
Constantia Flexibles

Corporate Manual



PEOPLE

PASSION

PACKAGING

Rev. 9.0



Constantia Flexibles
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1 About us

Constantia Flexibles is one of the world's leading manufacturers of flexible packaging. The group supplies its products to numerous multinational corporations and local market leaders in the food, pet food and pharmaceuticals industries.

2 Constantia Flexibles Group

2.1 Our Mission

We are a leading global flexible packaging group, with a passion to provide our customers with superior solutions that improve people's daily lives.

2.2 Our Core Values

Customers

- We focus on innovation and quality to make our customers more successful

Society and Environment

- We balance economic success with environmental and social responsibility

Growth

- We expand in new markets and applications with our customers and create value for all stakeholders

Employees

- We have an international team based on an corporate culture of trust, excellence and performance

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Group Quality Management Constantia Flexibles International	VP Group Quality Constantia Flexibles International	EVP Group Technology Constantia Flexibles International

2.3 Our Management

The management of Constantia Flexibles is made up of the Management Board (CEO, CFO), the Executive Committee (EVPs and Executive Director HR), the Head of Group Functions and the head of plants.

The management has the overall responsibility for quality/product safety and legal compliance. They are also responsible for:

- Setting the strategy of the company
- Defining targets
- Provision of sufficient resources for maintaining and constantly improving the management system, and for achieving the targets
- Regular evaluation of the effectiveness of the system by internal audits and the management review

2.4 Our Markets & Strategy

Markets

The flexible packaging markets in which we operate offer attractive access to end users, are largely unaffected by economic cycles, have solid growth rates and are characterized by low volatility. Moreover, due to the pace of innovation, the barrier to entry is high, giving rise to long and intensive customer relationships. The growth rates of the flexible packaging markets consistently outpace general economic growth. This applies to both established industrialized countries and emerging markets.

Strategy

Strategy for Long-term Profitable Growth

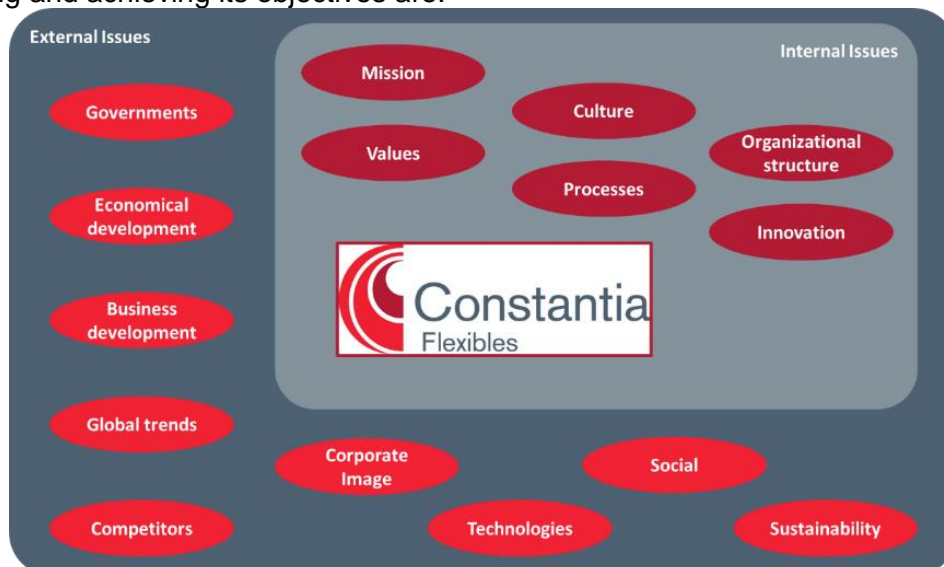
The core elements of the Constantia Flexibles strategy for continued profitable growth are as follows:

- Strengthening customer relations with multinational companies
- Consolidation and extension of European market leadership
- Realizing selected growth opportunities in North America
- Expansion in the fastest-growing emerging markets
- Maximization of Group synergy and optimization of operational performance

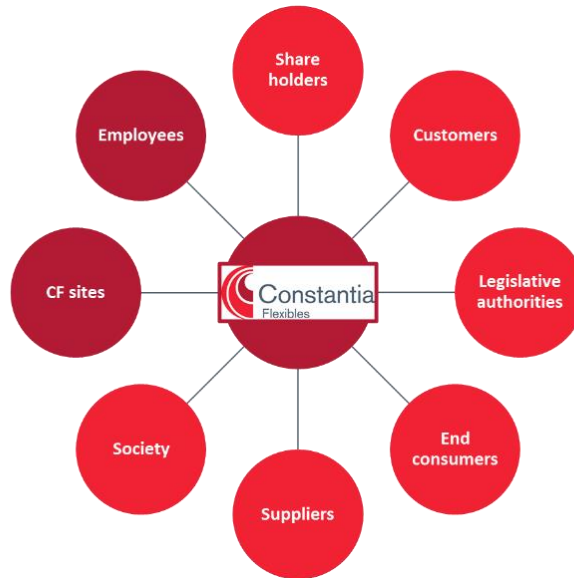
2.5 Our Context and Interested Parties

2.5.1 Context

The internal and external issues that can have an effect on our organization's approach to developing and achieving its objectives are:



2.5.2 Interested parties and their main requirements



Requirements:

- sustainability growth
- innovations
- legal compliance
- certifications (e.g. ISO 9001 ...)
- corporate social responsibility
- clear organization and procedures
- healthy and safe work environment
- profitability
- safe products
- environmental awareness
- quality products
- investments (machines, areas ...)
- reliable employer
- employee development

The context, interested parties and their main requirements shall be adapted, if required, to the local circumstances of the CF sites.

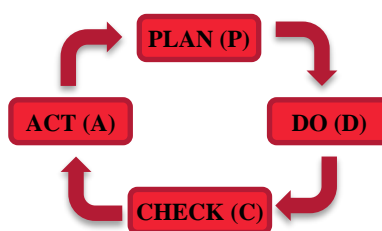
3 Constantia Flexibles Group Management System

The contents of the Group Management system are derived from:

- The standards for Quality management System (ISO 9001), Product Safety Management System (e.g. FSSC 22000) and GMP (e.g. ISO 15378)
- Additionally necessary standards for the food and pharma divisions like ISO 14001, OHSAS 18001 or national standards, etc.
- All applicable national and international legal regulations (food legislation, health, working safety, labour law, environment etc.)

The individual sites shall comply with the requirements of the Corporate Manual, of their respective certified standards, all applicable national and international legal regulations and specific customer requirements. The heterogeneity of the local Management systems of the sites is intentional in order to perfectly suit the respective local product and customer focus.

The CF management system applies the PDCA the methodology, known as “Plan-Do-Check-Act”.



Plan: establish the objectives and processes necessary to deliver results in accordance with customer requirements and the organization's policies.
 Do: implement the processes.
 Check: monitor and measure processes and product against policies, objectives and requirements for the product and report the results.
 Act: take actions to continually improve process performance.

3.1 Scope of the management system

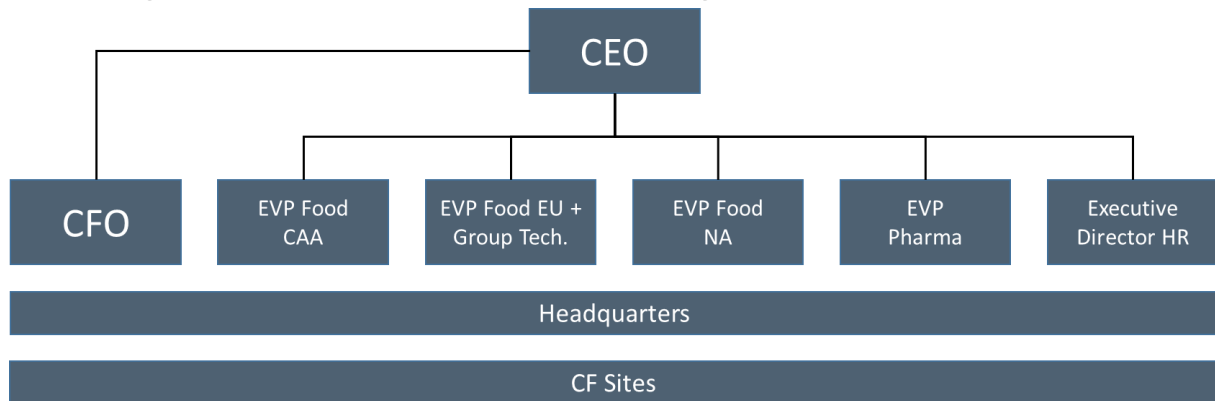
Design, manufacturing and distribution of flexible packaging.

The management system applies to all relevant processes within headquarters and to all Constantia Flexibles factories, which are integrated in the group management system (see Appendix 1).

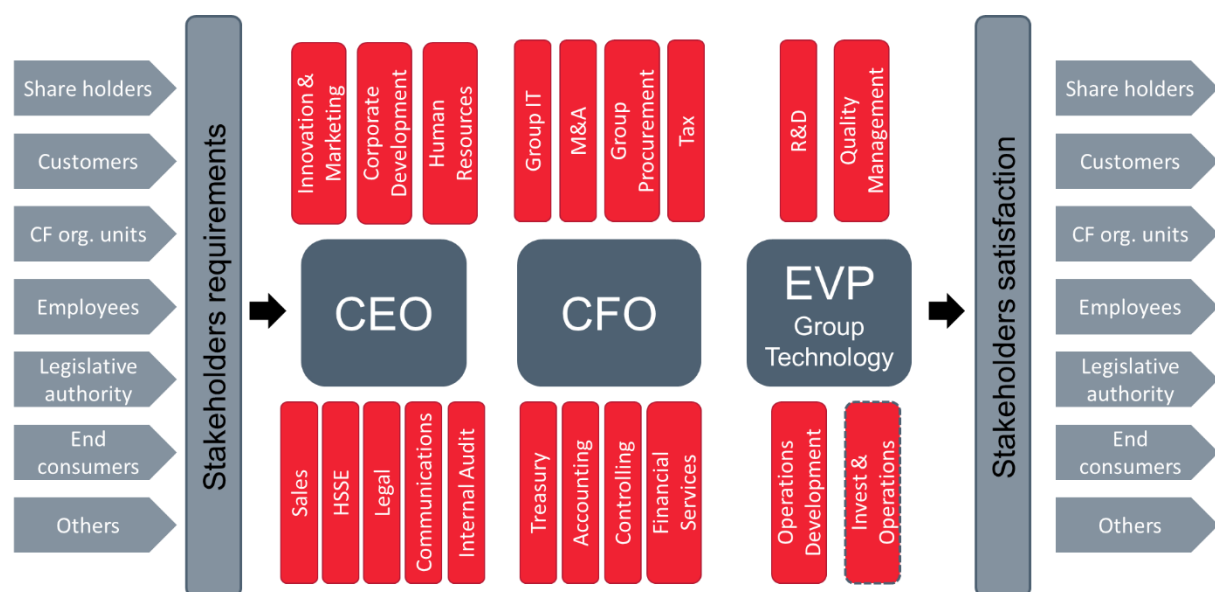
3.2 Our Corporate Polices

Corporate Policies expressing clear commitments of the Constantia Flexibles Group have been issued by the Board. The current versions of the Corporate Policies are available on www.cflex.com.

3.3 Organizational structure for management system

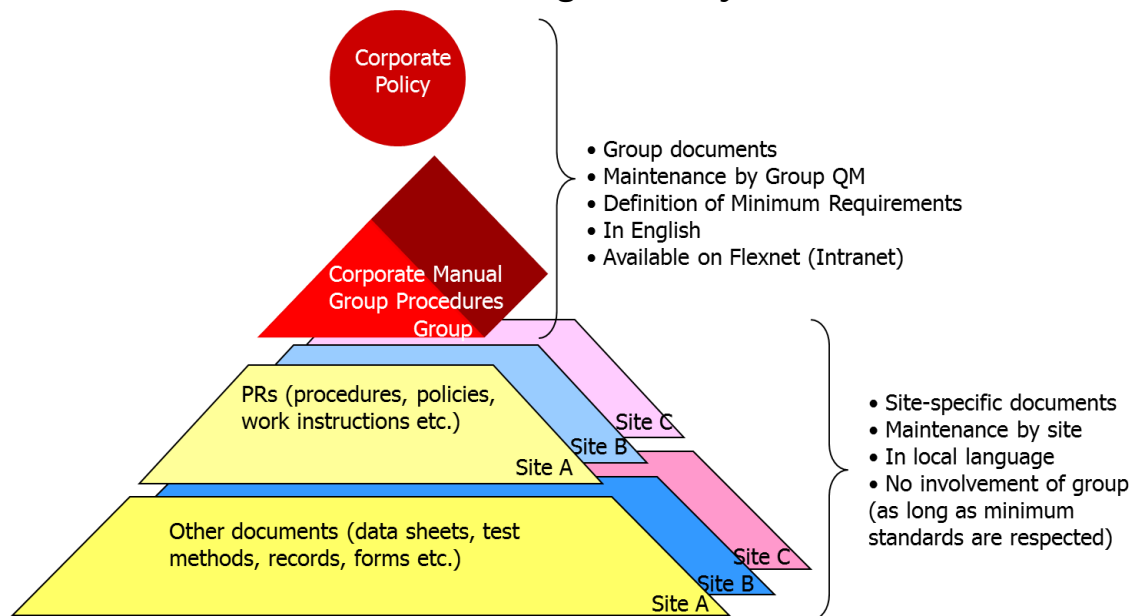


3.4 Process map



The layout and documents of the management system reflect the process orientation of the business activities of Constantia Flexibles. Process steps, inputs/outputs, responsibilities, interfaces, records etc. must be defined and documented within the Management System in an appropriate manner. The performance of the processes is measured by key performance indicators.

3.5 The structure of the management system documentation



3.6 Planning

3.6.1 Risk and opportunities

A systematic risk management system is an integral part of the business activities of Constantia Flexibles and has the task of identifying, correctly assessing and thus controlling the risks and opportunities to the Group, in order to ensure that a balance between them is retained. Our risk management involves the recognition of strategic and existential risks and the Group-wide analysis of those factors that are necessary for the long-term business success of the Constantia Flexibles Group.

Internal management systems and communications channels ensure the effectiveness and efficiency of the risk management system when dealing with specific risks that have been identified.

3.6.2 Objectives

The performance of the systems and processes is measured by Key Performance Indicators (KPIs). The minimum set of indicators required by the Group Management system is represented by “Complaint Rate” and “Defect Cost Rate”, and by “CIP Index”. Moreover the Quality KPIs of Complaint Rate and Defect cost Rate are used as indirect measurements of the customer satisfaction. In addition key performance indicators are also defined for all other processes as well.

3.7 Performance and Evaluation

3.7.1 Targets & Reporting

The targets for complaint rate, defect cost rate and CIP Index are agreed between Board of Constantia Flexibles, SVPs Ops (senior vice-presidents operations) and site management on

an annual basis. The site quality managers must report the actual figures for the quality related KPIs to Group QM for consolidation.

3.7.2 Audits

All sites within the scope of the Corporate Manual are part of the programme for internal audits. Those internal audits are performed by a pool of internal auditors and are coordinated by Group QM.

Group Quality Management must also reassure the orderly performance of the external certification audits by accredited institutions. The organization of third party and customer audits lies within the responsibility of the sites.

Furthermore there is a common system for supplier audits defined by Group Procurement that is accessible for all sites. The audits are conducted by site specialists and the results are acknowledged by all sites of the Group.

3.7.3 Management Review

The inputs for the Management Review on Group level have to be prepared by the local managers and must be approved by the respective management. The inputs of all CF organizational units are summarized by the corresponding group functions for the Group Management Review with the Board. The results of the Management Review concerning actions/improvements are then communicated back to the organizational units. Specific enclosures can be added to the Management Review Quality/Product Safety in order to cover the requirements of other standards (e.g. Environmental).

3.7.4 Customer Satisfaction

The measurement of customer satisfaction is performed individually by the sites and/or on group level. As appropriate for the respective customer and product focus, inputs such as supplier evaluations, visit reports, review meetings, customer satisfaction surveys shall be utilized. Moreover the customer satisfaction is also measured indirectly by selected internal indicators like e.g. delivery performance, complaint rate etc.

3.8 Improvement

Continuous improvement is an important pillar of the company philosophy and therefore a key task of all employees. In order to reassure a comprehensive approach towards comprehensive improvement various tools are applied e.g. measurement of customer satisfaction, Management Review, internal and external audits, Continuous Improvement Process (CIP) Systems etc.

Preventive and corrective actions are an integral part of the handling of internal defects or external complaints and are documented in the respective files. In addition more systematic methods for the generation of improvement measures like statistical defect analysis, root cause analysis, evaluation of testing data, FMEA etc. shall be applied by the sites wherever feasible.

3.9 Minimum standards

The minimum requirements are those defined in the certified standards of the individual sites and in the corresponding group policies and procedures.

This corporate manual reflects the commitment of Constantia Flexibles to our company quality.