designed for printing and writing applications. We market the largest selection of graphic papers, ranging from natural white paper to brilliant white paper. The latter type is now produced exclusively at the Bessé-sur-Braye site, a site which has successfully combined high functional quality and environmental performance.

New developments in the field of digital paper is also an opportunity that lies ahead of us. As a result, it was entirely natural for us to focus our energies on these specialist areas by investing in a new cutting and packing line, ensuring we remain in step with new digital printing technology. Innovation is also central to our agenda, with the launch of a new SBS board range, Teknocard, designed for graphical applications in the marketing and packaging markets. Our expertise in the field of recycled fibre processing has enabled us to move swiftly and offer the world’s most...
comprehensive range in this sector. All of the company’s departments were involved in the project.

Our innovation also extends to our practices - to reinforce our strategy, the role of our sales teams has gradually evolved into their work as Business Developers, who are tasked with explaining, recommending and promoting products in addition to sales.

Finally, our innovation is highlighted through our exclusive paper partnership and our presence at the United Nations Climate Change Conference (COP 21) in December in Paris.

2015 was also marked by the 50th anniversary of production line no. 2 at the Bessé-sur-Braye plant. The event organised to celebrate this anniversary was a chance to recognise the energy, commitment and professionalism of the men and women who work there every day. In Paris, a team took part in the La Parisienne women’s race in support of breast cancer research.

Each of the projects that we undertake is part of our work to emphasise the value of our knowledge and to meet our commitments. We are a major player in recycled and speciality paper, and now in graphic board. We are continuing our efforts to reduce our energy consumption, increase our customers’ levels of satisfaction, and improve our employees working conditions. And this is what motivates us to become more responsible every day.
A YEAR OF TRANSFORMATION

All businesses must constantly reinvent themselves to move forwards, but must never stray from their foundations. 2015 was a year of transformation for Arjowiggins Graphic, having refocused on its primary area of expertise; recycled paper and investing to meet – or exceed – the requirements of the digital world.
So-called printing and writing applications account for a significant part of Arjowiggins Graphic’s business activity. These products are formed of two main families; office paper and recycled paper. Work to refocus on the source of the business line’s strength has involved an increase in the proportion of recycled products, an area in which the company – the European leader in this market segment – is widely renowned for its expertise.

Combining both the requirement to protect natural resources and to recover waste, recycled paper is one response to the topics raised at the COP 21 conference, where Arjowiggins Graphic was the exclusive paper partner.

A major international event of 2015, COP 21 – the Paris Climate Conference – was a unique occasion for Arjowiggins Graphic to demonstrate its expertise and explain the benefits of recycled paper and the circular economy. As an exclusive partner of COP 21, the company delivered 25 tonnes of 100% recycled A4 paper to the Le Bourget site. Furthermore, the company wanted to play an active role in the event and worked in partnership with La Poste to implement a dedicated circular economic model.

The operation was designed to provide a concrete demonstration of how the principle of the circular economy could be applied, coupled with the concept of the closed loop. The waste paper collected from the Le Bourget site was sorted by La Poste, then sent to the Greenfield site 100 km away. The paper was then de-inked and transformed into bright white pulp before being sent directly to the Le Bourray plant (300 km), where it was used to produce the reams of office paper used by the delegates and negotiators at COP 21. In total, 4 million sheets of 100% recycled A4 paper were supplied to the conference’s General Secretariat.

To highlight this perfect example of an operation based on the French circular economy, educational kits were produced in collaboration with La Poste and distributed to delegates by sorting ambassadors. These kits included an institutional document presenting the operation and its philosophy, and a mini-ream of the 100% recycled paper made available at COP 21, all in a 100% recycled paper bag, also produced by Arjowiggins Graphic. A mini-ream was also presented directly to the President of the French Republic as the ideal paper – made in France and used by the negotiators. And, of course, the final conference agreement was printed and signed on 100% recycled paper from Arjowiggins Graphic. For the company, it is the perfect symbol of recognition and one that confirms its strategic choices.
Throughout the entire conference, several events took place on the margins of COP 21. In the Grand Palais, ‘COP 21 Solutions’ was attended by a panel of committed economic stakeholders who have their own climate solutions. Arjowiggins Graphic was also a partner of this operation. As a result, the 300,000 copies of the programme were printed on CyclusOffset and the environmental benefits of this choice of paper were communicated and highlighted via the eco-calculator.

Here too, the company offered a range of educational tools explaining the background to recycled paper, precisely stating its benefits in both economic and social terms. These tools were displayed in the press and partner areas throughout the conference.

Educational workshops on recycled paper were also held at the La Poste stand every day.

Arjowiggins Graphic organised a conference on the circular economy as applied to paper, attended by Isabelle Autissier, Chair of WWF France, Corinne Lepage, former French Environment Minister and Director of the political party CAP21, Nicolas Imbert, Director of Green Cross France, and Gilles Lhermitte, Sustainable Development Director at Arjowiggins Graphic. Finally, because climate challenges can also be expressed through art, and because the event was being held in a cultural powerhouse, a maskbook workshop brought together designers and agencies to create their own personalised masks using 100% recycled Cyclus paper. For Arjowiggins Graphic, COP 21 was a major event that allowed the company to demonstrate its commitment and the full extent of its corporate responsibility.

100% RECYCLED SHOPPING BAGS

The scheduled end to the use of plastic bags in France on 1 July 2016 means that everyone must find new solutions. Over many years, Arjowiggins Graphic has developed a wide range of 100% recycled paper bags, which, for example, are an excellent alternative to plastic bags in the clothing and cosmetic industries.

This development is not limited to France, and the end of plastic bags needs to be considered in a global context. This is why the company intends to continue developing its paper bag products, and is predicting that their future is very promising. With shopping bags and the new range of Teknocard™ graphic board (see p.12), Arjowiggins Graphic now offers almost all possible paper formats in a fully recycled version.
The Role of Digital

New digital printing technologies have been developed in recent years, allowing printers to produce short runs in line with customers’ demand. To adapt to this trend, Arjowiggins Graphic has invested in a new production line that is capable of producing these new formats with optimum quality and a high level of productivity.

To design the new production line, a cross-department team of 10 people was formed, with members from the logistics, IT, and quality departments, the health, safety and working conditions committee, and from design, maintenance, and production teams. All of the departments involved worked together for almost two years, culminating in the project launched in May 2014. The aim was to design a complete production line incorporating cutting and packaging machines. The cutter was delivered in April 2015, followed by the packager in August 2015. After reliability checks, the line was found to meet all requirements.

To truly understand the needs of the end user, the project team worked with a printer who specialises in digital printing and is based near the plant. This step, which highlighted users’ key expectations, allowed us to refine the detailed specifications, which were then given to the machine manufacturer.

This truly collaborative work culminated in an efficient and perfectly tailored result.

Two areas received particular focus. Firstly, the technical aspects – designing, producing and installing the machine, were established in conjunction with the supplier. Following this, the relevant teams paid close attention to the strict quality requirements.

Careful consideration needed to be given to control mechanisms, to logistics issues (dealing with work flows from order to delivery) and to measuring the performance of the production lines that were put in place.

Working conditions and safety were fully integrated from the design stage in order to include the necessary alterations. Similarly, every effort was made to ensure that maintenance teams could access the equipment easily and perform maintenance work as effectively as possible. “We worked on absolutely every component to make sure we would be able to achieve the optimum result when it came to operation,” explained Xavier Langlois, head of the finishing and shipping department at the Bessé plant.
Digital printing necessitates significantly higher quality requirements than traditional offset printing – for example, in the size and squareness of the paper has a particularly low tolerance.

With this new production line, Arjowiggins Graphic can guarantee the correct size to within 0.5 mm, which is a real success and a major quality increase on the current standard of ± 1 mm. In terms of capacity, the plant can currently produce over 20,000 tonnes of digital formats per year, with the line designed to be easily increased to 27,000 tonnes following a second stage of work. “To achieve this result, we had to be able to work on the project independently. After 20 years in the company, it was a wonderful professional experience for my colleagues and myself, one that allowed us to be both creative and efficient,” said Yoann Gaulin, Logistics Assistant and Project Coordinator.

And it was an experience that everyone could follow throughout the entire process. The project team involved plant operators early on by showing them plans and sketches and holding discussions with them. Those operators who would be directly affected also visited the manufacturer in Spain.

Updates on the project were also given in the plant’s internal magazine every month so that everyone could keep track of its progress.

Finally, in October 2015, the new line was officially opened at a ceremony attended by Pascal Lebard, Chairman of Sequana, Agnès Roger, Chief Executive of Arjowiggins Graphic, and Jean-Christophe Mailhan, plant director. “The fact that the management attended this event really made everyone feel like their work was valued, particularly the work of the operators who switched on the machine,” said Xavier Langlois.

Continuing on from this unifying project, visits to the printer will be organised so that users of the new line can get together and talk with their counterparts. “Understanding what we do with our products also allows us to give meaning to everything we do each day,” added Xavier Langlois.

To keep one step ahead, the machine was also designed to be able to produce paper formats that printers will require in the future. Until then, Arjowiggins Graphic can now satisfy a new customer base in terms of formats, quality and volume.
A YEAR OF INNOVATION

DUE TO REFOCUSSING ON ITS STRONG VALUES AND EXPERTISE, ARJOWIGGINS GRAPHIC HAS IDENTIFIED AREAS OF INNOVATION THAT ARE IN KEEPING WITH ITS DNA. WITH TEKNOCARD, THE COMPANY HAS IMMEDIATELY MADE AN IMPACT, TAKING A POSITION IN THE GRAPHIC BOARD MARKET. ADDITIONALLY, FROM A STRATEGIC VIEWPOINT, THE BUSINESS LINE HAS ALSO TAKEN AN INNOVATIVE TURN BY EXPANDING THE ROLE OF SALES STAFF INTO THAT OF BUSINESS DEVELOPERS.
Drawing on the preparatory work, including a benchmark of all existing products and discussions with customers to identify their requirements, Arjowiggins Graphic launched Teknocard in mid-2015. The range of 34 products is already the most comprehensive on the market.

“The range of grammages on offer stretches from 220 gsm to 400 gsm, and includes uncoated, single-sided coated and double-sided coated paper. Our strong point is that we offer the whole range in both a virgin recycled and a 100% recycled”, said Olivier Avazzeri, R&D director. Of the 34 products in the range, 17 are 100% recycled. With this range, Arjowiggins Graphic has launched a new speciality segment.

THE GRAPHIC BOARD SECTOR IS A MARKET ON WHICH ARJOWIGGINS GRAPHIC PREVIOUSLY HAD NO PRESENCE, DESPITE GROWING DEMAND. AS A LEADING PLAYER IN THE FIELD OF RECYCLED PAPER PRODUCTS, IT WAS WELL WITHIN THE COMPANY’S ABILITY TO PRODUCE A RECYCLED PRODUCT OFFERING FOR THE MARKET. IN 2015, THIS BECAME A REALITY WITH TEKNOCARD.

Graphic board is mainly used for greetings cards, business cards, book jackets, cosmetics packaging, and other packaging. Arjowiggins decided to enter a whole new market for the company. A whole new market, but not a new profession for the company.

Thanks to preparatory work carried out by research and development and production teams, the launch of Teknocard was a success. “We were convinced that we had a part to play in packaging and graphic board. So we launched a range of projects to explore high-bulk paper types, and worked on it for three years to make sure that we were truly able to design a complete range,” explained Annie Lopez, R&D manager at the Bessé-sur-Braye plant.
Launching a new product to the market was a huge challenge. Once the decision had been made, the development process took just three months. It took all the business line’s expertise and its combined efforts to make it a success. With its carefully controlled shade, Teknocard boasts the same distinctive white as the business line’s other products; a bright white that is slightly blue-tinged rather than cream. The first customer feedback has been very encouraging. “It’s a paper that customers like for its suitability for forming, its feel, its printing qualities, and the fact that it works just as well with offset and digital printing,” explained Olivier Avazzeri.

And Annie Lopez added: “It was important for us to be able to guarantee that our customers get the high quality they already appreciated with our other products. From the beginning, Teknocard had to be on a par with our expertise and their expectations.”

Arjowiggins Graphic also has environmental responsibilities, and Teknocard has received EU Ecolabel, FSC® and PEFC™ certifications. Arjowiggins Graphic’s graphic board is also suitable for food use and archiving (to guarantee the paper’s permanence), and complies with European packaging standards and the European directive on toys – the possible uses are almost endless.

The launch in July 2015 has shown positive signs for the future.
Although paper consultants aren’t involved in selling products, they do answer cost-related questions, as one received idea – very often false – is that recycled paper is more expensive. All aspects of manufacturing recycled paper are discussed, and business developers regularly organise visits to our manufacturing plants to make these discussions more concrete. Choosing recycled paper also offers a number of benefits that compensate for any potential price difference and improve a company’s brand image. In terms of communications, Arjowiggins Graphic’s environmental calculator is a free and helpful tool that quantifies the environmental savings a publication has made depending on the paper chosen. The not-for-profit private company Eco-Folio, which is responsible for collecting and recycling paper in France, awards bonuses to companies that have a good paper recycling record. The French government’s objective is to increase paper recycling to achieve a target of 55% from 2016.

As an active partner, Arjowiggins Graphic provides training to the teams at Eco-Folio on the pulp manufacturing process and on the entire recycled paper production chain. Our paper consultants also work with the WWF and with events organised across France by recycling charity ‘100% recyclés, 100% engagés’.

ARJOWIGGINS GRAPHIC IS COMMITTED TO PROTECTING THE ENVIRONMENT. OUR SALES TEAMS HAVE EXPANDED THEIR ROLES AND NOW ACT AS PAPER CONSULTANTS – IN ADDITION TO SELLING PAPER. THE COMPANY’S ENTIRE BUSINESS IS BASED ON A CONCEPT, AN APPROACH, A VISION. ABOVE ALL, THESE BUSINESS DEVELOPERS HAVE SHARED VALUES WITH THE END USERS OF RECYCLED PAPER.
A GOOD INFLUENCE

Through all of these measures, our Business Developers raise awareness among increasing numbers of stakeholders, purchasers, and internal purchasing advisers. The regional network also creates links between all those involved, helping to provide a local response. Through discussions with communication agencies and printers, including web offset printers, the business developers make sure that when the time comes, they can make suggestions and offer recycled paper solutions to their customers. Of course, there is no obligation to choose Arjowiggins Graphic paper. It is a high-quality investment that supports companies’ long-term strategies. Recycled paper is Arjowiggins Graphic’s key strength, and the company aims to win over as many organisations as possible.

REMINDER: EU ECOLABEL

During paper manufacture, the EU Ecolabel guarantees:
• The lowest levels of air pollution (SO, NOx)
• Some of the lowest greenhouse gas (GHG) emissions
• The highest water cleaning standards (COD)
• Significant reductions to fossil fuel and electricity consumption
• The lowest possible environmental impact (selection of raw materials)
• Waste recovery
• Reduction/prevention of risks to human health from the use of hazardous materials

To achieve these requirements, all of these criteria were integrated into the earliest design stages to ensure Teknocard’s compliance. This is one of the business line’s key commitments, and Arjowiggins Graphic has placed sustainable development and energy performance issues at the heart of its growth.
A YEAR OF VALUES

VALUING OUR TEAMS, CARRYING OUT WORK, CHOOSING OUR PROVIDERS FOR THEIR HIGH-QUALITY SERVICES AND THEIR COMMITMENT, TAKING PART IN SPORTING EVENTS AND FESTIVITIES TO SUPPORT GOOD CAUSES - ARJOWIGGINS GRAPHIC EXPRESSES ITS VALUES AT EVERY LEVEL.
The high point of the event was an entire day dedicated to plant visits, with an exhibition looking back over the period 1964-2014. All employees who had spent their entire career at the plant were invited – a total of 450 former employees who could bring three guests each – as well as the 500 site employees.

A five-strong team of people from the plant was formed to carry out the project, and were joined by a number of former employees, who were delighted to take part and share their experiences.

“We really wanted to make the most of this event to forge links between the younger and older people in the plant as well as with retired employees, but we also wanted to talk to local residents, and particularly to young people, about our profession, about paper and how it’s made,” explained Fabrice Fournier, production manager of line 2, who has worked at the Bessé-sur-Braye site for 20 years. The 50-year-old machine produces speciality paper (playing card formats, fire-
resistant paper, recycled paper) and heavy grammages (from 140 to 450 g/m²). Its official birthday was in 2014 - in 1964, it replaced another machine that was capable of producing 12,000 tonnes of paper annually at the end of its life. In 1964, its replacement was already producing 14,000 tonnes, and achieved its record in 2007 with 127,000 tonnes. Today, it produces over 90,000 tonnes per year of over 150 different products. Despite being 50 years old, it nonetheless benefits from the latest technology, allowing it to produce our most technical and innovative products.

Around forty employees volunteered to help make sure that events on the day ran smoothly.

After being welcomed and kitted out with safety equipment (high-vis vests and safety goggles), visitors began their tour, which took them into the main workshops to view explanatory displays – covering topics such as pulp preparation, the maintenance workshop and the reel preparation workshop.

The exhibition covering the last 50 years at the plant was displayed alongside work by local school pupils along machine 2.

Visitors also had the opportunity to make their own sheet of paper at a hand-made paper workshop.

Plant employees wanted to use the occasion to support a charity whose work is close to the hearts of the families of two employees. ELA, the European Leukodystrophy Association, set up a stand to present its work and sell small gifts. Over €1,700 was collected throughout the day. Sharing the legacy of the 50th anniversary of line 2 was an emotional time, but it was also a real moment of team cohesion - the life of a plant is built on the lives of the people who make it.

Richard Caron, a 25-year-old mechanic at Wizernes, applied for an equivalent position at the Greenfield plant: “My colleagues and my manager both gave me a lot of encouragement. I then went to visit the plant, and straight away, I really liked the welcome I received and the mindset of the people working there. I submitted a transfer request, which was approved in August 2015, and I began working at Greenfield on 14 September 2015. When you join a new team, you’re always worried that you won’t be accepted, but right from the start I was given the very warmest welcome. It’s smaller than my old workplace, so it has a much more family-like atmosphere. I work on a range of systems, I learn something new every day, and I know that I can count on my colleagues.

When I moved, the company sent me contact details of estate agents and also gave me financial support. As my partner lived in Reims, this transfer was an opportunity on every level. I have no regrets.”

THE CHÊNELET GROUP IN 2015

6,110 m³

of local PEFC wood cut, of which 1,258 m³ for Arjowiggins Graphic

4,095 hours

of training as part of work for Arjowiggins Graphic

8,487 hours

of integration as part of work for Arjowiggins Graphic

RESPONSIBLE PURCHASES

Of the business line’s six pallet suppliers, Chênelet provides almost 50% of pallet requirements at the Bessé-sur-Braye and Le Bourray plants, but the company’s main aim is not just to meet demand from its clients. As an employment integration company, Chênelet allows unemployed people who are no longer eligible for unemployment benefits to get their foot in the door and return to the world of work. Employees are on fixed-term contracts of a maximum of two years, as the aim is to reintegrate them and allow them to find stable employment. “For the same cost and the same quality, we prefer to work with companies that convey the values that we want to support at Arjowiggins Graphic,” said François-Régis Arhanchiague, Purchasing Director. “We maintain a special relationship with these committed companies.”

Arjowiggins Graphic uses non-standard pallet sizes, and requires between 150 and 200 different pallet products.
RUNNING FOR A GOOD CAUSE

Fifteen women formed a team of runners to take part in the La Parisienne race, a women-only race organised to support breast cancer research. The project was put forward to Agnès Roger, who immediately wanted Arjowiggins Graphic to get involved as a sponsor. On the day of the race, each runner wore a t-shirt in the company’s colours, and the transfers were produced using transfer paper made by the company.

“We weren’t all great runners at first, but we were really motivated and we received a lot of support from our colleagues. It was a great atmosphere and, as well as taking part in a charity event, it also resulted in a sense of competition in-house. Plus, we got to meet new people within the company,” said Delphine Poisson, Operational Marketing Manager.

In the business rankings, Arjowiggins Graphic took 236th place out of 559 participating companies – a great start! The team has already started training for the next race, the Course des Héros in June 2016, which they will run wearing Sequana colours with other group employees.

Every year, La Parisienne makes a donation to the French Medical Research body ‘La Fondation pour la Recherche Médicale’. In 2015, €105,057 was raised, which was used to support three new breast cancer research projects.

To achieve these levels of production and service quality, Chênelet gives its employees 400 hours of training over two years (practical and theoretical training) and the opportunity to obtain a professional qualification certificate.

“We’re a company that learns,” said Sylvain Charvet, Director of Chênelet. “We have strong social and community values, and it’s important for us to supply clients such as Arjowiggins Graphic, who support our approach and share our commitments.”

Chênelet and Arjowiggins Graphic also share strong sustainable development values. The integration company uses local forests and dries its wood with a biomass boiler.

For the paper manufacturer, this type of commitment improves longstanding commercial relations.
APPENDICES

THE ARJOWIGGINS GRAPHIC RANGE

**PRINT COMMUNICATION AND ADVERTISING**

**Papers** > Cocoon, Cyclus, MS Green, Eural, MCS, Ideal, RePrint and Teknocard

Graphic board and paper, 100% or partially recycled, white or natural white and eco-friendly. Perfect for annual reports, CSR and environmental reports, direct marketing, greetings cards, invitations, menus, etc.

**OFFICE COMMUNICATION**

**Papers** > Cocoon Office and Envelope, Cyclus Office and Envelope, Eural Office and Envelope

100% recycled white or natural white paper. Suitable for business publications and stationery (letterheads, invoices, mailshots, etc.), making envelopes, office printers and copiers.

**PUBLISHING**

**Papers** > Cocoon, Cyclus, MS Green, Eural, MCS, Ideal, RePrint and Teknocard

Graphic board and paper, 100% or partially recycled, white or natural white and eco-friendly. Created for attractive books, catalogues, brochures, and all kinds of eco-friendly luxury magazines and publications, etc.

**TISSUE**

**Papers** > Kaleido, Tissue for printing and Speciality tissue

Tissue paper for printed or unprinted tableware and hygiene products, with unique specifications. The Kaleido range anticipates fashion and trends, expanding its range of over 200 colours every year.
THE ARJOWIGGINS GRAPHIC PRODUCT RANGE COMPRIZES OF NEARLY 20 BRANDS AND 70 DIFFERENT PRODUCTS INTENDED FOR USE IN THE GRAPHIC ARTS, PUBLISHING AND PRINT COMMUNICATION (INCLUDING OFFICE COMMUNICATION) SECTORS. THE RANGE ALSO INCLUDES PRODUCTS INTENDED FOR LABELLING, TEXTILE TRANSFERS, PLAYING CARDS AND CELLULOSE TISSUE FOR TABLEWARE AND HYGIENE PRODUCTS. ALL THESE PAPERS HAVE A REDUCED ENVIRONMENTAL IMPACT, IN PARTICULAR THE EURAL, CYCLUS AND COCOON RANGES.

**Papers > Maine 1 Face, Cocoon Pack, Cyclus Pack and Teknocard**

Maine 1 Face is a very high quality single-side coated bright white paper. Designed for rigid or flexible packaging and for labels. Cocoon Pack and Cyclus Pack are the new 100% recycled papers designed to be used in the production of very high-end bags and containers. **Teknocard is the new range of high-end graphic board**, whether single-side coated, double-side coated, or uncoated, whether pure cellulose or 100% recycled.

**Papers > Maine M1, Maine Opak, D80, D110 and Sublimage**

Wide range of formats (fire resistant, opaque, etc.). For your point-of-sale (POS) advertisements and other promotional prints such as posters, banners and hanging displays in public areas (shops, trade shows, airports, railway stations, etc.).

**Papers > Playper, SecureCard and Sequoia**

Laminated paper range suited to card applications. Playing cards, prepaid cards, gift cards and ‘casino cards’, SIM cards and more all offer an eco-friendly alternative to plastic, total opacity, and excellent print results.

**Papers > T105, T75, X90, HS90, D80, D110 and Sublimage**

Papers for transferring designs onto natural or synthetic textiles. A wide and innovative range of products suited to offset printing, screen printing and digital printing, including for sublimation printing.
FIBROUS MATERIALS

Arjowiggins Graphic’s labelling initiative is particularly important since it forms part of its strong transparency policy. Labels used in the paper industry relate to forest management, manufacturing processes, de-inking methods and the lifecycles of products.

Type of fibres used by Arjowiggins Graphic

<table>
<thead>
<tr>
<th>Year</th>
<th>FSC-certified fibres</th>
<th>PEFC-certified fibres</th>
<th>Recycled fibres</th>
<th>Fibres of designated origin</th>
<th>Uncertified fibres</th>
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<tr>
<td>2007</td>
<td>6.6%</td>
<td>0.0%</td>
<td>31%</td>
<td>1.4%</td>
<td>61%</td>
</tr>
<tr>
<td>2008</td>
<td>18.2%</td>
<td>0.0%</td>
<td>44.3%</td>
<td>35.8%</td>
<td>1.8%</td>
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<tr>
<td>2009</td>
<td>24.9%</td>
<td>0.0%</td>
<td>53.6%</td>
<td>21.5%</td>
<td>0.0%</td>
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<tr>
<td>2010</td>
<td>29%</td>
<td>0.0%</td>
<td>52.2%</td>
<td>18.7%</td>
<td>0.0%</td>
</tr>
<tr>
<td>2011</td>
<td>32.4%</td>
<td>0.0%</td>
<td>51.9%</td>
<td>15.7%</td>
<td>0.0%</td>
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<tr>
<td>2012</td>
<td>37%</td>
<td>0.0%</td>
<td>52%</td>
<td>11%</td>
<td>0.0%</td>
</tr>
<tr>
<td>2013</td>
<td>44.6%</td>
<td>4.3%</td>
<td>41.4%</td>
<td>9.8%</td>
<td>0.0%</td>
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<tr>
<td>2014</td>
<td>40.8%</td>
<td>14.1%</td>
<td>43.4%</td>
<td>1.7%</td>
<td>0.0%</td>
</tr>
<tr>
<td>2015</td>
<td>31.6%</td>
<td>19.8%</td>
<td>48%</td>
<td>0.6%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>
APPENDICES

PROFILE

A DIVISION OF ARJOWIGGINS, THE LEADING GLOBAL MANUFACTURER OF TECHNICAL AND CREATIVE PAPERS, AND A WHOLLY-OWNED SUBSIDIARY OF THE SEQUANA GROUP, ARJOWIGGINS GRAPHIC IS HELPING TO DEVELOP A SUSTAINABLE SECTOR THAT CREATES JOBS.

No. 1 for recycled graphic paper production market in Europe
Arjowiggins Graphic offers an eco-friendly paper range that is unrivalled on the market in terms of its scope. Based on virgin or recycled fibres, uncoated or coated with a brilliant finish, semi-matte or matte, these papers are designed for publishing, advertising and print communication.

Arjowiggins Graphic has a unique eco-friendly product offering the largest on the market, featuring white and natural recycled paper suited to four colour printing as well as eco-friendly paper that combines recycled and FSC®-certified virgin fibres. The company is the leading European manufacturer of high-quality FSC®-certified recycled extra-white pulp for graphic applications. Arjowiggins is the only European group that is an integrated producer of recycled commercial pulp, with its two pulp plants at Greenfield and Le Bourray.

Finally, Arjowiggins Graphic is a major player in a number of niche markets related to specific applications such as playing cards, transfer paper, poster paper, displays, point-of-sale (POS) advertising, cellulose tissue, fire-resistant paper, flexible packaging and labels.

SEQUANA is listed on the Paris Bourse on the NYSE Euronext Paris Eurolist market, and operates in Europe, North America, Latin America and Asia.

944 employees
4 production sites in France
1 R&D centre
€339.5 of turnover (excluding the Medical/Hospital business activity)
# PERFORMANCE DASHBOARD

## Financial Data / 2015

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
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<tbody>
<tr>
<td>Total turnover (in €M)</td>
<td>339.5</td>
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<tr>
<td>Turnover from recycled ranges (in%) (excluding medical/hospital business activity)</td>
<td>43.7</td>
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## Expenditure

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<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total environmental expenditure (in €M)</td>
<td>7</td>
</tr>
</tbody>
</table>

## Certifications

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISO 9001 sites (%) / Volume produced</td>
<td>100</td>
</tr>
<tr>
<td>ISO 14001 sites (%) / Volume produced</td>
<td>100</td>
</tr>
<tr>
<td>OHSAS 18001 sites (%) / Volume produced</td>
<td>100</td>
</tr>
<tr>
<td>ISO 50001 sites (%) / Volume produced</td>
<td>100</td>
</tr>
</tbody>
</table>

## Non-Quality

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer complaints (No./1000 t)</td>
<td>2.5</td>
</tr>
<tr>
<td>Cost of complaints (in%/turnover)</td>
<td>0.48</td>
</tr>
</tbody>
</table>

## Resources / 2015

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water intake (in m3/t)</td>
<td>12.9</td>
</tr>
<tr>
<td>Electricity consumption (in kWh/t)</td>
<td>805</td>
</tr>
<tr>
<td>Gas consumption (kWh/t)</td>
<td>1379</td>
</tr>
<tr>
<td>Steam purchases (kWh/t)</td>
<td>452</td>
</tr>
<tr>
<td>Bio-energy consumption (kWh/t)</td>
<td>0</td>
</tr>
<tr>
<td>% supply of certified or recycled fibre</td>
<td>99.4</td>
</tr>
</tbody>
</table>

## Emissions into Water

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suspended matter emissions (in kg/t)</td>
<td>0.2</td>
</tr>
<tr>
<td>COD emissions (in kg/t)</td>
<td>1.5</td>
</tr>
</tbody>
</table>

## Emissions into Air

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO2 emissions - Scope 1 (in kg/t)</td>
<td>248</td>
</tr>
<tr>
<td>CO2 emissions - Scope 2 (in kg/t)</td>
<td>161</td>
</tr>
<tr>
<td>SO2 emissions (in kg/t)</td>
<td>0.003</td>
</tr>
<tr>
<td>NOx emissions (in kg/t)</td>
<td>0.29</td>
</tr>
</tbody>
</table>
SOÇIAL REPORT

HR / 2015

- Total number of employees: 944
- Number of women: 124
- Number of men: 820
- Number of executives: 98
- Number of non-executives: 846
- Number of permanent contracts: 902
- Number of short-term and temporary contracts: 125
- Number of professional training contracts: 12
- Number of interns: 34
- Average seniority (years): 18
- Average age: 45

ABSENTEEISM

- Rate of absenteeism (%): 3.3

TRAINING

- Total number of employees trained: 666
- Number of women trained: 63
- Number of men trained: 603

HEALTH AND SAFETY

- Total number of accidents in the workplace: 35
BY PRINTING 4,000 REPORTS ON COCOON SILK, 100% RECYCLED PAPER (170 & 350 G/M²) INSTEAD OF A NON-RECYCLED PAPER, THE ENVIRONMENTAL IMPACT HAS BEEN REDUCED BY:

- **473 kg of Landfill**
- **17,337 litres of Water**
- **64 kg of CO₂ and Greenhouse Gases**
- **1,082 kWh of Energy**
- **636 km equivalent travel in the average European Car**
- **769 kg of wood**

Source: The carbon footprint assessment was calculated by Labelia Conseil in accordance with the Bilan Carbone® methodology. The calculations are based on a comparison between the recycled paper in question and paper from virgin fibres according to the latest data from European BREF (for the virgin fibre paper). The results obtained are based on technical information that may be subject to change.

On our website you will find an Environmental Impact Calculator that shows the savings in natural resources achieved by printing your document on recycled paper rather than on paper made from virgin fibres.