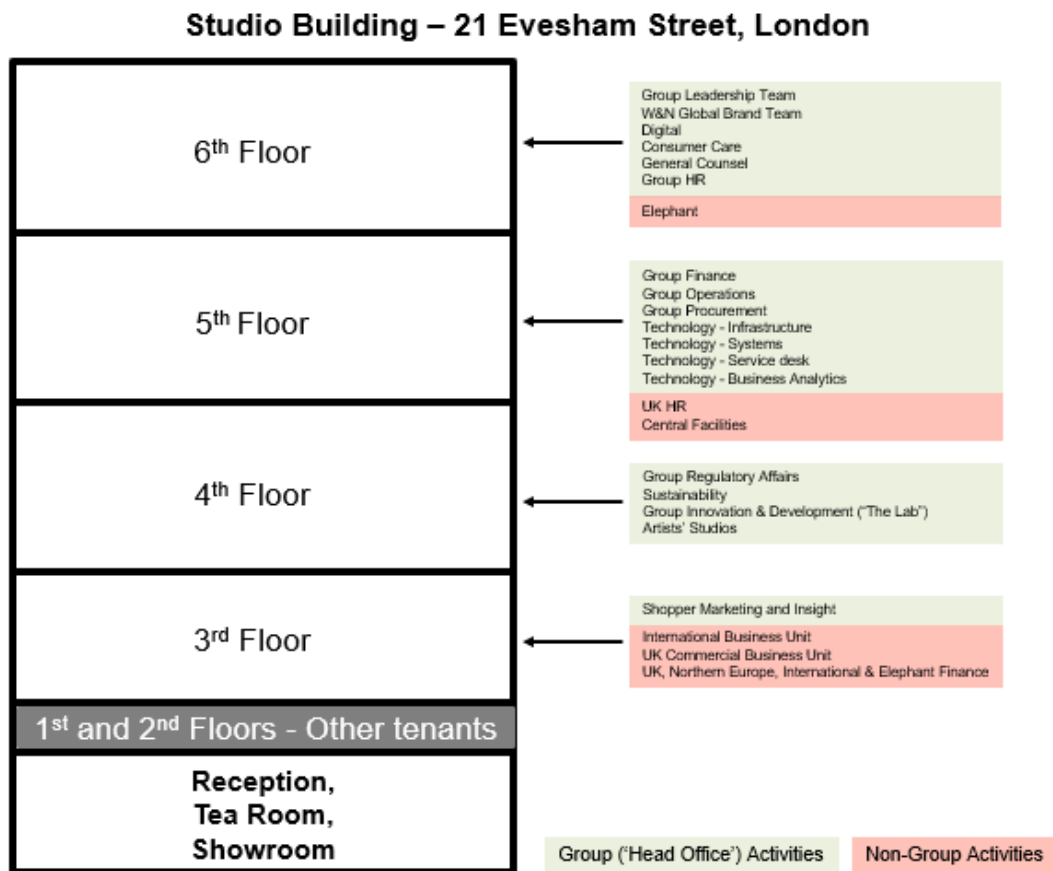


Outlining the functions and activities in the Studio Building

In many people’s minds Head Office and the Studio Building are the same thing. This is not the case as we use the Studio Building both as Colart’s Head Office, housing many Group functions, and also as a cost-saving, centralised working location for a number of commercial and support teams. As at the end of January 2019 there are about 90 people in Group Functions and the other employees in the Studio Building work in Non-Group Functions.

This note describes this Group/Non-Group distinction and sets out the broad nature of the activities undertaken by the different Group functions. By definition, Group functions have an impact on each and every Business Unit in Colart (not always an equal impact) and by centralising activities we reduce duplication and cost, and ensure strategic alignment.

Map of the Studio Building and its teams



Group Functions in the Studio Building

Group Leadership Team

- Define and develop the overall strategy of the Colart Group for approval by the Board
- Manage and develop the group in line with the targets and strategies approved by the Board, ensuring operations are conducted according to Lindéngruppen purpose and values
- Accountable for day-to-day activities and operations of the Group
- Accountable for creation and maintenance of Colart's culture and values
- Functional leads for Commercial, Operations, Finance, Technology and Human Resources
- Ultimate responsibility for all aspects of financial and non-financial performance, reporting, compliance and control
- Ensures that the group has the necessary resources and skills to meet its strategy
- Accountable for employee development and succession planning to support Group strategy
- Accountable for the effective organisation design to support Group strategy

Winsor & Newton Global Brand Team

- Develop the global brand strategy for GLT approval
- Develop deep consumer insights that in turn drive the strategic brand roadmap recommended to the GLT
- Develop global communication assets and content for all consumer touchpoints both global and local in line with the GLT approved strategy
- Work with Digital team to develop the GLT approved digital strategy for the brand
- Define and lead the development of NPD on behalf of the GLT and in full alignment with the CBUs
- Track global brand performance across CBUs
- Work with CBUs on corrective actions as needed

Digital

- Collaborate with Brand teams to deliver best in class websites, campaigns, social media, email and supporting data and content
- Develop, maintain and support the website, email, social, media bank and product information system
- Perform analytics and reporting on digital assets and campaigns
- Maintain the e-commerce platforms (B2B and brand websites)

Consumer Care

- Provides global help and support to our consumers across all our digital platforms
- Managed from within the digital team

General Counsel

- Provision of legal advice and consulting across the Group
- Contract management and advice across the Business Units
- Company Secretarial service
- Oversight of Colart's trademark management
- Compliance management
- Management of external legal advisors

Group HR

- Develops the people vision and strategy in Colart and ensures its application across the Group
- Creates the employee development and succession planning framework
- Creates the reward and recognition framework and ensures appropriate application across the Group

- Develops the central systems to support HR processes across the Group such as performance management and self-service.
- Creates a foundation for a value driven leadership and develops a framework of development in support for implementation across the Group
- Provides a central acquisition service to find the right talent and develops a core framework for preparing them for life at Colart
- Supports the development and maintenance of an effective organisation design to support Group strategy
- Creates a framework for building well-being, engagement, diversity and culture building for application across the Group
- Support value added decision making on people matters across the Group

Group Finance

- Consolidation and reporting of group results including elimination of intercompany transactions
- Focal point for financial and reporting liaison with Lindéngruppen
- Lead and coordinate the Long-Range Plan (LRP), Budget and Forecast processes
- Development, maintenance and monitoring of the Group's Finance Control Framework
- Financial management and reporting of CIHL
- Management and simplification of the group corporate structure
- Overall financial ownership of M3 and governance of its development
- Management of the Group's tax affairs
- Management of the Group treasury, funding and cash management affairs
- Financial management of the UK Defined Benefit (DB) pension scheme
- Overall management of the audit process
- Lead overall Business Performance Management and tracking for the CEO/CFO
- Support the CEO and CFO in respect of Colart's M&A agenda

Group Operations

- Provide Project Management governance and processes for the creation of any product that is developed in house or via a third party
- Generates Art Work and makes amendments to our existing SKUs to reduce reliance on third party suppliers enhancing our agility and reducing time to market
- Defines the strategy and methodology for our distribution and fulfilment operations
- Provides global financial support and governance for the operational facilities to optimise cost and manage our risks and insurance liabilities

Group Procurement

- Provides a global support service, defining, advising on and delivering our end to end supply chain strategy for both production and non-production spend

Technology - Infrastructure

- Build, maintain and support all the networks, servers and other core technology equipment

Technology - Systems

- Supports our core technology platforms within the business including M3, Documation and MFG Pro
- Works with the wider business to refine and improve the M3/ERP processes and platforms.
- Manage all the EDI interfacing with our customers

Technology – Service desk

- Support the desktop/laptop PCs, mobile phones, telephones and desktop application software

Technology - Business Analytics

- Build and manage the data warehouses, reporting and visualisation platforms used by teams across the business
- Work with stakeholders to define and improve reporting
- Work with stakeholders to define, build and manage our predictive analytics platforms

Group Regulatory Affairs

- Provides overall governance and manages the risk of all products, sold or trademarked
- Forward looking risk exposure on materials and or legislation for all products sold or marketed by any entity

Sustainability

- Defines our road map and governance both externally and internally with third party vendors
- Runs our Ambassador program and drives change within the organisation

Group Innovation & Development

- Creates insights into new materials and develops new innovative products that are then implemented and scaled up into full scale production
- Conducts regulatory and stability testing of all chemicals and formulations used in the business to reduce our overall risk

Shopper Marketing and Insight

- Develop consumer and shopper-led category and channel strategies based on customer and market/category sales data
- Develop and execute shopper-led retail merchandising solutions, including planograms and in-store communication for all brands
- Develop and execute campaign-led in-store assets and communication
- Develop and deliver the consumer insight roadmap to answer the “core consumer questions” for each brand and identify consumer insight-led brand and innovation development opportunities
- Work with leading customers and in-market commercial teams to develop tailored merchandising and communication solutions

Other Teams housed in the Studio Building

Elephant

- Planning and Management of Elephant as a business to deliver set sales, digital and cashflow targets
- All editorial work for the magazine, the books and the website collaborating with on and offsite freelancers
- Selection, programming and improving our presence on Instagram, Facebook and Twitter
- Planning and managing the online store and continued agile development of the site
- External reporting & local tax/VAT filings
- Management of the local audit process

UK HR

- Business partner line management all UK business units including head office to ensure value added decision making
- Deliver on all aspects of the people journey in Colart across the UK
- Drive all well-being, engagement, diversity and culture building activities across the UK including welfare support

- Administer, maintain and support all HR processes including Splash and Progress Review for the UK
- Administer, maintain and support all pension and payroll processes for the UK

Central Facilities

- Maintenance of the Head Office building, working with the landlord

International Business Unit

- Commercial management of and marketing support to International customers across the 4 regions of Asia Pacific, Middle East and Africa, Latin America and Eurasia to deliver the International Business Unit P&L and Operating Cashflow targets
- Commercial management of our Joint Venture, Bonny Colart, in Japan

UK Commercial Business Unit

- Commercial management of the UK customers to deliver the UK Commercial Business Unit P&L and Operating Cashflow targets
- Development and implementation of customer and consumer marketing programmes in the UK to deliver our brand strategies in market

UK, Northern Europe, International & Elephant Finance

- Financial management and insightful reporting of relevant Business Units and legal entities (UK, Nordics, Benelux, DACH, Eastern Europe, International & Elephant)
- Support Business Unit directors in cash management agenda and reporting
- Manage LRP, Budget and Forecast processes for the relevant BUs
- Drive business analysis agenda, supporting value-added decision making
- Maintenance of a robust Finance Control Framework in accordance with Group policies